

**PAME II-2018 Agenda Item 6.8**  
**Developing an Approach/Framework for More Systematically Engaging with**  
**Observers on PAME's Shipping-Related Work**  
**Update and Report on 4 June 2019 Workshop**

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**References and Related Information**

- PAME (II)/18/6.8/a/ (*Developing an Approach/Framework for More Systematically Engaging with Observers on PAME's Shipping-Related Work*) (USA, Poland, Republic of Korea, Italy)
- PAME (II)/17/5.9/a/ (*Developing an Approach/Framework for More Systematically Engaging with Observers on PAME's Shipping-Related Work*) (USA, AIA, Republic of Korea, Italy)
- [SAO Report to Ministers, Fairbanks, Alaska, USA \(11 May 2017\)](#)
- [PAME Work Plan 2017-2019](#)
- PAME I-2017 RoDs, Annex - *Projects for Inclusion into PAME Work Plan (2017-2019)*
- [Arctic Council Rules of Procedure](#) (adopted Sept. 1998; revised May 2013)
- [Arctic Council Observer Manual for Subsidiary Bodies](#) (adopted May 2013; Addendum approved Oct. 2015 & Oct. 2016)

**Background**

As shipping activity in the Arctic has grown, PAME has seen a corresponding increase in its shipping-related projects. To better address the demands of these projects, PAME member governments realized that they would benefit from more effectively leveraging the expertise, experience, and resources of Arctic Council Observers. To do so, PAME's Shipping Expert Group proposed a project in 2017 to develop a framework for more systematically engaging Observers in its shipping-related work within the parameters of the Arctic Council Rules of Procedures and supplementary guidance regarding Observers. PAME I-2017 and the Senior Arctic Officials subsequently approved the inclusion of the project in PAME's 2017-2019 Work Plan.<sup>1</sup>

To date, the project co-leads (USA, Poland, Republic of Korea, Italy, and Northern Forum) have inventoried the ways in which Observers have contributed to PAME's shipping work, conducted a survey to identify challenges and impediments to Observer engagement, and held a workshop on 4 June 2019 in London attended by more than 30 people at which a "brainwriting" exercise sought to flag options and opportunities for overcoming the challenges and impediments to Observer engagement previously identified.<sup>2</sup>

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<sup>1</sup> The [2019 SAO Report to Ministers](#) approved continued work on the project.

<sup>2</sup> "Brainwriting" is a more structured version of "brainstorming" and is an increasingly common method employed to generate ideas on how to address identified issues. Following the "brainwriting" method, participants at the workshop were divided into four groups and given sheets of paper with their names and a grid to write down two points within 5 minutes. The workshop organizers formed the groups prior to the workshop

## **Discussion**

Annex I to this paper is a summary of the 4 June 2019 workshop held in London. Annex II is a summary of the “brainwriting” exercise that formed the core of that workshop. Annex III is the workshop agenda.

As noted in Annex II, workshop participants identified six main areas where improvements would likely increase Observer participation and engagement in PAME’s shipping-related activities. These six areas are:

- Observers interests in attending and participating in PAME meetings;
- Scheduling PAME meetings and project workshops;
- Use of experts;
- Improving communication
- Coordinating with the International Maritime Organization (IMO); and
- Adjusting the PAME structure and procedures.

Within these six main areas, participants put forward numerous ideas, suggestions, and recommendations. Many of these merit further exploration. Some would not be difficult to pursue. Others would be more challenging to implement. Some are undoubtedly infeasible given the limited resources available to PAME and its members.

To further the project’s target outcome of developing a written framework or approach that will strengthen Observer engagement in PAME’s shipping related-work, the co-sponsors propose the following options:

- 1) From the catalog of ideas, suggestions, and recommendations put forward in the “brainwriting” exercise, the project co-leads would select and rank specific proposals that appear feasible and show the greatest promise for meeting the project’s objective. This would mean focusing on some concrete actions that may be relatively easy to introduce and could initiate a step-by-step process to incrementally develop a framework for more systematic Observer engagement. This approach may require the development of some kind of plan and timeline.
- 2) The project co-leads would divide the catalog of ideas, suggestions, and recommendations into those that may feasibly be pursued by PAME member governments, and those that may feasibly be pursued by Observers. After ranking the selected proposals, the project co-leads would develop a summary with an explanatory notation on how each selected proposal might be pursued. The

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with an aim of insuring a diversity of representation. Within each group, each participants after writing down his or her initial ideas passes his or her paper to the person sitting to the immediate right. The procedure is repeated until everyone in the group fills in the sheet. This process generated a significant number of ideas. The technique is also called Method 635, where in principle there are six participants generating three ideas in each 5-minute round. After 30 minutes, there should be 108 ideas or variations on others’ ideas. The method’s key advantage is that participants can react and build upon others’ ideas in addition to proposing their own. Moreover, the organizers get all the ideas in a written form, which is much easier to analyze afterwards and identify the key issues presented and repeated in participants’ responses. More information on brainwriting an idea-generating method can be found in [How to Use Brainwriting for Rapid Idea Generation](#) (May 9, 2016).

summary would be submitted to a subsequent PAME meeting for consideration and feedback.

- 3) The project co-leads would develop a draft framework based on the idea, suggestions, and recommendations put forth during the “brainwriting” exercise. The co-leads would then circulate the draft framework for consideration at a PAME meeting, and revise the draft based on feedback received. Some elements of a draft framework might potentially implicate provisions of the Arctic Council Rules of Procedures or the Arctic Council Observers Manual for Subsidiary Bodies. Where an adjustment to either the Council’s Rules of Procedures or the Observer Manual would be necessary, PAME would need to decide to elevate the issue to SAOs for consultation.

These options are not mutually exclusive. In fact, the third option might best be undertaken once one or both of the first two options are implemented.

The project co-leads will discuss these three options during the SEG pre-meeting and strive to facilitate consensus on a SEG view of how these options should be prioritized and pursued.

### **Recommendation**

The USA, Poland, Republic of Korea, Italy, and Northern Forum recommend that PAME II-2019 adopt a ROD that requests the project co-leads to –

- Pursue option [1, 2 or 3], develop a roadmap and timeline for its implementation, and commence work intersessionally; and
- Submit a status report to PAME I-2019.

## **ANNEX I**

### **Summary of Workshop on Observer Engagement in PAME's Shipping-Related Activities**

**4 June 2019**

**London, UK**

#### **Introduction**

The Initiative to organize the workshop is the result of the agreed and initiated joint project co-led by the USA, Italy, Republic of Korea, and the Northern Forum. The main objective of the project is to develop an approach or framework for more systematically engaging Arctic Council Observers in PAME's shipping-related work.

The workshop took place in London, in the US Embassy on 4<sup>th</sup> June and approx. 40 delegates attended, representing the Arctic States, Arctic Council Observers (States and organizations) as well as the PAME Secretariat.

#### **The key information**

The workshop consisted of the following elements:

1. Introduction to the project and its justification in relation to overall collaboration between the Arctic Council and the Observers on Arctic shipping issues
2. Existing and potential forms of cooperation in the future
3. A joint project by the Republic of Korea (Korea Maritime Institute) and Aleut International Association regarding the development of a tool to allow Arctic communities to produce marine use maps.
4. PAME's Arctic Ship Traffic Data (ASTD) project, its capabilities, and its possible uses
5. Brainwriting exercise

P. Oppenheimer (USA) indicated that the main idea of the workshop is to advance the project by elaborating on how to improve engagement by Observers in PAME's shipping-related work in accordance with existing rules of procedures adopted by the Arctic Council. Therefore, the main workshop objectives are the identification of possibilities for such engagement, identifying the difficulties that exist and suggest options and opportunities for overcoming those difficulties.

P. Rakowski and E. Święcicki (PL) pointed out that the cooperation in the Arctic between the Arctic States and Arctic Council Observers is of key importance for Poland, which constantly engages i.a. via its own initiative that is Warsaw Format Meeting. Poland also considers the maritime policy as one of the key policy areas and foresees further developments, including possible maritime cooperation with Arctic partners. Additionally, via its IMO membership, Poland implements the provisions of the Polar Code into its national law.

P. Graczyk (PL / NO) underlined that the main form of cooperation between the Arctic States and Arctic Council Observers is in the working groups. Therefore, it is crucial that all the Observers participate on a constant and active basis in PAME's work. While Observers

may not lead working group projects on their own, they may propose projects and co-lead them with an Arctic State or a Permanent Participant. Additionally, Observers may support working group projects through in-kind support or with voluntary financial contributions.

J. Kim (KOR) and J. Gamble (Northern Forum) explained the main objectives of the still existing project on Arctic marine use mapping and related exchange of information, including the potential safety aspects. It is being implemented based on the agreed bilateral agreements between the Korea Maritime Institute and Aleut International Association, and it is partially supported by the Korean Ministry of Oceans and Fisheries (financially).

H. Hreinsson (PAME Secretariat) introduced the scope and functioning of the Arctic Ship Traffic Data (ASTD) project that was undertaken by the PAME working group. The project' database is one of the key instruments that can be used by eligible maritime experts to analyze in a thorough and detailed manner ship traffic in the Arctic. The database is accessible online ([www.astd.is](http://www.astd.is)), with varying degrees of access available to qualifying organizations.

The brainwriting exercise was designed and introduced by P. Graczyk. During this activity, the participants – divided into four groups – discussed and suggested answers to two questions: 1) what are the major obstacles to initiate or implement effective cooperation between the Arctic Council and the Observers in relation to maritime issues in the Arctic and 2) what needs to be done to effectively limit or even eliminate those obstacles. The exercise required active participation from the participants and relied upon their knowledge, expertise, and experience. Ultimately, the exercise helped to compile a set of interesting suggestions and ideas related to the aforementioned questions.

In the final discussion the participants raised issues like possibility of seconding their experts to work in the PAME Secretariat, highlighted the uncertainty of the precise type of expertise needed from the Observers when it comes to cooperation with PAME, and what issues, from national shipping perspective, might best be addressed in the works of the Arctic Council's PAME Working Group.

## **Conclusions**

Suggestions made during the brainwriting exercise will be summarized in a report that the project co-leads will submit to PAME's September 2019 meeting. The report will also be shared with workshop participants, along with follow-on questions to further the project. Subsequently, the co-leads will use the results of the brainwriting exercise to develop an approach or framework for more systematically engaging with Arctic Council Observers on PAME's shipping-related work. That approach or framework is expected to contain a range of recommendations for PAME's consideration and action.

## ANNEX II

### **Summary of Brainwriting Exercise Workshop on Observer Engagement in PAME's Shipping-Related Activities 4 June 2019 London, UK**

#### **Concerns Identified (Qualitative Analysis)**

During the PAME Observer Engagement Workshop in London on 4 June 2019, participants in the “brainwriting” exercise identified six main areas where improvement would likely increase Observer participation and engagement in PAME’s shipping-related activities:

- Observers interests in attending and participating in PAME meetings;
- Scheduling PAME meetings and project workshops;
- Use of experts;
- Improving communication
- Coordinating with the International Maritime Organization (IMO); and
- Adjusting the PAME structure and procedures.

Participants recommended that the first post-workshop step should be for PAME to collect additional information from Observers on their interests in Arctic shipping, their view of the AMSA Recommendations, how they would benefit by participating in a PAME shipping project, and how PAME could improve its website to raise awareness among Observers about PAME’s shipping-related activities.

Another overarching participant recommendation is to improve communication between PAME member governments, Permanent Participants, and Observers to help to ensure all groups are up to date on important Working Group activities related to shipping. Most of the participant recommendations focused on solutions that use technology to keep everyone better informed. Participants viewed coordination as a challenge for PAME, so proposed solutions focused on increasing accessibility to information as well as to meeting discussions for those Observers who do not have the resources to participate in person.

Below is an outline of the six main points discussed at the PAME workshop. **Solutions suggested are boldfaced.**

#### **1. OBSERVERS INTERESTS IN ATTENDING AND PARTICIPATING IN PAME MEETINGS**

- a. Better Understanding Observers' Interests
  - i. **Distribute a survey with the following questions and use the responses to promote Observer engagement.**
    1. What do the Observers have to gain from participating in PAME shipping projects?
    2. Why did a non-Arctic State become an Observer?
    3. What information can Observers provide to PAME?
    4. Why do Observers coming to PAME meetings?
    5. How do we motivate Observers to engage?

6. How can we improve the PAME website to provide more information and strengthen Observer engagement?
- ii. Ask Observers to rank the 17 Arctic Marine Shipping Assessments (AMSA) Recommendations by order of preference or interest.
- iii. Develop an annual template for Observers to update their interests.
- iv. Allow Observers to vote on projects to see where the interests lie.
- b. Financial Incentives to Increase Observer Participation
  - i. Seek funds from multiple sources, like PAME members, States, Observer fees, grants/scholarships, and private companies.
  - ii. Provide funding to support Observers' travel budget to increase attendance.
  - iii. Make an agreement to exempt an Observer from paying for specific PAME products if they contribute financially to a project.
  - iv. Share funding resources among all Observers so they all have an opportunity to attend PAME meetings.
- c. Non-financial Incentives to Increase Observer Participation
  - i. Themes are not sufficiently "sold" to Observers to ensure commitments. Therefore, PAME should invite Observers to contribute ideas and discuss how to include those ideas into these themes for the Chairmanship Programme.
  - ii. Appoint an Observer representative to act as a liaison over the decision-making process, and transmit information on that process to the other Observers. The Observers can then use this information to decide whether they want to attend the upcoming meeting. If they choose to attend, the Observers will be given full briefings on the issues being tracked by the representatives.
  - iii. Collect Observer ideas and project proposals for the biennial Chairmanship Programme themes and work plan.
  - iv. Develop a longer-term work plan to help the Observers decide whether they want to attend meetings.
  - v. Predicate Observer attendance at PAME meetings on co-sponsorship of a shipping project. PAME would determine how frequently they are willing to do so, i.e., every two Chairmanship cycles.
  - vi. Solicit Observer feedback with hard deadlines to have a structured process for projects proposals and general input.
  - vii. Have Observers lead projects.
  - viii. Allocate time during PAME meetings for Observers to speak or convene with PAME members.
  - ix. Reward attendees who attend meetings.
- d. Informing Observers
  - i. Develop guidance for Observer engagement so that Observers (especially new Observers) know how to participate. This guide would define the role of the Observer, how to communicate with other PAME members, and other important information.
  - ii. Develop clear short-, medium-, and long-term goals as points of reference for PAME and Observers.

- iii. **Announce when a new project is developed, and request Observer input before starting work on the project.**
- iv. **Consider an exercise where the more experienced Observers perform tutorial roles for those Observers who are less experienced to share lessons learned and avoid repeating mistakes.**

## 2. SCHEDULING PAME MEETINGS AND PROJECT WORKSHOPS

- a. Timing and Location
  - i. Arctic Council meetings may conflict with other meetings, so **coordinate with other organizations to plan conferences closer in proximity (in both timing and location).**
  - ii. **Consider a more predictable and consistent PAME meeting location cycle**, much like other Arctic Council working group meetings.
    - 1. For example, holding all the meetings in one country, like the Chair's home country. Alternatively, PAME can set the first year's meeting in the Chair's country, and then decide during the first year's meetings where the meetings will be held in subsequent years.
  - iii. **Timing of meetings should be decided jointly**, to ensure that they do not conflict with other important events.
  - iv. **Hold more meetings locally depending on the projects and participants' interests and availability.**
  - v. **Improve notification of upcoming meetings and workshops.** This would include email and social media reminders, as well as verbal reminders in preceding meetings. This would improve coordination and time management.
- b. Coordination with Other Shipping-Related Meetings
  - i. Try to coordinate PAME meetings closer to IMO or other shipping or maritime meetings/conferences to avoid unnecessary travel.
  - ii. Hold informal meetings at IMO or other shipping-related conferences on a regular basis to discuss matters important to PAME. That way, interested parties are already in the same location to avoid unnecessary travel expenses and coordination stress.
- c. Video Conferencing
  - i. To alleviate the financial burdens of traveling, **make meetings and workshops more accessible by live streaming conferences or holding video conferences instead.**
  - ii. **Create more workshops and webinars when physical meetings are not accessible.**
  - iii. The main argument against having video conferences was that parties need to meet in person to establish relationships. They should also experience the location in which they are working, so meeting on-site for the conference is beneficial to get the "full effect" of the work they are doing. As an alternative, some participants suggested **that the first meeting of a new project should be done in person before allowing subsequent, follow-up video conferences.**

### 3. USE OF EXPERTS

- a. Observer Experts Participation
  - i. **Announce ahead of time important areas of concern to allow Observers to find and send experts to meetings on those subjects.**
  - ii. **Survey PAME member governments and PPs to determine what information they need from experts. Next, circulate a list of resources available from Observers to PAME members.** After analyzing those results, compare them to the list of Observer experts and **send personal invitations for experts in shipping.**
  - iii. **Develop special pre-meeting workshops for Observers' experts in their specialties so they can express their opinions without interfering with the decision-making process.**
  - iv. **Enhance expert working groups, and include time for Observers to participate.**
  - v. **Create an agenda item for experts to present information on their areas of interest.** This agenda item would allow Observers to identify the different services and interests of experts, and be developed based on general areas of interests.
  - vi. **Bring experts into the decision-making process alongside the member governments and Permanent Participants.**
  - vii. **Invite Observers to participate in the monthly shipping expert group calls, or have a corresponding group developed specifically for Observers.**
- b. Coordinating Efforts
  - i. **PAME should consider participating in other shipping expert group calls and meetings throughout the year that focus on Observers' interests.**

### 4. IMPROVING COMMUNICATIONS

- a. Providing an Open Communication Channel
  - i. **Every two years, select an Observer to work with a Chair to assist with disseminating relevant information to other Observers.**
- b. Coordinating PAME and Observer Needs
  - i. *Create databases to organize information.* The information in these databases must be well documented and updated as frequently as possible. Several participants suggested having these databases password-protected. Some databases ideas include:
    1. **Contact Information:** Provides easy access to everyone's updated contact information. This will also list primary and secondary points of contact
    2. **Experts and their specialties:** This will help PAME determine to whom personal invitations should be sent.
    3. **Projects:** A list of the most current projects will include contact information of the project's lead and detailed descriptions of the project (what resources needed, priority, who is currently

working on it, progress on the project, and any additional needs) for Observer participation. This list should be circulated periodically (*i.e.*, every 6 months or before every meeting).

\*Reference the software Base Camp.

4. **Observers:** This database would include what each Observer has to offer PAME, such as resources, special expertise, etc. It would also have the template suggested in 2(a)(iii).
  5. **PAME Expert Groups:** Include information about recent discussions, project lists, interest survey results, reports, etc.
  6. **Meeting Notes:** Archive all information both in advance of and after all PAME meetings.
- ii. **Create a forum where both PAME and Observers can ask questions, and information can be exchanged.**
  - iii. **Create a grievance redress forum where Observers submit issues related to shipping and PAME can provide a solution.**
  - iv. **Create a 365-day brainwriting web portal for all participants.**
- c. **Forms of Communication**
    - i. **Active Communications: Emails**
      1. **Send out pre-meeting emails to raise awareness of projects and what expertise is needed at the upcoming meeting.**
      2. **Share information about PAME projects with universities and academic networks.**
    - ii. **Passive Communications: PAME Website, Social Media, Newsletters**
      1. **Make the PAME website more user-friendly. Also, include success stories to increase awareness and participation.**
      2. **Utilize social media to raise awareness of PAME projects.**
      3. **Circulate short fact sheets with information about PAME.** For example, a handout on the PAME work plan would benefit Observers.
  - d. **Raising Awareness**
    - i. **PAME should more effectively market its activities** to improve the shipping traffic in the region since not many people know what is going on in PAME.
    - ii. **Improve public outreach programs and social media** so it is easier for Observers to disseminate the information to stakeholders.

## 5. COORDINATION WITH THE INTERNATIONAL MARITIME ORGANIZATION (IMO)

- a. Strengthen coordination with IMO since there is a lot of valuable expertise in this organization. **PAME member governments should clarify the relationship between PAME and IMO to see where to bring in IMO expertise.**
- b. **IMO should be an Observer**, and PAME should allow IMO to bring information about shipping into relevant meetings.

- c. **Analyze IMO's success with Observer engagement, and inquire about a template for PAME to follow.**

## 6. ADJUSTING PAME STRUCTURE AND PROCEDURES

- a. **Observer Responsibilities**
  - i. Instill an obligation or “ownership” for shipping projects. Suggestions to achieve this include:
    1. **Observer States should be organizing Observer engagement working groups in their jurisdiction.**
    2. **Create in-state watch groups on particular interests.**
    3. **Require white papers to specify how to co-operate with Arctic shipping.**
    4. **Require communication information in-country or a web page to ensure all participants are well informed.**
  - ii. **Involve PAME and the Arctic Council in national sectoral policies.**
  - iii. **Improve interagency coordination between different agencies all concerned with Arctic concerns.**
  - iv. **Share information “at home” so that others interested can offer their expertise and raise awareness on projects.**
  - v. **Coordinate Maritime Administrations and private company communications to reach a wider audience and facilitate the coordination of similar projects.**
- b. **Observer Participation**
  - i. **Increase transparency in the decision-making process to show Observers that their recommendations are being incorporated into decisions.**
  - ii. **PAME cannot decide on a framework without duly considering Observers' recommendations.**
  - iii. **Limit the number of Observers on a given project or working group to ensure communications are effectively transmitted and received.** Alternatively, PAME could create more specialized groups for particular projects to avoid the “full house” approach. Here, groups that are more specialized would reduce the need for many people because not everyone specializes in particular topics of projects. A disadvantage raised regarding this idea was that this would lead to more meetings, which could increase financial burdens.
  - iv. **PAME may be too ambitious with its range of topics covered. Narrow the scope of projects for more participation.**
- c. **PAME and the Arctic Council**
  - i. **Assess the Arctic Council's internal policy priorities and commitments, and attempt to identify areas that fall under PAME expertise.**
  - ii. There is not enough knowledge at the national level on why the Observers should participate, whom they can send information or requests to, or what they can gain from participating. Accordingly,

- PAME should increase the level of awareness, support with political goals, and secure resources (interagency).**
- iii. **Look for links between existing national projects and PAME projects to utilize resources more effectively and avoid duplication.**
  - iv. **Develop a system for reporting activities.** This reporting would also apply to Observers.
  - v. **Amend the Arctic Council Rules of Procedure for Observers and strengthen the PAME Secretariat.**
  - vi. **Develop a system to prioritize projects.**
  - vii. **Establish a “speed dating” session** where all participants of every project convene to analyze any crosscutting concerns. Here, Observers could choose the projects to which they would like to contribute. In addition, members and experts can coordinate with each other to reduce research costs and burdens by working together.
  - viii. **Develop strategic trade partnerships to add value to regional shipping activities.**

#### **Quantitative Analysis: Group Preferences**

Below is a table organizing the general opinions for the three types of groups represented at the PAME meeting: State Members, NGOs, and IGOs. Note that the column labeled “Categories” duplicates the same categories listed under the above section. Twenty-one organizations were represented at the workshop:

**States:** [14] Finland, Canada, the Netherlands, Singapore, India, Germany, Spain, Poland, Ireland, Denmark, the United Kingdom, France, Switzerland, the United States

**NGOs:** [2] ACOPS, WWF

**IGOs:** [5] IMO, UNEP-WCMC, OSPAR. EMSA, Northern Forum

#### **1. Observer’s Interests in Attending and Participating in PAME Meetings**

Recommendation	Agree/Disagree
Survey Observers to understand what they really need and the benefits Observers can gain from participation.	States:7/- NGO:1/- IGO:2/-
Provide incentives, mostly financial.	States:1/- NGO:-/- IGO:1/-
Involve Observers in the monthly expert calls, or create correspondence groups.	States:5/- NGO:-/- IGO:1/-
Each participant should have a back-up representative to ensure attendance/participation.	States:1/- NGO:-/- IGO:-/-

Hold special, specific-specific sessions and other events where Observers with particular expertise can contribute.	States:5/- NGO:1/- IGO:2/-
Create an agenda item for Observer issues.	States:2/- NGO:-/- IGO:1/-
Solicit feedback on project proposals from Observers and their experts with hard deadlines.	States:5/- NGO:2/- IGO:3/-
Develop a fact sheet about PAME and its shipping projects, and distribute to the Observers. Also, include how Observers can participate in projects.	States:3/- NGO:1/- IGO:1/-
Assign tutorial roles to more experienced Observers learn about PAME. This way, everyone can avoid repeated mistakes and difficulties.	States:1/- NGO:-/- IGO:-/-
Reward Observer attendance and establish a league table to evaluate attendance.	States:-/- NGO:-/- IGO:1/-
Try to "sell" the Chairmanship Programme themes by making them more appealing to Observers.	States:1/- NGO:-/- IGO:1/-
Reduce financial burdens through multiple funding channels and ensure equal opportunities to attend meetings and project workshops.	States:5/- NGO:-/- IGO:4/-
Make meetings worth the travel burden.	States:2/- NGO:-/- IGO:1/-
Develop guidance for Observers with valuable information on how to effectively participate.	States:4/- NGO:1/- IGO:2/-
Ensure proportionate number of Observers per project for better resource allocation.	States:2/- NGO:-/- IGO:3/-

## 2. Scheduling PAME Meetings and Project Workshops.

Recommendation	Approval
Want more consistency and predictability in scheduling.	States:4/- NGO:-/- IGO:-/-
Accommodate Observers with locations that are more accessible.	States:3/- NGO:-/- IGO:-/-
Coordinating with other shipping-related conferences and meetings.	States:3/- NGO:1/- IGO:3/-

Remote participation (i.e., video conferences) for meetings and workshops to reduce travel costs. Develop a pilot program to test effectiveness.	States:4/3 NGO:2/- IGO:2/1
Schedule back-to-back PAME meetings closer to other shipping meetings and conferences.	States:3/- NGO:1/- IGO:1/-
Increase PAME flexibility with meeting and workshop scheduling.	States:-/ NGO:-/ IGO:1/-

### 3. Use of Experts

Recommendation	Approval
Pre-meeting workshops.	States:3/- NGO:1/1 IGO:1/-
Specific agenda items.	States:4/- NGO:-/ IGO:1/-
Collect data on Observer expertise available, and circulate a list to PAME members. Then, the members can send personalized invitations to experts needed for a particular project.	States:9/- NGO:1/- IGO:1/-
Project teams can present their findings at meetings to a wider PAME audience.	States:2/- NGO:1/- IGO:-/

### 4. Improving Communication

Recommendation	Approval
Use technology to enhance communication and increase awareness.	States:2/- NGO:-/ IGO:3/-
Circulate relevant information for upcoming meetings (i.e., up-to-date lists of projects in progress).	States:7/- NGO:1/- IGO:3/-
Develop password-protected databases to organize information (i.e., projects, contact information, Observer resources, meeting report archive, etc.)	States:11/- NGO:2/- IGO:2/-
Improve the PAME website to make more user-friendly.	States:3/- NGO:1/- IGO:1/-
Explore social media platforms.	States:1/- NGO:-/ IGO:-/
Exchange experiences and expertise among all the participants.	States:6/-

	NGO:1/- IGO:-/-
PAME must effectively market its activities.	States:1/- NGO:-/- IGO:1/-
Develop more passive communication methods (newsletters, bulletin board) and improve active communication methods (emails), and update/circulate regularly.	States:5/- NGO:-/- IGO:4/-
Share information “at home” (within organization/State) to raise awareness and solicit assistance.	States:5/- NGO:-/- IGO:3/-
Clearly identify all participants so everyone knows who everyone is.	States:6/- NGO:1/- IGO:1/-
Create forums for participants to explore/establish partnerships and collaborations — for example, the “speed dating” idea or a “brain-writing” forum.	States:7/- NGO:1/- IGO:2/-

## 5. Coordination with the International Maritime Organization

Recommendation	Approval
Strengthen connection with IMO.	States:1/- NGO:1/- IGO:-/-
Schedule PAME meetings around IMO conferences, and use those events as a forum to exchange ideas and upcoming PAME meetings and workshops.	States:4/- NGO:-/- IGO:2/-
Make IMO an Observer.	States:1/- NGO:-/- IGO:-/-
Better coordination between the Arctic Council and IMO.	States:1/- NGO:-/- IGO:1/-

## 6. Adjusting PAME Structure and Procedure

Recommendation	Approval
Impose obligations on Observers to communicate information among the participants, including a reporting system or Observer white papers on Arctic shipping activities.	States:5/- NGO:1/- IGO:1/-
Give Observers roles that are more active in the decision-making process. This would include appointing Observers as liaisons or assistants to Charis.	States:4/1 NGO:1/- IGO:1/-
Establish a prioritization system for projects for Observers to “shop” for projects.	States:5/- NGO:1/-

	IGO:2/-
Hold Observers accountable for the assistance they provide to instill an obligation in participating.	States:2/- NGO:-/- IGO:-/-
Narrow the scope of projects for more participation.	States:5/- NGO:1/- IGO:-/-
Organize Observer engagement working groups in their respective nations. For example, watch groups would provide regular updates on developments in a particular field.	States:5/- NGO:-/- IGO:1/-
Develop strategic trade partnerships to add value to shipping activities in a region.	States:1/- NGO:-/- IGO:1/-
Look for links between PAME and existing national projects to better utilize resources and avoid duplication.	States:2/- NGO:-/- IGO:2/-
Include the Arctic Council and PAME in national sectoral policies.	States:2/- NGO:-/- IGO:1/-

**Annex III: Agenda of the 4 June 2019 Workshop**

**PAME WORKSHOP**

Project to Develop a Framework for More Systematically Engaging with Observers on  
PAME's Shipping-Related Work

Date: 4 June 2019  
Time: 12:45 – 17:00  
Location: U.S. Embassy, London  
Meeting Rapporteur: Poland

## AGENDA

**12.45 - 13.15 Registration**

**13.15 Opening Remarks**

- Venue host – United States Embassy (Dena Brownlow)
- Republic of Poland Senior Arctic Official (Piotr Rakowski)
- Meeting Co-Chairs (Peter Oppenheimer (USA) & Poland Maritime Ministry Representative)

**13.30 - 14.30 PART 1: PROJECT INTRODUCTION & BACKGROUND**

**13.30 Project Rationale, Key Objectives, Plan for Action**  
*Peter Oppenheimer (USA)*

**13.45 Current Situation and Existing Possibilities for Engagement**  
*Piotr Graczyk (NORCE/UIT)*

**13.55 Case Study**  
*Justin (Jong-Deog) Kim (Republic of Korea) & Jim Gamble (Northern Forum)*

**14.15 Arctic Ship Traffic Data (ASTD) Project Presentation**  
*Hjalti Hreinsson (PAME International Secretariat)*

**14.30 - 15.30 PART 2: BRAINWRITING**

**14.30 Brainwriting Exercise Overview and Explanation**  
*Piotr Graczyk (NORCE/UIT)*

**14.45 Brainwriting Activity**

**15.30 - 15.45 Coffee Break & Group Photograph**

**15.45 - 17.00 PART 3: DISCUSSIONS AND NEXT STEPS**

**15.45 Brainwriting Activity Results**  
*Open discussion - All participants*

**16.45 - 17.00 Next Steps and Wrap-up**  
*Meeting Co-Chairs*

**18.30 Reception – Embassy of Poland**  
47 Portland Place, London W1B 1JH

The Workshop is held under  
the Chatham House Rule

**PAME**  
Protection of the Arctic Marine Environment