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*Targeting 100%
Organic, Local and
Homemade Meals
in Dordogne
Secondary Schools*
**an Integrated and
Circular Approach**



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EATING CITY
INTERNATIONAL PLATFORM
2010 - 2030



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Foreword: Sustainable School Meals in Dordogne

As part of **the ESR project 15 “Bringing Sustainability to the Collective Table”**, which explores sustainable public food procurement in Europe, with a focus on Italy and France, and thanks to the **partner organisation Eating City**, ESR **Chiara Falvo** had the opportunity to carry out a 2-month fieldwork at **the Departmental Council of Dordogne, in France**. From mid-September to mid-November 2022, she collaborated closely with the Education Division team, in Périgueux, to investigate their school food project and to develop future food procurement strategies.

On the 25th of November Chiara presented in Rome the results of her research experience at the **International Workshop ‘Public Food Procurement for Schools amidst a Health and Financial Crisis: Lessons Learnt and Gaps still to Fill in Sight of the EU Recovery Plan’**. The workshop was organised by the PPRG of the University of Nottingham and the Sapienza University of Rome, with the technical cooperation of the Food and Agriculture Organization of the United Nations – FAO. It provided an opportunity to exchange ideas and best practices on the benefits of nutritious and sustainable food for schools, but also to bring to the fore the gaps in certain countries and regions of the same country.

Drawing on the presentation made at the workshop, this report aims to present the main aspects of **the ‘Dordogne approach’ for sustainable school meals**. It will firstly provide a brief overview of school catering in France and in the Department of Dordogne, followed by an outline of the latter’s innovative school food project. Three aspects will be explored in depth: public food procurement, cost management and the ECOCERT certification mechanism. Finally, a number of strong points and future opportunities will be highlighted.



Overview of School Catering in France and in the Department of Dordogne

In France **school catering is an optional public service** offered by local authorities and **managed at different levels**. Municipalities and Inter-municipalities are in charge of nursery (age 3-6 y) and primary schools (age 6-11 y), Departments of secondary schools (age 11-15 y) and Regions of high schools (age 15-18 y).

The relevant local authority owns the school premises, assigns public employees to them, sets the objectives and the operating terms of the catering service and allocates the necessary resources. Local public employees report to the head of the school, who is the direct interlocutor of the local authority and manages the catering service in accordance with the **agreement between the school and the local authority**. This agreement lays down the conditions for the exercise of their respective powers and, in the part concerning the catering service, also aims to achieve the targets set by law for public meals (Article L421-23 Education Code).

The **French policy and legislative framework** for public food procurement has recently undergone numerous regulatory and operational changes. French food and nutrition policies for 2019-2023 are coordinated around the National Food and Nutrition Programme (PNAN),¹ consisting of two flagship entities: the National Food Programme (PNA) and the National Nutrition Health Programme (PNNS). Public catering and food education in schools are identified as key areas of action to accelerate the transition to safe and quality food for all. Moreover, alongside the new **Public Procurement Code (2019)**,² the **Law on Agriculture and Food (EGalim - 2018)**,³ the **Law on Anti-waste and Circular Economy (AGEC - 2020)**⁴ and the **Climate and Resilience Law (2021)**⁵ have required public buyers to consider a number of sustainability aspects when procuring food and catering services.

¹ *Programme National de l'Alimentation et de la Nutrition (PNAN)*. All the resources are available for download at: <https://agriculture.gouv.fr/programme-national-pour-l'alimentation-2019-2023-territoires-en-action>.

² The new Public Procurement Code came into force on 1 April 2019, with the publication of its legislative and regulatory parts: *Ordonnance n° 2018-1074 du 26 novembre 2018 portant partie législative du code de la commande publique and Décret 2018-1075 du 3 décembre 2018 portant partie réglementaire du code de la commande publique*. JORF n° 0281 du 5 décembre 2018.

³ *LOI n° 2018-938 du 30 octobre 2018 pour l'équilibre des relations commerciales dans le secteur agricole et alimentaire et une alimentation saine, durable et accessible à tous*. JORF n° 0253 du 1 novembre 2018.

⁴ *LOI n° 2020-105 du 10 février 2020 relative à la lutte contre le gaspillage et à l'économie circulaire*. JORF n° 0035 du 11 février 2020.

⁵ *LOI n° 2021-1104 du 22 août 2021 portant lutte contre le dérèglement climatique et renforcement de la résilience face à ses effets*. JORF n° 0196 du 24 août 2021.

When designing menus, public canteens managers must not only respect **nutritional and diversity requirements**⁶ (Article L. 230-5 and Article D. 230-25 of the Rural and Maritime Fishing Code), but also a set of **minimum requirements on quality and/or sustainable products**, introduced by the EGalim law. According to Article L. 230-5-1 of the same code, public meals must include at least 50% (in value) of quality products, such as those purchased considering the environmental externalities costs associated with their life cycle (Article R230-30-2), or the performance in terms of environmental protection, or the development of short supply chains, or benefiting from a list of quality and origin labels (Article R230-30-3), as well as products from fair trade or certified farms. Of this 50%, at least 20% (in value) must be allocated to organic products. The same article, paragraph II, provides that public catering managers shall also develop the procurement of products under territorial food projects (*projets alimentaires territoriaux*), defined in Article L. 111-2-2 of the Rural Code. It also establishes that, when determining the nature and extent of the needs to be satisfied in a tender for food supplies or catering services, public catering managers must consider the freshness, seasonality and expected level of processing of products. Finally, according to paragraph III, they must also transmit relevant data to the government in order to draw up an annual statistical report on the implementation of the food procurement targets.⁷ **Other sets of requirements for public catering** address the diversification of protein sources and the offer of vegetarian menus, the fight against food waste, the replacement of plastic and the provision of information to users.⁸

Moreover, the French Public Procurement Code (*Code de la Commande Publique*) contains **specific provisions for the procurement of agri-food products**. For instance, Article R2112-13 provides that public contracts for the purchase of agricultural and food raw materials must be concluded with revisable prices as they are, by nature, subject to uncertain fluctuations linked to the seasons and to problems of resource availability.⁹ Very important is also Article R2152-7, which, among the criteria for assessing the most economically advantageous tender, lists « Quality, including [...] production and marketing conditions, the guarantee of producers' fair remuneration, [...] performance in terms of environmental protection, development of direct supply chains of

⁶ Article L. 230-5, Article D. 230-25 *Code Rural et de la Pêche Maritime* and *Arrêté du 30 septembre 2011 relatif à la qualité nutritionnelle des repas servis dans le cadre de la restauration scolaire*. JORF n° 0229 of 2 October 2011.

⁷ An Order of 14 September 2022 specifies the relevant data and the reporting mechanisms. See *Arrêté du 14 septembre 2022 fixant les modalités de transmission par les gestionnaires de restaurants collectifs des données nécessaires à l'établissement du bilan statistique annuel mentionné au V de l'article L. 230-5-1 du code rural et de la pêche maritime*. JORF n° 0225 du 28 septembre 2022. Texte 14.

⁸ Many of these provisions were introduced by the AGECE (2020) and Climate and Resilience (2021) Laws and are now included in the Education (Article L312-17-3, Article L421-23), Rural and Marine Fishing (Article L230-5, Article L230-5-3, Articles L.230-5-4, Art. L. 230-5-6, Article L230-5-8, Article D230-30) and Environment Codes (Article L541-1, Article L541-15-10, Article L541-21-1).

⁹ In this regard, see Circular N° 6380/SG of 29 November 2022 on how to take into account the evolution of food prices in public contracts. Instruction du Gouvernement. DGAL/SDATAA/2022-424. 03/06/2022, *relative à la Prise en compte de l'évolution des prix des denrées alimentaires dans les marchés publics de restauration*.

agricultural products,¹⁰ [...] biodiversity, animal welfare;».

The **Department of Dordogne** is located in the region of Nouvelle Aquitaine¹¹ and its main town is Périgueux. It has an area of around 9000 km² and over 400.000 inhabitants. The agriculture and agri-food sectors are predominant in the local economy, employing 1 out of 4 people. The farms are medium in size and mostly produce livestock and field crops (cereals, oilseeds and protein crops).

The Department has responsibility over **35 secondary schools**, where there are approximately **14.500 students** in the age between 11 and 15 years and 359 departmental employees, of which 163 are specifically assigned to the catering service.

Every school has an **internal kitchen** where meals are prepared on-site. Overall, an average of **10.400 meals** are prepared every day.

The Department has decided to maintain the catering service public and entrust its management to each school rather than outsourcing it to a private company. Public employees provide this service under the responsibility of the head of the school.



Source: www.guide-du-perigord.com

¹⁰ In this respect, it is important to emphasise that the concept of direct supply chain (*approvisionnement directs de produits de l'agriculture*) refers to the presence of 0 or maximum 1 intermediaries between the producer and the consumer.

¹¹ Before the reform of the regions in 2016, the Department was part of the Aquitaine region.

Dordogne's 100% Organic, Local and Homemade School Food Project

The watershed in the **Department's food policy** was the election of Mr Germinal Peiro as President of the Dordogne Departmental Council in 2015. In 2016, he launched a strategy for the sustainable transformation of the Department, which brought to the idea of the **100% organic, local and homemade school food project**.

The **policy objectives** of the Dordogne's school food project are:

1. To serve **quality food**, using organic, fresh, seasonal, and raw ingredients to prepare **meals from scratch** and phasing out ultra-processed foods;
2. To provide **market opportunities to SMEs and local producers**;
3. To recover the **social role of the school canteen** and build **a food community among school stakeholders** (public administrators, kitchen staff, teachers, students, parents, local producers and community members) by reconnecting the actors and putting value on everyone's work;
4. To ensure transparency in the food purchasing process and **compliance with public procurement rules**, including the mandatory minimum targets for school catering;

The Department aims to achieve these goals **without incurring significant additional costs**.

Between 2018 and 2019, the first pilot school was implemented in Belves, showing the viability of the project and becoming **"France's first certified 100% Organic School"** in only 6 months and with an extra cost of 0,10 € per meal.

In the following years, an *ad hoc* methodology was built and consolidated and the project was scaled up. In September 2022, the project-related objectives, as well as key elements of the methodology and mutual commitments of the Department and the schools were formalised in the relevant framework agreement.

The **METHODOLOGY** developed by Department consists of **three main phases**:

1. All on Board!

The initial step consists in the **presentation of the project to the school's board** by the Departmental task force, in the presence also of the kitchen and catering staff. Afterwards, an immersion week is spent in the school's kitchen testing the 100% organic, local, and homemade method under the supervision of a department-employed trainer cook. To this end, *ad hoc* menus and food purchases are made.

The **immersion test** is crucial for building teamwork and empowering the kitchen staff to make the change. Here, the trainer cook also reassures the staff about the project's feasibility, dispelling common concerns such as the use of fresh and raw ingredients being highly time and budget consuming. Moreover, through a number of audits carried out by several departmental officials, this stage results in the **identification of the human and material resources needed** to implement the project. For example, by closely observing the work in kitchens, the Department's cook helps identify the required investments in kitchen equipment and renovation of premises, which are taken over by the Department within a specific procurement, as well as the needs in terms of staff training in cooking techniques, drawing up a training plan. In addition, the Department's HR manager works with the school staff to optimise their timetables and, if necessary, recruits additional staff. With regard to food procurement needs, the departmental nutritionist developed a specific software, called *À table*, to make an **estimate of food needs for each school**, both in volume and value, based on the number of users and according to the departmental nutrition plan. In addition to the national requirements for school nutrition, this plan takes into consideration the specificities of local production. An accurate estimation of food needs is very important not only to carry out an **accurate procurement**, but also to **prevent food waste** and to **align the demand and supply**, for example by planning cultivation and more efficient supply/logistics. In order to assess market capacity, sourcing activities are carried out in collaboration with the Department Agriculture Division and a number of local producer organisations.



2. Capacity Building and Education

To support the transition, the project task force seeks to engage key stakeholders and **build a coherent and cohesive vision and mission** through capacity building, education and awareness-raising. This, in turn, is made possible through the recruitment and ongoing training of qualified officials assigned to the project by the Department.

The two Department's cooks, specialised in public catering, provide professional training to kitchen staff on **culinary techniques** to work with new products, new equipment, as well as new recipes. Another Department's official assists the kitchen staff in adapting the Food Safety Plan (HACCP), for example, to use new parts of animal carcass, reuse leftovers or compost on site. Further support is provided to school catering managers in the **awarding of public food contracts and the use of digital tools**, particularly for the publication of tender notices and the management of orders and stock.

Communication and education are also central to this phase, with initiatives such as the display of menus for families, taste and nutrition workshops for catering staff and students held by the Department's nutritionist, as well as those on the benefits of organic farming and local agrobiodiversity led by the partner organisation AgroBio Périgord - an association for the development of organic agriculture in Dordogne. In addition to raising awareness among school staff and students, Agrobio Périgord is also involved in the structuring of organic supply chains, as well as the protection and development of farmers' seeds (*semences paysannes*) and agro-biodiversity in the region. Schools organize other educational activities for students, for example, the creation of posters on the importance of a healthy diet to be displayed in canteens, as well as activities in the aromatic gardens and on waste sorting and composting.



3. Follow-up and Rewarding



To ensure the stability and continuity of the transition, the Department adopted a specific measure, called *Minjatz Goiats* (in the Occitan language it means “Eat up, children!”), which includes numerous incentives for schools undertaking the project. Firstly, it covers the full costs of the **progressive ECOCERT certification process** and provides technical support to school managers to prepare for the audits. Secondly, the measure gives **economic incentives** (2000-4000€) to schools that demonstrate a minimum percentage of local and organic-local products purchased from short supply chains. The definition of a local product adopted by the Department is slightly different from that of the ECOCERT standard. For the first, the notion

includes products from Dordogne and neighbouring departments¹², while in the context of the certification, it includes all products from the ancient region of Aquitaine and its neighbouring (French or European) departments.¹³ Finally, the measure *Minjatz Goiats* covers the additional costs of foodstuffs borne by schools that achieved 100% organic meals, for the first three months of operation and in comparison with food purchases over the same period of the previous year.

This phase is also characterised by the monitoring of food contract performance, the planning of future tenders and the continuation of training and educational activities.

¹² The Dordogne department has 7 neighbouring departments: Charente (16), Charente-Maritime (17), Corrèze (19), Gironde (33), Lot (46), Lot-et-Garonne (47), Haute-Vienne (87)

¹³ More details on the ECOCERT certification can be found on their website <https://labelbiocantine.com/> and in the frame of reference: <https://labelbiocantine.com/wp-content/uploads/2022/02/Referentiel-EN-CUISINE-Version-02-du-1-fevrier-2022.pdf>

Public Food Procurement

The Department of Dordogne decided to leave the responsibility for the purchase of foodstuffs to each secondary school. Therefore, it is essential to the success of the school food project that the Department assumes a role in guiding and coordinating these purchases. On the one hand, it has to ensure that school managers **comply with relevant legislation**, including transparency of procedures, good use of public money in contract awarding, and specific mandatory requirements for public meals. On the other hand, the goal is to **design tenders tailored to the Department's objectives**, both in terms of food quality and user-friendly procedures for both small suppliers and school staff. The Department provides full technical support to schools targeting 100% organic and homemade meals, and partial assistance to schools that wish to launch only specific tenders and lots for organic and raw products.

Throughout the food procurement cycle, the Department's strategy presents a number of remarkable features:

1. Organisation and Planning

First of all, the **decentralisation of food procurement** at the school level allows for better consideration of context-specific quality needs and, by limiting the volumes procured, improves small and local producers access to procurement opportunities. Instead, for other categories of supplies – such as kitchen equipment, technical work clothing, cleaning products and IT tools - the centralization of purchasing at the Department level provides for economies of scale as well as uniformity of use and maintenance.

When it comes to the **definition of food needs**, Article L2111-1 of the French public procurement code established that *“The nature and extent of the needs to be met shall be determined precisely before the consultation is launched, taking into account the objectives of sustainable development in its economic, social and environmental dimensions”*. Article R2121-6 adds that *“For supply or service contracts, the estimated value of needs shall be determined, irrespective of the number of economic operators involved and the number of contracts to be awarded, by taking into account the total value of the supplies or services which may be regarded as homogeneous either because of their specific characteristics or because they constitute a functional unit”*. The Department chose to adopt a procurement nomenclature divided in homogeneous families of food supplies because of their characteristics (Vegetables, Fruits, Dairy and Creamery, Groceries, Fish, Meat, Eggs, Cold Cuts, Bread and Bakery Products, Frozen Processed Products and Beverages), rather than one based on a functional unit (school catering supplies) or a purchase category (food supplies). Such a division makes it possible to set up specific sustainability strategies for each food family, to award below-thresholds contracts through simplified procedures, as well as to facilitate the calculation

of the procurement targets achieved. For the **qualitative and quantitative estimation of needs**, as already mentioned, the Department nutritionist developed the digital tool *À table*. This enables 'honest' procurement in terms of volumes and values, as well as the choice of the appropriate procurement procedure.

Moreover, **sourcing initiatives** to study the supply available on the territory and to dialogue with the market are carried out in partnership with the Department Agriculture Division, as well as AgroBio Périgord. These partners also offer local producers important training on how to organise themselves to supply public catering and participate in tenders. Another significant player is Manger Bio Périgord, an administrative and logistical platform of local organic producers, which markets their products for public catering and whose governance is left to the member producers themselves.



2. Tendering Procedure and Awarding

So far, the Department has advised each school in **drafting the tender documents**. Due to the increasing number of schools being assisted and the large amount of time required, the Department is now aiming at developing model tender documents for each food family in order to streamline the process. During her research stay, Chiara contributed to this initiative, helping with the drafting of technical clauses, new award criteria and performance clauses.

The used form of contract is the **multi-supplier framework agreement**, with subsequent issue of purchase orders. In order to facilitate the access of small producers to tenders, these are **divided into quite specific lots**, responding to a production logic, i.e. to which an average local producer can fully respond, rather than to a distribution logic, such as the large multi-product lots, suitable only for wholesalers. So far, most of the contracts were concluded for one year, with the possibility of renewal. The intention is to extend future contracts to three years, in order to save resources for awarding and provide greater economic stability to contractors.

Based on the sourcing realised and the local availability of the food products to be purchased, the contracts worth less than €90.000 are published on the platform AgriLocal. AgriLocal is a French **e-procurement platform** that connects agri-food producers and public buyers. It is used by many departments because it is simple and free and provides a snapshot of available products thanks to a geo-referenced database of suppliers. In accordance with the law, the competition on the platform is open to all registered suppliers, regardless of their geographical location. Contracts worth over €90.000 and below €215.000 are normally published on AJI, a platform dedicated to school management.¹⁴

The **technical specifications** require, for example, organically grown food, freshness, the level of processing, the absence of certain additives, as well as compulsory information to be included

¹⁴ It is worth recalling that, under French law, the thresholds for public supply and service contracts awarded by local authorities and local public institutions are the following: contracts with a value of less than €40.000 are in principle awarded without prior advertisement or competition (*marché sans publicité ni mise en concurrence préalables*). The public buyer must then ensure that a relevant offer (*une offre pertinente*) is chosen, that public money is used wisely (*une bonne utilisation des deniers publics*) and that no contract is systematically awarded to the same economic operator when there are several offers likely to meet the need (*ne pas contracter systématiquement avec un même opérateur économique lorsqu'il existe une pluralité d'offres susceptibles de répondre au besoin*) (Article R2122-8). For public contracts between €40.000 and the European thresholds, the "adapted procedure", or MAPA, applies (Articles R2123-1 à R2123-7; Articles R2131-12). For contracts below €90.000, the modalities of advertising depend on the value, the characteristics of the contract and the economic sector concerned. In this context, the obligation to advertise does not necessarily imply publication, particularly for small purchases. Requesting quotations from several suppliers or providers, for example by electronic means, may constitute sufficient advertising provided it is appropriate to the contract. Between €90.000 and €215.000, which is the current threshold for the "formalised procedure", advertising is regulated. The tender notices must be published either in the *Bulletin officiel des annonces des marchés publics* (BOAMP) or in a journal entitled to receive legal notices (JAL). Where the estimated value of the contract is equal to or higher than the European thresholds, the contract shall be awarded in accordance with one of the following formalised procedures: open or restricted procedure, competitive procedure with negotiation and competitive dialogue (Articles R2124-1 à R2124-6). Public buyers must publish a contract notice in the *Bulletin officiel des annonces des marchés publics* and the Official Journal of the European Union (Articles R2131-16 à R2131-17).

in data sheets and labels. The choice of the most economically advantageous tender (Article R2152-7) is based on the **award criteria** of quality, delivery, price and sustainable development, which have a similar weighting. Sub-criteria include nutritional quality, availability, responsiveness and flexibility on delivery times, the development of short supply chains and fair trade. The forthcoming tenders will also reward packaging reduction, animal welfare and the variety of products proposed.

3. Contract Performance and Monitoring

During the execution of the contract, a specific digital tool Webgerest (firstly piloted on 5 schools and then extended to the others) is used to issue purchase orders and to **follow up on contract execution**, by ensuring that suppliers' deliveries match orders. The tool allows for transparency as the Department can **monitor the activity of each school** on purchases, stock management and finances. The tool also allows for the **storage of data**, therefore tracking the evolution of the purchasing strategy over the years. It enables statistics on the mandatory targets achieved¹⁵, as well as monitoring food waste. Finally, it helps school managers to fine-tune the evaluation of needs for future tenders. From September 2022, the framework agreement between the Department and the schools stipulates that the use of this tool by the schools is compulsory and that the costs of its use will be borne by the Department.

¹⁵ To streamline data flow, the digital tool used is directly linked to the platform *Ma Cantine*, a self-diagnosis tool developed by the French government to assist public catering actors in implementing the new quality and sustainable food targets. It enables the evaluation of a canteen's compliance with the law as well as the collection of data required to measure the uptake of sustainable and quality products in collective public catering in France. See: <https://ma-cantine.agriculture.gouv.fr/accueil>.

Cost Management

With regard to cost management, the current **estimated cost per meal is €8.4**, which includes staff and running costs (energy, depreciation of equipment and food costs). The foodstuffs costs range between € 1,80-2,10/ meal, with some schools serving organic meals at a lower cost than those serving conventional meals. The fee paid by families is around €2.74 - €2.99, depending on whether the service covers 4 or 5 days. The Department covers the cost differential.

In order to achieve a successful and sustainable food transition despite the increasing prices of food products, it is essential to work on organisational optimisation. To keep food expenses under control, the Department developed a **transversal methodology**, beginning with the design of the nutritional plan and meal preparation, ending with the manner meals are served and waste is minimised. Instead of a race to the bottom in the supply and procurement stages, the school meal project emphasises the **crucial importance of kitchen staff in cost efficiency**.

Some of measures adopted are:

- Use of raw ingredients to cook from scratch
- Efficient use of ingredients and of leftovers (seasonality; formats adapted for public catering; mastering the durability and storage of ingredients; diversification of protein sources and of meat cuts purchased; use of unconventional parts such as whole carcass and peels; aromatic herbs grown on site)
- Culinary training to prepare tasty and appealing dishes
- When serving meals, use of nudging techniques (reduced portions with the option of a second serving, bread at the bottom of the buffet, availability of the «little-appetite plate» on request)
- Taste education workshops for children
- Importance of the meal's time and environment (duration; decorations and posters; training of catering staff to communicate with children)

The **first measurements of food waste**, taken in November, showed a maximum of 70gr/meal/student and an average of 40gr, compared to a national average of 135gr. This assessment, however, is in its early stages and requires further development.










The ECOCERT Certification Process

As mentioned, the Department covers the full cost of the **certification** *ECOCERT En cuisine* and provides two officials to assist school principals in preparing for the audits. This certification rewards public catering services that introduce organic, local and healthy products and involves three levels with progressive targets.

During the audit, the ECOCERT agent assesses not only the **nutritional aspects** (checked through menus, invoices and labels of food stocked), but also the **environmental aspects** (cleaning products, packaging and containers, waste management) and the **educational aspects** (communication and workshops). Currently, 20 schools have been awarded the label *ECOCERT En Cuisine*, including 9 of them that reached the 100% organic goal. The event for the awarding of ECOCERT certification is also attended by the Department's President, Mr Peiro, and local media.

Les 3 niveaux de labellisation

	 Niveau 1	 Niveau 2	 Niveau 3	
+Bio	au moins 20% de bio par an	au moins 40% de bio par an	au moins 60% de bio par an	
+Local	au moins 4 composantes bio et locales par mois	au moins 8 composantes bio et locales par mois + 2 ingrédients bio équitables	au moins 12 composantes bio et locales par mois + 4 ingrédients bio équitables	
+Sain	Pas d'OGM Des menus clairs Protéines de qualité Des additifs et graisses hydrogénées interdits Fruits et légumes de saison	+ 50% de cuisine à partir de produits bruts ou peu transformés + Formation des cuisiniers	+ 80% de cuisine à partir de produits bruts ou peu transformés + De menus végétariens ou semi-alternatifs	
+Durable	Lutte anti-gaspillage Diagnostic des polluants Education à l'alimentation durable	+ Gestion écologique : déchets, eau, énergie + Limitation des plastiques et des détergents toxiques	+ Eco-détergents + Vers le zéro plastique + Optimisation des tournées de livraison	

Strong Points and Opportunities

Finally, **some strengths and opportunities** for improvement can be highlighted.

Among the positive points of the project there are:

- Presence of **clear and ambitious policy objectives** for school catering both at the national and local level;
- **Empowerment of key actors** (public administrators, school managers, kitchen and catering staff, students, families, teachers and food suppliers), through the provision of **training opportunities** in key areas (supply chain organisation, public procurement, cooking and nutrition, digitalisation, communication and education);
- Commitment to establishing a **social dialogue among school stakeholders** and to building a **community of food-literate producers and consumers**, also beyond the school environment;
- **Integrated cross-sectoral methodology**: based on mastering tools, menus, purchases and human relations through direct management and allowing, in an inflation context, to strike a balance between high quality food, financial accessibility and fair remuneration for producers;
- **Innovation**: development and utilisation of **user-friendly digital tools**, for dematerialization of procedures, monitoring and data collection.

Some opportunities for improvements are:

- Setting **key performance indicators** to measure health and environment benefits, savings, socio-economic return of the investment to the local community;
- Improving **communication and dissemination** of the project stakes and outcomes, in order to dispel misconceptions about sustainable agriculture and nutrition and gain increasing community support;

- **Streamlining processes**, for instance through supply logistic plans and model tender documents;
- Consolidating **communities of practice** among kitchen, education and administrative staffs and among different departments to share knowledge and develop common solutions;
- Collaborating with suppliers to **extend public catering opportunities** beyond the school setting.

Thank you.

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Credits

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