

CHAPTER 10: GLOSSARY AND ABBREVIATIONS

Adequacy	The fit of the implemented structures and processes to the system in place.
A.E.I.D.L.	European non-profit association located in Bruxelles. Acronym for “Association pour l’Échange des Informations sur le Développement Local ». It has operated the LEADER II Observatory (see this) between 1995 and 2001, after having been contracted for coordinating the « Cellule d’animation » for LEADER I.
Area-based approach	One of the operational principles of the LEADER method. As opposed to a sectoral approach, development is focused on a specific territory, on a better use of endogenous resources, on horizontal integration of local activities, on common identities and on a shared vision for the area.
Behavioural objective	Term used in the ex post evaluation to designate a desirable way to act collectively in the context of local rural development. A behavioural objective is achieved, if a relevant number of social and economic local actors operates and interacts in a way that corresponds to the quality criteria of operational principles (see this).
Bottom-up approach	One of the operational principles of the LEADER method. It means the active participation of all interested people and organisations in planning, decision making and implementation of social and economic development.
CAP	Common Agricultural Policy of the EU. In the political jargon it consists of two “pillars”: The first and much more important pillar, comprises farm support, direct payments and investments in the agricultural and forestry sector; the second pillar refers to rural development, regardless to the sector. LEADER is an initiative belonging to the second pillar.
Coherence	Adequacy between the planned objectives and the resources allocated to the operation.

Community Initiative	According to Art. 5 of Regulation 2052/88 and Art. 11 of Regulation 2082/93 the European Commission can propose to Member States to participate in activities which are of specific interest for the Community. There were 13 CI in the Structural Funds period 1995-1999. They have been reduced to four (LEADER+, INTERREG III, EQUAL and URBAN II in the actual period (2000-2006).
Context	Everything outside the boundaries of the system (see this) under observation.
Cost-effectiveness analysis (CEA)	Evaluation tool for making a judgement in terms of efficiency. The tool consists of relating the net effects of the intervention to the quantitative inputs needed to produce those effects. The judgment criterion might, for example, be the cost per unit of impact produced (e.g. the cost per job created). This unit cost is then compared to that of other interventions.
Deadweight	Change observed among direct addressees following the public intervention, or reported by direct addressees as a consequence of the public intervention, that would have occurred, even without the intervention.
Decentralised management and financing	Operational principle of the LEADER method, also called the vertical feature. It means to entrust the national and regional structures of Member States and local action groups as far as possible with the implementation of the LEADER initiative, reducing the Commission's role to the participation in a "planning and decision making partnership" at programme level. See also "global grant".
Dialogue	Dialogue is shared exploration towards greater understanding, connection, or possibility. See also: Structured dialogue.
Effect	Socio-economic change resulting directly or indirectly from an implemented intervention, be they planned or unplanned. Effects
Effectiveness	The fact that expected effects have been obtained and that objectives have been achieved. An effectiveness indicator is calculated by relating an output, result or impact indicator to a quantified objective. For the sake of clarity, it may be useful to specify whether one is referring to the effectiveness of outputs, results or impacts.

Efficiency	<p>The fact that effects were obtained at a reasonable cost. An indicator of efficiency is calculated by dividing the budgetary inputs mobilised by the quantity of effects obtained. For the sake of clarity, it could be useful to specify whether the efficiency referred relates to outputs, results or impacts. The efficiency of outputs is called the unit cost.</p>
Global Grant (GG)	<p>According to Art. 6 of Regulation 2083/93, global grants are entrusted to intermediary bodies which are nominated by the Member State to the European Commission. These bodies may comprise regional development organisations and the grants are preferably dedicated to support measures for local development. The intermediary bodies have to be located in the respective area and carry out functions of public interest; they have to ensure appropriate participation of social and economic actors who are directly concerned by the proposed measures. GG have been offered to Member States as an alternative instrument to Operational Programmes (see this) for supporting the implementation of decentralised management and financing, the vertical feature (see this). The main difference to the OP consists in the commitment of the full budget for the local action plan instead of progressive payments. The details of implementation had to be negotiated between the Commission and the Member State. In LEADER II, the GG has been implemented in GR, IR, PT and Scotland (UK),</p>
Governance	<p>The act of governing: Governance refers to the process whereby elements in society wield power and authority, and influence and enact policies and decisions concerning public life, and economic and social development. Governance is a broader notion than government, whose principal elements include the constitution, legislature, executive and judiciary. Governance involves interaction between these formal institutions and those of civil society.</p>
ICT	<p>Information and Communication Technologies</p>
Impact	<p>A consequence affecting direct addressees following the end of their participation in an intervention or after the completion of public facilities, or else an indirect consequence affecting other addressees who may be winners or losers.</p>

Innovation	One of the operational principles of the LEADER method. It means to give new answers to existing problems of rural areas, which provide added value and increased competitiveness to the rural area.
LEADER	Community Initiative for rural development. Operated by the DG AGRI, formerly DG VI. LEADER I (1991-1993), LEADER II (1994-1999), LEADER+ (2000-2006). Acronym for <i>Liaison Entre Actions du Développement Economique Rural</i> .
LEADER II Observatory	Operated by the A.E.I.D.L. (see this) on the basis of a contract with the European Commission, the Observatory has been established as a methodological instrument whose role was to identify, specify, validate and facilitate the transfer of innovations implemented in rural environments. The Observatory served as the hub of a network concerning the Community as a whole, working in collaboration with the National Networking Units (see this).
LEADER method	Alias: LEADER approach: The combined application of the LEADER specificities (see this).
LEADER specificities	Alias: LEADER features or specific features of LEADER: Eight operational principles (see this) having been described and defined by the LEADER II Observatory (see this): Decentralised management and financing, area-based approach, bottom-up approach, the local group (partnership approach), innovation, multi-sectoral integration, networking, trans-national co-operation.
Local action groups (LAGs)	According to a definition coined in LEADER I, LAGs are a combination of public and private partners jointly devising a strategy and innovative measures for the development (or one aspect of the development) of a rural area on the scale of a local community (less than 100.000 inhabitants as a rough guide). They are called LAGs after having been approved as such by the regional or national programme administration.
Local action plan (LAP)	The strategic document which served as reference basis for the selection of local groups by the authorities managing the operational programme. It can also be called “business plan” or “local (development) plan” or “local (development) programme”.

Local features	Term used in the ex post evaluation for the LEADER specificities (see this) “Area-based approach, bottom-up approach, the local group (partnership approach), innovation and multi-sectoral integration”. These features are represented by the local groups and their local development strategies.
Meshwork	Another term for network (see networking).
Multicriteria analysis (MCA)	Tool used to compare several interventions in relation to several criteria. MCA is used in the ex post evaluation of an intervention, to compare the relative success of the different components of the intervention.
Multi-sectoral integration	One of the operational principles of the LEADER method. It means either the combination of activities of different economic sectors or public and private activities in one project, or the strategic coherence between different projects.
National Networks	Alias: National (Networking) Units: Put in Place in all Member States except BE and DK during LEADER II, they were partly financed by the European Commission. They fulfilled tasks similar to the European LEADER II Observatory in respect to the national environment.
Networking	One of the operational principles of the LEADER method. It means the capacity and readiness for collective action together with other independent partners for a common purpose. In order to put the principle in opposition to hierarchies (of uniform elements), we can also use the word meshwork (of diverse elements). In reality meshworks and hierarchies are always combined and they constantly give rise to one another. ¹
Operational principles	Values or norms referring to process quality, i.e. on the way in which social activities are carried out. In the context of LEADER they are embodied in the LEADER specificities (see this). In the ex-post evaluation they are put as behavioural objectives (see this).

¹ De LANDA M. 1997: A Thousand Years of Non-Linear History. Swerve Editions, New York.

Operational programme (OP)	Pluri-annual planning document addressing socio-economic development in specific geographical or thematic areas (Art. 3 of Regulation 2083/93). OPs are submitted by Member States to the European Commission for co-financing in the framework of the Structural Funds (see this).
Other Collective Bodies (CBs)	According to the Notice to Member States for LEADER II, CBs are public or private (for example: Chambers of agriculture, industry, commerce, or crafts, cooperatives, business groups, groups of local authorities, non-profit making organizations), provided that their more specific activities relate to a plan for the rural development of a local area. They are called CBs after having been approved as such by the regional or national programme administration.
Outcome	Advantage or disadvantage which direct addressees obtain at the end of their participation in a public intervention or as soon as a public facility has been completed.
Output	That which is financed and accomplished or concretised with the money allocated to an intervention.
Partnership	One of the operational principles of the LEADER method: Temporary coalition of individual persons or collective bodies, based on a contract binding all partners under the same conditions and for the same purpose. See also "Local action group" (LAG).
Relevance	Correspondence between the aims of a programme or measure with regard to the specific needs of the beneficiaries (in the case of LEADER II: the rural area).
Result	Advantage or disadvantage which direct addressees obtain after the end of their participation in a public intervention, plus consequences directly or indirectly affecting them or other addressees. Results encompass outcomes and impacts.
SME	Small and Medium Enterprises. According to the Commission Recommendation of May 6th 2003, those are firms ranging between 10 and 50 (=small) resp. 50 and 250 employees (=medium) and an annual turnover of 2 to 10 (=small) resp. 10 to 50 M€ (=medium). Firms under 10 employees and 2 M€ turnover are called Micro-Enterprises. LEADER II has mainly aimed at creating and supporting micro- and small enterprises.

Structural Funds (SF)	According to Regulation 2081/93 the Structural Funds are financial instruments for supporting investments for socio-economic development in designated geographical and thematic areas, serving the cohesion policy of the European Union. Among the SF there are the ERDF (European Regional Development Fund), the ESF (European Social Fund) and the Guidance section of the EAGGF (European Agricultural Guarantee and Guidance Fund). All three funds were contributing to the Community Initiative LEADER II.
Structured dialogue	Real dialogue (see this) can often be better achieved through some structured process, which requires external guidance and facilitation.
Sustainability	The ability of effects to last in the middle or long term. According to the UN definition, sustainability means “meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.”
System	A whole consisting of interlinked elements, separated from the environment or context (see this) by a boundary. A cultural system such as a region or LEADER area can be defined by temporal, spatial and social parameters.
TOR	Terms of reference for this evaluation.
Trans-local feature	The term used in the ex post evaluation for the LEADER specificities (see this) “Networking” and “Trans-national co-operation”. It refers to interactions between local partnerships and their local development strategies.
Trans-national cooperation	Measure C of LEADER II. Cooperation between an indefinite number of LEADER groups of at least two Member States for the joint design, production and marketing of goods or services in any area of rural development.
NUTS	Nomenclature des Unités Territoriales Statistiques, is the expression the EU uses to define different hierarchical administrative levels. Objective 1 areas are defined at NUTS II levels (e.g. Régions, Länder). The stratification ranges from NUTS I (Member State) to NUTS V (municipalities).
Usefulness or Utility	The ability of the programme to lasting improvements of the situation in rural areas

Vertical feature	The term used in the ex post evaluation for the LEADER specificity (see this) “Decentralised management and financing” (see this). It refers to the specific system of governance put in place for implementing the LEADER II initiative.
Viability	The ability of the programme to contribute to the long term productivity and regenerative capacity of the rural area.