NB. Please read the instructions and relevant background material before entering the project description. The instructions and links to background material are at the end of this document.

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| BASIC PROGRAMME DATA (FOR THE USE OF THE NORDIC COUNCIL OF MINISTERS’ SECRETARIAT ONLY) | |
| DINA ref. no. |  |
| Budget heading |  |

The following appendices are obligatory to enclose with or as part of this application form:

• Detailed project description (max. 5 pages)

• Detailed budget and timetable (max 2 pages)

• Dissemination and communication plan (max 1 page)

*The complete application with appendices should be held within max 15 pages.*

*In addition, progress report(s) should be added if the project has previously received NCM funding*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PLANET** |  | **PEOPLE(S)** |  | **PROSPERITY** |  | **PARTNERSHIPS** |

*Please choose just one of the following categories most relevant to the project description.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| BASIC PROJECT DATA | | | | |
| 1. Project title |  | | | |
| 1. Organisation |  | | | |
| 1. Signed by | Name: | | | Tel.: |
|  | E-mail: | | | |
| 1. Project manager | Name: | | | Tel.: |
|  | E-mail: | | | |
| 1. Start date |  | | | |
| 1. End date |  | | | |
| 1. Total project budget (DKK) | *NB. It is compulsory to fill out the more detailed budget form at the end of the application form* | | | |
| 1. Amount applied for (DKK) | *NB. The maximum amount applied for each year is 500.000 DKK* | | | |
| 1. Resubmission | Yes: | | No: | |
| 1. Scandinavian summary |  | | | |
| 1. English summary |  | | | |
| 1. Date and signature | Date: | Signature: | | |

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| A: PROGRAMME OBJECTIVE(S)/PURPOSE |
| 1. What is the background to the project? |
| 1. What overall problem does the project help to solve? |
| 1. What similar projects are being implemented under the auspices of the Nordic Council of Ministers? |

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| B: REGIONAL/LOCAL EMBEDDEDNESS, SUSTAINABILITY, EQUALITY, CHILDREN AND YOUNG PEOPLE |
| 1. In what ways does the project involve people and stakeholders residing in the Arctic? Also, in what ways will the project be driven by local/regional demand and ownership? |
| 1. How does the project contribute to Agenda 2030 and the 17 sustainable development goals? |
| 1. How does the project contribute to improving equality between men and women? |
| 1. How does the project contribute to improving children and young people’s rights and living conditions? How will children and/or young people be involved/participate in the project? |

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| C: OBJECTIVES AND SUCCESS CRITERIA |
| 1. What are the project’s overall goals? |
| 1. Describe the project milestones? Respond by completing Table 1 |
| 1. What are the project’s success criteria? Respond by completing Table 2 |

|  |  |
| --- | --- |
| Table 1: Description of project milestones | |
|  | Description |
| Milestone 1 |  |
| Milestone 2 |  |
| Milestone 3 |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Table 2: Description of the project’s success criteria, data and assumptions/prerequisites | | | |
|  | Success criteria | Data and, if appropriate, method of verification | Assumptions/prerequisites |
| Milestone 1 |  |  |  |
| Milestone 2 |  |  |  |
| Milestone 3 |  |  |  |

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| D: DELIVERABLES AND ACTIVITIES |
| 1. Which expected deliverables (end products and services) and activities must be delivered/completed for the project milestones to be reached, and when? Respond by completing Table 3 |
| 1. What quality requirements are there on the expected outcomes/deliverables and who is responsible for quality assurance? Either respond in this box or complete Table 4. Delete Table 4 if it is not needed. |

|  |  |  |  |
| --- | --- | --- | --- |
| Table 3: Deliverables and activities | | | |
| No. | Milestone | Description of deliverables and activities | Date of delivery |
| 1. | 1 |  |  |
| 2. | 1 |  |  |
| 3. | 2 |  |  |
| 4. | 3 |  |  |
| 5. | 3 |  |  |
| … | … |  |  |

*(Add the number of rows needed in the table)*

|  |  |  |
| --- | --- | --- |
| Table 4: Quality | | |
| No. | Quality requirements on delivery | Quality controller |
| 1. |  |  |
| 2. |  |  |
| 3. |  |  |
| 4. |  |  |
| … |  |  |

*(Add the number of rows needed in the table)*

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| E: COMMUNICATION |
| 1. Who are the project’s 3–5 key stakeholders? Respond by completing Table 5. |
| 1. What are the project’s key messages and how should they be communicated to stakeholders/target groups? Respond by completing Table 6. |

|  |  |  |  |
| --- | --- | --- | --- |
| Table 5: Stakeholders | | | |
| Priority | Stakeholder | Attitude to project  (e.g. interest, fear, resistance) | Implications for the project, any initiatives to address/involvement |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*(Add the number of rows needed in the table)*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Table 6: Key messages | | | | |
| Stakeholder/target group | Key message | Media | Effect | Person responsible |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*(Add the number of rows needed in the table)*

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| F: NORDIC PARTICIPATION AND ORGANISATION |
| 1. Describe the Nordic participation/Nordic partners here and use a minimum of 3 crosses in table 7. If you cross the box for other countries, indicate which country/countries are involved. |
| 1. How is the project organised? Either respond by completing Table 8 or attach an organisational chart that includes an explanation and brief description of roles played. Delete Table 8 if it is not needed. |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Table 7: Participating countries (minimum three Nordic countries, alternatively two Nordic countries + min. 1 non-Nordic country) | | | | | |
|  | Denmark (DK) |  | The Faroe Islands (FO) |  |  |
|  | Finland (FI) |  | Greenland (GL) |  |  |
|  | Iceland (IS) |  | Sweden (SE) |  |  |
|  | Norway (NO) |  | Åland (AX) |  |  |
|  | Other | Country/countries: | | | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Table 8: Project organisation | | | | |
|  | Role | Name and (if appropriate) title | Organisation | Country |
| Decision level | Project owner |  |  |  |
|  | Steering group |  |  |  |
|  |  |  |  |  |
| Control level | Reference group (not compulsory) |  |  |  |
|  | Project manager |  |  |  |
|  |  |  |  |  |
| Implementation level | Participants |  |  |  |

*(Add the number of rows needed in the table)*

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| G: RISK ASSESSMENT |
| 1. What are the *main* risks in terms of the project’s implementation and expected outcomes? Respond by completing Table 9. |

|  |  |  |  |
| --- | --- | --- | --- |
| Table 9: Risks | | | |
| Risk | Probability  (Low/medium/high) | Possible impact | Preventative measures  (only if probability high) |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

*(Add the number of rows needed in the table)*

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| H: REPORTING, COMPLETION AND EVALUATION |
| 1. How and how often should reports be submitted about progress and outcomes, e.g. to a steering group, the programme manager, the Nordic Council of Ministers’ Secretariat, etc.? |
| 1. How will the project be phased out? Describe here the project’s exit strategy, including how the outcomes and experiences are expected to be used after the programme ends. |
| 1. How will the project be organised? |

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| I: APPENDICES |
| 1. List the attached appendices in Table 10. |

|  |  |
| --- | --- |
| Table 10: List of appendices | |
| No. | Name of appendix |
| 1 |  |
| 2 |  |
| 3 |  |
| … |  |

*(Add the number of rows needed in the table)*

|  |
| --- |
| J: Budget Costs (thousand DKK) |
|  | 20\_\_ | | 20\_\_ | 20\_\_ |
| 1. Salary/fees/social security contributions |  | |  |  |
| 1. Meetings |  | |  |  |
| 1. Travel |  | |  |  |
| 1. Communicating outcomes, incl. printing |  | |  |  |
| 1. Performance assessment, evaluation and auditing |  | |  |  |
| 1. Indirect costs (overheads) |  | |  |  |
| 1. Misc. costs |  | |  |  |
| 1. Total project costs |  | |  |  |
| 1. Notes on expenses: |
| Income (thousand DKK) at 20\_\_ prices |  | |  |  |
| 1. Self-financing contribution |  | |  |  |
| 1. Amount applied for from the Nordic Council of Ministers in this application |  | |  |  |
| 1. Other amounts received from the Nordic Council of Ministers |  | |  |  |
| 1. National funding from Nordic countries |  | |  |  |
| 1. Contributions from neighboring countries |  | |  |  |
| 1. EU funding |  | |  |  |
| 1. Other funding |  | |  |  |
| 1. Total project income |  | |  |  |
| 1. Notes on income: |  |  | |  |
| Amounts (thousand DKK) | 20\_\_ | | 20\_\_ | 20\_\_ |
| 1. Previous NCM funding |  | |  |  |

## Instructions for completing the form

NB. The project description must be max. 15 pages (excluding these instructions). Submit the completed project description to Nordregio, preferably by e-mail at [arctic@nordregio.org](mailto:arctic@nordregio.org), or by post to: Nordregio, Holmamiralens väg 10, 111 49 Stockholm, Sweden.

**Please mark which of the dimensions** based on the four P’s: **p**lanet, **p**eoples, **p**rosperity and **p**artnerships, your project fits best in relation to emphasis and theme (please chose just one of the four).

1. Insert the name of the project in Scandinavian and English
2. Under this point, name the body responsible for administering the grant from the Nordic Council of Ministers. The following information is compulsory:
   * Name of organisation/institution
   * Address of organisation/institution
   * National company number or personal registration number

The lead institution is responsible for the technical and administrative aspects of the project, which must be run in accordance with national regulations and the conditions set out in the contract with the Nordic Council of Ministers.

1. Insert name, e-mail and tel. no. of the individual who will sign the contract with the Nordic Council of Ministers.
2. Insert the project manager’s name, e-mail and tel. no.
3. State the proposed start date for the project (DD/MM/YYYY). The main rule is that project years in the Arctic Cooperation Programme run from May – April but can begin later in some instances.
4. State the proposed completion date for the project (DD/MM/YYYY)
5. Enter the total budget (DKK) for the project. The maximum amount applied for each year is 500.000 DKK. NB. It is compulsory to fil in the budget form at the end of the application form along with the project description.
6. Insert the amount (DKK) applied for/expected to be received from the Nordic Council of Ministers.
7. Indicate with a cross whether or not this is a resubmission of a previous application. (NB this only applies if your application has previously been rejected). If you are applying for the continuation of a previously funded project, you must submit a new project description. These cases are considered new applications rather than resubmissions. Do not complete this box if the Nordic Council of Ministers commissioned the project description.
8. Write a brief summary of the project, i.e. a brief description of its objectives, milestones, target audience and main deliverables/activities, max. 800 characters (about 10 lines). The information will be kept in the Nordic Council of Ministers’ project database, which is publicly accessible via the Nordic Council of Ministers’ website. Try to describe your project in such a way that conveys exactly what you want members of the public to know about your work. Readers must be able to ascertain what the project is about, in which country/countries/region(s) the project will be implemented, and the partners involved. Include specific, quantifiable information as far as possible.
9. Write a project description in English, as per the instructions under point 10.
10. Enter the date on which you submitted the project description (DD/MM/YYYY). The individual who is named under point 3 as responsible for the project, and who is expected to sign a contract with the Nordic Council of Ministers, also signs the project description.
11. Describe the background to the project, including:
    * What/who initiated it? What makes it interesting? What makes it politically relevant?
    * Have you conducted a feasibility study or other specific research in advance of the project (e.g. market research, target-group analysis, gender analysis, meetings with relevant stakeholders, etc.)?
    * Who took part in the planning, and what role have the project’s stakeholders/partners played in the preparatory phase?
    * Does the project build on previous activities or projects? If yes, what experiences/evaluations are applicable to this project?
    * If resubmitting, what initiatives or studies have you conducted as a result of the rejection of the previously submitted application?
12. Describe the **overall problem** that you expect the project to help to solve in the long term, and the underlying causes of this problem. Prioritise and describe the underlying problems that this project will seek to ameliorate and why. This prioritisation should mainly be based on The Nordic Council of Ministers’ Arctic Co-operation Programme 2018–2021 along with the Nordic Council of Ministers’ vision statement. It is also considered of added value if one or more of the strategic goals set forth in the horizontal strategies, sector-specific programmes for co-operation and/or the programme for the Presidency of the Nordic Council of Ministers are considered in the project description (points 17-19). You may choose to insert a problem-analysis diagram in this section or attach one to your project description.
13. Describe, as briefly as possible, whether the Nordic Council of Ministers is currently funding any other initiatives that address themes, political problems, etc., similar to those covered by this project – and if so, your plans for knowledge sharing/co-operation. If no such similar initiatives exist, briefly describe how you have investigated and confirmed this.
14. In what ways does the project involve people and stakeholders residing in the Arctic? Also, in what ways will the project be driven by local/regional demand and ownership? It is considered vital for the projects funded to generate Nordic synergy in some way, e.g. to strengthen the Nordic sense of community and affinity, to boost Nordic influence at international level, to enhance Nordic skills and boost competitiveness, if the project can contribute to create cost-efficient solutions for the Nordic countries, the project can contributes to create common Nordic solutions that are more cost-efficient/better than if the task would have been carried out as separate national solutions etc.
15. Describe the project’s contribution to Agenda 2030 and the 17 UN Sustainable Development Goals (including relevant milestones). Conduct an evaluation that accounts for the way(s) in which the project will ensure economic, environmental and social sustainability. For inspiration and guidance, see the Agenda 2030 final document and the Nordic Council of Ministers’ sustainability portal GRO (see reference on page 11). The sustainability perspective should also be addressed and incorporated into your thinking about the project description as a whole, especially in points 20-33. If the sustainability perspective is not considered relevant to the project, briefly explain why.

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1. Describe how the project contributes to improving equality between men and women. Describe how the project addresses girls and boys and women and men as both target groups and stakeholders. For inspiration and guidance, please refer to the Nordic Council of Ministers’ Co-operation Programme for Gender Equality. The gender equality perspective should also be addressed and incorporated into your thinking about the project description as a whole, especially in points 20–33. If the gender equality perspective is not considered relevant to the project, briefly explain why.
2. Describe how the project helps strengthen children and young people’s rights and improve their living conditions, as well as how and to what extent children and young people will be included/participate in the project. Think about *which* children and young people will be covered or not covered by the project, e.g. boys and girls or children with disabilities. For inspiration and guidance, see the publications *Do Rights!* and *Are You Wearing the Right Glasses?* (see page 11). The children’s and young people’s perspective should also be addressed and incorporated into your thinking about the project description as a whole, especially in points 20–33. If the gender equality perspective is not considered relevant to the project, briefly explain why.
3. State the overall objective to which the project wishes to contribute (max. 2–3 lines). NB. A distinction is made between the project’s **overall objective** (i.e. the wider objective to which the project contributes but which cannot feasibly be achieved within the project period), and the specific **milestones** that the project is actually expected to achieve. The overall goal must reflect the overall problem identified in the problem analysis (point 14). This prioritisation should mainly be based on The Nordic Council of Ministers’ Arctic Co-operation Programme 2018–2021 as well as the Nordic Council of Ministers’ vision statement, its strategic horizontal strategies, sector-specific programmes for co-operation and/or the programme for the Presidency of the Nordic Council of Ministers.
4. Unlike the overall objective, the project milestones specify the outcomes achieved within the project period – in other words, the changes that will be delivered if the project is a success. Projects must have a maximum of three milestones. It is an advantage, but not a requirement, that you use the SMART method to quality-assure them.
5. Specify the success criteria for the project milestones, the data used to confirm/verify the success criteria (and, if appropriate, the methodology), as well as the underlying conditions/prerequisites necessary for successful implementation of the project.

The success criteria are quantifiable criteria used to assess whether the project has achieved its stated objectives. They can also be used to monitor whether the project is progressing as planned. The success criteria must specify the minimum that needs to be achieved at a given time for the project to be deemed to have achieved its stated objectives. The criteria can be used to measure the degree of the project’s immediate or long-term success, but success criteria are usually only stipulated for the project milestones (immediate), rather than the overall objective (long-term).

Often, multiple success criteria need to be stipulated for each objective. To be suitable both for monitoring progress and for post-evaluation of a project, the success criteria must, as far as possible, be quality-assured using the SMART method. Ideally, it should be possible to detail the five questions: when (time), who (target audience), where (place), what happened (quality), how much happened (quantity). You must also stipulate the sources/data that will be used to verify whether the milestones have been reached, and the assumptions/prerequsites necessary before this can take place. The success criteria for project milestones may be more qualitative than quantitative, i.e. built on conversations, visits and surveys, rather than numbers and statistics.

1. Describe the project deliverables based on the milestones (remember, max. 3) and the activities that need to be undertaken to deliver them – use bullet points t list the activities if you want. Describe the content of each deliverable in brief, in the form of, e.g. a report, study, video, conference or similar. Describe in brief the activities that will facilitate delivery, e.g. any necessary planning or any meetings that may be required. Enter the dates for each deliverable. Attach an overall plan for the project milestones (if appropriate).
2. Describe the quality requirements for the project deliverables, and who is responsible for ensuring that they meet the agreed standards.
3. You must conduct a stakeholder analysis to identify the project’s stakeholders. Stakeholders are defined as individuals, groups, associations, etc., who either exert influence on or are influenced by the project, e.g. councils of ministers, committees of senior officials, national representatives, working groups, expert groups, staff groups and the general public. Prioritise and describe the 3–5 most important stakeholders in table x. Explain the stakeholders’ importance to the project and how you envisage that they will be involved, including an assessment of stakeholder support and any opposition, as well as strengths and weaknesses in relation to the implementation of the project. You may wish to draw up a separate stakeholder analysis and attach it as an appendix.
4. Using the form below, describe the project’s key messages and how they will be communicated. Who is the stakeholder/target group? What message do you seek to communicate? Which media will be used? What is the expected impact of the communication? Who is responsible for initiating and following up on the communication? For example, this might include information about the content of the project, or about communicating the project outcomes to stakeholders and others. Please feel free to adapt the form if there are other areas of major interest to your project. You may wish to draw up a separate communication plan and attach it as an appendix.
5. To ensure that the project is motivated by the Nordic countries’ national needs, and that the outcomes remain relevant after the end of the project, it is important that the project enjoys support at national level, and that you are able to document this support. This includes listing the partners behind the project, who they will work with, and who will be involved in running the project and following up on the outcomes. At least three Nordic countries must be involved (Sweden, Finland, Norway, Denmark, Iceland, the Faroe Islands, Greenland and Åland). Alternatively, grants are also available to projects involving two Nordic countries and one non-Nordic country – for example, one or more of the other Arctic states (USA, Canada and Russia). It is considered vital that the all partners are active participants and contribute to the outcomes of the project.
6. Either complete Table 8 or insert an organisational diagram based on the descriptions of roles below. You may attach a CV or a list of achievements by the project manager and staff.
   * **The project owner** has overall responsibility for the project achieving its objectives and the expected outcomes being realised. Typically, the project owner will also chair the steering group.
   * **The steering** group and project owner are responsible for the day-to-day running of the project within the strategic, organisational and financial framework set by the grant from the Nordic Council of Ministers. As a rule, the steering group consists of max. 10 people, including the project manager.
   * **Reference groups** can help to ensure a more effective decision-making process in the steering group and that decisions are made on the best possible basis. A reference group is able to draw on a broader range of human resources than a steering group, which helps the relevant individuals take ownership of and assure the quality of the basis for making decisions on which the project manager operates.
   * **The project manager** is responsible for the day-to-day running and monitoring of the project within the steering group’s parameters for the timetable, budget, scope and quality. Multiple individuals cannot share the role of project manager.
   * For large projects, the implementation level usually consists of a number of **project participants**, who can be divided into several groups working on the actual delivery of the agreed deliverables and activities.
7. Please submit a risk analysis of factors that may stop the project achieving its objective. Risks are defined as external factors that can prevent the project from reaching its milestones or significantly delay implementation, e.g. reactions from stakeholders, dependence on particular individuals, equipment or other projects. In this context, please describe what you will do to prevent these circumstances from arising or describe the steps that will be taken to reduce their impact. For example, if the stated assumptions/prerequisites (Table 2) turn out not to be the case, or if other conditions change, how will you ensure that the project is adjusted accordingly?
8. Describe in brief the reporting requirements for the project in relation to information on progress and outcomes. For example, it may be a requirement that the project reports back to the programme management, the steering group, Nordregio/the Nordic Council of Ministers, etc. Describe, as far as possible, the type of reports required, as well as their purpose, frequency and recipients.
9. Briefly describe the project’s exit strategy, i.e. how it is expected that the project will be phased out or continued. For example, describe how the project might be able to continue without funding from the Nordic Council of Ministers, including how the outcomes/lessons learned will be collated and used in the future. If appropriate, stipulate who will be responsible for collating this information and for the work going forward.
10. In this section, you must describe how you expect the project to be evaluated – both during and after implementation – including how the experience and knowledge gained during the project process will be used and/or communicated after the project ends.
11. Make a list of the attached appendices, e.g. a problem analysis diagram, objectives diagram, milestones plan, stakeholder analysis, communication plan, project manager’s CV, etc.
12. (34-36) You must provide information about total project cost, by year and type of expense. Make a detailed budget (for each year applied for in the case of a multi-year project). NCM and its working groups only fund projects that are completed within three financial years. All amounts must be stated in thousands of Danish kroner (DKK). **Please note** that salaries cannot exceed 50% of the project cost covered by the grants from the Nordic Council of Ministers.
13. Regarding the publication of results, please note that NCM requires that these are published in the TemaNord and NORD series. The price of this must be included in the project costs. If NCM funds 50% or more of the total project costs, the final project report must also be published in the above-mentioned series. <https://www.norden.org/en/information/due-release-publication>
14. If the recipient’s accounts are not audited by the national audit office in one of the Nordic countries, and the total funding amount is DKK 200,000 or more, they must also be audited by a registered public accountant. In these cases, the auditor must comply with the Nordic Council of Ministers’ instructions for auditing accounts. It is incumbent upon the applicant to ensure that the organisation’s accountant confirms in writing that the recipient is in compliance with the provisions in the instructions.

Audit costs are entered into the overall project budget. As a general rule, audit costs should not exceed 5% of the total project budget.

Recipients with their own internal accounting units may submit a request to the Nordic Council of Ministers that the unit be authorised to audit the project.

Projects with a budget under DKK 200,000 are not subject to an audit requirement at the end of the project.

1. If indirect costs (overheads) are included in the budget, describe under item 39 the nature of each one and how it is estimated. NCM and its working groups do not generally cover overhead costs but in special instances exceptions can be made for NGO’s and the overhead may never be more than 10% of the total funding of a project.
2. Please note that NCM funding can never exceed the initial funding amount, e.g. NCM will not cover additional travel, publishing, interest, VAT or losses incurred due to currency fluctuations or other reasons. Such expenses must be included in the original budget.
3. (43-51) You must provide information about total project income, by year and type of income. All amounts must be stated in thousands of Danish kroner (DKK). In these fields you must state the total amount of funding applied for over three years, specify other funds applied for from/authorised by NCM from pools in other NCM sectors or institutions. Also, please indicate the current overall funding position, i.e. stipulate clearly what has been applied for, what has been authorised and the names of partners that are co-funding the project.
4. Please state whether the project or pre-project has previously received funds from NCM. If the application is for an ongoing project, please attach a status report for the project or pre-project as an appendix. All amounts must be stated in thousands of Danish kroner (DKK).

## Useful tools for drawing up the project description

* The co-operation ministers’ vision statement for the Council of Ministers:

<http://www.norden.org/en/nordic-council-of-ministers/ministers-for-co-operation-mr-sam/declarations/the-nordic-region-together-we-are-stronger>

* The current and next year’s programmes for the Presidency of the Nordic Council of Ministers:

<http://norden.diva-portal.org/smash/record.jsf?pid=diva2%3A1362929&dswid=7439>

<https://www.norden.org/en/news/finland-lead-nordic-council-ministers-2021>

The Nordic Council of Ministers’ inter-sectoral strategies:

* The strategy for children and young people:

<http://urn.kb.se/resolve?urn=urn:nbn:se:norden:org:diva-4629>

* The strategy for gender equality:

<http://norden.diva-portal.org/smash/record.jsf?pid=diva2%3A1283606&dswid=-3269>

* The sustainability strategy:

<https://www.norden.org/en/information/generation-2030-nordic-programme-agenda-2030>