



COLLABORATIVE GOVERNANCE IN STUNTING REDUCTION: A CASE STUDY IN BANYUMAS DISTRICT

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ABSTRACT

The problem of stunting is currently a problem faced by the government, from the local government level to the central government. Banyumas Regency is one of the regions that has a commitment to tackling and accelerating the current stunting reduction. The purpose of this research is to see how the collaborative process is carried out between local governments, community groups, and the private sector in collaborating and synergizing to overcome and reduce stunting rates. This study looks at how each party plays a role and is responsible for the other, which is contained in a common commitment. This study uses descriptive qualitative research methods with a case study approach, data analysis techniques using triangulation of data and sources, and informants selected based on ability in accordance with purposive sampling rules. The results of this study are divided into several aspects, which include the initial conditions in the collaborative governance process by looking at the situation and condition of stunting in Banyumas Regency. Aspects of leadership and communication forums that are networked in the community starting from the village government level, the sub-district level, and the district level. The forum used for coordination is through posyandu groups that have been scattered in each village. The results of this collaborative governance process were able to run smoothly, so that gradually the government was able to reduce stunting rates and develop a health education network model in an effort to prevent and accelerate stunting reduction in Banyumas Regency.

Keywords; Collaborative Governance, Stunting Reduction, Banyumas

A. INTRODUCTION

A novel method of organising public administration called "collaborative governance" aims to increase cooperation amongst various players or stakeholders involved in the implementation of public policy (Seftian Lukow,2013). In many nations, the collaborative governance method is used to carry out changes in various statehood-related functions, which later serves as a means of realising good governance and democracy in many societal development domains (Shaun Breslin, 2011). Collaborative governance is therefore more focused on creating a government that is broadly able to carry out its functions in harmony with both society and

commercial entities. This method aims to reunite the parties through allocating power, empowering people, and managing the nation's affairs in accordance with democratic ideals (Antun Mardiyanta, 2011). Focus and locus, where power is not only in the government but also in the community or the people, who also have the power to participate in the governance, are very much needed for the implementation of collaborative governance (John, Bryson, et al., 20014, Martin, and Wegrich, 2005).

In order to assist the implementation of public administration and, more especially, the public service offered to the community, collaborative governance unites the three fundamental elements of government, society, and the private sector. The term "collaborative governance" refers to a policy discourse and conversation that fosters participatory efforts in the accomplishment of common goals in the implementation of common policies (Craft, Jonathan and Michael Howlett, 2012). Relationships between governments and societies that are safeguarded and served are provided by the collaborative governance paradigm (Perry, 2007). A novel instrument for executing government management, collaborative governance is a method that allows for help from a variety of sources, including private and group organisational support. Also, the process of collaborative governance takes on a controlling role in governing and needs to be balanced. Giving institutionally decentralised authority to carry out policy is a strategy known as collaborative governance (Jacek Jakubczak and Maria Curie Skodowska, 2013).

The collaborative governance approach covers three main domains: the state (government), society (civil society), and the private sector (private). Collaborative governance is a terminology used to replace the term "government," which refers to the holders of political, social, economic, and administrative authority in the state, with the term "collaborative governance," which points to the combination of governmental power in the organization. (Frank Biermann et al., 2010). The main focus of collaborative governance is the improvement of performance as well as the opportunities provided by the apparatus that further advances public engagement efforts. Collaborative governance is implemented in several stages: first, a new process in government; second, changes in rules; and third, changes in the roles and positions of society in a democratic manner. Plattner in 2013. In other words, the government's ability to grow and commit to cooperation with various parties through collaborative governance strategies supports the creation of effectiveness, efficiency,

and accountability, both in development, the economy, and public services by Guy Peters, 2011.

One of the efforts made by the Indonesian government today is related to the application of collaborative governance in terms of health development, especially in dealing with the problem of accelerating the reduction of stunting cases. Stunting is a problem faced by the government that is caused by poor nutritional conditions due to the lack of nutrients consumed by children or babies. Stunting prevention policy in Indonesia has been regulated in several forms, such as the Law No. 36 of 2009 on Health, which explained that nutritional improvement is aimed at improving patterns of food consumption in accordance with balanced nutrition, increasing awareness of nutritional behavior, carrying out physical and health activities, improving the availability of means and quality of nutrition services, improving food and nutrition alert systems, as well as efforts to improve government and public cooperation in ensuring the availability of food materials. (Febian et al., 2021). *Perpres (Peraturan Presiden)* No. 42 of 2013 also affirmed the connection with the national movement for accelerating the improvement of nutrition. Article 1 (1) states that efforts to accelerate nutrition improvement are carried out jointly between the government and the public through the participation and concern of stakeholders in a planned and coordinated manner.

Stunting reduced by 1.6 percent annually from 27.7 percent in 2019 to 24.4 percent in 2021, according to Ministry of Health data released in 2021. In comparison to 2019, almost all 34 provinces displayed a reduction. It demonstrates that the government's efforts to accelerate the reduction of stunting in Indonesia have produced some promising outcomes (Source: <https://www.kemkes.go.id/>, 2019).

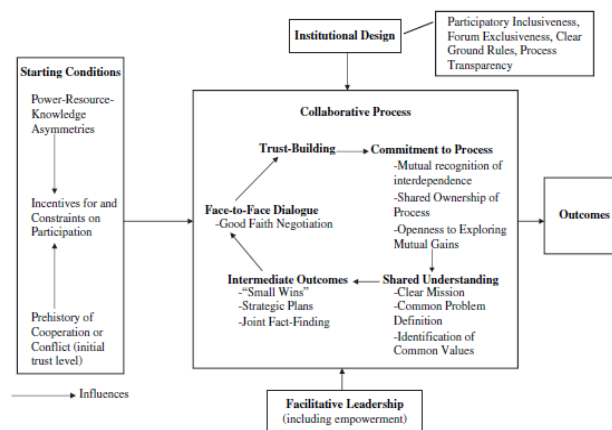
Banyumas is one of the Central Javan districts that has a significant commitment to stunting prevention and control. Stunting rates in Banyumas are still quite high at 21.6 percent, therefore a lot of work needs to be done by the government, society, professionals, and private parties (Dikutip: <https://jatengprov.go.id/>, 2022). Stunting has recently been a problem in the Banyumas district, according to Banyumas.com, 2022. In the Banyuma district, stunted development decreased by 15.12 percent in 2020, to 14.21 percent. 14% is the number that is most similar to the president's target. Nonetheless, despite the hard efforts of many parties, the number must still be

decreased if we are to continue collaborating to minimise stunting in the Banyumas region. The Banyumas district government is presently working to strengthen the roles of all regional organisations, community organisations, practitioners, academic institutions, and private organisations in order to cooperate and create synergies in an effort to manage and reduce stunting by 2.5 percent annually. Stunts can consequently be gradually eliminated from the bathrooms

Collaborative Governance

This study uses the collaborative governance theory of Chris Ansell and Alison Gash. (2007). Chris Ansell and Alison Gash provide an overview of models in the implementation of collaborative governance that cover key aspects that include starting conditions, facilitative leadership, institutional design, and collaborative process (collaborative process). This is a collaborative governance model by Chris Ansell and Alison Gash.

Picture of 1. A Model of Collaborative Governance



(Source: Chris Ansell and Alison Gash,2007)

The collaborative governance process is an approach or model that tries to outline a problem condition that can be solved with efforts of synergy or cooperation between parties. This process must be undertaken in an effort to achieve an understanding that becomes the value orientation that will be achieved. In the early stages of the collaborative governance process, there are three main stages: initial conditions (starting conditions), facilitative leadership (facilitative leadership), and

institutional design (institutional design), where each aspect seeks to provide an image and analysis as preliminary information in understanding the problems facing.

Starting Conditions

In the collaborative governance process, the idea of Beginning Conditions gives an indicator of the challenges encountered and the initial conditions of a condition. The first requirement aims to define institutional components and resources to jointly promote and create synergies.

Facilitative Leadership

Leadership becomes one of the important factors in the process of collaborative governance; leadership cannot escape from the problems faced. Where a cooperative leadership pattern will be able to encourage the involvement of actors or parties in building the agenda or program for the implementation of policy. The leadership role in the collaborative governance process will create effectiveness and efficiency in mapping any problems that arise.

Institutional Design

Institutional design becomes a determining factor in formulating a variety of policies within an organization. This institutional design seeks to determine the extent to which the institution is open to the various inputs and information that are made reference to in the handling of problems.

Collaboration Process

Face-to-face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes are all examples of collaborative processes as cycles, according to (Ansell and Gash, 2007).

B. METHODS

This article's research employed a qualitative descriptive methodology. To gather all the essential data for this investigation, a variety of data gathering strategies were employed (Morgan, 2017). Key informants were those with the ability to provide information, and informants were chosen for this study using a purposive sampling technique. Schneider (2008); Nathan & Scobell; 2013; Schneider (2012). The government of the Banyumas District Health Center, the Rotary Club, the Posyandu

Group, and other pertinent stakeholders were among the primary informants. The data analysis method in this study uses an interactive model with an explanatory design (B. Miles et al., 2014; Creswell & Creswell, 2018). The triangulation method of data sources and documents is used to assess the validity of the research data (B. Miles et al., 2014; Creswell & Creswell,

C. RESULT AND DISCUSSION

Starting Conditions

The concept of Starting Conditions provides a clue as to the difficulties encountered and the initial circumstances of a condition in the collaborative governance process. To jointly promote and generate synergies, the initial requirement strives to define institutional resources and components. The government and several parties involved in the stunting and downturn in the Banyumas district make an effort to formulate and identify the various environmental factors that contribute to the stunting conditions that affect individuals in both rural and urban settings. The early signs of stunting are caused by malnutrition, which interferes with the body's ability to grow, according to the study's findings. This dietary insufficiency is unrelated to the socioeconomic situation of society. In order to properly map the causes of stunting, the government must first acquire data from the general people via posyandu organisations and medical specialists. That is, in order to address the underlying causes of this stunting, both the food problem and the poverty problem must be addressed. With the assistance of public and private groups, the government of the Banyumas district is able to carry out a number of programmes, including health food aid programmes, family economic empowerment assistance, and access to health information services.

Facilitative Leadership

In the process of collaborative governance, leadership becomes one of the crucial elements; leadership is unable to avoid the challenges it faces. Whereas a cooperative leadership style will be able to urge actors or parties to get involved in creating the agenda or programme for putting policy into effect. The collaborative governance process will become more effective and efficient as a result of the leadership role. Leadership abilities that may control and influence perception in a

variety of forums within an organisation According to the findings of the research, it appears that the party of the Banyumas district is attempting to provide a space where all parties may interact and participate in terms of assembly and campaigning. As a leading sector, the government establishes communication channels to enable access to health care and other support services for lowering stunting. The Bupati Banyumas' style of leadership in addressing the stunting issue is also incredibly quick and responsive, making it clear to the locals and officials of the Banyumas district that the government is very receptive to suggestions and advice in an effort to find practical solutions to the problem. In other words, the leadership style used in the collaborative process is very informal, open, and capable of hearing all sides out.

Institutional Design

A range of policies are developed inside an organisation taking institutional design into consideration. This institutional design aims to ascertain how open an organisation is to the numerous inputs and information that are mentioned in the problem-solving process. The research's findings show that the collaborative governance process' institutional design, which aimed to lessen and reverse stunting in the Banyumas district, was carried out in a very transparent manner. Institutions involved in stunting management continue to improve stakeholder coordination and communication in order to update information and stunting developments together. Also, the coordinating path in the design of the government institutions starts at the lowest level of government, in the hamlet of Kelurahan, and culminates in degeneration in the Banyumas district. The government can use this information to map out the evolution of stunting and disseminate information to determine how much it has decreased in both urban and rural areas.

Collaboration Process

Ansell and Gash (2007) see cycles in collaborative processes, which they define as those that involve face-to-face dialogue, the development of trust, a commitment to the process, the sharing of understandings, and the production of transitory results. Every part of the collaborative process demonstrates how research on the Collaborative Governance method has reduced stunting in the Banyumas Regency.

Face-to-Face Dialogue

The process of face-to-face dialogue, or face-to-face dialogue," becomes a very important thing, where the parties involved in face-to-face dialogues should be able to involve various stakeholders who have field competence and expertise for the problems faced. Here is an explanation related to the parties involved in face-to-face dialogue and the intensity of dialogue between stakeholders that took place during the collaborative governance process for the decline of stunting in the Banyumas district in several stages. First, there was a cross-sector discussion forum from the government of Banyumas district, which included in this case the health service, puskesmas, group posyandu, practitioners, academics, and private parties, in this regard the rotary club. Second, there are scientific studies and public discussions to conduct maps of rural areas that have high stunting numbers and then coordinate with the government of the village or local authorities to obtain accurate information. Thus, with the existence of dialogue and communication, we will be able to obtain information and find various alternatives that can reduce the number of stunting cases in Banyumas.

Trust Building

The trust-building process is a stage that seeks to build a common vision and orientation that fosters mutual trust between parties in the face of a problem. Efforts to build trust among stakeholders become something important to pay attention to in the collaborative process. This means that government, the public, and private parties have the same confidence. From the results of research related to the process of collaborative governance in the attempt to accelerate the decline of stunting in the Banyumas district, confidence has grown between the parties. This is because, from the beginning of the process of stunting efforts in the Banyumas district, the government has involved both public and private parties. In addition, there is routine coordination carried out at the village level, and the pressure on the county level has gone well. The process of collaboration carried out together aims to create a healthy society without stunting and benefits all parties. In addition, the public's confidence in the local government's ability to deal with stunting issues has an impact on the support of all parties in the community.

Commitment to Process

Commitment to process is a process that must be implemented in the collaborative governance process. Commitment is the key to the success of any government program and gaining the support of both the community and stakeholders. The commitment built in the collaborative process aims to achieve the goals that have been set as the government's policy agenda. From the results of the research, it can be known that in the efforts to eliminate and reduce stunting in Banyumas district, they were carried out from the beginning by the government, involving the public and private parties, with a commitment in the form of a MOU between the Kabupaten Banyumas government and the Rotary Club. As for the community group, the government, through the posyadu group that exists in the village and the countryside, gives the letter of duty, or SK, legally, so that the implementation of the program of control and reduction of stunting is carried out systematically and with the commitment of each party.

Shared Understanding

Shared understanding is an effort in building a sense of mutual understanding between the actors involved in the collaborative process. This attitude of mutual understanding is done to give each other the openness of information and the common vision of alternatives to the problems faced. From the results of research related to the stunting efforts in the Banyumas district, it is seen that both the government and the public and private parties understand each other. This is the power to support the participation of the community and swasta to help each other and the local government in dealing with the stunting interests that are facing. This stunting problem can not only be solved or dealt with by the government alone, but the government also needs the support of various parties, with the presence of awareness having awakened the attitude of mutual understanding that has been running in the addressing of stunting problems.

Intermediate Outcomes

Intermediate outcomes are the stages of knowing the temporary results performed in the collaborative process. This interim result provides information related to access that has been done by all parties involved in the management and stunting in the

Banyumas district. From the results of the research, it can be seen that the temporary results in the control and decline of stunting in the Banyumas district have been intertwined with a fairly good stream of communication and coordination between the government, society, and private parties. There are forums that are conducted at all levels to provide education to the community to deal with stunting. There is funding from the Rotary Club as a form of social responsibility through CSR to be used in improving food and nutrition assistance efforts for children. The community, through the posyandu program, spread throughout the village, and the abundance that exists in the Banyumas district has also formed a healthy movement and a stunted movement that are also supported by the district government and various elements of stakeholders.

In the process of collaborative governance, one strives to measure success or results known by outcomes. The results of the implementation process of collaborative governance in the management and reduction of stunting in Banyumas district are now sufficiently maximum, and the government is quite massive in carrying out Banyumas free stunting movement. This can be explained by the results of the report, which show that the outcome of the reduction and reduction of stunting numbers in the Banyumas district is quite singular. After the initial condition of stunting reached 21.6 percent, in 2020 the development of stopping in Banyumas district experienced a decline of 15.12 percent and decreased to 14.21 percent. That is, the government's goal of reducing the stunting rate by 2.5 percent each year yields quite significant results. This is not apart from the efforts and support of various parties that, until now, have had the care and commitment to jointly deal with and reduce stunting in the Banyumas district.

D. CONCLUSION

The collaborative governance process becomes a shared goal of the government, society, and the private sector to collaboratively synergize to lessen stunting and prevent stunting from multiple angles in an effort to hasten the fall of stunting in the Banyumas district. The research's findings provide a thorough picture of how successfully the collaborative process worked. There are various perspectives from which to view this. The study's conclusions show that the government actively involved people from the public and private sectors while creating the work plan for eliminating

stunting in the Banyumas region during the planning stages. In an effort to map and implement government-level strategic measures in rural areas so that they can be carefully planned, the government constantly works to provide facilities and open access to information. In order to control and reduce the number of cases of stunting in Banyumas, there are communication forums and different issues involving various stakeholders. A MOU between the government and the Rotary Club and the community organisations that are Posyandu members commits the government to carrying out the work. Due to the collaborative governance process, the stunting rate in the Banyumas area was lowered from 21.6 to 14.21 percent. That is, the government is able to lower the stunting rate by 2.5 percent yearly through the cooperative processes of government.

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