

A Capacity Building Focus

April, 2000

TOPIC:

As requested by Senior Arctic Officials (SAOs), this paper builds on the capacity building discussion paper tabled by Canada at the Sustainable Development Working Group (SDWG) meeting in Washington, D.C., November 17, 1999.

OBJECTIVES:

The objectives of the paper are:

- to outline the rationale for and timeliness of a capacity building focus;
- to suggest possible steps to be taken up to and including the Ministerial Meeting in the autumn of 2000 to further highlight and promote a capacity building focus as a dimension of virtually all Arctic Council activities; and
- to suggest possible ways to make a capacity building focus an over-arching objective, on-going criteria and practical dimension of virtually all Arctic Council activities.

A CAPACITY BUILDING FOCUS:

Many Arctic communities are searching for a clear path to new economic activity that supplements, or replaces the threatened traditional economies while still respecting the principles of sustainable development, including environmental protection.

In addition, within Arctic States, in many international fora, and in other organizations, capacity building is an on-going, priority issue. An Arctic Council initiative in this regard would recognize and contribute to this overall effort in a way that enhances the practical benefits of Arctic cooperation.

This paper proposes that a *capacity building focus* be directed at virtually all activities of the Arctic Council, including the work of its five Working Groups (AMAP, CAFF, EPPR, PAME, SDWG). It is recognized that capacity building has close associations with themes in the Sustainable Development Program; however, as is described below, capacity building involves all Arctic Council programs.

The recommendations in this paper include on-going information sharing, but stress the need for a focus on ways to enhance access to, understanding of, and application of information in Arctic communities. This information-sharing orientation could be considered as the first phase of a capacity building focus. It is anticipated that the recommendations in this paper relating to a capacity building focus could be implemented during the next two year period of the Arctic Council without allocation of significant new resources. It is recognized that capacity building is an on-going process that must proceed in a coordinated and integrated way at many levels including individual, local, national, regional and international. As a first phase, the information-sharing and networking recommendations in this paper would set the

stage for concrete project proposals during subsequent periods.

BACKGROUND:

What is "Capacity Building"?

Capacity building is a broad concept. The United Nations Development Programme has described capacity building as *the sum of efforts needed to nurture, enhance and utilize the skills and capabilities of people and institutions at all levels nationally, regionally and internationally so that they can better progress toward sustainable development.*

The term "capacity building" is intended to capture the need to meet challenges by increasing the ability of individuals, communities, businesses, industries, institutions, governments, and other organizations, to access, understand, and apply information and knowledge in a way that allows them to solve their own problems in ways that contribute to sustainable development, including environmental integrity.

Among the goals and objectives of capacity building are:

- building a knowledge base and awareness which facilitates better decision-making
- improving individual health, literacy and other skills required to adapt to differing and changing circumstances
- integrating laws, policies and strategies which encourage sustainable development, including environmental integrity
- improving management practices and techniques
- fostering institutions that foster and support partnerships and cooperative arrangements
- developing appropriate infrastructure and technology to support sustainable development
- identifying and promoting sustainable financing mechanisms

This list of goals and objectives is not intended to be exhaustive.

Capacity building is a "two way street": it embraces respect for, and wider application of, local, traditional and scientific knowledge, innovations and practices. Effective capacity building can strengthen the cooperation and relationships among governments, NGOs, research agencies, corporations, local communities and individuals and other organizations.

Research in the Arctic should strengthen the research capacity of Arctic residents and organizations. Research should also have results that are visible and palpable for the local communities. In turn, capacity building efforts can support scientific research and foster strategic partnerships which promote the involvement of the holders of Arctic knowledge, as well as the equitable sharing of benefits arising from utilization of such knowledge.

Capacity Building under the Arctic Council

Capacity building is already a concept embraced by the *Declaration establishing the Arctic Council*, the mandates of the AMAP, CAFF, EPPR and PAME, the *Iqaluit Declaration*, and by the *Terms of Reference for the Sustainable Development Program (SDTOR)*. For example,

Article 2(c) of the SDTOR states:

"Proposals for such activities should include a description of the nature of the issue to be addressed and identify the benefit to be realized, including projected relationship to the experience and needs of the indigenous and other residents of the Arctic." [emphasis added]

In addition, capacity building is also a significant, on-going dimension of many Working Group activities under the Arctic Council (see examples below) and in other international fora and organizations. Commensurate with the Declaration Establishing the Arctic Council, linkages among these Arctic Council programs, and between the Arctic Council and other organizations and international fora could be improved in relation to capacity building.

Communicating the steps or pathways towards sustainable development, including environmental integrity, has been an on-going challenge. The Arctic Council is well placed to provide leadership through effective communication of the importance and practical dimensions of its past and on-going capacity building efforts.

The Draft Chapeau and a *capacity building focus*

There is also a clear linkage between a *capacity building focus* and the draft chapeau for the Sustainable Development Program. However, capacity building can be seen as an overarching objective/principle of virtually all Arctic Council activities, not just those under the Sustainable Development Program. Accordingly, it is suggested that the draft chapeau be amended to reflect the overarching nature of a capacity building focus.

A capacity building focus and Arctic Communities

A *capacity building focus* would assist Permanent Participants and Arctic communities by stressing the on-going need to "translate" knowledge and information into practical skills, models or pathways that can foster sustainable development, including environmental integrity, in the Arctic.

It is recognized that Arctic states are conducting many of their own domestic efforts in relation to capacity building. This proposal for a *capacity building focus* is premised on the priority already being given to capacity building in Arctic states. This is evident from the wide range of capacity building initiatives which currently exist. For example,

- At the SAO meeting in Washington, in November, 1999 Sweden noted four projects it is conducting in the area of capacity building relating to democratic development, energy efficiency training, rural development and social and healthcare sectors.
- Norway noted that its priorities in capacity building were linked to environmental management, in particular in Northwest Russia.
- The Northern Europe Initiative (NEI) of the U.S. Government is a strategy to promote stability, strengthen Western institutions and security structures, and bolster U.S. trade and investment in the Baltic Sea region. It seeks to do so by energizing government agencies, the private sector, and the community of non-governmental organizations to build active networks of cooperation among the Baltic States, northwest Russia, the

Nordic countries, Poland and Germany.

- Canada has stated its commitment to capacity building and tabled a discussion paper at the SAO meeting in Washington with an Annex containing ten examples of capacity building activities relevant to the Canadian Arctic.
- Under the Barents Euro-Arctic Council, there is an institution building and capacity building initiative (1997-2007) relating to the Russian pilot region of Murmansk. The objective is to develop environmental management in the State Committee for Environmental Protection in Murmansk. The project organization is established and network-building with various other initiatives is ongoing. Language training, IT infrastructure, and pilot projects in the fields of pollution control and environmental management are on-going.
- Bilateral cooperation is proceeding in the work of ICC and RAIPON on a non-governmental component of the Canada-Russia indigenous institution building initiative. ICC and RAIPON have indicated that the capacity building concept is at the core of their work and priorities.
- Bilateral cooperation is contributing to capacity building in many communities and regions of the Arctic. Participants from the USA provide the example of the Sustainability of Arctic Communities Project.

In addition, a *capacity building focus* could highlight many current and proposed activities within the Arctic Council and associated bodies. Working Groups have been conducting programs for several years which have, or could further enhance capacity building efforts in the Arctic. In this regard, successes and lessons learned could be highlighted through further dialogue among the Working Groups. The following examples are in no particular order and are not intended to be exhaustive:

- The *Arctic Climate Impact Assessment* project, as outlined in the meeting report of the workshop held in Washington in Feb-Mar, 2000, is designed to produce a summary of current scientific understanding of climate change and variability and increased UV radiation; a set of climate change scenarios; and an examination of potential impacts of climate change on ecosystems, infrastructure and other elements of society. ACIA is designed to include physical, biological and socio-economic systems throughout the Arctic. Separately, AMAP and CAFF will consider a range of policy recommendations designed to aid mitigation of, or adaptation to, the impacts identified under ACIA.
- The *PAME/CAFF/IUCN Circumpolar Marine Workshop* held in Montreal (Nov-Dec/99) explored ways to advance practical measures to protect the Arctic marine environment and conserve its biological diversity through improved collaboration among Arctic countries, indigenous communities and other stakeholders and organizations. CAFF and PAME are currently considering the results of this workshop and the implications for their work plans.
- The proposal to the Global Environmental Facility (GEF) for *Identification of priority hot-spots and conduct of pre-investment studies for remedial action in support of the National Plan of Action for the Protection of the Marine Environment from*

Anthropogenic Pollution in the Arctic Region of the Russian Federation: Among the activities under the GEF project is a PAME/ACOPS partnership conference proposed for 2001. The project proposal also includes supporting the development of legal, policy, institutional and economic mechanisms and instruments required to strengthen protection of the marine environment from anthropogenic activities, as well as examining and outlining approaches to secure, from national and international sources, the required support for the development of the capacity to implement identified priority interventions.

- The ***Arctic Council Action Plan to eliminate Pollution in the Arctic (ACAP)*** is designed as a mechanism to strengthen and support national actions to reduce emissions and other releases of pollutants. A *capacity building focus* could contribute to the identification of priorities and criteria for actions to implement the Action Plan. In addition, projects and activities pertaining to pollution prevention and remediation measures could build capacity in Arctic communities.
- The ***CAFF/Circumpolar Protected Areas Network (CPAN) Workshop*** hosted by the USA in Anchorage (Oct/1999), as reported by CAFF at the SAO meeting in Washington, was dedicated to examining support for Russian protected areas and ways to provide tools for ensuring their future.
- The ***CAFF/Russia/UNEP-GRID-Arendal projectproposal*** to the Global Environment Facility (GEF) is designed to safeguard large tracts of undisturbed ecosystems in the Russian Arctic and ensure conservation and sustainable use through development and implementation of integrated ecosystem based management strategies in selected regions. This project will encourage and establish mechanisms for consultation and participation of indigenous and local communities, regional and federal authorities.
- The on-going ***University of the Arctic*** initiative is directed at capacity building through education, research and establishment of circumpolar and other networks.
- The ***Children and Youth Initiative*** through its health, networking, internship dimensions is designed to contribute to capacity building in relation to children and youth. The internship dimension provides youth with experiences which can be adapted to circumstances in their home region.
- The ***International Arctic Environmental Data Directory (ADD) Council*** submitted a proposal to SAOs in Washington to operate as a joint committee of the Arctic Council and IASC and to host on a permanent basis the Arctic Council's web server through ADD's GRID-Arendal secretariat; to supply information and data through ADD organizations; and, to provide a network of data and information specialists. Associated with this is a proposal to improve access to environmental and sustainable development data and information in the Russian north.
- The ***Fourth Conference of Parliamentarians of the Arctic Region*** will be held in Rovaniemi, Finland, August 27-29, 2000. The major themes to be examined are the work of the Arctic Council, capacity building in the Arctic and financing sustainable development.
- One international example of on-going capacity building efforts relevant to the Arctic

is the work being conducted by the Subsidiary Body for Scientific and Technological Advice under the United Nations Framework Convention on Climate Change.

Differing Circumstances, Differing Needs

Recognizing the differing conditions and needs across the Arctic, the objective of this proposal for a *capacity building focus* is not to identify a uniform set of capacity building priorities that would apply to each Arctic State. Rather, the proposal calls for actions which can increase the relevance and value of all current and future Arctic Council activities by building awareness, strengthening networks, and engaging in a broader dialogue with the intended recipients of capacity building efforts.

It is generally recognized that capacity building efforts fall into three broad categories, each of which can be further sub-divided into a range of issue areas. The Arctic Council is already active at the program and project level in many of these issue areas through the work of AMAP, PAME, EPPR, CAFF and SDWG.

1. Building Human Capacity:

This category involves individual education, skills, and adaptation to changing economic, social and environment circumstances . Some issue areas include: children and youth; literacy, education, and training; human health; etc.

2. Building Social Capacity:

This category involves "communities", broadly defined, and their institutions, organizations and infrastructure, in the context of their circumstances. Many Arctic Council activities have direct relevance to the development of social capacity. Some issue areas include: pollution prevention; resource management (eg, building capacity in relation to energy efficiency and alternatives, reindeer herding, forestry, fisheries and marine resources, tourism; infrastructure: water & sanitation, transportation, information technology; institution building; enforcement of international agreements; etc.)

3. Stewardship of Natural Resources:

This category involves building capacity to maintain and conserve natural resources through the enhancement of human and social capacity. Some issue areas include: protection of natural habitats and biodiversity; harvesting that meets the reproduction capacity of the stock; reducing and eliminating human contributions to pollution and climate change, etc.

There are internal and external forces that influence capacity building initiatives. In some cases, national or local bodies have primary responsibility for determining priorities and undertaking action. In other areas, global or regional issues require responses at the international or regional level. As was pointed out in the Finnish non-paper on the Arctic

Council Sustainable Development Program tabled in June, 1998, the Arctic Council should be oriented as an institution within a larger "community" of international institutions which could have reinforcing roles in Arctic and global affairs.

Principles for a *Capacity Building Focus*:

- Capacity building is an identifiable theme in the *Declaration on the Establishment Arctic Council*.
- A capacity building focus should inform virtually all activities of the Arctic Council, and those of its five working groups (AMAP, CAFF, EPPR, PAME, SDWG).
- A capacity building focus should build awareness of, access to, and application of information that can contribute to capacity building in Arctic communities, including development of individuals, institutions, infrastructure and financing arrangements, as appropriate.
- To foster capacity building, information should be available in forms and languages understandable to Arctic residents, to the extent possible.
- A capacity building focus should accommodate differing priorities and responses in each region, Arctic State, or community.
- A capacity building focus should seek to link activities within the Arctic Council that can further contribute to capacity building in relation to the Arctic, and, as appropriate, should explore linkages with the capacity building efforts of other international fora and organizations.
- A capacity building focus is based on a growing awareness of the close linkages among domestic, bilateral and international sustainable development and environmental issues.
- A capacity building focus should highlight opportunities to generate useful models and activities to help economies in transition, such as in Russia and in Arctic regions generally.
- A capacity building focus could lead to new Arctic Council activities and projects, as appropriate.

Approaches

The following approaches are suggested for the first phase of a capacity building focus:

- **INCREASING AWARENESS & USE OF CURRENTLY AVAILABLE INFORMATION:**

Possible Approach

: Significant information and knowledge is already available from the work of AMAP, CAFF, EPPR, PAME, SDWG, the Permanent Participants, Observers and many other

bodies and institutions with Arctic expertise. With a capacity building focus, the Arctic Council could seek practical ways to ensure broader access to, and understanding of, existing information and to ensure real opportunities for its application in Arctic communities and by Arctic policy-makers. The Arctic Council should seek to build capacity by engaging Arctic communities in finding ways to effectively **share, utilize or apply existing information and knowledge.**

NETWORKING FOR CAPACITY BUILDING:

Possible Approach

: Networking with today's technology allows multi-dimensional dialogue and consultation. Networks can be employed for engaging empowering and increasing the efficiency of individuals, communities, governments and the private sector, as well as for facilitating needs identification, issue identification, local knowledge dissemination, coordination, implementation, and more.

A capacity building focus could examine ways to improve networks for sharing information and consulting in the circumpolar north. The networking dimension of the Arctic Council Children and Youth Initiative is one example of a step in this direction. In addition, networking is a major component of activities under the Barents Euro-Arctic Council. The International Arctic Environmental Data Directory (ADD) Council is also bringing forward a proposal relating to networking.

An objective of the capacity building focus would be to increase awareness and cooperation for the expansion of networks linking a broad range of stakeholders, including governments, Arctic residents, NGOs, business, industry, teachers, politicians, community representatives, health workers, scientists, and so on. These efforts could be directed at cooperation:

- to increase awareness in Arctic communities of existing networks and capacity building initiatives;
- to facilitate the establishment of new networks and the integration of existing networks to allow multi-dimensional dialogue and consultation;
- to use indicators more effectively to focus and facilitate capacity building for sustainable development; and
- to share experiences and methodologies relating to capacity building in our respective societies.

IDENTIFYING CAPACITY BUILDING PRIORITIES IN THE PERIOD 2000 to 2002:

Possible Approach: The above approaches are generally of an organizational nature and are intended to improve awareness and communication in relation to capacity building activities. A Ministerial Round Table could also include discussions on some other ways to identify priority areas for a capacity building focus in the period 2000-2002. These discussions could come under, or reference the framework contained in the Chapeau for Arctic Council Sustainable Development Program, as well as the work plans of AMAP, CAFF, EPPR, and PAME. More detailed recommendations on this approach are set out below.

RECOMMENDATIONS:

Based on the above approaches, it is proposed that the following recommendations be approved by SAOs and forwarded to Ministers, in an appropriate form, for their consideration at the upcoming Ministerial Meeting in the autumn of 2000. These recommendations have been placed into the following categories, however, they are not intended to be mutually exclusive:

- Reporting to Arctic Council Meeting in October, 2000
- Arctic Council Round Table Discussion on Capacity Building
- Intersessional Activities for the period 2000-2002 for Approval by the Arctic Council.

Some or all of these items could be the subject for a ROUNDTABLE DISCUSSION on CAPACITY BUILDING at Ministerial the Ministerial Meeting in October, 2000.

Reporting to Arctic Council Meeting in October, 2000:

-- **Working Group Report on Activities and Progress to Date**

Working Group chairs could prepare a single, integrated report to Ministers on the Arctic Council's past and current capacity building work, highlighting some of the successes to date.

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Report for Ministers on some of the Capacity Building Issues and Priorities which emerged from the Whitehorse Sustainable Development Conference and Timber line Workshop (1998)

A brief report on capacity building issues and priorities emerging from the Whitehorse Conference and Timber line Work shop could be prepared for Ministers for October, 2000, for information purposes.

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Presentation on Devolution and Institution Building: Nunavut as a Capacity Building Case Study

Devolution and community empowerment are major themes in capacity building activities. If other Arctic states and Permanent Participants felt it would be worthwhile, Canada would be prepared to make a presentation to Ministers to report on capacity building progress in Nunavut. This would be a case study approach that could include information on the decentralized governmental system; how Nunavut is being "networked" using information technology systems; training and skills development programs; and so on. In addition some of the devolution work with the Yukon could be examined, as could the co-management approaches in all the territories.

Arctic Council Round Table Discussion on Capacity Building:

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Round Table Discussion on Capacity Building

Under this item Ministers, Permanent Participants, and as appropriate, Observers, could discuss national priorities, possible linkages to current Arctic Council programs and projects and how information and experience-sharing could be enhanced across the circumpolar world under the Finnish Chair and beyond. The objective of this item would be to further identify capacity building needs and the appropriate role for the Arctic Council in advancing capacity building activities in relation to Arctic communities.

Other issues for discussion under this item could include:

- Are there common categories or priority issue areas where Arctic States can cooperate to enhance capacity?
- How can activities be designed to engage Arctic and non-Arctic stakeholders to ensure that capacity building actually occurs in accordance with the needs and priorities of Arctic communities?
- How can activities be designed to increase the capacity of Arctic communities to apply the principles of sustainable development and ensure on-going stewardship of the environment ?
- How can the knowledge and information derived from the activity be best disseminated and applied within the Circumpolar North ?
- Are there other global or regional networks to which the Arctic Council networks should be linked to enhance capacity building?

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Declaration on Capacity Building

A *capacity building focus* should be included in a declaration prepared for consideration and adoption by Ministers, or could be the subject of a separate declaration. The objective would be to affirm an on-going commitment to a *capacity building focus* in relation to Arctic Council programs and projects. A commitment to a capacity building focus would signal continued attention to value-added activities that lead to increasingly greater returns from on-going activity, cooperation and networks within and among Arctic States and international organizations

Intersessional Activities for the period 2000-2002 for Approval by the Arctic Council:

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Arctic Council Capacity Building Workshop

SAOs could recommend to Ministers that they approve an Arctic Council workshop on capacity building (eg. best practices and lessons learned), and mandate the preparation of a comprehensive report on capacity building for the 2002 Ministerial

Meeting. Participants could include SAOs, members of the five Arctic Council Working Groups, representatives from the Permanent Participants and Observers, and other invited technical advisors as may be appropriate. A capacity building workshop could, for example, build on the initial Whitehorse conference and also link ideas coming out of other processes or international workshops such as the reindeer herding workshop, the oil and gas workshop, the sustainable use and conservation of living marine resources workshop, the Circumpolar Marine Workshop, ACIA workshops, to name just a few.

Among the issues for a Roundtable discussion on this item could be designation of a lead coordinator, level of financial commitment, and involvement of Arctic communities in planning and carrying out any such workshop.

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Survey and Database of Capacity Building Activities

A comprehensive survey and database of capacity building activities and programs could be prepared for the 2002 Ministerial Meeting, possibly including a roster of capacity building authorities or experts.

Among the issues that could be discussed under this item are continuity and longevity of programs and results. Are there approaches that could improve coordination and outcomes of such programs? How can domestic and international programs be better coordinated? What are the administrative burdens relating to capacity building programs? Are skills training programs creating jobs for people in the Arctic? If appropriate, this item could, for example, reference or link to the work of the *Standing Committee of Parliamentarians of the Arctic Region* in relation to their inventory of sustainable development projects and upcoming conference which includes capacity building issues, and/or the project proposal relating to a survey of living conditions in the Arctic.

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Preparation of Guidelines for Arctic Council Capacity Building Activities

Related to the outcomes of a *Capacity Building Workshop* and *Survey of Capacity Building Activities* is the possible development of capacity building guidelines. Arctic Council Capacity Building Guidelines could assist in the processes of building awareness, expanding networks, increasing access to information and preparing and disseminating "user friendly" summaries of Arctic Council research and materials.

This item could be included in the Arctic Council Roundtable Discussion on capacity building. Discussions could explore the need for, or desirability of, Arctic Council Capacity Building Guidelines; how best to involve Arctic communities, residents and organizations in setting research priorities; and ways to develop forms of capacity building information that can be readily utilized by different levels of expertise and different language groups.

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Enhancing Existing Networks

This item could be included in the Arctic Council Roundtable Discussion on capacity building. Many Arctic "networks" currently exist. For example, the Barents Euro-Arctic Council has started to establish networks between various ongoing or proposed projects to promote a commitment to environmental protection among indigenous peoples and among school pupils in the Barents region. The focus includes themes such as Local Agenda 21 Initiatives, sustainable development energy efficiency, nature conservation and consumption and waste management. Ministers could explore issues relating to linking such networks to promote and enhance capacity building.

In addition, this item could be a forum for Ministers to discuss coordination within the Arctic Council programs and with other international fora that are engaged in capacity building activities regionally or otherwise. The appropriate body could be assigned coordination of this task with a view to making recommendations on possible options for structuring /linking these efforts in the future. Under this item the Ministers could discuss the state of current networks, network issues and parameters and the opportunities to improve and expand networks in the next 2 year period. One way to do this is to launch a study of existing networks and seek recommendations for increasing the linkages, and expanding the awareness of the networks and information available particularly in Arctic communities. Ministers could also discuss financial support for existing networks.

As a possible output from this discussion, Ministers could call for the production of a report for 2002 on the existing state of Arctic networks, including "a network map", and recommendations for enhancing awareness of and access to these networks in Arctic communities.

This item could reference or be linked to the proposals for the development of *Arctic Council Capacity Building Guidelines* (see above) in respect of how best to involve Arctic communities, residents and organizations in setting research priorities and developing forms of information that can be readily utilized by different levels of expertise. In addition, it could reference or be linked to a Working Group Report on Capacity Building (see above); to the proposal from the *International Arctic Environmental Data Directory (ADD) Council*; to the Networking Dimension of the Arctic Children and Youth Initiative; to networking activities under the Barents Euro-Arctic Council; to the University of the Arctic initiative; and so on.

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Further Development of the Arctic Council Web Site in Relation to Capacity Building

Under this item Ministers could review how better to use to Arctic Council web site as a portal for Arctic capacity building approaches. The web site could be developed to provide an Internet-based compendium of "best practices" and a "chat room" where communities could share experiences in relation to capacity building. This would enhance the profile of the web site and help promote dialogue with Arctic

communities on Arctic research and the application of results. If appropriate, this item could reference or be linked to the networking proposal being advanced by the International Arctic Environmental Data Directory (ADD) Council.

CONCLUSIONS:

As discussions at the Washington SAO meeting indicated, there is a need to develop common criteria for project evaluation and to develop a clear vision of priorities. A *capacity building focus* could contribute to both these processes.

A capacity building focus assists in linking and integrating issue areas as diverse as the Survey of Arctic Living Conditions; the Arctic Children and Youth Initiative; telemedicine; the study of infectious diseases; the International Workshops on Reindeer Herding, Oil and Gas Development, and Living Marine Resources; fisheries management projects; pollution prevention initiatives; biodiversity work; emergency response guidelines; the Regional Program of Action; web-based marketing for Arctic communities to promote eco-and cultural tourism; building community capacity to engage in eco-and cultural tourism; coordination with other international bodies; and a range of other activities.

In each of these activities, capacity building, in Arctic communities, but also in national capitals, is a critical issue in the development of appropriate responses to on-going issues and challenges.

In addition, some of the models and approaches to capacity building which are emerging in the Circumpolar Arctic have relevance for, and could contribute to, capacity building efforts elsewhere in the world, and vice versa.