



FOLOU

D7.7 – Joint cooperation (clustering) plan with relevant other projects and initiatives

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Abbreviations

Abbreviation	Meaning	
CL	Cluster	
D	Deliverable	
DEC	Dissemination, Exploitation and Communication	
EEAB	External Expert Advisory Board	
EU	European Union	
FL	Food Loss	
FLW	Food Loss and Waste	
FSC	Food Supply Chain	
GA	Grant Agreement	
GHG	Green House Gases	
JRC	Joint Research Centre	
PC	Project Coordinator	
SDG	Sustainable Development Goals	
Т	Task	
UN	United Nations	
WP	Work Package	





Executive Summary

The joint cooperation (clustering) plan provides an overview of all the clustering activities that will be done with other relevant projects and initiatives. The plan will be developed covering (i) enhancing complementarity, cooperation and uniform reporting in data collection, (ii) sharing of preliminary, unpublished results, (iii) aligning task planning to avoid duplication of work, (iv) exploring potential opportunities for joint publications, (v) enhancing mutual support in expanding networks, including potential endorsement and cooperation in the recruitment in twinning regions and (vi) cooperation in communication and dissemination activities.

The aim of this clustering plan is to take advantage of common fields of actions to maximise the project's impact through exchange of information, sharing methodologies, creation of synergies and enrichment of the project's scope, using existing resources while new opportunities for the sector are emerging.

The document not only considers the stakeholders' strategy to further explore the interlinkages between all the actors involved in the primary food production value chain, from farmers to public administrations, but it also sheds light on the importance of external networking through platforms with projects and initiatives working on food loss.

The action plan for a joint cooperation within the framework of the project is to directly engage in these platforms, by collaborative actions such as joint meetings, website publications and common events. Furthermore, the intention is to keep a close interaction with the sister project WASTELESS in terms of combining efforts for the development of deliverables, workshops, and dissemination of relevant material, while staying open to new opportunities.

The joint cooperation plan will be evaluated and updated annually by UVIC-UCC and PROMAN in accordance with all project partners and participants in network.





Introduction

Each year, a substantial amount of food loss is generated at the primary production stage; FL have negative impacts on the society, contributing to food insecurity, depleting natural resources, generating avoidable GHG emissions and creating pressure on land and water used in food production.

Tackling Food Loss and Waste is a challenge addressed by the SDGs. More specifically SDG Target 12.3 on sustainable consumption and production calls for halving per capita global food waste at the retail and consumer levels and reducing food loss along the production and supply chains by 2030.

Food Loss could be reduced and prevented by investing in sustainable, healthy and inclusive food systems which represents a triple win opportunity for the climate, for food security, as well as for the sustainability of our food systems. In that sense, a common understanding is required of where in the food supply chain the loss or waste is generated.

Currently, key challenges hampering the reduction of Food Loss encompass regulatory, technical, market-driven, scientific and social challenges. FOLOU project will contribute to overcome these challenges by supporting a solid knowledge and evidence-based prevention and reduction of Food Loss at the primary production stage. FOLOU will cluster with other projects to exchange information, share methodologies, generate synergies, strengthen relations and enhance the project's achievements. The cooperation will be established with projects funded under the same mechanism, like the sister project WASTELESS, but also with other projects and platforms¹ whose results and initiatives are relevant for and/or aligned with FOLOU's results.

In this context, the joint cooperation plan provides an overview of all the clustering activities that will be implemented with other relevant projects and initiatives, which are essential to define and adopt intervention strategies at the primary production stage of the value chain.

The plan described in this document addresses the following key aspects: (i) enhancing complementarity, cooperation and uniform reporting in data collection, (ii) sharing of preliminary, unpublished results, (iii) aligning task planning to avoid duplication of work, (iv) exploring potential opportunities for joint publications, (v) enhancing mutual support in expanding networks, including potential endorsement and cooperation in the recruitment in twinning regions and (vi) cooperation in communication and dissemination activities.

The clustering activities are also developed during other tasks of the FOLOU project regarding opportunities for joint cooperation (Tl.4), mutual support in expanding networks including recruitment in twinning regions (T7.2) and organisation of national stakeholder workshops (T7.4).

The joint cooperation plan will be evaluated and updated annually by UVIC-UCC and PROMAN to ensure its relevance, in agreement with all project partners.

¹ From now on and to avoid confusion, in the current document the concept platforms includes networks, working groups, hubs, etc.



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1. Objectives

The aim of clustering with other projects and initiatives is to **take advantage of common fields of actions**, such as tasks with similar objectives or milestones, **to maximise the project's impact** through exchange of information, sharing methodologies, creation of synergies and enrichment of the project's scope.

To strengthen the collaboration with existing initiatives and projects related to food losses, the joint cooperation plan is developed to:

- Enhance complementarity, cooperation and uniform reporting in data collection.
- Share preliminary, unpublished results.
- Align task planning to avoid duplication of work.
- Explore potential opportunities for joint publications, e.g., the database uploaded at the EU Platform on Food Losses and Food Waste.
- Provide mutual support in expanding networks, including potential secondments, and cooperation in the recruitment in twinning regions (T7.2.)
- Cooperate in communication and dissemination activities such as joint training courses (WP6), organisation of national stakeholder workshops (T7.4.), alignment and consistent communication for developing policy recommendations, etc.

The main objective of the clustering plan is to use existing resources while creating new opportunities for the sector by the joint cooperation. In order to achieve these objectives, some steps need to be taken which are detailed as follows:

- 1. Map European and national projects, platforms and initiatives focusing on topics related to FOLOU project and identify those of relevance to its scope.
- 2. Identify areas of work and opportunities for potential collaboration that are relevant to the project.
- 3. Create the Clustering Action Plan (D7.7) that will serve as reference to all FOLOU partners until the end of the project.

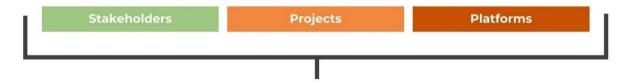
This document includes the clustering strategy that will be adopted and it will be shared with the FOLOU partners. Moreover, it communicates all the key interactions and activities that will be sought in the framework of the project, helping to undertake clustering/networking activities with other related projects. Finally, the monitoring strategy defined in D8.2 will be used as a tool for tracking of the clustering outcomes and activities.





2. Methodology

To achieve the objectives mentioned in the section above, the methodology of the clustering activities has to create external connections with relevant other projects and platforms, as well as these should be complimentary aligned with the stakeholder's engagement strategy. Therefore, **the methodology has been divided into the following 3 actions**:



- a. Collection of relevant information on stakeholders, projects and platforms.
- **b**. **Mapping** complementary projects, platforms and initiatives to identify synergies and establish a **connection criteria**.
- c. Establishment of a plan to exploit the identified connections.

The actions needed to accomplish the objectives of the clustering plan are being detailed in the following sections as well as what has been previously done.

2.1. Previous work

The FOLOU Consortium has already compiled a list of projects which includes national and international projects (planned, ongoing or finished) related to food loss, food waste, innovative farming technologies (remote sensing, etc.) as well as national and international organisations and institutions engaged in food loss prevention and reduction.

Furthermore, the following steps are currently being implemented to ensure an effective engagement and other potential collaboration actions:

- Identification of stakeholders who may be interested in participating in clustering activities through screening of relevant project databases and making use of FOLOU project partners' networks.
- Surveying the identified stakeholders and projects to collect their interest in participating in different FOLOU's WP-related activities.
- Organisation of a set of virtual roundtables involving FOLOU WP leaders and interested stakeholders of external projects to discuss the extent and format of potential involvement and cooperation.
- Formalising the outcomes of discussions in a joint cooperation plan agreed by FOLOU and external project partners allowing for different levels of involvement by different project stakeholders.
- Regular meetings between FOLOU and associated partners and annual update of the joint cooperation plan to monitor implementation, practicability and relevance of the clustering activities and adapt activities where and when needed.





2.2. Collection of relevant information on stakeholders, projects and platforms

For a successful implementation of the clustering plan, it is crucial to have a well-structured system in order to collect all relevant information from the very beginning. Once this aspect has been resolved, the first step should be to collect information about Consortium previous contacts, to identify its initial potential. This include both direct contact with key stakeholders, membership or participation in platforms related to the project work topic as well as contact with partners from other related projects.

The tools designed to collect and keep records of the relevant stakeholders, projects and platforms information are mainly Excel spreadsheets, allowing to finetune it. The material proposed in this deliverable was co-created and agreed with the project partners.

The Excel files that collect information are on the FOLOU project shared folder accessible to all the Consortium partners. To improve the project management, two files have been created: one including information about potential contacts and another with those who have been already contacted indicating their purpose on the project. These files are updated every time a new connection is identified and/or done.

This system not only helps to keep traceability and monitoring of the stakeholders engagement plan of the project, but also avoids contact duplicity while centralising information. Furthermore, these files enhance the stakeholders' network within the project framework, being useful to collect information on other projects and platforms.

On the other hand, participation in events and conferences related to the topic of the project, not only those organized by the FOLOU project itself, will be a good opportunity to gather this kind of information more easily. This information will be then added to the Excel files.

Finally, it is considered that communication and dissemination activities defined under the D8.2 will be a key element for the process of identifying and collecting relevant information on stakeholders, projects and platforms, whether actively or passively.

2.3. Mapping complementary projects, platforms and activities to identify synergies and establish a connection criteria

With a duration of 4 years, FOLOU gathers 15 multidisciplinary beneficiaries from 8 countries and 1 associated partner joining forces around the common challenge of preventing and reducing the amount of food intended for human consumption that is eventually lost in the primary production stage.

Starting from the Consortium partners' networks and previous contacts, initial clustering actions can be done to assess the previous potential at the disposal of FOLOU. On another level, it is also necessary to identify and evaluate the set of platforms on which the knowledge generated by the project can have a relevant





impact. This leads to the establishment of a complex ecosystem of relationships, which is why it is important to carefully prioritize efforts.

The assessment of interest and connection in FOLOU project activities has been differentiated according to the nature of the external target: stakeholders, other projects or platforms.

To collect identified stakeholders or projects of interest to participate in the FOLOU activities, as well as to establish a connection criterion, a survey has been created in M6 and made available on the <u>FOLOU webpage</u> with the aim to explain the key areas of work of the project and to allow interested actors to express their preference for involvement in one or the other activities carried out by the project.

This tool serves as a first step to identify potential collaborators of FOLOU, both for the cooperation activities, as well as for the knowledge exchange and the replicability actions.

The Get Involved survey is a Google Forms document, that is meant to gather information on possible collaboration opportunities in different WP-related activities. The questions are reported in *Table 6* of the Annex 1.

Regarding both projects and platforms, the mapping and establishment of contact will be done actively throughout the project by the members of the consortium, but with the supervision of the FOLOU coordinator and the partners who are assigned responsibilities in this type of tasks.

Special consideration will be given to the synergies with projects or platforms that may come specifically from the implementation of communication and dissemination actions. FOLOU's communication actions will promote approaches such as the cross-dissemination of events or relevant results, the support for the current activity of networks or associations, the dissemination of tools or the inclusion of direct references in the FOLOU's contents.

2.3.1. Stakeholders and engagement strategy

In the framework of the FOLOU project, a stakeholder mapping and engagement strategy was developed and delivered in June 2023 (M6) as D8.1. The document provides an overview of the preliminary mapping of key stakeholders of the primary food production stage.

The FOLOU concept revolves around the idea of three interlinked FOLOU actionable steps, the so-called (i) **FOLOU-ME**, (ii) **FOLOU-ERS** and (iii) **FOLOU-EU**, where key stakeholders are involved to different extents as shown in *Figure 1* below:





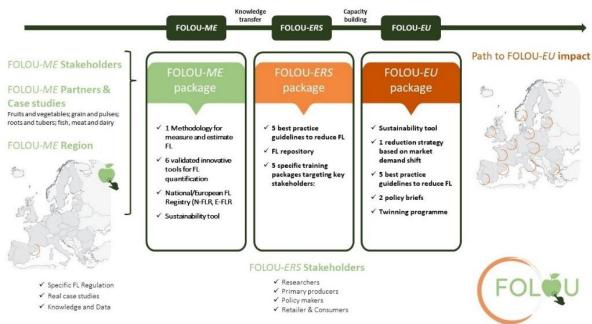


Figure 1. Overview of the main actionable steps.

The D8.1 report is structured in two main sections: the first one provides a description of who are the stakeholders of main interest, the quadruple helix approach and the stakeholder mapping centred around factors related to interest and influence; whereas the second section focuses on the FOLOU three actionable steps and how stakeholders will be involved at the different stages of the project.

The main indications provided by the D8.1 report have been considered, especially to define specific elements of the clustering plan. The stakeholders mapping and engagement strategy can be used in a complementary way with the clustering activities, as it is important to align well their objectives and execution.

2.3.2. Collaboration actions with projects

One of the key factors for the success of the FOLOU joint cooperation is the ability to establish contact with the ongoing work that is being carried out in other similar or complementary projects to use the existing resources. It will be important to contact them actively, always with the vision of detecting possible synergies: joint resolution of challenges, mutual support in communication and dissemination of results, organization of joint events, etc.

In total, there are **67 projects that have been identified** as suitable to undertake joint activities with FOLOU. From those, **15 projects have been selected** because their results are specially aligned with FOLOU core activities. The list of the projects and their potential links activities in different WP can be found in *Table 7* of the Annex 2.

Moreover, all these activities will be permanently updated according to the opportunities that appear during the execution of the project. If necessary, all the FOLOU partners will be aware in the exploration of new collaborations with other projects, as well as it should be considered that the other way round can occur.





2.3.2.1. The sister project: WASTELESS

The <u>WASTELESS</u> project, funded under the same FOLOU's call HORIZON-CL6-2022-FARM2FORK-01, focuses on reducing food losses and waste throughout the supply chain, from production to consumption. By implementing advanced data analytics and machine learning algorithms, it aims to optimize inventory management and to minimize waste in grocery stores and supermarkets. Through real-time monitoring and predictive analytics, the project enables retailers to make informed decisions, such as dynamic pricing and targeted promotions, to prevent food from going to waste.

The collaboration with the sister project WASTELESS began even before the projects started, as we collaborated during the Grant Agreement preparation to coordinate the projects from their early stages. The collaboration has been framed since the beginning of the projects to promote the highest level of interaction possible. Quarterly meetings are held between the project coordinators and the communication and dissemination leaders of each project in order to inform and define the following actions together.

A proposal of collaboration actions document between the projects was created and shared internally in June 2023, and it includes:

o Co-organization of thematic workshops and joint participation in events.

Both projects share a common interest in conferences and events organised around the same topic. A list of upcoming events of interest for both projects is shared and updated regularly in a folder. What is more, the possibility of both projects attending (jointly) some of these events will be discussed.

Furthermore, there is an exchange of ideas for a possible joint organisation of workshops. These workshops could cover specific topics of interest for both projects, and they could be either internal or inviting external experts. Currently, we are both preparing a topical session together for the LCA Food International Conference that will take place in Barcelona, 8-12th of September 2024.

Inclusion of the other project during the External Expert Advisory Board meetings or other type of project management meetings.

Both projects include in their governance structure an External Expert Advisory Board (EEAB). A collaboration action could be to include each other either in the EEAB or as participants in (some of) these meetings. Alternatively, other bilateral meetings may be organised if it is agreed that the input from the other project can be relevant.

Develop a common action plan to communicate results and activities with the JRC.

A common plan to communicate more effectively and efficiently with the Joint Research Centre (JRC) will be established. Both projects have a WP dedicated to the dissemination and exploitation of project results, including clustering activities involving the JRC and numerous projects and initiatives. The coordinators and the





respective WP leaders in both projects will meet internally, and later a common strategy will be agreed.

Explore the possibilities to combine efforts related to project deliverables (e.g., the creation of the digital toolbox).

Both projects will be developing outputs which can be considered as complementary (e.g., "digital toolbox" from WASTELESS and FL repository, registry and sustainability tool from FOLOU). The possibility to combine efforts to develop and deliver effective outputs will be discussed and considering their content and target audience for each case.

o Joint participation in the Knowledge Sharing Platform (KSP).

Both projects are currently participating in the SFS Innovation Platform: WASTELESS as manager and FOLOU as contributor. The platform is an online environment to share knowledge on food systems and raise awareness about the projects among different stakeholders as well as provide the space to publish innovation(s) and tools, Case Studies/Pilots/Living Labs and Practice Abstracts. Every two months representatives of each project join the meeting of the platforms' Working Group.

o Inclusion of each other in dissemination materials (e.g., Newsletters).

As both projects publish biannual newsletters, a section is being dedicated to the sister project where updates/news/events/etc., can be shared. Furthermore, the newsletters will be shared in advance with the Consortium of the sister project for co-development and cross-dissemination.

o Invitation to participate in trainings organised by each project.

Various trainings on different topics (e.g., ways to measure FLW, how to reduce FLW for retailers, consumers), will be developed by each project. Once available, these trainings will be shared with the sister project. When necessary, special sessions of the trainings will be organised for the sister project partners.

Social Media interactions.

Each project will follow the social media accounts of the sister project. In addition, a common hashtag (#FLWsisters) has been decided to be used consistently by both projects in posts to link activities and news through these dissemination channels.

2.3.2.2.Other projects

Apart from the sister project WASTELESS, a mapping of complementary projects and activities should be done to identify synergies. The main purpose is to be able





to build on the experiences of previous projects, avoid duplicating work and create more robust results.

The screening for fellow projects and initiatives with common fields of action has been carried out via different mapping channels:

- o Projects affiliated to the <u>FOOD 2030 Project Collaboration Network</u> developed by the CLEVERFOOD project under the topics *Policy and governance for food system transformation, innovation, digital tools and sustainability assessment, and public engagement and multi-stakeholder collaboration.* These projects are included in the recently created platform: the <u>Sustainable Food Systems Network</u> (SFSN) which was established by CLEVERFOOD to coordinate cross-project collaboration, and to work together on concrete actions within the topics mentioned above. The FOLOU project became part of the SFSN network in M6.
- o Projects suggested by the sister project WASTELESS, in the framework of the <u>Sustainable Food System Innovation Platform</u>.
- Projects identified in the Food Loss and Waste monitoring sub-group from the <u>EU Platform on Food Losses and Food Waste</u> and the <u>EU Food Loss and</u> <u>Waste Prevention Hub</u>.
- o Projects already linked to some FOLOU partners under the scope of the <u>Biorefine Cluster</u> and the <u>ZeroFLW Business Ecosystem Group</u>.

This first mapping resulted in a list of over 66 projects, from which a sub-group was selected based on the following criteria:

- ✓ Projects that are ongoing or have recently ended.
- ✓ Projects' results and activities are relevant for and/or specially aligned with the FOLOU core activities.

At M12, the selected projects for the clustering activities account to **14 projects**. The selection of these projects and initiatives is **still in progress**. The current overview of identified projects can be consulted in *Table 1*. The list will be constantly updated during the project duration.

Table 1. List of projects of interest (66), the selected ones in bold (14).

	Project	Website	Status
1	AgriFood Training Partnership	https://aftp.co.uk/	Finished
2	BlueBio Cof MARIGREEN	http://www.marigreen-project.eu/	Ongoing
3	Construction of a cold-store facility by the Hanság-Fertőmenti Cooperative	https://enrd.ec.europa.eu/projects- practice/construction-cold-store-facility-hansag- fertomenti-cooperative_en	Finished
4	EIT Food Consumer Trust Tracker	https://www.eitfood.eu/projects/eit-food-trusttracker	Finished
5	EIT Food Don't be a Food Waster	https://www.eitfood.eu/projects/dont-be-a-food-waster	Finished
6	EIT Food Get Wasted: Circular food platform that fights food waste	https://www.eitfood.eu/projects/get-wasted-circular- food-platform-that-fights-food-waste	Finished
7	EIT Food Professional Education Framework	https://www.eitfood.eu/projects/professional- development-framework-2	Finished





	Project	Website	Status
8	EIT Food Revolutionising the Food Chain with Technology	https://www.eitfood.eu/projects/revolutionising-the- food-chain	Finished
9	EIT Food Robin Food	https://www.eitfood.eu/projects/robin-food	Finished
10	EIT Food Smart-ET	https://www.eitfood.eu/projects/smart-et	Finished
11	Enhancement of lesser quality kiwifruit for size and shape for the production of naturally rich in functional compounds to human metabolism snack	https://ec.europa.eu/eip/agriculture/en/find- connect/projects/valorizzazione-dei-kiwi-di-minor- pregio-dimensione	Finished
12	ENI CBC Med Med4Waste	https://www.enicbcmed.eu/projects/med4waste	Ongoing
13	H2020 Agro2circular	https://agro2circular.eu/	Ongoing
14	H2020 Agrobridges	https://www.agrobridges.eu/	Ongoing
15	H2020 AgroStore	https://cordis.europa.eu/project/id/967357	Finished
16	H2020 BBIJU Model2bio	https://www.model2bio.eu/	Ongoing
17	H2020 CO-Fresh	https://co-fresh.eu/	Ongoing
18	H2020 CROPDIVA	https://www.cropdiva.eu/	Ongoing
19	H2020 DWC	https://www.digital-water.city/	Finished
20	H2020 ENERWATER	N.A.	Finished
21	H2020 FAIRCHAIN	https://www.fairchain-h2020.eu/	Ongoing
22	H2020 FOODRUS	https://www.foodrus.eu/	Ongoing
23	H2020 FUSILLI	https://fusilli-project.eu/	Ongoing
24	H2020 FUSIONS	http://www.eu-fusions.org/	Finished
25	H2020 LOWINFOOD	https://lowinfood.eu/	Ongoing
26	H2020 MSCA Food Loss in History. Insights into the food produced but never consumed	https://cordis.europa.eu/project/id/797802	Finished
27	H2020 Mycokey	http://www.mycokey.eu/	Finished
28	H2020 PLOUTOS	https://ploutos-h2020.eu/	Ongoing
29	H2020 POWER4BIO	https://power4bio.eu/	Finished
30	H2020 REFRESH	https://eu-refresh.org/index.html	Finished
31	H2020 RUSTICA	https://rusticaproject.eu	Ongoing
32	H2020 SEA2LAND	www.sea2landproject.eu	Ongoing
33	H2020 SISTERS	https://sistersproject.eu/	Ongoing
34	H2020 SwafS D-NOSES	https://dnoses.eu/	Finished
35	H2020 Waseabi	https://www.waseabi.eu/	Ongoing
36	H2020 ZEROW	https://www.zerow-project.eu/zerow	Ongoing
37	HE AWARE	https://www.aware-eu.eu/	Ongoing
38	HE BIORECER	www.biorecer.eu	Ongoing
39	HE Chorizo	https://chorizoproject.eu/	Ongoing
40	HE Cleverfood	https://food2030.eu/projects/cleverfood/	Ongoing
41	HE COREnet	https://shortfoodchain.eu/	Ongoing
42	HE CULTIVATE	https://cultivate-project.eu/	Ongoing





	Project	Website	Status
43	HE EU4ADVICE	https://www.eu4advice.eu/	Ongoing
44	HE NOVAFERT	https://www.novafert.eu/	Ongoing
45	HE ToNoWaste	https://tonowaste.eu/	Ongoing
46	HE Waste4Soil	N.A.	Ongoing
47	Interreg Bioboost	https://www.interreg2seas.eu/en/bioboost	Finished
48	Interreg Ecowaste 4 food	https://projects2014- 2020.interregeurope.eu/ecowaste4food/	Finished
49	Interreg Embrace	https://embrace.interreg-med.eu/	Finished
50	Interreg FLAVOUR	https://www.interreg2seas.eu/en/FLAVOUR	Finished
51	Interreg Food From Food (Triple F)	https://www.foodfromfood.eu/	Finished
52	Interreg Food Heros	https://www.nweurope.eu/projects/project- search/food-heroes-improving-resource-efficiency- through-designing-innovative-solutions-to-reduce- food-waste/www.zlto.nl	Finished
53	Interreg GreenGrowth	https://green-growth.interreg-med.eu/	Finished
54	Interreg INNOTRANSLACT	https://www.innotranslact.com/fr/page-daccueil/	Finished
55	Interreg Local products for the people	https://keep.eu/projects/25953/Thematic-cooperation- to-mak-EN/	Finished
56	Interreg MARLENE	https://keep.eu/projects/22855/Measures-to-reduce- food-was-EN/	Finished
57	Interreg ORHI	https://www.orhi-poctefa.eu/en/home/	Finished
58	Interreg REAMIT	https://www.reamit.eu/	Finished
59	Interreg Renu2Farm CAP	https://vb.nweurope.eu/projects/project- search/renu2farm-nutrient-recycling-from-pilot- production-to-farms-and-fields/	Finished
60	Interreg STREFOWA	http://www.reducefoodwaste.eu/index.html	Finished
61	LIFE Circular Greece	https://circulargreece.gr/	Ongoing
62	LIFE GISWASTE	http://www.lifegiswaste.eu/en/	Finished
63	LIFE Waste to Resources IP	https://wastetoresources.varam.gov.lv/en	Ongoing
64	New service at Ikšķile community - juice production	https://enrd.ec.europa.eu/projects-practice/new- service-ikskile-community-juice-production_en	Finished
65	Social farming and product innovation	https://enrd.ec.europa.eu/projects-practice/social- farming-and-product-innovation_en	Finished
66	WES – Water and Environment Support in the ENI Southern Neighbourhood region	https://www.wes-med.eu/	Ongoing

This list will be constantly updated as new opportunities are detected with other projects. For instance, the FOLOU project has already been contacted by AWARE and CULTIVATE projects to define some collaboration actions and further strategies that can be shaped. This stage is still in progress to be decided and stablished between them in year 2, as these projects were not previously selected under the mentioned criteria.

Moreover, a meeting has been held with the ZeroW project to be aligned on the primary production stage definitions and methodologies, as well as to join forces in reporting policy regulations and identifying frontrunner regions. Finally, in year 2 both projects will explore the possibility to write joint statements together.





2.3.3. Platforms

Apart from the sister project, FOLOU is currently involved in selected platforms (networks, hubs, clusters, working groups, etc.) described in the following *Table 2*. It is necessary to mention that this table will be evaluated and updated annually, since the project is in its first year of implementation and still in progress by developing its joint activities.

Table 2. List of platforms of interest.

	Platform name	Website	Project description
1	Biorefine Cluster	https://www.biorefine.eu/	The Biorefine Cluster Europe interconnects projects and people within the domain of biobased resource recovery, striving to contribute to a more sustainable resource management.
2	CLEVERFOOD / FOOD 2030 / SFSN	https://food2030.eu/	CLEVERFOOD will mobilise society to transform food systems by establishing and operationalising the FOOD 2030 Project Collaboration Network, creating the SFSN.
3	EU Food Loss and Waste Prevention Hub	https://ec.europa.eu/food/s afety/food_waste/eu-food- loss-waste-prevention-hub/	The EU Food Loss and Waste Prevention Hub is a "one- stop-shop" for stakeholders active in FLW prevention and reduction.
4	EU Platform on Food Losses and Food Waste	https://food.ec.europa.eu/sa fety/food-waste/eu-actions- against-food-waste/eu- platform-food-losses-and- food-waste/thematic-sub- groups/food-loss-and- waste-monitoring_en	Part of the FLW monitoring sub-group A platform that supports members in sharing information on FLW measurement activities carried out by national authorities and actors in the food value chain and monitoring food waste levels. Also, it exchanges information with UN Agencies concerning the monitoring of the SDG 12.3 target to align EU reporting obligations and contributed to developing a common EU methodology and indicators to measure FW.
5	SFS Innovation Platform	https://sustainablefoodplatf orm.eu/	The SFS Innovation Platform created by ended project SMARTCHAIN is an online environment for those interested in sustainable food who want to stay updated. It includes case studies, initiatives, innovations, practice abstracts, publications and weblinks. Currently it has 4 managing projects and 5 contributors.
6	ZeroFLW Business Ecosystem Group	https://www.zerow- project.eu/zeroflw- business-ecosystem	The ZeroFLW Business Ecosystem is a network for organisations with commercial insight who are interested in discussing and supporting spin-offs, innovative ideas, and business opportunities related to FLW.

Moreover, some platforms are being considered to collaborate and contribute to during the next stages of the FOLOU project when some results and initiatives will be published and workshops organised. One of these is the Knowledge Hub or the SFS-Med platform, in which good practices, strategies, collaborative actions, knowledge, commitments and pledges can be shared with other projects and initiatives from EU and Mediterranean countries.

It should be mentioned that these platforms could be also used to explore opportunities for collaboration with field experts for their involvement in related tasks under development or for their participation in the project's events. In this sense, in 2024 FOLOU will organise 3 online discussions/round tables about the FL definition and methodology, that will be announced through these networks.

As well as with relevant projects, a list of these 6 platforms and their potential links with FOLOU core topics in several WP can be found in *Table 8* of the Annex 2. Moreover, all these linkages will be permanently updated according to the opportunities that appear during the execution of the project. If necessary, all the





FOLOU partners will be aware in the exploration of new collaborations with other projects, as well as it should be considered that the other way round can occur.

2.3.4. Identified joint activities

In the following section we describe the different joint cooperation activities identified and classified for selected relevant projects and platforms in which the FOLOU project is currently involved.

The currently scheduled co-joint activities are indicated in **green** whereas those identified as possible future joint activities are presented in **orange**.

As mentioned in section 4.2, from the total of projects, 15 have been selected because their results are specially aligned with FOLOU core activities. This also includes the sister project WASTELESS. The current and possible joint activities with selected projects are shown in the *Table 3* below.

Table 3. List of current and possible joint activities identified in the first year of FOLOU with selected projects.

		Thematic external events	Internally organised events	Combined communication and dissemination	Combined workshops	Co-create scientific papers, advocacy materials	More information
1	H2020 Agrobridges	X		X			
2	H2020 FOODRUS	X	X Every 2–3 months	Х	X		
3	H2020 FUSIONS *finished						Review results & identify strategic partners
4	H2020 LOWINFOOD	X	X Every 2–3 months	Х	X		p 20. 10. 10. 10.
5	H2020 REFRESH *finished						Review results & identify strategic partners
6	H2020 SISTERS	X		X			·
7	H2020 ZEROW	X	X In M12	X	X	X	Write joint statements
8	HE BIORECER	X		X			
9	HE Chorizo	X		X			
10	HE Cleverfood	Х	X 20 th Sept. &follow-up	X SFSN	X	X	Shared surveys
11	HE ToNoWaste	X		X			
12	WASTELESS (sister project)	X	X Every 2–3 months	X Newsletters	X	Х	
13	Interreg Ecowaste 4 food *finished						Review results & identify strategic partners
14	Interreg Food Heros *finished						Review results & identify strategic partners
15	Interreg STREFOWA *finished						Review results & identify strategic partners





On the other hand, there are 6 platforms in which FOLOU is currently participating. The current and possible joint activities with selected projects are shown in the *Table 4* below.

Table 4. List of current and possible joint activities identified in the first year of FOLOU with selected platforms.

		Thematic external events	Internally organised events	Combined communication and dissemination	Combined workshops	Co-create scientific papers, advocacy materials	More information
1	Biorefine Cluster			X			
2	CLEVERFOOD / FOOD 2030 / SFSN	Х	X 20 th Sept. & follow-up	X SFSN	X	X	Find the external event <u>here</u>
3	EU Food Loss and Waste Prevention Hub		·	X Monthly			
4	EU Platform on Food Losses and Food Waste			X			
5	SFS Innovation Platform	X	X Every 2 – 3 months	X	Х		
6	ZeroFLW Business Ecosystem Group			X			

It should be considered that it includes different projects and platforms and possible co-joint activities identified in the first year of the project (e.g., peer review of key documents or dissemination of surveys). Related to the events, there is a frequently updated document of the D8.2 in the project shared folder with all the upcoming events.

It will be more potential collaboration opportunities to come in the lifespan of FOLOU until its end in December 2026.





2.4. Establishment of a plan to exploit the identified connections

The Clustering Action Plan consists of a short list of proposed actions to help FOLOU Consortium partners in the interaction with other projects and platforms and fulfill the objectives mentioned in previous sections.

After analysing the results of the previous phase on the identification of collaboration opportunities and connections with FOLOU, the Clustering Actionable Steps of the project are available in the following *Table 5*.

Table 5. The Clustering Actionable Steps.

Action n°	Who (FOLOU partner)	What	When
1	Everyone	Keep record of any activity made with selected projects and initiatives, either events or capitalisation of results. In the project shared folder.	All project duration
2	Everyone	Keep updated the excel file of the organisations, projects and stakeholders information. In the project shared folder.	All project duration
3	Everyone	Extend the survey <i>Get Involved</i> to those stakeholders, projects and initiatives to explore possible collaboration options via email, platforms	By June 2023
4	Communication WP leader and PC	Frequent meetings with current platforms to develop and enhance specific collaboration actions (boost communication, spread surveys, disseminate results, promote events)	All project duration
5	Everyone	Use selected platforms to boost the search of experts related to the tasks under development or events participation.	All project duration
6	WP leaders with the support of FOLOU clustering strategy managers	Check the <i>Annex 2</i> : identify interesting projects available, contact them and seek collaboration.	By Dec 2023
7	WP7 & WP8 leader	Constantly verify the alignement of the clustering plan, stakeholder engagement plan and DEC.	By Dec 2023
8	WP7 leader with the support of the Coordination team	Report the updates and anually monitor the clustering plan to Consortium partners. In the project shared folder.	M24, M36 and M48
9	WP8 leader with the support of the Coordination team	Follow-up the interaction with sister project WASTELESS according to the action plan proposal. In a common shared folder.	All project duration
10	WP7 leader with the support of the Coordination team	Implement the expected joint activities with the selected projects and explore new possibilities through direct contact.	By Dec 2023
11	WP7 leader with the support of the Coordination team	Implement the expected joint activities with the selected platforms and explore new possibilities through direct contact.	By Dec 2023
12	WP7 leader with the support of the Coordination team	Assess the collaboration with new platforms.	By Dec 2023





Subsequent to the mapping, we addressed the need to provide the FOLOU Consortium partners with information that will allow them to identify those projects and platforms of interest for certain activities. This information can be founded in the shared folder and detailed in the monthly meetings, if there are changes (e.g., this deliverable updated will be shared in the Project Meeting and General Assembly in Ancona by January 2024).

The clustering strategy of FOLOU to achieve the objectives mentioned in the document, is distributed along the project as shown in *Figure 2* below:

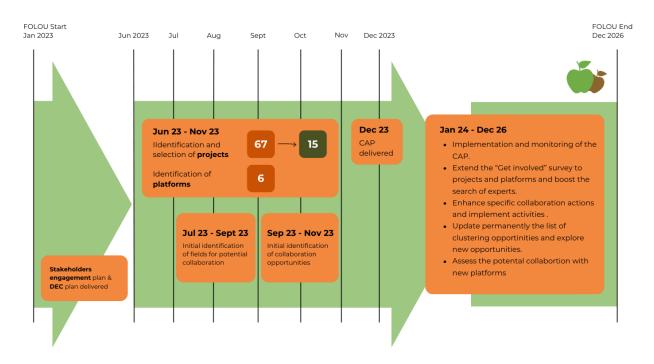


Figure 2. Gantt diagram with FOLOU's clustering strategy.

Finally, in addition to these actions, UVIC-UCC as project coordinator and PROMAN as partner responsible for the clustering activities in WP7 will actively continue the process of establishing communication with new projects, promoting networking and collaboration, exploring synergies, promoting the project and its results, and bridging collaboration and clustering opportunities.

2.4.1. Task monitoring strategy

The FOLOU coordination team and PROMAN as WP7 leader will be in charge of monitoring the plan every year through updates of the collaboration activities that have been performed with the identified actors, selected projects and relevant platforms.

The implementation of the clustering actionable steps and joint activities with external projects and platforms will be monitored via the following interactions:

 Request updates to Consortium partners via e-mail about the development of each Clustering Actionable Steps.





- During the monthly online Consortium Managing Committee meetings, request updates on the collaborations held in platforms or programmed with the selected projects, including the sister project. Applicable also to Project Meeting and General Assemblies.
- Send out quarterly reminders to all Consortium partners to:
 - keep record of any activity carried out with stakeholders, projects and platforms, including DEC activities (Action 1 of the Clustering Action Plan), report them to the Coordination team and update the monitoring tool.
 - o reread the Clustering Action Plan and this deliverable before starting the organization of webinars, seminars and any FOLOU events, looking for inspiration for synergies, paying special focus to *Annex 2* for both projects and platforms.





3. Conclusions and work ahead

The joint cooperation and clustering plan of FOLOU is based on the existing resources to create new opportunities for the sector while maximising its impacts. Regarding this, the project has joined forces with selected relevant projects and platforms complimentary to stakeholders in order to enhance its impact.

In the period M1-M12, the work done has predominantly focused on the screening phase. Stakeholders, projects and platforms interesting for FOLOU have been properly contacted and identified. These are specially aligned not only for their potential in FOLOU's core activities, but also for their potential collaboration options in each of the areas.

This classification through shared files not only helps to visualise the connections and stablishing them, but also to avoid duplicity of efforts. These documents will be permanently updated according to the opportunities that appear during the execution of the project. Once detected new linkages, PROMAN as WP responsible will identify and classify the connections with FOLOU.

Moreover, each partner is also responsible for making new possible connections and explore them through the *Get involved* survey, which has demonstrated its effectiveness.

The joint cooperation with the sister project WASTELESS has demonstrated to be effective and efficient not only for both projects but also in the internal organisation. Several collaboration opportunities have been identified and a proposal for cooperation actions has been created. Quarterly meetings are being held in order to maintain an active communication and share results, as well as participation in biannual newsletters and General Assembly meetings.

Therefore, it is important to note that the initial effort has been focused on the identification of strategic spaces to ensure the impact of the FOLOU project results. The relationship with other projects as well as the alignment of the objectives with each platform can bring multiple benefits to the project, that can be summarised in: the opportunity to generate more solid results, the improvement of coordination with other actors dealing with the same topic, and the access to opportunities that allow the dissemination and exploitation of the results at a higher level.

However, in the following phases of the FOLOU it will be necessary to define more specific co-joint activities with those selected projects and platforms that are currently relevant to the project development. Moreover, to further increase the scope of the project network, it is needed to strengthen the connections with public administrations to improve the results implementation and impact.

It is also necessary to constantly keep the Consortium partners and all the actors involved informed about the project updates that follow in their field of expertise and that can be of their interest. In this sense, the evaluation and update of the clustering action plan will ensure a not only a proper implementation but also a planification of the activities to be undertaken.





Different ways of interaction and involvement are required in order to achieve sound knowledge exchange. Selected stakeholders, projects and platforms will be actively involved in actions of FOLOU such as workshops, bilateral meetings, focus groups as a very effective way to be engaged them going beyond mere request for participation to questionnaires or interviews. With regards to online interactions, frequent interactions to keep them informed about project activities would be acceptable. It is considered that the project will return the same actions back to the actors involved.

In 2024, it is intended to have held at least one common workshop with the sister project (as it will be in the LCA Food International conference), broaden the project network in selected areas or those with deliverables in course to have more external reviewers, improve and develop common actions with several public administrations and publish relevant results in platforms as the Knowledge Hub.

Furthermore, in the coming years until the end of the project in 2026, FOLOU will strength its linkages with several platforms, and actively collaborate in creating communication content, such as sharing technical surveys in the SFSN and publishing at least one monthly article to the EU Food Loss and Waste Prevention Hub.

To update the list of interesting projects, UVIC-UCC and PROMAN will be aware of the new EU funded projects in related topics and try to contact them to create synergies. For ongoing and future projects, FOLOU will continuously look for collaboration and alignment with its core activities within the WPs, assessing the potential of their results and easily identifying collaboration opportunities.

Far away from its importance as a communication action, this joint cooperation and participation with other projects and platforms has its benefits in accomplishing the objectives of the clustering strategy (e.g., look for field experts, creating new interesting connections, organising discussions, promote events, etc.)

The implementation of this clustering strategy is a turning point for FOLOU: the expected impact of our project relies on creating new opportunities for the sector by the joint cooperation.





D7.7 – Joint cooperation (clustering) plan with relevant other projects and initiatives

Annex 1
Get involved survey





Table 6. The FOLOU Networking and Clustering survey.

Qu	estion	An	swer options
1.	Name		pen answer]
2.	Institution		pen answer]
3.	Role		Researcher
٥.	There	П	Public administration
			Agri-food sector
			<u> </u>
			Non-Governmental organisations
			Consumer
			Others
4.	Email	lok	pen answer]
5.	FOLOU is trying to define and harmonize the system		Yes, I would like to be involved and to give
	boundaries of Food Losses , for example, what should		my opinion about the ongoing
	and what shouldn't be considered Food Loss? What		developments made by the project. For
	stages of the food supply chain shall be considered		example, answer surveys, participate in
	and included in the system boundaries? How to		open consultations, etc.
	harmonize the different system boundaries promoted		Yes, I would like to be informed and/or to
	by different entities (e.g., national regulations, FAO,		receive the final outputs and documents
	scientific research, etc.). Are you interested on bringing		from this specific task.
	knowledge to this topic and give your feedback?		I am not interested in this specific topic.
6.	FOLOU is developing methodology for the		Yes, I would like to be involved and to give
	measurement of food losses. When, what, how and		my opinion about the ongoing
	who should measure and report food losses. FOLOU is		developments made by the project. For
	aiming to cover different commodities and different		example, answer surveys, participate in
	value chains such as (i) fruits and vegetables, (ii) grains		open consultations, etc.
	and pulses, (iii) roots, tubers and oil crops, (iv) meat and		Yes, I would like to be informed and/or to
	dairy and (v) aquaculture and fisheries. Are you		receive the final outputs and documents
	interested on bringing knowledge to this topic and		from this specific task.
	give your feedback?		I am not interested in this specific topic.
7.	FOLOU is developing a Category Rules for the		Yes, I would like to be involved and to give
/.	sustainability assessment of Food Losses including	ш	my opinion about the ongoing
	the environmental assessment (LCA) but also		developments made by the project. For
	economic and social assessments (LCC and SLCA). We		example, answer surveys, participate in
	would like to have an open debate with experts on		open consultations, etc.
	identifying current methodological gaps and choices,		Yes, I would like to be informed and/or to
	modelling and database limitations, etc. Are you	ш	receive the final outputs and documents
	interested on bringing knowledge to this topic and		from this specific task.
	give your feedback?		•
			I am not interested in this specific topic.
8.	FOLOU aims to support actors of the food value		Yes, I would like to give my contribution for
	chain in strengthening their capacity to manage		the identification of meaningful learning
	food losses , focusing on capacity building and	_	materials to be developed.
	knowledge sharing through its FOLOU Learning		Yes, I would like to provide my input on the
	Centre. Are you a business or public authority with		information gaps that could be addressed
	specific needs in relation to monitoring, prevention		for actors of the FVC, especially for FL
	and reduction of food losses? Would you be interested		monitoring and FL prevention.
	to share what your needs are for capacity building?		I am not interested in this specific topic.
9.	FOLOU is carrying out an analysis of the legislation in		Yes, I would like to share insight on food
	some EU member states regulating Food Losses,		losses regulation for my country, or for my
	looking at what national laws and regulation currently		area of competence.
	prescribe to reduce or prevent food losses from		Yes, I would like to be informed and/or
	primary production up to food processing level. Would		receive information related to this topic.
	you be interested to contribute knowledge to this		I am not interested in this specific topic.
	topic and give your feedback?		
10.	FOLOU project is committed to ensuring the		Yes, I agree to be contacted by FOLOU to
	protection of your privacy. This content was created by		contribute to Food Losses debates.
	the owner of the form. The data will be submitted to		Yes, I agree to receive information of
			Yes, I agree to receive information of relevant deliverables and outputs of the
	the owner of the form. The data will be submitted to		
	the owner of the form. The data will be submitted to the owner of the form. Data will be stored in a Google		relevant deliverables and outputs of the





D7.7 – Joint cooperation (clustering) plan with relevant other projects and initiatives

Annex 2

Potential links between other projects and platforms





Table 7. Identification of connections with FOLOU core activities and projects of interest, selected ones in bold.

		'	WP1	٧	VP2	WP3		WP4			W	P5		W	P6	WP7			V	VP8		
	Project	FLW databases	Collaboration EU FLW Platform	Drivers of FL	Solutions to prevent and reduce FL	Use similar innovative tools	FL definition	FL measurements	FL methodology	FL Sustainability assess & tool	FL quantification (EU, national)	FL sustainability results: LCA, LCC, SLCA	Impacts of FL fraction to update PCR (WP5)	Learning Center - developING courses	Learning Center - participating in courses	FLW policy analysis	Identify frontrunner & twinning FL regions	Policy recommendations	National stakeholder events	Collaboration platforms	Stakeholder analysis	DEC activities
1	AgriFood Training Partnership													Х	Х							
2	BlueBio Cof MARIGREEN				Х																	
3	Construction of a cold-store facility by the Hanság-Fertőmenti Cooperative				x																	
4	EIT Food Consumer Trust Tracker																		Х		X	
5	EIT Food Don't be a Food Waster																					X
6	EIT Food Get Wasted: Circular food platform that fights food waste				X																	
7	EIT Food Professional Education Framework													x	х							
8	EIT Food Revolutionising the Food Chain with Technology					x								x								
9	EIT Food Robin Food				Х																	
10	EIT Food Smart-ET				Х	Х																
11	Enhancement of lesser quality kiwifruit for size and shape for the production of naturally rich in functional compounds to human metabolism snack				x			x				x										
12	ENI CBC Med Med4Waste														Х		Х	Х				Х
13	H2020 Agro2circular				Х										Х		Х	Х				Х
14	H2020 Agrobridges									X				X	Х			Х	Х	X	Х	X
15	H2020 AgroStore				Х																	
16	H2020 BBIJU Model2bio									Х	Х				Х			Х				X
17	H2020 CO-Fresh				Х					X					Х			Х	Х	X		Х
18	H2020 CROPDIVA																					



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		V	VP1	V	VP2	WP3		WP4			W	P5		W	P6	WP7				V	VP8	
	Project	FLW databases	Collaboration EU FLW Platform	Drivers of FL	Solutions to prevent and reduce FL	Use similar innovative tools	FL definition	FL measurements	FL methodology	FL Sustainability assess & tool	FL quantification (EU, national)	FL sustainability results: LCA, LCC, SLCA	Impacts of FL fraction to update PCR (WP5)	Learning Center - developING courses	Learning Center - participating in courses	FLW policy analysis	Identify frontrunner & twinning FL regions	Policy recommendations	National stakeholder events	Collaboration platforms	Stakeholder analysis	DEC activities
19	H2020 DWC					Х																
20	H2020 ENERWATER								Х													
21	H2020 FAIRCHAIN					X								Х	X		Х		Х	Х	Х	X
22	H2020 FOODRUS			Х	X		Х		X					X	X		Х		Х	Х	Х	X
23	H2020 FUSILLI														X		Х	X	Х		Х	X
24	H2020 FUSIONS			Х	Х		Х		Х	X	Х	Х				Х	Х	Х	Х	Х		X
25	H2020 LOWINFOOD				Х	X	Х	Х	Х	X		Х		X	X			Х				X
	H2020 MSCA Food Loss in History. Insights into the food produced but never consumed H2020 Mycokey			x	X	X																
27	H2020 PLOUTOS				X	^								X	X				X			X
28																						
29	H2020 POWER4BIO			V	X					V				V		v	X					
30	H2020 REFRESH		X	Х	X					X		X		X	X	X	X	X	X	Х		X
31	H2020 RUSTICA											X		X	X	_ X		X	X			
32	H2020 SEA2LAND		X		X											.,						
33	H2020 SISTERS		X		Х							X			Х	Х		Х				X
34				v											X							
35	H2020 Waseabi	Х		X	X							X										X
36	H2020 ZEROW HE BIORECER	X		Х	X	X	X		X	X		Х		X	X	Х	X	X		X	X	X
37	HE AWARE					X				X				^		^					X	X
38 39	HE Chorizo	Х	X	Х	X	X				X					Х			X		Х	X	X
40				^	^	X				^				X		Х		X		X		
40	HE COREnet					^								X	Х	X	Х	X	Х	X	X	X
42				Х	X			Х						X	X		X	X	X	X	X	X
42														X	X	Х	X	X	X	X	X	X
	HE NOVAFERT													^								X
44	TIL NOVAFEKT																					

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		_		_		_								-								
		V	VP1	V	VP2	WP3		WP4			W	P5		w	P6	WP7				W	P8	
	Project	FLW databases	Collaboration EU FLW Platform	Drivers of FL	Solutions to prevent and reduce FL	Use similar innovative tools	FL definition	FL measurements	FL methodology	FL Sustainability assess & tool	FL quantification (EU, national)	FL sustainability results: LCA, LCC, SLCA	Impacts of FL fraction to update PCR (WP5)	Learning Center - developING courses	Learning Center - participating in courses	FLW policy analysis	Identify frontrunner & twinning FL regions	Policy recommendations	National stakeholder events	Collaboration platforms	Stakeholder analysis	DEC activities
45	HE ToNoWaste			Х	Х		Х							Х	Х			Х				
46	HE Waste4Soil																					X
47	HE WASTELESS		Х		Х	Х		Х	Х						Х		Х	Х		Х		X
48	Interreg Bioboost				X									Х			X	Х	X	Х		X
49	Interreg Ecowaste 4 food				X					X				X			X	X				X
50	Interreg Embrace				X									X				Х				X
51	Interreg FLAVOUR				X									X		X	X	X				X
52	Interreg Food From Food (Triple F)				X												X					X
53	Interreg Food Heros				X			X									X					
54	Interreg GreenGrowth																					
55	Interreg INNOTRANSLACT									X												
56	Interreg Local products for the people				X												X					X
57	Interreg MARLENE				Х									Х			X					Χ
58	Interreg ORHI				X									Х								X
59	Interreg REAMIT				X																	
60																						Х
61	Interreg STREFOWA			Х	X		Х										Х	Х	X	Х		X
62	LIFE Circular Greece	X			X			X	Х		X	X		X	X	Х		X	X		X	
63					X																	X
64	LIFE Waste to Resources IP														Х			X				
65	New service at Ikšķile community – juice production				X																	
66	Social farming and product innovation				X																	X
67	WES – Water and Environment Support in the ENI Southern Neighbourhood region														х							



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Table 8. Identification of connections with FOLOU core topics and selected relevant platforms.

		WP2 & WP4	WP3 & WP4	WP5	WP7	WPI & WP7
		WORK ON STANDARISATION System boundaries of FL	QUANTIFICATION methodology for the measurement of FL	LCA, LCC, SLCA Category Rules for FL sustainability assessment	STAKEHOLDERS support actors of the whole FSC and territories to manage FL	LEGISLATION some EU member states regulating FL
1	Biorefine Cluster					
2	CLEVERFOOD / FOOD 2030 / SFSN	x		x	x	x
3	EU Food Loss and Waste Prevention Hub	x	x		x	x
4	EU Platform on Food Losses and Food Waste	x	x		x	x
5	SFS Innovation Platform	x		х	X	х
6	ZeroFLW Business Ecosystem Group	x	x		x	



