



AfriFOODlinks

Food policy-oriented living labs

Lessons learned from four experimentations

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List of acronyms

ACRA – Italian NGO (partner of Afrifoodlinks).

AFL – AfriFoodLinks Project

AFSA – Alliance for Food Sovereignty in Africa

AGRES – *Coltivare la resilienza rafforzando la sostenibilità dei sistemi agroalimentari e la gestione degli ecosistemi naturali in Burkina Faso* (project based in Ouagadougou)

AICS – Italian Agency for Development Cooperation

ANAS – Association De Nutrition Et Alimentation Du Senegal (based in Dakar)

CRAVO – *Cultivating Resilience: Sustainable Agriculture in Ouagadougou* (project based in Ouagadougou)

CREAF – Ecological and Forestry Applications Research Centre

CNRST – Centre National de la Recherche Scientifique et Technologique Scientific and Technological Research Centre (based in Ouagadougou)

CSO-SUN – Civil Society Organization for Scaling Up Nutrition (based in Lusaka)

CSOs – Civil Society Organizations

CTDT – Community Technology Development Trust (based in Lusaka)

CVO – Ouagadougou Green Belt (*Ceinture Verte de Ouagadougou*)

DPPE – Directorate of Foresight, Planning and Studies (department of the Municipality of Ouagadougou)

DYTAES – *Dynamique pour une Transition Agroécologique au Sénégal* (based in Dakar)

EMEA – Europe, the Middle East and Africa

ENDA Pronat – ENDA Pronat organization (based in Dakar)

ENoLL – European Network of Living Labs

ETS – Third Sector Entity in Italian

EU – European Union

FAO – Food and Agriculture Organization of the United Nations

FIAB – Italian Federation for Environment and Bicycle

F – CFA franc (currency reference)

GRDR – migration-development organization (based in Dakar)

GIZ – German Agency for International Cooperation

Hivos – Humanist Institute for Development Cooperation (partner of Afrifoodlinks)

ICLEI – Local Governments for Sustainability (partner of Afrifoodlinks)

INERA – Institute for Environment and Agricultural Research (based in Italy)

IRSAT – Institute for Applied Sciences and Technologies Research (based in Ouagadougou)

LuxDev - Luxembourg Development Agency

MAE – Ministry of Agriculture and Environment

MATD – Ministry of Territorial Administration and Decentralization

MEEA – Ministry of Environment, Water and Sanitation

MoU – Memorandum of Understanding

MUFPP – Milan Urban Food Policy Pact

NGO / NGOs – Non-Governmental Organization / Non-Governmental Organizations

PAT – Territorial Food Plan

PAG – Green Belt Development and Management Plan

PAF – Forest Management Plan

PFONGUE – PFONGUE platform / organization (based in Ouagadougou)

POS – Land Use Plan

REA – European Research Executive Agency

SDGs – Sustainable Development Goals

SGP – SGP consulting cabinet (based in Dakar)

SWOT – Strengths, Weaknesses, Opportunities, Threats

TFPs – Technical and Financial Partners

UN-Habitat – United Nations Human Settlements Programme

UNZA – University of Zambia (partner of Afrifoodlinks)

WP / WPs – Work Package / Work Packages of Afrifoodlinks)

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Introduction

As part of the AfriFoodLinks project, Està is responsible for Task 5.5 (in WP 5), which focuses on “Connections with open innovation stakeholders.” Està's contribution consists of conceptualizing and operationalizing an inclusive and socially anchored approach to open innovation, aiming to map and involve a diverse ecosystem of actors in European and African urban food systems. This involves analyzing definitions and practices of open innovation, supporting the design and implementation of Living Labs, and facilitating peer-to-peer learning through surveys, literature reviews, and participatory approaches with stakeholders.

Building on this, WP5 also aligns closely with the innovation and governance processes developed under WP2–WP4, particularly by reinforcing the participatory approaches to governance change implemented through Food Labs, and by providing targeted methodological and operational support to selected Hub (Ouagadougou) and Sharing (Lusaka, Dakar, Chefcahouen) cities where additional guidance and coordination were needed. Task 5.5 involves not only the design and implementation of Living Labs in AfriFoodLinks partner cities, but also their alignment with broader project activities and their dissemination across the consortium. To this end, Està has developed an original Living Lab methodology, tested in selected cities and adapted to local contexts, while ensuring coherence with the governance and innovation processes developed under WP2–WP4.

We define a Living Lab as a facilitated and participatory process that starts from a specific need or guiding question and involves a wide range of actors. This definition builds on a well-established body of literature that conceptualizes Living Labs as user-centred, open innovation ecosystems operating in real-life contexts, where diverse stakeholders co-create, test and refine solutions collaboratively. In particular, it draws on the foundational work of the European Network of Living Labs (ENoLL), which emphasizes multi-actor engagement and experimentation in real-world settings (ENoLL, 2016¹), as well as on scholarly contributions that frame Living Labs as hybrid spaces between participatory design and innovation governance (e.g. Dell’Era & Landoni, 2014²). Furthermore, it aligns with research highlighting the role of Living Labs in enabling co-creation processes, iterative learning and context-based innovation, particularly in complex societal domains. Together, these contributions underpin our understanding of Living Labs as structured yet flexible processes that integrate participation, experimentation and governance innovation. In particular, the original Living Lab methodology established by Està incorporates the **Quadruple Helix Model** for the identification of multi-stakeholder platforms, aligning it with the principles of the **UN Food System Dialogues**—a framework specifically designed to facilitate discourse concerning food policy-making.

The goal is to create cohesion, foster mutual understanding, and build common commitment around shared policy objectives. Living Labs are particularly relevant in the context of building public policies because they provide a structured yet flexible environment for integrating stakeholder knowledge, testing solutions in real-life conditions, and fostering iterative learning processes. By bringing together public authorities, citizens, researchers, private actors and civil society organizations, Living Labs enable more inclusive and potentially deliberative forms of governance, which are essential for addressing complex and systemic challenges such as those related to urban food systems. They allow policymakers to move beyond top-down approaches, incorporating local knowledge, needs and practices into the policy cycle, from problem definition to implementation and evaluation. Moreover, the experimental and adaptive nature of Living Labs supports evidence-based policymaking by generating context-specific insights and facilitating the scaling or transfer of successful practices. In this sense, Living Labs contribute to strengthening the legitimacy, effectiveness and responsiveness of public policies, while fostering innovation and collaboration across sectors.

Through **open dialogue and co-design**, a Living Lab makes it possible to:

- Create cohesion among key stakeholders

¹ ENoLL website: <https://enoll.org/living-labs/>

² “Living Lab: A Methodology between User-Centred Design and Participatory Design” by Dell’Era and Landoni, 2014, Available here: <https://onlinelibrary.wiley.com/doi/10.1111/caim.12061>

- Encourage participant involvement and ownership of the process
- Understand shared issues and needs
- Legitimize co-decision-making processes
- Strengthen collaborative governance capacities
- Develop a shared language and knowledge base
- Clarify common objectives and visions.

Living Labs thus act as catalysts for open innovation in public policy, enabling local actors to take ownership of initiatives and co-create effective solutions tailored to the complexity of the field.

Open innovation is commonly defined as an approach to innovation in which organizations go beyond their internal capacities and actively collaborate with external actors—such as universities, companies, public institutions, and users—to generate, test, and scale new ideas, technologies, or solutions. Traditionally, this concept has been widely used in the private sector and in technological innovation, where companies open their research and development processes to external knowledge, partnerships, and experimentation in order to accelerate innovation and reduce costs.

In the context of EStà's work on local food systems, open innovation is interpreted and applied in a different, more governance-oriented way. Rather than focusing primarily on technological innovation or market-driven solutions, we understand **open innovation as a process of collaborative governance for food systems.** This means creating structured spaces where a diversity of actors—public administrations, civil society organizations, researchers, producers, businesses, and citizens—can collectively analyze challenges, share knowledge, and co-design responses to complex food system issues.

Within this framework, the objective is not simply to generate new ideas but to support policy-oriented innovation. In other words, the process aims to connect experimentation and participatory dialogue with the development and improvement of public policies. Living Labs, in this sense, function as practical arenas where stakeholders can jointly explore problems, test approaches, and build the foundations for more coherent and integrated food governance. By applying open innovation to local food systems, EStà therefore shifts the concept from a primarily technological and corporate domain toward a public, territorial, and policy-driven process that supports long-term systemic transformation.

Methodology

EStà has developed a distinctive Living Lab methodology designed to foster open innovation in the policy domain, with a strong alignment to the United Nations 2030 Agenda. **The approach is grounded in the idea that complex societal challenges—such as those related to food systems, climate action, and urban resilience—require collaborative, systemic, and context-sensitive responses.**

Each Living Lab begins with the identification of a specific need or research question, which may arise from a partner organization, a local authority, or EStà's own fieldwork and observations. From this starting point, EStà formulates a working hypothesis and builds a stakeholder map representing four categories: Government, Academia, Civil Society, and Industry. Ensuring diverse and meaningful participation from these sectors is a foundational principle.

The methodology unfolds across several key phases:

1. Explore: EStà identifies a need, which may originate from a local stakeholder, a funding call or a project, or from EStà itself, and formulates a Living Lab hypothesis in response. Based on this hypothesis, and with the help of local stakeholders, EStà maps stakeholders across the four categories of the Helix Model (Government, Industry, Civil Society, Academia).

2. Engage: EStà conducts an initial environmental scan and stakeholder interviews to refine the research question, validate the hypothesis, and co-define expected outcomes. This step allows EStà to tailor the process to local realities and to surface key tensions, aspirations, and opportunities.

3. Design: EStà assumes the role of Curator, developing the workshop design in dialogue with the convening partner. This includes defining the workshop's theme, objectives, expected results, and the list of invites. Particular attention is given to inclusiveness, accessibility, and linguistic diversity. The physical

and relational setup of the workshop is carefully planned to encourage openness, creativity, and equity among participants.

4. Meet-Up: The Living Lab workshop is structured as a facilitated group process composed of several interactive and co-creative moments. The process is underpinned by seven guiding principles: urgency, dialogue, respect, complexity, multi-stakeholder inclusion, continuity, and trust. These create the conditions for a meaningful, transformative experience for participants.

5. Feedback & Follow-up: After the workshop, EStà provides a concise, accessible report that captures the key results, highlights participants’ voices, and offers forward-looking recommendations. The report is not only a record of what happened but a tool for continuing the conversation and supporting future actions.

EStà’s Living Lab methodology is more than a tool—it is a process of collaboration and co-creation. By nurturing shared ownership, common language, and collective intelligence, the Living Lab acts as a catalyst for long-term alliances and systemic change. It brings together institutions, practitioners, researchers, and citizens to navigate complexity, build trust, and design policy solutions that are inclusive, grounded, and impactful. Within the AfriFoodLinks framework, this approach has also been deployed as additional targeted support in selected Hub and Sharing cities, where it has strengthened local processes through tailored methodological guidance, facilitation, and capacity building.

As highlighted throughout this report, the Living Labs were highly diverse in their design, objectives, and context. Each of them responded to specific territorial dynamics, thematic priorities, and stakeholder ecosystems. The following table summarizes some of the key elements of these different experiences. While every Living Lab generated context-specific insights—about the local territory, the topic addressed, and the actors involved—they also revealed several common features. These shared features help identify broader patterns and principles that can inform future Living Lab processes and collaborative governance initiatives.

Table 1. Dimensions of the Afrifoodlinks Living Labs.

Dimension	Ouagadougou	Chefchaouen	Lusaka	Dakar
Capacity Building	Training on urban food policies, green belt governance, PAT development	Conference on climate–food nexus and Mediterranean governance	Training on systemic food policy approaches and collaborative governance	Training on school meals in the world and food system approach
Participatory Diagnosis	SWOT analysis by arrondissement; stakeholders mapping; action planning	Identification and prioritization of food–climate challenges	Stakeholder mapping and challenge identification; governance design	Analysis of canteen system constraints and opportunities; action planning
Co-Design of Actions	Development of operational action plans and indicators	Co-design of policy changes and scalable solutions	Definition of priority actions and governance proposals	Development of financial and governance mechanisms for canteens
Governance Structuring	Definition of roles, coordination mechanisms, shared timeline	Open innovation framework clustering proposals	Clarification of institutional roles and coordination	Creation of steering structure and internal financial mechanism
Institutional Dialogue	Coordination roundtables among consortia and with donors	Multi-stakeholder dialogue during festival and citizens’ assembly	Multi-stakeholder municipal dialogue	Engagement of municipality, schools, parents, CSOs, private sector
Strategic Focus	Alignment between Green Belt Plan and Territorial Food Plan	Climate–food nexus and Mediterranean cooperation	Urban food governance strengthening	School canteen sustainability and financial autonomy

Parameters for selecting locations

The choice of locations for the AfriFoodLinks Living Labs was not incidental, each city was selected according to a set of strategic, methodological, and political parameters aligned with EStà's Living Lab approach and the broader objectives of the AfriFoodLinks project.

- 1) Cities were selected primarily on the basis of the **presence of broader, ongoing policy processes and local dynamics related to urban food systems**. Rather than operating as stand-alone interventions, Living Labs were intentionally embedded in contexts where multiple initiatives, strategies, or governance discussions were already in motion. In particular, while the AfriFoodLinks pilot provided an entry point, priority was given to locations where additional food-related policies or projects were underway, allowing the Living Lab to connect with and reinforce a wider policy ecosystem. **This ensured that the process could engage with existing institutional, social, and ecological transitions, enhancing coherence and relevance**. In this sense, the Living Lab functions not as an isolated experiment, but as a governance accelerator—designed to strengthen, align, and give structure to ongoing dynamics, amplifying their impact beyond the scope of the AfriFoodLinks pilot alone.
- 2) Second, the selected cities needed to demonstrate a **multi-actor ecosystem beside Afrifoodlinks partners**—whether structured or emerging, capable of engaging government institutions, civil society, academia, private sector actors, and community stakeholders. The Living Lab model depends on meaningful cross-sector dialogue and the possibility of strengthening collaborative governance. While each AfriFoodLinks partner was already actively engaged in the project, they were also connected to their own networks of partners, initiatives, and collaborations beyond it. The aim of the Living Lab was therefore to mobilise these existing networks whenever possible, while also fostering new connections that could strengthen local ecosystems and support cities in sustaining and scaling their actions beyond the duration of the project.
- 3) Third, the selection reflected the need to address **diverse dimensions of food system transformation**, including climate resilience, territorial planning, governance innovation, institutional coordination, food access, and socio-economic inclusion. Each location highlights a specific entry point into systemic food transformation: territorial food planning, school meals, governance structuring, or cultural-food-climate interconnections. Fourth, geopolitical and relational considerations played a role. The Mediterranean and African contexts represent laboratories of transition where climate vulnerability, rapid urbanization, socio-economic fragility, and policy innovation intersect. The selected sites allow the Living Lab approach to be tested across different governance levels, cultural contexts, and institutional maturities.

The Living Lab is not conceived as a one-off event but as part of a longer-term institutional and territorial journey. Within this framework, Chefchaouen, Lusaka, Ouagadougou, and Dakar were selected because each offers a distinct but complementary perspective on urban food governance transformation. The following sections describe how these parameters materialized in each context.

Chefchaouen in Palermo

The Living Lab was hosted within **the Earth Day Med – Mediterranean Climate Festival in Palermo**, a context deliberately chosen for its strong Mediterranean vocation and its focus on climate change and food system transformation. The festival, co-organized by Fondazione Studio Rizoma, Heinrich Boell Stiftung Paris, Ecco Climate, Palermo University and EStà, aimed to create a space for dialogue among Mediterranean experts, civil society, and citizens, positioning Palermo as a bridge between the northern and southern shores of the Mediterranean. The 13th edition of the festival (April 2025) placed particular emphasis on strengthening connections across the Mediterranean and advancing a common framework of action. **In this context, the Living Lab was conceived as a concrete moment of exchange between cities engaged in transforming their food systems under the AfriFoodLinks project.**

Chefchaouen was invited precisely because its pilot initiative strongly resonates with the festival's core themes. The city is working on the Mediterranean Diet through their pilot project, linking cultural heritage, local food systems, and climate action. By promoting local production, traditional agricultural practices, and shorter value chains, the initiative contributes to reducing the carbon footprint of food consumption while strengthening community resilience. At the same time, it connects sustainable tourism, food quality, and territorial identity—key dimensions in rethinking development models in the Mediterranean under climate pressure.

Bringing Chefchaouen to Palermo meant creating a dialogue between a southern Mediterranean city actively implementing a climate-smart food strategy and a broader Mediterranean audience engaged in systemic change. The Living Lab thus embodied the festival's ambition: to move beyond discussion and foster tangible exchanges of practices and visions across the region. Hivos Tunis was also invited to participate, as representative of another AfriFoodLinks Mediterranean city but, despite long and arduous efforts, it was not possible to obtain a visa, which demonstrated, once again, the distance between the North and the South of the Mediterranean.

Lusaka

The Lusaka pilot project under the AfriFoodLinks initiative focuses on strengthening urban food governance through the establishment of a centralized Food Desk within the Lusaka City Council. This office serves as a coordination hub to synergize food-related initiatives, overcome fragmented governance, and improve policy alignment.

Lusaka was selected as the location for one of the Living Labs because the city had already initiated a meaningful process to strengthen food systems' governance, yet this process required additional technical support and strategic consolidation. The groundwork was in place: local actors were engaged, institutional discussions had begun, and a governance structure was emerging. However, there was a need for an external boost to help structure the process more coherently and anchor it in a longer-term vision.

The Living Lab therefore provided an opportunity to bring in experts with extensive experience in collaborative governance. Their role was not to replace local leadership, but to accompany and reinforce it—offering methodological support, sharing international practices, and helping refine coordination mechanisms.

In this sense, Lusaka represented an ideal context for a Living Lab: a city where momentum already existed, but where targeted expertise and facilitation could help accelerate progress, strengthen multi-stakeholder collaboration, and consolidate the governance framework around the urban food system.

Because the context of Lusaka is particularly rich in initiatives related to the urban food system—and because the Food Desk currently being established by the municipality aims precisely to improve coordination among these different activities—ESTà designed its preparatory work with a strong focus on understanding and connecting these ongoing processes.

Before the workshop, ESTà coordinated remotely with key partners—UNZA (University of Zambia), Hivos, and the Lusaka City Council—to align objectives and structure the co-design process in a way that could support this broader coordination effort. Once in Lusaka, ESTà held a series of one-on-one meetings with key local stakeholders, which helped deepen contextual understanding and build trust-based relationships. These exchanges were essential to better grasp the diversity of initiatives already underway and to fine-tune the workshop content so that it would respond to local priorities and contribute to the emerging coordination role of the Food Systems Office.

In parallel, ESTà participated in the launch event of the Freshgrows project (where UNZA was involved as partner), which provided an additional opportunity to connect with a wide network of actors engaged in food and sustainability issues. This moment further enriched the mapping of stakeholders and initiatives active in Lusaka, reinforcing the effort to situate the Living Lab within a broader ecosystem of food system activities.

Ouagadougou

The activities carried out in Ouagadougou were designed around a dual strategic objective: on the one hand, to foster genuine local ownership of the Ouagadougou Green Belt Development and Management

Plan (PAG); on the other, to strengthen coherence and coordination between this plan and the ongoing development of the Greater Ouagadougou Territorial Food Plan (PAT).

Ouagadougou represented an especially relevant setting for a Living Lab because of the density and diversity of initiatives already active in the field of food systems, urban agriculture, and resilience. The city is characterised by a rich constellation of projects—among them the AfriFoodLinks pilots—as well as by a wide range of public institutions, NGOs, donor agencies, and community actors. Together, these form a multi-actor and multi-level governance landscape that is sometimes structured, sometimes informal or invisible. This complexity makes Ouagadougou both dynamic and fragmented, highlighting the need for stronger coordination and shared strategic direction.

The Green Belt is emblematic of this situation. As a major ecological asset, it plays a crucial role in maintaining environmental balance and supporting the quality of life of the city's inhabitants. Its Development and Management Plan (PAG), elaborated by the Ministry of the Environment with funding from LuxDev (Luxembourg Development Agency), provides a formal framework for its protection and enhancement. However, for the Plan to become truly effective, it needed to be actively promoted and embedded within the districts of Metropolitan Ouagadougou, ensuring alignment with local territorial dynamics.

At the same time, the municipality—through the EU-funded “Cultivating Resilience: Sustainable Agriculture in Ouagadougou” (CRAVO) project—is leading the development of the Greater Ouaga PAT, conceived as a strategic and inclusive framework for the urban food system. This process, coordinated by AICS and implemented by a consortium including ACRA, WeWorld-GVC, CISV, and FIAB, intersects with other relevant initiatives such as AGRES (supported by AICS) and the Green Belt restoration project led by Rikolto. The coexistence of these initiatives reinforced the urgency of building operational bridges between ecological planning and urban food planning.

In this context of growing mobilisation, the Living Lab was structured to: raise awareness among district authorities about the challenges and opportunities linked to the PAG; facilitate its local adoption; co-develop simple and context-appropriate tools for monitoring interventions; and create concrete linkages between the Green Belt framework and the PAT process. Importantly, districts were not positioned merely as consulted stakeholders, but as co-decision-makers in shaping implementation pathways.

Methodologically, the Living Lab combined theoretical inputs, participatory diagnostics, group work, and the co-design of operational plans. Emphasis was placed on strengthening coordination mechanisms and harmonising procedures across institutions and projects. This approach sought to support a more coherent and integrated implementation of territorial policies, firmly grounded in local realities and shared governance.

Dakar

Dakar was chosen as the location for one of the AfriFoodLinks project's Living Labs because of the relevance of its urban context and the concrete challenges related to school meals. The city faces significant challenges in terms of access to healthy food for children and young people: only 1.7% of primary schools have a school meal service. This situation has a direct impact on nutrition, school attendance, and equal opportunities, particularly for girls from disadvantaged backgrounds.

In this context, the pilot project implemented at the John Kennedy Girls' High School, tested a model for nutritious meals based on local products. **Dakar was chosen because it offered the opportunity to take action on several fronts simultaneously: improving students' diets, supporting urban producers and processors, involving families, and strengthening the municipality's role in managing the service.** Dakar also offers an institutional environment conducive to experimentation, particularly in light of the many food-related initiatives already present in the city—first and foremost the microjardins—which are especially promising in relation to the development of school feeding programmes.

Collaboration between the Dakar City Council, ACRA, and EStà has made it possible to mobilize key local actors and work on concrete solutions adapted to available capacities and resources. The Living Lab thus

provides a shared workspace for analyzing the results of the pilot program, identifying bottlenecks, and defining operational improvements.

The activities organized as part of the Living Lab aimed to evaluate the pilot phase, learn lessons about how the model works (nutrition, organization, costs, participation of local actors, satisfaction, etc.) and co-construct realistic prospects for the post-pilot phase. The goal is to lay the foundations for a sustainable system that can be integrated into the City of Dakar's food policies and, ultimately, replicated in other schools.

Participants

Across the four AfriFoodLinks Living Labs participation was extensive, diverse, and multi-layered. Cumulatively, **the four Living Labs engaged more than 550 participants**, combining institutional representatives, technical experts, civil society organizations, academics, private sector actors, students, and donors.

This figure includes:

- Over 140 participants involved in the Chefchaouen–Palermo sessions,
- 35 active participants among key local, national and international selected actors in Lusaka,
- More than 140 institutional and technical actors mobilized across the five days in Ouagadougou,
- Approximately 240 students and 12 multi-actor stakeholders in Dakar.

Beyond numbers, what characterizes participation across all contexts is its **multi-actor, multi-level, and cross-sectoral nature, reflecting the systemic complexity of urban food governance**. It is important to notice that, overall, participation in the Living Labs was primarily composed of representatives from public institutions, civil society organisations, and the education sector, including both academic actors and students. These groups played a central role in shaping discussions and co-developing proposals. The private sector, by contrast, was less represented, reflecting a common pattern in governance-oriented initiatives and, to some extent, the specific nature of the Living Lab themes, which tended to attract institutional and non-profit stakeholders more directly than market actors.

Chefchaouen

The Living Lab involving Chefchaouen took place within the Earth Day Med – Mediterranean Climate Festival in Palermo co-organized by **Fondazione Studio Rizoma, Ecco Climate, Heinrich Böll Stiftung Paris, Palermo University and EStà**.

The activities that involved the representative of the City of Chefchaouen mobilized participants across different formats and scales due to the nature of the Festival. Hence, **more than 120 participants attended the morning international conference session, where the City of Chefchaouen had the opportunity to discuss the AfriFoodLinks pilot project. Then, 21 participants actively engaged in the afternoon Living Lab workshop.**

The afternoon session brought together representatives from:

- Universities (University of Trapani, CREAM),
- International NGOs and networks (European Alternatives, Eco Union, Democracy International, Heinrich Böll Stiftung),
- Civil society organizations (CESIE ETS, Mediterranea, Land),
- Cooperatives (Cooperative Ciauli),
- Public institutions (Representative of the Municipality of Chefchaouen),
- European and Mediterranean actors (EMEA),
- Private citizens.

This composition ensured a transnational Mediterranean dialogue, connecting European and North African perspectives on the food–climate nexus. In fact, the participants were part of Mediterranean networks and organization, but not only. The presence of a representative of the Municipality of Chefchaouen reinforced the institutional anchoring of the discussion within the AfriFoodLinks pilot.

Lusaka

The Lusaka Living Lab was co-organized in close collaboration with the **Lusaka City Council, the University of Zambia (UNZA), and Hivos**. This joint organization ensured strong institutional legitimacy, reinforced shared ownership of the process, and aligned the Living Lab with the ongoing development of the Food Desk. Throughout the morning and afternoon sessions, **the Living Lab brought together 35 active participants, contributing to a dynamic and engaged exchange among local stakeholders.**

Participants included:

- Civil society organizations (CSO-SUN, Zambia Land Alliance, Consumer Unity Trust Society),
- Development organizations (Solidaridad, GIZ, FAO),
- Research and academic actors (University of Zambia),
- Public institutions (Lusaka City Council, Zambia Bureau of Standards, District Agriculture Coordinating Office),
- Private sector and enterprises (Loctaguna Organics, Agriconnect),
- Community development organizations (CTDT),
- International NGOs (Hivos).

This diversity of stakeholders strengthened the co-design of the Food Desk and reinforced multi-stakeholder governance. Important to note that most of the participants were part of the Lusaka Food Council.

Ouagadougou

Over the five days, the process was jointly supported and facilitated by the **Municipality of Ouagadougou—particularly the DPPE** (Direction de la Prospective, de la Planification et des Études, namely the Department of Foresight, Planning and Studies) —together with **Rikolto , ACRA, and Està**, which contributed methodological guidance and facilitation. This collaborative framework ensured both institutional anchoring and technical coherence throughout the week.

Participation evolved according to the thematic focus of each day. On the first day, **76 participants** attended, including high-level representatives from municipal departments, national ministries, financial partners, international agencies, district authorities, NGOs, and professional networks. This strong and diverse presence reflected the political and strategic relevance of the initiative.

The second and third days shifted toward more technical and operational work, involving **63 participants**. These sessions were attended primarily by municipal services and representatives from the 12 arrondissements, with discussions concentrating on operational planning, the definition of monitoring indicators, and the structuring of coordination mechanisms.

The fourth day focused on inter-consortium coordination and **brought together members of the AfriFoodLinks, CRAVO, and AGRES consortia**. This moment strengthened synergies between the Green Belt Development and Management Plan (PAG) and the Territorial Food Plan (PAT), fostering greater alignment among parallel initiatives.

The fifth and final day was dedicated to a donor roundtable, involving municipal leadership alongside key technical and financial partners. The dialogue centred on the city's project portfolio and on aligning strategic priorities with funding opportunities.

Overall, more than 140 institutional and technical actors were mobilised throughout the week, highlighting the vitality and multi-level nature of Ouagadougou's governance ecosystem.

Dakar

The participation to this Living Lab was broad and diverse: **approximately 240 students took part in the morning training and participative sessions held at John Kennedy High School**, where they engaged with the themes of school canteens, nutrition, and participatory evaluation. **In the afternoons, the discussion expanded to a multi-actor setting, bringing together institutional representatives, civil society organisations, school staff, parents, local producers, and project partners, for a total of 12 participants.**

An additional core group of around **10 student government representatives played a particularly important role**, ensuring continuity, active engagement, and structured representation of the student body throughout the entire process.

Participants included:

- City of Dakar representatives,
- School staff (principal, teachers, nurse, canteen project manager),
- Project evaluators (SGP cabinet),
- Civil society platforms for nutrition and food security,
- Parents' associations,
- School meal providers,
- Organizations such as Rikolto, PFONGUE, DYTAES, ANAS, AFSA, ENDA Pronat, GRDR, Racines consortium,
- Women-led producer groups and micro-garden producers.

The Living Lab created a rare intergenerational and cross-sectoral dialogue, bridging together students, policymakers, producers, NGOs, and donors.

Agendas and activities

Each agenda combined four core components:

- **Institutional anchoring**, to ensure political legitimacy and alignment with local authorities.
- **Capacity building**, to establish a shared conceptual and technical foundation among participants.
- **Participatory co-design**, to enable multi-stakeholder dialogue and collective problem-solving.
- **Strategic alignment and follow-up**, to translate discussions into operational steps, governance mechanisms, or partnerships.

While the duration and structure varied—from a one-day workshop to a multi-day process—the logic remained consistent: **move progressively from framing and learning to co-creation and strategic consolidation.**

It is important to note that this report describes only the activities carried out in the different territories. However, the Living Lab should be understood as a broader process that unfolded throughout the entire duration of the AfriFoodLinks project, even beyond the delivery of this report. **Beyond the in-person sessions documented here, the process also included bilateral and group meetings, follow-up moments, and remote support activities aimed at accompanying local partners, maintaining dialogue among stakeholders, and supporting the continuity of the work initiated during the Living Labs.**

The activities carried out within the four Living Labs were intentionally designed to be different from one another, as each process was carefully adapted to the specific local context, institutional setting, and emerging needs of the city involved. It is important to underline that these differences do not reflect a lack of coherence. On the contrary, all Living Labs were grounded in a shared methodological framework developed by Està. This common methodology provided a unifying rationale—based on open innovation, multi-stakeholder engagement, participatory co-design, and governance strengthening—while allowing sufficient flexibility to respond to local priorities, political dynamics, and thematic focuses.

Appendix 1 presents the agendas of Chefchaouen, Lusaka, Ouagadougou, and Dakar in detail.

Chefchaouen (April 9–10, 2025)

The activities focused on **the relationship between food policies and climate change in the Mediterranean.**

During the **opening conference on April 9th in the morning**, Està contributed to the discussion on the main vulnerabilities affecting Mediterranean food systems — including governance fragmentation, water stress, and biodiversity loss — while a representative of the Municipality of Chefchaouen presented the

experience of the city as a concrete case, presenting the Afrifoodlinks pilot project on Mediterranean Diet as tools to connect resilience, sustainable tourism, and local production. This activity functioned as a **twofold capacity-building moment**: on the one hand, the city of Chefchaouen shared its experience and knowledge with the broader audience, strengthening its role as a reference case; on the other hand, ESTà and the other speakers—addressing key themes such as energy, water, and climate in the Mediterranean—provided inputs that enriched and supported Chefchaouen’s own learning and strategic reflection.

In the afternoon on April 9th, ESTà facilitated a **participatory Living Lab** involving stakeholders from government, academia, civil society, and the private sector. The workshop focused on how Mediterranean food policies should evolve to address climate change collectively, through stakeholder mapping, identification of priority issues, and co-design of operational proposals. The main priorities that emerged included water management, agroecology, food waste, soil and biodiversity protection, and participatory governance.

On the second day, April 10th, a Mediterranean Assembly was held, where these reflections were taken further in a World Café format, together with a broader group of participants (mainly coming from the European Project Building Bridges, coordinated by Fondazione Studio Rizoma), leading to the formulation of citizen-generated recommendations addressed to the European Union on water, energy, and food. In this way, Chefchaouen contributed to a wider Mediterranean policy dialogue by bringing its local experience into a shared regional perspective.

Lusaka (April 4, 2025)

The Lusaka Living Lab was designed as an intensive **one-day workshop aimed at strengthening the institutionalisation of urban food governance**, with particular attention to the institutionalisation of a Food Desk. The day combined institutional dialogue, capacity building, and participatory planning, with the goal of consolidating a more stable and coordinated governance framework.

After the official welcome from the Lusaka City Council, HIVOS and UNZA situated the Living Lab within the context of ongoing local initiatives. ESTà then led a **capacity-building session on the meaning of institutionalising food policies**, presenting international governance models and case studies from Milan, Turin, and Rome. The central message was that food issues need to be structurally embedded within administrative systems, rather than addressed through fragmented interventions. Hence, role of the emerging Food Desk to coordinate this institutional process.

The participatory component of the day focused on identifying the key problems affecting Lusaka’s food system — especially governance fragmentation and infrastructural limitations — and then moved toward co-designing desirable governance arrangements.

Participants developed a kind of “recipe” for an effective food governance system, identifying key ingredients such as multi-level participation, support for farmers, data transparency, food loss reduction, education, and collaboration. In the afternoon, the groups worked on possible governance models and largely converged on a structure in which the Lusaka City Council and the Food Desk would play a central coordinating role. The main outcome was therefore a stronger shared commitment to operationalising the Food Desk as a first concrete step.

Ouagadougou (July 7–11, 2025)

The Ouagadougou Living Lab **unfolded over five days** (7 - 11 July) and aimed to strengthen coordination between the current Green Belt Development and Management Plan (PAG) and the future Territorial Food Plan (PAT), as well as among the different projects and funding partners active in the city. The methodology combined training, technical co-design, and high-level institutional dialogue.

The first day, July 7th, focused on political launch and strategic framing. After the presentation of the PAG, ESTà facilitated a capacity-building session on international experiences in urban green space management and territorial food policies, also clarifying the distinction between strategy, public policy,

plan, and law. The main message was the need to build an integrated urban food policy capable of linking agriculture, environment, urban planning, and social justice.

During the central days, July 8th and 9th, a comprehensive participatory multistakeholder set of activities took place. Participants — divided into groups corresponding to different arrondissements — carried out a participatory territorial diagnosis through SWOT analysis and developed operational plans related to production, consumption, territorial planning, protection of agricultural areas, and green belt development. Each group then defined the actors involved, priority actions, expected results, monitoring indicators, and timelines. This generated a diverse but coherent vision centred on protecting agricultural land, strengthening technical capacities, improving territorial regulation, supporting producers, and building more effective infrastructures and distribution systems.

The fourth day, July 10th, broadened the discussion to the AfriFoodLinks, AGRES, and CRAVO consortia, with a specific focus on inter-project governance. This work led to the proposal of a more formalised governance structure based on a Memorandum of Understanding, with the municipality playing a central role, a regular meeting calendar, information-sharing systems, and clearer responsibilities.

The final day, July 11th, was devoted to dialogue with donors, linking the city's priorities to potential financing mechanisms. This activity does not formally fall under Task 5.5, but rather under one of the tasks led by ACRA within WP5. However, given the favourable context and the strong synergies with the Living Lab process, it was considered useful to combine them together.

Dakar (January 27–30, 2026)

The Dakar Living Lab focused **on strengthening the sustainability and institutional anchoring of the school canteen system, with the broader objective of integrating this model into municipal food policy.** The three day process involved the municipality, school leadership, parents' associations, civil society organisations, students, and private sector actors.

The first day served as an institutional launch, with the presentation of the project and evaluation framework at City Hall. **The second and third day combined capacity building and participatory evaluation.** During the mornings **Està worked with students,** in the afternoons, multistakeholders groups - including a selected number of students - worked together for the future of the school canteen pilot project.

The first morning, Està worked with students to strengthen their understanding of the role of school canteens within urban food systems; on the other, multi-stakeholder groups began a collective assessment of the pilot project's strengths and weaknesses. Students appreciated the healthy, hygienic, local, and affordable nature of the meals, but also identified limitations concerning portion size, taste, variety, queue management, menu communication, accessibility, and the sustainability of packaging. In a second round or participatory work, students prioritised recommendations and reflected on what they themselves could do to improve the system, such as respecting queues, supporting cleanliness, reducing waste, and encouraging wider participation.

In the afternoon of both days multi-stakeholder sessions were conducted. The inputs from the students were taken up to key stakeholders (the Municipality, the School, the food catering company, local food producers and more) and translated into a more structured reflection on the future of the canteen system. The discussions led to the identification of four priority action areas: establishing an internal financial mechanism and steering structure; strengthening the link between the school garden and the canteen; improving infrastructure and access management; and developing a continuous food education programme. Among the most significant outcomes was the proposal to establish a *cabine de pilotage* and a financial mechanism capable of progressively supporting a more autonomous, stable, and policy-integrated model.

Results

Across the four cities, the Living Lab processes generated a range of results, including governance models, action plans, monitoring frameworks, and institutional coordination mechanisms. While the nature of these outputs varies—from policy recommendations in the Mediterranean context to governance structuring in Lusaka, operational planning in Ouagadougou, and system consolidation in Dakar—they all contribute to strengthening urban food systems through more coordinated, participatory, and action-oriented approaches.

Importantly, these results did not emerge in a uniform or linear way. Instead, they reflect the fact that Living Labs were deliberately embedded within **pre-existing policy processes, institutional dynamics, and local initiatives**, each characterized by different levels of maturity, political commitment, and operational capacity. As a consequence, the type, depth, and speed of results vary significantly across contexts. In some cities, the process primarily led to alignment and formalization of governance structures, while in others it enabled the development of detailed operational plans or the consolidation of pilot initiatives into more structured policy frameworks.

This diversity should not be seen as a limitation, but rather as a key strength of the approach: by adapting to local trajectories and working within ongoing processes, Living Labs were able to act as **accelerators, connectors, and structuring mechanisms**, enhancing existing dynamics rather than creating parallel ones.

The full impact of these processes will unfold over the coming years, as they are inherently long-term and deeply intertwined with other ongoing dynamics—both within AfriFoodLinks (across different WPs) and beyond, in broader local policy and institutional processes. Living Labs are not designed to produce immediate, stand-alone outcomes, but to embed themselves within evolving systems and contribute to their gradual transformation. Nevertheless, some early cascading effects are already visible in several cities (see the table 1 above for more details). A notable example is Ouagadougou, where, a few months after the Living Lab, the municipality engaged ESTà in a follow-up online training process aimed at building the capacity of a local actor to develop a Territorial Food Plan. This illustrates how the Living Lab can trigger further initiatives, strengthening local ownership and continuity beyond the initial interventions.

Table 2. Main Results of the Afrifoodlinks Living Labs.

City	Main results
Chefchaouen	<ul style="list-style-type: none"> ● Co-production of policy proposals on Mediterranean food systems and climate, structured around key thematic priorities (water, agroecology, food waste, biodiversity, governance) ● Development of NGOs and Local authorities generated recommendations potentially addressed to the European Union on food, water, and energy ● Positioning of Chefchaouen’s experience within a broader Mediterranean policy dialogue, strengthening its role as a reference case
Lusaka	<ul style="list-style-type: none"> ● Institutional alignment around the need to establish and operationalize a Food Desk ● Shared definition of an urban food governance model, with clear roles for Lusaka City Council and the Food Desk. ● Identification of concrete priority actions for implementing the governance system ● Development of operational governance schemes (“recipes” and models) describing how to build the system.

Ouagadougou	<ul style="list-style-type: none"> ● Participatory territorial diagnosis (SWOT) conducted across city areas ● Development of local operational plans including priority actions, stakeholders, expected results, and enabling conditions ● Definition of monitoring indicators and evaluation tools ● Establishment of timelines and allocation of responsibilities ● Proposal of an inter-project governance system based on a Memorandum of Understanding (MoU), including coordination mechanisms and role clarification to strengthen alignment among consortia (AFL, AGRES, CRAVO) ● Structuring of dialogue with donors, linking city priorities to funding opportunities
Dakar	<ul style="list-style-type: none"> ● Activation of students as structured actors within the system (not only beneficiaries) ● Collection, systematization, and prioritization of student-generated recommendations ● Definition of four strategic action areas: (1) financial mechanism and governance, (2) school garden–canteen link, (3) infrastructure and access, (4) food education. ● Proposal for a cabine de pilotage (governance structure), articulated between short- and medium/long-term functions ● Open discussion about the establishment of an internal financial mechanism to ensure system sustainability. ● Development of initial Action Plan pathways, including actors, resources, actions, and expected results (structured in the 4 areas specified above)

In addition to more tangible outputs, there are also important results that are less easily measurable or directly attributable to the Living Lab process, yet remain essential to its overall impact. These “softer” outcomes relate to the quality of collaboration and the co-design processes activated throughout the activities. **Bringing together such a diverse range of actors—institutions, practitioners, researchers, civil society, and citizens—creates spaces for dialogue, mutual understanding, and shared problem framing that are rarely achieved in conventional policy processes.** These interactions foster trust, build common language, and enable collective intelligence to emerge, laying the groundwork for more inclusive, legitimate, and effective policy development. While difficult to quantify, these relational and cultural shifts are fundamental enablers of long-term systemic change.

Feedback

Across the four Living Labs—Dakar, Lusaka, Ouagadougou and Chefchaouen—the evaluation surveys provided a coherent and encouraging picture of the process, its perceived quality, and its impact. In total, **91 participants** completed the evaluation forms (12 in Dakar, 14 in Lusaka, 19 in Chefchaouen and 46 Ouagadougou). The questions of the evaluation surveys can be found in Appendix 2: the following is an example of the evaluation form used in Lusaka. All evaluation forms developed for the other cities followed the same structure and included the same set of questions; in Francophone countries, the forms were translated and administered in French.

Overall satisfaction levels were consistently high in all cities. Dakar (3.75/4), Lusaka (3.7/4) and Chefchaouen (3.7/4) reported very strong levels of satisfaction, while Ouagadougou recorded a positive but slightly more moderate score (3.54/4). Across contexts, participants clearly perceived the Living Lab format as relevant, well-structured, and useful. The workshops’ ability to foster constructive and engaged dialogue was also rated highly everywhere, confirming the strength of the multi-actor approach as a space for exchange, mutual learning, and shared reflection.

One of the most consistent strengths across all four cities was the appreciation of participatory methodologies. In Dakar (3.83/4) and Lusaka (3.8/4), as well as in Ouagadougou (3.78/4) and Chefchaouen (3.8/4), participants highlighted the effectiveness of the EStà' facilitation methods in enabling inclusive discussion and collaborative thinking. This confirms that the Living Lab methodology was not only accepted but valued as a key added value of the process.

A particularly significant outcome concerns the increase in self-assessed knowledge. In every case, participants reported a substantial improvement in their understanding of the topics addressed. The most striking result was observed in Lusaka, where the average score rose from 5.0 before the workshop to 9.1 after (+4.1 points). Ouagadougou also showed a strong increase, from 5.5 to 8.33, while Dakar moved from 6.3 to 8.7. Chefchaouen recorded a more moderate but still meaningful rise, from 6.3 to 7.5. Taken together, these results demonstrate the Living Lab's strong pedagogical and capacity-building dimension. Some differences between cities are noteworthy. In Dakar, the respondent group included both institutional actors and members of the school government, resulting in a rare intergenerational composition (including five participants under 18). The feedback was overwhelmingly positive, with only minor remarks related to the need for strengthened language interpretation in future editions.

In Lusaka, the group showed a perfect gender balance and reflected the quadruple helix model, with strong representation from academia, local authorities, NGOs, and civil society. While satisfaction was high, participants repeatedly pointed to time constraints and suggested longer or multi-day formats. There was also a clear call for sharing preparatory materials in advance and for strengthening inclusion of youth, women, people with disabilities, and marginalized voices. In Ouagadougou, respondents were predominantly mid-career institutional and technical professionals, mainly from environmental and agricultural sectors. While the evaluation was positive overall, it included more structured operational feedback. Participants mentioned insufficient time, logistical issues (venue comfort, catering), large working groups, and the absence of some key stakeholders. Nevertheless, the increase in knowledge and the appreciation of the multi-actor dialogue were clearly emphasized. Chefchaouen stood out for its strong youth participation (mostly aged 19–30) and slight female majority. Satisfaction and engagement levels were very high, and the workshop was perceived as particularly effective in generating cross-sectoral dialogue on the food–climate nexus. As in other cities, the main suggestion was to allow more time for deeper discussion, possibly through multi-day formats or complementary online sessions.

Across all four Living Labs, three recurring improvement areas emerged: the need for more time, the benefit of sharing preparatory materials in advance, and, in some cases, improvements in logistics and inclusivity. Importantly, no major criticisms were directed at the methodology itself.

In conclusion, the evaluation results confirm that the Living Lab approach is perceived as a robust and effective tool for multi-actor dialogue, collective learning, and co-design. It strengthens knowledge, fosters engagement, and supports the development of more structured and shared food governance processes. While logistical and organizational refinements could further enhance future editions, the overall feedback highlights the Living Lab as a credible and promising pathway toward more inclusive and sustainable territorial food systems.

Lessons learned

The following reflections synthesize the **main lessons** emerging from the four Living Labs implemented in Ouagadougou, Dakar, Lusaka, and Palermo/Chefchaouen. **While each process was shaped by its specific territorial context and policy priorities, important common patterns can be identified.** These insights do not replace the detailed local analyses, but rather highlight the cross-cutting governance, methodological, and strategic learnings that can inform future Living Lab experiences.

A first key insight emerging from the different Living Labs is that **their effectiveness depended on being rooted in a concrete territorial need.** In each case, the process was not conceived as a generic participatory exercise, but as a response to a specific institutional or policy challenge already underway. In Ouagadougou, the Living Lab was connected to the articulation between the Green Belt Management

Plan and the Territorial Food Plan, as well as to the need to improve coordination among multiple consortia and funding streams. In Dakar, the focus was much more operational and targeted: strengthening the long-term sustainability of the school canteen system through clearer governance and financial mechanisms. In Lusaka, the emphasis was placed on reinforcing collaborative governance structures for urban food systems and improving institutional coordination. In Palermo with Chefchaouen, the Living Lab was embedded within the Mediterranean Climate Festival and linked to the governance implications of Chefchaouen's Territorial Quality Label for the Mediterranean Diet, situating food policy within a broader climate and cultural framework.

Across cases, this confirms an important lesson: Living Labs are most effective when they are embedded in ongoing policy trajectories. They work best as catalytic moments within broader institutional processes rather than as standalone events.

When these conditions are met, the Living Lab model becomes a highly versatile tool that can be applied to a wide range of objectives. Beyond its role in participatory dialogue, it can effectively support processes such as evaluation, capacity building and training, technical assistance for policy development, and even diplomacy and exchange between cities and institutions. In this way, the Living Lab evolves from a single methodological exercise into a flexible governance instrument capable of serving multiple strategic functions within complex food system transitions.

A second lesson concerns the value of progressive and layered stakeholder engagement. In Ouagadougou, participation was intentionally sequenced over several days, moving from high-level institutional actors to technical services, inter-consortia dialogue, and finally donors. In Dakar, although the format was shorter, the process deliberately involved municipal authorities, school leadership, parents' associations, civil society, and private actors in structured moments of dialogue. With Chefchaouen, the architecture combined a high-level international conference, a transnational citizens' assembly, and a facilitated Living Lab workshop bringing together academia, public institutions, NGOs, and private stakeholders. Lusaka similarly engaged a mix of municipal departments, civil society actors, and technical experts through participatory sessions and collective planning exercises.

The broader lesson is that sequencing and structuring participation matters. When stakeholder engagement is staged strategically, a Living Lab can move from shared vision to operational design and, in some cases, to resource alignment.

Bringing together stakeholders from different categories—public institutions, civil society, academia, communities, and sometimes the private sector—and making them sit around the same table is inherently complex. These actors often operate with different priorities, institutional cultures, and even different vocabularies. As a result, misunderstandings or parallel conversations can easily emerge if the process is not carefully facilitated. For this reason, varying the structure of the program and alternating different formats and “languages” throughout the sessions is essential. Combining technical presentations, participatory exercises, open discussions, and practical group work allows participants to engage from different perspectives and helps create a shared space of understanding, where diverse actors can gradually align their views and contributions. Some actors are structurally more difficult to involve than others in these processes. However, the direct engagement of public institutions is essential. This can be strengthened through specific activities that promote their active responsibility and ownership—for example by organizing sessions within their institutional spaces, inviting them to take part as speakers, or involving them directly in key moments of the process. Such approaches help reinforce their role, increase commitment, and ensure that the outcomes of the Living Lab are more closely connected to institutional decision-making.

Another recurring dimension across contexts was the centrality of governance architecture. Food system challenges consistently revealed themselves not only as sectoral or technical issues, but as coordination and institutional design problems. In Ouagadougou, significant effort was devoted to clarifying roles between municipal services and *arrondissements* and defining monitoring systems. In Dakar, the creation of a steering structure for school canteens addressed precisely the need for clearer institutional responsibility and financial oversight. In Lusaka, discussions focused on strengthening governance mechanisms and clarifying institutional mandates in food policy development. With Chefchaouen, debates highlighted the importance of multi-level governance and policy coherence across climate, agriculture, and trade, situating local action within regional and Mediterranean frameworks.

The lesson here is that Living Labs generate tangible impact when they explicitly address governance mechanisms—roles, mandates, coordination tools, not only technical interventions. Living Labs simulate collaborative governance environments, laying the groundwork for what local collaborative governance could look like in different contexts. They are not only spaces for dialogue and co-creation in themselves, but also practical arenas where stakeholders can experiment with new ways of working together. In this sense, Living Labs also have a strong educational dimension: they provide a formative space for actors who may not yet be familiar with the principles, processes, or roles involved in collaborative governance of food systems. **By participating in these structured interactions, institutions, civil society actors, and other stakeholders can progressively learn how to navigate shared decision-making, coordination mechanisms, and collective responsibility in shaping more integrated food policies.**

Capacity building emerged as another structural pillar across all cases. In Ouagadougou and Lusaka, sessions introduced systemic approaches to food policy and clarified distinctions between strategies, plans, and legal instruments. In Dakar, participants engaged in conceptual discussions on governance and financial structuring to support sustainable canteen systems. In Palermo, the conference sessions and workshop framed food systems within the climate crisis, biodiversity loss, and multi-level policy coherence, while also exposing participants to international references such as the Milan Urban Food Policy Pact and FAO approaches.

The common lesson is that co-design requires a shared conceptual foundation. Without strengthening knowledge and aligning vocabulary, participatory dialogue risks remaining fragmented. When participants come from different sectors they often bring with them distinct institutional cultures, technical languages, and implicit assumptions about how food systems function. **Without first investing time in strengthening knowledge and aligning key concepts and vocabulary, participatory dialogue risks remaining fragmented, with actors speaking “in parallel” rather than engaging in a truly collective process.**

Building this shared foundation does not simply mean transferring technical information. It involves creating moments of **collective learning** where participants can explore together what is meant by terms such as food systems, governance, sustainability, value chains, or territorial planning. These concepts may appear familiar, yet they are often interpreted differently depending on disciplinary background, professional experience, or institutional mandates. Capacity-building sessions, inspirational inputs, and the presentation of international experiences therefore play a crucial role in establishing a common reference framework from which meaningful dialogue can develop. **It transforms dialogue from a simple exchange of opinions into a collaborative learning journey that enables stakeholders to move toward more coherent and integrated solutions for the governance of food systems.**

Participatory methodologies themselves proved essential in building trust and ownership. However, their effectiveness strongly depends on the **presence of experienced facilitators: actors who are not only skilled in facilitation techniques but also deeply familiar with the thematic content being addressed. This dual competence allows them to navigate both the capacity-building dimension and the practical application of participatory tools, ensuring that learning processes and collaborative dialogue reinforce each other.** In this sense, facilitators act as catalysts—or “enzymes”—for the process: they support the quality of interaction while the Living Lab is taking place, but they also contribute to the longer-term sustainability of the relationships and collaborative dynamics that emerge during the Living Lab itself.

In Ouagadougou, SWOT analyses by *arrondissement* and group work on operational plans led to the co-definition of actions and monitoring indicators. In Dakar, collective reflection helped define concrete financial and governance proposals for school feeding. In Lusaka, stakeholder mapping and facilitated dialogue enabled the identification of shared priorities. In Palermo, the workshop employed interactive tools—visual mapping, clustering through open innovation frameworks, and even music-based icebreakers—to foster dialogue across sectors and countries. Across all contexts, it became evident that process design is as important as thematic content. Structured facilitation principles—dialogue, inclusion, respect, complexity, continuity—create the conditions for meaningful collaboration. **The replicability of the methodology therefore does not imply thematic uniformity. On the contrary, flexibility in responding to local priorities was essential for legitimacy and ownership.**

Another cross-cutting dimension was the framing of food systems within broader narratives of climate resilience and socio-economic transformation. In Palermo with Chefchaouen, food governance was

explicitly linked to climate mitigation, cultural heritage, sustainable tourism, and Mediterranean cooperation. In Ouagadougou, ecological planning through the Green Belt was connected to food planning through the Territorial Food Plan. In Dakar and Lusaka, food governance was framed as a lever for social resilience, food access, economic opportunity, and improved public service delivery.

This broader framing enhanced political relevance and, in some cases, opened pathways for resource mobilization. It is also essential if Living Labs are to have a lasting impact rather than remain one-off events. Connecting the focus of the Living Lab to issues that are currently salient for the territory, and linking it to ongoing processes and related initiatives, allows the work to become part of real political dialogue rather than remaining confined within a project-based logic. Anchoring Living Labs in these broader dynamics is therefore key to ensuring continuity, institutional uptake, and the possibility of long-term change.

Hence, coordination among projects and initiatives also emerged as a critical issue, particularly in contexts characterized by multiple donor-funded programs. Ouagadougou demonstrated the importance of aligning consortia and avoiding duplication. In Dakar and Lusaka, similar reflections emerged regarding the need to better connect municipal strategies with external partners. Living Labs proved capable of functioning as neutral platforms for dialogue, helping reduce fragmentation within complex development ecosystems. More broadly, the Living Labs confirmed their role as spaces where forms of collaborative governance can be tested in practice. By bringing together diverse actors, structuring dialogue, and experimenting with shared decision-making processes, they create a temporary but concrete environment in which new governance dynamics can emerge. **In this sense, Living Labs function as laboratories of governance: they allow stakeholders to practice coordination, negotiation, and joint problem-solving around complex food system challenges. These experiences are particularly valuable for local food systems, whose sustainability depends precisely on the capacity of institutions, civil society, economic actors, and communities to collaborate over time.**

Taken together, these experiences suggest that the Living Lab functions not merely as a project activity, but as a **governance accelerator. It does not replace formal policy processes; rather, it helps accelerate them by bridging political vision, technical planning, participatory engagement, and—in some cases—financial alignment.** The AfriFoodLinks Living Labs carried out in African cities show that open innovation methodologies can be effectively adapted to urban governance contexts across the continent, provided they are anchored in local realities and supported by strong facilitation. When participatory processes are combined with political commitment and institutional engagement, they can lead to tangible outcomes in terms of coordination mechanisms, shared visions, and emerging policy frameworks. At the same time, these experiences highlight that capacity building, coordination, and trust-building are not secondary components but foundational pillars for any meaningful co-design process. In this perspective, food governance emerges as a particularly powerful entry point for addressing broader urban challenges, as it connects issues of social inclusion, environmental sustainability, economic development, and territorial planning. If sustained over time and embedded within institutional processes, the Living Lab approach therefore holds significant potential to contribute to the development of more inclusive, resilient, and territorially grounded food systems across African cities.

Appendix 1 - Agendas and activities in details

Chefchaouen - April 9–10, 2025

Activities in detail

On the first day of Earth Day Med, April 9th, activities opened with a conference at the University of Palermo focused on just transition and climate, structured around three pillars: energy, food, and water. Within the food pillar, EStà, the representative of the Municipality of Chefchaouen, and other Mediterranean experts discussed governance fragmentation, water stress, biodiversity loss, and food system vulnerabilities in climate-exposed contexts.

EStà introduced the session by highlighting the Mediterranean as a climate change and biodiversity hotspot, facing environmental degradation, social inequality, and governance fragmentation. The region is warming 20% faster than the global average, with serious implications including water scarcity, extreme weather events, and biodiversity loss—threatening both ecosystems and food systems. The food system was described as a complex and interlinked network spanning from production to waste management and influenced by a wide range of social, political, and environmental factors. Current food governance, especially in the Mediterranean, was highly fragmented. This resulted in incoherent policies, duplicated efforts, and missed opportunities for synergy, ultimately undermining food security, sustainability, and equity. There is a strong need for integrated, multi-level governance. This means aligning agricultural, trade, environmental, and climate policies across local, national, and regional levels. It was noted that Mediterranean countries face diverse challenges—from food import dependence in the South to sustainability transitions in the North—which call for place-based policies that are tailored locally but interconnected across scales. At the local level, cities are pioneering urban food policies and adapting traditional knowledge to modern challenges. Nationally, governments were required to balance EU-wide frameworks with local food sovereignty goals. At the regional level, stronger Mediterranean cooperation was considered essential, including initiatives such as FAO’s One Health approach.

Picture 1 - International conference in Palermo during Afrifoodlinks presentation



To demonstrate this, EStà presented the AfriFoodLinks EU Horizon project as a useful parallel: a collaborative effort across diverse African cities to co-develop context-sensitive and interconnected food

system policies. The Mediterranean could benefit from similar multi-level, adaptive, and inclusive approaches. As one of the examples of how cities were working together within AfriFoodLinks, the Municipality of Chefchaouen presented its best practice. The intervention highlighted the Mediterranean Diet not only as a healthy eating pattern, recognized since the 1960s for its health benefits, but also as a cultural and ecological heritage. The diet integrates agricultural landscapes, traditional practices, and biodiversity, making it a cornerstone of sustainable food systems deeply rooted in place, people, and tradition. Chefchaouen's UNESCO recognition in 2010 as an "emblematic community" of the Mediterranean Diet marked a turning point. Alongside other Mediterranean cities, this designation led the municipality to adopt in 2013 a comprehensive Mediterranean Diet Action Plan, structured around four key pillars:

- Preservation and enhancement of local heritage
- Capacity building of local actors
- Awareness-raising and communication
- Governance

Several concrete initiatives emerged from this plan, including:

- The creation of the House of the Mediterranean Diet
- Rehabilitation of traditional public ovens and training of artisans
- Development of a thematic route focused on the Mediterranean Diet
- The establishment of the "Chefchaouen – Mediterranean Diet" territorial quality label, aimed at enhancing tourism, craftsmanship, and local agro-food sectors

Additionally, Chefchaouen joined the AfriFoodLinks EU project, aligning with African and Mediterranean cities to promote urban food system transformation. Through this partnership, the city showcased its know-how in sustainable agriculture, healthy diets, and local resource valorization, while reinforcing collaboration and exploring innovative strategies for resilient food systems. The intervention concluded by reaffirming Chefchaouen's commitment to protecting and promoting its way of life, with the hope that its efforts would inspire other communities to follow similar paths.

After this intervention, the conversation was enriched by a contribution from a Mediterranean expert affiliated with CREAM, a Spanish ecology research center, who explored the following core questions:

- What were the key food system challenges in this fragile region?
- How could policy be both context-specific and collaborative in tackling them?

In the afternoon of April 9th, Està facilitated an interactive workshop centred on a guiding question: *how should Mediterranean food policies evolve to collectively address climate change?*

The afternoon began with a welcome from the facilitators, who introduced the objectives and structure of the workshop, displayed clearly on posters throughout the room.

Picture 2 - Ice breaker exercise during living lab with Chefchaouen



This session unfolded in three phases:

- In Phase 1, participants identified the most pressing problems related to food system policies and climate challenges in their home contexts, capturing their inputs on post-it notes.
- In Phase 2, each group collectively selected and synthesized up to three priority problems, laying the foundation for a focused discussion.
- In Phase 3, groups proposed concrete policy changes or actions that could realistically address those problems in the medium term—actions that involved their own institutions and had the potential to be replicable and scalable across the Mediterranean.

Facilitators moved among the tables, encouraging dialogue and helping participants think systemically. Each group created a visual map of proposed changes, ready for the final phase of the afternoon.

Picture 3 - Two groups working during the multistakeholders activity of the living lab with the City of Chefchaouen



Across the workshop, the most frequently cited priorities included:

- Water (management, scarcity, infrastructure)
- Agroecology and sustainable food systems (local production, reduced environmental footprint)
- Participation and governance (education, policy inclusiveness, deliberative approaches)
- Food waste reduction
- Soil and biodiversity protection
- Adapting to economic pressures (e.g. inflation, affordability of sustainable practices)

Participants then converged on several core changes needed to improve food systems in the Mediterranean:

1. Support Local & Endemic Food Systems
 - Strengthen local production chains and protect local seeds
 - Prioritize endemic and traditional crops adapted to local climates
 - Reduce reliance on imported food
2. Enhance Sustainability & Reduce Waste
 - Reduce food waste through reuse, composting, and circular systems
 - Minimize plastic use in storage and packaging
 - Promote sustainable fishing and reduce marine pollution
3. Empower Producers & Co-operatives
 - Improve working and living conditions in the primary sector
 - Support cooperatives, community-supported agriculture, and agroecological transition
 - Ensure access to public funding and tailored education for farmers
4. Invest in Education & Awareness
 - Foster awareness on sustainable food practices among both producers and consumers
 - Promote food education in schools and communities
 - Increase public engagement in food and climate policymaking
5. Implement Technological and Policy Innovations
 - Support innovation and technology for circular food systems
 - Reform policies to support climate adaptation and reduce environmental impact
 - Enhance local infrastructure for food processing and water management

The last segment brought all participants together in a plenary session inspired by the principles of open innovation. Using a triangular framework with three vertices—principled engagement, shared motivation, and joint capacity—the facilitators clustered the proposals from the group work into thematic families. Together, the participants reflected on overlaps, complementarities, and opportunities for synergy. The discussion then turned toward action: *what was the first step each participant could take upon returning home to advance these changes?* This individual commitment anchored the collective vision in practical reality.

On the second day, April 10th, Està and the representative of the Municipality of Chefchaouen participated in a Mediterranean Assembly, facilitated by Fondazione Studio Rizoma within the EU project Building Bridges. Through World Café sessions dedicated to water, energy, and food, participants revisited and refined the proposals developed during the previous activities. The process culminated in the formulation of citizen-generated recommendations addressed to the European Union, reflecting shared Mediterranean priorities and calling for stronger, more coordinated support for sustainable and integrated water, energy, and food policies across the region.

Here the policy recommendations collected:

Water:

- Participatory mapping: enable communities to document local water issues and develop local solutions.
- Euro-Mediterranean water alliance: form a regulatory coalition to manage access and pollution.
- Water education: integrate water stewardship into school curricula and community programs.
- Fund public research: prioritize public innovation in water technologies like desalination and atmospheric harvesting.
- Pollution control: implement stricter local regulations on industrial/agricultural waste.
- Alternative tourism models: promote low-impact tourism respecting local water needs.

- Anthropologists in municipalities: employ anthropologists to map and mediate local water conflicts.

Energy

- Regulate industrial water usage: ensure major industries do not monopolize local water resources.
- Public oversight of energy projects: empower communities to have a say in large energy developments.
- Sustainability standards: require industries to use water and energy sustainably, possibly through licensing conditions.

Food

- Food education programs: integrate comprehensive food education at all education levels.
- University support structures: create spaces and time allowances for students to cook healthy meals.
- Sustainable public procurement: prioritize local, ethical food producers in public catering and events.
- Vegetarian days: encourage plant-based eating habits in public institutions.
- Support food cooperatives: public funding and incentives for cooperative food systems and local food sharing.

Picture 4 - Citizen's Assembly at Earth Day Med Fest 2025 in Teatro Garibaldi, Palermo



Lusaka, April 4, 2025

Activities in detail

The Lusaka Living Lab was designed as an intensive one-day workshop dedicated to advancing the institutionalisation of urban food governance, with a particular focus on establishing a Food Desk. EStà opened the day with **a capacity building by introducing the concept of institutionalising food policies—meaning the formal integration of food-related issues into government structures and decision-making frameworks.** This process was explained to be essential to ensure long-term commitment, policy continuity beyond political cycles, and the capacity to enact systemic change. Institutionalisation supports greater effectiveness, transparency, and coordination in addressing complex food system challenges, moving beyond fragmented interventions to structured, policy-driven action.

The capacity building highlighted the practical dimensions of structured food governance, advocating for the creation of legal mandates, dedicated offices such as Food Policy Councils, cross-departmental

coordination, and the inclusion of civil society, academia, and the private sector in decision-making. Embedding food strategies into broader urban frameworks—such as public health, planning, and climate policies—was presented as a critical strategy, alongside securing stable funding and fostering citizen engagement. However, several challenges were also acknowledged. These include fragmented governance landscapes, insufficient political will, lack of reliable data, weak participatory mechanisms, and institutional resistance to change. Overcoming these barriers requires not only political commitment but also adaptive, inclusive governance models.

Picture 5 - Lusaka Mayor's speech during the Living Lab activity



Three main approaches to food governance were discussed: institution-led governance, where city or national institutions develop and manage policies; multi-stakeholder governance, which relies on participatory bodies such as Food Policy Councils; and champion-driven governance, where individuals or organisations act as catalysts for policy innovation and advocacy.

Drawing from international experience, EStà presented case studies from Milan, Turin, and Rome. Milan demonstrated a comprehensive model where research institutions and political actors collaborated early on to create a dedicated Food Policy Office and integrate food into city planning, with support from the Milan Urban Food Policy Pact. Turin offered an example of strong civil society engagement and innovative practices despite the absence of a formal policy. Rome illustrated a gradual, grassroots-led process that culminated in the creation of both a Food Policy Council and a technical Food Desk, highlighting the importance of participation and continuity. From these examples, key lessons emerged for Lusaka: recognise food as a fundamental right; engage the community in mapping and monitoring the food system; build political support around urgent issues; create legal mandates and operational roles within city governance; align local policies with international commitments; and ensure coordination through dedicated platforms like food desks or councils.

The capacity building concluded by setting a clear path forward for Lusaka: to develop a structured, inclusive governance framework that responds to local realities while drawing inspiration from global experiences.

Picture 6 - Està capacity building to councillors of the Lusaka City Council



Then, the heart of the Afrifoodlinks Living Lab unfolded in two dynamic and highly participatory group sessions designed to activate collective intelligence around local food governance.

After the capacity-building session, participants gathered in four multi-stakeholder groups to begin shaping their vision for Lusaka's food future. The first task invited each group to formulate a compelling question—something they would like to ask the facilitators based on the morning's discussions. This opening round allowed for a moment of clarification, exchange, and connection between local curiosities and broader policy expertise.

Then came the main creative challenge: designing the “perfect recipe” for a sustainable food governance system in Lusaka. Each group received a set of “ingredients” curated by Està—principles and elements drawn from best practices in the field—as well as the option to add up to two “secret ingredients” previously identified individually by participants earlier in the day. Using a large poster, groups were asked to give their recipe a title, list their chosen ingredients, and describe the method—the step-by-step process to combine them into an effective governance model. This playful yet rigorous format encouraged both strategic thinking and imaginative collaboration. The session closed with a plenary sharing, where each group presented its recipe, highlighting common values and contextual nuances.

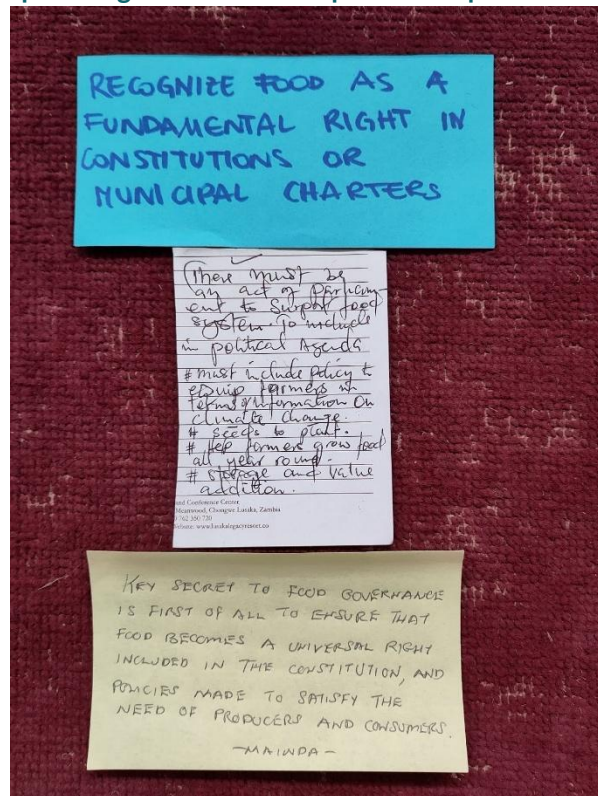
Picture 7 - Està member showing the results of the group activity during Lusaka Living Lab



The main ingredients to the perfect recipe that the participants highlighted are here summarised:

1. Acknowledge Political and Resource Challenges: Limited budgets and political will are major barriers to implementing effective food systems, requiring strategic planning and stakeholder mobilization.
2. Support Farmer Empowerment and Adaptation: Effective food governance should include actions that help farmers adapt to climate change, improve year-round productivity, and access seeds and storage solutions.
3. Mobilize Multi Level Stakeholder Involvement: Successful food policy processes depend on inclusive participation, involving community members, local councils, and district authorities in both planning and monitoring.
4. Foster Local Knowledge and Innovation: Policies should draw from local knowledge and experience, encouraging innovation and consistent consultation with stakeholders and communities.
5. Reduce Food Waste and Improve Distribution: Address structural issues such as food loss due to inadequate storage and promote local food trading in safe and accessible environments.
6. Enhance Data Transparency and Communication: Open and user-friendly platforms are needed to publish and share information about the food system, increasing transparency and accountability.
7. Raise Public Awareness and Education: People need to understand the broader impacts of food waste on the environment, economy, and food security to support behavioral and policy change.
8. Encourage Knowledge Sharing and Collaboration: Strengthening coordination, knowledge exchange, and mutual learning among stakeholders can significantly improve the food system's effectiveness.

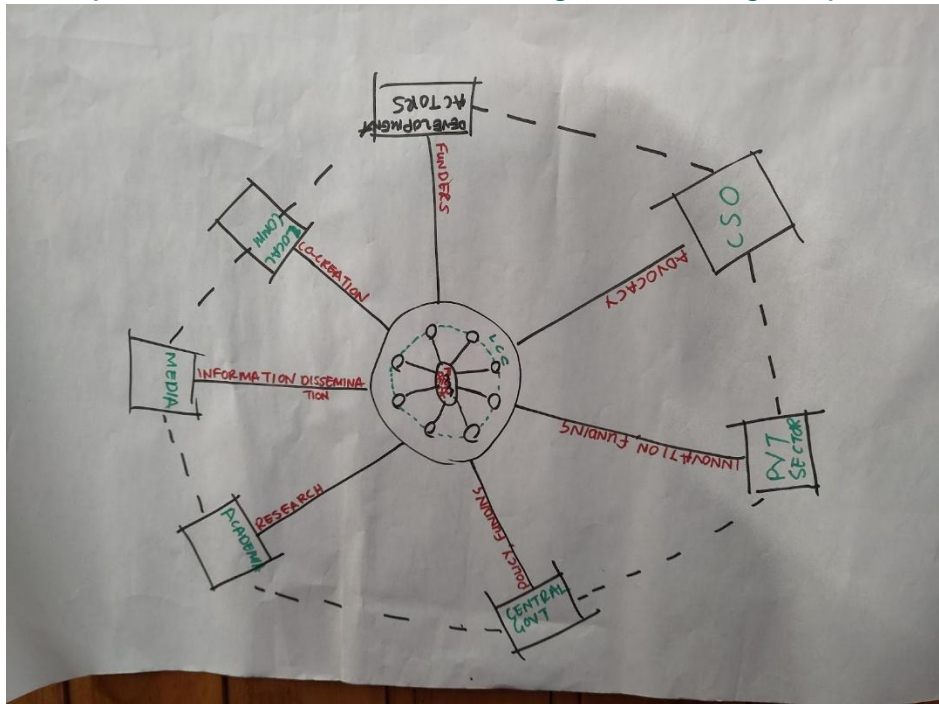
Picture 8 - An example of ingredients for the “perfect recipe” for the Lusaka food system



In the second part of the day, the focus shifted from ingredients to implementation paths. Participants were reorganized into three new groups, again ensuring diversity of backgrounds and affiliations. This time, they worked with structured frameworks representing different models of food governance. Their task was to select the model they would like to see in place in Lusaka—not necessarily the current one—and to populate it with key actors, including the City Council, the Food Desk, and the Food Policy Council. Additional stakeholders could be added freely. Crucially, groups also defined the remit and responsibilities of each actor within the governance framework, and concluded by identifying a concrete first step they felt ready to take to activate the proposed model.

As a result, all groups selected a similar structure for the governance where the Lusaka City Council and the food desk would have a central role in the entire food governance and act as coordinator and leader of the different territorial actions. Hence the first steps identified have been related to the operationalisation of the food desk and the strong need to actually make it work as soon as possible.

Picture 9 - Example of the structure of the Lusaka food governance designed by one of the groups



Facilitators from EStà and local partners provided support throughout the group work, ensuring that all voices were heard and that each team reached a meaningful outcome. The process was both generative and empowering, reinforcing the value of co-creation as a foundation for sustainable policy design.

Picture 10 - One of the multistakeholders groups of that participated to the Lusaka living lab



Ouagadougou, July 7–11, 2025

Activities in detail

Day 1: Institutional Launch and Strategic Framing: The Living Lab opened with an official institutional session led by ACRA, Rikolto, and representatives of the Municipality, setting the political and strategic direction for the week. The Green Belt Plan (PAG) was presented in detail, followed by an open discussion that allowed stakeholders to clarify objectives and implementation challenges.

Està proposed a systemic reading of the food system, insisting on the need to move beyond the fragmented approaches that often dominate public action. The speech emphasized that food should not be reduced to a simple value chain, but understood as a complex cycle, closely connected to environmental, economic, social, and territorial dimensions. The city, and particularly a large city like Ouagadougou, plays a central role in this system as a place where food demand is concentrated, but also as a space for planning, organized consumption, logistics, education, and waste management. The presentation advocated for the progressive construction of an urban food policy as a tool of integrated governance capable of coordinating and enhancing the many existing initiatives. Such a policy, to be effective, must rely on a shared vision, mobilize different institutional levels, and be based on participatory processes involving producers, consumers, institutions, civil society, and the research community. Through the example of Milan, Està illustrated how a municipality can structure an ambitious food policy by mobilizing different administrative sectors and linking urban policies with those of the surrounding rural territory. Finally, the intervention broadened the perspective by citing other inspiring international experiences, notably Rosario in Argentina and Almere in the Netherlands, showing that different pathways are possible to integrate agriculture, food, and urban policies. The call addressed to Ouagadougou was therefore to build on ongoing projects to structure a territorial food policy capable of generating a shared, sustainable, and inclusive vision for the urban future.

Picture 11 - Està capacity building during Ouagadougou living lab



Days 2 and 3 focused on participatory diagnosis, operational planning, and the structuring of governance mechanisms. Participants were divided into six heterogeneous groups, each paired with two arrondissements (administrative district or subdivision within a city or territory, typically used in Francophone countries). The groups worked on four main themes:

- 1) SWOT analysis of their territory,
- 2) Operational planning: the definition of a set of local activities linked to a specific intervention domain,
- 3) The definition of baseline indicators for implementation,
- 4) Identification of timelines and responsible actors.

Picture 12 - One of the multistakeholders groups during Ouagadougou living lab



1) SWOT Analysis

The SWOT analysis of the six groups highlights a number of common points as well as specificities related to each group's intervention context.

Common and Differentiated Strengths: A central theme among the identified strengths is the existence of green spaces and basic infrastructure for market gardening production. All groups underline the presence of cultivable land, nurseries, shared spaces, or areas that can be developed or exploited. Several also mention strong local demand for agricultural products (Groups 2, 5, and 6).

Specific elements are also noteworthy: Group 1 emphasizes the diversity of professional activities and the presence of barracks and schools, while Group 3 highlights the youthfulness of the population and the structured organization of actors as assets. Group 4 stands out for clearly valuing the agroecological approach and the presence of locally engaged NGOs.

Recurring Weaknesses: Among the weaknesses, uncontrolled land occupation appears in almost all matrices (Groups 1, 2, 3, 4, and 5), often accompanied by a lack of regulation or enforcement of laws (Groups 1, 5, and 6).

Several groups also point to a lack of material and financial resources, including the absence of processing units or appropriate equipment (Groups 2, 4, 5, and 6). Waste management issues also emerge across the groups (Groups 1, 3, 4, and 5), indicating a structural need for improved environmental practices.

Shared Opportunities: A major opportunity lever is the existence of institutional partnerships and producer engagement (Groups 2, 4, and 5), as well as political will (Groups 2 and 5). Groups 1 and 2 highlight the presence of existing infrastructure such as school canteens, barracks, or shopping centers that could support short supply chains and local anchoring of production.

Innovation also appears as an opportunity, particularly for Group 3, which mentions the creation of green jobs, technological innovation, and social protection as drivers of progress.

Identified Threats: Threats are largely shared among the groups, with strong concerns related to land pressure, insecurity, and climate variability (Groups 2, 3, 4, and 6). Group 2 specifically highlights the invasion of the market by imported products, creating unfair competition for local production.

The lack of clarity in identifying beneficiaries and the duality between customary law and modern law are highlighted respectively by Groups 5 and 6, revealing specific land governance challenges in certain areas.

Picture 13 - ESTà member and Ouagadougou Municipality member working side by side



2) Operational Plans

To define a set of activities to be carried out at the local level related to a specific intervention domain, each group worked on a table structured around five elements: Priority intervention domain, Enabling conditions, Stakeholders, Actions, Expected results. Each group decided to focus on a domain chosen to be the priority for their area of reference.

Group 1 – Consumption: This group focused on the consequences of rapid demographic growth and increased social pressure on food practices. It highlighted the spread of harmful dietary habits and a lack of infrastructure for storage and distribution. Proposed actions aimed at hygiene training, nutrition awareness, and improving food supply. Key stakeholders included restaurants, municipal services, consumers, and NGOs. The expected result was improved nutritional knowledge and stronger skills among food service actors.

Group 2 – Production (meeting demand): Faced with demand exceeding vegetable production, this group aimed to increase supply. It identified land security, access to water, and strengthening producers' capacities as enabling conditions. Actions ranged from identifying available spaces to supporting actors, including the provision of equipment and inputs. Beneficiaries included local authorities, financial institutions, and distributors. The group aimed for food self-sufficiency, job creation, and a healthier environment.

Group 3 – Food value chain: The objective here was to better organize urban space while integrating food value chain issues. The group proposed developing legal texts, clarifying roles, and planning activities. Concrete actions included delimiting zones, adopting regulations, organizing actors, and strengthening capacities. Stakeholders were mainly institutional (MEEA, the municipality, and partners). The expected result was a functional green belt, improving access to healthy products.

Group 4 – Production (quality and control): This group sought to strengthen oversight of the market gardening system by improving both quality and quantity. It emphasized the need for reliable data (access, soils, surfaces, means of production), as well as equipment provision, technical training, and access to credit. Producers, ministries, and local authorities were identified as key partners. The group aimed to strengthen producers' autonomy and improve product marketing channels.

Group 5 – Securing production areas: The priority of this group was to protect production areas. It called for a specific vision to manage the Green Belt. Actions included adopting regulatory texts, raising stakeholder awareness, and organizing governance around the management of the CVO (Ouagadougou Green Belt). The expected result was a clearly delineated and developed CVO, with better-utilized surfaces.

Group 6 – Urban planning and territory: This group focused on applying the POS (Land Use Plan) to plan the territory and secure the CVO. It proposed technical actions such as publishing and disseminating the POS, conducting topographic surveys, developing market gardening sites, and environmental monitoring. Stakeholders ranged from the Prime Minister's Office to customary authorities. Expected results included wider dissemination of the POS and the effective development of irrigated perimeters.

All groups recognized the importance of securing agricultural spaces and involving diverse stakeholders through an integrated approach. Groups 2, 4, and 5 focused explicitly on production, while Groups 1, 3, and 6 placed greater emphasis on planning, territorial organization, or consumption practices. A strong common thread was the need to strengthen actors' technical capacities through training, equipment provision, and structuring. However, Groups 1 and 4 emphasized product quality and consumer behavior more strongly, while Groups 3 and 6 prioritized spatial and legal governance. Expected results converged toward better use of existing resources, but thematic entry points varied—from Green Belt management to improving legal and logistical infrastructure. This diversity illustrates the complementarity of approaches, which is useful for developing a holistic urban food strategy that connects land security, sustainable production, responsible consumption, and coherent territorial planning.

3) Indicators

Finally, for the definition of baseline indicators to support the implementation of these activities, each group defined key questions, indicators, and measures to be applied in order to develop the previously identified actions.

Group 1 – Changing Food Practices: Group 1 aimed to transform harmful food practices in arrondissements 1 and 2, particularly by improving food preservation methods. Selected indicators include the number of model collective restaurants, the adoption rate of support clubs, and the rate of food waste. Verification sources include field observations, assessments, surveys, and interviews with local stakeholders.

Group 2 – Structuring Agricultural Production: This group focused on structuring producers through the creation of cooperatives or agricultural umbrella organizations, providing appropriate production means,

securing sites, and mobilizing financial resources. Indicators include the number of training sessions, cultivated area, availability of inputs, and operating permits. Verification sources consist of various documents (activity reports, contracts, databases, invoices, etc.) as well as direct field observations.

Group 3 – Spatial Development and Actor Structuring: Group 3 targeted the development of irrigated perimeters, the organization of key actors (producers, groups), and the strengthening of their capacities. Indicators are specific: existence of plans, number of developed perimeters, number of vulnerable people employed, reports produced, training sessions, and study visits. Verification tools include training reports, membership lists, and documents produced during sessions.

Group 4 – Availability and Quality of Market Garden Products: This group addressed three key aspects: ensuring sufficient supply of market garden products, having qualified personnel, and improving distribution channels. Indicators relate to agricultural productivity, qualification of actors, and identification of sales points. Sources include management and security committee reports, field visits, and workshop records.

Group 5 – Securing Production in Developed Areas: Group 5 emphasized the development and securing of production spaces. It measures impact through technical indicators such as production per hectare, number of producers involved, and the existence of specifications or guidelines. Data sources include technical sheets, land documents, regulatory copies, and related materials.

Group 6 – Protection of the CVO through the POS: This group structured its reflection around three components: implementation of the POS, securing and enhancing the Ouagadougou Green Belt (CVO). Actions are highly technical (topographic surveys, land demarcation, plan development, allocation of plots). Indicators and sources vary: cadastral maps, environmental reports, demarcation standards, and number of field missions.

Picture 14 - Two multi-stakeholder groups working during Ougagougou living lab



4) Timeline and responsibilities

In this final exercise, the groups worked to define the stakeholders to be involved in the activities and the approximate timelines.

Group 1 – Awareness Raising and Food Waste Management: Group 1 proposed a “model caravan” showcasing storage and marketing infrastructure, combined with training actions on good practices and awareness-raising on food waste management. Implementation relies on municipal technical services, NGOs, research institutes (IRSAT, CNRST), and the Ministries of Health and Environment. The implementation timeline extends over 12 months and may be prolonged for the entire duration of the project.

Group 2 – Structuring Producers and Mobilizing Resources: This group developed a structured, multi-year intervention. It plans land mobilization and producer engagement, site development, producer training, and financial mobilization. Arrondissements, technical services, customary authorities, and technical and financial partners (TFPs) are involved. The program is sequenced in several phases from January 2026 to March 2027, with monitoring continuing until the end of the project.

Group 3 – Spatial Planning and Capacity Building: Group 3 adopted an integrated logic structured around three axes: development of market gardening perimeters, organization of actors, and capacity building. Implementation is led by the municipality, the MEEA (Ministry of Environment, Water and Sanitation), and partners. The timeline runs from the last quarter of 2025 to the second half of 2026, reflecting coherent and progressive planning.

Group 4 – Territorial and Commercial Structuring: Group 4 focused on foundational actions: identifying and securing production sites, organizing producers, and structuring commercial circuits, including the establishment of pilot shops. Key actors include the mayors of arrondissements 6 and 9, relevant ministries, NGOs, and civil society. Actions are planned in the short term (0–3 months) for diagnostic phases, followed by continuous implementation for the commercial component.

Group 5 – Land Governance and Planning: This group targeted the securing of the Ouagadougou Green Belt (CVO), land demarcation, the development and implementation of a land-use plan, and a monitoring mechanism. Responsibilities are shared among the municipality, the MEEA, the Ministries of Finance and Territorial Administration (MATD), partners, and associative groups. Actions are scheduled between January and June 2026, depending on the type of intervention.

Group 6 – POS and Sustainable Planning: Group 6 structured its activities around the implementation of the Land Use Plan (POS), including securing and enhancing the CVO, developing the PAF, and operating developed perimeters. Actors involved include the Municipality of Ouagadougou, the MAE, INERA, IRSAT, market gardening groups, NGOs, and TFPs. The agenda is precise: July–August 2025 for the POS, six months for securing actions, and ongoing commitment for revalorization.

All groups demonstrated a willingness to strengthen urban food systems through operational approaches, including training, land security, producer organization, and commercial structuring. A major similarity lies in balancing short-term actions (diagnosis, land securing) with long-term processes (capacity building, monitoring, continuous planning). All groups mobilize a diversity of actors, with strong involvement from municipalities, sectoral ministries, NGOs, TFPs, and local groups. Differences lie in the level of technicality and institutional anchoring: Group 6 is strongly focused on regulatory urban planning tools (POS, PAF), while Groups 1 and 4 emphasize community awareness and local commercial dynamics. Groups 2 and 3 position themselves between these approaches, combining planning with capacity building. Finally, Group 5 highlights land governance, a transversal but often under-addressed issue. This diversity offers a mosaic of complementary initiatives structured around a shared objective: strengthening the territorial resilience of Ouagadougou’s food systems.

Day 4 Inter-Consortium Coordination: The fourth day expanded the discussion to the broader ecosystem of projects operating in the city. Representatives of the AfriFoodLinks (AFL), CRAVO, and AGRES

consortia engaged in a joint analysis to reinforce synergies between the PAG and the PAT processes. This session helped clarify roles, reduce potential overlaps, and strengthen alignment among initiatives contributing to urban food and environmental governance.

The day started with a capacity building by ESTà aimed to clarify the fundamental concepts related to territorial food policies, particularly in the framework of developing a Territorial Food Plan (PAT). ESTà first explained the distinctions between strategy, public policy, plan, and law, emphasizing the complementarity of these instruments. A strategy outlines a broad and flexible direction; a public policy formalizes coherent orientations to address a specific issue; a plan translates this into concrete short- to medium-term actions; and a law establishes binding obligations. The objective was to show that, when well articulated, these tools structure local food system transformation processes.

The presentation then focused on the reasons for developing a PAT. It is a powerful tool to respond to food system crises, combat malnutrition and food insecurity, and address environmental impacts, while linking sustainability, food security, and social justice. A PAT allows cities to mobilize planning tools, public procurement, infrastructure, and education, and to reconnect urban and rural areas through short supply chains, local agriculture, markets, and logistics systems. It also promotes convergence among sectoral policies such as health, environment, economy, housing, and education, and is based on the participation of territorial actors—citizens, farmers, institutions, associations, and businesses—within a shared governance framework.

ESTà also stressed the importance of establishing effective multi-actor governance to sustain the strategy over time. This governance may take the form of food offices, territorial food councils, coordination tables, or engaged actor collectives. The aim is not to create everything from scratch, but to build on existing mechanisms to consolidate legitimate, coherent, and evolving governance. The PAT was presented not only as a planning tool, but as a lever for systemic transformation and a starting point toward the institutionalization of a genuine local food policy. A link was also made with the recommendations of the Milan Urban Food Policy Pact, whose principles and actions can be concretely implemented through a territorially adapted PAT.

Then a participatory activity was conducted with representatives of the AGRES, AfriFoodLinks, and CRAVO consortia. Participants first engaged in a collective mapping exercise, presenting ongoing actions within their respective projects to enhance mutual understanding and identify synergies.

They then worked in three heterogeneous groups to design an intra-project governance model, guided by key questions regarding coordination, decision-making, inter-project linkages, and required roles and functions. Although three different governance systems emerged, consensus quickly formed around the central role of the Municipality in formalizing coordination through a Memorandum of Understanding (MoU).

The MoU would define a shared objective, establish a regular meeting calendar between NGOs and the municipality, create an information-sharing system, organize exchanges with external territorial actors, and clarify roles and responsibilities. This new governance framework should strengthen communication at three levels: among NGOs, between NGOs and the municipality, and between the municipality and donors.

In this way, the initiative paves the way for a more integrated, participatory, and effective governance system in support of local development.

Day 5 Dialogue with Donors: The final day was dedicated to strategic dialogue with technical and financial partners. The municipality presented its portfolio of urban food and Green Belt-related initiatives, highlighting priorities and investment needs. A roundtable discussion with donors focused on improving alignment between municipal strategies and funding mechanisms, enhancing project positioning, and laying the groundwork for a more structured and sustainable territorial governance system. This activity does not formally fall under Task 5.5, but rather under one of the tasks led by ACRA within WP5. However, given the favourable context and the strong synergies with the Living Lab process, it was considered useful to present them together. More details regarding this activity can be found on the deliverable of ACRA related to task 4.5.

Picture 15 - Members of EStà, Municipality of Ouagadougou, Afrifoodlinks, CRAVO and AGRES consortiums working together



Dakar, January 27–30, 2026

Activities in detail

Day 1: Institutional Launch: The Living Lab opened with an institutional session at City Hall, where the pilot project and its evaluation framework were formally presented. This moment clarified objectives, methodology, and expected results, while reaffirming municipal leadership. It also enabled an initial exchange among public authorities, technical partners, and stakeholders, aligning expectations around the pilot's strategic importance.

The session by EStà in the form of an introductory keynote, aimed to create a common reference framework around the strategic role of school canteens in urban food policies. The presentation introduced the Living Lab approach developed by EStà within the AfriFoodLinks framework, emphasizing the principles of open innovation, collaborative governance, and policy orientation.

The keynote positioned school canteens as key infrastructure at the intersection of educational, social, health, and environmental policies, highlighting their potential in terms of nutrition, food insecurity reduction, taste education, food waste reduction, and support for local producers. International examples (Addis Ababa, São Paulo, Nairobi, Seoul) were presented to illustrate the diversity of possible models, the conditions for success in governance, infrastructure, financing, and scaling-up, as well as the links with the SDGs and the MUFPP. This capacity building helped align stakeholders around a shared vision, strengthen understanding of systemic challenges, and prepare an informed dialogue for the subsequent phases of the Living Lab.

Picture 16 - Members of ACRA, Municipality of Dakar and John Kennedy High School during living lab launch at the Municipality of Dakar



Day 2 and 3 - Activities with the students

The mornings of the two central days of the living lab were specifically designed for students of John Kennedy High School, as training and participatory sessions.

First, these sessions aimed to strengthen students' basic knowledge of urban food systems and school canteens, while fostering their ability to critically analyze the pilot project implemented in their school. Through adapted educational content, the sessions addressed topics such as healthy and sustainable nutrition, how school canteens function, the links between food, health, environment, and the local economy, as well as the role of students in governance and service improvement. At the beginning, a peer-learning game was proposed, followed by a training session on school canteens. The session was conducted in a maieutic way, drawing out from the students themselves the importance of school canteens (with a collective mapping of responses). This was followed by a synthesis of the positive impacts of school canteens—accessibility, healthy food, academic performance, environmental impact, and local economic benefits—highlighting how managing sustainable school canteens is a challenge in all countries. Key messages developed by the groups in relation to the lesson were then collected. Special attention was given to the active participation of students, encouraging them to express their views and formulate concrete proposals. This phase represented a key step in enabling students to move from being beneficiaries to becoming informed and engaged actors, capable of contributing to the collective discussions held during the multi-stakeholder afternoon sessions.

Picture 18 - Students of the John Kennedy High School during group activity facilitated by ESTà



Second, the sessions with students then had a clearly preparatory role: they aimed to systematically gather the perceptions, experiences, and proposals of a large group of students in a setting that encouraged direct expression and active participation. These sessions generated a rich set of insights drawn from the students' daily experience of the school canteen system. The results were then synthesized and presented by a smaller group—the student government—tasked with representing students during the multi-stakeholder afternoon sessions. For this reason, the morning activities followed a deliberately similar structure (each session involving a different group of approximately 120 students). They revolved around three key questions addressed through a participatory World Café methodology.

Key questions – first morning

- What worked well in the school canteen pilot project?
- What could have worked better?
- What recommendations would we like to put forward to improve the project? (with a final vote to prioritize them)

Key questions – second morning

- What would you add to your peers' recommendations? (students had access to a synthesis of the recommendations collected by ESTà on Wednesday morning)
- Which three are the most important? Why?
- What could you do as students?

These questions made it possible not only to collect shared observations but also to formulate and prioritize recommendations from the students' perspective. The work carried out on the first morning with the students made it possible to gather in-depth insights into their perceptions, expectations, and proposals regarding the school catering service. Through a structured participatory process, the students identified both the strengths of the pilot project and the main limitations to be addressed, drawing on their daily experience of the canteen.

Among the positive elements, the students highlighted the hygienic, natural, local, and healthy nature of the meals offered, as well as the affordable price, which is lower than that of food purchased outside the school (they also noted that it avoids having to leave the school premises to buy food, which is considered risky). The use of local fruits and juices and the friendly attitude of the canteen staff were also emphasized as strengths of the service.

However, the discussions brought out several areas for improvement, grouped around key themes. First, students focused on the quality and quantity of food, requesting larger portions, better-quality bread in sufficient quantity, improved taste of dishes, greater diversity of foods and juices, and better preparation of beverages (fresher juices, better balanced and sweeter). They also mentioned the need to consider allergies and vegetarian options. Concrete proposals included adding certain ingredients (such as spices) and reducing the excessive use of oil.

A second major area concerned service organization. Students expressed the need to increase the number of days the canteen is open, improve ticket sales organization, strengthen the staff to reduce waiting times and avoid being late to class, and better manage queues to limit pushing, as well as install handwashing points. Displaying menus in advance was also identified as an important tool for transparency and information. Students also raised ecological concerns, including the need to replace plastic utensils and improve food packaging (in terms of size and sustainability), as well as accessibility issues, such as maintaining affordable prices for all and creating a fixed space where students could eat on site, such as a cafeteria.

Picture 19 - Examples of observation, proposal and recommendations given by students to the pilot project



All these observations, proposals, and recommendations—were synthesized and shared with the students participating in the second morning session. During this second session, students worked on the basis of

The multi-stakeholder group work, organized on the second and third day afternoons, pursued different objectives and was therefore structured differently.

On the first afternoon, participants conducted a collective analysis of the pilot project based on the students' contributions presented by the student government (a group of 10 students that participated in the morning activities and represented the voice of the multitude of students). Discussions focused on questions such as:

- What worked and what did not work in the implementation of the pilot project?
- What conditions would be necessary to improve the elements that posed challenges?
- How could the project evolve in the medium term (3 to 5 years)?

On the second afternoon, the multi-stakeholder sessions shifted toward a more operational and forward-looking approach. Building on the students' recommendations and the insights from previous discussions, participants addressed the central question:

- What concrete actions should be developed for the future of the pilot project?

This reflection led to the co-construction of structured action proposals, which were discussed, prioritized, and translated into initial Action Plan pathways, identifying the actors to be involved, required resources, first implementation steps, and expected results.

Overall, these two types of group work created a coherent, progressive, and inclusive process in which students played a central role in generating content, while the multi-stakeholder spaces transformed these contributions into shared and operational perspectives for the evolution of the school canteen system in Dakar.

The participatory analysis of the pilot phase, conducted during the multi-stakeholder workshop on the first afternoon, made it possible to cross perspectives from institutions, school actors, partners, and the student government in order to jointly identify the main strengths of the project, its limitations, and concrete avenues for improvement.

Among the strengths, participants unanimously recognized the nutritional quality of the meals, their healthy, balanced, and hygienic character, as well as their economic accessibility. The affordable price of the meals was identified as a key factor of adherence, generating financial savings for students and their families. The pilot project was also perceived as a positive school-based food experience, offering a structured and safe environment for students. Several participants highlighted the indirect but significant impact of the canteen on students' well-being and academic performance, as well as the appropriateness of service hours and the quality of reception.

However, the analysis also revealed several limitations to be addressed. The organization of ticket sales and queue management were identified as critical issues, due to limited space and insufficient communication. Communication about menus (content, variety, availability) emerged as a central concern, particularly the absence of systematic and advanced display. From a food perspective, participants noted issues related to taste, the freshness of juices, insufficient spices or sugar, and bread portions considered too small. Finally, the need to strengthen nutrition education and collaboration with local actors, including vendors, was clearly expressed.

Based on these observations, the groups formulated several solutions to reinforce the existing system. These included the creation of micro-gardens to supply the canteen, the designation of a focal point for ticket management, the introduction of digital payments (Wave, Orange Money), improved communication through notice boards and social media, and the revision and diversification of menus (quantities, recipes, hot and cold meal options). The involvement of the school infirmary in nutritional monitoring and the development of food education activities were also identified as structuring levers.

Finally, discussions made it possible to share a common medium- and long-term vision (3 to 5 years): the creation of a dedicated dining hall, the extension of the service to include both breakfast and lunch, the progressive autonomy of the system through internal financial mechanisms, and the replication of the model in other schools, particularly in lower-income peripheral urban areas. In this perspective, John F. Kennedy High School is envisioned as a model of an integrated school canteen, linking food, education, local production, and multi-stakeholder governance.

Picture 21- Representative of the Municipality of Dakar during group activity



The co-construction work carried out in the previous sessions (synthesized by Està) made it possible to jointly identify four priority action areas, conceived as complementary and interdependent, to strengthen the sustainability, accessibility, and governance of the school canteen system.

These four areas were addressed by four multi-stakeholder working groups (including representatives of the Student Government), who were invited to further develop each specific action, using the metaphor of a culinary recipe, with the objective of building the foundation for an action plan to ensure the sustainability of the pilot project.

The group work was structured according to a common framework and guided by the following questions:

- a) Who should be involved (stakeholders)?
- b) What do we need?
- c) How can we make our idea concrete?
- d) How long will it take?
- e) What result do we hope to achieve?
- f) What should we do first?

Picture 22- One of the multistakeholders group working during the living lab activity



The first action area focused on establishing an internal financial mechanism and creating a steering committee to ensure the sustainability of the canteen service. The proposed action relied on the joint mobilization of local institutions, the student government, parents' associations, civil society organizations, and the private sector. It included structuring a clear governance framework, defining roles, estimating financial needs, and creating monitoring tools, with the aim of progressing toward an autonomous financing model supported by public-private partnerships and the commitment of the City of Dakar.

In this regard, the distinction between the two steering committees, as it emerged during the working group with the Municipality and the school principal, deserves clarification. A first committee could focus on an operational and short-term vision, centered on immediate implementation, coordination of actors, and monitoring of priority actions. A second, complementary committee could carry a medium- to long-term strategic vision (3 to 5 years), aimed at consolidating the economic model, strengthening partnerships, and progressively institutionalizing the system. This articulation between short- and medium/long-term perspectives would strengthen the credibility and concreteness of the process that stakeholders expressed their willingness to pursue.

The second action area aimed to build stronger links between the school garden and the canteen, making the garden a pedagogical, nutritional, and economic lever. The proposed action included expanding and equipping the garden, training the actors involved, and planning production according to the canteen's needs (including experimenting with ways to manage seasonal surpluses and analyzing similar case studies to draw lessons). This approach would support food sovereignty, improve the sanitary quality of meals, and create local employment opportunities, while actively involving students and the educational community.

The third action area concerned improving infrastructure and organizing access to the canteen through the creation of a dedicated space (a dining hall) and the implementation of more efficient management systems. This action combined material, organizational, and communication aspects to ensure better

reception conditions, greater accessibility, and enhanced food safety, including subsidized meals and improved regulation of student flows.

Finally, the fourth action area emphasized the development of a food education program targeting students, school staff, and other key actors such as vendors. Designed as a continuous action throughout the school year, this program aims to strengthen knowledge, behaviors, and collaboration among stakeholders, fostering greater student adherence to the canteen, improved dietary practices, and more effective coordination within the school community.

Taken together, these four action areas outline an integrated strategy to ensure the sustainability of the pilot project, combining governance, financing, local production, infrastructure, and education, in order to support the evolution of the school canteen pilot toward a more sustainable, inclusive, and territorially anchored model.

Day 4 Donor Roundtable: The third day centred on dialogue with donors and institutional partners. Discussions explored the scalability of the model, its financial sustainability, and potential structuring mechanisms to secure long-term support. This exchange connected the technical findings of the evaluation with broader investment perspectives. This activity does not formally fall under Task 5.5, but rather under one of the tasks led by ACRA within WP5. However, given the favourable context and the strong synergies with the Living Lab process, it was considered useful to present them together. More details regarding this activity can be found on the deliverable of ACRA related to task 4.5.

Appendix 2- Evaluation survey

LIVING LAB EVALUATION FORM

Dear participant, this questionnaire aims to collect your opinion on the usefulness and effectiveness of the workshop. Your contribution will help us to assess the event and to understand how we can improve it for the future.

The compilation is anonymous. The data requested will be used in aggregate form and for the sole purpose of providing general statistical information on participation in Living Labs.

Thank you for your availability. The compilation will take about **5 minutes**.

** Indica una domanda obbligatoria*

1. What is your gender? *

Contrassegna solo un ovale.

- Male
- Female
- I prefer not to say

2. What is your age? *

Contrassegna solo un ovale.

- 0-18
- 19-30
- 31-50
- 51-65
- 66-80
- 80+

3. Choose the stakeholder group you belong to from the following: *  Dropdown

Contrassegna solo un ovale.

- Small-medium enterprise/artisan
- Large national business
- Multinational corporation
- Small-scale farmer
- Large-scale farmer
- Local Non-Governmental organization
- International NGO
- Indigenous people
- Science and academia
- Workers and Trade Union
- Member of Parliament
- Local authority
- Government and National Institution
- Regional Economic Community
- United Nations
- International Financial Institution
- Private Foundation/Partnership/Alliance
- Consumer group
- Other

4. Choose the professional sector you belong to from the following: *  Dropdown

Contrassegna solo un ovale.

- Crops
- Fish and aquaculture
- Livestock
- Agroforestry
- Environment and ecology
- Trade and Commerce
- Education
- Communication
- Food Processing
- Food Retail
- Food Industry
- Financial Services
- Health Care
- National or Local Government
- Utilities
- Industrial
- Other

5. How satisfied were you with the workshop? *

Contrassegna solo un ovale.

1 2 3 4

Not So much

10. How comfortable you felt during the day? *

Contrassegna solo un ovale.

1 2 3 4

Not So much

11. How involved you felt during the day? *

Contrassegna solo un ovale.

1 2 3 4

Not So much

12. Did you appreciate the participatory methodologies used to facilitate the workshop? *

Contrassegna solo un ovale.

1 2 3 4

Not So much

13. Is there something that in your opinion did not work? if so what?

14. Do you have any suggestion to do better next time?



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