

Failure of Governance and State Responsibility in the Free Nutritious Meals (FNM) Program

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ABSTRACT

The Nutritious Meal Program (NMP) is a strategic government policy aimed at fulfilling children's basic right to safe, healthy, and nutritious food. However, its implementation in various regions faces serious problems in the form of mass poisoning cases affecting thousands of children in several areas such as Sukabumi, Gowa, Depok, and West Bandung. This research uses a qualitative-descriptive method with a socio-legal approach to examine the failure of state accountability in ensuring the quality of children's food. Data was collected thru multi-site case studies, document analysis, and official reports from food and health regulatory agencies. The research results indicate that weak quality control, inter-agency coordination, and the implementation of food safety standards were the main factors causing the incident. This finding confirms that the issue of food quality is not just a technical one, but also reflects a moral and ethical crisis in the state's fulfillment of its responsibilities toward its citizens, particularly children as a vulnerable group. Based on the value of the second principle of Pancasila, "Just and Civilized Humanity," the state should actively and responsibly ensure the right to adequate and safe food. This research recommends strengthening public participation-based supervision, improving food safety literacy, and conducting a thorough evaluation of the MBG Program's implementation mechanisms to align with civilized human values.

Keywords: State accountability; Just and civilized humanity; Food quality; Pancasila; Nutritious Meal Program

INTRODUCTION

Failure to implement the Free Nutritious Food program (MBG) can be considered a violation of human rights, particularly concerning the second principle of Pancasila, which emphasizes Just and Civilized Humanity. This principle highlights the importance of fair treatment and fulfilling the basic rights of every person, including access to nutritious food and fair education, which aligns with the MBG program's goal of achieving social justice for all Indonesian citizens. If the government is unable to guaranty food security for children, this can be considered a serious violation of the humanitarian and justice principles upheld by Pancasila, especially the Second and Fifth Principles (Andin et al., 2024). This kind of violation indicates a moral crisis and a lack of social responsibility within the bureaucratic structure and public policy implementation, which directly affects the well-being of children as the future generation (Suliati et al., 2025). Additionally, this reveals a lack of integrity and effectiveness in governance to guaranty citizens' basic rights (Andin et al., 2024) (Tambunan et al., 2025).

From a humanistic theory perspective, this issue can be analyzed thru a human rights-based and human development approach, which affirms the state's obligation to protect,

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respect, and fulfill the human rights of its citizens, including the right to nutritious and sustainable food (Wells et al., 2021). This study shows that the Free Nutritious Food Program is an important policy for improving the health of school children and supporting educational continuity, as well as addressing nutritional imbalances (Qomarrullah et al., 2025). By integrating this humanitarian framework with the values of Pancasila, the state's responsibility to provide balanced nutritious food is not only a constitutional mandate but also an ethical obligation that must be realized thru accountable and transparent governance.

The principles of Good Manufacturing Practice (GMP) play an important role in ensuring that food products are of the highest quality and safe for consumption, in line with the goals of the Free Nutritious Food Program, which emphasizes improving nutrition for children (Sunarjo & Sunarjo, 2023) (Agustini, 2025). GMP provides an organized working structure to monitor the entire production process and reduce the risk of hazards that could harm consumer health (Suliati et al., 2025). In addition to GMP, food processing and distribution certifications, such as Good Hygiene Practices (GHP), are also a vital component of a food safety system. GHP includes standards for personal hygiene, sanitation of production facilities, and pest control, which together help prevent food contamination (SUHAILA et al., 2024). Implementing GMP and GHP in the MBG program will significantly enhance humanitarian accountability and food quality management, ensuring that every meal provided meets the highest nutritional and safety standards for children in Indonesia (Tambunan et al., 2025).

On the other hand, from the perspective of public pharmaceutical and nutrition policy, the issue of food quality in the MBG program is closely related to the fields of Food Science Policy, Public Health Nutrition, and Pharmacy Practice Policy. Pharmaceutical science plays an important role in ensuring the safety and quality of nutritional supplements and food fortification that may be needed in the MBG program, thru monitoring technology and strict quality control standards to prevent contamination and ensure nutritional efficiency (Rowe, 2020). This pharmaceutical approach emphasizes that publicly distributed food is not only nutritious but also safe for consumption, especially by vulnerable groups like children (Haque et al., 2023).

If the failure in the implementation of the MBG program continues, the impact will be multidimensional and long-term. This multidimensional impact not only includes acute health risks, such as food poisoning incidents, but also significant social implications, including a decline in public trust in government programs and the emergence of widespread negative views toward the public service system as a whole. From an economic perspective, this failure can lead to increased healthcare costs that burden the state budget and a long-term decline in community productivity due to chronic malnutrition and a decrease in the quality of human resources (Suliati et al., 2025) (Sarjito, 2024). Therefore, comprehensive reforms are needed to avoid a public trust crisis and ensure the accountability of program administrators in guaranteeing the quality of distributed food (Herwansyah et al., 2025).

This article will examine how state accountability is tested in the case of food poisoning in the MBG Program, and how the principle of Just and Civilized Humanity can serve as a framework for moral evaluation of the policy. The purpose of this writing is to provide a critical evaluation of the implementation of this program using the food safety governance instruments of Good Manufacturing Practice (GMP) and Good Hygiene Practices (GHP), where according to the concept of Human Rights (HAM), access to quality food is a fundamental right of every individual, especially children, as the foundation for developing quality human resources (Adinia & Choiriyah, 2024). This will serve as a basis for reflection on improving public policy to ensure the ethical and dignified fulfillment of children's basic rights.

METHOD

This study uses a Qualitative-Descriptive method aimed at deeply analyzing and describing the incidence of poisoning in the Free Nutritious Food Program (MBG) as a case study of the state's failure to ensure the quality of children's food. The approach used is Socio-Legal/Policy Analysis, where empirical facts from the field are systematically compared with normative standards mandated by law, global food safety principles (HACCP/GMP), and the second principle of Pancasila, "Just and Civilized Humanity." The units of analysis in this section are MBG poisoning incidents reported by the media and official authorities, as well as the Procurement and Quality Control Procedure Documents that should have been the program's implementation guidelines. Gap Analysis is a key technique for highlighting the misalignment between the ideal responsibilities of the state and the reality of food quality consumed by child victims.

The poisoning incidents were selected thru a Multi-Site Case Study approach. This data serves as empirical evidence of food quality failures in the field. Additionally, to enrich the data and gain direct perspectives, this research will also utilize in-depth interviews with key 'actors' involved in the production and distribution process of the Free Nutritious Food Program. These interviews aim to identify specific constraints encountered during implementation, as well as to understand the root causes contributing to food poisoning incidents. These 'actors' include field officers, food suppliers, program managers at the local level, and community representatives who are beneficiaries of the MBG program. The interviews will be semi-structured to allow for the exploration of unexpected but relevant issues, as well as to gather information on existing internal and external oversight mechanisms. This method also allows for further investigation into the responses and adaptations made by various parties in the face of emerging food quality challenges. This data triangulation approach—combining poisoning incidents, document analysis, and interviews—will provide a comprehensive understanding of the state's governance and accountability failures in ensuring the food safety of the MBG program. By combining these methods, this research will identify the gap between ideal policies and field practices (Ahmad et al., 2023) (Agustini, 2025), and offer concrete recommendations for systematic improvements in public food governance.

RESULT AND DISCUSSION

1. Critical Analysis of Systemic Failures in the MBG Program and Humanitarian Accountability Governance Field

Findings and secondary data indicate that the failures of the MBG Program are systemic, not incidental, reflecting weaknesses in effective governance and oversight, as well as a lack of coordination between relevant agencies in its implementation (2025). The operational management of MBG, from raw material procurement and distribution processes to presentation, is often faced with logistical constraints, inconsistent quality standards, and suboptimal supervision, which ultimately affects the quality and safety of the food received by children (Dwijayanti, 2024). The Ministry of Health and the Food and Drug Administration (BPOM) reported that 37% of food product samples did not meet the established safety and quality standards, posing a serious health risk to consumers (Karomah et al., 2024) (Mielech et al., 2021).

The interview results indicate that "Overall, working at MBG has its pros and cons. The plus side is that the team is fun. The downside is the high demand for 'loyalty'. We often work overtime without pay, and once we even worked overtime for 12-16 hours because of

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misdirection from the kitchen. The work pattern also depends on each team, with each team consisting of 9-16 people," said one of the MBG employees. He also mentioned that the daily output ranged from 900 portions per day to an increase of 2,800 portions per day. The salary earned is also only half of the minimum wage, with a minimum salary of Rp. 100,000 per person. He also frequently receives complaints because there are foreign objects like hair, animals, or bottle caps in the food. The complaints also came from outside, where at one point some dishes were missing, and even worse, there were worms in the vegetables.

From the interview excerpt, it can be seen that the MBG program shows systemic implementation failure. Good intentions aimed at providing food for those in need were unfortunately undermined by implementation that disregarded fundamental standards. This shows that the government failed to ensure the safety and quality of the food to be distributed.

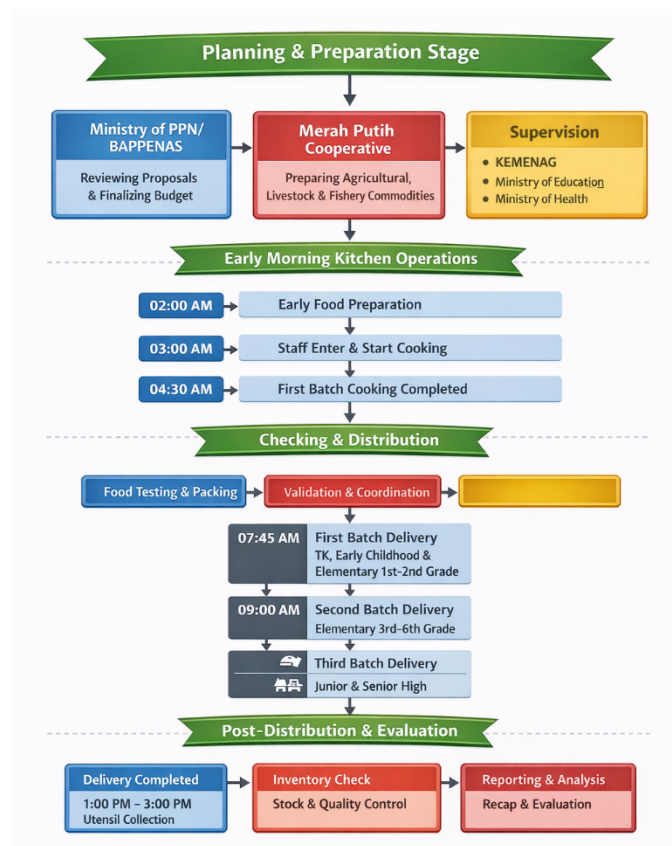


Figure 1. Ideal Operational Flow for MBG Presentation and Distribution

Based analysis of the MBG (MPG SPPG) business process flow on Figure 1, it revealed critical dysfunctions when comparing the ideal diagram with actual interview data. The presented flow diagram is the best-case linear scenario, but its implementation in the field is reactive and supported by unsustainable management practices. Direct observation and analysis of documents related to procurement procedures and quality control will supplement the interview data to reveal discrepancies between policy and implementation (Saa, 2024) (Siregar & Siagian, 2023). These findings will be strengthened thru method triangulation, where in-depth interview data is verified with information from relevant laws and regulations and food safety standards (Hermawan & Hariyanto, 2022).

Several key dysfunctions were identified. First, in the Daily Operational Flow

(Cooking), field findings indicate that side dishes often run out mid-service, arguments occur with the chefs, and the process can only be completed with very long overtime (12-16 hours). This demonstrates a total failure in capacity planning, a fundamental principle of operations management, due to the imposition of quantity without realistic planning. Furthermore, the discrepancy between production capacity and distribution targets indicates a misalignment between program objectives and available resources, leading to inefficiencies that harm both implementers and beneficiaries (Triwiyanto et al., 2024).

Second, the most fatal dysfunction occurs in the Quality Control (QC) process. The "Quality Testing" step in the diagram is completely ignored. The repeated findings of worms, caterpillars, and feathers indicate that quality control has been sacrificed for quantity and speed. This implementation directly violates the basic principles of food safety, which should adhere to standards such as HACCP (Hazard Analysis Critical Control Points), where washing vegetables is a critical control point.

Finally, the Health Evaluation and Monitoring flow, which includes "PUSKESMAS" and "Health Analysis," is also not functioning. Instead of being integrated, the interviews revealed an organizational culture that resisted external intervention, such as blaming "nutritionists" for the problems and fearing SPs (Warning Letters). This contradicts the principles of Total Quality Management (TQM), where external audits are meant to be a tool for improvement, not a threat. Ultimately, the ideal process flow in the diagram collapsed at every critical point because field implementation disregarded planning, food safety, and quality management. The gap between ideal standard operating procedures and actual implementation indicates disharmony in process management, which directly impacts the quality of nutritional services and food safety (Rochmah, 2020) (Dewi et al., 2023). This phenomenon reflects the failure to implement Good Manufacturing Practices (GMP) and Hazard Analysis and Critical Control Points (HACCP) standards, which are supposed to be the operational foundation of food provision programs, thus posing a serious risk to the health of beneficiaries (Elizabeth et al., 2021) (Ishomi, 2022). Further evaluation of field practices revealed that standard operating procedures were often not followed or even unavailable, contributing to inconsistencies in raw material handling, production processes, and food distribution (Tejosaputra & Wijaya, 2019) (Figueiredo et al., 2021).

Weak integration between government agencies and local health institutions can also worsen this situation, as it can open the door to practices that do not meet health standards. This pattern points to systemic failures that go beyond individual incidents, requiring a deep evaluation of the entire child food management ecosystem (Blankenship et al., 2023) (Karomah et al., 2024). Cases in Sukabumi (2024), Gowa (2023), and Depok (2022) highlight issues related to MBG, where hundreds of students experienced food poisoning after consuming food from the free meal program, indicating serious gaps in the oversight chain (Andin et al., 2024). This systemic failure is further reinforced by a series of recent mass poisoning cases that form a pattern and occur consecutively, confirming that the gaps in the oversight and integration of health institutions are not isolated incidents, but rather a recurring problem that threatens the humanitarian accountability of the MBG program.

In September 2025, approximately 1,309 people in West Bandung Regency, West Java, were affected by food poisoning due to *Salmonella* and *Bacillus cereus* contamination in MBG food, caused by unhygienic handling, poor cooling processes, and waiting times exceeding safe consumption limits (Tempo, 2025; Detik, 2025). Similar cases occurred in August 2025 in Sleman, DIY (127 students) and Lebong, Bengkulu (427 students), with contamination from *E. coli*, *Clostridium* sp., and *Staphylococcus*, linked to poor supervision in preparation and distribution, food storage for more than four hours, contaminated water quality, and a lack of understanding of Clean and Healthy Living Behavior (PHBS) among food handlers (UGM,

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2025). The latest incident in early October 2025 in Banjar Regency, South Kalimantan, involved 75 people who were poisoned by MBG menu items such as yellow rice and shredded chicken, demonstrating that Standard Operating Procedure (SOP) supervision is still repetitive despite previous cases being publicized, with symptoms of nausea, vomiting, and diarrhea forcing some victims to be referred to hospitals (Detik, 2025). The pattern found in the latest news, which collectively involves over 1,900 victims, primarily students, is closely correlated with cases in Sukabumi, Gowa, and Depok, where hundreds of students also experienced similar poisoning due to oversight gaps. This strengthens the argument that systemic failures in the procurement, distribution, and presentation of raw materials, as identified by Andin et al. (2024) and Karomah et al. (2024), not only increase health risks but also reveal weak integration between the government and local institutions, as well as the need for in-depth governance reforms to prevent further escalation and ensure humanitarian accountability toward children as program beneficiaries.

2. Analysis of Human Rights as State Responsibility and the Political Dimension of Food Policy Within the framework of the Free Nutritious Food program (MBG)

The food poisoning case highlights the government's irresponsibility in ensuring food quality and safety for children. From a normative perspective, the right to safe food is part of the right to adequate food, as guaranteed in Article 11 of the International Covenant on Economic, Social and Cultural Rights (ICESCR), and recognized in Articles 28C and 28H of the 1945 Constitution. Based on research (Riyanto and Sinaga, 2025), the incidence of poisoning in the MBG program indicates that the government has not yet succeeded in providing food safety protection for children, who are the most vulnerable group. Similar findings were reported by (Amin et al., 2021), who stated that the implementation of food policies in Indonesia still faces governance issues, particularly in terms of quality control and supervision at the executive level. Therefore, the government's failure to prevent the circulation of hazardous food in educational settings reflects a structural failure in food policy, while also demonstrating an inconsistency between the basic principles of Pancasila and the implementation of public policy on the ground.

From the perspective of the theory of distributive justice developed by John Rawls, the government has an obligation to prioritize the protection of the most vulnerable groups, such as schoolchildren. According to (Riyanto and Sinaga, 2025), children have the right to safe food through every government program, so any form of neglect can be considered a violation of the principles of justice and special protection. This opinion aligns with research findings (Sakharina et al., 2021), which state that the right to food is a non-negotiable component of human rights and must be guaranteed through strict regulations and state oversight. If children experience negative health impacts from government food programs, this situation indicates a failure to uphold the principles of non-discrimination, special protection, and distributive justice, all of which are fundamental state responsibilities in the context of human rights.

In the context of human rights, the government has three main responsibilities: to respect, protect, and fulfill citizens' right to food. (Sakharina et al., 2021) state that access to safe food is a crucial aspect of fulfilling people's economic and social rights, so weaknesses in regulation reflect weaknesses in the state's role as a protector. Food crises and a weak national distribution system can worsen vulnerability if the government does not strengthen food quality control and assurance mechanisms. This human rights framework aligns with the second principle of Pancasila, which is "Just and Civilized Humanity," which not only obligates the state to distribute food but also ensures that the food is safe, fit for consumption, and dignified. Therefore, the food poisoning incidents in the Free Nutritious Food (MBG) program are evidence that the state has failed to comprehensively fulfill these three human

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rights responsibilities. The process of handling and resolving food poisoning incidents in the Free Nutritious Food (MBG) program is an important benchmark for government accountability. (Yusran Baginda Luhulima, Yvonne and Franco, 2023) state that fulfilling the right to food not only involves providing food, but also ensuring that the state can provide legal protection, compensation for victims, and guaranties that similar incidents will not recur. In the context of the MBG case, the government should provide appropriate compensation, conduct an accountable investigation, and punish those responsible. The effectiveness of fulfilling the right to food is highly dependent on good budget management and transparency in public policy, making improvements in the management of food program funds a crucial element in avoiding similar incidents. Additionally, community involvement is also important in food safety monitoring as a step to increase transparency and accountability. Steps such as school food certification, community education, and informative food labels are concrete actions that can strengthen human dignity thru national food policy reform.

3. Policy Reconstruction: Solutions for Public Governance and Accountability

To address the above issues, a holistic and science-based approach is needed. An important step is to strengthen food governance thru the strict implementation of technical certifications. This certification system can be implemented thru the School-Based Food Safety Certification (SB-FSC) Model, which involves various stakeholders such as pharmacists, nutritionists, and microbiologists to ensure compliance with food safety standards at every stage, from procurement to serving (Haque et al., 2023). This certification covers raw material supplier certification based on Good Manufacturing Practice (GMP) standards, food processing and distribution certification in schools or local providers using the Good Hygiene Practices (GHP) system, and safe distribution certification with digital tracking based on food traceability (Łękawska-Andrinopoulou et al., 2024).

Re-engineering policies within the Nutritious Food Program (NFP) requires clarity in management flow, integration of quality standards, and a measurable public accountability framework. Conceptually, the optimal NFP flow should be built as a comprehensive system that operates linearly yet flexibly, encompassing national-level planning phases, practical implementation at the regional level, selection of certified food suppliers, procurement and processing procedures that meet food safety standards, scheduled and recorded distribution, hygienic serving mechanisms in educational institutions, and a data-driven monitoring and evaluation system (Safari et al., 2016). The entire supply chain must be supported by certification and monitoring mechanisms that ensure every provider, whether a central kitchen, local caterer, or school kitchen, adheres to the principles of Good Manufacturing Practices (GMP) and Good Hygiene Practices (GHP) to prevent contamination and maintain consistent food quality (Martínez-Tomé et al., 2000).

Clear division of labor is also a key component in the accountable management of the Nutritious Food Program (NFP). The central government has primary authority over regulation, standard setting, and supervision at the national level, while local governments are responsible for practical implementation, distribution coordination, and compliance monitoring in their respective regions. In educational institutions, the activities of receiving, presenting, and recording consumption are carried out by the school principal and trained staff, while school health officers collaborate with community health centers to monitor students' nutritional status and health responses (Karomah et al., 2024). Additionally, in terms of food provision and distribution, the Nutritious Food Program (MBG) must implement an operational approach tailored to the local context. Large-scale central kitchens are suitable for urban areas with high demand, while school or community kitchens are more appropriate for rural areas to support local capacity building (Van et al., 2021). Certified local catering

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providers can be a mixed option for semi-urban areas that require flexibility without sacrificing quality standards. Food deliveries must use a fully documented distribution system, recording temperature, delivery time, and proof of receipt, to ensure food safety throughout the process. In remote areas, a combined approach integrating local fresh ingredients with ready-to-eat processed foods can strengthen program resilience against distribution barriers (Duan et al., 2024).

Capacity and support analysis should be an essential component of policy updates. Kitchen capacity, storage space, personnel numbers, and logistics capacity need to be balanced with the daily portion volume that must be produced. Small-scale school kitchens can operate with a capacity of 50–200 servings per session, while central kitchens can handle thousands of servings with higher efficiency (Van et al., 2022). The availability of facilities such as cold storage, clean processing areas, and distribution vehicles that meet standards has a significant impact on the quality of food received by students. Therefore, physical and operational capacity is an absolute requirement for the sustainable implementation of nutrition and food safety standards (Sinaga & Syarief, 2025).

Additionally, the perspective of pharmaceutical science is very important and can help solve this problem. Pharmaceutical science plays a significant role in ensuring the safety of children's food thru contaminant analysis, toxicology, and the development of rapid detection methods for harmful substances (Safari et al., 2016). This approach is also in line with the principles of pharmacovigilance, which emphasizes the monitoring of drug side effects. In this context, this approach can be adapted to monitor the side effects of chemicals or contaminants in food on children's health (Yunita et al., 2024). Research on Pharmacy Practice and Policy can also make a significant contribution to food safety and quality. Theoretically, integrating pharmaceutical science into the MBG program can help ensure that every food component meets strict safety and quality standards and identify potential risks early on.

Compared to other countries that have successfully implemented similar programs, such as Japan with its School Lunch Program known for its effectiveness in monitoring food quality, Indonesia is still lagging behind. Japan employs a comprehensive approach that includes strict nutritional standards and multi-layered hygiene monitoring thru the national Hazard Analysis and Critical Control Point (HACCP) system (Toro et al., 2023). In Finland, the Integrated School Approach demonstrates the assurance of food and nutrition quality integrated thru inter-agency and community involvement (Sekiyama et al., 2018). This comparison highlights that success does not solely depend on the size of the budget, but is the result of multi-sectoral policy synergy, high public awareness, and sustained commitment to children's health and nutrition. Therefore, cross-sectoral collaboration between government, academia, and communities, as well as emergency nutrition education, is crucial in developing a holistic and sustainable response, especially considering the vulnerability of infants and children to malnutrition in emergency situations (Adeoya et al., 2022). This integrated approach can be strengthened by raising public awareness about the importance of balanced nutrition and healthy food choices, as well as by strengthening the infrastructure for better food distribution (SUHAILA et al., 2024). In the long run, investing in food security programs will contribute to improved nutritional status and disease prevention, which in turn will boost community productivity and overall economic resilience (SUHAILA et al., 2024). As emphasized by figures like Amartya Sen, food security is not just about availability, but also about individual access and ability to effectively obtain and utilize food (Burchi & Muro, 2012). Therefore, a comprehensive approach to child food governance must involve not only the technical aspects of safety and quality, but also the dimensions of social justice and community empowerment to achieve sustainable food sovereignty.

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CONCLUSION

The Free Nutritious Food Program (MBG) is an important effort to address malnutrition in children, but its implementation still faces significant obstacles related to management and accountability in ensuring food quality. Various mass poisoning incidents in several regions highlight weaknesses in quality control and food safety monitoring mechanisms, endangering students' health. The findings indicate that poor food quality standards and ineffective oversight by relevant authorities are the main causes of these incidents. Contamination by microbes such as *Escherichia coli*, *Bacillus cereus*, and *Salmonella* indicates a major failure in food hygiene practices and preparation processes. Inconsistent implementation of Good Manufacturing Practices (GMP), Good Hygiene Practices, and Hazard Analysis and Critical Control Points (HACCP) also exacerbates food safety risks in large-scale food distribution programs. This fact highlights the program's effectiveness and reveals inconsistencies in achieving the main goal, which is to improve children's nutritional status. The Free Nutritious Food Program (MBG) is an important effort to address malnutrition in children, but its implementation still faces significant obstacles related to management and accountability in ensuring food quality. Various mass poisoning incidents in several regions highlight weaknesses in quality control and food safety monitoring mechanisms, endangering students' health. The findings indicate that poor food quality standards and ineffective oversight by relevant authorities are the main causes of these incidents. Contamination by microbes such as *Escherichia coli*, *Bacillus cereus*, and *Salmonella* indicates a major failure in food hygiene practices and preparation processes. Inconsistent implementation of Good Manufacturing Practices (GMP), Good Hygiene Practices, and Hazard Analysis and Critical Control Points (HACCP) also exacerbates food safety risks in large-scale food distribution programs. This fact highlights the program's effectiveness and reveals inconsistencies in achieving the main goal, which is to improve children's nutritional status.

From an ethical standpoint, this failure violates the second principle of Pancasila, which is "Civilized and Just Humanity." Pancasila not only emphasizes respect for human dignity but also obligates the state to be responsive to the basic needs of its citizens, including the right to safe and nutritious food. Criticism within these findings highlights that the program has not fully integrated comprehensive food security principles, where food availability alone is insufficient without accessibility, stability, and optimal utilization. Therefore, a reinterpretation of human values is needed, which serves not only as a moral compass but also as the foundation for public policy.

This study proposes several steps to improve food management and accountability in the MBG program. First, it is necessary to involve nutritionists and closely monitor every stage of menu planning and program implementation to ensure compliance with national nutrition guidelines, as well as provide comprehensive education to students and parents to increase participation and consumption adherence. Second, food safety standardization and certification must be strictly and comprehensively implemented, including regular audits of raw material suppliers and distribution systems, as well as laboratory testing to proactively detect contaminants. Third, strengthening a strict legal framework and clear regulations, as well as enforcing sanctions against violators, must be a priority to ensure the accountability of all parties in the food supply chain.

The failure of the MBG program can no longer be considered a partial problem, but rather a systemic failure that requires fundamental changes in the overall management and supervision of food. This failure reflects a broader humanitarian crisis, demanding a holistic approach to ensure access to safe and nutritious food for every child in Indonesia. In the humanitarian context, safe, sufficient, and nutritious food is a basic right that must be fulfilled by the state, in accordance with the principle of social justice in Pancasila. Therefore, through

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integrity-based policies such as capacity building in emergency nutrition management, early warning system development, and adaptive planning, these solutions are essential and a concrete reflection of ensuring the sustainability and effectiveness of child nutrition programs.

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