

GOOD GOVERNANCE PRINCIPLES IN THE FREE NUTRITIONAL MEAL PROGRAM (MBG: CASE STUDY OF STATE SENIOR HIGH SCHOOL 1 PEMALI, PEMALI DISTRICT, BANGKA REGENCY)

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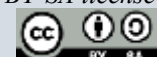
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ABSTRACT

The Free Nutritious Meal Program (MBG) is a public service intervention in education and nutrition that requires sound governance to ensure accurate targeting and long-term sustainability. This study aims to analyze the implementation of Good Governance principles and identify supporting and inhibiting factors in the implementation of the MBG Program at SMA Negeri 1 Pemali, Pemali Subdistrict, Bangka Regency. A qualitative approach with a case study design was employed. Data were collected through observations, in-depth interviews with school administrators, the SPPG kitchen team, students, parents, and policy stakeholders, as well as document analysis. The findings reveal that the principles of transparency, accountability, participation, responsiveness, rule of law, effectiveness, and efficiency have been implemented throughout the program, from food preparation to meal distribution and consumption. Nevertheless, administrative standardization remains limited. Supporting factors include clear procedures, effective coordination, prompt responses to technical issues, and cross-sectoral policy support. Inhibiting factors involve inconsistent beneficiary data, weak documentation, limited logistical facilities, unstructured parental participation, and varying student consumption behavior. Strengthening documentation systems, data integration, and structured participation mechanisms are essential to improve governance quality in the MBG Program.

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INTRODUCTION

good governance is largely determined by the synergy between the government, the community, and the private sector. In the era of regional autonomy, local governments have broader authority to provide public services effectively, efficiently, accountably, and transparently, while involving the community in the policy-making process. The success of regional autonomy also depends on the region's ability to manage resources and optimize its potential to achieve public welfare through good governance (Budiman et al., 2021).

The development of quality human resources is inseparable from meeting the community's nutritional needs. Nutritional problems, such as stunting, wasting, and malnutrition, remain a serious challenge in various countries, including Indonesia. The 2023 *State of Food Security and Nutrition in the World* report shows that approximately 22.3%,

or 148.1 million children worldwide, suffer from stunting (Cohen et al., 2021). Although the prevalence of stunting in Bangka Regency in 2024 will be below 20% and is considered safe, efforts to improve nutritional quality are still needed sustainably to support child growth and improve the quality of human resources (Hasni et al., 2025).

As a commitment to addressing nutritional issues, the Indonesian government established the National Nutrition Agency through Presidential Regulation No. 83 of 2024 and launched the Free Nutritional Meals Program (MBG). This program aims to improve the nutritional status of pregnant women, breastfeeding mothers, toddlers, and students by providing balanced, nutritious meals. In addition to improving health, the MBG program is also expected to improve students' concentration and academic achievement, thereby contributing to improving the quality of national education (Dwijayanti, 2024).

good governance principles, such as transparency, accountability, participation, effectiveness, efficiency, and fairness. According to the UNDP, the World Bank, and the Institute for Public Administration, good governance emphasizes the responsible management of public resources to meet community needs (Dosch & Becker, 2025). Furthermore, the program's success also requires strong coordination between local governments, schools, and communities, as well as increased human resource capacity to ensure optimal food distribution, nutritional quality, and program implementation (Maolani et al., 2023).

Responsiveness is a principle of *good governance* that demonstrates the ability of policy implementers to respond quickly and appropriately to community needs, aspirations, and problems. In implementing public policy, responsiveness reflects the government's sensitivity to field conditions and its ability to adapt policies to emerging dynamics. In the Free Nutritious Meals (MBG) Program, this principle is evident in the implementers' ability to respond to complaints, input, and various obstacles during program implementation, ensuring that services provided are not solely oriented toward administrative procedures but also toward the needs of beneficiaries (Lendra et al., 2025).

The principles of effectiveness and efficiency relate to achieving program objectives and optimally utilizing resources. Effectiveness indicates the extent to which the MBG Program is able to achieve its objectives, particularly in improving the nutritional status of students. Efficiency relates to the appropriate use of the budget, distribution time, and personnel. An effective and efficient program is expected to provide maximum benefits within available resources, ensuring its sustainable implementation.

The rule of law is a principle that emphasizes that all policy implementation must be based on applicable laws and regulations. In the MBG Program, this principle is realized through compliance with regulations, technical guidelines, and provisions established by the government. This compliance is essential to ensure legal certainty, justice, and accountability in program implementation, ensuring that policies are not implemented arbitrarily (Wahyuni & Ulum, 2025).

In this study, the principles of *Good Governance* are operationalized through several indicators, namely transparency, accountability, participation, responsiveness, effectiveness and efficiency, and *the rule of law*. Transparency is measured through the disclosure of information regarding beneficiaries, SOPs, and implementation reports; accountability through accountability reports and audit mechanisms; participation through the involvement of parents and school committees; responsiveness through complaint mechanisms and program adjustments; *rule of law* through compliance with regulations and contracts; and effectiveness and efficiency through targeting accuracy and resource management. Research data were obtained through interviews, observations, and document analysis (Rahmatullah et al., 2025).

In Pemali District, Bangka Regency, the Free Nutritious Meal Program has been implemented since January 2025, with SMA Negeri 1 Pemali being one of the beneficiary schools. However, to date, there has been little research examining the application of *good governance principles in the program's implementation, particularly regarding food distribution, community and school involvement, and transparency in program management. Therefore, this study was conducted to analyze the application of good governance principles in the Free Nutritious Meal Program at SMA Negeri 1 Pemali, Pemali District, Bangka Regency.*

Based on the research background, the problem formulation in this research includes: (1) how to apply the principles of *Good Governance* in the implementation of the Free Nutritional Meal Program (MBG) at SMA Negeri 1 Pemali, Pemali District, Bangka Regency, and (2) what are the supporting factors and inhibiting factors in the application of the principles of *Good Governance* in the implementation of the program. In line with the formulation of the problem, this research aims to analyze the application of the principles of *Good Governance* in the MBG Program and identify the factors that support and inhibit its implementation.

The selection of a research location is a crucial aspect in qualitative research because it influences the depth and relevance of the data obtained. This study aims to examine the application of *Good Governance principles* in the Free

Nutritional Meal Program, thus requiring a location with direct policy implementation experience and capable of representing the dynamics of public policy implementation at the educational unit level. Based on these considerations, SMA Negeri 1 Pemali was selected as the research location.

Pemali 1 State Senior High School was chosen because it is the first high school in Bangka Regency to implement the MBG Program. As a pioneering school, Pemali 1 State Senior High School has gone through various implementation stages, from socialization and technical preparation to implementation and initial evaluation of the program. This experience allows researchers to comprehensively examine how policies are translated into practice and how *good governance principles* are applied at each stage of program implementation.

Furthermore, based on data from the Pemali Nutrition Fulfillment Service Unit (SPPG), SMA Negeri 1 Pemali is the only high school in Pemali District to receive the MBG Program. This makes the school the primary representative of the program's implementation at the high school level. The focus on a single locus with distinct characteristics aligns with a qualitative research approach that emphasizes in-depth understanding of a phenomenon within a specific context.

From a research perspective, SMA Negeri 1 Pemali has good institutional readiness, demonstrated by a well-organized organizational structure, school support, openness to research activities, and strong coordination with the SPPG (School Supervisory Agency) and related agencies. These conditions provide adequate access for researchers to obtain comprehensive data and enable in-depth analysis of the application of the principles of transparency, accountability, participation, effectiveness, efficiency, responsiveness, and the rule of law in the implementation of the Free Nutritious Meal Program.

METHOD

good governance principles in the Free Nutritional Meal Program (MBG) at SMA Negeri 1 Pemali. This research emphasized the meanings, perceptions, and experiences of informants in a real-life context, allowing for a comprehensive understanding of the phenomena studied.

This research is descriptive-analytical, that is, it describes empirical facts in the field while analyzing the extent to which the principles of transparency, accountability, participation, effectiveness, efficiency, and responsiveness are applied in the implementation of the MBG Program. The case study method was chosen because the research is focused on one specific location, namely SMA Negeri 1 Pemali, thus allowing the researcher to conduct an in-depth exploration of the policy implementation process in a natural context.

In this study, the researcher acts as the main instrument with data collection techniques through in-depth interviews, observation, and documentation. The focus of the research is directed at the implementation of (Nurhaswinda et al., 2025) *good governance* principles in the MBG Program, while the unit of analysis includes the principal, teachers, students, parents/guardians of students, as well as related parties from the Education Office and the Health Office of Bangka Regency who are involved in the implementation of the program. Through the involvement of various informants, it is hoped that in-depth and contextual data regarding the implementation of the MBG Program at SMA Negeri 1 Pemali will be obtained.

RESULTS AND DISCUSSIONS

Management of the SPPG Kitchen in supporting the Implementation of the Free Nutritious Meal Program at SMA Negeri 1 Pemali

The Nutrition Fulfillment Service Unit (SPPG) Kitchen is the unit that plays the primary role in providing food for the Free Nutritional Meal Program (MBG), including at Pemali 1 Public High School. Within the program's implementation structure, the SPPG is responsible for the entire process of providing nutritious food, from menu planning and food processing to distribution to beneficiaries. This role positions the SPPG as a strategic operational actor in ensuring that students' nutritional needs are met sustainably in accordance with program regulations (Palangda & Dame, 2020).

Based on the Regulation of the National Nutrition Agency of the Republic of Indonesia Number 2 of 2024 concerning the Organization and Work Procedures of the Nutrition Fulfillment Service Office, SPPG is a structural unit that is under and responsible to the Head of the Nutrition Fulfillment Service Office. SPPG has the task of implementing some or all of the services for providing and distributing nutritious food for students, children under five years old, pregnant women, and breastfeeding mothers. Furthermore, through the Regulation of the President of the Republic of Indonesia Number 115 of 2025 concerning the Governance of the Implementation of the Free Nutritional Meal Program, the scope of beneficiaries was expanded to include educators and education personnel as the program's target group. In

the implementation of the MBG Program in Pemali District, the Same-Same Berkah Foundation was appointed as the implementing party for SPPG based on the Government Assistance Cooperation Agreement for the Free Nutritional Meal Program for the 2025 Fiscal Year. The existence of a clear organizational structure is an important foundation in program implementation because it regulates the division of tasks, authorities, and responsibilities of each element involved. This organizational structure also supports the creation of accountability, minimizes overlapping tasks, and strengthens internal oversight mechanisms (Mustafa et al., 2025).

The Pemali SPPG organizational structure consists of several integrated divisions. The cook division is responsible for food processing, while the nutritionist division is responsible for menu planning and monitoring nutritional content according to applicable standards. The distribution division is responsible for ensuring timely distribution of food to beneficiaries, while the cleaning division maintains kitchen sanitation and food safety. Furthermore, the accounting division is responsible for administration and financial management, while the field assistant supports operational coordination, including overseeing supporting processes such as equipment washing (Miranti, 2024).

During the research period, the implementation of the MBG Program at SMA Negeri 1 Pemali still referred to National Nutrition Agency Regulation Number 2 of 2024, so that beneficiaries were limited to 894 students and did not include educators or education personnel. In its implementation, SPPG functioned as implementing partners in collaboration with the school. SPPG was responsible for the technical aspects of food provision, while the school played a role in coordinating distribution, organizing implementation within the school environment, and supervising the program. This partnership pattern demonstrates the existence of inter-actor coordination, which is a crucial factor in supporting the effective implementation of the Free Nutritious Meal Program.

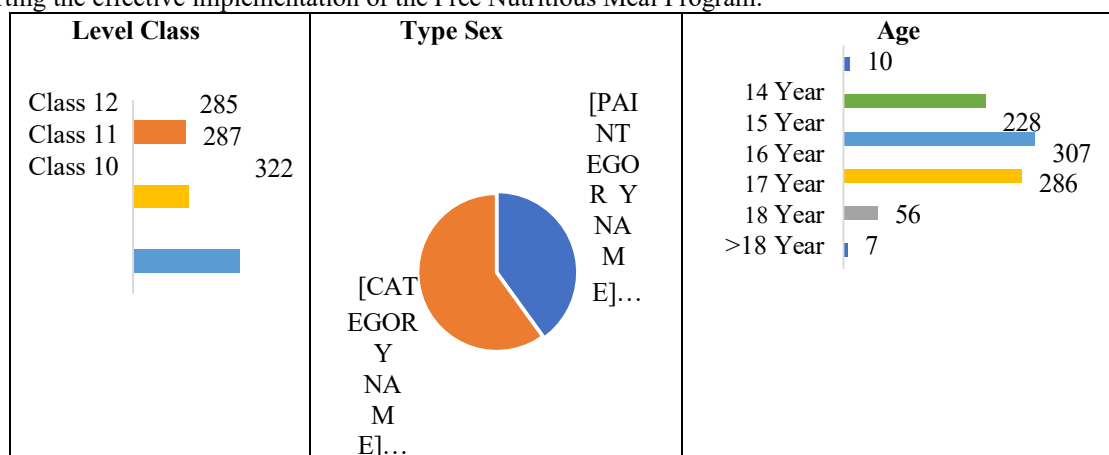


Figure 1. Characteristics of MBG Program Beneficiaries at SMA Negeri 1 Pemali

Good Governance Principles in the Implementation of the Free Nutritious Meal Program at SMA Negeri 1 Pemali, Pemali District, Bangka Regency

This analysis aims to assess the extent to which the principles of *Good Governance*, which include transparency, accountability, participation, responsiveness, *rule of law*, and effectiveness and efficiency, have been implemented in the implementation of the Free Nutritional Meal Program (MBG) at SMA Negeri 1 Pemali. The assessment is based on the results of field observations, interviews with key informants, and document reviews related to program implementation. The analysis covers all stages of the program, from management in the SPPG Kitchen to distribution and consumption of food by students.

The application of the principle of transparency is evident in the openness of information regarding the program implementation process, meal delivery schedules, and the acceptance and distribution mechanisms within schools. Observations and interviews indicate that schools and the SPPG Kitchen team have a good understanding of the implementation stages and their respective roles. However, this information disclosure remains operational and is not fully supported by a standardized written documentation system, thus public transparency is not yet optimal.

The principle of accountability is reflected in the clear division of tasks and responsibilities between the SPPG Kitchen as the food provider and the school as the distributor to students. Each provider understands their respective roles, including in the production, packaging, receiving, and distribution of food. However, recording of handovers,

documentation of activities, and administrative reporting have not been consistently implemented, thus requiring strengthening of administrative accountability.

Participation in the implementation of the MBG program is primarily evident in the active involvement of schools, particularly teachers and education staff, in managing food distribution and monitoring student consumption. Students are also involved as beneficiaries, following the program's implementation mechanisms in accordance with school regulations. However, parental involvement remains limited to receiving general information and has not been facilitated through formal mechanisms, such as evaluation forums or program oversight.

The principle of responsiveness is reflected in the ability of the school and the SPPG Kitchen to respond to various technical obstacles during the program's implementation. When there were delays in delivery, discrepancies in portion sizes, or other technical obstacles, both parties immediately coordinated and adjusted to ensure that services to students continued. This rapid response demonstrates a service orientation, although the mechanism for recording complaints and following up has not yet been systematically documented. The application of (O'Neill, 2025) *the rule of law* principle is demonstrated through the implementers' compliance with various regulations, technical guidelines, and policies that form the basis for the implementation of the MBG Program. The entire process of food production, packaging, and distribution is carried out in accordance with government-determined provisions. However, the implementers' understanding of the technical aspects and legal implications of non-compliance still needs to be improved to ensure a more orderly and accountable program implementation.

The principle of effectiveness is evident in the achievement of the program's primary objective, namely the provision of nutritious food for students regularly according to a predetermined schedule. Observations indicate that food is produced, delivered, and consumed effectively by students. Furthermore, the program was generally well-received by the school community, as it was deemed beneficial for students. However, the program's efficient implementation still faces several challenges. Variations in student attendance and differences in consumption preferences lead to a mismatch between the number of portions prepared and the amount of food consumed. This situation has the potential to lead to food waste and impact the optimal use of available resources (Mastika & Sandiasa, 2020; Roothaert et al., 2021).

Overall, the research results indicate that all principles of *Good Governance* have been implemented in the implementation of the MBG Program at SMA Negeri 1 Pemali. The application of these principles has supported the smooth implementation of the program, especially in the aspects of coordination, service, and distribution of food to students. However, the implementation of *Good Governance* still requires strengthening, particularly in aspects of documentation, administrative reporting, parental participation mechanisms, and the complaint recording and program evaluation system. Strengthening these aspects is expected to improve the quality of governance of the MBG Program so that its implementation becomes more transparent, accountable, effective, and sustainable.

Application of Good Governance Principles in the Implementation of the Free Nutritious Meal Program at SMA Negeri 1 Pemali, Pemali District, Bangka Regency

The implementation of *Good Governance* in the Free Nutritional Meal Program (MBG) at SMA Negeri 1 Pemali shows that the principles of transparency, accountability, participation, responsiveness, *the rule of law*, and effectiveness and efficiency have been implemented in all stages of the program, from management in the SPPG Kitchen to distribution and consumption of food by students. However, this implementation is still dominated by daily operational practices and has not been fully institutionalized in a standardized governance system.

From a transparency perspective, implementers have access to information regarding distribution schedules, implementation mechanisms, and task allocation through direct coordination between schools and the SPPG Kitchen. However, this information disclosure remains informal and is not supported by systematic documentation. This indicates that transparency has been implemented functionally to support program operations, but has not yet developed into institutional transparency that allows for public oversight and ongoing evaluation (Febryanti et al., 2025; Landa & Greenberg, 2024).

In terms of accountability, the division of roles between the SPPG Kitchen and the school has been clearly established, ensuring that each implementer understands their respective responsibilities. This clarity of duties supports the smooth implementation of the program. However, the weak recording of handovers, activity reporting, and follow-up documentation indicates that accountability remains stronger at the operational level than at the administrative level, thus preventing optimal long-term performance evaluation. The principle of participation is strongly evident within the school environment through the involvement of teachers and students in the distribution and consumption of food. Conversely, parental participation remains limited and has not been facilitated through formal mechanisms. This situation indicates

that program implementation still tends to use a *top- down approach* , resulting in underdevelopment of social oversight and community feedback (Azizi, 2025).

In terms of responsiveness, implementers were able to respond quickly to various technical challenges, such as distribution delays, differences in portion sizes, and menu adjustments. This capability demonstrates a strong service orientation. However, the response was still reactive and not supported by a complaint recording system and routine evaluations, resulting in less than optimal organizational learning and continuous program improvement. The application of *the rule of law principle* was reflected in implementers' compliance with various regulations, technical guidelines, and provisions that form the basis for program implementation. However, the consistency of standard implementation in the field was still influenced by resource limitations and daily operational dynamics. This indicates that normative compliance has been established, but still requires strengthening implementation and oversight capacity at the operational level.

Table 1. Matrix of Analysis Results of the Application of *Good Governance Principles* in the Implementation of the MBG Program at SMA Negeri 1 Pemali

No	Principles of Good Governance	Forms of Implementation in the MBG Program	Observation and Interview Results	Supporting Evidence	Key Informant
1	Transparency	Delivery of flow information MBG, delivery schedule, and distribution mechanism to schools and implementers.	The technical information of the program is known to the implementers and schools, however not yet fully documented and formally published.	1) SOP implementation 2) Delivery schedule 3) List recipient/portion	KS, GR.1–GR.2, SPPG.1–SPPG.5
2	Accountability	Division of implementing roles in the SPPG Kitchen and schools, as well as accountability daily implementation.	Each executor understands his/her duties, but the recording of handovers and evaluation is not always consistent.	1) SOUP 2) Division of tasks 3) Daily activity recap	SPPG.1–SPPG.5, KS, GR.1–GR.2
3	Participation	Involvement of schools, teachers, and students in admissions, distribution, and consumption of MBG.	Schools and teachers are actively involved in implementation, while parental participation is still limited and discretionary. informal.	1) Distribution schedule 2) Teacher assignment 3) Activity documentation	KS, GR.1–GR.2, SW.1–SW.10, OT.1–OT.5
4	Responsiveness	Handling technical problems such as delays, portion discrepancies, and menu adjustments.	The implementer responds to problems quickly to keep the service running, although not all follow-up actions have been documented.	1) Communication notes 2) Incidental documentation	KS, GR.1–GR.2, SPPG.1–SPPG.5
5	Rule of Law	Compliance with provisions, technical standards and basic principles MBG implementation policy.	The implementation of MBG follows the applicable policy framework and provisions, but technical understanding at the implementing level still needs to be strengthened.	1) Policy documents 2) Cooperative contract 3) Technical guidelines	KDK, KDPO, KS, SPPG.1–SPPG.5

6	Effectiveness and Efficiency	Target accuracy, smooth distribution, and resource utilization.	MBG was implemented and food reached students, but efficiency is still influenced by the dynamics of attendance data and student preferences.	1) Portion recap 2) Distribution and consumption documentation	KS, GR.1–GR.2, SW.1–SW.10
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In terms of effectiveness and efficiency, the program has successfully achieved its primary objective, which is to provide nutritious meals to students regularly and on time. However, implementation efficiency still faces obstacles such as asynchronous student attendance data, variations in consumption preferences, and the potential for food waste. These findings indicate that program effectiveness has been achieved at the output level, while process efficiency still requires adjustments based on more accurate data. Key supporting factors for the implementation of *Good Governance* in the MBG Program include clear work procedures, a clear division of tasks, good coordination between schools and service providers, and strong policy support and legal legitimacy. These factors strengthen the stability of program implementation, increase the responsiveness of implementers, and minimize the potential for overlapping authority (Benfeldt et al., 2020; Chakrabarti et al., 2021).

Conversely, the main inhibiting factors include weak data integration, inconsistent administrative documentation, limited parental participation, and variations in student consumption behavior. These obstacles not only impact the program's effectiveness and efficiency but also limit evidence-based evaluation processes and strengthen public accountability. Overall, the governance of the MBG Program at SMA Negeri 1 Pemali is in a transition phase from operational-based management to more systemic governance. Therefore, strengthening the data system, accountability documentation, formal participation mechanisms, and evidence-based feedback system is necessary to ensure the implementation of *Good Governance* is more stable, measurable, accountable, and sustainable.

CONCLUSION

Good Governance principles in the implementation of the Free Nutritional Meal Program (MBG) at SMA Negeri 1 Pemali has been carried out at all stages of the program, starting from management in the SPPG Kitchen to the distribution and consumption of food by students. The principles of transparency, accountability, participation, responsiveness, *the rule of law*, as well as effectiveness and efficiency have been applied in daily implementation practices. Transparency and accountability are reflected through the clarity of the workflow and the division of tasks between implementers, while participation and responsiveness are seen from the active involvement of the school and the implementers' ability to respond quickly to various technical obstacles. However, the implementation of these principles is still operational and is not fully supported by a standardized documentation and administration system.

This study also found that the successful implementation of *Good Governance* in the MBG Program was supported by several key factors, namely clear work procedures, clear division of roles, good coordination between the SPPG Kitchen and the school, rapid response to technical issues, and the existence of policy support and legitimacy from various parties. These factors strengthen accountability, responsiveness, compliance with regulations, and support the effectiveness and efficiency of program implementation so that nutritious meal services can run in a relatively orderly and sustainable manner. On the other hand, this study identified several inhibiting factors that affect the optimization of *Good Governance implementation*, including the lack of synchronization of student attendance data with the number of meal portions, inconsistencies in administrative documentation and complaint follow-up, limited logistical facilities and quality control, low parental participation in formal mechanisms, and variations in student consumption preferences. These findings indicate that the governance of the MBG Program at SMA Negeri 1 Pemali still requires strengthening in aspects of data integration, documentation systems, more structured participation mechanisms, and evidence-based evaluation systems to make program implementation more accountable, adaptive, and sustainable.

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