



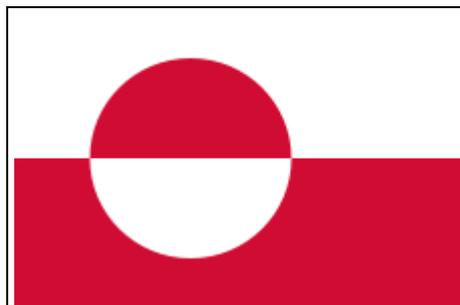
# **2011 Arctic Dialogue Greenland**

**Conference and Workshop**

**Nuuk, Greenland**

**September 24-26, 2011**

**Meeting Summary**



**Ilisimatusarfik, University of Greenland – December 2011**

## Table of Contents

I.	Introduction	3
II.	Presentation Notes/Summaries	4
III.	Stakeholder Workshop – Description	13
IV.	Report	19
V.	Conference and Workshop: Framework for Discussion & Agenda	23

### *Editors:*

**Birger Poppel, Research Project Chief, Survey of Living Conditions in the Arctic/SLiCA - Ilisimatusarfik, University of Greenland**

**Jessica Shadian, Senior Researcher, High North Center for Business and Governance at Nordland Graduate School of Business, University of Nordland, Norway**

**Andrew Brown, Adjunct Professor, High North Center for Business and Governance at Nordland Graduate School of Business, University of Nordland, Norway**

### *Photos:*

**Andrew Browning & Birger Poppel**

### *Organizing Committee:*

**Birger Poppel, Research Project Chief, Survey of Living Conditions in the Arctic/SLiCA - Ilisimatusarfik, University of Greenland**

**Jessica Shadian, Senior Researcher, High North Center for Business and Governance at Nordland Graduate School of Business, University of Nordland, Norway**

**Andrew Brown, Adjunct Professor, High North Center for Business and Governance at Nordland Graduate School of Business, University of Nordland, Norway**

**Samo Nielsen, B.Sc., Ilisimatusarfik, University of Greenland**

### *Sponsors:*

**Cairn Energy; Statoil; Shell; Nuna Oil A/S; Exxon Mobile; Arctic Slope Regional Corporation, ASRC; Tele-Post Greenland A/S**

***Nuuk, Greenland, December 22, 2011***

## **I. Introduction**

With an eye toward gaining a greater understanding of Greenland's development needs and creating a path forward for sustainable development of Greenland's nascent oil and gas industry, close to 100 attendees representing government, industry, community leaders, academia, and NGOs took part in the first ever Greenlandic oil and gas key stakeholder dialogue designed to discuss and address key work force issues regarding oil and gas development in Greenland.

The two day dialogue took place September 24-25, 2011 and was sponsored by Ilisimatusarfik, University of Greenland in Nuuk; the University of Nordland – Bodø, Norway; and HBW Resources. The dialogue highlighted the social, economic, environmental and technical challenges and opportunities regarding Greenland' emerging off-shore oil and gas sector.

Participants strove to find common ground for solutions that will pave the way for a program of development that will benefit all Greenlanders. The result was a greater shared recognition and understanding of Greenland's developmental future and how it might impact the nation's societal needs. It also provided a deeper insight into the needs and concerns of various stakeholders and how they should be approached in the future.

Topics discussed included: capacity building; educational requirements; health, safety and the environment; social and cultural impacts; economic opportunities and impacts; cooperation among stakeholders and improved communication between governments, corporations, NGOs and other stakeholders. Recommendations were made as to how to maximize the capabilities of the public consultation process to make it more inclusive and reflective of all segments of Greenlandic society.

This effort is part of the broader Arctic Dialogue series, which brings together Universities, academics, governments and stakeholders around the circumpolar region. The dialogue series fosters new social sciences research to find development policy solutions in the area of extractive industries and help train the future Arctic leaders.

The dialogue concluded with a facilitated workshop on September 26 entitled: "Priming the Roadmap, Sustainable Development Focusing on Greenland's Oil and Gas Industry." Participants representing 15 stakeholders agreed upon several actions needed to ensure a safe, environmentally responsible, economically beneficial, and broadly publicly debated and widely supported oil and gas program for Greenland's future. A major focus was the need to match the skills held by current and future Greenlanders with the needs of a growing oil and gas industry.

## II. Presentation Notes/Summaries

### Welcome and introduction

**Birger Poppel, Research Project Chief of the Survey of Living Conditions in the Arctic, SLiCA at Ilisimatusarfik, University of Greenland** welcomed the Premier of Greenland, Members of Naalakkersuisut, the mayor of Kommuneqarfik Sermersooq, speakers and national and international conference attendees in the Arctic Dialogue Greenland to Ilimmarfik, the University Campus housing the Ilimmarfik Institute on behalf of the organizing committee: Jessica Shadian and Andrew Browning from University of Nordland.

He referred to the core idea of the 'Arctic Dialogue series': to bring together major Arctic stakeholders to establish a dialogue, to create and increase information sharing, to learn from experiences elsewhere in the Arctic and to use this information and these experiences in framing the future. Poppel further explained the background for Ilisimatusarfik as a regional partner in a Greenland 'version' of the 'Arctic Dialogue':

Based on the obligations of Ilisimatusarfik to collaborate with society and contribute to the development of international cooperation and the strong societal interest in benefitting from a resource development Ilisimatusarfik, University of Greenland has seen the invitation as a possibility to contribute to a Greenlandic dialogue.

In conclusion, Poppel summed up the objectives of the conference:

- To contribute to capacity building in Greenland;
- To discuss, understand and quantify the needs of Greenlandic society in terms of skills and education. This includes the means to adequately participate in the public debate about social and cultural impacts of resource development as well as to benefit from the development of an oil and gas industry;
- To identify and understand management of socioeconomic impacts that come with resource development with a focus on "lessons-learned" from other Arctic extractive industries;
- To sufficiently incorporate the views of NGOs and other local/regional/national stakeholders in discussions about social and cultural impacts of resource development;
- To provide the opportunity to bring researchers together to share ongoing research from past Arctic Dialogue and Study Tours (AST) regarding economic and resource development as well as to foster future research projects;
- To discuss development of a roadmap toward a sustainable resource development focusing on a Greenland oil and gas industry;
- To bring University officials together to work towards building common MA and PhD courses and programs on the subject of Arctic extractive Industries; and
- To provide a vehicle for collaboration between faculty /students and industry with a primary goal of creating joint university and industry MA and PhD projects.

Finally Poppel expressed the hope that the conference would contribute to answering the question – that in plain words might be phrased: 'What is in it for Greenland and the Greenlanders?'

## Opening Remarks

### ***“Where does Greenland want to be in 5 Years? In 10 Years? And, What Does it need to do to get there? Premier of Greenland Kuupik Kleist***

The Arctic Dialogue Greenland was honored to have **Greenland’s Premier Kuupik Kleist** deliver opening remarks for the conference and outline some of the key issues and themes to be covered by the conference and facilitated workshop.

Premier Kleist gave an overview of issues related to the establishment of a viable welfare state. He stressed that Greenland is a young nation and that there are many challenges to face regarding the succession of mineral development and the obligations that come with it. Premier Kleist discussed the need for economic self-sufficiency, skills development, and the creation of a transparent society and outlined his belief that Greenland can create a common future where it will be recognized as a pioneer of sustainable development. It is Premier Kleist’s belief that the biggest challenges over the next five years are: educational; health; creating high living standards; managing Greenland’s “loose” collaboration with Denmark; creating a diversified economy; housing; sustainable fishing; green energy and becoming a trilingual country (Greenlandic, Danish and English).

### ***Day One - Session One: Greenland’s Educational, Entrepreneurial and Technical Needs***

**Uffe Jakobsen, Vice Rector** - Ilisimatusarfik, University of Greenland, speaking on **Greenland’s educational**



**needs** stressed the traditional need-driven character of education in Greenland. Thus, context becomes the key to understanding the development of education in Greenland, since context determines the exact character of needs and functions of education. The initial debate on the creation of an institution of higher education in Greenland took place after the introduction of Home Rule in 1979 when it became evident that education would support the complementary goal of nation building. At that time, nation building was a matter of regaining the Greenlandic language, establishing a common Greenlandic history, maintaining a common traditional culture etc. and in this way strengthening the national identity and creating the nation as an ‘imagined community’.

When the University of Greenland was established in the 1980s, the choice of studies - language, culture, history etc. - clearly fulfilled identity-making goals in addition to filling job positions in the central administration of

the Home Rule. The law on Self Government from 2009 codified a change of perspective from national identity to sovereignty work. Based on the right to self-determination, state formation rather than nation-building became the goal, although a distant goal. An independent state, however, presupposes a sustainable economy. When Greenland eventually achieves statehood, the yearly grant from Denmark that today enables the Greenlandic welfare society will no longer be available. Thus, it is Dr. Jakobsen's assertion that economic development for Greenland becomes a matter of not only welfare but also sovereignty. Therefore, extractive industries as mining and oil and gas exploration have become instrumental of economic development for the purpose of enabling the goal of political independence. For the University of Greenland this means that - in the Greenlandic tradition of need-driven education - new study programmes must be developed to serve the need of highly skilled labour not only in the humanities and social sciences but also in natural and technical sciences in order to qualify candidates not only for jobs in school, museums, public administration etc. but for productive activity in connection with the development of extractive industries.

**Kåre Henriksen, from The Arctic Engineering Education in Sisimiut (The Technical University of Denmark)** gave an overview of the Arctic engineering education programme as it has developed over the past 10 years (Arktisk Ingenøruddannelse i Sisimiut).

The program is anchored at The Technical University of Denmark and has two interrelated targets: (a) to train Greenlandic young people as engineers to take over jobs that today are carried out mainly by engineers educated in Denmark, and (b) to develop an arctic branch of engineering targeting the special features and challenges of this region such as the extreme (and changing) climate, the geology, the vast unique geography with small isolated settlements, and the need to support a social, economic and environmental sustainable development of Greenland. Within the programme, there are three different curriculums – a building construction curriculum, a planning curriculum and a mineral and oil resources curriculum. There have been a growing interest in the education and this summer 24 students have enrolled. So far 30 Arctic Engineering specialists have graduated and most of these are now working in private and public organisations in Greenland.

Henriksen outlined that while the current building and planning has European ideals, it is necessary for the country to develop more Greenlandic based approaches that include Greenland values and needs. This underscores the need for Greenlandic rooted engineers with competences to develop and integrate local strategies and solutions.

The need for contextual competences also applies for other disciplines and thus other educations. Henriksen concluded that Greenland needs an educational system that fits Greenlandic society – a flexible and collaborative approach with strong networks between the school and the Greenlandic society. As an example of how this is target is met is that the students at the arctic engineering education work with authentic tasks and conditions, and uses Sisimiut as a reference as well as other parts of Greenland such as Upernavik, Narsaq and Tasiilaq.

**Lars Poort from Inerisaavik** referred to the UN vision of education for the 21<sup>st</sup> century in relation to the themes of the conference, sustainable resource development, and Arctic resource development. In relation to these themes and the theme of the session: education in Greenland, Poort focused on two topics: 1. The education package to the youth - what do we want our children to learn, what skills must

they master? and, 2. The idea of what role the science curriculum should have in relation to the current focus on oil and minerals. He stressed that it is imperative to have increased focus on the sciences in the primary school system, but not necessarily to serve on an oilrig. Knowledge on the processes of the geological cycle, the photosynthesis or the microbiology of the oceans are becoming increasingly important in a world where changes, whether natural or anthropogenic in origin, influences daily life. Poort further argued that in the past few years, activities in the mineral and oil sector has increased immensely. Environmental Impact Assessments and Social Impact Assessments are becoming increasingly common, newspaper articles and the electronic media bring news on mineral deposits with a perhaps high economic potential, public meetings seem to explain what is in and out of a given project. However, to understand the content of the material, to be able to take an informed stand, to understand fully the environmental and social consequences of any given project it is necessary for the individual to actually understand the content of the reports: e.g. what is the meaning behind phrases such as '3D seismic survey', 'sub-seabed geology', 'bathymetry of the Disko Bay' or 'Spills of crude oil from the geological reservoir'. He concluded that the call in this address is to have education as such in the frame of mind, and to remember to view education in general and in the sciences and humanities as contributions to the process of democracy.

**Anne Merrild Hansen, Phd from Aalborg University** talked about her own research which shows that prominent Greenlanders believe that the educational system needs to be in transition in order to cope with the future need of manpower in the new emerging extractive industries and hence for Greenland to be able to benefit from the development.

Hansen found that competence building is needed on various levels in the Greenlandic society. Hansen emphasized that to create an adaptable strategy, the institutions should educate individuals to work both directly in the industry, for suppliers in the industry, in administration and at local service facilities. Hansen believed that the institutions could benefit from dialogue with the industry to identify relevant skills to be taught.

### ***Day One - Session Two:***

### ***Greenland's Educational, Entrepreneurial and Technical Needs – A Local Perspective***

**Martha Abelsen, KANUKOKA - Chair of Association of Municipalities**, discussed how the Greenlandic administration could support the interaction between enterprises and citizens. The oil industry, Abelsen stated, is an entirely different industry, which is driven by big business and big technology. This is a big challenge for Greenland. She asserted that it should be required that firms operating in Greenland must search for local partners, noting that with respect to Cairn Energy's activities, it is surprising how little the Greenlandic population is actually involved in the workforce. She also stated that, for their part, Greenlanders must be ready to cooperate.

**Ellen Arnskjold, Consultant at the Employers' Association of Greenland (GA)** emphasized that Greenland is facing a "transition of society," and Greenlanders must plan their way through it. The plans must be carefully organized and Greenlanders need to start early in the process e.g. EIA's and SIA's require

involvement of all citizens. She emphasized that one way to plan for the future is through more education - at all levels starting at elementary school with a close look on social heritage as an important factor for success in this process of transition.

Arnskjold mentioned other key issues as capacity building and the willingness to change both in the private and the public sector - at all levels both in working force and management. She stated that it is not only the unskilled that need to be educated but that middle and top management will need to be trained as well.

There also needs to be more public discussion on many other issues within the oil and mining industry coming to the country e.g. the issue of immigration into Greenland. Citizens need to know what is going on in their own country and the press is playing a vital role in communicating information and opinions. The need of Arctic Dialogue along with a Greenlandic Dialogue is highly relevant.

**Vittus Qujaukitsoq, the National Workers' Union (SIK).** "What can we contribute to Greenland? What can we do which will contribute to the development of Greenland?" He asserted it is not only about financial interests but that Greenlanders need to think about society and how to contribute to this society. There are educational needs, commerce needs and issues regarding Greenland's pension fund, he said. Greenlandic values are based on dialogue, efficiency, quality, credibility, common respect and having their own educational programming. Qujaukitsoq said. The National Workers' Union has its own plan for how its members should be able to come in for future jobs. The political goals of The National Workers' Union are to ensure the application of the Greenland language, culture, the right to time off and a viable vacation, health related issues, ensuring that Greenlandic citizens are involved in decision making and making sure local communities are involved with CSR. The National Workers' Union aims for the maximum amount of the benefit of the overall benefits for the Greenlandic people, which includes a safe working environment for their members, he said. The National Workers' Union summarized by stating it is a serious partner and SIK has to be taken as a serious actor.

**Jørn Skov Nielsen, Deputy Minister of Minerals and Petroleum** stated that Greenland needs to use Greenlandic labor and enterprises but if they cannot find them in Greenland, they need to come from the outside. Nielsen pointed out that there is currently no economic growth. The primary income is shrimp, which is not a growing market. Greenland has a negative balance of trade. Molybdenum, zinc, Rare Earth Elements (REE), iron, rubies, gold, are in high demand and there are many options to develop them. In order to do this 1500 to 2000 extra workers are needed from outside of Greenland. Nielsen asserted that one needs to think of the spinoff effect of economic development in 5 to 7 years in the future. One result is the construction of needed infrastructure. There must be involvement from Greenlandic labor and companies. Yet, there remains a lack of educated labor, he said. More education is needed for simple things such as drilling. A business support structure needs to be built as well as better management systems. Greenland needs to use Social Impact Assessment (SIA) Guidelines. One political proposal is to make a web page about what is happening in the area right now. The important thing to recognize is that things take time and development will require small steps at a time.

## **Saturday evening – Dinner at Banquet Hall, University of Greenland**

### **Key Note Speaker: Maliina Abelsen, Minister of Finance**

In her speech *“What is in it for Greenland and the Greenlanders? And what is in it for the industry apart from profit?”* Minister Abelsen focused on some of the challenges facing the Greenland society and the oil and gas industry stressing the necessity that both Greenland and the new industries understand the reality of the society and create shared plans for meeting for instance Greenland’s educational and entrepreneurial needs. She further stressed, *“People in this country have a strong sense of responsibility for each other and the environment. That’s where the new companies should meet us and begin. And I have a feeling that the industry could benefit from that as well. For example: an environmentally responsible oil drill in Arctic in respect for the population and its culture is a better story to tell the press, than last year’s oil spill in the Mexican Gulf. So let’s make sure that the exploitation of natural resources won’t be an exploitation of the environment. This is essential to us. It’s also essential that we are aware of the people who live in our environment. I believe that Corporate Social Responsibility can make a positive difference. If every company involved has this in mind, they will make sure that every citizen is part of the development. This can happen through job creation, education or other efforts.”*

Minister Abelsen concluded her speech saying: *“We should help each other make sure that the future benefits everyone. It’s fundamental to us in the Government, that every citizen is part of the development. Education, work and culture are among the pillars that need to strengthen to carry the society we wish. When new industries rise and bring work forces from around the world with them, we need to know where we are and where we want to go, when we welcome the strangers.”*

## **Day Two – Session One – Health, Safety and the Environment, and Developing Greenlandic Capacity for Assessing, Understanding, Mitigating and Managing Risk**

Day Two began with a discussion of **Health, Safety and the Environment, and Developing Greenlandic Capacity for Assessing, Understanding, Mitigating and Managing Risk.**

**Jørn Skov Nielsen, Deputy Minister of Minerals and Petroleum** discussed how regulations for minerals and petroleum were originally based on mineral resource development. The existing health and safety regulations meet international standards. Nielsen discussed how it is necessary to create a safety culture system, which is analyzed and done in practice. *“You have to work and analyze before you are allowed to do activity in certain areas”* he asserted. When it comes to drilling guidelines in Greenland, they are the same as international standards as are used in Norway. The approval process in Greenland begins with an application process that is very comprehensive and includes meeting every week on Tuesdays during the entire process. You have to complete SIA and an Environmental Impact Assessment (EIA). The process is long but necessary, he said, noting that exercises for safety processes are also carried out. In Greenland, modern vessels and drilling ships are used. There are two disaster drills in the region. The ice management

system is simple. In terms of the EIA, hearings are carried out; there is an evaluation; and the application is presented directly to government.

**Parnuna Egede, Advisor on Environmental Issues for Inuit Circumpolar Council (ICC) - Greenland.** Egede stated that the ICC is not against development but rather its goal is to ensure the highest environmental standards, and that development is consistent with United Nations (UN) standards for human rights, Indigenous Peoples' rights and that proper public consultation procedures are applied etc.

The ICC calls for a careful governance of the environment through good planning with independent reviews in accordance with relevant international instruments. Ms. Egede acknowledged that Greenland is in a learning and capacity-building process and that there is still room for improvement. "We must learn from our mistakes and those of others. Hope for the best and prepare for the worst," she stated.

**Simon Boxall, the managing Director at Marsh-Energy** in London talked about risk. According to Boxall, risk is a good thing. It is how you manage it that counts. Risk management aims to prevent the worst-case scenario. You need to use your imagination and imagine the worst case scenario. It enables you to be prepared and prepare for disaster recovery. Risk governance is a framework to identify risks. Good risk governance would have three lines of defense. Risk control is how you monitor risks. Risk strategy is for a risk culture. How much risk can your organisation take? It is important to have eye on risk, but also an eye on responsibility.

Greenland has a small population, which is a challenge, Mr. Boxall said, adding that Greenland needs to find the appropriate risk governance structure and it needs to find different ways of thinking to deal with challenges on environment. Mr. Boxall covered several other points: Greenland has to optimize its use of resources and deal with it correctly. It also is important to have dialogue that involves adequate input and communication from stakeholders. It is important that Greenland is represented on the international stage, he said. Boxall pointed out that there are all sorts of ways to finance the benefits and education is means to develop risk management. There also needs to be business continuity management thus every company should have a business continuity plan. In conclusion Boxall focused on the role of the government both in helping protect people, environments and investments and in supporting economic growth. As examples of the latter Boxall mentioned supporting the development of local insurance markets; establishing appropriate taxation of insurance transactions; and considering the creation of 'state' insurance companies and compulsory retention of risk (and therefore premium) in Greenland.

**Robert Blaauw from Shell** discussed themes of Cooperation and Joining Forces. Shell faces challenges in Arctic but the company also has a good understanding of Arctic. Sustainable development and communication are very important facets. The Arctic is the home of four million people who try to make a living from Arctic resources. Blaauw acknowledged that Climate Change affects the Arctic but the resultant regulatory factors can be a challenge asserting that Climate Change has been used as a political element and regulatory tool. Blaauw emphasized that for drilling in the future we must integrate ecological local knowledge and pay attention to the protection of the Arctic environment. Research is necessary for securing biodiversity. It must include a holistic view of the ecosystem. Regarding major research concerning ice, Shell needs to work with local people said; noting that engineering in the Arctic is also a challenge with the primary goal being a balance with traditional lifestyles. Blaauw argued that everyone needs to work together and join forces in order to succeed. The Arctic Council and government agencies



are a means to work together. Cooperation between stakeholders is crucial for development he said, noting that the Arctic Council is a good example of the types of organization that results in cooperation. The Arctic Council Ministerial in May resulted in the passage of the Nuuk Declaration, which created a Cooperation for maritime search and rescue in the Arctic and an Arctic task force to develop an international instrument on Arctic marine oil pollution preparedness and response.

In Alaska there is a century of science cooperation and the oil and gas industry has worked with government, native organizations, and academia and research institutions on cooperative knowledge

gathering and research. Shell has also played big role in the US oil spill response, Blaauw stated, highlighting the role of international organizations like the OGP and IUCN in cooperative efforts to improve our knowledge and meet the challenges of operating in the Arctic.

**Catherine Peterson from Vermont Law School** discussed the need for active participation and local development. There is a need to focus on indigenous rights in Greenland and Russian federations. Government has a critical role in the oil and mining industries. It is important to devote significant resources to the pre-programs and regulations must be followed. Peterson discussed how an SIA looks at the cumulative impacts on the social aspects of development. There is no framework on how it is defined and often there is inadequate consultation which results in a poorly constructed SIA which then results in negative social impacts. When it comes to public consultation, there is a lot of room for influence, she said, noting that there needs to be a realistic assessment. EIAs set baseline data and deal with activities such as hunting and tourism. EIA's are pretty standard yet there is still room for interpretation. Government has a critical role to make it easier for people to understand the procedures. BMP has a dual obligation: – facilitating oil and gas activities while ensuring the well being of people and the environment.

According to Peterson, Impact Benefit Agreements allow the Greenlandic people to be in a position to attain the most benefits. Public consultation is important and Greenland has a different social structure than other European countries. Therefore, the hearing processes need to be in the communities, she said, noting that holding a conference in Nuuk does not mean that the whole of Greenland is represented. It is necessary to go to different towns to hear the public, she said BMP wants to inform the public but creating a website is not enough to inform people, she said, adding that additional methods need to be created to get the information to the people. One solution is to use a local coordinator.

**Pius Cagienard Deputy Head of Assets - Greenland, Cairn Energy** noted that Cairn has been in Greenland from 2007. Cairn is exploring offshore in West Greenland and has supply bases in Aasiaat and Nuuk. In terms of risk management they have taken preventative measures to mitigate risks and avoid disasters. Internal, external, expert peer reviews have all been carried out so the overall project can be executed. According to Cagienard you need to have all the necessary equipment for securing safety and risk management with exploration wells and there are no certainties. Cairn uses the most modern and dynamic vessels available in the world. They have a fifth generation rig. For ice management they tow the icebergs. Cagienard stated that Cairn Energy focuses on safety with a standard offshore design, which is used in Greenland. When it comes to emergency planning, Cairn has an emergency response system and warehouses. Cairn has an SAR helicopter, is procuring a second and, while unlikely, they are willing and able to drill a relief well should the situation require it. Prevention and working with the BMP is the key.

***Panel discussion: Health, safety and the environment, and developing Greenlandic capacity for assessing, understanding, mitigating and managing risk.***

Departing in a question about obstacles, threats and means to establish sustainable development, the discussion among the panelists and between the panel and participants focused on:

- **Education:** generally, educating people to participate in the consultation processes; and more specifically, increase the number of skills training and education to both industry and the service sector, acknowledging though, that it takes time to raise the education level to a level corresponding to the needs.
- **Expectation management:** no commercial oil & gas has been found yet. It cannot be assumed that Greenland’s economy will be underpinned by steady revenues from oil & gas production. It does however require a large effort to fully test the oil & gas potential in West and East Greenland and in that process that may take up decades; relevant industry support capabilities should be developed in Greenland that could compete globally in the market place.
- **Risk Governance** is an essential ingredient for successful exploration and production activities. Well-regulated operations are preconditions for enhancing economic growth whilst affording protection to habitats and the environment. Co-operation and transparency between government agencies and the exploration etc. industry is vital. Risk Governance frameworks should be assessed regularly for efficacy, especially to ensure that global 'best practice' principles are adopted.
- **Cooperation** within industry, amongst operators, industry associations, government and its agencies and the many other stakeholders in Greenland including local communities and NGOs is an absolute must in support of environmentally friendly and responsible oil & gas operations.
- Improving the framework for the **consultation processes:** ensuring the best way to facilitate stakeholder involvement.
- Lack of a mandatory and common understanding of a ‘**free, prior and informed consent**’ in the Greenlandic process.



- **Transparency** in the consultation and approval processes – including the question whether the ‘one-door policy’ is centralizing both information and power?
- The possibility of improving **Social Impact Assessments** and **Benefit Agreements**.
- **Authorities working together** – as for instance the collaboration between Greenlandic and Norwegian authorities.
- The **language(s)** used: a national dialogue in Greenlandic is key; when it comes to safety where drilling knowledge of English is critical.
- Involving media in **dissemination of information** and increase the capacity of the media to cover more and better, and be more critical and in-depth.

***Day Two: Past as Prologue – A look at Precedents in Arctic, High North, and Frontier Oil and Gas and Minerals Development – Successes, Challenges, and Developing Entrepreneurial Capacity***

**Richard Glenn and Tara Sweeney, Arctic Slope Regional Corporation (ASRC)**, talked about their experience with the Arctic Slope Regional Corporation, which is an Alaska native owned cooperation. There are 11,000 shareholders, 10,000 employees with \$USD 2.3 billion in revenues. ASRC is comprised and owned by aboriginal people. In Alaska, Arctic oil exploitation began in the 1940’s and was sponsored by the United States Navy. There were technological problems such as how to travel across sea ice and the environmental impact of production was quite negative; however, those days were in sharp contrast to the present.

The Inupiat, with close to 5 million acres, wanted a seat at the table and wanted to be heard and to provide opportunities for their people. They had to fight for balance and they struggled for their seat of the table.



Today there are different issues, according to Glenn, Industry recognizes that the Alaska Inupiat are organized. Industry has learned to reach out. Having control over energy resources, Inupiat in Alaska have gained a voice at the state level and national level. “ASRC provides jobs for our people,” He said. “We have developed capacity, and we have the ability to study whatever we want and that continues today”. What we have developed for today includes: a continued commitment to health, our community has a power plant, we have a seat at the table with government, good environmental mitigation, revenue sharing, industry has learned along with the people. For the future, stakeholder engagement is

critical as well as remaining engaged in the process. Financial alignment, royalty interests, infrastructure, and revenue sharing are all elements that we consider all the time for our region. “We have to look forward,” Glenn concluded.

**Bob Cadigan, President of the Newfoundland Labrador Offshore Industry Association (NOIA)** stated that



The Atlantic Accord Recognizes Newfoundland Labrador as principal beneficiary of oil & gas development off its shores. It further requires local benefits for employment & business and creates lasting legacies from offshore development

Benefits plans must include: Employment and Research and development, Education and Technology and Diversity plans. First consideration is for NL, then Canada and full and fair opportunity for employment and business opportunities.

**Bente Aasjord, Special Advisor, Norwegian Union of Municipal and General Employees (NUMGE)** stressed the importance of being aware of potential consequences when the industry sponsors e.g. conferences like the Arctic Dialogue. She further stated that conflict between industry and stakeholders is not necessarily a negative thing, but can force the industry to create innovative solutions to the issues raised.

### ***Day Two – Session Two – The Consultation Process and Stakeholder Engagement***

**The Inuit Circumpolar Council's (ICC), Aqqaluk Lyng**e discussed the issues of natural resources and development from the indigenous peoples' perspective. Lyng e said that the Inuit are not only stakeholders, but owners of their land. It is important for all to understand the meaning of indigenous peoples' rights as stated by the UN Declaration of the Rights of Indigenous Peoples and the special arrangement with Denmark on Greenland's right to develop and manage the resource extraction as stated by the Greenland Self Rule Act of 2009. Lyng e stated that educating the policymakers and the civil servants on these issues is paramount. To further the cooperation and exchange of knowhow between Inuit in the resource development, ICC organized an Inuit leaders' summit in Ottawa in February 2011. It resulted in **A Circumpolar Inuit Declaration on Resource Development Principles in Inuit Nunaat (<http://www.inuit.org/?id=432>)**. The declaration reiterates the importance of respecting the Inuit legal rights and that developers and governments must respect international conventions and declarations. Likewise, EIAs and SIAs must be properly addressed. There needs to be a longer consultation period and the ICC recommends separating the environmental management function from the BMP and transferring it to independent scientific bodies. The ICC supports an international mechanism for funds targeted toward liability and compensation for damage as a result of offshore O&G production.

**Anne Merrild Hansen, PhD from Aalborg University** noted that Social Impact Assessment processes are crucial in the planning, development and design of large-scale industrial projects. When SIAs are carried out the aim is to secure engagement of all relevant stakeholders. The SIA professionals need to be proactive towards engaging local communities, and local opinions need to be heard, she said. It is essential for the communities to benefit from resource development that knowledge and proper tools are developed to help them cope and adapt to massive change in order for society to benefit from the development. Hansen outlined some of the key challenges of getting people to participate in the stakeholder process including communication (language and interpretation; cultural barriers; social structures), meeting environment, Information on being involved and trust, the need to establish, “respect, understanding and transparency”.

As one example of this in action, **Tor B. Lund, Cairn Energy** talked about the case of **Cairn Energy in Greenland**. Lund worked for many years in the Norwegian oil industry, both in Norway and abroad. He has been involved in oil activities in the Barents Sea, on Spitsbergen, on the North Slope of Alaska and now with Cairn, as their Greenland Country Representative. Cairn is the first company to undertake petroleum exploration drilling since the mineral resource administration was transferred back to Greenland. Before anyone can undertake exploration drilling in Greenland, they have to organize social and environmental impact assessments (SIA's and EIA's) to be made by an independent company. This involves scoping studies, gathering of information, discussions with stakeholders and public consultation meetings. When draft reports are ready, there is a six week public hearing period, during which anyone may submit questions or comments. All questions and comments are addressed in writing, and amendments made to the SIA / EIA. Comments and final reports are forwarded to authorities and form part of the documentation for their approval of proposed activities. Similar studies and stakeholder involvement are required for all phases of petroleum activities. Reports and comments are accessible on the Government website, [www.nanog.gl](http://www.nanog.gl).

Cairn decided on a wide, public consultation approach, including national and local administration, police, fire brigade, port and airport authorities, health, education, employers' associations and unions, business councils and NGO's. Together with the company that carried out the SIA / EIA, they met a number of stakeholders both before formulating their scoping document and during the information gathering phase. In 2010 and early 2011 they conducted some 90 stakeholder meetings and 8 public consultation meetings. With the invitation to meet they sent a note with the purpose of the meeting and a brief outline of the proposed exploration activity, written in Greenlandic and Danish. They brought translators to make sure meetings could be conducted in the language stakeholders preferred. Some NGO's did not accept the invitation to a consultation meeting.

According to Lund, Greenland is a vast country, and conducting the meetings was a large and arduous task, especially in winter, with unpredictable weather and partly during an Air Greenland industrial dispute. The scoping study for the 2011 exploration activity included 34 stakeholder meetings in 10 towns and settlements, 10 flight sectors and one ferry, in 12 days. The SIA mission involved 40 meetings in 8 towns / settlements, with 9 flight sectors and 4 charter boat trips during a 17 days' period. The 2011 public consultation meetings took place in the towns directly affected by proposed activities; Ilulissat, Aasiaat, Kangerlussuaq and Nuuk. They managed to see all those who had accepted the invitation to a consultation meeting, although there were many, last minute changes to the schedule. Presentations were made in

English, with simultaneous translation to Greenlandic. It is a challenge to present something that will satisfy both the specialists in the audience and people that have limited, relevant background. Evening meetings seemed to attract a bigger audience. Cairn was met with keen interest and stakeholders obviously gave the meetings high priority. This will not necessarily be the case if more companies ask for similar meetings within a short time span. To avoid stakeholder fatigue, collecting social baseline data that cover a whole region and undertaking SIA's that cover several projects should be looked into, Lund concluded.

## ***Day Two – Session Three – The Consultation Process and Stakeholder Engagement – Discussion and Audience Participation***

This session was a free-flowing discussion on Greenland’s recent experiences/lessons learned to date with a focus on resource development. Panelists represented a broad cross-section of Greenlandic society, industry and key stakeholder groups including: **Henriette Rasmussen of Earth Charter; Hans Kristian Olsen of Nunaoil; Bent Sørensen, The Greenland Employers’ Association (GA); Jess G. Berthelsen, the National Workers Union (SIK) and Alfred Jakobsen, the Association of Fishermen and Hunters in Greenland (KNAPK).**



Panelists were first presented with the question of naming the key challenges facing Greenland in terms of development. A number of answers were proffered including: education of the public/Greenland’s youth; the lack of political leadership and the lack of information to the general public; the need for information from the Greenlandic politicians to establish the background to say yes or no to mega projects and to a free, prior and informed consent; importance of consultations and key meetings with companies; education and the need for more English comprehension; involvement of the public in the consultation process in the Greenlandic language; and the importance of all key sectors being involved early on in the decision-making process.



Much of the initial part of the discussion centered on how best to inform the public – including, what mechanisms might be used and how to draw on different experiences internationally. It was agreed that municipal officials and association have a role to play and simply providing informational links on the Internet will not suffice as not all households have links to the Internet.

Other needs that should be met in the stakeholder consultation process include:

- Uniformity of consultations (7 companies should not produce multiples but only 1 SIA or EIA);
- Reasonable time to respond to documents;
- Clear, concise, easily readable information;
- Translators and interpreters with appropriate technical abilities;
- Standardized translation
- Need for more detailed focus on resource development procedures (offshore, onshore, minerals development, etc.)

Discussion then ensued on how to better perfect the consultation process, how to run the consultations in a way that creates a discussion in Greenlandic society on what society they want to be – “what kind of Greenland do we want in 5, 10, or 25 years.” In this connection the lack of political leadership and the lack of information to the general public was addressed and the need for information from the Greenlandic politicians highlighted. Only then it will be possible to establish the background to say yes or no to mega projects and to a free, prior and informed consent. It was agreed that a conference should be arranged in the Greenlandic language.



Panelists and audience stakeholders then engaged in a dialogue with the focus on how better communicate company needs and government requirements as well as the need to better streamline the requirements of technical translation of documents (i.e. is a full 1000 page document required in every instance?). The primary theme of between panelists of this session is the difficulty of all stakeholders – whether speaking primarily Greenlandic or English – in translating and communicating ideas and concepts with the opposite side. The need for stronger language backgrounds, proper messaging and “new ways of thinking” to engage Greenlandic citizens and help them cope and benefit with a rapid pace of change were part of the closing remarks.

### **III. Stakeholder Workshop – Description**

On Monday, September 26 (Program Day 3) stakeholders representing a cross-section of Greenlandic society, the oil and gas industry and NGO's were asked to participate in a Workshop and Facilitated Discussion **"Priming the Roadmap, sustainable development focusing on Greenland's oil and gas industry"**.

Based on the conference highlights and notes, two groups were created each with a mandate to pursue an issue that contains major elements in getting a cohesive plan started.

Group 1 was tasked with identifying three relevant barriers and hindrances which included problems and shortcomings that have to be solved before a roadmap can be started. Group 2 was tasked with identifying three crucial roadmap-elements from the conference that must be part of a roadmap.

Both groups were asked to report the top 3 elements– and consider what has to be done in an operational way: What is a (potential) solution. How is it to be done (group, individual, etc.)? Who has to work with it – and When it has to be finished.

### **IV. Workshop Report**

**Group 1 consisted of:**

- 1) **Alfred Jakobsen, KNAPK, CEO**
- 2) **Birgit Gedionsen, Greenland Academics Association**
- 3) **Heide Mairs – ExxonMobil**
- 4) **Henriette Rasmussen, Earth Charter**
- 5) **Johan Poulsen, Statoil**
- 6) **Julia Adamson, Cairn Energy**
- 7) **Martin Schiøtz, Ministry of Domestic Affairs, Nature and Environment**
- 8) **Richard Glenn, Arctic Slope Regional Corporation (Alaska)**
- 9) **Tønnes Berthelsen, Qeqqata Kommunia of Greenland**
- 10) **Zenica Gosvig Larsen, KANUKOKA. Municipalities Association of Greenland**
- 11) **Jack Belcher – Energy North America – Facilitator**
- 12) **Jessica Shadian – University of Nordland - Facilitator**

Group 1 identified four themes:

- 1) Logistics – interpretation, transport, translation
- 2) Need for political leadership
- 3) Lack of recognition and identification of local skills and knowledge
- 4) Lack of coordination between government/industry and public or NGOs



**Logistics** – Educators can be translators. **Who:** government should be responsible. Companies need to hire and train local Greenlanders who speak Greenlandic to act as communicators between local communities and industry. **Who:** industry should be responsible. All public documents to be published in Greenlandic and English. **Who:** government should be responsible. Television and radio should be better used to announce and better advertise meetings. There is a need to create a media strategy. The meetings should be broadcast. **Who:** government-

**Recognition and acknowledgment of local skills and knowledge.** Companies need to specify what they need and competencies and knowledge need to be translated into a useable format. Generalists need to be identified. Mapping exercises need to be carried out. Invitations and a better form of disseminating them need to be made for open positions by industry. What type of needs does industry have? **Who:** University, industry and local education institutions.

**Need for political Leadership** - There should be a national conference in Greenlandic with the ‘Greenlandic Leadership’ present – i.e. the presidents of the key associations, Naalakkersuisut (Government of Greenland), the chairmen of the political parties, relevant government agencies and NGOs. There must be an ongoing Greenlandic only dialogue. BMP should make a network list of go to persons for each community to help engender this.

**Lack of Coordination** There should be Strategic Meetings before consultations. There is a need to created processes for doing consultations. Free, prior and informed consent must be adhered to – using the media to pressure government.

**Group 2 Consisted of:**

- 1) Catherine Peterson – Vermont Law School
- 2) Christopher Debicki – Oceans North Canada
- 3) Fleming Enequist – Kommuneqarfik Sermesooq
- 4) John Telling – Maersk Oil
- 5) Parnuna Egede – Inuit Circumpolar Council (ICC)
- 6) Trine Jensen – Shell

- 7) **Vittus Qujakitsoq – National Workers Union (SIK)**
- 8) **Aase Refsnes – Norges Naturvernforbund**
- 9) **Tara Sweeney – Arctic Slope Regional Corporation (ASRC)**
- 10) **Andrew Browning – HBW Resources/University of Nordland – Facilitator**

Group 2 identified 3 Areas of Focus or Themes Needed to Build a Roadmap for Sustainable Development:

- 1) Involvement of the Public
- 2) Education
- 3) Baseline Data



**Involvement of the public – better communication to assist Greenlanders understand the challenges and benefits of resource development** – Appropriate communication media that can be accessed and understood by the average Greenlander should be developed. Basic information documents and a Glossary of terms should be developed in Greenlandic. There should also be basic education on resource development in the schools. Television and radio are preferred media that can be accessed by all Greenlanders. **A 3<sup>rd</sup> institutional voice should be developed** – outside of the Greenland Government and Industry. Government is a reliable but inconsistent source of information. Some type of organization that is credible and unbiased should be developed for systemic dissemination of information to the Greenland public. A development foundation with a transparent partnership with government and industry could work. **What:** Unbiased, credible, simple, accurate, systemic information on industry **How:** Funding, Foundation **Who:** 3<sup>rd</sup> parties (NGOs, Employers’ Association of Greenland, GA, National Workers Union, SIK, Ilisimatusarfik etc.), Government, Industry. **When:** Ongoing

**Training and Education** – Local workforce requirements are important for Greenland and politicians and government should ensure that it is an integral part of development policy going forward (not least as the oil and gas industry will attract existing skilled labor). A resource industry “Assessment of Needs” should be

developed, which could provide needed information and data for individual development programs and career planning. Labor's needs from companies – commitment to training (here and abroad). Companies needs from labor – commitment to health, safety and environment principles. Updated information on workforce needs – government and other stakeholders want to better understand company/industry needs well before they occur in order to motivate proper planning and capacity building. Structured apprenticeship programs should be sponsored by companies. Labor would like specific amounts of local content – meaning Greenlandic goods and services used with a higher Greenlandic content in future development. Both sides should invest in language skills – Greenlandic and English. Greenland needs to develop skill-sets now for societal benefit even if the Oil & Gas industry does not take off. **What:** Develop specific work force criteria. **How:** Collaboration between industry and government. **Who:** Government, industry, labor, municipalities. **When:** Now.

**Greenland Base Line Data** – The Bureau of Minerals and Petroleum (BMP) Strategic Social Impact Assessment (SSIA) will be available in the near future. This document and other technical documents (such as workforce data) should serve as a baseline for reporting requirements in order to most efficiently fulfill the sometimes redundant information requirements. Data needs to be updated on a regular basis with the opportunity to include comments and input by industry and other stakeholders. **What:** understandable, quantifiable, quality baseline data **How:** start with BMP SSIA – move to other technical documents. **Who:** BMP (primary) but also Statistics Greenland and labor market organizations, government and other stakeholders. **When:** start with current document but update on a regular basis.



---

## **Arctic Dialogue-Greenland**

### **Part of the Pan-Arctic Dialogue Series**

### **Improving Communication & Understanding among Key Stakeholders**

### **Ilisimatusarfik, University of Greenland and**

### **University of Nordland and Bodø Graduate School of Business**

### **High North Centre for Business and Governance**

### **Conference, September 24-25 & Workshop, September 26, 2011**

### **Nuuk, Greenland**

---

#### **Overview**

The Arctic Dialogue series hosted by the High North Center for Business and Governance of University of Nordland in Bodø, Norway, the International Institute of Energy Politics and Diplomacy (MIEP) at MGIMO University in Moscow, Russia and organized by HBW Resources is a unique forum dedicated to issues of resource development in the High North. The Dialogue brings together major Arctic players concerned with Arctic development including Arctic heads of state, major industry leaders, whaling captains, fishing communities, academia, local indigenous and non-indigenous Arctic communities, local politicians and other important stakeholders. The Dialogue fosters dialogue to create and increase information sharing between stakeholders in the Arctic and put this information into practice. The Arctic Dialogue-Greenland Workshop endeavors to be a “local discussion” that focuses specifically on the dynamic environment in Greenland with Ilisimatusarfik, University of Greenland as a regional partner.

#### **Arctic Dialogue – Greenland**

## Conference September 24-25 & Workshop September 26, 2011 – Framework for Discussion

Arctic Dialogue-Greenland will focus on topics relating to Arctic resource development with the primary goal of educating future Arctic leaders and contributing toward building Greenland's capacity for managing, regulating and developing skill-sets that allow benefit from these new economic opportunities. With an eye toward gaining both a greater understanding of Greenland's developmental needs and creating a path forward for a sustainable resource development focusing on the oil and gas industry, objectives of the conference will be:

- To contribute to capacity building in Greenland;
- To discuss, understand and quantify the needs of Greenlandic society in terms of skills and education. This includes the means to adequately participate in the public debate about social and cultural impacts of resource development as well as to benefit from the development of an oil and gas industry;
- To identify and understand management of socioeconomic impacts that come with resource development with a focus on "lesson-learned" from other Arctic extractive industries;
- To sufficiently incorporate the views of NGOs and other local/regional/national stakeholders in discussions about social and cultural impacts of resource development;
- To provide the opportunity to bring researchers together to share ongoing research from past Arctic Dialogue and Study Tours (AST) regarding economic and resource development as well as to foster future research projects;
- To discuss development of a roadmap toward a sustainable resource development focusing on a Greenland oil and gas industry;
- To bring University officials together to work towards building common MA and PhD courses and programs on the subject of Arctic extractive Industries; and
- To provide a vehicle for collaboration between faculty /students and industry with a primary goal of creating joint university and industry MA and PhD projects.

**Friday, September 23, 2011 – Arrival to Nuuk, Greenland and Check-in at the Hotel Hans Egede**  
([www.hhe.gl](http://www.hhe.gl))

**Mid-Afternoon – Boat Trip/Sight-seeing Tour**

**Saturday, September 24, 2011**

- |                    |   |
|--------------------|---|
| <b>08:30-09:00</b> | <b>Welcome, Introductions, and Program Overview</b> <ul style="list-style-type: none"><li>• <b>Birger Poppel</b>, Research Project Chief - Survey of Living Conditions in the Arctic/SLiCA – University of Greenland</li><li>• <b>KompetenceKompagniet</b>, Facilitator</li></ul> |
| <b>09:00-09:30</b> | <b>Opening Remarks</b> <i>"Where does Greenland want to be in 5 years? In 10 years? In 25 years? And, what does it need to do to get there?"</i> <ul style="list-style-type: none"><li>• <b><u>Premier of Greenland, Kuupik Kleist</u></b></li></ul>                              |

<b>09:30-10:15</b>	<p><b>Greenland’s Educational, Entrepreneurial and Technical Needs</b></p> <p>This session will focus on the societal and economic issues and challenges Greenland faces in the coming years and decades. <i>This session will set the landscape for discussion and will address important issues such as needs for capacity and education among the Greenland workforce. Additionally, this session will further develop the important question and subsequent discussion of “Where does Greenland want to be in 5 years? In 10 years? In 25 years? And, what does it need to do to get there?”</i> <b>Moderator: Birger Poppel</b></p> <ul style="list-style-type: none"> <li>• <b>Uffe Jakobsen</b>, Prorector – Ilisimatusarfik, University of Greenland</li> <li>• <b>Kåre Henriksen</b>, Denmark’s Technical University (DTU)</li> <li>• <b>Lars Poort</b>, Inerisaavik</li> <li>• <b>Anne Merrild Hansen</b>, Aalborg University</li> </ul> <p>Panelists will give 15-minute presentations and there will be a 45 minute Question &amp; Answer period.</p>
<b>10:15-10:30</b>	<b>Coffee Break</b>
<b>10:30-11:00</b>	<b>Greenland’s Educational Needs (continued)</b>
<b>11:30-13:00</b>	<p><b>Greenland’s Educational, Entrepreneurial and Technical Needs – A Local Perspective</b></p> <p>This session will discuss key issues underpinning capacity, education, and available resources. <i>Discussion will focus on what additional resources will be needed to build the skill-sets, programs, and knowledge base required to help Greenland meet its societal and economic goals.</i> <b>Moderator: Birger Poppel</b></p> <ul style="list-style-type: none"> <li>• <b>Martha Abelsen</b>, Chair of Association of Municipalities</li> <li>• <b>Ellen Arnskjold</b>, Consultant for The Greenland Employers’ Association (GA)</li> <li>• <b>Vittus Qujaukitsoq</b>, The National Workers’ Union (SIK)</li> <li>• <b>Jørn Skov Nielsen</b>, Deputy Minister of Minerals and Petroleum</li> </ul> <p>Panelists will give 15 minute presentations and there will be a 30 minute Question &amp; Answer period.</p>
<b>13:00-14:00</b>	<b>Lunch</b>
<b>14.00-15.30</b>	<p><b>Greenland’s Educational, Entrepreneurial and Technical Needs – A Local Perspective (continued)</b></p> <p>Panel discussion.</p>
<b>18:00</b>	<p><b>Dinner at Banquet Hall/Panopticon – University of Greenland – Key Note Speaker: Maliina Abelsen, Minister of Finance</b></p>

Sunday, September 25, 2011

09:00-10:30

**Health, Safety and the Environment, and Developing Greenlandic Capacity for Assessing, Understanding, Mitigating and Managing Risk**

This session will examine the regulatory structures, use of technology, and additional measures Arctic countries are taking to better prepare for energy and resource development. We will endeavor to better understand and evaluate the concepts of risk management and impact mitigation as well as the government of Greenland's capacity to manage a robust, viable and environmentally sustainable oil and gas industry in Greenland. *Specific topics and discussion will centre on common experiences and challenges of operating in an Arctic environment as well as lessons learned from past Arctic and non-Arctic offshore oil and gas activities, and ongoing research and development efforts. The discussion will also focus on how countries and companies are addressing best practices for operations and oil spill prevention and response. Additional focus will be on how Greenland industry is taking steps to understanding economic, political, and legal risks from an insurance perspective, which is important to developing a robust risk mitigation program.* **Moderator: Birger Poppel**

Panelists will give 15 minute presentations and there will be a 45 minute Question & Answer period.

- **Jørn Skov Nielsen**, Deputy Minister of Minerals and Petroleum
- **Parnuna Egede**, Inuit Circumpolar Council (ICC)
- **Simon Boxall**, Managing Director, Marsh-Energy-London
- **Robert Blaauw**, Shell/OGP
- **Catherine Peterson**, Vermont Law School
- **Pius Cagienard**, Deputy Head of Assets - Greenland, Cairn Energy

10:30-11:00

Coffee Break

11:00-12:45

**Health, Safety and the Environment, and Developing Greenlandic Capacity for Mitigating and Managing Risk (continued)**

12:45-13:25

Lunch

13:25-14:45

**Past as Prologue – A Look at Precedents in Arctic, High North, and Frontier Oil and Gas and Minerals Development – Successes, Challenges, and Developing Entrepreneurial Capacity**

- Educating and maintaining a qualified labour force is the key to creating the conditions that encourage the economic ripple effects which will lead to new business activities for northern communities throughout Greenland. This session explores the experiences of past oil and gas development in the High North and the Arctic and how these "lessons learned" can be applied to Greenland's capacity needs. *This session will foster discussion from such questions as "How did local/regional authorities and communities anticipate,*

*prepare for, deal with, and benefit from the arrival and presence of industry? How were informed decisions made? How did the process of engagement between local/regional authorities and communities and industry proceed? What was the nature of discussions about the regulatory framework, environmental and social effects, training and employment opportunities? How did local businesses develop unique, entrepreneurial skill sets and knowledge toward operating service and energy companies in the Arctic and High North, and how did they realize the opportunities which accompany development?” We examine cases from different regions within countries that experienced development of oil, natural gas and minerals in the Arctic.*

**Moderator: Uffe Jakobsen**

- **Tara Sweeney and Richard Glenn**, ASRC (Alaska, USA)
- **Bob Cadigan**, President and CEO, Newfoundland and Labrador Offshore Industry Association (NOIA) - (Newfoundland and Labrador, Canada)
- **Bente Aasjord**, Special Advisor, Norwegian Union of Municipal and General Employees (NUMGE)

Panelists will give 20 minute presentations and there will be a 50 minute Question & Answer period.

**14:45-15:00**

**Coffee Break**

**15:00-16:15**

**The Consultation Process and Stakeholder Engagement**

Compared to other countries and regions in the Arctic, Greenland has had little experience in planning and implementing stakeholder engagement processes that factor into decisions made on resource development. *This session will focus on experiences and practices from consultation processes applied in connection with large extractive industry projects in the Arctic. The session also endeavors to discuss the Greenland experience to date through panelists from local and regional NGO's.*

**Moderator: Jessica Shadian**

Panelists will give 15 minute presentations and there will be a 30 minute Question & Answer period.

- **Aqqaluk Lynge**, Inuit Circumpolar Council (ICC) - *Indigenous peoples' rights and resource development in the Arctic*
- **Anne Merrild Hansen**, Aalborg University - *Social Impact Assessment processes – the inclusion of civil society to make communities and regions benefit from resource development*
- **Tor B. Lund**, Greenland Country Representative, Cairn Energy

**16:15-17:30**

**The Consultation Process and Stakeholder Engagement. Panel-discussion and audience engagement**

This session will be a free-flowing discussion on Greenland's recent experiences/lessons learned to date with a focus on resource development including: consultation processes, local socio-economic and environmental impacts. Questions to be explored included *“What would a roadmap toward a sustainable development focusing on the Oil and Gas industry entail for Greenland?”*

*What are the immediate aspects of a development plan to address?"* **Moderator:**  
**Aviaja Lyberth Lennert & Jesper Kreiner, KompetenceKompagniet**

**Panelists:**

- **Henriette Rasmussen**, Earth Charter, Greenland Commission member
- **Hans Kristian Olsen**, Nuna Oil
- **Bent Sørensen**, The Greenland Employers' Association (GA)
- **Jess G. Berthelsen**, The National Workers' Union (SIK)
- **Alfred Jakobsen**, KNAPK, The Association of Fishermen and Hunters in Greenland
- **Ove Karl Berthelsen**, Minister of Economic Development  
(could not participate – power point presentation on project website)

**17:30-18:00**

**Conclusion and Next Steps**

### Ground rules for the process:

- **Speakers** start precisely at the time set forth in the program. Likewise: All breaks end at the specified time.
- **Facilitator** is a role lasting all through the conference, and keep the conference processes, as a whole in focus:
  - The flow of the programme, presenting speakers, keeping the timetable (or changing it), announcing breaks
  - Focuses on the Q&A – sessions and manage them to be done in an orderly way.
- **Moderator** is a role for a specific theme, issue or task – focusing on the panellists:
  - Keeping the debate on track and on the topics raised by the speakers
  - Seeking to formulate the highlights of the debate – and/or conclusions
- **Participants** are invited to debate and ask questions at the time set off for debate and dialogue.
- **Questions** – in order to be allowed - has to start with the persons name and affiliation/organization/company

**Monday, September 26, 2011                      Workshop and Facilitated Discussion: "Priming the Roadmap – a sustainable development focussing on a Greenland Oil and Gas Industry".**

**Place:** GodhåbHallen (sportsarena) Cafeteria

The discussion will include defining 'gaps of knowledge', how to develop inclusive hearing procedures and a real participatory approach and getting closer to a 'mutual understanding of sustainable development'.  
Workshop and Facilitated Discussion - "**Priming the Roadmap**" - Elements to the creation of a "Cohesive Plan" for a sustainable resource development focussing on Greenland Oil and Gas Industry.

Participation is by invitation only.

Based on the conference highlights and the moderators' notes, two groups each pursue an issue that contains major elements in getting a cohesive plan started. Results are presented to the steering committee.

**08.30            Welcome.**

**Presentation** of the highlights.

**Forming** the groups

**09.00            Group work.**

**Assignments** for the groups.

**10.45            Coffee Break**

**11.15            Report**

Content of reports presented. Q&A. Result handed to steering committee.

**12.30 Workshop ends.**

---

**Monday 15:30-17:00    Farewell Party and Social Mixer at Bryghuset**

**Tuesday, September 27, 2011 – Departures**