

ABSTRAK

Muhammad Irfan, 1228010135, 2026. *Collaborative Governance* dalam Pelaksanaan Program Makan Bergizi Gratis Pada Satuan Pelayanan Pemenuhan Gizi Cisurupan Kecamatan Cibiru di Kota Bandung.

Pelaksanaan Program Makan Bergizi Gratis di Kota Bandung merupakan salah satu kebijakan strategis pemerintah dalam meningkatkan kualitas gizi masyarakat, khususnya peserta didik. Program ini melibatkan berbagai aktor, seperti Badan Gizi Nasional, Satuan Pelayanan Pemenuhan Gizi (SPPG), pemerintah daerah, satuan pendidikan, fasilitas kesehatan, serta UMKM. Dalam implementasinya masih ditemukan berbagai permasalahan, antara lain perbedaan kapasitas antar-SPPG, belum optimalnya koordinasi lintas sektor, serta terbatasnya proses kolaborasi antarpemangku kepentingan yang berdampak pada efektivitas pelaksanaan program.

Penelitian ini bertujuan untuk mengetahui dan menganalisis peran *collaborative governance* dalam pelaksanaan Program Makan Bergizi Gratis oleh Badan Gizi Nasional melalui Satuan Pelayanan Pemenuhan Gizi di Kota Bandung. Secara khusus penelitian ini menganalisis kondisi awal kolaborasi (*starting conditions*), desain kelembagaan (*institutional design*), kepemimpinan fasilitatif (*facilitative leadership*), dan proses kolaboratif (*collaborative process*) dalam pelaksanaan program.

Penelitian ini menggunakan metode penelitian deskriptif dengan pendekatan kualitatif. Data diperoleh melalui observasi, wawancara, dokumentasi, dan studi kepustakaan. Informan penelitian terdiri atas pihak Badan Gizi Nasional, Satuan Pelayanan Pemenuhan Gizi, pemerintah daerah, satuan pendidikan, serta pihak-pihak terkait lainnya. Analisis data dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan, sedangkan keabsahan data diuji menggunakan teknik triangulasi sumber.

Hasil penelitian menunjukkan bahwa pelaksanaan *collaborative governance* dalam Program Makan Bergizi Gratis di Kota Bandung telah berjalan, namun belum sepenuhnya optimal. Kondisi awal kolaborasi menunjukkan masih adanya perbedaan kapasitas sumber daya antaraktor. Desain kelembagaan telah memiliki dasar regulasi yang jelas, tetapi implementasi koordinasi lintas sektor masih memerlukan penguatan. Kepemimpinan fasilitatif Badan Gizi Nasional melalui SPPG telah mampu membangun koordinasi dengan berbagai pihak, meskipun belum merata pada seluruh pelaksanaannya. Sementara itu, proses kolaborasi telah berlangsung melalui dialog, pembangunan kepercayaan, komitmen, dan pemahaman bersama, akan tetapi masih terdapat hambatan komunikasi serta keterlibatan beberapa aktor sehingga diperlukan penguatan sinergi agar pelaksanaan Program Makan Bergizi Gratis dapat berjalan lebih efektif, merata, dan berkelanjutan.

Kata kunci: *Collaborative Governance*, Program Makan Bergizi Gratis, Satuan Pelayanan Pemenuhan Gizi.

ABSTRACT

Muhammad Irfan, 1228010135, 2026. Collaborative Governance in the Implementation of Free Nutritious Meal Programs at the Nutrition Fulfillment Service Unit in Cisurupan, Cibiru District, Bandung City.

The implementation of the Free Nutritious Meal Program in Bandung City is one of the government's strategic policies to improve the nutritional quality of the community, particularly students. This program involves various actors, such as the National Nutrition Agency, Nutrition Fulfillment Service Units (SPPG), local governments, educational institutions, health facilities, and MSMEs. Several challenges remain in its implementation, including differences in capacity among SPPGs, suboptimal cross-sectoral coordination, and limited collaboration among stakeholders, which impact the effectiveness of program implementation.

This study aims to identify and analyze the role of collaborative governance in the implementation of the Free Nutritious Meal Program by the National Nutrition Agency through Nutrition Fulfillment Service Units in Bandung City. Specifically, this study analyzes the starting conditions for collaboration, institutional design, facilitative leadership, and collaborative processes in program implementation.

This study uses a descriptive research method with a qualitative approach. Data were obtained through observation, interviews, documentation, and literature review. The research informants included representatives from the National Nutrition Agency, Nutrition Fulfillment Service Units, local governments, educational institutions, and other relevant parties. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. Data validity was tested using source triangulation techniques.

The results indicate that the implementation of collaborative governance in the Free Nutritional Meal Program in Bandung City has been ongoing, but not yet fully optimized. Initial collaboration conditions indicate differences in resource capacity between actors. The institutional design has a clear regulatory basis, but the implementation of cross-sectoral coordination still requires strengthening. The National Nutrition Agency's facilitative leadership through the Nutritional Supplements (SPPG) has been able to establish coordination with various parties, although this has not been evenly distributed across all implementations. Meanwhile, the collaboration process has taken place through dialogue, building trust, commitment, and shared understanding. However, communication barriers and the involvement of several actors remain, necessitating the strengthening of synergy to ensure a more effective, equitable, and sustainable implementation of the Free Nutritional Meal Program.

Keywords: Collaborative Governance, Free Nutritional Meal Program, Nutrition Fulfillment Service Unit.