



The Effectiveness of the Implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak East Aceh

Ayu Mastura^{1*}, Syukri², Rudi Kurniawan³, Rabiatal Adawiyah⁴

Universitas Senior Medan

Corresponding Author: Ayu Mastura ayumastura086@gmail.com

ARTICLE INFO

Keywords: Effectiveness, Free Nutritious Eating Program (MBG), Program Implementation

Received : 27, July

Revised : 28, August

Accepted: 30, September

©2026 Mastura, Syukri, Kurniawan, Adawiyah: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the effectiveness of the implementation of the Free Nutritious Meal Program (MBG) at SMAN 1 Ranto Peureulak East Aceh and identify the obstacles faced in its implementation. The research uses a qualitative approach with a descriptive method. The research informants consisted of the Supervisor of Trustees, the Vice Principal for Student Affairs, the Teacher in Charge (PIC) of the MBG Program, and three beneficiary students. Data collection techniques are carried out through observation, interviews, and documentation. Data analysis uses the Miles and Huberman model which includes data reduction, data presentation, and conclusion drawn. The results of the study show that the implementation of the Free Nutritious Meal Program (MBG) at SMAN 1 Ranto Peureulak has generally been quite effective based on effectiveness indicators according to Richard M. Steers, namely the achievement of goals, integration, and adaptation. In terms of achieving goals, the program is able to help meet students' food needs while at school and save pocket money. From the aspect of integration, there is good coordination and cooperation between the school and food providers so that the program can be carried out regularly. From the aspect of adaptation, the implementation of the program has adjusted the distribution mechanism to school conditions, although there are still menus that are not in accordance with the tastes of some students. The obstacles found include delays in food delivery, menu variations that are not fully in accordance with students' tastes, and the number of portions that some students say still do not meet their eating needs. However, these obstacles do not interfere with the overall implementation of the program and can still be overcome through good coordination between the school and food providers.

INTRODUCTION

The fulfillment of good nutrition is one of the main factors in improving the quality of human resources. Healthy, intelligent, and productive human development is the national strategy agenda in realizing the vision of a Golden Indonesia 2045, which places human quality as the main capital of the nation's progress (Ministry of National Development Planning/Bappenas, 2019). The government emphasized that improving health status, improving nutritional status, and strengthening education are the foundations for creating a superior generation that is able to compete globally.

Nutrition problems in Indonesia are still a serious challenge. Based on the results of the 2023 Indonesian Nutrition Status Survey (SSGI), the prevalence of stunting under five in Indonesia reached 21.6 percent, while wasting was at 10.8 percent (Ministry of Health of the Republic of Indonesia, 2023). Indonesia's Human Capital Index (HCI) in 2020 was recorded at 0.54, which indicates that a child born in Indonesia is currently estimated to only reach 54 percent of his or her maximum productivity potential as an adult if adequate interventions are not carried out in the field of health and nutrition (World Bank, 2020). In an effort to overcome these problems, the Government of Indonesia initiated the Free Nutritious Meal Program (MBG) whose implementation is under the coordination of the National Nutrition Agency (BGN) as stipulated in Presidential Regulation Number 83 of 2024 concerning the National Nutrition Agency (President of the Republic of Indonesia, 2024).

The implementation of the Free Nutritious Meal Program in the school environment requires good management so that the program's goals can be achieved optimally. The success of the program is not only measured by the distribution of food to students, but also by the quality of the food provided, the timeliness of distribution, the level of student consumption of the food provided, and the coordination between parties involved in the implementation of the program (Mulyani & Maifizar, 2026). Based on the results of initial observations conducted by researchers at SMAN 1 Ranto Peureulak, several interesting phenomena were found, including students who did not finish the food given because the menu did not suit their tastes, variations in the level of enthusiasm of students in receiving the program, and the need to adjust the food distribution schedule so as not to interfere with the teaching and learning process. This phenomenon shows that the success of the Free Nutritious Meal Program is not only determined by the availability of food for students, but also by the effectiveness of its implementation, both in terms of achieving goals, coordination between program implementers, and the school's ability to adjust the implementation of the program to the conditions and needs of students.

Based on this description, this article aims to examine the effectiveness of the implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak East Aceh and identify the obstacles and efforts made in its implementation. This research focuses on the effectiveness of implementation, obstacles, and efforts in the implementation of the MBG Program for students at SMA Negeri 1 Ranto Peureulak. Theoretically, this research is expected to add to the treasure of Public Administration science, and practically it is expected to be

an evaluation material for schools and program organizers in improving the quality of the implementation of the Free Nutritious Meal Program.

LITERATURE REVIEW

Organizational Effectiveness

Effectiveness according to Richard M. Steers (1977) is defined as the extent to which an organization succeeds in achieving and optimizing the set goals, with an emphasis on human contributions and behaviors as well as the ability of the organization to adapt to its environment. Steers argues that effectiveness is abstract and should not be seen as an end state, but rather as an ongoing process. According to Ndraha, effectiveness is used to measure the success of achieving goals, while efficiency is used to measure the process, with the formula of results divided by goals. Rafianto argued that effectiveness is seen from how well the work is completed according to plan, both in terms of cost, time, and quality.

Indicators of effectiveness according to Richard M. Steers

According to Richard M. Steers (1977), there are three indicators of effectiveness, namely: (1) Achievement of goals, namely the entire series of efforts to realize goals that have been set through clear stages, with indicators in the form of achievement deadlines, clear and measurable goals, and legal basis that serves as implementation guidelines; (2) Integration, namely the extent to which the organization is able to carry out planned activities and establish coordination and communication with related parties, with indicators of the implementation of procedures and socialization to the parties involved; and (3) Adaptation, namely the ability of the organization to adapt to the environment in which it operates, with training indicators, capacity development, and the provision of supporting facilities and infrastructure. The three indicators were used as an analytical framework in this study to see the effectiveness of implementation, obstacles, and efforts in the implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak.

Free Nutritious Eating Program (MBG)

The Free Nutritious Meal (MBG) program is one of the priority policies of the Government of Indonesia aimed at improving the nutritional status of students and supporting the acceleration of stunting reduction nationally (Wulandari, 2025), as well as being a strategic step in realizing the vision of a Golden Indonesia 2045 and supporting Asta Cita's mission in strengthening human resource development. Program management is carried out by the National Nutrition Agency (BGN) through the Nutrition Fulfillment Service Unit (SPPG) which operates healthy kitchens, designs menus with balanced nutritional content, and ensures that the food distribution process is carried out regularly, by prioritizing the use of local food that meets hygiene and hygiene standards (Lendra, 2025).

METHODOLOGY

This study uses a qualitative design with a descriptive approach to understand the social reality of the implementation of the Free Nutritious Meal Program (MBG) holistically and in-depth according to the actual conditions in the field (Sugiyono, 2017). The research will be carried out at SMA Negeri 1 Ranto Peureulak, East Aceh Regency in 2026, including the preparation stage, data collection, data analysis, and preparation of research reports.

The data source consists of primary data obtained through interviews and observations of research informants, namely the Supervisor of Trustees, Vice Principal for Student Affairs, Teacher in Charge (PIC) of the MBG Program, as well as three beneficiary students, and secondary data obtained through written documentation, reports, and technical instructions of the program (Sugiyono, 2022, 2023). Data collection techniques were carried out through unstructured interviews, observations, and documentation. Data analysis uses the interactive model of Miles and Huberman (1998) which includes data reduction, data presentation, and conclusion drawn.

RESULTS AND DISCUSSION

The Effectiveness of the Implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak

SMA Negeri 1 Ranto Peureulak is one of the schools that implements the Free Nutritious Meal Program (MBG) through collaboration between the school and the Nutrition Fulfillment Service Unit (SPPG) and food providers. This program has been running for approximately one year and is distributed every Monday to Friday, with SMA Negeri 1 Ranto Peureulak receiving 480 ompreng every day for all teachers and students.

"... This program is less effective because it is given to all students regardless of the family's economic background. For students from upper-middle-class families, the need for meals is already met at home and even more nutritious, but for lower-middle families they welcome the program with great pleasure." (Muhasir, Supervisor of Trustees, interview)

The results of the study show that the benefits of the MBG Program are felt differently depending on the economic condition of the student's family. However, in terms of achieving goals, the program has helped meet students' food needs while in school and save their pocket money.

"... The distribution of MBG is carried out five minutes before the break and this program is very helpful for the students' attendance. When there is no MBG on Saturday, many students feel lost and ask why there is no MBG." (Rohaya, Teacher in Charge/PIC MBG, interview)

From the integration aspect, the coordination between the school and the food provider is going well so that the program can be carried out regularly every school day. The MBG program is also considered to have a positive impact on student motivation and attendance to come to school.

"... The Free Nutritious Meal (MBG) Program is carried out regularly every school day, from Monday to Friday, and has a positive impact on student attendance." (Nur Masyitah, Deputy Principal for Student Affairs, interview). From the aspect of adaptation, schools adjust the distribution mechanism to the conditions and schedules of

teaching and learning activities, although there are still menus that do not suit the tastes of some students.

"... The food provided is sometimes delicious and sometimes not according to taste, but this program really helps save pocket money." (Septia, students, interviews). Overall, the implementation of the MBG Program has provided real benefits for students even though it has not been fully felt evenly by all students.

Obstacles and Efforts to Implement the Free Nutritious Meal Program (MBG)

Obstacles found in the implementation of the MBG Program include delays in food delivery from the provider which causes the food distribution time to slightly interfere with class hours, because the distribution process takes longer than the available 15-minute break time.

"... The presence of MBG in the context of lesson hours is a little disturbing because it comes before break time, while distributing it takes longer." (Muhasir, Supervisor of Trustees, interview)

Another obstacle is in the form of menu variations that are not fully in accordance with students' tastes so that there are still unspent foods, as well as the number of portions that some students think still do not meet their eating needs.

Efforts made to overcome these obstacles include: first, continuous coordination between schools and food providers and the Nutrition Fulfillment Service Unit (SPPG); second, submission of evaluation results related to menu variations and number of portions to program organizers; and third, adjusting the food distribution schedule so as not to interfere with the teaching and learning process.

Referring to Richard M. Steers' theory of effectiveness, the success of the implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak can be analyzed through three indicators. First, in terms of achieving goals, the program has helped meet students' food needs while in school and save pocket money, although the benefits felt vary depending on the economic condition of the student's family, and there are still menus and portions that are not fully in accordance with the needs of all students.

Second, from the integration aspect, coordination between the school and the MBG Program organizers has been running well, characterized by data collection of beneficiaries, supervision of food distribution, and coordination when distribution problems occur, although the timeliness of distribution still needs to be improved so as not to interfere with the teaching and learning process. Third, from the aspect of adaptation, the school is able to adjust the implementation of the program to conditions in the field, for example by rearranging the food distribution schedule when there is a delay in distribution, as well as receiving student input regarding menu variations as evaluation material for program organizers.

Based on these three indicators, it can be concluded that the implementation of the MBG Program at SMA Negeri 1 Ranto Peureulak has been running quite effectively, although there are still aspects that need to be improved, especially

related to the timeliness of distribution, menu variations, and the suitability of food portions to the needs of students.

The barriers found – distribution delays, menu variations, and portion sizes – are interrelated to all three indicators of effectiveness: distribution delays affect adaptation and integration aspects, while inappropriate menu and portion variations affect the achievement of program objectives. The efforts made by the school, such as continuous coordination with food providers, the submission of menu and portion evaluations, and the adjustment of distribution schedules, are basically steps to strengthen the three indicators simultaneously so that the implementation of the MBG Program can run more optimally and the benefits are felt more evenly by all students.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the implementation of the Free Nutritious Meal Program (MBG) at SMA Negeri 1 Ranto Peureulak has generally been quite effective based on effectiveness indicators according to Richard M. Steers, namely the achievement of goals, integration, and adaptation. The program has helped meet students' food needs while in school, saved pocket money, and was supported by good coordination between the school and food providers. However, the implementation of the program still faces obstacles in the form of delays in food distribution, menu variations that are not fully in accordance with students' tastes, and the number of portions that some students say still do not meet their eating needs.

Based on these findings, this study recommends that MBG Program organizers improve the timeliness of food distribution and conduct periodic evaluations of menu variations and number of portions to better suit the needs and tastes of students without reducing the nutritional standards that have been set. Schools are advised to continue to improve coordination with program organizers and supervise the food distribution process. The implications of this study show that strengthening coordination, menu and portion evaluation, and timeliness of distribution are needed to increase the effectiveness of the implementation of the Free Nutritious Meal Program in a sustainable manner.

FURTHER STUDY

This research has limitations because it was only conducted at one research location, namely SMA Negeri 1 Ranto Peureulak, East Aceh Regency, so the results of the study cannot be generalized to all schools that implement the Free Nutritious Meal Program (MBG). This research also only involved a few informants consisting of the school, the teacher in charge, and the beneficiary students, so there is still a possibility that there are other perspectives from related parties that have not been fully accommodated. Therefore, further research is recommended to involve more informants and examine other aspects such as service quality and beneficiary satisfaction in order to obtain more comprehensive research results.

ACKNOWLEDGMENT

The author would like to thank all leaders and the academic community of the Public Administration Study Program, Faculty of Administrative Sciences, Education, and Economics, Senior University of Medan, for guidance, academic direction, and constructive suggestions during the preparation of this article. Thank you also to SMA Negeri 1 Ranto Peureulak East Aceh and all research informants for their willingness and cooperation in the data collection process.

REFERENCES

- Agustini, U. (2025). The effectiveness and challenges of the Free Nutritious Meal Program policy as an educational intervention in Indonesia. *Journal*.
- Agustino, L. (2017). *The basics of public policy*. Alphabet.
- Duncan, R. B. (1973). Multiple decision-making structures in adapting to environmental uncertainty. In V. H. Vroom & P. W. Yetton (Ed.), *Readings in managerial psychology*. University of Pittsburgh Press.
- Ering, C. N. (2025). The effectiveness of the Free Nutritious Meal Program (MBG) in increasing the attendance of elementary school students. *Journal*.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes* (14th ed.). McGraw-Hill.
- Hasbullah. (2015). *Public policy*. Raja Grafindo Persada.
- Lendra, W. (2025). Public governance innovation in the Free Nutritious Meal Program. *Journal*.
- Marzali, A. (2015). *Anthropology and public policy*. Kencana.
- Miles, M. B., Huberman, A. M., & Saldáña, J. (2014). *Qualitative data analysis: A methods sourcebook* (3rd ed.). Sage Publications.
- Ministry of Health of the Republic of Indonesia. (2022). Strategic Plan of the Ministry of Health for 2020–2024. <https://www.kemkes.go.id>
- Ministry of Health of the Republic of Indonesia. (2023). Indonesian Nutrition Status Survey (SSGI) 2023. <https://www.kemkes.go.id>
- Ministry of National Development Planning/Bappenas. (2019). Indonesia's Vision 2045. <https://www.bappenas.go.id>
- Mulyadi, D. (2015). *Implementation of public policies*. The Earth of Scripts.
- National Nutrition Agency. (2024). Report on the implementation of the Free Nutritious Meal Program. <https://www.bgn.go.id>
- Nugroho, R. (2016). *Public policy*. Elex Media Komputindo.
- Pasolong, H. (2016). *Theory of public administration*. Alphabet.

- President of the Republic of Indonesia. (2024). Presidential Regulation Number 83 of 2024 concerning the National Nutrition Agency. <https://peraturan.bpk.go.id>
- Risnawati, E. (2025). Implementation of the Free Nutritious Meal Program in increasing the effectiveness of the learning process in elementary schools. *Journal*.
- Safitri, S. (2026). The effectiveness of the Free Nutritious Eating Program on learning concentration, eating behavior, and nutritional status of school children. *Journal*.
- Steers, R. M. (1985). *Organizational effectiveness*. Erlangga.
- Subarsono, A. G. (2016). *Public policy analysis: Concepts, theories, and applications*. Student Library.
- Sugiyono. (2022). *Qualitative research methods*. Alfabet.
- Sugiyono. (2023). *Mixed research methods*. Alfabet.
- Sugiyono. (2024). *Quantitative, qualitative, and R&D research methods*.
- Tahir, A. (2015). *Public policy and transparency in the implementation of local government*. Alfabet.
- Winarno, B. (2016). *Public policy: Theory and process*. Media Pressindo.
- World Bank. (2020). *Human capital index 2020 update: Human capital in the time of COVID-19*.
- Wulandari, A. (2025). The Free Nutritious Meal Program as a policy to accelerate stunting reduction. *Journal*.