



Rural Facilitator

PROJECT NO.: 2019-1-CZ01-KA202-061270

COMPETENCE CATALOGUE

THE PROFILE OF THE FACILITATOR



SURVEY FINDINGS

*HUNGARY, CZECH REPUBLIC, ROMANIA,
POLAND AND FRANCE*

TREBAG

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THE PROFILE OF THE FACILITATOR:

SURVEY FINDINGS ACROSS HUNGARY, CZECH REPUBLIC, ROMANIA, POLAND and FRANCE

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Introduction

The main objective of the project is to foster the social and educational value of European cultural heritage within its contribution to job creation, economic growth and social cohesion. The main field of the project is **short food supply chain (SFSC)** development which is one of the most relevant factors as well as a tool of European food cultural heritage maintenance. However, researches in recent years as well as surveys of producers and consumers have highlighted the problem that small producers have difficulties separately, so they need to work together to gain market access. Intermediate players have taken over some of these activities from producers. These are supply chain organizers who understand market and agricultural processes thus helping farmers to gain market access. Experts agreed that it is necessary to start a special SFSC organizer training and to develop special eligibility conditions, as well as the training of SFSC advisers, however, these development and support directions are still missing in practice.

Therefore, the partnership committed to explore the possible ways on how to generate the position of a so-called Rural facilitator and to develop the necessary learning materials and training tools to train individuals who intend to take under this new profession in their career. The outcomes of the project will provide an innovative teaching approach where organisers can partake from capacity building which will strong economic impact on successful value chain organisation and rural employment development

Survey Methodology

We have conducted a transnational survey to help us better understand what competences/ skills / and knowledge the desired facilitator role should possess.

Our questionnaire was anonymous, and the collection of the data was done online. There was no identification associated with the filled questionnaires. This survey was conducted under the authority of the *European Union*.

IO1/A2 The making of the competence catalogue was led by Trebag LTD with the contribution of all partners.

The development of the methodology and questions for the competence catalogue highly rely on the results of the preceding research IO1/A1. Based on the specific situations in the respective countries and the overall conclusions highlighting similarities and differences in Europe, partners further defined those competence areas which they would like to focus on. After the identification of these areas, an optimal competence profile of a future rural facilitator has been targeted.

This report outlines the findings of data analysis that has been performed as part of the RURAL FACILITATOR research [2019-1-CZ01-KA202-061270], conducted in April and May 2020. The research took place in five countries [Poland, Romania, Hungary, Czech Republic and France], and consisted of **75** online questionnaires.

Findings on the facilitator profile

Short questionnaire summary

The short questionnaires consisted of 25 questions, 20 aiming to rate the importance of a set of skills, competences and knowledge. The questioning has been done online and anonymously. The main goal of the survey was to get an insight from people with different professional/educational background on what competences, skills and knowledge should the desired facilitator role possess.

The following summaries reflect on a part of the desk research (IO1) and on the findings of the short questionnaires. The desk research covered a wide variety of aspects regarding SFSCs, painting a greater picture of each countries complex SFSC situation.

The competence catalogue relies on the findings of the desk research on human resources aspects thereby drawing connections between the general notions on human resources in this area and the opinion of respondents from a mixture of groups with an insight on the topic.

Hungary

What are the most important human resources aspects to enhance SFSC animation and what human resources do you think the operation of the groups/communities would require?

SFSC animation tasks separately won't be supported by the state in the nearest future in Hungary. But there are several supported rural development tasks as agricultural consultancy, farmers of the village, LEADER local action group's activities, naturpar's activities.

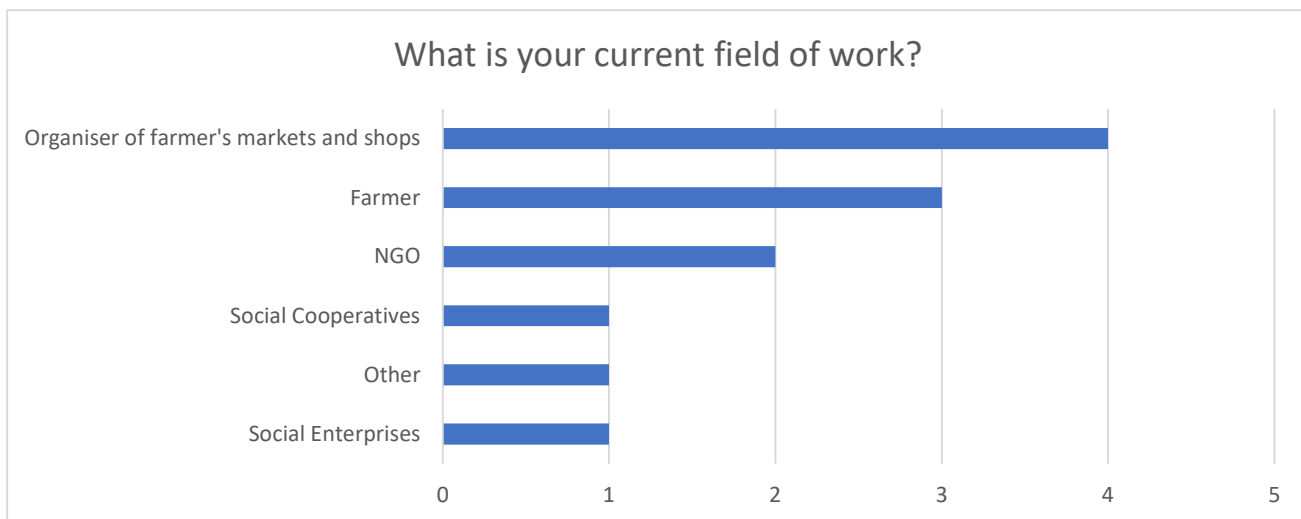
The desk research highlighted some skills and competences thought to be essential for the animation:

- knowledge on agriculture
- networking
- legal information
- IT skills

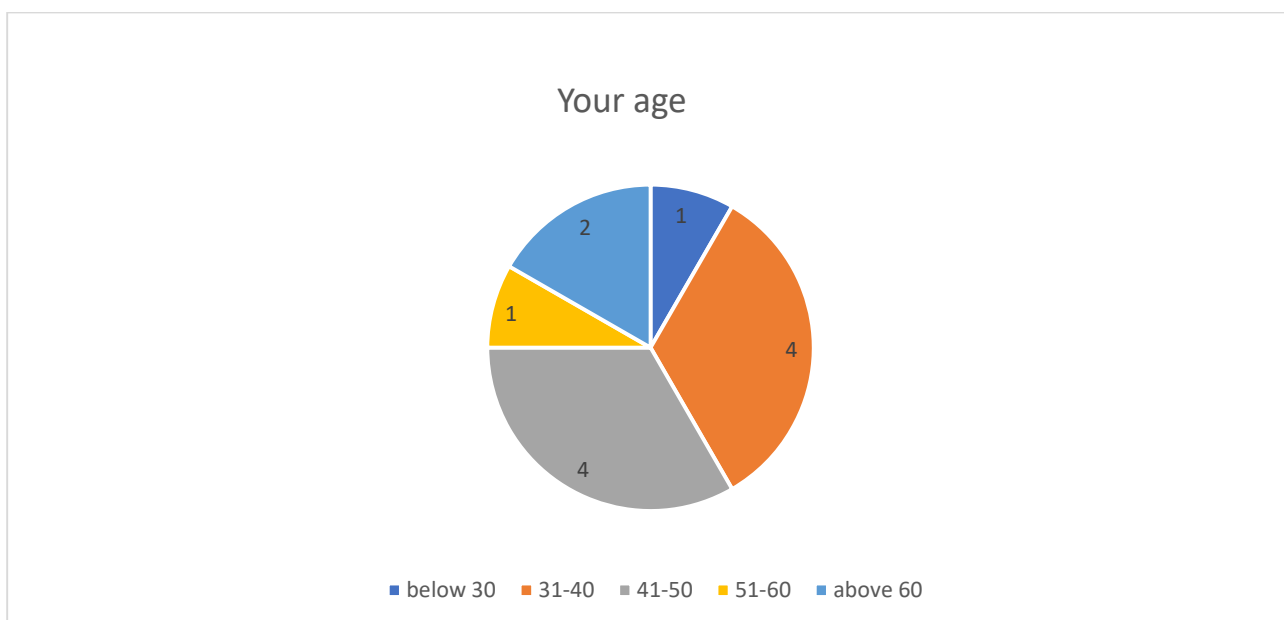
But the most important is communication skills, so the facilitator can act as a link between the farmers and the stakeholders, and can possibly translate the needs and expectations of both towards the other. (*Kislépték's* IO1 findings)

Questionnaire results

The Hungarian version of the short questionnaires has been filled by **12** respondents, with various professional and educational background. The respondents average age was **45**, and they had an average **14** years of agricultural experience.



(fig.1: the respondent's field of work)



(fig.2: the respondent's age)

The respondents rated the importance of a set of skills, knowledge and ompetences the facilitators should possess. The most important ones relate to cooperation *Being ready to cooperate and able to manage co-operations* (4,83) and assistance *Ability to assist in market sales* (4,83). The least important roles are related to the familiarity of certain areas. *Familiarity with agricultural, food processing and agrotourism legislation* (3,75), *Familiarity with best practices* (3,75), and the *Ability to assist in pricing* (3,75) have a tie in the penultimate place, while *Possessing a comprehensive toolbox of theatre pedagogy and animation* (3,08) got the least score, thus making it the least important trait for the facilitator in this national review.

The highest values are in accordance with the desk research's initial findings, outlining the management of the different group's collective work as a key element.

Ability to assist in market sales	4,83
Being ready to cooperate and able to manage co-operations	4,83
Creativity and ability to assist the implementation of new ideas	4,67
Being able to compromise and manage conflicts, coming up with win-win solutions	4,50

Ability to assist in online sales. IT and social media knowledge.	4,50
Familiarity with specific food hygiene rules for small farmers/ producers	4,42
Familiarity with customer demands and trends	4,42
Familiarity with various target group specific marketing channels.	4,42
Familiarity with environmentally friendly solutions	4,25
Familiarity with specific quality assurances systems for small farmers	4,17
Up-to-date marketing knowledge	4,17
Familiarity with proposals and grant options	4,08
Familiarity with food processing technologies	4,00
Familiarity with agricultural production, food processing and tourist services	3,92
Being up-to-date in matters of tourism (e.g. local festivals)	3,92
Familiarity with local and regional gastronomy	3,83
Familiarity with agricultural, food processing and agrotourism legislation	3,75
International perspective, familiarity with best practices	3,75
Ability to assist in pricing	3,75
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	3,08

(fig.3: the results of the questionnaire)

Czech Republic

What are the most important human resources aspects to enhance SFSC animation and what human resources do you think the operation of the groups/communities would require?

Even traditional human resource practices such as recruitment, planning, training and performance evaluation are used in supply chains to achieve greater benefits that would help organizations gain significant benefits over time. the purpose of supply chain management is to improve the long-term performance of individual subjects and thus the entire supply chain.

The desk research has pointed out that the use of HR activities in the context of the supply chain gradually bring additional benefits such as:

- taking the strategy, characteristics, and partners in HR strategy development into consideration;
- using HR systems to manage partners in the supply chain
- cooperation with supply chain partners to develop and coordinate human resource systems for the supply chain as a whole;
- harmonization of recruitment procedures; possibility to share applicants' funds and create forecasts for demands.

In terms of educational assets, there are other benefits for individual participants:

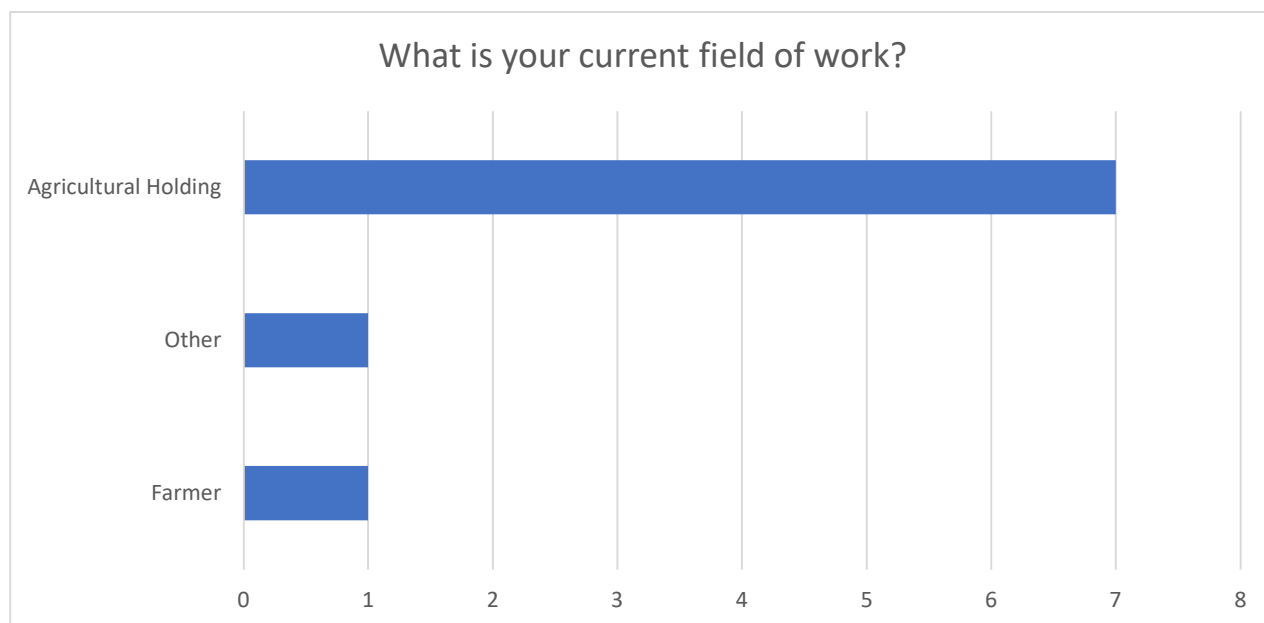
- identification of education needs and specific job training,
- creation of specific training and learning from the feedback of those involved in the supply chain,
- management (performance monitoring, working conditions, supportive supervision, job descriptions).

All included subjects in the supply chain must be addressed in a complete and standardized way so that HR in the supply chain has the maximum possible impact

(Czech University of Life Sciences Prague's IO1 findings)

Questionnaire results

The Czech version of the short questionnaires has been filled by **9** respondents, with similar professional and educational background (the majority coming from University MSc and Agricultural holding). The respondents average age was **26**, and they had an average **14** years of agricultural experience



(fig.1: the respondent's field of work)

The Czech Republic's questionnaire outcomes are the following: The most important trait is *Familiarity with agricultural, food processing and agrotourism legislation* (3,89) followed by *Familiarity with specific quality assurances systems for small farmers* (3,78), *Familiarity with agricultural production, food processing and tourist services* (3,56) and *Familiarity with food processing technologies* (3,56). It can be seen that the highest values revolve around agricultural knowledge. Given that the majority of the participants shared a vocation as Agricultural academic, the high necessity of agricultural knowledge as desired traits could be expected.

Being up-to-date in matters of tourism (2,33) received the lowest score, greatly falling behind the rest of the traits.

Given the homogeneity of the participants, the importance of agricultural knowledge is not a surprise.

Familiarity with agricultural, food processing and agrotourism legislation	3,89
Familiarity with specific quality assurances systems for small farmers	3,78
Familiarity with agricultural production, food processing and tourist services	3,56
Familiarity with food processing technologies	3,56
Familiarity with specific food hygiene rules for small farmers/ producers	3,44
Being ready to cooperate and able to manage co-operations	3,44
Creativity and ability to assist the implementation of new ideas	3,44
Ability to assist in online sales. IT and social media knowledge.	3,44
Ability to assist in pricing	3,33
Ability to assist in market sales	3,22
Being able to compromise and manage conflicts, coming up with win-win solutions	3,22

Familiarity with proposals and grant options	3,22
Familiarity with various target group specific marketing channels.	3,22
Up-to-date marketing knowledge	3,00
Familiarity with environmentally friendly solutions	2,89
International perspective, familiarity with best practices	2,78
Familiarity with customer demands and trends	2,78
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	2,78
Familiarity with local and regional gastronomy	2,67
Being up-to-date in matters of tourism (e.g. local festivals)	2,33

(fig.3: the results of the questionnaire)

Romania

What are the most important human resources aspects to enhance SFSC animation and what human resources do you think the operation of the groups/communities would require?

Their tasks for support would be:

- finding producers,
- verifying their authorizations,
- verifying their farms, production units,
- finding market opportunities.

Essential skills:

- good communication,
- endurance.

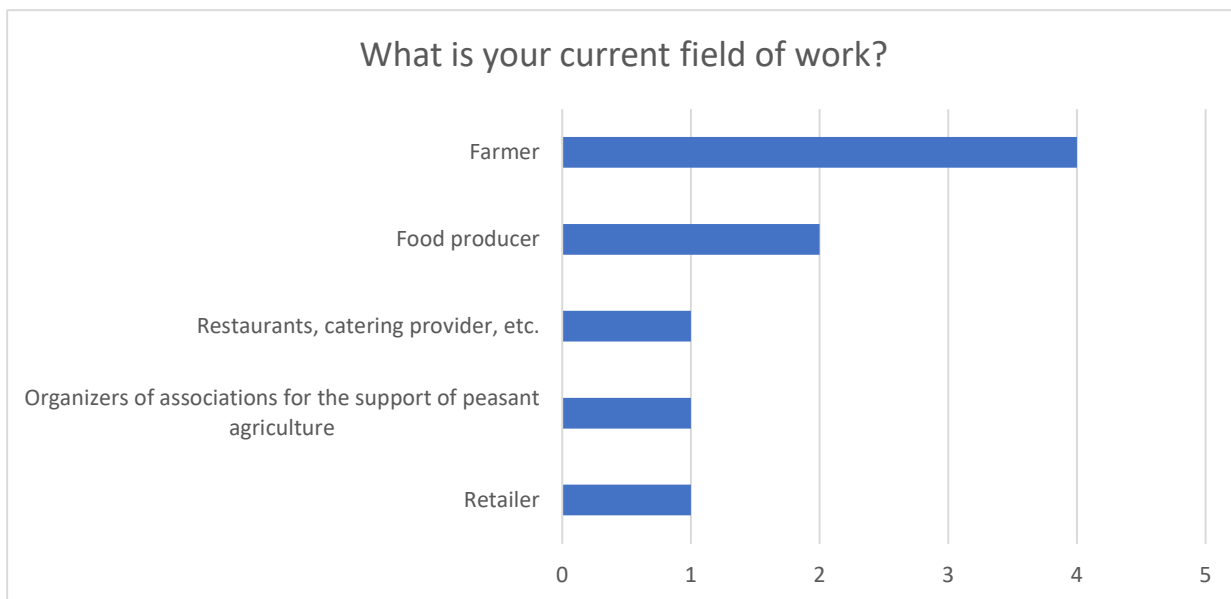
What type of training is needed for the staff?

- legal requirements
- financial opportunities
- community building
- marketing
- agricultural background

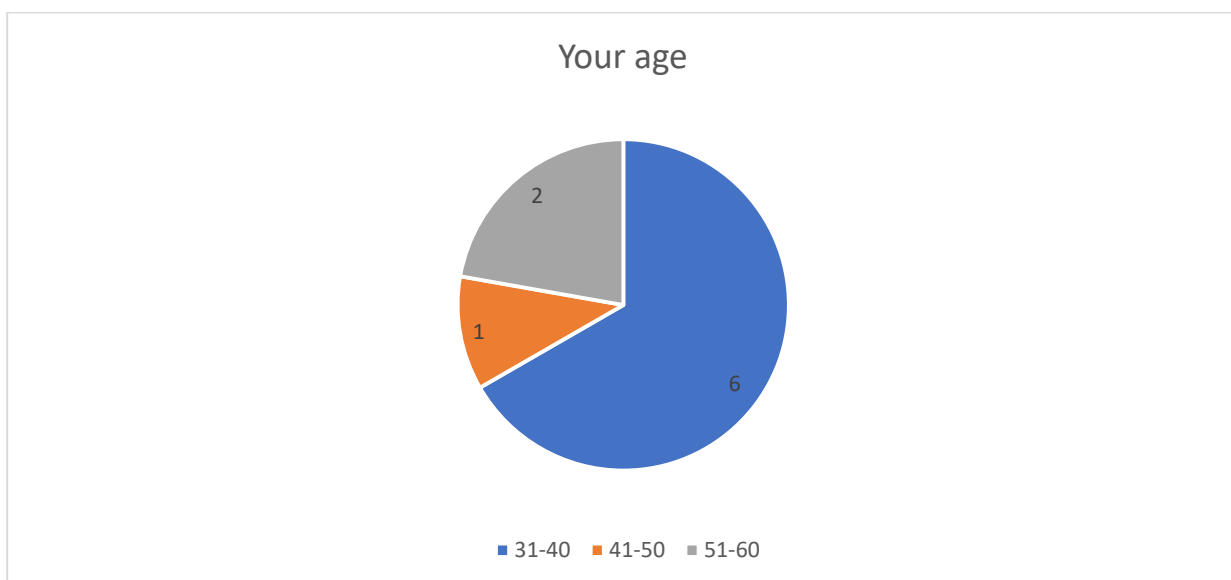
(SEC's IO1 findings)

Questionnaire results

The Romanian version of the short questionnaires has been filled by **9** respondents, with various professional background. The respondents average age was **40**, and they had an average **9** years of agricultural experience.



(fig.1: the respondent's field of work)



(fig.2: the respondent's age)

Familiarity with environmentally friendly solutions (4,56) and Being ready to cooperate and able to manage co-operations (4,56) share the first place. There is only a slight difference in the following 4 trait's score, what is again followed by a triple tie. These narrow placements outline that the desired facilitator role should process several, similarly important traits in order to be effective.

Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement) (3,44) came as last in this sample too.

Familiarity with environmentally friendly solutions	4,56
Being ready to cooperate and able to manage co-operations	4,56
Ability to assist in market sales	4,44
Familiarity with specific food hygiene rules for small farmers/ producers	4,44

Familiarity with customer demands and trends	4,44
Familiarity with various target group specific marketing channels.	4,44
Familiarity with agricultural, food processing and agrotourism legislation	4,33
Being able to compromise and manage conflicts, coming up with win-win solutions	4,33
Creativity and ability to assist the implementation of new ideas	4,33
Familiarity with agricultural production, food processing and tourist services	4,11
Being up-to-date in matters of tourism (e.g. local festivals)	4,11
International perspective, familiarity with best practices	4,00
Ability to assist in pricing	4,00
Up-to-date marketing knowledge	4,00
Familiarity with specific quality assurances systems for small farmers	3,89
Ability to assist in online sales. IT and social media knowledge.	3,78
Familiarity with food processing technologies	3,67
Familiarity with local and regional gastronomy	3,67
Familiarity with proposals and grant options	3,67
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	3,44

(fig.3: the results of the questionnaire)

Poland

What are the most important human resources aspects to enhance SFSC animation and what human resources do you think the operation of the groups/communities would require?

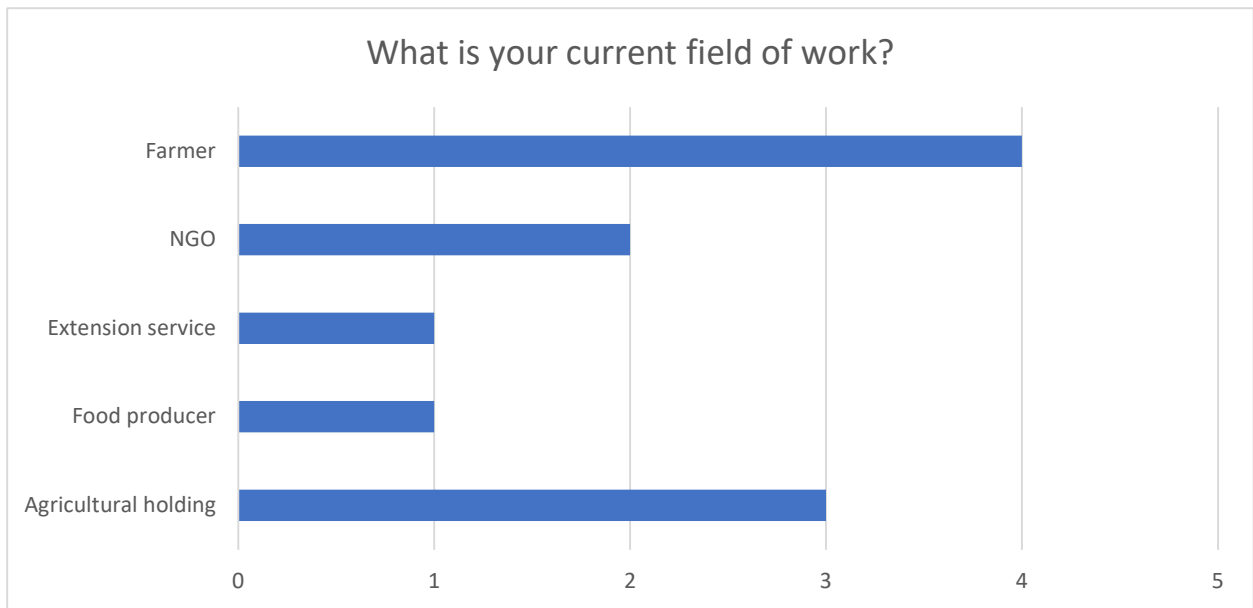
The tasks necessary to support SFSC animation is first of all setting up strategy of work. It should be well planned activities which would encourage potential beneficiaries to start working for SFSC. The crucial competences for that task are to have overall and detailed knowledge in the topic of SFSC. So, the animator must be fully professional in this topic.

Regarding the skills he/she should have many soft skills e.g. communication, teamwork, negotiations etc.

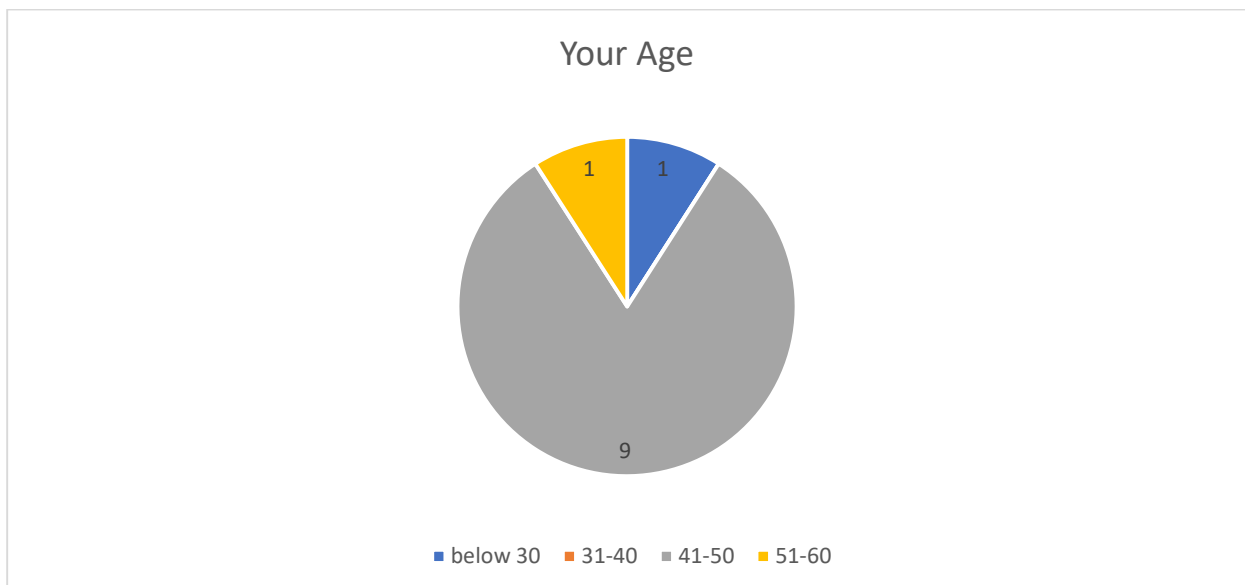
(ARID's IO1 findings)

Questionnaire results

The Polish version of the short questionnaires has been filled by **11** respondents, with similar age and various professional and agricultural backgrounds. The respondents' average age was **45**, and they had an average **20** years of agricultural experience.



(fig.1: the respondent's field of work)



(fig.2: the respondent's age)

The trait with the highest score was again *Familiarity with agricultural, food processing and agrotourism legislation* (4,82), on the second place there is a triple tie, with *Familiarity with agricultural production, food processing and tourist services* (4,73), *Familiarity with specific quality assurances systems for small farmers*(4,73) and *Familiarity with proposals and grant options* (4,73) all receiving the same scores. Other traits concerning SFSC knowledge only fall behind marginally. *Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)* (2,45) received the lowest scores again, thus reinforcing the emphasis on theoretical knowledge on SFSC.

The desk research suggested that the crucial competences for that task is to have overall and detailed knowledge in the topic of SFSC, what is in accordance with the questionnaire's results. Soft skills were also mentioned in the desk research; however, they were represented with less significance in the sample than some other, more specific knowledge.

Familiarity with agricultural, food processing and agrotourism legislation	4,82
Familiarity with agricultural production, food processing and tourist services	4,73
Familiarity with specific quality assurances systems for small farmers	4,73
Familiarity with proposals and grant options	4,73
Familiarity with specific food hygiene rules for small farmers/ producers	4,64
Familiarity with food processing technologies	4,36
Familiarity with environmentally friendly solutions	4,18
Being able to compromise and manage conflicts, coming up with win-win solutions	4,18
Creativity and ability to assist the implementation of new ideas	4,18
Ability to assist in market sales	4,09
Being ready to cooperate and able to manage co-operations	4,09
Familiarity with customer demands and trends	4,00
Familiarity with various target group specific marketing channels.	4,00
Ability to assist in online sales. IT and social media knowledge.	4,00
Up-to-date marketing knowledge	3,73
Ability to assist in pricing	3,64
Familiarity with local and regional gastronomy	3,45
International perspective, familiarity with best practices	3,00
Being up-to-date in matters of tourism (e.g. local festivals)	2,91
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	2,45

(fig.3: the results of the questionnaire)

France

What are the most important human resources aspects to enhance SFSC animation and what human resources do you think the operation of the groups/communities would require?

In order to enhance SFSC animation, the following human resources aspects would be required:

COMPETENCES:

- ⇒ Very good knowledge of the three sectors: **public, private and civil society**, including a good understanding of their expectations and potential contributions to the partnership, as well as of potential conflicts of interest and ways to deal with them.
- ⇒ The animator should also be able to assess the skills of people involved in the partnership, their leadership potential and factors which affect their involvement.
- ⇒ An excellent understanding of **the local strategy**, the process through which it has been developed, its key objectives and activities envisaged, and how the different partners can contribute or be involved in it.
- ⇒ Very good knowledge of **local development methods and opportunities**, in particular of issues related to community development, job creation and business development, diversification of local economies, sustainable development etc.
- ⇒ **Project management skills**, including resource management and evaluation, needed both to identify projects with a high potential to achieve strategic objectives, and to carry out the animator's own activities (e.g. community meetings), which should be managed in a professional way.
- ⇒ A wide range of **social skills**, including those of a facilitator (acting as a catalyst to identify potential partners and ensure cooperation of different actors), motivator (engaging and

mobilising potential partners, understanding the potential and dynamics of civic groups), supporter (capable of reaching out and involving also the most disadvantaged groups), educator (stimulating and managing active learning processes), integrator (developing community bonds and communication) etc.

⇒ Practical skills related to such issues as organisation of meetings, moderation of workshops/discussion, methods of ensuring public participation etc.

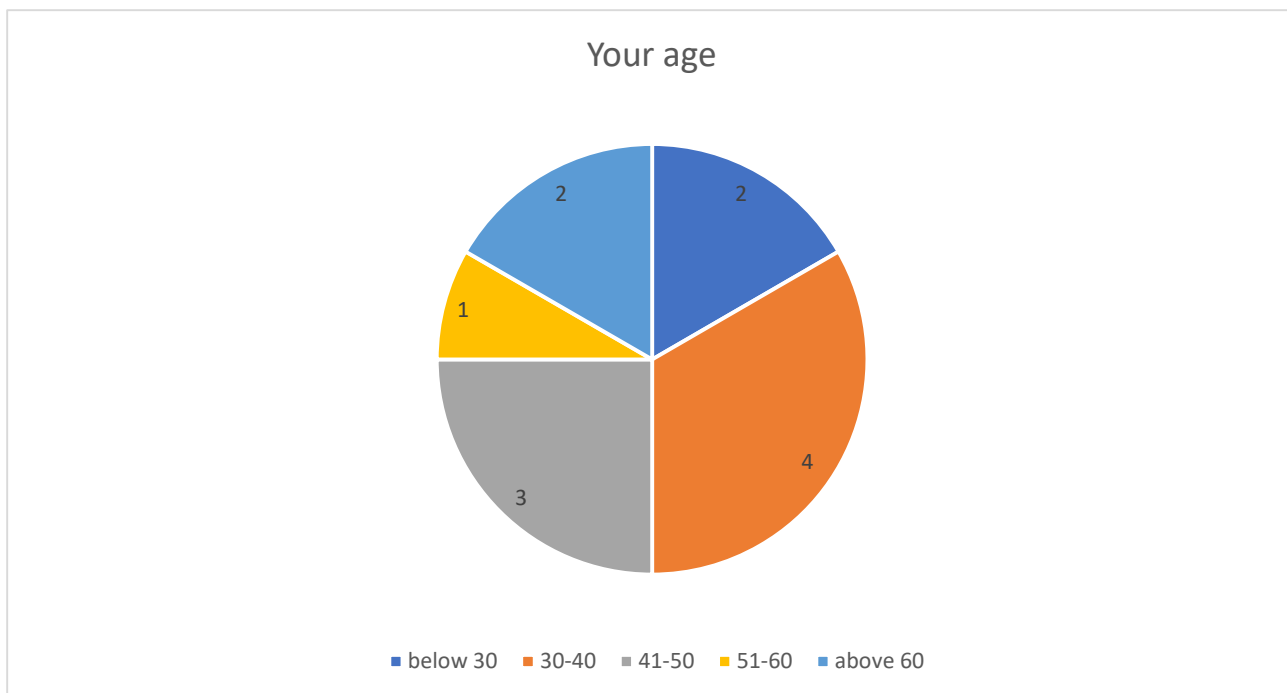
(Savoir Faire & Co's IO1 findings)

Questionnaire results

The French version of the short questionnaires has been filled by **13** respondents, with various professional background. The respondents average age was **44**, and they had an average **13** years of agricultural experience.



(fig.1: the respondent's field of work)



(fig.2: the respondent's age)

In the French sample, *being ready to cooperate and able to manage co-operations* (4,54) received the highest score. With only a small difference follows *Being able to compromise and manage conflicts, coming up with win-win solutions* (4,38). These two traits outstand from the rest, outpacing them with nearly half a score. The middle section refers to the knowledge concerning SFSCs, while *Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)* (2,00) again falls behind, receiving the lowest score yet.

The desk research suggested a wide range of competences, and the questionnaire results highlight cooperation and the ability to manage conflict as the most important trait for the facilitator, putting these soft skills in front of the theoretical knowledge.

Being ready to cooperate and able to manage co-operations	4,54
Being able to compromise and manage conflicts, coming up with win-win solutions	4,38
Creativity and ability to assist the implementation of new ideas	3,92
Familiarity with specific food hygiene rules for small farmers/ producers	3,85
Familiarity with customer demands and trends	3,77
Up-to-date marketing knowledge	3,54
Familiarity with agricultural, food processing and agrotourism legislation	3,46
Familiarity with agricultural production, food processing and tourist services	3,46
Familiarity with specific quality assurances systems for small farmers	3,38
Familiarity with various target group specific marketing channels.	3,38
Familiarity with food processing technologies	3,23
Familiarity with proposals and grant options	3,23
Ability to assist in online sales. IT and social media knowledge.	3,15
Familiarity with environmentally friendly solutions	3,08
Ability to assist in pricing	2,92
Familiarity with local and regional gastronomy	2,92
Ability to assist in market sales	2,69

Being up-to-date in matters of tourism (e.g. local festivals)	2,46
International perspective, familiarity with best practices	2,08
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	2,00

(fig.3: the results of the questionnaire)

Short questionnaire national comparison

The short questionnaires had been filled by **54** participants, from **5** partner countries. The nations samples had different compositions, some of them can be seen as a representation of certain groups, while others are more of a mixture of people coming from a wide range of professional and educational background.

	Number of participants	Average age	Average years of agricultural experience
HUN	12	44,83	14,42
CZ	9	26,44	14,00
POL	11	45,09	20,36
RO	9	40	9,56
FR	13	44,33	12,85

(fig.1: the participants sample)

Dispersion can be seen regarding the most important traits; the Polish and Czech results have significant overlapping at the most prior skills. The participants from both of these countries are among the agriculturally more experienced respondents, moreover, respondents from agricultural holdings were the most significantly represented in these two countries, which could be one of the reasons for the similarities.

Romanian and Hungarian results show similarities as well. People from agricultural backgrounds made up a significant part of the sample (farmers, food producers etc. see fig.1) explaining the mutual points of view.

Most important	
HUN	Ability to assist in market sales/Being ready to cooperate and able to manage co-operations (4,83)
CZ	Familiarity with agricultural, food processing and agrotourism legislation (3,89)
POL	Familiarity with agricultural, food processing and agrotourism legislation (4,82)
RO	Familiarity with environmentally friendly solutions/Being ready to cooperate and able to manage co-operations (4,56)
FR	Being ready to cooperate and able to manage co-operations (4,54)
Least important	
HUN	Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement) (3,08)
CZ	Being up-to-date in matters of tourism (e.g. local festivals) (2,33)
POL	Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement) (2,45)
RO	Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement) (3,44)
FR	Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement) (2,00)

(fig.2: highest/lowest national scores)

The trait with the lowest score was nearly unanimously *Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)*. Soft skills and cooperative aptness were both assessed as the most valuable traits, so receiving a low score on animation itself, could be a surprise. Theatre pedagogy however might have seemed a bit off for the respondents, thus explaining the low scores.

	HUN	CZ	POL	RO	FR	COMBINED
Being ready to cooperate and able to manage co-operations	4,83	3,44	4,09	4,56	4,54	4,29
Familiarity with specific food hygiene rules for small farmers/producers	4,42	3,44	4,64	4,44	3,85	4,16
Being able to compromise and manage conflicts, coming up with win-win solutions	4,50	3,22	4,18	4,33	4,38	4,12
Creativity and ability to assist the implementation of new ideas	4,67	3,44	4,18	4,33	3,92	4,11
Familiarity with agricultural, food processing and agrotourism legislation	3,75	3,89	4,82	4,33	3,46	4,05
Familiarity with specific quality assurances systems for small farmers	4,17	3,78	4,73	3,89	3,38	3,99
Familiarity with agricultural production, food processing and tourist services	3,92	3,56	4,73	4,11	3,46	3,95
Familiarity with various target group specific marketing channels.	4,42	3,22	4,00	4,44	3,38	3,89
Familiarity with customer demands and trends	4,42	2,78	4,00	4,44	3,77	3,88
Ability to assist in market sales	4,83	3,22	4,09	4,44	3,69	3,86
Familiarity with environmentally friendly solutions	4,25	2,89	4,18	4,56	3,08	3,79
Familiarity with proposals and grant options	4,08	3,22	4,73	3,67	3,23	3,79
Ability to assist in online sales. IT and social media knowledge.	4,50	3,44	4,00	3,78	3,15	3,78
Familiarity with food processing technologies	4,00	3,56	4,36	3,67	3,23	3,76
Up-to-date marketing knowledge	4,17	3,00	3,73	4,00	3,54	3,69
Ability to assist in pricing	3,75	3,33	3,64	4,00	2,92	3,53
Familiarity with local and regional gastronomy	3,83	2,67	3,45	3,67	2,92	3,31
Being up-to-date in matters of tourism (e.g. local festivals)	3,92	2,33	2,91	4,11	2,46	3,15
International perspective, familiarity with best practices	3,75	2,78	3,00	4,00	2,08	3,12
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)	3,08	2,78	2,45	3,44	2,00	2,75

(fig.3: combined hierarchy)

In the combined table, the most important trait was *Being ready to cooperate and able to manage co-operations* (4,29) which was both Hungary's, France's and Romania's leading trait. When it comes to creating a new vocation, the ability to cooperate and being familiar with cooperation is a must, in order for the professional to successfully assimilate to the fabric of the existing situation.

The second most important trait was *Familiarity with specific food hygiene rules for small farmers/producers* (4,16). This trait did not come first at any of the nation's lists, but the combined score made it more important than the other traits coming first in the country analysis (green areas in fig. 3) The same can be told of the following two traits: *Being able to compromise and manage conflicts, coming up with win-win solutions* (4,12) and *Creativity and ability to assist the implementation of new ideas* (4,11). One is specific knowledge on SFSCs while the other is a soft-skill. *Familiarity with agricultural, food processing and agrotourism legislation* (4,05) was marked as the Czech Republic's and Poland's trait with the highest value, coming as the fifth element of this table.

The cluster of the first five traits ranked by importance shows a diverse picture. The desk researches suggested an emphasis on soft-skills and detailed knowledge in the topic of SFSCs. In order to maximise the efficiency of the facilitators, both topics should be significantly addressed in the training modules.

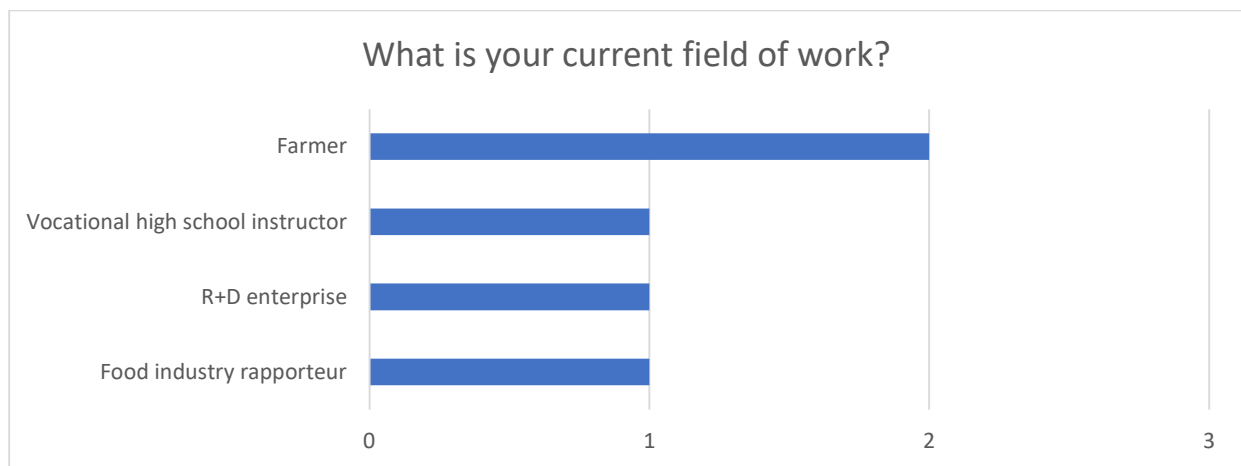
Long questionnaire summary

Parallel to the short questionnaires, a long questionnaire has been distributed. The long version is based on the same principles as the short, but with more depth on the facilitators profile, and more diverse focus on the necessary traits in it. The long questionnaire offers a diverse selection of traits, consisting of certain skills, competences and knowledge. Other than the basic questions, the questionnaire mentions certain areas or processes, where the respondents need to evaluate the proposed skills, competences and knowledge separately.

As a result of this type of questioning, we have each area or process associated with its most important skills, competences and knowledge, thereby painting a diverse picture on the respondents' opinions.

Hungary

The Hungarian version of the long questionnaires has been filled in by **5** respondents, with similar educational background, and diverse professions. The respondents' average age was **42**, and they had an average **16** years of agricultural experience.



(fig.1: the respondent's field of work)

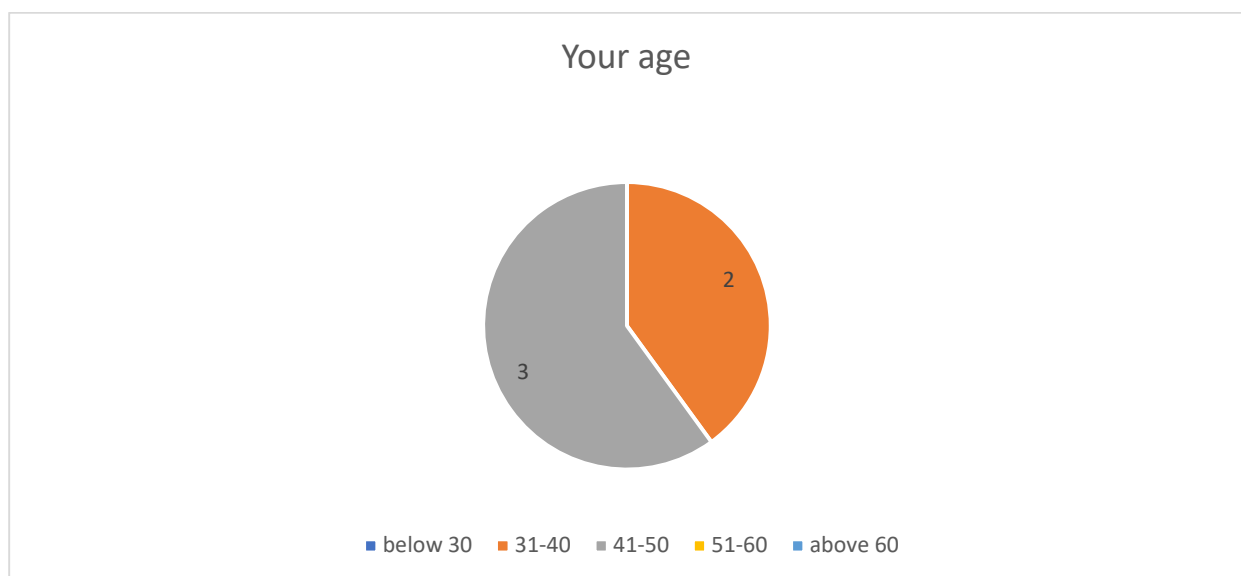


fig.2: the respondent's age)

The following part is the comparative summary of the long questionnaire's answers on the following questions.

What competencies / skills / knowledge do you think the facilitator needs when....

...meeting and interacting with producers?

Skills	
Ability to solve problems and achieve the goals	5
Ability to analyse the internal environment of the SFSC	5,00
Ability to think synthetically	4,80
Ability to analyse the external context of the SFSC	4,67
Ability to make decisions	4,60
Ability to use new sales techniques	4,33
Ability to forecast & predict major changes that might occur	4,20
Ability to set targets	4,00
Ability recognize risks	4,00
Ability to evaluate accurately future directions and risks	4,00
Ability to understand existing and emerging trends in technology and business	4,00
Ability to apply new products/ services	4,00
Ability to use mixed market elements	4,00
Ability to use community channels	4,00
Ability to monitor the work processes	3,50
Competences	
Understanding of the context	5,00
Problem solving	5,00
Active listening	5,00
Leadership	4,80
Strategic thinking	4,75
Motivation	4,60
Coordination	4,60
Patience and endurance	4,50
Flexibility	4,33
Fostering team work	4,25
Stakeholder management	4,00
Being easily understood	4,00
Analytical thinking	4,00
Establishing focus	3,50
Objectivity	3,00
Knowledge	
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of legislation related to cooperation in SFSC	4,75
Knowledge of coordination of people and resources	4,60
Knowledge of agricultural process control	4,33
Knowledge on process control	4,25
Knowledge of tourism	4,25
Knowledge of business plan preparation	4,25
Knowledge of rural development programs and other supports	4,25
Logistic knowledge	4,20

Knowledge of food hygiene	4,20
Knowledge on small scale farming and food processing	4,20
Knowledge of negotiation techniques	3,67
Knowledge of leadership techniques	3,50

Leadership skills and comprehensive knowledge on SFSC's

Based on the questionnaire's findings, **meeting and interacting with producers** requires leadership skills and comprehensive knowledge on SFSC's. The most important skills were *Ability to solve problems and achieve the goals* and *Ability to analyse the internal environment of the SFSC*, both receiving maximum score. The ability to analyse the external environment of the SFSC falls behind its internal pair with nearly half value, suggesting that there should be more focus dedicated to the internal environment of the SFSC than the external.

Understanding of the context, problem solving and active listening were the competences that prevailed among other soft skills. Leadership itself is 0,2 value behind the leading trio, however the top priority competences could be seen as a dissection of leadership itself.

... purchasing and shipping manufacturing products?

Skills	
Ability to solve problems and achieve the goals	5,00
Ability to make decisions	4,80
Ability to think synthetically	4,80
Ability to analyse the internal environment of the SFSC	4,75
Ability to evaluate accurately future directions and risks	4,67
Ability to apply new products/ services	4,67
Ability to monitor the work processes	4,40
Ability to understand existing and emerging trends in technology and business	4,33
Ability to analyse the external context of the SFSC	4,25
Ability to set targets	4,00
Ability recognize risks	4,00
Ability to forecast & predict major changes that might occur	4,00
Competences	
Analytical thinking	5,00
Stakeholder management	5,00
Strategic thinking	4,75
Problem solving	4,75
Coordination	4,67
Flexibility	4,67
Understanding of the context	4,67
Leadership	4,60
Being easy to understand	4,50
Fostering team work	4,33
Patience and endurance	4,25
Forecasting	4,25

Establishing focus	3,50
Knowledge	
Logistic knowledge	5,00
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of legislation related to cooperation in SFSC	5,00
Knowledge of food hygiene	4,67
Knowledge on small scale farming and food processing	4,67
Knowledge of coordination of people and resources	4,67
Knowledge on process control	4,50
Knowledge of business plan preparation	4,50
Technical knowledge in the field	4,33
Knowledge of agricultural process control	4,33
Knowledge of the technological solutions in the production	4,25
Knowledge of rural development programs and other supports	3,50

When purchasing and shipping manufacturing products, the most important skill a facilitator should have is the *Ability to solve problems and achieve the goals* (5). The *Ability to make decisions* (4,80) and *Ability to think synthetically* (4,80) were also among the most important skills, falling behind the leading trait with only 0,2 score.

Analytical thinking and *stakeholder management* came as the most important competences in this sample, receiving maximum score.

The most important knowledge associated with purchasing and shipping manufacturing products, was *Logistic knowledge*, *Knowledge of techniques and tools of short chain organisation* and *Knowledge of legislation related to cooperation in SFSC*.

This cluster emphasizes the importance of **logistic knowledge** and **organizing capabilities**, Logistic knowledge is important firstly in a broader sense, furthermore in this specific environment of the SFSC's.

...it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	
Ability to analyse the internal environment of the SFSC	5,00
Ability to use digital communication	4,80
Ability to solve problems and achieve the goals	4,75
Ability to think synthetically	4,75
Ability to make decisions	4,67
Ability to evaluate accurately future directions and risks	4,67
Ability to analyse the external context of the SFSC	4,67
Ability to use new sales techniques	4,67
Ability to use mixed market elements	4,67
Ability to use community channels	4,60
Ability recognize risks	4,33
Ability to apply new products/ services	4,33
Ability to set targets	4,00
Ability to forecast & predict major changes that might occur	4,00

Ability to understand existing and emerging trends in technology and business	4,00
Ability to improve skills of member of SFSC	4,00
Ability to use basic web editing programs	3,00
Competences	
Active listening	5,00
Strategic thinking	4,75
Patience and endurance	4,75
Understanding of the context	4,67
IT using	4,67
Coordination	4,50
Leadership	4,50
Forecasting	4,50
Mobil device application using	4,50
On line marketing element using	4,50
Creativity	4,33
Motivation	4,33
Problem solving	4,25
Flexibility	4,00
Change management competency	4,00
Fostering team work	4,00
Stakeholder management	3,50
Knowledge	
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of legislation related to cooperation in SFSC	4,60
Knowledge of coordination of people and resources	4,50
Logistic knowledge	4,40
Knowledge of food hygiene	4,33
Knowledge on small scale farming and food processing	4,33
Knowledge of the technological solutions in the production	4,33
Knowledge on process control	4,25
Technical knowledge in the field	4,00
Knowledge of negotiation techniques	4,00
Knowledge of rural development programs and other supports	3,33
Knowledge of technological innovation	3,00
Knowledge of business plan preparation	2,50

In the case of bringing local products to the market, the most important skill was the *Ability to analyse the internal environment of the SFSC*. This skill is followed by some technical and leadership skills.

From the competences, *Active listening* is the most important one, then *Strategic thinking*, and *Patience and endurance*, highlighting interpersonal skills.

The leading knowledge is *Knowledge of techniques and tools of short chain organisation*, receiving the maximum score. Most of the showcased knowledge was accounted as at least of high importance (4 and above), but the first one stands out, being an umbrella term on a lot of knowledge on SFSCs.

... serving consumers?

Skills	
Ability to use community channels	4,4
Ability to explain and repeat explanations if necessary	4,25
Ability to use digital communication	4,25
Ability to solve problems and achieve the goals	4,20
Ability to think synthetically	4,20
Ability to use new sales techniques	4,20
Ability to use mixed market elements	4,00
Ability to analyse the external context of the SFSC	3,00
Ability to analyse the internal environment of the SFSC	3,00
Ability to apply new products/ services	3,00
Competences	
Strategic thinking	4,40
Sensitivity to situation	4,40
Creativity	4,25
Problem solving	4,25
Patience and endurance	4,25
Flexibility	4,00
Being easily understood	4,00
Forecasting	4,00
Active listening	3,50
Establishing focus	3,50
Objectivity	2,00
Knowledge	
Knowledge of food hygiene	4,60
Knowledge of the technological solutions in the production	4,33
Knowledge on process control	4,00
Knowledge on small scale farming and food processing	4,00
Knowledge of negotiation techniques	4,00
Knowledge of motivation techniques	4,00
Knowledge of coordination of people and resources	4,00
Knowledge of techniques and tools of short chain organisation	4,00
Technical knowledge in the field	3,67
Knowledge of tourism	3,67
Logistic knowledge	3,33
Knowledge of leadership techniques	3,00

The most important skill associated with serving customers is the *Ability to use community channels*. The second most important skill is the *Ability to explain and repeat explanations if necessary*, along with the *Ability to use digital communication*. The first two can be seen as skills required for working in larger groups, while digital communication can be seen as a modern necessity.

Strategic thinking and *Sensitivity to situation* are the most important competences regarding this topic. The outcome of this table suggests that when serving customers, compound skills related to business situations prevail over soft skills.

The highlighted knowledge in this table is the *Knowledge of food hygiene*, which trait has increased significance in the samples where there is a high percentage of farmers.

... to find and join additional SFSC channels or to start a new chain?

Skills	
Ability to analyse the internal environment of the SFSC	5,00
Ability to evaluate accurately future directions and risks	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to improve skills of members of SFSC	4,50
Ability to think synthetically	4,33
Ability recognize risks	4,33
Ability to apply new products/ services	4,33
Ability to forecast & predict major changes that might occur	4,20
Ability to organize workshops	4,20
Ability to set targets	4,00
Ability to monitor the work processes	4,00
Ability to understand existing and emerging trends in technology and business	4,00
Ability to use digital communication	3,80
Ability to use community channels	3,67
Ability to lead workshops	3,40
Competences	
Sensitivity to situation	4,75
Problem solving	4,67
Understanding of the context	4,67
Strategic thinking	4,50
Patience and endurance	4,50
Change management competency	4,50
Establishing focus	4,50
Forecasting	4,50
Objectivity	4,33
Motivation	4,25
Fostering team work	4,25
Analytical thinking	4,00
Creativity	4,00
Active listening	4,00
Coordination	4,00
Flexibility	4,00
Leadership	4,00
Being easily understood	4,00
Stakeholder management	3,67
IT using	3,60

On line marketing element using	3,50
Knowledge	
Knowledge of coordination of people and resources	5,00
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of legislation related to cooperation in SFSC	5,00
Knowledge of rural development programs and other supports	4,67
Logistic knowledge	4,50
Knowledge on process control	4,50
Knowledge of the technological solutions in the production	4,50
Knowledge of leadership techniques	4,50
Knowledge of motivation techniques	4,40
Knowledge on performance management	4,33
Knowledge of business plan preparation	4,25
Knowledge of negotiation techniques	4,25
Knowledge on small scale farming and food processing	4,00
Knowledge of food hygiene	3,75
Technical knowledge in the field	3,50
Knowledge of tourism	3,50
Knowledge of technological innovation	3,50

To find and join additional SFSC channels or to start a new chain, the most important skill is unanimously the *Ability to analyse the internal environment of the SFSC* with maximum score. The second place is shared between three skills, strongly relating to SFSC topic: *Ability to evaluate accurately future directions and risks*, *Ability to analyse the external context of the SFSC* and *Ability to improve skills of members of SFSC*.

In order to start a new chain, or to join additional channels, a comprehensive knowledge on SFSC's is essential.

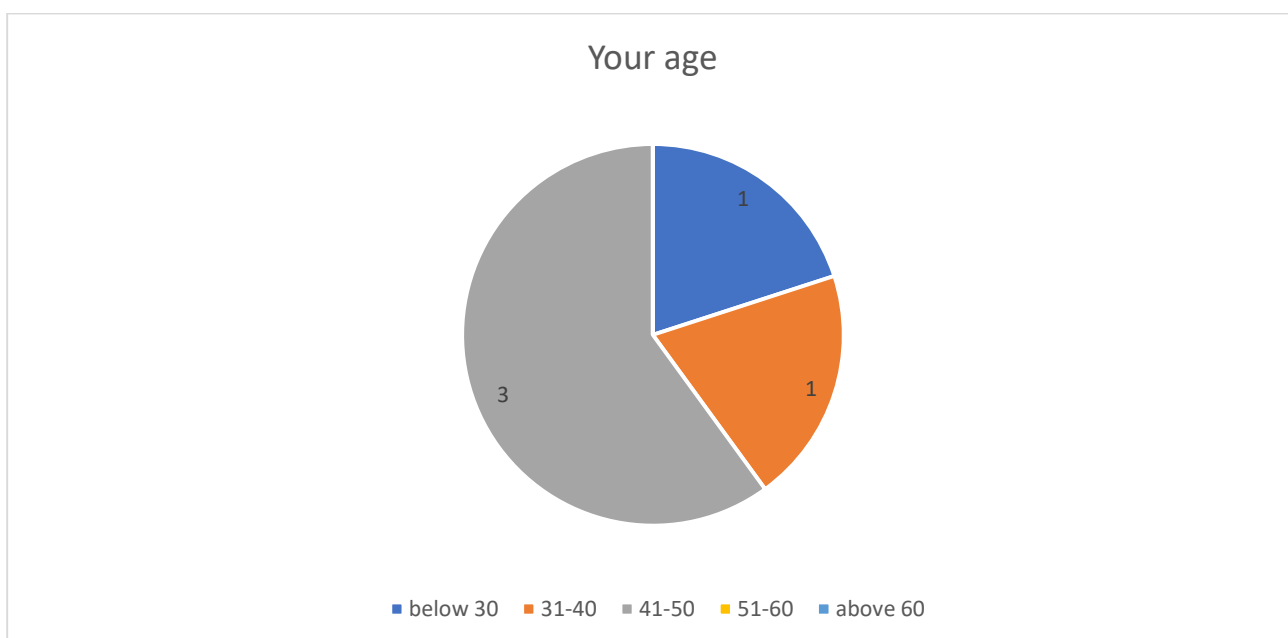
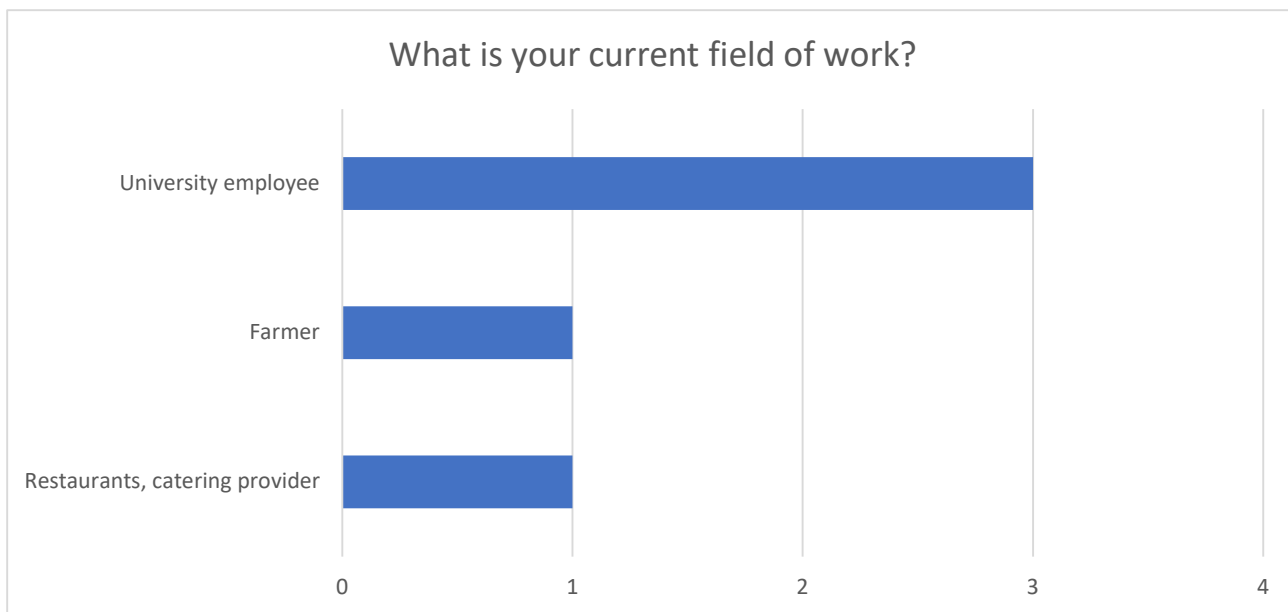
From the competences, *Sensitivity to situation* got the highest score. This competence is generally beneficial in most situations, so the frequent high scores should not be a surprise.

Three pieces of knowledge are sharing the first place. *Knowledge of coordination of people and resources*, *Knowledge of techniques and tools of short chain organisation* and *Knowledge of legislation related to cooperation in SFSC* were considered to be just as important.

These emphasize the importance of governing capabilities, along with specific knowledge on SFSCs.

Czech Republic

The Czech version of the long questionnaires has been filled in by **5** respondents, with similar educational background, three of them are University employees, one is a farmer and one is working at a catering provider. The respondents' average age was **39**, and they had an average **23** years of agricultural experience.



The following part is the comparative summary of the long questionnaires' answers on the following questions.

What competencies / skills / knowledge do you think the facilitator needs when....

...meeting and interacting with producers?

Skills	
Ability to monitor the work processes	5,00
Ability to evaluate accurately future directions and risks	4,50
Ability to understand existing and emerging trends in technology and business	4,00
Ability to apply new products/ services	4,00
Ability to solve problems and achieve the goals	3,80

Ability to make decisions	3,80
Ability to think synthetically	3,75
Ability recognize risks	3,67
Ability to forecast & predict major changes that might occur	3,67
Ability to set targets	3,50
Ability to use new sales techniques	3,50
Ability to use mixed market elements	3,50
Ability to use community channels	3,40
Ability to analyse the external context of the SFSC	3,00
Ability to analyse the internal environment of the SFSC	3,00
Competences	
Patience and endurance	4,33
Fostering team work	4,33
Motivation	4,25
Strategic thinking	4,00
Problem solving	4,00
Active listening	4,00
Leadership	4,00
Understanding of the context	4,00
Stakeholder management	4,00
Being easily understood	3,75
Analytical thinking	3,67
Coordination	3,67
Objectivity	3,33
Flexibility	3,33
Establishing focus	3,00
Knowledge	
Logistic knowledge	4,00
Knowledge on process control	3,33
Knowledge of food hygiene	3,60
Knowledge on small scale farming and food processing	4,20
Knowledge of tourism	2,00
Knowledge of business plan preparation	3,00
Knowledge of leadership techniques	3,50
Knowledge of negotiation techniques	4,00
Knowledge of coordination of people and resources	4,67
Knowledge of techniques and tools of short chain organisation	3,50
Knowledge of agricultural process control	4,00
Knowledge of legislation related to cooperation in SFSC	4,00
Knowledge of rural development programs and other supports	3,25

When meeting/interacting with producers, the Czech participants highlighted the *Ability to monitor the work processes* with the maximum score. The other skill standing out from the rest with half score advantage is *Ability to evaluate accurately future directions and risks*. These skills suggest that the

facilitator should have prior knowledge on how to effectively manage work processes, taking possible outcomes into account.

Patience and endurance and *Fostering team work* were the most important competences. These competences can help the facilitator to handle the producers in the smoothest way.

Logistic knowledge stands out from this sample, prevailing over the rest of the knowledge. Logistic knowledge can be interpreted very broadly, covering a lot of tasks and activities the facilitator could possibly have.

...when purchasing and shipping manufacturing products?

Skills	
Ability to monitor the work processes	4,50
Ability to set targets	4,00
Ability to think synthetically	4,00
Ability to forecast & predict major changes that might occur	4,00
Ability to evaluate accurately future directions and risks	4,00
Ability to understand existing and emerging trends in technology and business	4,00
Ability to analyse the internal environment of the SFSC	4,00
Ability to solve problems and achieve the goals	3,75
Ability to analyse the external context of the SFSC	3,67
Ability to make decisions	3,60
Ability recognize risks	3,50
Competences	
Problem solving	4,00
Active listening	4,00
Fostering team work	4,00
Stakeholder management	4,00
Strategic thinking	3,75
Analytical thinking	3,75
Understanding of the context	3,67
Motivation	3,50
objectivity	3,50
Leadership	3,50
Patience and endurance	3,50
Establishing focus	3,50
Flexibility	3,33
Coordination	3,00
Being easy to understand	3,00
Knowledge	
Knowledge of coordination of people and resources	4,00
Knowledge of rural development programs and other supports	4,00
Knowledge of food hygiene	3,80
Knowledge on small scale farming and food processing	3,80
Knowledge of negotiation techniques	3,67

Knowledge of techniques and tools of short chain organisation	3,67
Knowledge of agricultural process control	3,60
Logistic knowledge	3,50
Knowledge of leadership techniques	3,50
Knowledge of legislation related to cooperation in SFSC	3,50
Knowledge on process control	3,00
Knowledge on tourism	3,00
Knowledge of business plan preparation	3,00

Ability to monitor the work processes received the highest scores in this sample as well, reinforcing the importance of that skill.

Fostering team work is again in the most important cluster of competences, along with *Problem solving*, *Active listening* and *Stakeholder management*.

These competences can be interpreted in a more general way, than only within this questions frame. These soft skills can help the facilitator in a wide variety of scenarios, not just in this case. *Knowledge of coordination of people and resources* and *Knowledge of rural development programs and other supports* were the most important knowledge associated with this task. The first one again being more of a general tool that can be broadly helpful, while the second one brings in more specific knowledge on the rural area.

...when it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	
Ability to apply new products/ services	4,33
Ability to solve problems and achieve the goals	4,25
Ability to use community channels	4,25
Ability to use new sales techniques	4,00
Ability recognize risks	3,75
Ability to use mixed market elements	3,75
Ability to forecast & predict major changes that might occur	3,67
Ability to understand existing and emerging trends in technology and business	3,67
Ability to think synthetically	3,50
Ability to analyse the external context of the SFSC	3,50
Ability to make decisions	3,33
Ability to evaluate accurately future directions and risks	3,33
Ability to set targets	3,00
Ability to forecast & predict major changes that might occur	3,00
Ability to analyse the internal environment of the SFSC	3,00
Competences	
Stakeholder management	4,67
Problem solving	4,50
Active listening	4,50
Coordination	4,50
On line marketing element using	4,50
Patience and endurance	4,33
IT using	4,25

Mobil device application using	4,25
Creativity	4,00
Motivation	4,00
Leadership	4,00
Understanding of the context	4,00
Change management competency	4,00
Fostering team work	4,00
Forecasting	4,00
Strategic thinking	3,67
Flexibility	3,67
Knowledge	
Knowledge of rural development programs and other supports	4,67
Knowledge on process control	4,50
Knowledge of coordination of people and resources	4,50
Knowledge of negotiation techniques	4,25
Knowledge of technological innovation	4,25
Logistic knowledge	4,00
Knowledge of food hygiene	4,00
Knowledge on small scale farming and food processing	4,00
Knowledge of business plan preparation	4,00
Knowledge of techniques and tools of short chain organisation	4,00
Knowledge of legislation related to cooperation in SFSC	4,00
Technical knowledge in the field	3,67
Knowledge of the technological solutions in the production	3,50

For this question, we have one obvious winner in each category. The most important skill is the *Ability to apply new products/ services*. Familiarity with processes connected to bringing local products to the market is essential to maximise future efficiency.

Stakeholder management can be seen as the previous important soft skills applied in a specific field. Managing people will be one of the core functions of the facilitator, farmers, producers or stakeholders alike.

Knowledge of rural development programs and other supports received the highest score, reinforcing that specific rural knowledge must be part of the facilitator's toolkit.

...when serving consumers?

Skills	
Ability to use community channels	4,60
Ability to use digital communication	4,60
Ability to apply new products/ services	4,50
Ability to use new sales techniques	4,50
Ability to use mixed market elements	4,33
Ability to solve problems and achieve the goals	4,00
Ability to analyse the external context of the SFSC	4,00
Ability to explain and repeat explanations if necessary	3,75

Ability to analyse the internal environment of the SFSC	3,67
Ability to think synthetically	3,50
Competences	
Creativity	4,50
Sensitivity to situation	4,50
Active listening	4,33
Patience and endurance	4,33
Objectivity	4,00
Being easily understood	4,00
Forecasting	3,60
Strategic thinking	3,50
Flexibility	3,50
Establishing focus	3,50
Problem solving	3,33
Knowledge	
Knowledge on process control	4,50
Knowledge of coordination of people and resources	4,50
Knowledge of negotiation techniques	4,40
Logistic knowledge	4,00
Knowledge of food hygiene	4,00
Knowledge of business plan preparation	4,00
Knowledge of techniques and tools of short chain organisation	4,00
Knowledge of rural development programs and other supports	4,00
Technical knowledge in the field	3,67
Knowledge on small scale farming and food processing	3,50
Knowledge of technological innovation	3,50
Knowledge of the technological solutions in the production	
Knowledge of legislation related to cooperation in SFSC	

We have two traits highlighted in each category when it comes to serving customers. The most important skills are *Ability to use community channels* and *Ability to use digital communication*. The facilitator needs to be able to effectively use things at its disposal in order to have the best relationship with the customers.

Creativity and *Sensitivity to situation* are competences that can prepare the facilitator to solve even unexpected complications.

Knowledge on process control and *Knowledge of coordination of people and resources* are knowledge what represents the facilitators ability to see trough and understand the processes while working with small scale farmers.

...to find and join additional SFSC channels or to start a new chain?

Skills	
Ability to improve skills of member of SFSC	5,00
Ability to use new sales techniques	5,00
Ability to analyse the external context of the SFSC	4,50

Ability to think synthetically	4,33
Ability to analyse the internal environment of the SFSC	4,33
Ability to use digital communication	4,33
Ability recognize risks	4,00
Ability to use community channels	4,00
Ability to forecast & predict major changes that might occur	3,50
Ability to apply new products/ services	3,50
Ability to organize workshops	3,50
Ability to set targets	3,33
Ability to understand existing and emerging trends in technology and business	3,33
Ability to monitor the work processes	3,00
Ability to evaluate accurately future directions and risks	3,00
Ability to lead workshops	
Competences	
Analytical thinking	4,67
On line marketing element using	4,33
Strategic thinking	4,25
Creativity	4,25
Problem solving	4,25
Active listening	4,00
Motivation	4,00
Leadership	4,00
Patience and endurance	4,00
Being easily understood	4,00
Change management competency	4,00
Establishing focus	4,00
Stakeholder management	4,00
Coordination	3,50
Objectivity	3,00
Understanding of the context	3,00
Fostering team work	3,00
Forecasting	3,00
IT using	3,00
Flexibility	
Sensitivity to situation	
Knowledge	
Knowledge of business plan preparation	5,00
Knowledge on performance management	5,00
Knowledge of negotiation techniques	4,67
Knowledge of rural development programs and other supports	4,50
Knowledge on process control	4,33
Logistic knowledge	4,00
Knowledge of coordination of people and resources	3,75
Knowledge of legislation related to cooperation in SFSC	3,75
Knowledge of techniques and tools of short chain organisation	3,67

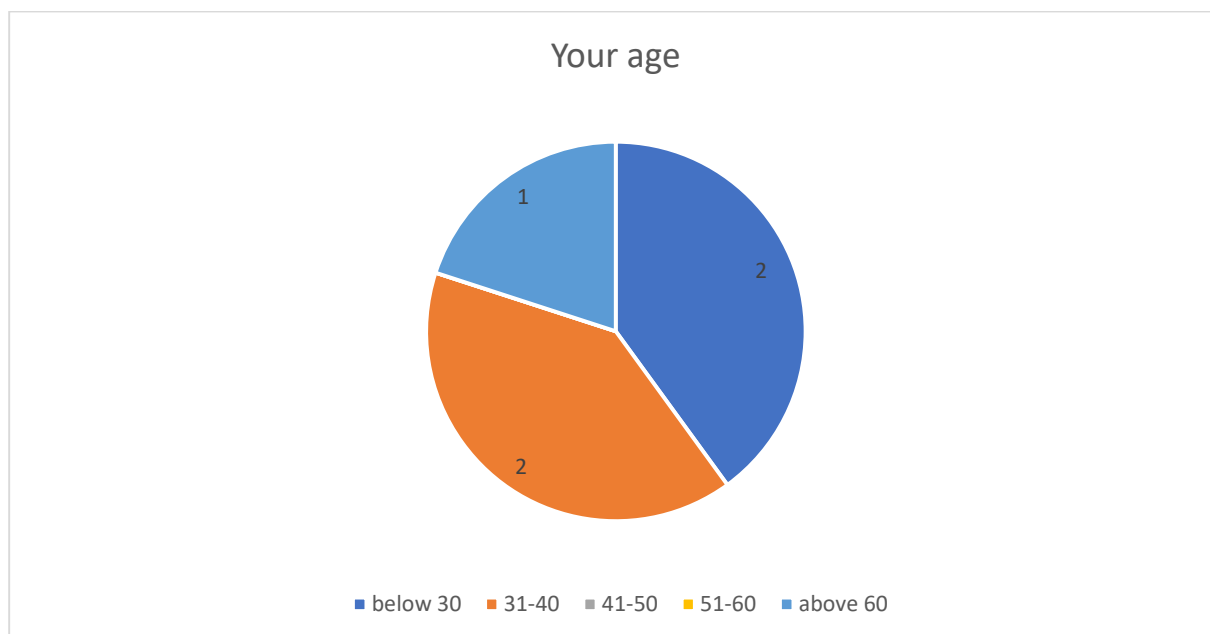
Knowledge of technological innovation	3,50
Technical knowledge in the field	3,00
Knowledge on small scale farming and food processing	3,00
Knowledge of tourism	3,00
Knowledge of the technological solutions in the production	2,50
Knowledge of motivation techniques	2,00
Knowledge of food hygiene	
Knowledge of leadership techniques	

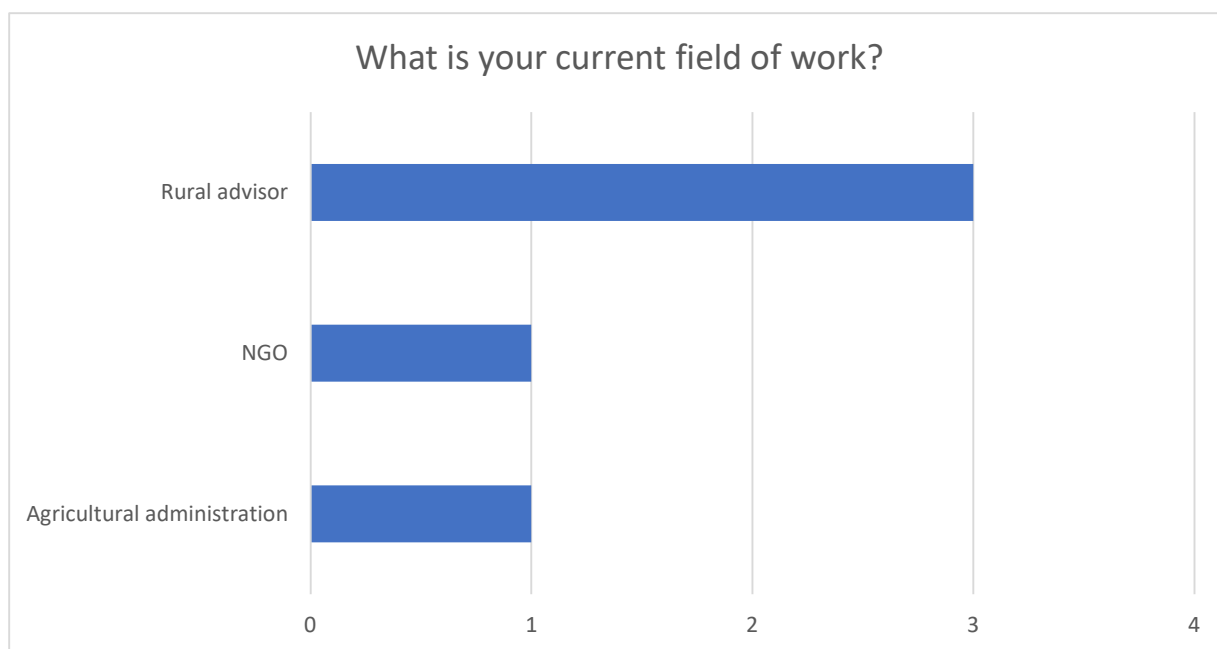
The last question was what competences / skills / knowledge does the facilitator need to find and join additional SFSC channels or to start a new chain.

The associated skills were the *Ability to improve skills of member of SFSC* and the *Ability to use new sales techniques*. When it comes to joining additional SFSC channels, the facilitators should serve as a source of extra knowledge on things the SFSC's staff might not be as familiar with. *Analytical thinking* is a useful tool that can help overcome most obstacles the SFSC might face when looking for additional channels or when starting a new chain. Knowledge of business plan preparation and Knowledge on performance management are business knowledge further expanding the facilitator's overseer toolkit.

Romania

The Romanian version of the long questionnaires has been filled in by **5** respondents, in two languages with the same educational background (Master's degree or above). Three of them are rural advisors, while the third person works at an NGO, and the fourth being an Agricultural Administrator. The respondents average age was **39**, and they had an average **10** years of agricultural experience.





The following part is the comparative summary of the long questionnaires' answers on the following questions.

What competencies / skills / knowledge do you think the facilitator needs when....

...meeting and interacting with producers?

Skills	
Ability to solve problems and achieve the goals	4,75
Ability to monitor the work processes	4,60
Ability to use community channels	4,60
Ability to forecast & predict major changes that might occur	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to analyse the internal environment of the SFSC	4,50
Ability to think synthetically	4,40
Ability to make decisions	4,33
Ability to understand existing and emerging trends in technology and business	4,33
Ability to evaluate accurately future directions and risks	4,25
Ability to apply new products/ services	4,25
Ability to set targets	4,20
Ability to use new sales techniques	4,20
Ability to use mixed market elements	4,20
Ability recognize risks	4,00
Competences	
Patience and endurance	5,00
Fostering team work	4,80
Understanding of the context	4,75
Being easily understood	4,75
Strategic thinking	4,67

Objectivity	4,67
Flexibility	4,60
Problem solving	4,50
Leadership	4,50
Establishing focus	4,50
Analytical thinking	4,33
Stakeholder management	4,33
Motivation	4,25
Coordination	4,20
Active listening	4,00
Knowledge	
Knowledge of rural development programs and other supports	5,00
Knowledge of food hygiene	4,75
Knowledge on small scale farming and food processing	4,60
Knowledge of tourism	4,50
Knowledge of negotiation techniques	4,40
Knowledge of techniques and tools of short chain organisation	4,40
Knowledge of business plan preparation	4,25
Knowledge of coordination of people and resources	4,25
Knowledge of agricultural process control	4,25
Knowledge of legislation related to cooperation in SFSC	4,25
Logistic knowledge	4,00
Knowledge on process control	4,00
Knowledge of leadership techniques	4,00

The Romanian answers on what are the most important when meeting and interacting with producers were obvious, highlighting one trait in each category. The most important skill is *Ability to solve problems and achieve the goals*, the competence is *Patience and endurance*, and the knowledge is *Knowledge of rural development programs and other supports*.

The facilitator has to be able to work with the small-scale farmers and provide them with the necessary knowledge on their possibilities.

...when purchasing and shipping manufacturing products?

Skills	
Ability to solve problems and achieve the goals	5,00
Ability to evaluate accurately future directions and risks	4,75
Ability to apply new products/ services	4,75
Ability to make decisions	4,67
Ability to think synthetically	4,67
Ability to understand existing and emerging trends in technology and business	4,60
Ability to analyse the internal environment of the SFSC	4,50
Ability recognize risks	4,40
Ability to set targets	4,33
Ability to analyse the external context of the SFSC	4,25

Ability to monitor the work processes	4,20
Competences	
Strategic thinking	5,00
Leadership	5,00
Fostering team work	5,00
Problem solving	4,80
Analytical thinking	4,75
Coordination	4,67
Patience and endurance	4,67
Establishing focus	4,67
Flexibility	4,60
Forecasting	4,50
Knowledge	
Technical knowledge in the field	5,00
Knowledge on process control	5,00
Knowledge of food hygiene	4,75
Knowledge of coordination of people and resources	4,67
Knowledge on small scale farming and food processing	4,50
Knowledge of business plan preparation	4,50
Knowledge of the technological solutions in the production	4,50
Knowledge of techniques and tools of short chain organisation	4,50
Knowledge of agricultural process control	4,50
Knowledge of legislation related to cooperation in SFSC	4,50
Knowledge of rural development programs and other supports	4,33
Logistic knowledge	4,20

Ability to solve problems and achieve the goals became the most important skill when purchasing and shipping manufacturing products with maximum score.

The most important competences are *Strategic thinking*, *Leadership* and *Fostering team work*, and the chosen knowledge are *Technical knowledge in the field* and *Knowledge on process control*.

The traits are strongly connected to overseeing production, promoting it and helping the workers to be as effective as possible.

... when it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	
Ability to solve problems and achieve the goals	5,00
Ability to make decisions	5,00
Ability to set targets	5,00
Ability to think synthetically	5,00
Ability to understand existing and emerging trends in technology and business	5,00
Ability to analyse the external context of the SFSC	5,00
Ability to analyse the internal environment of the SFSC	5,00
Ability to improve skills of member of SFSC	5,00

Ability to apply new products/ services	5,00
Ability to use mixed market elements	5,00
Ability to use community channels	5,00
Ability to use digital communication	4,75
Ability recognize risks	4,67
Ability to forecast & predict major changes that might occur	4,67
Ability to evaluate accurately future directions and risks	4,67
Ability to use new sales techniques	4,67
Ability to use basic web editing programs	4,50
Competences	
Strategic thinking	5,00
Creativity	5,00
Coordination	5,00
Motivation	5,00
Flexibility	5,00
Leadership	5,00
Patience and endurance	5,00
Change management competency	5,00
Forecasting	5,00
IT using	5,00
Mobil device application using	5,00
On line marketing element using	5,00
Understanding of the context	4,75
Fostering team work	4,67
Problem solving	4,50
Stakeholder management	4,50
Active listening	4,00
Knowledge	
Technical knowledge in the field	5,00
Knowledge on process control	5,00
Knowledge of coordination of people and resources	5,00
Knowledge of techniques and tools of short chain organisation	5,00
Logistic knowledge	4,67
Knowledge of business plan preparation	4,67
Knowledge of the technological solutions in the production	4,67
Knowledge of legislation related to cooperation in SFSC	4,67
Knowledge of technological innovation	4,67
Knowledge of negotiation techniques	4,50
Knowledge of rural development programs and other supports	4,50
Knowledge on small scale farming and food processing	4,33
Knowledge of food hygiene	4,25

The answers to these questions gave most of the listed traits suggesting that the facilitator should possess the most comprehensive toolbox.

The skills are activities related to SFSCs broad field of operations, both internal and external. The competences are a set of soft-skills required for a leader to coordinate, forecast and manage teams, using the most relevant tools.

In addition, the required knowledge too is on the SFSC processes and the coordination of people.

... when serving consumers?

Skills	
Ability to think synthetically	5,00
Ability to explain and repeat explanations if necessary	5,00
Ability to use community channels	5,00
Ability to use digital communication	5,00
Ability to use new sales techniques	4,75
Ability to use mixed market elements	4,67
Ability to solve problems and achieve the goals	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to apply new products/ services	4,50
Ability to analyse the internal environment of the SFSC	4,33
Competences	
Strategic thinking	5,00
Creativity	5,00
Problem solving	4,80
Sensitivity to situation	4,80
Objectivity	4,75
Being easily understood	4,75
Active listening	4,67
Patience and endurance	4,67
Forecasting	4,67
Flexibility	4,60
Establishing focus	4,50
Knowledge	
Knowledge of the technological solutions in the production	5,00
Knowledge of motivation techniques	5,00
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of negotiation techniques	4,80
Logistic knowledge	4,75
Knowledge of food hygiene	4,75
Knowledge of coordination of people and resources	4,67
Technical knowledge in the field	4,50
Knowledge on process control	4,50
Knowledge on small scale farming and food processing	4,50
Knowledge of tourism	4,50
Knowledge of leadership techniques	4,00

When serving customers, communication skills such as *Ability to explain and repeat explanations if necessary (5,00)*, have high importance. Strategic thinking and Creativity were also associated with this field, to have a fresh attitude on the objectives.

Knowledge on motivation, techniques and solutions for SFSC organisation were seen as knowledge that can help the facilitator to be efficient when interacting with customers.

... need to find and join additional SFSC channels or to start a new chain?

Skills	
Ability to set targets	5,00
Ability recognize risks	5,00
Ability to monitor the work processes	5,00
Ability to organize workshops	5,00
Ability to lead workshops	5,00
Ability to analyse the external context of the SFSC	4,80
Ability to analyse the internal environment of the SFSC	4,75
Ability to improve skills of member of SFSC	4,75
Ability to use community channels	4,75
Ability to think synthetically	4,67
Ability to use digital communication	4,67
Ability to understand existing and emerging trends in technology and business	4,50
Ability to apply new products/ services	4,50
Ability to forecast & predict major changes that might occur	4,00
Ability to evaluate accurately future directions and risks	4,00
Competences	
Strategic thinking	5,00
Analytical thinking	5,00
Creativity	5,00
Coordination	5,00
Motivation	5,00
Objectivity	5,00
Flexibility	5,00
Leadership	5,00
Sensitivity to situation	5,00
Understanding of the context	5,00
Being easily understood	5,00
IT using	5,00
Forecasting	4,75
On line marketing element using	4,75
Problem solving	4,67
Patience and endurance	4,67
Change management competency	4,67
Fostering team work	4,67
Stakeholder management	4,67
Establishing focus	4,50
Active listening	4,00

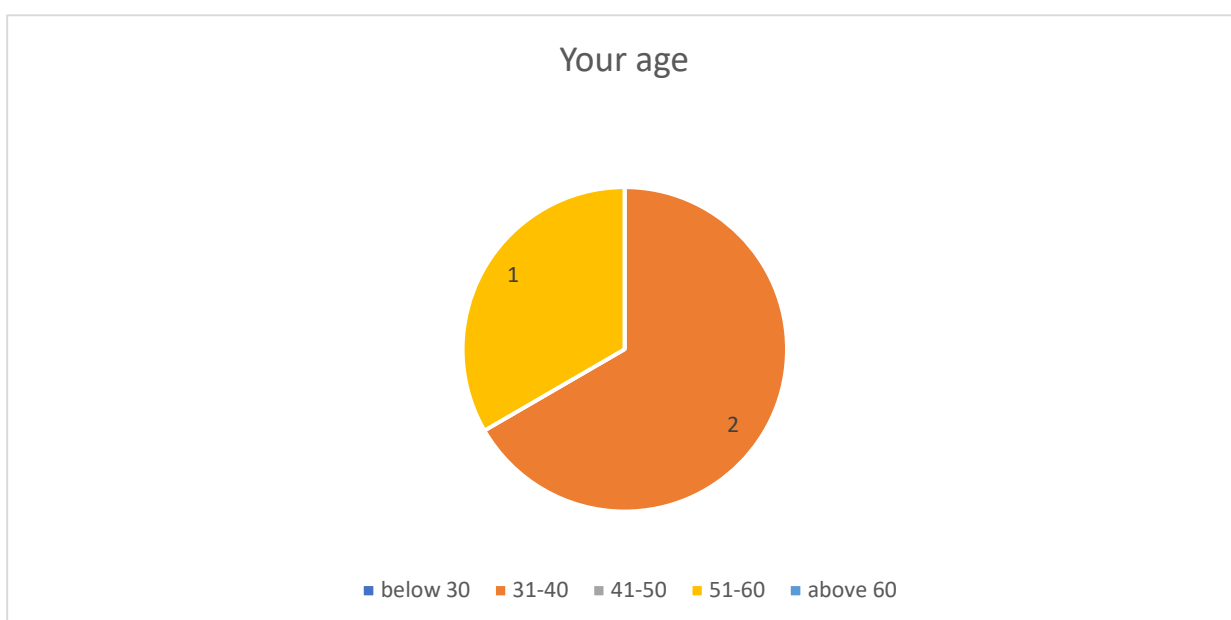
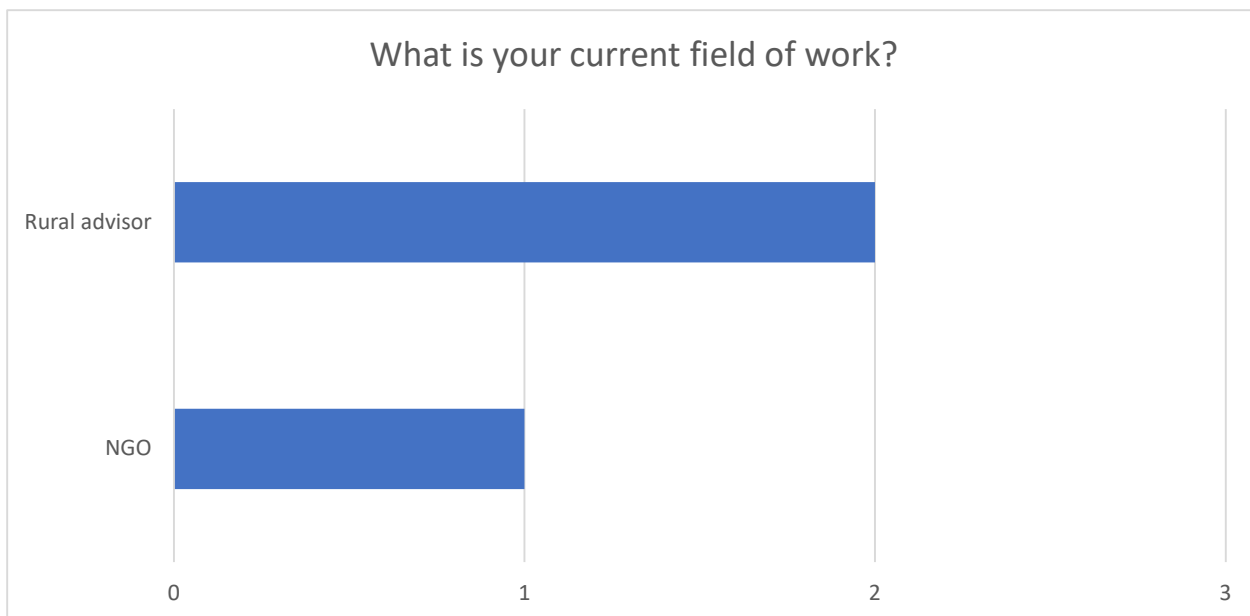
Knowledge	
Technical knowledge in the field	5,00
Knowledge on process control	5,00
Knowledge of food hygiene	5,00
Knowledge on small scale farming and food processing	5,00
Knowledge of the technological solutions in the production	5,00
Knowledge of leadership techniques	5,00
Knowledge of techniques and tools of short chain organisation	5,00
Knowledge of legislation related to cooperation in SFSC	5,00
Knowledge of technological innovation	5,00
Logistic knowledge	4,67
Knowledge on performance management	4,67
Knowledge of rural development programs and other supports	4,67
Knowledge of tourism	4,50
Knowledge of business plan preparation	4,50
Knowledge of coordination of people and resources	4,50
Knowledge of negotiation techniques	4,33
Knowledge of motivation techniques	4,25

Ability to set targets, Ability recognize risks, Ability to monitor the work processes and skills regarding workshops are thought to be the most useful to find and join additional SFSC channels or to start a new chain.

12 of the competences received the maximum score, compiling that the facilitator should to recognize situations and make decisions made considering as many relevant factors as possible. The chosen knowledge supports the previous statement, knowledge on techniques and tools related to leadership, food hygiene and the general operations of the SFSCs were highlighted.

Poland

The Polish version of the long questionnaires has been filled in by **5** respondents, with the same educational background (Master's degree or above). Two of them are rural advisors, while the third person works at an NGO. The respondents' average age was **42**, and they had an average **13** years of agricultural experience.



The following part is the comparative summary of the long questionnaires' answers on the following questions.

What competencies / skills / knowledge do you think the facilitator needs when....

...meeting and interacting with producers?

Skills	
Ability to solve problems and achieve the goals	4,67
Ability to make decisions	4,67
Ability to set targets	4,67
Ability to apply new products/ services	4,67
Ability to use new sales techniques	4,67

Ability to think synthetically	4,50
Ability recognize risks	4,50
Ability to monitor the work processes	4,50
Ability to forecast & predict major changes that might occur	4,50
Ability to understand existing and emerging trends in technology and business	4,50
Ability to evaluate accurately future directions and risks	4,33
Ability to use mixed market elements	4,33
Ability to use community channels	4,33
Ability to analyse the external context of the SFSC	4,00
Ability to analyse the internal environment of the SFSC	4,00
Competences	
Problem solving	4,67
Understanding of the context	4,67
Being easily understood	4,67
Fostering team work	4,67
Strategic thinking	4,50
Active listening	4,50
Objectivity	4,50
Leadership	4,50
Establishing focus	4,50
Analytical thinking	4,00
Coordination	4,00
Motivation	4,00
Flexibility	4,00
Patience and endurance	4,00
Stakeholder management	4,00
Knowledge	
Knowledge of food hygiene	4,67
Knowledge of techniques and tools of short chain organisation	4,67
Knowledge of legislation related to cooperation in SFSC	4,67
Knowledge of rural development programs and other supports	4,67
Knowledge on small scale farming and food processing	4,50
Knowledge of tourism	4,50
Knowledge of business plan preparation	4,50
Knowledge of coordination of people and resources	4,50
Logistic knowledge	4,00
Knowledge on process control	4,00
Knowledge of leadership techniques	4,00
Knowledge of negotiation techniques	4,00
Knowledge of agricultural process control	4,00

The Polish sample had divided first places in all of the categories. The most important skills relate to experience in business and production (solving problems, setting targets, using new sales techniques).

The highlighted competences are connected to teamwork, and managing people (fostering team work, being easily understood etc.). The prioritised knowledge contains knowledge on food hygiene, techniques, tools and legislation related to SFSCs.

...when purchasing and shipping manufacturing products?

Skills	
Ability recognize risks	4,67
Ability to understand existing and emerging trends in technology and business	4,67
Ability to apply new products/ services	4,67
Ability to make decisions	4,50
Ability to think synthetically	4,50
Ability to monitor the work processes	4,50
Ability to evaluate accurately future directions and risks	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to analyse the internal environment of the SFSC	4,50
Ability to solve problems and achieve the goals	4,00
Ability to set targets	4,00
Competences	
Strategic thinking	5,00
Problem solving	4,67
Fostering team work	4,67
Establishing focus	4,67
Forecasting	4,67
Analytical thinking	4,50
Coordination	4,50
Leadership	4,50
Patience and endurance	4,50
Flexibility	4,00
Understanding of the context	4,00
Knowledge	
Logistic knowledge	4,67
Knowledge of food hygiene	4,67
Knowledge on small scale farming and food processing	4,67
Knowledge of legislation related to cooperation in SFSC	4,67
Technical knowledge in the field	4,50
Knowledge of business plan preparation	4,50
Knowledge of the technological solutions in the production	4,50
Knowledge of coordination of people and resources	4,50
Knowledge of rural development programs and other supports	4,50
Knowledge on process control	4,00
Knowledge of techniques and tools of short chain organisation	4,00
Knowledge of agricultural process control	4,00

The most necessary skills associated with the purchasing, shipping manufacturing products were revolving around business skills such as the *Ability to apply new products/ services* and *Ability to understand existing and emerging trends in technology and business*.

Strategic thinking emerged from the competences, being the only one receiving maximum score. Strategic thinking can be seen as a general attribute, proving useful in a wide range of scenarios in general.

The chosen knowledge required is in-depth knowledge on small scale farming and SFSCs, such as food hygiene or knowledge on legislation.

...it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	
Ability to solve problems and achieve the goals	4,67
Ability to think synthetically	4,50
Ability to forecast & predict major changes that might occur	4,50
Ability to make decisions	4,33
Ability to set targets	4,33
Ability to apply new products/ services	4,33
Ability to use new sales techniques	4,33
Ability to use digital communication	4,33
Ability recognize risks	4,00
Ability to evaluate accurately future directions and risks	4,00
Ability to understand existing and emerging trends in technology and business	4,00
Ability to analyse the external context of the SFSC	4,00
Ability to analyse the internal environment of the SFSC	4,00
Ability to improve skills of member of SFSC	4,00
Ability to use mixed market elements	4,00
Ability to use community channels	4,00
Ability to use basic web editing programs	3,50
Competences	
Strategic thinking	4,67
Active listening	4,67
On line marketing element using	4,67
Creativity	4,50
Problem solving	4,50
Coordination	4,50
Flexibility	4,50
Forecasting	4,50
Mobil device application using	4,50
Motivation	4,00
Leadership	4,00
Patience and endurance	4,00
Understanding of the context	4,00
Change management competency	4,00
Fostering team work	4,00
Stakeholder management	4,00
IT using	4,00
Knowledge	

Knowledge of technological innovation	4,67
Technical knowledge in the field	4,50
Knowledge of food hygiene	4,50
Knowledge of techniques and tools of short chain organisation	4,50
Knowledge of legislation related to cooperation in SFSC	4,50
Knowledge on process control	4,33
Logistic knowledge	4,00
Knowledge on small scale farming and food processing	4,00
Knowledge of business plan preparation	4,00
Knowledge of the technological solutions in the production	4,00
Knowledge of negotiation techniques	4,00
Knowledge of coordination of people and resources	4,00
Knowledge of rural development programs and other supports	3,50

The skill chosen as most important when it comes to bringing local products to the market is the *Ability to solve problems and achieve the goals*. It is followed by synthetical thinking and forecasting. These can be seen as predictive leadership skills.

The importance of strategic thinking and active listening has been mentioned before, and now they are supplemented by on-line marketing element using. In this case beyond leadership skills, knowledge on marketing has been brought up, thereby laying the foundations of a possible module.

The most important knowledge was knowledge on technological innovation. Having knowledge on innovation can help the facilitators in most aspects of their possible fields of operation.

... when serving consumers?

Skills	
Ability to solve problems and achieve the goals	4,67
Ability to use new sales techniques	4,67
Ability to use mixed market elements	4,67
Ability to use community channels	4,67
Ability to use digital communication	4,67
Ability to explain and repeat explanations if necessary	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to analyse the internal environment of the SFSC	4,50
Ability to apply new products/ services	4,33
Ability to think synthetically	4,00
Competences	
Problem solving	4,67
Active listening	4,67
Creativity	4,50
Being easily understood	4,50
Establishing focus	4,50
Patience and endurance	4,33
Sensitivity to situation	4,33
Forecasting	4,33

Strategic thinking	4,00
Objectivity	4,00
Flexibility	4,00
Knowledge	
Knowledge of negotiation techniques	4,67
Knowledge of tourism	4,50
Knowledge of techniques and tools of short chain organisation	4,50
Knowledge of food hygiene	4,33
Knowledge of the technological solutions in the production	4,33
Knowledge of coordination of people and resources	4,33
Logistic knowledge	4,00
Technical knowledge in the field	4,00
Knowledge on process control	4,00
Knowledge on small scale farming and food processing	4,00
Knowledge of leadership techniques	4,00
Knowledge of motivation techniques	4,00

There were not a single trait standing out of the results, but a cluster of 5 skills were considered to be the most important when serving customers. These skills portrait a leader with up to date knowledge on running a business. (*Ability to use new sales techniques, Ability to use community channels*)

The competences match the previous picture, with *Problem solving* and *Active listening* receiving the highest score. The chosen prioritized knowledge is *Knowledge of negotiation techniques*, adding up to the portrayed facilitators human resource management skills.

...to find and join additional SFSC channels or to start a new chain?

Skills	
Ability to think synthetically	4,67
Ability to evaluate accurately future directions and risks	4,67
Ability to analyse the internal environment of the SFSC	4,67
Ability to improve skills of member of SFSC	4,67
Ability recognize risks	4,50
Ability to monitor the work processes	4,50
Ability to forecast & predict major changes that might occur	4,50
Ability to understand existing and emerging trends in technology and business	4,50
Ability to analyse the external context of the SFSC	4,50
Ability to apply new products/ services	4,50
Ability to use digital communication	4,50
Ability to lead workshops	4,50
Ability to set targets	4,00
Ability to use community channels	4,00
Ability to organize workshops	4,00
Competences	
Creativity	4,67
Problem solving	4,67

Being easily understood	4,67
On line marketing element using	4,67
Strategic thinking	4,50
Analytical thinking	4,50
Active listening	4,50
Flexibility	4,50
Leadership	4,50
Patience and endurance	4,50
Sensitivity to situation	4,50
Understanding of the context	4,50
Coordination	4,00
Motivation	4,00
Objectivity	4,00
Change management competency	4,00
Fostering team work	4,00
Establishing focus	4,00
Forecasting	4,00
Stakeholder management	4,00
IT using	4,00
Knowledge	
Technical knowledge in the field	4,67
Knowledge on process control	4,67
Knowledge of techniques and tools of short chain organisation	4,67
Knowledge of legislation related to cooperation in SFSC	4,67
Knowledge of technological innovation	4,67
Logistic knowledge	4,50
Knowledge on small scale farming and food processing	4,50
Knowledge on performance management	4,50
Knowledge of leadership techniques	4,50
Knowledge of negotiation techniques	4,50
Knowledge of rural development programs and other supports	4,50
Knowledge of food hygiene	4,00
Knowledge of tourism	4,00
Knowledge of business plan preparation	4,00
Knowledge of the technological solutions in the production	4,00
Knowledge of motivation techniques	4,00
Knowledge of coordination of people and resources	4,00

The facilitators required skills to find and join additional SFSC channels or to start a new chain revolve around knowledge on SFSCs themselves (*Ability to analyse the internal environment of the SFSC, Ability to improve skills of member of SFSC*) thus helping to understand the requirements of a prospering SFSC. *Creativity* and *Problem solving* are among the most important 4 competences, that can help the facilitator to solve even unexpected problems in any area of activities.

The associated knowledge cluster is detailed technical knowledge, including *Knowledge of technological innovation* and knowledge on SFSCs (*Knowledge of legislation related to cooperation in SFSC*).

France

The French version of the long questionnaires has been filled in by a single respondent. He is a **59**-year-old rural advisor, having **5** years of agricultural experience.

The following part is the comparative summary of the long questionnaires' answers on the following questions.

What competencies / skills / knowledge do you think the facilitator needs when...
...meeting and interacting with producers?

Skills	
Ability to solve problems and achieve the goals	4
Ability to make decisions	4
Ability to set targets	4
Ability to forecast & predict major changes that might occur	4
Ability to analyse the external context of the SFSC	4
Ability to analyse the internal environment of the SFSC	4
Ability to understand existing and emerging trends in technology and business	3
Ability to apply new products/ services	3
Ability to monitor the work processes	2
Ability to use new sales techniques	2
Ability to think synthetically	
Ability recognize risks	
Ability to evaluate accurately future directions and risks	
Ability to use mixed market elements	
Ability to use community channels	
Competences	
Active listening	5
Fostering team work	5
Strategic thinking	4
Problem solving	4
Coordination	4
Motivation	4
Objectivity	4
Understanding of the context	4
Analytical thinking	3
Leadership	3
Flexibility	
Patience and endurance	
Being easily understood	
Establishing focus	
Stakeholder management	
Knowledge	
Knowledge of negotiation techniques	5

Logistic knowledge	4
Knowledge of food hygiene	4
Knowledge of coordination of people and resources	4
Knowledge of legislation related to cooperation in SFSC	4
Knowledge of rural development programs and other supports	4
Knowledge on small scale farming and food processing	3
Knowledge of leadership techniques	3
Knowledge on process control	
Knowledge of tourism	
Knowledge of business plan preparation	
Knowledge of techniques and tools of short chain organisation	
Knowledge of agricultural process control	

In the French sample, a high number of traits have not received any score. These are read as a DON'T KNOW answer, rather than a trait with 0 score, in order to avoid the distortion of the final analysis. In addition, there are certain questions where a lot of traits received the same score. These traits are analysed on the common features where possible.

The most important skills cluster contains several skills connected to business leadership (e.g.: *Ability to set targets*) and SFSC management (*Ability to analyse the external context of the SFSC*). Like in some other nations cases, *Active listening* and *Fostering team work* were the most important competences, putting the facilitators leader qualities to the forefront.

Knowledge of negotiation techniques stood out from the rest, receiving maximum score. Negotiation techniques can help whenever the facilitator is interacting with anyone, from stakeholders to farmers.

...when purchasing and shipping manufacturing products?

Skills	
Ability to solve problems and achieve the goals	4
Ability to make decisions	4
Ability to apply new products/ services	4
Ability to understand existing and emerging trends in technology and business	1
Ability to analyse the external context of the SFSC	1
Ability to analyse the internal environment of the SFSC	1
Ability to set targets	
Ability to think synthetically	
Ability recognize risks	
Ability to monitor the work processes	
Ability to evaluate accurately future directions and risks	
Competences	
Coordination	4
Flexibility	4
Patience and endurance	4
Fostering team work	4
Problem solving	3
Understanding of the context	3

Analytical thinking	2
Strategic thinking	1
Leadership	
Establishing focus	
Forecasting	
Knowledge	
Logistic knowledge	5
Knowledge on process control	4
Knowledge of coordination of people and resources	4
Knowledge of techniques and tools of short chain organisation	4
Knowledge of legislation related to cooperation in SFSC	4
Knowledge on small scale farming and food processing	3
Knowledge of business plan preparation	2
Knowledge of the technological solutions in the production	2
Knowledge of agricultural process control	2
Technical knowledge in the field	
Knowledge of food hygiene	
Knowledge of rural development programs and other supports	

When purchasing and shipping manufacturing products, the most important skills contain general problem solving skills, and familiarity of the application of products/services. The competences describe a modern leader, capable of adapting him/herself to the upcoming circumstances

The knowledge standing out was *Logistic knowledge* , what is needed in order to see through the manufacturing as a whole.

...when it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	
Ability to solve problems and achieve the goals	4
Ability to make decisions	4
Ability to set targets	4
Ability to use new sales techniques	4
Ability to use mixed market elements	4
Ability to use community channels	4
Ability to use digital communication	4
Ability to use basic web editing programs	4
Ability to think synthetically	
Ability recognize risks	
Ability to forecast & predict major changes that might occur	
Ability to evaluate accurately future directions and risks	
Ability to understand existing and emerging trends in technology and business	
Ability to analyse the external context of the SFSC	
Ability to analyse the internal environment of the SFSC	
Ability to improve skills of member of SFSC	

Ability to apply new products/ services	
Competences	
Active listening	5
Motivation	4
Change management competency	4
Fostering team work	4
On line marketing element using	4
Strategic thinking	3
IT using	3
Creativity	2
Problem solving	
Coordination	
Flexibility	
Leadership	
Patience and endurance	
Understanding of the context	
Forecasting	
Stakeholder management	
Mobil device application using	
Knowledge	
Knowledge of food hygiene	4
Knowledge of negotiation techniques	4
Knowledge of coordination of people and resources	4
Knowledge on small scale farming and food processing	3
Knowledge of techniques and tools of short chain organisation	3
Logistic knowledge	
Technical knowledge in the field	
Knowledge on process control	
Knowledge of business plan preparation	
Knowledge of the technological solutions in the production	
Knowledge of legislation related to cooperation in SFSC	
Knowledge of rural development programs and other supports	
Knowledge of technological innovation	

When it comes to bringing local products to the market, a big cluster of 8 skills were chosen as most important. These skills cover a lot of aspects that form the whole process, from *the Ability to use new sales techniques* to *the Ability to use mixed market elements*. These skills can all be helpful at certain stages of the process.

Active listening was the only competence receiving a maximum score, again reinforcing that interpersonal skills make up an essential part of the facilitator's toolkit.

The most important knowledge mentions negotiation and coordination, lining up with the previous statement on competences. Other than these, food hygiene received the same score, expressing its undoubted value over some other mentioned areas.

... when serving consumers?

Skills	
Ability to solve problems and achieve the goals	3
Ability to think synthetically	3
Ability to analyse the internal environment of the SFSC	3
Ability to use new sales techniques	3
Ability to use mixed market elements	3
Ability to explain and repeat explanations if necessary	
Ability to analyse the external context of the SFSC	
Ability to apply new products/ services	
Ability to use community channels	
Ability to use digital communication	
Competences	
Active listening	5
Flexibility	4
Sensitivity to situation	4
Being easily understood	4
Forecasting	4
Strategic thinking	
Creativity	
Problem solving	
Objectivity	
Patience and endurance	
Establishing focus	
Knowledge	
Knowledge of negotiation techniques	4
Knowledge on small scale farming and food processing	3
Knowledge of coordination of people and resources	3
Knowledge of techniques and tools of short chain organisation	3
Logistic knowledge	2
Technical knowledge in the field	
Knowledge on process control	
Knowledge of food hygiene	
Knowledge of tourism	
Knowledge of the technological solutions in the production	
Knowledge of leadership techniques	
Knowledge of motivation techniques	

The skills cluster notes that other than *Problem Solving*, business proficiency (e.g. Related to market) and familiarity with the SFSC's environment are also vital when serving customers. The highlighted competence, *Active listening* and knowledge: *Knowledge of negotiation techniques* again, emphasises the interpersonal skills of the facilitator role.

... to find and join additional SFSC channels or to start a new chain?

Skills	
Ability to think synthetically	4
Ability to understand existing and emerging trends in technology and business	4
Ability to analyse the internal environment of the SFSC	4
Ability to apply new products/ services	4
Ability recognize risks	3
Ability to forecast & predict major changes that might occur	3
Ability to analyse the external context of the SFSC	3
Ability to set targets	
Ability to monitor the work processes	
Ability to evaluate accurately future directions and risks	
Ability to improve skills of member of SFSC	
Ability to use community channels	
Ability to use digital communication	
Ability to organize workshops	
Ability to lead workshops	
Competences	
Strategic thinking	4
Creativity	4
Active listening	4
Motivation	4
Leadership	4
Understanding of the context	4
Fostering team work	4
Stakeholder management	4
Analytical thinking	
Problem solving	
Coordination	
Objectivity	
Flexibility	
Patience and endurance	
Sensitivity to situation	
Being easily understood	
Change management competency	
Establishing focus	
Forecasting	
IT using	
Knowledge	
Knowledge of motivation techniques	4
Knowledge of coordination of people and resources	4
Knowledge of legislation related to cooperation in SFSC	4
Logistic knowledge	3

Technical knowledge in the field	3
Knowledge of food hygiene	3
Knowledge on small scale farming and food processing	3
Knowledge on performance management	3
Knowledge on process control	
Knowledge of tourism	
Knowledge of business plan preparation	
Knowledge of the technological solutions in the production	
Knowledge of leadership techniques	
Knowledge of negotiation techniques	
Knowledge of techniques and tools of short chain organisation	
Knowledge of rural development programs and other supports	
Knowledge of technological innovation	

The skills picked for the facilitator in the last field require knowledge on SFSC's, furthermore on the trends and novelties, and the ability itself to think synthetically.

The competences portray a leader, who is able to help and motivate people (farmers and stakeholders alike), while understanding the whole context.

The findings on knowledge are fully in line with the competences statement, *Knowledge of motivation techniques*, *Knowledge of coordination of people and resources* and *Knowledge of legislation related to cooperation in SFSC* being chosen as the most important ones.

Long questionnaire national comparison

The long questionnaires were filled in by **19** participants, from **5** partner countries. Most of the participants had similar educational background (Master's degree or above), however, their current field of work varies on a broad scale, from farmers to university employees and rural advisors.

	Number of participants	Average age	Average years of agricultural experience
HUN	5	42,40	16,00
CZ	5	38,80	22,60
POL	3	42,33	13,33
RO	5	38,60	10,00
FR	1	59,00	5,00

(fig.1: the participants sample)

The following part summarizes the nations combined score on each asked question.

QUESTION 1:

What competencies / skills / knowledge do you think the facilitator needs when meeting and interacting with producers?

Skills	HUN	POL	RO	CZ	FR	COMBINED
Ability to solve problems and achieve the goals	5,00	4,67	4,75	3,80	4	4,44
Ability to think synthetically	4,80	4,50	4,40	3,75	-	4,36
Ability to make decisions	4,60	4,67	4,33	3,80	4	4,28
Ability to evaluate accurately future directions and risks	4,00	4,33	4,25	4,50	-	4,27
Ability to forecast & predict major changes that might occur	4,20	4,50	4,50	3,67	4	4,17
Ability to analyse the internal environment of the SFSC	5,00	4,00	4,50	3,00	4	4,10
Ability to use community channels	4,00	4,33	4,60	3,40	-	4,08
Ability to set targets	4,00	4,67	4,20	3,50	4	4,07
Ability recognize risks	4,00	4,50	4,00	3,67	-	4,04
Ability to analyse the external context of the SFSC	4,67	4,00	4,50	3,00	4	4,03
Ability to use mixed market elements	4,00	4,33	4,20	3,50	-	4,01
Ability to apply new products/ services	4,00	4,67	4,25	4,00	3	3,98
Ability to understand existing and emerging trends in technology and business	4,00	4,50	4,33	4,00	3	3,97
Ability to monitor the work processes	3,50	4,50	4,60	5,00	2	3,92
Ability to use new sales techniques	4,33	4,67	4,20	3,50	2	3,74

It can be seen that the most important skill is identical with almost all nations national best (green cells), which is the *Ability to solve problems an achieve goals*. The second most important skill is the *Ability to think synthetically*, followed by the *Ability to make decisions*. These skills foreshadow the facilitator as a leader who can solve problems autonomously.

It is an interesting detail to see some of the nation's highest scoring skills receiving low positions in the combined leader board.

Competences	HUN	POL	RO	CZ	FR	COMBINED
Fostering team work	4,25	4,67	4,80	4,33	5	4,61
Active listening	5,00	4,50	4,00	4,00	5	4,50
Understanding of the context	5,00	4,67	4,75	4,00	4	4,48
Patience and endurance	4,50	4,00	5,00	4,33	-	4,46
Problem solving	5,00	4,67	4,5	4,00	4	4,43
Strategic thinking	4,75	4,50	4,67	4,00	4	4,38
Being easily understood	4,00	4,67	4,75	3,75	-	4,29
Motivation	4,60	4,00	4,25	4,25	4	4,22
Leadership	4,80	4,50	4,50	4,00	3	4,16
Coordination	4,60	4,00	4,20	3,67	4	4,09
Stakeholder management	4,00	4,00	4,33	4,00	-	4,08
Flexibility	4,33	4,00	4,60	3,33	-	4,07
Objectivity	3,00	4,50	4,67	3,33	4	3,90
Establishing focus	3,50	4,50	4,50	3,00	-	3,88
Analytical thinking	4,00	4,00	4,33	3,67	3	3,80

From the competences, *Fostering team work* was the most important (3 out of 5 nations marked this as one of their most important). The second is *Active listening*, followed by *Understanding of the context*. The trinity of these competences imply that the facilitator must possess interpersonal skills, while overseeing embeddedness.

Knowledge	HUN	POL	RO	CZ	FR	COMBINED
Knowledge of coordination of people and resources	4,60	4,50	4,25	4,67	4	4,40
Knowledge of techniques and tools of short chain organisation	5,00	4,67	4,40	3,50	-	4,39
Knowledge of legislation related to cooperation in SFSC	4,75	4,67	4,25	4,00	4	4,33
Knowledge of food hygiene	4,20	4,67	4,75	3,60	4	4,24
Knowledge of rural development programs and other supports	4,25	4,67	5,00	3,25	4	4,23
Knowledge of negotiation techniques	3,67	4,00	4,40	4,00	5	4,21
Knowledge of agricultural process control	4,33	4,00	4,25	4,00	-	4,15
Knowledge on small scale farming and food processing	4,20	4,50	4,6	4,20	3	4,10
Logistic knowledge	4,20	4,00	4,00	4,00	4	4,04
Knowledge of business plan preparation	4,25	4,50	4,25	3,00	-	4,00
Knowledge on process control	4,25	4,00	4,00	3,33	-	3,90
Knowledge of tourism	4,25	4,50	4,5	2,00	-	3,81
Knowledge of leadership techniques	3,50	4,00	4,00	3,50	3	3,60

The highlighted knowledge on this topic was *Knowledge of coordination of people and resources*. This knowledge received high scores at each country, however only the Czech Republic marked it as most important. *Knowledge of techniques and tools of short chain organisation* was almost as important, falling behind with only 0,01 value behind the first, this knowledge was priority in two countries.

This knowledge covers organizational skills of both people tools regarding SFSCs.

QUESTION 2:

In your opinion, what competencies / skills / knowledge does the facilitator need when purchasing and shipping manufacturing products?

Skills	HUN	POL	RO	CZ	FR	COMBINED
Ability to apply new products/ services	4,67	4,67	4,75	-	4	4,69
Ability to think synthetically	4,80	4,50	4,67	4,00	-	4,49
Ability to evaluate accurately future directions and risks	4,67	4,50	4,75	4,00	-	4,48
Ability to monitor the work processes	4,40	4,50	4,20	4,50	-	4,40
Ability to solve problems and achieve the goals	5,00	4,00	5,00	3,75	4	4,35
Ability to make decisions	4,80	4,50	4,67	3,60	4	4,31
Ability recognize risks	4,00	4,67	4,40	3,50	-	4,14
Ability to set targets	4,00	4,00	4,33	4,00	-	4,08
Ability to forecast & predict major changes that might occur	4,00	-	-	4,00	-	4,00
Ability to analyse the internal environment of the SFSC	4,75	4,50	4,50	4,00	1	3,75
Ability to understand existing and emerging trends in technology and business	4,33	4,67	4,60	4,00	1	3,72
Ability to analyse the external context of the SFSC	4,25	4,50	4,25	3,67	1	3,53

The skill receiving the highest combined score was the *Ability to apply new products/ services* which was both Poland's and France's highest scoring skill. The next two skills *Ability to think synthetically* and *Ability to evaluate accurately future directions and risks* received higher scores than the rest of the country's most important skills.

This cluster states the importance of leadership skills as well as business knowledge.

Competences	HUN	POL	RO	CZ	FR	COMBINED
Stakeholder management	5,00	-	-	4,00	-	4,50
Forecasting	4,25	4,67	4,50	-	-	4,47
Leadership	4,60	4,50	5,00	3,50	-	4,40
Fostering team work	4,33	4,67	5,00	4,00	4	4,40
Problem solving	4,75	4,67	4,80	4,00	3	4,24
Patience and endurance	4,25	4,50	4,67	3,50	4	4,18
Coordination	4,67	4,50	4,67	3,00	4	4,17
Flexibility	4,67	4,00	4,60	3,33	4	4,12
Establishing focus	3,50	4,67	4,67	3,50	-	4,08
Analytical thinking	5,00	4,50	4,75	3,75	2	4,00
Strategic thinking	4,75	5,00	5,00	3,75	1	3,90
Understanding of the context	4,67	4,00	-	3,67	3	3,83
Being easy to undertand	4,50	-	-	3,00	-	3,75

The chosen competences for this question are a bit harder to analyse. The score of the first two competences are only made up of two or three nations given score, because of the lack of answers in the other countries. This way *Stakeholder management* and *Forecasting* prevailed, but if we take a look at *Fostering team work*, we can see that it was marked as three of the nation's most important competence, thus ensuring its importance.

These results are connected to leadership and the management of teams and stakeholders alike.

Knowledge	HUN	POL	RO	CZ	FR	COMBINED
Logistic knowledge	5,00	4,67	4,20	3,50	5	4,47
Knowledge of food hygiene	4,67	4,67	4,75	3,80	-	4,47
Knowledge of coordination of people and resources	4,67	4,50	4,67	4,00	4	4,37
Knowledge of legislation related to cooperation in SFSC	5,00	4,67	4,50	3,50	4	4,33
Knowledge on process control	4,50	4,00	5,00	3,80	4	4,26
Knowledge of techniques and tools of short chain organisation	5,00	4,00	4,50	3,67	4	4,23
Technical knowledge in the field	4,33	4,50	5,00	3,00	-	4,21
Knowledge of rural development programs and other supports	3,50	4,50	4,33	4,00	-	4,08
Knowledge on small scale farming and food processing	4,67	4,67	4,50	3,00	3	3,97
Knowledge of the technological solutions in the production	4,25	4,50	4,50	-	2	3,81
Knowledge of business plan preparation	4,50	4,50	4,50	3,00	2	3,70
Knowledge of agricultural process control	4,33	4,00	4,50	3,60	2	3,69

At knowledge there is a draw at the first place, both *Logistic knowledge* and *Knowledge of food hygiene* received the highest score. We have to note that Logistic knowledge was the most important knowledge at three countries.

Logistic knowledge lines up leadership and business skills and competences at the previous tables. Food hygiene itself has been given a raised importance over the research, the facilitator must possess knowledge on the topic.

QUESTION 3:

What competencies / skills / knowledge do you think the facilitator needs when it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.)

Skills	HUN	POL	RO	CZ	FR	COMBINED
Ability to solve problems and achieve the goals	4,75	4,67	5,00	4,25	4	4,53
Ability to apply new products/ services	4,33	4,33	5,00	4,33	-	4,50
Ability to use digital communication	4,80	4,33	4,75	-	4	4,47
Ability to think synthetically	4,75	4,50	5,00	3,50	-	4,44
Ability to use community channels	4,60	4,00	5,00	4,25	4	4,37
Ability to use new sales techniques	4,67	4,33	4,67	4,00	4	4,33
Ability to improve skills of member of SFSC	4,00	4,00	5,00	-	-	4,33
Ability to analyse the external context of the SFSC	4,67	4,00	5,00	3,50	-	4,29
Ability to use mixed market elements	4,67	4,00	5,00	3,75	4	4,28
Ability to make decisions	4,67	4,33	5,00	3,33	4	4,27
Ability to analyse the internal environment of the SFSC	5,00	4,00	5,00	3,00	-	4,25
Ability recognize risks	4,33	4,00	4,67	3,75	-	4,19
Ability to evaluate accurately future directions and risks	4,67	4,00	4,67	3,33	-	4,17
Ability to understand existing and emerging trends in technology and business	4,00	4,00	5,00	3,67	-	4,17
Ability to set targets	4,00	4,33	5,00	3,00	4	4,07
Ability to forecast & predict major changes that might occur	4,00	4,50	4,67	3,00	-	4,04
Ability to use basic web editing programs	3,00	3,50	4,50	-	4	3,75

The most important skill was the *Ability to solve problems and achieve the goals*, also being top priority at three countries. The *Ability to apply new product/services* also received high score, and two of the countries chose it as most important.

The ability to solve problems is a virtue that is useful in every aspect of the facilitators future work, while applying new products or services is a more specific set of skills.

Competences	HUN	POL	RO	CZ	FR	COMBINED
Active listening	5,00	4,67	4,00	4,50	5	4,63
Coordination	4,50	4,50	5,00	4,50	-	4,63
Mobil device application using	4,50	4,50	5,00	4,25	-	4,56
On line marketing element using	4,50	4,67	5,00	4,50	4	4,53
Patience and endurance	4,75	4,00	5,00	4,33	-	4,52
Forecasting	4,50	4,50	5,00	4,00	-	4,50
Problem solving	4,25	4,50	4,50	4,50	-	4,44
Leadership	4,50	4,00	5,00	4,00	-	4,38
Understanding of the context	4,67	4,00	4,75	4,00	-	4,35
Flexibility	4,00	4,50	5,00	3,67	-	4,29
Motivation	4,33	4,00	5,00	4,00	4	4,27
Strategic thinking	4,75	4,67	5,00	3,67	3	4,22
Change management competency	4,00	4,00	5,00	4,00	4	4,20
IT using	4,67	4,00	5,00	4,25	3	4,18
Stakeholder management	3,50	4,00	4,50	4,67	-	4,17
Fostering team work	4,00	4,00	4,67	4,00	4	4,13
Creativity	4,33	4,50	5,00	4,00	2	3,97

Active listening and *Coordination* shared the first place, but *Active listening* was three countries top scoring competence.

These interpersonal skills are vital for the facilitator in order to successfully coordinate farmers and negotiate with business partners.

Knowledge	HUN	POL	RO	CZ	FR	COMBINED
Knowledge on process control	4,25	4,33	5,00	4,50	-	4,52
Knowledge of legislation related to cooperation in SFSC	4,60	4,50	4,67	4,00	-	4,44
Knowledge of coordination of people and resources	4,50	4,00	5,00	4,50	4	4,40
Knowledge of techniques and tools of short chain organisation	5,00	4,50	5,00	4,00	3	4,30
Technical knowledge in the field	4,00	4,50	5,00	3,67	-	4,29
Logistic knowledge	4,40	4,00	4,67	4,00	-	4,27
Knowledge of food hygiene	4,33	4,50	4,25	4,00	4	4,22
Knowledge of negotiation techniques	4,00	4,00	4,50	4,25	4	4,15
Knowledge of technological innovation	3,00	4,67	4,67	4,25	-	4,15
Knowledge of the technological solutions in the production	4,33	4,00	4,67	3,50	-	4,13
Knowledge of rural development programs and other supports	3,33	3,50	4,50	4,67	-	4,00
Knowledge on small scale farming and food processing	4,33	4,00	4,33	4,00	3	3,93
Knowledge of business plan preparation	2,50	4,00	4,67	4,00	-	3,79

Knowledge on process control was only marked as most important in the Romanian sample, however it came out as first in the combined scores. The second most important, *Knowledge of legislation related to cooperation in SFSC* was not highlighted at any countries, but it received higher score than those of the nation's choosing.

This knowledge revolves around the environment of the SFSCs themselves, where the facilitator has to see through the processes.

QUESTION 4:

What competencies / skills / knowledge do you think the facilitator needs when serving consumers?

Skills	HUN	POL	RO	CZ	FR	COMBINED
Ability to use community channels	4,40	4,67	5,00	4,60	-	4,67
Ability to use digital communication	4,25	4,67	5,00	4,60	-	4,63
Ability to explain and repeat explanations if necessary	4,25	4,50	5,00	3,75	-	4,38
Ability to use new sales techniques	4,20	4,67	4,75	4,50	3	4,22
Ability to use mixed market elements	4,00	4,67	4,67	4,33	3	4,13
Ability to apply new products/ services	3,00	4,33	4,50	4,50	-	4,08
Ability to solve problems and achieve the goals	4,20	4,67	4,50	4,00	3	4,07
Ability to analyse the external context of the SFSC	3,00	4,50	4,50	4,00	-	4,00
Ability to think synthetically	4,20	4,00	5,00	3,50	3	3,94
Ability to analyse the internal environment of the SFSC	3,00	4,50	4,33	3,67	3	3,70

The most important skill when serving customers was the Ability to use community channels. Other than being first in this list, it has received the highest scores in 4 countries. The second most important skill, the *Ability to use digital communication*, only differs in the Hungarian score, which has made it to be second.

Communication is a key when it comes to serving customer, the facilitator should possess the necessary tools to maintain good communication with the community.

Competences	HUN	POL	RO	CZ	FR	COMBINED
Creativity	4,25	4,50	5,00	4,50	-	4,56
Active listening	3,50	4,67	4,67	4,33	5	4,43
Sensitivity to situation	4,40	4,33	4,80	4,50	4	4,41
Patience and endurance	4,25	4,33	4,67	4,33	-	4,40
Problem solving	4,25	4,67	4,80	3,33	-	4,26
Being easily understood	4,00	4,50	4,75	4,00	4	4,25
Strategic thinking	4,40	4,00	5,00	3,50	-	4,23
Forecasting	4,00	4,33	4,67	3,60	4	4,12
Flexibility	4,00	4,00	4,60	3,50	4	4,02
Establishing focus	3,50	4,50	4,50	3,50	-	4,00
Objectivity	2,00	4,00	4,75	4,00	-	3,69

The first three competences in these results are all the most important competences with two nations. *Creativity*, *Active listening* and *Sensitivity to situation* can all help the facilitator handling each customer in the most appropriate way.

Knowledge	HUN	POL	RO	CZ	FR	COMBINED
Knowledge of the technological solutions in the production	4,33	4,33	5,00	-	-	4,56
Knowledge of food hygiene	4,60	4,33	4,75	4,00	-	4,42
Knowledge of negotiation techniques	4,00	4,67	4,80	4,40	4	4,37
Knowledge of motivation techniques	4,00	4,00	5,00	-	-	4,33
Knowledge on process control	4,00	4,00	4,50	4,50	-	4,25
Knowledge of tourism	3,67	4,50	4,50	-	-	4,22
Knowledge of coordination of people and resources	4,00	4,33	4,67	4,50	3	4,10
Knowledge of techniques and tools of short chain organisation	4,00	4,50	5,00	4,00	3	4,10
Technical knowledge in the field	3,67	4,00	4,50	3,67	-	3,96
Knowledge on small scale farming and food processing	4,00	4,00	4,50	3,50	3	3,80
Knowledge of leadership techniques	3,00	4,00	4,00	-	-	3,67
Logistic knowledge	3,33	4,00	4,75	4,00	2	3,62

Knowledge of the technological solutions in the production was on top of this hierarchy, followed by *Knowledge of food hygiene*. Both of these competences were top scoring in the sample of one country. At the third place there is *Knowledge of negotiation techniques*, which was top scoring in two countries. This knowledge equips the facilitator with insight, that can either help on the field or when trying to advance the SFSCs.

QUESTION 5:

In your opinion, what competences / skills / knowledge does the facilitator need to find and join additional SFSC channels or to start a new chain?

Skills	HUN	POL	RO	CZ	FR	COMBINED
Ability to improve skills of member of SFSC	4,50	4,67	4,75	5,00	-	4,73
Ability to analyse the internal environment of the SFSC	5,00	4,67	4,75	4,33	4,00	4,55
Ability to think synthetically	4,33	4,67	4,67	4,33	4,00	4,40
Ability to use digital communication	3,80	4,50	4,67	4,33	-	4,33
Ability to lead workshops	3,40	4,50	5,00	-	-	4,30
Ability to analyse the external context of the SFSC	4,50	4,50	4,80	4,50	3,00	4,26
Ability to organize workshops	4,20	4,00	5,00	3,50	-	4,18
Ability recognize risks	4,33	4,50	5,00	4,00	3,00	4,17
Ability to apply new products/ services	4,33	4,50	4,50	3,50	4,00	4,17
Ability to monitor the work processes	4,00	4,50	5,00	3,00	-	4,13
Ability to use community channels	3,67	4,00	4,75	4,00	-	4,10
Ability to set targets	4,00	4,00	5,00	3,33	-	4,08
Ability to understand existing and emerging trends in technology and business	4,00	4,50	4,50	3,33	4,00	4,07
Ability to evaluate accurately future directions and risks	4,50	4,67	4,00	3,00	-	4,04
Ability to forecast & predict major changes that might occur	4,20	4,50	4,00	3,50	3,00	3,84

The first three most important skills were all two or three of the country's top priority. These are in decreasing order: *Ability to improve skills of member of SFSC*, *Ability to analyse the internal environment of the SFSC* and *Ability to think synthetically*.

The facilitator should possess comprehensive knowledge on the SFSCs, and must be familiar with its internal processes in order for him/her to be able to effectively and thoroughly help the supply chain.

Competences	HUN	POL	RO	CZ	FR	COMBINED
Sensitivity to situation	4,75	4,50	5,00	-	-	4,75
Problem solving	4,67	4,67	4,67	4,25	-	4,56
Analytical thinking	4,00	4,50	5,00	4,67	-	4,54
Flexibility	4,00	4,50	5,00	-	-	4,50
Strategic thinking	4,50	4,50	5,00	4,25	4,00	4,45
Patience and endurance	4,50	4,50	4,67	4,00	-	4,42
Being easily understood	4,00	4,67	5,00	4,00	-	4,42
Creativity	4,00	4,67	5,00	4,25	4,00	4,38
On line marketing element using	3,50	4,67	4,75	4,33	-	4,31
Leadership	4,00	4,50	5,00	4,00	4,00	4,30
Change management competency	4,50	4,00	4,67	4,00	-	4,29
Motivation	4,25	4,00	5,00	4,00	4,00	4,25
Establishing focus	4,50	4,00	4,50	4,00	-	4,25
Understanding of the context	4,67	4,50	5,00	3,00	4,00	4,23
Coordination	4,00	4,00	5,00	3,50	-	4,13
Active listening	4,00	4,50	4,00	4,00	4,00	4,10
Objectivity	4,33	4,00	5,00	3,00	-	4,08
Stakeholder management	3,67	4,00	4,67	4,00	4,00	4,07
Forecasting	4,50	4,00	4,75	3,00	-	4,06
Fostering team work	4,25	4,00	4,67	3,00	4,00	3,98
IT using	3,60	4,00	5,00	3,00	-	3,90

At the answer of this question, both Romanian and French respondents implied that most of the listed competences share a same level of importance for the facilitator, and that these competences should all make a part of the facilitator's toolkit.

The most important competence did not receive any scores in the Czech nor the French sample however, based on the other three countries data it came out as most important. *Sensitivity to situation*, *Problem solving* and *Analytical thinking* are basic competences that prepare the facilitator to deal with any upcoming situation

Knowledge	HUN	POL	RO	CZ	FR	COMBINED
Knowledge of leadership techniques	4,50	4,50	5,00	-	-	4,67
Knowledge on process control	4,50	4,67	5,00	4,33	-	4,63
Knowledge of techniques and tools of short chain organisation	5,00	4,67	5,00	3,67	-	4,58
Knowledge of rural development programs and other supports	4,67	4,50	4,67	4,50	-	4,58
Knowledge of legislation related to cooperation in SFSC	5,00	4,67	5,00	3,75	4,00	4,48
Knowledge of business plan preparation	4,25	4,00	4,50	5,00	-	4,44
Knowledge of negotiation techniques	4,25	4,50	4,33	4,67	-	4,44
Knowledge on performance management	4,33	4,50	4,67	5,00	3,00	4,30
Knowledge of coordination of people and resources	5,00	4,00	4,50	3,75	4,00	4,25
Knowledge of technological innovation	3,50	4,67	5,00	3,50	-	4,17
Logistic knowledge	4,50	4,50	4,67	4,00	3,00	4,13
Knowledge of the technological solutions in the production	4,50	4,00	5,00	2,50	-	4,00
Knowledge of food hygiene	3,75	4,00	5,00	-	3,00	3,94
Knowledge on small scale farming and food processing	4,00	4,50	5,00	3,00	3,00	3,90
Technical knowledge in the field	3,50	4,67	5,00	3,00	3,00	3,83
Knowledge of tourism	3,50	4,00	4,50	3,00	-	3,75
Knowledge of motivation techniques	4,40	4,00	4,25	2,00	4,00	3,73

In the results of the final question on knowledge, *Knowledge of leadership techniques* had the top scoring. short chain organisation and process control knowledge were the next two knowledge preferences in the hierarchy.

Leadership had a great importance through the whole research, so its appearance in this sample is of no surprise. Tools and techniques, and inside knowledge on the processes related to SFSCs will make the facilitator able to understand each aspect of running a SFSC from the inside out, making them a valuable asset in the rural communities.

Combined national profiles

Hungary

Short

The Hungarian version of the short questionnaires was filled in by **12** respondents, with various professional and educational background. The respondents average age was **45**, and they had an average **14** years of agricultural experience.

Long

The Hungarian version of the long questionnaires was filled in by **5** respondents, with similar educational background, and diverse professions. The respondents' average age was **42**, and they had an average **16** years of agricultural experience.

Farmers were strongly represented in the samples

The following traits were highlighted in the questionnaires:

- logistic knowledge
- organizing capabilities
- active listening
- knowledge on SFSCs
- governing capabilities
- knowledge on food hygiene

The most important conclusions of the interviews were the following:

The participants consider it very important to follow hygiene rules as well as the emergence of other up-to-date knowledge in practice. They also agreed that SFSC-related businesses require a wide range of skills as well as relevant knowledge and competencies.

(Kislépték's findings)

Czech Republic

Short

The Czech version of the short questionnaires has been filled by 9 respondents, with similar professional and educational background (the majority coming from University MSc and Agricultural holding). The respondents average age was 26, and they had an average 14 years of agricultural experience

Long.

The Czech version of the long questionnaires has been filled by **5** respondents, with similar educational background, three of them are University employees, one is a farmer and one is working at a catering

provider. The respondents average age was **39**, and they had an average **23** years of agricultural experience.

The majority of the participants shared a vocation as Agricultural academic or as a University employee

The following traits were highlighted in the questionnaires:

- the highest values revolve around agricultural knowledge
- prior knowledge on how to effectively manage work processes
- soft skills
- the facilitators ability to see through and understand the processes
- facilitator as overseer
- the facilitators should serve as a source of extra knowledge

The most important conclusions of the interviews were the following:

The main issue is, that the production volume of farmers is very small, the farmers are selling almost everything they produce by themselves, if there are any leftovers, they are cooperating with the farmers shop. This is caused by very small motivation of the farmers to behave economically – the subsidies supporting the traditional production are still staying the most profitable activity.

For the rural facilitator he sees just a small potential because there are no huge profits in the short time. From his own experiences, many farmers are realizing the SFSC through the farmers shops, where the margin is clear, or through the farmers markets

The cooperation between farmers is not very common (for example to have a common cheese factory).

(Czech University's findings)

Romania

Short

The Romanian version of the short questionnaires has been filled by **9** respondents, with various professional background. The respondents average age was **40**, and they had an average **9** years of agricultural experience.

Long

The Romanian version of the long questionnaires has been filled by **5** respondents, in two languages with the same educational background (Master's degree or above). Three of them are rural advisors, while the third person works at an NGO, and the fourth being an Agricultural Administrator. The respondents average age was **39**, and they had an average **10** years of agricultural experience.

Rural advisors and farmers were common in the samples.

The following traits were highlighted in the questionnaires:

- the facilitator has to be able to work with the small-scale farmers and provide them with the necessary knowledge on their possibilities.
- facilitator should possess the most comprehensive toolbox.
- knowledge on motivation, techniques and solutions for SFSC
- overseeing production and promoting it
- helping the workers to be as effective as possible
- situation awareness
- decision making

Summary of the interviews with stakeholders and beneficiaries of the SFSC in Romania

It is clear to everyone that it would be worthwhile to retrain the agricultural officers working in the municipalities and to find suitable people who are able to communicate effectively with small farmers. There is a lot of bureaucracy in municipal work, which makes it difficult for short food supply chains to operate. The legal framework for small producers in Romania is unclear. Farmers are not at a level of awareness to declare their income from sales at their own risk, so the facilitator can help a lot in this as well.

The interviews stressed the importance of training good intermediaries for this work, as producers are so small that they only understand production and not sales.

(Spektrum's findings)

Poland

Short

The Polish version of the short questionnaires has been filled by **11** respondents, with similar age and various professional and agricultural background. The respondents average age was **45**, and they had an average **20** years of agricultural experience.

Long

The Polish version of the long questionnaires has been filled by **5** respondents, with the same educational background (Master's degree or above). Two of them are rural advisors, while the third person works at an NGO. The respondents average age was **42**, and they had an average **13** years of agricultural experience.

Farmers and rural advisors were significantly represented

The following traits were highlighted in the questionnaires:

- experience in business and production (solving problems, setting targets, using new sales techniques)
- perfect knowledge about the national or regional level regulatory framework.
- teamwork and managing people
- knowledge on food hygiene, techniques, tools and legislation related to SFSCs.
- strategic thinking
- active listening
- on-line marketing element using
- human resource management skills.
- detailed technical knowledge

Summary of the interviews with stakeholders and beneficiaries of the SFSC in Poland

All participants agreed that to implement the business connected to SFSC is necessary to have many different skills and also relevant knowledge and competences. Regarding skills the most important for whole process are creativity and stress resistance. There was also pointed out that it is necessary to have ability to work in groups (teamwork) to implement and develop such business. For the stage of getting in the market SFSC animator has to have also skills of negotiation.

(ARID's findings)

France

Short

The French version of the short questionnaires has been filled by **13** respondents, with various professional background. The respondents average age was **44**, and they had an average **13** years of agricultural experience.

Long

The French version of the long questionnaires has been filled by a single respondent. He is a **59** years old rural advisor, having **5** years of agricultural experience.

Food producers were strongly represented.

The following traits were highlighted in the questionnaires:

- The competences describe a modern leader, capable of adapting him/herself to the upcoming circumstances.
- business proficiency (e.g. related to market)
- familiarity with the SFSC's environment
- negotiation and coordination
- knowledge on food hygiene
- ability to think synthetically
- knowledge on SFSC trends and novelties
- leadership

Summary of the interviews with stakeholders and beneficiaries of the SFSC in France

The most important findings supporting the need of conducting the new training material for rural animators are:

- 1) Farmers are often left alone and they don't know how to access the information.
- 2) The role of small farmers is already so complex (they are farmers, but also food processors, traders, distributors, legal advisors at the same time), they don't have enough financial capacities for hiring specialized employees with the necessary competences as in industrial farm.
- 3) International best practices show that collective actions of small farmers are more sustainable but in all the cases there is at least one driver, a person who can motivate the others
- 4) Access to investment and market require special advisory system and knowledge flow (please see in the desk study)
- 5) Translation is often necessary between farmers and consumers (please see also in the desk study)

(Savoir-Faire & Co's findings)

Conclusions

Based on qualitative and quantitative data, the analysis unveiled key common shared opinions and differences between the nations. The desk research, questionnaires both long and short, and the interviews were all aiming at compiling the traits of the desired facilitator role. The samples had a wide variety of people coming from different professional and academic backgrounds.

Each nation had its own hierarchy of the listed skills, competences and knowledge; however, the commonalities weigh much more than the given differences. The differences can be seen at the end of the questionnaire's analysis, at the national comparison parts. Each country should consider the specific desires of its own questionnaires, but there were mostly subtle differences when it comes to the most important areas of the desired facilitator role. The short questionnaire had a mixture of skills, competences and knowledge, while the long one asked about these separately. If we want to draw conclusions on the possible areas, it is best if we try to organize them into groups, which can foreshadow possible modules.

Leadership skills

Being a leader, and being able to lead others requires a certain set of skills. Numerous interpersonal skills were given high importance in the samples. Leaders help themselves and others to be as effective as possible. They can set directions, and manage people below them. The facilitator should be able to articulate the needs of the small-scale farmers, help them and negotiate with them as well as the stakeholders, and should also be able to use his/her management skills when dealing with customers.

The facilitator can serve as some sort of a coach, who can motivate and inspire actors in the rural area to achieve a common vision. Interpersonal skills are a big part of the leader's toolkit, as they are continuously engaged with people.

Network building is also a valued trait of the leaders, as it can expand the farmers' possibilities to areas that had been uncharted for them. If the facilitator manages to establish trust between him/her and the farmers, a new chapter of collaborative efforts can bring several advantages to the rural area.

Knowledge on SFSCs

In order for the facilitators to be an effective asset for the short food supply chains, they must possess prior knowledge on the operation of SFSCs. A lot of knowledge can belong under this topic, along with the national differences connected to each nation's specific situation. From food processing through knowledge on the internal/external environment of the SFSCs to legislation, these knowledges prepare the facilitator to deal with any upcoming task related to SFSCs. Tools and techniques, and inside knowledge on the processes related to SFSCs will make the facilitator able to understand each aspect of running a SFSC from the inside out, making him/her a valuable asset in the rural communities.

Business knowledge

It is not enough for the facilitator to be up-to-date on rural development and SFSCs, in order to be an effective market entity, he/her also has to have business related knowledge. Using new sales techniques or mixed market elements can be a source of extra knowledge on things of what the farmers might not be as informed on. Adding the facilitators business proficiency to the farmers available knowledge can boost their effectiveness and chances of being a successful actor on the market. The facilitator can assist in market sales as well as many other important areas related to selling the farmers products.

Food hygiene

Food hygiene has received eminent importance in every nations sample. Such knowledge is indispensable for the facilitator to see through several processes regarding SFSCs, and in order for him/her to be able to recognize flaws within the chains, and to be able to effectively deal with them.

Communication

Communication makes up a part of the previously mentioned leadership skills, however bigger attention could be focused on the topic. Being able to compromise and manage conflicts, coming up with win-win solutions is as much of a question of communication as of leadership itself. If the facilitator can find the common language between stakeholders and farmers, it can minimise the amount of possible conflict and can help both parties advance towards a fruitful cooperation. Internal communication within the chains and external communication are both vital for the success of the SFSCs.

Marketing knowledge

Even if marketing is a part of the business skills, increased focus should be administered on this topic. Marketing is a topic complex enough to be represented in a separate module. Both traditional and online marketing elements could prove beneficial for the SFSCs. The facilitators added extra knowledge on such topic could provide insight in areas which the farmers might not be as familiar with.

These possible modules are based both on the separate and combined findings of IO1, the members of the consortium should consider how they seem the modules benefit at their own national level, as well as in a comprehensive way.

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ANNEXES

SHORT QUESTIONNAIRE

Introduction

Current research as well as producer and consumer surveys have highlighted the issue that small producers, when acting alone, always encounter difficulties, so they need to work together to be able to penetrate the market. Intermediate players have taken over some of the related activities from producers. These are supply chain organizers who understand market processes and those of agricultural production, thus being able to help farmers in penetrating the market. Experts agree it is necessary to start a special SFSC (=short food supply chain) organizer training and develop specific eligibility conditions, as well as to provide training for SFSC advisers. However, these development and support activities have not yet been implemented in practice.

Therefore, the partners of the international project called “Rural Facilitator Training in Agricultural Short Food Supply Chains” committed themselves to explore the possible ways of generating the position of a **Rural Facilitator**, whose task is to eliminate these gaps along the value chains, and developing the necessary curriculum and training tools to train those who are willing to try this new profession.

The purpose of the project Rural Facilitator Training in Agricultural Short Food Supply Chains (funded by the European Commission, Erasmus+ KA2, project number 2019-1-CZ01-KA202-061270) is to provide a better understanding of the working SFSC ecosystems in the partner EU countries at national and European level.

One of the project’s goals is to collect those competences which are necessary for the development of rural animation and training, so that those suitable to take the position of rural facilitators in short food supply chains can be identified, also bearing in mind the specific characteristics of individual countries.

Our questionnaire is designed to assess the skills, competences and knowledge people playing the role of facilitators would need the most. It helps us to define the role of the rural facilitator and create a tailor-made training curriculum.

Most activities related to SFSC are difficult. In the following sections, we attempt to collect the most problematic situations i.e. that facilitator is supposed to encounter most often. Solving these situations requires various competences/skills/ knowledge.

Our questionnaire is anonymous and data are collected online. The first part of the questionnaire serves as a statistical analysis for the project partners.

This survey is conducted under the authority of the *European Union*, which ensures that the information you provide shall be kept confidential and used for statistical purposes only.

1. Country
Hungary Poland Romania France Czech Republic
2. Gender
Male Female
3. Your age ____
4. What is your level of education?
 - Primary education
 - Technical/Vocational school
 - High school
 - College/ University BSc / University BA degree
 - University MSc / MA degree or higher
 - On-the-job training (no formal education)
5. How many years of agricultural experience do you have?

6. What is your current field of work?
 - Retailer
 - Food producer
 - Agricultural holding
 - Farmer
 - Local development associations
 - Organiser of farmers' markets and shops
 - Restaurants, catering provider, etc.
 - Legal entity dealing with local food distribution e.g. for restaurants, consumers etc.
 - Mass catering
 - Social cooperatives;
 - NGO
 - Organizer of community supported agriculture forms
 - Extension service
 - Social enterprises
 - Other, please specify:

We are developing a training curriculum for rural facilitators. The numbers indicate the importance of individual competences (1=not important; 5=essential). Evaluate the importance of the competences and your scores will be considered when developing the curriculum.

<i>How important is for the facilitator?</i>	1	2	3	4	5
Familiarity with agricultural, food processing and agritourism legislation					
Familiarity with agricultural production, food processing and tourist services					
International perspective, familiarity with best practices					
Being up-to-date in matters of tourism (e.g. local festivals)					
Ability to assist in market sales					
Ability to assist in pricing					
Familiarity with environmentally friendly solutions					
Familiarity with specific quality assurances systems for small farmers					
Familiarity with specific food hygiene rules for small farmers/ producers					
Familiarity with food processing technologies					
Being ready to cooperate and able to manage co-operations					
Being able to compromise and manage conflicts, coming up with win-win solutions					
Creativity and ability to assist the implementation of new ideas					
Familiarity with local and regional gastronomy					
Familiarity with proposals and grant options					
Up-to-date marketing knowledge					
Familiarity with customer demands and trends					
Familiarity with various target group specific marketing channels.					
Ability to assist in online sales. IT and social media knowledge.					
Possessing a comprehensive toolbox of theatre pedagogy and animation (for active involvement)					

Thank you for helping us with your response.

Introduction:

Researches in recent years as well as surveys of producers and consumers have highlighted the problem that small producers have difficulties separately, so they need to work together to gain market access. Intermediate players have taken over some of these activities from producers. These are supply chain organizers who understand market and agricultural processes thus helping farmers to gain market access. Experts agreed that it is necessary to start a special SFSC organizer training and to develop special eligibility conditions, as well as the training of SFSC advisers, however, these development and support directions are still missing in practice.

Therefore, the partnership committed to explore the possible ways on how to generate the position of a so called **Rural facilitator**, who can plug these gaps across the value chains, and to develop the necessary learning materials and training tools to train individuals who intend to take under this new profession in their career.

The purpose of Rural Facilitator Training in Agricultural Short Food Supply Chains project (funded by the European Commission, Erasmus +, KA2 2019-1-CZ01-KA202-061270) is to provide a better understanding of the working SHORT FOOD SUPPLY CHAIN (SFSC) ecosystem in the partner EU countries at national and European level.

Rural Facilitator project intends to collect those competences which are necessary for elaboration of rural animation and training, which can clearly identify who will be rural facilitators in short food supply chain according to countries specialities.

The project aims to create training material for rural facilitators.

Our questionnaire is designed to assess the skills, competences and knowledge that a person in a facilitator's role needs the most. The role of the facilitator is also defined.

We are conducting a transnational survey to help us better understand what competences/ skills / and knowledge the desired facilitator role should possess.

Most activities related to SFSC are difficult. Below we have tried to compile the situations that cause the most problems and which the facilitator most often encounters.

Solving these situations requires different competences/skills/ knowledge.

Filling out the questionnaire below is intended to help us develop educational materials that improve these areas.

Our questionnaire is anonymous, and the collection of the data is done online. The first part of the questionnaire serves as a statistical analysis for the project partners.

This survey is conducted under the authority of the *European Union*, which ensures that the information you provide will be kept confidential and will be used only for statistical purposes.

7. Country
Hungary Poland Romania France Czech Republic

8. Gender
Male Female

9. Your age ____

10. What is your level of education?

- Primary education
- Technical/Vocational school
- High school
- College/ University BSc / University BA degree
- University MSc / MA degree or higher
- On-the-job training (no formal education)

11. How many years of agricultural experience do you have?

12. What is your current field of work?

- Retail shop
- Food producer
- Agricultural holding
- Farmer
- Local development associations
- Organiser of farmers' markets and shops
- Restaurants, catering provider, etc.
- Legal entity dealing with local food distribution eg.: for restaurants, consumers etc.
- communal caterers;
- Social cooperatives;
- NGO
- Organizer of community supported agriculture forms
- village consultants
- social enterprises
- Other, please specify:

8. What competencies / skills / knowledge do you think the facilitator needs when meeting and interacting with producers? Check at least 5 but not more than 10 of the following.

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Skills	No importance	Low importance	Some importance	High importance	Very importance	high
	1	2	3	4	5	

Ability to solve problems and achieve the goals	1	2	3	4	5
Ability to make decisions	1	2	3	4	5
Ability to set targets	1	2	3	4	5
Ability to think synthetically	1	2	3	4	5
Ability recognize risks	1	2	3	4	5
Ability to monitor the work processes	1	2	3	4	5
Ability to forecast & predict major changes that might occur	1	2	3	4	5
Ability to evaluate accurately future directions and risks	1	2	3	4	5
Ability to understand existing and emerging trends in technology and business	1	2	3	4	5
Ability to analyse the external context of the SFSC	1	2	3	4	5
Ability to analyse the internal environment of the SFSC	1	2	3	4	5
Ability to apply new products/ services	1	2	3	4	5
Ability to use new sales techniques	1	2	3	4	5
Ability to use mixed market elements	1	2	3	4	5
Ability to use community channels	1	2	3	4	5
Other skill, specify					
Other skill, specify					

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Competences	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Strategic thinking	1	2	3	4	5
Analytical thinking	1	2	3	4	5
Problem solving	1	2	3	4	5
Active listening	1	2	3	4	5
Coordination	1	2	3	4	5
Motivation	1	2	3	4	5
Objectivity	1	2	3	4	5
Flexibility	1	2	3	4	5
Leadership	1	2	3	4	5

Patience and endurance	1	2	3	4	5
Understanding of the context	1	2	3	4	5
Being easily understood	1	2	3	4	5
Fostering team work	1	2	3	4	5
Establishing focus	1	2	3	4	5
Stakeholder management	1	2	3	4	5
Other competence, specify	1	2	3	4	5

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Knowledge	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Logistic knowledge	1	2	3	4	5
Knowledge on process control	1	2	3	4	5
Knowledge of food hygiene	1	2	3	4	5
Knowledge on small scale farming and food processing	1	2	3	4	5
Knowledge of tourism	1	2	3	4	5
Knowledge of business plan preparation	1	2	3	4	5
Knowledge of leadership techniques	1	2	3	4	5
Knowledge of negotiation techniques	1	2	3	4	5
Knowledge of coordination of people and resources	1	2	3	4	5
Knowledge of techniques and tools of short chain organisation	1	2	3	4	5
Knowledge of agricultural process control	1	2	3	4	5
Knowledge of legislation related to cooperation in SFSC	1	2	3	4	5
Knowledge of rural development programs and other supports	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5

9 In your opinion, what competencies / skills / knowledge does the facilitator need when purchasing and shipping manufacturing products? Check at least 5 but not more than 10 of the following.

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Skills	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Ability to solve problems and achieve the goals	1	2	3	4	5
Ability to make decisions	1	2	3	4	5
Ability to set targets	1	2	3	4	5
Ability to think synthetically	1	2	3	4	5
Ability recognize risks	1	2	3	4	5
Ability to monitor the work processes	1	2	3	4	5
Ability to evaluate accurately future directions and risks	1	2	3	4	5
Ability to understand existing and emerging trends in technology and business	1	2	3	4	5
Ability to analyse the external context of the SFSC	1	2	3	4	5
Ability to analyse the internal environment of the SFSC	1	2	3	4	5
Ability to apply new products/ services	1	2	3	4	5
Other skill, specify					
Other skill, specify					

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Competences	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Strategic thinking	1	2	3	4	5
Analytical thinking	1	2	3	4	5
Problem solving	1	2	3	4	5
Coordination	1	2	3	4	5
Flexibility	1	2	3	4	5
Leadership	1	2	3	4	5
Patience and endurance	1	2	3	4	5
Understanding of the context	1	2	3	4	5
Fostering team work	1	2	3	4	5

Establishing focus	1	2	3	4	5
Forecasting	1	2	3	4	5
Other competence, specify	1	2	3	4	5

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Knowledge	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Logistic knowledge	1	2	3	4	5
Technical knowledge in the field	1	2	3	4	5
Knowledge on process control	1	2	3	4	5
Knowledge of food hygiene	1	2	3	4	5
Knowledge on small scale farming and food processing	1	2	3	4	5
Knowledge of business plan preparation	1	2	3	4	5
Knowledge of the technological solutions in the production	1	2	3	4	5
Knowledge of coordination of people and resources	1	2	3	4	5
Knowledge of techniques and tools of short chain organisation	1	2	3	4	5
Knowledge of agricultural process control	1	2	3	4	5
Knowledge of legislation related to cooperation in SFSC	1	2	3	4	5
Knowledge of rural development programs and other supports	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5

10 What competencies / skills / knowledge do you think the facilitator needs when it comes to bringing local products to the market? (raising consumer awareness of products, reaching producers, etc.) Check at least 5 but not more than 10 of the following.

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Skills	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
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Ability to solve problems and achieve the goals	1	2	3	4	5
Ability to make decisions	1	2	3	4	5
Ability to set targets	1	2	3	4	5
Ability to think synthetically	1	2	3	4	5
Ability recognize risks	1	2	3	4	5
Ability to forecast & predict major changes that might occur	1	2	3	4	5
Ability to evaluate accurately future directions and risks	1	2	3	4	5
Ability to understand existing and emerging trends in technology and business	1	2	3	4	5
Ability to analyse the external context of the SFSC	1	2	3	4	5
Ability to analyse the internal environment of the SFSC	1	2	3	4	5
Ability to improve skills of member of SFSC	1	2	3	4	5
Ability to apply new products/ services	1	2	3	4	5
Ability to use new sales techniques	1	2	3	4	5
Ability to use mixed market elements	1	2	3	4	5
Ability to use community channels	1	2	3	4	5
Ability to use digital communication	1	2	3	4	5
Ability to use basic web editing programs	1	2	3	4	5
Other skill, specify					
Other skill, specify					

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Competences	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Strategic thinking	1	2	3	4	5
Creativity	1	2	3	4	5
Problem solving	1	2	3	4	5
Active listening	1	2	3	4	5
Coordination	1	2	3	4	5
Motivation	1	2	3	4	5
Flexibility	1	2	3	4	5

Leadership	1	2	3	4	5
Patience and endurance	1	2	3	4	5
Understanding of the context	1	2	3	4	5
Change management competency	1	2	3	4	5
Fostering team work	1	2	3	4	5
Forecasting	1	2	3	4	5
Stakeholder management	1	2	3	4	5
IT using	1	2	3	4	5
Mobil device application using	1	2	3	4	5
On line marketing element using	1	2	3	4	5
Other competence, specify	1	2	3	4	5

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Knowledge	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Logistic knowledge	1	2	3	4	5
Technical knowledge in the field	1	2	3	4	5
Knowledge on process control	1	2	3	4	5
Knowledge of food hygiene	1	2	3	4	5
Knowledge on small scale farming and food processing	1	2	3	4	5
Knowledge of business plan preparation	1	2	3	4	5
Knowledge of the technological solutions in the production	1	2	3	4	5
Knowledge of negotiation techniques	1	2	3	4	5
Knowledge of coordination of people and resources	1	2	3	4	5
Knowledge of techniques and tools of short chain organisation	1	2	3	4	5
Knowledge of legislation related to cooperation in SFSC	1	2	3	4	5
Knowledge of rural development programs and other supports	1	2	3	4	5

Knowledge of technological innovation	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5

11 What competencies / skills / knowledge do you think the facilitator needs when serving consumers? Check at least 5 but not more than 10 of the following

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Skills	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Ability to solve problems and achieve the goals	1	2	3	4	5
Ability to think synthetically	1	2	3	4	5
Ability to explain and repeat explanations if necessary	1	2	3	4	5
Ability to analyse the external context of the SFSC	1	2	3	4	5
Ability to analyse the internal environment of the SFSC	1	2	3	4	5
Ability to apply new products/ services	1	2	3	4	5
Ability to use new sales techniques	1	2	3	4	5
Ability to use mixed market elements	1	2	3	4	5
Ability to use community channels	1	2	3	4	5
Ability to use digital communication	1	2	3	4	5
Other skill, specify					
Other skill, specify					

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Competences	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Strategic thinking	1	2	3	4	5
Creativity	1	2	3	4	5

Problem solving	1	2	3	4	5
Active listening	1	2	3	4	5
Objectivity	1	2	3	4	5
Flexibility	1	2	3	4	5
Patience and endurance	1	2	3	4	5
Sensitivity to situation	1	2	3	4	5
Being easily understood	1	2	3	4	5
Establishing focus	1	2	3	4	5
Forecasting	1	2	3	4	5
Other competence, specify	1	2	3	4	5

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Knowledge	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Logistic knowledge	1	2	3	4	5
Technical knowledge in the field	1	2	3	4	5
Knowledge on process control	1	2	3	4	5
Knowledge of food hygiene	1	2	3	4	5
Knowledge on small scale farming and food processing	1	2	3	4	5
Knowledge of tourism	1	2	3	4	5
Knowledge of the technological solutions in the production	1	2	3	4	5
Knowledge of leadership techniques	1	2	3	4	5
Knowledge of negotiation techniques	1	2	3	4	5
Knowledge of motivation techniques	1	2	3	4	5
Knowledge of coordination of people and resources	1	2	3	4	5
Knowledge of techniques and tools of short chain organisation	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5

11 In your opinion, what competences / skills / knowledge does the facilitator need to find and join additional SFSC channels or to start a new chain? Check at least 5 but not more than 10 of the following.

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Skills	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Ability to set targets	1	2	3	4	5
Ability to think synthetically	1	2	3	4	5
Ability recognize risks	1	2	3	4	5
Ability to monitor the work processes	1	2	3	4	5
Ability to forecast & predict major changes that might occur	1	2	3	4	5
Ability to evaluate accurately future directions and risks	1	2	3	4	5
Ability to understand existing and emerging trends in technology and business	1	2	3	4	5
Ability to analyse the external context of the SFSC	1	2	3	4	5
Ability to analyse the internal environment of the SFSC	1	2	3	4	5
Ability to improve skills of member of SFSC	1	2	3	4	5
Ability to apply new products/ services	1	2	3	4	5
Ability to use community channels	1	2	3	4	5
Ability to use digital communication	1	2	3	4	5
Ability to organize workshops	1	2	3	4	5
Ability to lead workshops	1	2	3	4	5
Other skill, specify					
Other skill, specify					

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Competences	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Strategic thinking	1	2	3	4	5
Analytical thinking	1	2	3	4	5
Creativity	1	2	3	4	5
Problem solving	1	2	3	4	5
Active listening	1	2	3	4	5
Coordination	1	2	3	4	5
Motivation	1	2	3	4	5
Objectivity	1	2	3	4	5
Flexibility	1	2	3	4	5
Leadership	1	2	3	4	5
Patience and endurance	1	2	3	4	5
Sensitivity to situation	1	2	3	4	5
Understanding of the context	1	2	3	4	5
Being easily understood	1	2	3	4	5
Change management competency	1	2	3	4	5
Fostering team work	1	2	3	4	5
Establishing focus	1	2	3	4	5
Forecasting	1	2	3	4	5
Stakeholder management	1	2	3	4	5
IT using	1	2	3	4	5
On line marketing element using	1	2	3	4	5
Other competence, specify	1	2	3	4	5

On the scale below, mark the value from 1 to 5 that you consider appropriate. The value of 1 is the least important, the value of 5 is the most important.

Knowledge	No importance 1	Low importance 2	Some importance 3	High importance 4	Very high importance 5
Logistic knowledge	1	2	3	4	5
Technical knowledge in the field	1	2	3	4	5

Knowledge on process control	1	2	3	4	5
Knowledge of food hygiene	1	2	3	4	5
Knowledge on small scale farming and food processing	1	2	3	4	5
Knowledge of tourism	1	2	3	4	5
Knowledge of business plan preparation	1	2	3	4	5
Knowledge of the technological solutions in the production	1	2	3	4	5
Knowledge on performance management	1	2	3	4	5
Knowledge of leadership techniques	1	2	3	4	5
Knowledge of negotiation techniques	1	2	3	4	5
Knowledge of motivation techniques	1	2	3	4	5
Knowledge of coordination of people and resources	1	2	3	4	5
Knowledge of techniques and tools of short chain organisation	1	2	3	4	5
Knowledge of legislation related to cooperation in SFSC	1	2	3	4	5
Knowledge of rural development programs and other supports	1	2	3	4	5
Knowledge of technological innovation	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5
Other knowledge, specify	1	2	3	4	5

Thank you for helping us with your response.