

## **Normative Analysis Of Free Nutritious Food (MBG) Program Policies: Evaluation Based On Good Governance Principles**

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### **ABSTRACT**

The Free Nutritious Food (MBG) Program is the flagship program of the Prabowo Subianto-Gibran Rakabuming Raka government which will be launched in 2025 with a budget allocation of Rp 71 trillion. This program aims to address chronic nutrition problems, especially stunting, and improve the quality of Indonesia's human resources. This study analyzes the implementation of the MBG Program from the perspective of governance. The research method uses normative juridical research with public policy analysis and study of regulatory literature, policy documents, and related academic studies. The results of the study show that MBG has several challenges from the principles of good government, namely transparency, accountability, and community participation. In transparency, challenges stem from the complexity of the reporting system, the difference in the price of foodstuffs in each region and the indication of price mark-ups during procurement and price distribution. In accountability, challenges stem from the lack of internal auditor capacity at the regional level and the lack of a deterrent effect for MBG accountability violators. In community participation, challenges stem from the lack of community participation and public consultation on MBG Program planning. The collaboration strategy between state institutions is the existence of a centralized system for information exchange, cross-sectoral task forces at the national and regional levels, and the development of a platform information system.

**Keywords:** Free Nutritious Food Program, Good Governance, Transparency, Accountability, Community Participation

### **ABSTRACT**

Program Makanan Bergizi Gratis (MBG) merupakan program unggulan pemerintahan Prabowo Subianto-Gibran Rakabuming Raka yang diluncurkan pada tahun 2025 dengan alokasi anggaran sebesar Rp 71 triliun. Program ini bertujuan untuk mengatasi masalah gizi kronis, khususnya stunting, dan meningkatkan kualitas sumber daya manusia Indonesia. Penelitian ini menganalisis pelaksanaan Program MBG dari perspektif tata kelola pemerintahan. Metode

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penelitian menggunakan penelitian yuridis normatif dengan analisis kebijakan publik dan studi literatur regulasi, dokumen kebijakan, dan kajian akademik terkait. Hasil penelitian menunjukkan bahwa MBG memiliki beberapa tantangan dari prinsip good government yakni transparansi, akuntabilitas, dan partisipasi masyarakat. Dalam transparansi, tantangan berasal dari kompleksitas sistem pelaporan, perbedaan harga bahan makanan di masing-masing wilayah dan indikasi mark up harga saat pengadaan dan distribusi harga. Dalam akuntabilitas, tantangan berasal dari kurangnya kapasitas auditor internal di tingkat regional dan kurangnya efek jera bagi para pelanggar akuntabilitas MBG. Dalam partisipasi masyarakat, tantangan berasal dari kurangnya partisipasi masyarakat dan konsultasi publik tentang perencanaan Program MBG Strategi kolaborasi antar lembaga negara yakni adanya sistem terpusat untuk pertukaran informasi, gugus tugas lintas sektoral di tingkat nasional dan regional, dan pengembangan sistem informasi platform.

**Kata Kunci** : Program Makanan Bergizi Gratis, Tata Kelola Pemerintahan yang Baik, Transparansi, Akuntabilitas, Partisipasi Masyarakat

## INTRODUCTION

The Free Nutritious Food Program (MBG) is one of the flagship programs of the Prabowo Subianto-Gibran Rakabuming Raka government which was launched in early 2025 through Presidential Regulation Number 83 of 2024 concerning the National Nutrition Agency and Presidential Instruction Number 1 of 2025. This program is designed as a strategic intervention to address chronic nutrition problems in Indonesia, especially stunting, which is still a serious challenge for the development of Indonesia's human resources.<sup>1</sup> However, the implementation of a program on a massive scale such as MBG faces a variety of complex challenges. The budget allocation of Rp 71 trillion or 0.29% of GDP for 2025 raises serious questions about the efficiency, transparency, and accountability of public fund management. In the context of good governance, the implementation of the MBG program must meet the basic principles mandated in the 1945 Constitution, especially Article 28H paragraph on the right to food and Article 34 on poor and abandoned children in the care of the state. In addition, this program must also be in line with the principles of good governance which include transparency, accountability, participation, effectiveness, efficiency, rule of law, responsiveness, and justice.<sup>2</sup>

Previous research entitled Challenges of Implementation and Accountability of the Free Nutritious Food Program (MBG) Budget Based on Presidential Instruction Number 1 of 2025 by Nurfitri Zulaika concluded that the MBG Program must be

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<sup>1</sup> By Junaedi Karso, *FREE NUTRITIOUS MEAL PROGRAM, PRESIDENT PRABOWO SUBIANTO TOWARDS GOLDEN INDONESIA 2045*, Pert Edition (Purbalingga: Eureka Media Aksara, 2025).

<sup>2</sup> Abdul Manaf, *Good Governance and Public Service*, ed. Teguh Handoko et al., *Good Governance and Public Service Material Module*, vol. 1 (Directorate of Education and Community Services Deputy for Prevention of the Corruption Eradication Commission, 2016).

equipped with public complaint channels, periodic audits, and public evaluation dashboards to encourage budget accountability for the MBG program.<sup>3</sup> The previous research entitled Analysis of the Implementation of the Free Nutritious Food Program in the Framework of the Hanna F. Pitkin Mandate Theory by Amalia Pratiwi explained that the government in the MBG program must show accountability and responsiveness to criticism and challenges while ensuring transparency in budget management and program implementation. The previous research entitled Governance Analysis of the Implementation of the Free Nutritious Food Program by Ary Santoso explained that the MBG Program has the potential to fail without targeted policy interventions, so that central-regional policy synergy is needed so that operational decentralization does not hinder the accountability of the MBG program.<sup>4</sup> The novelty of the research lies in the object of research, namely the principle of good government where the previous research had a research object on the challenges of MBG implementation, MBG according to Hanna F.'s Mandate Theory, and the governance of MBG implementation. Thus, this research is here to complement previous studies with a focus on MBG in the review of good government principles

The benefits of this journal include three main aspects: academic, practical, and social. Academically, this journal contributes to the development of public administration and public policy, especially in the context of the implementation of good governance-based social welfare programs in Indonesia. Practically, this journal provides policy recommendations that can be used by the central and regional governments to improve the implementation of the Free Nutrition Food Program to be more effective, efficient, transparent, and accountable. Meanwhile, socially, this journal plays a role in ensuring that the Free Nutritious Food Program provides optimal benefits for the community, especially school-age children, thereby improving nutritional status while supporting the quality of education in a sustainable manner.

The purpose of this journal is to analyze the implementation of the Free Nutritious Food Program from the perspective of good governance based on the 1945 Constitution and the principles of good governance, identify challenges and obstacles in implementing the principles of transparency, accountability, and participation, formulate effective cross-sectoral coordination strategies to improve program effectiveness and efficiency, and develop policy recommendations comprehensive that is sustainable and in accordance with the principles of good governance. With this goal,

<sup>3</sup> Nurfitri Zulaika, Desty Lestari, and Hanifah Istiqomah, "Challenges of Implementation and Accountability of the Free Nutritious Food Program (MBG) Budget Based on Presidential Instruction Number 1 of 2025" 01, no. 03 (2025): 426–35.

<sup>4</sup> Ary Santoso, Brilliantina Dwi Melianawati, and Eka Avianti Ayuningtyas, "Analysis of the Governance of the Implementation," *Journal of Business and Organizational Management* 4, no. 1 (2025).

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this journal is expected to make a scientific and practical contribution to the development of public policies that are more transparent, accountable, participatory, and able to support the improvement of the quality of human resources through the provision of access to nutritious food for the community.

The structure of this journal focuses on two main topics. First, an analysis of the implementation of the Free Nutritious Food Program to ensure that it meets the principles of good governance, in line with transparency, accountability, and public policy. Second, cross-sectoral coordination strategies and policy recommendations for the sustainability of the Free Nutrition Food Program, ensuring that they are aligned with the principles of good governance, in line with transparency, accountability, and public policy.

### RESEARCH METHODS

This study uses a normative-juridical approach. Data is obtained from secondary sources, including constitutional provisions, statutes, presidential regulations, ministerial regulations, and relevant academic literature. Furthermore, this study utilizes the analysis of policy report documents, audit results, and academic studies related to the Free Nutritious Food Program (MBG). This approach was chosen to assess the program's compliance with constitutional mandates and principles of good governance.

Methodological measures include a legal approach to examining constitutional provisions (Articles 23, 28H, and 34 of the 1945 Constitution) and regulations related to state administration and finance; a conceptual approach to examine the principles of good governance as a benchmark for policy implementation; a comparative literature review to identify gaps and best practices from previous research; and a policy analysis framework to evaluate program implementation based on constitutional mandates and governance principles. With this combination of approaches, this study provides a comprehensive normative and analytical basis to assess the effectiveness of the MBG Program as an instrument for fulfilling constitutional rights and strengthening governance.

**RESULTS AND DISCUSSION****Implementation Of Free Nutritious Food Programs To Ensure Compliance With Good Governance Principles**

Good governance is a concept that emphasizes effective, efficient, transparent, accountable, and participatory governance.<sup>5</sup> In the Indonesian context, the principles of good governance have been adopted through various laws and regulations, including Law Number 30 of 2014 concerning State Administration.<sup>6</sup> Good governance is a concept of government administration that emphasizes the administration of the state that is effective, efficient, transparent, accountable, and participatory, based on law and justice. In the context of public policy, good governance is understood as a governance administration mechanism that ensures information transparency, accountability in the use of resources, and public involvement in every stage of policy formulation and implementation. This principle aims to create a government that is responsive to the needs of the community, results-oriented, and ensures social justice for all citizens.

Key aspects of the principles of good governance include transparency, accountability, participation, effectiveness and efficiency, rule of law, responsiveness, and fairness. In the context of MBG reviewed from the concept of good government, MBG can be analyzed through the principles of good government, namely transparency, accountability, and community participation. Transparency or openness is the process of decision-making, budget allocation, and program implementation. The public has the right to accurate and timely information regarding the implementation of the program. Transparency must be built in the context of a flow of information that is accessible to all stakeholders. Transparency also strengthens public trust in government agencies by ensuring accountability at every stage of program delivery. This creates opportunities for civic participation, allowing stakeholders to monitor and evaluate the effectiveness of policies. In addition, transparency serves as a safeguard against corruption and mismanagement, thereby promoting sustainable governance practices<sup>7</sup>

In the context of the MBG Program, budget transparency faces significant challenges. The allocation of Rp 71 trillion for 2025 requires a clear, detailed, and publicly accessible reporting mechanism.<sup>8</sup> This study shows that the complexity of the

<sup>5</sup> Dedi Kusmayadi, Dedi Rudiana, and Jajang Badruzaman, *Good Corporate Governance*, ed. Irman Firmansyah (Tasikmalaya: LPPM Siliwangi University, 2015).

<sup>6</sup> Manotar Tampubolon, Nelson Simanjuntak, and Fernando Silalahi, *BUREAUCRACY & GOOD GOVERNANCE*, Print Pe (West Sumatra: PT GLOBAL EXECUTIVE TECHNOLOGY, 2023).

<sup>7</sup> Muhammad Irfan, *ACCOUNTABILITY AND GOOD GOVERNANCE* (Jakarta: MINISTRY OF RELIGION OF THE REPUBLIC OF INDONESIA SECRETARIAT GENERAL BUREAU OF ORGANIZATION AND ADMINISTRATION, 2006).

<sup>8</sup> Abdul Kahar Maranjaya, "Good Governance as a Benchmark to Measure Government Performance," *Journal of Social Technology* 2, no. 11 (2022): 929–41, <https://doi.org/10.59188/jurnalsostech.v2i11.474>.

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reporting system is a major obstacle to achieving transparency. The MBG program involves various levels of government, from the central to the regional level, with complex fund transfer mechanisms. Unclear details regarding the allocation of funds per region, per school and per student can foster public distrust and open up opportunities for abuse. The complex nature of the reporting system underscores the need for uniform procedures that streamline financial oversight. Increasing transparency in budget distribution helps reduce the potential for mismanagement while strengthening accountability within the institution. In addition, clear and open reporting practices foster greater public trust and ensure that program objectives are realized efficiently.

Transparency challenges also arise from the variation in costs between regions. The difference in basic food prices, logistics costs, and wage standards across Indonesia makes it difficult to set transparent and accountable cost standards.<sup>9</sup> Fluctuating inflation of staple food prices also complicates accurate budget planning. To increase transparency, an integrated management information system is needed that can be accessed by the public in real time. Digital platforms that display fund allocation, expenditure realization, beneficiary lists, and food menus can increase accountability and facilitate public oversight. Unified digital platforms allow for cross-regional comparisons, allowing policymakers to detect gaps and inefficiencies. Providing real-time access ensures that various stakeholders, such as civil society and researchers, can effectively oversee the implementation of the program. In addition, the adoption of digital innovations improves governance by instituting transparency and accountability in routine administrative processes.

The process of food procurement and distribution is a critical area that requires high transparency. The risk of price markup, collusion with suppliers, and deterioration of food quality pose a serious threat to the integrity of the program. Research shows that without a transparent and competitive procurement mechanism, MBG programs risk wasting significant budgets.<sup>10</sup> An integrated e-procurement system, with transparent information on product specifications, prices, and tender winners, is an urgent need.<sup>11</sup> Transparency in distribution is also important to ensure that quality food reaches beneficiaries on time. Technology-based distribution tracking and monitoring systems can improve efficiency and reduce the risk of leakage or misuse. Digital monitoring systems offer immediate insights into supply chain activity, allowing for

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<sup>9</sup> Suseno and Siti Astiyah, *Inflation* (Jakarta: Center for Central Banking Education and Studies (PPSK) BANK INDONESIA, 2009).

<sup>10</sup> Agung Nugroho, "MBG Program Considered at Risk of Waste, Should Be Prioritized for Children of Underprivileged Families - Gadjah Mada University," Gadjah Mada University Faculty News, March 2025.

<sup>11</sup> Erwin et al., *MANAGEMENT INFORMATION SYSTEM (Theory, Principles and Application)*, ed. Desert and Sepriano, *Journal of Educational Sciences*, vol. 7 (Jambi: PT. Sonpedia Publishing Indonesia, 2024).

quick action when disruptions occur. They increase accountability by recording every phase of distribution, from acquisition to final delivery. In addition, technology-based supervision builds public trust by ensuring equitable use of resources and timely access for intended beneficiaries.

Accountability is the government's responsibility for the use of public funds and the achievement of program objectives. Every institution and individual involved in a program must be accountable to the public for its performance. Accountability includes the financial, performance, and outcome aspects of the program. Accountability ensures that public resources are managed efficiently and geared towards achieving measurable social benefits. It also establishes clear mechanisms for monitoring and evaluation, which is essential for the continuous improvement of government programs. In addition, accountability strengthens democratic governance by reinforcing the principle that institutions must act transparently and responsibly in serving the public interest.<sup>12</sup>

Financial accountability in the MBG Program faces complex challenges due to large budget allocations and complexity of management structures.<sup>13</sup> Accountability mechanisms involving different levels of government require a robust and independent audit system. Research has identified several weaknesses in the financial accountability system of the MBG Program.<sup>14</sup> First, the complexity of reporting involving multiple agencies makes it difficult to reconcile and verify the use of funds. Second, the limited capacity of internal auditors at the regional level hinders effective oversight.<sup>15</sup> Third, the lack of firm sanctions for violators can reduce the deterrent effect. To increase financial accountability, it is necessary to strengthen the role of the Supreme Financial Audit Agency (BPK) and the Inspectorate General in conducting periodic audits. Audits should focus not only on financial aspects but also on program performance and outcomes. Publicly publishing audit results is also important to increase public trust.

Performance accountability measures the extent to which a program achieves stated goals. In the context of the MBG Program, performance indicators include the number of students served, frequency of feeding, nutritional quality of food, and its impact on children's nutritional status. The main challenge in performance accountability is the lack of accurate baseline data and a comprehensive monitoring and evaluation system. Without baseline data on a child's nutritional status prior to the

<sup>12</sup> Wijaya, Emiliana Sri, and Aris Toening, *Good Governance Textbook*, Print Pe (Demak: Pustaka Magister Publisher, 2018).

<sup>13</sup> Peace, *Public Sector Audits Build Pillars of Government Integrity*, ed. Rico Nur Ilham, Pert Edition (Purbalingga: EUREKA MEDIA AKSARA, 2023).

<sup>14</sup> Mikael Edowai, Herminawaty Abubakar, and Miah said, *Accountability & Transparency in Regional Financial Management*, ed. A. Musfirah, Arwini Puspita, and Hasriani (Gowa: Pusaka Almada, 2021).

<sup>15</sup> Mikael Edowai, Herminawaty Abubakar, and Miah Said.

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program, it is difficult to objectively measure the impact of the program. Monitoring systems that focus only on output (the amount of food distributed) without measuring outcomes (improved nutritional status) and impact (improved academic achievement) cannot provide a complete picture of program effectiveness.

Active community participation or involvement is the planning, implementation, and monitoring of the program. Participation ensures that the program meets the real needs of the community and receives broad support. Participation also increases community ownership of this program. Active participation also fosters inclusivity by integrating diverse perspectives into the decision-making process. This increases the legitimacy of government initiatives, as policies are shaped through collective input and consensus. In addition, community involvement contributes to long-term sustainability by strengthening local capacity and resilience in program management.<sup>16</sup>

Community participation in program planning is an important principle of good governance. In the context of the MBG Program, participation can increase the relevance of the program to local needs and strengthen community ownership.<sup>17</sup> However, research shows that community participation in MBG Program planning is still limited. The centralized planning process from top to bottom at the national level limits the scope of local aspirations and needs. The lack of effective public consultation mechanisms results in the program not fully reflecting local preferences and conditions. Participation in menu planning is essential to ensure that it is in accordance with local tastes and culture. Menus that do not match children's preferences can lead to food waste and reduce the effectiveness of the program. Involving parents, teachers, local nutritionists, and students in menu planning can increase program acceptance and effectiveness.

Community participation in program oversight can increase accountability and reduce the risk of abuse.<sup>18</sup> A public complaint mechanism that is accessible, responsive, and protected by whistleblowers is an important tool in participatory oversight<sup>19</sup>. The study recommends the establishment of a school-level oversight committee involving parents, teachers, and community leaders. This committee can directly monitor food quality, kitchen cleanliness, and distribution accuracy. Regular reporting of monitoring results to local governments and public disclosure can increase transparency and

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<sup>16</sup> Baharuddin Thahir, "Paradigm and Innovation in the Implementation of Local Government," *Journal of Bureaucratic Media* 1, no. 1 (2019): 175–86.

<sup>17</sup> Dindin Abidin, *COMMUNITY PARTICIPATION IN THE DEVELOPMENT OF CV.EUREKA MEDIA AKSARA PUBLISHERS*, ed. Darmawan Edi Winoto, Pert Edition (Purbalingga: EUREKA MEDIA AKSARA, 2023).

<sup>18</sup> Abdul Haris Semendawai et al., *Understanding Wistleblowers* (Central Jakarta: Witness and Victim Protection Institute (LPSK), 2011).

<sup>19</sup> The Goddess of Love, *WHISTLEBLOWING: Realize Better Institutional/ Corporate Governance*, ed. Sixteen, Pert Edition (Bandung: CV CENDEKIA PRESS, 2021).

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accountability.<sup>20</sup> Local oversight initiatives allow community members to actively contribute to maintaining the integrity of the program. They foster a sense of collective responsibility, encouraging collaboration between parents and teachers to maintain quality standards. In addition, participatory oversight strengthens democratic practices by keeping decision-making open, transparent, and inclusive.

### **Cross-Sector Coordination Strategies And Policy Recommendations For The Sustainability Of The Free Nutritious Food Program**

The MBG program involves various ministries and institutions, including the National Nutrition Agency, the Ministry of Education, the Ministry of Health, the Ministry of Agriculture, the Ministry of Home Affairs, and local governments. The complexity of this institutional structure poses significant coordination challenges.<sup>21</sup> The participation of many ministries requires a clear division of duties and responsibilities to prevent functional overlap. Variations in institutional agendas and administrative processes often create coordination difficulties. A strong communication system is essential for aligning policies and supporting smooth program execution. In the absence of effective inter-agency cooperation, decision-making and resource distribution can face significant delays, reducing program efficiency. As a result, the creation of a centralized coordination framework is critical to unifying efforts and strengthening overall governance performance.

Several problems have been identified in cross-sectoral coordination. First, the unclear division of duties and responsibilities between institutions leads to overlap or gaps in functions. The absence of well-defined responsibilities often leads to inefficiencies, with some agencies performing similar roles while important tasks remain neglected. When tasks overlap, accountability becomes blurred, making it difficult to identify which institutions should answer certain outcomes. Likewise, functional gaps can interfere with the continuity of the program and make certain objectives unfulfilled. Such coordination problems can delay decision-making and undermine the effectiveness of overall policy implementation.

Second, differences in priorities and approaches between institutions can lead to conflict and inefficiency. Divergences often occur as stakeholders pursue different organizational missions and values, which makes coordination a challenge when institutions prioritize immediate goals over shared long-term outcomes. Such misaligned expectations can slow down the decision-making process and erode mutual

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<sup>20</sup> Her Majesty's Majesty, *A Guide to Public Policy Monitoring and Evaluation*.

<sup>21</sup> Isna Muhsin Abdillah, Muhammad Baharuddin, and Zubakhrum Tjenreng, "Collaborative Governance in the Management of National Strategic Outer Islands to Support Maritime Defense," *Scientific Journal of Government Science* 11, no. 2 (2025): 2442-3777.

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trust among partners, while disputes over the distribution of resources often arise as each actor seeks to advance its own agenda. In addition, collaboration is hampered by communication barriers, including specific terminology and cultural differences, which reduce overall efficiency. Unequal power relations between large and small institutions can further undermine inclusivity in governance structures, thereby undermining the effectiveness of multistakeholder governance and limiting its ability to deliver sustainable outcomes.

Third, inadequately structured communication and coordination systems often lead to delays in decision-making and problem-solving, posing serious challenges to multi-stakeholder governance. Weak information sharing channels tend to result in misunderstandings and fragmented knowledge among the actors involved. The lack of uniform procedures further complicates collaboration, as many stakeholders rely on informal or improvised practices. When transparency in communication is limited, accountability decreases and trust in collective outcomes weakens. Additionally, overlapping roles without clear boundaries often lead to confusion and reduce efficiency. The absence of timely feedback mechanisms also hinders the ability of stakeholders to respond effectively to emerging issues. As a result, these shortcomings reduce cooperation efforts and limit overall governance capacity to achieve sustainable long-term goals.

Problems also occur at the local government level such as inadequate communication systems and limited transportation networks. In these circumstances, the Indonesian Navy took on an important function in delivering logistics to remote islands and isolated communities. With its vast maritime capabilities, the Navy is able to reach areas that conventional methods cannot access. The involvement of the navy also provides greater security and reliability in the movement of critical supplies. In addition, the Navy's well-established operational structure creates an organized framework that facilitates coordination among various stakeholders. This tailored strategy helps to minimize delays and lower the likelihood of shortages in vulnerable areas. Ultimately, incorporating naval aid into multistakeholder governance increases resilience and ensures that development programs extend to even the most geographically marginalized populations.

Based on the problems that have been described, a collaborative strategy of coordination between state institutions is needed to support the effectiveness of MBG. First, having a centralized system for information exchange can improve clarity and reduce the risk of miscommunication among stakeholders. Such centralized systems can be digital platforms or regular joint forums, such as meetings and workshops, recommended to build trust and strengthen mutual understanding. In addition, the integration of digital monitoring and evaluation tools can strengthen accountability and

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provide timely feedback for continuous improvement. Together, these measures contribute to building a robust multi-stakeholder governance framework capable of delivering durable and context-sensitive outcomes.<sup>22</sup>

Second, creating a cross-sectoral task force at the national and regional levels. The existence of the cross-sectoral cluster was created because this entity establishes a systematic mechanism for collaboration in various institutions. They serve as a formal arena for policy alignment and the harmonization of priorities among stakeholders. By bringing together specialized expertise from different sectors, the task force ensures that collective decisions are based on comprehensive knowledge. Regular coordination sessions strengthen lines of communication and help minimize fragmentation in governance practices. A well-articulated mandate and accountability structure further reduce duplication of effort and increase efficiency in the execution of tasks. In addition, these bodies can serve as neutral mediators in conflict resolution, thus maintaining cooperative relations among participating actors. Including local representatives in regional task forces encourages inclusivity and ensures that community perspectives are integrated into decision-making processes. The adoption of digital platforms and data-driven tools in task force operations increases transparency and facilitates effective monitoring. Securing adequate financial resources and a sustainable flow of funding is also essential to maintain its long-term functionality. Ultimately, the institutionalization of cross-sectoral task forces strengthens multi-stakeholder governance, enabling it to deliver equitable and durable outcomes in a variety of contexts.<sup>23</sup>

Third, the development of a platform information system that has been created. The development of an integrated management information system across the institution is critical to enable real-time data exchange and strengthen the foundations of multi-stakeholder governance. Such systems promote smooth communication among diverse actors while minimizing redundancy in policy implementation. By offering a unified digital platform, it guarantees equal access to reliable and up-to-date information for all stakeholders. In addition, combining advanced technologies such as cloud computing and big data analytics can further strengthen transparency and accountability in the governance process. To ensure interoperability, standard data formats and protocols must be consistently adopted across institutions. Ongoing system maintenance and periodic updates are necessary to maintain functionality and prevent technical breakdowns. Equipping stakeholders with digital literacy through training

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<sup>22</sup> Aris Sarjito, *DEFENSE LOGISTICS*, ed. Lukman Yudho Prakoso, Pert Edition (Garut: CV. AKSARA GLOBAL AKADEMIA, 2022).

<sup>23</sup> Mawar et al., *SYNERGY OF CENTRAL AND REGIONAL GOVERNMENTS*, ed. Dini Gandini Purbaningrum and Abdul Rahman, Pert Edition (Tangerang: UMJ Press Universitas Muhammadiyah Jakarta (UMJ) Press, 2020).

initiatives is also important to maximize the utilization of the system. Additionally, strong security measures, including encryption and controlled access, are required to protect sensitive information. Securing adequate financial resources and establishing sustainable funding mechanisms will support the long-term survival of the system. Ultimately, the implementation of an integrated information management framework improves coordination, accelerates decision-making, and contributes to achieving resilient and sustainable governance outcomes across sectors and regions.<sup>24</sup>

Digital platforms that connect various stakeholders can improve coordination efficiency and reduce bureaucracy. Digital platforms serve as a driver of seamless communication among diverse stakeholders, thereby strengthening coordination and efficiency within a multi-stakeholder governance framework. By reducing bureaucratic barriers, these technologies accelerate decision-making and increase institutional responsiveness to dynamic challenges, while digital application integration promotes transparency through direct access to shared information. They further facilitate collaborative problem-solving by offering a unified space for dialogue and negotiation, complemented by automation mechanisms that simplify administrative routines and reduce delays associated with manual approvals. Additionally, cloud-based infrastructure allows stakeholders from different geographic locations to engage equitably in governance processes, while embedded analytics tools strengthen evidence-based decision-making and enhance the legitimacy of outcomes. The platform also advances accountability by systematically documenting and monitoring stakeholder input and commitments. Ultimately, digitizing governance processes reduces bureaucratic inefficiencies, fosters trust, and encourages broader stakeholder participation, thereby contributing to a more inclusive, efficient, and adaptive governance system.

Institutional sustainability requires strengthening the capacity of human resources, infrastructure, and management systems. Institutional sustainability depends on the continuous improvement of human resource capacity, infrastructure, and management systems, which is critical to advancing multi-stakeholder governance. Developing personnel knowledge and competencies ensures that stakeholders are adequately prepared to address complex governance issues. Strategic investments in infrastructure, which include digital technologies and physical facilities, build a solid foundation for effective coordination and collaboration. Strengthening the management framework contributes to organizational resilience by introducing clear procedures, accountability structures, and adaptive mechanisms. Capacity-building initiatives should emphasize leadership development, innovation, and cross-sectoral cooperation

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<sup>24</sup> Tjahjanto et al., *MANAGEMENT INFORMATION SYSTEMS BOOK*, ed. Tjahjanto, Pert Edition (Bandung: Widina Media Utama Publisher, 2025).

among diverse actors. Infrastructure improvements should also highlight inclusivity, guaranteeing equal access to resources and communication channels for all participants. A well-designed management system should incorporate monitoring and evaluation mechanisms to ensure transparent assessment of progress and outcomes. The adoption of digital processes can minimize bureaucratic inefficiencies and facilitate evidence-based decision-making. Joint training programs across institutions foster trust, reciprocity, and mutual understanding, which are critical for sustainable governance. In conclusion, strengthening human resources, infrastructure, and management systems encourages a more adaptive, transparent, and participatory governance environment, thereby strengthening institutional sustainability and supporting long-term development goals.<sup>25</sup>

Investment in training nutritionists, cooks, and program managers at the school level is a priority. Prioritizing investment in training nutritionists, cooks, and program managers at the school level is essential, as it significantly improves the effectiveness of multi-stakeholder governance in school feeding initiatives. Strengthening the professional capacity of these actors ensures that nutritional standards are upheld and that the food provided to students remains health-promoting and culturally relevant. Structured training programs also improve food safety practices, thereby minimizing risks and safeguarding student welfare. Equipping cooks and managers with updated competencies allows schools to optimize the food preparation process and utilize resources more efficiently. Nutritionists, in particular, play a crucial role in developing menus that adhere to dietary recommendations and respond to local health concerns, thus strengthening evidence-based decision-making. Joint training activities further encourage collaboration between educators, parents, and local suppliers, which increases accountability and transparency across governance structures. Ultimately, targeted investments in human resource development at the school level contribute to building a more resilient, inclusive, and sustainable governance framework that supports the long-term success of school nutrition programs.

Building adequate school kitchen infrastructure, storage facilities, and sanitation systems is also important for long-term sustainability. The establishment of adequate kitchen facilities, food storage units, and sanitation systems within schools is essential to ensure long-term sustainability, as these components form the core of effective multi-stakeholder governance in school feeding initiatives. A well-designed kitchen infrastructure allows for safe and efficient food preparation, thus meeting nutritional needs and minimizing potential health risks. A reliable storage system allows institutions to manage food supply more effectively, reduce waste, and maintain the

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<sup>25</sup> Siti Fathurahmi Wahid, ed., *RISK-BASED FOOD SAFETY: HACCP AND ISO 22000 APPROACHES*, Pert Edition (Purbalingga: CV PUBLISHER. EUREKA MEDIA AKSARA, 2025).

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quality of materials over a long period of time. Sanitation facilities are equally important, as they protect student health, prevent contamination, and encourage hygienic practices among staff and students. Investments in this area also strengthen accountability, as stakeholders can monitor compliance with established safety and quality standards. Additionally, the improved infrastructure promotes inclusivity by ensuring that schools in different contexts can provide consistent services regardless of resource gaps. In the long term, strengthening kitchen, storage, and sanitation systems contributes to a more resilient, trustworthy, and efficient governance framework, thereby supporting the sustainability of school nutrition programs. <sup>26</sup>

## CONCLUSION

The MBG analysis has several challenges from the principles of transparency, accountability and community participation. In transparency, challenges stem from the complexity of the reporting system, the difference in the price of foodstuffs in each region and the indication of price mark-ups during procurement and price distribution. In accountability, the challenge stems from a lack of internal auditor capacity at the regional level and lack of deterrent effect for MBG accountability violators. In community participation, challenges stem from the lack of community participation and public consultation on MBG Program planning. In addition, MBG must also have a collaboration strategy between state institutions, namely the existence of explicit rules and collaborative frameworks, the existence of a centralized system for the exchange of information, the existence of cross-sectoral task forces at the national and regional levels, an integrated management information system across institutions, and a digital platform for information integration that connects various stakeholders to support the effectiveness of MBG implementation

This research has a suggestion, namely the development of a digital platform for data integration for National Nutrition Agency, Ministry of Education, Ministry of Health, Ministry of Agriculture, Ministry of Home Affairs, and local governments in the short, medium term, and long term. In the short term, the suggestions of this research are the development of digital platform prototypes for information integration, initial training for digital platform operators, trial and error of digital platforms and the preparation of SOPs for the use of digital platforms. In the medium term, the recommendations of this study are wider data integration from between state institutions, the development of features in digital platforms, and increasing the capacity of human resources that support digital platform operators. In the long term, the suggestion of this research is

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<sup>26</sup> Rakhmawati Agustina et al., *FOOD HYGIENE AND SANITATION MANAGEMENT PUBLISHER CV.EUREKA MEDIA AKSARA*, ed. Teguh Fathurrahman and Darmayanti Waluyo, Pert Edition (Purbalingga: EUREKA MEDIA AKSARA, 2025).

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to inject more sophisticated technology into digital platforms and cultivate transparency and accountability for the wider community.

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