



Midterm Evaluation of the 2022-2026 DGD

**FUNDED PROGRAMME IMPLEMENTED
BY RIKOLTO – Belgium**

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List of Abbreviations

DGD	Directorat-General Development Cooperation
FM4All	Food Markets for All
GF@S	Good Food at School
GF4C	Good food for Change
KU	Catholic University
L&A	Lobby & Advocacy
MTE	Mid-Term Evaluation
SDG	Sustainable Development Goals
VLM	Vlaamse Land Maatschappij
WSFA	Whole School Food Approach
WWF	World Wild Fund

Locally Led, Collaboratively Designed: A Grounded Approach to Learning and Evaluation

The midterm Outcome Assessment are part of Rikolto's broader learning journey. They serve three objectives: to ensure accountability to donors, partners, and target groups; to foster internal learning and reflection; and to improve Rikolto's MEL system and reporting practices.

To implement the assessments, Rikolto partnered with ADE to co-design a practical and innovative methodology adapted to the available time and resources. A key feature of this approach was the engagement of local consultants in each of the 17 countries where Rikolto operates. These consultants worked closely with Rikolto's country teams to jointly carry out the assessments. ADE provided methodological guidance and remained available throughout the process for support and consultation.

This setup reflects a shared commitment to decolonizing evaluation practices and promoting local ownership. No international travel was involved, which not only reduced the environmental footprint but also aligned with our goal of building internal capacity through a learning-by-doing approach.

The assessments drew on three sources of information: existing Rikolto internal documentation and monitoring data; qualitative discussions with Rikolto's implementation staff; and conversations with few key external stakeholders during short field visits.

We recognize that this approach came with several limitations:

- **Time constraints:** The assessments were conducted within a very limited number of working days, restricting depth of inquiry and refinement of the reports beyond the consultants' initial work—at times further affected by unforeseen circumstances, such as regional conflict or personal setbacks.
- **Internal data dependency:** Most of the information came from Rikolto which may introduce bias.
- **Variability in MEL quality:** The availability, consistency, and quality of monitoring data varied across countries and programmes.
- **Limited stakeholder reach:** Consultations with external stakeholders were selective and brief, meaning some perspectives may not have been fully captured.
- **Diverse consultant experience:** The local consultants brought different levels of familiarity with evaluation methodologies, which influenced the depth of analysis and consistency across reports.

To address these challenges, several mitigation strategies were put in place:

- **Critical reflexivity:** ADE and Rikolto actively encouraged local consultants and teams to apply a critical lens—challenging assumptions, seeking diverse viewpoints, and acknowledging bias.
- **Capacity support:** ADE provided hands-on methodological support where needed, including templates, guidance materials, and feedback loops—to the extent allowed by available resources.
- **Strengthening MEL systems:** During the design and baseline phases, ADE offered targeted recommendations to enhance Rikolto's MEL framework and data collection processes.
- **Strategic stakeholder selection:** External stakeholders were carefully selected to represent diverse perspectives, using a mix of online and offline engagement to optimize time and resources.

These reports are the result of a collaborative effort between national consultants, supported by ADE and Rikolto's country teams, supported by Rikolto's Global Support Team (GST). They reflect our collective commitment to learning, improvement, and accountability.

Acknowledgements

ACE Europe would like to thank the team at Rikolto-Belgium for the pleasant cooperation. This Mid-Term Evaluation was set up and carried out in a co-creative process. Throughout the workshops and interviews, there was sufficient opportunity to freely exchange experiences, opinions and insights. We also are grateful to all people that have contributed to the evaluation. The fact that the staff maintains good relations with a wide range of stakeholders was demonstrated by their willingness to participate in the evaluation. We are already looking forward to the final evaluation process.

Executive summary

Rikolto Belgium implements its programme under the cluster Good Food for Cities (GF4C) of the Rikolto global programme. The programme contributes to the following outcome: "Urban food environments and food chains in Belgium are more inclusive, resilient, and enable healthy, sustainable and nutritious diets for all citizens, especially women, youth and vulnerable groups."

Subject and objectives of the MTE

Rikolto aims to contribute to systemic change through four strategies: schools (GoodFood@School), supermarkets (FoodMarkets4All), citizens (FoodCitizenship) and food waste (FoodWin). The latter is not part of this MTE. Rikolto believes that systemic change requires continuous interaction between scalable experiments/pilots, enabling (governmental) environments and private sector initiatives in order to achieve upscaling.

GoodFood@School aims to making healthy and sustainable food as the new normal at school. The school context (primary and secondary education) is the ideal environment for promoting and encouraging a healthy and sustainable diet among all children and parents, regardless of their social and cultural background. GoodFood@School has been experimenting with the provision of healthy and sustainable food in pilot schools in Bruges, Ghent, Leuven and Antwerp. Experiments included the provision of healthy breakfast, fruit and/or soup, exploring the consequences in terms of logistics, costs, practical organisation and awareness raising. School Food Councils have been created in the pilot cities to exchange lessons learned, and provide input for developing an urban policy for healthy and sustainable food at school. Also, several pilots had been implemented targeting school caterers so to provide healthy, fair and sustainable warm meals at schools.

Under the current programme, focus has evolved from schools and individual pilot projects to a more prominent focus on the role of local authorities in perspective of upscaling and creating an enabling environment for healthy and sustainable food at school, embedded within an urban food policy.

FoodMarkets4All aims to making healthy and sustainable food the new normal in supermarkets. Over the past fifteen years, Rikolto has developed a partnership with Belgian retailers and engaged with retailers in setting-up pilots. The focus was on realising an inclusive business approach: stable and fair prices for producers, transparency in some global value chains (ex. cocoa), etc.

Under the current DGD-programme, a two-step approach is being applied. On the one hand, Rikolto engages in concrete pilots with retailers to promote fair, healthy and sustainable food more strongly through, for example, the design of the shop environment, nudging of fair, healthy and sustainable products, promoting short and local value chains and promoting sustainable chain development for basic products such as coffee or milk. A joint learning network 'Future Proof Supermarkets' was established, in which the five largest supermarkets in Flanders are participating. On the other hand, Rikolto started to implement the Superlist methodology, to compare supermarkets on their efforts towards protein transition, deforestation, sustainable agriculture, food waste (environment) and on transparency and accountability, workers, small scale farmers, European farmers and gender (social). The results are made public through mass media and social media, and discussed in webinars, also involving consumers, for example through food citizens panels.

FoodCitizens: Since 2018, Rikolto is building a citizen's movement for fair, healthy and sustainable food in supermarkets through specific campaigns such as "I am more than my receipt" and more recently "I care about good food". Rikolto also organises webinars and talks to raise awareness among the wider public. To that end, Rikolto collaborates with several CSOs such as Fairtrade Belgium, Gezinsbond, Testaankoop and Ferm. Citizens have been brought together in participatory workshops with city officials, people from

the education sector, researchers and shop managers so to explore answers to persistent challenges related to GoodFood@School and FoodMarkets4All. Under the current programme, this strategy was continued.

Advocating for a stimulating environment – Rikolto uses the results of pilots to the development of conducive policy frameworks to upscale good practices towards a systemic change of the food system. Based on the practical experiences and pilots in the cities of Antwerp, Leuven and Ghent, Rikolto has been advocating and lobbying the Flemish government to take policy initiatives to support local authorities in promoting healthy, affordable and sustainable food at schools. Rikolto has also been engaging with policy makers at different levels and with the Flemish administration already more than 10 years. Under the current DGD-programme Rikolto was invited by the Flemish administration to contribute to the development of the Flemish food strategy and to participate in Flemish Food Deals, multistakeholder settings to operationalise the Flemish food strategy.

The objective of the MTE is to assess the level of effectiveness and the progress towards sustainability. Apart from accountability requirements, the MTE is used to support learning and to provide input in the development process of the future strategy and programme for Belgium.

Methodology

All indicators are extensively being documented, a lot of monitoring data is available. The Rikolto teams organise continuously short feedback loops, giving the teams a clear overview of the programme's progress and challenges, and enabling continuous adjustments to be made. An analysis of the targets and values of the indicators showed that the programme is on track.

During an inception workshop, involving representatives of the different teams (per intervention strategy), the scope of the MTE was defined. With the enhanced focus on policy influencing in perspective of upscaling the pilot projects under the current programme, it was decided to focus the MTE on these policy processes, as such focusing the MTE on the output 2.2. 'Creating or supporting enabling policy environments at city level, Flemish, federal and international level'. Following learning question was formulated: *"What has been the contribution of Rikolto to the development of local and Flemish food strategies?"*

The methodology consisted in a study of documents, workshops with staff and key informative interviews among external stakeholders. A contribution analysis was applied on two cases: (1) Contribution of Rikolto to the development of local food policies supporting healthy, affordable and sustainable food at schools; (2) Contribution of Rikolto to the development of the Flemish food strategy and its operationalisation through Flemish food deals. Results of the evaluation were discussed during a sensemaking workshop involving a broader group of Rikolto staff.

Results of the contribution analysis

For both cases, the contribution of Rikolto was assessed as high and necessary, but evidently not sufficient as Rikolto was not solely responsible for the outcome. This contribution can be summarised in following roles.

- *Supporter*: Rikolto provided relevant hands-on expertise, both at the technical and strategic level. Rikolto has unique expertise, grounded in the daily practice, in supporting schools on the topic of healthy, affordable and sustainable food; in setting up pilots with supermarkets, etc.
- *Implementer*: Rikolto has human and financial resources available to support concrete actions regarding the implementation of the (local) food strategies.
- *Trigger*: Rikolto's pilots trigger the attention of school directors, policy makers at local and at Flemish level. Rikolto is known for its pro-active initiatives and the ability to identify and explore

innovative approaches. Lessons learned of the pilots have been disseminated and -as such- have triggered the attention and interest of other stakeholders and inspired the multi-stakeholder fora.

- *Facilitator*: Rikolto has facilitated several workshops at local level, which provided input in the local food strategies and facilitated workshops at Flemish level to discuss elements of the Flemish food strategy.
- *Accelerator*: Rikolto takes up an active role in multi-stakeholder settings, in particular in the school food councils, the local food advisory councils, the Flemish food coalition and the Flemish food deals. When processes are slowing down, or policies are lagging behind, Rikolto comes with new ideas or proposals. Rikolto continues to explore and experiment so to accelerate the search for solutions to the challenges.

Upscaling potential and challenges

Transition towards a fair, healthy, affordable and sustainable food systems requires a paradigm shift. Such processes take long and require also a lot of awareness raising, education and feasible alternatives. The combination of triggering the food system from bottom-up (concrete pilots) and top-down (policy development) proved to be a relevant and effective approach.

Rikolto has proven its strong ability to conceive, set-up and implement pilot projects in a co-creative manner, collaborating with a variety of stakeholders. Through these pilots with schools, local authorities, food caterers and retailers, the practical, logistic and financial consequences of the provision of healthy, affordable and sustainable food is explored. Pilots have proven to be feasible when certain conditions are present, among others strategic vision, willingness of leadership or management, and sufficient financial resources or proof of profitability.

Lessons learned have been documented and toolkits developed to support upscaling of these pilots. Upscaling is further supported through the organisation of seminars and webinars, the establishment of networks, and the contribution of Rikolto to local and Flemish food strategies that provide conducive policy frameworks to enable upscaling of these pilots.

However, although a conducive policy environment has been developed, the (local and Flemish) food strategies still need to be further developed through a set of concrete actions. Funding is the major challenge to that end. Effective upscaling strategies will require sufficient financial means and the availability of technical and strategic advisory support.

Progress towards sustainability

GF@S pilots have demonstrated the need for a tailor-made approach, and the need for (external) technical and financial support. The pilots have proven the feasibility of the approach, however, only under certain conditions. The school contexts differ a lot. The pilots implementing the WSFA have already targeted a variety of schools, but still limited number. It is yet to be seen what kind of schools can more easily make the transition towards a more sustainable food offer, and what kind of schools and what factors will encounter a lot of challenges.

The pilot involving a local caterer seems to be successful. However, it is too early to assess the robustness and sustainability. The pilot has the potential for upscaling, but it will require important human, time and financial investments to start a similar trajectory with another local caterer.

Through co-creation processes, Rikolto has been piloting small experiments with private actors to make the food supply more sustainable. These pilots seem to be interesting but are mainly taking place in the margin -a few exceptions- and are not triggering yet a paradigm shift. At the same time, public pressure and 'naming and shaming' actions proved to accelerate the debate in the sector, even though this resulted in a breach in the trust between the retailers and Rikolto.

Local food policies have been developed by many local authorities. Local food strategies need to be operationalised through concrete actions. Practice is varying among the cities. Funding is needed to support these concrete actions. Changes of governments and budget saving operations can slow down or stop the implementation of these policies. Inter-departmental collaboration is required for a smooth implementation of these policies. However, most of the cities do not have made available sufficient means or staff time, nor can rely on sufficient staff with appropriate competencies and knowledge. They rely on the support of external stakeholders, like Rikolto.

The Flemish food strategy also provides a policy framework to spur all kind of stakeholders to experiment with concrete actions for a systemic transition towards a sustainable food system. Also at Flemish level, this is realised through interdepartmental collaboration. Several yards and deals have set-up to operationalise the strategy. However, funding is lacking, a small project budget line for small experiments excepted. The deals rely on funding that can be mobilised by the stakeholders that are participating in the deals.

Information and communication

Rikolto has invested a lot in developing qualitative knowledge products and toolkits to inform and raise awareness among a variety of stakeholders. Additionally, the annual campaign receives a lot of media exposures and several cities have supported campaign activities within their municipalities. However, almost all interviewees expressed the need to receive more information on what Rikolto is doing, to gain more insight in the mission, strategies and pilot actions Rikolto is involved in, and the coherence in these actions. Furthermore, Rikolto is like a spider in the food web, being present in many different (multi-stakeholder fora). Rikolto has an interesting helicopter view on what is moving where. This information is relevant for other stakeholders.

Recommendations

R.1. Rikolto should make clear what further role to take up within the upscaling strategy and make strategic choices to that end, each time balancing the risks and opportunities for the own organisation and in perspective of the impact looked for. There are different strategic choices to be made regarding this upscaling: (i) Rikolto continues to provide support to schools (and) local caterers, upon demand; (ii) Rikolto identifies other stakeholders that can provide such support and builds their capacity of doing so, when needed; (iii) Rikolto looks for close collaboration with VVSG who might assume this task, (iv) Rikolto focusses on facilitating or participating in multi-stakeholder processes at local, Flemish, federal and/or European level, as such upscaling expertise and knowledge mainly through these networks (with other stakeholders engaging in the practical implementation). (v) Furthermore, Rikolto should reflect whether they have a role to play in upscaling good practices that had been piloted by other stakeholders.

R.2. In the final evaluation, it would be interesting to assess the leverages and bottlenecks of stakeholders that have started (or not) to implement pilot practices.

R.3. Rikolto's expertise and practice touch upon different domains that are included in the local and Flemish food strategies. Within these policy frameworks, there are a lot of opportunities to pilot small – or bigger- alternative approaches. Smart choices should be made regarding the number and type of pilots and experiments, based upon -for example- balancing opportunities and risks, potential for upscaling, potential for supporting advocacy work, link with programmes in other Rikolto partner countries, potential for co-creation.

R.4. Rikolto has to redefine its role in engaging with private sectors, in particularly the big retailers. An explicit division of roles, being a watchdog, a shark, or a dolphin, etc. among different advocates in the food sector is needed.

R.5. It might be relevant to explore whether some of the toolkits could be complemented with elaborated scenario's, adapted to different starting points and situations (big and small municipalities, experience in inter-departmental policy cooperation, small and bigger budgets available; schools with diverse public, etc.).

R.6. Look for ways to inform stakeholders on the expertise and experience that Rikolto has regarding a certain topic, to avoid duplication and to position Rikolto as a possible and suitable partner for a certain experiment. This also concerns partners at the European level.

R.7. In terms of relationship/partnership building, it might be relevant to inform partners that had been consulted for advice, to inform them how their advice had been used (in developing toolkits and/or developing policy recommendations), and to keep them up-to-date about policy evolutions at different government levels (including Europe).

R.8. European projects come with a lot of challenges, including big transaction costs and challenges regarding the relevancy of the project outputs for the national levels. The European strategy should define what role Rikolto wants to assume at the European level (agenda setting, pioneer, knowledge broker, facilitation of European multi-stakeholder processes, expert, etc.) and under what conditions Rikolto should participate in European projects.

R.9. The European strategy should also be clear on what strategy Rikolto wants to assume in advocating the European policy makers and/or other European stakeholders in the food system.

1. Introduction and background

1.1 Overview of Rikolto International

Rikolto, an international NGO with over 50 years of experience, is a key partner for farmer organizations (FOs) and food system stakeholders across Africa, Asia, Europe, and Latin America. Operating through five regional offices, Rikolto has been at the forefront of initiatives aimed at fostering sustainable incomes for farmers and ensuring nutritious, affordable food for all. By establishing connections between smallholder farmer organizations, companies, authorities, and various actors in both rural and urban settings, Rikolto has been implementing innovative approaches to accessing, distributing, and producing high-quality, nutritious food, with a commitment to leaving no one behind. Through their global network, they seek to inspire others to tackle with them the inter-related challenges of food insecurity, climate change, and economic inequality.

In 2021, Rikolto launched its 2022-2026 strategy. This strategic plan aims to empower consumers in at least 30 major and intermediate cities to access affordable and nutritious food, sustainably produced by more than 300,000 smallholders associated with over 250 FOs or related groups (e.g., VSLA, women groups). The global strategies for Sustainable Rice, Cocoa and Coffee and Good Food for Cities (GF4C) programs seek change in three key food system domains: Sustainable production, Inclusive markets, and Enabling environments. While building upon the successes of the 2017-2021 program, this strategy represents a deliberate shift towards a holistic food system perspective.

Recognizing the importance to actively engage with stakeholders in areas linked to their core business, such as economic returns, nutrition, health, social inequality, and urban governance, Rikolto is fostering collaborations critical to delivering their mission of sustainable farmer incomes and accessible, nutritious food for all. Rikolto's programs will launch innovative initiatives in these domains, aimed at inducing structural changes to address the intricate challenges within food systems. Emphasizing on gender and youth, they are also committed to reducing biodiversity loss, mitigating environmental damage, addressing the impacts of climate change, and bolstering food system resilience in the face of shocks and crises.

1.2 Overview of the Country Programme

Rikolto's mission is to ensure healthy and sustainable food, today and in the future, from a fair income for farmers to affordable, high-quality food for everyone. Rikolto connects citizens, farmers, businesses, (knowledge) institutions and governments. Worldwide, Rikolto builds innovative, inspiring initiatives that address global challenges around biodiversity, climate and inequality. In this way, Rikolto contributes to systemic solutions for food.

Rikolto Belgium implements its programme under the cluster Good Food for Cities (GF4C). The programme contributes to following programme outcome: "Urban food environments and food chains in Belgium are more inclusive, resilient, and enable healthy, sustainable and nutritious diets for all citizens, especially women, youth and vulnerable groups."

Rikolto aims to contribute to systemic change. Rikolto believes that systemic change requires continuous interaction between scalable experiments/pilots, enabling (governmental) environments and private sector initiatives in order to achieve upscaling. Rikolto therefore brings together governments, citizens, supermarkets, food processors (ex. caterers) and farmers. Rikolto initiates and facilitates concrete pilots and captures lessons learned. These practices enhance Rikolto's legitimacy and strengthen its position to engage with and stimulate the business environment for scaling up, and to initiate or participate in co-creation and multi-stakeholder processes that inform policy development at local and Flemish policy levels.

To achieve this, Rikolto Belgium focuses on four leverages: schools (GoodFood@School), supermarkets (FoodMarkets4All), citizens (FoodCitizenship) and food waste (FoodWin). The latter was added to the programme in Belgium during the current DGD programme but is not part of this evaluation.

The MTE assesses the effectiveness of the pilots regarding the first three leverages or intervention strategies. These strategies contribute to two result areas of the ToC and the logframe: (1) Inclusive markets, and (2) enabling environment.

1.2.1 Short introduction of the three intervention strategies

GoodFood@School aims to making healthy and sustainable food as the new normal at school. Young people are the consumers of tomorrow. Attitude and behaviour change among young people can contribute significantly to making the future food system more sustainable. The school context (primary and secondary education) is the ideal environment for promoting and encouraging a healthy and sustainable diet among all children and parents, regardless of their social and cultural background.

Over the past few years, GoodFood@School has been experimenting with the provision of healthy and sustainable food in more than 20 pilot schools in Bruges, Ghent, Leuven and Antwerp. Experiments included the provision of healthy breakfast, fruit and/or soup, exploring the consequences in terms of logistics, costs, practical organisation and awareness raising. School Food Councils have been created in the pilot cities to exchange lessons learned, and provide input for developing an urban policy for healthy and sustainable food at school. These multistakeholder platforms are composed of representatives from various organisations (government, schools, civil society, etc.) and aim to develop concrete actions and strategies based on inclusive business principles (distribution and logistics, sustainable purchasing policy, ...). Also, several pilots had been implemented targeting school caterers so to provide healthy, fair and sustainable warm meals at schools.

Under the current programme, focus has evolved from schools and individual pilot projects to a more prominent focus on the role of local authorities in perspective of upscaling and creating an enabling environment for healthy and sustainable food at school, embedded within an urban food policy. Lessons learned from ongoing pilots have been compiled into a toolkit that schools can use to develop their food policy. Under the current programme, with support of European projects (SchoolFood4 Change (SF4C) and Healthy Wave), a Whole School Food Approach (WSFA) is being tested to enhance ownership and sustainability of a healthy and sustainable food offer at school. A European standard for WSFA has been developed that is now being promoted in 31 schools in Leuven and Ghent. Furthermore, advisory support is being provided to local administrations to develop and implement supportive measures (e.g. subsidy regulation) to motivate schools to provide healthy and sustainable food at school. Rikolto also participates in several urban food councils that contribute to developing and implementing urban food policies. Rikolto insisted in the integration of healthy, affordable and sustainable food at school in these local policies. Following the dynamics in several cities, Rikolto created an inter-city network of cities to enable exchange of experiences in promoting food at schools, with special focus on improving access to healthy food in schools, especially for vulnerable children. Challenges and a variety of responses to these challenges are being shared and discussed in this network.

Furthermore, Rikolto participates in the Flemish Food deal on youth (see further, enabling environment), a multi-stakeholder platform that aims at developing concrete strategies to enable access to healthy, sufficient and sustainable food for all children and youth. Experiences from local pilots, such as the GF@S pilots, are contributing to the development of a more comprehensive approach at Flemish level. The deal also explores how to expand these experiences to other settings where youth meet.

- Direct target groups:
 - o 642 primary and secondary schools (Ghent: #196; Antwerp #368; Leuven: #78)

- School Food Councils: multi-stakeholder platforms at least in the three pilot cities.
- Two caterers involved in concrete pilots
- Indirect target groups: pupils at schools and their parents

FoodMarkets4All aims to make healthy and sustainable food the new normal in supermarkets. 85% of food purchases in Belgium are made in supermarkets. If supermarkets make their business model and product range more socially inclusive and ecologically sustainable, they will contribute in realising Rikolto's mission, by enabling fair prices for producers (fair and transparent pricing, long-term contracts, making the production model more sustainable, etc.) and enabling access to fair, healthy and sustainable food for consumers/citizens.

Over the past fifteen years, Rikolto has developed a partnership with Belgian retailers. In the first phase, Rikolto engaged with Colruyt Group and other chain actors on global value chains (coffee, quinoa, cocoa, etc.). The focus was on realising an inclusive business approach: stable and fair prices for producers, transparency in the value chain, etc. Being a member of the Beyond Chocolate sector initiative, Rikolto also was involved in two pilot projects with Lidl and Colruyt Group involving Rikolto partners from Ghana and Ivory Coast. Collaboration expanded to other retailers and several smaller experiments were set-up, including other products.

Under the current DGD-programme, a two-step approach is being applied, what is often called 'the stick and the carrot' (or push and pull). On the one hand, Rikolto engages in concrete pilots with retailers to promote fair, healthy and sustainable food more strongly through, for example, the design of the shop environment, nudging of fair, healthy and sustainable products, promoting short and local value chains and promoting sustainable chain development for basic products such as coffee or milk. A joint learning network 'Future Proof Supermarkets' was established, in which the five largest supermarkets in Flanders are participating, together with Comeos (sector organisation), KU Leuven, U Ghent, Gondola (network of retailers) and The Shift (network of social entrepreneurs, with Colruyt among the driving forces).

On the other hand, Rikolto started to implement the Superlist methodology, to compare supermarkets on their efforts towards the protein transition, deforestation, sustainable agriculture, food waste (environment) and on transparency and accountability, workers, small scale farmers, European farmers and gender (social). With this methodology, supermarkets are assessed upon a set of criteria. Sustainability criteria and scores have been developed in collaboration with organisations such as QuestionMark, Testaankoop, Oxfam, Fairtrade and WWF. Two Superlists have been implemented, (1) Superlist environment in 2022 and (2) Superlist social in 2024. The results are made public through mass media and social media, and discussed in webinars, also involving consumers, for example through food citizens panels. The scores and recommendations are proving to be an excellent basis for identifying opportunities for improvement through experiments, which are being discussed bilaterally and within the learning network. The Superlist methodology is currently also being upscaled at European level (with funding from EU LIFE).

- Direct target groups:
 - Sustainability managers and local managers (Colruyt group, Carrefour, Delhaize, Lidl and Aldi), and concrete pilots with at least two retailers
- Indirect target groups:
 - Consumers/clients of retailers

FoodCitizens aims at activating citizens for healthy and sustainable food. Rikolto builds on a visible, broad, committed and critical support base of citizens for fair, healthy and sustainable food. This support base is being mobilised to put pressure on supermarkets and schools to make healthy and sustainable food the new normal. This support base provides the necessary legitimacy for advocating urban, regional, national,

European and international government levels to develop policies and frameworks regarding healthy and sustainable food.

Since 2018, Rikolto is building a citizen's movement for fair, healthy and sustainable food in supermarkets through specific campaigns such as "I am more than my receipt" and more recently "I care about good food". Rikolto also organises webinars and talks to raise awareness among the wider public. To that end, Rikolto collaborates with several CSOs such as Fairtrade Belgium, Gezinsbond, Testaankoop and Ferm. Citizens have been brought together in participatory workshops with city officials, people from the education sector, researchers and shop managers. They looked for co-creative answers to persistent challenges related to GoodFood@School and FoodMarkets4All. Under the current programme, this strategy was continued. Rikolto continued to organise citizen panels, and to organise dialogues between citizens and supermarkets, so-called kitchen tables. Furthermore, the public support base is being strengthened through campaigns and (social) media. These initiatives are fuelled by well-documented inspirations and examples from around the world.

- Direct target groups:
 - o CSO like Test Aankoop, Ferm and de Gezinsbond
 - o Citizens participating in workshops and Food Citizens initiatives
 - o Volunteers of Rikolto
- Indirect target groups:
 - o Members of CSOs collaborating with Rikolto
 - o General public

Advocating for a stimulating environment – Rikolto uses the results of pilots to inspire policy development and the development of conducive policy frameworks to upscale good practices towards a systemic change of the food system. Based on the practical experiences and pilots in the cities of Antwerp, Leuven and Ghent, Rikolto has been advocating and lobbying the Flemish government to take policy initiatives to support local authorities in promoting healthy, affordable and sustainable food at schools. Rikolto has also been engaging with policy makers at different levels and with the Flemish administration already more than 10 years. Under the current DGD-programme Rikolto was invited by the Flemish administration to contribute to the development of the Flemish food strategy and to participate in Flemish Food Deals, multistakeholder settings to operationalise the Flemish food strategy.

- Direct target group:
 - o Political decision makers at local, Flemish, Federal, European and international level
 - o Government institutions like the Flemish department for environment, education, agriculture and fisheries, etc.
 - o Education sector

1.2.2 Brief overview of evolutions in strategies and projects

See chapter 3.1.3.

1.3 Scope and Objectives of the Outcome Level Evaluation

This mid-term evaluation (MTE) is part of a global MTE process, being conducted in all Rikolto intervention countries, and aligns to the global instructions of the global MTE process. This evaluation report concerns the MTE of the Belgian programme.

Objective of the MTE of the DGD-programme 2022-2026 is to assess the level of effectiveness and the progress towards sustainability. Apart from accountability requirements, the MTE is used to support

learning and to provide input in the development process of the future strategy and programme for Belgium.

In line with the global instructions, the MTE will validate the mid-term targets and values for all indicators from the indicator workbook and assess progress against the baseline data, mainly based on interviews with staff and study of programme documents.

All indicators are extensively being documented, a lot of monitoring data is available. The Rikolto teams organise continuously short feedback loops, giving the teams a clear overview of the programme's progress and challenges, and enabling continuous adjustments to be made. Several knowledge products have been developed that showcase good practices, lessons learned and challenges. It was argued that an external evaluation would not add much info and learnings to these data and insights.

During an inception workshop, involving representatives of the different teams (per intervention strategy), the scope of the MTE was discussed. With the enhanced focus on policy influencing in perspective of upscaling the pilot projects under the current programme, it was decided to focus the MTE on these policy processes, as such focusing the MTE on the output 2.2. 'Creating or supporting enabling policy environments at city level, Flemish, federal and international level' (involving indicators 31 – 32 – 33 – 34 – 37). Following learning question was formulated: *"What has been the contribution of Rikolto to the development of local and Flemish food strategies?"*

An additional learning question was added related to the ambition of Rikolto to upscale their strategies to the European level in the coming programme period. A second evaluation question was formulated: *"How do European partners perceive the role and added value of Rikolto at European level?"*

2. Evaluation Methodology

2.1 General approach

The evaluation started with explorative interviews with management of Rikolto Belgium and the different teams implementing the three main intervention strategies: GF@S, FM4All and Food citizens, in order to gain an update of programme implementation and identify relevant documents that would support the MTE. During these explorative interviews, information was also provided on the way data was being collected on the indicators of the Indicator Workbook and what could be possible information gaps.

In a following step, the evaluator analysed the indicator workbook, based on a first study of the programme documents. It was acknowledged that a lot of information was available and progress of the programme was well monitored by the teams and challenges well known. Results of these first evaluation activities were presented and discussed in an inception workshop (see list of participants in annex 1).

During this inception workshop, it was decided to focus the MTE on the outputs related to “enabling environments”. Following evaluation question and sub-questions were formulated: *“What is the contribution of Rikolto to food policy evolutions at local and Flemish level?*

- What is the relative contribution of Rikolto to policy changes?
- What is the perceived role of Rikolto?
- What is the influence of policy evolutions at federal and European level?
- What is the influence of policy evolutions at other policy departments on the food policies at local and Flemish level?

An additional question was formulated to assess the contribution of Rikolto in European projects, as perceived by the European partners. It was not the objective to assess the effectiveness of the European project, but to rather look at the role of these projects towards realising the intended results in Belgium and to give input in the upcoming European strategy of Rikolto. Results of this evaluation question are integrated in the analysis of the effectiveness and sustainability, and in the set of recommendations.

The methodology consisted in a study of documents, workshops and key informative interviews among key stakeholders.

- **Study of documents:** programme documents and external documents were studied to validate the data on the indicators and to gain insight in the leverages and challenges for realising the expected results. Information of the documents was triangulated through the interviews. During the interviews with the staff of Rikolto, relevant documents were identified and made available for the evaluator (see list of documents consulted in annex 2).
- **Three workshops** have been organised with each team to reconstruct the timeline of the processes towards the stated outcomes, namely the local food policies and the Flemish food strategy. Information on the identified milestones and contributing factors was further triangulated through the interviews with external stakeholders.
- **Key Informative interviews** were conducted with 17 external stakeholders. The stakeholders were identified by the Rikolto teams upon instructions of the evaluator (e.g. the request to interview in the three pilot cities someone at political level, within the administration and a member of a (school) food council; request to interview contact persons with the Flemish administration and some institutional partners). Some stakeholders were added by the evaluator herself. Taking into account the limited days for data-collection, 17 was a maximum of stakeholders that could be interviewed. Interviews took 30 minutes and were conducted by phone or online, based on following questions:
 - › How and since when have you been engaging with Rikolto?

- › What are according to you the strengths of the work of Rikolto and what could Rikolto do different, better or should Rikolto not do anymore?
- › What has been the contribution of Rikolto to the observed changes (adapted according to the interviewee)?
- › What have been other actors or factors contributing to these changes?
- › What role do you see for Rikolto in future?
- **A qualitative analysis** was done of the interviews during development of the evaluation report, based on the contribution analysis approach (see 2.2.)).
- **A sensemaking workshop** was organised to discuss the findings, lessons learned and recommendations with Rikolto staff. In four groups, the preliminary recommendations were discussed, among others exploring their implications for future programming. The groups also formulated several concrete proposals of recommendations.
- **An evaluation report was developed.** Rikolto provided feedback on the draft version of the report.

2.2 Contribution analysis

Because the learning question addressed evolutions in the enabling environment – mainly at policy level, a contribution analysis was applied, however, in a light version.

A contribution analysis can be applied to assess the relative contribution of a programme towards the observed outcomes. A full-fledged contribution analysis includes process tracing, a systematic assessment of the strength of evidence and an assessment of the relative contribution of programme's interventions, applying the INUS principle.

Research (e.g. Mackie, 1965)¹ has shown that most L&A interventions turn out to be an insufficient, but necessary part of a causal package that is, itself, unnecessary but sufficient for the occurrence of the effect. This is referred to as the INUS condition. Given that the INUS condition applies to most L&A interventions, it is important to give more detailed qualitative information about the specific role of the programme and the interplay between the programme interventions and other (f)actors. This can be done by paying attention to the necessity and sufficiency of the programme/project for the policy outcome:

- **Necessity** of the programme for the policy outcome: reflection about the specific added value or unique role that the project has played compared to other mechanisms. This added value is often defined as a meaningful role taken up by the organisation at stake (e.g. trigger, supporter, facilitator, accelerator, sponsor, etc.).
- **Sufficiency** of the programme for the policy outcome: identifies how the programme interacted with other contributing (f)actors.

¹ Mackie, J. L. (1965). Causes and conditions. *American philosophical quarterly*, 2(4), 245-264.

A performance story is drafted, based on a process tracing approach through which different milestones and contributing factors have been identified. Based on the performance story, a first list of causal mechanisms can be identified that figure in the performance story. Causal mechanisms can be divided in four types: project mechanisms; cooperating mechanisms; rival mechanisms; and influencing factors.

Type of causal mechanism	Explanation
Project mechanism	This is a primary explanation, i.e. mechanism related to the intervention. Project mechanisms are closely linked to the ToC hypotheses.
Cooperating mechanism	Also known as a commingled rival. This is a mechanism with whom the intervention cooperates to realise change.
Rival mechanism	This is direct rival, i.e. a different mechanism that undermines the performance story of the intervention.
Influencing factors	These are context factors that modify the outcomes.

Data-collection is being done to collect reliable evidence on the likelihood that the mechanisms have occurred and their contribution to the observed changes. In a full-fledged contribution analysis, the analysis of the strength of the evidence is an important step.

Taking into account the limited time for this MTE, no systematic analysis could be done of the strengths of the evidence, nor could evidence be strengthened through triangulation with a variety and higher number of interviewees, or through an in-depth analysis of external documents. Therefore, a 'light' version of the contribution analysis has been applied in this MTE. Assessment of the relative contribution of Rikolto to the observed changes remains subjective, but transparency in the assessment is provided through the systematic description of the performance story and the transparent estimation of the contribution of the different (f)actors.

3. Findings of the Evaluation

3.1 Effectiveness of the Interventions

In this chapter the results of the analysis of the effectiveness are presented. The Rikolto Belgium programme implements strategies under the result areas “Inclusive markets” and “enabling environments”. In the first sections (3.1.2. - 3.1.4.) a description is provided of the evolutions of the programme since the start in 2022, comparing the data collected in 2024 with the baseline data, validated in the beginning of 2023, when the indicator workbook was finalised and endorsed by Rikolto’s management.

The presented values have been substantiated by the monitoring data, knowledge products developed, the study of documents done by the external evaluator and the interviews conducted during this MTE. In the sections 3.1.5. and 3.1.6. the results of the qualitative analysis are presented of the two cases that have been selected as subject for this MTE. All interventions strategies, captured by the indicators described in the below, contribute -in one way or another- to the results in these two cases.

The external evaluator observed that some changes have been done to the indicator workbook since the baseline report. Some indicators have been dropped, some have been reformulated and a few new ones have been added. This is highlighted in the tables below. Changes have been put in italic.

3.1.1 Sustainable Production Base

Not relevant

3.1.2 Contribution to realising the outcome of the programme

The programme is on track in contributing to the programme outcome: “Urban food environments and food chains in Belgium are more inclusive, resilient, and enable healthy, sustainable and nutritious diets for all citizens, especially women, youth and vulnerable groups.” as will be explained in following chapters (3.1.3. and 3.1.4. -analysis of the results at output level).

Regarding urban food environments the programme targets local governments, schools, caterers and supermarkets. Progress is being noted of youth accessing sustainable, fair and healthy food, mainly in schools that are implementing GF@S projects and/or schools that, with support from their local government, manage to provide a more sustainable and inclusive food offer at school. Different approaches are being implemented by local governments and schools to facilitate access to healthy and sustainable food for all children, including the most vulnerable. The programme is contributing to the development of legal and regulatory frameworks at local and Flemish level to promote healthy and sustainable food at school.

Collaboration with industrial caterers did not yield much results yet, but collaboration with smaller and local associations providing hot meals to school seemed more successful. For example, the collaboration with caterer Foodatelier César continued, and it appears that the caterer's inclusive and sustainable business model is becoming viable thanks to growing interest from schools.

Results at the level of the big retailers in Belgium are still limited and rather niche. The collaboration with retailers on inclusive purchasing practices within six chain pilots was continued: four on coffee and cocoa, and two on local legumes, involving Colruyt (chocolate bars), Lidl (chocolate bars) and Delhaize (hummus made from Flemish chickpeas). At Lidl and Delhaize, this is still a project approach, while at Colruyt, the results have been integrated into the business model and sustainability has been scaled up to all 16 chocolate bars/references.

Progress on the outcome is being measured through the number of individuals having direct and indirect access to sustainable, fair and healthy food. Monitoring is being done of the number of pupils accessing healthy and sustainable food, and the number of costumers of the five biggest retailers in Belgium.

N°	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
1a	Number of pupils having direct access to healthy, fair and sustainable food	15.505	10.480	18.868
	Number of costumers having direct access to access to healthy, fair and sustainable food	35.000	42.000	16.240
1b	Number of pupils having indirect access to healthy, fair and sustainable food	26.000	28.820	46.898
	Number of costumers having indirect access to access to healthy, fair and sustainable food	1.100.000	1.100.000	1.100.000

In 2024, Rikolto reached 41 schools directly and 179 schools indirectly in the three pilot municipalities. All pupils (an estimated 18,868 reached directly and 46,898 reached indirectly) now have access to healthier and more sustainable food. Various cities and municipalities, such as Antwerp, Leuven, Roeselare and Vilvoorde, have developed subsidy regulations to provide financial support to schools to make healthy and sustainable food accessible to everyone. Rikolto advised on how sustainability criteria and inclusivity could be incorporated into these regulations. Ten cities are now participating in the inter-city knowledge exchange network facilitated by Rikolto. The fact that 197 Fair Municipalities are committed to healthy and sustainable food demonstrates the potential for scaling up.

Consumers are reached through projects with supermarkets. In 2024, Colruyt scaled up sustainable chocolate to all 16 bars in its Boni range. It is estimated that this will directly reach 16,240 consumers. Indirectly, visitors to the supermarkets are made aware of the efforts being made in the area of sustainable food through information about pilot projects and concrete initiatives. In 2024, this mainly concerned consumers of Colruyt (estimated market share of +/- 1 million consumers).

N°	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
2a	New multi-stakeholder initiatives started	2	4	4
2b	New policies and regulatory frameworks established at local, provincial and national level	6	8	11
2c	Investments in sustainable food systems	512.414 EUR	200.000 EUR	7.668.819 EUR
2d	Non-target cities implementing innovative approaches and models from Rikolto	5	5	6
2e	Non-target schools implementing innovative approaches and models from Rikolto	102	90	179

Rikolto participates in 13 multi-stakeholder platforms, four of them have been established in 2024, like the Learning future proof network, involving retailers, food industry, sector organisations, farmers, researchers.

Rikolto continues to work with the three pilot cities of Ghent, Antwerp and Leuven. By 2024, 41 schools have taken initiatives to make their food supply more sustainable. In addition to the 41 schools supported by Rikolto, there are already results in terms of scaling up. 179 schools in these three pilot cities are also implementing one or more elements of the Whole School Food Approach. A starter guide has been drawn up to support schools in this process. The schools receive financial (through subsidy regulations) and technical support from the cities, in collaboration with Rikolto.

3.1.3 Inclusive Markets

Inclusive markets: an inclusive, fair, healthy and sustainable food supply is available to schools and retail through urban food markets

The intervention strategies GF@S, FM4All and Food Citizens contribute to this result area. These projects pilot innovative approaches at city level, school level and at the level of retailers.

Output 1.1.1. City level: In three pilot cities, a multi-stakeholder process has been initiated with frontrunner companies, schools, civil society and governments, to design one or more inclusive business models for a centralised food supply, which can be offered in hot or cold line to schools within the city or in situ.

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
8	Number of schools implementing a school nutrition policy based on the WSFA approach standard.	0		
	<i>Number of schools in the three pilot cities that has started a new food offer or made an existing food offer more sustainable</i>	36	40	41
9	Number of schools in each of the three cities launching a new tender or making an existing tender more sustainable (i.e. more healthy, environmentally friendly, accessible)	10		
	<i>Number of schools in the three pilot cities that have adopted one or more tested models</i>	100	110	179
10	Number of farmers in each of the three city regions providing structural supply for pilot schools	0	4	5

In the three pilot cities, support is provided by Rikolto to the local authorities to promote healthy, affordable and sustainable food at schools. Funding is made available, either by the cities and/or European projects to implement pilots. The models referred to in the indicators 8 and 9 are not limited to the WSFA but any model or approach promoting good food at school is taken into account. Indicator 8 calculates the schools that are supported directly by Rikolto, whereas indicator 9 gives an indication of the upscaling potential. The high number is mainly explained by the schools participating in the subsidy regulation of the city of Antwerp.

Regarding the involvement of farmers, this is mainly a result of the collaboration between Rikolto, schools in Leuven and a local caterer that purchases its products directly from Kort'om, a local platform of local farmers, and collaboration with Vanier in Ghent.

Output 1.1.2. School level: The models and social correction mechanisms will be rolled out in each city and tested with pilot schools

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
(11)	<i>(Number of market actors (caterers) integrating new inclusive business practices into their business model)</i>			<i>Indicator dropped</i>
11 (former 12)	Number of different models tested and documented for a more healthy, sustainable and accessible food offer in primary schools	7	4	8
12 (former 13)	Number of different models tested and documented for a more healthy, sustainable and accessible food offer in secondary schools	2	1	5
(14)	<i>(At least 2 pilot cities per year develop an implementation plan for a WSFA in local schools.)</i>			<i>Indicator dropped</i>

14 (former 15)	There is participation from a diverse group of stakeholders in School Food Councils in the three cities of Antwerp, Ghent and Leuven (scale from 1 to 5)	/ (Antwerp) 2 (Ghent) 2 (Leuven)	2 (Antwerp) 4 (Ghent) 4 (Leuven)	1 (Antwerp) 3 (Ghent) 3 (Leuven)
(16)	<i>(The participants of the School Food Councils in the three cities give a good rating to its functioning)</i>	<i>Indicator dropped and included in the overall indicator on multistakeholder fora #32</i>		

The collaboration with large, industrial caterers proved to be difficult. Instead, smaller pilots were set-up with local caterers, for example in Leuven a pilot was implemented with the local caterer Foodatelier César.

Rikolto has been developing the WSFA in this programme period and is monitoring the extent WSFA is being implemented. A model is perceived as a school that applies at least one element of the WSFA, which consists of 4 pillars: (i) policy and leadership, (ii) food and sustainability, (iii) education and learning, and (iv) community and partnership.

School food councils have already been established under the former DGD-programme and continue functioning. These are important platforms to exchange ideas, look jointly for solutions to identified challenges and inspire other schools. The school food councils continue to be operational but the dynamics are varying and in all three cities the councils lost some energy, though the school food council in Antwerp has been relaunched recently. The councils face challenges in attracting more interested stakeholders.

Output 1.2.1. Retailers: At least two retailers experiment with inclusive business models at the local (linked to urban food dynamics in Leuven, Antwerp, Ghent), national or international level.

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
16 New indicator	<i>Number of products in supermarkets that are healthier, fairer and more sustainable as consequence of collaboration with Rikolto</i>	20	1	20
17	Number of market players (retailers) integrating inclusive business practices into their business model.	Caterers: 0 Retail: 1	Caterers: 1 Retail: 1	Caterers: 1 Retail: 1
18	Number of in-house experiments with retailers that are documented and show the feasibility/scalability of a particular improvement	1	2	2
19	Scores of retailers on Superlist increase	Aldi:11,7% Carrefour: 10,0% Colruyt: 11,3% Delhaize: 12,4% Lidl: 14,6%		Aldi:23,6% Carrefour:8,4% Colruyt: 7,5% Delhaize: 12,6% Lidl: 40,8%

Collaboration with retailers continued. Several pilots have been realised in 2023-2024 focusing on making specific (international and local) value chains products more sustainable, such as chocolate and coffee with Colruyt, chocolate with Lidl, and chickpeas with Delhaize. In collaboration with U Ghent a nudging experiment was implemented in Carrefour. Apart from these slam experiments, only Colruyt has included the results of the chocolate pilot into its business model and is upscaling the approach towards other chocolate brands. The living Income experiments conducted in Ivory Coast (involving Colruyt) and in Ghana (involving Lidl) have been documented; the nudging study has been publicized as well.

Two Superlists are being conducted. For each Superlist baseline data have been collected. A second measurement is foreseen to assess evolutions resulting from actions taken by the retailers. One Superlist focuses on environmental dimensions of sustainability (2022 and 2026), one Superlist on the social

dimensions (2024 and 2026). Results of the Superlists are being discussed with citizens, the retailers and are made public through the media.

3.1.4 Enabling Environment

Enabling environment: Stimulating policies and broad public support at local, national and international levels promote fair, healthy and sustainable food patterns in cities

During the current DGD-programme, the L&A interventions have been intensified. Rikolto is gradually being recognised for its expertise in healthy, affordable and sustainable food policies by local authorities and the Flemish government.

Three strategies are being applied: (1) documenting and sharing experiences and peer-to-peer learning, (2) lobby and advocacy to create and/or nurture stimulating policy environments at urban, Flemish, federal and international levels, and (3) food citizenship and public campaign.

The strategies are interrelated. The different pilots, the food citizen strategy and the public campaigning contribute to strengthening and broadening the support base for fair and sustainable food systems, that in turn can strengthen the lobby and advocacy interventions, and vice versa. A stimulating policy environment at European, national, Flemish or local level can foster initiatives at school and push retailers to adopt inclusive and sustainable practices.

Output 2.1.: Documenting and sharing experiences, encouraging peer-to-peer learning

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
20	Number of knowledge products (such as case studies, guidelines, toolkits, ...) developed and shared with relevant stakeholders through participation in conferences, bilateral exchanges, ... for scale-up purposes.	FM4All: 5 GF@S: 5	FM4All: 5 GF@S: 3	FM4All 11 GF@S: 10

Pilots are being documented and toolkits developed to support implementation of sustainable food strategies. The knowledge products concern the toolkits for schools, lessons learned, the guidelines to implement WSFA approach, newsletters for schools and an advocacy document that was developed by an expert group including a set of policy recommendations for the new Flemish government (see section 3.1.5). Regarding FM4All, the results of the Superlist were published but also several toolkits, such as a toolkit providing a methodology to organise citizen panels, a toolkit for entering into dialogue with consumers, with farmers, with retailers, the report of the Nudging study in collaboration with the U Ghent. Based on the chocolate pilots in Ivory Coast a Living Income Roadmap was developed, to be shared within the multistakeholder platform Beyond Chocolate.

Output 2.1.1. The approach in the three pilot cities is documented and lessons learned are shared with the local authorities to inform local food strategies

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
21	Local authorities use the toolkit to encourage healthy and sustainable food in local schools, based on a WSFA.	0	No info ²	No info
22	Share of local public officers surveyed who consider the toolkit at least sufficient to start working on this themselves.	0	No info	No info
23	Average number of cities participating in inter-city consultations on a regular (at least 1 activity/year) basis	9	8	10
24	Cities' average rating of the quality of inter-city consultations is 'good' (scale from 1 to 5; 4 = good)	4	4	4

² Measurement only foreseen from 2025 onwards

25	Number of local authorities in Flanders providing supporting regulations for local schools	0	4	4
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This output monitors the level of upscaling. For indicators 2021 and 2022, it is too early to assess the results. This is planned to take place by the end of the programme. To foster upscaling of the experiences in the three pilot cities, Antwerp, Ghent and Leuven, an inter-city consultation network has been established by Rikolto, with a focus on good food at school. It is indicated that 10 cities are participating at regular base, among them Roeselare, Brugge, Kortrijk, Sint-Truiden, Vilvoorde, Hasselt, Leuven, Antwerpen, Oostende, Mechelen. Sint-Niklaas, Turnhout and Aalst have recently joined. Interviewees also highlighted that several inter-city networks have emerged to exchange on urban food policies. An informal network was launched upon initiative of the city of Ghent, a paid network has started by an external consultant that collaborates with Rikolto.

Four cities, Antwerp, Roeselare, Leuven and Vilvoorde have started to develop and implement a subsidy regulation to support schools in providing healthy, affordable and sustainable food. Rikolto's advice had been asked each time. Leuven operates through a project call.

Output 2.1.2. The publication of the "Superlist" encourages retailers and policymakers to make fair, sustainable and healthy food easier

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
26	Number of Superlist reports published	1	2	2
27	Retail learning network effectiveness	5	4	5
28	<i>New indicator: number of activities (workshops, events, ...) involving also the retailers</i>	6	5	15
29	<i>New indicator: appreciation of the retailers of the learning network (scale 0 to 5)</i>	3	3	2
30 (former 28)	Number of retailers' joint sector initiatives for more healthy, sustainable and accessible food	0	1	0

Besides the Superlist methodologies, Rikolto also has invested in establishing and maintaining the dialogue with and between the five biggest retailers. A learning network Future Proof Supermarkets was established as such creating a pre-competitive environment for retailers to meet and jointly explore solutions for making their food offer more sustainable. Besides the meetings within the network, also several activities have been organised such as kitchen tables to foster dialogue between consumers and retailers, and a symposium. The learning network received a score '2', showing that there was willingness to collaborate. In the first semester of 2025, the retailers decided to stop the collaboration in this network (equals to score '0') as a consequence of the way public communications were done by Rikolto in the framework of the Superlist and the annual campaign "We do care about good food".

Output 2.2. Stimulating policy environments

Nº	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
31 (former 29)	Number of (multi-stakeholder) platforms within which Rikolto - as initiator or strengthening member - promotes sustainable food systems per.	10	12	13
32 (new indicator)	Performance level of these multi-stakeholder platforms	Varying, see indicator workbook		
33 (new indicator)	Gender composition of these multi-stakeholder platforms	Varying, see indicator workbook		

One of the core strategies of Rikolto consists in creating or participating in multistakeholder fora, such as the school food councils, urban food advisory councils, the Flemish food coalition and the Flemish Food deals. Performance and composition of these fora are varying (see further under the cases).

Output 2.2.1. At the Flanders level, Rikolto contributes to the development and implementation of the Flemish Food Strategy and shares its expertise regarding schools and retailers at urban food councils.

N°	Indicator	Baseline value '23	Mid-term target	Mid-term value
34 (former 30)	There is a Flemish Deal on promoting healthy, sustainable and accessible food in schools	/	1	1
35 (former 31)	Outreach of monthly newsletter to schools	1.918	1.800	1.910
36 (former 32)	There is sector consultation with school caterers on healthy, sustainable and accessible food in schools	0	/	0
37 (former 33)	The Flemish government uses the results of the Superlist and the Learning network	0	3 ³	3

As described in the first chapter, under the current DGD-programme, Rikolto was invited by the Flemish administration to contribute to the development of the Flemish food strategy and to participate in Flemish Food Deals, multi-stakeholder settings to operationalise the Flemish food strategy. The Flemish food strategy was finalised in 2022. Flemish Food Deals have to develop concrete strategies and actions to implement the Flemish food strategy. Rikolto is participating in four of the 7 deals.

Sector consultation with caterers currently has been put on hold as not much progress was being made. Also, in the Flemish Deal on Caterers, not much progress is being realised, however, a working group has been installed to discuss minimum standards for food caterers at school. Rikolto has relevant expertise to that regard, built during the former DGD-programme and further finetuned during the current programme in the GF@S projects.

Experiences of Rikolto and their results in engaging with the retailers have accelerated the collaboration between the Flemish administration and the supermarkets. The Flemish government is currently consulting retailers for several of their initiatives, such as the Flemish strategy for protein shift, biological products and local products. Consultations have moved towards the federal level, including the Brussels and Walloon governments as well.

Output 2.2.3. At retail sector level: a set of ecological and social criteria was drawn up to determine the sustainability score of at least 4 Belgian retailers. This results in the publication of “Superlist”

Output 2.3. Food citizenship and public campaign – 5 specific outputs have been formulated related to (i) citizen participation, (ii) local committees of Rikolto supporters, (iii) collaboration with civil society partners, (iv) citizens reached by the campaign “Faire Gemeente” and/or food councils set up in the pilot cities, and (v) reach of the annual public campaign.

In this evaluation report we highlight some of these indicators, that are relevant for the DGD-programme.

N°	Indicator	Baseline value '23	Mid-term target	Mid-term value '24
38	Number of people that is informed and sensitized by Rikolto about sustainable food systems	239.918	235.500	221.955
39	Number of people that is indirectly – through partners - informed and sensitized by Rikolto about sustainable food systems	0	110	108

³ 3=The Flemish government takes initiative to accelerate development

40	Number of citizens actively participating in a substantive activity with Rikolto in the Campaign ‘We care about good food’ and/or participate in dialogue with market actors in the three pilot cities	No info	250	869
41	Number of “fair municipalities” that include healthy and sustainable food in their activities	No info	120	195

The fact that Rikolto can reach out to a large support base, has contributed to its legitimacy according to several interviewees. This is realised through the mobilisation of volunteers and engaged citizens during the annual campaign, the participation of Rikolto in the “Campaign Fair municipalities”, the organisation of citizen panels, kitchen tables, workshops and seminars inviting interested citizens as well. Retailers as well as the Flemish administration have appreciated the input provided by the citizens.

Regarding the campaign fair municipalities, sustainable food was added as the sixth criterion to obtain the label of fair municipality. Currently, 195 (of a total of 300 municipalities) are including the promotion of sustainable food in their campaign activities.

3.1.5 Analysis of the case – Local food policies supporting healthy, affordable and sustainable food at schools

In this section, we present the results of the analysis of the first learning question, which are based on a contribution analysis of the **contribution of Rikolto to the development of local food policies to support healthy, affordable and sustainable food at schools in Flanders**. The chapter starts with a description of the outcome and the contribution claim. A performance story presents the timeline of the interventions and milestones. The analysis concludes with a summary of the contribution analysis and conclusion of the contribution and role of Rikolto to the stated outcome.

Outcome: Leuven, Ghent and Antwerp have developed a conducive policy environment to promote healthy, affordable and sustainable food at school

Contribution claim: Rikolto has contributed to the development of urban policies and/or subsidy frameworks to promote healthy, affordable and sustainable food at school

Performance story

- **Pilot projects in schools with strong involvement of the cities**

Under the current DGD programme, Rikolto aims for upscaling good practices from the GF@S pilots (implemented during previous DGD-programmes) by putting the cities in the driver seat, motivating them to take up an active role in promoting healthy and sustainable food at schools and to provide (financial) support. Rikolto continued to implement GF@S pilots, but now in close collaboration with the cities (Leuven, Ghent and Antwerp). Cities provided financial support and made expertise available for schools, either from Rikolto or from a civic officer from their own administration. Together with these 3 cities, Rikolto currently also implements a European funded project “School Food 4 Change” (SF4C). As work package lead for the whole school approach, Rikolto developed a European framework for a Whole School Food Approach. Besides Antwerp, also Schaarbeek and 18 other European cities and 2 regions in France and Spain, tested the framework in more than 500 schools. Rikolto facilitated exchange between the cities and schools and helped them with implementing the WSFA-framework. Via the European GF4C project also financial support was provided to pay for a ‘food enabler’, a local civic officer embedded within the local administration assigned with the task to accompany the pilot schools involved in the project (Ghent and Leuven).

Already started under the previous DGD-programme, Rikolto facilitates school food councils in different cities (Leuven, Ghent, Antwerp), creating a place for schools showing interest in GF@S and other relevant stakeholders to exchange experiences. Several stakeholders participate in these councils, among them Rikolto, representatives of the cities, school directors, etc. Rikolto is the facilitator of these school food councils.

To support upscaling of the pilot initiatives among a larger group of schools, several toolkits have been developed, such as the toolkit GF@S and the recently developed toolkit on WSFA. Building on the lessons learned from first generation GF@S pilots, Rikolto continues to launch new pilots, for example on testing specific sub-domains of the WSFA (e.g. creating student support, increasing parent engagement, or experimenting the collaboration with local farmers and small local caterers).

Leuven

- 6 pilot schools that had responded to a call for projects launched by the city upon initiative of the city aldermen responsible for education, experimented with the provision of healthy breakfast, fruit and soup. A budget of 12.000 EUR was provided by the city to support these schools financially.

- In 3 pilot schools, experiments were done regarding the collaboration with a local caterer and Kort'om, a platform of local farmers, so to provide 100% vegetarian school meals. The project was financially supported by the city of Leuven. Lessons learned were documented and recommendations formulated to the city. Rikolto also calculated the costs of such initiatives to inform the city on the financial implications of upscaling.
- The School Food Council is still operational, but at slow pace.

Ghent

- Rikolto had requested the interest of Ghent for a collaboration to pilot initial drafts of the WSFA methodology. After a successful test phase, Ghent signed an agreement with Rikolto to upscale the WSFA in 15 schools during 3 years (5 schools per year) for which a budget of 3 times 20.000 EUR is foreseen. Also, Ghent could engage a local food enabler through the European GF4C project.
- The School food council in Ghent, established in 2017, is still operational.

Antwerp

- During the previous programme, Rikolto guided a few primary schools in Antwerp within the "Smakelijke School" project. The aim was to support primary schools in providing a healthy and affordable food offer for all children, with a special focus on vulnerable children. This led to structural support from the city (financial and substantive) for all primary schools in 2022. Since secondary schools need a different approach than primary schools, Rikolto is currently testing new models in secondary schools.
- Despite several attempts with different stakeholders, it remained difficult to activate a School Food Council. Recently, the council was relaunched.

- **Local policy development**

To upscale the experiences of the pilot projects within the cities, Rikolto advocated for the development of policies and regulations to support healthy, affordable and sustainable food at schools, by preference integrated in local food policies. Rikolto provided advisory support for the development of subsidy regulations, and for the development of local food policies. Rikolto also established an inter-city network to facilitate exchange between cities on their experiences with providing healthy, affordable and sustainable food at schools.

Leuven

- In 2017, Leuven has been developing its policy and strategy for localizing the SDG (Leuven 2030). Within that framework, a trajectory had started to develop a local food policy, through a multistakeholder process. Rikolto was an important partner in this process. The strategy 'Voeding verbindt' was finalised in 2018.⁴ The strategy provides the policy framework for the development of policy and strategies to promote healthy and sustainable food at schools.
- A structural subsidy regulation to promote healthy, affordable and sustainable food in all schools has not been developed yet. The city operates mainly through calls for project proposals. Project funding will finish by the end of 2025. Since the new local government is just installing in 2025, no decisions have been taken yet on the budget that will be provided to promote healthy, affordable and sustainable meals at school. Though a provision of a budget is foreseen for a 'food enabler', embedded within the administration. The city has also developed an ambitious plan to actively

⁴ Voedingverbindt.be

promote healthy, sustainable food at school and wants to develop a regulatory framework for this, as soon as the Flemish government makes co-financing available for this.

Ghent

- Ghent was the first city developing an urban food policy, Gent En Garde,⁵ celebrating its 20th anniversary in 2024, for which it also has received international recognition (ex. United Nations Global Climate Action Award). In 2013, the food strategy of Ghent was developed based on a consultative process of a variety of stakeholders, among them Rikolto. From 2014 onwards, the food advisory council has been providing input in operationalising the urban food policy. In 2018, a budget was provided to the food advisory council to support the functioning of the council. Till 2025 specific budgets and human resources were provided by the city for all kind of actions that support the implementation of the food strategy. With the new government installing, no decision has been taken yet regarding the continuation of the implementation of the food policy, but interviewees indicate that most probably the food policy will be victim of the budget saving operations (budget cuts).
- The city has developed several tenders for school caterers, with criteria relating to fair, healthy and sustainable food. The city based this on the experiences and good practices of Rikolto. The tender currently only concerns the 60 schools (of the municipal education network) ...
- With the ending of the European SF4C project and the budget cut in the city's budget, accompaniment by the city of schools in realising healthy, affordable and sustainable food is no longer assured.
- Recently, Rikolto has send a policy letter, developed jointly with the university of Ghent, to convince the city government of the importance of continuing implementing the urban food policy. In the meantime, the department environment and climate is looking how the developed expertise can be maintained with the city (ex. integrating it in other departments). Rikolto is supportive in looking for feasible solutions.

Antwerp

- In 2019, upon initiative of the city aldermen responsible for education, a project 'Smakelijke Scholen' was launched to provide healthy food for all pupils of primary schools, in particularly vulnerable children. First pilots were launched, providing lessons learned and inputs that led to the development and launch of a subsidy regulation in 2022. Initially, sustainability criteria were not included (however, only vegetarian meals were eligible for funding). After engagement with Rikolto (Rikolto engaged with school directors, city aldermen, department of education, ...), sustainability criteria were added to the revised regulation. The subsidy regulation currently reaches out to 170 schools. The subsidy only provides funding for food costs and some logistic costs. Not much attention was being paid to the need to accompany schools in how to install a school food policy and provide healthy and sustainable food (having financial, logistic, practical and educational consequences). The city is currently revising the subsidy regulation and has included elements of the WSFA.
- In 2020, Antwerp approved its climate action plan, "Antwerpen voor Klimaat". Several food topics are included in this climate action plan, like the protein shift, food losses, sustainable food, etc.⁶ The previous city aldermen responsible for environment and climate acknowledged the need to develop a comprehensive food strategy that could provide a framework for all types of initiatives and projects that were emerging, among them the project 'Smakelijke Scholen'. A multistakeholder process was set-up in 2021 to develop the Antwerp food strategy. Expertise was

⁵ Doelstellingen van de Gentse voedselstrategie. Gent En Garde

⁶ www.antwerpenvoorklimaat.be/voedselstrategie

attracted from Rikolto and Let-Us. Methodological support to organise a participatory process was provided by Commonslab and Levuur.

- The urban food advisory council is monitoring the implementation of the city's food strategy. However, contrary to Ghent, no working budget has been foreseen to support the functioning of the food advisory council. Rikolto participates in this food council and seems to play an important role. In the period of absence of the Rikolto staff member, the council was not working well. Recently, with the arrival of a new staff member of Rikolto, the council seems better organised and functional.
- Rikolto also has been facilitating a meeting with the department of health for the development of its action plan, promoting linkages with several policy domains. And a diverse working group with members from different city departments (youth, sport, health, procurement, environment, education, ...)) on healthy food has been established.

- **Conducive environment at Flemish level**

At local level, several dynamics are emerging in many Flemish cities. An informal inter-city consultation was launched by the city of Ghent, including all cities and communes that are implementing local food strategies. The network is managed by the officers themselves and provides an informal platform for exchanges, mostly at operational level. Rikolto is not involved in this network. A formal inter-city consultation network (paid membership) was created in 2024 and is being coordinated by an independent consultant from Let Us). Rikolto is consulted by both networks when it matters more strategic and policy issues

Another inter-city network finds its origin in the GoodFood@School programme in 2020, focusing on how local governments can improve the accessibility of healthy and sustainable food in schools. The 13 participating cities exchange experiences (peer to peer learning) and explore possible solutions to common challenges. Rikolto takes up the role of facilitator and captures the needs of the participating member for alignment with supra-local authorities (VVSG, Vlaams Instituut Gezond Leven, Vlaamse voedseldeals, relevant Flemish ministries and departments).

To upscale the experiences from the pilot cities and to inform policy makers, Rikolto has been documenting the lessons learned and publicised two reports in 2024: one on the experiences in Leuven⁷ and one based on the experiences in the three pilot cities and showcasing good practices.⁸ Seminars, webinars and events have been organised to share the experiences and recommendations. One of the reports (experiences of the three pilot cities) was also presented during a seminar for local civic officers, to support them in developing their memorandum for the new local governments, pushing for ambition in the implementation of local urban food strategies.

In 2023, Rikolto initiated an expert consultation involving all relevant stakeholders (educational networks, parent associations, student associations, children's rights commissioner, Flemish network against poverty, knowledge institutions such as U Ghent and KUL, etc.) with the aim to develop a common vision on the meaning and the importance of sustainable food at school.. This resulted in a memorandum⁹ that was shared with policy makers at different Flemish cabinets. Visits were paid to several of these cabinets. Several of the above mentioned stakeholders also included the recommendations of the memorandum in their own lobby work, during election period.

⁷ Hoe worden gezonde, duurzame schoolmaaltijden toegankelijk voor alle leerlingen ? Een pilootproject in drie Leuvense basisscholen. (augustus 2024)

⁸ Lokale voedselstrategieën. Inspiratie voor het beleid (December 2024)

⁹ Gezonde toegankelijke voeding op school. Aanbevelingen voor overheden

The 2024 report presenting lessons learned from developing and implementing urban food policies, and the memorandum was picked up by several members of parliament and the current Flemish minister for agricultural policy, Brouns (CD&V). Discussions took place within the new Flemish government on the possibility to create a budget line to support local authorities in developing and implementing strategies to promote healthy, affordable and sustainable food at schools (which was one of the recommendations of Rikolto, endorsed by the expert group). At the moment of developing this evaluation report, the Flemish minister for welfare, Gennez (Vooruit) has announced that 70 million EUR will be made available per year to support local authorities in providing healthy, affordable and sustainable food at schools.

Contribution analysis

Following tables summarizes the different mechanisms that could be identified in the performance story. A distinction is made between project interventions of Rikolto, interventions that are implemented by Rikolto in collaboration with others, rival explanations referring to initiatives taken by other actors and a set of contextual influencing factors. For each mechanism an estimation of the relative contribution was made by the evaluator.

Type of mechanism ¹⁰	Mechanism	Contribution to outcome (low, moderate, high) ¹¹
Project	GF@S projects and WSFA pilots	High
	Dissemination of toolkits and lessons learned	Medium
	Facilitating School Food Councils and inter-city networks	Medium
	Training of local civic officers in how to lobby their local government	Low
Cooperating	Participation in local multi-stakeholder processes	High
	Expert consultation and joint memorandum	Medium
Rival	Political will, healthy (and sustainable) food at school in programmes of political parties and in several local government agreements	High
	Strong demand from schools to provide affordable meals to vulnerable children at school	High
	Policies at several policy levels (provincial, Flemish, European, International)	Medium
	Initiatives of the Agency 'Gezond Leven' (living healthy) and the Flemish department Education also promoting health at schools	Medium
	Pressure from local action committees	Not possible to assess
Influencing factors	European Child Guarantee law (EU member states need to develop national action plans that include healthy nutrition and free education, including at least one healthy meal in each school per day)	Low
	UN Agenda 2030 and SDG framework	Medium
	UN Food systems 2021	Medium
	Political will at local level and healthy and affordable meals at school in programmes of political parties	High

The contribution of Rikolto to the development of conducive local policies that promote the provision of healthy, affordable and sustainable food in schools and the integration of this strategy in local food strategies is assessed as high and necessary, but evidently not sufficient as Rikolto was not solely responsible for the outcome.

The biggest impact was achieved through the different pilots that Rikolto has been (and still is) implementing. Important lessons learned could be drawn and documented. During these pilots, solutions

¹⁰ Project mechanism, Cooperating mechanism, Rival mechanism

¹¹ High: convincing evidence of contribution to the outcome, triangulated with documents and interviews, mentioned by several interviewees; Medium: it is somehow likely that the mechanism took place, but not mentioned by many interviews, evidence could not be triangulated. Low: contribution to the outcome not clear, lack of evidence or not mentioned by several interviewees. (?) means that the contribution could not be assessed because of lack of evidence.

have been explored to respond to challenges (e.g. logistic and practical consequences of the provision of healthy, affordable and sustainable food, the need for a holistic approach in school, including -for example- as well the parents in the initiative, alternative of collaborating with a local caterer instead of the industrial ones, etc.). Based on the pilots in Leuven, the costs could be calculated of the provision of healthy, affordable and sustainable food at school, making a distinction between costs that can be taken on by the city, by the school and/or the parents. The pilot projects have directly informed the development of local food strategies and provided inspiration of concrete (experimental) actions that have started to implement the local food strategies.

Including the cities more prominently in the strategy of Rikolto has been a relevant strategic decision. Through the close collaboration with schools and local authorities, Rikolto gained a lot of legitimacy and expertise was recognised, making Rikolto a priority partner when cities started to develop its local food strategy. In many cities (even beyond the three pilot cities that were subject of this MTE), the expertise of Rikolto was requested (e.g. giving feedback on draft subsidy frameworks like in Roeselare), and in many cities Rikolto participated in multistakeholder processes that have been set-up to develop the local food strategies in a participatory manner.

Several stakeholders intervene in schools and influence school policies, such as the Flemish department Education, the Flemish agency Gezond Leven and NGOs like GoodPlanet. Collaboration was looked for with these institutions. Rikolto, for example, aligned its methodology for WSFA to the methodology that was developed by the Agency Gezond Leven to promote a healthy live in schools, and as such added other dimensions to the initiatives of the Agency Gezond Leven, namely the sustainability dimension. These Flemish institutions however do not have the capacity to support schools in practice. Therefore, they rely on other stakeholders, such as Rikolto.

The lobby and advocacy initiatives of Rikolto targeting the Flemish level most likely have had an effect on the discussion within the government who acknowledged the role of local authorities in promoting the provision of healthy, affordable and sustainable food at schools, as such implementing one of the recommendations of Rikolto. Rikolto is the only stakeholder in Flanders who combines dimensions of health, inclusion and sustainability.

Although Rikolto has been piloting GF@S already almost 10 years, an entry point emerged when schools increasingly started to flag the increasing problem of children with empty stomachs at school. The willingness and interest among schools and authorities to reflect on their role to provide affordable meals to children created the ideal entry point for Rikolto to add their inclusive sustainability agenda to the ongoing debates. The topic was also picked up by several political parties which included it in their (electoral) programmes.

We can decide that Rikolto has meaningfully contributed to the outcome. This contribution can be summarised in four roles:

- *Supporter*: Rikolto provided relevant hands-on expertise, both at the technical and strategic level. Rikolto has unique expertise, grounded in the daily practice, in supporting schools on the topic of healthy, affordable and sustainable food.
- *Implementer*: Rikolto has human and financial resources available to support concrete actions regarding the implementation of the local food strategies.
- *Trigger*: Rikolto initiates pilots that trigger the attention of school directors and policy makers at local and Flemish level.
- *Facilitator*: Rikolto has facilitated several workshops at local level, which provided input in the local food strategies.

- **Accelerator:** Rikolto takes up an active role in multi-stakeholder settings, in particular in the school food councils and the local food advisory councils.

3.1.6 Analysis of the case – Flemish food strategy

In this section, we present the results of the analysis of the first learning question, which are based on a contribution analysis of the **contribution of Rikolto to the development of the Flemish food strategy**. The chapter starts with a description of the outcome and the contribution claim. A performance story presents the timeline of the interventions and milestones. The analysis concludes with a summary of the contribution analysis and conclusion of the contribution and role of Rikolto to the stated outcome.

Outcome: Flemish food strategy ‘Go4Food’ developed and approved in November 2022.¹² Implementation of the strategy is being taken up through 6 Flemish Food Yards and 7 Flemish Food Deals, since 2023.

Contribution claim: Rikolto has contributed meaningfully to the development of the Flemish food strategy and is actively involved in its operationalisation through participation in 4 of the 7 food deals.

Performance story

At several levels, initiatives were being taken and good practices were emerging regarding the transition to a sustainable food system (food losses, protein shift, healthy food, agro-ecology, biological farming, short value chains, etc.), by a variety of stakeholders within the public and private sector, academic world and civil society. The Rikolto projects GF@S, the Rikolto campaigns (towards retailers, towards the general public) and the initiatives taken with the retailers are part of this evolution. At local level, local authorities have started to develop local food policies, with Ghent being the first city having a local food policy in 2013 (Gent En Garde). Other cities followed, with Antwerp being the last centrum city having its food policy in 2021. During these processes, Rikolto also engaged regularly with public officers in the Flemish administration.

Within the Flemish administration, in the period 2015-2019, first initiatives were being taken by several departments within the Flemish administration regarding the implementation of Agenda 2030, including attention to food strategies. Within the administration, there was an overall positive evolution towards more inter-departmental collaboration. The department of environment was aware of the scattered initiatives being taken regarding the food topic. An informal inter-departmental working group was established to exchange ideas and look for better coordination. The working group turned into a formal working group in 2019. The working group also organised a consultation process among several institutional stakeholders like Boerenbond, Fevia, Comeos, but also including Rikolto. The working group identified the need of having a global Flemish food strategy that would provide a policy framework for all different initiatives that were being taken. With the installation of the new Flemish government in 2019, the working group proposed to include the development of a food strategy in the policy agenda of the new government.

Several push factors, such as the dynamics at local level, the European Farm to Fork strategy (part of the European Green Deal), the initiatives of the Flemish administration in the topic, and the SDG framework have put food slowly higher on the political agenda.

In 2019, the new Flemish government included the development of a Flemish food strategy in its government agreement and assigned the Flemish department for agriculture and fisheries (Agentschap Landbouw en Visserij) with this task. The department for agriculture and fisheries called upon following premises: (i) the willingness to set-up a participative, co-creative process involving a variety of actors and

¹² lv.vlaanderen.be/beleid/vlaamse-kost-voedselstrategie

(ii) identifying and exploring feasibility of concrete actions to inform the development of concrete strategies, based on innovative experiments.

A call for project proposals was launched in 2022 to support bottom-up pilots implemented by a variety of stakeholders that were already exploring innovative approaches. 21 projects have been selected. Rikolto participates in 5 of these projects. The department agriculture and fisheries also launched a survey among consumers to collect their input for the Flemish food strategy. In 2022, the department for agriculture and fisheries established and facilitated a multi-stakeholder process, called the food coalition, to develop the Flemish food strategy, based on the knowledge and experience gained in various domains that touch upon the food strategy through the practice of these stakeholders. Among 30 stakeholders were involved. Rikolto was one of the few civil society organisations (besides BBL and the coalition Voedsel Anders) participating in this multi-stakeholder process.

In November 2022, the Flemish food strategy (Go4Food) was adopted by the Flemish government. For its operationalisation, the decision was taken by the Flemish government to set-up 6 Flemish food yards and 7 multi-stakeholder working groups, called Flemish Food deals. The Flemish food yards integrated ongoing policy development processes on several sup-topics, like for example the Green Deal Protein strategy (in which Rikolto was already involved as well). The Flemish food deals were set-up as multistakeholder fora to explore and discuss concrete strategies to enable the implementation of the Flemish food strategy.

Rikolto is participating in four of these deals: #2 on fair prices, #4 on youth, #5 on caterers and #9 on local food strategies. The Flemish food deals advance at different speed. Various factors are causing delays in the implementation of the deals, including elections and installation of the new government, lack of consensus among stakeholders involved in deals, lack of concrete feasible actions, lack of financial resources. Critics argue that the Flemish food strategy and deals are tinkering at the margins and that a fundamental paradigm shift remains off the table. While the Flemish department and stakeholders involved adopt a more realist and pragmatic approach.

On many of the topics addressed by the Flemish food strategy, Rikolto has relevant expertise, developed through projects and initiatives in the past, such as GF@S, collaboration with caterers, engagement with retailers, support provided to local authorities, etc. Several stakeholders interviewed highlight the relevant expertise of Rikolto and the fact that they push for ambition. Rikolto contributes in a constructive manner, supports the analyses, explores solutions, is critical and has access to a variety of stakeholders. Rikolto has hands-on expertise and experience in a variety of domains (youth, agriculture, food losses, protein shift, ...), involving a variety of stakeholders (schools, farmers, caterers, retailers, ...).

Several examples were given by the interviewees on the added value in the different Flemish deals (see examples in boxes). Furthermore, Rikolto also clearly adopts a systemic perspective. According to several interviewees, this holistic view is unique and rarely present among the other stakeholders that had participated in the food coalition. It was said that Rikolto 'paved the way' for the Flemish government. Through the concrete practice and pilots of Rikolto, and their long-term engagements with a variety of stakeholders, the Flemish government can build further on these results and develop an appropriate conducive policy framework.

Rikolto is also visible in the media (mainstream media, social media, and in communication materials of partners). Articles on events, opinion articles, and references to publications can be supportive in putting topics on the agenda or accelerating the discussions with policy makers. However, the contribution of these articles to the Flemish food strategy or the Flemish food deals could not be assessed within the limited timeframe of this MTE. (see overview in annex 3)

Example of added value of Rikolto in Deal #2 Fair prices

In this Deal, one of the discussions addressed possible measures to promote fair prices. Discussions appeared to be slowly, the group not being able to identify concrete and feasible actions to defend and promote fair prices. Rikolto accelerated the debates when referring to an opportunity in the European competition regulation to include sustainability criteria in tenders. Rikolto took the initiative in collaboration with Boerenbond, Fevia and Comeos, to analyse how to put this in practice, which resulted in a seminar to disseminate the conclusions among the stakeholders involved in this deal. The seminar "Application of the European competition regulation in the framework of sustainability initiatives" highlighted the fact that it is allowed to collaborate and make (price) agreements when sustainability matters are concerned.

Example of added value of Rikolto in relation to retailers

Rikolto has been engaging with retailers since 2006. Different sustainability projects have been piloted with several retailers, with support from Rikolto. The Superlist campaign accelerated the debates with the retailers by causing public noise. The latter had a negative effect on the dialogue between Rikolto and the retailers. However, the department agriculture and fisheries could take over the role of Rikolto, engaging in further dialogues with the retailers. It was said that Rikolto paved the way, by pushing the retailers to take initiatives and reflect on how to make their value chains more sustainable. According to the Flemish department, Rikolto and the department now have complementary roles, mutually reinforcing their strategies towards retailers. Civil society organisations, like Rikolto, can continue pushing the retailers, while at the same moment, the Flemish government can engage with them in dialogues in a safe environment.

Example of added value of Rikolto being a pioneer and an accelerator

In the deal #9 on local food strategies, one of the discussions concerned the use and repurposing of local public grounds for agro-ecology. Discussions did not result in conclusions or concrete action proposals. Dynamic is decreasing in this Deal. However, Interviewees pointed out to the fact that Rikolto does not wait for decisions being taken in this Deal. Rikolto has already started to engage with several local authorities to discuss repurposing their public grounds.

Contribution analysis

Following tables summarizes the different mechanisms that could be identified in the performance story. A distinction is made between project interventions of Rikolto, interventions that are implemented by Rikolto in collaboration with others, rival explanations referring to initiatives taken by other actors and a set of contextual influencing factors. For each mechanism an estimation of the relative contribution was made by the evaluator.

Type of mechanism ¹³	Mechanism	Contribution to outcome (low, moderate, high) ¹⁴
Project	Networking and contacts with Flemish administration	Medium
	Hands-on expertise and experience (projects)	High
	Opinion articles in media	Not possible to assess
Cooperating	Participation in Flemish Food Coalition (multi-stakeholder process)	High
	Local food policies	High
Rival	Inter-departmental working group Flemish administration	High
Influencing factors	European Farm to Fork strategy (2020)	High
	UN Agenda 2030 and SDG framework	Medium
	UN Food systems 2021	Medium
	Political will – food in government agreement	High
	Articles and opinions in media from other stakeholders	Not possible to assess

The contribution of Rikolto to the development of the Flemish food strategy, and its operationalisation through the Flemish food deals is assessed as high and necessary, but evidently not sufficient as Rikolto was not solely responsible for the outcome.

The biggest impact was achieved through the participation in the Flemish food coalition and in the Flemish food deals in which Rikolto was able to formulate constructive proposals, based on their hands-on expertise and experience, widely recognised by the participants in these multistakeholder dialogues. Furthermore, Rikolto takes on an active role in these multi-stakeholder settings, not only by providing reliable advice but also by facilitating some of the workshops. Having taken and maintained contact with public officers within the Flemish administration for several years made Rikolto and their expertise known, as such Rikolto was identified as a relevant and reliable information source when the administration decided to consult stakeholders and eventually to invite Rikolto to participate in these multistakeholder settings.

More difficult to assess because of lack of sound evidence, but assumed likely to have taken place, is the fact that long-term engagement with the Flemish administration have contributed to shared knowledge development. The fact that there have not been staff changes, neither among the contact persons in the Flemish department or among Rikolto staff, has been important in developing a trustful relationship.

It is evident that the Flemish food strategy has been developed within a compelling context, with policy initiatives, both from European and international level, and the local level, pushing the Flemish government to take action. Over the years food has gained priority in the policy agenda, as demonstrated among others by the attention being paid to the subject in the programmes of different political parties.

We can decide that Rikolto has meaningfully contributed to the outcome. This contribution can be summarised in four roles:

- *Supporter*: Rikolto has provided relevant hands-on expertise, both at the technical and the strategic level
- *Trigger*: Rikolto is known for its pro-active initiatives and the ability to identify and explore innovative approaches. These are important when reflecting on the transition of the food system towards a more inclusive and sustainable system. Lessons learned of these pilots have been disseminated and -as such- have triggered the attention and interest of other stakeholders and inspired the multi-stakeholder fora.

¹³ Project mechanism, Cooperating mechanism, Rival mechanism

¹⁴ High: convincing evidence of contribution to the outcome, triangulated with documents and interviews, mentioned by several interviewees; Medium: it is somehow likely that the mechanism took place, but not mentioned by many interviews, evidence could not be triangulated. Low: contribution to the outcome not clear, lack of evidence or not mentioned by several interviewees. (?) means that the contribution could not be assessed because of lack of evidence.

- *Facilitator*: Rikolto has facilitated several workshops at Flemish level to discuss elements of the Flemish food strategy.
- *Accelerator*: Rikolto takes up an active role in multi-stakeholder fora. When processes are slowing down, or policies are lagging behind, Rikolto comes with new ideas or proposals. Or Rikolto continues to explore and experiment so to accelerate the search for solutions or answers to the challenges.

3.2 Potential Sustainability of the Interventions

3.2.1 Sustainability of impacts

The MTE demonstrates that many interesting and relevant pilots have been implemented that demonstrate the potential of making inclusive, healthy and sustainable food supply available through schools and retail. Many bottom-up initiatives are being taken by a variety of actors, demonstrating the need and interest for inclusive, healthy and sustainable food supply. In this section, we analyse the different sustainability dimensions of the results documented. The analysis is based on the lessons learned of the different pilots as documented by Rikolto, triangulated through the interviews with a variety of stakeholders.

- **Good Food at School**

Social sustainability: This sustainability dimension addresses the level of ownership of the new practice. The pilots GF@S have demonstrated the importance of investing in awareness raising, information, involvement and training of all stakeholders that are involved in the school environment. It is learned that changing food patterns is difficult and can create resistance among kitchen staff, teachers, pupils and their parents. Successful GF@S projects have invested in education and learning. For example, the topic was included in lessons and/or thematic workshops. Cooking activities or tasting sessions were organised with children to familiarise them with new tastes and make them familiar with different types of meals. Nudging actions such as putting the healthy meal as a first choice, making healthy and sustainable food attractive seemed to work. The schools engaged with parents in school food activities. Interviewees confirmed that a transition phase is normal. In future, new students and parents will arrive at school and will be confronted with this new food offer, considering this as the new normal.

It takes time and additional efforts to make pupils, parents and staff used to the new food supply. Many schools have not restarted the provision of hot meals after Covid: the procurement process and practical organisation is very complex, there is a shortage of helping hands. Schools face many other challenges such as a dire shortage of teachers, declining school results of students, shortage of classrooms and outdated infrastructure. Moreover, lunch break is de facto not part of school time, so schools have fewer opportunities to prioritise it. This might explain why only a small number of schools is offering healthy food, and that the majority of the schools mainly focusses on introducing fruit and soup, and in some occasions a healthy breakfast. These are, however, important steps towards creating awareness on the importance of healthy and sustainable food and can open doors to adapt the food offer more fundamentally.

Institutional sustainability: successful pilots on adapting also the warm meals were seen in schools that had developed a school policy and vision on food and nutrition, endorsed by school leadership. Rikolto has provided support to schools to review school's food culture and policy and to develop a whole school action plan. Only a limited number of schools effectively have developed and endorsed their school food policy. Involvement in pilot projects, supported by Rikolto and funded through project means or subsidies, has been an important leverage for developing these school food policies.

Rikolto has developed several toolkits to support schools to start developing and implementing a school food policy. The development of the WSFA-methodology can be helpful for schools to understand that the provision of healthy, affordable and sustainable food at school is not limited to the food offer alone. The WSFA approach is based on four pillars:¹⁵ (i) policy and leadership, (ii) food and sustainability, (iii) education

¹⁵ How to WSFA? Practical guide for schools on how to implement a whole school food approach (February 2024) School Food 4 Change

and learning, and (iv) community and partnership. Literature on the whole school approach¹⁶ describes the challenges in applying a Whole School approach, and underlines the need for (external) accompaniment of the schools. Currently, it is not clear yet who can take up this support role. The Flemish department Education and the umbrella organisations of the school organising authorities (scholenkoepels) do not have the means, knowledge or staff to accompany schools in such a process. Schools depend on the expertise that is locally available, mainly provided by a limited number of NGOs, like Rikolto and Goodplanet.

Nonetheless, the attention for good food at school will not disappear. Local urban food strategies in many cities include good food at school as one of the strategies. The provision of healthy, affordable and sustainable food is high on the political agenda, both at local and at Flemish level. Both the Flemish and several local governments have developed conducive policy frameworks to support the supply of healthy, affordable and sustainable food. Currently, these strategies are being operationalised through concrete (experimental) actions.

Financial sustainability: Financial sustainability of the school food strategy is at risk in many schools. A healthy and sustainable food offer is usually a little bit more expensive compared to the industrial and commercial food offer. Furthermore, schools need to invest in improving the school infrastructure, such as providing free tap/drinking water, adapting the kitchen or dining area, investing in appropriate eating utensils, adapting the order system, and alike. Additionally, there is the challenge to make the food offer affordable for all pupils, in particularly the most vulnerable ones. Social correction mechanisms need to be elaborated, that most often require external funding as the internal solidarity funds usually are not sufficient to cover the additional costs. The pilot schools received financial support, either through the European project GF4S or Healthy Wave project, or through a subsidy mechanism of the local authority.

The recent policy initiative of the Flemish minister for Welfare, making 70 million EUR/year available for the promotion of healthy, affordable and sustainable meals at school, will be an important leverage in contributing to financial sustainability. Rikolto has put quite some effort in advising the cabinets to make it as financially feasible/sustainable for local governments and schools as possible. Several proposals (based on lessons learned from Rikolto's pilots) have been taken into account. In any case, the budget is insufficient to cover the costs for a healthy and sustainable meal for all pupils, including also the investment costs that might be possible and/or costs for attracting external expertise to support schools. Local authorities are expected to add their own contribution to the budget. Given the budget savings that need to be done in many local authorities, it remains to be seen how many local authorities will actually sign up for the budget line. The pilot cities of Rikolto are in any case keen to participate and have already allocated funds in their own budgets, with the exception of the city of Ghent.

- **Local food policies (institutional sustainability)**

Local food policies have been developed by many local authorities. These provide a policy framework for all type of actions, initiatives and experiments that are being taken by a variety of stakeholders in their municipality. Inter-departmental collaboration is required for a smooth implementation of these policies. Inter-departmental working groups had, for example, been established in the three pilot cities that are included in this evaluation. However, several interviewees highlight that most of the cities do not have made available sufficient means or staff time, nor can rely on sufficient staff with appropriate competencies and knowledge (for example in supporting schools to promote healthy, affordable and sustainable food). They rely on the support of external stakeholders, like Rikolto.

¹⁶ Mathie, R. G., & Wals, A. E. J. (2022). *Whole school approaches to sustainability: Exemplary practices from around the world*. Wageningen University

VVSG, the association of Flemish cities and municipalities, has the mandate to accompany and support their members, among others also in developing and implementing local food policies. However, also the VVSG lacks funding to realise this mandate. During two years, funding from VLM (Flemish Land Company) enabled VVSG to take initiative to support the development of local food policies (aligned to the strengthening of local authorities in promoting the SDG), to support knowledge exchange between municipalities and coordinate concrete pilots. When project funding stopped, the VVSG staff member left the association and tasks were not taken over by colleagues.

Because of lack of accompaniment from VVSG, several local authorities, triggered by the city of Ghent, - have taken own initiative to organise an informal network to exchange on operational matters regarding the implementation of certain actions. The network meets regularly. Furthermore, the consultant of Let Us has established a formal paid inter-city network, involving 10 members, which shows the interest of the Flemish local authorities in developing and implementing local food strategies.

These local food strategies need to be operationalised through concrete actions. Practice is varying among the cities. Funding is needed to support these concrete actions. We did not analyse the budgets of the newly installed local governments. But the example of Ghent demonstrates that having a local food strategy does not guarantee a sustainable impact. Changes of governments and budget saving operations can slow down or stop the implementation of these policies.

- **Flemish food strategy (institutional and financial sustainability)**

The Flemish food strategy also provides a policy framework to spur all kind of stakeholders to experiment with concrete actions for a systemic transition towards a sustainable food system. Also at Flemish level, this is realised through interdepartmental collaboration. Several yards and deals have set-up to operationalise the strategy. However, funding is lacking, a small project budget line for small experiments excepted. The deals rely on funding that can be mobilised by the stakeholders that are participating in the deals.

- **Results with caterers and retailers**

Pilots with big private actors, such as industrial caterers and the five biggest retailers in Belgium have been set-up with varying success degrees.

Already under the former DGD programme, it seemed difficult to pilot new practices with industrial caterers. Rikolto engaged with about 10 of the bigger caterers (ex. Sodexo, Compass, ...) but willingness to change practice was low. No one is going to price themselves out of the market by making unsolicited commitments to more healthy and sustainable food. Caterers implement what is specified in the tenders... There is not much room for manoeuvre, as the caterers depend on public tenders that do not include sustainability criteria. During the former DGD-programme, a working group of these caterers was established, among others to provide ideas on how to improve tender regulations, without much success so far. Under the current programme, Rikolto started to experiment with a local caterer in Leuven, to learn how a standard tender with sustainability criteria would look like, while maintaining loose contacts with the industrial caterers.

The pilot In Leuven seemed to be successful. The local caterer, Foodatelier César in Leuven, made necessary investments so to upscale its activities to be able to provide a number of schools with healthy and sustainable meals. Collaboration was established with Kort'om, a local network of local farmers, that sell locally and organically produced food. It is estimated that the caterer will become self-sufficient and eventually make profit when selling at least 200 meals/day. This will depend on the financial possibilities of the schools (see in the above). However, the likelihood that the approach of the caterer will become

sustainable increases as not only schools are being targeted but also kindergartens in the neighbourhood of the schools.

The work with the retailers is challenging. Several small pilot projects have been realised but a real paradigm shift is not taking place. Interesting conversations have been taken place within the Learning network Future Proof Supermarkets. Supermarkets acknowledged the need for a safe and non-competitive learning environment and appreciated the efforts of Rikolto in facilitating such a space and exploring how the network could align to other initiatives of sector organisations and chain consultations. In March 2025 however, Rikolto received the message that the supermarkets did not want to continue the learning network. Supermarkets said that there was a breach of trust with Rikolto, as a consequence of the communication that was done about the results of the Superlists, the pressure that was felt from consumers participating in a symposium presenting the results of the kitchen table conversations and the narrative used during the Rikolto campaign “we do care about good food.”

However, retailers continue to explore their role in protein shift, sustainable produced food, and alike in other settings, like the chain consultations and the consultations that are being facilitated at Belgian level, involving the Flemish, Brussels and Walloon administrations.

3.2.2 Potential for scale-up

Rikolto adopts a clear strategy by piloting innovative approaches and practices (schools, caterers, retailers), documenting lessons learned and results in perspective of upscaling. Upscaling is further facilitated through the establishment of learning networks and multi-stakeholder fora in which experiences and concrete ideas can be shared and the provision of toolkits.

GF@S pilots have demonstrated the need for a tailor-made approach, and the need for (external) technical and financial support. The pilots have proven the feasibility of the approach, however, only under certain conditions. The approach comes with several financial, logistical, practical and organisational consequences, that have been well described in the knowledge products. The school contexts differ a lot. The pilots implementing the WSFA have already targeted a variety of schools, but still limited number. It is yet to be seen what kind of schools can more easily make the transition towards a more sustainable food offer, and what kind of schools and what factors will encounter a lot of challenges.

The pilot involving a local caterer seems to be successful. However, it is too early to assess the robustness and sustainability. The pilot has the potential for upscaling, but it will require important human, time and financial investments to start a similar trajectory with another local caterer.

Other small experiments are being implemented by Rikolto, in the framework of the Flemish Food deals. These have not been subject of this MTE, so potential for scaling cannot be assessed.

4. Lessons Learned from Programme Implementation to date

Setting up concrete pilots is important to strengthen the position of Rikolto in the food eco-system. At all levels, **hands-on expertise and experience** of Rikolto is recognised and appreciated, which makes Rikolto a priority partner in all kind of (policy) initiatives and multi-stakeholder settings, both in schools, at local and at Flemish government level. Furthermore, the fact that Rikolto can rely on and mobilise a large support base of interested and engaged consumers/citizens further strengthens its legitimacy and position in the food eco-system, as recognised by both policy makers and retailers. The voice of citizens seemed to have been of great importance in pushing retailers for ambition.

Furthermore, throughout all these pilots, investments have been made to **maintain bilateral contacts** with a variety of stakeholders, among them local aldermen, local administrations and policy makers within the Flemish administration. This makes Rikolto known, provides the opportunity for Rikolto to be aware of ongoing (policy) evolutions, to understand the different contexts and challenges. This engagement also enables mutual reinforcement.

Within **the GF@S projects**, **following factors** of its implementation strategy have contributed to its success: (i) tailor-made approaches, (ii) patience, change process require time, (iii) provision of technical and strategic advisory support to local administrators and school leadership, (iv) conducting a good stakeholder analysis and setting up participatory processes, engaging a variety of stakeholders in multi-stakeholder settings, (v) enabling co-creation, (vi) documenting lessons learned, disseminating lessons learned, developing toolkits, all outputs being perceived by the interviewees as being of high quality.

Rikolto is perceived as a **good 'lobbyist'** and contribution to policy development is highly appreciated. Policy makers appreciated the following: (i) Rikolto always shares its expertise and knowledge, (ii) Rikolto is an innovator, staff trigger, are pro-active and accelerate processes. Rikolto is not waiting for policy frameworks, but identifies potential for innovation quickly and starts piloting. (iii) Rikolto is one of the few actors in the eco-system that adopts a systemic and holistic approach, which contributes to its added value in different multi-stakeholder settings. (iv) Rikolto has patience, and sense of reality, in the meantime pushing for ambition. (v) Rikolto establishes linkages between practices and policy, between policy development at different government levels. (vi) Rikolto is value-driven and genuinely interested and engaged in the matter, contrary to many other stakeholders that also have a hidden (commercial) agenda. (vii) Rikolto is recognised for its strong facilitation skills.

Fostering paradigm shifts with private actors, such as caterers and retailers, appeared not to be easy. The ongoing (bilateral) dialogues, the learning networks and several concrete experiments and pilots have not resulted yet in sector-wide initiatives to make the food supply chain more inclusive and sustainable. However, policy makers at the Flemish administration appreciate the work that has been done by Rikolto during their collaboration and engagement with the retailers and Comeos. Interviewees said that **Rikolto 'paved the way'**, contributed to a better understanding among retailers of the challenges and implications of a sustainable and inclusive food supply.

Combining two roles, **the stick and the carrot**, balancing between a constructive, co-creative approach and a naming and shaming approach appeared to be counterproductive.

The Superlist has been a strong tool in advancing the sustainability debate among the retailers and in pushing for more transparency and public accountability. The fact that the Superlist was based on a **sound methodology** and criteria, supported by academic experts and reliable research institutes, contributed to its legitimacy and effectiveness.

Retailers indicate that they operate within a legislative framework that is strongly influenced by European legislation. Furthermore, retailers' operations do not stop at the national borders and several of them have their headquarters in other European countries. **This legitimizes the evolution of Rikolto to adopt more**

and more a European approach. There is a growing interest among European partners, such as European NGOs and academic institutes, to collaborate with Rikolto and upscale their initiatives to the European level.

5. Conclusions and recommendations

Taking into account the good results of the pilot projects, advocacy work and networking, the fact that sustainability of the results is still fragile and the lessons learned from implementation, following conclusions and recommendations have been developed by the consultant and discussed in the sensemaking workshop with staff of Rikolto on April 29.

5.1 From pilots to upscaling

Rikolto has proven its strong ability to conceive, set-up and implement pilot projects in a co-creative manner, collaborating with a variety of stakeholders. Through these pilots with schools, local authorities, food caterers and retailers, the practical, logistic and financial consequences of the provision of healthy, affordable and sustainable food is explored. Pilots have proven to be feasible when certain conditions are present, among others strategic vision, willingness of leadership or management, and sufficient financial resources or proof of profitability.

Lessons learned have been documented and toolkits developed to support upscaling of these pilots. Upscaling is further supported through the organisation of seminars and webinars, the establishment of networks, and the contribution of Rikolto to local and Flemish food strategies that provide conducive policy frameworks to enable upscaling of these pilots. However, although a conducive policy environment has been developed, the (local and Flemish) food strategies still need to be further developed through a set of concrete actions. Funding is the major challenge to that end. Effective upscaling strategies will require sufficient financial means and the availability of technical and strategic advisory support. The knowledge products and toolkits developed seem to be supportive towards upscaling but not sufficient.

Recommendations

R.1. Rikolto should make clear what further role to take up within the **upscaling strategy** and make strategic choices to that end, each time balancing the risks and opportunities for the own organisation and in perspective of the impact looked for. Documenting pilots, developing toolkits and disseminating this expertise and knowledge through networks, seminars, workshops, webinars is an important strategy to upscaling, however not sufficient. Contributing to a conducive policy environment neither. The proof of the pudding is in the eating. In the practice, there still is a lack of knowledge and expertise and a demand for external advisory support to effectively upscale the pilot experiences, mainly regarding good food at school (but most probably also regarding other pilots).

There are different strategic choices to be made regarding this upscaling: (i) Rikolto continues to provide support to schools and local caterers, upon demand, which might be possible with funding that will be made available at Flemish and local level (this is rather replicating than upscaling); (ii) Rikolto identifies other stakeholders that can provide such support and builds their capacity of doing so, when needed; (iii) Rikolto looks for close collaboration with VVSG who can assume this task, (iv) Rikolto focusses on facilitating or participating in multi-stakeholder processes at local, Flemish, federal and/or European level, as such upscaling expertise and knowledge mainly through these networks (with other stakeholders engaging in the practical implementation). (v) Furthermore, Rikolto should reflect whether they have a role to play in upscaling good practices that had been piloted by other stakeholders (ex. Restorestje in Ghent).

R.2. In the **final evaluation**, it would be interesting to assess the leverages and bottlenecks of stakeholders that have started (or not) to implement pilot practices; and to assess the relative contribution of Rikolto to that end.

5.2 Triggering the food system

Rikolto is appreciated in its role as innovator and accelerator of processes. Rikolto is pro-active, not waiting for food policy strategies that are translated into concrete (supportive) measure, but identifies potential for innovation quickly and starts piloting. Pilots (not limited to the GF@S pilots) and the exploration of alternative solutions to identified challenges by Rikolto are widely appreciated. Transition towards a fair, healthy, affordable and sustainable food systems requires a paradigm shift. Such processes take long and require also a lot of awareness raising, education and feasible alternatives. The combination of triggering the food system from bottom-up (concrete pilots) and top-down (policy development) proved to be a relevant and effective approach.

Private actors are crucial actors within the food system. Through co-creation processes, Rikolto has been piloting small experiments to make the food supply more sustainable. These pilots seem to be interesting but are mainly taking place in the margin -a few exceptions- and are not triggering yet a paradigm shift. At the same time, public pressure and 'naming and shaming' actions proved to accelerate the debate in the sector, even though this resulted in a breach in the trust between the retailers and Rikolto.

Recommendations

R.3. Rikolto's expertise and practice touch upon different domains that are included in the local and Flemish food strategies (making good food accessible for children, youth, food losses, protein shift, local production, agroecology, fair prices, etc.). Within these policy frameworks, there are a lot of opportunities to pilot small – or bigger- alternative approaches. Smart choices should be made regarding **the number and type of pilots and experiments**, based upon -for example- balancing opportunities and risks, potential for upscaling, potential for supporting advocacy work, link with programmes in other Rikolto partner countries, potential for co-creation.

R.4. Rikolto has to redefine its role in **engaging with private sectors**, in particularly the big retailers. A combination of the 'stick and the carrot', did not prove to be feasible. An explicit division of roles, being a watchdog, a sharp, or a dolphin, etc. among different advocates in the food sector is needed. All roles are needed, those that enter into co-creation processes and dialogues, those that invest in naming and shaming and those that come with radical and provocative actions. In the near future, the role of Rikolto should be redefined, taking into account the upcoming dialogues between the Flemish, Walloon and Brussels governments, and retailers, their sector organisations and other institutional stakeholders involved. The added value of Rikolto seems to be now in its role as NGO taking up a watch dog role, pushing the stakeholders for ambition. The Superlist methodology, in collaboration with citizens panels, seems to be an effective and appropriate methodology. Benchmarks have been set for the social and environmental dimensions of the sustainability criteria. A repetition of the measurements will be relevant, though timing should be carefully defined (how fast results of measures taken by retailers can become visible?). Complementary actions might be relevant in order to keep the topic in the media and under the public and political attention.

5.3 Information dissemination and communication

Rikolto has invested a lot in developing qualitative knowledge products and toolkits to inform and raise awareness among a variety of stakeholders. Additionally, the annual campaign receives a lot of media exposures and several cities have supported campaign activities within their municipalities. However, almost all interviewees expressed the need to receive more information on what Rikolto is doing, to gain more insight in the mission, strategies and pilot actions Rikolto is involved in, and the coherence in these actions. Furthermore, Rikolto is like a spider in the food web, being present in many different (multi-stakeholder- fora. Rikolto has an interesting helicopter view on what is moving where. This information is relevant for other stakeholders.

Recommendations

R.5. Although the knowledge products are perceived as of high quality, some interviewees questioned whether these guidelines and toolkits sufficiently take into account varying contexts and situations. It might be relevant to explore whether some of the toolkits could be **complemented with elaborated scenario's**, adapted to different starting points and situations (big and small municipalities, experience in inter-departmental policy cooperation, small and bigger budgets available; schools with diverse public, etc.).

R.6. Taking into account the diversity of pilots and actions implemented by Rikolto, complicates (possible) partners to have a good understanding of the scope of work of Rikolto. Stakeholders are not always aware of the expertise and experience that Rikolto has regarding a certain topic, with the risk of either duplicating the effort or not identifying Rikolto as a possible and suitable partner for a certain experiment. This also concerns partners at the European level.

The Rikolto website that is already providing such an overview seems not to be the most appropriate instrument. **A leaflet dedicated to inform**, in particular, stakeholders with whom Rikolto (intends to) collaborate can be helpful to that end. Furthermore, staff should be aware of the need to situate or explain a concrete action within the strategy of Rikolto when engaging (orally or written) with these stakeholders.

R.7. In terms of relationship/partnership building, it might be relevant to inform partners that had been consulted for advice, **to inform** them how their advice had been used (in developing toolkits and/or developing policy recommendations), and to keep them up-to-date about policy evolutions at different government levels (including Europe).

5.4 European strategy

Several European projects have been complementing and strengthening the actions implemented under the DGD-programme. Rikolto is perceived as a valuable and strong partner in these European partnerships, recognising its unique expertise and approaches. Interventions at European level are relevant, taking into account that a lot of European regulation is influencing the (international and national) food systems and that big private actors, like retailers, have their headquarters in European countries. The effects of the European projects at the European level was not within the scope of this evaluation. However, several stakeholders have acknowledged the importance of being active at the European level.

Rikolto is developing its European strategy and reflecting on its positioning at the European level. Following recommendations can give input in the internal debate.

R.8. European projects come with a lot of challenges, including big transaction costs and challenges regarding the relevancy of the project outputs for the national levels. The European strategy should define what role Rikolto wants to assume at the European level (agenda setting, pioneer, knowledge broker, facilitation of European multi-stakeholder processes, expert, etc.) and under what conditions Rikolto should participate in European projects.

R.9. The European strategy should also be clear on what strategy Rikolto wants to assume in advocating the European policy makers and/or other European stakeholders in the food system. It is clear that Rikolto has not the capacity for direct lobbying and advising the European commission or parliament. However, Rikolto has a lot of expertise that can be relevant for the European level (in terms of advocacy) and has the ability to mobilise a large support base, also for European campaigns (activism). Collaboration can be looked for with NGOs having European L&A offices and expertise. This requires networking, supported by sound communication material (see previous conclusion and set of recommendations), and the ability to identify real opportunities and entry-points for action. A political economy analysis of the drivers and blockers of a European food policy can support the development of such a European strategy.

Appendix

Consulted documents

Documents of Rikolto

FM4All

- Progress towards delivering a scalable innovation & documenting it – Rikolto Belgium (May 2023) Case 1 – Superlist & Learning network.
- Progress towards delivering a scalable innovation & documenting it – Rikolto Belgium (June 2025) Case – Superlist.
- Evidence for Impact case summary. Superlist and learning Network future proof Supermarkets
- De supermarket van morgen. Keukentafelgesprek 5 (Mei 2024)
- Evaluatie superlijst social 2024: aparte verslagen van Colruyt, Delhaize, Lidl, Aldi en Carrefour
- Verslagen bilateral overleg 2025 met Comeos, Colruyt, Akdi, Delhaize, Lidl
- Verslag overleg Boerenbond
- Voorstel vervolgtraject Lerend Netwerk Future Proof Supermarkets
- Imagining Food. The future proof supermarket: from kitchen table to public dialogue
- SUCCESS report 2023- 2024

GF@S

- Hoe worden gezonde, duurzame schoolmaaltijden toegankelijk voor alle leerlingen ? Een pilotproject in drie Leuvense basisscholen. (augustus 2024)
- Lokale voedselstrategieën. Inspiratie voor het beleid (December 2024)
- Gezonde toegankelijke voeding op school. Aanbevelingen voor overheden
- Progress towards delivering a scalable innovation & documenting it – Rikolto Belgium (May 2023) Case 2 – Good Food@School pilots Leuven & upscaling activities
- Progress report Good Food 4 School (2024)
- SF4C – School Food Culture review
- How to WSFA? Practical guide for schools on how to implement a whole school food approach (February 2024) School Food 4 Change
- Projectdossier Erasmus + project healthy wave
- Progress report Healthy Wave (2024)

Algemeen

- Duurzame voeding in een milieuperspectief. Meerjarenplan
- DGD programma 2022-2026 and Resultatenkader
- Indicator workbook (version 2024)
- ToC Rikolto Belgium (Visual + narratief)
- Lessons Learned Rikolto Belgium, 2022
- Lessons learned Rikolto Belgium, 2023

External documents

- Dienst land- en tuinbouw provincie Vlaams Brabant (2024) Hier groeit onze lokale voedselstrategie. Een overzicht op maat van steden en gemeenten in Vlaams Brabant
- Stad Antwerpen (2022) Hoe aan de slag met gezonde en duurzame maaltijden op school.
- Doelstellingen van de Gentse voedselstrategie. Gent En Garde.

Websites

- lv.vlaanderen.be/beleid/vlaamse-kost-voedselstrategie (consulted 25/04 and 30/04)
- Voedingverbindt.be (consulted 28/04)
- Smakelijkeschool.maglr.com (consulted 28/04)
- www.antwerpenvoorklimaat.be/voedselstrategie (consulted 28/04)

People consulted

Rikolto staff

Name	Function	Inception interview	Inception workshop	Timeline exercise	Sensemaking workshop
Thibault Geerardyn	Director & Coordinator pilots, policy, upscaling	x	x		x
Jen Willems	Business coordinator Coordinator governance	x	x		x
Katharina Beelen	GF@S	x	x	x	x
Leen Tyrions	GF@S	x	x		x
Sarah Braeye	FM4All	x	x		x
Jan Wyckaert	FM4All	x	x	x	x
Gert Engelen	FM4All	x	x	x	x
Hannelore Tyskens	Coordinator support base Food Citizenship	x	x	x	x
Jelle Goossens	Coordinator Communication Food Citizenship	x	x	x	x

External stakeholders (#16)

Name	Function	Date interview
Aaron Dhondt	Policy advisor education Leuven	14/04
Lalynn Wadera	Aldermen Leuven	28/04
Jan Lenaerts	Leuven	28/04
Sofie Verhoeven	Policy officer department environment and climate of Ghent	18/04
Johan De Herdt	Project leader climate mitigation at department environment of Antwerp city	18/04
Stéphanie Campaert	Officer at department health, section education of Antwerp city	18/04
Benjamin Thys	Former cabinet Beels (Antwerp)	28/04
Joost Dessein	U Ghent	28/04
Kristof Rubens	Flemish department environment	29/04
Kris Roels	Flemish Department Agriculture and Fisheries	25/04
Simon Storms	Policy advisor Flemish department agriculture and fisheries	25/04
Laura Vandeweghe	Flemish institute 'Gezond Leven'	18/04
Saar Lambrechts	Netwerk tegen armoede	22/04
Rita Van Durme	Policy advisor Flemish department education	25/04
Katrien Verbeke	Independent consultant Let us	
Ulrika Backlund	WWF (project manager SF4C)	25/04
Marta Erquiza Gonzalez	EIT Food (former project manager SUCCES)	28/04

Overview of articles produced by Rikolto and receiving attention in media

Datum	Onderwerp	Medium
09/01/2019	Radio 2 - Oproermars in Leuven van Sancta Maria en Stroom	Radio2
09/01/2019	Oproer in Leuven - Campagne	Q-Music
09/01/2019	Houten lepel wordt nieuw gadget en symbool voor Rikolto	VILT
09/01/2019	MO*-partnermail: Eten roert de planeet	MO*
11/01/2019	Opinie: "Zonder moraal, valt er niets te fretten": waarom een betere wereld begint bij ons eten	VRT NWS
13/01/2019	Vrijwilligers Rikolto verkochten bijna 50.000 lepels	VRT NWS
16/01/2019	Rikolto verkoopt bijna 50.000 houten lepels	VILT
18/01/2019	Uw dagelijkse bakje troost dreigt te verdwijnen	De Morgen
24/01/2019	Opinie: Fok betogen (maar ik zal er zijn op de klimaatmars)	MO.be
24/01/2019	Investeren in ontwikkeling	De Standaard
29/01/2019	Opinie: We zijn allemaal dinosauriërs die vernietigd moeten worden	MO.be
11/02/2019	Peulvruchten: hype & trend	VMT Food
11/02/2019	Belgen lusten steeds meer peulvruchten	VILT
30/04/2019	Lancering charter schoolmaaltijden	Knack Weekend
30/04/2019	Lancering charter schoolmaaltijden	Knack.be
30/04/2019	Charter voor gezonde en duurzame schoolmaaltijden	VILT
13/05/2019	Ik ben meer dan mijn kassaticket - column van Katrijn Van Bouwel	Knack Weekend
23/05/2019	De strijd om duurzame verpakkingen is geopend	Ik ben meer dan mijn kassaticket
26/05/2019	Kiezen we voor een echt voedselbeleid?	MO.be
20/06/2019	Digitalisering bij nonprofits	De Standaard
30/07/2019	Krijgt Vlaanderen helder wie 'echte landbouwers' zijn? (nav SALV advies voor GLB)	VILT
06/08/2019	Weet wat je eet: 'Tot het DNA van de koe aan toe'	Humo / demorgen.be
23/09/2019	Award voor strafste duurzaamheidsinitiatieven in retail	VILT
25/11/2019	Kassaticket Award: De strijd om de duurzame supermarkt	De Standaard
25/11/2019	Kassaticket Award: elke dag fair en culinair	De Standaard
25/11/2019	Colruyt, Delhaize en Lidl strijden om 'Ik ben meer dan mijn kassaticket Award	Retail Detail
26/11/2019	Wie wint de ik ben meer dan mijn kassaticket award?	VILT
26/11/2019	Kassaticket Award: Een extra stukje voor de duurzame cacaoboer	De Standaard
26/11/2019	Geweld in Beni	VRT NWS
27/11/2019	Kassaticket Award: We verplichten onze klanten duurzame voeding te kopen	De Standaard
11/12/2019	De cruciale rol van steden in de voedseluitdaging	VILT
09/01/2020	Rikolto wil 10.000 mensen aan tafel voor eerlijker eten	VILT
09/01/2020	Grootste Diner' moet 10.000 mensen aan tafel brengen voor het goede doel	Knack Weekend
09/01/2020	Rikolto ijvert voor duurzaamheid op bord met 'Het Grootste Diner'	Landbouwleven
09/01/2020	Rikolto wil eten lekker voor mens en planeet	DeWereldMorgen
12/01/2020	"Alle grote wereldproblemen komen terug tot onze voedingsketen"	Radio 1
12/01/2020	Campagneweekend Rikolto brengt minder op	VILT
12/01/2020	Resultaat campagne	VRT Radionieuws
12/01/2020	Resultaat campagne	Q-Music radionieuws / JoeFM
12/01/2020	Jaarlijkse inzamelcampagne Rikolto brengt minder op dan voorheen	Metro
13/01/2020	Besprekking met FW consultant over gedaalde opbrengst campagne	Radio 1 / De Wereld Vandaag

22/01/2020	Tshisekedi 1 jaar aan de macht / Geweld in Beni. Stijn Vercruyse op reportage met Ivan	Radio 1 / De Ochtend
22/01/2020	Tshisekedi 1 jaar aan de macht / Geweld in Beni. Stijn Vercruyse op reportage met Ivan	Canvas / TerZake
22/01/2020	VRT NWS in de Congolese "driehoek des doods": waarom er maar geen einde komt aan het bloedige conflict	VRNTWS.be
23/01/2020	Sociaal receptenboekje van Colruyt wint eerste 'Ik ben meer dan mijn kassaticket'-award	Knack Weekend
23/01/2020	Colruyt wint award 'Ik ben meer dan mijn kassaticket' voor duurzame voeding in supermarkt	Metro
24/01/2020	Colruyt wint Ik ben meer dan mijn kassaticket Award	Vilt
24/01/2020	'Aan tafel in 1, 2, 3 euro' breekt stigma voor kwetsbare gezinnen	Gondola
20/02/2020	Eenheidsworst wordt nog altijd met vlees gemaakt	De Standaard
11/04/2020	Corona-portret: Jelle en Robin Food	De Morgen
10/04/2020	Robin Food	Landbouwleven
10/04/2020	Robin Food	Leuven Actueel
10/04/2020	Robin Food	De Krant van West-Vlaanderen
10/04/2020	Robin Food	HLN.be
10/04/2020	Robin Food	VRNTWS
10/04/2020	Robin Food	Vilt
10/04/2020	Robin Food	AGF
11/04/2020	Robin Food	Knack Weekend
14/04/2020	Robin Food	Radio2 Vlaams-Brabant
14/04/2020	Robin Food	VRT News
14/04/2020	Robin Food	Focus-WTV
15/04/2020	Robin Food	Radio Vivre - VivaCité
16/04/2020	Robin Food	Agri food clicks
16/04/2020	Robin Food	HLN.be
20/04/2020	Robin Food	Le Soir
20/04/2020	Robin Food	Le Soir
15/04/2020	Robin Food	Gondola
20/04/2020	Robin Food	VMT Food
24/04/2020	Robin Food	ABN AMRO
27/04/2020	Robin Food	CNS Media / Food Ingredients First
22/04/2020	Robin Food	RTBF 'La Une Direct'
22/04/2020	Robin Food	RTL info 13h
22/04/2020	Robin Food	Soir Première (from 19:43)
24/04/2020	Kort'om	VRT - Radio 2
24/04/2020	Kort'om	HLN.be
24/04/2020	Kort'om	Het Nieuwsblad
27/04/2020	Kort'om	VILT
06/05/2020	Geweld tegen parkwachters in Congo - Ivan geinterviewd	De Morgen
30/04/2020	Iedereen Beroemd: Jelle in de virusvriend met Rikolto shirt op de achtergrond	VRT - Eén
14/05/2020	De structurele impact van corona op ons voedselsysteem? Onbestaande. Tenzij	Knack Weekend
25/05/2020	Nicaraguaanse #foodheroes in crisistijd	MO*
05/07/2020	Robin Food: van groenteoverschot naar gezonde en betaalbare voeding	MO*
07/07/2020	Way to go-chocolade gaat Europees	HLN.be

15/07/2020	Afscheidsinterview Gie Goris - vermeld Rikolto als voorbeeld van vernieuwing noord-zuid-beweging	Knack
26/09/2020	Groenste van de klas: Duitse supermarktketen Lidl trekt duurzaamheid fors door	De Morgen
28/09/2020	Indonesische landbouwcoöperatie verenigt koffieproductie met herstel regenwoud	VI LT
29/09/2020	Supermarkten uitgedaagd om jongeren gezonder te doen eten	VI LT
29/09/2020	Supermarkten uitgedaagd om gezonde voeding aantrekkelijk te maken voor jongeren	Het Nieuwsblad
29/09/2020	Meer dan 100 ngo's lanceren campagne #Together4Forests tegen ontbossing	Het Nieuwsblad
29/09/2020	Houd de bossen uit ons bord': meer dan honderd ngo's vragen Europese wet tegen ontbossing	Knack Weekend
12/11/2020	A soup-er idea: Robin Food	New Food Magazine
01/12/2020	Bedrijven blijven structurele problemen in cacaosector negeren'	De Morgen
08/12/2020	Lancering keten voor goed eten	De Wereld Morgen
07/12/2020	Rikolto lanceert keten voor goed eten	Knack.be
22/12/2020	Duurzaam en gezond gaan hand in hand	Gezinsbond magazine
07/12/2020	Delhaize en Colruyt strijden om tweede "IBMDMK" award	Testaankoop website
06/01/2020	Beste supermarkten, help ons gezond te eten	Knack online
03/12/2020	Slechts 2 genomineerden voor IKMDMK award	Gondola
03/12/2020	Amper 2 initiatieven dingen maar naar IBMDMK award	VI LT
28/10/2020	Transparante toeleveringsketens? Het loont!	Diplobel
09/07/2020	Kan de Belgische chocolade volledig duurzaam worden?	Diplobel
06/01/2021	Ik ben meer dan mijn kassaticket: supermarkten, help ons beter te eten	Knack.be
14/01/2021	Rikolto redt campagneweekend met Keten voor Goed Eten	VI LT
03/02/2021	5 inzichten van Robin Food over voedseloverschotten	VI LT
19/02/2021	Kassaticket Award: gezondheid kinderen niet altijd prioriteit voor supermarkten	Gondola
19/02/2021	Colruyt wint "Ik ben meer dan mijn kassaticket"-Award door gezonde voeding aantrekkelijk te maken voor kinderen	VI LT
19/02/2021	Colruyt wint 'Ik ben meer dan mijn kassaticket' award met project rond gezonde voeding	Knack Weekend
28/04/2021	Vers van 't stad: hoe steeds meer steden werken aan hun duurzaam voedselbeleid	Knack Weekend
15/04/2021	Phillippe Weiler CSR professional van het jaar - vermelding Rikolto	Sustainababbels (Podcast)
12/05/2021	Goede doelen lijden onder coronaregels	De Morgen
13/05/2021	Opinie: Millennials aan het woord: Nutri- en Eco-Scores sleurden mij door de lockdown	Trends
24/06/2021	De strijd tegen voedselverspilling: van sociale soep tot bloemkoolrijst	Susanova
24/06/2021	Opinie: Millennials aan het woord: De waarde van maatschappelijk rendement	Trends
02/09/2021	Opinie: Millennials aan het woord: Onze samenleving mist veerkracht	Trends
09/09/2021	'Maatschappelijk verantwoord ondernemen is mensenwerk'	Trends
07/10/2021	We zullen het resultaat van de klimaatinspanning in ons leven niet meer zien'	Trends
02/11/2021	Duurzaam winkelen? Moeilijker dan het lijkt	Het Belang Van Limburg
18/11/2021	Diversiteit en inclusie: in de spiegel kijken, is nog altijd confronterend, ook in de ngo-sector	Trends
15/12/2021	Rikolto vervangt gadgetverkoop door 'Week Voor Goed Eten'	VI LT
20/01/2022	Column Jelle: Vijf principes voor bedrijven om netto-positief te worden	Trends
09/02/2022	Proefproject moet van landbouwers "koolstofboeren" maken, met oog op strijd tegen klimaatverandering	Het Belang Van Limburg
09/02/2022	Lidl betaalt boeren voor koolstofopslag in bodem	De Standaard
09/02/2022	Proefproject moet van landbouwers "koolstofboeren" maken, met oog op strijd tegen klimaatverandering	Het Nieuwsblad
09/02/2022	Proefproject om landbouwers "koolstofboer" te laten worden	Knack

09/02/2022	Lidl start proefproject om van 15 landbouwers "koolftstofboer" te maken	VILT
09/02/2022	Lidl start proefproject om van 15 landbouwers "koolftstofboer" te maken	Gondola
09/02/2022	Lidl start proefproject om van 15 landbouwers "koolftstofboer" te maken	RetailDetail
09/02/2022	Lidl start proefproject om van 15 landbouwers "koolftstofboer" te maken	Metro
24/02/2022	Column Jelle: Wees waakzaam voor praatjesmakers die in hun eigen linkedin-profiel geloven	Trends
10/03/2022	Antwerpen, Gent en Leuven stappen in Europese samenwerking voor gezonde voeding op school	Knack Weekend
14/04/2022	Column Jelle: Laat ons de wereld redden omwille van onze portemonee	Trends
21/04/2022	Lancering superlijst	De Tijd
21/04/2022	Lancering superlijst	L'Echo
21/04/2022	Lancering superlijst	Gondola NL
21/04/2022	Lancering superlijst	Gondola FR
21/04/2022	Lancering superlijst	Knack Weekend
21/04/2022	Lancering superlijst	Sudinfo
22/04/2022	Lancering superlijst	MO
22/04/2022	Lancering superlijst	Vilt
22/04/2022	Lancering superlijst	DeWereldMorgen
22/04/2022	Lancering superlijst	Landbouwleven
03/05/2022	Ook gezond eten leer je op school: frisdrank en snoep verdwijnen uit de klas	De Morgen
07/07/2022	Lancering voedselstrategie Antwerpen	Gazet van Antwerpen
07/07/2022	Lancering voedselstrategie Antwerpen	InVlaanderen.be
07/07/2022	Lancering voedselstrategie Antwerpen	VRTNWS
07/07/2022	Lancering voedselstrategie Antwerpen	Het Nieuwsblad
07/07/2022	Lancering voedselstrategie Antwerpen	HLN
07/07/2022	Lancering voedselstrategie Antwerpen	Weekend Knack
12/07/2022	Lancering KIKET rond kansen voor lokale kikkererwten	VILT
12/09/2022	Katharina over duurzame grootkeukens en voeding op school	FoodServices
23/10/2022	Naomi over brooddoosnoodig	De Zondag
21/11/2022	"Supermarkten schieten tekort op vlak van duurzaamheid"	Gondola
21/11/2022	« Les supermarchés ne sont pas à la hauteur en matière de durabilité »	Gondola
22/11/2022	Supermarkten kunnen meer doen voor milieu' Vijf ketens doorgelicht	De Morgen
22/11/2022	Superlijst Milieu 2022: Welke inspanningen leveren Belgische supermarkten om het voedselsysteem te verduurzamen?	KennisWest
22/11/2022	Alimentation végétale et durable : trop peu d'efforts fournis par les supermarchés	L'Avenir
22/11/2022	Pourquoi les supermarchés n'en font pas assez pour la durabilité	Le Soir
22/11/2022	Sondage: les consommateurs renvoient la balle aux producteurs	Le Soir
22/11/2022	Trop peu d'incitations à la transition alimentaire durable dans les supermarchés	L'Echo
22/11/2022	«Te weinig stimulansen voor plantaardiger en duurzamer voedingspatroon in supermarkten»	Metro
22/11/2022	Supermarkten kunnen veel meer doen voor milieu en klimaat	Mo*
22/11/2022	Alimentation: les supermarchés belges pointés du doigt	Moustique
22/11/2022	Vers une alimentation plus durable ? Les supermarchés belges n'en feraient pas assez	Paris Match Belgique
22/11/2022	Delhaize en Lidl koplopers inzake duurzaamheid, maar "veel ruimte voor verbetering"	RetailDetail.be
22/11/2022	Delhaize en Lidl koplopers inzake duurzaamheid, maar "veel ruimte voor verbetering"	RetailDetail.nl

22/11/2022	Les supermarchés n'encouragent pas assez la transition alimentaire durable selon une enquête	RTBF Info
22/11/2022	De 5 grootste supermarkten in België onderzocht: hoe duurzaam zijn ze?	Trends
22/11/2022	"Supermarkten stimuleren plantaardiger en duurzamer voedingspatroon te weinig"	VI LT
23/11/2022	Belgische supermarkten gehekeld om inspanningen plantaardig	Food Agribusiness
24/11/2022	Pas assez d'incitation pour l'alimentation durable dans les supermarchés	Telesambre
24/11/2022	Supermarkt bepaalt ons eetpatroon Duurzaamheid	Trends
26/11/2022	Belgium's top five supermarkets rated in new sustainability study	The Brussels Times
28/11/2022	Opinion Qui paie le prix de nos habitudes de consommation ?	Gondola
28/11/2022	Opinie Wie betaalt de prijs van onze consumptiegewoonten?	Gondola
28/11/2022	Wordt goed eten de makkelijkste keuze in de supermarkt?	Rikolto
29/11/2022	Opinie Supermarkten, laat je van je beste kant zien	De Standaard
29/11/2022	Opinie 'Een milieuonvriendelijke supermarkt is als een WK in Qatar'	Mo*
21/04/2022	Colruyt, Delhaize, Carrefour, Aldi, Lidl: une premiere dans vos magasins preferes: la Super-liste arrive	Bruxelles.News
22/11/2022	Nachhaltigkeit im Supermarkt: Handel bietet zu wenig Anreize	Grenzecho
22/11/2022	Supermarkten kunnen veel meer doen voor milieu en klimaat	ipsnews.be
22/11/2022	Colruyt, Delhaize, Carrefour, Aldi, Lidl....: les supermarchés belges "sont encore loin d'en faire assez" pour l'environnement et le climat, selon une étude	Sudinfo
01/11/2022	Resaurants steunen week voor goed eten	Het Nieuwsblad
01/11/2022	Leuvense chefs delen keukengeheimen	Het laatste Nieuws
01/11/2022	Restaurants steunen campagne De Week voor Goed Eten	Het laatste Nieuws
18/01/2022	KSA Eksel wandelt voor Rikolto	Het Belang Van Limburg
18/01/2022	Kom voor de Soep steunt hartverwarmend initiatief	Het Nieuwsblad
17/01/2022	Kom voor de Soep steunt met groenteoverschotten hartverwarmend initiatief	Het Nieuwsblad
15/01/2022	De Kleine Torenvalk uit Tielt kookt met 'verloren voedsel' voor het goede doel.	Krant van West-Vlaanderen
14/01/2022	Rikolto houdt Week voor Goed Eten	Het laatste Nieuws
14/01/2022	Rikolto werkt samen met scholen:	Het laatste Nieuws
13/01/2022	Rikolto werkt samen met Leuvense scholen: "Sinds enkele maanden bieden we elke vrijdag gratis soep aan alle leerlingen in de klas"	Het laatste Nieuws
13/01/2022	Lidl joue la carte de la transparence et annonce une nouveauté pour ses magasins	La Meuse
01/12/2022	Donderdag 'duurzame waterzooi' voor iedereen in twee sociale restaurants. "Goed voor het milieu, het klimaat, de boer en ieders gezondheid"	Het laatste Nieuws
01/12/2022	Restaurants steunen Week voor Goed Eten turnhoutRikolto, voorheen Vredeseilanden, zet het recht op goed eten een week lang in de verf met De Week voor...	Het Nieuwsblad

01/12/2022	The Food Hub sluit deuren maar groothandel blijft actief	Het laatste Nieuws
23/02/2022	Wees waakzaam voor praatjesmakers die in hun eigen LinkedIn-profiel zijn gaan geloven'	Trends
22/02/2022	Bélide Songa (Young ICT Lady of the Year): 'Het laatste wat je als vrouw moet doen is je 'verkleden' als man'	Knack
02/11/2022	Le grand test conso de la semaine : Petits-suisses, une fois goûtes, oubliez la neutralité (COMPARATIF)	La Dernière Heure
02/11/2022	Voor ieder kind gezonde maaltijd op school	Het Nieuwsblad
02/11/2022	Lidl veut faire de ses agriculteurs, des "agriculteurs carbone"	La Dernière Heure
02/10/2022	Voor ieder kind een gezonde maaltijd op school: stadsbestuur lanceert pilootprojecten	Het Nieuwsblad
02/10/2022	Leuven lanceert pilootprojecten voor gezonde maaltijden op school: "Gezond duurzaam eten en dat betaalbaar houden, ook voor de meest kwetsbaren"	Het Laatste Nieuws
02/10/2022	Leuven start met projecten voor gezonde voeding op basisscholen	Knack
02/10/2022	Proefproject om landbouwers 'koolstofboer' te laten worden	Metro NL
02/09/2022	Lidl betaalt boeren voor koolstofopslag in bodem	De Standaard
02/04/2022	Kleine Torenvalk kookt met 'verloren voedsel'	Krant van West-Vlaanderen
27/01/2022	Arrêtez de balayer devant votre porte Cinq principes pour aider les entreprises à générer une valeur nette positive	Trends/Tendances
20/01/2022	Stop met voor de eigen deur te vegen Vijf principes voor bedrijven om netto positief te worden	Trends
18/01/2022	KSA Eksel wandelt voor Rikolto	Het Belang van Limburg
05/02/2022	Moet de sticker 'geen gratis reclame' vanaf nu ook op mijn fiets?	De Morgen
22/04/2022	Belgische supermarkten krijgen binnenkort ecologisch rapport	MO
21/04/2022	Duurzaamheid Belgische supermarkten onder de loep	Gondola NL
21/04/2022	Le caractère durable des enseignes belges sous la loupe	Gondola FR
21/04/2022	Belgisch onderzoek gaat op zoek naar meest duurzame supermarkt	De Tijd
21/04/2022	L'alimentation en supermarché passée au scanner environnemental	L'Echo
14/04/2022	Red de wereld om de verkeerde redenen Met minder tegenwind volgen meer mensen de juiste richting	Trends
13/04/2022	Laat ons de wereld reden omwille van onze portemonnee	Knack

04/12/2022	pook uit het verleden duikt weer op in OostCongo	De Tijd
31/03/2022	Vlaams GLB zet meer in op koolstoflandbouw Duurzaam en toekomstgericht	Landbouwleven
03/10/2022	Antwerpen, Gent en Leuven stappen in Europese samenwerking voor gezonde voeding op school	Knack
24/02/2022	Wees waakzaam voor de vlotte prater Leuk geformuleerde ideeën zijn meestal niet de interessantste	Trends
07/07/2022	Stad Antwerpen presenteert duurzame voedselstrategie	Knack
07/07/2022	Strategie zet iedereen aan tafel en gooit geen eten weg Stad brengt voedselketen in kaart met als doel broeikaseffecten te verminderen	Gazet van Antwerpen
07/06/2022	De cashpositie, de ebitda, de brutomarge: allemaal nuttig om te weten, maar finaal erg relatief	Knack
07/06/2022	Antwerpse voedselstrategie steunt op participatie van veel burgers, bedrijven en organisaties	Het Nieuwsblad
07/06/2022	Stad stelt voedselstrategie voor: hele voedselketen van productie tot afval wordt in kaart gebracht om broeikaseffecten te verminderen	Gazet van Antwerpen
07/06/2022	Het strategospel van Poverello Hoe de armoedevzw al het kapitaal van de bouwbroeders binnenhaalde	Knack
15/06/2022	Verpakkingsloze winkel neemt pand aan station over	Het Nieuwsblad
14/06/2022	Populaire verpakkingsloze winkel neemt groot vrijgekomen pand aan station over: "Deze kans konden we niet laten schieten"	Het Nieuwsblad
26/05/2022	Opinie: Help, ik heb te veel DE LUXE OM NOOIT TE HOEVEN TELLEN	Trends
26/05/2022	Weerbaarheid creëer je met een mogelijke crisis in het achterhoofd SALV streeft naar weerbare landbouw	Landbouwleven
24/05/2022	SMI- en DvM Humaniora-leerlingen doen mee aan 'Good Food at School'-battle: "Duurzame en gezonde voeding is belangrijk"	Het Laatste Nieuws
17/05/2022	Hulshout is 200ste FairTradeGemeente in Vlaanderen Dorp wist zich voorbije jaren in te zetten voor eerlijke handel	Het Laatste Nieuws
14/05/2022	'Kiezen voor FairTrade is geen partijpolitieke keuze'	MO*
05/03/2022	Ook gezond eten leer je op school: frisdrank en snoep verdwijnen uit de klas	De Morgen

05/03/2022	Ook gezond eten leer je op school: cola en snoep moeten in de hoek. Geen koeken in de klas. Fruit als tussendoortje is in opmars op de speelplaats	De Morgen
20/10/2022	Zorg voor een brooddoos voor iedere leerling	Het Laatste Nieuws
19/10/2022	Jongeren voor één dag kleuter- en peuterleider	Het Nieuwsblad
10/07/2022	Opinie: '0,7% investeren in een betere wereld is geen idealisme, het is een noodzaak'	MO*
08/12/2022	'Boeren zijn geen bleitters, zeker niet in 't openbaar'	MO*
21/11/2022	"Supermarkten schieten tekort op vlak van duurzaamheid"	Gondola NL
26/10/2022	Fototentoonstelling Lieve Blacquaert in Bib Tweebronnen vraagt aandacht voor gezonde voeding op school	Het Laatste Nieuws
26/10/2022	Gemeenteraad laat subsidies voor honderden vzw's aanpassen aan hoge inflatie	Het Nieuwsblad
23/10/2022	Strijd tegen lege brooddozen	De Zondag
22/10/2022	Wereldmuziek tijdens tiende 'Café Del Mundo' in GC Volkskring	Het Laatste Nieuws
28/12/2022	Voedselveranderaars krijgen steun in kader van Vlaamse voedselstrategie	Landbouwleven
14/12/2022	Hoe God verdween uit Loenhout	Knack
12/07/2022	Zelfs een overtuigde en geïnformeerde ecologist heeft het bijzonder moeilijk om producten in de...	MO*
12/02/2022	Gemeentebestuur steunt acht verenigingen met werking in het Zuiden	Het Laatste Nieuws
12/02/2022	Vlaamse voedselstrategie met gerede twijfels van start	Apache
29/11/2022	Meer dan 80% van wat op ons bord terechtkomt, komt van de supermarkt, en slechts vijf ketens...	MO*
29/11/2022	OPINIE: 'Een milieuonvriendelijke supermarkt is als een WK in Qatar'	MO*
25/11/2022	Groene Kring en Rikolto zoeken een uitweg uit het gepolariseerde voedseldebat	Landbouwleven
23/11/2022	«Te weinig stimulansen voor plantaardiger en duurzamer voedingspatroon in supermarkten»	Metro NL
22/11/2022	Vers une alimentation plus durable ? Les supermarchés belges n'en feraient pas assez	Paris Match Belgique
22/11/2022	Supermarkten kunnen veel meer doen voor milieu en klimaat	MO*
22/11/2022	Alimentation végétale et durable : trop peu d'efforts fournis par les supermarchés	L'Avenir
22/11/2022	Alimentation: les supermarchés belges pointés du doigt	Moustique
22/11/2022	Les supermarché n'encouragent pas assez la transition alimentaire durable, selon une étude	RTBF

22/11/2022	Twee van de vijf grote Belgische supermarktketens zijn duurzamer dan de rest, maar er is overal nog veel werk	De Morgen
22/11/2022	Supermarkten kunnen meer doen voor milieu' Vijf ketens doorgelicht	De Morgen
21/11/2022	« Les supermarchés ne sont pas à la hauteur en matière de durabilité »	Gondola FR
6/01/2023	Deze organisaties voelden in 2022 de impact van De Warmste Week	VRT NWS
6/01/2023	En Tanzanie, le pari de l'agroécologie face au changement climatique	Le Soir
7/01/2023	La pression des méthodes d'agriculture intensive	Le Soir
11/01/2023	Opinie: 'Klimaatgekkies en gifspuiters: tijd om écht naar elkaar te luisteren'	MO*
12/01/2023	Goed eten vanzelfsprekend in de supermarkt: wat is er nodig?	De Standaard (bijlage)
13/01/2023	Handelszaken promoten 'Goed eten' met hippe zak en leuke wedstrijd	Gazet van Antwerpen
13/01/2023	Foodbag en winterkaffee voor het goede doel bij De Kleine Torenvalk	Krant van West-Vlaanderen
13/01/2023	Rikolto Aperitif verhuist van de Markt naar Bar Provisoir en tuin de Brouckere	Krant van West-Vlaanderen
13/01/2023	Nieuwe campagne Rikolto doet geven om goed eten	Landbouwleven
15/01/2023	Week van goed eten in de bib	Het Nieuwsblad
16/01/2023	Week van goed eten in de bibolenTijdens de 'Week voor goed eten' gaat Rikolto, het vroegere Vredeseilanden, de strijd aan om iedereen toegang te geven...	Gazet van Antwerpen
16/01/2023	KSA Eksel zet zich in voor het goede doel met familiewandelingen	Het Belang van Limburg
17/01/2023	Foodbag en winterkaffee voor het goede doel bij De Kleine Torenvalk	Krant van West-Vlaanderen
17/01/2023	Rikolto organiseert Waterzooi dinsdag	AVS Oost-Vlaamse Televisie
18/01/2023	Het Groentenhofke in Kontich "geeft om goed eten" en steunt voor het tweede jaar op rij de campagne van Rikolto	Radio 2
19/01/2023	Leerlingen vragen aandacht voor week voor goed eten van Rikolto: "Dit is een noodgeval!"	ROBtv
20/01/2023	'Dit is een nootgeval!' Leerlingen roepen op tot voedselrechtvaardigheid	Het Laatste Nieuws
20/01/2023	Leerlingen van drie scholen voeren actie: "Dit is een 'noot'geval"	Het Nieuwsblad
21/01/2023	Willy Sibiet stopt na 20 jaar als voorzitter van Oostende Mondiaal: "Er is al een hele weg afgelegd"	Krant van West-Vlaanderen
21/01/2023	Week voor goed eten, incl. Superlijst	Radio Mol
27/01/2023	Vredeseilanden Wandeltocht aan 31ste editie toe	Het Nieuwsblad
5/02/2023	Rikolto Sporto in Kortrijk	Streekgenoot
12/02/2023	"native content" reportage Doe maar duurzaam met The Shift (en Rikolto)	VTM
27/02/2023	Herk-de-Stad en As verliezen fairtradelabel	Het Belang van Limburg
27/02/2023	Zes Vlaamse gemeenten, waaronder Grobbendonk, verliezen fairtradelabel	Gazet van Antwerpen
27/02/2023	Nog 34 fairtradegemeentes, Koksijde geeft label terug	Focus WTV
2/03/2023	Een uitweg uit het gepolariseerde voedseldebat	MO*
7/03/2023	Wevelgem mag titel van Fair Trade Gemeente twee jaar langer dragen	Het Laatste Nieuws
9/03/2023	Boeren en burgers delen dezelfde bezorgdheden	De Standaard
10/03/2023	Harelbeke engageert zich opnieuw voor faire wereld	Het Nieuwsblad
15/03/2023	Begijnendijk opnieuw 'Fair Trade Gemeente'	Het Laatste Nieuws

18/03/2023	Partnerships - Building bridges between businesses & NGOs	MO*
21/03/2023	Van fairtradegemeente naar Faire Gemeente	Gazet van Antwerpen
21/03/2023	Beersel blijft scoren als Fair Trade Gemeente	Het Nieuwsblad
21/03/2023	Hulshout werkt aan transitie van Fair Trade Gemeente naar Faire Gemeente	Gazet van Antwerpen
22/03/2023	Gemeente wil upgraden van FairTrade naar Fair	Het Nieuwsblad
2/04/2023	Wat voor boer ben jij?	MO*
15/04/2023	Wandelen voor Rikolto in Kiewit en Bokrijk	Het Belang van Limburg
20/04/2023	Kortenberg behoudt titel van FairTradeGemeente	Het Laatste Nieuws
28/04/2023	Het Kristalpad langs Molse Meren wordt 'volle kastrollen'-route van Rikolto: "Want eten is het belangrijkste basisrecht"	Het Laatste Nieuws
1/05/2023	Kristalpad langs Molse meren wordt Rikolto-route in mei	Gazet van Antwerpen
1/05/2023	Kristalpad langs Molse meren wordt Rikolto-route in mei	Het Nieuwsblad
5/05/2023	Blind Gekocht-interieurarchitect Bart Appeltans wandelt in Hasselt voor het goede doel	Het Belang van Limburg
8/05/2023	De Broekeleriwandeling wordt een Rikolto-route	Het Nieuwsblad
8/05/2023	Albert Heijn experimenteert met 'true pricing' - De winkelprijs vertelt maar deel van het verhaal	De Morgen
9/05/2023	Kristalpad langs Molse meren even omgedoopt in Rikolto-route	Gazet van Antwerpen
9/05/2023	Kristalpad langs Molse meren wordt Rikolto-route: "Iedereen doen bewegen"	Het Nieuwsblad
10/05/2023	Faire Ronde loodst fietsers langs eerlijke en ecologische handelaars	Gazet van Antwerpen
10/05/2023	Faire Ronde loodst fietsers langs eerlijke handelaars	Het Nieuwsblad
11/05/2023	'Pleidooi voor de faire gemeente: duurzaam lokaal beleid overstijgt de stadsgrenzen'	Knack
11/05/2023	Supermarkt: oase of fata morgana in het voedselwoestijn	VILT
17/05/2023	De overheid moet een belangrijkere rol spelen in de markt	Landbouwleven
29/05/2023	Problematisch voor de planeet: waarom chocolade amper nog naar cacao smaakt	Knack
30/05/2023	Vijf statements besproken op debat over eerlijk voedsel	VILT
3/06/2023	De kloof tussen boeren en groene consumenten blijkt minder groot dan we soms denken'	Knack
8/06/2023	KAMPANI INVESTEERT IN DE KWETSbare BOEREN - 'Wij geven groeikapitaal aan coöperaties'	Trends
16/06/2023	Oost-Vlaanderen blijft een Fair Trade provincie	AVS Oost-Vlaamse Televisie
4/07/2023	Supermarkten als Delhaize hebben ook een maatschappelijke verantwoordelijkheid	Tijd
6/07/2023	Na haar nationale record: Hanne Claes bereidt zich voor om alles te geven op het WK en de Olympische Spelen	Nieuwsblad / Belang van Limburg
29/08/2023	"Leg de veggie naast de frieten": in deze hogeschool wordt wél meer vegetarisch gegeten	Het Nieuwsblad
1/09/2023	Student neemt initiatieven die inkomens in de sector verbeteren onder de loep	VILT
30/09/2023	'Anders omgaan met ultrabewerkte voedsel, hoe gaan we dat doen?'	Knack
3/10/2023	Versterk de landbouwinkomensvorming om te kunnen verduurzamen	Landbouwleven
11/10/2023	Opinie: 'Obesitas is geen epidemie, maar een businessmodel'	MO*
16/10/2023	Waarom de overheid aan tafel moet zitten voor betere schoolmaaltijden: 'Ook kinderen van tweeverdieners eten slecht'	De Morgen
16/10/2023	Wereldvoedseldag: "Er is nog veel werk om gezonde en duurzame voeding toegankelijk te maken voor iedereen"	Radio 1
16/10/2023	Het kortste interview. Katharina Beelen - 'Te hoge concentratie fastfood rond scholen'	De Morgen
17/10/2023	Huiswerk voor overheid na rapport over voedingsbeleid op scholen	Vilt
2/11/2023	Beter Leven wilde niet uitbreiden naar Vlaanderen - Vlaams dierenwelzijnslabel begint bij varkens	Landbouwleven
14/11/2023	Scholen testen nieuwe Brugse oesterzwamburger: "Op basis van restproducten"	Nieuwsblad
15/11/2023	"Supermarkten kunnen veel meer doen voor milieu en klimaat"	Vilt

15/11/2023	Gemeentebestuur steunt 7 verenigingen met werking in het Zuiden	Het Laatste Nieuws
20/11/2023	Congo maakt zich op voor chaotische kiescampagne	De Tijd
21/11/2023	Is duurzame veehouderij een illusie of de toekomst?	MO*
27/11/2023	Elf basisscholen rolden gezond voedselproject uit met opstartsubsidie van Stad Leuven	Het Laatste Nieuws
10/12/2023	Mondiale raad organiseert eerste open vergadering in Mol	Gazet Van Antwerpen
10/12/2023	Mondiale raad organiseert eerste open vergadering in Mol	Het Nieuwsblad
19/12/2023	Workshop in de bib leert je koken met restjes	Het Laatste Nieuws
19/12/2023	Boer zkt. gesprek	MO*
9/01/2024	Buurderij en Rikolto lanceren 'Vergeten Groentenzak' tijdens Week van Goed Eten	Het Laatste Nieuws
11/01/2024	Algenboeren Kris en Ginny zetten schouders onder 'Week voor goed eten' van Rikolto: "Goed eten is een recht"	Gazet van Antwerpen
11/01/2024	Algenboeren Kris en Ginny laten publiek proeven van 'superfoods'	Het Laatste Nieuws
11/01/2024	Algenboeren Kris en Ginny zetten schouders onder 'Week voor goed eten' van Rikolto: "Goed eten is een recht"	Het Nieuwsblad
12/01/2024	Wintere wandeltocht	Krant van West-Vlaanderen
12/01/2024	Den Diepen Boomgaard stelt zak vol groenten samen voor Week Voor Goed Eten:	Het Laatste Nieuws
12/01/2024	De Buurderij levert vergeten groentenzakken tijdens Week voor Goed Eten	Het Nieuwsblad
12/01/2024	Week Voor Goed Eten wil iedereen doen geven om goed eten	Landbouwleven
13/01/2024	Gratis vertoning van 'The Biggest Little Farm' in Schouwburg	Het Laatste Nieuws
14/01/2024	Jonge boer wijkt uit naar Canada: "In Canada is er nog ruimte voor landbouw"	Landbouwleven
15/01/2024	KSA Eksel wandelt al dertig jaar voor het goede doel	Het Belang van Limburg
15/01/2024	Geen kip in de Gentse waterzooi die dinsdag in stadsscholen wordt geserveerd: "Zo zetten we onze strategie in de kijker"	Het Nieuwsblad
15/01/2024	Voor één keer vegetarische Gentse waterzooi in alle stadsscholen: "Goed voor de gezondheid én voor het klimaat"	Het Laatste Nieuws
15/01/2024	Gemeentebesturen verkopen pakketten met lokaal geproduceerd voedsel: "Iedereen heeft recht op goed eten"	Gazet van Antwerpen
15/01/2024	'Week Voor Goed Eten' doet ook Leuven aan: "Chefs van bekende horecazaken delen hun recepten"	Het Laatste Nieuws
15/01/2024	Gemeentebesturen verkopen pakketten met lokaal geproduceerd voedsel: "Iedereen heeft recht op goed eten"	Het Nieuwsblad
16/01/2024	Rikolto zet recht op gezonde en duurzame voeding in de kijker	Gazet van Antwerpen
16/01/2024	Sint-Katelijne-Waver en Duffel promoten 'Week voor goed eten' met lokale voedselpakketten	Het Laatste Nieuws
16/01/2024	Rikolto zet recht op gezonde en duurzame voeding in de kijker	Het Nieuwsblad
17/01/2024	Stad Mechelen ondersteunt 'Week voor Goed Eten' van Rikolto met verkoop van lokale en duurzame groenten	Gazet van Antwerpen
17/01/2024	Campagne 'Week Voor Goed Eten' brengt boodschappentassen vol groenten van Mechelse bodem	Het Laatste Nieuws
17/01/2024	Rikolto Mol viert Week voor Goed Eten met lekkere wintersoep	Het Laatste Nieuws
17/01/2024	Stad Mechelen ondersteunt 'Week voor Goed Eten' van Rikolto met verkoop van lokale en duurzame groenten	Het Nieuwsblad
17/01/2024	Zakken vol wintergroenten in het kader van de Week voor Goed Eten	RTV
18/01/2024	Kinderen van basisschool Wondere Wereld verkopen zakken vol gezond lekkers voor goed doel	Het Laatste Nieuws
19/01/2024	Warmste festival van Vlaanderen deelt winst uit aan goede doelen	Het Laatste Nieuws
19/01/2024	Grimbergse leerlingen geven om goed eten	RingTV
21/01/2024	Door werken in Schooldreef: Vredeseilanden Wandeltocht vertrekt vanuit OostCampus	Het Nieuwsblad
22/01/2024	Hasselaren kunnen kwetsbare gezinnen steunen door ontbijtzakken te schenken	Het Laatste Nieuws

27/01/2024	"Ik wil chocolade maken die zo lekker is dat je even moet gaan zitten om ervan te proeven"	De Standaard
28/01/2024	Goed Eten-quiz in Leuvense scholen	Het Laatste Nieuws
1/02/2024	Gemeente geeft om goed eten	Het Nieuwsblad
5/02/2024	Campagne van Rikolto rond gezonde, duurzame voeding werpt vruchten af	Het Laatste Nieuws
6/02/2024	Ketenexperimenten met plantaardige eiwitten leveren beloftevolle resultaten	Landbouwleven
12/02/2024	Coalitie van verenigingen eisen stem in overleg over toekomst van de landbouw	Landbouwleven
15/02/2024	Agriculture : les politiques des supermarchés belges passées au crible	Gondola FR
15/02/2024	Belgisch supermarktbeleid tegenover boeren onder de loep	Gondola NL
15/02/2024	'Chocolade wordt duurder en misschien is dat niet zo slecht'	MO
20/02/2024	50 organisaties in open brief na boerenprotest: 'Natuur is niet het probleem, maar belangrijk deel van de oplossing'	MO
21/02/2024	Cacaotekort maakt paaseitjes duurder, en Afrikaanse boer minder arm.	De Standaard
22/02/2024	Vijfdejaars Koninklijk Atheneum Antwerpen verkopen gezonde snacks in automaat: "Een goede voorbereiding op later"	Gazet van Antwerpen
22/02/2024	Vijfdejaars Koninklijk Atheneum Antwerpen verkopen gezonde snacks in automaat: "Een goede voorbereiding op later"	Het Nieuwsblad
29/02/2024	Prijzen chocolade en koffie op recordhoogte: wat is er aan de hand?	De Morgen
11/03/2024	10.000 keer goed eten in Leuvense scholen	Het Laatste Nieuws
29/03/2024	Au passage des cloches, les recherches pour du cacao durable se poursuivent	Le Soir
29/03/2024	Wordt chocolade een luxe?	VRT Ter Zake
22/04/2024	Cacaoconferentie Brussel - Interview Liesbeth	Buzz
22/04/2024	Journaal Laat - cacaoconferentie	VRT Journaal Laat
23/04/2024	Weinig gouden medailles op de Olympische Spelen van de cacao-wereld	De Standaard
30/04/2024	Pol Deturck volgt Luc Bonte op bij Ondernemers voor Ondernemers: 'Het bruist van de ideeën in Afrika'	Trends
2/05/2024	Faire Ronde neemt je mee langs faire handelaars en bedrijven	Het Laatste Nieuws
3/05/2024	Vrij Atelier toont met 'EXPO 24' recent werk van leden	Krant Van West-Vlaanderen
7/05/2024	Wereldwinkels organiseren Faire Ronde in het teken van eerlijke handel	Het Laatste Nieuws
17/06/2024	Green Deal : il est crucial de maintenir le cap après les élections	Le Soir
17/06/2024	Open brief Hou het schip op koers naar een netzero-economie	De Tijd
20/06/2024	Les cinq plus grands supermarchés de Belgique ne font pas assez pour les droits humains	Canal Z
20/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten	De Bestuurder
20/06/2024	'Geen enkele supermarkt neemt voldoende verantwoordelijkheid': waar gaat u beter niet winkelen?	De Morgen
20/06/2024	Colruyt en Carrefour doen het minst voor mensenrechten'	De Morgen
20/06/2024	Vijf grootste supermarkten in België schieten tekort in bescherming van mensenrechten: "Wake-up call"	De Wereld Morgen
20/06/2024	"Les supermarchés ne font pas assez pour protéger les droits de l'homme dans les chaînes d'approvisionnement"	Gondola FR
20/06/2024	"Supermarkten doen te weinig om mensenrechten in toeleveringsketens te beschermen"μ	Gondola NL
20/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten, blijkt uit onderzoek	Het Belang van Limburg
20/06/2024	Vijf grootste supermarkten in ons land doen te weinig voor mensenrechten	Het Laatste Nieuws
20/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten, blijkt uit onderzoek	Het Nieuwsblad
20/06/2024	Delhaize, Colruyt, Carrefour of toch Aldi: waar vult u uw kar met het meeste respect voor mensenrechten? 'Er is maar één supermarkt die alles goed in kaart brengt'	Humo
20/06/2024	Les cinq plus grands supermarchés de Belgique ne font pas assez pour les droits humains	La Dernière Heure
20/06/2024	Les cinq plus grands supermarchés de Belgique accusés de négliger les droits humains	La Libre Belgique
20/06/2024	Des supermarkten belges accusés de négliger les droits humains	La Libre Belgique

20/06/2024	Droits humains : les supermarchés belges peuvent faire bien mieux	Le Soir
20/06/2024	Entreprises - Droits humains : les supermarchés belges peuvent faire bien mieux	Le Soir
20/06/2024	Hoe scoren de Belgische supermarkten op het vlak van mensenrechten?	MO*
20/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten	MSN
20/06/2024	Droits humains : en Belgique, les cinq grandes chaînes de supermarchés n'en font pas assez	Paris Match Belgique
20/06/2024	Radio bulletin	Q-music nieuws
20/06/2024	Doen supermarkten te weinig voor mensenrechten? "Het beeld is te negatief"	RetailDetail
20/06/2024	Les cinq plus grands supermarchés de Belgique ne font pas assez pour les droits humains	Trends/Tendances
20/06/2024	Studie: Vijf grootste supermarkten in België doen "onvoldoende" om mensenrechten te beschermen	Vilt
20/06/2024	Radio bulletin	VRT Radio nieuws
20/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten, blijkt uit onderzoek	Gazet Van Antwerpen
21/06/2024	Studie: Fairness in Lieferketten - „Supermärkte versagen bei Menschenrechten“	Grenz Echo
21/06/2024	Oxfam: Belgische Supermärkte müssen bei Menschenrechten nachbessern	Grenz Echo
21/06/2024	Vijf grootste supermarkten in België doen te weinig voor mensenrechten	Het Laatste Nieuws
25/06/2024	SÉRIE Que pensent les vainqueurs des élections du retail ? #Groen • Retail • Christophe Sancy •	Gondola FR
25/06/2024	SÉRIE Wat zeggen politieke partijen over retail? #Groen	Gondola NL
11/07/2024	De lange weg van supermarkten naar duurzame productieketens - Waar komt de cacao in die chocoladereep vandaan?	Trends
30/07/2024	Bornemse jongeren trekken naar Zuid-Afrikaanse zustergemeente: "We willen niet met het vingertje wijzen, maar zelf ook leren"	Het Nieuwsblad
30/07/2024	Bornemse jongeren trekken naar Zuid-Afrikaanse zustergemeente: "We willen niet met het vingertje wijzen, maar zelf ook leren"	
3/08/2024	Voedergewassen en andere teelten beproefd in Bottelare	Landbouwleven
13/08/2024	Gezonde voedselomgevingen zijn geen 'micromoralisme', maar een zaak van volksgezondheid	De Morgen
21/08/2024	" 'Gezonde voedselomgevingen zijn geen micromoralisme, maar een zaak van volksgezondheid' "	Mo*
1/09/2024	noteer alvast	De Zondag
5/09/2024	Lierse Patricia (23) klaar voor avontuur in Zuid-Afrika met Youth Ambassadors Program: "Ik kijk er enorm naar uit"	Gazet van Antwerpen
5/09/2024	Lierse Patricia (23) klaar voor avontuur in Zuid-Afrika met Youth Ambassadors Program: "Ik kijk er enorm naar uit"	Het Nieuwsblad
21/09/2024	Heusden-Zolder viert Week van de Duurzame Gemeente	Het Laatste Nieuws
21/09/2024	Stad huldigt duurzame helden	Het Laatste Nieuws
24/09/2024	Gezond eten begint op school	Eos
30/09/2024	Dit zijn de kandidaten van PVDA, en hun plannen voor Geel	Het Laatste Nieuws
2/10/2024	Week van de Fair Trade van start	Belga
3/10/2024	133 Vlaamse gemeenten doen mee aan 'Ik Verkies een Faire Gemeente'- campagne	Gazet van Antwerpen
3/10/2024	133 Vlaamse gemeenten doen mee aan 'Ik Verkies een Faire Gemeente'- campagne	Het Nieuwsblad
15/10/2024	Wereldvoedseldag 2024: Vlaamse voedselstrategie op kruissnelheid	AgriPress NL
16/10/2024	Wereldvoedseldag: Vlaamse voedselstrategie is op kruissnelheid	Landbouwleven
21/10/2024	Colruyt rend ses tablettes de chocolat plus durables	RetailDetail
21/10/2024	Colruyt Group zet nieuwe stappen in verduurzaming chocolade	RetailDetail
23/10/2024	Proeft goed, doet goed: hier krijgen cacaoboeren wél een eerlijke prijs	Het Laatste Nieuws
29/10/2024	Pourquoi le choix du chocolat durable ne devrait-il pas incomber au consommateur ?	La Libre Belgique
20/11/2024	Voedselverliesscan helpt bedrijven voedselverlies structureel aan te pakken	Landbouwleven
2/12/2024	DJ Wout draait voor het goede doel op Drink Pink in western-thema: "Vergeet je cowboyhoed niet"	Het Laatste Nieuws

6/12/2024	Wat te doen in regio Mechelen tijdens het weekend van 7 en 8 december: Vuuranimatie in Tivoli, rommelmarkten en feesten met DJ Wout	Het Laatste Nieuws
12/12/2024	Koffieprijs op hoogste peil in halve eeuw	De Standaard
25/12/2024	De leerkracht die zijn klas bij de koning bracht, is niet aan zijn proefstuk toe	De Standaard
25/12/2024	Buurtwerk Wezel organiseert winterrestaurant ten voordele van Rikolto	Het Laatste Nieuws
26/12/2024	“Kerstboodschap was ultieme bekroning van alle schoolprojecten”	Gazet van Antwerpen
26/12/2024	“Die kerstboodschap was de ultieme bekroning van alle schoolprojecten die we doen”	Het Nieuwsblad