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**CONSULTANCY AND  
ADVISORY IN PUBLIC  
MANAGEMENT: A  
CASE STUDY OF THE  
INSERTION OF HONEY  
IN SCHOOL MEALS IN  
THE MUNICIPALITY OF  
SÃO JOÃO DA PONTE/  
MG**

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**Abstract:** The objective of this article is to verify if the consultancy and assistance in public management has positive impacts on the inclusion of honey in school meals in the municipality of São João da Ponte/MG, in the light of the Brazilian School Feeding Program (PAE). From the methodological point of view, a case study was used with qualitative techniques for collecting and analyzing data and secondary information. The results reveal that, in the face of the complex Brazilian food and nutritional scenario, the provision of service, by Norte Consultoria to São João da Ponte City Hall, positively influences the approximation of consumers and producers at the local level. There was also a change in the level of consumption, in reverence for the acceptance of healthier foods. A revitalization with new market aspects for family farming and the promotion of production practices considered less harmful to the environment.

**Keywords:** Public administration. Public Governance. School Feeding Program. Pandemic. family farming.

## INTRODUCTION

The relationship between sustainable public purchases and family farming stands as public policies capable of uniting two needs: that of the public power, to provide the population, according to its institutional principles, with quality agricultural products, meeting sustainable criteria; and also the family farmer, who needs to expand markets to sell their products. Oliveira's main studies; Santos (2015), Meirelles (2016) and Araújo Junior (2018), reveal the importance of public policies and specific programs for the improvement of education and family farming.

Historically, governance in the Brazilian State is represented by the limitation of the capacity to formulate/implement public policies due to the rigidity and inefficiency of

the State's bureaucratic apparatus. In works by authors such as Araújo (2002), Bresser Pereira (1996, 2005a), Marini (2003), Medeiros and Guimarães (2005) and Mello (2006), among others, discussions are presented that Brazil faces a problem of governance, and not of governability, since this is understood as the capacity conferred by civil society to govern.

The search for a public management that includes an adequate governance structure, leads to the emergence of models that consider new forms of management. The Cities Statute, enacted in 2001, regulating articles 182 and 183 of the Federal Constitution, the deliberations of the 1st, 2nd and 3rd National Conference of Cities indicate that there must be a democratic management of cities, which, among other objectives, must provide the institution of social control forums as guiding elements of any urban policy. Progress must be made in the implementation of conference and council systems, strengthening social control in urban policy as a means of guaranteeing the right to the city and expanding social control and transparency in the performance of public service providers.

This way, public purchases are related to the governance and social management process. According to Oliveira and Santos (2015), the State, being the demander of goods and services, generates income and work for society and, consequently, these purchases will be an instrument of transformation as they contain functions of an economic and social order. The growth of family farming is a positive example of government incentives, strengthened in the 1990s, when the National Program for the Strengthening of Family Agriculture – PRONAF was created and later with the enactment of Law no. 11,326 of July 24, 2006.

More recently, empirical studies have been developed to analyze the positive impacts on the inclusion of honey in school meals

in Brazilian municipalities (Erhardt, 2008; Magalhães et al., 2009; Formiga, 2014; Staron et al., 2015; Silva, 2018; Gomes et al., 2020; Moreira et al., 2021). Most of these studies found evidence on the positive impacts of the inclusion of honey in school meals in the municipalities studied. It is noteworthy, however, the existence of few studies in the literature analyzing the technical form of this insertion.

From this perspective, the objective of this article is to verify if the consultancy and assistance in public management has positive impacts on the inclusion of honey in school meals in the municipality of São João da Ponte/MG, in the light of the Brazilian School Feeding Program (PAE). and the Federal Constitution of 1998 through the basic principles that must be applied in good administrative practices.

The work is organized into four sections, including this brief introduction. The first section presents the theoretical and empirical debate on the positive impacts of the inclusion of honey in school meals. The second section describes the methodological procedures used. In the third section, the results of the study are presented. Finally, the last one summarizes the final considerations.

## **THEORETICAL FOUNDATION**

In this section the themes are addressed: public administration in Brazil, the governance process in the Brazilian public administration, the national school feeding program and family farming and empirical studies that seek to analyze the positive impacts on the inclusion of honey in school meals in the municipalities.

## **THE GOVERNANCE PROCESS IN BRAZILIAN PUBLIC ADMINISTRATION**

It is considered that it was from the mid-

1930s onwards that the Brazilian public administration acquired relevance, as a result of the measures imposed by the “New State”, in the government of Getúlio Vargas, and the first systematized management actions. From then until the end of the 1980s, there were numerous and intense reforms in public administration, characterized by advances and setbacks. The promulgation of the Federal Constitution of 1988, which promoted the Brazilian legal, institutional and political reorganization, is considered one of the most important milestones for the advancement of public administration (REZENDE, 2011).

Emphasizing the municipal scope, the 1988 Constitution, through a new federative pact, granted them autonomy, assuring them of special relevance, centrality and the role of protagonists in public policies, whether in the provision of public goods and/or services. Through the Constitution, the main innovations introduced in the structure of the State were the decentralization of processes and the delegation of power to local governments (REZENDE, 2011).

It is in this context, from the 1990s, that a process of major changes began in the search for greater efficiency, effectiveness and transparency in public management, both in relation to human, financial and physical resources, allocated in different instances of public entities, in Brazil and in the world. As a result, more attention and care was required in the use of public servants and the money collected (SLOMSKI, 2011).

This movement was called New Public Management (NGP), or New Public Management (NPM), and one of the most important milestones in Brazil was the State Administrative Reform plan, led by Minister Luís Carlos Bresser-Pereira in the Fernando Henrique government. Cardoso – FHC, from 1995. It is considered that it was through this reform that the country started to adopt the

managerial model of public administration (BRESSERPEREIRA, 2005; PAES DE PAULA, 2005).

It is understood that the directions given by Complementary Law n° 101, of 05/04/2000, better known as the Fiscal Responsibility Law, as observed by Slomski (2011), are related to the precepts of governance, at a more advanced stage in institutions private and evolving and improving at the federal level, in most states and large municipalities.

It is considered that management and governance practices are carried out, mainly in municipalities, by the requirements of the legislation in force and institutional pressures from federal and state entities, resulting in practices that are only formal and ineffective. In the context of small municipalities, this is more pronounced, despite the various management instruments and technological advances that are available to managers (BARRETO; ESTRADA, 2006; REZENDE, 2011; VIANA, 2010).

In Brazil, the Federal Constitution of 1988 brought advances, producing a decentralization movement focused on strengthening local power and instruments that institutionalized participation and social control in the elaboration, implementation and evaluation of public policies. The process of conferences and councils has become the instrument for consolidating this movement at the national level. It is indicated that the States, the Federal District and the Municipalities seek to establish these parameters in the construction of their local systems (MINISTÉRIO DAS CIDADES – MCIDADES, 2007).

Agenda 21 stands out as the most important socio-environmental commitment in favor of sustainability signed at RIO-92. Based on the guidelines of this document, the Brazilian Agenda 21 was created, which in turn gave rise to the Local Agenda 21 Program, included in

the Federal Government's Pluriannual Plan – PPA 2004/07 –. Several strategic issues were listed in the Program, and governance and ethics for the promotion of sustainability can only be addressed based on effective and shared responsibilities between government and society (MMA, 2007).

Regarding the rules of public governance, the great difficulty is the fulfillment of principles that are not only essential to good administrative practice, they are mandatory, since it deals with the collective interest, which according to the constitutional rules are unavailable and supreme to the particular interest. This way, the Federal Constitution of 1998 brings the basic principles that must be applied in good administrative practices. Other works by authors and organizations such as Brasil-TCU (2021), Di Pietro (2002), Meirelles (2016), Mello (2006), Nações Unidas (2018), Torres (2004), among others, address such principles, as :

The legitimacy that has as reference of its performance the constitutional principles of the Public Administration. It comprises, in addition to legal determinations, the principles of morality and ethics. It is only legitimate when it is legally and ethically defensible. Legality, which refers to performance and full respect for legal and regulatory standards. It comprises adherence to legal and normative determinations.

Efficiency, which deals with the programming documents of objectives and goals and in contractual and contractual clauses in their application. It comprises the identification of the achievement of established operational goals (Multiannual Plan, Budget Guidelines Law, Basic Projects and others). Effectiveness is directly related to maximizing results. Efficiency, which is a parameter for measuring standard performance, executive projects and contractual clauses. Understanding the

identification of the occurrence of results that demonstrate the maximization of the resources used, that is, the effectiveness of actions related to the efficiency of the means used.

The economy that has as a reference for its achievement documentary indicators of standard performance (mainly the market) and contractual clauses. It comprises the occurrence of results that demonstrate the minimization of costs incurred and the maximization of productivity. Quality, which deals with the verification of documentary indicators of standard performance (spreadsheets, quantitative, basic projects, executives and others) and the fulfillment of contractual clauses. It comprises the occurrence of concern with the satisfaction of the public interest (not the personnel), continuous improvement, non-acceptance of errors and result-oriented processes. The effectiveness that deals with the verification of performance in documents and laws that deal with the institutional mission, guidelines and strategic objectives. It comprises the occurrence, in the long term, of results that demonstrate the positive action of the State.

Proportionality, often treated as part of the principle of reasonableness, seeks to balance particular rights compared to collective ones. Sustainable development, which according to the United Nations, this principle aims at action. Its economic, social, environmental and cultural dimensions must be observed in the stages of any administrative process, at least, based on the sustainable logistics management plans of agencies and entities. The purpose, where the administrative rule must be interpreted and applied in the way that best guarantees the achievement of the public purpose to which it is addressed. What explains, justifies and gives meaning to a norm is precisely the purpose for which it is intended.

The motivation, which is the factual or legal situation that led to the performance of the act. There can never be an administrative act without the motive element. Legal certainty, understood as the guiding principle of the legal system, must be considered as the driver of public administration. The public interest, which reflects the interest of the collectivity that is supreme and unavailable to the private interest. This interest will never conflict with the interest of each member of the collectivity.

The Public Governance policy has been disseminated, as a material rule, at the federal level, with greater emphasis since the publication of Decree No. best result for everyone. This is the concept of public governance that must be better understood by the State and its jurisdictions.: *“set of leadership, strategy and control mechanisms put in place to evaluate, direct and monitor management, with a view to conducting public policies and providing services of interest to society” (art. 2, I - Decree No. 9,203 /2017).*

The standard establishes at the federal level, as principles of public governance: the capacity to respond; integrity; the reliability; regulatory improvement; accountability and responsibility and transparency (Article 3, Decree No. 9,203/2017). To this end, it lists a series of guidelines for its application (art. 4, Decree No. 9,203/2017), which, in short, encourage public policies to: the search for effective results for society, through timely and innovative solutions to dealing with resource constraints and changing priorities; the promotion of administrative simplification, the modernization of public management and the integration of public services; performance monitoring and evaluation of its design, among others.



## **THE NATIONAL SCHOOL FEEDING PROGRAM AND FAMILY AGRICULTURE**

Barreto and Estrada (2006) portrays that “the need to do more with fewer resources is evident, in addition to the use of effective and innovative management techniques based on decentralization, performance evaluation, cost analysis and strategic planning”. This way, the importance of inserting new management and governance models in the public sector and, especially, in small municipalities is perceived, in order to provide greater effectiveness and efficiency in the management of public resources.

Marques (2006) states that “citizens expect good governance from their government authorities”, with the aim of having transparent accountability for management acts. It is the strengthening of the so-called social management, which, according to Tenório (1998), evokes the importance of social issues for government systems in the implementation of public policies.

Public procurement is directly related to the governance and social management process. The State, being the demander of goods and services, generates income and work for society and, consequently, these purchases will be an instrument of transformation because they contain functions of an economic and social order (OLIVEIRA; SANTOS, 2015). Family farming can be mentioned as benefited through government incentives, strengthened in the 1990s, when the National Program for the Strengthening of Family Agriculture - PRONAF was created and later with the enactment of Law no. 11,326 of July 24, 2006.

To balance participation in bidding processes, Complementary Law 123 of December 14, 2006, guaranteed, among other advantages, differentiated treatment in public purchases for micro and small companies, small companies, individual rural producers

and family farmers, placing these on an equal footing with the other suppliers.

Decree 8,538 of October 6, 2015 is also mentioned, which regulates the complementary law 123/2006, regarding favored, differentiated and simplified treatment for micro-enterprises, small businesses, family farmers, rural producers as individuals, micro-entrepreneurs individuals and cooperative societies in the public procurement of goods, services and works within the scope of the federal public administration. In its article 1, the objectives of the regulation can be seen: to promote economic and social development at the local and regional level, to increase the efficiency of public policies and to encourage technological innovation.

The National School Feeding Program (PNAE) is also an example of public policies that benefit areas such as: education and family farming. It offers school meals and food and nutrition education actions to students at all stages of public basic education (BRASIL, 2020). Another Program, Alimenta Brasil, established by Law nº 14,284, of December 29, 2021, replacing the Food Acquisition Program, aims to promote family farming, strengthening regional trade and the consumption of food from this type of agriculture.

### **EMPIRICAL EVIDENCE**

Several empirical studies seek to analyze the positive impacts on the inclusion of honey in municipal school lunches. The work by Staron et al. (2015) aimed to research the different ways of inserting honey into school meals used in some municipalities, develop honey biscuits enriched with fibers, evaluate their acceptance by children aged between four and nine years and pass on the results to beekeepers. The tasting showed that the cookies had 95% acceptance among children

and the microbiological analyzes indicated the good quality of the product.

Gomes et al. (2020) investigated the need for empowerment of the beekeeping sector in the municipality of São Bentinho-PB. Starting from the hypothesis that the National School Feeding Program (Law nº 11.947/2009) provides for the possibility of direct purchases of foodstuffs by public schools, through financial resources transferred by the National Fund for the Development of Education (FNDE), a model of municipal decree was prepared that allows the integration between local honey producers and the municipality to achieve the opening of a solid and durable consumption channel for this product.

The objective of the research by Magalhães et al. (2009) was to evaluate the feasibility of introducing honey in school meals, as a marketing opportunity within the theoretical approach of the Local Agrifood System (SIAL). It was concluded that the work related to food education and promotion of the honey product with society, in order to increase its acceptability, in addition to a policy of differentiated prices for school lunches and a logistics for the supply of the product, constitutes challenges for beekeeping agribusiness. registered well distributed in the country.

Erhardt (2008), investigated the application of the conditions of action of the Health Surveillance in the city of Cachoeira do Sul/RS, referring to the Good Practices of Food Handling established by Anvisa Resolution nº. 216/2004 and establish a monitoring instrument to maintain the sanitary conditions of the establishments involved. One of the processes analyzed in the research was those related to the acquisition of school lunches.

Silva (2018) carried out a transdisciplinary study based on the environmental, economic and social triad on the importance of honey

certification to strengthen beekeeping and propose a suggestion for a bill that authorizes the constitution of the Municipal Inspection Service (SIM) in the country. municipality of São José da Lagoa Tapada - PB, describing the formal and material procedures for its creation by the federated entity, municipality, with the purpose of issuing certification. It is concluded that the regulation, through the SIM certification of the production and commercialization of honey, impacts on the sustainable development of this activity, generating growth, increased employability and the expansion of the consumer market.

Thus, through this set of studies, there is evidence on the positive impacts of the inclusion of honey in school meals in the municipalities. It is noteworthy, however, the existence of few studies in the literature analyzing the technical form of this insertion.

## **METHODOLOGICAL ASPECTS**

The realization of this research was based on a case study, with qualitative techniques of survey and analysis of data and secondary information, in order to verify if the consultancy and assistance in public management has positive impacts on the inclusion of honey in school meals. in the municipality of São João da Ponte/MG, in the light of the Brazilian School Feeding Program (PAE) and the Federal Constitution of 1998 through the basic principles that must be applied in good administrative practices.

The case study is an empirical investigation that investigates a contemporary phenomenon in depth and in its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (YIN, 2001). Qualitative research, according to Malhotra (2001), is defined as unstructured, exploratory research, based on small samples, which provides insights and understanding of the context of the problem being studied.

Bibliographic data, legislation and official documents were used to contextualize, regarding the food “honey”, the food scenario and public policies related to Food and Nutrition Security and the National School Feeding Program. The time frame was from the second half of 2019 to the end of the second half of 2021.

Regarding the procedures of data collection and analysis, a semi-structured interview was adopted, after the informed consent of the deponents. This was used in order to analyze how Norte Consultoria Ltda. positively influenced the use of honey in school meals and, at the same time, promoted and valued family farming in the Municipality of São João da Ponte/MG.

According to Haguette (2013), the interview is a process of social interaction, in which the interviewer aims to obtain information from the interviewee, through a script containing topics around a central issue. In addition, the choice of the semi-structured type is due to the possibility of discussing the topic in question without being attached to the formulated question, as stated by Minayo, Deslandes and Gomes (2009).

In this context, using pre-defined questions to carry out the interviews, the partners-owners of the company Norte Consultoria answered the following topics: data (name, age and CV) of the partners-owners; company description Norte Consultoria Ltda.; how the first contact with the Municipality of São João da Ponte/MG happened; which finding(s) the company addressed for the inclusion of honey in school lunches in the Municipality. Other questions were asked: was there opportunities for the municipality in the use of honey in school lunches and, at the same time, promotion and appreciation of family farming in the Municipality of São João da Ponte/MG? Was there any initial problem with this insertion? What technical measures

were taken by the company for this inclusion of honey in the municipal school lunch? what were the results with this insertion?

Initially, questions were asked, according to the script presented above, to get to know a little about the company and in order to make the interviewee comfortable and open to discuss the trajectory. It is important to note that the interview took place at the end of January 2022.

The analysis of qualitative data was performed using the framework on content analysis. This is a set of investigation techniques that, through an objective, systematic and quantitative description of the manifest content of communications, aim at interpreting these same communications (BARDIN, 2009). The analysis is divided into three stages: pre-analysis; exploration of the material and treatment of results, inference and interpretation (BARDIN, 2009; MINAYO, 2007).

## RESULTS AND DISCUSSIONS

The company Norte Consultoria e Assessoria em Negócios Ltda., registered with the CNPJ (national registration number of companies) under the number 24.282.302/0001-68, headquartered at Rua Alessandra Salum Cadar, 900/211, Bairro Buritis, was incorporated at the beginning of the 2016 financial year, through the venture of its two partners (without identification), aged 52 and 42, whose professions are: economist and administrator.

Both professionals worked in a company in the same field in the market, but they visualized the need to act no longer restricted to the services of auditors. At that juncture, they verified the need to implement new working methods that could more consistently bring to the contracted services methods of planning and improvement of administrative practices in the municipalities. Norte Consultoria Ltda.



has a multifunctional team of collaborators, including specialists in the economic, administrative, accounting, law, engineering, information technology, among others.

Since its foundation, there has been a primacy for entering into contracts, where there is an administrative interest in modernizing and implementing new work techniques that can bring about an improvement in the use of the treasury, preserving the primary public interest (which is meeting the needs of citizens) and the secondary one (which deals with the best administrative practice of the available resources). Thus, the company's members focused on the implementation of strengthening planning practices, adding the need for constant training of servers with simple products and aggregators in the area of information technology.

The municipality studied, São João da Ponte (MG), as well as the other Brazilian communes, are governed by specific legislation for contracting with the private sector, obeying constitutional rules established in the Constitution of the Republic (CR), especially in its art. 37, item XXI. In this sense, in compliance with the principle of legality and in view of the need to hire professionals who could act as consultants and advisors for the municipality, using the premises of Law No. 93, a public bidding notice was published in the form of face-to-face trading in mid-2017 (first year of government of the then administrative management), where the company Norte Consultoria Ltda. was considered the awardee of the object and had its contract signed.

Countless were the works carried out since the contractual signature until the present situation, being necessary initially an evaluation of the methods of work that had been practiced, a restructuring in the format of the developed activities, accomplishment

of specific courses to its servers, continued visits "in loco" in order to evaluate the administrative proposals and the results found.

One of the works carried out in the municipality by the company Norte Consultoria was the inclusion of honey in the municipality's school lunch. This way, it is important to report the technical insertion data due to its practicality, simplicity and effectiveness in the joining of public and third-party administrative efforts in order to bring a better result in administrative actions.

Note that the possibility of these public purchases originates from government incentives, such as: The National School Feeding Program (PNAE); the National Program for the Strengthening of Family Agriculture – PRONAF and later with the enactment of Law no. 11,326 of July 24, 2006; Decree 8,538 of October 6, 2015, which regulates the complementary law 123/2006, regarding favored, differentiated and simplified treatment for micro-enterprises, small businesses, family farmers, rural producers as individuals, individual micro-entrepreneurs and cooperative societies in public procurement of goods, services and works within the scope of the federal public administration; and the Programa Alimenta Brasil, established by Law No. 14,284, of December 29, 2021, replacing the Food Acquisition Program, which aims to promote family farming, strengthening regional trade and the consumption of food from this type of agriculture.

The beginning of the work was with the observation with the Municipal Department of Agriculture of the Municipality of the existence of a certain number of small family farmers who used beekeeping as a means of adding to their property an opportunity for other gains. However, all the honey produced was being marketed in a precarious way and

even outside the norms of sanitary regulation. It must be noted that there was no theoretical knowledge on the part of rural producers about the terms of commercialization of such a product.

In view of this finding, there was an opportunity to integrate the public and private sectors, where the municipality had the legitimacy to incorporate honey into its consumption schedule (school meals), at reasonable prices, as there was a municipal offer that did not was fully utilized. However, there was a need to adapt the product to the minimum marketing conditions required by Organs health inspection bodies.

Following the rules of governance, complying with the guiding principles of the action of the public power, some premises were observed that must be adequate so that the demand could be fully met (honey in school lunches). As first and second findings, honey is a highly nutritional food, respectively, and its use in school meals and the legal premise in norms that authorized its consumption, observing minimum requirements, are of great value.

Faced with such facts, one could observe problems that must be tackled. The use of honey in school meals at first would serve as a replacement for other products already used, bringing nutritional gain, two examples of substitution: sugarcane molasses and fruit jelly. However, two initial problems emerged: the cost of the products to be replaced, as they have been established for a long time, are lower than the cost of honey and the adequacy of the supply of honey within the minimum standards established by health regulations.

See that the variation in the price of honey as an inhibiting factor for its consumption was precisely in the non-existent processing facilities next to small rural properties and in the high investment cost of such implements. In summary, there was a surplus

of honey production by small producers in the municipality of São João da Ponte (MG), but they did not meet the health standards established for commercialization.

In the analysis of all the variants, it can be seen that there was a cooperative in the region capable of benefiting all the honey produced by rural producers in the municipality under study, making it available in satisfactory sanitary conditions for its commercialization. However, the cost for the small rural producer would become excessive if he sought to benefit his product alone.

The reality brought to the public power, through the advice and consultancy of the company Norte Consultoria, the realization of a public governance plan for the purpose of solving the problem. At first, the opportunity to use honey in school meals was evaluated (monitored) and concomitantly promoted and valued family farming in the municipality. As a result of this premise, it can be seen that the local producer market had supply conditions, requiring operational technological increment to improve the product, at a reduced cost. It was concluded that there were conditions for improving the processing cost, as long as there was an initial contribution of incentives.

After such monitoring, the direction of administrative actions was sought, following some steps, which can be summarized in brief:

- Consultation with cooperatives in the region, seeking the best deal for small producers, within the required health standards. In this sense, the Rural Beekeeping Association of Januária-ARAJAN was found, registered with the CNPJ under number 01.202.814/0007-71, whose activities began in 1996, with beekeeping as its main activity. It must be noted that in addition to all the infrastructure necessary to serve the producers in the municipality, it is installed in a neighboring municipality at approximately 100 km (one hundred kilometers), the

shortest distance found among other possible processing plants.

- Registration of all rural producers with availability of surplus product (honey) and interested in negotiating it.

- Approval of a business intervention rule, establishing an agreement between the cooperative and the municipality of São João da Ponte (MG), where there would be a guarantee of processing of all production delivered by small producers, with payment in percentage of honey. That is, there would be no financial expenditure by small producers, and their product would be delivered in proper packaging for commercialization, including labeling with the indication of the rural producer.

- Negotiation, in order to settle direct operating costs for the municipality of São João da Ponte in the intervention (only the value of transporting the product between the municipality's headquarters and the cooperative's headquarters, round trip, was tabulated).

The practice of the advisor and administrative consultant is developed taking into account the premise of bringing the best possible business to its client. However, when it comes to such a practice in the field of public administration, the best deal is not always the most financially attractive, that is, there are many other variables that must be absorbed in developing the work plan.

It is not possible to measure all the work developed with the quantification of the volume of honey that was acquired by the government, taking into account that the preparation of the market for the formation of suppliers capable of such sale, is not conclusive that such producers can be interested in selling to the public authorities or if they will have the best sales conditions. As previously described, constitutionally the sale of any products to the government

depends on a specific contracting process (art. 37 of the Federal Constitution).

It is also important to report that the public power cannot act in the productive market demanding that its need must be addressed as a priority (see that it is not an essential product, but complementary to school meals). The constitutional rule itself establishes in its art. 170 the economic system based on the valorization of human work and free initiative, ensuring everyone a dignified existence and the principles of private property, the social function of property, free competition, among others.

It must be considered that the Public Power, properly advised, can guarantee to society the availability of work opportunities (primary interest) and, at the same time, the possibility of a new product in their school lunch (secondary and primary interest).

It is also analyzed that the adaptation of the productive means, as well as of the consumers, the new offer is slow and gradual. Until the year 2021, at no time in the history of the municipal public power was there the offer of honey in its school lunch, however, through the numbers collected from the accounting department of the municipality of São João da Ponte (MG), one can note that there is already the acquisition of such a product and consequently its distribution to school-age citizens.

According to data extracted from the accounting report of all commitments (according to Law no. were acquired by the municipality of São João da Ponte (MG), in the month of October, the equivalent of 1,500 (one thousand five hundred) sachets of honey, 2,100 (two thousand and one hundred) in the month of November and 806 (eight hundred and six) in the month of December. Taking into account that the month of December does not have the supply of school lunches in its entire time span, it can be determined

that there is a growth in the supply of such a product.

It must also be noted that all producers served by the program now have the possibility of taking their products to other interested parties, taking into account that the products produced have the necessary inspection and sanitary clearance for their free commercialization in the municipal market and regional.

## **FINAL CONSIDERATIONS**

The study presented here aimed to verify if the consultancy and assistance in public management has positive impacts on the inclusion of honey in school meals in the municipality of São João da Ponte/MG, in the light of the Brazilian School Feeding Program (PAE) and the Federal Constitution of 1998 through the basic principles that must be applied in good administrative practices.

The result found in this case study was that, given the complex Brazilian food and nutritional scenario, the service provided by Norte Consultoria Ltda. the Municipality of São João da Ponte, positively influences the approximation of consumers and producers at the local level. There was also a change in the level of consumption, in reverence for the acceptance of healthier foods.

The entire program highlighted 3 (three) results considered to be satisfactory: i) the integration of branches of the private sector that previously had no connection of their own, with an increase and addition of added value to the local product produced by small producers and in conditions of be traded legally; ii) the decrease in the cost of operationalization by grouping production, processing and guaranteeing the municipal government's consumption of honey in school lunches; and iii) the increase in production and the generation of a new surplus that can be marketed by producers, through the

cooperative or particularly through other commercial channels.

It appears that public purchases are directly related to the process of governance and social management and that the State, being the demander of goods and services, generates income and work for society and, consequently, these purchases will be an instrument of transformation as they contain functions of economic and social order.

The study presented here does not intend to eliminate the subject, but to open new discussions for the problems and resolutions mentioned. New studies, notes and criticisms are expected for the continuity of the subject by new researchers. As suggestions for further research on the subject, it is indicated to expand the study to other municipalities, verifying their successes and failures in purchasing processes involving family farming. It is also suggested to study the impact of public values poured into family farming, verifying the improvement or worsening in the income and lifestyle of farmers due to the income from these resources.

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