



**TOWARDS MORE EFFECTIVE REGIONAL BARENTS COOPERATION
REPORT OF THE AD-HOC GROUP ON ORGANISATIONAL CHANGES
14.5.2007**

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1 INTRODUCTION

The Ad-hoc group on organizational changes was established in the Regional Committee Meeting in Syktyvkar on June 8, 2005. Mr Esko Lotvonen from the Regional Council of Lapland, Finland, was appointed as the chair of the group. Other members are Mr Dmitry Kislov from Republic of Karelia, Mr Eilert Carlsson from Västerbotten, Mr Roald Rökeberg from Troms, Mr Alf Nystad and later Mrs Anna Prakhova, the secretaries of the Working Group of Indigenous Peoples. Ms Päivi Kuvaja from the Regional Council of Lapland has worked as a secretary for the group. The ad-hoc group has had face-to-face meetings, phone meetings and communication through e-mail since the establishment of the group.

The ad-hoc group's mandate is to tackle the challenges in the work of the Barents Regional cooperation. The work of the regional organization was seen partly ineffective. In the Regional Committee meeting in Petrozavodsk in February 22, 2006 the renewal of the mandate of the economic working group was included to the work of the ad-hoc group. The proposal concerning other working groups is also included to the report.

The ad-hoc group left the report to the Barents Regional Committee and Council meetings in Petrozavodsk, June 7 – 8, 2006. The report included many differing opinions and conditions. The Regional Committee's resolution was to prolonge the mandate of the ad-hoc group. Next the work of the ad-hoc group was reported in the Regional Committee and Council meetings in Oulu, November 23 – 24, 2007. Because the process was still incomplete the mandate of the ad-hoc group was prolonged. The group has worked in close cooperation with the CSO with the issues connected to the International Barents Secretariat. Other issues of the report have been worked and discussed in the ad-hoc group.

2 PRESENT SITUATION IN THE BARENTS REGIONAL COOPERATION

2.1 REGIONAL COUNCIL AND COMMITTEE

Barents cooperation has a structure divided in two parts: a governmental level and a regional level (Figure 1). The Barents Regional cooperation is represented by the Regional Council and its executive body the Regional Committee. The Barents Regional Council was established in 1993 by the signing of the Kirkenes Declaration. The objective is to support and promote cooperation and development in the Barents Region. The chairmanship of the Regional Council and Committee and the Regional Working Groups are shifted every second year and all decisions are made by consensus. The indigenous peoples participate in the Regional Council and Committee.

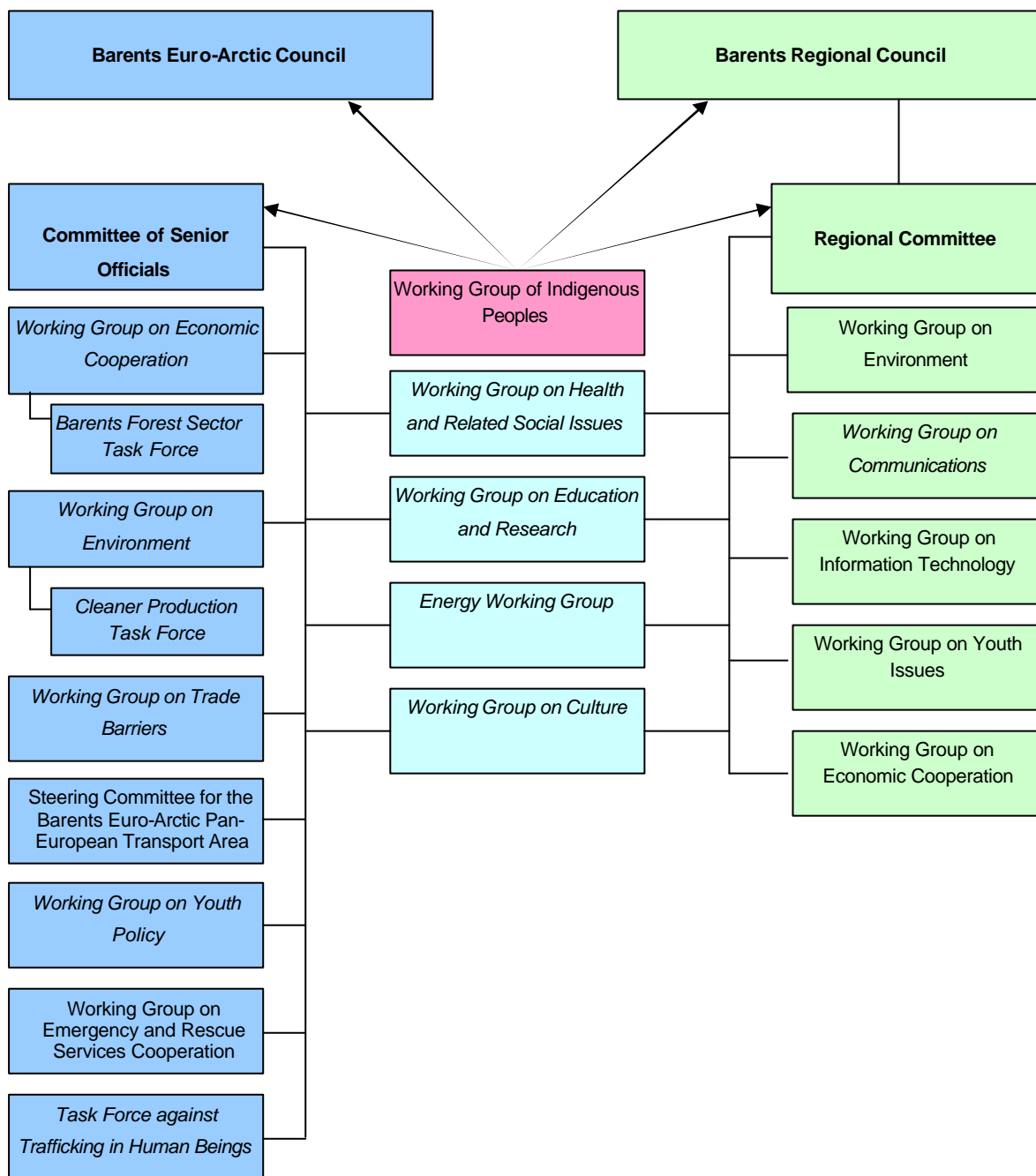


Figure 1. Organisation chart of Barents Euro-Arctic Cooperation

Initially, the Barents Region consisted of seven member regions (Archangelsk, Finnmark, Lapland, Nordland, Norrbotten, Murmansk Troms), but already in April 1993 the Republic of Karelia in Russia joined the cooperation. An increasing interest in the benefits of regional cooperation and the potentials of the northern regions followed. Nenets Autonomous Okrug joined Barents Region in 1996, Kainuu, Oulu and Västerbotten Regions in 1998 and the Republic of Komi in 2002. At the moment the Barents Region comprises 13 member regions,

approximately 1,75 mill sq. km, almost 6 million inhabitants and 3 indigenous peoples: Saami, Nenets and Vepsians.

Member regions:

Finland: Kainuu, Lapland and Oulu Region

Norway: Finnmark, Nordland and Troms

Russia: Arkhangelsk, Karelia, Komi, Murmansk and Nenets

Sweden: Norrbotten and Västerbotten

North Karelia has applied for the membership of the Barents Regional Council on several occasions. The latest application was submitted on November 17, 2004. When Komi was given membership in 2002, a decision concerning a moratorium was also taken: no new members were to be admitted during a five-year period. New members can be approved no earlier than autumn 2006, for formal admission no earlier than January 1, 2007. During the period of the existing moratorium (until January 1, 2007), North Karelia may participate in various projects in the framework of Barents regional cooperation according to competence and interest, and thus collaborate with the Working Groups to develop mutually beneficial exchange.

The Chairmanship of the Barents Regional Council alternates between its 13 member counties in 4 countries every second year. The Regional Council meets two to three times a year. The meetings are prepared by the Regional Committee, which consists of civil servants from the member county administrations together with a representative of the indigenous peoples. The Committee has overall responsibility of work between meetings of the Regional Council. The priority areas of the work are identified in the Barents Programme and it constitutes the framework for cooperation.

Rotation of Chairs

The principle of the chairmanship in BEAC and the BRC is that same country cannot hold the chair at both national and regional levels at the same time. The rotation scheme is as follows:

	BEAC	BEARC
2001-2003	Sweden	Norway/Nordland
2003-2005	Norway	Sweden/Västerbotten
2005-2007	Finland	Russia/Republic of Karelia
2007-2009	Russia	Finland/Oulu Region

2.2. WORKING GROUPS AND TASK FORCES

In order to deepen the cooperation within certain areas the Regional Council has established **working groups**, consisting of appointed experts from the member regions. At the moment there exists working groups for environment, communications, youth issues, information technology and economic cooperation. They report their activities to the Regional Council. There also exist four joint working groups with the Barents Euro-Arctic Council: health and related social issues, education and research, energy and culture. The joint working groups have a shared chairmanship on national and regional levels. They report both to the Regional Council and the BEAC. Working group of indigenous peoples is the only working group established on a permanent basis and given an advisory role to the Barents Euro-Arctic Council and the Regional Council.

Task Forces can be created for specific issues or actions to be undertaken during a limited period of time. They can be established by the Regional Committee or by a working group.

2.3 NATIONAL SECRETARIATS AND COOPERATION OFFICES – PRESENT SITUATION

Finland

The Ministry for Foreign Affairs of Finland gave project financing for developing national Barents secretariat activities in Finland during 2006. The process was continued in 2007 and the Finnish Barents Secretariat started. It is financed by development financing from 2007 to 2009. The Finnish Barents Secretariat is situated in the Regional Council of Lapland in Rovaniemi. The Regional Council of Lapland is today the joint Managing and Paying Authority for the Interreg III A North and Kolarctic Neighbourhood Programmes. The sub secretariat of the neighbourhood programme is situated in Murmansk. The Regional Council of Lapland will be the managing authority in Kolarctic ENPI CBC Programme in 2007 – 2013.

www.lapinliitto.fi

Russia

At the present moment on the Russian side there is no permanent secretariat. The resources for Barents cooperation are in the Regional Governments. The Murmansk Region held the chair of the Barents Regional Council and Committee in 1999-2000. Republic of Karelia is holding the chair in 2005-2007. The assisting secretariat in Petrozavodsk has limited resources. There

is no separate Barents staff in the regional administrations meaning that officials involved in the Barents cooperation deal with other issues as well. Present structure of the Barents cooperation bodies in the Russian regions leads to a situation when daily Barents work is complicated and a lot of matters are not dealt with thoroughly and in due time. Therefore on the Russian side there is a need for a common Barents structure. In this respect the idea of national secretariat presents certain interest. However, in practise financing becomes the key issue because at present it is most likely that there will be no regional funds available for this kind of establishment in the nearest future. Therefore on the Russian side national secretariat is a matter of future arrangements and decisions.

Sweden

During years 2001-2005, there was a Swedish Barents Secretariat (SBS) but now structure has changed. There will be SBS with reduced resources. At least one person in the Foreign Ministry in Stockholm and one in the County Administrative Board of Västerbotten respective Norrbotten will be financed by the Foreign Ministry to work with these issues. This SBS will as before be a networking secretariat. It will still has a steering group with representatives from the County Boards and the Foreign Ministry and a Reference group with representatives from economy, universities, County Council, Association of Local Authorities and indigenous people in the Barents counties. The Västerbotten County Council has been the lead partner of the Barents 2010 project. Västerbotten and Norrbotten act actively also in the Baltic Sea cooperation.

Norway

The Norwegian Barents Secretariat was established on October 18, 1993 and located to Kirkenes, Norway. It is owned by the three northernmost counties of Norway: Finnmark, Troms and Nordland. Number of employees has increased from 3 in 1993 to 11 in 2006. Additionally 6 employees on Russian side are connected to the Norwegian Barents Secretariat: 2 in Murmansk, 2 in Archangelsk, 1 in Narjan-Mar and 1 in Petrozavodsk. The primary task of the Norwegian Barents Secretariat is to assist the Norwegian-Russian cooperation in the North by assisting Norwegian authorities and other major regional structures. The Norwegian Barents Secretariat also cooperates with the Norwegian members in the Barents Regional Council and some working groups on regional level. The secretariat has an extensive network of contacts and it cooperates with international organizations. The Norwegian Barents Secretariat has regional offices in Murmansk, Archangelsk, Narjan-Mar and Petrozavodsk (jointly with Sweden).

Field of priorities can be summed up in the following key words:

- **Resource centre** - serving the different institutions in the Barents Cooperation.
- **Projects** - responsibility for distribution of Norwegian grants under the Barents Program.
- **Coordination** - bringing regional priorities in conjunction with national and international policies.
- **Information** - information centre for Norwegian government agencies and organizations.
- **Consulting** - give advice to authorities and project managers cooperating in the region.
- **Promotion** - present the Barents Cooperation to people and institutions.
- **Contacts** - support people-to-people, business, organizations and authorities contacts in the region.
- **Research** - strengthen research on vital development issues in the northernmost part of Europe.

The Norwegian Ministry of Foreign Affairs has placed regional funds at the disposal of the Barents Secretariat. The Secretariat gives financial support to the Norwegian-Russian joint-venture projects in the Barents Region, or to Norwegian and Russian participation in multilateral projects in the region. Barents Secretariat's Board of Directors administrates the regional funds. The Secretariat grants funds according to the Board's decisions. The following initiatives can get support; pre-projects/feasibility studies, smaller main projects, network building, transfer/exchange of competence and Russian/Norwegian participation at meetings, conferences, etc. in Norway/Russia.

Focus areas for grants from the Norwegian Barents Secretariat are youth, indigenous peoples, industrial and commercial development, environment, health care, welfare, culture, competence and education.

Web-sites:

- www.barents.no
- www.barentsobserver.com
- www.barentsphoto.com

2.4 INDIGENOUS PEOPLES' COOPERATION

The Indigenous Peoples of the Region: Saami, Nenets and Vepsian, have organised their work and are an important part of the Barents cooperation. Working Group of Indigenous Peoples (WGIP) consists of six members. The WGIP, which is established on a permanent basis and

given an advisory status both to the Barents Euro-Arctic Council and the Barents Regional Council, is the main working arena for the Indigenous Peoples in the Barents cooperation. Saami from each country: Russia, Norway, Sweden and Finland, has their own representative. The Vepsian and Nenets peoples on Russian side are both represented by one member.

The Indigenous Peoples of the region has one representative in the Barents Regional Council and also one representative in the Barents Regional Committee. The Indigenous Peoples of the Region are represented in the Joint Working Group on Health and Social Related Issues (WGHS). Indigenous Youth are represented in the Barents Regional Working Group on Youth Issues. The Working Group of Indigenous Peoples in BEAR (WGIP) also urges the Indigenous Organisations in the Barents Region on Russian side, to develop a common cooperating body to work with indigenous issues in the Barents Region.

The chairmanship of the WGIP has been on the Russian side for three periods, from 1999 to 2005. The representation, during mentioned period of 6 year, has changed in the Regional Council according to the rotation between countries and regions - Finland, Norway and then Sweden. The representation in the Regional Committee has been on Norwegian side last two periods. The Saami Organisations on Russian side are asked to appoint a member and a substitute to the WGIP for the next period, according to the guidelines from February 28, 2004, made by the WGIP.

The changes made by the WGIP in the latest period aimed to achieve multilateral indigenous representation, to get more effectiveness of work and cooperation by deeper involvement of parliaments and organisations, and to avoid mixture of politicians and administrative persons in same decision-making bodies.

According to the rotation of chairmanship on several levels in the Barents cooperating bodies, the terms of references for the WGIP and the directions about the elections and appointment of the WGIP members from the Russian side, the members and representatives to several positions have been appointed/elected. The Working Group of Indigenous Peoples in BEAR (WGIP) appoints its leader and a representative to the Barents Regional Council among the members of the WGIP. The WGIP appoints its secretary as a member of the Regional Committee.

2.5 HIGH LEVEL OF COMPETENCE ON THE REGIONAL LEVEL

There is a high level of competence of international cooperation on the regional level in each country within the Barents region. There are universities, research institutes, administrative

bodies and other organisations that have close connections, mutual agreements and expertise in relevant cooperation issues. A search has been done in Finnish and Swedish sides concerning present situation to find out regional competence and networks and it is partly introduced in the appendix 1.

3 PRESENTATION OF COLLECTED MATERIAL

The Ad Hoc Group has noted certain papers that have been issued recently and taken into account the work done in the Barents 2010 (Interreg) project. The papers have been used as a source for discussion and will be shortly presented in this paragraph.

3.1 "NY REGIONAL BARENTSPOLITIK" – REPORT ADOPTED BY THE REGIONAL COUNCIL IN 2001

Report made proposals for different activities. There was also proposal for the vision for cooperation: *Barents Region makes an example of worldwide region in which people's well-being is priority and good cooperation will lead to rich culture life and positive development in business life.*

Proposals:

1. It is proposed that regional organisation will concentrate to act primarily as an opinion leader and leader in projects, which are executed in the whole Barents Region.
2. Higher level of aspiration will be set to the next 10-year period that can be used effectively to develop the region and people there.
3. Document will be formulated to bring out the distribution of labour between Regional Council, Regional Committee and secretariat.
4. Reduction of the amount of the regional council meetings to two will be done.
5. Members of the regional committee will reserve more time for cooperation. Delivery of responsibilities will be done to follow different sectors and connections. Functional role of the committee will be strengthened.

6. Virtual secretariat will be developed to utilise modern ICT. The chair of the regional committee will call the members of different secretariats to the meeting at least once a year to discuss and change experiences. Education will be arranged for the secretariat staff.

7. Regional Council will call Barents Regional Forum at least once a year.

8. Regional Council will support different networks. Representatives of these networks will be called together annually. Work will be supported and developed in different ways.

9. Regional cooperation contract will be signed.

There are also proposals for the Barents Regional Secretariats. The region that is a chair will take care of the regional secretariat, which is lead by the chair of the Regional Committee. The tasks of the secretariats are to help the Regional Council and the Committee in their own region, prepare and execute national duties, take care of bilateral cooperation relations, take care of contacts to regional actors, deliver information etc. It is benefit for the Barents cooperation that these kinds of secretariats are developed.

3.2 THE BARENTS COOPERATION – WHERE DO WE GO FROM HERE? REPORT BY ERLING FLØTTEN IN SEPTEMBER 2005

A report on an evaluation of the Barents Cooperation was produced by Erling Fløtten and commissioned by the Norwegian Ministry of Foreign Affairs. The report is produced before the last foreign ministers' meeting during the Norwegian chairmanship of the Barents Council. It is based partly on his own experience and has input from other participants in the Barents region.

The report was mostly concerned with cooperation at the interregional level. Focus was on the challenges that may arise and what should be done in future to strengthen and develop the cooperation further. It was stated in the report that there are number of challenges that must be dealt with if the cooperation is to function more effectively and activities are to cover a broader range of fields. Challenges: lack of interest and engagement, organisational weaknesses, political management and business development.

A joint international secretariat was proposed in the report. The next step would be to establish four national secretariats and define their roles clearly. Norway should be given responsibility for the secretariat functions for the Barents Region. This would not preclude delegating tasks to other participating regions that wish to take part in the preparation of

matters for meetings of the Regional Council. All working groups except the Working Group on Environment should be discontinued. The working groups have not functioned as intended except the Working Group on Environment, which is made up of experts who have worked effectively and established close relations with the Barents Council. The secretariats and the Working Group on Environment would take over many of the functions performed by the Regional Committee.

The proportion of women in the Barents cooperation must be increased. Active measures must also be taken to engage young people in the Barents cooperation. The thematic areas should be concentrated so that there are fewer entities. In the future efforts should be intensified in the areas of culture, competence building and business development. Barents region should not be expanded and the cooperation involving current 13 regions should continue.

The proposals to be summed up:

Barents Regional Council should

- Establish four national secretariats → Regional Committee and working groups discontinue, exception Working Group on Environment
- Establish a joint international secretariat
- Intensify efforts in the areas of business development and the environment
- Concentrate the thematic areas in fewer entities
- Consider giving business organisations observer status in the Regional Council
- Consider the possibility of establishing a committee to coordinate the work of NGOs
- Consider gender quotas as a means of increasing the proportion of women in the Barents cooperation
- Establish grant schemes for young people
- Consider traineeship in the secretariats for young people and women
- Introduce a regional contributions arrangement
- Avoid further expansion of the region
- Consider holding a Conference of Parliamentarians every second year

3.3 THE JOINT COMMUNIQUÉ OF THE 10TH SESSION OF THE BARENTS EURO-ARCTIC COUNCIL, HARSTAD, NORWAY, NOVEMBER 9-10TH, 2005

Paragraphs 26 and 27 in the joint communiqué:

26. The Council thanks the chairs and participants of the working groups and task forces and emphasises its interest in a further strengthening of BEAC-BRC working level coordination/cooperation, including the establishment of joint groups with joint national-regional chairmanships. The Chair brought to the attention of the Council an independent report, commissioned by the Norwegian Ministry of Foreign Affairs, containing a review of the content and structure of cooperation. The Council received a Norwegian offer to host an international secretariat for the Barents cooperation in Kirkenes, and instructed the CSO to address this issue in cooperation with the Regional Council.

27. The Council requests increased emphasis to be put on multilateral financing of programmes and activities, joint project preparation and monitoring. The Council values the implementation of EU programmes in the region, notes the European Union's intention to continue to provide financing for cooperation programmes in Northern Europe, and urges their region wide applicability, as appropriate.

3.4 TASK FORCE ON INFORMATION AND DATA COOPERATION

Information delivery and its efficiency are essential part of effective cooperation. This relates to the work of the national secretariat/coordination unit inside the country and also the cooperation between secretariats/coordination units in different countries. Task Force on Information and Data Cooperation has made recommendations for the future cooperation to make Barents related data and information delivery on a permanent basis. Their recommendations are:

- **The system for Barents information and data collection, storing and dissemination** needs to be established in a structured and cooperative way.
- **Organisation.** Any further cooperation needs the establishment of a *working group (steering committee)*, which is composed of representatives of main data and information providers and users in the Region.
- **Financing.** The Barents organisations need to see that some selected portals and development platforms should be provided with *permanent financing* for their continuous maintenance and updating activities.
- **Agreements and legal issues.** The future working group on Barents Information and Data is well advised to draw up an *agreement of cooperation (Memorandum of*

Understanding), which describes the aims of the cooperation and the rights and responsibilities of each party. In cases of specific projects and jointly collected databases it is advisable to draft a *copyright agreement* specifying the ways and means of data storing, maintenance and updating. An example agreement has been drawn up by the Barents GIT project.

- **Funding organisations** should consider the inclusion of articles in their agreements to the effect that the projects must provide information on what data and information will be produced during the project, how it will be made available, as well as their long-term contact information.
- **Joint projects.** For developing new tools and assisting the adoption of new techniques the organisations collaborating actively in the Barents Region should consider launching a *metadata* and/or *semantic web application project*. This is the field that cuts across every discipline and will eventually be very useful, but has not yet been studied adequately in the Barents context

3.5 BEAC WEBSITE AT PRESENT

The BEAC official website constitutes a joint information point of the BEAC's cooperation. It gives the BEAC a "public face". According to an agreement in the CSO, the responsibility and costs of running the website lies with the BEAC chair, thus changing every second year. In practise it means that running the BEAC site lacks continuity when the chair is passed over from one region to another due a lag in institutional memory.

The main objective of the website is to create one comprehensive point of reference with basic factual information independent of chairmanship. The present construction of the site rests on two pillars:

- Presentation of the official cooperation both in the BEAC and the BRC including archive for documents and publications.
- Presentation of the Barents Region including facts, maps, photos, links, etc.

The regional pages are updated by the chair of the Regional Council together with the chair of the BEAC.

Availability of agendas

- Agendas for upcoming Barents Regional Council meetings are published on the BEAC website.
- Protocols of the Regional Council and Committee meetings are published on the BEAC website. The same rule applies to reports and protocols from the regional working groups.

3.6 EVALUATION OF SWEDISH BARENTS SECRETARIAT 2001 - 2005

Most of the evaluation of the Swedish Barents Secretariat, SBS, has been very much related to the organisation on regional and national level and the financing of the SBS. The main area of activities that will be important for the Swedish Barents policy is referred to priorities from the Swedish chair (2001-2003), Västerbotten chair (2003-2005) and of course the outcome of the Strategy and action plan for the Barents Region until 2010.

For Regional Council and Committee are following prioritized areas pointed out:

- Sector programs such as Forestry and Mining and Minerals
- Transport issues specially concerning railway and air connections
- R&D
- Youth and NGO related issues
- Contacts/seminars in Brussels with the EU Commission
- Financing related to transnational activities, and so on.

3.7 INPUT FROM THE WORKING GROUP OF INDIGENOUS PEOPLES

The Working Group of Indigenous Peoples in BEAR has approved the revised Action Plan for Indigenous Peoples in BEAR for the period 2005-08. This Action Plan is meant to be the main working tool for the Indigenous Peoples in the Barents cooperation. The original version is available in Norwegian and Russian languages, and it will also be translated into Saami and English. The Action Plan has proposals for actions to be done in the period with a total cost of proximately 30 million NOK. Focus for the actions are the Saami, Nenets and Vepsian areas on Russian side. Priority areas are healthcare, environment and utilization of the nature, education and competence development, traditional livelihood and business, culture, infrastructure as well as information and media activity. The Action Plan formulates the basic platform for decisions to be done, gives priority areas, formulates aims, and proposes concrete projects and gives updated information about the indigenous societies and areas.

The Norwegian Barents Secretariat and the Barents Indigenous Peoples' Office (BIPO) in Murmansk serve the WGIP. BIPO office in Murmansk was especially established with the purpose of serving the Saami, Nenets and Vepsian organizations, institutions and people on

Russian side and other organisations and institutions with interest of the indigenous issues in the Barents cooperation. The establishment was done with support of the Administration of Murmansk Region and in close cooperation between the Norwegian Barents Secretariat, the Saami Parliament of Norway and the Saami Parliamentary Council, which is a cooperating body between the Saami Parliaments of Norway, Sweden and Finland.

The objective of The Barents Indigenous Peoples Office (BIPO) in Murmansk is:

- To be a working tool and a service institution for The Working Group of Indigenous Peoples (WGIP) in the Barents Cooperation.
- To be a part that carries out preparation of items for the WGIP itself, the indigenous representative in Barents Regional Council and the indigenous representative in Barents Regional Committee.
- To be an administrative link between several levels in the Barents Cooperation what concerns indigenous issues.
- To be a link what concerns education, competence building and exchange.
- Further more carry out services linked to indigenous issues in the Barents Region.

The WGIP welcomes the Norwegian initiative about establishing a Joint International Secretariat for the Barents Cooperation, and will continue the work to obtain a result. It is natural that the Indigenous Peoples are given a position in this Joint Secretariat. For the Indigenous Peoples of the region, especially for the Saami People inhabiting all four cooperating countries, it is natural and important to think about and plan a joint body.

If the proposal of discontinuing all working groups except for one is approved, there will arise a need for bigger representation of Indigenous Peoples in the organisations of the Barents cooperation. To avoid an Indigenous Peoples' political vacuum and to secure active participation and political inputs from the Indigenous Peoples, a solution could be that the Working Group of Indigenous Peoples is replaced by Barents Indigenous Peoples Council (BIPC), which could continue as main working arena for the Indigenous Peoples. There is also a proposal that the chair of the Working Group of the Indigenous Peoples (WGIP/BIPC) will participate to the Barents Council with own delegation. Indigenous peoples also suggest that the Barents Indigenous Peoples Council could nominate representative to the Barents Regional Council.

3.8 OPPORTUNITIES AND CHALLENGES IN THE NORTH

This paper, Opportunities and Challenges in the North, report No. 30 (2004-2005) to the Storting (*Norwegian White Paper*), gives an account of developments in the High North and the

Government's goals and priorities and the measures it intends to implement. The paper contains proposals that will strengthen specially project cooperation with Russia. The annual financial allocation for following up the white paper will depend on the development of the economy and the budget situation.

Norway's priorities and practical efforts in the High North are focused particularly on the Barents Cooperation. Arctic Council is also an important forum. The Government of Norway is basing its efforts to strengthen its High North policy on two pillars: Establishment of dialogues on High North with like-minded Western countries and further development of the bilateral cooperation with Russia.

The Barents cooperation has become an important instrument for the development of Norway's High North policy. The success of the Barents cooperation lies partly in the fact that the three North Norwegian counties have managed to develop cooperation with Russia at the regional level. The Barents Secretariat in Kirkenes has played a significant role in these efforts. The Government wishes to strengthen project cooperation with Russia and will submit concrete proposals for allocation to the Storting at a later date. Support for the Barents Secretariat will also be increased, as a means of strengthening its role as a cooperation instrument for the three North Norwegian counties. It has become a necessary to review the formal structures of the Barents cooperation in order to make them more effective.

3.9 BARENTS 2010 DOCUMENTATION

The focus in the Barents 2010 strategy is on sector programmes, which are strongly oriented towards the natural resource potentials in the region and linked to closely related industries. The aim is to advance educational programmes, support industrial development, R&D as a significant driving force and environmental protection as well as upgrade cross-border transport links by using multilateral cooperation. Six frame sector programmes have been launched: sector programme on forestry, sector programme on mining and minerals, sector programme on oil and gas, sector programme on tourism, sector programme on east-west logistics and sector programme on higher education. A specific region takes leading role in each sector programme and identifies partner regions. Next step is to create bilateral or multilateral targeted pilot projects within each programme.

3.10 INPUT FROM REGIONAL ACTORS

3.10.1 FINNISH AND SWEDISH ACTORS

On behalf of the Finnish and Swedish side a questionnaire (appendix 2) has been sent out to Finnish and Swedish actors in the Barents cooperation. The members of the working groups, actors in the Barents 2010 project and other relevant actors received the questionnaire. Short summary of their reactions and comments is collected here.

Current Organisation and Its Functionality

There were both positive and negative comments of the present organisation. It was seen bureaucratic, remote, complicated and heavy organisation, in which information flows badly and which lacks a strong executive function. Organisation is difficult to formulate and structure brings problems. Coordination in two-sided structure has not worked well. It was seen that there are overlapping organisations. Cooperation between working groups and CSO, council and committee does not work. There is also confusion with national and regional groups. There was an idea of a "Secretary General" who could be acting as an executive director of the Barents cooperation. National Barents secretariats could be established based upon decisions by each member country. Ongoing process of dividing responsibilities between the member regions should be continued. Working groups could be used during the process of initiating new sector programmes and to support ongoing efforts within the sector programmes.

What should be Changed, What Is Ok?

Division between working groups was seen ok. The current organisation and the work done in the working groups should be overviewed and defined clearly, so that there are no uncertainties of responsibilities in certain issues. There should be more mutual cooperation between different working groups. It is important that also capitals participate to the cooperation because for instance in Russia many issues have to be dealt with Moscow. Work of the Regional Committee could be more concrete and bring more results. The Regional Committee and Council could be connected. At least half of the organisation should be taken away. Idea of sector programmes is good. The Barents national and regional cooperation should be organized in one single council or organization.

National Secretariats

National secretariats would bring continuation and affectivity to the work. They would also act as links to the regions and take care of the information delivery effectively. Model for the common secretariat could be taken for instance from the Nordic cooperation. Common international secretariat is needed to help national secretariats. More visible Barents actors and

visibility to the cooperation are needed. The roles of Russian and Nordic actors should be closer each other.

Working Groups

Cooperation has been challenging. Some of the working groups act separately and do not report of their activity. The roles and mandates of the working groups are unclear. There are several working groups working partly on the same issues. They should have concrete cooperation projects. Information flow between Council, Committee and working groups does not work. There have been problems with Russian representatives in the working groups – it isn't always known who is participating. Working groups should report to the Regional Committee and Council and they should use information produced in the working groups. Information technology (net-based meetings, telephone meetings etc) should be used more in cooperation. The regional and national working groups should be kept to ensure that regional priorities are recognized and national resources are mobilized. A data-base to maintain information to be used in other working groups, sub-groups or projects should be created.

Sector Programmes

Idea of sector programmes was seen both as a negative and a positive thing. The sector programmes reflect different priorities in the member regions. There is threat that some things are not taken care if some region does not have responsibility of it. Problem is the very different working culture between different regions. However, there can be sector programmes where the responsibilities are based on many of the present sub-groups.

Factors Affecting the Barents Cooperation

Political situation, bureaucracy, legislation, customs, geographical scope, language problems etc make cooperation with Russia more difficult. Economical situation is very up to date question. Meetings take a lot of time because of distances and transportation problems, especially to Russia. Some civil servants lack interest to the Barents cooperation. Lack of financing is also a problem; working groups do not have financing for their work. A clear and consistent strategy will make it easier to motivate more active and focused engagement from the member regions and other actors. More platforms for exchange and dialogue between private and public sector representatives will add momentum to the development. A focus on economic growth will attract more participants into the Barents cooperation. How will we find economic support for all projects? We must find a way to finance all participants.

Other Comments

Simple, flat organisation is needed. Information flow should be bettered, information is only in documents, and it should be disseminated. The ad hoc-group should work to outline and define the roles and mandates of the working groups and to assign every nation/region with the responsibility to make sure that the members of the working groups de facto participate in the work. When needed, new members should be appointed to the working groups. Funding to enforce the information technology infrastructure between the nations/regions should be found. The working groups should use modern technology, for example net-based meetings in their work.

3.10.2 NORWEGIAN ACTORS

Comments from the Norwegian Barents secretariat:

The Current Organisation of the Barents Cooperation and Its Functionality

Even though there have been changes underway in the administrative structure in the regions on the Russian, Finnish and Norwegian sides, this has only slightly affected the work in the regional joint fora and the Barents cooperation's organisational structure.

A number of member regions are experiencing that the regional collaboration is resulting in few or no practical results of multilateral character. Interest for the collaboration has therefore been declining, especially from the Finnish side – but also from parts of the Russian and Norwegian member regions. This has been particularly obvious at the Regional Committee's meetings.

The reason for this is complex. It is due in part to external causes, such that the national focus since 1993 has gradually changed from the Barents Region and more in the direction of the Baltic countries and the EU. This is due not least of all because Finland and Sweden became members of the EU. On the Norwegian side, the current Cabinet has chosen to have its primary foreign political focus on the Northern Regions, and in Norway, there is an increased interest for the Norwegian-Russian collaboration.

An important cause of the declining interest for the Barents cooperation in some of the member countries is likely basic weaknesses in the way the Barents cooperation is organised, as well as the work form that has been established.

First, it can be mentioned that it increasingly appears as a problem that the participant regions only to small degree let new and younger participants in the Regional Committee, and that the percentage of women is very low. This is helping to preserve the activity in this body.

Also, the work of the Regional Council and the Regional Committee is attended to by a small secretariat that lacks continuity because it follows the Regional Executive Committee, which changes every other year. This secretariat works daily with the people who are responsible internationally in each individual region, who are the same people on the Regional Committee, and deal with the leader of the individual working group.

Due to a shortage of resources and a lack of continuity, the secretariat has limited opportunities to work on its own to identify and initiate relevant and concrete cases that can be brought in to the Regional Committee and the Regional Council. This is a strong contributing factor why the agendas in both agencies are characterised by matters that already have been dealt with.

The Regional Committee and the Regional Council are rarely presented with concrete project recommendations. And in those cases where this has occurred, one or another basic weakness in the regional collaboration has been uncovered: neither the Regional Council nor the Regional Committee possess their own means, nor do the delegates have authority allowing them in concrete cases to make decisions that tie up their respective regions – neither politically nor economically. At most, one can make decisions supporting a project and commit oneself to work to obtain the necessary resources to implement the initiative in question. Experience has shown that it can be difficult to realise a project even though it has received political support in the Regional Council.

In addition, it is difficult to create a platform for multilateral projects, which can be attributed to a lack of fora for daily and continuous contact, information exchange and creativity amongst the regions.

Possible Changes in the Organisational Structure

International Secretariat

As a result of the above factors, the natural step for revitalisation and strengthened co-ordination of the collaboration in the Barents Region would be the establishment of an international secretariat. The secretariat could for example be modelled after the Baltic Region's Secretariat, with employees from each of the member countries.

Such a secretariat could enter naturally into a function as a permanent administrative and organisational body for the Barents cooperation's regional fora. The establishment of an international secretariat for the cooperation can strengthen the coordination of the political Barents cooperation in a new way. An international secretariat can also help strengthen the EU's role in the region, as well as coordinate policy areas between the Barents cooperation and the Northern Dimension.

The Norwegian Minister of Foreign Affairs confirmed at the Barents Council's meeting on 10 November 2005 that Norway is working for the establishment of an international secretariat for the Barents cooperation. The Minister of Foreign Affairs has offered that Norway will stand as host nation for such a secretariat, and that it would be established in Kirkenes. It would be natural to establish such a secretariat in Kirkenes, where one can draw from the administrative and other resources of the Norwegian Barents Secretariat and its departments in Northwest Russia. The Barents Secretariat also has worked closely and continuously with the political and administrative bodies in the Barents cooperation since its establishment in 1993. The establishment of an international secretariat in Norway and Kirkenes also can be justified in light of Finland's involvement in the Northern Dimension and Sweden's role in the Baltic Region.

An international secretariat can strengthen the work in the regional Barents fora significantly, as well as the indigenous people's work in the Barents Region. The secretariat will contribute to increased competence, more efficient co-ordination and development of common strategies and multilateral projects through close and continuous contact with central institutions and actors.

Working Groups

After having existed since 1993, the 12 working groups under the Barents Regional Council were relieved from their tasks in 1999. The working group for indigenous peoples was not affected by this. In the time that followed, however, it became clear that the groups still represented initiatives that were critical for concretising the Barents cooperation. The working groups were valuable tools for the Regional Council and the Regional Committee, and important network builders in the Barents Region. At a meeting of the Regional Council in Murmansk in 2001, it was therefore adopted to reinstate five working groups.

How well the groups have worked and functioned has varied since the reinstatement, but most of them have had an important function with an eye to spreading involvement and anchoring.

However, keeping the groups in work has been resource-demanding, not least because of the meeting activity: transportation for the members to come to the meetings is very expensive and time-consuming. The Barents Secretariat feels that it would be more productive to establish ad-hoc working groups as required instead of maintaining the scheme with permanent working groups. The working groups should be joint groups for both the regional and central levels. Such joint working groups already exist, and good synergy effects and a better flow of information have been demonstrated between the two levels.

Division of Responsibilities Based on Sector Programmes

The danger in giving the individual member region or the national secretariat in each country special responsibility for a selected area is that all other priority areas than that for which the member region/secretariat has special responsibility, will be given low priority. A careful assessment is therefore necessary to determine how one can ensure that each country attends to each of the Barents cooperation's priority areas in a good way, if a system with distribution of responsibility is introduced. At the same time, a system with distribution of responsibility could result in a greater understanding of and involvement in "their" priority area in the individual country, rather than a broad but shallower knowledge base about all the specialised fields, which is largely the case at the present. It is recommended that such a distribution of responsibility be of limited duration.

Other Factors/Comments

A variant to increasing the involvement amongst the members in the Regional Council would be that each member region commits to allocating a fixed annual sum for disposition by the Regional Council. Adding the Regional Council's own funds makes it possible to get involved in selected projects and initiatives. In this way, the number of multilateral projects in the Barents Region will increase, and the member regions will have a stronger feeling of ownership of the projects.

3.10.3 RUSSIAN ACTORS

The Barents Regional Committee and Council secretariat in Petrozavodsk has collected information from the Russian Barents member regions and the joint information is as follows:

Cooperation Structure and National Secretariats

Russian regions have been long-term members in the Barents Region and have cooperation and chairmanship experience. Republic of Karelia is holding the chair for the period till 2007 and Murmansk region was in charge in 1999-2000. Since 1993 when the cooperation in the Barents Region was officially launched, the interest towards it has been somewhat decreasing. As far as some of the Russian regions are concerned of the reason for this, the fact is that participation in the Barents programmes provides mostly image as well as superficial components and has no or few practical outcomes. As a rule projects implemented within the region were of bilateral character (Murmansk-Finmark, Karelia-Västerbotten, etc) while the main principle and idea of Barents cooperation is multilateral collaboration. In the view of constantly growing necessity for economic growth and social development, Barents cooperation faded into the background of priority.

Consequently the scheme of interregional and intergovernmental cooperation in the Barents region calls for reconstruction. The idea of a two-level interaction being the unique feature of the Barents cooperation still seems to be appropriate and meets the modern requirements. A lot has been said recently about the need to strengthen industrial and economical cooperation. However in practice it clashes with insufficient administrative work, lack of financing and projects.

On the regional level Russian members of BEAR as well as members from the Nordic countries lack information from each other and it is sometimes difficult to come up with a joint conclusion in regard to this or that issue. On the Russian side this is partly due to the fact that people involved in the Barents cooperation are civil servants who perform their Barents functions along with their prior and essential responsibilities. This leads to a situation when daily work becomes impossible and some Barents issues are not dealt with thoroughly and in due time. It also concerns the persons acting as the BRC assisting secretariat staff having little resources. Therefore there is a need for a separate administrative body or organization dealing with information flow, documents submission etc. In this respect the idea of national secretariats presents certain interest. However, on the Russian side financing becomes the key issue because at present it is most likely that there will be no funds available for this kind of establishment in the nearest future.

Joint International Secretariat

The same problem arises in connection to the Joint International Secretariat – the annual fee of 8,5 thousand Euro from the Russian regions can not be easily achieved in practice due to legal issues. On the other hand the permanent organizational body could strongly contribute to better coordination of work. Moreover the joint secretariat will provide a less “painful” break in

the working process when the chairmanship is being passed over from one region to another. Present practice does not ensure transmission of institutional memory and background knowledge from one member to another, making it hard for the new chairman to cope with new functions and responsibilities. It would be also expected that the joint secretariat will be appointed to execute the RC decisions.

Working Groups

As far as the working groups are concerned it can be agreed that their activity throughout these years has not been the same – some groups perform better than others, some are more active and others are not. In this connection it looks appropriate to have an individual approach to each group as far as it is possible. Therefore elimination of all working groups will dispose BEAR from many ineffective bodies and at the same time bury a lot of important and wholesome work done in certain spheres so far. The idea of insufficient work of some of the working groups comes from their no-connection to administrative bodies, absence of permanent report practice as well as shortage of available funds. For some of the groups the ad-hoc principle instead of permanent type of working groups could bring better and positive results providing for concrete results oriented work. Also recently the new type of working groups has been introduced to cooperation – joint type. For example the joint working group on Health and Related Social Issues has been actively working and already produced some results. Moreover this type of working group represents the very essence of Barents cooperation providing inter-level synergy.

4 CHALLENGES IN THE BARENTS COOPERATION

The Ad Hoc Group has identified the following challenges to be tackled on the basis of the collected information and collective discussions:

1) Problems with financial issues on the regional level outside EU programmes.

Financing to the Barents cooperation is a problem. National financing should be found outside the EU programmes. The national financing is secured in Norway, it is available in some level in Sweden and Finland but it is missing in Russia.

2) Insufficient continuity in administrative responsibilities of the Regional Council/Committee.

Present situation is that the chair also holds assisting secretariat. This present practice does not insure transmission of institutional memory and background knowledge.

3) Lack of permanent structures on the regional level in each member country.

The only permanent national secretariats (structures) on the regional level at the moment are in Kirkenes, Norway and Rovaniemi, Finland. This does not give sufficient support to the regional actors in the Barents region as a whole.

4) Shortage of multilateral projects.

Most of the projects in the Barents cooperation are on the bilateral base. More multilateral projects are needed. Example of this has been the Barents 2010 project.

5) Need to strengthen the engagement of regional actors in the Barents cooperation.

Regional actors should be engaged more effectively to the Barents cooperation. The problem is connected to the difficulties in financing.

6) Inadequate support for working groups.

Some working groups work effectively and on a regular base, some not. Networking between different working groups is missing. Financial issues also effect on the work of working groups. More support and networking is needed.

It is also necessary to distinguish what problems can be solved by changing the organisational framework, and what issues have to be resolved by other means.

5 PROPOSALS

5.1 NATIONAL SECRETARIATS/COORDINATION UNITS

The ad-hoc group recommends to establish a national secretariat/coordination unit on the regional level in every country in the Barents Region to create stronger and permanent structures.

The coordination units/secretariats would be arranged or built in every country in its own way. This would entail national concentration of certain technical tasks in one unit in the country and help to arrange better coordination and support common Barents activities nationally and internationally.

Tasks

Every country should have effective coordination of Barents cooperation inside the country. Secretariat or coordination unit would take care of this. Another central task is the coordination between other secretariats/coordination units and other relevant actors in the Barents cooperation. Expertise on different working groups and sector programmes will be carried out in these organisations but secretariat/coordination unit will help with the coordination. The secretariat/coordination unit will also assist regions in chairmanship period in certain issues. Other tasks for the national secretariats are to prepare issues to the meetings, take care of the information delivery together with the permanent structure of the Information and Data Cooperation, maintain relations to the projects, different national actors and working group members. National secretariats/coordination units would be a good base to implement activities started for example in the Barents 2010 project and other multilateral projects.

On the Russian side there is no permanent secretariat at the moment. This kind of establishment is yet a matter of future arrangements and decisions.

Virtual Barents secretariat

Virtual model for cooperation will be made between secretariats in different countries. Virtual connections would be used to prepare issues, work and execute effectively, assist Regional Committee and Council, plan meetings, take care of information delivery, maintain relations to the projects, regional working groups, networks, organisations and institutions in the region. Forum for this will be developed and resources will be needed from all actors.

5.2 INTERNATIONAL BARENTS SECRETARIAT

The ad-hoc group supports the establishment of an International Barents Secretariat (IBS) according to the *Agreement on the Establishment of an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region* and *Terms of Reference for an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region (appendix3)* .

The IBS shall perform secretarial and administrative service within the framework set forward in the Terms of Reference.

To this end the IBS shall:

- Provide administrative and organizational support to the BEAC and the BRC chairs, to the CSO and the RC and to their subsidiary bodies, including the working groups, as decided by

the CSO and supported by the RC in each individual case. Administrative support may include organising meetings, preparing written material and summary reports, maintaining updated registers and mailing lists, and providing other technical services.

- Keep records, files and documentation from relevant meetings, conferences and projects, including databases, and in this way constitute an "institutional memory" for the Barents cooperation. All documents and files shall be available to the BEAC and the BRC .
- Maintain, service and update the www.beac.st and www.barentsinfo.org websites, including their regional segments and relevant links, and any other websites or databases to be decided, and to promote the dissemination of information on Barents issues in general. The tasks of the IBS in the area of information and data cooperation may be outsourced to a contractor chosen by the CSO in consultation with the RC. To this end a separate joint development contract will be concluded between the IBS and the contractor(-s) chosen for these tasks. The contractor chosen for the period 2008-2011 is the Arctic Centre, University of Lapland, Rovaniemi.
- Upon written request by the CSO Chairmanship, or by the RC Chairmanship, prepare specific information material and analytical or descriptive background documentation.
- Assist in getting financial support from different financial sources to the CSO and RC Working Groups, and as agreed upon assist in project implementation. Project leadership shall however, remain the responsibility of the relevant BEAC and BRC structures, or lead country/regional administration.

Financing

The International Barents Secretariat shall have an operating budget for each calendar year.

The Governments of the Republic of Finland, the Kingdom of Norway, the Russian Federation and the Kingdom of Sweden shall finance the budget through assessed contributions based upon the following payment scheme:

Finland	12,5%
Norway	12,5%
Russia	12,5%
Sweden	12,5%
Norway (as the host nation)	50,0 %

The Parties shall make their assessed contributions available to the International Barents Secretariat by 31st March each year.

Any programme or project activities to be managed or supervised by the IBS shall be financed outside the budget.

5.3 THE DIVISION OF RESPONSIBILITIES FOR SPECIFIC ISSUES

The Ad-Hoc Group proposes to divide the responsibilities on regional level for specific issues among the regions and national secretariats according to the national and regional competence.

The Barents Region is wide and the Ad Hoc Group agrees on the need to divide the responsibilities for specific issues among regions and national secretariats according to national and regional competence.

Coordination of other initiatives and activities in the region will be divided according to existing competencies and formal status. In Finland there is expertise and experience regarding the EU's Northern Dimension Policy, cross-border and ENPI programmes. In Sweden there is excellent knowledge of EU transnational programmes and Baltic Sea activities. In Norway there is expertise in international financing instruments plus good contacts with North America.

Finland will be responsible for preparation of issues concerning EU Northern Dimension, ENPI and other CBC programmes. Sweden will be responsible for EU transnational programmes especially and contacts to the Baltic Sea area. Norway will take responsibility to keep contacts to other international financing instruments and with North America.

At the time six sector programmes are under preparation as results from the Barents 2010 - project:

Tourism, Lapland (responsible region)

Oil and gas, Finnmark

Mining and minerals, Norrbotten

Forestry, Västerbotten

East-west logistics – Barents Link, Kainuu

Education, Nordland

There are also proposals for other sector programmes.

In the sector programmes a specific region takes a leading role and identifies partner regions. The programme has an umbrella character and steps forward have to be taken by projects within each programme.

5.4 WORKING GROUPS

The ad-hoc group proposes to accept the following arrangements in the working groups:

- Continue the joint working groups
- Continue the working group of indigenous peoples
- Develop the regional working group on economic cooperation
- Develop the joint working group on culture
- Discontinue the working group on information technology, when the CSO's proposal of IBS is accepted, need for advisory group exists
- Continue the work of other regional working groups: WG on environment, WG on communication, WG on youth issues

The working methods of sustained working groups should be studied more closely. The ad-hoc groups should be established when needed.

5.5 ADMINISTRATIVE PROCESSES

The ad-hoc group recommends following procedures to be implemented:

Voting procedure

Consensus should be sought in the Regional Committee. The decision could be taken if at least one member from each country agrees to it. At the Barents Regional Council meetings, however, consensus should be the rule.

Language

English is the working language at the Regional Committee meetings. The Regional Council meetings are held in the national languages (Norwegian, Swedish, Finnish, and Russian) with the interpretation. Agendas, protocols, reports etc of the Regional Council meetings are written either in one of the Scandinavian languages and in Russian, which depends on the current

chair. English can be used as working language in documentation. Documents can be translated to the Finnish language by Finnish members of the BRC, if they wish so.

Meetings

There should be maximum 3 - 4 physical regional committee meetings each year, held in different counties. Extra meetings (video or phone conferences) could be used. Regional Council has 2 meeting each year.

The chair provides the agenda for the meetings, the secretariat in charge is responsible for the distribution of the materials, management of issues, etc.

Ethical Rules

Common values and rules could be written as a recommendation. They should govern the understanding of Barents cooperation, both internal and external. This is important for maintaining the credibility and general image of the Barents region. The Barents cooperation should serve as a good example of international collaboration.

Cooperation with the Working Groups

The mandates of the working groups are decided by the Regional Committee (not the Regional Council). This corresponds to the similar procedure on the CSO level, as the CSO, being an executive body of the BEAC, takes decisions on the mandates of the national working groups.

The working groups should provide the Regional Committee with written yearly reports, including events and activities. Half of the chairs of the WGs should be invited to the first meeting of the Barents Regional Committee of the year. At these meetings the chairs should make a presentation of the activities of the groups during the previous year and inform about plans for the coming year.

Administrative Procedures

Each item in the protocols for the Barents Regional Council (BRC) and Committee (RC) has its own number. The list of numbers renews every year.

Every year the chairs of the regional working groups prepare annual progress reports and submit them to the secretariat of the Regional Committee by January 31. The reports should describe all work done during the past calendar year and work planned for the new calendar year. The chair of the Regional Committee circulates the reports among all RC members, who discuss the reports at the winter session of the Regional Committee.

Information Policy/Public Relations

Protocol from the Barents Regional Council meeting should be discussed and approved for dissemination by the members of the Regional Committee at the RC meeting, following the Regional Council meeting. Agendas for upcoming Barents Regional Council meetings as well as protocols of the Regional Council and Committee meetings are published on the BEAC website. The same rule applies to reports and protocols from the regional working groups.

Financing of participation in scheduled meetings of the Regional Council, the Regional Committee and the Regional Working Groups

The main principle is that the country chairing the Regional Working Group or if agreed the country hosting the meeting covers the direct costs of holding the meeting. The participants cover expenses for travel and stay of their respective delegations.

Examples

1) The Regional Council and the Regional Committee meetings

- Travel – covered by the participant
- Accommodation - when the meeting is held in one of the Nordic countries it will be covered by the participant. Accommodation of the Russian members of the Regional Council and the Regional Committee is covered by the regional body hosting the meeting. When a meeting is held in Russia, the regional body hosting the meeting covers the costs for members of the Regional Council and Committee.
- Costs of the meeting – covered by the regional body hosting the meeting.
- Meals – covered by regional body hosting the meeting.
- Interpreters – the service is covered by the chair of the Regional Council.
- Local transports (e.g. transfer to/from the airport and to/from the meeting venue) – covered by the regional body hosting the meeting (the Regional Council), covered by the participants (the Regional Committee).

2) Regional Working Groups

Each member of the working group covers his/her own costs (travel and accommodation) with financial aid from the regional administration in his/her county. Host organisation takes the costs of running the meeting; e.g. meals, interpretation if needed, if not the regional working group agrees on other ways to solve the financial matters.

6 CLOSING WORDS

The ad-hoc group leaves this report to the Barents Regional Committee and Regional Council in the meeting in Umeå, May 28 – 29, 2007. The ad-hoc group agrees of the proposals presented in the report and suggests that the Barents Regional Committee and Regional Council will start needed activities to reorganise the Barents cooperation in the way presented in this report.

Appendix 1: National competence

Finland (Kainuu and Oulu Region are missing)

Organisation	Type of activity
Arctic Centre	<ul style="list-style-type: none"> - Research and science centre located near the Arctic Circle - Arctic Centre conducts internationally high-level multidisciplinary research, carries out project services, maintains an Science Centre exhibitions, Information Service and a library, provides education - Aim of the Arctic Centre is to become the top-level unit for Europe's Northern Dimension and knowledge of the Arctic
University of Lapland	<ul style="list-style-type: none"> - Centre for education and research, five faculties: business and tourism, education, law, social sciences and art and design - Aim is to contribute to the development of livelihoods and culture in Northern Finland and to further international cooperation between universities and research institutes in the northern regions - Research strength lies in Northern Issues, in particular research into welfare, minorities, international relations, and international jurisprudence and applied environmental research - Research areas emphasised, in addition to Northern Finland; the North Calotte, Northern Europe, the Barents Region and the Circumpolar North - Networks with other universities in Barents region
Finnbarents	<ul style="list-style-type: none"> - Joint organization of the Rovaniemi Polytechnic and the University of Lapland - Activities are based on owner organizations' long-term cooperation with local and international actors in the Barents region - Actively involved in many international projects, which are funded by the Interreg IIIA North Kolarctic-, TACIS- and PHARE-programs and by the neighbouring area grants of the Ministry for Foreign Affairs <p>Kristiina Jokelainen kristiina.jokelainen@ramk.fi</p>
Finnish Forest Research Institute	<ul style="list-style-type: none"> - Main forest institute in Finland, one of the biggest in Europe - Task: promote through research – economically, ecologically and socially sustainable management and utilisation of the forests - International cooperation with scientific partners, information end users and other interested parties <p>Bilateral research projects with e.g. Russia</p>
Geological Survey of Finland	<ul style="list-style-type: none"> - Research centre, provides geoscientific information and services essential for assessment of raw materials, environmental studies, construction and land use planning <p>Participates in international cooperation projects, e.g. Barents 2010</p>
Environmental Administration	<ul style="list-style-type: none"> - Works to promote ecological sustainability and the economic, social and cultural preconditions for achieving this sustainability - Environmental projects are carried out in Northwest Russia together with Russia within the cooperation framework of the Finnish Ministry of the Environment

	<ul style="list-style-type: none"> - Cooperation is a vital issue, main goal of this work is to support neighbouring countries in reducing emissions that also have harmful environmental impacts in Finland, and particularly in the Baltic Sea - Cooperation projects primarily focus on environmental improvements in Northwest Russia, and particularly on measures to prevent water pollution
Lapland Chamber of Commerce	<ul style="list-style-type: none"> - Cooperation and contacts with other chambers of commerce in the Barents Region. <p>Timo Rautajoki timo.rautajoki@lapland.chamber.fi</p>
Regional Council of Lapland	<ul style="list-style-type: none"> - Regional cooperation in the Barents region in multilateral and bilateral base - Participating in the Barents Regional Council and Committee activity - Project partner in Barents 2010

Sweden

Organisation	Type of activity
ABF Västerbotten	<p>Cooperation through the project "Karelia of possibilities" -"Möjligheternas Karelen": The aim was to help in the creation of an educational association in the republic of Karelia.</p> <p>Katharina Eriksson katharina.eriksson@abf.se</p>
A-net Youth Forum (A-net Ungdomsforum)	<p>Youth issues; youth exchange</p> <p>Tori Carlson tori@robertsfors.se</p>
Barents Business School	<p>A project that offers educational solutions for actors in Västerbotten who are interested in business development in Russia.</p> <p>Aleksej Kvashnin akn@robertsfors.se</p> <p>Elisabeth Norlin etnn@robertsfors.se</p>
Barents Press Sverige	<p>Barents Press International is an international network of journalists, working in the Barents region. The network hold yearly seminars, in 2005 the seminar was held in Petrozavodsk.</p> <p>Representative of Västerbotten; Waldemar Mellqvist waldemar.mellqvist@norr.se</p>
International Blue Road Association (Internationella Blå Vägen föreningen)	<p>The association has co-operated with Karelian counterparts in a project towards tourism, making an inventory of sights along the Blue Highway</p> <p>Karin Eriksson</p>

<p>Västerbotten's Association for Diabetics (Västerbottens länsförening av svenska Diabetesförbundet)</p>	<p>This association has developed a cooperation with an organisation in Petrozavodsk, the cooperation involves camps, courses for youth with diabetes, and families where the children have diabetes. The cooperation has been very successful and gotten a lot of attention in media.</p> <p>Allan Markström</p>
<p>"Hushållningssällskapet"</p>	<p>Has an on-going cooperation with five different regions in Karelia (Pryazha, Olonets, Pitkeranta, Soijärvi and parts of Medvezhegorsk), concerning different aspects of rural development such as agriculture, handcrafts, enterprising, schools and others.</p> <p>Christina Hammarström</p>
<p>Department of Teacher Education, Umeå University</p>	<p>There is cooperation between the institution for mathematics, technology and science at Umeå University, and the Karelian State Pedagogical University – exchanges mainly.</p> <p>Oleg Popov oleg.popov@educ.umu.se</p>
<p>The Norden Association (Föreningen Norden)</p>	<p>The Norden Association in Umeå has developed good relations with its sister organisation in Petrozavodsk</p> <p>Nils-Åke Holmgren nils-ake.holmgren@umea.se Ulf Lassén nordeninfo@umea.se</p>
<p>"Vänortsbarn" (Föreningen Vänortsbarn)</p>	<p>Co-operates with ten different institutions in Karelia, most notably the children's home in Ladva. The cooperation is extensive, and highly valued by the Karelian authorities as well as at the local level.</p> <p>Anna Kristensen an.kristensen@umea.se</p>
<p>Faculty of Social Sciences, Umeå University</p>	<p>Cooperation relating to a SIDA-financed project, aiming to develop new special pedagogical methods for children with functional disabilities: the cooperation involves three different schools in Petrozavodsk, ranging from university level to boarding school-level. There has previously been cooperation with Murmansk; there have been some discussions on continuing this cooperation.</p> <p>Inger Ekman inger.ekman@socw.umu.se</p>
<p>Department of Teacher Education in Swedish and Social Sciences, Umeå University</p>	<p>International Summer University; gives courses on different aspects of democracy and education during the summer for teachers and students. Students and teachers come from different areas in the North-western parts of Russia, Karelia being one of these, and also from Belarus and Ukraine.</p> <p>Lennart Spolander lennart.spolander@educ.umu.se</p>

IOGT-NTO	<p>Involved in an educational project, aiming at youth where the purpose is to offer them a possibility to learn English under the conditions that they don't drink or use drugs.</p> <hr/> <p>Sören Sigvardsson is also involved in this project in Karelia, initially representing himself as a retired researcher on drug- and alcohol issues, and later also through his religious affiliation.</p> <p>Åke Eriksson ake.eriksson@iogt.se Sören Sigvardsson</p>
Järvtjärns Bygdeförening	<p>This local association is involved in a two-year project, where they co-operate with an organisation in Syapsya on communication in English, computer and organisational techniques.</p> <p>Carina Linder carina.linder@ac.lrf.se</p>
Association of municipalities (Kommunförbundet)	<p>Involved in many of the projects financed through SALA-IDA, even if the organisation is not an active part in the sense of belonging to a specific project; hosts study visits, offer support etc.</p> <p>Five municipalities are currently involved in twinning cooperation with parties in Karelia; Umeå-Petrozavodsk, Malå-Medvezhegorsk, Robertsfors-Kostamuksha, Vindelns-Pryazha, Lycksele-Olonets</p> <p>Bernt Vedin bernt.vedin@ac.komforb.se</p>
Centre of Competence Barents – Forestry (Kompetenscenter Barents)	<p>Centre of Competence Barents is a project run by Vindelns Utveckling. This centre deals with the whole of the Barents region, and it involves different branches, forestry is one of them.</p> <p>Together with the County Administrative Board of Västerbotten and other actors, an educational project has been started in Kostamuksha. The purpose is to educate local workforce on forest technology and other issues relating to forestry.</p> <p>Erik Sollén erik.sollen.barents@vindeln.se</p>
Västerbotten County Council (Västerbottens läns landsting)	<p>One of the regional bodies of Västerbotten that offers support and guidance in international issues. The County Council is engaged primarily in cooperation on culture- and health issues with Karelia – for example the establishment of two dental clinics in Karelia.</p> <p>Tomas Gustafsson tomas.gustafsson@vll.se</p>
Lilja-school in Vännäs (Lilja-skolan i Vännäs)	<p>The school has been engaged in cooperation with a school in Petrozavodsk for about 5-6 years. The cooperation involves exchange of different kinds.</p> <p>Roland Samuelsson roland.samuelsson@educ.vannas.se</p>

<p>County Employment Board of Västerbotten, Umeå (Länsarbetsnämnden, Umeå)</p>	<p>A project named "Vocational Rehabilitation and Employment of People with Disabilities" started in May this year, and is to continue until 2008. Three Russian regions are involved in this project – Vologda, Voronezh and Karelia. A number of seminars, exchange of experiences, federal conferences and study visits are planned within this project</p> <p>Anita Berg anita.berg@lanac.amv.se</p>
<p>Red Cross Red Cross Lycksele</p>	<p>Different sections of Red Cross Västerbotten are involved in cooperation with Karelia – twinning agreements have been signed with counterparts in Karelia.</p> <p>The Red Cross section in Lycksele cooperates with an organisation in Olonets, mainly on youth issues and elderly care.</p> <p>There are other Red Cross sections in the county of Västerbotten that are involved in cooperation with actors in the republic of Karelia on a regular basis.</p> <p>Regional level: Hans Sandberg Björn Fahlander bjorn.fahlander@lycksele.se</p>
<p>Municipality of Umeå</p>	<p>The organisation of the municipality of Umeå has a department working with international issues: among other things supporting the twinning agreement that has been signed with Petrozavodsk.</p> <p>A project in the area of Public Health is just starting up, involving regional actors at different levels in Västerbotten, as well as regional actors at different levels in the republic of Karelia.</p> <p>Ingemar Lilienblad ingemar.lilienblad@umea.se</p>
<p>Young Writers in the Barents Region, County Library of Västerbotten</p>	<p>This is a project that focuses on young writers in the Barents region, and on professionals that work with children- and youth literature. Within this project, literature camps have been organised where young people that share an interest in literature and writing have been able to meet and exchange experiences. A book is also planned to be printed within this project.</p> <p>Annette Kohkoinen annette.kohkoinen@umea.se</p>
<p>Waldorf-school, Umeå</p>	<p>The Waldorf-school annually visits a children's care facility in Petrozavodsk as a practical part of the school work. This started in 1997. Right now, the Waldorf-school cooperates with the children's home in Ladva. There has also been some cooperation with a school in Petrozavodsk on cultural issues – right now there is no cooperation, but Waldorf is interested in developing this.</p> <p>Rolf Karlsson rolf.karlsson@umea.se</p>

Municipality of Malå	<p>The municipality of Malå is engaged in cooperation with Karelia on a number of different areas. For example, there has been cooperation on social issues, on health issues – like exchange of care personnel, education on hygiene-, drug- and diabetic issues.</p> <p>There has also been youth cooperation, an energy project between Malå and Medvezhegorsk, exchange between schools and more. A project on gender equality issues started during this autumn, involving students and teachers from Västerbotten as well as from Karelia.</p> <p>Sture Hedström sture@mala.se</p>
Malå Twinning organisation (Malå Vänortsförening)	<p>This organisation started in 1999. In the beginning, the work was very much aimed towards children’s care facilities and school No. 2, but the cooperation has since then grown, to include cultural issues, there is cooperation between schools.</p> <p>Mona Eriksson</p> <p>Sture Hedström sture@mala.se</p>
Medlefors Folk High School (Medlefors Folkhögskola)	<p>Medlefors Folk High School has been involved in the same project as ABF Västerbotten – “Karelia of possibilities” (“Möjligheternas Karelen”).</p> <p>The aim was to help in creating an educational association in Karelia. Medlefors Folk High School has helped in organising meetings, and providing education for board members, leaders and so on.</p> <p>Tomas Marklund tommar@medlefors.se</p>
Museum of Västerbotten (Västerbottens museum)	<p>Experts from the museum of Västerbotten participated in a trip to Karelia, done within the project previously mentioned in relation to the International Blue Road Organisation – sights along the Blue Highway.</p> <p>Later on, this resulted in a cooperation, where works done by the Karelian artist Leonid Gogolev have been shown in exhibitions at museums in three different locations in Västerbotten</p> <p>Anders Karlsson anders.karlsson@vasterbottensmuseum.se</p>
Educational Programme of Electronics, Dragon-school (El-programmet, Dragonskolan)	<p>There is an exchange with a school in Petrozavodsk. The cooperation concerns energy problems in Petrozavodsk.</p> <p>Themes for this exchange cooperation have been for example “Physics for life”</p> <p>Åsa Forsberg asa.forsberg@umea.se</p>
Union organisation “LO”	<p>LO has been engaged in cooperation with Karelia for six years now. The cooperation concerns arranging for educational programmes related to union issues and organisational work. In this work, LO also cooperates with a Finnish organisation.</p> <p>Kent Pettersson</p>

Östra Upper Secondary School (Östra Gymnasiet)	Exchange cooperation. Students from Östra Upper Secondary School have accompanied Anna Kristensen on trips, informing about AIDS and STD's at different schools in Karelia, for example.
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Please note that this is primarily an inventory of different cooperations between actors in the county of Västerbotten and actors in the republic of Karelia. This is to a large extent due to the fact that there is an agreement of cooperation, as well as a history of cooperation between the two regions. There are also cooperation with other Russian regions, such as for example Murmansk oblast, Vologda and Voronezh. There may also be other local cooperation that has not been included in this summary.

Appendix 2: Questionnaire

1. What do you think of the organization of regional Barents cooperation and its functionality (see enclosed organization chart)
2. What would you like to change in the organization? What would you like to keep as before?
3. What do you think of the idea to organize national secretariats?
4. How do you consider the work of existing working groups?
5. What is your opinion about the division of responsibilities based on sector programmes?
6. What factors make the Barents cooperation functional / passive?
7. What else would you like to say to the ad-hoc group?

Appendix 3: Documents of the IBS

- (Draft) Agreement on the Establishment of an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region
- (Draft) Terms of Reference for an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region

**(Draft) Agreement on the Establishment of an
International Barents Secretariat for the
Cooperation in the Barents Euro-Arctic Region**

The Governments of the Republic of Finland, the Kingdom of Norway, the Russian Federation and the Kingdom of Sweden, hereinafter referred to as the Parties,

Considering that the establishment of an International Barents Secretariat will make the Barents cooperation more coherent and efficient, and

Taking into account that this Agreement is supported by the Barents Regional Council,

Have agreed on the following:

Article 1

An International Barents Secretariat, hereinafter referred to as the Secretariat, shall be established to provide technical support for the multilateral coordinated regional activities within the framework of the Barents Euro-Arctic Council and the Barents Regional Council.

The Secretariat shall be located in Kirkenes, Norway. The Secretariat shall be operative as of January 2008.

Article 2

The Secretariat shall possess a legal personality in Norway. It shall have such legal capacity as may be necessary for the exercise of its functions and the fulfilment of its purposes, including the capacity to contract, to acquire, hold and dispose of movable and immovable property and to institute and participate in legal proceedings.

Article 3

The Secretariat and its property and assets shall enjoy in the territory of Norway such privileges and immunities as are necessary for the exercise of its functions.

The permanent staff members of the Secretariat shall enjoy in the territory of Norway the privileges and immunities necessary for the exercise of their functions in connection with the activities of the Secretariat.

A separate agreement with regard to the legal capacity of the Secretariat, its privileges and immunities and its permanent staff members shall be concluded between the Secretariat and the Kingdom of Norway as the Host State.

Article 4

The functioning of the Secretariat shall be governed by the Terms of Reference adopted by the Committee of Senior Officials of the Barents Euro-Arctic Council and the Barents Regional Council.

Article 5

The Secretariat shall have an operating budget for each calendar year.

The parties shall finance the budget through assessed contributions based upon the following payment scheme:

Finland	12.5%
Norway	12.5%
Russia	12.5%
Sweden	12.5%
Norway (as the Host State)	50.0 %

The Parties shall make their assessed contributions available to the Secretariat by 31st March each year.

Article 6

The Secretariat shall be led by a Head of Secretariat, who shall be selected among qualified individuals and be a citizen of a Party to this Agreement. The decision of appointment shall be made by the Committee of Senior Officials of the Barents Euro-Arctic Council after a selection process involving also the Regional Committee of the Barents Regional Council.

Article 7

Any dispute on the interpretation or application of this Agreement shall be resolved through negotiations between the Parties.

Article 8

Each Party shall notify the Ministry of Foreign Affairs of Norway through diplomatic channels of the completion of the national measures necessary for the entry into force of the Agreement. The Agreement shall enter into force on the thirtieth day following the date of receipt of the last notification.

Article 9

The Agreement may be amended by mutual agreement among the Parties. Such amendments shall be proposed through diplomatic channels in writing and shall enter into force in accordance with the procedures described in Article 8.

Article 10

Any Party may withdraw from this Agreement by a written notice. The withdrawal shall take effect one year after receipt of the notice by the Ministry of Foreign Affairs of Norway. In this case the remaining Parties shall consult on the future existence and structure of the Secretariat.

This Agreement is produced in a single copy in the English language, which shall be deposited in the archives of the Ministry of Foreign Affairs of Norway. The Ministry of Foreign Affairs of Norway shall transmit certified copies of the Agreement to all the Parties.

In witness whereof the undersigned, being duly authorised thereto, have signed this Agreement.

Done at this day of

For the Government of the Republic of Finland

For the Government of the Kingdom of Norway

For the Government of the Russian Federation

For the Government of the Kingdom of Sweden



Draft 4 May 2007/amendments by Ad Hoc Group 11 May 2007/amended 13 June 2007 /amended 27-28 June 2007

(Draft) Terms of Reference for an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region

1. Introduction

Cooperation in the Barents Euro-Arctic Region is anchored under the two political organs: the Barents Euro-Arctic Council (BEAC) and the Barents Regional Council (BRC).

The Working Group of the Indigenous Peoples has, in addition to its operational role as a working group, also an advisory role in relation to both the BEAC and the BRC.

The BEAC Chairmanship and the BRC Chairmanship rotate every two years. Between the Ministerial Meetings, the BEAC acts through its Committee of Senior Officials (CSO) and **the BRC between the BRC meetings** through its Regional Committee (RC).

In order to make the Barents cooperation more coherent and efficient it was decided to establish an International Barents Secretariat (IBS). The objective of the IBS is to provide technical support to the multilateral coordinated regional activities within the framework of the BEAC and the BRC, recognizing the important role of the national secretariats in the Barents Region and the division of labour at the regional level decided by BRC .

The BEAC and the BRC aim at strengthening the multilateral efforts of the Barents cooperation and enhancing its practical content, inter alia by securing continuity in the work, by better utilising available administrative and financial resources as well as by promoting more effective coordination and implementation of the decisions of the BEAC and the BRC.

The scope of the IBS, in addition to the organizational setup, and the financial arrangements, are described in these Terms of Reference.

The location of the IBS will be in Kirkenes, Norway.

The working language of the IBS shall be English.

2. Scope

The IBS shall perform secretarial and administrative service within the framework set forward in these Terms of Reference.

To this end the IBS shall:

- Provide administrative and organizational support to the BEAC and the BRC chairs, to the CSO and the RC and to their subsidiary bodies, including the working groups, as decided by the CSO and supported by the RC in each individual case. Administrative support may include organising meetings, preparing written material and summary reports, maintaining updated registers and mailing lists, and providing other technical services.
- Keep records, files and documentation from relevant meetings, conferences and projects, including databases, and in this way constitute an "institutional memory" for the Barents cooperation. All documents and files shall be available to the BEAC and the BRC .
- Maintain, service and update the www.beac.st and www.barentsinfo.org websites, including their regional segments and relevant links, and any other websites or databases to be decided, and to promote the dissemination of information on Barents issues in general. The tasks of the IBS in the area of information and data cooperation may be outsourced to a contractor chosen by the CSO in consultation with the RC.¹ To this end a separate joint development contract will be concluded between the IBS and the contractor(-s) chosen for these tasks.
- Upon written request by the CSO Chairmanship, or by the RC Chairmanship, prepare specific information material and analytical or descriptive background documentation.
- Assist in getting financial support from different financial sources to the CSO and RC Working Groups, and as agreed upon assist in project implementation. Project leadership shall however, remain the responsibility of the relevant BEAC and BRC structures, or lead country/regional administration.

3. Head of the Secretariat

The IBS shall be led by a Head of Secretariat, who shall be selected among qualified individuals and who shall be a citizen of a state of one of the Parties to the Agreement on the Establishment of an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region.

The RC will assist the CSO in evaluating the candidates. The CSO, with the support of the RC, will make the decision to appoint a Head of the IBS. An Ad Hoc Group with balanced representation could be established to assist in the evaluation of the candidates.

¹ The contractor chosen for the period 2008-2011 is the Arctic Centre, University of Lapland, Rovaniemi

The Head of the IBS, as the chief administrative officer, shall have an overall responsibility for the proper management and efficient use of the financial and staff resources. Depending on the nature of the issue, he/she shall receive tasks from and report to the Chairs of the CSO and RC. The Head of Secretariat shall consult the Chairs of the CSO and the RC in all matters of importance or doubt according to the established division of labour.

The Head of Secretariat shall be responsible for the day-to-day functioning of the IBS and shall represent the IBS externally as instructed by the Chairs of CSO and RC, depending on the established division of labour.

The Head of Secretariat shall be authorized by the CSO to sign a Host Country Agreement with the Government of Norway. The Head of Secretariat shall also be authorized to sign any subsequent amendment to that agreement as approved by the CSO. The CSO shall consult with RC before such authorization is granted.

The Head of Secretariat shall:

- propose working plans and activities as instructed by the Chairs of the CSO and the RC ;
- present budget proposals for each calendar year to the CSO;
- prepare and submit accounts and other reports to the CSO and the RC;
- submit annual reports to the to the CSO and the RC;
- employ and manage the IBS staff;
- enter into and manage contracts regarding acquirement of goods and services to the IBS;
- monitor the performance of contractors that perform tasks that have been outsourced by the IBS.

4. Interim Head of Secretariat

If the Head of Secretariat has not been appointed by 1st of January 2008, the IBS shall be lead by an interim Head of Secretariat to be appointed by Norway in concurrence with the Parties to the Agreement until this position has been properly filled. The interim Head of Secretariat shall *inter alia* sign initial employment contracts on behalf of the IBS and shall ensure its legal registration under Norwegian law.

5. Staff Members

The IBS shall be staffed commensurate to its tasks. Initially there shall be one executive officer and one secretary /accountant.

Based upon prior consultations with the RC and final approval by the CSO, Permanent Staff Members and local staff shall be employed by the Head of Secretariat. A balance among the nationalities of the Parties to the Agreement shall be sought through a rotation when appointing the IBS staff.

Contracts for all staff of the IBS shall be offered for a period of up to three years, with the possibility of prolongation for one year. Staff members can re-apply only once for their own position. Prolongation excludes renewed application.

Staff members may be seconded from other entities upon the acceptance of the CSO after prior consultations with the RC. Acceptance of seconded personnel is subject to the condition that the sending government, regional administration or sponsoring institution covers all the expenses except the use of office facilities which are covered by the Secretariat. Seconded personnel are considered legally employed by the sending entity.

Internship may be offered to young professionals or other individuals who for a fixed period will be affiliated with the activities of the IBS. Expenses for internship are to be included in the annual budget of the IBS.

[If diplomatic personnel are accepted as the IBS staff members, on secondment or internship, their status must be approved by the Norwegian Ministry of Foreign Affairs through accreditation through a foreign diplomatic or consular mission in Norway. **(to be moved to the Host Country Agreement)**

The IBS shall on a regular basis communicate to the Government of Norway the names of those staff members to whom the provisions of this Article shall apply. **(to be moved to the Host Country Agreement)]**

6. The Roles of the BEAC and the BRC

The CSO shall, in close cooperation with the RC, instruct, supervise, and provide further guidance of the activities of the IBS.

To this end the BEAC/CSO and the BRC/RC shall, depending on the established division of labour:

- participate in the process of appointing and dismissing the Head of the IBS;
- approve work programmes, accounts and budgets for each calendar year.
- ensure that the composition and qualifications of the staff of the IBS are adequate to fulfil the tasks of the IBS and
- approve the Financial rules and the Staff rules of the IBS .

7. Financial Contributions

The operating budget for each calendar year shall be financed through assessed contributions based upon the payment scheme as defined in Article 5 of the Agreement on the Establishment of an International Barents Secretariat for the Cooperation in the Barents Euro-Arctic Region.

Any programme or project activities to be managed or supervised by the IBS shall be financed outside the budget.

8. Accounting

The Head of Secretariat shall ensure that accounting records are kept in accordance with generally accepted accounting practice and standards and the specific requirements under the Norwegian law.

9. Auditing Procedures

The accounts of the IBS shall be audited by a public certified auditor in Norway (**State Auditor, Office of the Auditor General of Norway**) who will control that the activities of the IBS are managed in a financially acceptable manner and that domestic and foreign public funds are spent in accordance with the prerequisites. All accounts and supporting documentation shall be open for review by the CSO and the RC. (**State Auditors of other member countries shall have access to accounts**)

10. Amendments of the Terms of Reference

The CSO and, BRC and the Head of the Secretariat may propose amendments to the Terms of Reference. Amendments supported by the BRC may be approved by the CSO

Adopted by the Committee of Senior Officials of the Barents Euro-Arctic Council and the Barents Regional Council on in