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A Collaborative Model for Funding Indonesia's MBG Program Through Government and Philanthropy Partnerships

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Abstract

Indonesia's Makan Bergizi Gratis (MBG) program faces significant funding constraints, making its long-term sustainability uncertain. Given the limitations of government financing, this study explores a collaborative funding model that integrates public, philanthropic, and private sector contributions. Using a literature review and case study analysis, the research examines funding mechanisms from successful international programs and assesses their applicability to Indonesia. Findings highlight effective public-philanthropy partnerships in countries such as Brazil, India, and the UK. Brazil's Fome Zero program successfully reduced hunger through strong government commitment and private sector engagement. India's Akshaya Patra Foundation scaled its school meal initiative by leveraging corporate social responsibility (CSR) funding, while the UK's Magic Breakfast demonstrated how philanthropy can complement government efforts in ensuring food security for students. These cases illustrate how multi-sectoral collaboration enhances financial stability, operational efficiency, and program reach. This study provides practical recommendations for policymakers and philanthropic organizations to optimize financial contributions and governance structures. By fostering strong multi-sectoral collaboration, this model can serve as a replicable framework for other large-scale social programs.

Keywords: Makan Bergizi Gratis (MBG), Government Funding, Philanthropy Funding, Collaborative Funding Model, Public-private Partnership (PPP)

Abstrak

Program Makan Bergizi Gratis (MBG) di Indonesia menghadapi keterbatasan pendanaan yang mengancam keberlanjutannya. Studi ini mengeksplorasi model pendanaan kolaboratif yang menggabungkan sektor publik, filantropi, dan swasta. Melalui tinjauan literatur dan studi kasus, penelitian ini menelaah mekanisme pendanaan dari program internasional yang sukses dan penerapannya di Indonesia. Temuan menunjukkan kemitraan publik-filantropi yang efektif di Brasil, India, dan Inggris. Program Fome Zero di Brasil berhasil mengurangi kelaparan melalui komitmen pemerintah dan keterlibatan sektor swasta. Akshaya Patra di India memperluas program makanan sekolahnya dengan pendanaan CSR, sementara Magic Breakfast di Inggris menunjukkan bagaimana filantropi mendukung ketahanan pangan siswa. Studi ini memberikan rekomendasi bagi pembuat kebijakan dan organisasi filantropi untuk

mengoptimalkan kontribusi keuangan dan tata kelola. Model ini dapat menjadi kerangka kerja yang dapat direplikasi untuk program sosial berskala besar.

Kata kunci: *Makan Bergizi Gratis (MBG), Pendanaan Pemerintah, Pendanaan Filantropi, Model Pendanaan Kolaboratif, Kemitraan Publik-Swasta*

INTRODUCTION

The Makan Bergizi Gratis (MBG) program, introduced as a core part of the political campaign promises by Indonesia's presidential candidate Prabowo Subianto and his running mate Gibran Rakabuming Raka, was intended to be a comprehensive solution to combat the persistent issues of hunger and malnutrition, especially in economically disadvantaged communities across the country. This initiative, aimed at providing free nutritious meals to vulnerable groups such as children, the elderly, and low-income families, aligns with Indonesia's long-term goals of achieving "Indonesia Emas 2045"—a vision to strengthen human resources in preparation for the nation's 100th anniversary of independence (Suryana & Azis, 2025). The program reflects a crucial step toward enhancing national food security, improving nutrition, and ultimately fostering better health outcomes for future generations.

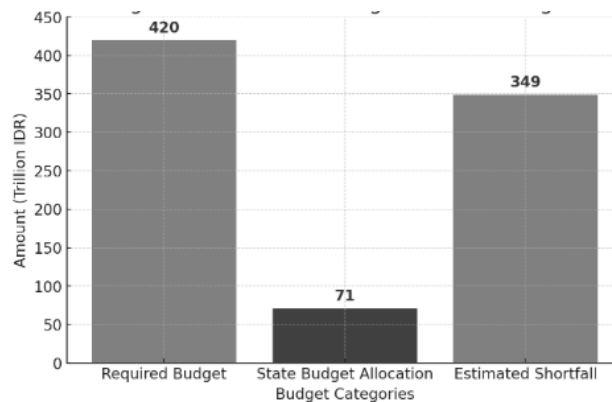
However, despite the political commitment, the MBG program has faced significant obstacles in its implementation, particularly due to financial constraints and the challenge of securing adequate funding. Previous studies have highlighted the importance of nutritional interventions for children and vulnerable groups (Pendidikan-Sains Unesa, 2024), but there remains a gap in understanding how the financing of this program can be effectively managed without overburdening the state budget. As of 2025, the Indonesian government, led by President Joko Widodo, has had to enforce drastic budget cuts across various sectors, including health and education, in response to economic pressures and ongoing efforts to control the national deficit (Aji, 2025). These financial challenges have raised questions about the government's ability to fully fund and execute the MBG program, which requires resources to ensure nationwide coverage and logistical efficiency.

Recent data illustrates the scale of these funding issues: according to a report by the Indonesian Ministry of Finance, the government has had to reduce its expenditures by approximately 10-15% across ministries, including the Ministry of Health, where the MBG program is situated (Fatimah et al., 2024). This reduction in spending is primarily driven by the need to address Indonesia's economic recovery post-pandemic, manage rising debt levels, and fund other essential public services. In this context, the MBG program, despite its importance, risks becoming another unfunded mandate, unable to meet the needs of its intended beneficiaries.

The government has allocated an initial budget of IDR 71 trillion to support the implementation of MBG, which has been included in the 2025 State Budget (APBN) (Pendidikan-Sains Unesa, 2024). However, with the planned expansion of the program's coverage, additional funding needs are estimated to reach IDR 100 to 140 trillion. In fact, the Coordinating Minister for Food Affairs stated that the total budget required for the program to run for a full year could reach IDR 420 trillion (Tempo, 2025). These funding challenges have sparked debates about the most appropriate sources of financing, with

some parties proposing alternatives such as CSR funds or budget reallocations from other sectors (Tempo, 2025). HSBC Global Research has also highlighted that while MBG can boost economic productivity, its primary challenge remains in budget availability (Tempo, 2025). The government must ensure that this program not only operates in the short term but also has a sustainable funding scheme to maximize its long-term impact.

Figure 1
The Estimated Funding Needs for the MBG Program



Several studies have touched on the challenges associated with the implementation of food security programs in Indonesia. Fatimah et al. (2024) explored the obstacles to MBG's implementation in Eastern Indonesia, particularly the logistical barriers and limited infrastructure in remote areas. The study pointed out that while the initiative holds promise, its current form lacks sustainable funding mechanisms, making it difficult to scale up across all provinces. Moreover, the study by Harahap (2025) on the role of *moderasi beragama* (religious moderation) within the MBG program underscored the importance of engaging religious institutions and communities in the fight against malnutrition. While these studies offer useful insights into the program's challenges, they do not adequately address potential solutions involving private sector collaboration.

In light of the government's fiscal limitations, this paper proposes that corporate and community philanthropy can play a pivotal role in augmenting government resources for the MBG program. Drawing on examples from corporate social responsibility (CSR) initiatives in Indonesia, businesses can provide essential financial and logistical support to ensure the program's success. For instance, companies in Indonesia, such as Unilever Indonesia and Nestlé, have long been involved in nutrition and food security projects through their CSR programs, which could be leveraged to support the MBG initiative. Unilever's Sustainable Living Plan, for example, emphasizes improving the health and well-being of people by providing better access to nutrition, which aligns closely with the objectives of MBG (Sarjito, 2024). Similarly, Nestlé has been involved in numerous nutrition-related projects, including partnerships with the Indonesian Ministry of Health, to improve dietary habits in the country.

Philanthropy at the community level also has a significant role to play. Local community organizations and NGOs have historically been at the forefront of addressing hunger and malnutrition in Indonesia, especially in rural areas where government programs often fail to reach. For example, organizations like Yayasan Sayangi Tunas Cilik (Save the Children Indonesia) and Gerakan Indonesia Sadar Gizi (Indonesians Aware of Nutrition Movement) could collaborate with businesses and government to help implement the MBG program on a larger scale.

This paper aims to investigate the potential of these corporate and community-based philanthropic efforts in addressing the funding gap of the MBG program. Specifically, it will explore how businesses can contribute through financial donations, volunteerism, logistics support, and even technological innovation to ensure the program's sustainability and expansion. Additionally, the paper will examine successful examples of public-private partnerships in other countries, drawing on insights from India's mid-day meal scheme, which has successfully engaged the private sector to support a government-run food distribution program (Ludher & Nasution, 2024).

While previous studies have highlighted the financial limitations and logistical challenges facing Indonesia's MBG program (Aji, 2025; Fatimah et al., 2024), there has been limited focus on the role of philanthropy in bridging these gaps. This research aims to fill this gap by examining the potential for collaborative funding between the government, business sector, and local communities. By focusing on private sector engagement, this paper seeks to provide a strategic framework that could help Indonesia overcome its current fiscal challenges and ensure the success of the MBG program.

This study also fills that gap by exploring a collaborative funding model that integrates government financing with philanthropic contributions. Specifically, previous research has not thoroughly explored how partnerships between the government and philanthropic organizations can contribute to the financial sustainability of MBG. While corporate social responsibility (CSR) contributions and private sector involvement have been proposed, their effectiveness in covering large-scale government programs remains unclear. This study addresses this gap by analyzing a hybrid funding framework that leverages both public and private resources to ensure the program's long-term viability.

The objective of this research is to analyze how philanthropic initiatives from both businesses and communities can complement government efforts, creating a multi-stakeholder approach that not only provides immediate support to the MBG program but also contributes to the broader goals of improving nutritional security and sustainable development in Indonesia. This study offers a new perspective on funding strategies that can ensure the program's sustainability without jeopardizing national fiscal stability.

LITERATURE REVIEW

The concept of philanthropy, particularly in the context of governmental support for public welfare programs, has been widely explored across multiple disciplines. Philanthropy, traditionally viewed as charitable giving by individuals or organizations, has expanded to become a critical component in addressing gaps in government-provided services. This is especially true in areas where public funds are insufficient to meet the needs of the population, such as in the case of nutritional programs aimed at addressing food insecurity.

The Makan Bergizi Gratis (MBG) program in Indonesia serves as an excellent example of a government initiative that leverages philanthropy to address a critical social issue: providing nutritious meals to the public. This section will review relevant literature that explores the theoretical foundations behind the role of philanthropy in supporting public welfare programs, with a focus on both general philanthropic principles and Islamic philanthropic practices that are particularly relevant to Indonesia's cultural and social context.

The Role of Philanthropy in Public Sector Support

Philanthropy has long been recognized as a key source of funding and support for various public services, particularly when public sector resources are limited. Schatteman and Bingle (2015) examine how philanthropic funding can provide much-needed support to public institutions, including libraries, schools, and health services, where government funding may fall short. In the case of libraries, they argue that local philanthropy can provide crucial support to fill the financial gaps, allowing these public institutions to continue providing essential services. Similarly, the MBG program, aimed at addressing food insecurity in Indonesia, faces challenges due to the financial constraints of the government. To ensure the success of such large-scale public welfare programs, collaboration with philanthropic organizations could provide both direct financial contributions and non-financial resources such as expertise, logistical support, and community engagement (Ahmad, bin Lahuri, & Jamal, n.d.).

Ferris and Williams (2014) emphasize the importance of creating strategic partnerships between the government and philanthropic organizations. These partnerships, according to their research, can enhance the impact of both sectors, making the collaboration more effective in addressing complex social issues. In particular, they stress the role of government offices that specialize in managing strategic partnerships with philanthropies, which can help channel philanthropic contributions to targeted programs with measurable outcomes. The MBG program can benefit from such partnerships, where businesses, charitable organizations, and other philanthropic entities could contribute not just through donations, but also by offering innovative solutions for efficient meal distribution, addressing logistical challenges, and helping to scale the program to reach more communities in need.

Additionally, the work of Irvin and Carr (2005) further demonstrates the significant role philanthropy plays in local government finance, especially when public budgets are tight. They argue that the involvement of philanthropic foundations can help fill funding gaps, allowing local governments to maintain or even expand the scope of their services. For the MBG program, which aims to provide nutritious meals to vulnerable populations, philanthropy could be a lifeline, ensuring that the program reaches those in most need while maintaining its sustainability. The literature suggests that philanthropic contributions, when effectively integrated into government planning and policy frameworks, can provide long-term solutions to the challenges faced by public welfare programs.

Islamic Philanthropy: Theoretical Underpinnings

Islamic philanthropy, an area of growing scholarly interest, is grounded in deeply rooted religious principles that encourage generosity, social justice, and the equitable distribution of wealth (Astuti & Prayogi, 2019; R. Masrifah & Rahman, 2022). One of the key mechanisms of Islamic philanthropy (Fatha Isman, 2023) is zakat (compulsory almsgiving), which is an essential pillar of Islam, obligating Muslims to donate a portion of their wealth to those in need. Sadaqah (voluntary charity) and waqf (charitable endowment) are also important aspects of Islamic charitable practices that contribute to social welfare and the public good. Islamic philanthropy is particularly relevant in Indonesia, where the majority of the population is Muslim, and these charitable practices are a natural fit for addressing issues such as food insecurity and poverty.

Ismail et al. (2022) explore the principles of Islamic philanthropy, which align closely with social justice and equity. They argue that Islamic charitable practices not only aim to alleviate immediate suffering but also seek to address the structural causes of poverty and hunger (Ismail, 2013; Sude & Umam, 2018). This approach is particularly relevant to the MBG program, which seeks to provide free and nutritious meals to those in need. By incorporating Islamic principles of philanthropy, the program could tap into a vast network of individuals and organizations willing to support the initiative, whether through direct donations, logistical support, or other forms of community engagement.

Mahfudz, Ahmad, & Maulana, (2024) extends this discussion by examining the role of Islamic philanthropy in promoting social justice. He argues that Islamic philanthropy is uniquely positioned to address systemic issues, including hunger, by ensuring that resources are allocated fairly and that vulnerable populations are not overlooked. In the context of the MBG program, Islamic philanthropic contributions could help to extend the program's reach to the most marginalized groups, ensuring that food security becomes a shared responsibility between the government, philanthropic organizations, and local communities.

The role of Islamic philanthropic foundations in supporting government welfare programs has also been explored by Ahmad & Jamal, (2024); bin Lahuri, et.al, (2025), who analyze the collaboration between philanthropic foundations and governments. Their research highlights how foundations, particularly those with a religious or cultural mandate, can work alongside governments to deliver social services, particularly in areas such as health and education. For the MBG program, collaboration with Islamic philanthropic foundations could help the government deliver on its promise of providing nutritious meals to underserved communities, particularly in rural and remote areas where access to food is often limited. These foundations could provide both the financial resources and the local knowledge needed to ensure that the program is successfully implemented and scaled.

Government and Philanthropy Collaboration: Enhancing Policy Implementation

The collaboration between government bodies and philanthropic organizations has proven to be an effective way to enhance the impact of public welfare programs. Schatteman and Bingle (2015) highlight that the partnership between government and philanthropy can lead to more efficient allocation of resources and a greater overall impact. This is particularly

relevant for programs such as MBG, where government support alone may not be sufficient to address the scale of the problem. By bringing philanthropic organizations into the fold, the government can ensure that resources are mobilized effectively and that the program is sustained over time.

Almog-Bar and Zychlinski (2014) further emphasize that successful collaboration requires a clear framework for cooperation. They suggest that both sectors must align their goals and objectives, ensuring that philanthropic contributions complement rather than duplicate government efforts. For the MBG program, this alignment could take the form of joint funding efforts, coordinated meal distribution, and shared responsibility for ensuring that meals meet nutritional standards. By integrating philanthropic resources into the program, the government can increase its reach and effectiveness, helping to address the nutritional needs of a larger portion of the population.

Sarjito (2024) examines the broader implications of free meal programs, particularly in the context of national defense and human resource development. He argues that nutrition plays a critical role in enhancing the physical and cognitive abilities of individuals, which is essential for a country's long-term prosperity. The MBG program, by providing nutritious meals, could serve as a key element in developing human capital, particularly in underserved communities. Philanthropy could play a key role in supporting these initiatives, ensuring that the program reaches as many individuals as possible while fostering national resilience.

In conclusion, the literature on philanthropy, government collaboration, and Islamic charitable practices provides a comprehensive theoretical framework for understanding the dynamics at play in the MBG program. Philanthropy, especially in the context of Islamic giving, offers an invaluable opportunity to support government programs aimed at alleviating food insecurity and poverty. By fostering collaboration between the public and philanthropic sectors, Indonesia can enhance the impact of the MBG program, ensuring that it reaches vulnerable communities and contributes to long-term social and economic development.

RESULTS AND DISCUSSION

The findings of this study highlight the critical need for a collaborative funding model that integrates government resources with philanthropic contributions to ensure the long-term sustainability of Indonesia's Free Nutritious Meals Program (MBG). While the government has committed substantial funding, the projected budget shortfall of up to IDR 420 trillion raises concerns about the program's financial feasibility. Relying solely on state funding poses risks to fiscal stability, necessitating innovative financing mechanisms that involve corporate social responsibility (CSR), philanthropic donations, and strategic partnerships with private entities. This study demonstrates that such a hybrid funding model not only alleviates government budget constraints but also enhances program efficiency through diversified financial streams.

In examining global best practices, this research identifies successful public-private funding models in other countries that offer valuable lessons for Indonesia. Programs like India's Mid-Day Meal Scheme and Brazil's Bolsa Família illustrate how strategic partnerships between governments and non-state actors can bridge financial gaps while

maintaining program effectiveness. Similarly, in the United States, philanthropic foundations play a crucial role in supplementing government-funded school meal initiatives. These case studies reinforce the argument that Indonesia's MBG program can benefit from a structured, collaborative approach, ensuring sustainable funding without overburdening public finances.

Government's Role in MBG Funding

The Indonesian government serves as the primary financier of the Free Nutritious Meals Program (MBG), allocating an initial IDR 71 trillion in the 2025 State Budget (APBN) (Pendidikan-Sains Unesa, 2024). However, with the program's planned expansion, the funding requirement is projected to reach IDR 420 trillion per year (Tempo, 2025). This substantial budget raises concerns regarding fiscal sustainability, as it may put pressure on government expenditures and national debt. While the government has committed to ensuring the continuity of MBG, finding a sustainable funding model remains a major challenge. Various strategies have been proposed, including budget reallocations, tax adjustments, and partnerships with the private sector to alleviate the fiscal burden.

International experiences demonstrate that government-led school meal programs can be successful when combined with philanthropic and private sector support. For example, India's Mid-Day Meal Scheme follows a co-funding model, where the central and state governments provide core financial support while NGOs and private donors contribute additional resources (Aiyar & Bhattacharya, 2016). Similarly, Brazil's Bolsa Família relies on progressive taxation to sustain its social welfare programs (Soares et al., 2010). These models suggest that Indonesia could adopt a hybrid financing approach, integrating state funding, corporate social responsibility (CSR) contributions, and philanthropic donations to ensure the program's longevity. This approach would prevent over-reliance on state funds while encouraging broader societal involvement.

Additionally, financial institutions and international donors have played a significant role in supporting similar initiatives in other countries. For instance, the World Bank and UNICEF have funded nutrition programs in Sub-Saharan Africa to address childhood malnutrition (Alderman & Bundy, 2012). A similar strategy could be explored in Indonesia by securing international grants or concessional loans to supplement government funding. According to HSBC Global Research, while MBG has the potential to enhance economic productivity, its most pressing issue remains the availability of stable funding sources (Tempo, 2025). Therefore, the Indonesian government must develop a long-term financing framework that integrates public and private sector collaboration, ensuring that MBG remains financially viable without compromising other critical social programs.

Contributions from Philanthropy and Private Sector

Philanthropy and private sector involvement play a crucial role in ensuring the sustainability of Indonesia's Free Nutritious Meals Program (MBG). Given the substantial funding gap where the total cost of the program is estimated at IDR 420 trillion annually (Tempo, 2025) government funding alone may not be sufficient. Contributions from corporate social responsibility (CSR) programs, philanthropic organizations, and

international donors can help bridge this shortfall. Many large corporations in Indonesia already allocate significant CSR funds to social welfare and education programs, and redirecting part of these funds toward MBG could provide a sustainable financial supplement (Pendidikan-Sains Unesa, 2024). In countries such as the United States, the National School Lunch Program has successfully integrated corporate sponsorships and non-governmental funding to improve school meal accessibility (Gundersen et al., 2012).

Several global examples demonstrate how philanthropic contributions can enhance national food programs. In India, the Akshaya Patra Foundation, a nonprofit organization, works alongside the government's Mid-Day Meal Scheme to provide school meals to over 1.8 million children daily through donations from corporations and individual philanthropists (Aiyar & Bhattacharya, 2016). Similarly, in the United Kingdom, the Magic Breakfast program partners with businesses to deliver free meals to underprivileged children (Graham et al., 2019). These models suggest that Indonesia could leverage philanthropic networks, international aid, and business collaborations to support MBG, reducing dependency on government budgets while ensuring meal distribution remains consistent.

Moreover, impact investing and social financing mechanisms could serve as additional funding sources for MBG. The use of social impact bonds (SIBs)—where private investors fund social initiatives and receive returns based on performance outcomes—has been tested in Australia and Canada for public health programs (FitzGerald et al., 2019). In Indonesia, similar investment structures could attract private capital into MBG, particularly if the program demonstrates clear long-term benefits such as improved public health, workforce productivity, and reduced healthcare costs. By fostering stronger public-private partnerships, Indonesia can create a more resilient and diversified funding model for MBG, ensuring the program's sustainability in the years to come.

International Case Studies on Public-Philanthropy Partnerships

Several countries have successfully implemented public-philanthropy partnerships to support national food assistance programs. These case studies provide valuable lessons for Indonesia's MBG initiative, particularly in designing a collaborative funding model that ensures long-term sustainability. By examining these international examples, we can identify key strategies that integrate government support with philanthropic and private sector contributions.

United States: No Kid Hungry Campaign

The No Kid Hungry campaign, led by Share Our Strength, is a successful example of a public-private partnership addressing child hunger in the United States. This initiative collaborates with the federal government, corporate donors, and nonprofit organizations to supplement the National School Lunch Program (NSLP). Through donations from companies and philanthropic organizations, No Kid Hungry provides grants, advocacy, and direct food assistance to schools and communities (Gundersen et al., 2012). This model demonstrates how corporate and philanthropic partnerships can enhance government initiatives by providing additional funding, advocacy, and logistical support.

India: Akshaya Patra Mid-Day Meal Program

India's Akshaya Patra Mid-Day Meal Program is one of the world's largest NGO-led school meal initiatives, serving over 1.8 million children daily. The program operates through a hybrid funding model, combining government subsidies, corporate CSR contributions, and philanthropic donations (Aiyar & Bhattacharya, 2016). This collaboration allows the program to scale rapidly while maintaining cost efficiency. India's experience highlights how multi-stakeholder financing mechanisms can successfully expand nutrition programs without excessive reliance on government budgets, making it a strong reference point for Indonesia's MBG program.

United Kingdom: Magic Breakfast Program

In the United Kingdom, the Magic Breakfast Program ensures that children from low-income families receive free, nutritious breakfasts at school. This program is funded through a combination of government support, corporate sponsorships, and nonprofit contributions. Major corporations like Amazon and Heinz provide financial assistance, logistics, and food supplies (Graham et al., 2019). The UK's model highlights how private sector involvement can sustain large-scale food programs by offering both funding and operational support, reducing the burden on government resources.

Australia & Canada: Social Impact Bonds (SIBs) and Blended Finance Models

Both Australia and Canada have experimented with Social Impact Bonds (SIBs) and blended finance models to attract private sector investment into social programs. These financing mechanisms allow investors to fund public initiatives, with returns paid based on measurable outcomes (FitzGerald et al., 2019). By leveraging SIBs, governments can reduce fiscal risks while ensuring that private funding is directed toward effective, results-driven programs. This approach presents an innovative financing option that Indonesia could adapt to enhance MBG's financial sustainability.

From these international case studies, it is evident that multi-stakeholder collaboration is crucial for sustaining large-scale social programs. Corporate CSR contributions, philanthropic partnerships, and alternative financing mechanisms like SIBs offer viable solutions for ensuring financial sustainability. Indonesia's MBG program can benefit from adopting these approaches by creating a diversified funding structure that balances government support with private sector participation.

The Feasibility of a Collaborative Funding Model

Funding models for social programs like free nutritious meal initiatives vary across countries, reflecting different economic capacities, policy priorities, and stakeholder involvement. Some nations rely heavily on government allocations, while others integrate private sector contributions or philanthropic partnerships to ensure sustainability. By analyzing these models, we can identify best practices and potential challenges that could inform a more effective funding strategy for Indonesia's MBG program. The following

section compares different funding approaches from several countries, highlighting their strengths, limitations, and applicability to Indonesia.

Table 1
 Comparison of Funding Models in Various Countries

Country	Funding Sources	Mechanism	Success Impact
India	Government, Philanthropy	CSR, Mid-Day Meal Scheme, tax incentives for CSR	Reduced child malnutrition rates in schools
UK	Government, donations, private grants	NGO Free School Meals, partnerships with supermarkets	Increased children's access to nutritious food
USA	Government, private donations, philanthropy campaigns	No Kid Hungry, public-private programs	Provided meals for millions of low-income children
Australia	Government, investments, Impact Bonds	social Blended finance, Social performance-based impact measurement	Ensured long-term sustainability of programs

Developing a collaborative funding model for Indonesia's MBG program requires assessing its financial sustainability, stakeholder engagement, and policy framework compatibility. By leveraging a mix of government funding, philanthropy, and private sector contributions, this model aims to create a long-term, scalable solution for ensuring free nutritious meals for Indonesian children. However, the feasibility of this approach depends on several key factors.

Government Commitment and Policy Framework

A strong regulatory and policy framework is essential to facilitate effective collaboration between the government, private sector, and philanthropic organizations. The Indonesian government has already allocated IDR 71 trillion for MBG in the 2025 State Budget, but additional funding is required (Tempo, 2025). To attract private and philanthropic contributions, clear tax incentives, accountability mechanisms, and transparency measures must be established. Countries like India and the UK have successfully implemented co-financing policies that encourage CSR and philanthropic investments in social programs (Aiyar & Bhattacharya, 2016; Graham et al., 2019).

Private Sector and Philanthropy Engagement

For the collaborative model to work, private companies and philanthropic foundations must be incentivized to contribute. Research indicates that CSR-driven investments in education and nutrition programs provide long-term benefits by enhancing workforce quality and economic productivity (HSBC Global Research, 2025). Indonesia can adopt a structured funding approach, similar to the No Kid Hungry campaign in the US, where corporations commit to sustained financial support through grants and in-kind donations (Gundersen et

al., 2012). This would reduce the burden on the state budget while ensuring program continuity.

Financial Viability and Sustainability Mechanisms

To maintain financial stability, Indonesia must explore innovative financing mechanisms such as Social Impact Bonds (SIBs) and blended finance models, successfully used in Australia and Canada (FitzGerald et al., 2019). These models allow private investors to fund MBG with returns tied to measurable outcomes, reducing government expenditure risks. Additionally, a dedicated national trust fund could be established, pooling contributions from the government, private sector, and international donors to provide a continuous funding stream for MBG.

By implementing a structured and well-regulated collaborative funding model, Indonesia can ensure the long-term sustainability of the MBG program. Lessons from international case studies show that government leadership, private sector incentives, and innovative financial mechanisms are key to building a resilient and scalable solution. This approach not only reduces fiscal pressure but also enhances the impact and reach of the program, ensuring that Indonesia's children receive consistent access to nutritious meals.

DISCUSSION

The implementation of a collaborative funding model for Indonesia's Free Nutritious Meals Program (MBG) requires a comprehensive strategy that balances government support and philanthropic contributions. While government funding remains the backbone of the program, partnerships with private donors, foundations, and corporations can enhance financial sustainability and scalability. This discussion explores the key aspects of such a model, including the roles of public and private sectors, lessons from international case studies, and strategies to ensure long-term financial stability. By addressing potential challenges and leveraging best practices, this section aims to provide practical insights into the feasibility and effectiveness of a collaborative funding approach for MBG.

Strengthening Public-Philanthropy Collaboration for MBG

The success of Indonesia's Makan Bergizi Gratis (MBG) program relies on effective collaboration between the government and philanthropic organizations. Strengthening this partnership requires clear regulatory frameworks, shared accountability, and innovative funding mechanisms. Almog-Bar and Zychlinski (2014) emphasize that successful collaboration is built on mutual trust, transparency, and complementary roles between stakeholders. In Indonesia's context, integrating philanthropic contributions into national budget planning can optimize financial sustainability and program scalability. Key Strategies to Strengthen Public-Philanthropy Collaboration.

Establishing a Coordinated Governance Structure

One key strategy to strengthen collaboration is establishing dedicated partnership offices, as suggested by Ferris and Williams (2014). These offices can facilitate communication, align objectives, and streamline fund distribution. Additionally, a centralized platform that

tracks contributions and disbursements can enhance transparency and accountability, preventing inefficiencies in fund allocation.

Leveraging Technology for Transparency and Efficiency

Technology-driven solutions, such as blockchain-based tracking systems or AI-driven monitoring tools, can improve donor confidence by providing real-time updates on fund utilization. The adoption of digital platforms has been proven effective in other philanthropic-government collaborations, such as the Bill & Melinda Gates Foundation's partnership with African governments on healthcare funding (Hasan, 2024). Implementing such systems in Indonesia can strengthen public trust and ensure efficient resource management.

Enhancing Incentives for Philanthropic Contributions

Successful global models highlight the importance of incentives to encourage philanthropy. For example, tax benefits for corporate donors and public recognition of philanthropic contributions have proven effective in the United States and the United Kingdom (Katz, 2006). Indonesia could adopt similar incentives, including tax deductions for corporations contributing to MBG, preferential government partnerships, and corporate social responsibility (CSR) branding benefits.

Developing Multi-Sector Funding Mechanisms

Encouraging multi-sector funding models, such as blended finance and social impact bonds, can diversify revenue streams for the MBG program. Blended finance, where public and private funds are pooled, has been effectively used in education and healthcare projects worldwide (Ismail, Abdullah, & Zaenal, 2022). Social impact bonds, in which private investors fund social initiatives and are repaid by the government upon successful implementation, could be a promising approach for sustaining MBG.

Fostering Public Awareness and Engagement

Public engagement campaigns can enhance collaboration by increasing awareness of the MBG program and encouraging contributions from individual donors. The use of social media, crowdfunding platforms, and community-based philanthropy networks can create grassroots support. Studies have shown that digital philanthropy initiatives, such as Giving Tuesday, have significantly increased donation rates and civic engagement (Rezy Meidina & Al-Mahdi Moka, 2023).

Aligning MBG with Global Philanthropic Networks

Strengthening ties with international philanthropic organizations, such as the World Food Programme (WFP) and Global Alliance for Improved Nutrition (GAIN), can provide Indonesia with access to additional funding, technical expertise, and best practices. Collaborations with these networks can help bridge funding gaps and enhance the program's impact on national food security (Fatimah et al., 2024). By implementing these

strategies, Indonesia can establish a sustainable and resilient funding ecosystem for MBG, ensuring long-term success and broader social impact.

Government's Role in Ensuring Sustainable MBG Funding

The Indonesian government plays a crucial role in ensuring the long-term financial sustainability of the Makan Bergizi Gratis (MBG) program. While philanthropic contributions provide valuable support, the government must establish a stable funding structure to guarantee continuity and scalability. According to the Ministry of Finance (2025), balancing budget allocations with external funding sources is essential to prevent reliance on unpredictable donations. By leveraging a mix of fiscal policies, strategic partnerships, and innovative funding models, the government can strengthen MBG's financial foundation.

Integrating MBG into National and Regional Budgets

A long-term commitment to MBG requires its integration into Indonesia's annual state and regional budgets. This ensures that funding is not dependent on temporary or ad-hoc sources. Countries with successful free meal programs, such as India's Midday Meal Scheme, allocate a fixed percentage of their national budget to sustain operations (Fatimah et al., 2024). Indonesia can adopt a similar approach, mandating a dedicated budget line for MBG within fiscal planning.

Optimizing Tax Revenue for Nutrition-Focused Social Programs

Taxation plays a vital role in financing government-led social initiatives. Increasing tax revenue through targeted policies such as a "health tax" on unhealthy food products or corporate levies on large food producers could create a sustainable funding stream for MBG. Fauzia (2013) highlights that earmarking tax revenue for specific welfare programs enhances financial stability and public trust in government spending.

Developing Public-Private Investment Models

The government can explore investment-based financing models, such as social impact bonds (SIBs) and public-private partnerships (PPPs), to attract long-term private sector involvement. In an SIB framework, private investors fund MBG operations, and the government repays them upon achieving predefined outcomes. This model has been successful in education and healthcare projects in various countries (Ismail, Abdullah, & Zaenal, 2022).

Strengthening Collaboration with State-Owned Enterprises (SOEs)

State-Owned Enterprises (BUMN) have significant financial resources and corporate social responsibility (CSR) mandates that can be aligned with MBG. Encouraging SOEs like Bulog, Pertamina, and BRI to contribute through CSR funding, logistical support, and direct food supply can reduce the financial burden on the national budget. Countries like

China have successfully integrated SOE involvement in social programs to ensure sustainable funding (Nestlé Indonesia, 2024).

Leveraging International Grants and Development Funds

Securing financial aid from international organizations such as the World Bank, Asian Development Bank (ADB), and Global Alliance for Improved Nutrition (GAIN) can provide long-term financial support for MBG. Many of these organizations offer grants and concessional loans for nutrition and public health initiatives. Suryana & Azis (2025) suggest that governments maximizing international funding sources can sustain large-scale social programs while minimizing fiscal pressure.

Enhancing Efficiency in Government Spending

Proper allocation and cost optimization within government agencies can free up resources for MBG. The Ministry of Finance (2025) emphasizes that reducing administrative inefficiencies and reallocating funds from less critical programs can improve MBG's financial sustainability. Implementing digital financial management systems to track and optimize spending could further enhance budget efficiency.

Establishing a National MBG Endowment Fund

Creating a national endowment fund for MBG, supported by both public and private contributions, can ensure long-term sustainability. This model has been used in education and healthcare funding in countries like the USA and Singapore (Harahap, 2025). The endowment fund would generate returns that can be reinvested into MBG, reducing reliance on yearly budget allocations. Through these strategies, the government can secure sustainable funding for MBG, ensuring its long-term impact on improving nutrition and food security in Indonesia.

Enhancing Contributions from Philanthropy and Private Sector

To ensure the long-term success of the Makan Bergizi Gratis (MBG) program, increasing contributions from philanthropic organizations and the private sector is essential. While government funding provides the backbone, private sector involvement can enhance financial sustainability, innovation, and operational efficiency. Many successful global nutrition programs, such as the Global School Meals Coalition, thrive due to a combination of government, corporate, and philanthropic contributions (Almog-Bar & Zychlinski, 2014).

Strengthening Corporate Social Responsibility (CSR) Engagement

Corporate Social Responsibility (CSR) initiatives offer an effective avenue for companies to contribute to MBG. In Indonesia, CSR funds from food producers, retail chains, and agribusiness firms can be directed towards food procurement, infrastructure development, and logistical support. Companies like Nestlé Indonesia and Unilever have already implemented nutrition-focused CSR programs (Nestlé Indonesia, 2024; Unilever Indonesia, 2024).

Tax Incentives for CSR Donations involve providing tax deductions or exemptions to companies that contribute to the Makan Bergizi Gratis (MBG) program. This encourages corporate participation by reducing financial burdens while promoting social responsibility. Direct Food Supply Contributions focus on engaging food manufacturers and supermarkets to donate surplus food. By leveraging existing food resources, this approach minimizes waste while supporting the nutritional needs of program beneficiaries.

Public Recognition involves awarding companies that contribute to MBG, enhancing their brand reputation and encouraging more businesses to participate. Recognition initiatives can include certifications, media coverage, or government endorsements, reinforcing the value of corporate social responsibility in addressing food security challenges.

Developing Philanthropic Foundations and Endowments for MBG

Creating dedicated philanthropic foundations for MBG can attract funding from high-net-worth individuals, diaspora communities, and global charities. Irvin & Carr (2005) highlight that philanthropic-driven social programs tend to have higher efficiency and innovation in fund utilization. The MBG Trust Fund involves establishing a long-term financial reserve where philanthropists and investors can contribute to ensure the program's sustainability. This fund provides a stable financial foundation, reducing reliance on short-term or uncertain funding sources.

Partnership with International Foundations focuses on engaging organizations such as the Bill & Melinda Gates Foundation or the Islamic Development Bank to secure funding and technical assistance. These partnerships can enhance financial resources, introduce best practices, and strengthen program implementation. Encouraging Waqf (Islamic Endowment) leverages Islamic philanthropy by allocating waqf funds to support MBG in collaboration with zakat institutions (Fatha Isman & Pahlevi, 2023). This approach aligns with religious and social values, fostering sustainable funding while promoting community-driven contributions.

Social Impact Investments and Public-Private Partnerships (PPPs)

Social Impact Bonds (SIBs) and Public-Private Partnerships (PPPs) are innovative financing mechanisms that allow private investors to fund social programs, with government repayments based on measurable success. Performance-Based Funding involves investors financing the operations of the Makan Bergizi Gratis (MBG) program, with the government repaying them once predefined nutritional and educational outcomes are achieved. This model ensures efficient fund allocation while enhancing accountability and effectiveness through a results-oriented approach.

Meanwhile, Co-Investment Models establish joint ventures between businesses and the government, where both parties share the costs and benefits of the program. This approach encourages private sector participation in improving food security and nutrition while fostering long-term sustainability through the synergy of public and private resources.

Mobilizing Digital and Crowdfunding Platforms

Crowdfunding and digital fundraising can mobilize widespread public support for MBG. Platforms like Kitabisa.com, GoFundMe, and social media-based donation drives have proven successful in funding humanitarian causes in Indonesia (Wulan, Dawud, & Basuki, 2025). The Makan Bergizi Gratis (MBG) program can increase funding through crowdfunding campaigns, utilizing social media to encourage small-scale public donations. This approach raises awareness and engages a broad audience, making it easier for individuals to contribute to the program's sustainability.

Furthermore, subscription-based contributions allow individuals and businesses to donate a fixed monthly amount, ensuring a stable and predictable funding stream. Collaborations with e-commerce and fintech platforms like GoPay, ShopeePay, and OVO further simplify the donation process, making contributions more accessible and expanding the program's financial support network.

Incentivizing Startups and SMEs to Participate

Startups and small and medium enterprises (SMEs) in the food, logistics, and agribusiness sectors can contribute to MBG through innovation and cost-efficient solutions. Startup Competitions for Nutrition Solutions encourage entrepreneurs to develop innovative and sustainable food supply models. By fostering creativity and investment in nutrition-focused startups, this approach promotes long-term solutions to food security challenges while attracting private sector involvement in addressing nutritional needs.

Meanwhile, Microfinance and Impact Grants provide funding for SMEs involved in local food production and distribution, strengthening community-based food systems and improving access to nutritious meals. Additionally, Tech-Driven Logistics Solutions leverage AI and blockchain technology to enhance transparency and efficiency in food distribution. These innovations optimize supply chain management, minimize waste, and ensure food reaches those in need more effectively. These strategies can help MBG to secure sustainable funding and operational support from philanthropy and the private sector, ensuring long-term success in providing nutritious meals to Indonesian children.

Lessons from International Case Studies on Public-Philanthropy Partnerships

Public-philanthropy partnerships have been instrumental in addressing social challenges worldwide, particularly in nutrition and food security programs. By analyzing international case studies, Makan Bergizi Gratis (MBG) can adopt best practices to strengthen its sustainability and impact. Below are key insights from global initiatives:

The Global Partnership for Education (GPE) – Leveraging Multi-Sectoral Funding

The Global Partnership for Education (GPE) brings together governments, private sector players, and philanthropic organizations to improve education in low-income countries. The initiative pools resources from multiple stakeholders to ensure long-term program sustainability (GPE, 2023). A multi-stakeholder funding model is essential for the sustainability of the Makan Bergizi Gratis (MBG) program, where the government, businesses, and donors contribute through a dedicated fund. This collaborative approach ensures diversified financial support, reducing reliance on a single funding source.

In addition, fostering long-term commitments from corporate donors and philanthropic organizations strengthens financial stability and program continuity. Implementing impact-based financing, where funding is tied to measurable outcomes such as improved child nutrition and school attendance, enhances accountability and ensures resources are effectively allocated to achieve meaningful results.

India's Akshaya Patra – Scaling School Meal Programs Through Philanthropy

The Akshaya Patra Foundation in India is the world's largest non-profit school meal program, serving over 2 million children daily. It operates in partnership with the Indian government, leveraging public funding, CSR donations, and philanthropic grants to sustain its operations (Akshaya Patra, 2024). Public-Private Synergy is crucial for MBG's sustainability, where a co-funding model ensures that the government covers a portion of the costs while private donations support expansions and innovations. This approach fosters collaboration, maximizes resources, and enhances program scalability.

Implementing a Centralized Kitchen System, similar to Akshaya Patra's large-scale, tech-driven model, could improve efficiency in urban areas while maintaining decentralized kitchens in rural regions to accommodate logistical challenges. Additionally, Transparent Impact Reporting through real-time data tracking can strengthen donor confidence and encourage continued contributions. By adopting digital tracking tools, MBG can showcase its impact effectively, enhancing accountability and long-term support.

Brazil's Zero Hunger-Policy-Driven Public-Philanthropy Collaboration

Brazil's Fome Zero (Zero Hunger) program successfully reduced malnutrition by combining government policies with private sector and philanthropic support. The government provided cash transfers and subsidies, while NGOs and businesses contributed food supplies, logistics, and funding (FAO, 2023). A Legislative Framework for Donations can incentivize corporate contributions by offering tax benefits, similar to Brazil's approach. Introducing regulations that encourage businesses to donate surplus food to MBG would enhance private sector involvement and reduce food waste.

Furthermore, Community-Based Partnerships with local NGOs and food banks can ensure efficient food distribution to vulnerable populations. To achieve long-term sustainability, Policy Integration is essential—MBG should seek legal backing to secure stable funding and institutional support across different government administrations, similar to how Fome Zero was embedded in Brazil's national policies.

United States' No Kid Hungry – Digital Engagement & Crowdfunding

The No Kid Hungry initiative in the United States effectively uses digital campaigns, celebrity endorsements, and corporate sponsorships to fight child hunger. It has raised hundreds of millions of dollars through social media-driven crowdfunding (Share Our Strength, 2024). Digital Fundraising can expand MBG's donor base by leveraging crowdfunding platforms like Kitabisa.com and social media campaigns to attract both small and large-scale contributions. This approach enhances accessibility and encourages widespread public participation.

Moreover, Corporate Sponsorships & Brand Partnerships with major food industry players such as Indofood, Wings, and Nestlé Indonesia can provide long-term financial and in-kind support. To further boost engagement, Gamification & Influencer Engagement through online challenges and influencer advocacy can raise awareness and encourage public donations, making fundraising more interactive and appealing.

The UK's Magic Breakfast – Evidence Based Advocacy for Policy Change

The Magic Breakfast program in the UK provides free meals to disadvantaged children and uses rigorous data collection to advocate for sustained government support. The program's success led to permanent government funding for school meals in the UK (Magic Breakfast, 2023). Data-Driven Advocacy is essential for demonstrating MBG's impact, emphasizing measurable outcomes such as improved school attendance and cognitive performance. Publishing regular reports can strengthen credibility and attract sustained funding from donors and stakeholders.

As well, Policy Influence plays a crucial role in securing long-term support, requiring active engagement with legislators and policymakers to advocate for national-level funding and integration into Indonesia's education policies. The UK model highlights the importance of Long-Term Government Commitment, where strong evidence led to policy adoption. MBG should build a research-backed case to ensure its sustainability and long-term inclusion in government programs.

Addressing Challenges in a Collaborative Funding Model

Implementing a collaborative funding model for Indonesia's Makan Bergizi Gratis (MBG) program requires overcoming several key challenges. While partnerships between the government and philanthropy can enhance financial sustainability, they also introduce complexities in governance, accountability, and alignment of interests. Below are some of the major challenges and potential solutions:

Aligning Government and Philanthropic Priorities

One of the primary challenges in collaborative funding is ensuring that government priorities align with the objectives of philanthropic organizations. Governments often focus on large-scale, long-term policy goals, while philanthropic entities may emphasize specific, targeted interventions. To bridge this gap, establishing clear Memorandums of Understanding (MoUs) and structured Public-Philanthropy Coordination Platforms can help align efforts and prevent fragmented implementation (Almog-Bar & Zychlinski, 2014).

Ensuring Transparency and Accountability

Managing funds from multiple sources requires strict financial oversight to prevent misallocation or inefficiency. Transparency issues may arise when private donors demand flexibility in fund allocation, which might not always align with government financial policies. Implementing independent auditing mechanisms, digital tracking systems, and

requiring open reporting from all stakeholders can strengthen public trust and prevent corruption (Irvin & Carr, 2005).

Overcoming Bureaucratic Barriers

Public-private collaboration often faces bureaucratic hurdles, including lengthy approval processes, regulatory restrictions, and rigid budget frameworks. Streamlining administrative procedures and introducing special regulatory frameworks—such as tax incentives for philanthropic contributions—can encourage more efficient collaboration.

Securing Long-Term Funding Commitment

While philanthropic contributions can provide significant funding, they are often short-term and project-based. To ensure sustainability, Indonesia could explore hybrid funding mechanisms such as:

- a. Matching funds, where the government matches private contributions to sustain program funding.
- b. Endowment funds, which generate ongoing revenue through investment returns.
- c. Corporate Social Responsibility (CSR) incentives, encouraging long-term private sector participation (Danis et al., 2024).

Managing Regional Disparities

Indonesia's diverse geographical and economic conditions mean that some regions may attract more philanthropic funding than others, creating inequities in program reach. The government can redistribute resources strategically to underserved areas, ensuring that MBG benefits all children equitably (Fatimah et al., 2024). Indonesia can create a robust collaborative model for funding MBG that effectively leverages both government resources and philanthropic contributions. However, make sure to addressing these challenges with structured governance, financial transparency, and sustainable funding mechanisms.

CONCLUSION

Indonesia's Makan Bergizi Gratis (MBG) program faces significant financial challenges, with a funding shortfall that threatens its long-term sustainability. Given the program's critical role in improving child nutrition and education, relying solely on government budgets is insufficient. This study highlights the potential of a collaborative funding model that integrates government, philanthropic, and private sector contributions. By leveraging public-private partnerships (PPP), MBG can secure diversified and stable funding while benefiting from private sector efficiency and philanthropic innovation.

However, this study has limitations, as it primarily relies on secondary data and international case studies that may not fully reflect Indonesia's policy environment. Additionally, it does not quantitatively assess the long-term viability of different funding strategies. Future research should incorporate empirical studies, pilot projects, and cost-effectiveness analyses to refine sustainable financing models. Strengthening donor engagement strategies, addressing regional disparities, and exploring policy innovations will enhance MBG's practical applicability, ensuring long-term success in supporting Indonesia's public health and education goals.

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