

## **ANALYSIS OF THE IMPLEMENTATION OF THE REGIONAL SECRETARIAT'S FUNCTIONS IN THE FORMULATION OF THE FREE NUTRITIOUS MEALS PROGRAM POLICY IN KUBU RAYA REGENCY**

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### **Abstract**

This study aims to analyse the implementation of the duties and functions of the Regional Secretariat in formulating the Free Nutritious Meal Programme policy in Kubu Raya District. The Free Nutritious Meals Programme is a strategic policy of the Kubu Raya District Government in an effort to improve nutritional quality and support the continuity of education for primary and secondary school students, as well as reduce stunting. The Regional Secretariat of Kubu Raya District, as the head of the Free Nutritious Meals Programme task force, has strategic duties and functions in planning, organising, mobilising and controlling the Free Nutritious Meals Programme in Kubu Raya District. Researchers used the POAC (*Planning, Organising, Actuating, Controlling*) management theory as an analytical tool. The research method used was descriptive qualitative with data collection techniques through in-depth interviews, observation, and documentation of informants consisting of Regional Secretariat officials, relevant regional apparatus, and programme supporters. This study concludes that the implementation of the Regional Secretariat's duties in formulating the Free Nutritious Meals Programme policy in Kubu Raya Regency has been carried out in accordance with the principles of POAC management. However, there is still a need to strengthen coordination with regional work units (SKPD) and third parties, namely the Nutrition Fulfilment Service Unit (SPPG), supervision, and capacity building for officials so that the policy can be implemented more effectively and sustainably.

**Keywords:** Regional Secretariat, POAC, Free Nutritious Meals, Kubu Raya.

### **INTRODUCTION**

Local governments have an important responsibility in improving community welfare through policies that address basic needs, such as health and education. Local governments play a strategic role in improving community welfare through various development programmes, including in the areas of health and food security. One concrete example of local governments' focus on human resource quality is the launch of a free nutritious meal programme, which aims to improve children's nutritional intake, especially at the primary education level. The free nutritious meal programme is not only an effort to fulfil children's right to healthy food, but also part

of the government's strategy to reduce *stunting* rates and improve student concentration and achievement. In other words, this free nutritious meal programme is in line with the national agenda to accelerate the reduction of *stunting* rates and support improvements in education quality.

The Regional Secretariat (Setda), as a staff unit led by the Regional Secretary, has an important function in supporting the formulation of regional head policies, including in the planning and coordination of priority programmes such as free nutritious meals. The existence of the Regional Secretariat (Setda) is very strategic. Setda is a staff unit led by the Regional Secretary who is tasked with assisting the regional head in formulating policies and coordinating all regional apparatus. In the context of regional administration, Minister of Home Affairs Regulation No. 104 of 2016 states that the Regional Secretariat has the task of assisting regional heads in formulating policies and coordinating regional apparatus (Permendagri No. 104, 2016). The basis for the implementation of the duties and functions of the Kubu Raya Regency Regional Secretariat is based on Kubu Raya Regent Regulation No. 55 of 2021 concerning the Position, Organisational Structure, Duties and Functions, and Work Procedures of the Kubu Raya Regency Regional Secretariat. The Regional Secretariat's involvement in policy implementation is not only administrative but also substantive because of its duties and functions in aligning the regional head's vision with the technical capacity of regional apparatus and budget and time constraints. Therefore, the managerial duties and functions of the Regional Secretariat are key to the success of the free nutritious meals programme in the region. The free nutritious meals policy requires not only a budget but also cross-sector coordination, such as education, health, and finance.

**Table 1**  
**Data on the Number of Schools and Students in the Free Nutritious Meals Programme (MBG) in Kubu Raya District**

Subdistrict	Number of Schools Involved	Number of Beneficiary Students	Target Group
Sungai Raya	8	2,500	Early childhood education, kindergarten, primary school, junior high school, senior high school, Islamic boarding school students
Sungai Kakap	7	2,779	Early childhood education, kindergarten, primary school, junior high school,

			senior high school, Islamic boarding school students
<b>Total</b>	<b>15</b>	<b>5,279</b>	<b>Students from Early Childhood Education (PAUD), Kindergarten (TK), Primary School (SD), Junior High School (SMP), Senior High School (SMA), and Islamic Boarding Schools (Pesantren)</b>

**Source: Suara Kalbar, 22 February 2025**

Kubu Raya Regency, as one of the developing regencies in West Kalimantan Province, is striving to improve the quality of public services, including through the Free Nutritious Meals (MBG) programme. Table 1 above shows that there are 15 schools with 5,279 students benefiting from the Free Nutritious Meals (MBG) programme in Sungai Raya District and Sungai Kakap District. Through the Free Nutritious Meals (MBG) programme, the government is striving to create a healthy and intelligent generation as a long-term investment. Kubu Raya Regency, as one of the regions in West Kalimantan Province that is actively developing in terms of the quality of public services, is an interesting subject for research, especially since the Free Nutritious Meals (MBG) programme is one of the promises made by the elected regional head that requires cross-sectoral coordination and support. However, the success of this programme is highly dependent on how the Kubu Raya Regency Secretariat carries out its duties and functions in formulating the Free Nutritious Meals (MBG) programme policy. Several Regional Apparatus Organisations (OPD) were not involved in the initial planning of the programme. As a result, the data on beneficiaries is not yet valid, and the programme implementation mechanism has not been properly socialised to potential partners. Limitations in the number of healthy kitchens and catering partners that meet health and hygiene criteria mean that this programme can only be implemented in several schools in stages (KalbarOnline.com, 2025; Antaranews.com, 2025).

Based on several findings in the field, this study is relevant to examine in depth how the Regional Secretariat of Kubu Raya Regency carries out its duties and functions in formulating and coordinating the Free Nutritious Meals (MBG) programme policy so that the programme's objectives can be achieved effectively and efficiently. The urgency of researching the implementation of the duties and functions of the Kubu Raya Regency Secretariat in formulating the Free Nutritious

Meals (MBG) programme policy is to support the effectiveness of national policy implementation in the region, to ensure that the implementation of the duties and functions of the Kubu Raya Regency Secretariat in formulating the Free Nutritious Meals (MBG) programme policy (MBG) can be effective and efficient, as well as providing strategic input for the Kubu Raya District government in formulating future regional priority programmes, both for the Free Nutritious Meals Programme (MBG) and other strategic programmes that require cross-sectoral coordination.

This study seeks to examine the management of the duties and functions of the Kubu Raya Regency Secretariat in formulating the Free Nutritious Meals (MBG) programme policy, in order to provide academic understanding and input for programme policy implementers so that the resulting programme is targeted, effective, efficient and sustainable.

### **Problem Formulation**

Problem formulation, also known as problematic formulation, is an important phase of research. This step is known as problem formulation or problematic formulation. At this stage, researchers ask themselves what they will seek answers to through research activities (Arikunto, 2010).

Based on this background, the research question in this study is:

1. How does the Regional Secretariat carry out its duties and functions in formulating the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency?
2. What are the obstacles faced by the Regional Secretariat in carrying out its duties and functions related to the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency?

### **Research Objectives**

The purpose of the research is to formulate sentences that indicate the research results. The question sentence indicates the research problem, and the statement sentence explains the research purpose. Basically, the research purpose and the desired answer are the same, only the formulation is different (Arikunto, 2010).

The objectives of this study are:

1. To describe and analyse the implementation of the duties and functions of the Regional Secretariat in formulating the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency.

2. To identify the obstacles faced in the implementation of the tasks and functions of the Regional Secretariat in formulating the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency.

### **Benefits of Research**

Sugiyono (2012) explains that the benefits of research results are the impact of achieving research objectives. If the research objectives can be achieved and the problems can be answered correctly, then what are the benefits? There are two benefits of research results, namely to develop science (theoretical benefits) and to help solve and anticipate problems in the object being studied (practical benefits).

This research is expected to provide the following benefits:

#### **Theoretical Benefits**

Theoretical benefits mean that the research findings will contribute to the development of knowledge related to the research object. The theoretical benefits of this research are to contribute to further research on the implementation of the duties and functions of the regional secretariat in formulating policy for a programme, particularly in the public administration study programme, Faculty of Social and Political Sciences.

#### **Practical Benefits**

The practical benefits are related to the fact that the research findings are useful to various parties who need them to improve their performance and to encourage further research. The theoretical benefits mean that the research findings will contribute to the development of knowledge related to the research subject. The practical benefits of this research are as follows:

- 1) For Local Government.

The results of this study are expected to provide useful recommendations for the Kubu Raya Regency Regional Secretariat in improving the effectiveness of their tasks and functions, particularly in formulating policies that are more responsive to community needs. This research can also serve as a guideline for local governments in designing and implementing Free Nutritious Meals (MBG) programmes that are more efficient, targeted, and sustainable. In addition, the findings of this study can provide insight to various related parties, such as the Health Office, Education Office, and community organisations, regarding the importance of cross-sectoral coordination in supporting the success of government programmes based on social welfare.

- 2) For the community

The benefits for the community of Kubu Raya District are that they can participate in the Free Nutritious Meals (MBG) programme and enjoy the benefits of the Free Nutritious Meals (MBG) programme to improve the nutrition of the next generation and the community.

### **Urgency of Research**

Research on the Analysis of the Implementation of the Tasks and Functions of the Regional Secretariat in the Formulation of the Free Nutritious Meals Programme Policy in Kubu Raya Regency is important for several reasons. First, the free nutritious meals programme is a priority policy that supports the improvement of human resources. Second, the Regional Secretariat (Setda) is a staff unit that assists regional heads in policy formulation and administrative coordination of government administration. In the formulation of the Free Nutritious Meal Programme policy in Kubu Raya Regency, the duties and functions of the Regional Secretariat are very strategic, especially in terms of planning, coordination between regional agencies, data collection, and policy drafting.

Through this study, it will be possible to determine how the Regional Secretariat (Setda) effectively carries out its duties and functions in formulating the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency. The results of this study are expected to provide an objective picture of how the Regional Secretariat (Setda) carries out its duties and functions in the process of formulating the Free Nutritious Meals Programme (MBG) policy formulation process in Kubu Raya Regency, in terms of coordination, facilitation, and administration, as well as analysing the managerial aspects of the Regional Secretariat (Setda), namely the functions of planning, organising, mobilising, and supervising the formulation of the Free Nutritious Meals (MBG) programme policy in Kubu Raya Regency to determine whether it can run effectively and efficiently. In addition, it aims to identify the obstacles and barriers faced by the Regional Secretariat in carrying out its duties and functions, such as weak coordination between regional agencies, limited resources, or suboptimal policy formulation mechanisms.

### **LITERATURE REVIEW**

The Regional Secretariat (Setda), as a staff unit led by the Regional Secretary, has an important function in supporting the formulation of regional head policies, including in the planning and coordination of priority programmes such as Free Nutritious Meals (MBG). The Free Nutritious Meals (MBG) programme is one of the

strategic steps in realising the vision of the President of the Republic of Indonesia for Indonesia Emas 2045. This programme was launched to support one of the eight Asta Cita missions, namely strengthening human resource development. In its implementation, MBG aims to overcome malnutrition and *stunting* in Indonesia, while supporting child growth and development, the health of pregnant and breastfeeding mothers, and improving the quality of education in the country (<https://sync-disdik.jabarprov.go.id>). The main objective of the MBG programme is to reduce *malnutrition* and *stunting* rates, which remain serious problems in Indonesia, especially among vulnerable groups. These groups include toddlers, children, pregnant women, and nursing mothers. This programme aims to ensure that the daily nutritional needs of the community, especially among children and mothers, are adequately met in accordance with the Nutritional Adequacy Rate standards (SiMantap.MBG, 2025).

The existence of the Regional Secretariat (Setda) is highly strategic. Setda is a staff unit led by the Regional Secretary who is tasked with assisting the regional head in formulating policies and coordinating all regional apparatus. The basis for the implementation of the duties and functions of the Kubu Raya Regency Regional Secretariat is based on Kubu Raya Regent Regulation No. 55 of 2021 concerning the Position, Organisational Structure, Duties and Functions, and Work Procedures of the Regional Secretariat of Kubu Raya Regency ( ), which states that the Regional Secretariat has the duty to assist the Regent in policy formulation and administrative coordination of the implementation of the duties of SKPDs, assistants and expert staff, as well as administrative services (Kubu Raya Regent Regulation No. 55, 2021). The Regional Secretariat's involvement in the Free Nutritious Meals (MBG) programme is not only administrative but also substantive due to its duties and functions in aligning the regional head's vision with the technical capacity of regional apparatus and budget and time constraints. Therefore, the managerial duties and functions of the Regional Secretariat are key to the success of the free nutritious meals programme in the region (Permendagri No. 56, 2019).

At the start of the Free Nutritious Meals Programme in Kubu Raya District in mid-February 2025, it targeted 15 schools in the Sungai Raya and Sungai Kakap areas. Gradually, by October 2025, the MBG kitchen in Kubu Subdistrict served 31 schools in one area (<https://gagasankalbar.com> , 2025).

In Kubu Raya Regent Decree Number 511/Bappedalitbang/2025 concerning the Task Force for the Free Nutritious Meals Programme , the Regional Secretary, as the programme chair, has the task of establishing a plan for the implementation of the

Free Nutritious Meals Programme in Kubu Raya Regency; coordinating and controlling the implementation of activities related to the implementation of the Free Nutritious Meals Programme in Kubu Raya Regency; supervising the implementation of the Free Nutritious Meals Programme in Kubu Raya Regency; and determining the strategic steps necessary to resolve problems and accelerate the implementation of the Free Nutritious Meals Programme in Kubu Raya Regency. The Assistant for Government and People's Welfare of the Kubu Raya Regency Regional Secretariat, as the deputy chair of the MBG task force, has the duty of assisting the chair and carrying out other tasks related to the implementation of the Free Nutritious Meals programme in Kubu Raya Regency. The Planning and Budgeting Division is headed by the Head of the Administration and Development Planning Section of the Kubu Raya Regency Secretariat, who is responsible for planning the implementation of the Free Nutritious Meals programme in Kubu Raya Regency, allocating the budget for the Free Nutritious Meals programme in Kubu Raya Regency, and reporting on the implementation of tasks to the task force chairperson. The Procurement and Distribution Division is headed by the Head of the Natural Resources Section of the Kubu Raya Regency Secretariat, whose duties include providing recommendations on priority school locations based on the *Food Security and Vulnerability Assessment (FSVA)* map, assisting in the supervision of fresh food safety (raw materials) by conducting periodic testing of fresh food samples at the Nutrition Fulfilment Service Unit (SPPG); taking inventory of food needs at each Nutrition Fulfilment Service Unit (SPPG); taking inventory of the availability of healthy, natural and economical food ingredients around the Nutrition Fulfilment Service Unit (SPPG) area; providing recommendations on healthy, natural and economical domestic food sources in Kubu Raya Regency (which are guaranteed in terms of quality and quantity) to be used as food ingredients processed into meals at the Nutrition Fulfillment Service Unit (SPPG); assisting and conducting socialisation on proper, varied, nutritious, balanced and safe eating in order to educate students, teachers and parents on proper, varied, nutritious, healthy and safe eating; facilitating the safe and smooth distribution of food from the kitchen to the school; and assisting in the smooth distribution at points prone to congestion and disasters (Kubu Raya Regent Regulation No. 511, 2025).

## **RESEARCH METHOD**

This study uses a descriptive qualitative approach with the research location at the Kubu Raya Regency Secretariat. The research subjects consist of structural officials and staff involved in the formulation of the Free Nutritious Meals Programme

policy, as well as representatives of third parties (foundations/SPPG). Data collection techniques included in-depth interviews with key informants (Head of Social Welfare, Development Administration, and representatives of foundations/SPPG). Documentation included planning documents, coordination meeting minutes, and programme implementation reports. Direct observation of inter-agency coordination activities. Data collection tools used interview guidelines, documentation guidelines, and observation guidelines. Data analysis was conducted using the Miles and Huberman (2024) interactive model through the stages of data reduction, data presentation, and conclusion drawing. Data validity was tested using source and method triangulation.

## **RESULTS AND DISCUSSION**

The Kubu Raya Regency Regional Secretariat has the main function of assisting the Regent in policy formulation, coordination of regional apparatus tasks, and administrative services. In the context of formulating policies for the Free Nutritious Meals Programme, the Regional Secretariat is the driving force that coordinates across regional apparatus organisations (OPD) such as the Education Office, Health Office, Social Office, and Regional Development Planning Agency (Bappeda), as well as third parties, namely foundations/SPPG, in the Free Nutritious Meals Programme in Kubu Raya Regency. In the composition of the Free Nutritious Meals programme task force based on Kubu Raya Regent Decree Number 511/Bappedalitbang/2025, the Regional Secretariat serves as the chair of the MBG programme. The MBG programme aims to reduce *stunting* rates, improve child nutrition, and support educational achievements through the provision of healthy and nutritious meals in schools.

This study uses the principles of POAC management (*Planning, Organising, Actuating, Controlling*) as an analytical tool to analyse the implementation of the duties of the Kubu Raya Regional Secretariat in the preparation of the Free Nutritious Meals (MBG) programme. The analysis is as follows:

### **1. Planning Function**

The Regional Secretariat plays an active role in formulating MBG activity plans through coordination between regional agencies, including Bappeda and the Education Agency. Work plans are formulated based on the regional head's vision and adjusted to the region's fiscal capabilities. This shows that the implementation of the planning function has been running well, although the analysis of local nutritional needs still needs to be strengthened.

Planning for the free nutritious meal programme in Kubu Raya involves coordination with various parties, such as the Kubu Raya National Nutrition Agency (BGN), which is responsible for overseeing nutritional standards. The Kubu Raya Regional Secretariat then coordinates with the Kubu Raya Education and Culture Office (Disdikbud) to prepare schools that will become partners, as well as establishing cooperation with foundations and catering companies/SPPG that meet the standards of the National Nutrition Agency (BGN), under the direct supervision of the West Kalimantan Financial and Development Supervisory Agency (BPKP), the Indonesian National Armed Forces (TNI), and the Indonesian National Police (Polri).

Form of Planning:

- a. Inter-institutional Coordination  
Collaborating with partners such as the National Nutrition Agency (BGN) to ensure nutritional standards are met, and working with BPKP, TNI, and Polri for supervision.
- b. Preparation of Infrastructure  
Providing facilities at partner schools, such as hand washing stations and adequate dining areas.
- c. Identifying Partner Schools  
Select schools that are ready and have kitchen partners that meet the standards, as was done in the initial 15 schools in Kubu Raya.
- d. Collaboration with **Catering Services**  
Establishing a Memorandum of Understanding (MoU) with registered catering companies that are strictly monitored for nutritional standards.
- e. **Strict** Supervision  
Ensuring that food packaging is properly sealed and meets established nutritional standards.

The activities carried out were the launch of the programme at SDN 64 and SMPN 7 Sungai Raya. The programme began at these schools as an initial stage, with a total of 505 students at SDN 64 and 398 students at SMPN 7 benefiting from it. Furthermore, through the implementation of free lunches, the students received nutritious lunches that had been properly packaged at their respective schools.

**Image 1**

**The Secretary of the Regional Government Inspects the Distribution of Free Nutritious Meals at One of the Elementary Schools in Sungai Raya District**



Source: <https://www.kuburaya.go.id/>

The MBG programme provides nutritious meals to primary and secondary school students in Kubu Raya. Kubu Raya Regency collaborates with four independent kitchens that are partners of the National Nutrition Agency. MBG began in two sub-districts and continues to be implemented on an ongoing basis. The current target of the MBG programme is 5,279 students in 15 public and private schools in the sub-districts of Sungai Raya and Sungai Kakap, with a total of 4,278 students in Sungai Raya and 1,001 students in Sungai Kakap. The MBG distribution process in Kubu Raya is carried out in accordance with the standards set by the National Nutrition Agency. This MBG programme is accompanied and supervised by the Head of the Provincial BPKP and his staff, as well as a number of representatives from related agencies, including the TNI/Polri ([www.kuburaya.go.id](http://www.kuburaya.go.id)).

## **2. Organising Function**

Organisation was carried out by forming a cross-sector coordination team. The Regional Secretariat acted as the main coordinator, ensuring that the division of tasks between agencies ran effectively. However, not all implementing structures had standard operating procedures, so technical coordination was sometimes overlapping. To avoid this, in the Free Nutritious Meals Programme in Kubu Raya Regency, the Regent of Kubu Raya established a Task Force by issuing Kubu Raya Regent Decree No. 511/Bappedalitbang/2025 concerning the Free Nutritious Meals

Programme Task Force, forming a membership structure and assigning tasks to each field so that the MBG programme can be implemented smoothly.

Figure 2

**Organisational Structure Chart of the Kubu Raya Regency Free Nutritious Meals Programme Task Force**



Source: Author's compilation based on the Appendix to Kubu Raya Regent Decree No. 511/Bappedalitbang/2025

Appendix to Kubu Raya Regent's Decision No. 511/Bappedalitbang/2025 on the Task Force for the Free Nutritious Meals Programme, as follows:

**Table 2**  
**Membership Composition of the Kubu Raya District Free Nutritious Meals Programme Task Force**

No	Primary Position/Name	Position in the Task Force
1.	Regent of Kubu Raya	Supervisor
2.	Deputy Regent of Kubu Raya	Supervisor
3.	Chairperson of the Kubu Raya District People's Representative Council	Advisor
4.	Chief of the Kubu Raya District Police	Advisor

5.	Commander of Military District 1207/BS Pontianak	Advisor
6.	District Secretary of Kubu Raya District	Chairman
7.	Assistant for Government and Public Welfare, Kubu Raya Regency Regional Secretariat	Deputy Chairman
8.	Head of the Education and Culture Department of Kubu Raya Regency Member	Secretary
A.	Planning and Budgeting Division Member	
9.	Head of the Regional Finance and Assets Agency of Kubu Raya Regency	Coordinator
10.	Head of the Regional Development Planning, Research and Development Agency of Kubu Raya Regency	Member
11.	Head of the Ministry of Religious Affairs Office of Kubu Raya Regency	Member
12.	Head of the Development Administration Division of the Kubu Raya Regency Regional Secretariat	Member
B.	Nutrition Services and Menu Division	
13.	Head of the Health Department of Kubu Raya District	Coordinator
14.	Head of the Environment Agency of Kubu Raya Regency	Member
15.	Director of Tuan Besar Syarif Idrus Hospital, Kubu Raya District	Member
16.	Head of Public Health Division, Kubu Raya District Health Office	Member
17.	Nutrition Programme Manager, Kubu Raya District Health Office	Member
18.	Junior Environmental Sanitation Officer, Kubu Raya District Health Office	Member
19.	Heads of Community Health Centres throughout Kubu Raya District	Member
20.	Chairperson of the Kubu Raya District Nutritionists Association	Member
C.	Procurement and Distribution Division	
21.	Head of the Food Security and Agriculture Department of Kubu Raya District	Coordinator

22.	Head of the Fisheries Department of Kubu Raya District	Member
23.	Head of the Cooperative, Small and Medium Enterprises, Trade and Industry Department of Kubu Raya District	Member
24.	Head of the Kubu Raya Regency Plantation and Livestock Service	Member
25.	Head of the Transportation Department of Kubu Raya District	Member
26.	Head of the Kubu Raya District Civil Service Police Unit	Member
27.	Head of the Regional Disaster Management Agency of Kubu Raya Regency	Member
28.	Head of the Natural Resources Division of the Kubu Raya District Secretariat	Member
29.	Head of Early Childhood Education Division, Education Agency of Kubu Raya District	Member
30.	Head of the Primary Education Division, Kubu Raya District Education Office	Member
31.	Head of Junior High School Division, Kubu Raya District Education Office	Member
32.	District Heads throughout Kubu Raya Regency	Member
33.	Nutrition Fulfilment Service Unit throughout Kubu Raya District	Member
D.	Supervision, Control, Evaluation and Publication Division	
34.	District Inspector of Kubu Raya District	Coordinator
35.	Head Head of the Communication and Information Technology Department of Kubu Raya District	Member
36.	Head of the Social Affairs Department of Kubu Raya District	Member
37.	Head of the Central Statistics Agency of Kubu Raya District	Member
38.	Secretary of the Education Department of Kubu Raya District	Member
39.	Head of the Government and Human Development Division of the Kubu Raya District Development Planning Agency	Member

**Source: Archives of the Kubu Raya District Development Planning Agency, 2025**

The implementation of the duties and functions of the Kubu Raya Regency Secretariat is based on Kubu Raya Regent Decree No. 511/Bappedalitbang/2025 concerning the Free Nutritious Meals Programme Task Force, which stipulates that

the Kubu Raya Regency Secretary shall serve as chairperson. The Assistant for Government and People's Welfare of the Kubu Raya Regency Secretariat shall serve as deputy chairperson. In the field of Planning and Budgeting, the Head of the Development Administration Division of the Kubu Raya Regency Secretariat serves as a member of the Task Force ( ). In the field of Complaints and Distribution, the Head of the Natural Resources Division of the Kubu Raya Regency Secretariat serves as a member.

### **3. Actuating Function**

The main obstacle to implementing MBG lies in its operational function, particularly in coordinating with third parties (foundations/SPPG). Problems arise due to differences in perception regarding responsibility for food distribution and reporting. The leadership and communication role of the Regional Secretariat is key in unifying the actions of various implementing actors. Currently, there are 51 MBG kitchens in operation, benefiting 135,000 people (<https://rri.co.id>). Several SPPGs that have been operating and monitored by the Kubu Raya Regional Secretariat include SPPG Kubu Raya (Kapur Village), SPPG Kuala 2 (Darul Ulum Kubu Raya Foundation), SPPG Rasau Jaya 1, SPPG Kubu Raya (Sungai Ambawang Korek), SPPG Sungai Rengas, SPPG Kuala 2 Sungai Raya, SPPG Yayasan Konsumen Mandiri Makmur Sejahtera (Kuala 2 Village), SPPG Batu Ampar, SPPG Pal 9 Kubu Raya, SPPG Sungai Asam Kubu Raya, SPPG 002 Kuala 2 Kubu Raya, SPPG Pal 13 Kubu Raya, SPPG Pal 5, SPPG Terentang Subdistrict, SPPG Durian Village (Kubu Raya), SPPG Al Mansyur Kuala 2.

### **4. Controlling Function**

Monitoring is carried out through evaluation meetings and monitoring reports. However, limited human resources and time constraints have resulted in suboptimal follow-up on field findings. The digital reporting system needs to be strengthened to make programme control more efficient and accountable.

**Figure 3**  
**Coordination and Evaluation Meeting for the Free Nutritious Meals Programme in Kubu Raya District**

Source: <https://www.kuburaya.go.id>



The Coordination and Evaluation Meeting for Free Nutritious Meals (MBG) was held in the Kubu Raya Regent's Meeting Room, Jalan Arteri Supadio, on Tuesday (14/10/2025). The event was attended by the Regional Secretary (Sekda) as well as members of the Regional Leadership Coordination Forum (Forkopimda), the Kubu Raya Regional People's Representative Council (DPRD), the Head of the West Kalimantan Financial and Development Supervisory Agency (BPKP) Representative Office, the Kubu Raya Ministry of Religious Affairs (Kemenag), sub-district heads-Kubu Raya, heads of community health centres, and representatives from the education sector. During the coordination and evaluation meeting, the importance of ensuring that all MBG kitchens meet the standards of suitability and hygiene before operating was emphasised. Each kitchen must have a halal certificate, a Sanitation Hygiene Certificate (SLHS) and access to clean water. All MBG kitchens must have their permits completed by 30 October. This is an absolute requirement for the programme to run safely and hygienically. The Kubu Raya regional government is ready to take firm action against individuals who try to misuse the budget. Supervision is carried out strictly by the Financial and Development Supervisory Agency (BPKP), the Inspectorate, and the Corruption Eradication Commission (KPK) to ensure transparency in fund management. Violations will be

prosecuted. Data from the West Kalimantan National Nutrition Agency (BGN) shows that as of , there are currently 51 MBG kitchens in operation, benefiting 135,000 people. Each Nutrition Fulfilment Service Unit (SPPG) is required to have a Hygiene and Sanitation Compliance Certificate (SLHS) and a Halal Certificate as a guarantee of food quality for schoolchildren. If a kitchen does not meet the standards, its operations will be temporarily suspended until all requirements are met. (DiskominfoKKR/IKP).

The supervision carried out by the Regional Secretariat (Setda) in the Free Nutritious Meals (MBG) programme in Kubu Raya takes the form of cross-sector coordination and direct monitoring, involving relevant government agencies such as the Education Office and the Health Office. Examples include food standard verification, field audits and monitoring, and the use of complaint channels for public reports.

The forms of supervision by the Regional Secretariat in the Free Nutritious Meals (MBG) programme in Kubu Raya include:

1. Cross-Sector Coordination

The Regional Secretariat (Setda) coordinates various local government agencies involved in the MBG programme, such as the Kubu Raya Education and Culture Office, the Kubu Raya Health Office, the Kubu Raya National Nutrition Agency (BGN), the Financial and Development Supervisory Agency (BPKP), and other relevant agencies.

2. Verification and Standardisation

Ensuring that the MBG programme in Kubu Raya runs according to established standards, including in terms of quality, food safety and nutritional adequacy. This includes verifying the food menu served.

3. Field Monitoring

Conducting direct monitoring at schools and SPPG food provision locations to ensure that the programme is running well and in accordance with guidelines.

Concrete examples of supervision carried out by the Regional Secretariat include:

1. Menu and Quality Verification

The Regional Secretariat, together with the Education and Culture Office, the Health Office, and the National Nutrition Agency, conducts regular audits of catering kitchens and local food stalls that supply food. They randomly check food samples that will be served to ensure they meet nutritional and hygiene standards.

2. Use of Complaint Channels

The local government, through the direction of the Regional Secretariat, provides complaint channels that are easily accessible to the public, such as *WhatsApp* numbers or *online forms*. The public can report any irregularities, such as stale food, inappropriate portions, or menus that do not match what was promised. The Regional Secretariat will follow up on these reports by conducting further investigations.

### 3. Evaluation and Reporting

The Regional Secretariat collects data from various parties, including reports from schools and the Education Office. This data is used to evaluate the effectiveness of programmes and prepare accountability reports for the central government or Regional People's Representative Council, as well as to plan programme improvements in the future.

Based on POAC theory, the implementation of the duties and functions of the Kubu Raya Regional Secretariat has fulfilled the elements of planning, organising, and supervising, but the aspect of mobilising is still weak. There is a need to increase managerial capacity in building cross-sectoral networks and strengthening coordinative communication with external parties.

## CONCLUSION

The implementation of the duties and functions of the Kubu Raya Regency Secretariat in formulating the Free Nutritious Meals (MBG) programme policy has been carried out in accordance with the POAC management principles, but has not been fully optimised. Planning and organisation are considered good, but implementation and supervision still face coordination challenges with third parties (foundations/SPPG). Efforts to improve effectiveness can be made through strengthening technical regulations, increasing human resource capacity, and a more integrated cross-sector coordination system.

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