



International Centre for Reindeer Husbandry
Международный Центр Оленеводства
Riikkaidgaskašaš Boazodoalloguovddáš

ANNUAL REPORT 2014



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

Part 1 - The ICR Board's Report for 2014

Based on the contents in this annual report, the Centre has done a very comprehensive work in 2014. 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. These functions were not taken care of before. The Centre's work with the public has been much in demand and many participants have apparently missed such a point of contact to the peoples engaged in reindeer husbandry throughout the circumpolar north. The Centre coordinates the work of different groups in reindeer husbandry and gains indigenous peoples and reindeer husbandry access to arenas where it has not had access before. The work in and around the Centre is seen as an expression of the professional needs of the target groups.

Concerning the Centre's priorities in 2014, the Board put special emphasis on the following initiatives (in no particular order): Arctic Indigenous Peoples Culinary Institute, UArctic EALÁT Institute at ICR, ReindeerPortal.org, UNEP Nomadic Herders, Support of WRH, work in the Arctic Council, SDWG EALLIN Reindeer Herding Youth, Collaboration with UNESCO on traditional knowledge, and establishment of local reindeer herding centers.

Many factors have influenced the goal achievements for the Centre in 2014. 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 pro-active 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.

Summing up, the Centre has gone forward on all major points in the Strategic Plan for 2014. 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.



Guovdageaidnu/ Kautokeino, Norway, February 19, 2015.

Inger Anita Smuk
Chair of the Board

Mauri Ylä-Kotola
Board Member

Per Jonas Partapuoli
Board Member

Mikkel Nils A Sara
Board Member

Part II - Introduction and Key Figures

2.1 The Aims, Work and Organization of the Centre

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

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

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

ICR is an independent institution with its own Board and budget, and is formally organized as a state administrative body with a special authority. When it comes to administrative and financial questions, the Centre reports to the Ministry of Government and Modernization (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 2014 has been funded by the Norwegian Ministry of Government and Modernisation.



¹ Letters of Award from the Ministry of Labour and Social Inclusion/ Ministry of Reform, Government

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

³ The Statutes of the Centre, July 1st 2010,,§ 2 and 4. Letters of Award from the Ministry of Labour and Social Inclusion/ Ministry of Reform, Government Administration and Church Affairs/ Ministry of Local Government and Modernisation for 2006-2014.

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

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

2.2 The Board

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

In a letter of 7th of April/May 2014 the Norwegian Ministry of Government and Modernization 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. Based on the incoming suggestions, the Ministry, in deliberation with WRH, appointed the following members for the Board the 10th of October 2014:

- Reindeer herder Mrs. Inger Anita Smuk, Vice-chair of WRH, *Chair*
- Reindeer herder Dr Mikhail Pogodaev, , Chair of WRH, Vice-chair
- Reindeer herder Mr. Per Jonas Partapuoli, Sáminuorra and SSR, Sweden
- Reindeer herder Dr Roza Laptander, Yamalo-Nenets AO, Reindeer Herders' Union of Russia
- Dr. Prof. Mauri Ylä-Kotola, Rector of University of Lapland, Finland
- Mrs. Mai-Britt Utsi, Associated Professor, Sámi University College. Norway

The following were appointed as Deputies:

Rated deputies for members from Norway:

1. Mr. Lars Kullerud, President, University of the Arctic
2. Mr. Mikkel Nils Sara, Sámi University College

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. Mrs. Lyudmila Gashilova, Herzen University, Saint Petersburg, Russia
2. Mr. Vyacheslav Shadrin, Russian Science Academy, Yakutsk, Russia

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

The Chair of the Board was appointed by the Ministry of Government and Modernization together with WRH. The Board elects its own Vice-Chair. Dr. Mikhail Pogodaev, Russia, was elected as Vice-Chair at the Board meeting 11th -12th of November 2014. The Board is appointed for four years.

The outgoing Board had one meeting on February 21, 2014 by telephone. The new Board had its' inaugural meeting November 11-12, 2014 in Kautokeino. The Board has processed 18 case issues in 2014.

Following prior Board decisions, the outgoing Chair of the Board has also had certain tasks linked to the cooperation with WRH, with circumpolar reindeer herding peoples and with reindeer herders' international networks.

2.3 The Administration

The Centre has been staffed with the following persons in the current period:

- Mr. Anders Oskal, Kautokeino, has been employed full-time as Executive Director
- Mr. Mikkel Anders Kemi, Kautokeino, has been employed full-time as Head of Office/ Senior Advisor.
- Ms. Elna Sara, Kautokeino, has been employed full-time as Information Manager.
- Prof PhD Svein D. Mathiesen, Tromsø, has been employed at 20 % as Senior Science Advisor/ UEI Professor II/ Institute Lead of UArctic EALÁT Institute at ICR.
- Mr. Johan Mathis Turi, Kautokeino has been employed at 30 % as Senior Strategic Advisor, from December 1.

In addition, the following have been engaged:

- Prof PhD Robert W Corell, Washington DC, USA constituting 10% Senior Science Advisor/ UEI Professor II.
- Prof PhD Erik S Reinert, Hvasser, Norway as 20% Researcher/ UEI Professor II on the RCN Dávvgas Project.
- PhD Inger Marie Gaup Eira, Guovdageaidnu/ Kautokeino, as 20% Researcher/ UEI PostDoc on the RCN Dávvgas Project.
- Ms. Anna Elina Vars, 30% work engagement as office cleaning deputy.
- Ms. Rávdná Biret Márjá Eira, Guovdageaidnu/Kautokeino, Project Leader, part-time engagement in different positions from January until June.
- Mr. Philip R. Burgess, Toronto, Canada, Engagement from September until end of December as Project Coordinator associated with the ReindeerPortal.org and more.
- Ms. Anna Degteva, St.Petersburg, Russia, Project Coordinator/ AACA CLA work, engaged from March until August, and from mid-September until December,
- Ms. Svetlana Avelova, St.Petersburg, Russia, Project Coordinator, Engagement 100% from October until December.
- Ms. Alena Gerasimova, St.Petersburg, Russia, Project Coordinator, Engagement 50% from January until May, and in 100% from June until December.
- Ms. Kia Krarup Hansen, engaged in the project EALLIN in full-time for 3 months.

As part of his function as Chair of the Board, the outgoing Chair Mr Johan Mathis Turi has also had additional tasks related to international coordination, in an engagement roughly equal to a 30 % position until October 10, 2014.

In addition, there has been various, short-time engagements related to miscellaneous areas. This includes small engagements of youth connected to traditional knowledge collection.

In all, the Centre has had employees constituting roughly 6,9 man labour-years, with 20 different people engaged at the Centre through the period. While this could be said to represent a relatively wide spread of resources, it has been 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). The following persons are especially mentioned here:

- Mr Tsogetsai Khan Purev, as Project Leader for Mongolia for the GEF/ UNEP Nomadic Herders Project.
- Mr Anatoly Lebedev, Mr Dmitry Marfusalov, Mr Alexander Grigorievich, as coordinators/ advisors for Nomadic Herders in Southern Sakha Republic.
- Mr Piere Bergkvist, Mr Ol Johan Gaup, Mr Yunting Gu, Mrs Anne-Maria Magga, Mr Vadim Parfenov, Ms Nechei Serotetto, Mr Igor Slepushkin, Ms Ksenia Tibichi, Mr Issat Turi, Ms Elena Walkeapää, and others, as volunteer contributors to the EALLIN reports and other initiatives.
- Others.

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 processes and routines for the work of the Centre. This work will continue in 2015.

There has been two semi-annual meetings with the Ministry of Local Government and Modernization in the period, following the Letter of Award. The first meeting was held March 20, and the second meeting in November 25 in Oslo. There has also been a joint meeting with the Norwegian Minister of Government and Modernization Mr Jan Tore Sanner, the Chair and Executive Director of ICR, and the Chair of WRH, held in Kautokeino March 25.

The accounts of the Centre are kept by the Norwegian Government Agency for Financial Management (DFØ-Direktoratet for Økonomistyring) in Hamar, Tromsø, Trondheim and Stavanger, Norway. The Centre is audited by the Office of the Auditor General in Norway. The Office of the Auditor General had a regular contact meeting at the Centre on 10th of September.

2.4 Key Figures from the Centre's Accounts in 2014

Below is a table of key figures from the Centre's accounts in 2014, in NOK.

| Key figures | 2014 |
|------------------------------------|-------------|
| Man labour-years | 6,9 |
| Total allocation post 01 - 99 | 6 625 000 |
| Degree of utilization post 01 - 99 | 89 |
| Operating expenses | 6 351 893 |
| Wage share of operating expenses | 54 |
| Wage share per person | 501 440 |

Part III - Activities and Results over the Year

3.1 Introduction: The Challenges of Circumpolar Reindeer Herding

The Aoluguya-Declaration from the 5th World Reindeer Herders' Congress in 2013 describes the possibilities, the challenges and the problems of reindeer husbandry from reindeer herders' own perspectives. The declaration is concerned with diverse challenges such as disappearing taiga reindeer husbandry, information and communication, health of reindeer herders, globalization and international collaboration, loss of pastures and biodiversity, youth, traditional knowledge, research and education. 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-Information, the ongoing projects EALLIN, Arctic Resilience Report 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, § 8, the UN declaration on Agenda 21, part 26, the ILO Convention 169 on the rights of indigenous peoples, the UNESCO Convention on the preservation and development of cultural diversity, the IPCC assessments, the Arctic Council Adaptation Action to a Changing Arctic assessments, and the human rights criteria for the global resource sector (GRS) in accordance with the FTSE 4Good and Dow Jones Sustainability Indexes.

The beginning of the 21st century marks a time of changes in the Arctic, changes in geographical areas and in societies. Climate change and changes in the use of the Arctic are important drivers for this development. These questions are being highlighted in the Arctic Council reports Arctic Climate Impact Assessment (ACIA) of 2004 and the Arctic Human Development Report (AHDR) of 2004, 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 tried to work in order to recruit young people to this line of work.

3.2 Projects

The project work and external funding has shown a generally increasing trend since the startup of the Centre. See also part 4 (further work). In 2014, the range of projects the Centre has initiated and/ or worked with includes the following initiatives, some of which will be specifically mentioned later (in no particular order):

- Arctic Council SDWG EALLIN – Reindeer Herding and Youth
- Preparation of the EALLU initiative.
- HSH Prince Albert II Arctic Indigenous Reindeer Herding Students Program
- UArctic EALÁT Institute at ICR
 - Training of Future Arctic Leaders program, Arctic Lavvu Dialogues
- Arctic Council SDWG Arctic Resilience Report (ARR)
- Arctic Council AMAP Adaptation Actions to a Changing Arctic (AACAA)
- IPCC AR5 WG II Launch Event March 31, 2014
- BIRGEN – Traditional Knowledge and Education in Reindeer Husbandry
 - Reindeer annual cycle calendar
 - Picture exhibition of women in reindeer husbandry
- GEF/ UNEP/ CAFF Nomadic Herders project
- IPY EALÁT Science Book
- Arctic Indigenous Peoples’ Culinary Institute/ the Biebmu-project
- The Dávvgas project - The Economics and Land-Use Conflicts in Sámi Reindeer Herding in Finnmark: Exploring the Alternatives
- Traditional Knowledge and Community-based Monitoring Systems (collaboration with UNESCO)
- Governance in change (RUF Forvaltning i endring)

3.3 Cooperation agreements

In 2014 the Centre has made professional cooperation agreements with the following institutions:

- Arctic College for Peoples of the North, Chersky, Sakha Republic, Russia.
- Stockholm Resilience Centre, University of Stockholm, Sweden.
- GRID-Arendal, Norway, on the Nomadic Herders project in Mongolia in 2014-2015.

3.4 Publications

In 2014 the Centre has authored, published and/ or substantially contributed to the following publications:

- Nymand-Larsen, Joan, O. Anisimov, A. Constable, A. Hollowed, N. Maynard, P. Prestrud, T. Prowse, J. Stone, T. Callaghan, M. Carey, P. Convey, A. Derocher, P.T Fretwell, B.C Forbes, S. Glomsrød, D. Hodgson, E. Hofmann, G.K Hovelsrud, G.L Ljubicic, H. Loeng, E. Murphy, S. Nicol, A. Oskal, J.D Reist, P Trathan, B. Weinecke, F. Wrona, M. Ananicheva, F.S Chapin III, V. Kokorev (2014): “*Polar Chapter*”. In Chris Fields et. al: *Climate Change 2014: Impacts, Adaptation, and Vulnerability*. Intergovernmental Panel on Climate Change (IPCC) WGII AR5, 2014.
- Glad T, Barboza P, Mackie RI, Wright A-D G, Brusetti L, Mathiesen SD, Sundset MA (2014) *Dietary supplementation of usnic acid, an antimicrobial compound in lichens, does not affect rumen bacterial diversity or density in reindeer*. *Current Microbiology* 68:724-728.
- Burgess, P. *The reindeer is coming* (Video): On March 31st, 2014, ICR in collaboration with the Intergovernmental Panel on Climate Change (IPCC) held an outreach event to commemorate the release of the 5th Assessment of the IPCC. The meeting was opened with this new video by ICR that introduces some of the changes that herders are seeing in their pastures.

3.5 Actions and Measures in the Strategic Plan of 2014

Here follows a comprehensive review of the Centre's Strategic Plan for 2014. According to Board Decision 12/13 (ICR Strategic Plan 2014-), 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 (*)

ICR has been working with the IPY EALÁT Science Book, in collaboration with UArctic Press/ CCI in Canada, forthcoming for final publication in 2015. The work has included facilitating the editorial process, including final editing and adjustment of chapters in collaboration with chapter authors. The IPY EALÁT Science Book is the major science delivery from IPY EALÁT. However, the work was delayed in 2013-2014 due to the University of Alberta's decision to close down UArctic Press/ CCI. Alternative publication channels were considered, and this work continued in 2014.

As a legacy of SDWG EALÁT, the SDWG EALLIN Project in the Arctic Council has been a major follow-up 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 EALLIN.

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/ Biebmu)* 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 important to ensure the reindeer herders' access to and ownership of the most profitable parts of their value chains. Arctic Indigenous Peoples Culinary Institute at ICR will work to document Arctic indigenous peoples' food cultures and traditional knowledge of food. In cooperation with UArctic EALÁT Institute Partners, the institute aims to become the best culinary institute in the fields of Arctic indigenous food, knowledge and value creation in the High North. Focus is on traditional knowledge, reindeer meat and other Arctic food resources. In 2014, 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. This also includes work with the Biebmu

network. Some basic development funds for AIPCI has been secured in 2014, while more applications has been developed and sent to various funding sources.

3.5.1.3 The BIRGEN Project – Traditional Knowledge and Education in Reindeer Husbandry

ICR has finalized the projects on a reindeer herding calendar (showing the traditional activities associated with every week of the year/ the annual cycle of reindeer husbandry), and a picture exhibition on women in reindeer husbandry (showing women and women's role in contemporary reindeer herding in different regions of Norway). The picture exhibition was officially opened in March 2014. The work with the calendar was finished in 2014, while printing remains. ICR is also maintaining the webpages of Birgen (www.birgen.no).

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 in 2015. Given the fact that there has not been any core project funding for Birgen in the period, the progress on the follow-up has been good.

The work with UArctic EALÁT Institute at ICR, the Arctic Indigenous Peoples' Culinary Institute, and follow-up of Birgen has all had good progress in 2014.

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 in 2014 focused on collection of data from different regions in partnership with WRH through existing projects and processes. Gathered materials have to some extent, been outreached through ReindeerPortal and other written materials. Through the GEF/ UNEP Nomadic Herders PPG-phase, the information gathering on particularly the Taiga regions have been maintained. These efforts have also been partly, supplemented by the Centre's work with the Arctic Council EALLIN project, the Dávvgas project and more.

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 2014 the Centre has been further developing the 2nd generation ReindeerPortal.org, which was formally launched at the 5th WRHC in China in July 2013. While reindeer herding is, first and foremost, an international indigenous livelihood, a challenge felt locally is to find the best solutions for communication internally and with the 'outside' world. Here ICR believes that international solutions for organisation and content production is key to create dynamic collaboration on information exchange. At the same time, it has been ICRs experience that purely commercial options for web portals are not necessarily sustainable (which, could in itself lead to challenges considering the amounts of data produced). The Arctic Portal on Iceland has been an important Icelandic contribution to Arctic collaboration in the Arctic Council and IPY, and several key Arctic Council programs and structures are also utilizing this platform for their web presence. ReindeerPortal.org is developed in a continued partnership with WRH, ArcticPortal on Iceland, as well as other UArctic and IPY legacy partners.

Below are some brief visitor statistics and figures for the ReindeerPortal.org in 2014:

- Visitors to the various platforms came from 174 countries around the world. In 2014 there were 103 (English) and 124 (Russian) new posts adding to an archive of 861 posts and 142 pages across three languages.
- Over the course of 2014, there were 97 384 visits to the combined Reindeer Portal. The most popular post in 2014 attracted over 2150 views. The most popular page in 2014 was 'What is Reindeer Husbandry' (5592 visits). The Centre's archived site ealat.org on the Arctic Portal attracted 5582 visits in 2014.
- Top visiting countries for the Reindeer Portal were in order: US, Norway, Russia (10%), UK, Canada, Sweden, Finland, Australia, Germany and France
- The top referring site is Facebook - where ICR also maintains a page. ICR currently has 980 'Likes' in total. 2014 saw a large increase in Likes from 676-956 (41%). Facebook continues to drive a lot of traffic to the Reindeer Portal. Top 'like' countries are (in order) Norway, Sweden, the US, Finland and Russia.
- ICR also maintains a You Tube channel. This channel attracted 7605 views in 2014, with 15 586 minutes being viewed. Top viewing countries were (in order) US, Norway, Sweden, Canada, UK, Finland and Russia.
- ICR also maintains a Twitter channel with 90 followers by the end of 2014.

Summing up the statistics, the total traffic in 2014 has increased by 27.5% when compared to 2013, largely thanks to expanded content and improved Search Engine Optimization (SEO). The new Reindeer Portal for instance scores on the first page of Google through searches including 'reindeer', 'reindeer herding', 'reindeer herders', 'nomadic herders' and 'ealat', generating a lot of hits and attesting to the favourable position gained and maintained for the ReindeerPortal.org in the period. Top search terms that located the Reindeer Portal were 'reindeer', 'reindeer herding', 'reindeer herders' and 'reindeer husbandry'.

Apart from ongoing and more regular development work in 2014, the ReindeerPortal.org has been further tested for new functionalities. First and foremost, the Centre's participation in the UArctic Virtual Learning Tools Project has led to development of a concept for online teaching, including video transfer and storage, chatrooms and forums – now testing through ReindeerPortal.org. As a result, the Portal is now also able to handle full online teaching packages and efficiently work across three

languages. 2014 saw a strong focus on implementing Russian language content, greatly facilitated by the implementation of updated open source CMS tools (WordPress). This development has been part of the Centre's strategy to optimize the use of the portal.

The Reindeer Portal is currently home to multiple sub-project sites including nomadicherders.org, eallin.org, davggas.org, ealat.institute, 5wrhc.org and now 6wrhc.org. The Reindeer Portal is accessible through multiple URLs including reindeerportal.org, reindeerherding.org, reindeercentre.org, reindeer.is and many others, all to maximise accessibility and traffic.

As an integral part of the focus on the ReindeerPortal.org, one has also worked on the inclusion and linkages towards new social media like Facebook and Twitter. 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. All newly generated content is reflected automatically through our various social media channels.

In the course of 2014, the Centre rolled out new functionality to the Reindeer Portal and expanded content in Russian language, improved statistical tracking, and implemented online training of new authors not familiar with the ReindeerPortal.org. This includes training of current Russian speaking personnel. Thanks to this, traffic from Russia has increased significantly in 2014, and the number of posts and articles have also increased. Through 2014 there has been a substantial increase of production in Russian language – this was the first year that out put in terms of posts in Russian outnumbered those in English.

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 in 2013. There has been done a range of refinements and developments of the main application in 2014, in close dialogue with UNEP, also linked to a separate agreement with Grid-Arendal concerning Mongolia. The final decision for approval of the main project has not yet been made by GEF, while the project group has delivered according to plan.

The Nomadic Herders project is especially important because of its focus and potential significance for the very challenged taiga reindeer herding regions. While the

As part of the work, ICR and WRH has also had a separate meeting with Executive Director Achim Steiner of UNEP in August 2014, discussing biodiversity conservation, indigenous nomadic livelihoods, Nomadic Herders, and ongoing international initiatives.

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 EALLIN and Nomadic Herders, including lectures and discussions by key ICR and WRH personnel and reindeer herding students. In addition, status and findings from regional EALLIN sites and activities and CAFF Nomadic Herders have been continuously reported to the Arctic Council system, primarily national authority experts in Sustainable Development Working Group (SDWG). While the Centre has did not obtain funding/ a host to re-run the UArctic Master Course entitled

“Adaptation to Globalisation in the Arctic: The Case of Reindeer Husbandry” (AGA) in 2014, this initiative together with the Training of Future Arctic Leaders concept forms building blocks for the Centre’s efforts towards outreach and training of local authorities.

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 2014 this 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 EALLIN project, ICR has coordinated several training programs for reindeer youth in 2012-2014, also as part of the further development of this course concept.

In all, over 160 indigenous reindeer herding youth have participated in the workshops and training programs in 2012-2014, from circumpolar regions including Fennoscandia, Russia, Mongolia and China.

A diversity of topics have been addressed, including Arctic change and globalization, society resilience and adaptation, the Arctic Council system, industry relations and corporate social responsibility, confidence building and presentation techniques, and so on. Development of the “Training of Future Arctic Leaders” concept continued into 2014, including the initiated work towards formal accreditation of content modules for university level education.

In 2014, the following Master student was educated as part of UArctic EALÁT Institute at ICR: Master of Science Helena Omma, Sweden. *Gáiduma ja Vájssá boazosámiid guolgaterminologija*. Language Science Master Degree, Sámi University College, 2014.

3.5.3.5 Arctic Council Initiative on Awareness Raising on Arctic Traditional Livelihoods

While the Initiative on Awareness Raising on Arctic Traditional Livelihoods has been part of the Canadian Chairmanship program of the Arctic Council, the progress of this work could be seen to have been variable. Combined with initial confusions on contents and an apparent lack of basic funding for this initiative, causing a slow start throughout the period, this has made it difficult for the Centre and WRH to participate in the work. The centre has though had dialogue with the Canadian Chairmanship on these issues, as well as with the Saami Council specifically. There might be options to follow-up a continuation of the initiative in the Arctic Council.

There has been good progress on outreach activities, and especially so regarding ReindeerPortal.org and the UEI Training of Future Arctic Leaders program. The GEF/ UNEP Nomadic Herders has had very good progress, 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, as well as helping in planning and arranging WRH Executive Board meetings. As before, assistance in WRHs work in the Arctic Council has been a main focus, as well as support to WRHs administrative work.

Even though there have been contributions made to projects and initiatives of WRH, it has not been possible to contribute a 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.
- Centre for High-Arctic Tundra Reindeer Husbandry, Chersky College for Northern Indigenous Peoples, Sakha Republic, Russia.
- Nenets AO, Russia.
- Yamalo-Nenets AO, Russia.

In 2014, ICR has had special emphasis on laying the foundations for establishment of the centers in Mongolia, in Topolinoe and in Chersky. A Centre was established in Chersky in Eastern Siberia by an MoU in 2004. Following up the established centers, these have been involved into running projects, namely SDWG EALLIN and GEF/ UNEP Nomadic Herders. ICR has continued developing plans for a possible training/ exchange concept for these centers, linked to Nomadic Herders and more.

3.5.4.3 SDWG EALLIN/ NIV'GE: Reindeer Herding Youth(*)

Through close dialogue and interaction with the Arctic Council, and especially the Russian Federation, the Centre together with WRH was able to achieve very good progress for the EALLIN initiative in 2014. Activities of SDWG EALLIN Reindeer Herding Youth in 2014 includes the following community-based youth workshops:

- Umeå, Sweden, January 30-February 1
- Kautokeino, Norway, March 24-27
- Lapponia, Sweden, March 28-30
- Kautokeino, Norway, March 31

In all, over 160 reindeer herding youth have participated in the workshops and training programs in 2012-2014, from circumpolar regions including Fennoscandia, Russia, Mongolia and China. (See also course development under UArctic EALÁT Institute.)

As part of the methodology of the EALLIN project, one has used the *Arctic Lavvu Dialogue Concept* developed by ICR as a means to share experience and perspectives across different reindeer herding regions, across perspectives and viewpoints, and across diverse participating groups such as reindeer herding youth, industrial leaders and public authorities.

The project has consistently reported in to the Arctic Council SDWG meetings through presentations and materials, as well as into the standard reporting schemes of the Arctic Council.

The contents of the report from the EALLIN Project, together with an Executive Summary, was to a large degree produced in 2014. During the end of the period, there was also planning activities for a special launch of the Executive Summary in Tromsø, Norway in January 2015 in the presence of HSH Prince Albert II of Monaco.

The general project work has been based on collaboration with WRH member organisations, local indigenous institutions, industrial actors, as well as regional authorities. There has also been positive collaboration with several PPs and observers in terms of practical implementation.

3.5.4.4 Youth Exchange Program between Guovdageaidnu/ Kautokeino and Nenets Autonomous Okrug

In 2014 the established joint working group between ICR, WRH and the Reindeer School in Kautokeino has further detailed the concept, funding applications and preparations for implementation. The work with the exchange program is seen in relation to the UArctic EALÁT Institute at ICR, as well as the proposed EALLU project.

As for cooperation and network building in reindeer husbandry, the Arctic Council EALLIN Project has had very good progress in 2014, as the cornerstone project of the Centre and WRH in the Arctic Council. There has been good progress regarding regional information centers concerning initiated processes in new regions and establishment of a new centre in Eastern Siberia. The support to WRH has been good, ie. maintained at the same level as before.

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 regards 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 2014, with the long-term aim to build an international network for knowledge exchange and collaboration. Work has been concentrated on the SDWG EALLIN project, Arctic Resilience Report (ARR), AMAP Adaptation Action to a Changing

Arctic (AACA), SAON, CAFF Nomadic Herders, as well as observer-related issues and more.

The meetings include:

- CAFF-meeting, Kuujjuag, Canada, February 11-13
- SDWG, Yellowknife, Canada, March 22-24
- SAO Yellowknife, Canada, March 25-27
- SDWG, Yellowknife, Canada, Oct 18-19
- SAO, Yellowknife, Canada Oct 21-23

The Centre has a continued involvement in the Arctic Resilience Report (ARR), as led by Stockholm Resilience Centre. ICR is also involved in the large assessment Adaptation Action to a Changing Arctic (AACA).

Through WRH and the Saami Council, ICR has participated in the SDWG initiative on development of Arctic Council principles on inclusion of traditional and local knowledge into its work (AC TLK). This includes the TLK meetings in Reykjavik, Iceland, February 17-20 and in Ottawa, Canada, June 28-30.

Other participation, in collaboration with WRH/ Saami Council:

- Svein D. Mathiesen: Board Member Arctic Council Arctic Resilience Report (ARR).
- Anders Oskal: Member of Regional Integration Team: Arctic Council Adaptation Action to Changing Arctic (AACA) – Barents region group.
- Anders Oskal: Member of the Board of the Arctic Economic Council (nominated by the Saami Council). This includes participation at the AEC Founding Meeting held in Iqualuit, Canada September 2-3.
- Different contributions to the AACA chapter teams (CLA, LA, CA).
- Anna Degteva: Participant in the Arctic Council Task Force on Strengthening Scientific Cooperation in the Arctic.

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 5th November 2010.

The institutional framework of the institute have been further developed in 2014, 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 2014, 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 all been involved in the work of the Institute to some degree.

The UArctic EALÁT Institute has been engaged in a wide spectrum of knowledge challenges for circumpolar reindeer herding in 2014, including education, training, traditional knowledge, information and outreach.

Activities of UArctic EALÁT Institute at ICR in 2014 includes:

- Training of Future Arctic Leaders program, with over 160 reindeer youth participating in 2012-2014 (see the course development chapter above).
- The Centre has participated in various UArctic activities and seminars in 2014.
- The Centre has applied for funding for different Institute courses, under decision.
- The Centre has planned different Courses connected to the UNEP/ GEF Nomadic Herders initiative.
- Implementation of Arctic Lavvu Dialogues, in conjunction with work in the Arctic Council EALLIN Project.
- Collaboration with UNESCO on Traditional Knowledge (see below).

3.5.5.3 Contributions to the Work Plan of the Working Group on Interregional and Cross-Border Cooperation of the Norwegian-Russian Intergovernmental Commission for Economic, Industrial, Scientific and Technical Cooperation 2011-2015

Following a request and dialogue with the Ministry of Reform, Government Administration and Church Affairs, the Centre in 2012 proposed activities under the Work Plan of the Working Group on Interregional and Cross-Border Cooperation of the Norwegian-Russian Intergovernmental Commission for Economic, Industrial, Scientific and Technical Cooperation 2011-2015. While the outwards activity of this working group generally seems to have diminished in 2014, ICR has been awaiting initiatives for its potential contributions.

3.5.5.4 Collaboration with UNESCO on Traditional Knowledge

ICR had the main responsibility to organize an international workshop entitled *Global change, indigenous community-based observing systems and co-production of knowledge for the circumpolar north*, held March 25-27 in Kautokeino, Norway. This was a collaborative effort together with UNESCO and Sámi University College, with participants from Alaska, Canada, Greenland, France, Norway, Sweden, Russia and Mongolia. The main focus of the workshop was the role of traditional knowledge in governance of natural resources in the high-north, with cases from reindeer husbandry and other indigenous societies in the north. The seminar had over 70 international expert participants, and was opened by Norwegian Minister of Regional Development Jan Tore Sanner.

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 Training of Future Arctic Leaders program, Arctic Lavvu Dialogues as well as a productive collaboration with UNESCO.

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

- Meeting the Chinese Ambassador to Norway, Tromsø, Norway, January 23
- The 25 Years Anniversary of GRID-Arendal, in Arendal, Norway, August 14-15
- Executive Director Achim Steiner of UNEP, Arendal, August 14
- EAT Forum, Arendal, Norway, August 13
- The 25 Years Anniversary of Sámi University College, Kautokeino, August 20-22
- Meeting the Mongolian Ambassador to Scandinavia, Stockholm, Sweden, August 28
- ICR co-hosted the President of the Norwegian Parliament Mr Olemic Thommesen during his visit to Finnmark, October 10
- Meeting with Senator Liza Murkowski and Lt Governor Mead Treadwell of Alaska in Reykjavik, Iceland, November 1
- Meeting with President Egor Borisov, Sakha Republic, Yakutsk, Russia November 28
- Rector of Herzen University Dr Valery Solomin, SPb, Russia, November 24
- Arctic Frontiers 2014, January 19-24
- 2nd China Nordic Arctic Research Symposium (CNACS), Akureyri, Iceland, June 2-5
- Collaboration meeting with the Rector Anne Husebekk and Director Lasse Lønnum of UiT The Arctic University of Norway in Tromsø, Norway, October 7
- The AGM of the Norwegian Sámi Reindeer Herders' Association, Vadsø, Norway, June 12-14
- Umeå Cultural Capital, Umeå, Sweden, January 31-February 2
- Arctic Science Summit Week, Helsinki, Finland, April 5-11
- BEBO meeting, SOGSAK, Inari, Finland, June 10-13
- Arctic Economic Council (AEC) Founding Meeting, Iqaluit, Canada September 2-3
- The 2nd Arctic Circle Assembly in Reykjavik, Iceland, October 31-November 2

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 actively participated in the Arctic Economic Council (AEC).
- The Centre has participated at meetings of the Norwegian-Russian Chamber of Commerce, as a member of this forum.
- The Executive Director of ICR has been a co-author of the IPCC AR5 WG II Polar Regions Chapter (Nymand-Larsen et al, 2004). This represents a significant consolidation of ICR as a leading authority on climate change adaptation issues in the Arctic, specifically concerning indigenous issues and reindeer herding.

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

- Official Launch of IPCC AR5 WG II in Guovdageaidnu/ Kautokeino:
 - Following ICRs contributions to the IPCC AR5 WG II, the Centre was mandated to host an official IPCC Launch Event in the Arctic. The launch event was endorsed by IPCC as part of the official launch of AR5 WG II, through an endorsement statement from IPCC AR5 WG II by its Co-Lead Prof. Chris Fields, Stanford University.
 - The launch event was organized by ICR in Guovdageaidnu/ Kautokeino March 31 with the title '*Arctic Indigenous Peoples – Managing Change?*'. The event

was opened by President of the Saami Council, Ms Aile Javo, and included greetings from Executive Director Achim Steiner of UNEP, as well as indigenous leaders from across the Arctic.

- The event included speeches and discussion on key topics including keynote presentations on the IPCC, the IPCC AR5 WG I & II, the WG II Polar Regions Chapter, the WG II Human Security Chapter, perspectives of Sámi, Inuit, Nenets, Even, Evenki and Dukha indigenous peoples and youth, and more. The event also had a separate session on Climate change resilience and managing change. Under this theme, the topics included Science and traditional knowledge co-production, Education and two ways of knowing, the SDWG EALLIN Reindeer Herding Youth project, as well as local business perspectives.
 - Several new initiatives were brought forward and launched at this IPCC event, as responses to climate change. These included the *Arctic Indigenous Scientists' Association (AISA)*, uniting Arctic indigenous scholars for knowledge production in the Arctic. Another issue was the *Arctic Indigenous Peoples' Culinary Institute*, representing a novel approach for adaptation to change for Arctic indigenous societies. The session also included an Arctic Lavvu Dialogue entitled "Is Adaptation Possible – Will Democracy Cope? Managing Knowledge Resilience and Power", convened by Dr Robert Corell and Ms Gunn Britt Retter.
 - Participants included over 70 experts and representatives from Norway, Sweden, Finland, Russia, Greenland, Mongolia, Canada and the US, including representatives and scholars from Sámi, Inuit, Nenets, Even, Evenki and Dukha indigenous peoples.
 - A central dimension throughout the program was indigenous youth perspectives, where indigenous youth from Fennoscandia and Russia and early career indigenous scientists themselves expressed their views, concerns and perspectives on climate change, adaptation and resilience. EALLIN youth from Fennoscandia and Russia contributed actively to the event, both as the main session moderators, co-organisers, lecturers as well as participants.
- Through the Arctic Council EALLIN project and the GEF/ UNEP Nomadic Herders project and more, ICR has arranged a diversity of international seminars and community-based workshops in circumpolar reindeer herding areas in 2014. (Please refer to separate mentioning of this above.)

3.5.6.4 Work towards National and International Media

- The Centre has received a lot of 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:
 - The Official Launch of IPCC AR5 WG II Polar Regions Chapter in Kautokeino March 31
 - The ICR-UNESCO seminar in Kautokeino in March 25-27
 - Nomadic Herders events (various media, including local media)
 - EALLIN events (various media, including local media)

3.5.6.5 Lectures for Indigenous Students or in Different Forums

The Centre has given various lectures in 2014, including for:

- Bachelor students in reindeer herding at Sámi University College in Kautokeino
- Students at Herzen University in St.Petersburg, Russia
- Students at the Upper Secondary and Reindeer School in Kautokeino
- UArctic Albert II students, including the Training of Future Arctic Leaders program
- EALLIN Youth participating at events during the year.
- Arctic Circle Reykjavik, Iceland
- Arctic Frontiers 2014, Norway
- 2nd CNACS, Akureyri, Iceland

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

- The Centre has continued development of its collaboration with UNESCO on Climate Change and Community-based Monitoring and Adaptation in the Arctic, including planning and implementation of an international workshop in Kautokeino in 2014.
- The Centre has engaged in a collaboration on the *RCN Dávvgas Project - The Economics and Land-Use Conflicts in Sámi Reindeer Herding in Finnmark: Exploring the Alternatives*. This was initiated as a collaboration project the University of Life Sciences in Norway (UMB, Ås), the Norwegian Institute for Nature Research (NINA) and ICR, with its core funding from the Research Council of Norway. The Centre co-hosted the professional seminar in Kautokeino in 2014, following up the professional work, fieldwork and more. ICR has the responsibility for outreach, co-production and cooperation with reindeer herding communities, while also engaging part-time researchers on specific work packages. ICR has also taken part in producing a Dávvgas text book, forthcoming in 2015.
- The Centre has engaged in professional collaboration on Traditional Knowledge together with the Árbiediehtu-project at Sámi University College, including gathering and systematizing Sámi Traditional Knowledge on biodiversity resources.

3.5.6.7 Other Activities

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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. Especially important in this regard is the Centre's participation in and official launch of the IPCC AR5 WG II report.

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 in 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 Government and Modernization. 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 well suited for the Centre's activities, providing a good working environment. The regional reindeer husbandry administration is also located in LES, representing both a relevant professional environment and a gathering point for reindeer herders as a primary target group of the Centre.

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, and has been consistently low the last 9 years.

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

In the administration men have been employed in positions equaling ca 2,5 man-labour years in the current period, while women have been employed equaling ca 1,0 man-labour years, excluding temporary positions/ engagements. It is important for the Centre to have an equal gender balance in the administration. A report on gender equality is enclosed to this Annual Report as an appendix.

The Centre seeks to follow non-discrimination practises towards people's religious beliefs, sexual orientation and ethnicity.

4.5. Other Common Directives in the Letter of Award for 2014

There has been no remarks from the Office of the General Auditor on the accounts and management control for the previous year 2013.

Here follows a report on common directives given to the Centre in the Letter of Award for 2014, applied as far as they are relevant (following the Letter of Award).

Concerning emergency and safety plans:

While ICR have offices at Diehtosiida, the emergency plan and concept developed is available for the Centre. Based on this, the Centre is also further refining the plans for the rest of the office space, continuing into 2015. The Centre has conducted and participated in safety/ fire drills in 2014.

Concerning user evaluations:

An international user survey panel was initially planned held in conjunction with the 5th WRHC in 2013, when world reindeer husbandry as the primary user group was gathered. Due to unforeseen reasons (ie. an extreme weather event/ severe flood) the Congress had to be closed earlier than planned. It was therefore not possible to use time for a user panel/ evaluation study. Still the general feedback at the 5WRHC indicates that participants / users were satisfied with the centre. The Congress itself has provided direct input for ICR's work, for instance through the Aoluguya-Declaration. The efforts will continue in 2015, in dialogue with WRH.

Concerning financial management at the Centre:

The Ministry of Government and Modernization decided on a new Main Directive for Financial Management at ICR June 30, 2014. Based on this, the Centre has also developed an Internal Directive for Financial Management, to be further refined in 2015. See also points above.

Concerning 'Klart Språk':

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

Concerning 'Tidstyver':

The Centre seeks to identify 'time-thieves' related to its own activities and that of its partners.

Part V - Assessment of Future Prospects of the Centre

5.1 Planned Work in 2015 and Onwards

In the work plan for 2014 there are projects that will be continued in 2015 onwards. Here one would especially mention the work with the ReindeerPortal.org, UArctic EALÁT Institute and course development, SDWG EALLIN, and the UNEP Nomadic Herders Project. Development of the Arctic Indigenous Peoples' Culinary Institute will also represent a demanding task in 2015 onwards. The preparation and planning together with WRH of the 6th World Reindeer Herders' Congress in 2017 and a WRH Council Meeting will also be important in 2015.

Another area the Centre will have to focus on in 2015 and further, is the coordination of information and communication tasks in Russia, Mongolia, China and Alaska, including gathering of information. In relation to this, the continued development work on the ReindeerPortal.org is very important, 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 material 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 5th World Reindeer Herders' Congress, *the Aoluguya-Declaration will have clear impacts and implications for the work of ICR*. This includes new/ adjusted focus areas such as the taiga region, health, biodiversity, focus on North-America and more. The Aoluguya-Declaration is thus a very important policy document also for the professional work of ICR.

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.

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.

Looking at the project portfolio of the Centre, it is however 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 2006-2014 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.
- Arctic Indigenous Peoples' Culinary Institute: Because Arctic indigenous reindeer herders today are facing unprecedented change and therefore also specific challenges, it is of utmost importance to secure that also local indigenous communities are able to exploit possibilities arising from Arctic change. The establishment of a culinary institute 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 also linked with the BIRGEN project of the Womens' 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. There is a specific need for an additional Russian speaking person connected to the Centre through WRH.
- 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 2015 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.

Part VI - Budget and Accounts for 2014

6.1 The Board's Comments to the Accounts for 2014

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 Government and Modernization.

The annual accounts constitutes part VI of the annual report of ICR.

6.2 Confirmation

The financial statements are prepared in accordance with the regulations for financial management in the Norwegian State, circular R-115 from the Ministry of Finance, 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 2014, ICR has disposed grants of expenditure on chapter/ item 056 301 of NOK 4,725,000, cf. the appropriation report. Under-expenditure for item 01 was NOK 84,845, and after adjustment for received public refunds the Centre has a under-expenditure of NOK 158.765, which is applied transferred to the next year on chapter/ item 056301 according to the calculations in note B.

In addition, the Centre has grants of totally NOK 1,900,000 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 356 302. The Centre has an under-consumption on chapter / item 056321 of NOK 113,000 and additional income on revenue account 356302 of NOK 471,000. This adds up to NOK 584,000 in all, which is applied transferred to next year, in accordance with note B.

6.4 The Framework for the Financial Management of the Centre

The Letter of Award from the Ministry of Government and Modernization, 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 for financial management, routines and reports and also more detailed rules on the dialogue between ICR and the Ministry.

6.5 The Budget and Accounts for 2014

With reference to Board decision 12/13 Budget for 2014, the periodic economic report and prognosis to the Ministry by 31 August 2014, the Board's discussion and decision in case 11/14 Budget and Accounts for 2013, and the accounts for 2014 from Norwegian

Directorate for Financial Management (DFØ), the following budget and accounts for 2014 are put forward.:

| INCOME: | | Accounts | Budget | Diff. |
|--------------------------|-------------------------------|------------------|------------------|-----------------|
| Ordinary income | | 2014 | 2014 | |
| | Means from FAD | 4 670 000 | 4 450 000 | -220 000 |
| | Additional means from FAD | 55 000 | - | -55 000 |
| | Sum ordinary income | 4 725 000 | 4 450 000 | -275 000 |
| EXPENCES: | | | | |
| Post | | Accounts | Budget | Diff. |
| | | 2014 | 2014 | |
| | Positions (employees) | 2 677 838 | 2 955 826 | -277 988 |
| | Other operating expenses | 1 160 459 | 1 063 001 | 97 458 |
| | Travel costs etc | 801 858 | 510 000 | 291 858 |
| | Sum expences | 4 640 155 | 4 528 827 | 111 328 |
| Other income | | | | |
| | Repayment of salaries | 73 920 | | -73 920 |
| | Other | | 78 827 | 78 827 |
| TOTAL SUM/ RESULT | | 158 765 | - | -158 765 |
| Project income | | | | |
| | | Accounts | Award | Diff. |
| | | 2014 | 2014 | |
| Prosjekt | Prosjekt (T) | | | |
| 1302 | Fotoutstilling Sami Parlament | 124 650 | 125 000 | 350 |
| 1517 | Unesco seminar RUF/BARSEN | 865 000 | 865 000 | - |
| 1032 | AC Eallin NCM | 184 050 | 184 050 | -0 |
| 1035 | Forstudium matkultur NCM | - | 97 919 | 97 919 |
| 1500 | UArctic EALAT Institute UiT | - | 93 000 | 93 000 |
| 1511 | Davggas UMB | 333 054 | 430 719 | 97 665 |
| 1515 | Nomadic Herders Mongolia C | 279 944 | 575 000 | 295 056 |
| | Sum projects | 1 786 698 | 2 370 688 | 583 990 |

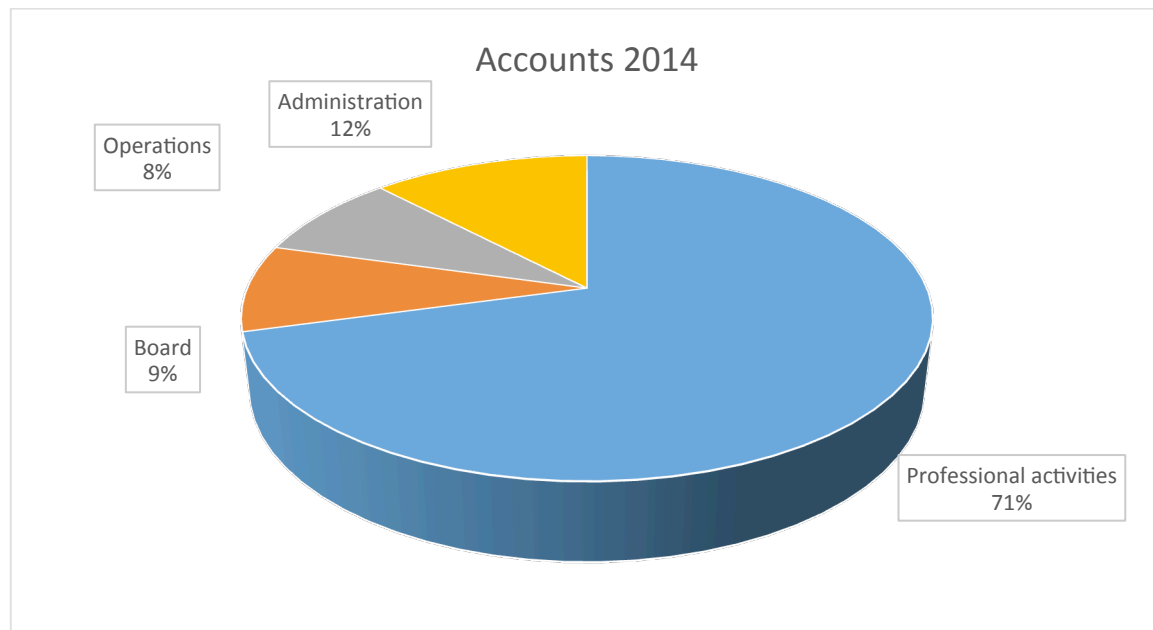
The accounts show an under-consumption/result of NOK 158.765 for 2014 concerning the basic budget (ie. apart from projects). This is within the 5% transfer limit.

Generally, the under-consumption of salaries is related to the fact that core employees have worked on projects. On the other hand, there has been a larger travel activity due

to high activity levels and meeting activities (cf. list of activities). Thus the administration have balanced the budget by these factors.

In sum there is a surplus on project income of roughly NOK 584 000, largely due to many multi-year projects running into 2015 where the income has come before corresponding expences.

Concerning the professional activities, administration and operations, travel costs have been high due to extensive professional activity in projects etc.



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 1 325 364 or around 20 % of the total account of the Centre in 2014 (while representing about 28 % of the total award from the Ministry). These shares are in line with figures from previous years.

Similarly, around NOK 5 101 488 or 80 % of the total expenditure in 2014 were allocated to professional activities, ie. the Board's work and projects. In other words, most of the Centre's resources are allocated to professional work, and only limited amounts on administration and operations. This is also in line with experiences from previous years.

With regards to Projects, the accounts show that ca. 33 % of the total income of the Centre for 2014 was external financing (excluding repayment of salaries).

Net short-term debts as of December 31, 2014 amounted to NOK 118.665, mainly consisting of tax deductions for the 6th term of 2014. In addition the Centre has a receivable amounting to NOK 50 000, due to a travel advance paid in the end of 2014 for a longer travel that was planned in the end of 2014, which had to be postponed until the beginning of 2015 due to unforeseen and uncontrollable events.

6.5.1 Additional Information

The Office of the Auditor General of Norway is the external auditor confirming the Centre's annual accounts.

6.5.2 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 decisions on State Financial ("Regulations"), adopted 12 December 2003 with amendments, the latest of 18 September 2013. The annual accounts are in accordance with the requirements in the decisions, 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 decisions, 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 report 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 decisions, 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 decisions, section. 3.8.1. 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 report 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.

Received authority to charge another enterprise's combination of chapters / items (debit authority) is not displayed in the column for total grants, but are discussed in Note B to the report of grants. Expenses related to received debit authority are kept and reported to the government accounts and are shown in the column for accounting.

Given debit authority is included in the column for total grants, but is not kept and reported to the government accounts from the business itself. Given debit authority is kept and reported by the business that has received authorization to charge, and therefore do not appear in the column for accounting. The given authorizations are presented in Note B to the report list of grants.

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 enterprises. The enterprise has a credit facility for disposable awards on the consolidated accounts in Norges Bank. The supports shall not be recognized and therefore do not appear as revenue in the report.

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