

Policy Capacity and Governance Challenges in Indonesia's MBG (Free Nutritious Meal) Program

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Abstract

Indonesia's MBG (Free Nutritious Meal) Program has emerged as a strategic national policy aimed at improving nutritional quality, reducing stunting prevalence, and strengthening human resource development through food-based social intervention. Despite its ambitious objectives, the implementation of the MBG Program continues to face various governance and policy capacity challenges across multiple administrative levels. This study aims to analyze the dimensions of policy capacity and governance challenges in the implementation of Indonesia's MBG Program using a literature review approach. The study employs a qualitative literature review method by examining academic articles, government reports, policy documents, and previous studies related to public policy, policy capacity, nutrition governance, and food security programs. The analytical framework is based on the policy capacity model encompassing analytical, operational, and political capacities within public sector governance. The findings indicate that analytical capacity challenges are reflected in limited evidence-based policy formulation, weak data integration, and inadequate policy evaluation mechanisms. Operational capacity problems are associated with institutional readiness, logistical distribution, infrastructure limitations, and food safety management. In addition, political capacity challenges include policy coordination issues, stakeholder engagement gaps, budget sustainability concerns, and inconsistencies in governance support between central and local governments. The study further reveals that governance complexity significantly influences the effectiveness and sustainability of the MBG Program implementation in Indonesia. This article contributes to the literature on public policy and governance by providing a comprehensive analysis of policy capacity dimensions in large-scale nutrition intervention programs within developing countries. The study also offers strategic policy recommendations for strengthening institutional coordination, governance effectiveness, and sustainable policy implementation in Indonesia's MBG Program.

Keywords: MBG Program, Policy Capacity, Governance Challenges, Public Policy, Nutrition Governance.



A. INTRODUCTION

Nutrition and food security remain critical global challenges with significant implications for public health, educational achievement, and long-term human capital development. Inadequate nutritional intake during childhood is associated with impaired cognitive development, weakened immunity, poor educational performance, and reduced economic productivity later in life (Ruel et al., 2013). The World Health Organization (WHO, 2023) identifies malnutrition, including stunting and micronutrient deficiencies, as a persistent public health concern, particularly in low- and middle-income countries. In line with the Sustainable Development Goals (SDGs), particularly SDG 2 on Zero Hunger and improved nutrition, governments are increasingly adopting nutrition-sensitive interventions to address food insecurity and

unequal access to nutritious food (United Nations, 2015; Food and Agriculture Organization [FAO], 2023). Evidence indicates that such interventions can improve maternal and child health while contributing to broader socioeconomic development (Ruel et al., 2013). Moreover, persistent nutritional disparities have encouraged the expansion of school feeding and food assistance programs as instruments of social protection, human capital development, and inclusive public policy (Bundy et al., 2018; Drake et al., 2020). These developments highlight the growing importance of effective policy and governance capacity in managing large-scale nutrition interventions.

In Indonesia, the MBG (Free Nutritious Meal) Program has emerged as a strategic national policy aimed at improving nutritional status, reducing stunting, and strengthening human resource development through large-scale food intervention. The program was institutionalized through Presidential Regulation No. 115 of 2025 concerning the Governance of the Free Nutritious Meal Program, reflecting the government's commitment to integrating nutrition, education, public health, and social welfare within a national policy framework. The program targets vulnerable groups, including school-aged children, pregnant women, breastfeeding mothers, and toddlers, while also offering opportunities to stimulate local economic activity through the involvement of farmers, small enterprises, food suppliers, and community-based service providers. Previous research suggests that school feeding and nutrition assistance programs can improve nutritional status, learning concentration, and school participation while generating broader socioeconomic benefits (Aisyah et al., 2025). However, the implementation of the MBG Program faces substantial challenges, including unequal distribution capacity, infrastructure limitations, food safety risks, budget sustainability, and differences in institutional readiness across regions (Rahmah et al., 2025). These challenges indicate that the success of the MBG Program depends not only on the quality of policy design but also on the capacity of institutions to implement and coordinate the policy effectively across multiple levels of government.

Within this context, policy capacity provides an important analytical lens for understanding the effectiveness of the MBG Program. Policy capacity refers to the ability of governments and public institutions to formulate, implement, coordinate, and evaluate policies effectively within complex and changing governance environments. Wu, Ramesh, and Howlett (2015) conceptualize policy capacity through three interrelated dimensions: analytical, operational, and political capacity. Analytical capacity concerns the ability to generate and utilize evidence for policy formulation, monitoring, and evaluation. Operational capacity relates to administrative coordination, resource management, institutional arrangements, and implementation capabilities. Political capacity involves building legitimacy, stakeholder support, interinstitutional cooperation, and sustained political commitment. These dimensions are particularly relevant to large-scale nutrition programs because their implementation requires evidence-based decision-making,

effective logistics and resource management, cross-sectoral coordination, and continuous political support. Weak policy capacity can consequently contribute to institutional fragmentation, implementation gaps, inefficient resource allocation, and reduced governance effectiveness (Howlett & Ramesh, 2015).

The governance complexity of the MBG Program is further intensified by Indonesia's decentralized administrative structure. The program requires coordination among central and local governments, educational institutions, health agencies, food suppliers, private-sector actors, and community stakeholders. Such a multi-actor policy environment creates significant demands for institutional coordination, accountability, monitoring, food safety management, and sustainable financing. Previous studies have shown that governance fragmentation, unequal administrative capacity, and logistical constraints can undermine the effectiveness of large-scale nutrition and school feeding programs, particularly in decentralized settings (Bundy et al., 2018; Drake et al., 2020). In the Indonesian context, these challenges may generate discrepancies between national policy objectives and local implementation capacity. Without effective coordination and integrated governance mechanisms, the program may face overlapping authority, inconsistent implementation standards, weak monitoring, and disparities in service delivery. Therefore, strengthening governance capacity is essential to ensure that the MBG Program can achieve its objectives consistently and sustainably across regions.

Previous studies on the MBG Program have primarily examined its potential effects on nutritional improvement, educational participation, and socioeconomic welfare. Aisyah et al. (2025) found that school feeding policies can contribute to improved nutrition, learning concentration, and school attendance, although implementation remains constrained by distribution and infrastructure challenges. Rahmah et al. (2025) further highlighted the importance of governance quality, institutional readiness, food distribution, and monitoring mechanisms in determining program effectiveness. Meanwhile, Rahmawati et al. (2026) emphasized the roles of intergovernmental coordination, accountability, stakeholder participation, and policy sustainability in nutrition intervention programs. Although these studies provide valuable insights into program outcomes and implementation challenges, relatively limited attention has been devoted to examining the underlying policy capacity that shapes governance performance. In particular, the analytical, operational, and political dimensions of policy capacity have not been sufficiently integrated into the analysis of Indonesia's MBG Program.

This gap is significant because the sustainability of large-scale nutrition policies depends not only on achieving immediate program outcomes but also on the institutional capacity to generate evidence, coordinate implementation, mobilize resources, maintain stakeholder support, and adapt policies to changing conditions. Existing literature tends to emphasize descriptive assessments of program outcomes and implementation, leaving limited theoretical explanation of how policy capacity influences governance effectiveness and policy sustainability. Accordingly, this study

contributes to the literature by applying the policy capacity framework of analytical, operational, and political capacity to examine the governance challenges of Indonesia's MBG Program. Using a literature review approach, the study analyzes how these three dimensions shape institutional coordination, implementation effectiveness, accountability, and policy sustainability within Indonesia's decentralized governance system. The study therefore aims to provide a theoretically grounded understanding of the institutional capacities required to strengthen the effectiveness, adaptability, and long-term sustainability of large-scale nutrition policies in Indonesia.

B. METHOD

This study employed a qualitative research design using a literature review approach to examine policy capacity and governance challenges in the implementation of Indonesia's MBG (Free Nutritious Meal) Program. The analysis focused on three dimensions of policy capacity: analytical, operational, and political capacity. Data were obtained from relevant academic journal articles, government regulations, policy reports, institutional publications, and other scientific sources related to public policy, governance, nutrition programs, and policy implementation. The literature was selected based on its relevance and analyzed thematically to identify key governance challenges, institutional relationships, coordination mechanisms, and factors influencing policy effectiveness and sustainability. The findings were synthesized critically to provide a comprehensive understanding of policy capacity and governance in the implementation of the MBG Program within Indonesia's decentralized administrative system.

C. RESULT AND DISCUSSION

1. Analytical Capacity Challenges in Indonesia's MBG Program Governance

The study found that analytical capacity remains one of the most significant challenges in the governance of Indonesia's MBG Program, particularly in policy planning, data integration, and evidence-based decision-making. Government institutions continue to face difficulties in collecting accurate and comprehensive nutritional data, especially in regions with unequal administrative and technological capacities. Differences in data management systems between central and local governments further complicate policy coordination and reduce implementation effectiveness.

The study also identified weaknesses in information management and policy evaluation. Several administrative actors continue to rely on fragmented information systems, limiting the government's ability to systematically monitor program distribution, beneficiary targeting, and nutritional outcomes. At the same time, policy evaluation mechanisms have not operated optimally because rapid program implementation has often received greater attention than comprehensive impact assessment. These conditions restrict the government's ability to generate timely

evidence for policy improvement.

Furthermore, limited technical analysis and policy forecasting capabilities reduce the government's ability to anticipate operational risks, budget pressures, and distribution challenges. Institutional actors also face difficulties in translating available policy information into adaptive governance strategies that can respond to changing social and economic conditions. The absence of integrated analytical frameworks further weakens coordination among policy actors and limits the development of coherent, evidence-based governance practices.

The study additionally found disparities in analytical competencies among local administrative institutions, particularly in policy monitoring, reporting, and program assessment. These disparities contribute to differences in implementation quality across regions and reduce the consistency of governance performance within the MBG Program. Weak analytical capacity also limits institutional responsiveness to emerging challenges, including food safety risks, logistical inefficiencies, and beneficiary verification problems. Therefore, strengthening analytical capacity is essential to improve evidence-based decision-making, governance effectiveness, policy sustainability, and institutional adaptability in the implementation of the MBG Program.

2. Operational and Institutional Constraints in the Implementation of the MBG Program

Operational and institutional constraints substantially influence the effectiveness of Indonesia's MBG Program implementation across different administrative levels. Government institutions continue to face significant challenges in managing large-scale food distribution systems that require strong coordination, logistical efficiency, and administrative readiness. The implementation process demonstrates that several local governments possess unequal institutional capacities, particularly in infrastructure availability, human resource readiness, and technical operational management. Many implementation units still experience difficulties in maintaining stable food supply chains, especially in geographically remote and administratively constrained regions.

The study also identified that limited infrastructure and inadequate storage facilities reduce the government's ability to ensure food quality, distribution consistency, and timely service delivery within the program. In several cases, institutional actors encounter coordination barriers between education offices, health agencies, local governments, and food service providers, which subsequently create delays and administrative inefficiencies during implementation. Operational challenges further emerge from the absence of integrated governance mechanisms capable of synchronizing administrative procedures, monitoring systems, and implementation standards among different institutions. The findings additionally reveal that food safety management and quality control mechanisms have not yet operated uniformly across implementation areas, thereby increasing the risk of distribution errors and service inconsistencies. Human resource limitations also

weaken the operational effectiveness of the program because several administrative units still lack adequate technical competencies in program management, nutritional supervision, and public service coordination. Furthermore, budget management complexities and administrative procedural burdens frequently reduce institutional flexibility in responding to rapidly changing operational conditions.

The study also indicates that institutional fragmentation contributes to overlapping authority, weak accountability mechanisms, and inefficient coordination practices among implementing actors. Operational governance within the MBG Program requires stronger institutional integration, administrative standardization, and organizational capacity development in order to improve implementation effectiveness and policy sustainability.

3. Political Capacity and Stakeholder Coordination in MBG Policy Implementation

The study found that political capacity and stakeholder coordination play critical roles in determining the sustainability and governance effectiveness of Indonesia's MBG Program. The implementation process requires strong political commitment from central and local governments because the program involves large-scale budget allocation, cross-sectoral coordination, and long-term policy continuity. The findings indicate that differences in political priorities and administrative interests among government institutions frequently influence the consistency of policy implementation across regions. Several local governments demonstrate varying levels of commitment toward supporting the operationalization of the MBG Program, particularly in relation to budget support, institutional coordination, and administrative facilitation.

The study also identified that stakeholder coordination remains relatively fragmented because multiple actors, including government agencies, schools, food suppliers, health institutions, and community organizations, often operate within separate administrative frameworks. This condition limits collaborative governance practices and reduces the effectiveness of integrated policy implementation. In several implementation contexts, institutional actors encounter challenges in building policy legitimacy and maintaining public trust due to concerns regarding transparency, accountability, and distribution fairness. The findings further reveal that limited stakeholder engagement mechanisms weaken community participation and reduce the inclusiveness of policy governance processes. Political communication among implementing institutions also demonstrates inconsistencies that create misunderstandings regarding administrative responsibilities, operational standards, and policy objectives. In addition, overlapping authority between central and local institutions frequently complicates decision-making processes and delays administrative responses to implementation challenges.

The study additionally found that governance sustainability within the MBG Program depends heavily on the government's ability to maintain stable political support and institutional collaboration over time. Weak political coordination may

increase the risk of policy discontinuity, administrative conflict, and governance instability within the implementation process. Strengthening political capacity and collaborative stakeholder governance becomes essential for improving institutional legitimacy, policy sustainability, and coordination effectiveness in Indonesia's MBG Program

4. Governance Complexity and Policy Sustainability Challenges in the MBG Program

The governance complexity significantly affects the sustainability and long-term effectiveness of Indonesia's MBG Program due to the multidimensional nature of policy implementation within decentralized administrative systems. The implementation process involves complex interactions among central governments, local governments, educational institutions, health agencies, food providers, and community stakeholders, all of which possess different institutional capacities, administrative priorities, and governance approaches. This complexity frequently generates coordination challenges that reduce policy consistency and create implementation disparities across regions.

The findings indicate that policy sustainability remains highly dependent on the government's ability to maintain stable institutional coordination, continuous financial support, and adaptive governance mechanisms over time. Several implementation challenges emerge from inconsistent administrative standards, overlapping institutional authority, and limited integration between policy planning and operational execution. The study also identified that budget sustainability represents one of the most critical governance concerns because the MBG Program requires substantial long-term financial commitments and extensive resource allocation. In addition, institutional actors often encounter difficulties in balancing policy expansion objectives with administrative readiness and implementation quality control. Governance complexity further increases when local governments possess unequal fiscal capacities and varying levels of institutional preparedness, thereby creating differences in program performance and service effectiveness. The findings additionally reveal that weak monitoring and accountability systems may reduce public confidence in the governance process and increase the risk of administrative inefficiency. Several institutions still experience limitations in establishing transparent evaluation mechanisms capable of measuring policy effectiveness and implementation outcomes comprehensively.

The study also found that governance sustainability requires stronger integration between strategic policy planning, operational management, and intergovernmental coordination in order to minimize institutional fragmentation and implementation gaps. Rapidly changing political, economic, and social conditions continue to challenge the adaptability of governance structures within the MBG Program. The study concludes that strengthening governance integration, institutional resilience, and sustainable policy management is essential for ensuring the long-term continuity and effectiveness of Indonesia's MBG Program

5. Strategies for Strengthening Policy Capacity and Governance Effectiveness in Indonesia's MBG Program.

The study found that strengthening policy capacity and governance effectiveness constitutes a fundamental requirement for improving the sustainability and implementation performance of Indonesia's MBG Program. The findings indicate that the government needs to develop more integrated analytical systems capable of supporting evidence-based policy formulation, comprehensive monitoring mechanisms, and adaptive decision-making processes. Strengthening analytical capacity requires improvements in data integration, digital governance systems, policy evaluation frameworks, and institutional research capabilities in order to enhance administrative responsiveness toward implementation challenges.

The study also found that operational governance effectiveness depends heavily on the government's ability to establish standardized administrative procedures, efficient logistical systems, and coordinated institutional management across different implementation levels. Institutional strengthening efforts should therefore prioritize human resource development, technical training, organizational coordination, and infrastructure improvement to reduce operational disparities among regions. In addition, the findings reveal that strengthening political capacity remains essential for maintaining policy legitimacy, stakeholder trust, and long-term governance sustainability within the MBG Program. The government needs to encourage stronger collaboration among central governments, local governments, educational institutions, health agencies, private sector actors, and community organizations in order to create more integrated governance arrangements.

The study further identified that collaborative governance mechanisms can improve institutional coordination, reduce administrative fragmentation, and support more inclusive policy implementation processes. Strengthening accountability and transparency systems also becomes crucial for increasing public trust and ensuring that policy implementation remains aligned with governance objectives and service quality standards. The findings additionally demonstrate that sustainable governance requires long-term financial planning and adaptive policy management capable of responding to changing economic, social, and political conditions. Several governance improvements should focus on developing integrated monitoring systems, strengthening policy communication, and enhancing institutional flexibility within decentralized administrative environments.

The study also emphasizes the importance of creating governance frameworks that support continuous policy learning, institutional adaptation, and evidence-based administrative reform. Strengthening policy capacity through integrated governance strategies represents a critical foundation for improving the effectiveness, sustainability, and institutional resilience of Indonesia's MBG Program.

The findings regarding analytical capacity challenges in Indonesia's MBG Program indicate that weaknesses in data integration, policy evaluation, and evidence-based decision-making substantially affect governance effectiveness and implementation consistency. The study found that fragmented administrative

information systems and limited analytical coordination reduce the government's ability to formulate adaptive and responsive policy strategies, particularly within decentralized governance environments. These findings correspond with previous studies emphasizing that governments frequently encounter analytical limitations when managing complex social intervention programs that require multidimensional coordination and continuous policy adjustment (Peters, 2015).

The present study also identified disparities in analytical readiness among local institutions, especially in monitoring systems, program evaluation, and policy forecasting processes, which confirms that unequal institutional competencies often weaken implementation quality and administrative coherence across regions. The findings demonstrate that insufficient analytical mechanisms may reduce institutional responsiveness toward emerging implementation risks, including logistical inefficiencies, beneficiary targeting problems, and food safety concerns. This condition supports previous arguments that effective governance requires strong institutional learning capacities and integrated policy analysis systems capable of supporting strategic administrative adaptation (Béland, Rocco, & Waddan, 2016).

The study revealed that policy actors within the MBG Program still prioritize rapid implementation outcomes rather than comprehensive evidence-based evaluation processes, thereby limiting opportunities for long-term governance improvement and sustainable policy learning. The findings further indicate that weak analytical coordination among institutions may increase administrative fragmentation and reduce the consistency of governance practices within large-scale nutrition intervention programs. These results also align with previous governance research asserting that analytical capacity plays a decisive role in strengthening institutional resilience, policy coherence, and public sector effectiveness in complex policy environments (Painter & Pierre, 2005). The study confirms that strengthening analytical governance mechanisms, institutional learning systems, and evidence-based policy management remains essential for improving the long-term effectiveness and sustainability of Indonesia's MBG Program.

Operational and institutional constraints in Indonesia's MBG Program demonstrate that governance effectiveness in large-scale nutrition intervention policies strongly depends on administrative readiness, institutional coordination, and implementation capacity across multiple governance levels. The study identified that logistical inefficiencies, unequal infrastructure availability, and fragmented coordination mechanisms significantly reduce the consistency and quality of policy implementation, particularly in regions with limited administrative resources. These findings align with previous studies emphasizing that operational governance challenges frequently emerge when governments implement large-scale food and social protection programs without adequate institutional integration and administrative standardization (Bryson, Crosby, & Bloomberg, 2014).

The present study also found that weak coordination among educational institutions, health agencies, local governments, and food distribution actors contributes to implementation delays and governance fragmentation, thereby

reducing policy effectiveness within decentralized administrative systems. Furthermore, the findings indicate that disparities in institutional capacity among local governments create uneven implementation outcomes and limit the government's ability to maintain consistent service quality across regions. This condition corresponds with previous governance research asserting that institutional fragmentation and administrative asymmetry often weaken public service delivery and reduce governance efficiency in complex policy environments (Peters, 2018).

The study additionally revealed that limited technical competencies and insufficient human resource readiness hinder operational management processes, particularly in food safety supervision, monitoring systems, and logistical coordination. These findings support earlier arguments that public sector effectiveness requires not only formal policy structures but also strong organizational capabilities, technical expertise, and integrated operational management systems (Moynihan & Pandey, 2005). In addition, the study found that administrative burdens and procedural complexity frequently reduce institutional flexibility in responding to rapidly changing implementation conditions, thereby weakening governance adaptability and implementation responsiveness.

The findings further suggest that operational governance within the MBG Program requires stronger interorganizational collaboration and more integrated administrative frameworks to minimize coordination failures and institutional overlap. These results complement previous studies emphasizing that collaborative governance mechanisms can improve institutional efficiency, strengthen accountability, and support more adaptive policy implementation processes within public sector programs (Ansell & Gash, 2008). The study demonstrates that sustainable implementation of large-scale nutrition policies requires governments to strengthen institutional resilience, improve logistical management, and establish more coherent governance structures capable of supporting long-term policy continuity. The operational and institutional challenges identified in the MBG Program confirm that governance effectiveness depends heavily on administrative integration, institutional coordination, and organizational capacity development within decentralized public policy systems.

Political capacity and stakeholder coordination in Indonesia's MBG Program indicate that policy sustainability and governance effectiveness depend heavily on the government's ability to maintain institutional legitimacy, political commitment, and collaborative governance arrangements among multiple policy actors. The study found that differences in administrative priorities and political support among governmental institutions frequently create inconsistencies in policy implementation across regions, thereby weakening coordination effectiveness and reducing governance coherence. These findings align with previous studies emphasizing that political capacity represents a crucial dimension of governance because governments require stable political support, stakeholder trust, and institutional legitimacy to sustain large-scale public intervention programs (Wu, Howlett, & Ramesh, 2018). The present study also identified that fragmented coordination among educational

institutions, health agencies, local governments, and community stakeholders limits the effectiveness of collaborative governance mechanisms and reduces policy integration within decentralized administrative systems.

Furthermore, the findings demonstrate that weak stakeholder engagement and inconsistent political communication frequently generate misunderstandings regarding policy objectives, administrative responsibilities, and implementation standards. This condition supports previous governance research asserting that collaborative policymaking requires strong interorganizational trust, communication capacity, and shared governance commitments in order to achieve effective policy implementation outcomes (Emerson, Nabatchi, & Balogh, 2012).

The study additionally found that overlapping institutional authority and inconsistent administrative coordination complicate decision-making processes and delay institutional responses toward implementation challenges within the MBG Program. These findings correspond with earlier arguments that governance fragmentation and weak political coordination may reduce institutional accountability and create administrative inefficiencies in complex policy environments (Christensen & Lægreid, 2007). The study revealed that maintaining public trust and policy legitimacy remains essential for sustaining long-term governance support, particularly in programs involving extensive public expenditure and broad social intervention objectives.

The findings further indicate that political sustainability within the MBG Program requires adaptive governance mechanisms capable of balancing central policy objectives with local administrative realities and stakeholder interests. This condition reinforces previous studies emphasizing that successful governance systems depend on the government's ability to establish inclusive stakeholder networks and stable political coalitions that support policy continuity and institutional collaboration (Klijn & Koppenjan, 2016). The political and coordination challenges identified in the MBG Program confirm that strengthening political capacity and collaborative governance mechanisms remains fundamental for improving policy sustainability, institutional legitimacy, and governance effectiveness in large-scale public nutrition programs.

Concerning governance complexity and policy sustainability challenges in Indonesia's MBG Program demonstrate that large-scale nutrition intervention policies require highly integrated governance systems capable of maintaining institutional coordination, financial sustainability, and long-term administrative adaptability. The study found that governance fragmentation, overlapping institutional authority, and inconsistent coordination mechanisms significantly reduce implementation coherence and create disparities in policy performance across regions. These findings align with previous studies emphasizing that complex governance arrangements often generate coordination difficulties when governments implement multidimensional public policies involving numerous institutional actors and administrative layers (Pierre & Peters, 2020).

The present study also identified that policy sustainability within the MBG

Program depends heavily on the government's ability to maintain stable financial commitments, adaptive governance frameworks, and integrated accountability systems over time. Furthermore, the findings reveal that unequal fiscal capacities and varying levels of institutional preparedness among local governments frequently create implementation gaps and reduce governance consistency within decentralized policy systems. This condition supports previous governance research asserting that policy sustainability requires resilient institutional structures, coherent administrative integration, and effective coordination between central and local governance actors (Boin & Lodge, 2016).

The study additionally found that weak monitoring systems and limited governance integration may reduce public trust and increase administrative inefficiency within large-scale public intervention programs. In several implementation contexts, institutional actors still experience difficulties in balancing rapid policy expansion with governance quality control and long-term implementation sustainability. The findings further indicate that governance adaptability becomes increasingly important because rapidly changing social, political, and economic conditions continuously influence policy implementation environments and institutional performance.

These results correspond with previous arguments emphasizing that sustainable governance systems must possess adaptive capacity, institutional resilience, and strategic coordination mechanisms capable of responding to dynamic governance challenges (Ansell, Sørensen, & Torfing, 2021). The governance complexity identified in the MBG Program confirms that strengthening governance integration, institutional resilience, and sustainable policy coordination remains essential for ensuring long-term implementation effectiveness and policy continuity within Indonesia's public nutrition governance system.

Strategies for strengthening policy capacity and governance effectiveness in Indonesia's MBG Program demonstrate that sustainable policy implementation requires integrated governance reforms, adaptive institutional management, and stronger interorganizational coordination mechanisms. The study found that improvements in analytical systems, operational governance, and political coordination can significantly enhance policy effectiveness and institutional resilience within large-scale nutrition intervention programs. These findings align with previous studies emphasizing that governments must develop dynamic governance capacities capable of supporting policy learning, institutional adaptation, and collaborative problem-solving in increasingly complex policy environments (Torfing, Peters, Pierre, & Sørensen, 2012).

The present study also identified that strengthening governance effectiveness requires governments to establish integrated monitoring systems, transparent accountability mechanisms, and evidence-based administrative processes that support long-term policy sustainability. The findings reveal that collaborative governance arrangements involving governmental institutions, educational organizations, health agencies, community actors, and private stakeholders can

improve coordination effectiveness and reduce administrative fragmentation within decentralized governance systems. This condition supports previous governance research asserting that network-based governance models strengthen institutional cooperation, increase implementation flexibility, and enhance policy responsiveness toward complex public challenges (Klijn, Steijn, & Edelenbos, 2010).

The study additionally found that institutional resilience and governance adaptability become increasingly important because large-scale public intervention programs continuously face changing social, political, and economic conditions that influence implementation effectiveness. Strengthening human resource competencies, administrative integration, and organizational learning mechanisms therefore becomes essential for improving governance quality and policy continuity within the MBG Program. The findings further indicate that governments need to balance policy expansion objectives with institutional readiness and sustainable financial management in order to maintain long-term governance stability.

These results correspond with previous arguments emphasizing that effective public governance depends on institutional capacity to coordinate multiple actors, manage uncertainty, and maintain adaptive policy systems capable of responding to dynamic governance environments (Hill & Hupe, 2014). The study confirms that strengthening integrated governance capacity, collaborative institutional arrangements, and adaptive policy management remains fundamental for improving the sustainability and long-term effectiveness of Indonesia's MBG Program.

D. CONCLUSION

This study concludes that the MBG Program is a strategic public policy for improving nutrition and supporting long-term human resource development in Indonesia. Its effectiveness and sustainability depend on strengthening policy capacity, particularly analytical, operational, and political capacity, within a decentralized governance system. Key challenges include fragmented information systems, unequal institutional capacity, weak coordination, logistical constraints, and inconsistent stakeholder engagement. Therefore, strengthening institutional integration, collaborative governance, evidence-based decision-making, integrated monitoring, and transparent accountability is essential to improve implementation effectiveness, policy continuity, and institutional resilience of the MBG Program.

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