

**MANAGING RURAL TRANSITION BY EMPLOYING THE  
TRANSITION MANAGEMENT APPROACH**  
Case study of Common Agricultural Policy, second pillar – rural  
development

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Rural areas in the EU are facing challenges. These areas have difficulties to retain their inhabitants and attract new actors. In addition to social challenges these areas are fighting with environmental problems and impact of climate change. Common Agricultural Policy (CAP) aims to support rural areas, reduce poverty in the European Union (EU) and increase the contribution of agriculture to EU environmental and climate goals. The aim of the thesis was to investigate how CAP support rural development in local areas. As a theoretical framework for the investigation, the Transition Management (TM) approach was used. The purpose of the thesis is to increase understanding of the transition management at the local level and how transition can be influenced.

The knowledge base was formed by the theory of transition and Common Agricultural Policy. TM approach was studied to understand the management of transition and the approach was used as an analysing tool. CAP was studied to understand how this policy governed transition. To reach the goal of the thesis, a qualitative case study was done to investigate and compare the management of rural development in Lapland, Finland and in Catalonia, Spain. Local advisory associations were chosen for the interview because of their expert knowledge of the topic and area.

The results indicate that the CAP supports rural development with the financial support to provoke societal and environmental change. This appears in the form of socio-technical and societal change, or transition. The CAP framework for funding period 2023–27 has been improved by nation specific agendas that have been promoted to the local areas and the local areas have made their agenda for their own area. These actions bring the transition closer to the actors and engage them for the common future goal. By adding the TM approach in all levels in the governance hierarchy, the influence on transition can be enforced. This makes it possible to adapt the transition to the local levels and to their challenges and requirements.

**Keywords** transition management, Common Agricultural Policy, transition governance, transition, rural development

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Euroopan maaseutu on haasteiden edessä. Haasteena ovat maalta muutto sekä uusien toimijoiden löytäminen. Sosiaalisten haasteiden lisäksi maaseudun alueet kamppailevat ympäristöongelmien ja ilmastomuutoksen kanssa. Yhteisen maaseutupolitiikan tavoitteena (YMP) on tukea maaseutua ja vähentää köyhyyttä Euroopan unionin (EU) alueella sekä lisätä maatalouden osuutta EU:n ympäristö- ja ilmastotavoitteiden saavuttamisessa. Opinnäytetyön tarkoituksena oli tutkia, kuinka yhteinen maaseutupolitiikka tukee maaseudun kehitystä (maaseudun siirtymää) paikallisella tasolla. Tutkimus tehtiin transition management -menetelmää (TM-menetelmä) hyödyntäen. Opinnäytetyön tarkoituksena on lisätä ymmärrystä siirtymän hallinnasta ja siirtymän hallinnan vaikutuksista vastaamalla tutkimuksen kysymyksiin: käyttävätkö valitut alueen TM-menetelmää maaseudun kehittämisessä ja onko näiden alueiden välillä siirtymän hallinnan kannalta eroja.

Tutkimuksen tietoperusta perustuu TM-menetelmään sekä yhteisen maatalouspolitiikan maaseudun kehitykseen. TM-menetelmää käytettiin ymmärtämään siirtymän hallintaa ja työkaluna analyysissä. Tutkimusmenetelmäksi valittiin laadullinen tapaustutkimus, jossa tutkittiin Suomen Lapin ja Espanjan Katalonian maaseudun siirtymää. Tutkimuksessa haastateltiin maaseudun tukijärjestöjen edustajia, joilla on sekä maaseudun kehityksen asiantuntemusta että näkemystä paikallisista erityispiirteistä.

Tulokset osoittavat, että YMP tukee maaseudun kehittämistä taloudellisella tuella yhteiskunnallisen ja ympäristön muutoksen aikaansaamiseksi. Tämä näkyy sosioteknisen ja yhteiskunnallisen muutoksen, siirtymän, muodossa. YMP:n viitekehystä rahoituskaudelle 2023–27 on paranneltu valtakunnallisella suunnitelmalla, joita on edistetty paikallisille alueille ja paikalliset alueet ovat tehneet oman alueensa agendansa. Nämä toimet tuovat siirtymän lähemmäksi toimijoita ja sitovat heidät yhteisen tulevaisuuden tavoitteen eteen. Siirtymän hallinnan vaikutusta voidaan vahvistaa lisäämällä siirtymän hallinta kaikille hierarkian tasoille. Tämän avulla siirtymä voidaan sopeuttaa paikallisten haasteiden ja tarpeiden mukaiseksi.

**Avainsanat** siirtymän hallinta, siirtymä, yhteinen maaseutupolitiikka, maaseudun kehitys

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## ABBREVIATIONS

EU	European Union
CAP	Common Agricultural Policy
CMO	Common Market Organisation
EAFRD	European agricultural fund for rural development
LAG	Local Action Groups
MaSS	Managing Sustainability and Systems Change
RDP	Rural Development Programmes
SDG	Sustainable Development Goal
SCP	CAP Strategic Plan
TM	Transition Management
UAS	University of Applied Sciences
UN	United Nations

## 1 INTRODUCTION

Rural areas in Europe have 80% of the land area and populate 30% of the citizens. It provides 40 million jobs in the European Union with the farm and food sector as a crucial part of the rural economy. The challenges in rural areas are to keep their inhabitants and make rural areas attractive for new generations. Behind these challenges are structural problems, lack of attractive employment opportunities, and undeveloped digital and other infrastructure and essential services. (European Economic and Social Committee 2022.) Additionally, environmental issues are challenging the rural areas. For example, desertification and soil degradation are realities in Spain (European Court of Auditors 2018, a3.) Lost arable land can have consequences for European food security and the achievement of the United Nations Sustainable Development Goals (SDG) (Ferreira, Seifollahi-Aghmiuni, Destouni, Ghajarnia & Kalantari 2022, 8).

Common agriculture policy (CAP) aims to create better jobs for farmers and give financial support to reduce poverty in the European Union (European Economic and Social Committee 2022). Reform of CAP in 2023 covers economic, social, and environmental dimensions and increases the contribution of agriculture to EU environmental and climate goals. This new policy gives freedom to each country to choose intervention by their own specific needs. (European Council 2023b.) With this, the direction is set from the European Union, but the local decision makers are deciding how to manage the transition. As other EU elements, CAP is supporting this transition. The transition and carbon neutrality are well established in the framework for CAP and LEADER programmes, and information is available on European Commission and European Parliament sites. These sites do not give clear evidence how the transition is governed and managed at the local level.

To understand the transition management, the TM approach was chosen as a framework for thesis research. The TM approach has its roots in government policy (Rotmans, Loorbach & Kemp 2007, 3, 5) and is used often in urban context (Roorda et al. 2014, 10.) This adaptability gives possibility to study management of the EU policy practised in rural context.

## 1.1 Purpose objectives and limitations of the thesis research

The overall objective with this thesis is to increase understanding of CAP's role in transition towards sustainability in rural areas and how it supports the management of the transition. The aim is to help associations and other actors to understand the transition process and how it can be influenced.

The purpose of the thesis research is to understand how CAP supports rural areas in the transition towards sustainability and understand how rural transition is managed at the local level and how the transition management differs between areas. As a tool to understand the transition management, the TM approach is used as a framework. This leads to the formulation of research questions:

- How CAP support rural areas in the transition towards a sustainable future?
- Are there differences between the selected areas regarding the management of rural development?

CAP has two pillars. The first pillar is the direct support to farmers together with market measures and the second pillar is rural development (rural transition). The first pillar is regulated by the EU (European Council 2023a) and by its nature it was left out of this thesis. The second pillar, rural development, gives an opportunity to study the management of transition.

The commissioner, Lapland University of Applied Sciences (UAS), has engagements in Lapland, Finland, and in Catalonia, Spain. This gave access to actors in these areas via Lapland UAS network. To reach the goal of the thesis, a qualitative research method was chosen with a few participants with expert knowledge of the topic and the area to collect empirical data from the selected areas.

## 1.2 General structure of the thesis

The expected readers of the thesis have academic background but can be readers from other backgrounds. Because of the expected audience, the linear-analytic structure is chosen in this thesis. This structure presents the research

starting points, material, and methods, as well as results and conclusions are presented in sequence. (Eriksson & Koistinen 2014, 40, 41.)

The thesis is structured in 7 chapters. First chapter, introduction, is leading the reader to the topic and providing understanding of the structure of the thesis research. Chapters 2 and 3 gather the literature for this thesis research giving deeper information of the subject and the approach that is used to understand the management of transition. The main themes are transition, TM approach and the CAP. First the transition is presented to understand what it is. Secondly the transition management gives understanding how transition can be influenced. Third, the governance of CAP is described to give understanding of its function in transition. Chapter 4 presents the methodology of the thesis and description of analysis work. Chapter 5 presents results and chapter 6 the discussion of the study is presented. Conclusions are made in chapter 7.

## 2 TRANSITION MANAGEMENT

The meaning of transition has been described in English as “*a change from one form or type to another, or the process by which this happens*” or by American dictionary “*the process of changing, or a change from one form or condition to another*” (Cambridge University 2024). In the research context transition has a deeper explanation. For example, Geels (2002, 1260-1262) explains transition from a socio-technical point of view as a multi-level process including three levels: landscape, regime, and niches. The landscape refers to external factors such as economic growth, political coalition, and environmental problems. Regimes refer to rules and activities in communities with functions to generate innovation and radical innovations. These innovations are called for niches. These three concepts can be translated to slow changing macro level, stability seeking meso level, and development and innovation providing micro-level. The multi-level transition is explained by the development in all levels. Changes in landscape causes a pressure in the regime. The pressure in the regime provokes innovation and openings for new technologies. The pressure creates a variety of innovation, niches. How the innovations succeed to break through and establish in regime and landscapes depends on the opportunities created in these. All solutions do not break through, and some fade out. (Geels 2002, 1260-1262). The dynamics of change are explained in figure 1.

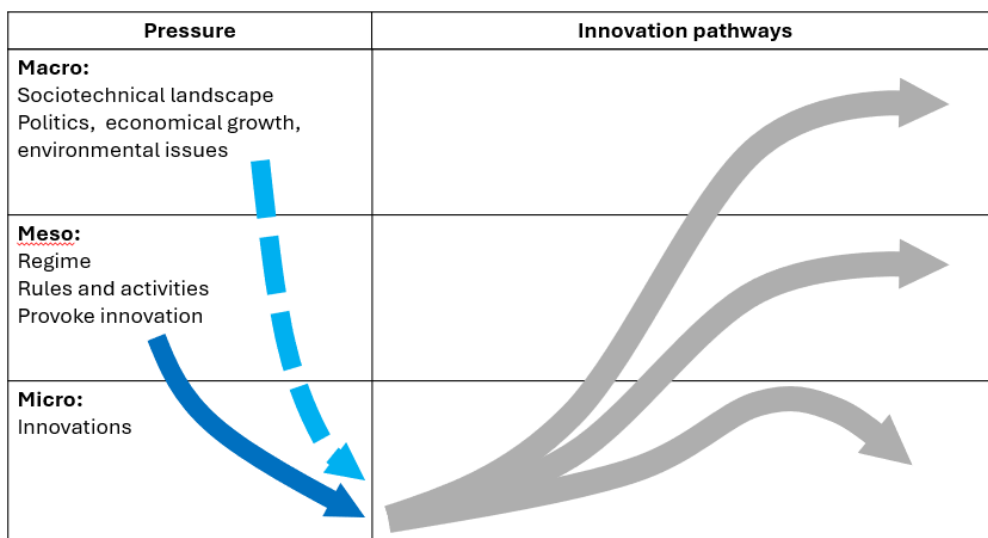


Figure 1. Dynamics of change based on Geels (2002, 1262) figure.

Loorbach (2007, 17) explains societal transition as a process of change in culture, structure, and practises in societal systems. The trigger for transition is a long lasting, persistent problem, which requires a multi-level societal change to shift from an unsustainable state to a more sustainable state. Therefore, the societal challenges are understood as systemic challenges that require a systemic change in the societal regimes. (Loorbach, Frantzeskaki & Avelino 2017, 602-605.) As in socio-technical transition the innovations are created but are aimed to contribute to the process of societal change (Loorbach 2007, 148).

Transition can be hard to manage, but it can be influenced, supported, and accelerated. This requires capability to see the complexity and uncertainty as a possibility. (Roorda et al 2014, 11.) One of the transition management methods is the TM approach. The TM approach has its origin in the Netherlands where it was presented for the first time as an official government policy 2001. Ever since, the TM approach has been developing and has been used widely, for example, in a national policy for sectors and innovation programs (Rotmans, Loorbach & Kemp 2007, 3, 5), as scientific base in the processes of governance of sustainable transitions (Loorbach, Frantzeskaki & Avelino 2017, 617) and in localities such as regions, cities and neighbourhoods to support sustainability transition (Roorda et al. 2014, 10). Previous studies (Nevens, Frantzeskaki, Gorissen & Loorbach, 2013; Bosman & Rotman, 2016; Schliwa, 2013) have shown that the TM approach can be used as a framework to study transition management.

The TM approach is a process to influence governance of activities towards an accelerated sustainable change. It deals with issues such as how to make an influence, how to bring together and how to coordinate actors and their activities to reinforce each other that they can compete with the dominant actors and practices. It is about creating a place for innovation in all levels, to develop alternatives to dominance. The main character of the TM approach is envisioning. To be able to influence the transition requires a view beyond the persistent problem to a desired future. This creates a long-term goal, a vision of the desired future, which gives a framework where the transition experiment can be performed. The function of the vision is to mobilise potentials such as efforts,

resources, ideas and to become noticed by stakeholders in the arena. Therefore, the process of envisioning is as important as the vision itself. (Rotmans, Loorbach & Kemp 2007, 5-7.)

## 2.1 Activities used in transition management approach

To make the TM approach work the process uses specific process- and analytical-tools. These tools are used in cyclical process models creating a TM approach cycle. (Loorbach 2007, 114-115.) Roorda et al. (2014, 10-11) describes these tools as intervention types of the TM approach named as orientating, agenda-setting, activating, and reflecting. Orienting analyses the position of oneself and the surroundings in relation to current societal developments and challenges and its actors in the past, present and future. Agenda-setting combines the diverse actors in the network and sets a common direction. It focuses on engaging actors for a sustainable future, where the actors' agendas and practices are integrated with a common vision. Activating puts the agenda in action. Projects are set up and learnings are made from them. One of the objects during this state is to build capacity for transition. Reflecting and monitoring is the core of intervention that includes all stages. This includes learning by reflecting the transition arena and the surroundings. Learning from others and from own experiments is the key element of TM approach.

As the process continues, new ideas and setbacks may occur. These changes require adjustments and decision making. With the learning and experience together with the external influence the transition cycle continues to repeat itself. This leads the transition in different phases describing these as pre-development, take-off, acceleration, (Loorbach 2007, 124-125) and stabilisation (Nevens, Frantzeskaki, Gorissen & Loorbach 2013, 114).

## 2.2 Transition arena and implementing TM approach

Transition starts with putting the scene for the arena by transition team (Roorda et al. 2014, 14). The transition team facilitates and manages the transition arena and adapts the principles of the transition arena. They use their skills and roles to provide a transformative impact. Usually, it is a small group of people that combine skills and expertise as problem owners, transition management experts

and content experts. (Notermans, von Wirth, & Loorbach 2022, 9.) Therefore, the transition arena is a temporary setting of an innovation network (Roorda et al. 2014, 11).

Next the changing system needs to be analysed to understand it. This includes analysing the relevant players and their relationships, key functions, informal and formal institutions, power relations, stakeholders etc. The analysis requires holistic thinking and a long-term perspective that provides the actors to see the problem and enables them to look over actors' own expertise to see the interconnectedness of the system. (Nevens et al. 2013, 113-115.) The transition team evaluates the transition challenge and creates a common long-time vision and transition pathways to reach the vision. (Roorda et al. 2014, 11.) The function of the vision is to inspire and give a narrative for the long-term orientation. (Nevens et al. 2013, 113-115.) The transition team create an agenda, which tells the starting point for expanding the network for new activities, networks, and collaborations. The transition agenda with summarised content is published to allow others to relate to the agenda and adopt the agenda in their own actions. As a final step the initiated experiments are put in action provoking more actors to be engaged. (Roorda et al. 2014, 11.)

Roorda et al (2014, 10-15) presents the TM approach process structure as a pie chart (figure 2). The pie chart describes transition activities with reflection in the core. With this description the reflection is part of all the other activities in the chart. The implementation steps are positioned around the chart to visualise how the steps can be related to the activities. The circles describe the function of the transition team, transition arena and experiments. These are part of all parts of the pie influencing the actions.

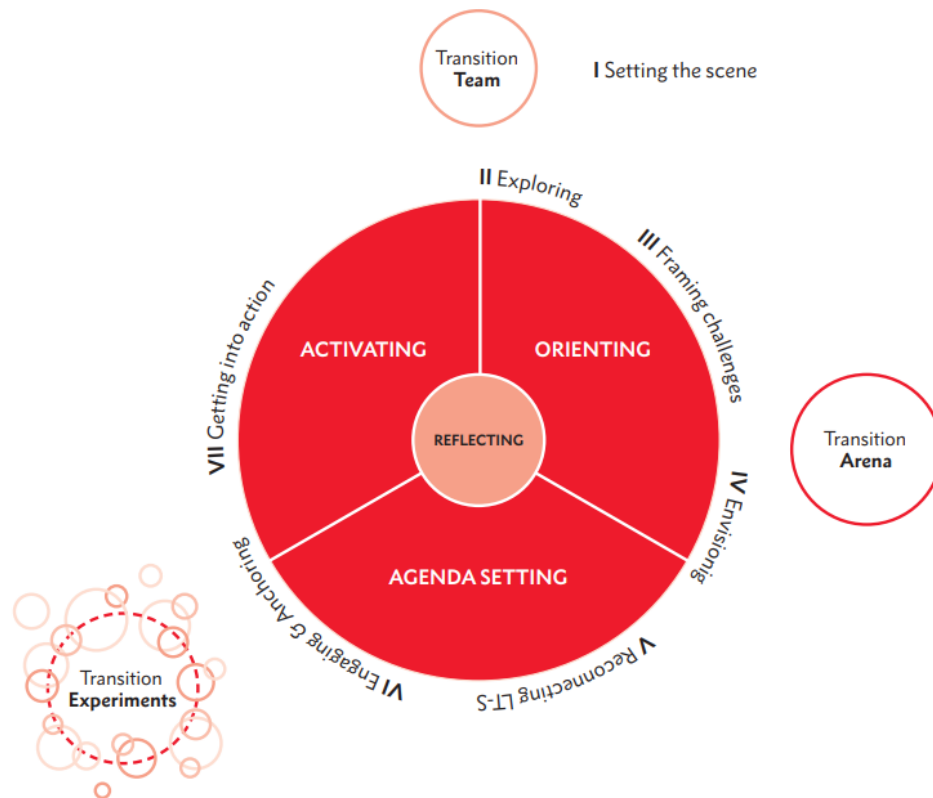


Figure 2. The TM approach process structure by Roorda et al (2014, 14)

The outcome of the TM approach is a given sense of direction, a transition narrative. The transition narrative is based on analysis and learnings, explaining the needed fundamental changes and how to reach the desired future. The narrative gives inspiration and encouragement to initiatives towards desired future. The process gives collective empowerment to overcome the challenges and see new possible solutions, changed definitions, and new relations to others. (Roorda et al. 2014, 11-13.)

The framework can be used to specify the goals of TM in a specific transition and in terms of different types of governance activities (Loorbach 2007, 125). It does not change or replace other policy structures but can be seen as a complement for other governance activities (Roorda et al. 2014, 11; Loorbach 2007, 125). All transitions are unique, and the TM approach cannot be used as a blueprint that applies to all systems, but it provides a structure which can be adapted in specific situations and concepts (Roorda et al. 2014, 14).

### 2.3 Summary of the characteristics of the TM approach

The purpose of this thesis research was to find out if the transition is managed in the selected rural areas and if there were differences between these areas. To recognise the TM approach, key expressions of the TM approach in the literature review were summarised. The matrix explains the transition arena and the TM approach activities orienting, agenda setting, activating and reflecting. The transition arena is a temporary setting of a network. The aim of the transition arena is creating a long-time vision and pathway to the desired future. Transition arenas included in all the TM approach activities. (Notermans, von Wirth, & Loorbach 2022, 9.) The activities of the orienting are making the system analysis, or orientation of the system, and together with actors and experts from different fields create a vision of the alternative future and create the pathways to reach the desired future. In the agenda setting the change activities are structured and the agenda is created based on the analysis and experiment pathways. The purpose of the agenda is to direct and engage actors towards the desired future. Activating puts the agenda in action. Projects are implemented and innovations are created in line with the experiment paths. Activating provokes changed everyday routines and practices. Reflecting is the combining element of all activities. Its function is to evaluate and monitor the activities in all the TM activities and make observations of the direction of the transition. Is the transition going as planned or is something needed to change. The reflection is characterised by learning from others and from own experiments. (Loorbach & Rotmans 2010, 238, 239; Roorda et al. 2014, 10–11.) These are summarised in matrix (table 1) to visualise the connection between activities and characteristics. This matrix was used in the analysis.

Table 1. Characteristics of transition management to identify the approach based on Loorbach & Rotmans (2010), Roorda et al. (2014) and Notermans, von Wirth, & Loorbach (2022)

<b>Activity</b>	<b>Characteristics</b>	<b>Reference</b>
Transition arena	Temporary setting of network Team to create a long-time vision and pathways to desired future	Notermans, von Wirth, & Loorbach 2022, 9; Roorda et al. 2014, 11,14

	Transition arena includes all activities in all levels	
Orienting	Mix of actors from several fields Creation of alternative future System analysis. Orientation societal developments and challenges and actors	Loorbach & Rotmans 2010, 238, 239; Roorda et al. 2014, 10–11
Agenda setting	Structuring the change activities Creating an agenda based on the strategic vision. Agenda: directing and engaging actors, towards sustainable future Sub-groups and target images to create different transition paths	Loorbach & Rotmans 2010, 238, 239; Roorda et al. 2014, 10–11
Activating	Innovation – fore runners Connecting projects and ideas to the change in culture and structure Creation of new routines and practises Actions in everyday life	Loorbach & Rotmans 2010, 238, 239; Roorda et al. 2014, 10–11
Reflecting	Evaluation and monitoring of all activities in all levels Assessments and debates of the present situation Observation of the direction of the transition Learning from others and from own experiments	Loorbach & Rotmans 2010, 238, 239; Roorda et al. 2014, 10–11

### 3 COMMON AGRICULTURAL POLICY (CAP)

Translating the learnings from the transition in the world situation it is recognisable that the climate change is one of triggers, or persistent problems, for the transition the world is going through. The EU responds to climate change by the Green Deal which aims for climate neutrality by 2050 (European Commission 2024c). Within the Green Deal innovations and new thinking is provoked to slow down global warming. This can be seen in the landscape as renewable energy sources as windmills and solar panels when the EU is making an effort to decarbonise the EU energy system (European Commission 2024d). The societal change is less visible in the landscape but recognisable in changed everyday routines. In the Green Deal the societal change is provoked by regulation and raising awareness. For example, the agriculture and food system in the EU is shifting towards more sustainable standards (European Commission 2024e), which is forming the farming methods and the way of thinking. This shift, or transition, is supported by CAP.

CAP has its history back to 1962 when it was launched to ensure European food security. CAP ensures farmers' ability for reasonable living by financial support. The policy aims to improve agricultural productivity and manage natural resources to fight against the climate change. (European Commission 2024.) The support is paid to the farmers who follow the EU regulated food safety, environmental and animal welfare standards. The support is adapted to local needs and affected by market signals created by consumers. The common market organisation (CMO) measures and regulates the rules of the common market. (European Council 2023a.)

Besides supporting farmers, CAP aims to keep the rural economy alive and maintain rural areas and landscapes (European Commission 2024). CAP presents rural development, which aims to improve vitality of rural areas, investments in infrastructure and basic services, protect the environment and tackle climate change. Rural development supports modernisations of farms and generation shifts in farms. (European Council 2023a.) As a common policy for all EU countries, it is managed by the European Commission and gets funding from the EU's budget. (European Commission 2024.) CAP contributes to rural

development by the European agricultural fund for rural development (EAFRD). These are prepared on a national basis and approved by the European Commission. Local development LEADER approach is led by communities. (European Commission 2023a.)

CAP was modernised for the funding period of 2023-27 to match the Farm to Fork and biodiversity strategies in line with the European Green Deal. The aim with CAP 2023-27 is to support agriculture and forestry in sustainable transition. As a new routine, each member state designs their own CAP Strategic Plans (CSP). The reform allows members states to plan the support based on the targets and measurements in local conditions, but need to be based on the 10 objectives (European Commission 2023c.): *“to ensure a fair income for farmers; to increase competitiveness; to improve the position of farmers in the food chain; climate change action; environmental care; to preserve landscapes and biodiversity; to support generational renewal; vibrant rural areas; to protect food and health quality; fostering knowledge and innovation.”* (European Commission 2023b.)

### 3.1 CAP Strategic plan in Finland and Spain

CAP Strategic Plan (CSP) are CAP-funded instrument that are designed by each EU member state for their own territory over a funding period. The design covers all CAP-related instruments such as direct payments and support for rural development. (European Commission 2023d, 5.) The European Commission has summarised each national strategic plan to the “At glance” fact sheets, where the plans are viewed in different categories.

Both Finland and Spain are aiming towards food security by improving competitiveness. Lively and vibrant rural areas are main points in the presented strategies. Environmental and climate ambitions are presented in both areas. (European Commission 2023e; European Commission 2023f.)

Finland's climate goal is to be carbon free by 2035. To further strengthen the environmental goals peatland in agricultural land is protected. Practices of crop rotation and cover crops during the wintertime are strengthened. Some of the economic challenges in Finland are the low profitability of farms and a low income for farmers compared with other sectors. Therefore, new ways to increase farms'

profitability, income and value adding are needed. The aim is to ensure food security by encouraging the younger generation to agricultural activities and increase the livelihood of farmers. Farmers' social challenges are reflected as family-farming. In 2020, 70% of the workforce in agriculture were farmers or relatives to farmers. Only 20 % of the agricultural holdings had salary-based staff. To respond to the challenge CAP supports start-ups, cooperations and investments in farming and rural areas. In matters of knowledge sharing, innovation and digitalisation, Finland promotes innovative solutions and creating added value in agricultural products. The high-speed broadband coverage is planned to increase from 64% to 100% by 2025. This gives opportunities for a digitalised monitoring of farming activities in farms and Farm Sustainability Tools such as calculating the need of nutrients. (European Commission 2023e.)

Spain is challenged by climate change and environmental issues such as erosion, desertification, and soil degradation. Water is another issue that gives challenges both in quality and quantity. Therefore, Spain is working with frameworks and regulations to achieve the environmental objectives. Environmental challenges are reflected in farming activities aiming for more ambitious actions such as carbon sequestration. The rural development fund supports actions that benefit climate, environment, and animal welfare. Forest activities such as agroforestry, afforestation, restoration, fire prevention are also supported by the fund. (European Commission 2023f.)

Spain aims to harmonise the support system and make it fairer and more targeted. The goal is to stabilise farmers' income against climate and market instability and with special aid prevent the abandonment of sectors with difficulties. The balance in the social systems is supported by development of rural areas to better job opportunities with weight on disadvantaged social groups and territories. In support gender balance is highlighted. The digital skills gap aims to be closed by training, advice and awareness activities. Innovative solutions to farmers and foresters are supported. (European Commission 2023f.)

To summarise the key points of the selected nations CSP, the key expressions of the goals and challenges are gathered to table 2 and table 3 based on the national strategic plans to the "At glance" fact sheets.

Table 2. Key expressions based on “At glance” fact sheet for Finland (European Commission 2023e)

<b>Finland CSP</b>	<b>Key expressions</b>
Goals and strategy	Food security, farm competitiveness, environmental and climate ambition, vibrant rural areas.  As a challenge: economic, environmental and social in agricultural sector and rural areas
Economic sustainability Goals	Improve farms’ profitability, farmers income, productivity, and added value. Encourage younger generations to take up agricultural activities.
Economic sustainability Challenges	Low profitability of the agricultural sector, low income of farmers, ensure food security, improve farmers’ livelihoods
Environmental sustainability goals	Carbon neutrality by 2035, reduce climate emissions, protection of natural resources and biodiversity, protection of peatlands, crop rotation, plant cover during the winter period
Environmental sustainability challenges	-
Social sustainability goals	Support start-up, cooperation, business development, entrepreneurship, animal welfare, limited use of antimicrobials
Social sustainability challenges	Family-farming type of agriculture, low number of employed salaried staff
Communication, information, innovation and digitalisation goals	Knowledge exchange, Connections between farmers, information flow, innovative solutions, improved value in agricultural products, high-speed broadband coverage 100% by 2025, broadband and digital investments, tools for monitoring farming activities on farms, tools for calculating nutrients, development of digital public services and data production
Communication, information, innovation and digitalisation challenges	Large and sparsely populated areas, poor coverage of Next Generation Broadband in rural areas

Table 3. Key expressions based on “At glance” fact sheet for Spain (European Commission 2023f)

<b>Spain CSP</b>	<b>Key expressions</b>
Goals and strategy	Fair support to all farmers, regional specificities, sustainable development of farming, food security, competitive agri-food sector, lively rural environment, focus on environmental, economic and social sustainability.

Economic sustainability Goals	Stability of farm income against climate and market instability, support and prevent abandonment of the activity sectors with difficulties, cooperation and promote continuity of agricultural holdings and environmental actions.
Economic sustainability Challenges	Supply chains in specific sectors have difficulties
Environmental sustainability goals	Improvement of structure and content of organic material in soil, achieve the environmental objectives, environment and animal welfare, afforestation, agroforestry, fire prevention, restoration and adaptation of forests and forest activities
Environmental sustainability challenges	Environmental and climate-related issues, desertification, erosion, water management
Social sustainability goals	Employment opportunities, support rural businesses, gender balance, improve animal welfare, cut antimicrobial use 50% by 2030
Social sustainability challenges	Depopulation, ageing, important social imbalances
Communication, information, innovation and digitalisation goals	Coordination of Innovation System (AKIS), digital and innovative solutions, close digital skills gap, innovative solutions to farmers and foresters
Communication, information, innovation and digitalisation challenges	-

### 3.2 LEADER approach with local action groups

LEADER is a funding organisation from the 1990's, based on the French phrase "Liaison Entre Actions de Développement de l'Économie Rurale" which can be translated to "Links between activities (or actions) for the development of rural economy". It is a bottom-up approach based on the resources and knowledge as a response to failed European top-down policies. (European Commission 2024b.) LEADER has local action groups (LAG) formed by the local actors such as farmers, entrepreneurs, organisations, and individuals from different sectors. LAGs make their own development strategies. (European Commission 2023a.) LEADER has compulsory support as minimum 5% of national EAFRD support. With this support LEADER is expected to cover local development in areas such as diversification of local economic activities, rural services, social innovations, environmental and climate change. (European Commission 2023d, 88-89.)

Increased social capital, better local governance and unique qualities of the LEADER projects are emphasised as the added value of the approach. In other words, the LEADER approach is supposed to create activities that increase cooperation between stakeholders, empower and communicate with citizens and promote innovation and involve multiple partners. (European Commission 2023d, 88-89.)

LEADER is described as a multi-level governance framework practicing at the national and the sub-national level but funded at European Level. As a multisectoral method and integrated development, it strengthens the local economy and the social capital. It is dependent on its network and the commitment to the territory. Therefore, the effectiveness of LEADER depends on the possibility to influence the gaps in the local areas and how well LEADER can play its role in situations such as decentralisation, reinforce local empowerment. The LEADER approach differs between countries and funding periods and therefore a generalisation is not possible. (Pollermann, et al 2020, 159, 160, 174.)

Figure 4 visualises the multi-level governance of the LEADER approach as an onion figure. As the highest scale is the EU strategies giving the direct line of the CAP policy. EU Commission is the making the decisions of the policy and fundings and approving the CSPs. Member nations create the CSPs based on the nation specific needs and targets. LEADER is the funding organisation for CAP support that is defined by the EU commission and the SCP. LAG – the network of the local partners is creating the local strategy and activities.



Figure 3. Simplified figure of multi-level governance of LEADER based on (Pollerman et al. 2020, 159), updated with CSP.

## 4 RESEARCH METHODOLOGY

The purpose of the thesis research is to understand how CAP supports rural areas in the transition towards sustainability and understand how rural transition is managed at the local level and how the transition management differs between areas. This thesis research aimed at interpretivism by creating a new richer understanding by studying the objective from different viewpoints (Saunders, Lewis & Thornhill 2019, 149).

The thesis was limited to Catalonia in Spain and Lapland in Finland. These areas were selected because of the Lapland UAS engagement in these areas. To get depth for the thesis research, these two areas were compared to find out differences and similarities. These points were summarised to research questions:

- How CAP support rural areas in the transition towards a sustainable future?
- Are there differences between the selected areas regarding the management of rural development?

### 4.1 Research methodology and strategy

A qualitative research method was used to achieve the research goal. The aim of the qualitative research is to collect meaningful data to the research (Walker 2004, 37.) With qualitative data in this thesis research means input, that gives understanding how CAP supports the transition and if a management method is used to influence the transition or rural development. A thesis research of CAP governance in the entire EU would be too large for a master thesis. Therefore, the options to use a case study were investigated. Eriksson and Koistinen (2014, 4, 5) explains that a case study can include one or more cases having the analysis as a main goal of the research. A case study is suitable when the researcher has little control of the happening, there are only view empiric research made of the case, and for cases where questions about what, when and how are in the central position. (Eriksson & Koistinen 2014, 4, 5). This criterion was suitable for the

thesis research topics and questions. Another option was a comparison case study as a research method. Besides comparison of cases, the comparison case study encourages to study three axes, the vertical, the horizontal, and the transversal. These axes present a social, areal and time perspective of the research. (Bartlett & Vavrus 2017, 3.) The social and areal comparison was possible in the selected cases but comparing changes over the time would have given problems to find participants to the thesis research. Using three axes would also expand the thesis research out of the limits of the size of a master thesis. Therefore, the case study was selected as a research method.

To understand how the CAP presented transition is managed at the local level a management approach for transition needed to be selected. The TM approach was chosen because of the well written material about the approach and how this approach can be applied. This became the theoretical framework of this thesis research. Theoretical framework can be used to create interview questions and get focus in the analysis giving credibility to the work. The theoretical framework can also help finding missed opportunities that would not be noticed otherwise (Peterson 2017, 150). The TM approach as the framework gave an understanding of the process of transition and gave a base to the interview questions and the analysis matrix.

The first thought was to interview actors in rural areas to get the needed information. The information from interviews would be based on their experiences of the support and management of rural development. To get relevant amounts of information would require quantitative research which required fluent language skills in English, Finnish and Spanish. This was not possible in this thesis research because of the lack of relevant resources. Therefore, interviews were selected to gather information. Peterson (2019, 149, 152) explains that the goal of qualitative studies is depth and detail and the number of participants in research depends on the nature of the research. Usually, four to five participants are required in the case study, but it is dependent on elements such as type of information, the response, and circumstances. (Peterson 2019, 149, 152.)

The assumption was that the interviewees are not familiar with TM approach and for that reason the interviewees couldn't be asked directly their opinion of the

subject. Therefore, formulation of the interview questions was important to get relevant information. Formulating descriptive interview questions such as “how” and “why” gives direct attention to events over time and the case opens both for explanatory and descriptive ways (Yin 2014, 328). How and why questions opened an opportunity to formulate questions in a way that a question gave an indirect answer to another question that could not be asked, or it would not be understood in the correct way. By letting the interviewees explain and describe the interview topics gave a deeper understanding of the topic in question and gave relevant information base for the analysis. Open ended interviews give a possibility to provoke something new to emerge (Peterson 2019, 149, 152).

#### 4.2 Selection of the participants

To reach the goal of the thesis, four advisory associations were interviewed to understand how the rural development by CAP is managed at the local level and how CAP supports the rural transition. Elo et al. (2014, 4) says that the samples or participants should be selected by their knowledge of the topic, or they represent the topic. Therefore, rural advisory associations were selected because of their expertise in the field. The assumption is that these associations have a comprehensive information of the situation in agriculture and rural development.

Selection of the participants were limited to Lapland and Catalonia by Lapland UAS engagement in these areas. The selection of the participants for the interview was clear for Lapland, based on the common knowledge of what these associations represent, and Peräpohjola LEADER ry and ProAgria Oulu were chosen. Linguistic barriers to communication caused difficulties to find similar associations in Catalonia. Using the network of the other participants l'Associació Catalana de Recursos Assistencials (ACRA) and Resilience.Earth agreed for an interview in English.

Peräpohjola LEADER ry is one of the 52 Finland's LEADER groups, active in the areas of Simo, Tervola, Keminmaa, Kemi, Rovaniemi ja Ranua. It aims to use the local knowledge and expertise as tools in local development. As a funding organisation, the association follows an action plan, laws and regulations for rural development. (Peräpohjola Leader ry 2024.) ProAgria is an advisory association

for farmers and rural enterprises. As a mission ProAgria works for business competitiveness and profitability of their customers and partners. Besides this, ProAgria promotes sustainable development and well-being. ProAgria Oulu is active in the northern Ostrobothnia and Lapland. (ProAgria 2024.)

The Associació d'Iniciatives Rurales de Catalunya (ARCA) is a local network for Catalonia which represents and supports LAG groups in Catalonia. The association aims to make the rural and coastal living easier by new projects and opportunities. (ARCA 2024.) Resilience.Earth is a nonprofit cooperative of change management. Their activity aims for a social, ecological and economic transformation together with their members. They are active in Catalonia where the members offer diverse services and support projects and institutions such as communities and municipalities. (Resilience.Earth 2024.)

The selection of the participants is not harmonious, especially when these are compared in the areal level. As mentioned, the lacking language knowledge in this thesis research was hindering finding equal associations in both areas. This led to consideration to continue the thesis research with the participants that are available or limit the thesis research to one area. Limiting the thesis research to one area would have given a narrower view of the subject and therefore the decision was made to continue with an inharmonious group of participants. Another consideration was that an inharmonious group of participants can give a wider understanding of the research topic when the participants are in different positions in the CAP hierarchy.

#### 4.3 Process of interviews

In each interview one person presented the association, except in one of the interviews there were four persons from the same association. Having an uneven number of interviewees and an inharmonious interview base was considered. With the conclusion that describing the process of data gathering, with descriptions from where and how data was generated (Hunt 2011, 298), the uneven number of interviewees and the selected associations between areas can be accepted. The interviews were held from the end of January until the middle of February 2024. The interview questions were formulated as semi-constructive

and open-ended, giving possibilities for the participants to express their own thoughts. All the interviewees got the same question (appendix 1). Some questions were irrelevant to ask, because they have already been indirectly answered, or it was irrelevant to the association. However, all questions were asked to get more information or a different viewpoint to the question.

The interviews were held via web meeting tools to give availability to work in distance and a possibility for recording. Recorded interviews gave an access to go back to the source information during analysis. The interviews were transcribed with the MS Office Word transcribe tools. The text was controlled, read, and corrected along the audio recording to ensure the quality of the transcript. To respect the anonymity of the participants the interviews were coded to I1, I2, I3, I4. Even though one of the interviews had several persons, it is handled as a one representative from this association to respect the anonymity of the interviewees.

#### 4.4 Data analysis

The aim of the analysis is to create a comprehensive entity that can be used to make conclusions about the research case (Puusa 2020). Because of the topic of the research, the interview questions needed to be formulated in a way the interviewees understand the questions and give relevant information for the research. With other words, the interview questions didn't directly answer the thesis research question. Therefore, the empirical data was analysed by using content analysis with a deductive approach. The deductive approach is based on a theory, which can be one or several studies. To analyse the data, an analysis matrix is created based on the theory. The empirical data is reviewed to find sentences, phrases, or expressions to answer the questions in the analysis matrix. (Elo, Kajula, Tohmola & Kääriäinen 2022, 222.) Pattern fitting and pattern matching methods are used to find recurring regularities in the empirical material and match them to the theory. With this, an explanation can be constructed that specifies the relationships between concepts, phenomena, or events. (Eriksson & Koistinen 2014, 35, 36.)

In this thesis research a data matrix was created to identify interview questions and for an analysis of the empirical data. The categories created were influence on area, future visions and goals, network and the role in the network, challenges and driving force for a change, monitoring and evaluation, experiments, projects and innovations, and CAP support. During the first step of the analysis three other categories emerged, communication, continuity, and growing experiment. The figure 4 shows how the data was gathered in colour codes in the matrix. The figure itself shows only a part of the whole matrix.

<p>Our vision about our territory, between the different agents we try to work to make an effort to connect these entities and find in some way the common vision, to find also the simple idea of each network to be able to work Better Together.</p> <p>Can see the social economy, have identity and a little network and give support in some way and try to identify better who is who in this network and how can work Better Together.</p>	<p>We are active in different networks in our territories. Most of them are little networks.</p> <p>we can find another network, more specifically in agroecological farmers and other social movements or the companies? In the in the area, but that also build their own structures.</p> <p>Little networks and articulations and some of them are able to connect better with other levels of networks around Zerona, Catalonia, Spain, Europe.</p>	<p>I think we can say that no, there's no common vision about</p> <p>I will say yes (there is a road map to vision 2030), but there's this kind of processes that that you're mentioning, but probably because of the they are really affected through the urban rural tension. I think that here people probably won't feel that that they are part of this process</p> <p>How will we get on in 2020-30 or whatever the public processes. But I think that from here from this rural area we don't feel part of that.</p>
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Figure 4. Showing data gathered in colour codes to a matrix

First Lapland interviews were analysed separately using colour coding where one colour presented a category in the matrix. Keeping the information under the question number, the colour coded sentences were copied under the matching category in the matrix. This gave the possibility to return to original data to double check the referring subject. The filling words were deleted and in this stage the sentences were translated to English to make the analysis in one language. From each category the core expressions were identified and summarised. With the core expressions subjects were easier to work with to make conclusions about how the subjects of the categories were related to each other in line with the TM approach. The procedure above was repeated for the Catalonian interviews. These interviews were held in English and didn't require translation. The Lapland and Catalonian material were kept separate to be able to compare them.

The comparison research method was used to find the differences and similarities between the selected areas. In comparative research several cases are studied and then compared in a systematic way (Eriksson & Koistinen 2014, 25). The aim with the comparison was to study if the management of transition differs in the

selected areas. Secondly, the interest was to research how the management differs in selected areas.

#### 4.5 Trustworthy

The critics for the qualitative research are the insecurity of results. The results depend on the researcher's knowledge, interest, and how the data is analysed. Therefore, the role of a researcher is to observe and find indications to create a valid and trustworthy synthesis. (Puusa 2020.) In other words, the same research can have different outcomes depending on who is making the interpretations and conclusions. The validity of research can be increased by a description that gives the reader the possibility to follow the process with its strengths and weaknesses (Elo & Kyngäs 2008, 112). With transparency the trustworthiness of the thesis research can be increased Hunt (2011, 297). This in mind the process has documented descriptive ways including from where and how the information is collected, how the analysis is made and presents the findings from where the conclusions were made.

The trustworthiness was a consideration whilst selecting the participants for the interviews in the thesis research. The inharmonious selection of participants can negatively affect the trustworthiness of the thesis research but also be a strength to the thesis research. As Hunt (2011, 298) explains, it is important to explain how and why the participants were selected so that the reader can determine the value of the participants in the research.

## 5 RESULTS

Because the TM approach does not have a blueprint, the translation of transition supported by CAP and rural development through the TM approach lens was not obvious at a local level. Because the TM approach can be a supplement to a policy governance activity (Roorda et al. 2014, 11; Loorbach 2007, 125) sometimes it was hard to separate the locals' actions from the regulations of the policy. Based on the literature the transition cycle can be explained as activities orienting, agenda setting, activating, and reflecting. Each activity has certain characteristics which were compared and matched with the empirical data to understand if the local areas followed the TM approach principle. The results are presented in subchapters aligned with the identified characteristics explained above: transition arena, agenda setting, activating and reflection. These subchapters are followed by the result of differences and similarities between selected areas, CAP support for rural development at the local level, and challenges of CAP.

### 5.1 Orienting

The orienting activity includes the system analysis that is made by mapping the challenges and actors in the arena. In the core is the transition team that creates the arena for the change (Roorda et al., 2014, 14.) This orienting activity was not obvious in this thesis research. In the interviews didn't appear direct information of the associations to participate in actions in these actions. However, in the interviews it appeared that Catalonia has the Rural Agenda of Catalonia 2030 in which creation ARCA has been active (Gencat 2023). Even though it didn't appear in the interviews, Lapland has Lapland areal rural development program for 2023-27 (ELY-keskus 2024). This indicates that both areas do have some strategic activity that is envisioning the future of the area. The difference between the envisioning and agenda is that in Catalonia the agenda was created for 2030, beyond the CAP funding period, meanwhile in Lapland it covers only the CAP funding period 2023-27.

## 5.2 Agenda setting

At the activity of agenda setting the common vision is translated to an agenda that fits at the local level. The actors are selected in the network to work together towards a common goal. To understand how the associations were related to the agenda setting the challenges and visions from the CSP were compared per each nation. This gave an indication if the visions were repeated from the CSP or were these created locally. Secondly, the association's influence and network were studied to understand how coalitions were built.

### 5.2.1 Challenges in Lapland and Catalonia

In Lapland it is hard to find new entrepreneurs in the rural areas. The existing entrepreneurs are hard to reach in the ways the association likes to reach them. For example, associations promote collaboration between entrepreneurs in the area, but many of the actors like to continue by themselves. Another challenge is to get entrepreneurs to get a sustainable viewpoint in their work.

...We didn't have business projects in our area... businesses would also think about how to bring forth joint group projects... bring forth collaborative business development... (I1.)

Issues related to farmers' low income are challenging. The constant struggle with the economic situation is taking the energy from farmers. The external pressure forces the farms to shut down and most likely these are not started again. The more farms are shut down, the more of the farmers network of collaboration, support and social living is lost. Related challenge is aging. Farmers' average age is over 60 years. Even though the generation shift is supported by CAP, the other stakeholders such as banks are hindering the shift. Another reason for the failed generation shift can be parents protecting their children from the blame farmers are put out to for climate change. Parents mean that there are better ways to earn a living than being blamed for climate change.

Concern about how the farmers is coping and all these farms are needed...even though they are motivated and would like to continue food production in our area, they need to shut down because of external causes...and the last Mohicans are left all alone without network and collaboration partners... (I4.)

Concerns are raised about the government decisions of economic saving programs and how these influence the funding and subsidies. The work that associations do is manifold and influential in a way it is not directly recognisable. If the tools are taken away, they can't do their work. Therefore, it would be good if the EU and the ministries can explain the thought behind these economic cuts.

In Catalonia, challenges have many faces. Challenges are identified as differences between areas in a social, economic, and environmental meaning. In some areas the tourism is an economic opportunity, in other areas the tourism is raising the living cost too high for the locals, or the area is overdeveloped not having a space to grow.

.... Catalonia is very different ... Environmentally, socially, economically. There's a lot of differences ... there are areas that have a good social, active culture like economical, there are territories that have massive tourism... the type of agriculture is very different. The main point is that they are very different. (12.)

The depopulation is challenging the rural areas. Only 1 % are employed directly in agriculture, making the rural areas an "empty place". The immobility is another problem when it can take up to four hours to reach Barcelona from the rural areas. This gap is not only physical, but also emotional. The rural areas feel to be apart from the administration and its decisions. This is based on a history of empty promises from administration which has now built to frustration.

Public administration is also not prepared to talk about new kinds of regulation or to give answers to these needs ...there's the majority of people, probably thinking that there's anything new that can happen and solve anything you know, there's a kind of frustration and depression... We have been taking part in different process during the last 10-20 years, trying to think together and we accepted invitations from the administration. We have seen and listened to a lot of things, and we are still at the same place. (13.)

The frustration is spread to the associations in the form of incapability to make a change. The projects are small compared with the other powers and the raised objects in the political level are not on the priority list.

The routines and learnings are rooted, making people continue doing as they have done for 100 years, but with the difference that they need to do it better.

The local administration is not ready for new regulations and requirements. Without any leadership towards collaboration, the entrepreneurs continue to work towards their own goals. Even though actors are aware about the climate change and there is a capacity for the change, for some reason the actions are not done. One of the reasons could be that the follow ups of the progress in the rural areas are done too rarely.

### 5.2.2 Goals and visions in Lapland and Catalonia

All interviewees had similar thoughts for connecting actors together for collaboration and cohesion for sharing information and finding common targets to work together to achieve the goals. The economic, social, and environmental sustainability was mentioned as a vision both in Lapland and Catalonia.

For Lapland the vision is to get new entrepreneurs for rural areas. The mentioned methods are such as branding villages and finding new digital solutions. Environment and climate action were mentioned as important goals to achieve. For farming, animal welfare and finding new solutions, measurements and monitoring tools were mentioned as a goal. Identified agendas were ProAgria intern mission and vision.

Catalonia has created an “Rural Agenda of Catalonia” to reach the vision. Within this agenda the actions such as projects have started aligning with the vision. Otherwise mentioned visions were vivid rural areas and a cultural growth towards sustainability.

### 5.2.3 Creation of the agenda and experiment paths

The aim with the agenda is to translate the long-term goal to more concrete sub-goals that can be achieved by the local actions and by the local actors. This allows the local actors to be part of the transition. To see how the CSPs are translated to an agenda, the area specific challenges and visions were compared to the ones in the CSP. A challenge - vision comparison gives understanding of the possible selected transition imagines and transition paths. The table 4 shows a comparison of the Finnish CSP and empirical data of Lapland. The table shows that the empirical data is repeating the SCP. This indicates that the local future

plans are in line with the national target without bigger adaptation. Though the interesting points here are food security which is expressed as a challenge in the SCP and the empirical data confirms this with CAP's decreased meaningfulness for food production. The reason why the CAP was created was to ensure food security and regarding the results this is lacking in Finland and Lapland. The empirical data also explains the impact of the low profitability of the agricultural sector. The constant economic struggle causes social and health concerns. Because it is difficult to find new actors and make the generation shift, the active farmer age is getting higher. The difference of the SCP shows also in communication where the empirical data points out difficulties to reach out to the actors in meaning of collaboration and sustainability.

Table 4. Comparison of Finland's CSP based on "at a glance" fact sheet and empirical data

<b>Finland</b>	<b>Key expressions CSP</b>	<b>Key expression empirical data</b>
Economic sustainability Goals	Improve farms' profitability, farmers income, productivity, and added value.  Encourage younger generations to take up agricultural activities.	Sustainable in economic growth and social and environment sustainability connected matters
Economic sustainability Challenges	Ensure food security  Low profitability of the agricultural sector, low income of farmers, improve farmers' livelihoods	CAP has decreased meaningfulness of the food production, food security  Farmers low income and dependency of subsidies  Constant economic struggle raises concerns of rural health, business, and social network.  How to find more entrepreneurs to rural area
Environmental sustainability goals	Carbon neutrality by 2035  reduce climate emissions, protection of natural resources and biodiversity, protection of peatlands  crop rotation, plant cover during the winter period	Strategy of climate and environment issues  Minimising waste in production and food waste  Raising environment awareness  Nature conservation and preservation, green transition,

		Binding carbon in soil  Environmental thinking in basic farming, conservation of water bodies,
Environmental sustainability challenges	-	-
Social sustainability goals	animal welfare, limited use of antimicrobials  Support start-up, cooperation, business development, entrepreneurship	Animal welfare
Social sustainability challenges	Family-farming type of agriculture,  Low number of employed salaried staff	Family-owned farms  Aging farmers and difficult generation shift  Farmers are blamed for climate change and environmental issues. Frustration and feeling treated unfairly
Communication, information, innovation and digitalisation goals	Knowledge exchange, connections between farmers, information flow,  Development of digital public services and data production  Innovative solutions, improved value in agricultural products, high-speed broadband coverage 100% by 2025, broadband, and digital investments, tools for monitoring farming activities on farms, tools for calculating nutrients	Strong collaboration and cohesion with open communication and shared information  Smart villages, innovation, and new thinking e.g. distance services, new services or digital platforms  Village branding  New solutions, measurements, and monitoring tools for farming
Communication, information, innovation, and digitalisation challenges	Large and sparsely populated areas, poor coverage of Next Generation Broadband in rural areas	Hard to reach to people in the meaning of collaboration and sustainability requirements

In table 5 the Catalonian comparison with the CSP is presented which indicates a difference between the CSP and the empirical data. Because the presented CSP is a summary, it is possible that the local challenges are presented in the main version. Notable in Catalonia is the Rural Agenda of Catalonia, which is not presented in table 5. However, some of the challenges and visions mentioned in

table 5 are part of the agenda that emerged in the interviews. An interesting point with the comparison is that some of the challenges in the CSP have been lifted as a goal in the empirical data. For example, supply chains in CSP is a challenge but it is as a goal in the empirical data. Another interesting example is the economic goals where in the CSP it is mentioned in general level as stability of farm income, in empirical data it is expressed more detail as sharing economy solutions. Another solution is the mobile slaughterhouse which as an assumption benefits both in transportation and economics. Other examples as a goal in the empirical data are renewable energy solutions and mobility which are not mentioned in SCP. There are also differences. The empirical data explains why there are problems, such as feeling left out, lack of motivation, tension between the rural and urban areas. On the other hand, CSP has many goals and challenges that are not mentioned in empirical data such as environmental issues and animal welfare.

Table 5. Comparison of Spain's CSP based on "at a glance" fact sheet and empirical data.

<b>Spain</b>	<b>Key expressions CSP</b>	<b>Key expression empirical data</b>
Economic sustainability Goals	Stability of farm income against climate and market instability, support and prevent abandonment of the activity sectors with difficulties, cooperation and promote continuity of agricultural holdings and environmental actions.	Short supply chains Sharing economy solutions Improvement in farming solutions as mobile slaughterhouse
Economic sustainability Challenges	Supply chains in specific sectors have difficulties	-
Environmental sustainability goals	Improvement of structure and content of organic material in soil, achieve the environmental objectives, environment and animal welfare, afforestation, agroforestry, fire prevention, restoration and adaptation of forests and forest activities	Renewable energy without taking place from agriculture. Social and economic sustainability Cultural growth towards sustainability
Environmental sustainability challenges	Environmental and climate-related issues, desertification, erosion, water management	Lack of motivation for climate action Rooted routines and learnings that makes people continue as usual

Social sustainability goals	<p>Employment opportunities, support rural businesses, gender balance</p> <p>Improve animal welfare, cut antimicrobial use 50% by 2030</p>	<p>Vivid rural areas</p> <p>Connecting actors to create a common vision and build structure</p> <p>Create positive attitude for a change</p> <p>Mobility to rural areas</p>
Social sustainability challenges	<p>Depopulation, ageing</p> <p>Social imbalances</p>	<p>Depopulation, only 1% is employed by agriculture</p> <p>Lots of empty space</p> <p>Marginalised differences in economic, social and environmental meaning</p> <p>The gap between rural areas and administration; tension between rural and urban areas; lack of inclusivity in rural areas, History of failed projects and broken promises, frustration that nothing will happen,</p> <p>Issues driven by associations has low priority in politics. The projects are tiny compared other powers in area, therefore hard to make a change</p> <p>Long distances between rural and urban areas, transportation challenges</p> <p>Tourism - some places no more space to expand; expensive living for locals</p>
Communication, information, innovation and digitalisation goals	<p>Coordination of Innovation System (AKIS), digital and innovative solutions, close digital skills gap, innovative solutions to farmers and foresters</p>	<p>Functional and collaborative networks</p> <p>Create a common story to connect the area</p>
Communication, information, innovation and digitalisation challenges	-	<p>No leadership towards change and people are working towards own goals</p> <p>Not enough knowledge to understand what is needed to create a common vision and cohesion between different actors</p>

#### 5.2.4 Network, collaboration and creating an agenda

The interviewed associations work with farmers, farming companies, suppliers, rural companies, societies, and municipalities. They have political connections to the local administrations and governmental levels where they can lobby their needs and requirements. The network reaches to other regions and other nations. Collaboration partners are in a various mix of other associations, educational institutions, municipalities, cooperatives, funders to name some. The network is complex, and the creation of the network took time.

...(network is) Complex, I think it's created by step by step, and in functional also the people that gets higher by the network they contribute to formulating projects... (I2.)

The internal network in the association is important for the interviewees. Within association the ideas can be discussed and find support for personal work. The importance of the team is shown in the complexity of CAP. Each team member is an expert in their own field and as a team the challenging CAP questions can be solved.

Cooperation and collaboration are promoted to get insight of the work and projects the actors are working with. With a better overall view of the activity in the area, double work can be avoided. This helps to concentrate and to enforce each other's work. Cooperation and collaboration are promoted to actors to find partners, for example promoting cooperation and collaboration projects between the villages or businesses.

... collaborations and information sharing about each other's projects and reinforce each other's projects, so as not to overlap work (I1.)

An agenda for Lapland wasn't mentioned in the empirical data. In Catalonia, ARCA as the coordinator of Catalonian LEADER groups, is joining the groups to work together. ARCA with other stakeholders has created the "Rural Agenda for Catalonia".

Rural agenda of Catalonia was born in ARCA. Many entities are related to this frame now. This frame has a lot of actions prioritised so other little projects try to match this... the fact that Arca not only

have the LEADER programme branch, but also the projects and now also the rural agenda that frames all. (I2.)

### 5.2.5 Promotion and structuring of the change

All interviewed found communication important, especially now when communication happens in many channels and platforms. Updated information of funding requirements needs to reach the stakeholders and the public. Communication is used also for spreading sustainability thoughts to the personal, company and society level.

We work to get the idea of sustainability in projects in a way that is rooted at ground level, meaning that business and communities work for those ideas. (I1.)

Most of the projects are public and the learnings are shared. This can be reports, webinars, press releases or for example, innovative customer stories that are planned to be shared on a web site to give inspiration to others.

More intensively and more profoundly share knowledge and have a space that we can use to share and celebrate together and keep on working together. (I3.)

### 5.2.6 Summary of agenda setting

To understand how the CSP was translated in the selected areas, the CSP and the local challenges and visions were compared. The comparison indicated that in Lapland's area the challenges and visions were mostly based on the CSP. In Catalonia the area specific challenges and visions were highlighted in the interviews and in some cases the reasons behind the challenges were explained. During the interviews, it was discovered that ARCA and its stakeholders had created "The Rural Agenda for Catalonia", which explains how to achieve the common Catalonian vision of the sustainable future. This agenda creation is in line with the activity of agenda setting. Even though there is no mention of the agenda for Lapland, the agenda does exist.

Networking and collaboration are one of the characteristics of agenda setting. Findings from interviews indicate that associations in both areas have a well-established network with collaboration and cooperation partners. In their network they promote and structure change by encouraging collaboration and cooperations. Associations are provoking innovations and innovative thinking.

### 5.3 Activating

Innovations and innovative thinking are promoted in Lapland. Thoughts such as community living, farming for one's own need, how to make everyday living or services more sustainable was mentioned. The villages have started to find solutions on how to make themselves more inviting and increase the rural vitality. The hope is that Smart villages project comes with innovative solutions. The hope is also in the youth coming with new ideas and viewpoints for innovative development. In farming innovation thinking was to find new solutions, measurements, and monitoring tools. For example, trying out different selections of crops in Lapland. Project outcomes can be reports or guides. All the funded projects are public, and the project information is accessible in a public manner.

... Actors holding workshops for villages... how to develop the village brand...expecting something new and innovative... distance services, how to bring services to villages as distance services. Or digital platforms... (I1.)

The project sustainability or continuity is promoted at the start of the project. The continuity can be that the outcome of the project continues after the project closure, or the project is expanded. For example, an action started during the project would continue after the project or actors apply the expansion of the project. The projects can be given to other stakeholders to continue developing the project. As an example of growing projects, there are cases where small companies have grown to big employees as a result of continued projects.

In Catalonia new actions are dictated by the Rural Agenda for Catalonia. These actions can be used somewhere else before, but these are new for Catalonia. For example, supporting youth enter to the agricultural sector, especially those who are not from a family that's from the sector. Another example is a practice of shared economy in some agriculture processes such as common facilities for

food production. Other examples in agriculture are mobile slaughterhouses that come to farm and promoted short supply chains. Innovations in mobility are presented by mobility applications for the kids, elderly, and other people without a car to have access to transport. In the energy sector group investments for solar panels are organised.

The areas where the agenda has not reached try new thinking on their own. Without a support they must manage the innovations by themselves such as regenerative farming, and new ways of governance of municipalities. Collaboration between the different actors such as artisans, and product manufacturing are tried out.

...this emptiness, not resources, is allowing people to try to manage themselves, not to govern themselves in different ways. More collaborating in a more collaborating way, more, more responsible.  
(13.)

#### 5.4 Reflection

In all cases the monitoring and evaluation of the projects was done by the regulations and requirements of the funders. The common requirements are to make a follow up at the end of the project. For example, the goals and items that have been applied or are mentioned in the project plan are achieved. Self-evaluation is used in ProAgria together with interviewing the project team and the users or workers on the basic level about the project progress and how useful the project was. In Lapland the LEADER funded projects are archived in the national system Hyrrä. The purpose of Hyrrä is to collect background information of the project, for example the geographical area of the project if it is innovative. This information is used to follow up the influence of the projects at the national and the EU level. Besides Hyrrä there are other reports and evaluations to make. Even though the LEADER groups collect information the question is if it used to follow up the transition or other elements. Outstanding was Resilience.Earth's analysis of the project success and failures to use the learnings in the future projects and funding applications.

Work on the evaluation of the thinking of what we are learning about the process and how it helps us to keep on working... What happened this year? it's we have achieved the things that we thought last year, or it has happened something different. I'm not thinking of this different thing as a failure of the project. It's why did this different thing happen that we didn't expect? It's because it's probably a mistake we have made. A bad job probably, but also can be because that's something new. That's happening, and it's also important... (I3.)

Even though the projects are evaluated and monitored, these didn't show clearly the characteristics of the TM approach reflection. The missing parts were the debates on how the experiments are related to the desired societal change (Loorbach 2007, 148). Another character missing is the learnings taken from the actions and from others (Roorda et al. 2014, 10,11). The learning process is developing and is promoted by the associations, but only Resilience.Earth is evaluating the learnings from the actions.

#### 5.5 Main differences or similarities between selected areas

Besides the environmental and climate related differences the social challenges differ from each other. In Finland, and in Lapland, the farmers profitability and income levels are challenging compared to the other fields. In Catalonia the challenge is the differences and imbalance between the areas. Similarity in these differences is that these challenges are recognised and are responded to, but there is no defined vision of the future for these mentioned subjects. The issues have a long history and as mentioned in the cases in Catalonia, there is not enough knowledge to solve the problem (I3).

From the TM approach point of view, the main differences between Lapland and Catalonia were the structure of the management of the transition. In Lapland the main vision follows the CSP without its own agenda for the area. This indicates that Lapland follows the agenda created by the nation without adapting or managing the transition on a local level. In Catalonia the Rural Agenda for Catalonia was presented and transition experiments were put in action. These activities have similarities with the TM approach and give indications of transition management at the local level. However, there is an agenda for Lapland, areal rural development program for 2023-27 (ELY-keskus 2024). This indicates that

both areas have a similar management structure of the transition. The difference appeared in the interviews remains, in Catalonia have activated their own defined experiment paths.

## 5.6 CAP support for rural development at the local level

The problem identification and envisioning in the systems is explained in CAP. CAP presents a coherent vision and a storyline on how the desired future can be achieved. As tools CAP use funding, subsidy regulations, and guidelines to reach the goal. With a financial support CAP promotes actions to support sustainability, biodiversity, and environment awareness. CAP encourages and guides towards new thinking and innovation. The figure 5 explains the findings from the empirical data, as the participants understand how CAP support the rural areas and the transition. The findings are gathered to subjects that describes the expressed thoughts as best forming four subcategories: Income and financial support, development, awareness and regulations and advisory services.

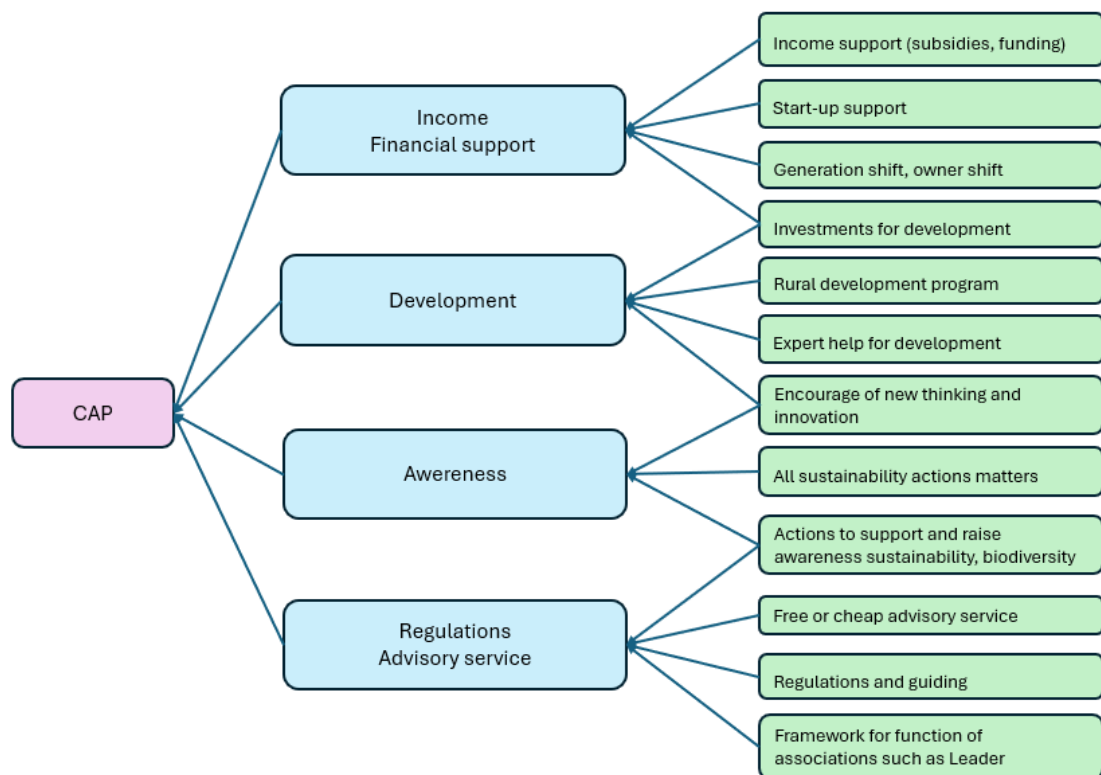


Figure 5. CAP framework to support for rural areas based on empirical data

The reformed CAP with a nation defined CSP gives each nation a possibility to adapt the CAP to their own challenges and visions. This indicates the EU and member nations with their CSP are communicating the long-term vision down in the hierarchy. The empirical data support this statement, especially in Lapland where the goals and visions were repeated to the local level. This leads to conclusion that all nations have a transition team which is creating the transition arena for their own nation. This team creates an agenda (CSP), a road map to reach the goals.

It (CAP) is the base on which we've built our strategy. It's a base for LEADER funding and how we bring forth funding. Finland has defined its own framework, and we do and act basis of that... it is the basis from which we start with these activities and thoughts (I1).

## 5.7 Challenges with CAP

The first insight of the CAP is positive giving a setting of clear goals, but in a deeper meaning it has failures. The bureaucracy is complex and hard to understand. Complicated questions and requirements make the funding application process difficult. There is a belief that the CAP funding is for the bigger companies who understand the process. With this complexity the CAP support system is for people who understand the process, which makes the CAP support unfair and unreachable for everyone.

Especially probably in the rural areas, it's so hard to understand how it (CAP) works .... They are hoping that it will be easier in some ways (I3.)

If I did not understand how CAP politics changed, for example construction unit cost setting, then our customer would not know what subsidies they could get and which ones they should apply. So it directs that, if we do not know and the information is stopped to us, it will not go to the field either... (I4.)

The change of the funding period is challenging when all funding freezes in wait of the new regulations and approval of funding. The unfinished CAP regulations and requirements in the beginning of the funding period didn't help the situation

for funding period 2023-2027. This caused too short or an unrealistic adaptation time to apply funding.

## 6 DISCUSSION

The results indicates that the participants in the thesis research are inspired by sustainability thinking and change. No matter if the change was promoted by the EU and the CAP or other reasons, it was clear that a change is needed. The subchapters below highlight the main points from the results.

### 6.1 The TM approach in the selected areas

The process of finding evidence of the existence of the TM approach in the selected areas wasn't a straightforward task. Because the TM approach can be adapted and implemented as a complement to an existing policy it was hard to interpret the different activities and actions. For example, the activity orienting. Its function is to make a system analysis and create the long-term vision of the desired future and then find the pathways to reach the goal (Neuens et al. 113-115; Roorda et al. 2014, 11.). Without the knowledge of creation of these activities the conclusions are made on assumptions. Because both areas do have an agenda the assumption is that both areas had activities that corresponds to the orienting activity in the TM approach. On other words, the assumption is that the agenda could not be created without an analysis of the area and its challenges and needs.

The agenda setting includes activities such as structuring change activities, creation of agenda, promoting the agenda, and directing and engaging actors to the change towards sustainable future (Roorda et al. 2014, 11). The results of the analysis of agenda setting indicates that much of the CSP is repeated in the interviews. In other words, the message that the nation and the EU is sharing has reached to the local level. On the other hand, in Catalonia the results also differ from the CSP. Some of these differences are explained by the rural agenda of Catalonia which indicates that there are identified local challenges that are not in line with the CSP and has a goal to solve these problems. Some differences can be explained by actors' activity outside of the rural agenda of Catalonia. That the agenda feels distant and something for others convey what Catalonia went through at the moment of the interview. It also indicates unsuccessful promotion of the agenda. Catalonia was not alone with this. An unsuccessful promotion of

the agenda was recognised also in Finland where it didn't appear in the interviews. The EU promotion of the Green Deal and the carbon neutrality can feel distant, something for others as mentioned in the results. To make the goal more understandable and closer to the actors, the long-term goal should be translated to something that the locals can relate to. Therefore, the local agenda should be promoted in a way that the locals know the direction of the transition and the actions that are needed to reach the goal. Something that the actors can include to their agendas.

The engaging and directing actors are part of the agenda setting (Roorda et al. 2014, 11). Both areas have a wide network, and the associations collaborate and cooperate with other stakeholders. Associations promote and encourage actors to collaborate and cooperate with each other. Innovative and sustainable thinking is promoted to the actors and sustainable thinking is required for funding. This can be seen as a successful promotion of the wanted activity in the area.

In the activation the promoted change and innovations mirrored in the projects. In Lapland the projects were aligned with the CSP. As provoked, some of the projects were innovative and had local character as crops that are suitable for Lapland. In Catalonia were a mix set of projects. Some of the projects were set by the rural agenda of Catalonia. For example, the mobility challenges in Catalonian rural areas have provoked an experiment of the mobility application giving increased possibility for transportation for people who do not have a car. This kind of project gives indication of experiments put in action. But there were also projects without any connection to the agenda such as the independent experiments in the rural areas.

The results of the activity of reflection shows that the projects were evaluated and monitored by criterion based on the project funder-based requirements. The outstanding was the evaluation of the usability of the project and an analysis of success and failures in the project, an analysis of learnings that can be used for future projects. These outstanding points are in line with the TM approach, learning from others and own experiments (Roorda et al. 2014, 10-11). In Lapland the projects funded by LEADER are filled into the national register for use at national and the EU level to evaluate the effect of the projects. The assumption

is that Catalonia has a similar routine. This indicates that the CAP framework has similar activities with the TM approach regarding reflection. The assumption is that these consider only CAP funded activities. Therefore, it would be interesting to know if there are activities for information change to get an overall picture of the transition. On the other hand, these monitoring and evaluation activities are not practised at the local level which is a lost opportunity. At the local level the actors are more than the filled information in the system, and this gives an opportunity to interact with the actors and learn more about them and their actions. This would give an opportunity to listen and understand the actors' desires and needs and take learnings from them.

## 6.2 Differences and similarities between selected areas

Summarising the TM approach in the selected areas indicates a management of the transition process. Generally, both areas were managed by the same kind method. The agenda of the nation, CSP, was adapted to the area. The main difference based on the result was that the adaptation differs from the CSP in Catalonia. In the results the experiment paths were more recognisable than in Lapland. This summary leads to the conclusion that CAP presents some kind of framework for the local management. If this management approach is meant to influence the transition is unclear.

One similarity between the areas is that both areas have persistent problems. Both problems have a long history and finding solutions is difficult, but the nature of the problems differs. In Catalonia the tension between the rural and urban areas and general frustration could be identified from the results. In Lapland the farmers' low income and financial worry was visible. Similarity in these differences is that these are recognised and are responded to, but there is no defined vision of the future for these mentioned problems. For example, in Finland's SCP the farmers' low income was a challenge, and the goal was to improve farmers income. The goal does not explain what this improvement means, or how to reach the goal. Therefore, there is no clear vision of the future.

### 6.3 CAP support for rural development at the local level

Findings from the empirical data indicate that CAP is sharing a vision of social, environmental, and economic sustainability in its framework. To reach the goal, new thinking and innovations are promoted together with sharing the message that all actions matter. CAP uses financial tools to support the societal, socio-technical, and environmental change. This provokes the societal transition and the socio-technical transition. The societal transition is changing the routines and practices in everyday life, which was indicated in the empirical data as waste sorting and digitalised services (I1; I2; I3). The socio-technical transition provokes new technology, which was indicated in the empirical data such as mobility solutions and new monitoring tools (I2; I4). The reformed CAP during funding period 2023-2027 has brought the transition closer to the actors by creating a national based CSP, which is adapted to the nation's targets. How the reform of CAP affects the management of the at the local level is too early to say. The reformed funding period is its beginning, and the new regulations and recommendations need to settle down to understand the big picture.

### 6.4 Challenges of the CAP

Waiting time at the shift of the funding period is one of the challenges. At the time of the shift of funding period, the activities are put on hold in wait for the new regulations and requirements. This waiting time can have consequences as too short adaptation time for the new regulations followed by loss of financial support for the applicants. In addition, the complexity of the funding application was found difficult and hard to understand. This has caused problems with inclusivity when actors don't feel to be part of the CAP or the EU. This exclusion keeps these actors outside of the planned transition. As Roorda et al. (2014, 11) explained the transition arena, the arena is the innovation network. Translating the meaning to the challenges of the CAP support is limited to the CAP network. The ones who are not part of the CAP network can't be managed by the CAP framework. As it was shown in the results, this leads to own solutions and finding funding from somewhere else. Another outcome can be that the planned changes are not done, and the actors continue as usual. Or in the worst case they shut down the activity.

It also appears in results that it is hard to reach the actors to get collaboration and sustainability thinking (I1). This could be an indication of unsuccessful engagement of the actors to the transition, to the change. Or indication of actors' lack of motivation to the change (I3). This makes it obvious that the funding and regulations that CAP offers do not alone evoke the willingness or inspiration to change.

### 6.5 Adapting the CAP management at the local level

The findings of literature review indicate the EU and the member nations with the CSP are communicating the long-term vision down in the hierarchy. The empirical data support this statement, especially in Lapland where the goals and visions of Finland's CSP were recognised in the interviews. The agendas indicate activities such as system analysis, orientation of development, challenges, and actors. These activities weren't mentioned in the interviews, but the assumption is that the agenda would not be created without these activities or actors. Roorda et al. (2014, 10,11) explains the activity of agenda setting as collecting actors in the same direction and engaging them to the sustainable vision. By adding the management activities at the lower levels in the CAP hierarchy, the engagement towards sustainability in the area becomes more understandable and closer to the actors in the transition. This is visualised in the figure 8 where the blue bars represent the agenda setting.

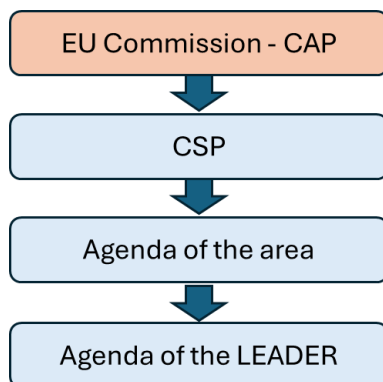


Figure 8. CAP agenda tree. The blue bars represent the agenda setting which are bringing the transition closer to the actors.

This would allow each LEADER area to adapt their transition plan and find their own paths to reach the overall long-term goal. This would let them create an own agenda based on their local challenges and goals, analyse the impact of the local projects and direct the actors towards the local long-term goal, and still have the focus on the overall long-term goal.

## 7 CONCLUSIONS

The purpose of the thesis research was to understand how CAP supports rural areas in the transition towards sustainability. The results shows that the CAP supports rural development with the financial support to provoke a societal and environmental change. This appears in form of socio-technical and societal change, or transition. The socio-technical transition appears as a new technology and the societal transition appears in culture, societal systems and everyday routines. These changes were recognised in the results as new technical and digital solution but also change in everyday behaviour as sorting waste.

The CAP framework for funding period 2023-27 has improved with the CSP to give a possibility to the member nations to design their own plan based on the nations targets and needs. The results show that the CSP was communicated to the areas where the local agenda was created. Every agenda creation engages actors to actions towards the common long-term goal and by these actions influences and accelerates the transition. This chain of the agendas indicates a management framework at the local level in the CAP framework. Some indications of the TM approach were recognised at the local level. These indications were the TM approach activity agenda setting and activated experiments. Overall, the results indicate similarity of the transition management at the local level. This leads to the conclusion that there is potential to improve the management approach to influence the transition towards the desired future. The main points that appeared in the results were the promotion of the agenda, and the monitoring and evaluation activities.

### 7.1 Usability of the thesis research and further research

The overall objective of the thesis research was to increase understanding of CAP's role in transition towards sustainability in rural areas and how it supports the management of the transition. This understanding can be used as a piece in a puzzle of the organisations and their function and the influence in the rural transition. The transition process and how it can be influenced is described in this thesis. This can be used as an inspiration for transition management in its general

meaning but also the TM approach. For further interest in transition management, the TM approach or another transition management approach could be applied into Lapland, or any other place, to investigate the effect of the approach. For further research, the TM approach could be used as a tool to investigate solutions for the identified persistent problems in the selected areas.

This thesis research had a CAP point of view of the rural transition. The results reminds that the rural development is much more than one funding organisation. There are people, actors, institutes, communities and other entities that are part of the rural areas. How these experience the rural transition and what are their visions of the future and how these entities work together? The results led to the conclusion that the funding elements alone do not inspire actors to a change. If so, what is the inspiration then? What are the reasons that actors are willing to change their actions and change their everyday routines? The answers didn't appear in this thesis research and is suggested as a subject for further research.

## 7.2 Validity and reliability

The inharmonious selection of the participants can be a question of validity and reliability. The participants working with the CAP rural development in different organisations have their own role in the CAP and some outside of the CAP. This gives them a different insight of the CAP and its function. Therefore, the question is if the result would be different if the participants would be harmoniously selected. This leads to the question if the areas or participants in the area would be differently selected, would that influence the result? Another point is the timing. The thesis research was made in the beginning of the funding period. Some of the participants explained that much is not happening at the moment of interview because the waiting time to get routines running and new regulations established. This can have an effect towards participants' view of the CAP and its function.

Even though transition is a known subject for the author, the TM was a new approach to learn. Similarly, the CAP was a new subject for the author. This gave extra work by returning to the theory and double checking the understanding of both subjects. It is possible that something is missed or not correctly understood but as an entirety the thesis research can be considered as valid and reliable.

This thesis research failed its limitation. The thesis research was limited to CAP's second pillar, rural development. During the thesis research process, it was impossible to totally ignore CAP's first pillar, the direct compensation for farmers. That the first and second pillar are presented in the CSP's as one entity didn't help the task to keep these separate. Anyhow, farmers are part of the rural population, with or without direct payments, and therefore they are part of the rural development. As the interviewees have pointed out, agriculture is one of the solutions to environmental issues and climate change. However, this thesis research might not follow the academic framework at all the points, but the goal of the thesis research was achieved, and new learnings made.

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## Appendix 1. Interview Questions

### Interview questions

1. Could you tell me about your organisation, what do you do and what is your role in society?
2. The EU is promoting rural development towards more sustainable future. What this means to your organisation and society?
3. A common vision and working together are the tools to achieve a change. What is your common vision and your network and how have you created these?
4. How are these common visions or sustainable goals achieved?
5. How would you describe the attitude towards change in this community or area?
6. How you as an organisation act towards obstacles or hinders achieving your and your community's sustainability goals? In other words, how do you support the change or rural development (transition)?
7. Regarding the common vision, are the local projects in line with or supporting to reach the goal?
8. Would you describe any of these projects as innovative or any other way extraordinary? If yes, why?
9. How are these projects supported? Is there a network or other communication channel to share thoughts and learnings or even if liked to be clustered?
10. Projects and the process should be evaluated, e.g. if they reached the goals. How do you evaluate projects, and do you have any routines for learning from the projects?  
How are these learnings spread?
11. What Common agriculture policy means to your organisation and society?
12. How would you describe CAP 2023-27 as a new set up? How it differs from previous periods?
13. How CAP supports your organisations work in rural development?
14. Is there any thoughts or ideas you like to share?