

CECRA
Train the Trainer Program
2020/21

Course description
General terms
Registration procedure

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CECRA certification in Europe

The tasks of a person providing rural advisory services are getting more and more divers and increasingly complex. For rural consultants, methodological and communicative skills are essential. Whilst different ways of qualification do exist, they mostly cover technical approaches. The "Certificate for European Consultants in Rural Areas" (CECRA) is the first European competence development program with an international certificate meeting the rising demand for advisor method training.

IALB and EUFRAS (and the organizations they represent) promote the process of establishing methodological skills in rural advisory services in Europe by supporting EUFRAS member organizations in their efforts to establish CECRA trainings in their home regions. CECRA is more and more becoming a standard for methodological training of advisors in rural areas.

Rural advisory services and education institutions in Europe are invited to **join the CECRA system to raise the overall quality of advisory work**. One important step for a successful accreditation as CECRA partner and/or CECRA Module provider is the education of CECRA trainers.

The CECRA Certificate

CECRA is a modular training program on methodological basics in advisory work, open for rural advisors. The program concludes with a certificate. A rural advisor applying for the CECRA certificate at his/her local CECRA certification body has to fulfill the following requirements^{*1}:

- Attendance of minimum 5 CECRA modules out of a total of 17 modules, thereof
 - 2 compulsory modules
 - M01 My Profile as a Consultant*
 - M02 Communication and Relationship Building in Advisory Work*
 - 3 (or more) elective modules
- Attendance of an event in another country
- Research visit to an agency with moderated knowledge exchange
- Submission of a practice-oriented thesis (documentation and self-reflection based on a practical example)
- Two years' relevant professional experience in the advisory sector

Module Confirmations serve as proof of attendance. Only accredited CECRA Module providers have the exclusive right to issue Module Confirmations.

More details about CECRA: www.cecra.net

¹ According to the presently valid CECRA guidelines.

History and background of this Train the Trainer Program

Since 2009, under the roof of the rural advisors' network IALB, the cooperation partners AGRIDEA (CH), FÜAK (D, Bavaria), LEL (D, Baden-Württemberg), LLH (D, Hessen), AGBS² (D) LMS Agrarberatung (D, Rostock), University College for Agrarian and Environmental Pedagogy (A) and the Department of Vocational Education in Household Economics, Forestry and Agriculture of the Province Government of Bozen (I, South Tyrol) develop CECRA (Certificate for European Consultants in Rural Areas).

In the German-speaking area, demand for CECRA trainings is growing and also non-German speaking EU countries express need for a common and shared European methodological training standard for rural consultants. In order to achieve this, an adequate pool of trainers, familiar with the CECRA philosophy and its methodological approach is necessary. Therefore within EUFRAS the idea of capacity building for CECRA trainers was discussed from its beginning in 2013. With the „Cooperation and License Agreement between IALB and EUFRAS“ (European Forum for Agricultural and Rural Advisory Services) in July 2015, the necessary institutional basis was created to offer CECRA all over Europe. By now, CECRA courses are offered in Spain, Ireland, Latvia, Slovenia, Greece, Serbia and Croatia.

The Agricultural Ministry of the Federal State Baden-Württemberg (D) charged its state institute LEL (Landesanstalt für Landwirtschaft, Ernährung und ländlichen Raum) with the project „Development of a Concept for a CECRA Trainer Qualification“ in 2015/16. The Concept of the CECRA TTT Program 2017/18 was designed within this project by a group of experienced IALB CECRA trainers. The CECRA TTT Program 2020/21 is the second complete CECRA trainer qualification, following the 2017/2018 TTT that was organized by EUFRAS in cooperation with LEL Baden-Württemberg.

Within the EU-project i2connect that started in November 2019, trainers are needed to provide innovation support methods trainings. The concept of this TTT has been adapted to meet the i2connect project goals to qualify trainers in interactive innovation support methods. Graduates of this course from i2conenct project partners are invited to join the i2connect innovation method trainer pool.

Methodological Approach, Training Concept

CECRA is a capacity development scheme for rural advisors. It is about a fundamental approach of advisory work and innovation support, about self-reflection of the own person and own behavior during an advisory process. Moreover CECRA offers methodological tools for the planning, steering and conducting of advisory and innovation processes. The training of CECRA-trainers incorporates these contents and applies them on the Train-the-Trainer level.

² Arbeitsgemeinschaft der Bildungs- und Beraterseminare

System theory is our perspective on advisory work and we combine this with the fundamentals of a humanistic conception of man, appreciation of the partner and practice-orientation. These ideas as well are the basis of the Train-the-Trainers course providing the reference models to reflect trainees' interventions in cases and examples during the practice-oriented qualification.

The training process 2020/21 will comprise 13 months and it will include class-room courses, e-room backstopped individual work and learning in peer-groups. First own trainings will be conducted and reflected. Thus a first class-room module will provide basics in contents and methods for the work of a CECRA-trainer. Between the first and second module, participants will accompany training courses (not necessarily CECRA trainings), planning and conducting selected sessions within these courses and reflecting them within peer-groups. The second class-room module will start right with these experiences of the participants and carry on developing trainer capacities and specific CECRA subjects. Training courses that have been prepared, conducted and documented by the participants between the second and third class-room module will be reflected and more intensively discussed during the third coming together. This third and last classroom training focuses on the training skills needed to impart innovation method trainings and will provide room to expand on specific questions of the participants, rounding up the whole qualification process.

Aims of this Qualification

Well-qualified advisory methods trainers are an important prerequisite to the implementation of successful CECRA trainings for rural consultants. The connection with the i2connect project aims at broadening the basis of innovation support methods trainers in Europe. Therefore IALB and EUFRAS, kindly supported by the Bavarian State Leadership Academy for Nutrition, Agriculture and Forestry, offer a sound TTT-Program in 2020/2021 – as a first essential step towards successful CECRA trainings.

What do participants learn in this TTT Program?

The participants of this TTT Program will be enabled to independently carry out all mandatory CECRA modules, as well as the optional CECRA Modules 09 Moderation Management and 16 Shaping Innovation Processes - Accompanying Networks in a participant-oriented and effective way. They get an overview over all 15 elective modules.

To this end they will acquire competences in the field of adult education, advisory work and innovation support as well as in methodology and didactics of communication trainings. Additionally, specific personal and social competences are strengthened, that are needed for the independent planning and realization of CECRA events. Due to the blended learning setting (combination of presence and online interactions) participants will gain useful insights into the possibilities of the use of online tools. In the following overview, the competences addressed in the three TTT seminars are described in detail.

Description of competences to be acquired in the CECRA TTT program.

Graduates of Seminar 1...

| |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Competence in Adult Education/Advisory Work: |
| ... are familiar with the organization of CECRA, the CECRA guidelines, module descriptions, certification and accreditation requirements and can use this knowledge rationally in their further activities. |
| ...are able to explain their CECRA compatible consulting approach and |
| ... have dealt with the basics of adult learning as well as the tasks and attitudes of a trainer in adult education and are able to integrate this knowledge in their training activities. |
| Didactic Competence: |
| ... can apply selected moderation techniques and teaching-learning methods in a situation-oriented manner. |
| ...can conduct situation- and participant-oriented training sequences based on their own preparation. |
| Personal-Social Competence: |
| ...can formulate their learning objectives for the entire TTT program. |
| ...can communicate with the other participants in a positive, respectful and open way and are conscious of the importance of paying attention to their own needs and feelings. |

Graduates of Seminar 2...

| |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Competence in Adult Education/Advisory Work: |
| ... can transfer predefined learning contents and skills into training processes |
| ...can develop training guidelines for the two-day CECRA modules, taking into account key principles of adult teaching such as target group and participant orientation, follow-up learning and dramaturgy. |
| Didactic Competence: |
| ... know relevant communication models for advisory work in CECRA module 2 and are able to apply corresponding techniques such as questioning techniques, paraphrasing and active listening situation-flexibly and securely. |
| Personal-Social Competence: |
| ... have made first training experiences, can reflect these experiences on the basis of the knowledge and the methodological and didactic skills acquired in the first training session and can use them for their own personal development. |
| ... will be able to realize the necessary planning and organizational implementation steps to perform a minimum one-day pilot training related to the CECRA modules 1 or 2. |

Graduates of Seminar 3...

| |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional Competence in Adult Education/Advisory Work: |
| ...can plan and design teaching-learning processes with reference to the CECRA elective modules 09 and 16 in a structured and target group oriented manner and justify the approach chosen. |
| ...have developed a thorough understanding for innovation processes and the advisor's role in networks |
| ...have dealt with the didactic peculiarities of the starting phase of seminars and trainings and take those into account in their plans. |
| Didactic Competence: |
| ... can use at least one intervision method like collegial coaching for practical casework in training. |
| ...have experienced and reflected on strategies to deal adequately with difficult training situations and disturbances. |
| ... have the ability to act adequately with different participant characters and their effects on group-dynamics. |
| ... have expanded their methodological and didactic skills and shown, as part of the training session, that they can design vivid and sustainable learning processes. |
| Personal-Social Competence: |
| ...have reflected their training experiences based on the previously acquired skills and the previously acquired knowledge and derived steps for their own development. |
| ...are able to accept feedback on their performance as a trainer or coach and are ready to make continuous efforts to growth in their trainer personality. |

Target group, professional requirements

Target group of this program are designated advisory methods trainers resp. future innovation support methods trainers. Participants ideally should have at least several years of professional experience in advisory work and/or with pedagogical activities. Own training experience would be an asset and it would be helpful if participants bring along a CECRA-compatible understanding of what advisory work is. Next to those central prerequisites, we expect good command of English, participants should be able to follow the event without greater language difficulties.

For experienced trainers, a CECRA Fasttrack-TTT is offered in May 2021 in Dublin (see www.eufiras.eu).

Participants to the 2020/21 CECRA TTT have to be nominated by their advisory service organization. Preference is given to EUFRAS and IALB member organizations. To make sure that these prerequisites are met, we ask applicants to hand in a CV together with the application form (= training contract) and to fill in a self-assessment form. The training contract is to be signed by the applicant and the director of his/her advisory service or institution (e.g. University, Educational Institution, Institutional Department).

Program Overview, Training Dates

The program starts with the Online Introduction, 8th of September 2020. The practice-oriented training process consists of three one-week classroom-based seminars over a period of 13 months. Between these face-to-face training blocks, the participants will work on assignments in self-organized learning groups and will be supported by the trainers in web-meetings and internet forums. The participants' tasks between the face-to-face events (Seminar 1, 2, 3) are an integral part of education and must be allocated with approx. ten working days. Training language will be English.

Training Dates and places

| | | |
|----------------------------|--------------------------------|------------------------------|
| <i>Online Introduction</i> | <i>September 8, 2020</i> | <i>9.00 – 12.00 o'clock</i> |
| Seminar 1 | September 14 - 18, 2020 | Novo mesto (Slovenia) |
| Seminar 2 | March 1 - 5, 2021 | Ozolnieki (Latvia) |
| Seminar 3 | September 13 - 17, 2021 | Freising (Germany) |

Training hours Seminars 1-3

9.00 – 18.00 (Monday through Thursday), 9.00 – 16.00 (Friday)

Basic Design of the three Seminars

The three face-to-face five-day training sessions impart, in the way they are implemented methodologically, essential contents of CECRA Module 09 (Moderation training). In the first training session, key topics of Module 01 are introduced (My Profile as a Consultant) and their implementation is trained. In the second training session, this will happen with the topics of Module 02 (Communication and Relationship Building in Advisory Work). The third session will comprise the reflection of the conducted trainings carried out by the participants and the planning and practice of sequences from the CECRA elective module 16 and from elective modules chosen by the participants themselves.

Main Contents

The following overview summarizes the content of the TTT Program:

| Element | Content |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Seminar 1 | <ol style="list-style-type: none"> 1. Introductions 2. Discussion of fundamental issues of knowledge transfer and impartation of skills 3. Participants are capacitated to carry out CECRA Module 1 by practicing training sequences of CECRA Module 1 4. Function of learning processes as basis for the conception and realization of trainings 5. Learning settings and types of conversations in groups 6. Elaboration of learning objectives |
| Autonomous Self-learning | <ol style="list-style-type: none"> 1. Involvement in trainings, planning and realizing own sequences 2. Reflection in self-organized learning groups |
| Seminar 2 | <ol style="list-style-type: none"> 1. Structured reflection on tasks performed by participants individually and in learning groups 2. Practice in autonomously planning and implementing trainings on advisory methods 3. Presentation of central elements and the methodological conception of CECRA Module 2 4. Develop training-curricula 5. Elaborate training guidelines for CECRA Modules 2 und 9 |
| Autonomous Self-learning | <ol style="list-style-type: none"> 1. Planning and realization of an own training event 2. Reflection in self-organized learning groups |
| Seminar 3    | <ol style="list-style-type: none"> 1. Reflection on the work carried out by study groups 2. Introduction to the i2connect EU project and the innovation support methodology 3. Participants are capacitated to carry out CECRA Module 16 by practicing training sequences of CECRA Module 16 4. Elaborate training guidelines for CECRA Modules 16 5. Plan, realize and reflect further relevant CECRA elective modules, perform them in parts under trainer supervision 6. Didactics of the starting phase in training settings 7. Dealing with difficult situations 8. Methods to rise the practice-proportions in trainings, how to realize practice-oriented learning 9. Introduction and in-depth discussion of specific training-related issues 10. Methods to strengthen the transfer of the learning contents from the seminar into everyday work. |

Training Venues

House of Culinary and Tourism, Novo mesto, Slovenia

The House of Culinary and Tourism is part of the secondary agricultural and tourism catering school of Novo mesto.

LLKC Training Center Ozolnieki, Latvia

The training center of the Latvian Rural Advisory Service LLKC has the seminar facilities and hotel rooms under the same roof.

Pallotti-Haus Freising, Germany

The seminar house of the Pallotines in Freising is easy to reach from Munich airport.

TTT Trainer Team

Pablo Asensio, Bavarian State Advisory Service

Born in 1974, Pablo Asensio holds a diploma in agricultural engineering and a postgraduate degree in adult education. He is a trainer at the Bavarian State Leadership Academy with a focus on professional training for the advisory service. He is a member in the international network of agricultural consultants IALB and as such elected member in the EUFRAS board. He lectures in Extension Methodology at the University of Applied Sciences Weihenstephan-Triesdorf.

Jochen Curre

Jochen Curre holds a Phd in agricultural sciences and is working since 25 years in the field of agricultural and rural advisory work. As a trained systemic coach and consultant he as well is conducting approach- and method-trainings for colleagues since 20 years. He is working as a free-lance consultant, doing training and consultancy work in Germany as well as internationally.

Elke Dührßen, Doppelspitzencoaching

Elke Dührßen holds a PHD in nutrition-sciences. She has been working as an executive in the field of agricultural topics and rural development more than 30 years. Since 1992 she is as well working as a systemic coach and trainer and has experiences with methodological training of rural advisors. At present she is a free-lance coach and partner of "Doppelspitzencoaching"

Thomas Fisel, entra

Thomas Fisel is an agricultural engineer, as well as a system-theory trained trainer and coach. For long years he was doing advisory work with farmers, managing an agricultural extension organization. Since 17 years now he is working as a trainer of advisors and as a consultant for advisory organizations. He is a free-lance consultant and partner of "entra" directing the areas of rural advice and coaching in this company.

Olivia Hartmann, Agridea

Olivia Hartmann holds a diploma in agricultural sciences and works in the fields of advisory work and development of rural areas since more than 20 years. She has long standing experiences with the support of advisory service organizations as well as with methodological training of rural advisors. At present she is working with AGRIDEA (Association for the Development of Agriculture and Rural Areas of Switzerland) responsible for the thematic areas Moderation and Participatory Processes.

General Terms

Your definitive registration can be done by sending the signed Training Contract by mail, fax or e-mail and is binding. Places are limited and are generally assigned in the order of incoming applications. The organizer reserves the right of a deviating allocation of places in this training activity for reasons of adequate and evenly distributed participation of rural advisory services and educational institutions organized in EUFRAS and IALB.

You will receive a confirmation e-mail. With the application, the payment of the participation fee of 2100 € resp. 1900 € (for EUFRAS members) is mandatory and payable within 7 days after the registration deadline 15.7.2020. We will send you an invoice with the necessary details for the transfer. Registration fees include participation in the seminar, handouts, lunch and refreshments. The travel cost, lodging and food are to be borne by the participants themselves.

The cancellation is free of charge if the cancellation is received by us within 7 days after the registration deadline. For cancellation until two weeks before the first seminar, half of the seminar fee is to be paid. In case of cancellation less than two weeks before the first seminar, the entire participation fee is due, unless there is a replacement provided / or a replacement is available. The full registration fee is also payable for termination of the event for reasons of force majeure. A refund of attendance fees for seminars not attended by the participant is excluded.

Should we be forced to cancel an event finally, we will pay back the full allocable deposit. No further claims can be asserted. A failed event can be rescheduled.

Participants bear full responsibility for themselves and their own actions within and outside the events and are responsible for damages caused by them.

Privacy Policy

The participants agree that the organizer uses their personal data for the organization of the training event. It is common that during the training event photo and video images are created, on which also participants could be seen. Unless at the beginning of the event, the disagreement is explained, the organizer assumes that the participants agree with the taking photographs and the eventual filming and cease the unrestricted right to use the images to the promoters IALB and EUFRAS.

The organizer expressly declares that the authorized processing of personal data takes place with the utmost care and only for the purpose mentioned. The data collected is protected in accordance with the safety guidelines of the state in which the events take place and not shared with third parties. The use of selected photographs showing typical training or advisory situations is exempt.

Copyright and right of use

Any reproduction, distribution or public disclosure of the course materials is exclusively reserved to the author or the corresponding authorized user.

Confirmation of Participation

Participants obtain a Confirmation of Participation at the end of the TTT course for the entire qualification program. Necessary conditions for the Confirmation are that all three Seminars have been visited and that the tasks that have to be realized autonomously between the seminars have been completed.

Costs and registration procedure

Participant fee

The participant fee calculated with full costs is 3500 € for the three seminars. IALB and EUFRAS can offer a reduced participant fee, because the CECRA TTT Program 20/21 is supported by IALB, EUFRAS, the EU Horizon 2020 project "i2connect" and the Bavarian State Leadership Academy.



THIS PROJECT HAS RECEIVED FUNDING FROM
THE EUROPEAN UNION' HORIZON 2020 RESEARCH
AND INNOVATION PROGRAMME
UNDER GRANT AGREEMENT N. 863039

Staatliche Führungsakademie für
Ernährung, Landwirtschaft und Forsten



The participant fee is **2100 €** for the three seminars for non-EUFRAS members.

EUFRAS supports participants from EUFRAS Member organizations with 200 €/person.
The participant fee is **1900 €** for the three seminars for EUFRAS Member organizations.

The participant fee is to be paid before Seminar 1.

Accommodation and boarding

We propose to book the accommodation, breakfast and dinner in the three selected seminar houses (see below). Costs: around 50 €/day. (Lunch and coffee breaks are included in the seminar fee). We recommend strongly going for this option because it is favorable for the group to stay together at the same venue and as it is not easy to find a cheaper accommodation near the training venues. Furthermore, sometimes it might be necessary to prepare the next day in self structured small group evening sessions.

We plan to use the Sunday before the seminar starts as travel day, as the seminar starts early Monday morning and Saturday after the seminar for the travel home.

We book the accommodation and boarding for the group by sending a participants' list to the seminar houses. Participants pay accommodation and boarding individually when checking out the last day of each seminar block.

Other accommodation and boarding would have to be organized individually.

Application procedure

(Non-binding) reservations for a participation slot can be made by sending an Email to the IALB CECRA Office: christoph.fleischmann@cecra.net

Definite applications are made by sending

- the filled Application form (including the Training Contract; Annex 1)
- your CV
- the filled in Self-Assessment Form (Annex 2)

to IALB via Mail or E-Mail.

When we receive the Training Contract, we send out to you a registration confirmation and an invoice with the bank details.

Application Deadline

Application deadline is **July 15th, 2020**

The payment of the application fee has to be received by **July 31, 2020**.

Please contact us in case of questions.

Application, organizational and financial questions

Contact Person

Christoph Fleischmann

IALB CECRA Office

Porschestrasse 5a

84030 Landshut

Tel.: +49 151 590 79 667

E-Mail: christoph.fleischmann@cecra.net

TTT contents and methodological questions

Contact Person

Pablo Asensio; pablo.asensio@fueak.bayern.de; +49 178 81 33 480

Application form

I hereby apply for the participation at the CECRA Train the Trainer Program 2020/21.

Name (of the applicant)

Date, Signature

Address

Email

The application is supported by the head of the applicant's Advisory Service resp. Institution _____(Name of Institution). It is planned that the participant of the CECRA TTT Program takes an active role in realizing CECRA advisory methods trainings in his/her home region.

Name (Director), Date

We are member of EUFRAS and thus apply for the 200 € discount.

I, the applicant, agree to fulfill the following terms.

Training Contract

for the qualification measure CECRA Train the Trainer Program 2020/21

IALB and EUFRAS realize the CECRA Train the Trainer Program 2020/21 in the manner described in the Course Description and issue a certificate that confirms the participation and lists the contents of the qualification program.

The participant agrees to

1. Attend the online-introduction and the three 5-day seminars
2. Realize and document a training sequence after seminar 1
3. Realize and document an own training after seminar 2
4. Participate in online-meetings and self-organized learning groups to reflect training performance, fulfill further tasks of self-conducted learning if agreed in the course.
5. Full Payment of the participant fee of **2100 € (1900 €)** before the start of the Qualification Program.

I read the **General Terms** and agree.

I request IALB to make a reservation for

- accommodation at the Hotel Center Novo Mesto for Seminar 1 for 6 overnight stays (Sunday evening to Saturday morning) in a single room, incl. tourist tax and **breakfast, lunch and dinner** at the House of Culinary and Tourism: **appr. 328 €**
- accommodation and breakfast at the LLKC Training center Ozolnieki for Seminar 2 for 6 overnight stays (Sunday evening to Saturday morning), including 1 dinner at the arrival day Sunday Feb. 28th 2021
- in a single room: appr. **197,00 €** (limited availability)
 - in a single room, shared bathroom with one neighbouring room: appr. **167,00 €** (limited availability)
- accommodation, breakfast and dinner at the Pallotti-Haus Freising for Seminar 3 for 6 overnight stays (Sunday evening to Saturday morning) in a single room, including 6 dinners: **appr. 348 €**

Please note: Prices might vary. We indicated prices from the accommodation providers valid in 2020.

If the course cannot be held in September 2020 because of the Corona Pandemic, the start would be postponed to the second seminar date in March 2021. You'll be informed in time.

For more information about the venues you can consult the homepages of the seminar houses:
www.hotel-center.si and www.sites.google.com/site/hisakulinarike/home
www.llkc.lv/lv/viesnica
www.pallottiner-freising.de

Or, deviating from this, ...

I added my CV

and

the filled in **Self-Assessment Form** (Annex 2)

| Professional Experience in Advisory Work and Adult Education – Analysis for TTT-Participants | | Competence/experience in this field of work * | | | | |
|----------------------------------------------------------------------------------------------|--|-----------------------------------------------|---|---|---|---|
| Field of experience | | 1 | 2 | 3 | 4 | 5 |
| One to one consulting | | | | | | |
| Leading working groups (e.g. Farmers' Working Groups) | | | | | | |
| Support multi-actor innovation groups and networks (e.g. OGs) | | | | | | |
| Management of advisory service | | | | | | |
| Education and event management | | | | | | |
| Teaching/Lecturing | | | | | | |
| Communication/methodological/leadership training | | | | | | |
| Project management | | | | | | |
| Moderation of events | | | | | | |
| Mediation/Conflict management | | | | | | |
| Coaching | | | | | | |

* 1 new – I have never worked in this context

2 basics – I have experience in this field, but not in a responsible position, or only parts of it

3 moderate – I have some experience in this field of work (up to one year)

4 confident – that's my profession, I am active in this field for various years, I have provided various events and measures in this professional field, documentation available with little effort

5 standard – I am an (senior) expert in this, I regularly teach, give advice/trainings on my own, documentation is readily available

| CECRA Modules – Analysis for TTT-Participants | | Competence/experience with provision of training on the contents of the module * | | | | |
|-----------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------|---|---|---|---|
| No | Topic/Module (Contents and learning objectives see here) | 1 | 2 | 3 | 4 | 5 |
| 1 | My profile as a consultant | | | | | |
| 2 | Communication and Relationship Building in Advisory Work | | | | | |
| 3 | Team Work and Team Leadership | | | | | |
| 4 | Rhetoric / Presentation | | | | | |
| 5 | Self-Management and Time Management | | | | | |
| 6 | Project management | | | | | |
| 7 | Shaping Advisory Processes | | | | | |
| 8 | Handling Changes / Change Management | | | | | |
| 9 | Moderation management | | | | | |
| 10 | Marketing of Advisory Services | | | | | |
| 11 | Designing and Implementing Events | | | | | |
| 12 | Advising and Supporting Groups and Teams | | | | | |
| 13 | Essentials of mediation | | | | | |
| 14 | Advising and Supporting Businesses in strategic issues | | | | | |
| 15 | Introduction to coaching | | | | | |
| 16 | Shaping Innovation Processes – Accompanying Networks | | | | | |
| 17 | Basics of participation | | | | | |

* Please rate each module along the following standards:

1 new – I have never provided training on these contents

2 basics – I have provided training on these contents, but as co-trainer or only parts of it

3 moderate – I have provided one training on these contents as lead-trainer, basic documentation available with some effort

4 confident – I have provided various trainings on these contents as lead-trainer, documentation available with little effort

5 standard – I am regularly giving trainings on these contents as lead-trainer, documentation is readily available