

**STRATHCLYDE BUSINESS SCHOOL**  
**DEPARTMENT OF MANAGEMENT SCIENCE**



University of  
**Strathclyde**  
Business  
School

**GROUP ASSIGNMENT REPORT**

**Topic:** Fosen Vind Wind Farms in Norway

MS921 – Foundations of Operational Research  
and Business Analysis

**Group 12**

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## **Section 1. Problem Description and Stakeholder Identification**

### **1.1 Problem Description**

The problem at hand is a result of the fallout from a ruling made in October 2021 by the Norwegian Supreme Court. The ‘Fosen Vind’ projects in Storheia and Roan ruled to be violating the rights of the Sami (an indigenous community). Vast winter pastures and reindeer migration paths were made unusable, as they were now used for turbines, roads, and power lines. These areas were essential to the Sami reindeer herding way of life. However, the Supreme Court did not prescribe a course of action to fix the problem; Fosen Vind still operates the wind farms to this day. The Norwegian government has also not moved to exercise the court’s will. The government has not taken down any wind farms, worsening the government’s relations with the Sami.

Central to the issue is the concept of “green colonialism.” The Sami argue that the wind energy installations amount to colonialism through environmentalism. Wind energy development has had a significant effect on Sami ancestral grounds, posing a threat to both their socioeconomic well-being and cultural heritage. The Sami contend that their community is burdened more severely because of the wind energy industry’s growth, putting their way of life at risk.

Despite the Supreme Court’s judgment that the Wind Farms violated Sami rights, the government continues to advocate for the cohabitation of wind energy and Sami reindeer herding. This has been seen as a failure to acknowledge the irreversible harm caused by wind farms (Earth Island Journal, 2021). Now a conflict exists between the government’s commitment to climate justice and equitable treatment of indigenous communities in renewable energy initiatives. This issue encompasses managing environmental initiatives, indigenous rights, political responsibility, cultural legacy preservation and the environmental and cultural implications of wind energy projects.

Considering the above foresaid, we are aiding the decision-maker, the Norwegian Ministry of Petroleum and Energy, in finding what would be the ideal course of action for the Government to take.

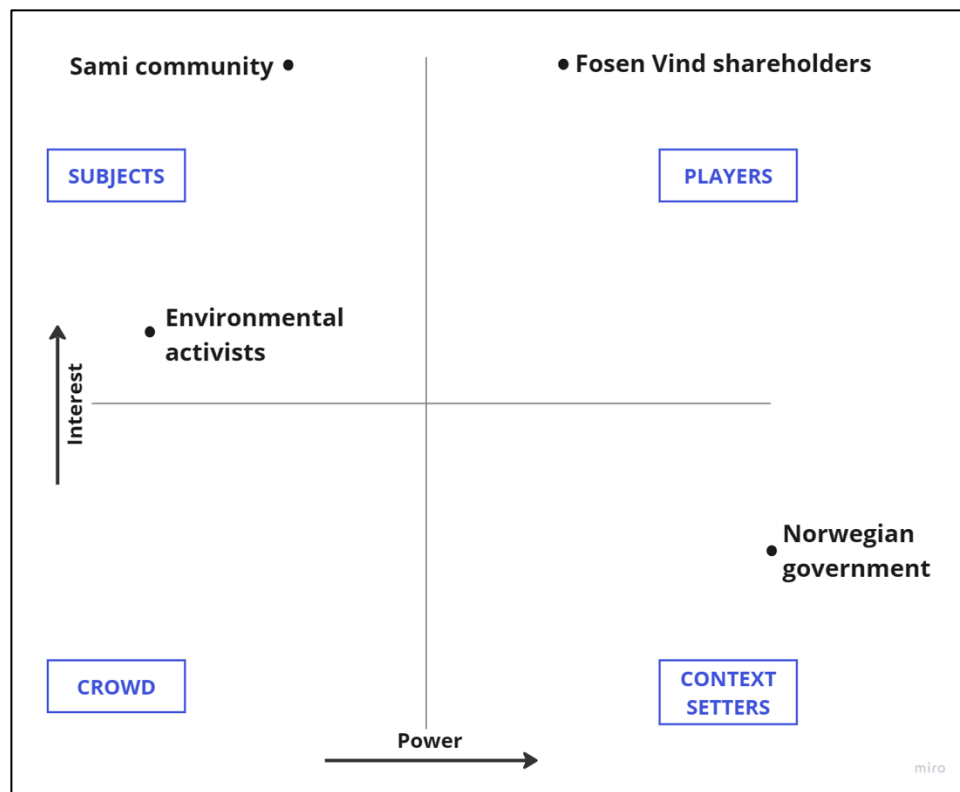
### **1.2 Stakeholder Identification**

The key identified stakeholders of the issue are:

- (1) Norwegian Government
- (2) Sami community
- (3) Fosen Vind shareholders
- (4) Environmental activists

Their levels of power and interest are indicated in Figure 2.1 below.

**Figure 2.1 Stakeholder Grid**



In reference to the above stakeholder grid, the Norwegian government fit the category of ‘Context Setters’ due to their judiciary power in the nation. Additionally, the government shares a link with the energy company shareholders as they agreed to give Statkraft the license to develop Fosen Vind. The Sami community are the subjects who are mostly affected by the wind farms. However, as the Sami do not have “full participation and co-determination rights” in the event of natural resource extraction operations taking place in their ancestral land (Ravna, 2015), they are not powerful enough to be a ‘Player’.

On the other hand, the Fosen Vind shareholders have greater power to demonstrate their financial capability. They also share a substantial interest in this project as they are aiding the Government to meet clean energy goals (Grist, 2023) and are highly affected by some of the decisions we might chose to make. Lastly, Environmental activists are also placed in the category of ‘Subjects’ because even though they advocate for greener sources of energy, they strongly believe that environmentalism at the expense of incorporating Sami tribal land was not the right approach. The activists are standing in solidarity with the Sami as they feel Sami people are being overlooked as a stakeholder in energy production decisions that concern their community’s survival (Time, 2023). In this way the Sami and activist stakeholders share a link.

## **Section 2. Overview of SODA and MCDA Methods**

Strategic Options Development and Analysis (SODA) focuses on strategic decision-making. It is useful for the methodical identification, formulation, and assessment of several strategic options or alternatives when businesses are faced with problems. This framework provides an organised method for negotiating difficult choice landscapes, and it is useful in strategic management and planning.

The Fosen Vind case allows for the use of SODA. In this case, we employ SODA to identify the objectives of each stakeholder and create a decision-making map in a reverse or backward manner. In this process, the overarching goal is first identified, paving the way for the top-down development of scenarios that outline potential pathways to achieve the identified objective. SODA proves particularly beneficial when organisations are confronted with the imperative to make high-level, intricate decisions about their future trajectory. Furthermore, it allows stakeholders to see and assess the trade-offs of each action. Its systematic analysis and prioritisation of strategic options serve as valuable assets in such scenarios, with a keen focus on a specific set of criteria tailored to the unique strategic challenges at hand. SODA was also used to identify which concepts hold the greatest connections to other concepts, allowing us to identify which are most crucial to consider.

In our case, we have used SODA on each of our stakeholders to identify the actions that they are able to take to work towards their overall objectives. For example, we found that the Sami might take the strategic direction of bringing their issue to even wider attention. This might pressure the Norwegian government to give into their demands. Finally, this works towards giving back the land to the Sami so they may continue using it as their reindeer's grazing lands. After making all our cognitive maps, we then found the most crucial concepts such as to 'maintain Fosen Vind' as well as the concepts that were shared among different stakeholders.

On the other end of the decision-making spectrum, a more comprehensive and adaptable framework is Multi-Criteria Decision Analysis (MCDA). In contrast to SODA, which focuses primarily on strategic issues, MCDA applies to a wide range of decision kinds in numerous industries. It is highly effective at assessing and prioritising many options according to various standards, demonstrating its applicability in public policy, project selection, environmental management, and other fields.

By using a bottom-up analytical methodology, MCDA takes on a different function in the Fosen Vind instance. The method starts with a brainstorming session to create a thorough list of viable options, each of which is given a weight according to how important or relevant it is deemed to be. MCDA's bottom-up method offers decision-makers a comprehensive viewpoint by integrating a wide range of quantitative and qualitative criteria into the decision-making process.

In contrast to SODA, which concentrates on a small number of factors unique to the strategic issue at hand, MCDA expressly considers a few criteria. The ability to give weight to these criteria gives decision-makers the freedom to rank or choose options according to how well they meet the specified requirements.

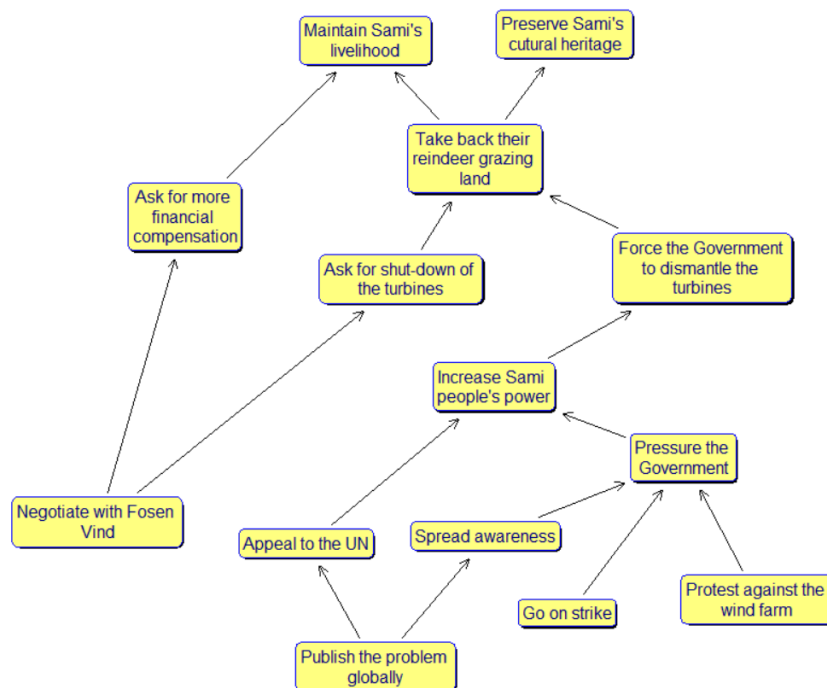
Overall, SODA and MCDA are two separate ways of making decisions. SODA is a specific approach designed for strategic decision-making that excels in solving complex organisational problems. MCDA, on the other hand, is a versatile and generalised method of decision analysis that handles a broad range of decision situations by supporting many criteria for assessment and ranking.

### Section 3: Stakeholder Perspectives Through SODA

As identified above, there are four key stakeholders, and individual cognitive maps are constructed for each as below. Their perspectives are obtained from diverse sources including multimedia news coverage and their official statements regarding the problem. To analyse these cognitive maps, we employ Decision Explorer software, using **Domain Analysis and Central Analysis**. By identifying concepts that are both busy and central, we can gain a greater sense of confidence in revealing the key issues.

#### Sami people

Figure 3.1 Cognitive map of Sami people

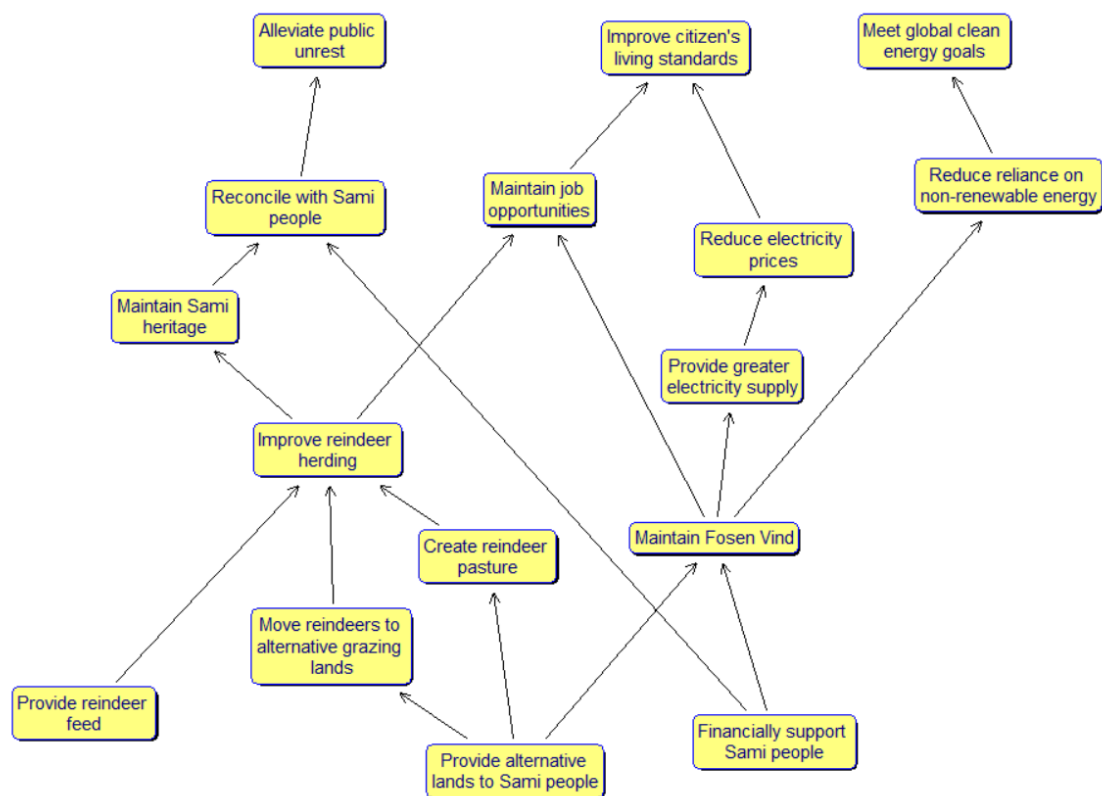


The development of the wind farms, as reported by Bloomberg (2022, 2023), Earth of Journal (2021), International Work Group for Indigenous Affairs – IWGIA (2022, 2023), Reuters (2021, 2023), has significantly affected the traditional pastures crucial for Sami reindeer herding as they were no longer able to graze their animals there. The ongoing presence of turbines continues to threaten the Sami people’s culture and livelihood, leading to protests demanding the removal of these turbines.

There could be other potential options such as negotiating with Fosen Vind to demand a higher financial settlement as it was deemed to be insufficient (Earth Island Journal, 2021) or globally highlighting this issue by appealing to the UN, like actions taken in 2018 to challenge the wind development (Earth Island Journal, 2021). Alternatively, the Sami community could take more assertive action, such as going on strike, to increase their negotiating power and political position.

## The Norwegian Government

**Figure 3.2 Cognitive map of the Norwegian Government**



Despite the Supreme Court’s ruling, the Government advocates for the possibility of coexistence between wind energy and Sami reindeer herding (IWGIA, 2022; Reuters, 2021, 2023; the Government of Norway, 2023). The decision to remove the turbines, although aligned with Sami people’s wishes,

poses challenges for the Government's goals to improve citizen's living standards and achieve clean energy objectives.

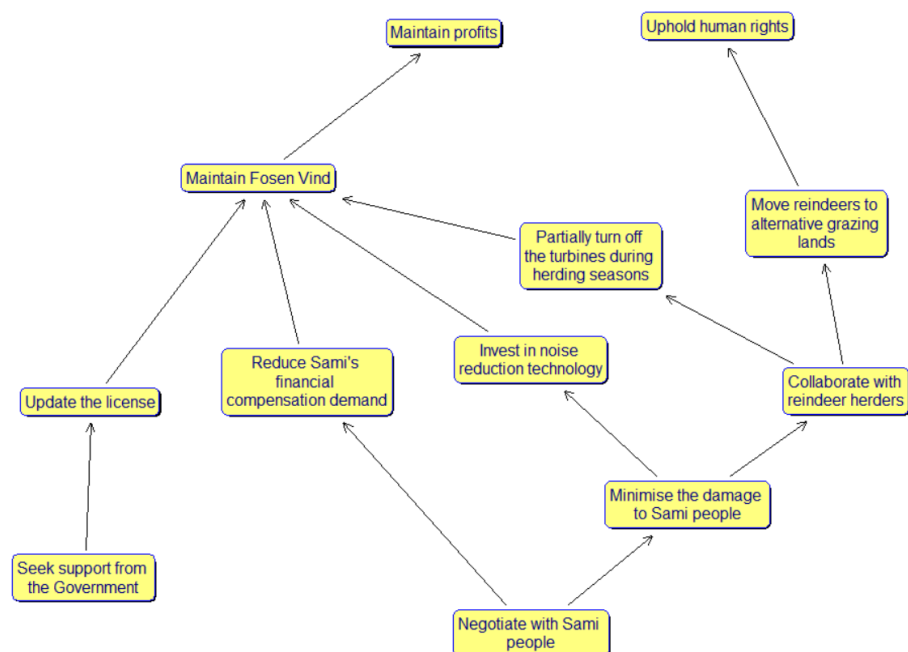
The Fosen wind farms, part of Europe's largest onshore wind development, are crucial in Norway's shift towards renewable energy. These developments are not only addressing a power shortage in the area but also aiming to planning major electric grid expansions to provide greater electricity supply and curbing high power prices (Time, 2023; The Washington Post, 2023). Moreover, Norway's transition from fossil fuels to renewable energy sources is pivotal amid global pressure to cut oil and gas production, aligning with its commitment to combat climate change (ICT news, 2023).

As the Government of Norway (2023) acknowledges the ongoing protests, a goal could be to ease public unrest. Their focus could centre on reconciling with the Sami people to preserve their heritage and livelihood, particularly by enhancing reindeer herding. There are different options for this practice such as offering alternative lands or providing reindeer feed (Daily Sabah, 2022).

### Fosen Vind Shareholders

Fosen Vind has three biggest shareholders: StatKraft (52.1%), Nordic Wind Power (40%), and TrønderEnergi (7.9%) (StatKraft, no date). The goals are twofold: maintaining profits and upholding human rights, a core value embraced by the companies, particularly in the context of Sami people.

**Figure 3.3 Cognitive map of Fosen Vind Shareholders**



As the licenses for two farms were revoked by Supreme Court (Reuters, 2021), their option could involve seeking governmental support to update these licenses. To maintain the project, an option is to

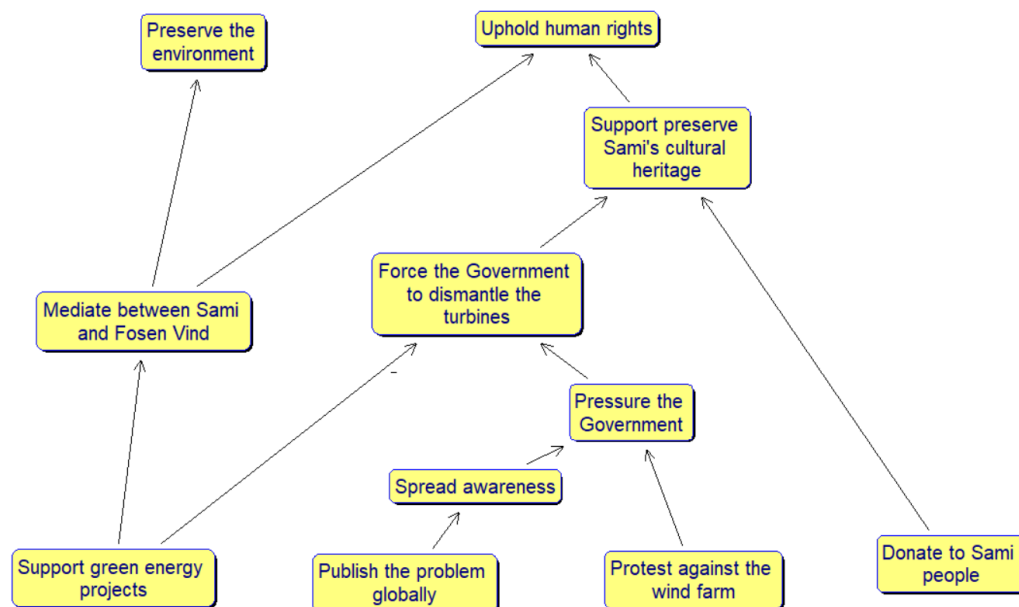
negotiate with Sami people. Strategic approaches may include reducing financial compensation, which has been viewed as excessive and disproportionate (Earth Island Journal, 2021), and minimising the impact on Sami people. Particularly, investments in noise reduction technology could alleviate disturbances caused by turbine noise to reindeers (Earth Island Journal, 2021). On the other hand, upholding their ethical values, one of strategic options involves relocating reindeers to alternative grazing pastures (Fosen Vind, 2022).

### Environmental Activists

Environmental activists could have varying perspectives on the Fosen Vind project. Many have expressed their concerns over the project's impact on Sami reindeer herding rights (ABC News, 2023; The Guardian, 2023), emphasising that climate transition should not come at the expense of these rights (Financial Times, 2023). This has led to protests and blockades, with demands for the demolition of the wind farms, highlighting the escalating tensions between environmental objectives and indigenous rights (The Guardian, 2023).

On the other hand, some may view the project positively, emphasising its contribution to renewable energy generation.

**Figure 3.4 Cognitive map of Environmental Activists**



### Cognitive Map Analysis

To explore the maps, we first utilise **Domain analysis**, starting with concepts with the most interactions, as indicated by Table 3.1 below.



**Table 3.1 Highly linked concepts extracted from the maps**

Stakeholder	Concept	Number of arrows (in and out)
Sami People	Take back their reindeer grazing land	4
Sami People	Pressure the Government	4
The Government	Improve reindeer herding	5
The Government	Maintain Fosen Vind	5
Fosen Vind Shareholders	Maintain Fosen Vind	5
Environmental Activists	Mediate between Sami and Fosen Vind	3
Environmental Activists	Pressure the Government	3
Environmental Activists	Support preserve Sami's cultural heritage	3

It is evident that the Government's focus, 'Maintain Fosen Vind', aligns with one of the busy concepts of Fosen Vind shareholders. However, the concepts from the Sami people, particularly their strategic direction of reclaiming their land, seem to conflict with this. However, the Government also emphasises the improvement of reindeer herding to preserve Sami culture and livelihood, given their authoritative position. Additionally, strongly interested in the Sami's concerns, environmental activists also aim to exert pressure on the Government.

Within these interconnected concepts, a potential key issue emerges is to maintain the wind farms while ensuring the availability of grazing lands crucial for Sami reindeer herding.

To explore further into the stakeholders' cognitive maps, we focus on identifying the most influential concept by assessing its connections to other concepts, based on **Central Analysis**. The analysis result considers first three levels linked to the target concept, which is also the default setting in Decision Explorer for Central Analysis. However, for the precision in the case of same integer scores for two concepts, manual verification was necessary. The scores are presented in Table 3.2.

**Table 3.2 Concept scores based on Central Analysis**

Stakeholder	Concept	Cent Scores
Sami people	Increase Sami people's power	6.49 (from 11 concepts)
The Government	Maintain Fosen Vind	9.49 (from 15 concepts)
Fosen Vind Shareholders	Maintain Fosen Vind	7.33 (from 10 concepts)
Environmental Activists	Force Government to dismantle the turbines	6.16 (from 10 concepts)

It is noteworthy that in the Sami people's map, the concept of increasing Sami people's power holds the highest score (6.49), while 'Forcing the government to dismantle the turbines' follows closely, only 0.01 lower, also being the highest-scoring concept for environmental activists. This connection indicates a shared strategy between Sami people and environmental activists. Yet, empowering the Sami people emerges as the most necessary action for them to have the turbines dismantled.

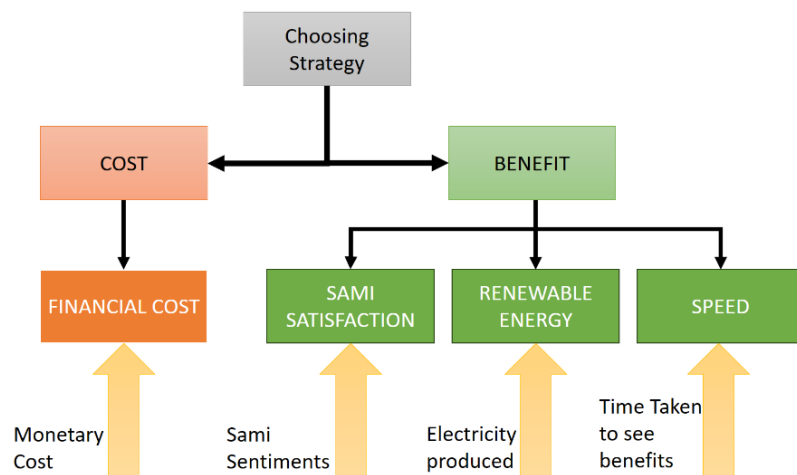
Regarding Fosen Vind shareholders and the Government, while their cognitive maps reveal different objectives, both stakeholders prioritise the central issue of maintaining Fosen Vind, which appears indispensable to their ultimate goals. Additionally, the government's second-highest scoring concept, at 8.66, is improving reindeer herding.

These central concepts are also aligned with Domain Analysis, revealing conflicting key issues among the Government, Fosen Vind shareholders, with Sami people and environmental activists.

## Section 4. MCDA for Alternative Evaluation and Sensitivity Analysis

### 4.1 Value tree

Figure 4.1. Value tree of choosing a strategy



In establishing criteria for option assessment, a value tree was devised. This outlines the key costs and benefits associated with each alternative. The optimisation goal is to maximise benefits while minimising costs, and the alternative doing this best will be identified as the recommended strategy. For our case we ran into several potential criteria such as 'public satisfaction' and 'electricity fulfilment' which we could not include as they had too much overlap with other existing criteria (then our value tree would not be decomposable).

'Financial Cost' encompasses all monetary charges borne by the government, which involves elements such as land procurement and legal fees. 'Sami (dis)satisfaction' is a root cause of the problem,

and if left unaddressed, any solution would be incomplete. We could not find any opinion polls on this subject; hence we have decided to use our own researched understanding of Sami motivations. ‘Renewable Energy’ gauges the clean electricity production potential given a particular strategy was carried out. Finally, ‘Speed’ measure how quickly positive effects manifest from a strategy. Stakeholders (mostly) prefer a swift resolution to move on from this problem and make informed decisions on their next course of action.

## 4.2 Attribute Performance

**Table 4.1 Attribute performance table for alternatives and criteria**

Alternatives	Financial Cost	Sami Satisfaction	Renewable Energy	Time taken for Results
(1) Dismantle the Wind farms	Very High	Most Satisfied	Massive Disruption	Less than 1 year
(2) Alternative land for Sami people	High	Satisfied	Alternative cost of land	1-3 years
(3) Financial compensation for Sami people	Moderate	Neutral	Alternative cost of the money	More than 3 years
(4) Provide reindeer feed	Minimum	Slightly Satisfied	No disruption	More than 7 years
(5) Do nothing	Nothing	No Satisfaction	No disruption	Never show results

Table 4.1 captures our findings on how well each alternative fits our criteria.

(1) By dismantling the wind farms, the Government is reversing the damage to make peace with the Sami. This comes with trade-offs in massive costs in dismantling turbines (Institute for Energy Research, 2019). Furthermore, removing wind farms only serves to increase Norway’s reliance on non-renewable energy.

(2) Alternative grazing land may be created for the reindeer if the Government bought suitable private farming land or fields through ‘rewilding.’ This alternative comes with high financial costs; however, the electricity fulfilment is not directly affected. In both cases however the Sami, to our estimation, would be very satisfied with the result.

(3) Financial compensation has been considered in the past, with Sami demands being “too high” from the perspective of the energy companies (Earth Island Journal, 2021). The government, to not have to pay contractual fees with Statkraft, might step in and negotiate further with the Sami. The problem here is that financial compensation will not reverse the damage done. The Sami are not a monolith, and so sentiments on what would be an ideal compensation would also be split.

As the reindeer farmers have lost their grazing land, the government may (4) keep supplying them with reindeer feed as an alternative to the grazing fields. This is a cheap and fast solution, but also

the least effective in resolving Sami dissatisfaction. This problem has existed for 2 years without resolution due to the government's lack of action, therefore a final (5) 'do nothing' solution was included to represent the effectiveness of this strategy taken long-term. In terms of financial cost and electricity fulfilment, this is the most optimal strategy. However, Sami satisfaction would also be extremely low.

### 4.3 Scores and Weights Performance

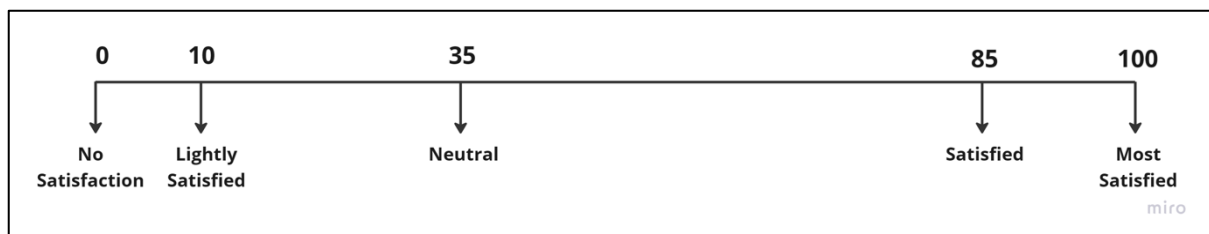
#### 4.3.1 Attribute Scores

##### Interval Scale

The interval scale elicits the intermediate values highlighting the comparison between alternatives. The scale below illustrates values assigned to alternatives for the 'Sami satisfaction' criterion. Sami people are most satisfied with 'Dismantle the Wind farms' and given the value of 100, while there is no satisfaction with 'Do nothing', hence the value 0.

The decision maker perceives the improvement in satisfaction from 'Do nothing' (No Satisfaction) to 'Financial compensation' (Neutral) as highly favourable compared to the satisfaction increase from 'Do nothing' to 'Reindeer feed' (Lightly Satisfied). The substantial scoring difference between 'Financial compensation' (Neutral) and Satisfied 'Alternative land' (Satisfied) in comparison to 'Financial compensation' (Neutral) and 'Reindeer feed' (Lightly Satisfied) is because substitute land could provide a higher satisfaction level and is an economical solution for the Government.

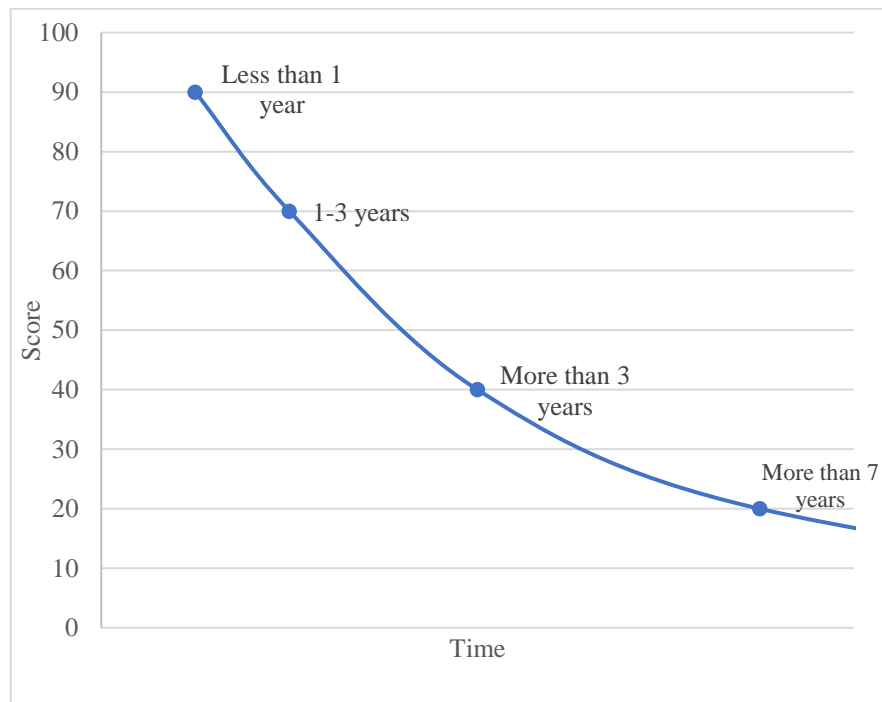
**Figure 4.2 Interval scale scoring of 'Sami satisfaction'**



##### Bisection Method

The bisection method identifies a compromise alternative, provide 'alternate land for Sami' which takes an intermediate period of 3+ years. This indicated the middle point between the most preferred alternative, 'Provide reindeer feed,' which will take the least time and the least preferred alternative, 'Do nothing,' which has no impact on time. The curve becomes less steep as time passes to demonstrate the effect temporal discounting. The difference between 1 and 2 years seems comparatively more significant to the difference between 11 and 12 years.

**Figure 4.2 A value function for ‘Time taken for Results’**



#### 4.3.2 Attribute Weight Determination

**Table 4.2 Swing weight table**

	Financial Cost	Sami Satisfaction	Renewable Energy	Time taken for Results
<b>Best</b>	None	Most Satisfied	No Disruption	Less than 1 year
<b>Worst</b>	Very High	No Satisfaction	Massive Disruption	Never Shows Results
<b>Swing</b>	None → Very High	Most Satisfied → No Satisfaction	No Disruption → Massive Disruption	Less than 1 year → Never Shows Results
<b>Swing Weight</b>	0.85	1	0.4	0.25
<b>Weight</b>	0.34	0.4	0.16	0.1

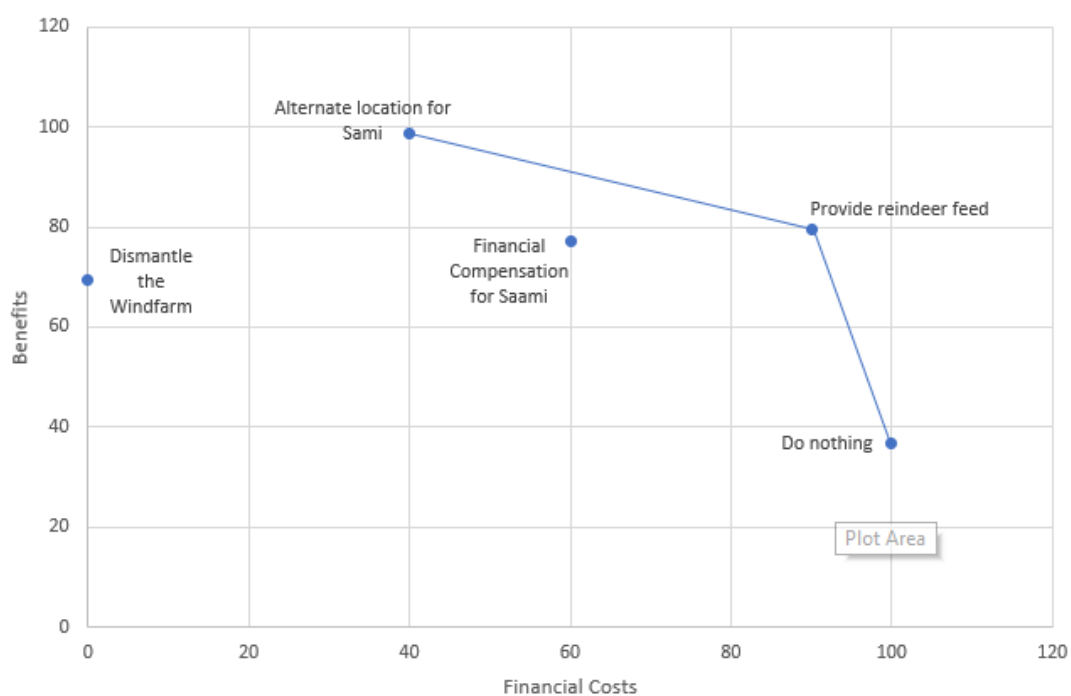
The weights for each criterion, indicated in Table 4.2 above. The high weight (0.4) assigned to Sami satisfaction accounts for their dissatisfaction as a root cause of the problem. Financial costs (0.34) are always important to a government who is aiming to reduce costs, and renewable energy (0.16) was weighed at a lower level as Norway has many other available energy resources such as oil or other wind farms. Time taken was weighed the least (0.1) as stakeholders intuitively prefer a slower but good decision over a quick but wrong decision.

**Table 4.3 Score and weight performance table**

Alternatives	Financial Cost	Sami Satisfaction	Renewable Energy	Time taken for Results
Dismantle the Wind farms	0	100	0	20
Alternate land for Sami people	50	85	80	40
Financial compensation for Sami people	65	40	60	70
Provide reindeer feed	90	5	100	90
Do nothing	100	0	100	0
<b>Weight</b>	<b>0.34</b>	<b>0.4</b>	<b>0.16</b>	<b>0.1</b>

A pareto frontier analysis was conducted to identify the ‘dominated’ alternatives that we can discount from our decision-making process. From the chart below, we see that the alternatives of ‘Dismantle the windfarm’ and ‘Providing financial compensation for Sami people’ are dominated by other alternatives that provide greater benefits.

**Figure 4.3 Pareto frontier for alternatives**



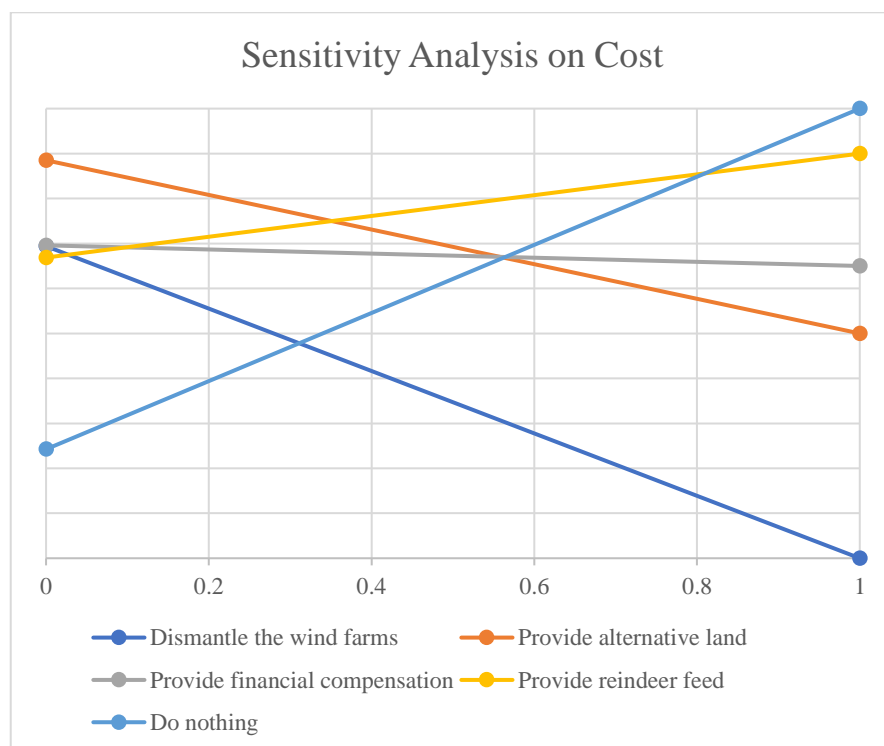
After weighing each criterion in Table 4.3, we produced the following one. By taking the sum of all the scores for each alternative, we are left with total scored, for which the option of procuring ‘Alternative lands for Sami people’ scored highest (67.8).

**Table 4.4 Final score for alternatives**

Alternatives	Financial Cost	Sami Satisfaction	Renewable Energy	Time taken for Results	Total Score
Dismantle the Wind farms	0	40	0	2	42
Alternate land for Sami people	17	34	12.8	4	67.8
Financial compensation for Sami people	22.1	14	9.6	7	52.7
Provide reindeer feed	30.6	4	16	9	59.6
Do nothing	34	0	16	0	50

#### 4.4 Sensitivity Analysis

Sensitivity analysis allows us to assess how robust our solution to ‘Provide Alternative Land for the Sami’ is with changes in how we weigh certain criteria. In the chart below you will see that if we had weighed financial cost higher (0.35), then the optimal solution determined through this MCDA would be to provide reindeer, then later to do nothing. From this analysis, we have learnt the problem with weighing cost as the most crucial factor in decision-making for this problem. The alternatives that win in terms of cost are the most unsatisfactory in terms of how well they resolve the problem.



## 4.5 Reflection

Our presented MCDA was the result of a lot of trial and error. We needed to re-evaluate how we scored each criterion and which criteria we wanted to include based on the visual representations in our bisection and sensitivity analysis. We realised, for example, that the financial cost could not be the highest weighted criterion as it would lead to other criteria being practically ignored. This would lead to intuitively unsatisfactory results such as ‘Do Nothing’ being determined to be optimal by MCDA. MCDA is now known to us to be an iterative process of gradual improvement.

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