

Annex 2

Internal or external support: pros and cons, terms of reference and selection criteria for external technical assistance

A/ Internal versus external support: pros and cons

The management of a cooperation project is an essential key to its success. The choice of a project manager is therefore a delicate operation.

Using an outside expert should not be systematic: depending on the experience and on the type of project, it is worth ensuring that the necessary skills cannot be mobilised within the LAGs concerned themselves. Outside expertise can, however, prove to be useful at different stages of the construction of the transnational project.

The advantages and disadvantages of searching outside rather than inside are the following:

	Internal manager	External manager
Advantages	<ul style="list-style-type: none"> - knows several or all the local actors - knows the cooperation partners <i>This is useful for communication and conflict solving.</i> - No extra cost is required 	<ul style="list-style-type: none"> - clearly defined involvement in the running of the network - more likely to be objective and free from the local pressures which may exist - may have more experience in running a cooperation project
Disadvantages	<ul style="list-style-type: none"> - more likely to be subjective or under local pressure politic or financial - can only be involved on a part time basis except if his time is fully transferred to the cooperation project - may have little experience in running a cooperation project - the running of the cooperation project may become over dependant on the manager. This may cause problems if the person quits his job or is replaced 	<ul style="list-style-type: none"> - may propose 'ready-to-use' solutions with no clear link to the partners involved or to the work they have already done - may change the nature of the project - may act in his own interest rather than in that of the project and partners - probably does not know the local and transnational partners at the start. <i>This may lead to communication problems.</i> - the network must bear the cost

Annex 2

B/ Define the missions for external technical assistance

If after considering the different options you have decided that external technical assistance was more appropriate to the situation of the partners and to the project, you now need to select an external expert to carry out the job.

This outside expert does not necessarily have to be a professional consultant. Rural areas often have local actors who can provide the necessary outside view. This kind of actor will know well at least the area he is in and its local actors which may also make the facilitation task easier and smoother.

Choosing an outside expert involves preparing a list of specifications, drawn up in accordance with the project's various partners. This list may include the following:

- **The mission's general context**
 - o What is the purpose of this mission?
 - o What is the area-based context of the various partners?
 - o What is the project and what stage are we at in defining it?
- **The mission's aims**
- **The recommended approach**
 - o What methodology is considered essential by the mission's sleeping partners (e.g. participatory methods)?
 - o What organisation?
- **The mission's objective and field**
 - o What are the mission's limits?
 - o What are the most important factors that should be given priority?
- **The mission's timetable and report**
 - o The mission's duration and budget
 - o Starting and finishing date
 - o Type of report expected
 - o etc.

Annex 2

C/ Select external technical assistance

It may be useful to identify potential experts by consulting other LEADER groups who either have good operators capable of carrying out the mission defined in the specific actions or know consultants specialised in these matters. The following grid will help in choosing a paid consultant.

<i>List of criteria</i>	<i>Evaluation, ranking from & (weak) to 5 (good)</i>					<i>Comments</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	
1/ Evaluating the consultant(s) <ul style="list-style-type: none"> - References - Consultant(s) - Ability to communicate - Professional knowledge - Specific knowledge of the theme - Knowledge of language of the partners - Experience in transnational cooperation 						
2/ Evaluating the proposal <p>a) methodology</p> <ul style="list-style-type: none"> - monitoring of project - Assistance during project - Resources allocated to project - Ability to solve problems - Foreseen presentation of the results <p>b) organisation</p> <ul style="list-style-type: none"> - plan on how project will process - Resources allocated to project - Calendar <p>c) Price</p>						