

ABSTRAK

Program Makan Bergizi Gratis (MBG) merupakan kebijakan pemerintah yang bertujuan meningkatkan kualitas sumber daya manusia melalui pemenuhan gizi anak usia sekolah. Dalam pelaksanaannya, program ini melibatkan berbagai *Stakeholder*, seperti pemerintah daerah, Dinas Kesehatan, pengelola dapur SPPG, pihak sekolah, dan masyarakat. Namun, pelaksanaan Program MBG di Kecamatan Karanglewas, Kabupaten Banyumas, menghadapi permasalahan berupa kasus dugaan keracunan makanan yang menimbulkan pertanyaan mengenai kualitas hubungan kolaborasi antar *Stakeholder*. Penelitian ini bertujuan untuk menganalisis kualitas hubungan kolaborasi *Multi-Stakeholder* dalam pelaksanaan Program MBG di Kabupaten Banyumas berdasarkan Teori Relationship Management dari John A. Ledingham, yang meliputi aspek kepercayaan, keterbukaan, keterlibatan, investasi, dan komitmen. Penelitian menggunakan metode kualitatif dengan pendekatan deskriptif. Teknik pengumpulan data dilakukan melalui observasi, wawancara mendalam, dokumentasi, dan studi literatur dengan informan yang dipilih secara purposive, yaitu pihak Dinas Kesehatan Kabupaten Banyumas, pengelola Dapur SPPG Karanglewas Kidul, kepala sekolah, dan orang tua siswa penerima MBG. Hasil penelitian menunjukkan bahwa kualitas hubungan kolaborasi *Multi-Stakeholder* dalam Program MBG belum berjalan secara optimal, yang ditandai dengan menurunnya kepercayaan antar *Stakeholder* pasca dugaan kasus keracunan makanan, belum meratanya keterbukaan informasi, koordinasi yang belum efektif, serta keterlibatan *Stakeholder* yang belum sepenuhnya terintegrasi dalam proses komunikasi dan evaluasi program. Kepercayaan *Stakeholder* mengalami penurunan setelah munculnya kasus dugaan keracunan makanan. Selain itu, keterbukaan informasi, keterlibatan *Stakeholder*, serta koordinasi antar pihak masih menghadapi kendala dalam penyampaian informasi, sinkronisasi pelaksanaan program, dan proses evaluasi bersama. Meskipun seluruh *Stakeholder* memiliki komitmen yang sama terhadap keberhasilan program, pelaksanaan MBG masih memerlukan peningkatan komunikasi, transparansi, dan kerja sama agar program dapat berjalan lebih efektif dan berkelanjutan.

Kata kunci: Kolaborasi *Multi-Stakeholder*, Program Makan Bergizi Gratis (MBG), Relationship Management.

ABSTRACT

The Free Nutritious Meal (MBG) Program is a government policy aimed at enhancing human resource quality by meeting the nutritional needs of school-aged children. Its implementation involves various Stakeholders, including local governments, Health Agencies, SPPG kitchen operators, schools, and the community. However, the MBG Program in Karanglewas District, Banyumas Regency, encountered issues regarding suspected food poisoning cases, raising questions about the quality of collaborative relationships among Stakeholders. This study aims to analyze the quality of Multi-Stakeholder collaborative relationships in the MBG Program in Banyumas Regency, drawing on John A. Ledingham's Relationship Management Theory, which encompasses aspects of trust, openness, involvement, investment, and commitment. A qualitative method with a descriptive approach was employed. Data collection involved observation, in-depth interviews, documentation review, and literature study, with informants selected purposively: Banyumas Regency Health Agency officials, the Karanglewas Kidul SPPG kitchen operator, school principals, and parents of student beneficiaries. The findings indicate that the quality of Multi-Stakeholder collaborative relationships within the MBG Program has not been optimal; this is evidenced by declining trust among Stakeholders following the suspected food poisoning incidents, uneven information transparency, ineffective coordination, and Stakeholder involvement that lacks full integration into program communication and evaluation processes. Stakeholder trust diminished after the suspected food poisoning cases emerged. Furthermore, information transparency, Stakeholder involvement, and inter-party coordination face challenges regarding information dissemination, program implementation synchronization, and joint evaluation processes. Although all Stakeholders share a commitment to the program's success, the implementation of the MBG Program requires improvements in communication, transparency, and cooperation to ensure it operates more effectively and sustainably.

Keywords: Multi-Stakeholder Collaboration; Free Nutritious Meal Program (MBG); Relationship Management.