

Collaborative Governance of the Stunting Reduction Program in Majene District

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ABSTRACT

Wirdaningsih. Collaborative Governance in Stunting Mitigation in Majene Regency (supervised by Sukri Palutturi and Indar).

Background. The problem of stunting in toddlers in Indonesia, particularly in Majene Regency, West Sulawesi, remains a problematic issue whose prevalence continues to be addressed. Government agencies have implemented multiple initiatives to reduce stunting, yet stunting prevalence in Majene Regency, West Sulawesi, has not declined. Aim. This study aims to analyze the implementation of collaborative governance in stunting mitigation in Majene Regency. Method. Qualitative methods were applied, with data gathered through interviews. Key and supporting informants were selected using purposive sampling. Result. The collaborative governance process, from the dimension of mobilizing shared principles, has fulfilled the collaboration component in implementing stunting mitigation in Majene Regency. Shared motivation has fulfilled the collaboration component in implementing stunting mitigation in Majene Regency. Capacity for Joint Action has fulfilled the collaboration component in implementing stunting mitigation in Majene Regency. Collaborative actions were implemented effectively by Pentahelix actors Stakeholder involvement remained incomplete, although collaboration contributed substantially to lowering stunting cases. Local government is therefore expected to take a more proactive role in implementing stunting reduction efforts in Majene Regency. Conclusion. One improvement that can be made is that the local government needs to strengthen cross-sectoral collaboration forums in stunting management.

Keywords: collaborative governance; health office; stunting; prevention; government

INTRODUCTION

Indonesia is currently facing several very complex challenges and problems in the health sector, one of which is stunting. According to WHO (2020), stunting is short or very short based on length/height for age that is less than -2 standard deviations (SD) on the WHO curve, which occurs due to conditions *irreversible*

Stunting is caused by inadequate nutritional intake and/or repeated/chronic infections occurring within the first 1,000 days of life. Factors causing stunting can be grouped into direct and indirect causes. The practice of providing colostrum and exclusive breastfeeding, the child's consumption patterns, and the child's infectious diseases are direct factors that influence a child's nutritional status and can impact stunting. Meanwhile, indirect causes include access to and availability of food, as well as sanitation and environmental health.¹

Viewed globally, stunting has decreased by around 1.8% per year or will only decrease by 18% in the next 10 years, this result is still far from the target expected by the World Health Organization (WHO).³In 2017, Asia had

the highest number of stunted toddlers in the world, at 55%, followed by Africa at 39%. Of the 83.6 million stunted toddlers in Asia, the lowest proportion was in Central Asia (0.9%), while the highest proportion was in South Asia (58.7%). Indonesia itself is among the third countries with the highest prevalence in the Southeast Asia region, based on data on the prevalence of stunting in toddlers collected by the World Health Organization (WHO). From 2005-2017, the average prevalence of stunting in toddlers in Indonesia was 36.4% (Ministry of Health of the Republic of Indonesia, 2018). Based on data from the Nutritional Status Monitoring (PSG) (2017), stunting has a higher prevalence than undernutrition, wasting, and obesity. The prevalence of stunting increased from 27.5% in 2016 to 29.6% in 2017 and 30.8% in 2018.³

The prevalence of stunting is one of the performance indicators of affairs in the health sector that is discussed and agreed upon targets to be achieved by each province. This is in line with Article 259 of Law 23 of 2014 concerning Regional Government that, to achieve national development targets, Technical Development Coordination is carried out between ministries or non-ministerial government agencies and Regions. Based on the results of the 2021 and 2022 SSGI data comparison, there are six (six) provinces whose stunting data has increased: East Kalimantan (1.1%), West Sulawesi (1.2%), West Nusa Tenggara (1.3%), West Sumatra (1.9%), West Papua (3.8%), and Papua (5.1%). Based on the results of the 2022 SSGI data, it is expected that each province can calculate the target for reducing stunting in each district/city to achieve the target of 17.5% in 2023 and 14% in 2024. Meanwhile, from the results of the 2023 Rakortekrenbang, several Governments

Provinces that have not been able to achieve the stunting prevalence target of 14% in 2014 include West Sulawesi Province (22.7%).⁴

West Sulawesi Province is one of the provinces contributing to stunting rates in Indonesia, along with several other provinces that still have prevalence rates above 20%. This is because the WHO standard for stunting prevalence should be below 20%. The high prevalence of stunting in West Sulawesi is certainly influenced by the stunting prevalence rates in each of the province's regencies.

Majene Regency is the largest contributor to the number or prevalence of stunting in West Sulawesi, namely 32.24%, followed by Mamasa Regency at 27.91%, Pasangkayu at 26.24%, Polman at 25.51%, Mamuju at 24.74% and Mateng at 14.39%. This makes the problem of stunting a priority issue for Majene Regency, in addition to other problems (West Sulawesi Provincial Health Office, 2021). There was a decrease in the percentage of stunting by 2.02% in 2020-2021. The high prevalence of stunting in West Sulawesi province, especially in Majene Regency, really needs attention through various research efforts considering that every assessment of Convergence Action Handling stunting at the provincial level, Majene Regency always receives the best predicate or ranks first in the Assessment/Evaluation of Convergence Action. This is not in line with the decline in stunting rates, especially in 2022, where the prevalence actually increased. Meanwhile, in previous years, although there was a decrease in prevalence, the figures were very small and tended to remain high, both nationally and globally because the prevalence had not reached the national target or the world standard according to WHO, which must be below 20%.

Stunting reduction is carried out through two interventions: nutrition-sensitive interventions and nutrition-specific interventions. Nutrition-specific interventions address the direct causes of stunting, such as food intake, infections, maternal nutritional status, infectious diseases, and environmental health. Specific interventions are generally carried out by the health sector, and results can be seen quickly. Specific nutrition interventions also contribute to a 30% reduction in stunting. Meanwhile, nutrition-sensitive interventions aim to address the indirect causes underlying nutritional problems (food security, access to health services, environmental health, and parenting) and are linked to broader policies not limited to health but also agriculture, education, water and sanitation hygiene, social protection, and women's empowerment. These nutrition-sensitive programs and policies contribute 70% to stunting interventions, a significant contribution to supporting the achievement of nutrition improvement targets, albeit indirectly.⁵

The stunting program will be difficult to succeed if there is only one *leading sector* working. The stunting program is typically driven solely by the Health Department. The latest public policy paradigm requires collaboration between actors and agencies to reduce the prevalence of stunting in Majene Regency. Ideally, there are three main actors working together: the government, the private sector (business), and *civil society* (society). This paradigm continues to develop into a pentahelix actor within the framework of collaborative governance.⁶

Based on the background description, it is clear that the problem of stunting in toddlers in Indonesia, particularly in Majene Regency, West Sulawesi, remains a problematic issue whose prevalence is ongoing. Efforts to reduce the incidence of stunting have been made by the government, but have not yet been successful.

stunting in Majene Regency, West Sulawesi. Therefore, researchers are interested in examining collaborative governance for stunting management in Majene Regency, since the establishment of a special location for stunting management in 2013.

Currently, it has yet to emerge from the red zone, or zone with a high prevalence of 30 to 39%. Majene Regency even entered the black zone with a prevalence of over 40 percent in 2007, 2010, and 2013, according to the Basic Health Research (Riskesdas).

METHOD

The type of research used in this study is qualitative research. The focus of the research aims to analyze the dynamics of collaboration, namely the process, *principle engagement*, *shared motivation* And *capacity for joint actions*. The focus of the research focuses on collaborative actions between pentahelix actors and the impact of collaboration between pentahelix actors and 9 informants.

RESULTS AND DISCUSSION

Results

1. Mobilization of Common Principles

Implementation of the Principle of Togetherness (*Principled Engagement*) In efforts to overcome stunting in Majene Regency, it is very important, especially to identify the interests, values, and positions of each Pentahelix actor so that they are willing to work together in collaborative governance. (*Collaborative Governance*) stunting management. This principle of togetherness refers to a situation where stakeholders who initially have differing views and understandings of an issue can gradually reach a consensus to define the problem, set goals, and agree on shared interests. In the collaborative governance of the COVID-19 response program in Majene Regency, this principle of togetherness was implemented very well.

The Majene Regency Government is collaborating with various parties to address the pandemic. The parties involved in this collaboration consist of five main actors: 1) the Government; 2) the Private Sector; 3) Civil Society; 4) the Media; and 5) Academics. These five elements are known as the Pentahelix actors, who are actively involved in implementing the principle of togetherness in addressing stunting in Majene Regency. This activity is analyzed based on three main elements in the dynamics of collaboration: the principle of togetherness (*principled engagement*), shared motivation (*shared motivation*), and the capacity to act together (*capacity for joint action*). In particular, the principle of togetherness (*principled engagement*) consists of four process stages, namely: a) Disclosure (*Discovery*); b) Formulation (*Definition*); c) Deliberation (*Deliberation*); and d) Decision Making (*Determination*).

The initial process of collaborative dynamics involves uncovering shared interests, actor values, and efforts to construct shared interests among pentahelix actors in stunting reduction in Majene Regency. The following are the results of interviews with informants:

"When it comes to stunting, the solution cannot be solely handled by the government, specifically the health department (ministries, provincial health offices, and district health offices). Stunting is a complex societal issue, so it certainly requires the involvement of many parties. The approach is comprehensive and involves multiple sectors. We are also collaborating with UNHCR."

(Informant 1, 2025)

"Stunting management is being implemented comprehensively. It's aimed at preventing stunting, but reducing it depends on the actions of the measuring staff. To address this challenge, we're involving all sectors to maximize our efforts. This is also the responsibility of the nutrition department of the health office. All sectors have a budget for stunting management."

(Informant 2, 2025)

This is supported by the following interview results:

"The collaborations include cross-regional government agencies (OPD), the private sector, the PKS, and foundations. There are also written partnerships with several banks, including BRI and Bank Sulselbar, although these are in the form of nutritional support. In 2023, we will establish a network that will address many targets not covered by the health sector, including the supply of blood supplements."

(Informant 3, 2025)

"The media actually plays a role in conveying the importance of education to the public regarding stunting. Many people don't understand health terms, so we educate and provide information, but we're rarely involved because Majene already has its own dedicated department, like the information and communication department."

(Informant 4, 2025)

The implementation of Joint Principles for stunting mitigation in Majene Regency has been carried out in collaboration with pentahelix actors. This aims to accelerate stunting mitigation through comprehensive actions and academic involvement, with the hope of achieving optimal results. However, differences in interests can arise that can impact the collaboration process. This is evidenced by the following interview results:

"Of course, collaboration requires a coordinator, specifically the government (health office), to bring together multiple parties in a single project. They have the complete data and the program to address stunting in their respective regions. The coordinator's role is to align the vision with other parties, ensuring there are targets to be achieved. Budget constraints are also a major contributing

factor."(Informant 1, 2025)

"Yes, ma'am. There's overlapping activities, especially when they clash. It's not optimal. This OPD carries out its duties, but it also doubles up activities, such as PMT and PHBS."

(Informant 3, 2025)

From the interviews above, it can be concluded that each pentahelix actor essentially shares the same interest: tackling stunting in Majene Regency. However, collaboration has not been running smoothly, with some parties being under-involved and activities overlapping. The government focuses on tackling stunting. The private sector focuses on nutritional assistance. The media focuses on public awareness and education on stunting prevention. This outreach and education is aimed at preventing hoaxes, fake news, and misinformation related to stunting through radio, but the media is under-involved.

Discovery/Disclosure of the various interests and values held by various actors in a collaboration serves as a basis for analyzing whether the collaboration process will run smoothly or whether it will face various challenges. Emphasizing continuous disclosure is essential, both individually and as a group/organization, to foster shared understanding and facilitate the collaboration process.

Collaborative governance after the disclosure process (*Discovery*) is the process of defining the problem (*Definition*). The dynamic collaborative process began with a meeting between all pentahelix actors to discuss stunting mitigation in Majene Regency. (*discovery*) regarding interests, hopes and various problems related to stunting management, along with defining or explaining/describing the problem (*definition*) which is closely related to stunting prevention in Majene district. Related to the staged *definition* or the definition of the main problems in stunting management in Majene Regency. The following are the results of interviews conducted with informants:

"A common problem in collaboration is communication. If there's no one to unite and encourage, it will certainly hinder the collaboration process. And budgets will too."

(Informant 1, 2025)

"There are definitely problems. But it depends on how we address them. If we work together, we can definitely do it. We also hold regular meetings with the forum and hold coordination meetings. The agency also deviated from the technical guidelines."

(Informant 2, 2025)

"We weren't fully involved. If it were a collaboration, we should have been involved so the handling would have been better."

(Informant 5, 2025)

"Communication is possible. There will definitely be problems. But it depends on how we address them. If we work together, we can definitely do it."

(Informant 8, 2025)

The interviews above revealed that the collaborative process was hampered by communication and the involvement of various parties involved in stunting management in Majene Regency, and the agency's own efforts to address it deviated from existing technical guidelines. Stunting is a matter that must be addressed immediately to prevent protracted issues, requiring the maximum and crucial role of both the government and the private sector.

Collaborative governance after the process of disclosing the interests of pentahelix actors (*discovery*) and defining the main problem, namely stunting in Majene district (*definition*) This is a discussion on the stunting prevention program in Majene Regency. The following are the results of interviews with informants:

"The solution is to form a working team, similar to the one in each district/city, so that all existing groups are represented, ensuring a clear direction and goal for stunting mitigation in each district/city. Yes, because Majene Regency has a high stunting rate, collaboration is needed to address this issue."

Everyone is involved and included in decision making, what actions will become our next work plan, of course working according to their respective roles."

(Informant 2, 2025)

"It is necessary to form a good TEAM in each city/district so that these goals are directed towards achieving the expected results."

(Informant 3, 2025)

"Stunting must be addressed immediately, and everyone must be involved and included in decision-making. We must determine what actions will become part of our next work plan, and of course, we must work according to our respective roles."

(Informant 4, 2025)

From the interview results above, it can be concluded that each pentahelix actor provided their opinion regarding what must be done in overcoming stunting cases in Majene Regency, where a team must be formed and all sectors must be involved in this activity.

2. Shared Motivation

Shared motivation or *shared motivation* is a self-strengthening cycle formed from elements of shared trust (*trust*), shared understanding (*mutual understanding*), internal legitimacy, and commitment. Implementation of collaborative governance after the implementation of the principle of togetherness (*principle engagement*) the next cycle is mutual motivation or *shared Motivation*. The first step of mutual motivation begins with the existence of *mutual trust*. Building mutual trust between pentahelix actors (*trust*) is a vital and essential part of collaborative progress. The following are the results of interviews with informants:

"Yes, that's definitely because of the question of whether we are confident in tackling stunting in this region. We motivate each other that this needs to be addressed together. It's been conveyed that we can't handle it alone; it requires collaboration from all parties."

(Informant 1, 2025)

"The belief is there, because they are already involved, so there is definitely responsibility, so before that, they are already confident in their abilities."

(Informant 2, 2025)

"Of course, everyone knows each other because there was a meeting to discuss whether there were any related problems and then make a decision on what to do next." (Informant 3, 2025)

The results of the interview above showed that *trust* This occurs when the entire pentahelix trusts and integrates with all relevant parties through communication forums. The government plays a crucial role in fostering trust within the community, and they motivate each other to recognize the need to address this issue collectively. Building mutual trust (*Trust*) becomes an important thing, because

Trust can provide benefits for collaboration between actors. The benefit of building mutual trust is that each actor can create a sense of ownership, both personally and institutionally, towards the common goal of accelerating stunting reduction in Majene Regency. Through effective team building, the pentahelix actors communicate to build trust (*trust*) between one actor and another. Building trust is important, because trust can provide shared understanding (*mutual understanding*) for all pentahelix actors to accelerate stunting prevention.

Collaborative governance to build shared motivation, namely building an attitude of mutual trust between pentahelix actors (*level of mutual trust*) and further develop a shared understanding of stunting management in Majene Regency. The following are the results of interviews with informants:

"Yes, there definitely is. For example, if one party believes this is our problem, and the other party also believes something else, then we need to respect each other's differing opinions. Yes. So far, ultimately, whatever is decided together is what is agreed upon."

(Informant 1, 2025)

This is supported by the following interview results:

"First, things are currently proceeding fairly normally, so differences tend to be subtle, as long as conditions are safe. Once a decision is made, it's our collective decision, and it's our collective responsibility to implement it. And of course, there's respect for that."

(Informant 2, 2025)

"Yes. Collaboration involves many sectors, so we have to respect each other."

(Informant 3, 2025)

Based on the interview results above, it was found that differences tended to be less prominent and differences of opinion had been managed. Mutual Understanding is the ability of pentahelix actors to understand and respect the differences in positions and interests of each actor, even though sometimes they disagree with the actor. The process of mutual understanding is a continuation of building mutual trust between pentahelix actors. In this process, each actor respects individual differences, differences in the organization/agency where they work, differences in individual personalities, differences in interests, differences in values, differences in experiences, differences in individual ways of thinking, differences in opinions, differences in positions, differences in interests, differences in other substantial matters when collaborating. Building mutual understanding between pentahelix actors (*mutual understanding*) It is necessary to understand the role and function of each pentahelix actor. The existence of mutual trust between actors will result in a sense of mutual understanding so that the goal of overcoming stunting cases can run well.

"Yes, there's definitely a commitment. So, if we're taking action, there must be a commitment to how we can work together to overcome stunting. We..."

We have carried out our duties and responsibilities to the village level, we will maximize our guidance."

(Informant 1, 2025)

"The commitment is to handle the case so that the case is properly investigated. This case has been ongoing for a long time, but it hasn't gone well. We'll continue to work on it going forward. However, some sectoral egos still remain."

(Informant 2, 2025)

"There's a commitment, ma'am. We're committed and working to reduce stunting rates, but it seems that way, because it's been a long time, and that means the passage of time is proof that we're still together, despite all its dynamics."

(Informant 3, 2025)

The interview above demonstrates the informant's commitment to accelerating stunting mitigation efforts and consistently striving for excellence. In addition to the government, the private sector and the media are also committed to being involved in stunting mitigation. This is evidenced by the following interview:

"If we are involved, we are committed to helping the government in dealing with stunting."

(Informant 5, 2025)

"Our commitment is to help by providing reinforcements in the form of vitamins and food assistance."

(Informant 6, 2025)

"We are both committed to reducing stunting rates and assisting the government in this regard."

(Informants 7,8 and 9. 2025)

The interview results above show that a shared commitment from all pentahelix actors is one of the driving factors in the capacity to take collective action. Overall, all dimensions...*collaborative governance* can have an influence on other dimensions, so that if one dimension does not work, the other dimensions will also experience problems.

3. Capacity to Take Collective Action

Capacity to Take Collective Action(*Capacity for Joint Action*) It is a cycle formed from four components, namely procedures and mutual agreements, leadership, knowledge, and resources. The implementation of collaborative governance after the implementation of the principle of togetherness(*principle engagement*); shared motivation(*shared motivation*),

further capacity to take collective action(*capacity for joint action*). initial steps in the capacity to take collective action(*capacity for joint action*) starting with the existence of institutional procedures and arrangements(*procedures for institutional arrangements*). The first step in the capacity to take collective action(*capacity for joint action*) starting with the existence of

institutional procedures and arrangements(*procedures for institutional arrangements*). The following are the results of interviews with informants:

"Informal, as agreed. Actually, when it comes to handling procedures together, there's no SOP, except for case handling, where of course there are SOPs and technical guidelines, so there's a procedure. Yes, it's more open, if there's a handling process that... must be done, he accepted our input and we worked together."(Informant 1, 2025)

"The leadership role here is crucial. All sectors must be involved. If we involve everyone, the collaboration will definitely run smoothly. So far, we've been open and working together to find a solution to this problem."

(Informant 2, 2025)

This is supported by the following interview results:

"It's crucial that he unites all stakeholders. He addresses health issues holistically. All agencies must be involved. Leaders must be transparent. Any public concerns must be addressed."

(Informant 3, 2025)

Based on the interview results above, the role of leadership is crucial in addressing stunting cases, and the involvement of all cross-sectors in finding solutions is essential, and transparency is essential. The government stated that there are procedures and institutional arrangements related to stunting management policies in Majene Regency. Pentahelix actors have different tasks and roles, but share the same goal: to address stunting cases in Majene Regency. In collaboration, knowledge is largely channeled through joint meetings. In these meetings, the results achieved by each actor are conveyed, followed by discussions and joint decision-making, which constitute

important and necessary knowledge. Knowledge is the combination of information, understanding, and abilities in the mind. Knowledge guides participants in collaborative action, and then provides resources. (*resources*). The following are the results of interviews with informants as follows:

"The issue of funding sources requires the involvement of all parties. For example, the government (health offices and community health centers) have their own budgets for handling cases. Then, for example, we collaborate with private parties with budgets to address stunting. Usually, the private sector provides food packages in the form of basic necessities."

(Informant 1, 2025)

"The funding is there to address stunting. We also receive assistance from the private sector, such as from BNI."

(Informant 2, 2025)

"We're just providing support, like broadcasting. There may be some needs, but we don't know that ourselves."

(Informant 3, 2025)

This is supported by the following interview results:

"Yes, logistics come from the government, such as basic necessities and medicines for balanced nutrition."(Informant 5, 2025)

"We provide assistance in the form of basic necessities."

(Informants 6 and 7, 2025)

"Nothing. Like I said, we're not involved."

(Informant 8, 2025)

Based on the interviews above, it was found that there are resources from the government and the private sector in the form of broadcasting, basic necessities, nutritious food, and medicines. (*resources*) is a potential value possessed by a particular material or element in life. Resources are not always physical, but can also be non-physical. (*intangible*). Having clarity on resources in collaboration is one of the driving factors in the capacity to take joint action. Overall, all dimensions *collaborative governance* can impact other dimensions. If one dimension fails, the others will also experience challenges. The challenges in question are challenges in addressing stunting cases in Majene Regency. Once resources are clear, the next step is knowledge. The following are the results of interviews with informants:

"Yes, there's still knowledge sharing. For example, the Health Office attends meetings, and they share the latest knowledge in forums and with their cadres. It's clearly there, and it's clearly high-quality, because in these discussions, we freely share information, so new knowledge is generated."

(Informant 1, 2025)

"There definitely is. We're sharing knowledge to address stunting. Yes, there's definitely knowledge transfer."

(Informant 2, 2025)

"The transfer of knowledge is a must, yes. How to address stunting."(Informant 3, 2025)

Based on the interview results above, it was found that there was sharing of knowledge or science, such as the Health Office attending meetings and then conveying it to cadres to gain a better understanding regarding stunting management with the aim of accelerating stunting management in Majene Regency.

4. Collaborative Actions

In relation to collaborative actions in addressing stunting cases in Majene Regency, researchers conducted interviews related to collaborative actions and obtained the following:

"Direct outreach at integrated health posts (posyandu), community health centers, and schools on the importance of balanced nutrition for pregnant women, breastfeeding mothers, and toddlers. This will prevent infectious diseases that can lead to malnutrition or stunting."

(Informant 1, 2025)

"Promoting the importance of the first 1,000 days of life (from pregnancy to the age of 2). Material is delivered through family planning counselors, the Family Welfare Movement (PKK), and Toddler Family Development Cadres. The National Population and Family Planning Agency (BKKBN) conducts regular family data collection to identify families at risk of stunting (poverty, mothers with special needs, malnourished toddlers, and close birth spacing)."

(Informant 2, 2025)

"Regular meetings to discuss the nutritional needs of pregnant women, pregnancy danger signs, and exclusive breastfeeding. Identifying children who haven't gained weight for three consecutive months. Cross-sector coordination to provide immediate intervention (PMT, referral to community health centers/ health centers)."

(Informant 3, 2025)

"If it comes from the media itself, it's like news that is spread, it can be through social media, pamphlets or newspapers."

(Informant 4, 2025)

Based on the interview results above, the promotive and preventive measures implemented include counseling and regular meetings, highlighting the importance of the first 1,000 days of life (from pregnancy to age 2) so that mothers understand how to prevent stunting. In addition to promotive and preventive measures, curative and rehabilitative measures are also implemented. These are as follows:

*"A team will be deployed to conduct physical examinations and assess the child's nutritional status (anthropometry, Hb, and other clinical statuses). Providing medical therapy for children with complications of malnutrition. Handling of comorbidities (diarrhea, acute respiratory infections, chronic infections, worms). Rehabilitative measures in CGR. **not only the task of the health sector, but it is the result of multi-sector collaboration** who share roles, resources, and responsibilities. This approach allows children who are already affected by stunting **not losing all its potential**, and help shape a healthier and more productive society in the future."*

(Informant 1, 2025)

"Counseling mothers and caregivers on appropriate complementary feeding. Preventing the loss of human resource potential due to developmental delays and breaking the chain of stunting across generations."

(Informant 2, 2025)

"Providing high-nutrition local PMT for stunted toddlers (for a minimum of 90 days). Regular monitoring of child development (physical, mental, and social) by health workers."(Informant 3, 2025)

Based on the interview results above, the curative and rehabilitative measures taken include monitoring and providing counseling and education to mothers about providing complementary feeding to prevent delays in growth and development.

Health promotion is the process of enhancing a community's ability to maintain and improve health. Public health education can have a positive impact, such as through outreach. The results of collaborative actions based on interviews are as follows:

*"**Promotive and preventive measures in overcoming stunting** basically aims to **prevent stunting from an early age, especially on the First 1000 Days of Life (HPK) period.** Overcoming the condition of children who **have experienced stunting or malnutrition/lack of nutrition** so that it doesn't get worse, and to improve his physical condition."*

(Informant 1, 2025)

*"We don't know exactly, because in Majene, we don't know whether stunting control efforts have been maximized or not, as our data tends to be, what we call, stunted (almost the same as the previous year, so there is no specific graph). Curative and rehabilitative measures **can improve the condition of stunted children**, especially if done as early as possible (before the age of 2 years) However **permanent damage is difficult to repair completely**, especially in the cognitive aspect if intervention is late."*

(Informant 2, 2025)

*"The supplementary food and social assistance programs were distributed appropriately and the incidence of diarrhea, gastrointestinal infections, and worms decreased. The results of promotive/preventive measures **not immediately visible in the short term**," Because stunting is chronic (long-term accumulation). We provide support for children with special needs (due to severe stunting)."*

(Informant 3, 2025)

Based on the results of the interview above, it was found that the results of the actions taken were aimed at preventing stunting from an early age in order to reduce the number of stunting cases, however, the damage...**permanent difficult to repair completely**, especially in the cognitive aspect if intervention is late. Results of promotive/preventive actions **not immediately visible in the short term**, because stunting is chronic (long-term accumulation). However, the government is always trying to reduce stunting rates in Majene Regency.

5. Impact of Collaboration

Collaboration has various impacts that can be felt both positively and negatively. Positive impacts of collaboration include increased innovation and creativity due to the exchange of ideas between individuals with

diverse backgrounds. Furthermore, collaboration can improve work efficiency because tasks can be divided according to each individual's expertise, and strengthen communication and teamwork skills. A sense of ownership in the work is also increased because each member feels they are contributing to achieving a common goal. However, if not managed properly, collaboration can also have negative impacts. For example, conflict between members can arise due to differences in opinion or work style, and there is a risk of unequal contributions, where some members are less active in participating. The decision-making process can be slowed down due to the many opinions that must be considered, and ineffective communication can lead to misunderstandings. Furthermore, excessive collaboration can also cause individuals to become

Over-reliance on the team and loss of independence. Therefore, successful collaboration depends heavily on good management and open and clear communication between members. The following are the results of interviews with informants:

"In general, collaboration prevents duplication of programs between institutions, making them more cost-effective and more targeted. It accelerates the achievement of the RPJMN (National Medium-Term Development Plan), SDGs, and other national program targets if implemented effectively. The involvement of local leaders, integrated health post (Posyandu) cadres, and families is crucial to reduce resistance, and ongoing education helps reduce misunderstandings. It's unfortunate that stunting is common in outlying areas, even though they are fish-producing areas."

(Informant 1, 2025)

"We don't know for sure, because in Majene, we don't know whether stunting management has been optimal, as our findings tend to be based on data. But there has been a decline in stunting. On the other hand, there are still cross-sectoral egos that can hinder progress. It's more about maximizing the areas that haven't been achieved, because everyone has their own busy schedules, so it's still not optimal. As I said, no matter what, success will not be achieved if cross-sectoral egos can't be addressed effectively."

(Informant 2, 2025)

"The most direct impact is a reduction in the number of stunted toddlers, "Because specific and sensitive nutrition interventions can be implemented in an integrated and targeted manner. The government should be involved in coordination and collaboration on how to address stunting across sectors. If collaboration is effective, I believe the response will be successful."

(Informant 3, 2025)

"Yes, the government must be more actively involved in activities that can make a difference in addressing this issue. I believe that's the government's role, and it must always involve other sectors as well."

(Informant 4, 2025)

Based on the interviews above, it was found that the effectiveness of stunting management in Majeme Regency remains unknown, as some findings remain unrecorded. However, there has been a decline in stunting. Furthermore, cross-sectoral egos persist, which can hinder progress. The government should be involved in coordination and collaboration on how to address stunting across sectors. The following are responses or results from interviews with informants:

"Children grow optimally, are smarter, and healthier. There's transparency of information. I think that can be addressed."

(Informant 5, 2025)

"Successful collaboration in tackling stunting not only reduces stunting rates but also improves the overall quality of life of the community, including health, education, the economy, and the future of the next generation."

(Informant 6, 2025)

"The Health Office, the National Population and Family Planning Agency (BKKBN), the Education Office, and the Village Office, among others, have programs that support each other and don't overlap. The government should be involved in a coordinated manner to collaborate across sectors in handling this case. If this collaboration can run smoothly, I'm confident the handling will also go well."

(Informant 7, 2025)

"Low-income families receive targeted assistance. The government must be more actively involved in activities that can make a difference in addressing this issue. I believe that's the government's role, and it must always involve other sectors as well."(Informant 8, 2025)

"Their families are more knowledgeable and understand about balanced nutrition. To anticipate this, as I mentioned earlier, transparency of information is needed from institutions to the media. To anticipate this, the media often cross-checks information in the field, thereby reducing discrepancies in information."

(Informant 9, 2025)

Based on the interview results above, it was found that the government should be involved in a coordinated

manner and collaborate in handling this case across sectors. If this collaboration can run smoothly, I am confident that the handling will also be successful. Low-income families will receive targeted assistance, and the government must be more proactive in implementing changes to reduce stunting rates in Majene Regency.

DISCUSSION

1. Principle of Movement

The Principle of Engagement is a situation where stakeholders with different views and understandings on an issue, over time, can find common ground and jointly define common problems, goals, and interests. The principle of engagement has been implemented very well in the implementation of stunting mitigation in Majene Regency. Actors involved in the collaboration to overcome stunting in Majene Regency are: 1) Government; 2) Private sector; 3) Civil Society; 4) Media; 5) Academics. Five key actors involved in the Principle of Engagement (*Principled Engagement*) The stunting prevention effort in Majene Regency is referred to as the Pentahelix Actors. Research and field observations have concluded that a discovery process has occurred, revealing the interests of each actor, their values, and efforts to construct shared interests. Disclosures among both collaborating actors and the individuals within them can be analyzed based on their interests in joining the collaboration. The results of the discovery process are expected to encourage all pentahelix actors to fully engage in the stunting agenda in Majene Regency, from the planning, implementation, monitoring, and evaluation stages. This was emphasized by⁷ which emphasizes disclosure at the individual level and its main actors to build *shared meaning* or continuous shared understanding.

Collaboration in stunting management in Majene Regency requires a communication forum to discuss issues related to stunting. So far, there has been no specific forum at the regional or regency level to discuss stunting issues. However, at the lower levels, namely the sub-district, village government, community health centers, and integrated health posts (Posyandu), forums have been established to discuss stunting issues routinely as determined. During this process, pentahelix actors build shared meaning and understanding of the concepts and terminology they use to describe and discuss stunting problems and opportunities in Majene Regency. Stunting management in Majene Regency involves government agencies in collaboration. The government agencies participating in stunting management are the Health Office, BKKBN, community health centers, village governments, and integrated health posts (Posyandu). The deliberation process is in accordance with research results.⁸ This study shows that collaborative governance requires vertical and horizontal communication (deliberation) to be successful in Surabaya. The results of this deliberation process are contained in the research.⁹ which states that the Mayor of Makassar also engaged in deliberation with the provincial and local governments in handling the case. The results of the principle of engagement are also in line with research conducted in South Korea by¹⁰ which states that the effectiveness of collaborative governance is highly dependent on public participation.

2. Shared Motivation

Mutual motivation according to⁷ is a self-strengthening cycle formed from elements of shared trust, shared understanding, internal legitimacy, and commitment. The implementation of collaboration in stunting reduction efforts in Majene Regency has built self-confidence with the stakeholders involved, where they are mutually involved according to their respective roles and have established good communication with each other, such as from the Health Office to the lowest level, namely community health centers, villages, and integrated health posts (posyandu). Stakeholders involved in stunting reduction in Majene Regency have understood the role, competence, and expertise of each stakeholder. The success in reducing stunting rates in Majene Regency has been able to create a shared understanding. However, this does not apply to all stakeholders because there are different roles in stunting reduction, which are divided into two: specific nutrition interventions and sensitive nutrition interventions, resulting in uneven and unequal understanding.

Internal legitimacy is recognition from within an organization or agency, where stakeholders involved in collaboration are trustworthy and have good credibility. Internal legitimacy itself also looks at how coordination is established both inside and outside the agency. Coordination between each stakeholder is good, as evidenced by regular meetings and online coordination to discuss issues related to stunting in Majene Regency. The commitment built in the collaboration to address stunting in Majene Regency is very good. Each stakeholder has a vision and mission that is used as a reference for stunting management, and shares the same goal of reducing stunting rates in Majene Regency. Another form of commitment from stakeholders is the alignment of programs or activities in stunting management from the regional level down to the lowest level, namely the integrated health post (Posyandu). In line with research results¹¹ stated that the existence of trust between actors in collaborative activities is a strength for achieving common goals. The results of this study are in line with research¹² This study shows that trust and commitment between participants play a crucial role in stunting mitigation in Surakarta City. Building trust within a collaborative network provides benefits.

Reduce costs, increase relationship stability, and encourage innovation. Trust is crucial in maintaining

relationships. Trust arises when a group trusts and integrates with its partners in their interactions.

3. Capacity to Take Collective Action

Capacity for Joint Action is a cycle formed by four components, namely: 1) Procedures and Joint Agreements (Procedures for institutional arrangements); 2) Leadership; 3) Knowledge; and 4) Resources. The capacity for stunting prevention actions in Majene Regency, its implementation and the role of leaders in this collaboration is evidenced by the issuance of Decrees related to stunting and establishing policies concerning the role of each stakeholder in stunting prevention. Furthermore, knowledge in the form of information distribution carried out by each stakeholder related to stunting in Majene Regency as a whole is good, this is evidenced by the dissemination of information using many media so that it can be easily accessed by the public, the media used in information distribution are WhatsApp, Instagram, Website, posters, leaflets, YouTube, and letters. The information provided includes the number of stunting, the risk of stunting, 1000 HPK Days, Activity Innovations, parenting patterns, Infant and Child Feeding (PMBA), and so on. So that stakeholders or the community can understand stunting more deeply.

Resources are divided into two categories: material and human resources. Materially, the budget for addressing stunting in Sleman Regency includes the Regional Budget (APBD), PNPM Funds, Village Funds, and community contributions from institutions such as integrated health posts (Posyandu) and local neighborhood associations (RTs), which are used to finance all activities related to stunting. Furthermore, human resource support in Majene Regency is sufficient and meets the needs of both the district and sub-district levels, villages, Posyandus, community health centers, and others. Training related to stunting mitigation has been provided. This is in line with research.¹³ This study demonstrates that collaborative governance requires institutional regulatory procedures, namely joint decision-making and formal organization, to be successful in Pekanbaru. Clear division of power among pentahelix actors is a key factor in fostering collective action. Overall, all dimensions of collaborative governance can influence the others, so if one dimension fails, the others will also experience challenges.

Having clarity on the division of leadership in collaboration is one of the driving factors for the capacity to take collective action. Overall, all dimensions of collaborative governance can influence other dimensions, so if one dimension is not working, the others will also experience obstacles, the obstacles in question are obstacles in overcoming stunting in Majene Regency. Once there is clarity regarding Collaborative Leadership, the next step is knowledge (resources). Research in Makassar City regarding leadership is in accordance with research conducted by¹⁴ stated the importance of leadership to turn disaster into an efficient response.

4. Collaborative Actions

Collaborative action is motivated by the idea that it is difficult to achieve goals if only one group or organization acts alone.¹⁵ According to⁷actions

Collaboration is the primary outcome of a linear collaboration process, sometimes associated with impact. This is because, fundamentally, the process and outcome cannot be separated from the impact itself. Effective collaborative actions must be implicitly expressed with clear objectives. This is because it will be difficult to carry out collaborative actions if the objectives to be achieved from the collaboration itself are not explicitly stated. Collaborative actions in practice are very diverse, such as community empowerment, establishing licensing processes, pooling resources, monitoring new management systems/practices, and so on. Then, the results of these actions directly bring temporary impacts that lead back to the dynamics of collaboration, and long-term impacts. According to⁷Some collaborative actions have very broad goals, such as determining strategic steps in health policy issues/areas. However, many collaborative actions have narrower goals, such as specific information collection and analysis projects. Some collaborative actions can be carried out simultaneously by all stakeholders, while others can only be carried out by certain stakeholders, depending on their respective capacities.

Actions or actions within the collaborative stunting reduction program in Majene Regency are a form of stunting-related program. These actions take the form of innovative stunting reduction programs created by the government or by each stakeholder involved. These programs are implemented from the regional government level down to the village level, as well as by government actors.

private sector, and the community. The results of collaborative actions are in line with research¹⁶ which states that Taiwan has successfully combated cases through government initiatives and collaborative governance.

5. Impact of Collaboration

Collaborative governance is a form of governance that involves various actors, such as the government, the private sector, civil society organizations, and the general public, in the process of formulating, implementing, and evaluating public policies. This approach aims to create solutions that are more inclusive and responsive to community needs through cross-sector collaboration. The positive impacts of collaborative governance are quite significant. First, this collaboration increases the efficiency and effectiveness of policies because various parties can pool their resources, knowledge, and networks. Second, broader public participation creates transparency and increases the legitimacy of decisions. Third, the presence of diverse perspectives in the collaborative process allows

for more relevant and sustainable policy innovations. Fourth, the involvement of all parties fosters a sense of ownership in the policies made, which ultimately encourages better implementation. Furthermore, collaborative governance strengthens inter-institutional networks and opens up opportunities for long-term collaboration.

Collaborative governance also has challenges and negative impacts if not managed properly. One major challenge is the slow decision-making process, which requires consensus from multiple parties. Furthermore, conflicts of interest between actors can hinder the achievement of shared goals. Power imbalances can also arise, with more dominant actors directing the process according to their own agendas. High coordination costs and unclear accountability are also risks in collaborative governance. Collaborative governance, as a form of stunting mitigation effort in Majene Regency, has had a positive impact on both the community and stakeholders involved. While implementation has not yet been maximized, there has been a decline in stunting rates. The public can learn and understand information related to stunting through dissemination.

Through media in accordance with technological developments that can be used to convey information to the public, such as WhatsApp, Instagram, websites, YouTube, posters, leaflets, and so on, where these media can be easily accessed by the public today. Effective collaborative actions must be expressed implicitly with a clear formulation of objectives.¹⁷

This is because it will be difficult to carry out collaborative actions if the desired goals of the collaboration are not explicitly stated. Collaborative actions in practice are very diverse, such as community empowerment, establishing permitting processes, pooling resources, monitoring new management systems/practices, and so on. Furthermore, the results of these actions directly have temporary impacts that lead back to the dynamics of collaboration, and long-term impacts.⁷ Some collaborative actions have very broad goals, such as determining strategic steps in health policy issues/areas. However, many collaborative actions have narrower goals, such as specific information collection and analysis projects. Some collaborative actions can be carried out simultaneously by all stakeholders, while others can only be carried out by certain stakeholders, depending on their respective capacities.

CONCLUSION

1. So far, at the regional or district level, there has been no special forum to discuss the problem of stunting, only at the lower levels, namely the sub-district, village government, community health center, integrated health post (Posyandu), there are already forums to discuss the problem of stunting which are carried out routinely as determined.
2. Stakeholders involved in stunting prevention in Majene Regency have understood the roles, competencies, and expertise of each stakeholder.
3. The capacity of stunting prevention action in Majene Regency in its implementation and the role of leaders in this collaboration is proven by the issuance of a Decree related to stunting and establishing policies concerning the role of each stakeholder in stunting prevention.
4. Actions to overcome stunting in Majene Regency are in the form of innovative stunting prevention programs that have been created by the government or programs of each stakeholder involved in it, where this program is implemented from the regional government level to the village level, as well as by government, private, and community actors.
5. Collaborative governance, as a form of stunting reduction effort in Majene Regency, has had a positive impact on the community and stakeholders involved. The extent of its implementation remains unknown, but there has been a decrease in stunting rates.

Conflicts Of Interest

No potential conflict of interest relevant to this article was reported.

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