**Governance Collaborative Management for Handling Stunting in Bone District**

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**ABSTRACT**

To obtain superior Human Resources (HR) is still a challenge in various countries. Health and education are the focus of the main problems that hinder the achievement of superior human resources. Millions of young children are still not reaching their full potential due to a lack of nutrition, learning, and stimulation as well as exposure to stress. Bone Regency is one of the districts in South Sulawesi with a relatively high stunting rate. Bone Regency ranks 4th as a district with a high prevalence of stunting out of 24 districts in South Sulawesi after Jeneponto, Maros, Takalar. Bone Regency is one of the regencies that has been the location for stunting management interventions since 2019, considering that the stunting rate in Bone Regency is quite high. The purpose of this study was to analyze the intervention of the government, in this case stakeholders, non-governmental organizations, communities and the private sector, to collaborate to solve the problem of stunting in Bone district. One of the keys to effective collaborative governance requires governance structures and processes that facilitate coordination and decision-making across sectors. The data collection method was carried out through in-depth interviews and focus group discussions involving stakeholders at the provincial and district levels, to program implementers at the community level - sub-districts/community health centers (puskesmas) and villages/kelurahans. In-depth interviews with stakeholders at the provincial and district levels whose fields of work are related to programs/activities related to stunting prevention. So that the research results can describe the Electronic Based Government System (SPBE) in realizing active collaboration between stakeholders in the following years

**Keywords** : Management; Collaboration; stunt

**INTRODUCTION**

Indonesia is experiencing a big challenge (Marbun et al., 2018; Pramana & Mariyah, 2021; Santika et al., 2020), because obtaining superior human resources requires good physical health including preventing stunting in children under five. Stunting is a serious problem that must be immediately intervened by the government (Kismul et al., 2018; Mengistu et al., 2013; Muhafidin, 2022; Osazuwa et al., 2011). Stunting is a major nutritional problem being faced. Based on basic health research data, the prevalence of stunting in Indonesia from year to year in a row from 2007, 2010, 2013 and 2018 was 36.8%; 34.6%; 37.2%; and 30.8% (Ministry of Health RI, 2018). It is hoped that this cross-sector collaboration will reduce the stunting rate in Indonesia so that it can achieve the Sustainable Development Goals (SDGs) target in 2025. Bone Regency is one of the districts in South Sulawesi with a relatively high stunting rate (Aswi & Sukarna, 2022; Ayuningtyas et al., 2022; Karim et al., 2023; Yusriadi & Cahaya, 2022).

Bone Regency ranks 4th as a district with a high prevalence of stunting out of 24 districts in South Sulawesi after Jeneponto, Maros, Takalar. The stunting rate data in Bone Regency are as follows: Year Figures 2019 40.1% 2020 37.0% 2021 33.0% Table 1. Stunting rate in Bone Regency Source: Bone official website; Bone.go.id Based on these data, as a follow-up step the Bone Regency government issued Regent Regulation No. 3 of 2020 concerning convergence in the prevention and reduction of stunting. Furthermore, the Decree of the Regent of Bone number 188 of 2022 concerning the formation of a team to accelerate stunting reduction in Bone Regency which is expected to contribute to reducing stunting rates. The complexity of the problem of stunting and the high prevalence of stunting in Bone Regency certainly requires cross-sector collaboration. Cooperation in this cross-sector is called collaborative governance As for several problems in collaboration to accelerate the reduction of stunting in Bone Regency, among others, there is still weak communication between the stakeholders involved, the participation of the community and the private sector is still low. This means a lack of trust (trust). This lack of trust will lead to low mutuality or mutually beneficial relationships so that the expected goals will take a long time to achieve. 1. Inter-agency coordination; one of the problems that may arise is the lack of coordination between government agencies and non-governmental organizations involved in tackling stunting in Bone Regency.

Effective collaboration requires good communication between the various parties involved, including government agencies, hospitals, health centers, community organizations, and non-governmental organizations (NGOs). If this coordination is not optimal, efforts to deal with stunting may be hampered and the programs implemented may not run well. 2. The division of responsibilities is not clear between the various agencies involved in handling stunting. Each institution has different roles and tasks, and if there is no clear agreement on the division of responsibilities, there may be overlapping or gaps in program implementation. This can lead to a decrease in the efficiency and effectiveness of efforts to deal with stunting. 3. Limited resources for handling stunting requires an allocation of adequate resources, including budget, manpower, and health facilities. However, Bone District often faces limited resources, both financial and infrastructural. This lack of resources can hamper collaboration and reduce the ability of Bone District to implement the Stunting Management Program as a whole. 4. Inadequate monitoring and evaluation; Collaboration in handling stunting requires continuous monitoring and evaluation to ensure that programs are implemented effectively.

However, if the monitoring and evaluation system is inadequate, it is difficult to evaluate the impact of the ongoing program and make the necessary improvements. The lack of effective monitoring and evaluation can also hinder the sharing of information and learning between the different agencies involved. 5. Lack of community participation; in handling stunting, the active participation of the community is very important. However, the lack of community participation in the decision-making process and program implementation can be an obstacle in achieving the goal of tackling stunting. Community participation can help increase understanding of the problem of stunting, strengthen social/ocial support and promote good nutrition practices at the community level. This includes developing clear action plans, improving inter-agency coordination, clear division of responsibilities, allocating adequate resources, improving monitoring and evaluation systems, and empowering communities through active participation in program planning and implementation.

This research was conducted with the aim of identifying and analyzing governance collaboration management that can help accelerate the reduction of stunting rates in Bone Regency so that it can achieve the target of the Sustainable Development Goals (SDGs) in 2025, namely reducing the stunting rate by up to 40%. In addition, this research is also aimed at increasing the capacity and capability of researchers in conducting research so that they can contribute to increasing the number of studies and publications at the University of East Indonesia, Makassar.

**METHOD**

Research data analysis will later be carried out with reference to the data analysis technique introduced by Miles, Huberman and Saldana, namely Interactive Model Analysis (Höhna et al., 2016; Jackson et al., 2014; Postmes et al., 2005). However, before carrying out data analysis, the researcher will triangulate (sources, methods, and theory) to the data that the researcher has obtained to test the validity of the data. In this analysis technique, later the data that has been collected and tested for its validity will be reduced. Data reduction was carried out by grouping data according to the dimensions used to analyze stunting treatment. After the data is reduced, the data is presented in the form of narratives, tables, pictures and graphs. Presenting data in different forms researchers do to make it easier for researchers to understand what happened and plan further research. The final step is to draw conclusions. In compiling conclusions, the researcher does not summarize the overall results of the research, but the researcher interprets the collaborative management of governance in handling the reduction in the stunting rate in Bone district.

**RESULTS AND DISCUSSION**

**General objectives in Collaboration to Accelerate Stunting Reduction in Bone District**

Common goals are a key factor for successful collaboration. Shared goals will bring and keep the group together. Agreement on goals between actors involved in collaboration is one of the absolute conditions for success in achieving goals. The general goal of collaboration in accelerating the reduction of stunting in Bone Regency is to reduce stunting rates in Bone Regency (Akuba et al., 2022). Where these goals have been aligned from the start so that all OPDs have the same goal.

**Mutuality in Collaboration to Accelerate Stunting Reduction in Bone District**

Mutuality arises when each stakeholder contributes resources so that other parties benefit. For example, exchanging information. The greater the interdependence between actors, both vertically and horizontally, the greater the need for mutual coordination and collaboration.

|  |  |
| --- | --- |
| **Table 1. Contributed resources** | |
| **Actor** | **Source the power has contributed** |
| Department of Health | anthropometry, medical facility, stunting data, vitamin |
| Food | Seed vegetables For utilization yard food  sustainable (P2L) |
| BKKBN | Parenting coaching staff |
| DP3A | Parenting class socialization staff |
| DINSOS | BLT, BPNT, as well as other social assistance |

Source: 2023 data reduction results

From the table above it can be seen that the resources contributed by each actor are different. It adapts to the role. Like the BKKBN and DP3A, it is more directed to the socialization of correct parenting patterns because often stunting is influenced by ignorance of mothers in caring for their children. It is different from the food security service which provides vegetable seed assistance to families who are food insecure and families who have the potential to be stunted, which is called sustainable use of yards (P2L).

**An Enabling Environment in Collaboration to Accelerate Stunting Reduction in Bone District**

Environment collaborative covers environment Work And style leadership possessed by collaborative leaders. Work environment And style leadership own influence Which relatively strong to performance stakeholders in carry out the collaboration process. Based on results interview is known that if currently face problem in collaboration, method stakeholders in Solving the problem is by discussion. BKKBN is the leading sector in this collaboration, but in previous years, the health service was the leading sector. In carrying out its role as a leading sector, BKKBN tries to carry out its duties as well as possible, while still listening to suggestions from other OPDs.

BKKBN, which is the leading sector or person in charge of the collaboration, and the others just follow suit. But even though the BKKBN is the leading sector, all OPDs that have been listed in the Regent's Decree must take responsibility for collaboration to achieve common goals, and all must realize that reducing stunting is a shared responsibility that cannot be achieved if you only rely on one actor. . BKKBN as a leader in collaboration can also be accepted by collaboration groups (Wijayanti et al., 2023).

**Table 2. The stunting rate in Bone Regency in 2018-2020**

|  |  |
| --- | --- |
| **Year** | **Number** |
| 2018 | 40,1 |
| 2019 | 37.0 |
| 2020 | 33.0 |

Source: Bone's official website; Bone.go.id

Table. 3 stunted toddlers in the last 3 years, Bone Regency

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **No** | **Subdistrict** | **2020** | | **2021** | | **2022** | |
| stunt | % | stunt | % | stunt | % |
| 1 | Bontocani | 245 | 19.40 | 178 | 13.03 | 33 | 2.51 |
| 2 | Kahu | 148 | 9.74 | 202 | 14.81 | 111 | 8.20 |
| 3 | Kajuara | 207 | 9.12 | 87 | 3.50 | 324 | 12.12 |
| 4 | Salomekko | 34 | 2.68 | 17 | 1.41 | 46 | 3.64 |
| 5 | Tonra | 3 | 0.31 | 15 | 1.37 | 5 | 0.45 |
| 6 | Patimpeng | 80 | 5.83 | 31 | 2.11 | 15 | 1.09 |
| 7 | Holiday | 408 | 39.98 | 94 | 15.68 | 74 | 10.57 |
| 8 | March | 159 | 33.83 | 146 | 18.61 | 271 | 21.91 |
| 9 | Sibulue | 444 | 28.33 | 435 | 35.56 | 494 | 39.77 |
| 10 | China | 16 | 0.65 | 32 | 1.42 | 20 | 0.94 |
| 11 | Barebbo | 104 | 10.38 | 144 | 13.76 | 120 | 12.34 |
| 12 | Ponre | 123 | 30.78 | 246 | 48.23 | 143 | 22.14 |
| 13 | Lappariaja | 8 | 0.40 | 7 | 0.33 | 1 | 0.05 |
| 14 | Lamuru | 22 | 1.60 | 83 | 5.68 | 22 | 1.44 |
| 15 | Tellu Limpoe | 357 | 29.92 | 414 | 36.48 | 252 | 10:40 p.m |
| 16 | Bengo | 72 | 3.77 | 204 | 12.30 | 163 | 10.09 |
| 17 | Ulaweng | 56 | 3.38 | 78 | 11.93 | 32 | 2.63 |
| 18 | Palakka | 19 | 2.10 | 7 | 0.88 | 13 | 1.78 |
| 19 | Awangpone | 124 | 10.36 | 193 | 19.36 | 192 | 18.27 |
| 20 | Tellu Siattinge | 170 | 16.03 | 42 | 3.36 | 37 | 4.39 |
| 21 | practice | 80 | 6.41 | 139 | 11.95 | 81 | 7.21 |
| 22 | Ajangale | 102 | 16.18 | 312 | 31.57 | 351 | 36.92 |
| 23 | Two Boccoe | 35 | 3.20 | 14 | 1.41 | 22 | 2.31 |
| 24 | Cenrana | 79 | 4.06 | 2 | 0.11 | 67 | 4.28 |
| 25 | Aunt Riattang  West | 79 | 2.46 | 72 | 2.44 | 37 | 1.18 |
| 26 | Aunt Riattang | 92 | 4.37 | 70 | 1.96 | 113 | 3.37 |
| 27 | Aunt Riattang East | 70 | 2.76 | 14 | 0.55 | 33 | 1.15 |

**Trust between Stakeholders in Collaboration to Accelerate Stunting Reduction in Bone District**

Regarding the SOP, there is no separate SOP that regulates in Bone Regency, it only follows directions from the BKKBN which refers to the existing national strategy. This is also a drawback because each district/city must have different constraints. Keeping commitments is indeed a rather difficult thing, because complying with commitments is a long process. Sometimes, there are stakeholders who initially adhere to commitments but when it reaches the middle, they will run away from their responsibilities. The ways to comply with commitments are by putting aside personal ego, working in teams and actively participating in meetings, and being responsible in carrying out roles. What to do if there are stakeholders who do not comply with their roles or commitments, namely by giving a good warning. However, if the warning is ignored, it will reduce trust in other actors.

**Certain Personal Characteristics in Collaboration to Accelerate Stunting Reduction in Bone District**

In carrying out the collaboration process, stakeholders must be open to each other and able to understand the motives and interests of other stakeholders. Understanding the characteristics of collaborating stakeholders can trigger the growth of compromise as a consequence of a joint decision-making process in which the interests of stakeholders are present.

Regarding the different characteristics in collaboration, surely each stakeholder has different characteristics. But the differences must be put together so that the level of trust is higher. Facing different characteristics in collaboration requires good communication, mutual respect, and not exalting each other's egos. If the ego of each stakeholder is high, the goals will be difficult to achieve. Sometimes there are indeed parties who feel that they are the party with the most power and play a role, even though such things are not allowed because in this collaboration we work together to achieve goals.

The method of decision making in collaboration is by discussion or deliberation which will later reach a joint decision. So the ego must be set aside for the common good. Apart from hearing directions from the leadership, of course we also have discussions so that we can draw conclusions on what path to take. It is not permissible to immediately make decisions based on directions from the leadership because that opinion may not be entirely correct. So, we also have to see what the conditions are like on the ground, but still listen to directions from the leadership.

The way to deal with conflict is through compromise, namely by making an agreement with all parties, after all the actors have conveyed their opinions and suggestions, a joint decision will be made. Give advice politely so that conflicts do not increase, discuss so that it will produce a win-win solution, deliberation and by resolving conflicts with a cool head.

**CONCLUSION**

Based on results study related effectiveness collaboration in acceleration of stunting decline in Bone Regency, shows that effectiveness of collaboration according to the views of (Debbie Roberts, 2016) Not yet fully comply with the indicator. The general goal to be achieved in collaboration is acceleration reduction of stunting in Bone Regency. Strategy in achievement the goals of each actor are different because each actor has role as well as programs Which different Has happen exchange source Power. Exchange source Power each stakeholder varies accordingly owned resources. This exchange of resources makes there is interdependence . Leader in collaboration is BKKBN, but all stakeholders Which has joined in SK regent must follow responsible answer in achievement objective. Environment Work each stakeholders different but can accepted by stakeholders other during culture the No give internal loss collaboration.

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