

**Evaluation report Arctic Skills Murmansk 2017**



Photo: Håvard Sæbø, LO-media

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**Foreword**

The evaluation of Arctic Skills in Murmansk 2017 has several goals. It is intended to be a response to the stakeholders on how the funds were used, it is a report to the project owners, the Educational Department in Finnmark County and Kirkenes Upper secondary school, and of course it is a report to our main sponsor, The Norwegian Barents Secretariat. It will also form the basis for next year’s tournament. We have attempted to evaluate the results vis a vis the project’s goals and at the same time give some helpful advice to the Arctic Skills 2018 team in Tornio. Our recommendations are assembled in a seperat paragraph at the end of this report.

The Board would like to thank the Norwegian Barents Secretariat for their substantial funding of the tournament. Likewise, we thank the partners for the co-financing of the project. A special thanks to Murmansk Technological College of Services for their energetic and fine management of the tournament. We also thank our generous sponsors from the many trades and companies. Finally yet importantly, we would like to thank the students and teachers of colleges and schools in the Murmansk and Finnmark region, Tornio, Inari, the Sami school in Kautokeino and the reindeer school of Taimyr for their participation and contributions to the tournament.

It is our considered opinion that the Tournament Arctic Skills have contributed and will continue to contribute to increasing the focus on skilled trades’ education and training in the Barents Region.

On behalf of the Executive Committee

Trond Hansen

Kirkenes 24.07.2017

# Organization

**Project Owner:**

Kirkenes Upper Secondary School

**Board:**

Jelena Doronina, Ministry for Science and Education, Murmansk County

Liisa Holmberg, Headmaster of the Sami Educational Institute, Inari, Finland

Lilja Virpi, Headmaster at Lappia, Kemi/Tornio, Finland

Trond Hansen, Consultant with the Training Department, Finnmark County

**Project Manager:** Trond Hansen

**Project Consultant:** Robert Flatli, Eastern Finnmark Interdisciplinary Training Office

**Executive Committee Murmansk/ Kirkenes:**

Alexandra Jurgalova, Headmaster of The Murmansk technological college of Services

Ludmilla Kornilova, Assistant headmaster MTCS

Elena Rudnik, special consultant MTCS

Robert Flatli, Eastern Finnmark Interdisciplinary Training Office

Trond Hansen Consultant with the Training Department, Finnmark County

**Experts in Arctic Skills 2017:**

|  |  |  |  |
| --- | --- | --- | --- |
| Professions | Finnmark | Murmansk | Finland |
| Hairdresser | Ellen Kristoffersen | Nesterova Lyudmila Viktorovna | Leena Leskio |
| Welder | Ole Gabrielsen | Krapivin Dmitry Konstantinovich | Esko Hildén |
| Car body repairing | Bjørn Tore Andersen  Joakim Pettersen |  |  |
| Health care worker | Annette Granlund Haukanes  Kari Pettersen | Ustyantseva Valentina Alexandrovna | Marika Holpainen  Pia Niemi |
| Motor vehicle mechanic, light-duty vehicles | Kjell Malin | Koshkin Sergey Fedorovich | Tarmo Niska |
| Electrician | Gjermund Hansen | Gaspirovich Victor Valerievich | Kari Kenttä |
| Cook | Jon B. Furrevik | Babikov Denis Vasilyevich | Jonni Flygare |
| Building constructions | Harry Marjavara  Kauko Pahajoki |  | Veijo Matala |
| Plumber | Roger Konradsen | Koryakin Nikolai Vasilyevich | Risto Kangas |
| IKT-service |  | Kostash Yuriy | Raisa Järvenpää |
| Reindeer hurding | Samuel A Gaup | Fedelova Nadjesjda Dimitrievna  Vokujev Vassilij Nikolajevich | Outi Jääskö  Leena Magga |
| Design and Duodji | Berit Kristine A Guvsam | Antonova  Alena Ivanovna | Anniin Turunen  Linnea Rasmus |
| Painting |  | Bondarenko Konstantin Ivanovich  Chamina Anna | Veijo Matala |

# Financing

|  |  |  |
| --- | --- | --- |
| Period | Sponsor | Amount |
| Autumn 2014 | RUP Education Finnmark County | 70 000 NOK |
| Spring 2015 | Barents Sekretariat | 60 000 NOK |
| Autumn 2015/Spring 2016 | Finnmark County, Training | 500 000 NOK |
| Autumn 2015/Spring 2016 | Barents Sekretariat | 370 000 NOK |
| Spring 2016  Spring 2016  Spring 2015 - Spring 2016 | WorldSkills Norway  Sponsors  Schools’ Contributions | 50 000 NOK  150 000 NOK  150 000 NOK |
| May 2016 ( For continued Development) | Kolarctic | 250 000 NOK |
| Autumn 2016/2017 | The Norwegian Barents secretariat | 700 000 NOK |
| Spring 2017 | Partners’ own share | 350 000 NOK |

# A brief survey of the past

From autumn 2014 until its conclusion with the Arctic Skills Championship in Murmansk 2017, Kirkenes Upper Secondary School has been the project owner for this pilot project. In the Autumn of 2015, Finnmark County applied to World Skills Norway, and decided to participate in the project «School Competition as Didactic Method». This was not part of the original plan, but with certain adjustments it was possible to include the Norwegian qualification rounds in the Arctic Skills Tournament. Since Finnmark County was the most significant contributor and could support the project with consultants, the School Tournaments were included. The consequence of this was fewer resources available for the Championship, and more work was required for the teachers, the Steering Committee and the Project Leader and Consultant.

From the autumn 2016, preparing for the tournament in Murmansk, The Norwegian Barents Secretariat has been the main sponsor of the project, and this has led to a clear division of responibility. The Norwegian project “School Competition as Didactic Method” has become the responsibility for Finnmark County, while the project ownership still rests on Kirkenes High School. The following presentation therefor solely focus on the results of Arctic Skills. The project is still to be regarded as a pilot project, terminating with the tournament in Tornio 2018, but we have started the application process for a new 3-years’ period based on financing from the Kolarctic Program

The achievements of Arctic Skills so far:

* The project is based in the participating countys’ training departments.
* Enter into formal cooperation agreements between Murmansk and Finnmark Countys’ Education and Training departments.
* Established an Executive Board comprised of representatives from all of the counties. The Finns chose to be represented by the headmasters from the Sami Educational Institute at Inari and the Skilled Trades of Lappia, which includes schools in Tornio, Kemi, Muonio and Tervola.
* A Steering Committee at Kirkenes Upper Secondary School was responsible for coordinating Arctic Skills, the School Tournaments and Finnmark Championship.
* Created a temporary, part-time Project Manager position 25% - from autumn 2014 – autumn 2015, and 50% for spring 2016. The position has been prolonged for the period 2016-17, financed by the project owner and Finnmark fylkeskommune.
* Established a Skilled Trades network of 11 skilled trades’ experts/teachers who were responsible for the tasks and evaluation criteria, the forms and the arrangements in 2016. In addition, we have 11 experts from the Murmansk region and 11 from Tornio/Inari. We estimate to have created a network of 40 teachers in total.
* Created a website
* Reached out to the different branches, industries and companies regarding equipment and judging services.
* Received 250,000 NOK from Kolarctic to further development of the project.
* Invited four colleges from Norrbotten, Sweden to enter the project as partners in Tornio 2018.
* The Norwegian Trade Union (LO Finnmark) and the Norwegian Union of Employers (NHO Finnmark) have signed a partnership for support of the project
* An executive Committee has arranged the tournament in Murmansk 2017 with great success
* The first meeting with next year’s arrangers in Tornio has been conducted, and the calendar of the events has been discussed.

# The tournament in Murmansk 2017

This year’s tournament was held in Murmansk on the 19th and 20t of April. The Department of Science and Education in the Murmansk region, under the leadership of Minister Natalia Karpenko and the leader of the vocational education, Jelena Doronina, held the main responsibility for the tournament. The executive leadership was delegated to a committee at Murmansk technological College of Services consisting of Alexandra Jurgalova, Headmaster

Lyudmila Kornilova, assistant headmaster and Elena Rudnik, special consultant.

Project consultant Robert Flatli and project manager Trond Hansen coordinated the work in cooperation with the executive committee.

This year’s competition program was based on the experiences from 2016, and was more or less a continuation of the previously selected trade skills. For demonstration, we tried out IT-services, painting and reindeer herding. The board must make a decision upon the continuation of these trade skills, but except reindeer herding, there must be made adjustments in the tasks allowing all partners’ schools to be able to participate in the competition.

Thirty-five competitors competed in 11 trade skills under the supervision of 33 experts. It was not possible to find one single school that could host the competition in all trade skills; consequently, the competition was spread to most of the colleges in Murmansk City. This made it difficult to present the competition for the audience, but was undoubtedly positive for networking and inclusion colleges.

The lack of audience at the arenas was largely compensated by the amount of audience at the Opening and Closing ceremony. More than 500 people attended the grand opening ceremony at ГАУДО МО "МОЦДО "Lapplandia", where they could watch a spectacular show of singing and dancing, presentation of the competitors and an opening speech by the Deputy Governor of Murmansk, Ms Inna Olegovna Pogrebnje.

The closing and award ceremony was held in the banquet-hall at Park Inn hotel with the presence of 170 participants, experts, leaders, a group of supporters from Kirkenes, partners and guests. Cooks from Kirkenes Upper secondary school were responsible for an excellent seafood buffet.

The hosts had arranged transport for guided tours and visits to the arenas, making it possible for the guests to get an impression of the actual competition.

Another important part of the tournament is the formal and informal discussions between various professional individuals and groups. This year we had a round-table discussion about the future of Arctic Skills, with a widespread participation of people, important for the development of the project.

Results of the competition:

Gold medals  
Russia 6  
Norway 3

Finland 2

Silver medals  
Russia 5

Norway 4  
Finland 2

Bronze medals  
Russia 5   
Finland 3

Norway 3

# Focus on the Skilled Trades

The main goal of the project is to increase attention to the skilled trades in important target groups – such as branch specialists, politicians, pupils and teachers in primary school, as well as other upper secondary schools and the media.

We can say that the presentations given at conferences, the training office and meetings in the Russian Federation, Finland and Sweden have worked well. The Website, Facebook and information letter to the schools have also been important tools. By considerable help from the Norwegian Trade Union’s press and media conducted by The Norwegian Barents Secretary, we have reached a broad audience. We have written press releases to media in both Finland, Russia and Norway. In Murmansk, the tournament was followed up by local TV-channels, and the media students from Murmansk Technological College of Services made a fantastic film of the opening ceremony and the competitions.

In order to maintain interest from the Norwegian branches, politicians, external partners and organizations, we invited a group of guests to join the tournament in Murmansk, at their own cost. We consider it an important and successful public relation measure. The Norwegian delegation therefore consisted of 70 persons, and one might say that Arctic Skills have become well known in the Finnmark region. We have noticed a growing interest for the tournament from the county of Nordland, but they could not participate this year.

Competing for media attention is a challenge, but considering the combined 2016-2017 project span, several more articles have been published on the skilled trades than in similar, previous periods. Cultivating contacts with editors and journalists is important, and we must be active in media ourselves. We recommend the development of a media plan alongside the competition/tournament plan.

# Skilled Trades Network

We have created a skilled trade’s network of experts from schools and colleges in Finnmark County, the Murmansk region, Tornio, and Sami educational institutes in Kautokeino, Inari, Lowozero and Taimyr. In addition, we have made contact within the branches and businesses, which we must maintain and further develop. This is an important part of the competition, which can contribute to further development and better teaching.

The networks are of vital importance for the project. Not only because of their teaching ability, but because they are responsible for developing tasks and assessment criteria. Together with professionals from businesses and branches, they can develop standards of each trade skill and implement these standards in their teaching. In developing standards, they also can improve the quality of professional work for businesses in the arctic region. This is a very important goal of the Arctic Skills-movement.

The very foundation of the competitions are the experts, and we must put more effort and resources in their work. Till now we have had one annual meeting between the skilled trades experts and the judges. This year we had a meeting in Murmansk in March, and tried to cooperate by mail and networking. Unfortunately, it was not possible for the Finnish experts to take part in the meeting due to their Easter Holidays. This underscores the need of good calendar planning. Even more so, because we are planning two meetings in the calendar 2017-18.

For 2017/18, we hope that the networks also will include Swedish experts.

# Participation

The arctic Skills Tournament is not only the final, but also includes the qualifying competitions in each region. We have no certain numbers, but if we estimate that behind each finalist there are at least 15 competitors, the total number will be not far from 500 students. This is a conservative estimation, considered that we know that the qualifications in Finnmark alone included at least 200 students. Most likely, the figures will be the same in Finland, possibly even higher in Murmansk. This year we also had 6 participants from Taimyr, competing in Duodji and Reindeer herding.

The possible enter of participants from Sweden in 2018, has actualized a discussion of the capacity of competitors in each competition. It involves an evaluation of school resources, financing the increased number of experts, and of course the number of trade skills. We must take this discussion in the autumn of 2017.

Including more counties within the Barents Region and other schools within the Arctic Zone can help answer the question of improving participation in Arctic Skills. We can see two alternatives:

* We can keep the County participation as it is now, and allow outside schools to apply without a County qualification round. This is currently the praxis in Finland. It means that the raw number of participants can be very large, and the competition’s capacity must be taken into consideration.
* Alternatively, we could invite schools from Arkhangelsk, Norrbotten, Nordland and Troms Counties. This would increase the total participants to seven in each class.

**The Board recommends caution in further expansion. Norrbotten is perhaps the most important part to include. Expansion on the Norwegian side could include inviting schools which offer skilled trades which cannot be found in Finnmark**.

# Possibility of Arctic Skills as an inter-school competition with an open class

In its first stage, Arctic Skills was intended to include both Apprentice and Student classes. This was designed to create common terms for the competition. Skilled Trades students in the Russian Federation and Finland have 3-4 years in school, whereas Norway offers 2 years in school and they then complete their training in 2-year apprenticeship programs. We believed that a competition between Norwegian Second Years and Russian and Finnish Apprentices is unfair.

For the last two years, we were unsuccessful in recruiting apprentices from Norway. The reasons were both practical and economic. It was difficult to get apprentices to participate, difficult to arrange appropriate qualification rounds and the economic costs were too great.

We chose, therefore, to make also the next year’s Arctic Skills a simple School Championship as an open class. The Norwegian Second Years seemingly compete with excellent results with the Finnish and Russian Federation students.

We maintain the importance of recruiting apprentices from Finnmark into the skilled trades competition. This may be accomplished by following up with those students who have participated in previous years and now have apprenticeships. Branches and workplaces decide whether and who will participate in the Skilled Trades Norwegian Masters (for apprentices), and for Finnmark this means that the employers themselves must be more aware of the opportunity. Another alternative is to allow apprentices to participate in the Arctic Skills Open Class. In both alternatives, it is important to co-operate with the Norwegian organization for distribution of apprentices, OPPIFINN, and we suggest that they will be given a role as partner in the project.

**If we succeed, the Board recommends that Arctic Skills continues as an Open Class school competition. An alternative could be that apprentices are in the Open Class, another would be a competition between Second Years. Our experience so far, however, suggests that total years of training has less to say about success in the competition than the participants’ own preparation for the competition. Practice gives good results!**

# Selection of Trades

Originally, we intended to hold competitions in 15 skilled trades, but in the end had 11. In 7 of these skilled trades, participants from all three counties competed against each other – but we experienced that framing/carpentry and welding had two participants, auto body repair and heavy equipment operation/Operating Engineers so far seems to be represented only by the Norwegian side. We have not excluded these trade skills yet, but must make efforts to find competitors or let them go. The Executive Committee in Tornio is now preparing for Heavy machinery in Tornio 2018, and we are still looking for participants in Auto body repairing.New entries in Murmansk, painting, IT-services and Reindeer herding still needs adjustments before we make them part of the competition program. **The Board recommends that all of the current trades are included.** If Norrbotten joins the competition, this will likely increase participation in framing/carpentry. Lappland offers heavy equipment operation/Operating Engineers, welding, auto repair and painting, and will likely participate next year.

The number of skilled trades is a challenge for the tournament host. This year, we chose to hold the competition at different colleges in the Murmansk region, which had facilities for all of the competing skilled trades. Additional skilled trades will require that the competition be held in a large hall, which will require rigging and striking with equipment that the host may or may not have on hand. Purchase, loan or rental may significantly increase the costs of hosting this competition. We can consider the hall alternative in the future. It will make the tournament more compact and presentable for an audience, but it will increase the costs immensely. We believe that the competition is best held in the skilled trades’ own workshops and teaching areas. It is important not to take on too much at one time. Next year’s tournament will take place on the premises of Lappia College, which has most of the resources needed.

**The Board recommends caution in expanding the number of skilled trades in the competition. However, there is a need for defining the term “arctic” in terms of tradition and content, so that the Arctic Skills actually reflect the arctic challenges.**

# Reflections over the timeframe

This year’s arrangement was executed within a timeframe of 9 hours. Some skilled trades were able to complete the competition in 6 hours, others could have well-used more than nine. The Board and delegations experienced the timeframe as sufficient, and see no need for changes.

The timeframe is set by the budget, number of participants, and the extent of the tasks and to a degree, the number of skilled trades in the competition. Making the arrangement ALSO a meeting place for everyone who is interested in developing skilled trades instruction in the Arctic region was also an important goal. These stakeholders included companies, branches, politicians, teachers, educational authorities, training offices, sponsors and employer/employee organizations, and they benefit from presentations and discussions of the skilled trades.

In addition, Arctic Skills also needs to make room for pupils from primary school who can receive career counselling and advice between the competitions themselves and the presentations. This must be an important part of the tournament.

# Cooperation between trades and the business community

Although Arctic Skills is a school-based project intended to increase the quality of skilled trades instruction, improved cooperation within branches and companies is an important part of the goal. It is about organizing more apprenticeships and to develop closer cooperation and better partnership between local companies and schools. Companies and industry contribute equipment and materials; they can also contribute with judging expertise, as well as significant economic support from our sponsors. Improving the quality of our skilled trades instruction is a common responsibility – shared equally by schools and employers.

We have had several contacts with the Training Offices in Finnmark. The Interdisciplinary Training office in East Finnmark has played a particularly important role in this project through the designated Project consultant and the resources they provided during the competitions. Contacts with other Training Offices throughout the region can and ought to be improved. In Finnmark, the Training offices has organized themselves in one common organization, OPPIFINN, and are ready to play a more active role in the Tournament.

In the course of the project, we have not focused on formalizing the partnership with the business community. Our contacts with them have gone primarily through trades specialists and experts who have done excellent work, acquired equipment and materials for the prizes. Branch representatives with WorldSkills experience have also participated as judges. WorldSkills Norway, which is organized by the Norwegian Industrial Association, has provided consultants. KS – the municipality organization – has been an important supporter to develop the competition within health care work. LO – the Norwegian Trade Union organization’s office in Finnmark and the Finnmark’s NHO – the Chamber of Commerce have both signed a formal cooperative partnership.

On the Russian side, we have had request from the organization IEK about a formal partnership. IEK is involved in the Russian trade skills Competition of electricians, and can be an important partner for Arctic Skills. So far they have signed a partnership agreement with the college of Kandalaksja/Murmansk. We hope that the Russian side can follow up the development of this partnership.

**Clarifying the role of the business community and entering into formal partnerships will help the Board reach the project goals. This work includes future project development and be financed by earmarked funds from Kolarctic.**

# People to people

A gathering of 170 students, experts, judges, leaders, politicians, organizations, branches and businesses from three nations, offers a great opportunity for interaction between people. It is an arena for developing new ideas and projects, new contacts and friendship. The arrangement in Murmansk was a fine demonstration of Russian culture, and all participants could improve their knowledge of Russian schools. We will also underscore the importance of the networks between experts as an arena for continuous cooperation, and with a great potential for the future.

People meeting people, developing understanding and knowledge, is a goal of high importance in these kind of projects. It can come without planning, but it is important that the arrangers have this goal in mind while planning the Tournament. The opening and closing ceremony in Murmansk sets fine examples of how things can be done.

As result of the contact between the electricians, one Norwegian student and one expert have been invited to Ekaterinburg by IEK in November to experience the Russian Skills competition.

# Organizing and Financing of the work next year?

Even though Tornio assumes host responsibilities for 2018, the Board recommends that the current project leadership structure remain, with some changes in resource use and function. Kirkenes Upper Secondary School is pilot project owner until 2018. In the course of autumn 2017, a new structural model will be developed based on funding and strategies from Kolarctic. We will host a meeting in Rovaniemi in September for that purpose, but an application to the Kolarctic Program will not be clear before January 2018. This means that it will be necessary to prepare an application to the Norwegian Barents Secretariat for Tornio 2018, within approximately the same economical frames as last year. In addition to this application, we intend to further an application to the North Calotte Council (Nordkalottrådet) which, provided their acceptance, can add an amount of 10 000 Euros to the project.

Arctic Skills will not require a Project Leader based at Kirkenes Upper Secondary School. Here, however, it is important to be able to draw on the current Project Leader’s experience and competency in the form of a consultancy to the Executive Committee and the host in Tornio. The Board recommends that a consultancy resource of minimum 5% position be budgeted and set in the applications for next year’s competition. We must also set a resource for the executive leadership in Tornio.

Skilled experts will continue to be an important resource for next year’s arrangement as well. **The Board recommends that this year’s competition tasks be carried over with some small changes.** Kirkenes Upper Secondary School has good English competency, which ought to be used in the future.

**The project owner, in cooperation with the Training Department at Finnmark County has responsibility for the final draft of future, and next year’s structural model stand.**

# Summary of the Recommendations

* The Board will draft a media plan/information strategy. A resource will be set aside for the media contact person.
* Fixed and regular annual meetings between the skilled trade specialists and the judges in Arctic Skills. This meeting needs to be set in the year plan and financed by Arctic Skills.
* The Board recommends a cautious expansion of participation in the competition. The most important is to invite and include Norrbotten. Expansion in Norway can be justified by inviting schools, which offer skilled trades, which are not offered in Finnmark. We also recommend a continuous participation of students from Taymir.
* The Board will draft a letter of introduction, which informs businesses and branches about the skilled trade’s competition and the conditions for apprentice participation in the Norwegian Championship.
* The Board recommends that Arctic Skills continue as an exclusive Open Class school competition.
* The Board recommends that we keep all of the skilled trades in the current program.
* The Board recommends a cautious expansion of the number of skilled trades in the competition.
* The Board will focus its effort in defining the business community’s role in the project and form formal partnerships where they are beneficial to the project goals. This effort includes future development of the project, financed by a grant from Kolarctic.
* The Board recommends that next year’s arrangement budgets for a resource for a consultancy.
* The Board recommends that this year’s competition tasks be carried over to next year with some small changes.

# Budget and Accounting

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
| 143021 Arctic skills (NOK) | Budget | Kirkenes | Murmansk | Partners | Totals |
| Salaries |  | 35 019 | 38 122 | 200 000 |  |
| Vicars |  | 10 093 | 0 |  |  |
| Fees |  | 90 000 | 0 |  |  |
| Fees for Statens Pensjonskasse |  | 4 746 | 0 |  |  |
| Consultants and interpretors |  | 19 918 | 55 350 |  |  |
| Sum salaries and fees | 500 000 |  |  |  | 453 248 |
| Teaching materials |  | 4 565 | 0 |  |  |
| Equipment |  | 1 036 | 2 468 |  |  |
| Materials for the competitions |  | 14 663 | 105 859 | 50 000 |  |
| Working clothes |  | 6 623 | 0 |  |  |
| Sum materials for the competition | 300 000 |  |  |  | 185 214 |
| Banking expences |  | 0 | 10 196 |  |  |
| Public Relations |  | 1 000 | 7 694 |  |  |
| Training |  | 3 900 | 0 |  |  |
| T-shirts and prizes |  | 0 | 30 870 |  |  |
| Sum other ecpences | 50 000 |  |  |  | 53 660 |
| Food |  | 64 388 | 37 279 |  |  |
| Accomodations |  | 21 498 | 22 417 | 50 000 |  |
| Sum accomodations | 115 000 |  |  |  | 195 582 |
| Travel expences |  | 16 096 | 0 | 50 000 |  |
| Transport |  | 4 963 | 11 467 |  |  |
| Service travels |  | 56 096 | 0 |  |  |
| Sum Travel expences | 250 000 |  |  |  | 138 622 |
| Transaction Murmansk |  | 313 025 | 0 |  |  |
| VAT |  | 14 493 | 0 |  | 14 493 |
| Compensation for VAT |  | -242 | 0 |  | -242 |
| Sum project 143021 Arctic skills | 1 215 000 | 681 880 | 321 722 | 350 000 | 1 040 577 |
| Sum without transaction |  | 368 885 |  |  |  |
|  |  |  |  |  |  |

Balance 2017

|  |  |  |
| --- | --- | --- |
| Contributors | Incomes | Expences |
| The Norwegian Barents Secretariat | 700 000 |  |
| Partners own shares | 350 000 | 1 040 577 |

|  |  |
| --- | --- |
|  |  |