

COLLABORATIVE GOVERNANCE REDUCING STUNTING IN BANDUNG CITY

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Abstract

This research examines the implementation of Collaborative Governance in reducing stunting in Bandung City, Indonesia. Despite various governmental efforts to address stunting, including the national target of reducing stunting prevalence to 14% by 2024, Bandung City's stunting rate remains high at 16.3%. Collaborative Governance, involving the participation of various stakeholders such as government agencies, the private sector, NGOs, and communities, is seen as a critical strategy for addressing this complex issue. This research uses a descriptive qualitative method to explore the factors that facilitate or hinder the implementation of Collaborative Governance in reducing stunting in Bandung. Key stakeholders in this collaboration include, Government, community leaders, NGOs, and educational institutions. The research framework is based on the model proposed by Ansell and Gash (2017), which highlights the importance of institutional design, leadership, transparency, trust-building, and effective stakeholder participation in successful Collaborative Governance. The findings reveal several challenges in the current collaborative efforts in Bandung. These include inadequate coordination between stakeholders, limited resources and infrastructure at the local level, and persistent societal stigmas that downplay the severity of stunting as a health issue. Additionally, the lack of proper training and resources for community health workers, such as those working in Posyandu, further exacerbates the problem. Moreover, the study identifies the importance of clear institutional frameworks and leadership in fostering collaboration and ensuring that all actors remain committed to the common goal of reducing stunting.

Keywords: Collaborative Governance, stunting, , Bandung City.

A. INTRODUCTION

Collaborative governance is a concept of governance that involves collaboration between the government, the community, and the private sector. This collaboration is carried out to achieve greater goals than what can be accomplished by one sector alone. Collaborative governance is an achievement in seeking the best approach to a policy. The dynamics of interaction between actors create opportunities for accommodating the interests of each actor more easily. For example, in the collaboration to reduce stunting.

Stunting is a form of growth failure that causes developmental disturbances in toddlers due to the accumulation of insufficient nutrition over a long period, starting from pregnancy to the age of 24 months. The lack of nutrition during the early developmental stages of a child can hinder physical development, increase illness, impair mental development, and even lead to death.

The impact of stunting experienced by children is caused by inadequate nutrition intake during the first 1,000 days of life. This period begins from birth until the child reaches two years of age or 24 months. Issues that arise when the child turns two years old mark the critical period of growth disorders, including short stature, commonly referred to as stunted growth. One way to prevent stunting is by ensuring adequate nutrition and providing health services to pregnant women. This effort is crucial, considering that stunting can affect a child's intelligence and health status in adulthood.

The prevalence of stunting in

Bandung is still relatively high, currently at 16.3%, and has not yet met the target set by the central government of 14% by the end of 2024. Compared to other regions in West Java, such as Bekasi, the prevalence rate is as low as 2.99% in 2023. The ongoing high prevalence of stunting in Bandung is partly due to the persistent "stigma" in society that stunting is not a health priority. Other factors include inadequate quality and quantity of local health cadres, insufficient and substandard Posyandu (community health center) facilities, and ineffective institutional collaboration.

Ansell and Gash explain a new governance strategy through a collaborative governance approach. This type of governance involves various stakeholders, such as the government, private sector, and society, in a joint forum with government officials to make decisions and achieve common goals. This strategy helps the government manage an area more effectively because the involvement of all three actors is mutually beneficial. Effective collaboration includes aspects such as policy background conditions, policy, involvement of parties/institutions, transparent leadership, a good collaborative governance process, and achieving optimal results.

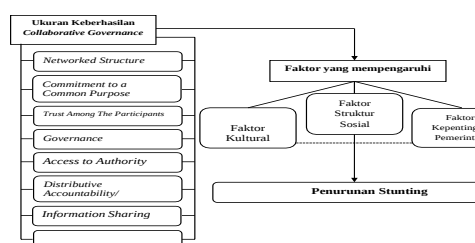
The root causes of the issues in Collaborative Governance for reducing stunting in Bandung stem from several key factors. First, the weakness in Institutional Design, referring to the existence of a Collaborative Forum and unclear provisions regarding the procedures, norms, and rules governing

interactions between stakeholders. Second, Leadership, where leadership has not yet been able to encourage participation from all parties and facilitate the collaboration process. Third, the Collaborative Process, which has not yet been optimal in terms of the frequency and quality of direct meetings between stakeholders, trust-building, and efforts made to establish and maintain trust among parties. And fourth, the outcomes of the collaboration.

Based on these root causes, the researcher formulates the following problem: "How is Collaborative Governance for Reducing Stunting in Bandung?" This study focuses on identifying and analyzing the implementation of Collaborative Governance in terms of Institutional Design, Leadership, challenges, and efforts made in the collaboration to reduce stunting in Bandung. The objective of this study is to understand, comprehend, and analyze Collaborative Governance in reducing stunting in Bandung, specifically in terms of Institutional Design, Leadership, the Collaborative Process, and the outcomes of the collaboration.

Framework

Gambar 2.3 Kerangka Pikir



Source: Framework of Thought
Processed by the Author, 2024

Based on the conceptual

framework developed, the researcher's proposition is: "Maximal Collaborative Governance conducted among multiple collaborating parties will contribute to the success of stunting reduction in Bandung."

This proposition highlights the importance of strong, well-coordinated collaboration among various stakeholders, including the government, private sector, community, and other relevant parties, in addressing and reducing stunting effectively.

B. METHODS

Research Design

The research design used in this study is the descriptive qualitative research method. The qualitative method was chosen because this study aims to explore in depth the Collaborative Governance in the reduction of stunting in Bandung. The research delves into the stages of multi-stakeholder collaboration, which include the initial conditions, institutional design, leadership, collaborative process, and collaboration outcomes.

This approach allows for a thorough understanding of the dynamics and interactions between the various parties involved in addressing stunting, providing detailed insights into how collaboration is structured and implemented.

Informants

The informants in this study are the stakeholders collaborating in the reduction of stunting in Bandung, consisting of representatives from the Health Department, BKKBN (National Population and Family Planning Board), Education

Department, community leaders, PKK (Family Welfare Movement) team, media, universities, and the business sector. These informants provide valuable information on the efforts to reduce stunting in Bandung.

The informants have extensive and in-depth knowledge of the stunting reduction issues in Bandung, making them capable of offering useful insights. In qualitative research, informants play a crucial role as they are the primary sources of data collection, providing detailed information that helps the researcher understand the problem and the collaborative efforts in addressing it.

Data Collection Techniques

The data collection techniques used in this study include:

- a. Observation: The researcher conducts direct observations at the research site to obtain clear data or an overview of the collaboration among stakeholders in the effort to reduce stunting in Bandung. The steps taken in conducting the observation are:
 - First, defining the objective of the observation, which is to identify the parties involved and the actions taken by each party in addressing stunting in Bandung.
 - Second, recording the data gathered in the field and aligning it with the observation goals.
 - Third, seeking and interviewing resource persons to strengthen and reference the research findings.
 - Lastly, documenting the results of the observation.

Once the observation results align with the research problem, the researcher proceeds with the ongoing research.

- b. Interview: In-depth interviews are conducted using a dialogic approach, allowing for a comprehensive exploration of information. The purpose of these in-depth interviews is to complement the information obtained from the observations.
- c. Documentation: Data collection through documentation involves gathering data from documents. Documents serve as records of past events and can take the form of written texts, images, and other artistic or written works. The data obtained from documentation techniques are usually secondary data.

These methods help the researcher gather a wide range of data from different sources to understand the collaborative efforts in reducing stunting in Bandung.

C. FINDINGS AND DISCUSSION

FINDINGS

Collaborative Governance Reducing Stunting in Bandung City

Based on the research conducted on Collaborative Governance in Stunting Reduction in Bandung, the researcher developed a model based on Ansell and Gash's Collaborative Governance Model (2017) by analyzing its steps as operational

parameters in the field. The stages are described as follows:

- a. **Starting Condition:** At the initial stage, despite stakeholders having different backgrounds (government, private sector, universities, community, and media), they share a common goal: reducing stunting in Bandung by 2024. This common vision and mission are aligned with national, regional, and local policies, such as the National Medium-Term Development Plan (RPJMN) 2015-2019 and continued in 2020-2024, aiming to reduce the stunting prevalence rate to 14% by 2024. Collaborative efforts in Bandung focus on coordinated, integrated, and joint interventions across sectors.
- b. **Collaborative Leadership:** Collaborative leadership in Bandung's stunting reduction program ensures that the program runs effectively, coordinated, accountable, and sustainable. Key leadership elements include:
 - **Active Role of the City Government:** Coordinated by the City of Bandung, including TP PKK and relevant agencies.
 - **Collaboration with Academia:** Telkom University collaborates with TP PKK to develop educational platforms for data, monitoring, and education.
 - **Involvement of Posyandu Cadres:** Posyandu cadres play an essential role in promoting stunting prevention.
 - **Technology Utilization for Transparency:** The development of an application for monitoring and data collection enhances transparency and accountability.
 - **Commitment and Coordination:** Agreements like MOUs and task orders clarify the roles of each stakeholder.
 - **Discussion Forums and Regular Meetings:** The city government facilitates both face-to-face and online FGDs to ensure stakeholder interaction and program alignment.
- c. **Institutional Design:** Institutional design in Bandung involves the bureaucratic structure at the sub-district, village, and community levels, such as Posyandu, which play a strategic role in implementing stunting reduction due to their proximity to target groups. However, challenges remain in terms of guidance, training, and infrastructure. Innovations exist, but the allocation of resources is often prioritized for infrastructure rather than specific stunting reduction efforts. Public participation and understanding of stunting as a priority remain low.
- d. **Collaborative Process:** The collaborative process in stunting reduction involves a series of steps:
 - **Face-to-Face Dialogue:** Regular stakeholder meetings help to build trust.

- **Trust Building:** Continuous collaboration builds mutual trust among stakeholders.
 - **Commitment to the Process:** Stakeholders commit to long-term participation.
 - **Shared Understanding:** There is a shared understanding of the goals and approaches.
- e. **Collaboration Outcomes:** Several key achievements of the collaboration in Bandung's stunting reduction program include:
- **Development of a Data and Monitoring Application:** In collaboration with Telkom University, a real-time data collection system was implemented for tracking the health of pregnant women, nursing mothers, toddlers, and children under two.
 - **Increased Public Education and Awareness:** Educational programs through interactive platforms raised awareness about nutrition and healthy living.
 - **Active Role of Posyandu Cadres:** Trained Posyandu cadres play a vital role in promoting and preventing stunting.
 - **Regular FGDs and Meetings:** These have enhanced coordination and implementation effectiveness.
 - **Improved Transparency and Accountability:** The data collection and monitoring application have helped in

providing objective evaluations of the program.

This model highlights the importance of multi-stakeholder collaboration, technology integration, and effective leadership in reducing stunting

DISCUSSION.

The territorial conditions, the quality and quantity of cadres that do not yet meet requirements, and the limited infrastructure are still challenges in the implementation of Collaborative Governance for stunting reduction in Bandung. Strong commitment is still needed among the collaborating parties, representing a mutual agreement between agencies, organizations, and organizational networks involved in stunting reduction. Despite different initial backgrounds whether government, private sector, academia, community, or media they share a common goal: to reduce stunting in Bandung by 2024, and thus, stakeholders have aligned on a common vision and mission.

Collaborative Leadership in stunting reduction in Bandung has been carried out by ensuring that the program runs effectively, is well-coordinated, accountable, and sustainable, while encouraging active participation and capacity building from all stakeholders.

Institutional Design is classified into sub-districts, villages, health centers, and community organizations under them, such as RT/RW units and Posyandu. These entities play a strategic role in implementing stunting reduction, as they are close to the target groups. However, at the sub-district and

village levels, the stunting reduction programs are not fully implemented. The activities involving task forces lack guidance, support, and supervision. Posyandu, as a community-based health unit, also faces insufficient infrastructure, leading to inconsistent records and measurements, which increases the risk of inaccurate stunting data for toddlers.

The Collaborative Process for reducing stunting in Bandung involves multiple stakeholders with integrated strategies to achieve common goals through:

1. Development of Education and Collaboration Platforms.
2. Active Role of Cadres and Volunteers.
3. Education and Counseling.
4. Data Collection and Monitoring.
5. Collaboration with Various Stakeholders: This includes the government, academia, media, non-governmental organizations, and the community, where each individual is encouraged to actively participate in the stunting reduction program.

The Collaboration Results include:

1. Development of an Application for Data Collection and Monitoring: Created by Telkom University's Information Systems Program in collaboration with TP PKK Bandung.
2. Increased Public Education and Awareness.
3. Active Role of Posyandu Cadres.
4. Improved Collaboration and Coordination: Through Forum Group Discussions

(FGDs) and regular meetings facilitated by the Bandung City Government.

5. Use of Technology for Transparency and Accountability: The data collection application enhances transparency and real-time monitoring.

This collaborative governance effort has resulted in more effective and coordinated initiatives to combat stunting in Bandung.

D. CONCLUSIONS

Stunting Reduction Policy in Bandung City is integrated into the National Medium-Term Development Plan (RPJMN) and focuses on convergence actions with a coordinated, integrated, and joint approach. Bandung has been designated as a priority location for stunting intervention, with the goal of significantly reducing stunting prevalence.

Various institutions are involved in the effort to reduce stunting, including TP PKK Kota Bandung, the Health Office, Puskesmas, and educational institutions such as Telkom University, which has developed educational and monitoring platforms. Posyandu cadres also play a vital role in implementing the program at the community level.

Effective leadership from the city government and collaboration between institutions, including academics and the private sector, facilitate the implementation of the program. Strong commitment and coordination among stakeholders enhance collaborative efforts and ensure synergy and effectiveness of actions.

The collaborative process in Bandung includes technology development for data collection and education, capacity building for cadres, and specific and sensitive nutrition interventions. Regular dialogues and meetings among stakeholders improve coordination and ensure that interventions are carried out effectively

Collaborative Outcomes in Stunting Reduction in Bandung City: The program has improved nutritional literacy, expanded access to healthcare services, and strengthened local capacity in addressing stunting. However, challenges remain, including the need for resource enhancement and further development of data collection and monitoring systems to ensure program effectiveness and sustainability.

Recommendations

The findings reveal several barriers in the implementation of the stunting reduction program in Bandung. These include a lack of supervision and guidance from upper-level regional officials regarding program implementation at the lower levels, insufficient collaboration and synergy between sectors, the need for improved quality and quantity of program implementers, and inadequate facilities and infrastructure at Posyandu.

To address these challenges, several recommendations are proposed:

1. Strengthen Supervision and Focused Support: Upper-level regional officials should pay special attention to the areas prioritized for stunting reduction to ensure that the program runs

more effectively. Sub-districts and villages should be empowered to independently conduct Rembuk Stunting (Stunting Deliberation) to gather accurate data.

2. Mayor's Policy on CSR for Stunting Reduction: A policy should be established by the Mayor regarding corporate social responsibility (CSR) programs to increase collaboration with the private sector and external stakeholders.
3. Capacity Building for Cadres: The capacity of the cadres involved in the stunting reduction program should be enhanced. Collaboration with various parties, such as Puskesmas, academics, and innovation advocates, needs to be strengthened.
4. Regular Monitoring of Budget Allocation and Program Realization: Upper-level regional officials must regularly monitor the allocation and realization of the program's budget to ensure accountability.
5. Encourage Active Community Participation: Public participation should be encouraged through comprehensive socialization, education, and easily understandable information, especially targeting stunting-prone groups.

These recommendations aim to improve the implementation and sustainability of the collaborative governance approach to stunting reduction in Bandung City.

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