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THE SEMARANG GUIDELINES

FOR STRENGTHENING LOCAL GOVERNMENT'S CONTRIBUTION TO THE IMPLEMENTATION OF THE MAKAN BERGIZI GRATIS PROGRAMME



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THE SEMARANG CONSENSUS 2026

The signatory cities of the Milan Urban Food Policy Pact (MUFPP), gathered on 29 April 2026 during the National Dialogue on Good Practices for Free Nutritious Meals, initiated by the Mayor of Semarang, hereby affirm their shared understanding that the Free Nutritious Meals Programme constitutes a strategic and beneficial initiative for society.

In this regard, the signatory cities agree to strengthen synergy and collaboration among local governments in the following areas:

- Maintain food production, availability, price stability, and the continuity of food commodity supply chains;
- Facilitating the issuance of Hygiene and Sanitation Eligibility Certificates (SLHS), ensuring food safety standards, and monitoring nutritional status in order to guarantee the provision of safe and nutritious food;
- Reducing and managing food waste, solid waste, domestic wastewater, packaging waste, as well as promoting effective recycling systems for both organic and inorganic waste;
- Strengthening cooperation with relevant stakeholders to serve as supporting subsystems for the Nutrition Fulfilment Service Units (Satuan Pelayanan Pemenuhan Gizi – SPPG), capable of meeting local food requirements sustainably.

Furthermore, the signatory cities encourage the Coordinating Ministry for Food Affairs and the National Nutrition Agency to establish effective coordination and communication with local governments, relevant institutions, and micro- and small-scale enterprises to ensure that the Free Nutritious Meals Programme delivers meaningful benefits in improving the quality of human capital, strengthening public health outcomes, generating broad-based economic impacts, and fostering greater social cohesion within communities.

In order to further enhance the quality and effectiveness of the implementation of the Free Nutritious Meals Programme, the signatory cities of the Milan Urban Food Policy Pact also agree to develop implementation guidelines aimed at strengthening the contribution and role of local governments in supporting the successful implementation of the Programme.

Executive Summary

The Semarang Guidelines for Strengthening Local Government's Contribution to the Implementation of the Makan Bergizi Gratis (MBG) Programme

The Makan Bergizi Gratis (MBG) Programme is a strategic national initiative of the Government of Indonesia aimed at improving nutritional status, strengthening human capital, and supporting inclusive socio-economic development through the provision of free nutritious meals. Implemented nationwide since 2025 under the leadership of President Prabowo Subianto, the programme is in line with Indonesia's commitment to the School Meals Coalition to ensure access to healthy school meals for every child by 2030.

To strengthen the role of local governments in the implementation of MBG, the National Dialogue on Good Practices on Free Nutritious Meals was convened in Semarang on 28–30 April 2026, involving approximately 250 participants from 19 Indonesian cities, national ministries, universities, international organizations, and technical experts. The dialogue resulted in the adoption of the Semarang Consensus and the development of the Semarang Guidelines as a practical reference for strengthening local government contributions to the programme.

The Guidelines are informed by surveys conducted by Universitas Wahid Hasyim (UNWAHAS) and Universitas Katolik Parahyangan (UNPAR), covering local governments and 90 Satuan Pelayanan Pemenuhan Gizi (SPPG) units across Indonesia. The findings identified key challenges related to food supply stability, food safety, nutritional monitoring, waste management, inter-agency coordination, logistics infrastructure, data integration, and implementation consistency.

The Semarang Guidelines emphasize that local governments are central to ensuring the sustainability, accountability, and effectiveness of the MBG Programme through five strategic areas:

Food Supply, Accessibility, and Price Stability

Strengthening local food systems by prioritizing local farmers, MSMEs, cooperatives, urban farming, and resilient supply chains to ensure stable, affordable, and nutritious food availability.

Food Safety, Hygiene, and Nutrition Monitoring

Strengthening hygiene certification, laboratory testing, food safety supervision, nutrition monitoring, and technical training for food handlers and SPPG personnel to maintain national standards.

Integrated Governance and Coordination

Establishing local MBG task forces, improving inter-agency coordination, strengthening monitoring and evaluation systems, and integrating local and national digital reporting platforms.



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Waste Management and Environmental Sustainability

Promoting waste segregation, composting, recycling partnerships, circular economy practices, food waste reduction, and environmentally sustainable school meal systems.

Capacity Building, Innovation, and Community Participation

Enhancing technical capacity, encouraging innovation and digitalization, strengthening collaboration with universities and the private sector, and promoting healthy eating behaviour through schools and communities.

The Guidelines call for stronger alignment between national and local governments, sustainable financing, standardized operational procedures, investment in logistics and cold-chain infrastructure, and evidence-based policy implementation supported by integrated data systems.

Ultimately, the Semarang Guidelines position the MBG Programme not only as a nutrition intervention, but as a transformative instrument for public health improvement, food system resilience, local economic empowerment, environmental sustainability, and long-term human capital development in Indonesia.



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The Semarang Guidelines for strengthening local government's contribution to the implementation of the *Makan Bergizi Gratis* Programme

1. Introduction: Policy Context and Issue Identification

The fulfilment of balanced nutritional needs is a fundamental factor in developing a healthy, thriving and prosperous society. However, various challenges related to adequate nutrition still persist, particularly among school-aged children and vulnerable communities. Limited economic resources, lack of nutritional awareness, and unequal access to healthy food are among the primary factors contributing to this issue.

Malnutrition not only affects physical health but also significantly impacts cognitive development, learning concentration, and long-term productivity. Therefore, comprehensive and sustainable efforts are required to address these challenges. To face them, school meals programmes have emerged as a key entry point to address the “triple burden of malnutrition”—undernutrition, micronutrient deficiencies, and overweight—while promoting healthier diets and more sustainable food systems for future generations.

The Makan Bergizi Gratis (MBG - Free Nutritious Meals) Programme has been introduced in Indonesia as a strategic initiative aimed at improving nutritional intake by providing healthy, balanced meals at no cost. Through collaboration among stakeholders, this program seeks to build a healthier and more capable generation, and to reach this goal school meals have become central to the country's political agenda.

The MBG has been initiated since 2024 by President Prabowo Subianto and has been implemented extensively across all regions of Indonesia starting in 2025. The success of this program is inseparable from the involvement of multiple stakeholders, especially local governments. Based on Regulation of the President of the Republic of Indonesia Number 115 of 2025 on the Management of the Free Nutritious Meals Programme Article 31, Article 43, and Article 43, local governments are pivotal in implementing and supporting the sustainability of the program.

It is noteworthy that in January 2025 Indonesia has joined the School Meals Coalition, a government-led global initiative aiming to ensure that every child has access to a healthy, nutritious meal at school by 2030. In light of these ambitious goals, the role of local governments is crucial to ensure successful implementation.

The Free Nutritious Meal Programme is not only a nutritional intervention but is a national strategic program and a local economic instrument, closely linked to food safety governance, institutional strengthening at the local level, local economic empowerment, with an estimated budget circulation of Rp 1.2 trillion per day, and cross-sectoral synergy.

2. National Dialogue on good practices on Free Nutritious Meals

From 28 to 30 April 2026, the National Dialogue on good practices on Free Nutritious Meals (Dialog Nasional Praktik Baik Makan Bergizi Gratis) in Indonesia took place in Semarang, hosted by the Mayor of Semarang Agustina Wilujeng Pramestuti, Champion Mayor of the Cities Feeding the Future Initiative within the School Meals Coalition. The event is part of the project “Boosting School Meals in ASEAN Cities: from knowledge to action” led by the Milan Urban Food Policy Pact (MUFPP) and ASEAN, and funded by the Italian Ministry of Foreign Affairs and International Cooperation.

The National Dialogue was convened to strengthen collaboration across different levels of government to improve school meals programmes. This exchange was supported by the scientific contributions of the Universitas Wahid Hasyim (UNWAHAS) and the Universitas Katolik Parahyangan (UNPAR), which gathered inputs through surveys from cities, national government representatives and SPPGs (Nutritional Service Units). The results of these, reflecting key inputs from different levels of government, provided the basis for identifying the most pressing topics to address during the event.

To discuss these priorities, around 250 participants gathered in Semarang, including Mayors and/or representatives from 19 cities, namely: Bandung, Balikpapan, Bogor, Bontang, Boyolali, Denpasar, Gorontalo, Makassar, Pekalongan, Pekanbaru, Tarakan, Tegal, Tual, Samarinda, Salatiga, Semarang, Surabaya, Surakarta, Yogyakarta, as well as representatives from the Indonesian Ministry of Home Affairs, the Ministry of Foreign Affairs, the Ministry of Environment, the Ministry of Agriculture, the National Food Agency, the National Nutrition Agency (BGN), the National Planning Agency and the Coordinating Ministry of Food Affairs, together with key international experts and representatives of the MUFPP, the School Meals Coalition Secretariat and its newest Initiative, the School Meals Accelerator.

The priorities emerged from the surveys were discussed during the interactive breakout sessions, engaging over 150 participants from different cities and ministries to exchange perspectives and develop collaborative solutions, in facilitated small group discussions, each focusing on one of the three key topics emerged from the surveys.

The key outputs of each group of the breakout sessions were reported by the moderators in the Plenary. Building from these, the **Semarang Consensus (Konsensus Kota Semarang)** was drafted and adopted by consensus, affirming that the Makan Bergizi Gratis Programme can be further strengthened through an enhanced role of local governments. Their contribution includes ensuring food availability and price stability, guaranteeing food safety and nutrition standards, preventing and managing food and packaging waste, and supporting the development of new local food service units (SPPGs) in partnership with relevant stakeholders. The cities also called for stronger coordination and communication with the National Nutrition Agency to maximise the programme’s impact on public health, human capital development, economic growth, and social cohesion.

To support effective implementation, the MUFPP Indonesian cities network agreed to develop the present document, the **“Semarang Guidelines”, with recommendations to strengthen cities’ role in the implementation of the Free Nutritious Meals programme.**

3. Stakeholders’ Perspectives of Free Nutritious Meals Program

The findings analyzed here are drawn from the results of surveys conducted by Universitas Wahid Hasyim (UNWAHAS) and Universitas Katolik Parahyangan (UNPAR).

Universitas Wahid Hasyim (UNWAHAS) conducted a descriptive qualitative study using a structured questionnaire, guided by Presidential Regulation No. 115/2025, to examine the role of local governments in implementing the Free Nutritious Meal Program (MBG). The research targeted MUFPP signatory cities, ensuring perspectives rooted in international food policy dialogues. Responses were received from Bontang, Banyuwangi, Surakarta, Manado, Denpasar, Bogor, Makassar, Tual, Pekanbaru, Yogyakarta, Bandung, Tarakan, Gorontalo, Semarang, Sukabumi, and Pekalongan. The questionnaire explored governance, inter-agency coordination, nutrition monitoring, food safety, hygiene certification, supply chain stability, waste management, socio-economic impacts, and best practices. Data were collected electronically and analyzed through thematic content analysis, revealing key patterns, innovations, and regional variations. These findings provide valuable insights to strengthen national dialogue and refine MBG policy implementation.

Universitas Katolik Parahyangan (UNPAR) presents the highlight results of a survey conducted on 90 *Satuan Pelayanan Pemenuhan Gizi* (SPPG - Nutrition Fulfillment Service Units) units across 10 Indonesian cities that are signatories of the Milan Urban Food Policy Pact (MUFPP). The survey assessed seven key dimensions of SPPG implementation, namely nutritional quality and menu planning, food safety and hygiene, raw material quality and storage, production and distribution processes, food waste management, beneficiary satisfaction, and innovation and creativity.

4. Highlights from Local Government surveys

Production & Distribution Process

Local governments serve as the backbone of the Free Nutritious Meal Program (MBG), ensuring that production, availability, and price stability of food supplies are sustained to meet national objectives. Their role begins with strengthening local production systems by collaborating with farmers, MSMEs, and cooperatives to secure a steady flow of fresh, diverse, and affordable food. By prioritizing local agricultural products, governments reduce dependency on external supply chains, shorten distribution times, and maintain freshness, while simultaneously stimulating rural economies. There are however some logistical barriers such as inadequate cold storage, poor transport infrastructure or climate disruptions which hinder the program effectiveness. Price volatility and market speculation further threaten affordability and stability, together with limited local production capacity

and dependence on external regions, showing the need for stronger local production, infrastructure and governance integration. By combining economic empowerment, food safety assurance, and coordinated distribution, local governments can transform MBG from a feeding initiative into a sustainable socio-economic catalyst that strengthens food security, supports education, and uplifts community welfare.

Food Safety & Hygiene

Local governments hold a pivotal role in ensuring the credibility and effectiveness of the MBG through their responsibilities in hygiene certification, food safety assurance and nutrition monitoring. With this, they guarantee that kitchens, food preparation facilities, and food handlers comply with established health standards, thereby protecting beneficiaries from contamination risks. Beyond certification and safety, local governments strengthen the program's impact by providing training for food handlers and by monitoring nutritional status through regular assessments to adjust interventions. However, food safety assurance is hindered by multiple systemic and operational barriers. Key issues include limited human resources and funding, absence of integrated monitoring systems, reliance on external food sources, and technical delays in testing and supervision. In some context, infrastructure for fresh food safety is inadequate, while long distribution times compromise quality. In many cases low awareness among food handlers, uncontrolled consumption environments and incomplete data weaken reliability.

Coordination on Nutrition Monitoring and Healthy Eating Behavior Education

The MBG program faces persistent coordination challenges across central and local levels. The fragmented oversight results in weak monitoring and evaluation and weak inter-agency communication. In addition, funding shortfalls, especially in island regions, combined with outdated data systems and misaligned national-local coordination, undermining targeting accuracy. These challenges underscore the urgent need for stronger institutional support, modernized data systems and improved technical capacity to ensure nutrition data can effectively guide policy and program development. In relation to healthy eating education, in the MBG program is delivered through school and community initiatives that are further arried on with specific activities different from city to city. These efforts aim to instill lasting healthy habits, yet face obstacles including low parental involvement, diverse cultural food preferences, limited budgets, misaligned school schedules, reliance on single commodities, and food waste from MBG meals—all of which reduce effectiveness and continuity. Local governments coordinate with schools, food providers, and community stakeholders to reduce surplus meals, encourage portion control, and promote redistribution mechanisms.

Food Waste Management

Equally important is their role in recycling management of organic and inorganic waste, which involves establishing systems for segregation, collection, and processing. Organic waste is often directed toward composting or biogas initiatives, while inorganic waste is managed through recycling partnerships with local cooperatives and waste banks, thereby creating circular economic opportunities. Indeed, organic waste management faces diverse

regional challenges. High daily volumes can overwhelm facilities, and logistical delays and technical issues might lead to affecting maggot feed and composting. Non-organic waste management is weakened by contamination of recyclables, difficulties with multilayer packaging, and limited infrastructure for collection and processing. Storage constraints at schools, high daily waste volumes, and reliance on landfills add further pressure. Coordination gaps among schools, government, and recycling partners, combined with low awareness and inconsistent segregation practices, reduce efficiency and undermine sustainability.

5. Highlights of the SPPG Survey

Introduction

The Nutritious Meal Program (MBG) in Indonesia represents a strategic national initiative to improve population nutrition and strengthen human capital development by addressing major challenges such as stunting, anaemia, and inadequate dietary intake. This study presents the highlight results of a survey conducted on 90 Satuan Pelayanan Pemenuhan Gizi (SPPG) units across the 10 Indonesian cities that are signatories of the Milan Urban Food Policy Pact (MUFPP). The survey assessed seven key dimensions of SPPG implementation, namely nutritional quality and menu planning, food safety and hygiene, raw material quality and storage, production and distribution processes, food waste management, beneficiary satisfaction, and innovation and creativity. **Survey method:** The assessment was conducted using a combination of structured surveys, self-assessment instruments, interviews, field observations, and documentation reviews to evaluate operational performance and compliance with national standards across participating SPPGs.

General Conclusion

The Nutritious Meal Program (MBG) in Indonesia has become an important strategic policy instrument aimed at improving the nutritional quality of the population. The program represents the government's response to major national nutrition challenges such as stunting, anaemia, and poor dietary intake, all of which can negatively affect long-term cognitive development, productivity, and overall human capital. Therefore, MBG plays a significant role not only in addressing health issues, but also in supporting national social and economic development. There are critical issues that should be improved :

Nutritional Quality & Menu

Overall, the nutritional quality and menu planning of SPPG units show relatively positive results. Most units have involved certified nutritionists, implemented menu validation processes, achieved a high percentage of Recommended Dietary Allowance (RDA/AKG) targets, and consistently applied menu rotation systems. These findings indicate strong efforts to maintain balanced nutrition and menu variety. However, several units still face limitations in meeting certification standards, nutritional adequacy, and consistent menu planning. Thus, stronger standardization, nutritionist capacity building, and continuous monitoring are required to ensure equal nutritional quality across all regions.

Food Safety & Hygiene

Food safety and hygiene performance among SPPG units is generally good. Many units have maintained kitchen cleanliness, implemented separation between processing areas, ensured the use of personal protective equipment (PPE), tested water quality, and introduced pest control systems. These conditions demonstrate a strong commitment to food safety standards. Nevertheless, some units still experience weaknesses such as inadequate sanitation, inconsistent water testing, and incomplete hygiene compliance. Continuous supervision, stricter hygiene standards, and regular training for staff are needed to guarantee safe food services nationwide.

Quality & Storage of Raw Materials

The management of raw material quality and storage has shown encouraging progress. Most units use fresh and safe ingredients, free from hazardous substances, and work with suppliers that have clear legal status. Storage systems commonly apply FIFO principles, temperature control, hygienic storage rooms, and traceability records. These practices support food availability, quality consistency, and nutritional preservation. However, some units still need improvements in supplier certification, storage discipline, traceability systems, and raw material quality control. Better supply chain management and standardized storage procedures are therefore essential.

Production & Distribution Process

The production and distribution process has generally functioned effectively in many SPPG units. Food is commonly distributed within an acceptable time frame, temperature standards are maintained, clean vehicles are used, and distribution activities are recorded through logbooks. In addition, many food handlers have participated in safety training. These factors help ensure timely access for beneficiaries while preserving food quality. However, several units still face delays, inconsistent temperature control, poor vehicle conditions, weak documentation, and outdated staff training. Strengthening logistics systems and operational discipline remains necessary.

Food Waste Management

Food waste management in many SPPG units has begun to adopt sustainability principles. Most units have introduced waste sorting systems and collaborated with external partners for waste treatment or recycling. This creates opportunities to reduce waste volumes and optimize leftover resources. However, the level of consistency varies significantly, and some units still lack formal SOPs, staff education, and documented partnerships. A more structured and sustainable waste management framework is needed to support environmentally friendly implementation of the MBG program.

Beneficiary Satisfaction

The level of beneficiary satisfaction is relatively positive, particularly regarding routine satisfaction surveys and complaint management systems. Many units already conduct regular feedback surveys and have mechanisms to record and respond to complaints.



This reflects the development of a feedback-oriented service improvement culture. However, some units still lack adequate survey coverage, frequency, and representative sampling. Complaint data are also not always used systematically for evaluation. Therefore, stronger and more integrated feedback systems are needed to improve responsiveness and service quality.

Innovation & Creativity

Innovation and creativity among SPPG units have shown promising progress. Many units have improved food presentation, adopted technology in food preparation, and involved local MSMEs in ingredient supply. These practices demonstrate the program’s adaptive capacity to improve service quality while creating local economic benefits. However, the use of innovation is still uneven, particularly in technology integration, waste processing tools, and consistent presentation standards. More structured innovation policies and stronger partnerships with local businesses are needed to maximize long-term program effectiveness.



Summary of Recommendations

The following recommendations have been developed on the input gathered from surveys of local authorities and the national government conducted by Universitas Wahid Hasyim (UNWAHAS) and of the SPPG by Universitas Katolik Parahyangan (UNPAR), together with the outcomes of the three breakout sessions (which were subdivided into smaller working groups) held during the National Dialogue in Semarang. The participants have been splitted according to the three key priorities emerged from the surveys of the Universities:

1. The role of local governments in maintaining production, availability, and price stability, as well as supply, to support the MBG Program.
2. The role of local governments in issuing Hygiene and sanitation adequacy certificate, ensuring food safety, and monitoring nutritional status in the MBG program.
3. Prevention and management of food waste, packaging waste, recycling management of organic and inorganic waste, as well as education and promotion within the MBG program.

1. National Government Recommendations

Challenges	Key Recommendations
Coordination gaps in implementing national instructions and weak alignment with local stakeholders	The national government should establish a clearer and more standardized coordination framework to ensure alignment between national policies and local implementation. This includes strengthening institutional coordination mechanisms, clarifying the roles of ministries and local governments, and ensuring consistent policy translation into operational practices at the regional level.
Lack of systematic monitoring and evaluation systems	The government needs to develop an integrated national monitoring and evaluation system supported by real-time digital dashboards. Standardized monitoring protocols should be applied across all regions to improve accountability, early problem detection, and evidence-based decision making.



Challenges	Key Recommendations
Competency gaps in technical implementation	Continuous national-level capacity building programs should be provided for all implementers, including technical training, mentoring, certification, and inter-agency workshops. Training should focus on food safety, nutrition monitoring, SOP implementation, and operational management.
Outdated and unsynchronized data systems	National authorities should modernize and integrate BGN, SPPT, and local government data systems to improve targeting accuracy and reporting synchronization. Investment in digital infrastructure and real-time reporting platforms is necessary to support reliable data management, especially in remote/islands regions.
Limited funding for monitoring, inspections, and implementation support	The national government should allocate dedicated and sustainable funding for program monitoring, laboratory testing, food safety inspections, and technical assistance, especially for remote, island, and resource-limited regions where operational costs are higher.
Variations in implementation quality across SPPG	National operational standards should be strengthened through measurable indicators, routine audits, and performance-based evaluation systems. This approach will help reduce disparities in implementation quality across SPPGs while maintaining flexibility for local adaptation.
Limited infrastructure such as cold storage, transport, and laboratory facilities	The government should increase investment in food logistics systems, including cold storage facilities, transportation infrastructure, sanitation facilities, and laboratory testing capacity to ensure food quality and reduce post-harvest losses.
Weak food safety awareness and SOP compliance	National campaigns and technical guidelines should be intensified to improve awareness of food hygiene, sanitation, and SOP compliance among food handlers, schools, suppliers, and communities. Stronger supervision and enforcement mechanisms are also required. Enforce sanctions on non-compliant SPPG.





Challenges	Key Recommendations
Human resource shortages, especially sanitarians and inspectors	The government should expand recruitment, certification, and competency development programs for sanitarians, inspectors, nutrition officers, and quality control personnel to strengthen food safety and monitoring systems.
Weak national waste management integration in MBG implementation	A comprehensive national waste management framework should be developed to integrate waste segregation, recycling, composting, circular economy practices, and sustainability targets into MBG implementation across regions.
Dependence on external food supply regions and unstable supply chains	The national government should strengthen inter-regional food security cooperation, supply chain resilience, and strategic food reserve systems to reduce dependence on external regions and ensure stable food availability.
Price volatility and market speculation affecting affordability	Preventive market interventions, food reserve mechanisms, and stronger TPID coordination should be institutionalized to stabilize prices, reduce speculation, and maintain affordability for beneficiaries and suppliers.
Limited adoption of digital innovation and monitoring technology	The government should accelerate the development of integrated digital platforms, food mapping systems, adaptive agricultural technologies, and performance dashboards to improve efficiency, transparency, and responsiveness.
Weak enforcement mechanisms and lack of sanctions for non-compliance	Clear regulations, sanctions, audit mechanisms, and structured reporting systems should be developed and enforced consistently to ensure accountability and compliance among all implementing actors.



2. Local Government Recommendations

Challenges	Key Recommendations
Weak leadership structures and fragmented coordination among agencies	Local governments should establish formal MBG coordination task forces through mayoral or regional decrees and designate a clear leading sector to strengthen coordination, accountability, and implementation effectiveness. Establish Satgas MBG/coordination teams and assign clear leading sectors.
Absence of joint supervision planning and weak inter-agency communication	Regional agencies should conduct regular coordination meetings, joint supervision activities, and integrated planning sessions to improve communication and reduce fragmented oversight among stakeholders.
Scheduling conflicts and operational mismatches	Local governments should develop shared operational calendars and coordination mechanisms among schools, health offices, and implementing agencies to improve implementation efficiency and avoid scheduling overlaps.
Inconsistent food safety and sanitation practices	Conduct routine inspections, laboratory testing, hygiene certification, and food handler training.
Incomplete local nutrition and beneficiary data	Local authorities should strengthen data validation, synchronization, and regular updating of beneficiary databases while integrating local systems with national reporting platforms for more accurate targeting.
Limited use of existing monitoring structures such as UKS and Posyandu	Existing community and school-based structures such as UKS and Posyandu should be optimized as regular monitoring points for nutritional status data collection and health promotion activities.
Low community participation	Continuous community outreach and socialization programs should be conducted to involve schools, parents, caregivers, food banks, and community organizations in supporting nutrition monitoring, healthy eating, and MBG implementation. Promote best practices via handbooks/flyers for students and SPPG.



Challenges	Key Recommendations
Weak food safety supervision in schools and SPPG	Local governments should institutionalize routine inspections, laboratory testing, food safety training, and hygiene certification processes for schools, kitchens, and SPPG facilities.
Waste segregation and recycling challenges	Implement source segregation, composting, maggot BSF cultivation, and partnerships with recyclers.
Inefficient food distribution and accessibility	Promote urban farming, shorten supply chains, and prioritize local suppliers and MSMEs.
Inadequate kitchen and storage facilities	Upgrade kitchens, ventilation, sanitation systems, transport, and cold storage facilities.
Weak compliance and enforcement	Conduct audits, surprise inspections, and apply sanctions for repeated violations.

3. Monitoring, Evaluation, and Digitalization Recommendations

Challenges	Key Recommendations
Fragmented monitoring systems	Develop unified dashboards and standardized reporting mechanisms. Develop comprehensive technical guidelines for reporting as well as monitoring and evaluation of the nutritional status of MBG beneficiaries. Provide anthropometric equipment and budgetary support for nutritional status monitoring and evaluation activities.
Data inconsistencies and human error	Introduce double-check systems, digital tools, and training on data collection. Conduct On-the-Job Training (OJT) on anthropometric measurement for implementing personnel
Lack of evidence-based decision making	Use monitoring data for feedback, continuous improvement, and policy adjustments.
Limited transparency and efficiency	Implement integrated digital platforms for food safety, nutrition monitoring, logistics, and waste reporting.



4. Food Safety and Hygiene Recommendations

Challenges	Key Recommendations
Weak food safety compliance	Institutionalize inspections, SOP implementation, and rapid testing systems. Strengthen coordination between BGN and related institutions regarding technical standards established by BGN.
Technical barriers in food safety inspections and supervision schedules	Regional agencies should establish integrated food safety teams and synchronize supervision schedules to reduce delays in inspections, laboratory testing, and follow-up actions. Develop menu variations tailored to the nutritional status and conditions of beneficiaries.
Regional agencies should establish integrated food safety teams and synchronize supervision schedules to reduce delays in inspections, laboratory testing, and follow-up actions.	Administrative procedures for hygiene and sanitation certification should be streamlined through digital systems and stronger coordination among related agencies to accelerate service delivery.
Inconsistent compliance and low awareness by food handlers	<p>Strengthen regular training, mentoring, and supervision programs for food handlers and inspection personnel. Conduct continuous food safety and hygiene education for handlers and suppliers.</p> <p>Local authorities should conduct awareness campaigns, technical guidelines sessions, and compliance workshops to improve understanding of hygiene and sanitation standards among operators and suppliers.</p> <p>Strengthen human resources capacity, particularly sanitation personnel and QC staff.</p> <p>Provide budgetary support for procurement of facilities, technical assistance, and training.</p> <p>Partners should provide food safety training for SPPG personnel on testing and inspection of processed and fresh food materials.</p>



Challenges	Key Recommendations
<p>Delays in supervision and laboratory testing</p>	<p>Synchronize inspection schedules and improve laboratory support systems.</p> <p>Partners should provide funding or facilities for testing, including rapid test kits, for both processed and fresh food ingredients.</p> <p>Assign one independent quality control officer outside BGN in each SPPG to supervise food safety throughout the entire supply chain, from upstream to downstream processes (including food waste management).</p>
<p>Inadequate kitchen, storage, and sanitation infrastructure</p>	<p>The National and local government should promote investment for improving kitchen facilities, ventilation systems, sanitation facilities, storage areas, and cold storage infrastructure to support safe food handling practices.</p> <p>Strengthen QC supervision across supply chains and improve storage/processing hygiene.</p> <p>Ensuring PSAT (Fresh Food of Plant Origin) and PSAH (Fresh Food of Animal Origin) certification, providing food safety training for handlers, and conducting nutrition/food safety campaigns to ensure that ingredients and menus in SPPG are safe while reducing waste.</p> <p>Collect student data through questionnaires and conduct periodic menu evaluations.</p> <p>Conduct workshops on food safety, hygiene, and sanitation for school PICs.</p>



5. Waste Management and Sustainability Recommendations

Challenges	Key Recommendations
Weak waste segregation practices and low public discipline	Local governments should intensify waste segregation campaigns, environmental education, and behavioral change programs in schools and communities to encourage sustainable waste management practices. Promote menu diversification, food recovery systems, FIFO/LIFO storage, and waste tracking. Regular surveys on food preferences and train SPPG cadres on waste management and circular economy.
Lack of structured organic and non-organic waste management systems	Structured waste management systems should be implemented through source segregation, composting, maggot BSF cultivation, urban farming, and collaboration with waste banks and recycling partners. Where land permits, biopores and maggot cultivation should be developed, supported by direct or online education on proper practices.
Low awareness and participation	Conduct campaigns on waste sorting, reusable packaging, and zero food waste schools. Promote "Zero Food Waste Schools" with guidelines.
Lack of structured reporting	Integrate waste reporting into regional and national information systems.
Weak cross-sector collaboration in waste and food management	Local governments should act as coordinators that connect environmental agencies, schools, SPPGs, food banks, waste banks, private sectors, and communities to strengthen integrated waste and food management systems. Collaborate with academia on product innovation, food safety, and waste management.
Food distribution inefficiencies and high intermediary costs	Local governments should facilitate direct partnerships between suppliers, farmer groups, MSMEs, and MBG providers to shorten distribution chains and improve affordability.

6. Food Supply, Accessibility, and Stability Recommendations

Challenges	Key Recommendations
Limited local food diversification and overreliance on external supply	Local governments should encourage urban farming, home gardens, local procurement policies, and food diversification initiatives that utilize locally available food resources.
Post-harvest losses and infrastructure gaps	National and Local Government should invest in cold storage, farmer assistance transport systems, warehouses, and adaptive agricultural technologies.
Weak food quality control and hygiene practices	National Nutrition Agency and SPPG should ensure routine implementation of SOPs such as FIFO, rapid testing, labeling verification, expiration checks, and veterinary hygiene standards should be strengthened at all stages of food handling.
Lack of continuous evaluation and accountability systems	Local governments should establish local monitoring dashboards, conduct periodic evaluations and audits, and regularly report implementation progress to support continuous improvement.
Price volatility and affordability issues	<p>Strengthen TPID (Regional Inflation Control Teams) mechanisms, conduct market operations, and regulate supply chains.</p> <p>Reference prices should be set from producers to distributors/SPPG so that all actors (farmers, distributors, SPPG kitchens) obtain fair margins and the supply chain remains sustainable.</p> <p>Regulations should be established regarding local government food reserves (CBP/CPPD) as the basis for stock management and interventions to stabilize prices and supply.</p> <p>Development of food price applications and digital platforms for supplier-MSME networks, as well as integration of food safety inspection data and MBG distribution monitoring.</p>



Challenges	Key Recommendations
<p>Weak engagement between SPPG, communities, academia, and third parties</p>	<p>Prioritize local harvests and seasonal ingredients in MBG/SPPG menus.</p> <p>Local governments should strengthen collaboration with universities, communities, private sectors, and third-party organizations to support innovation, technical assistance, food recovery systems, and sustainable program implementation.</p> <p>Integration of SPPG with Producer Ecosystems.</p> <p>Systematic coordination between SPPG and urban farmers/farmers as routine suppliers should be encouraged, including clear cooperation schemes regarding volume, quality, and supply schedules.</p> <p>Strengthening governance through the establishment of TPID (Regional Inflation Control Teams), integration across local government agencies (OPD), shortening distribution chains, diversifying local production, and implementing price stabilization policies based on monitoring and evaluation.</p>
<p>Limited public awareness of sustainable consumption</p>	<p>Promote healthy eating, local staples, and sustainable consumption practices.</p>



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