



Leonardo Da Vinci

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## FoRWaRD Training plan

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## DOCUMENT HISTORY

Version	Date	Comment
1	14/06/2013	1 <sup>st</sup> draft, basis for the discussion at the meeting in Budapest
2	09/07/2013	2 <sup>nd</sup> draft to be send to partners
3	16/07/2013	Description of modules included
4	26/07/2013	Final version, including partners' comments

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## 1 INTRODUCTION

This training plan was prepared and written under the framework of the project FORWARD – Food Recovery & Waste Production (527451-LLP-1-2012-1-IT-LEONARDO-LMP). FORWARD is two-year project that intends to provide an operational and training tool that will help to reduce the waste of unsold and unused food. This objective should be achieved by developing a free on-line training platform for the representatives of the food supply sector. This platform will play a role of a guide to help them starting a food waste reduction and recovery program at their facilities in favour of charitable associations. In addition, the training activities will be complemented by an innovative IT tool enabling the matching among the producers of food waste and NGOs, charities or food banks.

This training plan has been created in order to develop a high quality training tools and implement the training activities properly. The training activities will be held in eight different countries – Italy, Hungary, Netherlands, Greece, Germany, Lithuania, Poland and the Czech Republic. The objective of this training plan is then to facilitate the process of training tools and content development and to provide a methodological and pedagogical grid of the FORWARD training activities.

Therefore the training plan describes the educational modules structure in order to give the overview of different topics elaborated by the project consortium as well as the methods and approaches used. Significant part of the training plan is also dedicated to the evaluation of the training platform and activities.

This training plan is based on the needs analysis and results from the research conducted in all partners' countries from March to May 2013<sup>1</sup>, as well as learning theories and partners' experience in development and delivering e-learning and distance education.

This training plan is addressed to the FORWARD partners' representatives in charge of the development of the training content and platform, as well as the organisational aspects of training activities.

Last but not least the training plan presented is a dynamic document. The methods recognised within this document could change during the process of content identification and development of the training platform.

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<sup>1</sup> The full version of the common report is available at: <http://foodrecoveryproject.eu/cz/downloads/>

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## 2 GENERAL BACKGROUND

### 2.1 Pedagogical and methodological aspects of distant learning

The distance education represents quite a new form of teaching. It is expected that the distance learning will effectively replace traditional forms of adult education. With the development of modern educational technology, the distance learning is considered as an important field and alternative approach to the lifelong learning not only at universities (the contribution of universities to lifelong learning increased in recent years)<sup>2</sup>, but also in other educational and training institutions.

The European Union strongly supports lifelong learning, as it is one of the pillars of workforce development, competitiveness, but also refinement and personal development of people, and the distance learning represent one of the possibilities how to ensure and support lifelong learning in unassuming and very effective way outside educational and training institutions. As a part of lifelong learning the distance education caters for the interests, needs and abilities of the training participants.

The distance education enables the development of skills and knowledge of students who cannot attend regular face-to-face training activities. There could be different barriers - a large geographic distance, lack of time, but also disability and health complications. Moreover, every participant of the distance learning has different 'initial' level of knowledge and the distance training enable to provide very variable and individual approach. One of the most popular and commonly used forms of distance training is e-learning. According to the European Commission the e-learning is defined as:

*E-Learning* means using new multimedia technologies and the Internet to improve the quality of learning by facilitating access to facilities and services as well as remote exchanges and collaboration.

*E-learning* is a modern form of learning, allowing students a broad base of education regardless of location and time. An important advantage is that the students can choose personal speed and progressing; they can return repeatedly to the subject and after a thorough understanding resume again and then continue to the next lesson<sup>3</sup>.

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<sup>2</sup> MUŽÍK, J. *Andragogická didaktika*. 1. vyd. Praha: Codex Bohemia s.r.o., 1998.

ISBN 80-85963-52-3.

<sup>3</sup> MUŽÍK, J. *Andragogická didaktika*. 1. vyd. Praha: Codex Bohemia s.r.o., 1998.

The advantages of the e-learning are:

- Higher training effectiveness
- Up to date information
- Access to the e-learning from anywhere
- Access to the e-learning at any time
- Learning according to own speed
- Better knowledge testing
- Higher level of interactivity
- Reduced training costs

The disadvantages of the e-learning are:

- Demanding creation and development of study materials
- Dependence on the equipment

## **2.2 Different methods used for the FORWARD training**

In the literature dedicated to the education of adults, a method is defined as a process by which the teacher/trainer/tutor manages the classroom<sup>4</sup>. Other, more recent views, sees the method as a mean to stimulate adult learning that leads the students to specific objectives and make the learning process effective.

In general it can be said that teaching method is fulfilling a set of educational goals with optimal mastery of the curriculum and implemented in the framework of the educational forms and in certain teaching situations and conditions.

In adult education there is no single correct or universal method. Certain methods are used in the transmission and acquisition of knowledge and skills, others in coping skills, others in shaping attitudes and value orientation. Ideal method for all participants and for every issue does not exist. Each method has its advantages and disadvantages, their strengths and weaknesses. In teaching adults, there are used the classical education methods (lectures, seminars), traditional participatory methods (case studies) and also very modern methodological tools applied in recent years due to the development of ICT tools and psychology of adult learning.

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<sup>4</sup> MUŽÍK, J. *Andragogická didaktika*. 1. vyd. Praha: Codex Bohemia s.r.o., 1998.

ISBN 80-85963-52-3.

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The FORWARD training will use different methods integrated and complemented to the e-learning training:

1. **Classical education methods:** lecture with discussion, exercises, seminar (Introductory session)
2. **Participatory methods:** problem solving methods such as case studies, good practices, management or serious games (e-learning training)

**Classical education methods** are usually referred to those which consist mainly in verbal expression lecturer. Active participant's role is in this context given by relatively strict and limited rules. Classical theoretical methods have deep historical roots and despite its obvious shortcomings have fixed place in adult education

**Participatory methods** aim to not only talk about problems, but also lead the participants to direct negotiations, solving and decision-making connected to the "educational" cases. This field contains especially discussion and problem solving methods. Some methods are based on self-learning activities. In the case the methods and exercises are well-prepared, this approach help to develop analytical thinking and ability to find a solution to the problem. It is also possible to confront the analysis and solution of learners with a real situation that was chosen in practice.

For the purposes of the e-learning training, there could be used following methods:

- **Verbal features:** interpretation of the text, content of the training, theoretical base of the training (max. 10 pages)
- **Control tests:** at the end of each module there will be included multiple choice test, the test will include 5 to 10 questions with one correct answer. After completing all the questions the correct answers will be automatically displayed (key of correct answers)
- **The figurative features:** schemes, pictures, drawings, charts, photos
- **Multimedia features:** animations, videos
- **Exercises:** the purpose is the repetition and practice of theoretical parts of the training

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- **Study cases:** describes in detail or discuss one or a few cases from practice. The key stone of the case studies is the assumption that a thorough exploration of one case the student/participant of the training will better understand other similar cases
  
  - **Good practices:** a method identifying key processes and proactive approach. The purpose is to gather information and knowledge for better and more efficient approaches
  
  - **Management games:** the model of real situation connected to the topic, the game has determined fixed rules that enable to act and make a decision following the real situations

### 3 OBJECTIVES OF THE FORWARD TRAINING

The FORWARD training intends to provide the representatives of the food supply sector with the necessary knowledge and skills to reduce and recover the waste of unsold or unused food, as well as the charity organisations will have an opportunity to learn how to recover and redistribute the waste of food obtained from the food supply field.

#### **The specific objectives of the training defined under the FORWARD project aims to:**

- a) Provide information and definition of the food waste with the special focus on where does it generated
- b) Provide tools and ways how to measure the food waste
- c) Learn how to plan the food purchase and manage the surpluses of the food in the participants' organisation and provide useful methods for recovery and reutilisation of unsold food
- d) Reduce the amount of the food waste
- e) Recover unsold food, taking into account storage, food safety and food security in food donation
- f) Give advices and tips for better transportation management
- g) Provide participants with necessary knowledge concerning the legislation background and hygienic rules for food donation on national, as well as European level
- h) Provide advices concerning the tax reduction and accounting systems for food donation
- i) Promote Corporate Social Responsibility in participating organisations in terms of reduction of food waste
- j) Create a networking space where the supply of unsold food will meet the demand with special focus on the communication and relationship management with charities (from the suppliers' point of view) and representatives of food supply sector (from the charities' point of view).

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**At the end of the FORWARD training activities, the participants should be able to:**

- Know how to prevent the food waste in terms of purchase and production of surplus food
- Improve the planning and management of the purchase and waste of food
- In the case of surplus of food know the possibilities for its recovery and redistribution, how to proceed and ensure the security of food
- Establish durable and effectively working cooperation between the supply sector and charity organisations.

## **4 DEFINITION OF THE FORWARD TRAINING TARGET GROUP**

As mentioned above one of the advantages of the distance learning is a wide focus on the target groups and involvement of high number of participants. The FORWARD pilot testing will be organised in eight different project partners' countries – Italy (EUROCREA), Hungary (Hungarian Foodbank Association), Netherlands (Greenport Venlo), Greece (Avaca Technologies S.A.), Germany (European Retail Academy), Lithuania (Lithuanian Food bank), Poland (Federation of Polish Food Banks) and the Czech Republic (Tempo).

There will be at least 160 participants involved in the FORWARD pilot testing (20 per country).

The participants will be chosen from two different target groups:

1. Representatives of the food supply sector (15 per country)
2. Representatives of the charitable sector (5 per country)

### **4.1 Representatives of the food supply sector**

The first target group is defined as representatives of the food supply sector, more specifically as owners and managers of small shops (including small shops of a large chain selling foodstuffs), as well as owners and managers of producers companies. In both cases, the FORWARD training activities will be focused on small and medium sized companies (SMEs), that according to the definition provided by the EC have no more than 250 employees.

As agreed at the 2<sup>nd</sup> project meeting in Budapest, secondary, it will be also possible to involve students intending to become entrepreneurs and managers of the food sector.

As the representatives of the food supply sector were already engaged during the needs analysis research, the training activities and modules developed will be created according to the real needs and requirements of this target group. The representatives of the supply sector will directly participate on the pilot testing of the e-learning activities and they will play a key role while testing the matching platform, too.

After the pilot testing phase, the participants will provide a feedback on the tools developed within the FORWARD project. They will chiefly assess the use of this solution, as well as to what extent the tools created correspond to their requirements and needs. The project consortium will also take into account possible imperfections and suggestions for improvements and will adapt the e-learning, as well as the matching platform concerning these recommendations.

## **4.2 Representatives of the charitable sector**

The second target group is composed by the representatives of the non-profit and charitable sector. This target group will be particularly represented by NGOs, charitable organisations active in different fields and food banks.

The representatives of the second target group were also involved in the needs analysis phase and provided very valuable information and suggestions for the development of the e-learning as well as the matching platform. As the first target group, the charitable sector representatives will participate on the pilot training activities and will provide suggestions and advices for possible adaptation and improvements of the training activities and IT matching tool, too.

While developing the training platform, the FORWARD project could also benefit from the good practices and experience of the food banks that are also represented in the consortium (Hungarian Foodbank Association, Lithuanian Food bank, Federation of Polish Food Banks).

Seeing the results of the needs analysis, some of the training modules will be addressed to both representatives of the food supply sector and the charities, while other contents will be designed according to the specific requirements and needs of the two target groups.

## **4.3 Recruitment of the participants**

The participants' recruitment of the pilot training activities is essential in order to obtain an optimum and suitable exchange of professional experience and feedback for possible adaptation of the training and recovery solution proposed by the FORWARD project.

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Seeing the results from the needs analysis, in general, both target groups, representatives of supply sector and charities, are deeply interested in the training and recovery solution and are willing to cooperate during the pilot testing phase.

The project partners will benefit from the relations gained from the needs analysis implementation, as well as their steady presence on the territories where they work, previous experiences, existing networks and dissemination activities continuously implemented from the beginning of the FORWARD project.

Moreover, the example of three food Banks, which take part of the FORWARD project partnership, will assure proximity with the charitable sector and an added value for stakeholders of the recovery solution.

Some of the partners will take an advantage from the previous experiences and will contact the key actors and organisations with which they have been already working before.

The FORWARD partners will contact training participants through personal, phone call or electronic invitation circulated among representatives of the supply sector, as well as the charitable organizations. The food banks will also take an advantage from the daily communication and contact with the members of their network composed from both target groups.

The entry requirement for the training activities and use of the platform is a minimum basic knowledge of ICT skills. Each trainee will be provided by his/her own user name and password.

Additionally, the training participants will be also asked to fill in access information for the purposes of possible further project analysis. As some of the e-learning users could be reticent to give personal information and tend to prefer to remain anonymous, this section will be considered as optional.

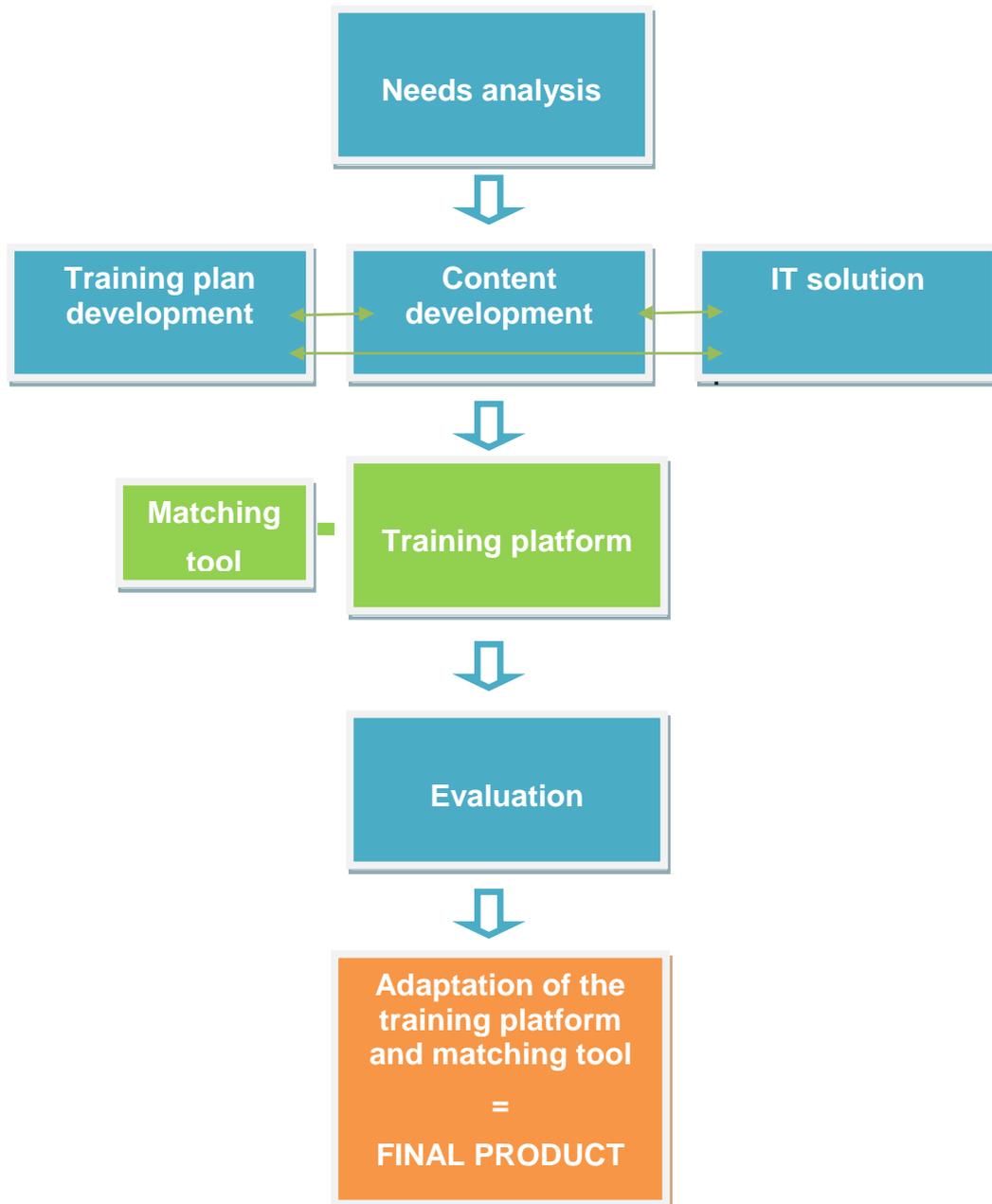
In the case, the participants agree with providing some informational data, there will be required:

- Personal information of the participant
- Name of the organisation working for
- Type of organisation (shop, NGOs, charitable organisation etc.)
- Position in the organisation
- E-mail address

The completion of the data below will be based on the facultative option.

## 5 FORWARD TRAINING PLATFORM

The development of the training plan, as well as the content and the structure of the FORWARD training activities take into consideration the needs analysis reflecting the real requirements and expectations of both target groups representatives. The training platform is then based on the following model:



**Needs analysis:** the needs analysis was conducted in all partners' countries and involved both the food supply sector, as well as the charities requirement for the training.

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**Development of the training platform:** The phases connected to the training plan, content and IT solutions development are nearly connected to each other and close cooperation is required.

**Training platform including the matching tool:** The training platform will be based on e-learning approach and will be complemented by the matching tool enabling the gathering and matching the food supply waste one side, and on the other hand the demand of the charities. The training platform will be verified during the pilot testing phase organised by FORWARD partners from January to April 2014.

**Evaluation:** During the pilot testing phase, the representatives of both target groups will have an opportunity to provide a feedback and suggestions for improvements and adaptation of the training platform and matching tool.

**Adaptation of the training platform:** The project partners will take into consideration suggestions and recommendations gained during the testing phase and will adapt the training platform and matching tool.

**Final product:** The final product will respond to the needs and requirements of the target groups and will be ready to be delivered to the food supply provides and charitable organisation.

## 6 FORWARD TRAINING STRUCTURE

This part of the training plan provides an overview of the FORWARD training structure. The objective is to point out the main phases and approaches to the training activities.

The FORWARD training activities will contain:

- Introductory session
- E-learning based training platform

## 6.1 Introductory session

As the training activities will be conducted as distance training, the introductory sessions will be organised. The introductory session could be held as a common seminar for the possible participants of the e-learning, as well as an individual approach could be used.

### The main objectives of the introductory session are:

- To familiarize participants with necessary first step for successful registration and completion of e-learning.
- To demonstrate completing of the data to the matching platform.
- To introduce participants into the e-learning, provided demonstration of examples.
- To explain how to become a successful participant of the training and effectively work with the matching platform.

Introductory session	
<b>Description:</b>	During the introductory session the FORWARD project will be presented. The project partners will describe the training platform, its goals as well as to show participants, how to log on to the e-learning and how to work with it.
<b>Learning outcomes:</b>	<p>Participant knows how the e-learning platform and matching tool look like.</p> <p>Participant is aware of the e-learning platform and matching tool aims and purpose.</p> <p>Participant knows how to register and log on to the e-learning and matching tool.</p> <p>Participant knows how the e-learning and matching tool work.</p>
<b>Length:</b>	Half day
<b>Approach:</b>	<p>Seminar for all course participants organised by national partner</p> <p>When needed, individual approach to the participants is also possible</p>

<b>Methods used:</b>	Lecture with discussion
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<b>Method</b>	<b>Lecture with discussion</b>
<b>Learning management</b>	<p>Active role of project partner</p> <p>Passive role of participant of the training</p> <p>Partners of the FORWARD project answers participants' questions at the end of the session</p>
<b>Equipment</b>	White board, flipchart, computer, data projector
<b>Process</b>	<p>Introduction to the topic</p> <p>Core of the lecture</p> <p>Practical example how to log into the e-learning</p> <p>Summary</p> <p>Answering participants' questions</p>
<b>Suggestions</b>	<p>Speak freely, do not read prepared text</p> <p>Give examples or comparisons</p> <p>Visualise important points</p> <p>Keep eye contact, change voice intonation, strength and speed</p> <p>Try to attract the attention with extraordinary information</p>

## 6.2 E-learning STRUCTURE

The topics and modules to be included in the FORWARD training have been chosen according to the needs and requirements identified within the training needs analysis focused on both FORWARD target groups – representatives of the supply sector and charities.

### The FORWARD training is divided in two main parts:

1. Common modules relevant to both charities and food supply sector
2. Modules selected and collected per target group and purpose (please see the table below)

The common parts will be addressed to both representatives of the food supply sector and the charities, while other modules will be designed to the specific needs of the two target groups. As a whole, the e-learning will improve the knowledge and skills of both participating target groups and together contribute to the reduction and recovery of the food waste.

### COMMON PARTS

(contents relevant to both target groups: charities and food suppliers)

1. Introduction
2. Definition of food waste
3. Where and why waste is generated, measurement of food waste

### SELECTION OF SPECIFIC CONTENTS

(Contents selected and collected per target group and purpose)

Target group: <b>FOOD SUPPLY SECTOR</b>		Target group: <b>CHARITIES</b>
i. Purpose: <b>REDUCTION OF FOOD WASTE</b>	ii. Purpose: <b>DONATION OF UNSOLD/UNUSED FOOD</b>	iii. Purpose: <b>RECOVERY OF FOOD WASTE AND REDISTRIBUTION</b>
1. Improvement of planning and management of purchase needs 2. Managing the purchase and supply chains 3. Storage, food safety and food security	1. Storage, food safety and food security 2. How to find the right contacts (charities) 3. How to manage relationship with charities 4. Donation models 5. Monitoring of the goods and reporting	1. Storage, food safety and food security 2. Transportation (especially for chilled, fresh, cooked and frozen food) 3. Distributing, documenting, monitoring of the goods and reporting 4. How to find the right contacts

4. Better transportation management	6. Risk management, especially image-related	(donors, end beneficiaries)
5. Corporate Social Responsibility (specifically related to reduction of food waste)	7. Separation and recycling	5. How to manage relationship with donors
6. Marketing strategies to reduce food waste	8. Transportation (especially for chilled, fresh, cooked and frozen food)	6. Donation models
	9. Legislation on food safety (national and European)	7. Legislation on food safety (national and European)
	10. Corporate Social Responsibility (specifically related to recovery of food waste)	8. Corporate Social Responsibility (specifically related to recovery of food waste)
	11. Tax regulation in all project countries	9. Tax regulation in all project countries
	12. Accounting system for donated food in bookkeeping	10. Accounting system for donated food in bookkeeping

### 6.3 Modules

The partner responsible for the training content (GREEN) will together with all partners work on the content development from August to October 2014. At the 2<sup>nd</sup> meeting in Budapest, the FORWARD project partners agreed on the distribution of modules respecting their experiences and practice. Please see the **Annex 2. Distribution of the modules development**

The leading partner (GREEN) will provide partners with content structure and template in order to get homogenous format of the content and assure the smooth implementation of the IT solution.

The FORWARD partners were also provided by the module descriptor dedicated to the particular topic. Each module is described, saying what its aims and learning outcomes are, how long the module is etc. Please see the **Annex 1. Modules Descriptor**. The following part is devoted to each phase of all trainings separately and includes basic information and learning outcomes of the particular module. More detailed description is attached to this document as Annex 1.

### 6.3.1 Common part

**Name of the module:** Definition of food waste

After completion of this course, it is expected that the participants will be able to:

- Understand food waste definition
- Know the definition of food waste delineated by European institutions and authorities
- Recognize food waste situation on the national and European level
- Understand environmental impacts of the food waste

**Name of the Module:** Where and why waste is generated, measurement of food waste

After completion of this course, it is expected that the participants will be able to:

- Know and understand where food waste is generated
- Know and understand tools for food waste measuring
- Use the identified tools for food waste measuring in their organisations
- Measure the food waste in their organisation
- Identify the amount of the food wasted in their organisations

### 6.3.2 Specific parts - Reduction of food waste (supply sector representatives)

**Name of the Module:** Improvement of planning and management of purchase needs

After completion of this course, it is expected that the participants will be able to:

- Effectively plan the purchase of food
- Know and understand how to integrate tools for planning the purchase of food
- Choose a suitable and right supply strategy
- Create right conditions for the food supplies
- Know the different systems of food supplies controlling
- Monitor and analyse behavior of the customers in order to plan the food production and supplies

**Name of the Module:** Managing the purchase and supply chains

After completion of this course, it is expected that the participants will be able to:

- Establish efficient relationships with suppliers
- Set up suitable conditions for their organisations
- Negotiate the quantity of food and frequency of supplies
- Professionally manage relationships with suppliers and supply chains

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**Name of the Module:** Storage, food safety and food security

After completion of this course, it is expected that the participants will be able to:

- Know and understand food safety and hygienic regulations
- Develop and follow documentation connected to the food safety and storage
- Analyse risks endangering the process of food storage
- Develop and apply the HACCP plan
- Create and effective and safe strategy for food storage
- Establish right conditions for storage
- Avoid the expiration time in stock

**Name of the Module:** Better transportation management

After completion of this course, it is expected that the participants will be able to:

- Know and understand different system strategies and means of food transportation
- Create documentation needed for the food transportation
- Define strategies and correct means of the food transportation
- Implement and manage defined strategies of the food transportation
- Analyse and manage risks endangering the process of food transportation
- Consider economic aspects important for the food transportation
- Establish conditions for effective transportation

**Name of the Module:** Corporate Social Responsibility (specifically related to reduction of food waste)

After completion of this course, it is expected that the participants will be able to:

- Perceive the food waste as a complex economic, social and environmental problem
- Understand the principles and philosophy of Corporate Social Responsibility related to the reduction of food waste
- Know the benefits for organisations implementing Corporate Social Responsibility
- Integrate Corporate Social Responsibility into their organisation

**Name of the Module:** Marketing strategies to reduce food waste

After completion of this course, it is expected that the participants will be able to:

- Understand marketing strategies in order to eliminate food waste
- Develop and implement marketing strategies in order to eliminate food waste
- Establish customer communication strategy
- Effectively manage relationships with their customers

- 
- Create good image of the organisation based on prevention of wood waste

### **6.3.3 Specific parts – Donation of unsold/unused food (supply sector representatives)**

**Name of the Module:** Storage, food safety and food security

After completion of this course, it is expected that the participants will be able to:

- Create suitable procedures for safe storage of food determined for donation
- Use appropriate tools for storage of food
- Understand and appropriately respect hygienic rules of the country
- Know storage conditions and principles for different types of food
- Establish controlling system of food safety and security
- Avoid possible risk of microbial contamination

**Name of the Module:** How to find the right contacts (charities)

After completion of this course, it is expected that the participants will be able to:

- Know different ways how to find contact for suitable charities
- Recognise effectively and well working serious charitable organisation
- Know where to look for thoughtful charitable organisation

**Name of the Module:** How to manage relationship with charities

After completion of this course, it is expected that the participants will be able to:

- Identify an appropriate communication strategy with charities
- Establish an effective communication strategy and relationship with charity, foundation or food bank
- Create contract including all necessary processes
- Set up and respect communication rules established with charities
- Avoid possible conflicts and mistakes in communication and behaving with charitable organisations

**Name of the Module:** Donation models

After completion of this course, it is expected that the participants will be able to:

- Understand different types of donation models
- Know differences of particular donation models
- Establish donation model and strategy in their organisations
- To determinate a donation model appropriate for their organisations
- Know how the donation models arise

**Name of the Module:** Monitoring of the goods and reporting

After completion of this course, it is expected that the participants will be able to:

- Know and understand different system for monitoring of the goods and reporting
- Know and understand the ways and tools for monitoring the goods
- Integrate suitable monitoring tools and means in their organisations
- How to create monitoring report

**Name of the Module:** Risk management, especially image-related

After completion of this course, it is expected that the participants will be able to:

- Know and apply the techniques and methods in order to identify the risks (especially image-related risks)
- Identify and eliminate risks
- Analyse the risk connected particularly to the organisation's image
- Find out how many resources it is needed to eliminate them
- Avoid and prevent risks or at least reduce their impact

**Name of the Module:** Separation and recycling

After completion of this course, it is expected that the participants will be able to:

- Know and compare the situation in all FORWARD partner's countries
- Know and understand the principles of waste separation and recycling
- Apply and integrate the principles of waste separation and recycling
- Know what happen with the separate waste

**Name of the Module:** Transportation (especially for chilled, fresh, cooked and frozen food)

After completion of this course, it is expected that the participants will be able to:

- Know and understand principles of food transportation
- Be familiar with conditions and hygienic rules related to the transportation of chilled, fresh, cooked and frozen food)
- Create documentation needed for the food transportation
- Define strategies and correct means of the food transportation
- Analyse and manage risks endangering the process of food transportation
- Consider economic aspects important for the transportation of chilled, fresh, cooked and frozen food
- Establish conditions for effective transportation of donated food

**Name of the Module:** Legislation on food safety (national and European)

After completion of this course, it is expected that the participants will be able to:

- Be familiar with food safety and hygienic regulations on national, as well as European level
- Understand the legislation codes related to the food safety and security
- Implement the food safety regulations and hygienic rules in the common daily operation in their organisations
- Understand possible sanctions and corrections needed

**Name of the Module:** Corporate Social Responsibility (specifically related to recovery of food waste)

After completion of this course, it is expected that the participants will be able to:

- Perceive the food waste as a complex economic, social and environmental problem
- Understand the principles and philosophy of Corporate Social Responsibility related to recovery of food waste
- Know the benefits for organisations implementing Corporate Social Responsibility related to recovery of food waste
- Integrate Corporate Social Responsibility into their organisations

**Name of the Module:** Tax regulation in all project countries

After completion of this course, it is expected that the participants will be able to:

- Understand the tax regulation related to the food donation
- Be familiar with conditions connected to tax reduction while donating food
- Know and apply the right to deduct output or input tax
- Know the documentation and proofs needed for applying the right to deduct taxes

**Name of the Module:** Accounting system for donated food in bookkeeping

After completion of this course, it is expected that the participants will be able to:

- Know accounting rules for donated food (gifts)
- Understand the ways and principles of accounting system for donated food
- Introduce the donated food into the accounting system

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### 6.3.4 Specific parts - Recovery of food waste and redistribution (charity representatives)

**Name of the Module:** Storage, food safety and food security

After completion of this course, it is expected that the participants will be able to:

- Create procedures for safe storage of donated food determined for redistribution
- Use different tools for storage of food
- Understand and appropriately respect hygienic rules of the country
- Know storage conditions and principles for different types of food
- Establish controlling system of food safety and security
- Avoid possible risk of microbial contamination

**Name of the Module:** Transportation (especially for chilled, fresh, cooked and frozen food)

After completion of this course, it is expected that the participants will be able to:

- Develop suitable system for transportation of donated food
- Be familiar with conditions and hygienic rules related to the transportation of chilled, fresh, cooked and frozen food)
- Create documentation needed for the food transportation
- Define strategies and correct means of the food transportation
- Analyse and manage risks endangering the process of food transportation
- Consider economic aspects important for the transportation of chilled, fresh, cooked and frozen food
- Establish conditions for effective transportation of donated food

**Name of the Module:** Distributing, documenting, monitoring of the goods and reporting

After completion of this course, it is expected that the participants will be able to:

- Establish suitable system of donated food distribution
- Know and understand different systems for monitoring of the goods and donated food
- Be familiar with donated food reporting
- Provide effectively complex information about donated food
- Know and understand the ways and tools for monitoring donated food
- Integrate suitable monitoring tools and means in their organisations
- Create monitoring report

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**Name of the Module:** How to find the right contacts (donors, end beneficiaries)

After completion of this course, it is expected that the participants will be able to:

- Know different ways how to contact suitable organisations willing to donate food
- To attract representatives from the supply sector to cooperate and donate food
- Recognise suitable organisations and representatives of supply sector
- Know where to look for thoughtful organisations from supply sector

**Name of the Module:** How to manage relationship with donors

After completion of this course, it is expected that the participants will be able to:

- Identify an appropriate communication strategy with donors
- Establish an effective communication strategy and relationship with donors all necessary processes
- Set up and respect communication rules established with donors
- Avoid possible conflicts and mistakes in communication and behaving with donors

**Name of the Module:** Donation models

After completion of this course, it is expected that the participants will be able to:

- Understand different types of donation models
- Know differences of particular donation models
- Establish donation model and strategy within their organisation
- To determinate a donation model appropriate suitable to them and their partner organisations from supply sector
- Know how the donation models arise

**Name of the Module:** Legislation on food safety (national and European)

After completion of this course, it is expected that the participants will be able to:

- Be familiar with food safety and hygienic regulations on national, as well as European level
- Understand the legislation codes related to the food safety and security
- Implement the food safety regulations and hygienic rules in the common daily operation in their organisations
- Understand possible sanctions and corrections needed

**Name of the Module:** Corporate Social Responsibility (specifically related to recovery of food waste)

After completion of this course, it is expected that the participants will be able to:

- Perceive the food waste as a complex economic, social and environmental problem
- Understand the principles and philosophy of Corporate Social Responsibility related to recovery of food waste
- Know the benefits for organisations implementing Corporate Social Responsibility related to recovery of food waste
- Integrate Corporate Social Responsibility into their organisations

**Name of the Module:** Tax regulation in all project countries

After completion of this course, it is expected that the participants will be able to:

- Understand the tax regulation related to the food donation
- Be familiar with conditions connected to tax reduction
- Know and apply the right to deduct output or input tax
- Know the documentation and proofs needed for applying the right to deduct taxes

**Name of the Module:** Accounting system for donated food in bookkeeping

After completion of this course, it is expected that the participants will be able to:

- Know accounting rules for donated food (gifts)
- Understand the ways and principles of accounting system for donated food
- Introduce the donated/received food into the accounting system

## 6.4 Requirements for completion of the modules

Each module will be closed by the multiple choice based test in order to assess the knowledge and the skills of the training participant. The test will consist of five to ten questions with one correct answer. The test will be created by the partners responsible for the particular models.

Requirements for passing the particular modules of FORWARD e-learning are as follows:

- The go through and study the module and suggested documents (if needed)
- Completing the test relating to the given module.

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## 6.5 E-learning environment

Since the e-learning platform will be used as a distance training system, the platform structure and its navigation have to be very intuitive, clear and user-friendly.

The e-learning environment will count with three different approaches and access to the training platform as:

1. Representative of supply sector with the interest into donation of unsold/unused food
2. Representative of supply sector with the interest into food waste recovery and redistribution
3. Representative of charitable sector

The e-learning environment will be accessed through a small serious game which will help the person to go through the learning process and will teach the training participants the benefit of participating in the learning. The serious game will be designed on the basis of the scenario suggested by partners (see chapter 10) and it will contain all content materials elaborated by the FORWARD partners. The storyboard will be created and agreed by the FORWARD partners.

### **The e-learning platform should meet the following requirements:**

- the e-learning should be easy to navigate and user-friendly
- the e-learning environment should be attractive for the users
- the e-learning will be processed to a sufficient extent containing elements of interactivity
- the e-learning will include illustrations and animations, eventually graphics or charts
- every module will be closed by multiply choice test, the participant will directly see the score and possible mistakes with correct answer
- the platform will be able to automatically generate certificates while successfully passing at least 80% of the tests
- as the platform will be used in long-term, it must be possible to easily expand and update

The final decision about the appearance and functionalities of the platform will be taken when the contents will be developed (at least draft version).

The FORWARD consortium will also develop a guidebook enabling easy orientation and navigation of the training participants.

## 6.6 CERTIFICATION

The participants who will successfully pass the test with the minimum score of 80% correct answers will receive a certificate for the participation in the FORWARD training. The certificate will be generated automatically from the e-learning platform.

## 7 MATCHING TOOL

In order to support the recovery and reduction of the food waste, the project training platform will also contain a complementary tool enabling the matching of the supply (representatives of the supply sector) and demand (charitable sector). It will be an easy-to-use mechanism, based on the opportunity to find a counterpart at local level simply registering and entering one's own offer or request of unsold food.

### **The matching tool will have the following main virtual spaces:**

1. Matching partnership system to foster contacts among parties interested in cooperating for food recovery. This will favor networking of stakeholders, sharing of good practice and promotion of further cooperation.
2. The system for donation-recovery among actors who need food and other participants having food to offer. The system will have an automatic notification. The system will provide a form that the interested parties may fill in with name, address, interest in terms of type of food to be donated/recovered etc.

In order to specify the training, as well as matching platform in depth, AVACA has prepared an additional document IT Tool Design containing detailed description and functionalities<sup>5</sup>.

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<sup>5</sup> The IT Tool Design document is available at: <http://foodrecoveryproject.eu/cz/downloads/>

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## 8 EVALUATION

As evaluation of the pilot training is one of the most important processes in order to adequately adapt the training tools and meet participants' requirements and needs, the significant part of this training plan is dedicated to this issue, too. The evaluation of the pilot training process is considered as an active part of the training activity and on the basis of the references, feedback and the collection of data the possible adaptation of the training platform will be taken into consideration.

### **The main objectives of the evaluation are:**

- To obtain feedback on the training platform and matching tool from the side of the participants
- To identify possible defaults and mistakes of the training platform and matching tool
- To obtain suggestion for the improvements to the training modules chosen, content, case studies, supporting training material and additional references.
- To adapt the FORWARD training according to the needs, requirements and recommendations of the training participants

The evaluation of the training platform and matching tool will be implemented as separate work packed once the first pilot training will be completed (according to the project timetable, the evaluation activities will be held from April to July 2014). The Polish project partner, FPFB, will be responsible for the evaluation strategy and will provide the FORWARD partners with questionnaires and evaluation tools needed. The project partners will conduct the evaluation activities and elaborate a national report following the instructions and approaches set by FPFB. The leading partner will be responsible for the elaboration of final evaluation report containing suggestions and recommendations for the improvement of the training platform and matching tool.

### **The evaluation of the FORWARD training will be consisted of the following steps:**

1. Development of the evaluation questionnaires
2. Translation of the evaluation questionnaires in all partners' languages
3. Delivery and fulfillment of the evaluation questionnaires to the participants of the FORWARD training

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4. Implementation of the personal interviews and focus groups (if possible)
  5. Compilation and analysis of the of questionnaires, interviews and focus groups on national level
  6. Collection of results from particular countries and delivery to the FPFB
  7. Development of a common evaluation report including definition of possible mistakes and recommendation for improvements of the training platform and matching tool
  8. Identification of the final list of suggestions for the improvements
  9. Adaptation of the training platform and matching tool

**The evaluation of the training platform and the matching tool should take into consideration the following aspects:**

- The access and navigation of the e-learning platform
- The design and structure of the training platform
- Functionality of the training platform
- The balance among individual modules and their importance
- The content of individual modules in comparison with the information, which should contain
- The content of individual modules in comparison with your expectations
- Time distribution of the course according to the importance of individual modules
- The understanding of the language and vocabulary used
- Practical and valuable use and implementation of the information obtained during the training
- Additional information through links, images, examples, study cases

There are several ways of gathering information and feedback. The following examples show methods that could be used for the purposes of the FORWARD training evaluation:

- a) **Evaluation questionnaire** – electronic or paper based evaluation questionnaire distributed among participants of the training. Evaluation questionnaire is efficient and strong on confidentiality or anonymity, which brings advantages of quantitative tools: it is easy to gather a lot of data at once and easy to objectively evaluate and prepare conclusions.
- b) **Personal interviews** – personal feedback, fulfillment of the evaluation questionnaire with the assistance of the project partners, meeting or contacting personally the training participants represent an unique opportunity to gather and discuss the feedback provided and gain deeper information.

- c) **Focus groups** – additional meeting organised after the fulfillment of the evaluation questionnaires. The focus groups enable to organise a guided discussion on focused on the suggestions and evaluation provided though the evaluation questionnaires or interviews. The main added value of focus groups is the interaction of group dynamics, namely the idea that the response of a person can become a stimulus for another, thus generating an exchange of best responses results than those of the same group had made a contribution individually or alone.

**Tasks to be undertaken by FORWARD consortium:**

Task	Partner	Deadline
Development of the evaluation questionnaires	FBFP	05/2014
Translation of the evaluation questionnaires	All	05/2014
Fulfillment of the evaluation questionnaires	All	06/2014
Compilation and analysis of the of questionnaires	All	06/2014
Collection of results from particular countries	FBFP	07/2014
Identification of the final list of suggestions for the improvements	FBFP	07/2014
Adaptation of the training platform and matching tool	GREEN, AVACA + support all partners	08/2014

## 9 LIST OF REFERENCES/RESOURCES

In order to ensure the smooth and high quality level of the training content development, the partners responsible for the particular models will identify and provide the list of references. The list of reference will serve as a base for the content development, as well as the resources recognized will be included in the FORWARD training and available as supportive materials for the e-learning participants for further education.

The project partners will identify the resources and enter into the table below by 31/08/2013. If needed, the table could be updated while preparing the modules content.

### 9.1 COMMON PARTS

Module	References	Partner
Introduction	<ol style="list-style-type: none"> <li>1. ..</li> <li>2. ..</li> <li>3. ..</li> </ol>	TEMPO
Definition of food waste		
Where and why food waste is generated		VENLO

## 9.2 SPECIFIC CONTENTS FOR REDUCTION OF FOOD WASTE FOR FOOD SUPPLY SECTOR

Module	References	Partner
Improvement of planning and management of purchase needs	1. .. 2. .. 3. .. 4.	VENLO
Managing the purchase and supply chains		
Storage, food safety and food security		
Better transportation management		
Corporate Social Responsibility (specifically related to reduction of food waste)		
Marketing strategies to reduce food waste		

## 9.3 SPECIFIC CONTENTS FOR DONATION FOR FOOD SUPPLY SECTOR

Module	References	Partner
Storage, food safety and food security	1. .. 2. .. 3. .. 4.	LFB
Transportation (especially for chilled, fresh, cooked and frozen food)		LFB

Legislation on food safety (national and European)		LFB (with inputs from ALL PARTNERS)
Tax regulation in all project countries		PFB (with inputs from ALL PARTNERS)
Corporate Social Responsibility (specifically related to recovery of food waste)		PFB
Accounting system for donated food in bookkeeping		
How to find the right contacts (charities)		HFB
How to manage relationship with charities		
Donation models		
Monitoring of the goods and reporting		
Risk management		ERA
Separation and recycling		???

## 9.4 SPECIFIC CONTENTS FOR CHARITIES

Module	References	Partner
Storage, food safety and food security	1. .. 2. .. 3. .. 4.	LFB
Transportation (especially for chilled, fresh, cooked and frozen food)		
Legislation on food safety (national and European)		LFB (with inputs from ALL PARTNERS)
Tax regulation in all project countries		PFB (with inputs from ALL PARTNERS)
Corporate Social Responsibility (specifically related to recovery of food waste)		PFB
Accounting system for donated food in bookkeeping		
How to find the right contacts (donors, end beneficiaries)		
How to manage relationship with donors		
Donation models		HFB

Monitoring of the goods and reporting		

## 10 SUMMARY OF THE TASKS TO BE UNDERTAKEN BY THE FORWARD PARTNERS

Task	Partner	Deadline
Provide example of training platform and IT tools (features, characteristics, etc.)	AVACA	12 <sup>th</sup> July
Provide examples of e-learning platforms	TEMPO	16 <sup>th</sup> July
Template for the content development (structure)	GREEN	6 <sup>th</sup> August
Provide inputs for introductory game scenarios	HFB	15 <sup>th</sup> August
Send questions about national legislation	LFB	9 <sup>th</sup> September
Send questions about tax regulation	PFB	9 <sup>th</sup> September
Draft Version of Training Contents	All Partners	14 <sup>th</sup> October
Proof reading of draft contents	All Partners (according to a division of tasks agreed via Skype)	15 <sup>th</sup> November

Draft of recovery Platform: features, layout, forms to be filled, etc Draft of Learning Platform: features, layout	AVACA	15 <sup>th</sup> November
Final version of Training Contents	All Partners	27 <sup>th</sup> December
Final version of Training Platform and Recovery Platform	AVACA	February 2014
Development of the evaluation questionnaires	FBFP	February 2014
Translation of the evaluation questionnaires	All	February 2014
Fulfilment of the evaluation questionnaires	All	June 2014
Compilation and analysis of the of questionnaires	All	June 2014
Collection of results from particular countries	FBFP	July 2014
Identification of the final list of suggestions for the improvements	FBFP	July 2014
Adaptation of the training platform and matching tool	GREEN, AVACA + support all partners	August 2014

## **11 LIST OF ANNEXES**

Annex 1: Modules descriptor

Annex 2: Distribution of the modules development

## Annex 1: Modules Descriptor

<b>Name of the Module: Definition of food waste</b>	
<b>Target group:</b>	Representatives of supply sector Representatives of the charities
<b>Part:</b>	Common part
<b>Key words:</b>	Food waste definition, food waste situation in EU
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand food waste definition</li> <li>- Know the definition of food waste delineated by European institutions and authorities</li> <li>- Recognise food waste situation on the national and European level</li> <li>- Understand environmental impacts of the food waste</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions – multiple choice with 1 correct answer

<b>Name of the Module:</b> Where and why waste is generated, measurement of food waste	
<b>Target group:</b>	Representatives of supply sector Representatives of the charities
<b>Part:</b>	Common part
<b>Key words:</b>	Food waste generation, food waste situation, measuring food waste
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>• Know and understand where food waste is generated</li> <li>• Know and understand tools for food waste measuring</li> <li>• Use the identified tools for food waste measuring in their organisations</li> <li>• Measure the food waste in their organisation</li> <li>• Identify the amount of the food wasted in their organisations</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of measuring tools Access to the food waste measuring tool developed within the FORWARD project
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Improvement of planning and management of purchase needs	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Purchase of food, supply strategy, food supplies
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Effectively plan the purchase of food</li> <li>- Know and understand how to integrate tools for planning the purchase of food</li> <li>- Choose a suitable and right supply strategy</li> <li>- Create right conditions for the food supplies</li> <li>- Know the different systems of food supplies controlling</li> <li>- Monitor and analyse behaviour of the customers in order to plan the food production and supplies</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Study cases
<b>Length:</b>	6 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Managing the purchase and supply chains</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Effective relationships with suppliers, settlement of rules and conditions with suppliers
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Establish efficient relationships with suppliers</li> <li>- Set up suitable conditions for their organisations</li> <li>- Negotiate the quantity of food and frequency of supplies</li> <li>- Professionally manage relationships with suppliers and supply chains</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	3 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Storage, food safety and food security</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Food safety, hygienic rules, storage of food, HACCP
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and understand food safety and hygienic regulations</li> <li>- Develop and follow documentation connected to the food safety and storage</li> <li>- Analyse risks endangering the process of food storage</li> <li>- Develop and apply the HACCP plan</li> <li>- Create and effective and safe strategy for food storage</li> <li>- Establish right conditions for storage</li> <li>- Avoid the expiration time in stock</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices (HACCP plan)
<b>Length:</b>	8 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Better transportation management</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Transportation strategy, means of food transportation, risk management of the food transportation
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and understand different system strategies and means of food transportation</li> <li>- Create documentation needed for the food transportation</li> <li>- Define strategies and correct means of the food transportation</li> <li>- Implement and manage defined strategies of the food transportation</li> <li>- Analyse and manage risks endangering the process of food transportation</li> <li>- Consider economic aspects important for the food transportation</li> <li>- Establish conditions for effective transportation</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices (transportation strategy)
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Corporate Social Responsibility (specifically related to reduction of food waste)	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Corporate Social Responsibility, triple bottom line
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Perceive the food waste as a complex economic, social and environmental problem</li> <li>- Understand the principles and philosophy of Corporate Social Responsibility related to the reduction of food waste</li> <li>- Know the benefits for organisations implementing Corporate Social Responsibility</li> <li>- Integrate Corporate Social Responsibility into their organisations</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Marketing strategies to reduce food waste</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Prevention and reduction of food waste
<b>Key words:</b>	Communication with customers, customer relationship, marketing strategies, elimination of food waste
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand marketing strategies in order to eliminate food waste</li> <li>• Develop and implement marketing strategies in order to eliminate food waste</li> <li>• Establish customer communication strategy</li> <li>• Effectively manage relationships with their customers</li> <li>• Create good image of the organisation based on prevention of wood waste</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Storage, food safety and food security</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Food safety and security determine for donation, storage hygienic rules
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Create suitable procedures for safe storage of food determined for donation</li> <li>- Use appropriate tools for storage of food</li> <li>- Understand and appropriately respect hygienic rules of the country</li> <li>- Know storage conditions and principles for different types of food</li> <li>- Establish controlling system of food safety and security</li> <li>- Avoid possible risk of microbial contamination</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams List of hygienic rules corresponding to national rules (for each partner's country)
<b>Length:</b>	3 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: How to find the right contacts (charities)</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Charities related to the donation of food, identification of right charities, means for contacting charitable organisations
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know different ways how to find contact for suitable charities</li> <li>- Recognise effectively and well working serious charitable organisation</li> <li>- Know where to look for thoughtful charitable organisation</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: How to manage relationship with charities</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Efficient relationships with charitable organisations, effective communication with charitable organisations
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Identify an appropriate communication strategy with charities</li> <li>- Establish an effective communication strategy and relationship with charity, foundation or food bank</li> <li>- Create contract including all necessary processes</li> <li>- Set up and respect communication rules established with charities</li> <li>- Avoid possible conflicts and mistakes in communication and behaving with charitable organisations</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Donation models</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Donations models, differences of donation models
<b>Objectives of the Module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand different types of donation models</li> <li>- Know differences of particular donation models</li> <li>- Establish donation model and strategy in their organisations</li> <li>- To determinate a donation model appropriate for their organisations</li> <li>- Know how the donation models arise</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Study cases
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Monitoring of the goods and reporting</b>	
<b>Target group:</b>	Representatives of supply sector Representatives of the charities
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Monitoring of the goods, monitoring reports
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and understand different system for monitoring of the goods and reporting</li> <li>- Know and understand the ways and tools for monitoring the goods</li> <li>- Integrate suitable monitoring tools and means in their organisations</li> <li>- How to create monitoring report</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Study cases Examples of reports
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Risk management, especially image-related</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Risk management, risk analyses, elimination of image-related risks
<b>Learning outputs of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and apply the techniques and methods in order to identify the risks (especially image-related risks)</li> <li>- Identify and eliminate risks</li> <li>- Analyse the risk connected particularly to the organisation's image</li> <li>- Find out how many resources it is needed to eliminate them</li> <li>- Avoid and prevent risks or at least reduce their impact</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of risk analyses
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Separation and recycling</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Waste separation, recycling of food waste
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and compare the situation in all FORWARD partner's countries</li> <li>- Know and understand the principles of waste separation and recycling</li> <li>- Apply and integrate the principles of waste separation and recycling</li> <li>- Know what happen with the separate waste</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams List of advices and tips
<b>Length:</b>	2 hours of intense learning
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Transportation (especially for chilled, fresh, cooked and frozen food)	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Principles of food transportation, transportation of chilled food, transportation of fresh food, transportation of cooked food, transportation of frozen food
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know and understand principles of food transportation</li> <li>- Be familiar with conditions and hygienic rules related to the transportation of chilled, fresh, cooked and frozen food)</li> <li>- Create documentation needed for the food transportation</li> <li>- Define strategies and correct means of the food transportation</li> <li>- Analyse and manage risks endangering the process of food transportation</li> <li>- Consider economic aspects important for the transportation of chilled, fresh, cooked and frozen food</li> <li>- Establish conditions for effective transportation of donated food</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams List of advices and tips
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Legislation on food safety (national and European)</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Food safety legislations, National food safety legislation, European food safety legislation
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Be familiar with food safety and hygienic regulations on national, as well as European level</li> <li>- Understand the legislation codes related to the food safety and security</li> <li>- Implement the food safety regulations and hygienic rules in the common daily operation in their organisations</li> <li>- Understand possible sanctions and corrections needed</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Corporate Social Responsibility (specifically related to recovery of food waste)	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Corporate Social Responsibility, Corporate Social Responsibility in recovery of food waste, triple bottom line
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Perceive the food waste as a complex economic, social and environmental problem</li> <li>- Understand the principles and philosophy of Corporate Social Responsibility related to recovery of food waste</li> <li>- Know the benefits for organisations implementing Corporate Social Responsibility related to recovery of food waste</li> <li>- Integrate Corporate Social Responsibility into their organisations</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Tax regulation in all project countries</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Tax regulation, conditions of tax reductions connected to food donation
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand the tax regulation related to the food donation</li> <li>- Be familiar with conditions connected to tax reduction while donating food</li> <li>- Know and apply the right to deduct output or input tax</li> <li>- Know the documentation and proofs needed for applying the right to deduct taxes</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Accounting system for donated food in bookkeeping</b>	
<b>Target group:</b>	Representatives of supply sector
<b>Part:</b>	Donation of unsold/unused food
<b>Key words:</b>	Accounting systems of donating foods, accounting rules for donated food
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know accounting rules for donated food (gifts)</li> <li>- Understand the ways and principles of accounting system for donated food</li> <li>- Introduce the donated food into the accounting system</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	3 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Storage, food safety and food security</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Food safety and security of donated food, storage hygienic rules
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Create procedures for safe storage of donated food determined for redistribution</li> <li>- Use different tools for storage of food</li> <li>- Understand and appropriately respect hygienic rules of the country</li> <li>- Know storage conditions and principles for different types of food</li> <li>- Establish controlling system of food safety and security</li> <li>- Avoid possible risk of microbial contamination</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams List of hygienic rules corresponding to national rules (for each partner's country)
<b>Length:</b>	3 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Transportation (especially for chilled, fresh, cooked and frozen food)	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Principles of food transportation, transportation of chilled food, transportation of fresh food, transportation of cooked food, transportation of frozen food
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Develop suitable system for transportation of donated food</li> <li>- Be familiar with conditions and hygienic rules related to the transportation of chilled, fresh, cooked and frozen food)</li> <li>- Create documentation needed for the food transportation</li> <li>- Define strategies and correct means of the food transportation</li> <li>- Analyse and manage risks endangering the process of food transportation</li> <li>- Consider economic aspects important for the transportation of chilled, fresh, cooked and frozen food</li> <li>- Establish conditions for effective transportation of donated food</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams List of advices and tips
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> Distributing, documenting, monitoring of the goods and reporting	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Systems of donated food distribution, monitoring of the goods, monitoring reports
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Establish suitable system of donated food distribution</li> <li>- Know and understand different systems for monitoring of the goods and donated food</li> <li>- Be familiar with donated food reporting</li> <li>- Provide effectively complex information about donated food</li> <li>- Know and understand the ways and tools for monitoring donated food</li> <li>- Integrate suitable monitoring tools and means in their organisations</li> <li>- Create monitoring report</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Study cases Examples of reports
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module:</b> How to find the right contacts (donors, end beneficiaries)	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Suppliers interested into the donation of food, identification of right suppliers, means for contacting suppliers
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know different ways how to contact suitable organisations willing to donate food</li> <li>- To attract representatives from the supply sector to cooperate and donate food</li> <li>- Recognise suitable organisations and representatives of supply sector</li> <li>- Know where to look for thoughtful organisations from supply sector</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: How to manage relationship with donors</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Efficient relationships with organisations from supply sector/donors, effective communication with organisation from supply sector/donors
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Identify an appropriate communication strategy with donors</li> <li>- Establish an effective communication strategy and relationship with donors all necessary processes</li> <li>- Set up and respect communication rules established with donors</li> <li>- Avoid possible conflicts and mistakes in communication and behaving with donors</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Donation models</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Donations models, differences of donation models
<b>Learning outcomes of the module:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand different types of donation models</li> <li>- Know differences of particular donation models</li> <li>- Establish donation model and strategy within their organisation</li> <li>- To determinate a donation model appropriate suitable to them and their partner organisations from supply sector</li> <li>- Know how the donation models arise</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Legislation on food safety (national and European)</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Food safety legislations, National food safety legislation, European food safety legislation
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Be familiar with food safety and hygienic regulations on national, as well as European level</li> <li>- Understand the legislation codes related to the food safety and security</li> <li>- Implement the food safety regulations and hygienic rules in the common daily operation in their organisations</li> <li>- Understand possible sanctions and corrections needed</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	4 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Corporate Social Responsibility (specifically related to recovery of food waste)</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Corporate Social Responsibility, Corporate Social Responsibility in recovery of food waste, triple bottom line
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Perceive the food waste as a complex economic, social and environmental problem</li> <li>- Understand the principles and philosophy of Corporate Social Responsibility related to recovery of food waste</li> <li>- Know the benefits for organisations implementing Corporate Social Responsibility related to recovery of food waste</li> <li>- Integrate Corporate Social Responsibility into their organisations</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Tax regulation in all project countries</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Tax regulation, conditions of tax reductions connected to food donation
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Understand the tax regulation related to the food donation</li> <li>- Be familiar with conditions connected to tax reduction</li> <li>- Know and apply the right to deduct output or input tax</li> <li>- Know the documentation and proofs needed for applying the right to deduct taxes</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams
<b>Length:</b>	2 hours of intense studying
<b>Assessment:</b>	
	Set of 5 to 10 questions - multiple choice with 1 correct answer

<b>Name of the Module: Accounting system for donated food in bookkeeping</b>	
<b>Target group:</b>	Representatives of charities
<b>Part:</b>	Recovery of food waste and redistribution
<b>Key words:</b>	Accounting systems of donated/received foods, accounting rules for food received from the donors
<b>Learning outcomes of the method:</b>	
<p>After completion of this course, it is expected that the participants will be able to:</p> <ul style="list-style-type: none"> <li>- Know accounting rules for donated food (gifts)</li> <li>- Understand the ways and principles of accounting system for donated food</li> <li>- Introduce the donated/received food into the accounting system</li> </ul>	
<b>Methods used:</b>	E-learning text with pictures, graphs or diagrams Examples of good practices
<b>Length:</b>	3 hours of intense studying
<b>Assessment:</b>	Set of 5 to 10 questions - multiple choice with 1 correct answer

**Annex 2: Distribution of the modules development**

Module	Responsible partner
<b>Common parts</b>	
<b>COMMON PARTS</b> Introduction Definition of food waste	<b>P5 - TEMPO</b>
<b>COMMON PARTS</b> Where and why waste is generated, measurement of food waste	<b>P4 – VENLO</b>
<b>SPECIFIC CONTENTS FOR REDUCTION OF FOOD WASTE FOR FOOD SUPPLY SECTOR</b>	
Improvement of planning and management of purchase needs Managing the purchase and supply chains Storage, food safety and food security Better transportation management Corporate Social Responsibility (specifically related to reduction of food waste) Marketing strategies to reduce food waste	<b>P4 - VENLO</b>
<b>SPECIFIC CONTENTS FOR DONATION FOR FOOD SUPPLY SECTOR</b>	
Storage, food safety and food security Transportation (especially for chilled, fresh, cooked and frozen food)	<b>P8 - LFB</b>
Legislation on food safety (national and European)	<b>P8 – LFB (with inputs from ALL PARTNERS)</b>
Tax regulation in all project countries	<b>P7- PFB (with inputs from ALL PARTNERS)</b>
Corporate Social Responsibility (specifically related to recovery of food waste)	<b>P7- PFB</b>
Accounting system for donated food in bookkeeping	<b>P7- PFB</b>

Module	Responsible partner
How to find the right contacts (charities) How to manage relationship with charities Donation models Monitoring of the goods and reporting	<b>P2 - HFB</b>
Risk management	<b>P6 - ERA</b>
Separation and recycling	<b>????</b>
<b>SPECIFIC CONTENTS FOR CHARITIES</b>	
Storage, food safety and food security Transportation (especially for chilled, fresh, cooked and frozen food)	<b>P8 - LFB</b>
Legislation on food safety (national and European)	<b>P8 – LFB</b> (with inputs from <b>ALL PARTNERS</b> )
Tax regulation in all project countries	<b>P7- PFB</b> (with inputs from <b>ALL PARTNERS</b> )
Corporate Social Responsibility (specifically related to recovery of food waste)	<b>P7- PFB</b>
Accounting system for donated food in bookkeeping	<b>P7- PFB</b>
How to find the right contacts (donors, end beneficiaries) How to manage relationship with donors Donation models Monitoring of the goods and reporting	<b>P2 - HFB</b>