



**NPA 2021-2027 AREA
ANALYSIS – TECHNICAL
ANNEX**

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Report to the NPA 2021-2020 Content Drafting Committee





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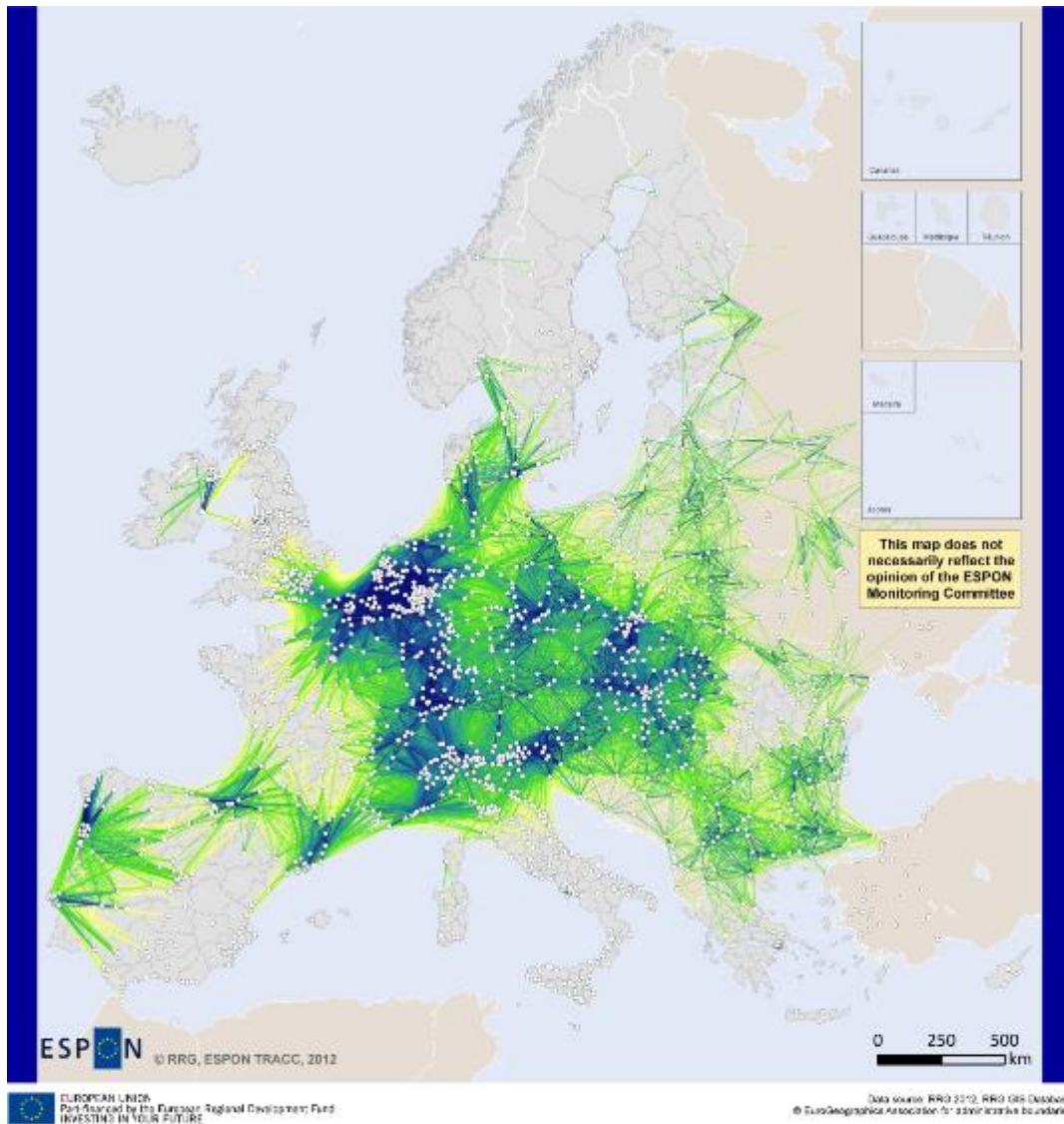


1 ANNEX

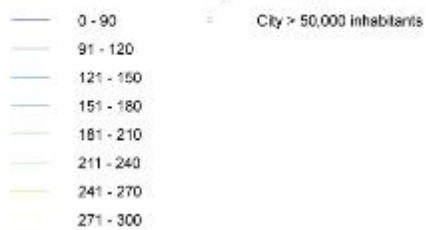
Annex 1: Regional Coverage

PROGRAMME COUNTRY	PARTNER	NUTS CODE	ELIGIBLE REGION
EU Member States			
Finland		FI19	Länsi-Suomi/Etelä-Suomi (Keski-Suomi)
		FI1D	Pohjois-ja Itä-Suomi
Ireland*		IE01	Northern and Western (County Donegal, County Galway, County Leitrim, County Mayo, County Sligo)
		IE02	Southern (County Clare, County Cork, County Kerry, County Limerick)
Sweden		SE32	Mellersta Norrland
		SE33	Övre Norrland
Non-Member States			
Faroe Islands		FO	Faeroerne
Greenland		GL	Greenland
Iceland		IS	Island
Norway**		NO43	Rogaland
		NO05	Vestlandet
		NO06	Trondelag
		NO07	Nord-Norge
		SJ	Svalbard and Jan Mayen
Russian Federation***			
<p>Notes: Changes to the programme geography for 2021-27 period as agreed by the PPG. (*) In the case of Ireland, inclusion of the counties of Cavan, Monaghan, Roscommon and Tipperary. (**) In the case of Norway, the exclusion of the region of Vestlandet (including Rogaland). Based on the PPG consenses reached by 15 January 2021, a formal change to the NPA programme area was to be submitted to the European Commission. (***) A formal request has been made by the Russian Federation to the NPA programme to be included in the programme geography in 2021-27. This request is being processed by the programme.</p>			

Annex 2: Urban Connectivity

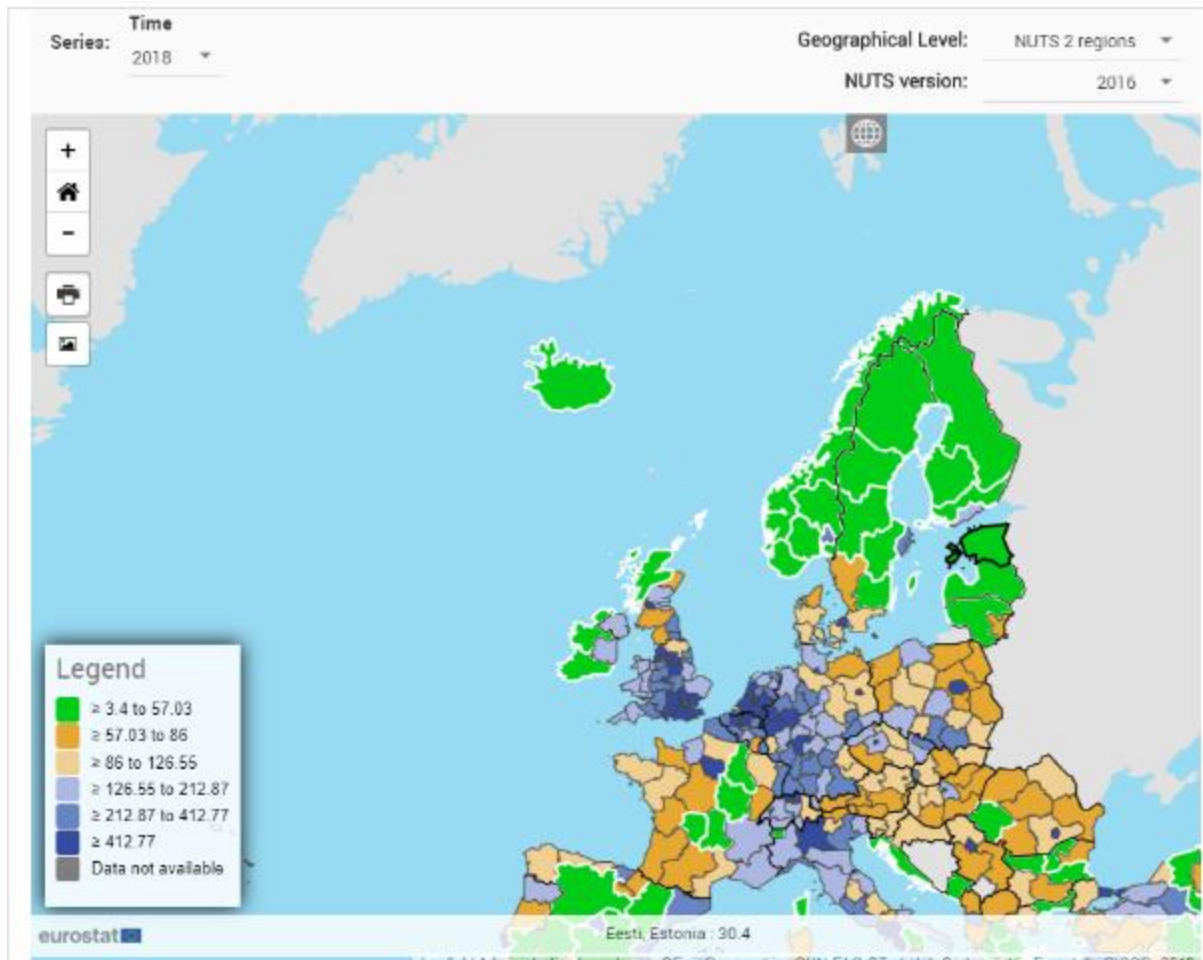


Urban connectivity: Road, international (2011)



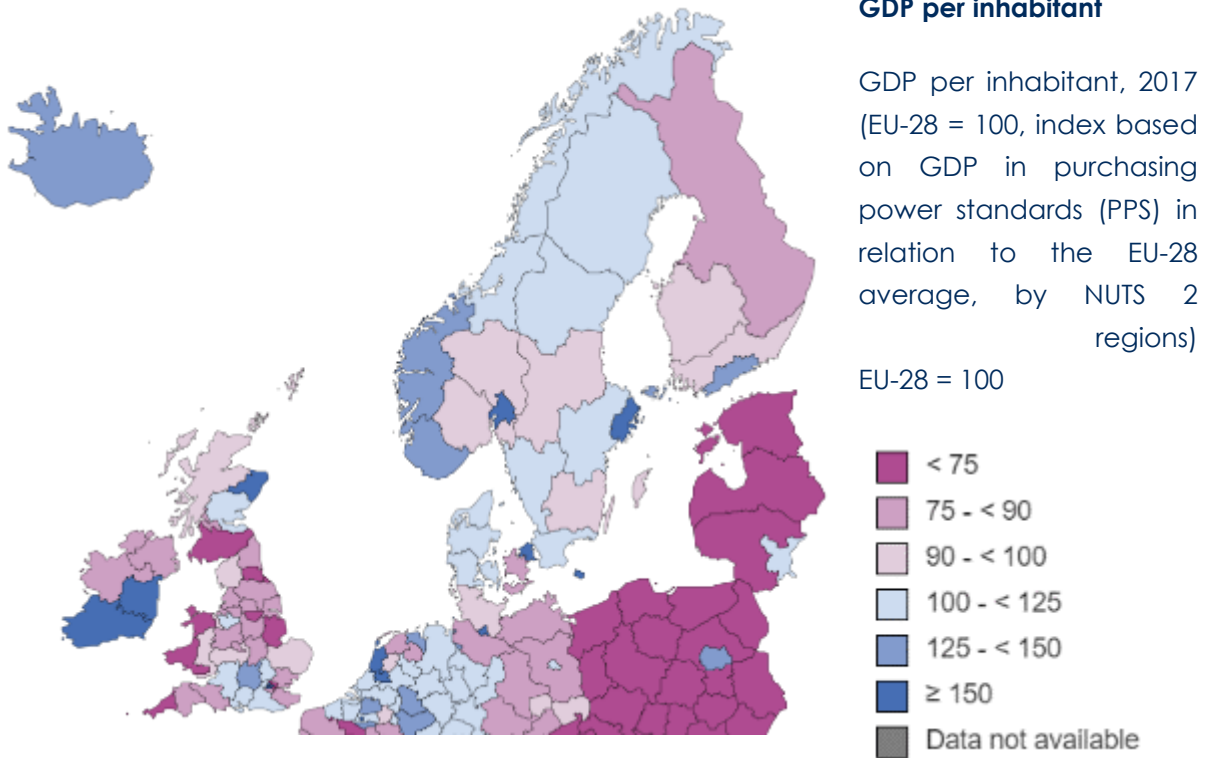
Source: ESPON https://mapfinder.espon.eu/?print=1&p=2553&version=1&wpmp_switcher=desktop

Annex 3: Population Density



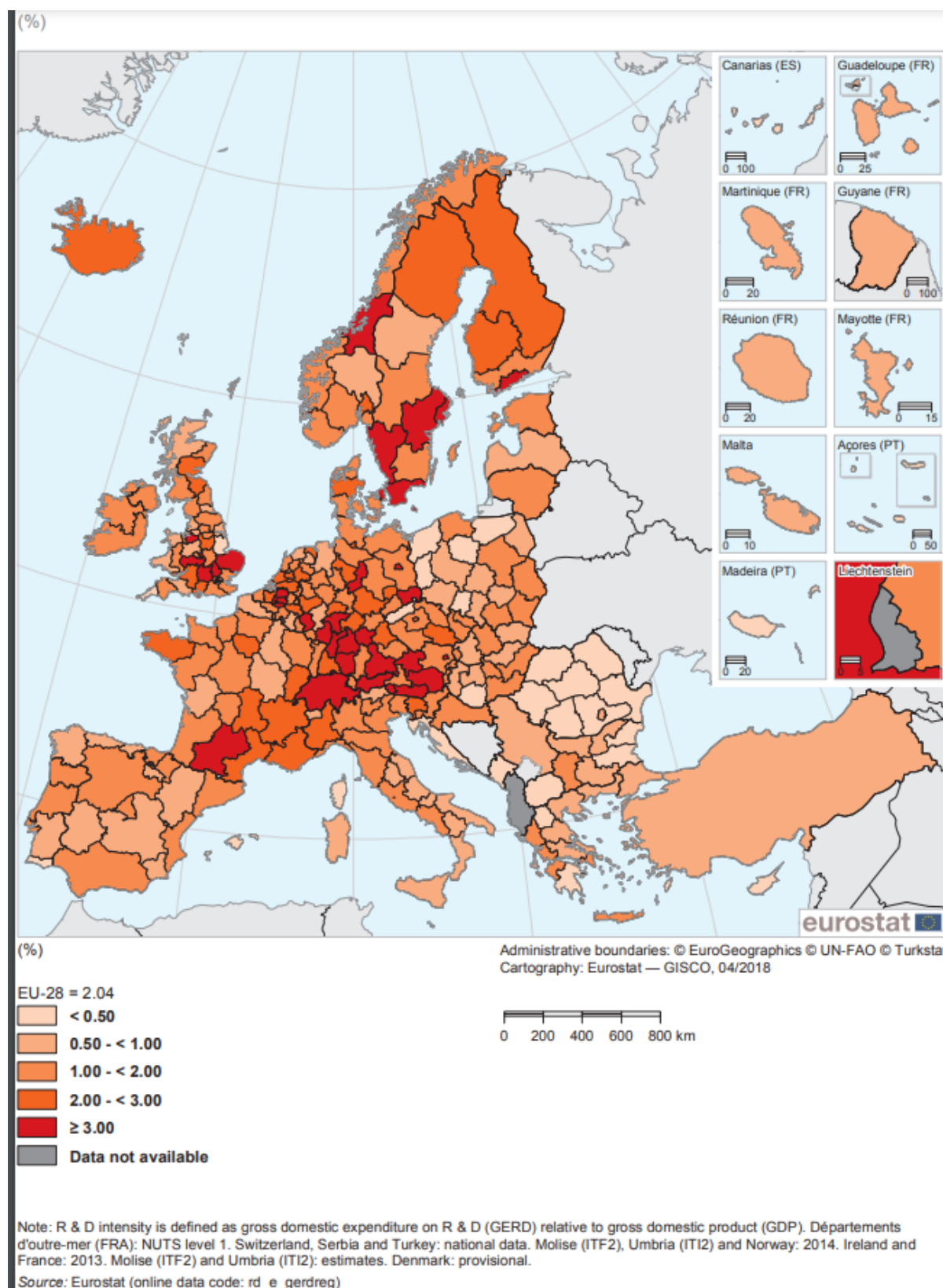
Source: Eurostat <https://ec.europa.eu/eurostat/databrowser/view/tgs00024/default/table?lang=en>

Annex 4: Regional GDP 2017



Source: Eurostat

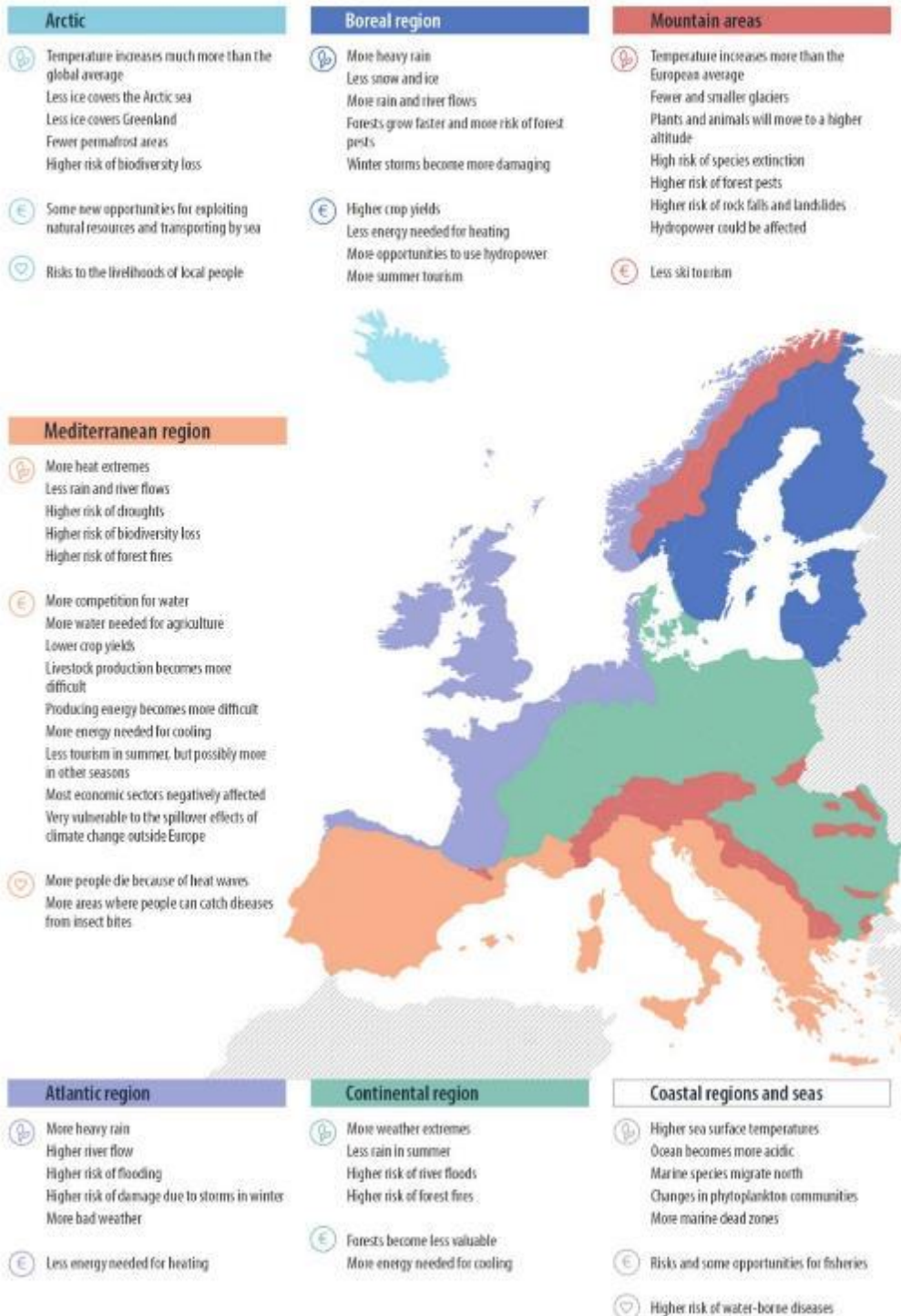
Annex 5: R&D Intensity in Europe



Source: Eurostat <https://ec.europa.eu/eurostat/statistical-atlas/gis/viewer/?config=RyB-2018.json&mids=BKGCNT,C08M01,CNT0VL&ch=C04,SCT,C08&o=1,1,1¢er=50.35667,21.34029,3&lcis=C08M01&>

Annex 6: Impact of Climate Change in Europe

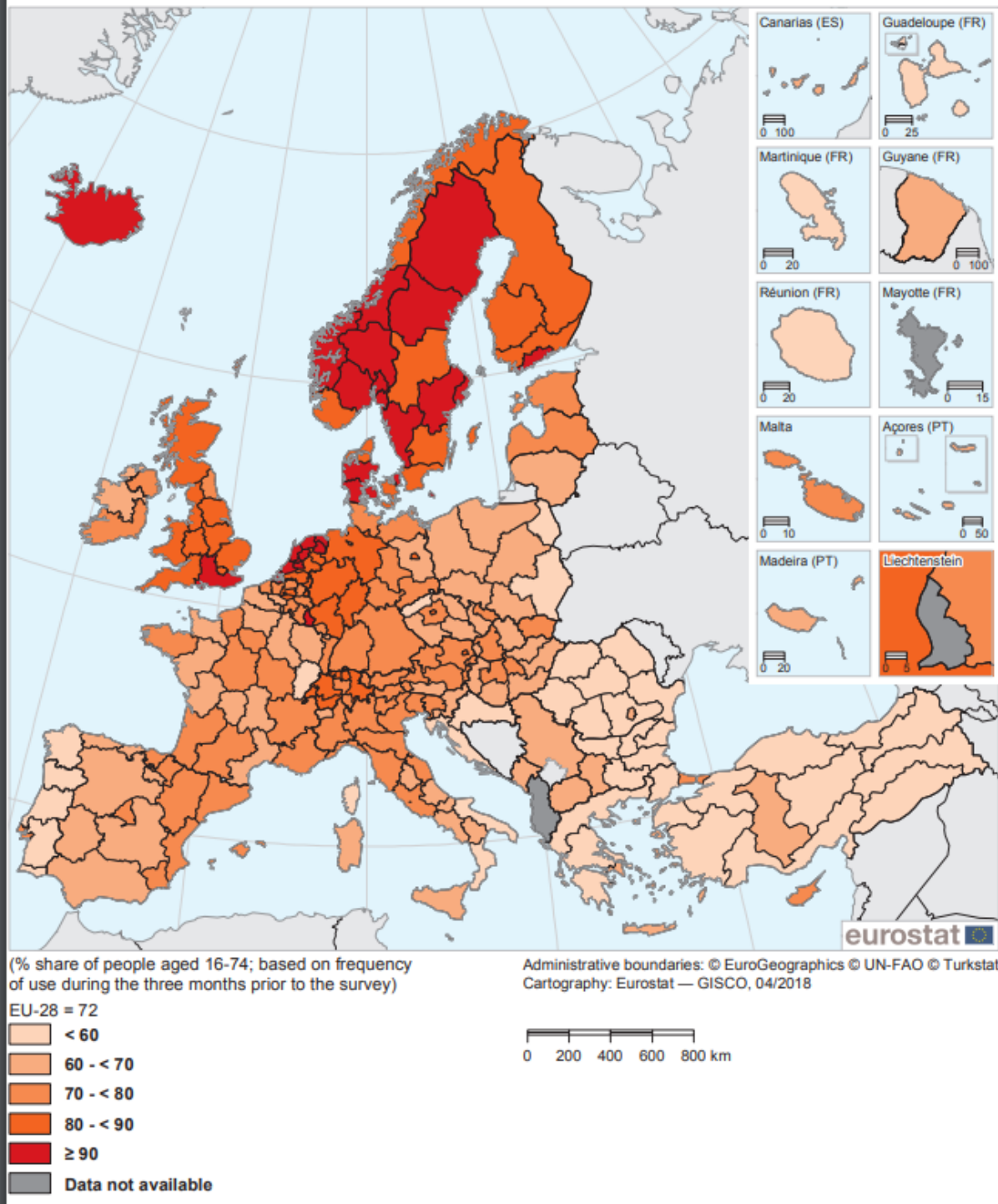
THE IMPACT OF CLIMATE CHANGE ON EUROPE



Source: *European Environment Agency*
<https://www.europarl.europa.eu/news/en/headlines/society/20180905STO11945/infographic-how-climate-change-is-affecting-europe>

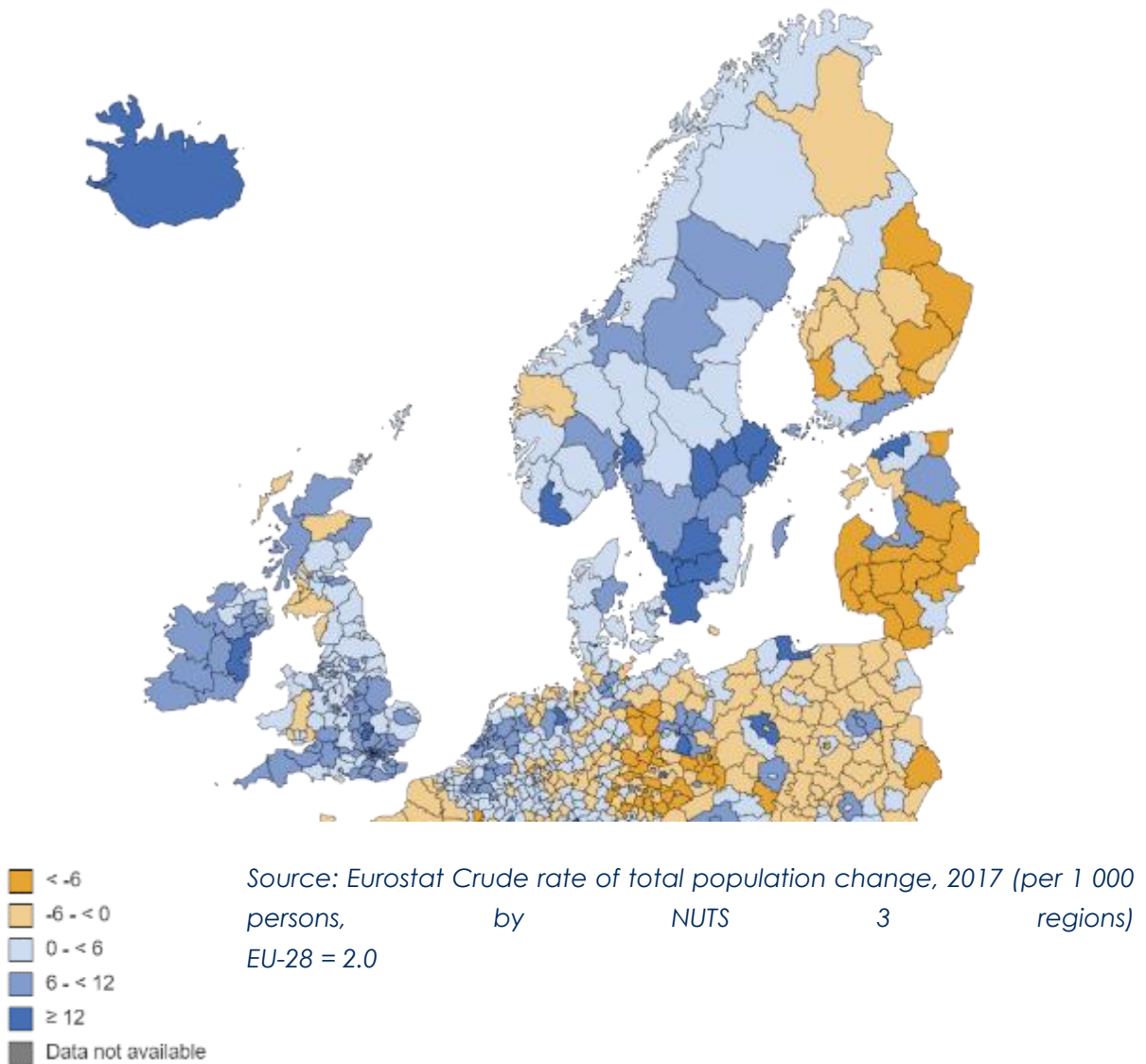
Annex 7: Daily Internet Usage

Proportion of daily internet users, by NUTS 2 regions, 2017
 (% share of people aged 16-74; based on frequency of use during the three months prior to the survey)



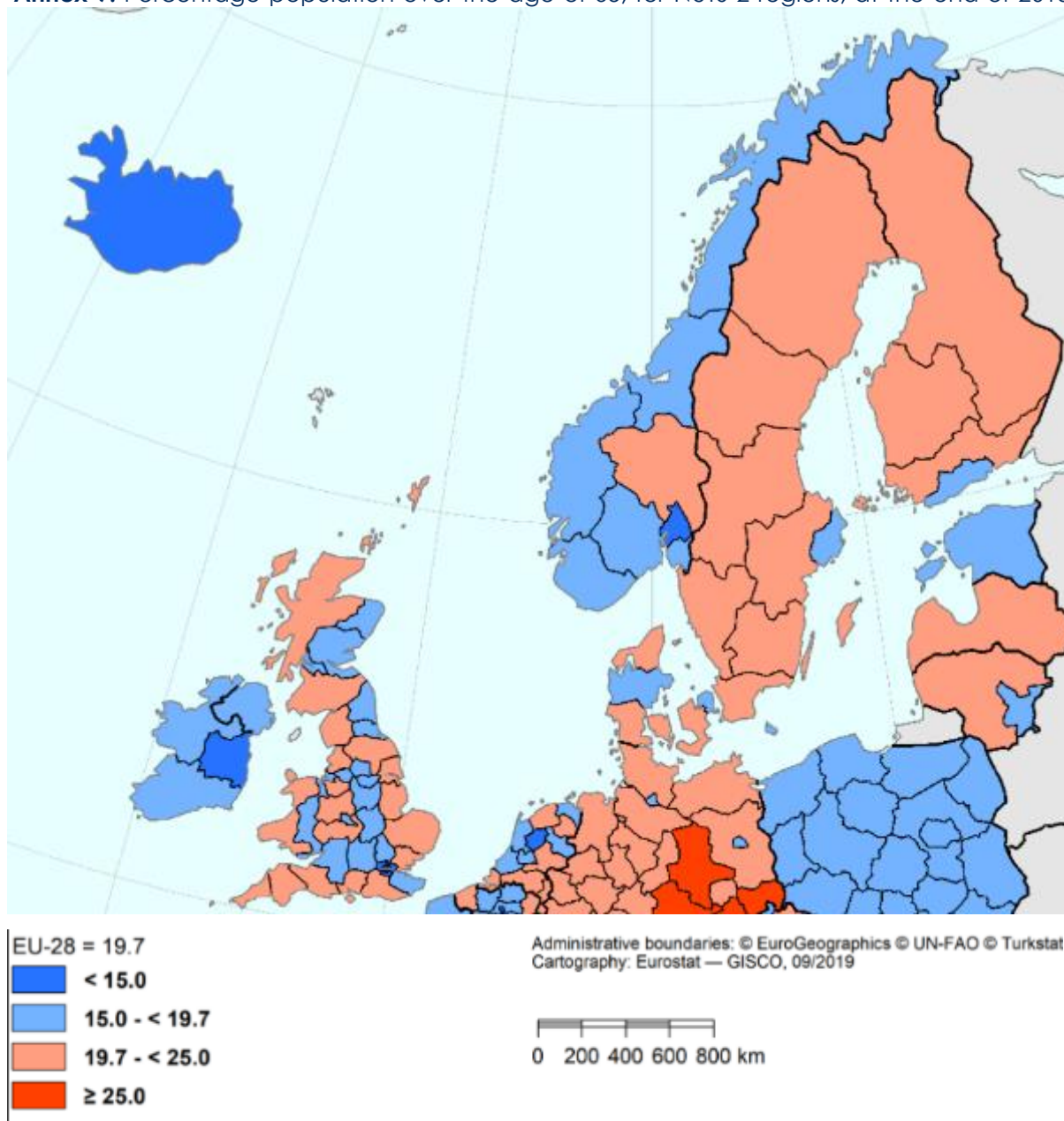
Source: Eurostat, <https://ec.europa.eu/eurostat/documents/7116161/9173870/0902EN.pdf>

Annex 8: Population change



Source: Eurostat, https://ec.europa.eu/eurostat/statistics-explained/images/8/86/Crude_rate_of_total_population_change%2C_2017_%28per_1_000_persons%2C_by_NUTS_3_regions%29_RYB19.png

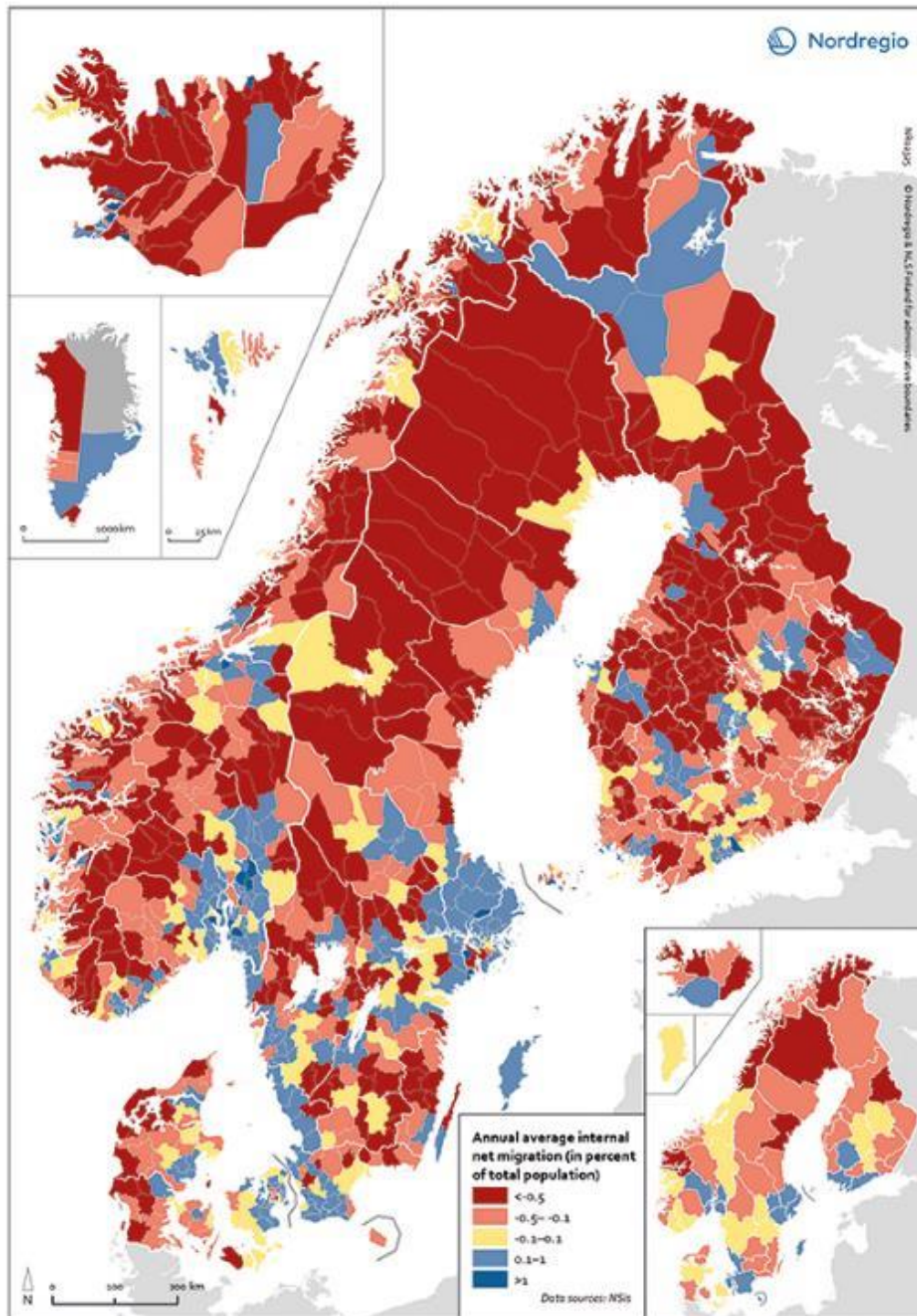
Annex 9: Percentage population over the age of 65, for NUTS 2 regions, at the end of 2018



Source: https://ec.europa.eu/eurostat/statistics-explained/images/e/e9/People_aged_%E2%89%A565_years%2C_by_NUTS_level_2_regions%2C_2018_%28%25_share_of_total_population%29_AE2019.png

Note on Greenland and Faroe Islands. Greenland and Faroe Islands have the highest fertility rates in the Nordic region. Greenland has a positive replacement level of 2.1 children per woman, and the Faroes slightly higher at 2.5. 21 percent of Greenland's population is under the age of 15, versus 8.5 percent over the age of 65, although it has the lowest life expectancy in the Nordic Region at 70.7 years (Nordregio Magazine, 2020).

Annex 10: Percentage change from internal migration

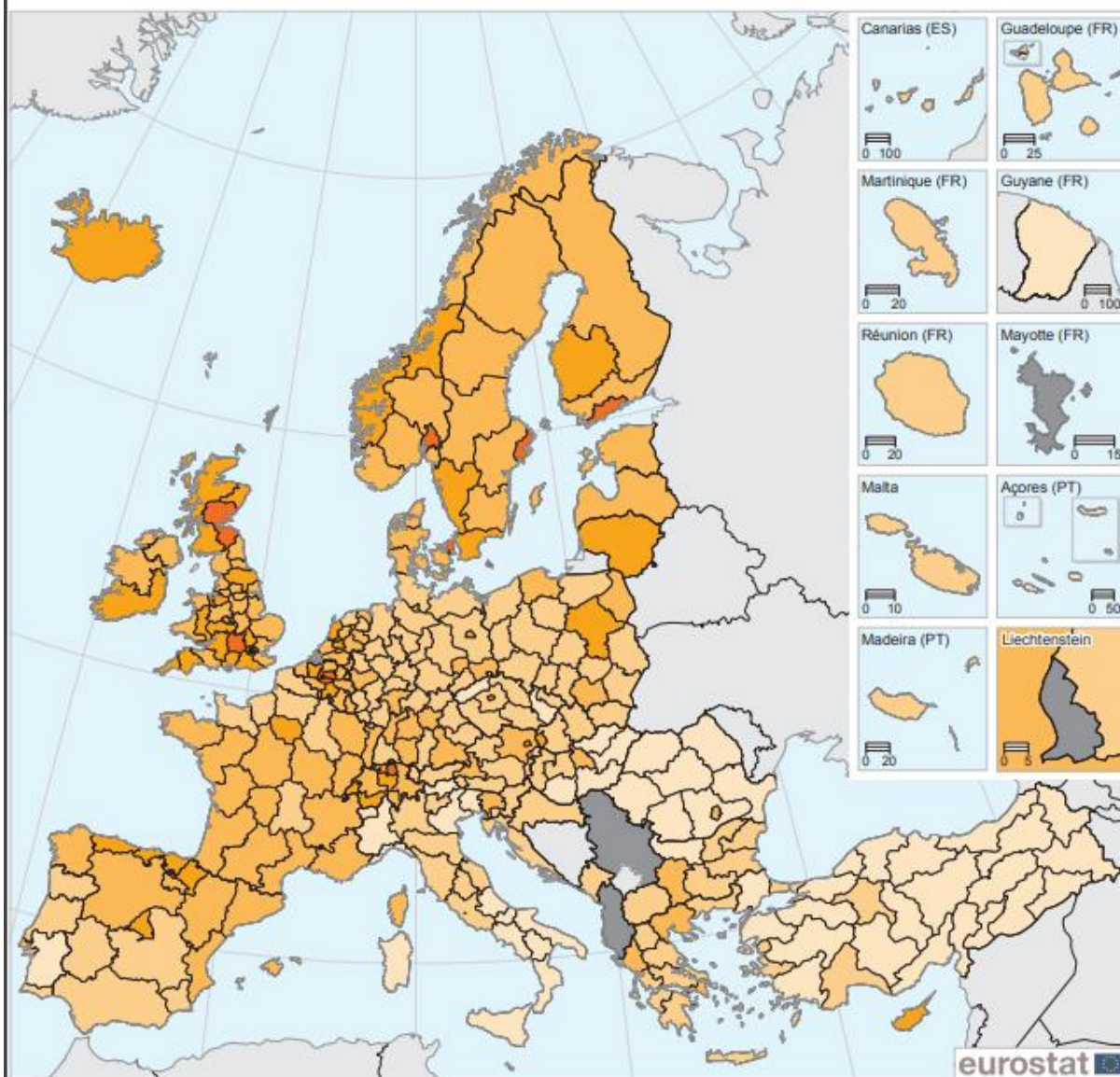


The blue areas on the map show municipalities/regions with positive internal net migration (i.e. more people arriving than departing), the red areas show municipalities/regions with negative internal net migration (i.e. more people departing than arriving) and the yellow areas show municipalities/regions with balanced internal net migration rates (i.e. comparable numbers of people arriving and departing). Many rural periphery regions are losing people. The loss of people in some of these regions is felt especially acutely because of the age selectivity of migration, with young people leaving in large numbers

Source: Nilsson K, Jokinen J, Karlsdóttir A, Heleniak T (2020) State of the Nordic Region, Nordregio, Nordic Council of Ministers

Annex 11: Percentage Tertiary Educational Attainment (% share of population aged 25-64)

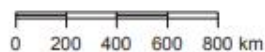
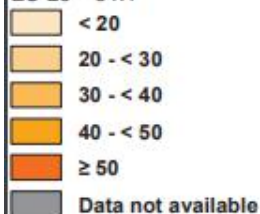
Working-age people with tertiary educational attainment, by NUTS 2 regions, 2017
(% share of population aged 25-64)



(% share of population aged 25-64)

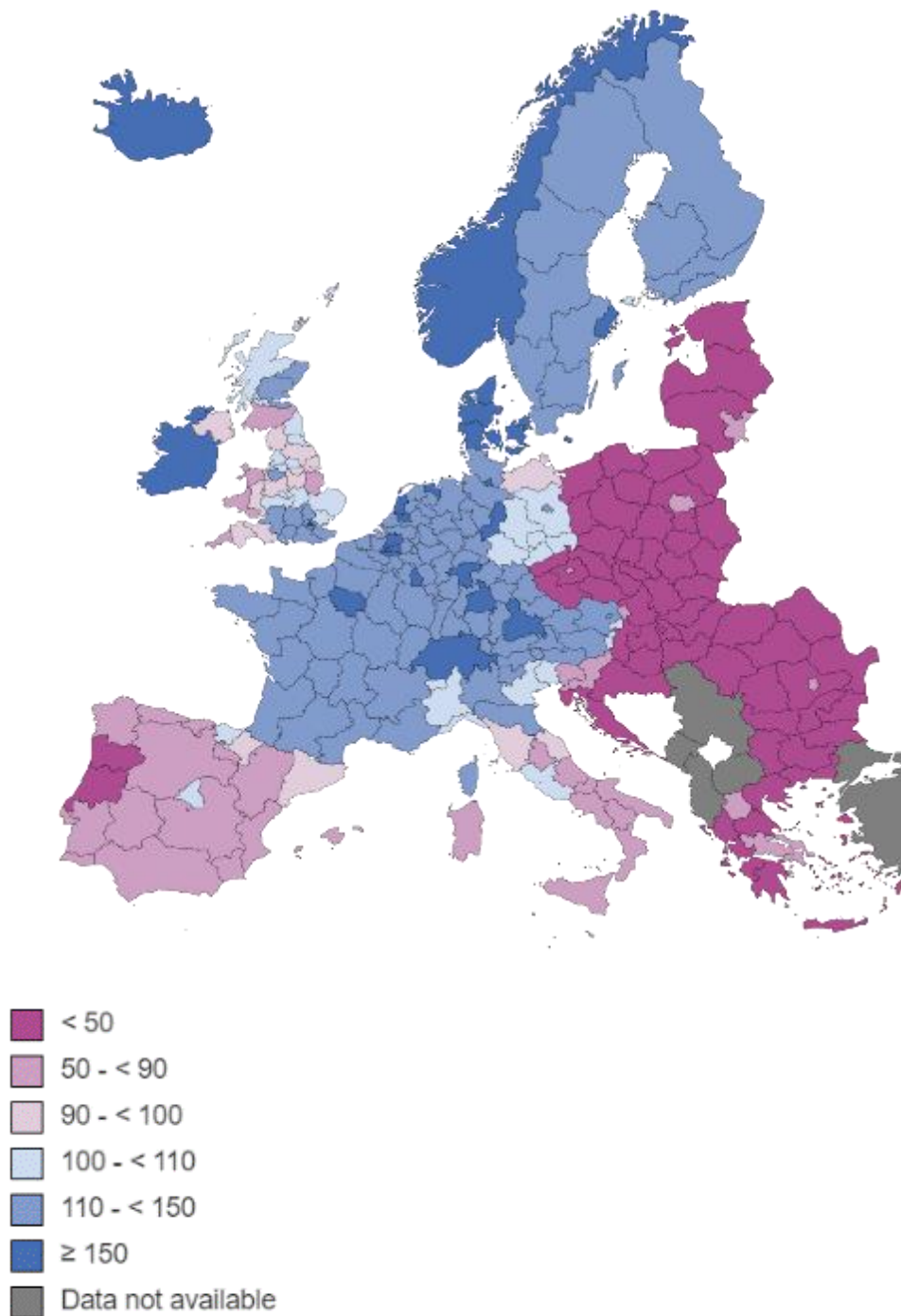
Administrative boundaries: © EuroGeographics © UN-FAO © Turksta
Cartography: Eurostat — GISCO, 06/2018

EU-28 = 31.4



Source: Eurostat <https://ec.europa.eu/eurostat/statistical-atlas/gis/viewer/?year=&chapter=04&mids=BKGCNT,C04M03&o=1,1&ch=POP,C04¢er=54.31323,20.09376,4&lcis=C04M03&>

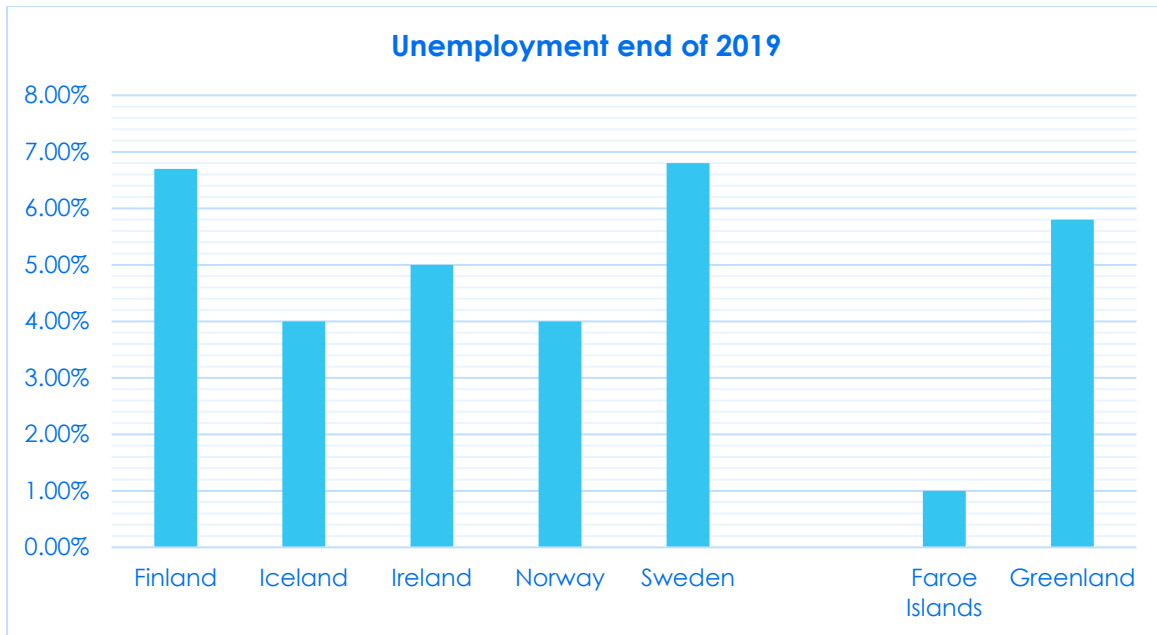
Annex 12: Labour Productivity Levels



Source: Eurostat, <https://ec.europa.eu/eurostat/statistical-atlas/gis/viewer/?year=&chapter=02=&mids=BKGCNT,C06M05&o=1,1&ch=ECF,C06,C02,C10,AGR,TRT,CITYCOMMZONE¢er=55.58003,18.78938,3&lcis=C06M05> Labour productivity, 2016 (EU-28 = 100, index based on gross value added per hour worked in EUR in relation to the EU-28 average, by NUTS 2 regions) EU-28 = 100



Annex 13: Unemployment in 2019



Source: Eurostat Greenland (Statista), Faroe Islands (Nordic Labour Journal)

Annex 14: Regional development priorities

Country	(National) regional policy priorities
<p>Finland</p>	<p>A new Regional Development Decision was adopted on 19 March 2020 for the period of 2020-23. The Decision draws on the key principles set out in the Government Programme of Prime Minister Sanna Marin which state that regional development should be based on the strengths and special characteristics of the regions. Regional development focuses on the entire country and the aim of regional policy is to reduce differences between regions and within the municipalities.</p> <p>The Regional Development Decision sets out five priorities: ¹</p> <ol style="list-style-type: none"> 1. Mitigation of climate change and safeguarding biodiversity; 2. Sustainable community development and well-functioning connections; 3. Economic renewal and acceleration of RDI; 4. Knowledge and education as resources of regional development; and 5. Increasing inclusion and well-being and preventing social inequalities. <p>Sustainable development and digitalisation cut across all the five priorities, and as such are key themes in the Decision.</p> <p>A new Regional Development Law is under development and is set to come to force in 2021.</p>
<p>Norway</p>	<p>Regional development policy comprises <i>district</i> (or rural) policy focused on northern and other remote areas (covering most of the country but around a quarter of the population) and <i>regional</i> policy, focused on economic development in <i>all</i> regions.</p> <p>The objectives of regional development policy focus on maintaining settlement structures throughout Norway, assuring access to services wherever people live and creating jobs, addressing skills gaps and the age dependency ratio to support sustainable communities into the future.</p>
<p>Sweden</p>	<p>The regional policy approach has aimed to build on regional strengths in each region, whether in cities or in rural areas, and ensure opportunities to grow and develop on the basis of their specific regional conditions under a place-based approach. The new Government (in office since January 2019) continues to support the overall regional growth policy objective, but has included a specific ambition to increase the sustainable development aspect. Consequently, the overall policy objective is now phrased to '<i>support sustainable development of all parts of the country with strong local and regional competitiveness</i>'.³</p> <p>The National Strategy for Sustainable Regional Growth and Attractiveness will expire at the end of 2020 and a new strategy will be in place for 2021. The future strategy will identify key societal challenges, which are seen to affect regional growth policy work and the regions. A presentation by the Ministry of Enterprise and Innovation (March 2020) suggested that the four challenges of the 2015-20 strategy will be included in the new strategy: (1) climate, environment and energy; (2) social inclusion; (3) demographic developments; and (4) globalisation. In addition, the challenge of (5) digitalisation is included.²³ Although discussions are still ongoing, it is clear that the societal challenges (and the transition process) should form the direction for regional development (following the so-called challenge-driven approach) and the theme of sustainable development will be at the centre stage of the future strategy. In line with this, <i>Tillväxtverket</i>, the national agency for national and regional growth, has also recommended that the government shift the focus from regional growth policy to regional development policy. This is because regional growth policy is considered to be too narrow a concept, while regional development policy is seen to better reflect the new challenges, especially the focus on sustainability.⁴</p>



	<p>The future priorities of the strategy are similarly still to be decided, will reflect the various studies and input, and place a specific focus on sustainability and Agenda 2030. The following basis has been set out for developing the future priorities:⁵</p> <ul style="list-style-type: none"> • equal opportunities for businesses, work, living, housing and welfare; • climate adaptation, energy transition and reduced environmental and climate impact; • sustainable accessibility through digital and electronic communications and transport systems; • skills supply and skills development; and • conditions for innovation, renewal and transition as well as entrepreneurship/businesses.
<p>Ireland</p>	<p>Irish regional development policy has undergone a period of transition towards a more long-term, cohesive and structured approach to promoting regional growth with strategies being prepared at national, regional and local levels.</p> <p>For example, at national level, the National Planning Framework: Project Ireland 2040 (NPF) functions as a planning framework to guide development and investment. It sets out national objectives and key principles, but at the same time, aims to ‘empower’ regions to lead planning and development of their own communities, e.g. through:</p> <ul style="list-style-type: none"> • targeting a level of growth in the country's Northern and Western and Southern Regions combined; • improving regional accessibility, e.g. from the north-west to Dublin and the east and to Cork, Limerick, Galway and Waterford to the south; • recognising the role of ‘regional centres’, e.g. Sligo in the NorthWest ; • reversing town/village and rural population decline by encouraging new roles and functions for buildings, streets and sites; and • building ‘compact growth’ and making better use of under-utilised land and buildings.⁶
<p>Greenland</p>	<p>The overarching goal for Greenland's economic policy is to create a framework for a self-sustaining economy (entailing independence from the block grant of Denmark).</p> <p>The 2016 Sustainability and Growth Plan (introduced by the previous Government) has been in place to support the delivery of the overarching economic goal, sustainable public finances and the creation of growth and employment in the public sector. The plan is based on four reform tracks: raise the level of education; promote growth and transition to a multi-faceted economy; modernisation of the public sector; and increased self-reliance via reform of welfare benefits, the tax system and the housing sector.⁷</p> <p>The Greenlandic government supports increasing value growth in industries such as tourism, mineral resources and fishing as a way of achieving the goal of economic self-sufficiency as well as investment in the expansion of the telecommunications infrastructure to provide high speed connections to individuals and business and expanding the airport and air transport structure.</p>
<p>Faroe Islands</p>	<p>The Faroe Islands is a small open economy where the fishing industry plays a significant role. During the last decades, greater emphasis has been placed on economic diversification including industries such as financial services, petroleum related</p>

	<p>businesses, shipping, manufacturing, IT and telecoms, tourism, civil aviation and creative industries.⁸</p> <p>Traditionally, regional development has been about connecting the islands and regions especially through investments in roads, bridges and sub-sea tunnels to create a coherent economic area.⁹</p>
<p>Iceland</p>	<p>The Regional Policy of Iceland 2018-24 is an integrated social and economic development plan that provides a framework for regional support. It aims to¹⁰:</p> <ul style="list-style-type: none"> • address depopulation; • address lack of economic and industrial diversity; • support technological changes and the development and adaptation of individual industries; • outline necessary adaptation measures to counter the impact of climate change; • ensure smooth communications and access to services; and • respond to increasing international competition for people and companies <p>Special emphasis is placed on economically disadvantaged regions.</p> <p>On the basis of the Regional Policy, the eight regions develop their own regional plan of action (<i>Sóknaráætlun</i>), which is financed through eight regional plan-of-action contracts.</p>



Annex 15: Arctic strategies/approaches, key priorities and future direction

Country/region		Arctic strategy	Key priorities (current strategies)	Future issues
Denmark	Joint strategy (Denmark, Faroe Islands & Greenland)	2008, 2011 (expires in 2020). New strategy expected to be published in 2021.	<u>2011 Strategy</u> Include Greenland & the Faroe Islands in policy-making Ensure sustainable use of living resources Prioritise the culture & needs of Arctic societies Increase economic incentives & opportunities Emphasis on the importance of the role of the Arctic Council	New strategy to be developed in close cooperation with Greenland & the Faroe Islands. Themes are still under discussion, but a focus is expected to be on people. Denmark promotes new strategy to include themes such as business development, research, natural resources, environmental preparedness and maritime rescue. ¹¹
	Faroe Islands	2013 (the Faroe Islands – a nation in the Arctic)	Outlines Faroese interests in relation to the joint Arctic Strategy (especially in terms of international cooperation, business, environment and research in the Arctic context).	See above.
Finland		2013, 2016 (revision), 2017 (action plan). New strategy to be published in 2021. ¹²	<u>2016 Strategy</u> Arctic foreign and EU policy Business from Arctic expertise Sustainable tourism Infrastructure	Themes are being discussed with stakeholders. In line with new Government programme, FI aims to adopt a key role in strengthening the EU's Arctic policy & supports stronger Arctic Council. FI aims to be a key player with a focus on Arctic expertise (e.g. sustainable tourism & infrastructure solutions). ¹³ All work to give consideration to nature, climate, principles of sustainable development and rights of the indigenous people. ¹⁴
Iceland		2009, 2011	<u>2011 Strategy</u> Work towards Iceland being recognised as a coastal Arctic state Secure indigenous rights Educate & increase knowledge within & about the Arctic Business development & collaboration Emphasis on the importance of the role of the Arctic Council Prioritise a West Nordic approach in Arctic cooperation	During the Arctic Council chairmanship 2019-21, Iceland promotes four priorities: the Arctic marine environment; climate and green energy solutions; people and communities of the Arctic; and stronger Arctic Council. ¹⁵

Ireland	N/a	<i>To be updated</i>	IE has relevant expertise especially concerning marine R&T. Department of Foreign Affairs undergoing a mapping exercise to set out how IE could contribute to Arctic Council's work.
Norway	2006, 2009, 2014, 2017. A new White Paper on the Norwegian Government's Arctic Policy was published in January 2021.	<u>2021 White Paper on Arctic Policy</u> <ul style="list-style-type: none"> • Peace, stability and predictability • International cooperation and legal order • Integrated, ecosystem-based management • Increased job creation and value creation • Closer cooperation between the business sector and knowledge institutions • Effective welfare schemes and ensuring that North Norway is an attractive place to live 	-
Sweden	2011, 2016 (Memorandum – New Swedish Environmental Policy for the Arctic). An updated strategy is to be presented in 2020.	<u>2011 Strategy</u> Climate and the environment Economic development Human dimension	Update recognised as important to respond to the climate & environmental changes, and to consider increased geo-political interest & security. It is expected to have a broader approach & include a security policy dimension. ¹⁶
Scotland	2019 Arctic Policy Framework	<u>2019 Policy Framework</u> lists themes in relation to: Education, research and innovation Culture Rural connections Climate change, environment and clean energy Sustainable economic development	-
Canada	2009 (Arctic Strategy), 2010 (Canada's Arctic Foreign Policy), 2019 (Arctic and Northern Policy Framework)	<u>2019 Arctic and Northern Policy Framework</u> Strong, sustainable, diversified & inclusive local & regional economies Resilient & healthy indigenous peoples Safe, secure & well-defended people Strengthened infrastructure The rules-based international order Knowledge & understanding guides decision-making Healthy & resilient ecosystems Reconciliation supports self-determination and nurtures mutually-respectful relationships between indigenous & non-indigenous peoples	-



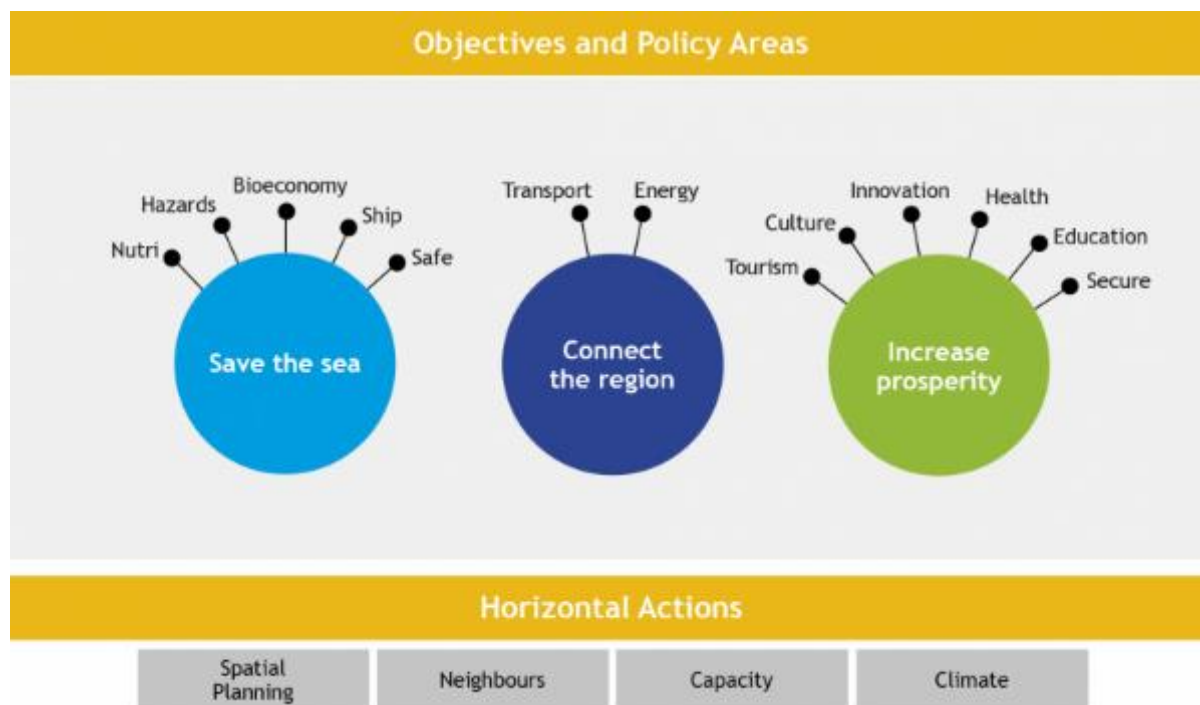
Russia	2008, 2013 (+ other policy documents / resolutions)	<u>2013 Strategy</u> Integrated socio-economic development Development of science and technology Establishment of modern IT infrastructure Environmental security International cooperation Military security and protection	Basic Principles of the Russian Federation State Policy in the Arctic to 2035 have been drafted. This is a strategic planning document aimed at ensuring national security and protecting the national interests of the Russian Federation in the Arctic. The main national interests (concerning the Arctic Zone of the Russian Federation) include: Sovereignty and territorial integrity Preservation of peace and partnerships High quality living & prosperity Economic growth Northern Sea Route Protection of the environment and traditional way of living of the indigenous peoples
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Notes: More detailed overview of the Arctic strategies is being developed by the Kolarctic CBC programme. This will be shared with other relevant Arctic programmes in 2020.

Sources: Based on 'overview of the year of adaption of the Nordic Arctic Strategies *Stakeholder analysis with the aim of positioning the countries in Arctic collaborations' <https://www.diva-portal.org/smash/get/diva2:1071726/FULLTEXT01.pdf> and Heininen L, Everett K, Padrtova B and Reissell A (2020) Arctic Policies and Strategies – Analysis, Synthesis, and Trends, International Institute for Applied Systems Analysis http://pure.iiasa.ac.at/id/eprint/16175/1/ArticReport_WEB_new.pdf

Annex 16: EU Macroregional and sea-basin strategies

	NPA Partners involved	Regional Strategies
EU Strategy for the Baltic Sea Region	Sweden, Finland, Norway, Iceland	<p>The EUSBSR aims to provide an integrated approach to identifying needs and solutions, and match them to available objectives. The NPA area overlaps with some of the Baltic Sea Strategy programme area. The strategy addresses three challenges:</p> <ol style="list-style-type: none"> 1. Save the sea <ol style="list-style-type: none"> a. Clear water in the sea b. Rich and healthy wildlife c. Clean and safe shipping d. Better cooperation 2. Connect the region <ol style="list-style-type: none"> a. Good transport conditions b. Reliable energy markets c. Connecting people in the region d. Better cooperation in fighting cross-border crime 3. Increase prosperity <ol style="list-style-type: none"> a. Baltic Sea region as a frontrunner for deepening and fulfilling the single market b. EUSBSR contributing to the implementation of Europe 2020 Strategy c. Improved global competitiveness of the Baltic Sea region d. Climate change adaptation, risk prevention and management
Action Plan for the Atlantic	Ireland	<p>The NPA is also adjacent to and overlaps with the Atlantic Ocean Area Maritime Strategy. The high-level priorities for this strategy are:</p> <ol style="list-style-type: none"> 1. Atlantic ports 2. Blue skills and ocean literacy 3. Marine renewable energy 4. Coastal resilience and healthy ocean



Source: <https://www.balticsea-region-strategy.eu/about/implementation>

Annex 17: External Organisations and Cooperation Arrangements



NPA links	NPA Partner country	Key Characteristics
NORA	Greenland, Iceland, Faroes Islands, Coastal Norway	NORA contributes to reinforcing regional cooperation with a view to making the North Atlantic a strong and dynamic Nordic region characterised by robust sustainable economic development. The organisation's initiatives include strengthening cooperation between the business sector and research and development bodies across national borders.
Barents	Finland, Iceland, Norway, Russia, Sweden	Cooperation in the Barents Euro-Arctic Region was launched in 1993 on two levels: intergovernmental Barents Euro-Arctic Council (BEAC); and interregional Barents Regional Council (BRC). Working groups are in place for: Rescue Cooperation, Environment; Economic Cooperation; Transport Culture; Education and Research; Energy, Health and Social Issues; Tourism; Youth; and Working Group of Indigenous Peoples.
NSPA	Sweden, Finland, Norway	The network for Northern Sparsely Populated Areas (NSPA) is a collaboration between regions which share many characteristics including sparse population, harsh climate and long distances.

Annex 18: Suggested themes in the European Commission's orientation papers in selected Interreg programmes

PO/Programme	Baltic Sea Region	Interreg NEXT (FI, SE, NO, Rus)	Nord
PO1	<p>Promote RDI in challenge-driven themes related to PO2.</p> <p>Continue RIS3 eco-system work.</p> <p>Use open innovation & co-creation approaches.</p>	<p>Focus on innovation & entrepreneurship.</p> <p><u>Innovation</u></p> <p>Joint/complementary research infra; exchanges/joint R&D programmes to increase cooperation; spin-offs; living labs & technology centres; innovation advisory services.</p> <p><u>Entrepreneurship</u></p> <p>Creation/support to existing clusters/networks;</p> <p>Joint branding (e.g. trade fairs)</p>	<p>Focus on core areas (use & added value of natural resources, cold climate technology, tourism, creative industries, e-health – use regional specialisation strategies as a starting point).</p> <p>Support e-technologies & innovative partnerships (including Sami representatives).</p>
PO2	<p>Strongest focus in the programme ('Save the Sea' objective in particular).</p> <p>Develop transnational circular economy systems.</p> <p>Develop measures to reduce pollution of the Baltic Sea.</p> <p>Promote climate change-related investments.</p>	<p>Cooperation strongly encouraged concerning water availability, quality & pollution; circular economy & waste management; climate change & natural risks; biodiversity & natural resources; transition to low-carbon energy; and air quality.</p>	<p>Strengthen low-carbon energy production (especially based on wood biomass).</p> <p>Continue work on biodiversity.</p> <p>Continue work of an integrated cross-border market for nature.</p>
PO3	n/a	Potential cooperation actions could include sustainable intelligent & intermodeal infrastructure.	n/a



PO4	n/a	Potential cooperation actions could include employment & education; health & social inclusion.	Harmonisation of certification & skills requirements. Integration of foreign migrants & youth into labour market. Cooperation between educational institutions. Support initiatives to further alleviate administrative & legal obstacles to cross-border healthcare. Support greater visibility of the Sami and their contribution to the economy & culture. Promote multilingualism.
PO5	n/a	E.g. sustainable tourism & culture can be funded through an integrated & multi-sectoral approach.	n/a
Interreg SO: better governance	Support governance of and coordination with EUSBSR. Foster cooperation between regions & programmes.	Most relevant areas of cooperation are local communities (e.g. joint studies, conservation, preservation & development of cultural heritage) & institutional capacity (e.g pilot projects, exchanges of public sector staff). Trust building through people-to-people activities should be supported as a horizontal priority.	Involve all relevant actors in dialogue to better integrate Sami objectives. Setting up small project funds for trust-building, increased cooperation between micro and SMEs, inclusion of under-represented groups, Sami research. Develop a sustainable way to finance cross-border data collection.
Interreg SO: safer & more secure	Explore whether to include in future programme.	Future investments in border-crossing infra & integration of the cross-border transport networks should be complementary.	n/a

Annex 19: Preliminary indication of Policy Objectives in the 2021-27 Interreg programmes (June 2020, March 2021)

Strand	Programme	PO1: a smarter Europe	PO2: a greener, low carbon Europe	PO3: a more connected Europe	PO4: a more social Europe	PO5: Europe closer to citizens	ISO1: A better Interreg governance	ISO2: A safer & more secure Europe
Transnational	Baltic Sea Region	+	+				+	
	Atlantic Area*							
	North Sea Region*							
	North-West Europe		+					
Cross-border	Interreg Aurora**	+ (SO1&3)	+ (SO4,7&8)		+ (SO2&5)		+ (SO6)	
	Sweden-Norway*							
	PEACE PLUS*							
ENI	Karelia**	+	+			+	+	
	Kolarctic**	+	+		+ (SO5)		+	

Notes: (*) Indication of the POs was not available at the time of writing. (**) Information updated in March 2021.



Notes

¹ Government of Finland (2020) Valtakunnalliset alueiden kehittämisen painopisteet 2020-2023 Kestävät ja elinvoimaiset alueet.

² Government of Sweden, Ministry of Enterprise and Innovation (2020) Nationell strategi för hållbar regional utveckling 2021–2030 <http://www.reglab.se/wp-content/uploads/2020/03/Na%CC%88ringsdepartementet-ny-nationell-strategi.pdf>

³ Tillväxtverket (2019) *Utvecklingskraft I hela Sverige 2030 – Kunskap om regionala förutsättningar för tillväxt*, Rapport 0892

⁴ Tillväxtverket (2020) *Förslag på hur hållbarhetsarbetet inom den regionala tillväxtpolitiken kan stärkas*, N2018/04488/RTS

⁵ Government of Sweden, Ministry of Enterprise and Innovation (2020) Nationell strategi för hållbar regional utveckling 2021–2030 <http://www.reglab.se/wp-content/uploads/2020/03/Na%CC%88ringsdepartementet-ny-nationell-strategi.pdf>

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