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Community-Based Monitoring Capacity and Best Practice Development in Arctic Russia, including Yakutia and the Kola Peninsula - Process Report 2020-2022

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EXECUTIVE SUMMARY

This report describes the process and results of a case study on community-based monitoring (CBM) and 'best practice' development in fishing, hunting and herding communities in Yakutia and the Kola Peninsula in Russia. Despite challenges such as COVID-19 and the halt in collaboration after March 11, 2022, the case study was able to implement a good part of its expected work from 2019 to 2022.

CBM activities have been further developed, capacities have been strengthened, local Indigenous Peoples communities have been able to use CBM as a tool for promoting their rights, and further agreement and exchange of good practices and standards on how to undertake CBM in Russia has taken place. As an input to best practices, the case study developed and updated a training guideline on CBM work. The training guideline proved very useful, and it is considered highly relevant not only for further CBM work in Russia but across the Arctic.

In Yakutia, input from the CBM groups (information, analysis and recommendations) has been used by the Republic Indigenous Peoples organisation to seek influence over the management of a number of subject areas related to resource management at both Republic and District level. The project activities contributed to the establishment of the Directorate of *Olenekskaya* TTLU, which is the first body of the territories of traditional land use (TTLU) management in Yakutia outside the local administration system. Moreover, the first Olenek Forum of Yakutian TTLU was held at which the issues of TTLU development, its status, use and exchanging experience with other TTLU in the Republic were discussed. The project activities thus had an important and direct impact on the practical planning actions aimed at strengthening the positions of local communities in the management of the resources of their traditional nature management.

Finally, input from the CBM groups has been used for a pan-Russian Conference on experience-exchange in CBM in March 2022 and as a basis for further national and international advocacy on CBM that is supportive of Indigenous Peoples' rights.

Table of Contents

1. Introduction	5
2. General Findings	5
3. Project Progress in Yakutia	7
4. Project Progress in the Kola Peninsula	11
5. Pan-Russian Experience Exchange on CBM	13
Annex: Guidelines for Training w. Local CBM Groups (English and Russian)	15

1. Introduction

CAPARDUS (Capacity-building in Arctic standardisation development) is an effort funded by the European Union. As part of its activities, CAPARDUS has been implementing a case study in Russia. In the case study, community-based monitoring (CBM) has been addressed in terms of further strengthening capacity and further developing 'good' practices and emerging standards with a view to continuing to support improvements in environment/resource monitoring and promote the rights of Arctic Indigenous and local communities in resource management. In Russia, the CAPARDUS activities were centred around the twin objectives of:

- Continuing and establishing dialogue and collaboration with actors in Arctic Russia related to the development of CBM good practices and guidelines/standards for CBM, and
- Organising a countrywide CBM workshop in Moscow with a view to promoting CBM practices more widely in Arctic Russia and to supporting traditional knowledge and new technologies and guidelines/standards that could be useful for the communities when pursuing CBM.

2. General Findings

This Report covers the CAPARDUS project period from December 1, 2019 to March 11, 2022 when financing of project activities was put on hold due to an EU decision on project activities in Russia. During this reporting period, most of the previously agreed activities under the project had already been implemented or, more precisely, 87% of the activities had already been undertaken.

At the start of the project, it was decided that project activities would be implemented in two regions of Russia – in the north-west of the country, in the Murmansk region (Kola Peninsula), and in the east – in the Republic of Sakha (Yakutia) (hereinafter Yakutia). The choice was based on previous experiences with CBM implementation in said areas on the strength/interest of Indigenous Peoples communities, and on the strong dependence on living natural resources among the Indigenous Peoples communities in the areas (further described in *"INTAROS Community-Based Monitoring Capacity Development Process in Yakutia and Komi Republic, Arctic Russia"* 2019; see <https://repository.oceanbestpractices.org/handle/11329/2057>).

The overall project coordination was undertaken by the Centre for Support of Indigenous Peoples of the North (CSIPN). This is an NGO with many years of successful activity (including experience in implementing various international projects) on different issues concerning the Indigenous Peoples (IP) of the Russian North, Siberia and the Far East, including working with CBM.

The idea of implementing the CBM activities was treated with equal interest on both the Kola Peninsula and in Yakutia. On the Kola Peninsula, where the Indigenous Saami people live and are dependent especially on fishing and reindeer herding, the regional coordinator of the CBM project was the NGO Saami Heritage and Development Foundation, represented

by its director. In Yakutia, where five Indigenous Peoples lead a traditional way of life, Slava Shadrin, a representative of the Republic Association of Indigenous Peoples of the North, took on the role of regional project coordinator. In Yakutia, the project involved the Indigenous communities of the Evenk people, who are mainly engaged in customary practices of hunting, reindeer herding and fishing. On a Russia-wide scale, CSIPN undertook the coordination and supported the activities in the two regions as well as more widely within Arctic Russia.

Despite various challenges such as COVID-19 and the halt in collaboration after March 11, 2022, the Russia case studies were able to implement a good part of their expected work during the project period. There was a long series of online consultations among partners, and the actual CBM work in the communities was supported by the partners in Russia generally, and in Yakutia and the Kola Peninsula more specifically. Implementation and further development of CBM work, with strong input into best practices and standards, has therefore been undertaken and the various project partners played a positive role in this.

As an input to best practices or standards, the project developed and updated a training guideline on CBM work with a focus on the work of CBM groups in communities and also on the most effective tool in CBM work, namely the focus group discussion tool whereby groups of local knowledge holders together provide their knowledge input as a way of monitoring the living resources (Annex 1). The training guideline has been used effectively in the project's work in Russia. Although developed with the aim of expanding CBM work in Arctic Russia, it is deemed relevant for CBM work across the Arctic.

Progress in project activities has been satisfactory overall: CBM activities have been further developed, capacities have been strengthened, local Indigenous Peoples communities have been able to use CBM as a tool for promoting their rights, and further agreement and exchange of good practices/standards on how to undertake CBM in Russia has taken place. Participating project partners have also been able to bring CBM into the international debate on IP rights and implement international biodiversity conservation measures.

This report is divided into three sections. First the progress in Yakutia is described, then progress in the Kola Peninsula and, finally, progress related more generally to Russia, including with regard to the Russia-wide CBM conference specifically.

3. Project Progress in Yakutia

In Yakutia, project activities built on the ongoing and tested involvement of communities in CBM. Strong involvement of the Indigenous Peoples' organisation in Yakutia (Sakha Republic) was ensured. The head of the organisation and project coordinator, Slava Shadrin, in particular played a key role. Communities involved were Evenk communities along the Lena River in Zhigansk District, and Evenk communities in the north/central part of the republic in Olenek District. Important local coordinators were involved, in particular Ms Lidia Atlasova in Zhigansk, who played a significant role. The CAPARDUS project has ensured increased effectiveness in the CBM activities of around 11 local communities in the two districts, and ensured expansion of the CBM activities to a range of new additional communities in Yakutia. Here, the project has promoted dialogue with local communities, authorities and other actors. This was facilitated through the conduct of CBM and co-management processes that documented Indigenous knowledge and observations on development and living resources. The processes involved representatives from resource users, authorities, youth, and members of Indigenous Peoples' organisations. Active CBM groups have been collecting local observations and communicating their local knowledge. They are contributing to dialogue and are building cases of what constitutes best practice.

The Indigenous communities involved have mainly been fishers, hunters and reindeer herders who are heavily dependent on the living natural resources in remote areas of the region. All areas have Indigenous communities making important local use of living resources but who are, at the same time, facing serious challenges in relation to accessing these resources due to changes in resource availability and threats, including pollution and resource depletion caused by various forms of mining and resource extraction as well as companies utilising and increasingly monopolising the fish resources. A majority of the areas are classified as traditional territories of land use. This is a legal status that gives Indigenous communities in Russia a degree of protection but, in practice, it has proved difficult to enforce this status in relation to protecting the rights of Indigenous communities.

Key resources, resource uses, and resource threats that the different CBM groups in Yakutia have been monitoring include (albeit with differences between different CBM groups):

- Availability of fishing areas and rules regarding fishing as well as fish prices
- Implementation status and issues related to Traditional Territories of Land Use, including the impact of hunting regulations
- Arctic cisco (*Coregonus autumnalis*) and Siberian cisco (*Coregonus sardinella*) in summer and autumn in key rivers (catch, size, and seasonality)
- Water quality (key rivers)
- Lake fish (Peled - *Coregonus peled*, Siberian whitefish - *Coregonus lavaretus pidschian*)
- Domestic reindeer (methods of reindeer husbandry support, quality of pasture)
- Wild reindeer (population dynamics)
- Moose (distribution, population dynamics)
- Brown bear (population dynamics)
- Wolf (distribution, population dynamics)
- Sable (population dynamics)
- Polar fox

- Tugun, Tugunok (*Coregonus tugun*)
- Arctic grayling (*Thymallus arcticus*)
- Lenok (a fish) – (*Brachymystax lenok*)

All the resources, resource uses, and threats have different important bearings on the local communities in the area. The project has collaborated with 11 active CBM groups in the two districts. Several collaborative workshops have been supported at community level. Issues that continued to be high on the agenda included:

- Control of fishing grounds and access to fishing. The process has stressed the importance of CBM addressing the status of fishing and rights to fishing. Ensuring that this is central to CBM practices is an important good practice and needs to be part of any relevant CBM system in the Russian Arctic.
- Understanding developments in key fish populations. The activities have made it clear that much is changing in terms of fish populations, including the populations of key economic/livelihood fish species. Calling for a better understanding of such fish population development is a key aspect of making CBM relevant for the Arctic communities.



Photo: Yakutia. Working with nature requires respect. Local Evenk customary practices to ensure safe travels in the Arctic landscape. Photo: Martin Enghoff.

- Addressing access to hunting territories and access to hunting of key species such as moose and wild reindeer remains of key importance. Using the CBM group to address issues of hunting regulations and hunting fees has become a very important aspect of the CBM work.
- Using the CBM work to address the actual aspects that are needed in terms of monitoring and managing Traditional Territories of Land Use gained greater importance during the project work.
- The domestic reindeer industry continues to be in crisis. Use of CBM to monitor and propose management interventions still needs to be further developed.
- Predator populations (wolf and brown bear) continue to constitute a major problem and CBM is clearly documenting this.

The general status of the CBM process is that local communities and local Indigenous Peoples' representatives continued to be interested in and supportive of the CBM activities. The use of CBM has been understood and is seen as a relevant activity that will provide the local communities with an improved way of developing and presenting local knowledge on resources and resource use. Local authorities are supportive of the activities. The Republic Indigenous Peoples' organisation has taken a leading and crucial role in activities and ensuring linkages with the communities. Input from the CBM groups (information, analysis and recommendations) has been used by the Republic IP organisation to seek influence over the management of a number of subject areas related to resource management at both Republic and District level. It has further been used as a basis for national and international advocacy on CBM that is supportive of IP rights. Organising and communicating information is being undertaken using short and relevant forms, which are filled out by the CBM groups, and which include resource information, analysis of information and suggested actions.

A summary of the impacts of CBM activities in Yakutia so far includes:

- Project participation has linked well with the process of seeking to put the territories of traditional land use (TTLU) into practice rather than being merely a classification on paper. The work with the CBM groups has helped the IPs to increasingly become the *subjects* of the development of the traditional land rather than just the *objects* of its development. More specifically, the project activities contributed to the establishment of the Directorate of *Olenekskaya* TTLU, which is the first body of the TTLU management in Yakutia outside the local administration system. Furthermore, the first Olenek Forum of Yakutian TTLU was held at which the issues of TTLU development, its status, use and exchanging experience with other TTLU in the Republic were discussed. The project activities thus had a direct impact on the practical planning actions aimed at strengthening the positions of local communities in the management of the resources of their traditional nature management.
- The active CBM groups contributed to more active local people. They also contributed to monitoring the various industrial developments (mining) that are being undertaken and planned on traditional territories. The CBM work has thus formed a tool that contributes

to a dialogue between the extractive industries and the owners/users of the traditional lands.

- An *obshina* (community) in Zhigansk that participated (and still does) in the CBM activities obtained the rights to a traditional fishing ground largely because of its active participation in the CBM group project. This work empowered the *obshina* and gave extra strength to their process of obtaining these rights.
- Information on fishing and the challenges of fishing net sizes from the CBM groups, where the CBM groups established that two of the most important fish species – Siberian cisco and Arctic cisco – were swimming deeper due to warmer waters and therefore becoming more difficult to catch with the permitted net types. This action was used by the IP organisation at several meetings with the Republic’s authorities, who then referred the matter up to the Federal authorities.
- Information on brown bear problems was promoted at several meetings with the Republic’s authorities in order to seek better solutions by which local people can protect themselves from bear attacks.
- The information on wild reindeer hunting shows that this is very important and that local people are worried about its future due to industrial development (mines). The IP association took this to the mining company and agreed a monitoring programme for wild reindeer with them. Information on wild reindeer populations and their strong fluctuations, as well as the mismatch with set hunting quotas, is also being used to influence the authorities’ decisions on the management of reindeer hunting. The information was an important input into the later relaxation of hunting regulations for wild reindeer that was specifically applied to IP communities.
- Monitoring has raised problems of water pollution around the Alrosa diamond mining sites. The IP organisation has taken the problem of water quality monitoring to the District- and Republic-level authorities.
- The establishment of the CBM groups has generally resulted in much more important information reaching the Republic IP association from the communities overall and this has proved useful in dialogues with the authorities.
- The IP organisations in Zhigansk and Olenek districts have become more active due to the introduction of the CBM activities.

Good practices. Overall, good practices gathered on the CBM activities in Yakutia include:

- Indigenous Evenk communities are effectively organising around, promoting and being able to continue CBM as a tool for promoting knowledge of resources, presenting and discussing management options, and for upholding local IP rights in terms of resource use. Using and stressing CBM as a tool for influencing the management of resources is of outmost importance.

- It is important to note that time is needed, a period sufficient for local communities to master the CBM methodology, get accustomed to it and, most importantly, realise that CBM is not a research project imposed from outside but a real tool for strengthening their own position – the position of the Indigenous communities involved with utilisation of their natural living resources.
- The importance of the presence of a strong regional coordinator, able to convey the pressing problems of local communities to the authorities and defend their rights to traditional nature management. The importance of active local coordinators should likewise be stressed.
- Using CBM as a tool for monitoring and providing input to the management of Traditional Territories of Land Use is crucial and makes CBM even more relevant.
- Using the organisation achieved around CBM to provide a voice from the local communities in terms of fishing and hunting regulations and management should also be viewed as a key aspect of CBM, using the CBM groups/organisation to address issues of hunting agreements and to put pressure on authorities to adjust hunting fees for Indigenous territories and adjust hunting time for wild reindeer for Indigenous communities. With the outcome of this advocacy work on the part of the CBM groups being relatively positive in favour of more pro-Indigenous regulations (lower fees and relaxed hunting periods for IPs), this role of the CBM groups must be considered a good practice.

4. Project Progress in the Kola Peninsula

During project implementation, CSPIN identified options for expanding the CBM activities to Saami communities on the Kola Peninsula in Murmansk Region. This area was not part of the original plan for the CBM activities but it was viewed as a strategically important move to include this area since the communities here had expressed strong interest in participating. The CBM ideas had previously been shared with the Saami community here but it was only in early 2020 that the local interest succeeded in translating into actual and continuous CBM activities on the ground. A local coordinator, Andrey Danilov, was in charge of the CBM activities on the Kola Peninsula. CSPIN supported implementation through the local coordinator.

A seminar was organised in early 2020 in the village of Lovozero (the informal centre for Saami people on Kola Peninsula) for representatives of the Saami communities. At the seminar, Mr. Danilov convincingly presented the possible prospects for CBM and spoke in detail of how this project could become an additional – and effective – tool for Indigenous communities to defend their right to traditional natural resource use. Five Saami communities in the Kola Peninsula took part in the project's CBM activities. In 2020, the pandemic delayed the development of the project, as severe restrictions were imposed on various kinds of meetings. By the first quarter of 2021, the CBM activities had commenced in earnest. Three out of five communities were particularly active: one in the north-east of the peninsula, where it is engaged in sea fishing, and two in the centre of the peninsula, where their main occupation is lake fishing. Reindeer herding was also important in one of

the communities. Fishing and hunting, including reindeer (in one community), were thus the main focus of the participating CBM groups.

The following key resources, resource uses, and threats were monitored by the CBM groups in the Kola Peninsula:

- Salmon, a key fishing resource, central to local economy but under threat from an abundance of outside fishing companies, including tourist fishing companies
- White Salmon ('Sig'), a key fishing resource that makes up an important part of the local economy
- Reindeer herding and wild reindeer. Reindeer herding and wild reindeer are under major pressure from difficult economic conditions and from poaching and predation by brown bear and wolverine
- The population of hares as this is considered an important part of local hunting
- The moose population as this is an important hunting resource
- Ptarmigan (*Lagopus lagopus*), which is abundant and an important species in terms of hunting but, at the same time, also considered potentially negatively impacted by hunting
- The occurrence of brown bear as this is considered a challenge for people's security and for reindeer herding
- The occurrence of wolverine, which is a major threat to reindeer herding and wild reindeer
- Char (*Salvelinus alpinus*), an important fishing resource, which is varying greatly in terms of catch
- Whitefish (*Coregonus lavaretus*), also a very important fish for the local economy
- Burbot (*Lota lota*), important for some fishing activities

Throughout the project period, a range of meetings took place with local CBM groups and these local groups worked throughout the period to observe, meet, fill out CBM matrices and communicate their findings. The CBM work on the Kola Peninsula is contributing to dialogues and building cases of what constitutes best practice. Contributions to documentation and mapping of Indigenous knowledge are thus being made together with contributions to the development of standards. It is expected that the work of the Indigenous communities of the Kola Saami will develop further such that it not only includes effective practical monitoring of the resources of their traditional territories of land use but also includes presentation of their results to those State structures that regulate the possibilities of their traditional nature management. An exchange of CBM experiences between Yakutia and the Kola Peninsula that was facilitated by the project has helped in the process of making CBM a tool for promoting Indigenous rights.

The impacts of the project in the Kola Peninsula can be summarised as follows: CBM has been established in such a way that it is likely to be continued and it is likely that, in the future, it can be further used as a tool for promoting the rights of the Indigenous Saami communities.

Good practices. Key good practices, which add to the good practices from Yakutia, can be summarised as follows:

- Establishing CBM and making it sustainable does take time and may require more than one attempt. Local coordination is crucial in this regard and an exchange of experiences with other CBM initiatives can make a big difference.
- It is important that CBM activities are organised in ways that make local participants feel they are protected from any potential backlash from the authorities; this takes time and local processes of negotiation. Even in areas with relatively high levels of conflict with the State structures, it is possible for IP communities to find ways of working with CBM.

5. Pan-Russian Experience Exchange on CBM

In response to the interest shown by various Indigenous groups across Russia and the growing need to expand CBM activities further across Arctic Russia, as well as in response to the need for an exchange of knowledge on CBM best practices and information, CSPIN organised a workshop in Moscow on March 3, 2022.

Over the past few years, the national and regional coordinators of the CBM programme in Russia have regularly spoken at various forums of the Indigenous Peoples of the North, Siberia and the Far East of the Russian Federation with information on the project and they have each time received an interested response from representatives of the Indigenous communities from different regions of Russia.

The special conference on CBM invited representatives of communities from the regions of the Russian Arctic, Siberia and the Far East. It was attended by 17 representatives of Indigenous Peoples from seven regions of Russia (Murmansk, Tomsk, Khanty-Mansiysk, Taimyr, Yakutia, Primorye (Vladivostok) and Khabarovsk.

Before the conference, the CBM guide “Introducing CBM activities – a guide for training”, developed by NORDECO and CSPIN, was translated into Russian (Annex 1). Each conference participant received a copy of this manual. The general presentation of CBM was made by CSIPN coordinator Nikita Vronski. The regional aspect was presented by Lidia Atlasova and Slava Shadrin (Yakutia). This included detailed stories about the goals of community monitoring, the methodology of work – with a demonstration of the matrix – and how this monitoring can be used in cooperation with the local and regional authorities’ departments of hunting, fisheries, agriculture and environmental protection, for example.

The workshop participants discussed the information system that is relevant for CBM data, which will give meaning to how the various communities are living in their respective territories. Participants discussed how CBM can improve and expand traditional knowledge by using the various ways of collecting and communicating their knowledge on a continuous basis. Best practices were discussed together with how such best practices or relevant standards could be exchanged and shared. The importance of having some form of regional

and/or national collection and communication of CBM information also formed part of the conference discussions.

Mr. Gennady Shchukin, one of the leaders of the Indigenous Peoples of the Arctic, spoke about how CBM can be used in Taimyr. Representatives of the youth of the Indigenous Peoples of the Tomsk region shared their thoughts on what objects – animal species, environmental phenomena – might be important for community monitoring in their areas. In general, the work of the conference provided participants with the skills that would enable them to organise CBM in their respective territories on their return.

Annex: Guidelines for Training w. Local CBM Groups (English and Russian)

Introduction to CBM activities to guide the meetings/training with local CBM groups (English version, June 2021).

ENGLISH VERSION

The aim

The aim of community-based monitoring (CBM) activities is to use local knowledge more effectively to improve management of resources in a way that will benefit local livelihoods and be sustainable. CBM is for people, and it supports their rights and traditional land uses. It is not for the benefit of outside researchers. The CBM activities are initiated with the aim of being a long-term undertaking, whereby the local communities actively use them as a way of documenting how their local resources are changing. Local knowledge of the living natural resources is substantial and is of great importance but it is generally not used very much in the natural resource management decisions taken by authorities today. Further, we should stress “why” CBM activities can be useful. When regularly collected and shared, the observations can be used to influence the way resources are being used in an area and thus improve local livelihoods and strengthen rights to use land and resources.

What is CBM?

CBM is a simple system for self-monitoring that is implemented by resource users themselves (fishers, hunters, herders, users and collectors of forest/tundra products) of:

- animals that are being hunted,
- attacks by predators,
- fish and fishing activities,
- quality of pasture and livestock conditions in your area,
- use of resources in an area by people from within and outside community,
- changes in climate and the environment around you (snow, ice, pollution),
- status of resources and resource uses in traditional land-use areas.

The area and participants

CBM activities are being supported in different locations, including the Kola Peninsula and Yakutia. Assistance for this is being provided by regional Indigenous Peoples organisations, CSIPN and the Nordic Foundation for Development and Ecology. This support is planned for the coming two years, during which the project will reinforce implementation in the communities and with the organisations. It will work directly with several local communities (4-10) in the selected regional areas. Scaling up later to more communities may be possible. Within the communities the focus is on the Indigenous reindeer herders, fishers, hunters, and other people using the natural resources.

The expected results

The expected results of the CBM activities are that local people will be better able to communicate their knowledge of changes in the resources, and the way that challenges related to resource use and resources should be addressed. The results may be in the form of improved dialogue on resource use at the local level or between the local level and other stakeholders, better regulations, better implementation of regulations, better decision-making on resource use, or better management actions implemented where the local knowledge is being used more effectively. Examples of results may include:

- improved and more sustained access to fish,
- better management of predators,
- better hunting regulations for game animals and game birds,
- better control of poaching activities,
- improved addressing of pollution,
- control of access to land by outsiders,
- better addressing of challenges to pasture,
- improved rights to local management of resources,
- better opportunities for management within traditional land-use area.

Key features in CBM implementation

Support is provided to the CBM activities so that they will help to set up a simple system for how interested local people can monitor the resources, report on changes and suggest actions to be taken to improve resource management. The CBM activities build up a monitoring system from the field among local people: the experts are the local people. This is about supporting implementation and it is not a scientific research project. The data will be held by the local people and they decide what to share. People and communities decide on their own whether or not they see a benefit in this and if they want to participate in the project. They decide what they want to monitor. Participation is on voluntary basis so people are not paid to do the monitoring; they should do it because they think it may serve their interests in sustaining their resource use. The system is based on an active group of people that follow changes in resources, take note of these, discuss the changes, suggest management actions, agree among their community, and report on this.

Remember when introducing/training in CBM:

- Ensure adequate information prior to a possible meeting with local community members. Ensure that adequate notice is given of the time and venue.
- Present the CBM activities in a simple and straightforward way. Stress that this is voluntary work that people can choose to do as a contribution to the possible betterment of their respective use and access to land and natural resources. Discuss how best the CBM work can be used to influence decision-making related to the resources. Stress that the whole idea is to give local communities a better 'voice' related to natural resource management decisions.
- At a meeting, provide general information on future possible CBM activities. Seek to identify those interested in participating in the CBM group for the future work. A group of 6-10 people is considered a good and effective size for a CBM group. Where feasible,

include both men and women in the team and representatives from different age groups. The people participating should be those who have some form of connection with the use of resources around the community and either a continuous or seasonal presence in the community.

- Remember that topics for monitoring should be based on what people in the community feel is important for them and, at the same time, what is feasible to observe in a straightforward way. It is essential that CBM work addresses community priorities, questions and approaches that are deemed appropriate locally.
- The actual process of establishing CBM needs to be facilitated and to be an open process in which the communities decide – and there should be good participation. Talk about the importance of sustaining efforts and how the CBM work can be embedded within other existing work or structures.

The steps that should be implemented/trained:

1. A regional coordinator is appointed in each region to be in charge of the CBM activities. During public meetings, local people in each of the regions are informed about the CBM system and decide on their participation. They decide what is most important for them to document and keep track of. Typically, a range of 5-10 different key natural resources/resource issues would be most relevant to document and keep track of. Asking which resources are important for people? Which resources are important to monitor? And which resources are possible to monitor? – can be helpful in identifying the relevant resources to monitor.

2. A total of 6-10 interested local people in each participating community then organise themselves into a CBM group that represents their community and who are directly involved in monitoring the resources when they are out in the environment doing their herding, fishing, hunting, collecting activities.

3. Each group selects a coordinator within the group who oversees the group activities (the CBM group coordinator). The participants keep track of simple data on observations related to the resources and resource uses that they have chosen to monitor. This is done regularly throughout the year and as part of the existing trips the participants make around the community for hunting, fishing, herding, collecting, and/or other activities. So there are no trips just for the purpose of monitoring. The observations are done as many times as possible within each of the 1st, 2nd, 3rd and 4th quarters of the year. Those who are able could take notes in a notebook as a supplement for remembering their observations. Remember that it is only changes related to the selected 5-10 different natural resources/resource issues that should be documented.

4. The participants in the CBM group meet every 3 months at the end of a quarter (so in April for 1st quarter, in July for 2nd, in October for 3rd, in January for 4th) to discuss the observations from the quarter just ended and what the important changes and issues are. They note down the combined major observations together in an agreed format (the matrix shown further down). They agree on what the changes are, which are important and what the key trends are in the selected resources/resource issues, and also agree on the reasons behind the changes, noting this down in matrix. They discuss and agree on what could be done about the important changes and issues and note this down in the matrix. The matrix must be kept in a relatively

concise form. The matrix/report is shared with the organisations/community-based organisations involved. These organisations should then provide storage of the data.

5. The CBM group decides what needs to be reported to higher levels and other organisations to promote positive actions and what can be used for action within the community to improve resource management.

6. Quarterly status meetings with support organisation should as far as possible be undertaken and could be in the form of online meetings, ideally every quarter after the matrix has been filled in and forwarded. It is important that some form of regular contact is established and operating continuously between CBM groups and support organizations.

7. As far as possible, the CBM group should hold a yearly meeting with the wider community to discuss and gain input on the observations, changes, and the proposed actions to be taken.

8. The support organisation take the information and proposed actions to the higher levels. The support organisation try to influence action based on the documentation and proposals from the communities so that the observations guide decision-making. The support organisation also facilitate the regular provision of feedback to the local CBM groups.

The specific steps for the quarterly CBM group meetings:

Specifically, for the quarterly CBM group meeting, the following can help guide the meeting and the training of the CBM group:

Every third month, the CBM group holds a meeting to summarise observations of natural resources and resource use from the participants' observations in order to develop a coherent understanding of the observations in the last quarter (three-month period). An interpretation of the observations is undertaken amongst the participants in the CBM group. The results are organized in a format (the matrix) that makes it easy to communicate them to other people.

Facilitation of these CBM group meetings will typically be by the CBM group coordinator but could also be with presence of the regional coordinator. The facilitation comprises the following nine steps:

Step 1. The CBM group coordinator in each community is responsible for the meeting and for calling the meeting. Getting sufficient participation from CBM group members for the meeting is very important.

Step 2. Make sure everyone knows the purpose of the meeting. The purpose is to discuss the natural resources and resource uses that the CBM group has agreed its members will keep track of. The meeting is also aimed at summarising the last three months of observations from the CBM group members' field trips. Make sure you are in control of who will participate, and whether there are any special topics for the meeting agenda in addition to the review of the species and resource uses recorded. Make sure the participants bring with them the observations they have made during the last quarter; this could be in the form of a notebook or other way of remembering observations.

Step 3. Start the meeting by agreeing on its duration. Then agree on the order of the topics to be discussed.

Step 4. Go through the species and the resource uses that the CBM group in the community has agreed to document one by one. Use observations from all the participants. Then:

- Let the participants present their observations of the natural resource
- Discuss and agree on the trends in incidence, size, quality or distribution of the natural resource in this quarter relative to the same time last year
- Discuss trends in the use of and pressures on the natural resource
- Discuss whether the trends are important or not
- Discuss the possible causes of important changes
- Discuss problems and solutions and possible management actions.

N.B: Make sure during the meeting that the outcomes of these discussions are noted down in the matrix in handwriting in a short and concise form.

Step 5. Repeat these steps for each of the natural resources and resource uses (5-10 different ones) that the CBM group has agreed to document.

Step 6. Discuss other relevant issues that participants may find important.

Step 7. Evaluate the meeting with the participants. Is there anything that could be done differently next time?

Step 8. Agree on the location and time of the next meeting. End the meeting.

Step 9. File copies of the matrix and ensure that the matrix is also filled in electronically after each meeting. Forward copies of the matrix electronically to the support organisation.

Examples of topics for discussion in the CBM group include (by way of example only, many more are possible depending on the individual CBM group):

Compared with same quarter last year:

- Have there been any changes in the time and effort needed to obtain a particular resource?
- If so, how much more or less effort has been necessary? (number of trips, number of hours, changes in hunting/fishing/herding methods)
- Have there been any changes in the occurrence of species, their breeding or roosting sites, or summering areas (more or less individuals, earlier or later, larger or smaller animals, more or less fat, better or worse meat quality of animals)?
- What are the possible causes (e.g. change in weather, in pressure from use, in disturbance, in water quality, or just normal change to be expected)? What are the possible management actions, if any?
- Are there species used this year that were not used in the same season last year?
- Have there been any changes in the methods and tools used to hunt or fish or to herd?
- Have there been more or fewer people hunting, herding or fishing since the same season last year?
- Is the price of traded products different to the same time last year?

Some tips for the meeting:

- Ensure that the discussion is a dialogue. All members of the CBM group should participate in the discussion. Focus on fruitful cooperation and on listening.
- Make sure you are open to new ways of looking at things. Avoid preconceived conclusions. The CBM group should come to its own conclusions as a group.
- Do not worry about repeating and reporting the obvious. All trends are important - including no visible change in the abundance of species or resource uses.
- Remember that many of the observations will become more relevant over time if observations are repeated.
- Do ask the participants how the documenting and observing has gone over the last quarter.
- Seek input from the participants on how the different aspects of CBM work are functioning – are there problems? – how can we solve these? – what is working well?

Name of coordinator: <i>(give the name of the CBM group coordinator)</i>							Year, quarter: <i>(give the year, and give the number of the quarter here – 2021 1st quarter, 2021 2nd quarter, etc)</i>						
Village/community name: <i>(identify the community or sub-community name)</i>							Tendency* <i>(Note 7)</i>				Comments re. number, size of animals, first/last sightings etc.	Possible meaning and explanation of tendency *	Ideas for action and recommendations on management <i>(give further information on separate sheets where necessary)</i>
Resources/ Resource use	Month	Location	Total number of trips	Number seen	Catch total	Method	No change	More	Fewer	Do not know			
<i>(Name the resource selected for monitoring here – resource 1)</i>	<i>Note 1</i>	<i>Note 2</i>	<i>Note 3</i>	<i>Note 4</i>	<i>Note 5</i>	<i>Note 6</i>					<i>(In this part you should provide the CBM group comments on the observations. Could be on numbers, size, or first and last sightings, and it could be on specific features related to the observations)</i>	<i>(In this part you should fill in the CBM group’s analysis and agreed reasons – if any – behind the status observed for the specific resource. There may also be no possible explanations)</i>	<i>(In this part you should fill in what the CBM group agrees could be useful actions to take and useful recommendations to make based on the changes in resource availability – only some of the resources and the changes will result in ideas for action and recommendations)</i>
<i>(Name the resource selected for monitoring here – resource 2)</i>													
<i>(Name the resource selected for monitoring here – resource 3)</i>													
<i>(Name the resource selected for monitoring here – resource 4)</i>													
<i>(Name the resource selected for monitoring here – resource 5)</i> **													

Contributors: *(name all the contributors to the CBM group meeting here)*

***Tendency as seen in relation to same period last year**

**** Use more sheets for more selected resources if necessary**

Coordinator's signature: *(the CBM group coordinator put her/his signature here)*

Guide to filling in the matrix:

Some guidance for filling in the matrix is given in brackets and in *italics* in the matrix above. In accordance with the notes in the matrix above, the following offers some further guidance for filling it in. Remember that the matrix is an essential part of the CBM process, an essential part that will ensure that issues are discussed, captured, analysed, and communicated. The matrix provides good evidence that can be communicated and potentially used in future local attempts to influence decision-making regarding natural resources.

- Note 1: Name the month of the quarter (January, February, March for 1st quarter – April, May, June for 2nd quarter – etc).
- Note 2: Where relevant, give a more precise location for the observations or occurrence of the resource or resource use. If necessary, it can just be the general area of the village/community land/territory.
- Note 3: Provide here the total number of trips undertaken by all the CBM participants contributing to the meeting and the matrix. Only do this if it is easy to count and relevant in the context.
- Note 4: If possible, give an estimate of numbers seen by the CBM group members or possibly reported by others. This is only possible for some of the species/resources/resource uses that have been observed; for others it will suffice to indicate their status as common or rare and then give the trend in the following columns. If it relates to observations by others and not members of the CBM group, this should be noted in the comments.
- Note 5: If it is a resource that is being harvested, it would be good to indicate the catch volume as reported by the CBM group members. If it is harvested by other people who are not CBM group members, this should be noted in the comments.
- Note 6: Where relevant, mention the methods used to obtain the harvest here.
- Note 7: “Tendency” is a key issue to fill in. You just put an X in the column below that best fits with the trend that is agreed by the members of the CBM group. It is therefore important that it is discussed among the group. Remember that it should be the tendency compared to the same quarter last year. It is important to stress that trends are the most important issue to work with in the CBM group and that exact counting of large numbers is not what is expected of the group.

ОБЩИННЫЙ МОНИТОРИНГ
Методическое пособие
(Russian version, February 2022, Февраль 2022)

Цель

Цель общинного мониторинга (ОМ) – эффективное использование традиционных местных знаний для улучшения практики управления ресурсами традиционного природопользования самими местными сообществами.

ОМ выполняется не для сторонних исследователей, а исключительно в интересах местных сообществ и способствует обеспечению их прав на традиционное землепользование.

ОМ – не разовая, а долгосрочная программа. Она позволяет местным сообществам документировать процесс изменения тех ресурсов, которые традиционно поддерживают их жизнеобеспечение.

Здесь нет нужды распространяться о значении традиционных знаний, но необходимо подчеркнуть, что эти знания практически игнорируются теми, кто сегодня принимает решения в сфере управления природными ресурсами.

Чем же ОМ может быть полезен местным сообществам? При регулярном сборе наблюдений за природными ресурсами, данные этих наблюдений, оформленные соответствующим образом, можно использовать для укрепления прав местных сообществ на использование этих ресурсов, а, следовательно, для улучшения условий жизни местного населения.

Что такое «Общинный мониторинг»?

Общинный мониторинг (ОМ) – это простая система личного мониторинга, которая реализуется самими пользователями традиционных ресурсов – рыбаками, охотниками, оленеводами, собирателями даров тайги и тундры.

Объектами мониторинга могут быть:

- Промысловые виды животных (рыба, птица, звери);
- Оленьи пастбища;
- Пути миграций промысловых животных;
- Использование ресурсов НЕ местным населением;
- Состояние водоёмов;
- Влияние туризма на состояние местных ресурсов;
- Местный климат

и многое другое

Где выполняется общинный мониторинг?

Общинный мониторинг выполняется во многих районах Арктики, в том числе, и в России – на Кольском полуострове и в Якутии, где основное внимание уделяется представителям коренного населения – оленеводам, рыболовам, охотникам.

То, что в настоящее время Общинный мониторинг выполняется в Арктике, не означает, что этот метод сохранения природных ресурсов традиционного природопользования не может быть применён в других регионах. В России такими регионами могут быть, например, Ханты-Мансийский округ, Томская область, Хабаровский край, Приморье и др.

Поддержку проекту оказывают региональные организации коренных народов, Центр содействия КМНС и Северный фонд развития и экологии.

Ожидаемые результаты

Ожидается, что местные жители смогут эффективнее применять свои знания об изменениях, касающихся состояния ресурсов их традиционного природопользования, и участвовать в принятии решений, связанных с использованием этих ресурсов.

Ожидается, что, применяя традиционные знания, местное население сможет усилить свою роль в диалоге с местной властью и другими землепользователями по вопросам установления правил и регулирования использования природных ресурсов. Ниже даны конкретные возможные примеры ожидаемых результатов:

- оптимизация устойчивого доступа к рыбным ресурсам,
- совершенствование управления популяциями хищных животных,
- совершенствование правил промысловой охоты,
- борьба с браконьерством,
- снижение опасности разного рода загрязнений окружающей среды,
- контроль доступа на территории традиционного природопользования извне,
- мониторинг состояния оленьих пастбищ,
- совершенствование правовых возможностей управлять состоянием ресурсов на территориях традиционного природопользования.

Ключевые особенности реализации проекта по Общинному мониторингу

Общинный мониторинг – это, в принципе, простая система того, как заинтересованные местные жители могут контролировать свои ресурсы, сообщать об изменениях и предлагать действия, которые необходимо предпринять для улучшения управления этими ресурсами. В этой системе мониторинга экспертами выступают сами местные жители. Местные жители сами реализуют проект; важно подчеркнуть, что этот проект – не научное исследование, **местные жители выполняют его сами и для себя.**

Собираемые местными жителями данные остаются и хранятся у самих местных жителей, и сами местные жители решают, с кем этими данными можно и нужно делиться.

И самим общинам решать – участвовать или не участвовать в Общинном мониторинге, видят ли они или не видят для себя выгоду от участия в этом мониторинге.

Общины сами решают, КАКИЕ ИМЕННО ОБЪЕКТЫ МОНИТОРИНГА их интересуют.

Участие в мониторинге – добровольное и безвозмездное. Люди делают это дело потому, что считают, что оно служит их интересам, помогает поддерживать оптимальное состояние природных ресурсов их жизнедеятельности.

Общинный мониторинг держится на активной группе людей, которые следят за изменением состояния своих ресурсов, фиксируют их, обсуждают между собой, предлагают действия по управлению своими ресурсами и сообщают об этом всему сообществу.

О чем нужно помнить, организуя группы Общинного мониторинга

1. Обеспечьте хорошую информированность местного сообщества до возможной встречи с его членами. Обеспечьте надлежащее уведомление членов сообщества о месте и времени такой встречи.
2. Рассказывать об Общинном мониторинге следует в простой и максимально понятной форме. Нужно подчеркнуть, что участие в Общинном мониторинге – это добровольная работа, которую люди могут выполнять в качестве вклада в возможное улучшение доступа своего сообщества к природным ресурсам.
3. Обсудите, как лучше всего можно использовать Общинный мониторинг, чтобы повлиять на принятие решений в сфере доступа к природным ресурсами и их использования. Подчеркивайте, что идея Общинного мониторинга – дать местным сообществам «голос» при планировании управлению природными ресурсами и при обсуждении связанных с этим решений.
4. На встрече предоставьте общую информацию о возможной будущей деятельности по Общинному мониторингу в вашем сообществе. Важно выявить конкретных людей, заинтересованных в участии в Общинном мониторинге. Группа из 6-10 человек считается оптимальной, наиболее эффективной.
5. Там, где возможно, включайте в команду как мужчин, так и женщин, а также представителей разных возрастных групп. Участниками групп мониторинга должны быть те, кто в той или иной форме связан с использованием ресурсов и постоянно или сезонно присутствует в сообществе.

6. Помните, что при выборе объектов мониторинга следует останавливаться на тех, которые люди в сообществе считают важными для себя, и которые в то же время можно наблюдать простым способом.
7. Очень важно, чтобы работа Общинного мониторинга строилась на таких приоритетах и подходах, которые данное сообщество считается подходящими на местном уровне.
8. И формирование групп мониторинга, и фактическая работа этих групп должны быть и несложным, и открытым процессом, в котором все его члены имеют равные права и принимают равное участие.
9. Поговорите о важности долгосрочных усилий, обсудите возможность встроить работу по мониторингу в уже существующие программы.

Этапы обучения и реализации

1. В каждом регионе выбирается региональный координатор, отвечающий за деятельность по Общинному мониторингу.

Во время общественных собраний местные жители в каждом регионе получают информацию о системе Общинного мониторинга и принимают решение о своем в нём участии – или не участии.

Если решено участвовать, то дальше нужно определить, что именно следует документировать, какие объекты мониторинга наиболее важны для местной общины (местных общин). Как правило, таких объектов набирается от 5 до 10.

В ходе рассказа о мониторинге спросите представителей общин, какие именно ресурсы для них важны. Какие именно ресурсы следует включить в мониторинг, и действительно ли можно отслеживать состояние и изменение этого ресурса – то есть, может ли этот ресурс стать объектом мониторинга? Тут возможно обсуждение, и решение может быть принято как «за» мониторинг данного ресурса, так и за отказ от него.

2. В каждом местном сообществе находятся заинтересованные представители общин – 5-10 человек, которые объединяются в группу мониторинга ресурсов традиционного природопользования. Мониторингом они занимаются НЕ СПЕЦИАЛЬНО, а ПОПУТНО со своими обычными занятиями – оленеводством, рыбалкой, охотой, собирательством.

3. Каждая группа выбирает из своих членов лидера – координатора Общинного мониторинга. Члены группы, занимаясь своим делом в тайге или тундре, фиксируют наблюдения за ресурсами, выбранными для мониторинга, и их использованием. Наблюдения фиксируются в течение всего года – на охоте, рыбалке, кочевке с оленями и др. Никаких специальных поездок для мониторинга не требуется.

Наблюдения проводятся каждый раз, когда это возможно, и в течение круглого года. Наблюдения либо запоминаются, либо записываются (в блокноте). Документируются наблюдения, которые относятся к ресурсам, выбранным для мониторинга.

4. Члены группы мониторинга встречаются каждые 3 месяца – в конце каждого квартала – для обсуждения результатов наблюдений за только что закончившийся квартал. Отмечают важные изменения, если таковые выявлены, и обсуждают их. Результаты общего обсуждения, согласованные со всеми членами группы, заносятся в матрицу (см. ниже).

Ещё раз: члены группы обсуждают выявленные изменения состояния объектов мониторинга (популяций животных, оленьих пастбищ, маршрутов миграций животных, уровня промысловой добычи и др.) и затем стараются проанализировать ТЕНДЕНЦИИ и ПРИЧИНЫ этих изменений. Выводы анализа также заносятся в матрицу.

От анализа тенденции изменений и их причин переходят к обсуждению: КАК РЕАГИРОВАТЬ на эти изменения? Нужно ли что-то делать, и если да, что именно? Общее мнение, как и особое мнение (если таковое есть) кого-либо из членов группы, также заносится в матрицу.

Важно: матрица должна быть представлена в относительно сжатой форме.

МАТРИЦА (таблица) – это своего рода квартальный отчет группы мониторинга о своей работе. Координаторы групп передают матрицу представителям (или представителю) общественных организаций, с которыми сотрудничает группа мониторинга (далее – поддерживающая организация; например, местная или региональная Ассоциация КМНС). Все матрицы хранятся как в группах мониторинга, и у представителей общественных организаций.

5. Группы мониторинга и представитель поддерживающей организации вместе решают, что именно необходимо сообщать в вышестоящие инстанции для решения возникших проблем, и то же время, что само местное сообщество может сделать для улучшения управления своими ресурсами.

6. Следует, насколько возможно, проводить ежеквартальные совещания с представителем поддерживающей организации. Такие совещания могут проводиться в онлайн-режиме, в идеале – каждый раз после заполнения и отправки матрицы.

Важно, чтобы контакт групп мониторинга со своим представителем был регулярным и оперативным.

7. Насколько возможно, группы мониторинга проводят ежегодные собрания со своим сообществом для получения дополнительной информации о личных наблюдениях членов сообщества и обсуждения отмеченных изменений состояния ресурсов, а также обсуждения предлагаемых возможных действий для решения выявленных проблем.

8. Представитель поддерживающей организации передает информацию и предлагаемые действия на более высокие уровни.

9. Поддерживающая организация с документом (матрицей) и предложениями от местного сообщества в руках старается повлиять на принятие соответствующих решений, старается направлять этот процесс, а также стимулирует живую обратную связь с группами мониторинга.

Некоторые рекомендации, касающиеся ежеквартальных встреч групп мониторинга

Следующие рекомендации могут помочь при обучении групп мониторинга, в частности, подробнее объяснить, как проводить ежеквартальные собрания групп:

Каждый третий месяц группа мониторинга собирается для обобщения собранных за квартал наблюдений за объектами мониторинга, их интерпретации и обсуждения. Результаты представлены в таком формате (матрица), который позволяет легко передавать их другим людям.

Эти регулярные встречи-совещания обычно проводятся под руководством координатора группы мониторинга, но могут проводиться и региональным координатором. Ниже даны рекомендации модератору – 9 пунктов.

1. В каждом местном сообществе за организацию ежеквартальных собраний отвечает координатор группы мониторинга. Очень важно обеспечить достаточное участие членов группы мониторинга в собрании.

2. Убедитесь, что все знают цель встречи – обсудить состояние и использование тех ресурсов традиционного образа жизни, которые, по решению группы, стали объектами её мониторинга. На встрече также подводятся итоги последних трех месяцев мониторинга.

Убедитесь, что вы хорошо представляете состав участников собрания и знаете о том, могут ли в повестке дня появиться какие-либо особые темы – в дополнение к обзору состояния объектов мониторинга.

Убедитесь, что участники собрания принесли с собой материалы своих наблюдений – в виде записей или как-то ещё.

3. Начните встречу, договорившись о ее продолжительности. Затем договоритесь о порядке обсуждения различных тем.

4. Просмотрите имеющиеся записи членов группы по всему списку объектов мониторинга. Затем:

- пусть каждый участник предоставит свои наблюдения за тем или иным объектом мониторинга;

- обсудите и согласуйте выявленные тенденции разных аспектов мониторинга – качества, распределения и пр. – **в сравнении с аналогичным периодом (кварталом) предыдущего года;**

- обсудите тенденции использования природных ресурсов и степени нагрузки на них;

- обсудите, представляются ли вам эти тенденции важными или нет;

- обсудите возможные причины тех изменений, которые вы считаете важными;

- обсудите возникающие проблемы и способы их решения, а также возможные действия по управлению природными ресурсами – объектами мониторинга данной группы.

Важно: Убедитесь, что во время встречи результаты обсуждений записываются в матрице – от руки, в чёткой лаконичной форме.

5. Повторите описанные выше действия для каждого из выбранного данной группой объекта мониторинга (обычно объектов бывает 5-10).

6. Обсудите другие вопросы, которые участники встречи могут считать важными.

7. Все вместе оцените – как, по вашему мнению, прошла встреча? Есть ли что-то, что в следующий раз можно было бы сделать по-другому?

8. Договоритесь о времени и месте следующей встречи. Завершите встречу.

9. Подготовьте копии матрицы и убедитесь, что матрица заполнена и в электронном виде. Направьте электронную копию матрицы в поддерживающую вас организацию.

Примеры возможных тем для обсуждения в группе мониторинга (разумеется, в разных группах могут быть свои особые темы):

В сравнении с аналогичным кварталом предыдущего года:

- Изменилось ли время добычи того или иного ресурса и связанные с его добычей усилия?
- Если ДА, то насколько больше или меньше усилий (затрат) потребовалось (количество выездов в тайгу или тундру, продолжительность выездов, смена методов охоты/рыбалки/оленоводства)?
- Изменилась ли частота встреч промысловых видов животных, расположение мест их размножения, сезонного пребывания и т.д. (больше или меньше встреч, сезонные колебания, стали ли животные крупнее или мельче, изменилось ли качество их мяса и т.д.)?
- Каковы возможные причины изменений (например, изменение погоды, пресс охоты, беспокойство, качество воды и пр., или же это естественные (нормальные) изменения)? Каковы в связи с отмеченными изменениями могут быть приняты, если нужно, практические меры?
- Есть ли виды, используемые в этом году, которые не использовались в том же сезоне в прошлом году?
- Были ли какие-либо изменения в методах и снаряжении, используемых для охоты, рыбалки, оленеводства?
- Стало ли больше или меньше людей охотиться, рыбачить или заниматься оленеводством по сравнению с тем же сезоном прошлого года?
- Отличается ли цена продаваемой продукции от той, которая была в аналогичный период прошлого года?

Несколько дополнительных советов:

- Убедитесь, что обсуждение проходит в форме диалога. Желательно, чтобы все члены группы участвовали в обсуждении. Стремитесь к плодотворному сотрудничеству и умению слушать своих товарищей.
- Стремитесь быть открытым для новых взглядов на вещи. Избегайте предвзятых выводов. Участники встречи (группа мониторинга) должны прийти к своим собственным выводам.
- Не бойтесь сообщать и повторять очевидное. Важны все тенденции, включая отсутствие видимых изменений в численности видов или использовании ресурсов.
- Помните, что многие наблюдения, если они будут повторяться, со временем станут более надежными и точными.
- Спрашивайте участников, как они сами оценивают свой вклад в мониторинг в завершившемся квартале.
- Спросите участников, чем они удовлетворены в методике работы, какие видят проблемы и как, по их мнению, эти проблемы можно решить.

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