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The Acceleration of Stunting Reduction Policy in Sleman District From the Perspective of Collaborative Governance

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Abstract

This study examines how the Sleman County Government implements a collaborative decision-making process for the stunting management policy in the Sleman District. The Sleman district government achieved a significant reduction in the prevalence of stunting, from 6.92% in 2021 to 4.51% in 2023, significantly lower than the national stunting prevalence of 21.5% in 2023. This achievement has earned the Sleman District Government the title of best stunting management performance in DIY of 2023. To achieve this, it is crucial to conduct a comprehensive study that documents the efforts made by the Sleman District Government in implementing the stunting policy from 2021 to 2023. We conducted the study using qualitative methods, gathering data and primary information, conducting in-depth interviews with selected respondents, and analyzing perspectives on government collaboration in public policy. The study's findings revealed that the Sleman District Government implemented a form of government collaboration in the stunting management policy. This involved a collaborative decision-making process using the Mutually Consented Decision Making model, which involved phases such as all actors' approval, joint establishment, and confirmation. These phases included working together, forming a framework for collaboration, formulating alternative collaborations, and determining and understanding collaborations and relationships. Cross-Sector Stunting Downward Acceleration Team organizes forums across sectors, such as workshop, mini workshops and stunting brakes, to facilitate collaborative decision-making. The study also found that leadership factors influenced the performance of stunting management at the district level.

Keywords: collaborative governance, stunting management policy, and collaborative decision-making process.

Introduction

Accelerating stunting reduction is one of the government's national priority programs in the health sector. Stunting not only impacts the physical growth of toddlers but also impacts other body functions, such as brain development and the immune system. Stunted toddlers have the potential to have suboptimal levels of intelligence, are more susceptible to disease, and in the future could be at risk of reduced levels of productivity (Preparer, Vol. 2, 2023). The stunting convergence method, which involves delivering interventions in a coordinated, integrated, and joint manner to prevent stunting to priority targets, drives Indonesia's acceleration program for handling stunting. In the context of stunting prevention, convergence means combining various efforts and resources to reduce stunting rates. Stunting convergence, in its implementation, involves various parties, including the government, non-government organizations, and the community, working together to prevent stunting. The aim of stunting convergence is to increase access to nutrition services, increase community awareness and commitment, and improve the quality of life and health, especially for children who are at risk of experiencing stunting (TNP2K, 2018). The implementation of national stunting convergence has achieved success through effective cross-sector collaboration, which has provided significant results in reducing stunting. Various studies on the effectiveness of stunting

management programs emphasize the importance of cross-sector and sustainable collaboration (D. Daniel, 2023).

Indonesia ranks the Regional Government of the Special Region of Yogyakarta (DIY) fifth as the area with the lowest stunting rate. As one of the regions in DIY, Sleman Regency has social dynamics shaped by various factors, including cultural diversity, urbanization, youth culture, religion, and community activism. The prevalence rate of stunting in Sleman Regency in 2021 was 6.92%; in 2022, it was 6.88%; and in 2023, it was 4.51%, with an average decrease in the stunting prevalence rate of 1.32% over the last three years (2021–2023). In 2023, the stunting prevalence rate significantly decreased, falling to 4.51% from 6.88% in 2022, a reduction of 2.37%. The target for the 2023 program was 55,213 toddlers, with details as follows: We monitored 48,957 toddlers (89% of the total number in Sleman Regency), of whom 2,208 (4.51%) had stunting. This figure is significantly lower than the national stunting prevalence of 21.5% in 2023. (BPS, 2024). This achievement has earned the Sleman Regency Government the title of the best stunting management in the DIY region for the year 2023. The primary concerns in the stunting reduction acceleration program revolve around Sleman Regency's stunting handling performance, the role of the TPPS, and the effectiveness of stunting handling forums such as workshops, mini-workshops, and stunting discussions at both the regency and kapanewon levels. For that reason, it is important to conduct a study that captures the efforts made by the Sleman Regency Government in implementing stunting policies during the years 2021–2023. Handling stunting with a convergence model requires effective collaboration and support across sectors to reduce the prevalence of stunting. One of the concepts of cross-sectoral and sustainable cooperation in public policy is through government collaboration. (collaborative governance).

This study aims to provide an in-depth understanding of the collaborative decision-making process carried out by the Sleman Regency Government in its policy of accelerating stunting handling in Sleman Regency in 2021–2023. The Sleman Regency Government employs the stunting convergence method to address stunting, which involves a coordinated, integrated approach to delivering interventions. This method integrates the efforts and resources of various parties, such as the government, non-governmental organizations, the business sector, and community groups. The success of this convergence method hinges on government collaboration, which is implemented in this stunting handling policy through stunting forums such as workshops, mini workshops, and stunting meetings held at the district and Kapanewon levels. Therefore, it's crucial to examine how these forums implement collaboration and collaborative decision-making processes. The results of this study can then be used as a reference for efforts to increase the effectiveness of collaborative stunting management forums.

Theoretical Studies

A. Collaborative Governance

A governance approach known as government collaboration involves one or more public institutions directly engaging non-government stakeholders in a formal, consensus-oriented, deliberative collective decision-making process. This process aims to create and implement public policies, as well as manage public programs or assets, by strengthening formal cooperation with various community and private sector actors. (Irawan, 2017). In order for the collaboration to achieve its goals, it is necessary to identify key actors (stakeholders), their interests, what they support, and strategies to work with them. (Suwitri, 2022).

Ansell and Gash's study demonstrates how to use a method/concept known as platform collaboration to implement collaborative governance as a proactive policy instrument across all lines of collaboration in various contexts. The platform can enhance the effectiveness and success of collaborative programs. A collaboration platform is defined as

a structured organization or collaborative movement/program that has the resources and funding to facilitate the organization/movement/program, can adapt, and can replicate its network. (Ansell, 2008). Ansell and Gash incorporated a significant amount of information technology terminology into their governmental terminology and dictionaries. Government administration aligns, synchronizes, and adapts business logic, particularly by mainstreaming the use of government collaboration as a lever for good governance performance. The government must promptly adapt to changes in procedures and work mechanisms to maintain the context of public services society needs in the present.

Previous studies and research on the implementation of collaborative governance suggest that successful governance collaboration involves three stages: identifying obstacles and opportunities (listening phase), debating strategies for influence (dialogue phase), and planning collaborative actions (choice phase) (Ratner, 2012). The three stages of the governance collaboration process are successful if there is network structure, commitment to a common goal, trust among participants, access to authority, shared accountability and responsibility, information sharing, and resource access. (Kettl, 2009).

Collaboration in governance must be carried out in three stages of the collaboration process to be successful: The listening phase involves identifying obstacles and opportunities, the dialogue phase involves debating strategies for influence, and the choice phase involves planning collaborative actions (Ratner, 2012). Seven key criteria for the success of collaborative governance, including network structure, commitment to a common purpose, trust among participants, access to authority, distributive accountability/responsibility, information sharing, and resource access, demonstrate the success of these three stages of the governance collaboration process (Kettl, 2009). The stunting convergence method is an approach to delivering interventions that is coordinated, integrated, and combines various efforts and resources involving the synergy of various parties, including the government, non-governmental organizations, the business sector, and community groups.

Research from a variety of nations demonstrates that cross-sectoral interventions must collaborate, coordinate, and converge to effectively address stunting. (Unicef, 2007). Therefore, strengthening the collaboration, coordination, and contribution of the pentahelix elements, which include government, academics, researchers, business actors, media, and community groups, is important to ensure the implementation of cross-sectoral and multi-sectoral approaches. We must systematically and periodically develop collaboration within a formal and binding networking system.

B. Collaborative Decision Making Process

There is always a close relationship between public policy and decision-making. Public policy itself is one form of decision-making. According to Dye, the government decides whether or not to take public policy actions. (Dye, 2016). In the decision-making process, aspects of alternatives, values, problem structuring, and evaluation are always involved. (Anderson, 2002). The more complex the problem, values, and alternatives, the more difficult and burdensome the decision-making process becomes. The decision-making process involves two stages: the problem restructuring stage and the evaluation stage, which involve consideration and assessment to identify the most suitable alternative solution. The first stage of problem restructuring begins with problem identification by answering the questions of what, why, who, and how, followed by elaborating thoughts, detailed explanations, making selections, and determining what and how something should be done. (Choirul Saleh, 2020). According to Sproull (Bob Sproull, 2018), a roadmap or a structured and systematic process should serve as the foundation for the decision-making process, which consists of six steps: compose a statement of purpose, establishing the criteria for the decision-making process, create a list of the most demanding standards to meet, conduct a risk assessment using the previously established criteria, considering decision factors, and

make decisions.

The quality of the decision-making process and roadmap, as well as the commitment of the decision implementers to stick to the decisions made, influence the quality of the decisions produced in the process. Sproull (Bob Sproull, 2018) identifies five aspects that assess the quality of a decision: decision-makers must be able to realize what has become their decision, decision-makers can explicitly and documentarily explain the decision's purpose and the rationale behind it. This serves to gauge the success or failure of the goal, decision-makers can fulfill the necessary provisions and requirements to carry out the decision, decision-makers can provide satisfaction from the decisions they make, the decision-makers have accounted for the risks and potential negative effects of their choice, but they can anticipate these risks to prevent them from becoming obstacles.

Meanwhile, Saleh states that not only those 5 factors can influence the quality of decision-making, but further, there are 7 elements that can affect the quality of the decisions produced in the decision-making process, (Choirul Saleh, 2020) namely: the quality, competence, and experience of the decision-maker, a rational and systematic thinking framework, the identification of various decision alternatives and the selection of the appropriate decision from the identified alternatives, the decision-maker's preferences, the quality and quantity of data and information used in decision consideration, logical and rational reasoning in decision-making, and the decision implementer's ability to execute the decision.

Many scholars and practitioners believe that the concept of government collaboration is more effective in addressing complex, intricate, multi-sectoral, and multi-dimensional issues related to governance, development, and public service. Therefore, public policymakers need to collaborate with many parties to make collaborative decisions intensively, structured, based on consensus, and fairly, as Inandar stated in Saleh, saying that collaborative decision-making is the root of the success of the best teams in the world. (Choirul Saleh, 2020). However, collaborative decision-making necessitates a high level of commitment from actors and various stakeholders, who must strengthen their cooperation in creating strong new strategies and be willing to implement the consensus results to achieve the set goals. We define collaborative decision-making as a collective process that involves individuals or institutions to enhance decision-making abilities, closely aligning with collaborative work and teams. (Anne Seguy, 2010).

According to Kvan, there are three types of collaboration or cooperation: fluid cooperation, structured cooperation, and codecision (merging cooperation). (Kvan, 2000). In a government collaboration, in the process of collaborative decision-making, based on Selvaraj and Fields in Saleh, there are 4 activity models (Choirul Saleh, 2020), namely:

1. Sequential Decision Making is a process where actors make individual decisions to address the problems they aim to solve and achieve the desired outcome. The procedure entails informing all actors about their decision-making on a particular issue, soliciting each actor to make a decision, implementing each actor's decision, and exchanging the necessary information.
2. Mutually Consented Decision Making refers to the process of making decisions based on mutual agreement or consensus. The process entails obtaining approval from all stakeholders, reaching a consensus, and then collaboratively working towards a solution. (work things out between each other).
3. Manipulative Decision Making involves implementing specific and highly structured procedures to make quick, precise, and accurate decisions.
4. Emergent decision-making refers to the process of making immediate decisions in situations and conditions where there are drastic, sudden, and emergency changes in the environment and specific contexts, while still utilizing and controlling the existing situation to make decisions with the least amount of risk.

There are several models of collaborative decision-making processes or stages, including:

1. Owen's model, which consists of 4 stages, namely: collaboration framework, collaboration alternatives, collaboration understanding, and collaboration relationship. (Owen, 2015).
2. The Panzarasa Model comprises four steps: identifying the problem's starting point (the practical starting point), forming special groups (group generation), developing strategies by involving various social groups based on their respective fields/expertise (social practical reasoning), and reaching an agreement (negotiation) (P. Panzarasa, 2002).
3. The Cioc model in Saleh consists of 6 stages in the collaborative decision-making process, namely: generating decision alternatives through discussions and concept sharing (generate decision alternatives), organizing and categorizing ideas/decision options (organize and categorize of ideas), conducting measurement, evaluation, assessment, and prioritization of idea options (assessment and prioritization), setting deadlines for decision-making and how decisions are made (planning activities), organizing data and information to be used as considerations and inputs in the collaborative decision-making process (organizing data), and the stage of structuring networks to connect collaborators in making decisions (structuring user interface). (Choirul Saleh, 2020).

C. Collaborative Leadership

Mardiana's study revealed that the success of implementing social restriction policies to curb the spread of the Covid-19 virus in the Pandalungan area (Pasuruan, Probolinggo, Situbondo, Bondowoso, Jember, Lumajang, and Banyuwangi) is significantly influenced by the digital leadership of sub-district heads and the delegation of authority from regional heads to sub-district heads. (Dwi Mardiana, 2022). According to Juhana et al.'s study "The Importance of Delegation of Authority, Budget Allocation, and Leadership in Improving Performance" in Garut Regency, West Java Province, collaborative leadership identifies three factors that determine government performance in the kapanewon in Garut Regency. These are, first, the delegation of authority from the regional head to the sub-district head; second, budget allocation; and third, the leadership of the sub-district head. These three factors have a positive relationship with public service performance in the kapanewon, whether each factor stands alone or together. (Jujun Juhana, 2020). Therefore, it is crucial to integrate leadership elements into the efforts to accelerate the management of stunting in Sleman Regency during the 2021-2023 period.

Research Method

This study employs a descriptive qualitative research method. The descriptive qualitative approach employs the performance dimensions of stunting handling in Sleman Regency from 2021-2023, the collaborative decision-making process in workshop forums, mini workshops, and stunting discussions, and the dimensions of collaborative leadership. We collected data through direct field observation methods and primary information, with a specific focus on the implementation of stunting handling policies in 17 kapanewon areas within Sleman Regency. We also conducted in-depth interviews with selected respondents, including members of the stunting acceleration coordination team, the poverty handling team, puskesmas in Sleman Regency, and family planning counselors. We then used the government collaboration perspective in public policy analysis to derive the meaning of the data. We conduct data analysis by interpreting the findings in the field, which involves uncovering the meaning behind the facts discovered there. (Moleong, 2013). Meanwhile, data analysis, according to Creswell, is an effort to explain, interpret, and reflect on research findings. (Creswell, 2017).

Analysis

A. Stunting Handling Performance

Children experience stunting, a growth and development disorder, as a result of long-term malnutrition, repeated infections, and inadequate psychosocial stimulation. (TNP2K, 2018). If a child's height for their age is less than -2 median standard deviations, they are considered stunted (Indonesia, Pocket Book of National, Provincial, and District/City Level SSGI Study Results 2021, 2021). The Minister of Health of the Republic of Indonesia translated this standard into Regulation Number 2 of 2020 concerning Child Anthropometric Standards in Indonesia. Meanwhile, according to Husen, stunting is a condition of growth failure in toddlers due to chronic malnutrition, especially during the first 1000 days of life. (A. Husen, 2022).

According to the 2023 SSGI, Indonesia's stunting rate dropped from 24.4% in 2021 to 21.6% in 2022 and 21.5% in 2023. (Indonesia, Indonesian Nutrition Status Survey (SSGI) 2023, 2023) Indonesia ranks the Regional Government of the Special Region of Yogyakarta (DIY) fifth as the area with the lowest stunting rate. The percentage of stunting in Sleman Regency in 2023 is 14%. The Sleman Regency Government successfully reduced the percentage of stunting by 2% in 2023, bringing it down to 14% compared to the 16% stunting rate in 2021. The prevalence of stunting in Sleman Regency decreased by 2.37%, reaching 4.51% in 2023 compared to 6.92% in 2021, which is much lower than the national stunting prevalence of 21.5% in 2023 (BPS, 2024), with a range from 2.37% (Kapanewon Berbah) to 8.69%. (Kapanewon Pakem). This achievement has earned the Sleman Regency Government the title of the best stunting handling in the DIY region for 2023.

Table 1 Stunting Handling Performance of Sleman Regency 2021-2023

No.	Kapanewon	Prevalance Stunting			Average Increase/Decrease in Stunting 2021-2023
		2021	2022	2023	
1	Gamping	3,79	5,94	4,56	-0,39
2	Godean	7,96	7,42	3,63	2,17
3	Mlati	6,62	7,00	3,93	1,35
4	Depok	4,38	5,78	4,15	0,12
5	Kalasan	7,66	6,69	5,19	1,24
6	Sleman	4,93	3,90	3,52	0,71
7	Ngaglik	4,48	4,49	2,69	0,90
8	Moyudan	7,26	9,91	5,09	1,09
9	Minggir	13,83	13,16	6,07	3,88
10	Seyegan	8,12	7,55	7,12	0,46
11	Berbah	5,87	4,98	2,37	1,75
12	Prambanan	6,41	6,29	5,49	0,46
13	Ngemplak	9,15	8,52	4,94	2,11
14	Tempel	6,25	5,37	2,94	1,66
15	Turi	9,78	12,75	5,92	1,93
16	Pakem	12,90	11,80	8,69	2,11
17	Cangkringan	7,26	5,36	5,3	0,98

Based on the data above, it can be analyzed that the stunting prevalence performance in Sleman Regency decreased from 2021 to 2023, with the highest prevalence in 2021 and 2022 being Kapanewon Minggir at 13.83 and 13.16. The highest prevalence in 2023 was Kapanewon Pakem at 7.26, while the lowest prevalence in 2021 was Kapanewon Gamping at 3.79, in 2022 it was Kapanewon Sleman at 3.90, and in 2023 it was Kapanewon Berbah at 2.37. By implementing an integrated stunting mitigation program that encourages the participation of regional apparatus, village governments, academics, researchers, business actors, media, and the community, the Sleman Regency Government commits to addressing the issue of toddler stunting. One of the efforts to accelerate integrated stunting reduction is the formation of the Stunting Reduction Acceleration Team (TPPS), with the Regent as the Steering Committee Chair and the Vice Regent as the Executive Chair. To implement

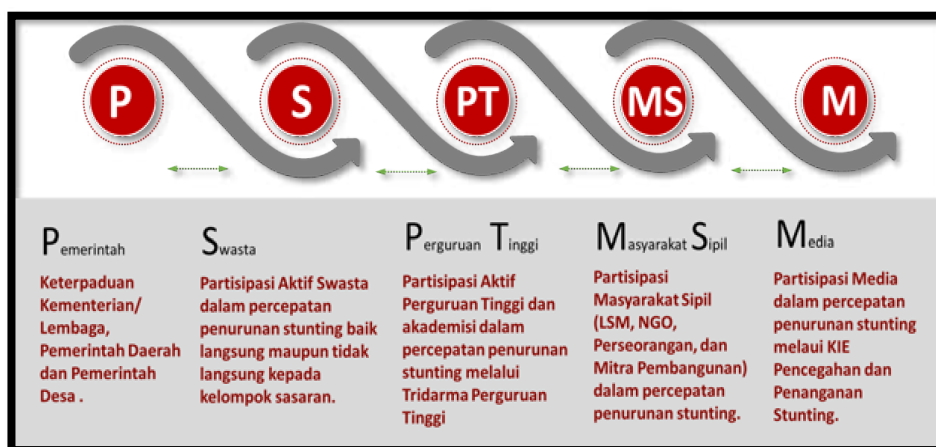
the Stunting Reduction Acceleration (PPS), the Sleman Regency Government formed the Family Companion Team (TPK) to assist in minimizing or preventing the influence of stunting risk factors. This involves early detection of these factors in families at risk, including pregnant women, postpartum women, children under 5 years old, and prospective brides/family planning participants. The Sleman Regency Government has implemented several policies to expedite the reduction of stunting, including Regent Regulation Number 22.1 of 2021, which pertains to the Stunting Mitigation Acceleration Program, and Regent Regulation Number 28.3 of 2021, which pertains to the Authority of Villages in Integrated Stunting Prevention and Mitigation Efforts at the Village Level.

The activities to accelerate stunting reduction are outlined in a stunting prevention service package that consists of maternal and child health services; nutrition counseling; drinking water and sanitation; social and health insurance; early childhood education services; parenting and childcare classes; fulfillment of nutrition intake and food security for families at risk of stunting; family life preparation; and family assistance. Malaysia has created many new ideas to accelerate efforts to reduce stunting. These include the Pandu TEMan (Integrated Antenatal Care Services towards Triple Elimination involving all services) program, the GeTAR Thala movement to fight adolescent anemia and thalassemia, the Pecah Ranting Hiburan Rakyat movement to stop stunting, end malnutrition, and make people's economies better, the Gambang Stunting movement to invite, weigh, prevent, and deal with stunting, Bapak Asuh Anak Stunting (BASS), and the HIV Testing movement to find HIV as early as possible. Given that stunting serves as a crucial public health indicator, reflecting the social and economic well-being of a nation, it is imperative to conduct long-term estimates of its prevalence.

Research from a variety of nations demonstrates that cross-sectoral interventions must collaborate, coordinate, and converge to effectively address stunting. (Unicef, 2007). Therefore, strengthening the collaboration, coordination, and contribution of the pentahelix elements, which include government, academics, researchers, business actors, media, and community groups, is important to ensure the implementation of cross-sectoral and multi-sectoral approaches. We must systematically and periodically develop collaboration within a formal and binding networking system.

B. Cross Sector Stunting Reduction Acceleration Coordination Team (TKPPS) Lintas Sektor.

TKPPS is an effort to establish a formal networking system that is binding systematically and periodically. It was formed based on the mandate of Presidential Regulation Number 72 of 2021, which aims to accelerate the reduction of stunting in Indonesia.



Picture 1 Cross Sector Engagement in TKPPS

Source: Policies and Strategies to Accelerate Stunting Reduction in Indonesia, 2021
(BKKBN, 2021)

The Sleman Regency Government has followed up on that mandate by forming the Sleman Regency Stunting Acceleration Team in 2021 through the Sleman Regent Decree Number 12.3/Kep.KDH/A/2022 concerning the Sleman Regency Stunting Acceleration Team, as amended in the Sleman Regent Decree Number 49.7/Kep.KDH/A/2023 concerning the Second Amendment to the Regent Decree Number 12.3/Kep.KDH/A/2022 concerning the Sleman Regency Stunting Acceleration Team, with members:

(1) Director

(a) Chairman: Regent

(b) Members: Chief DPRD, Chief Kepolisian Resor Kota Sleman, Komandan Distrik Militer 0732 Sleman, Chief Kejaksaan Negeri Sleman, chairman Pengadilan Negeri Sleman, chairman Pengadilan Agama Sleman.

(2) Executor

(a) Chairman: Vice Regent

(b) Vice Chairman: Sekretaris Daerah, Kepala Badan Perencanaan Pembangunan Daerah, Kepala Dinas Kesehatan, Ketua Tim Penggerak Pemberdayaan dan Kesejahteraan Keluarga (TPPKK) Kabupaten Sleman.

(c) Secretary: Kepala Dinas Pemberdayaan Perempuan dan Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana (P3AP2KB)

(d) Coordinator of sensitive intervention services and specific intervention services: Kepala Bidang Kesehatan Masyarakat, Dinas Kesehatan.

(e) Coordinator of behavior change and family assistance: kepala Bidang Ketahanan dan Kesejahteraan Keluarga Dinas P3AP2KB.

(f) Coordinator of coordination, convergence and planning: Kepala Bidang Pemerintahan dan Sumber Daya Manusia Bappeda.

(g) Data Coordinator, Monitoring, Evaluation dan *Knowledge Management*: kepala Bidang Pengendalian Penduduk dan Keluarga Berencana Dinas P3AP2KB.

(h) members: Dinas Sosial, Dinas Pendidikan, Dinas Pertanian Pangan dan Perikanan, Dinas Pekerjaan Umum, Perumahan dan Kawasan permukiman, Dinas Lingkungan Hidup, Dinas P3AP2KB, Dinas Sosial, Dinas Kebudayaan, Dinas Komunikasi dan Informatika, Dinas Pemberdayaan Masyarakat dan Kelurahan, RSUD Sleman, RSUD Prambanan, 17 Panewu se-Kabupaten Sleman, penyuluh keluarga berencana di 17 kapanewon se Kabupaten Sleman, Kementerian Agama Sleman, TPPKK, Ketua Dewan Pimpinan Cabang Persatuan Ahli Gizi Indonesia (PERSAGI) Kabupaten Sleman, Ketua Dewan Pimpinan Cabang Ikatan Dokter Indonesia (IDI) Kabupaten Sleman, Ketua Dewan Pimpinan Cabang Ikatan Bidnag Indonesia (IBI) Kabupaten Sleman, Ketua Dewan Pimpinan Cabang Himpunan Ahli Kesehatan Lingkungan Indonesia (HAKLI) Kabupaten Sleman, Ketua Perkumpulan Promotor dan Pendidik Kesehatan Masyarakat Indonesia (PPPKMI) kabupaten Sleman, Ketua Dewan Pimpinan Cabang Himpunan Psikologi Indonesia DIY, dan tenaga ahli yang ditunjuk oleh Sekretaris Pelaksana.

In addition to the Sleman District Stunting Acceleration Team mentioned above, a decision was also made by the Head of the Sleman District Stunting Acceleration Team regarding the stunting acceleration teams in the 17 Kapanewon throughout Sleman District, with the following duties:

(1) We are aiding in the synchronization and implementation of the stunt reduction acceleration, with the aim of bringing the district's coordination and convergence services closer to the villages.

(2) Providing assistance and supervision of planning and utilization of village funds and allocation of village funds to accelerate stunting reduction, in activities: providing data

on stunting at the kapewon level, mobilizing and assisting in the field, providing assistance and supervision of planning and utilization of village funds and allocation of village funds, monitoring and evaluating stunting Kapanewon level, coordinating increased cooperation and partnerships with stakeholders in implementing accelerated stunting reduction, coordinating reward mechanisms for cadres related to accelerating stunting reduction at Kapanewon level, carrying out mini workshops at Kapanewon level once a month, carrying out stunting consultations at Kapanewon level at least once a year. Report the implementation of the accelerated stunting reduction to the steering team once a month, or at any time if necessary.

These teams aim to share the tasks, responsibilities, and roles of each actor in the government's collaboration on the policy to accelerate the reduction of stunting in Sleman Regency.

According to Sukanti's study, the implementation of collaborative governance is quite good, as measured by collaboration dynamics such as principled involvement, shared motivation, and overall joint action capacity. However, several indicators have not been functioning well, namely the lack of a dedicated communication forum and the business sector's inactive role in the collaborative policy for handling stunting. (Sukanti, 2021). The introduction of a policy to hold mini workshops and stunting discussions at the kapanewon level addressed the weaknesses in cooperation.

(1) Kapanewon Mini Stunting Workshop

The Panewu initiated and led this meeting at the kapanewon to oversee and evaluate the implementation of family assistance and the results of family assistance monitoring at the kapanewon level. The aim was to uncover issues related to stunting in each kapanewon's work area, find solutions, and serve as a communication medium for current and planned programs and activities related to stunting issues. The Sleman Regency Government utilized the mini-workshop as a forum for cross-program and cross-sector meetings to accelerate the reduction of stunting in Sleman Regency. Several aspects highlight the government's collaboration, particularly in the joint planning of stunting workshops:

(a) Integration

Mini-stunting workshops involve various parties, including the government, private sector, universities, communities, and media, to achieve more effective goals. This integration allows for active participation from all stakeholders, both directly and indirectly, and enhances public awareness and involvement in addressing stunting (Nur, 2023).

(b) Collaboration

The mini-workshop on stunting also highlights the importance of active participation from various sectors, including health, family resilience, environmental sustainability, clean water, sanitation infrastructure, village development, family planning, education, public information and communication, business sectors, community groups, cadres, extension workers, and other related sectors. This collaboration helps in identifying problems and focusing solutions on more targeted, effective, systematic, structured, and highly committed efforts to address stunting.

(c) Data Collection

The mini-workshop forum enables the collection of precise data and information about the prevalence of stunting in each region, which can serve as a foundation for developing programs and interventions tailored to each region's needs.

(d) Education

This activity is utilized as a discussion forum for educational purposes related

to the study of alternative intervention program options that should be implemented to accelerate the reduction of stunting.

(e) Collaborative synergy

This forum brings together all stakeholders and collaborative decision-making actors, ensuring that the resulting decisions generate high commitment among the actors and various interest groups involved, strengthening cooperation in creating a strong new strategy, and demonstrating a willingness to implement consensus results to achieve the established goals.

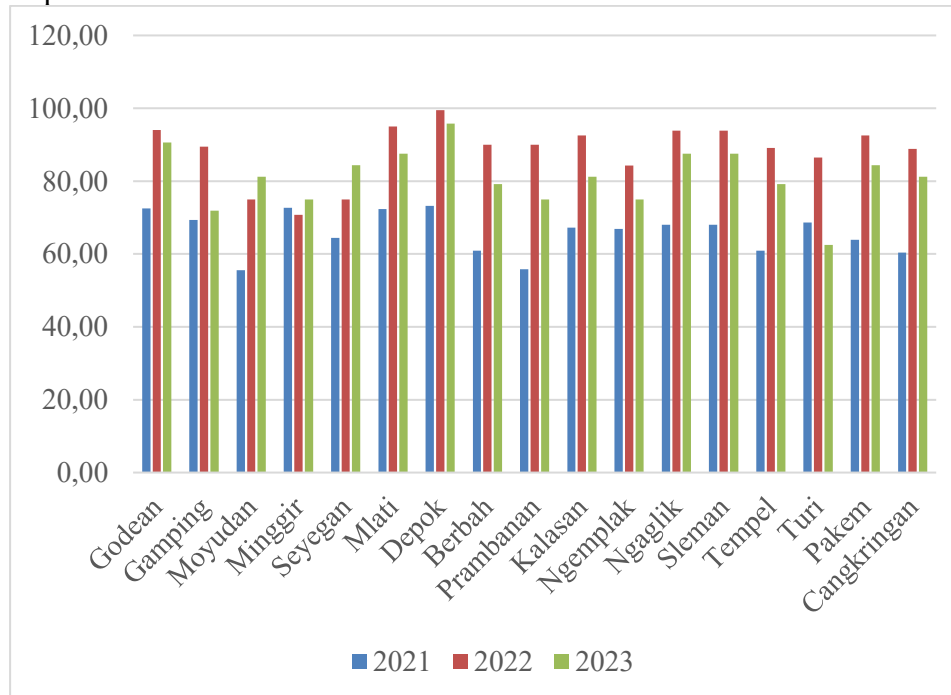
(2) District Level Stunting Discussion

Discussions on stunting at the Kapanewon level serve several important functions in the implementation of policies to accelerate the reduction of stunting in Sleman Regency.

(a) Stunting discussions serve as a cross-sectoral deliberation forum for addressing stunting. In this forum, all parties collaborate to share data, information, situational analysis, and formulate comprehensive strategies for handling and intervening in stunting reduction.

(b) Stunting discussions serve as a forum for declaring cross-sector collaboration commitments between the government, the business sector, higher education institutions, and community groups to reduce stunting and raise public awareness about the importance of special attention to toddler growth.

(c) In addition to evaluating the implementation of strategies and interventions to address stunting, the stunting discussion forum fosters collaboration and synergy among collaborating actors, allowing for constant monitoring of commitments, role distribution, and responsibilities, as well as periodic evaluation of their implementation.



Picture 2. Level of Participation and Activeness TPPS Kapanewon Tahun 2021-2023

Source: processed from various sources, 2024.

Based on data from the implementation of mini workshops and stunting discussions at the kapanewon level from 2021–2023, 17 kapanewon in Sleman Regency have routinely conducted mini workshop forums once a month and stunting discussions once a year. Data and surveys indicate a diversity in the level of participation and activity

among TPPS Kapanewon members in these forums. The active TPPS group includes Kapanewon Depok, Mlati, and Godean, while the less active TPPS group includes Kapanewon Ngemplak, Moyudan, and Minggir.

Collaboration in the implementation of stunting acceleration policies must result in an accountable institutional design. According to the Ansell and Gash model, the concept of collaborative governance involves four variables: initial condition identification, institutional design, leadership, and the collaboration process. (Ansell, 2008). All four factors of collaborative governance have been met by the implementation of the stunting reduction acceleration policy in Sleman Regency. These include figuring out the starting conditions and gathering cross-sectoral data and information from stunting discussion forums and mini-workshop forums. The second variable is institutional, namely the existence of the Sleman District Stunting Acceleration Team and the 17 Kapanewon Stunting Acceleration Teams. Within the institutional framework of these teams, there is already a division of tasks, roles, and responsibilities for each field. The third variable is leadership; collaborative leadership determines the success of government collaboration. The leadership of Sleman Regency has opened wide access to participation and collaboration, as evidenced by the formal involvement of non-governmental sectors in these teams and active participation in mini-stunting workshop forums and stunting discussion forums. The fourth variable pertains to the collaboration process, which encompasses a specific collaborative process known as collaborative decision-making. Based on direct observations. The collaborative decision-making process in Sleman Regency's stunting reduction acceleration policy works through mutually agreed upon decisions. This is shown by direct observations in mini workshop forums and stunting discussions, as well as in-depth interviews with policymakers and working partners like IDI, IBI, HAKLI, PPKMI, KB counselors, public health counselors, and community cadres. The process entails obtaining approval from all stakeholders, jointly confirming the decision, and then engaging in collaborative work. (work things out between each other).

The actors in collaboration pinpoint issues and outline potential solutions. The involved collaborating actors understand the roles, competencies, and expertise of each collaborator, thereby creating a shared understanding for the acceleration of stunting reduction in Sleman Regency. We made a joint determination based on a commitment to formulating a vision and mission to achieve common goals after obtaining the actors' approval. The form of this joint determination is the internalization of the vision and mission, which becomes a shared goal within each actor's organization, thereby creating synergy and alignment in the acceleration program for reducing stunting in Sleman Regency. The Regent's Decree on the Acceleration Team for Reducing Stunting in Sleman Regency, which serves as the basis for the policy's implementation and evaluation, outlines the final stage of working together through the prepared and mutually agreed upon division of roles, tasks, and responsibilities. Several cross-sector collaborative activities are being carried out in accordance with the stages of mutually consented decision-making. These activities include innovation programs for the movement to combat adolescent anemia and thalassemia, integrated antenatal care service innovation programs, prevention innovation programs for stunting-prone areas, stunting foster parent programs, innovation programs for the movement to encourage weighing to prevent and address stunting, the Aisyiyah sehat movement, and functional egg innovations.

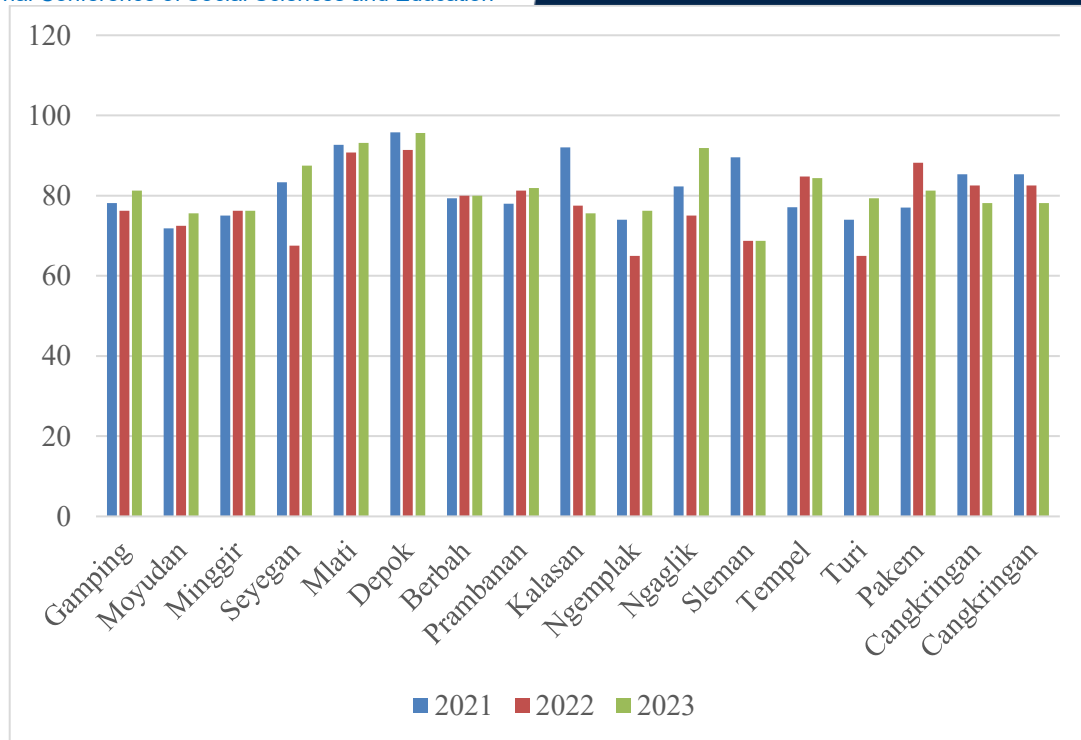
C. Collaborative Leadership

According to the Ansell and Gash model, the concept of collaborative governance involves four variables: initial condition identification, institutional design, leadership, and

the collaboration process. (Ansell, 2008). The implementation of the stunting reduction acceleration policy in Sleman Regency has satisfied all four collaborative governance variables, including the identification of initial conditions and the collection of cross-sector data and information from mini-workshop forums and stunting discussion forums. The second variable is institutional, namely the existence of the Sleman District Stunting Acceleration Team and the 17 Kapanewon Stunting Acceleration Teams. In the team's institutional structure, there is already a division of tasks, roles, and responsibilities for each field. The third variable is leadership; collaborative leadership determines the success of government collaboration.

The leadership of Sleman Regency has opened access to broad participation and collaboration, as evidenced by the formal involvement of non-government sectors in these teams and active participation in mini-stunting workshop forums and stunting discussion forums. The fourth variable pertains to the collaboration process, which encompasses a specific collaborative process known as collaborative decision-making. Based on direct observations in mini workshop forums and stunting discussions, as well as in-depth interviews with policy-making actors and collaborating partners (IDI, IBI, HAKLI, PPKMI, KB counselors, public health counselors, and community cadres), it is depicted that the collaborative decision-making process in the stunting reduction acceleration policy in Sleman Regency is conducted through mutually consented decision-making, which means decision-making based on mutual agreement/consensus. The process entails obtaining approval from all stakeholders, jointly confirming the decision, and then engaging in collaborative work. (work things out between each other).

The actors in collaboration pinpoint issues and outline potential solutions. The involved collaborating actors understand the roles, competencies, and expertise of each collaborator, thereby creating a shared understanding for the acceleration of stunting reduction in Sleman Regency. Upon gaining the actors' approval, they committed to formulating a vision and mission to achieve shared goals, leading to a joint determination. The form of this joint determination is the internalization of the vision and mission, which becomes the common goal within each actor's organization, thereby creating synergy and alignment in the acceleration program for reducing stunting in Sleman Regency. The official document, the Regent's Decree on the Acceleration Team for Reducing Stunting in Sleman Regency, outlines the division of roles, tasks, and responsibilities for mutual agreement, forming the basis for the policy's implementation and evaluation. All cross-sectoral collaborative activities carried out together in accordance with the stages of mutually consented decision-making in Sleman Regency include: innovation programs for the movement to combat adolescent anemia and thalassemia; integrated antenatal care service innovation programs; innovation programs for preventing stunting-prone areas; stunting foster parent programs; innovation programs for the movement to encourage weighing to prevent and address stunting; the Aisiyiah health movement; and functional egg innovations.



Picture 3. Panewu Leadership Performance Tahun 2021-2023

Source: Kapanewon Performance Evaluation of 2021-2023, Bagian Pemerintahan, 2024 (Sleman, 2024).

Based on the data above, the five Kapanewon with the highest average Panewu leadership performance from 2021-2023 are Kapanewon Depok, Mlati, Tempel, Godean, and Ngaglik, all of which have urban characteristics and/or are part of urban agglomerations. Some Kapanewon, who demonstrate high leadership performance, also exhibit low rates of stunting. The five kapanewon with the lowest average leadership performance scores from 2021-2023 are Kapanewon Ngemplak, Turi, Moyudan, Pakem, and Minggir, all of whom have characteristics typical of rural areas. Some of the kapanewon with low leadership performance also have high rates of stunting. The leadership performance of the panewu in Sleman Regency affects the achievement of stunting handling performance in Sleman Regency, but it is not the only factor that can influence the stunting handling performance.

Conclusion

The analysis in this study concludes that Sleman Regency improved its performance in handling stunting from 2021 to 2023, resulting in a decrease in the stunting prevalence rate to 4.51% in 2023, significantly lower than the national rate of 21.5%. The study found that the Sleman Regency Government implemented a form of governmental collaboration in handling stunting policies, utilizing a collaborative decision-making process based on the Mutually Consented Decision Making model. This process involved obtaining approval from all actors, confirming the decision, and then working together. (work things out between each other). The actors in collaboration pinpoint issues and outline potential solutions. The involved collaborating actors have understood the roles, competencies, and expertise of each collaborator, thereby creating a shared understanding for the acceleration of stunting reduction in Sleman Regency. Obtaining the actors' approval led to a joint determination based on a commitment to formulate a vision and mission to achieve common goals. The form of this joint determination is the internalization of the vision and mission, which becomes a shared goal within each actor's organization, thereby creating synergy and alignment in the acceleration program for reducing stunting in Sleman Regency. The Regent's Decree on the Acceleration

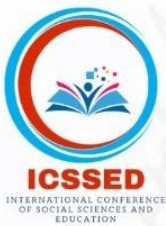
Team for Reducing Stunting in Sleman Regency, which serves as the basis for the policy's implementation and evaluation, outlines the final stage of working together through the prepared and mutually agreed upon division of roles, tasks, and responsibilities. Several cross-sector collaborative activities are carried out in accordance with the stages of mutually consented decision-making. These activities include innovation programs aimed at combating adolescent anemia and thalassemia, integrated antenatal care service innovation programs, prevention innovation programs for stunting-prone areas, stunting foster parent programs, innovation programs encouraging weighing to prevent and address stunting, the Aisyiyah health movement, and functional egg innovations. The Cross-Sectoral Stunting Acceleration Coordination Team (TKPPS) organizes mini workshops and stunting discussions as forums for the collaborative decision-making process.

Additionally, research revealed that the panewu's collaborative leadership dimension influences the kapanewon's stunting handling performance level. Kapanewon, with low levels of collaboration, has poor stunt handling performance due to a lack of innovation in policy implementation in the local area. Meanwhile, Kapanewon with high levels of collaboration has better stunting handling performance compared to Kapanewon with low inter-agency collaboration in the TPPS, but this requires further study linking stunting handling performance in Kapanewon with the influence of panewu leadership. Therefore, we recommend improving the collaborative decision-making process in all Kapanewon to optimize their stunting handling performance and reduce the prevalence of stunting in Sleman Regency.

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