

# Cross-Sector Collaboration in Addressing Stunting in Indonesia

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## ABSTRACT

Nutritional obstacles among toddlers persist as a notable health issue, necessitating increased focus from diverse stakeholders, with stunting emerging as a prominent concern. Addressing stunting is not solely the responsibility of the health sector (specific); it also requires collaboration from non-health sectors (sensitive). Several sectors involved are Central Government, Provincial Government, Local Government Agencies, Private sector, Non-Governmental Organization (NGO), mass media, academics and society. However, previous different individual studies in regard to cross-sector collaboration produced diverse outcomes. Some reported optimal, while others reported suboptimal. Therefore, this current work aimed to determine supportive factors and barriers to cross-sector collaboration in addressing stunting. All research conducted in the last 5 years is encompassed within this topic. It explores various processes within cross-sector collaboration that can be utilized to address stunting issues. Through cross-sector collaboration, it is expected that the government and stakeholders share a common perception in addressing stunting issues, enabling joint problem-solving. The research findings emphasize that collaboration strategies within the government should not solely focus on outcomes but also consider models that encompass both processes and results. The model identified in this study aims to be an effective solution for governing cross-sector collaboration in addressing stunting.

**Key words:** Addressing stunting, Cross-sector collaboration.

## INTRODUCTION

Stunting is a condition where the child's growth is not in accordance with the time or his growth is shorter than the child's at the same age and not according to established standards. Stunting in children can occur during the initial 1000 days after conception and is influenced by various factors. These include socioeconomic status, dietary intake, infections, maternal nutritional health, infectious diseases, micronutrient deficiencies, and environmental conditions. The root causes of stunting include limited access to adequate healthcare services, poor family economic conditions, and a combination of social, cultural, economic, and political factors that influence the surrounding environment. All these factors interact and contribute to stunting in young children.<sup>1-3</sup>

In Indonesia, stunting is a significant public health issue. The prevalence of stunting (height-for-age) in Indonesia in 2021 is 24.4% and in 2022 is 21.6%. This data still exceeds the WHO target related to stunting prevalence which is 20%.<sup>4,5</sup> This situation indicates that stunting reduction efforts in Indonesia are still ineffective, and stunting remains a critical issue, necessitating government prioritization.<sup>6</sup> The short-term impacts include decreased immune resilience, increased susceptibility to various diseases, and higher morbidity and mortality rates. The long-term impacts of inadequate handling of stunting, if not addressed early, include: 1.) Reduced cognitive development in children's brains; 2.) Weakened immune system leading to susceptibility to illnesses; 3.) Higher risk of metabolic problems such as obesity; 4.) Heart disease; 5.) Vascular diseases; and 6.) Learning difficulties.<sup>7,8</sup>

The Indonesian government has made efforts to prevent stunting through cross-sectoral approaches, both vertically and horizontally. Vertically, this involves synchronizing policies from the central government down to the village level. Meanwhile, horizontally, each level of government coordinates across different fields. Local governments at the district/city level play a key role in formulating policies, programs, and financing related to stunting prevention interventions.<sup>9</sup>

To enhance targeted and delicate nutrition interventions, it is crucial to achieve convergence, coordination, and collaboration across various programs, sectors, community empowerment initiatives, and related fields. This concerted effort aims to accelerate the reduction of stunting in Indonesia. Therefore, the roadmap to reduce child stunting on a scale includes: some steps related to diagnostics, stakeholder consultation, and implementation direct and indirect nutrition interventions related to the health sector and the sector non-health.<sup>8</sup>

Cross-sector collaboration is a form of collaboration involving the government, local authorities, social and religious institutions, academics, mass media, and the entire community. This approach can begin by aligning perceptions regarding stunting, fostering commitment, and working together across various stakeholders to reduce stunting, all while raising awareness among individuals and communities. Cross-sector collaboration is a well-recognized public action strategy for addressing complex societal problems or for achieving systemic change. Cross-sector collaboration has been proven to be effective in creating sustainability so that the programs carried out move towards appropriate progress.<sup>10-13</sup>

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Communication stands as the cornerstone of collaboration. The government, being a pivotal participant, should foster ideas and frameworks that motivate all involved parties to embark on strategic initiatives. Additionally, providing resources and ensuring public transparency are vital for establishing trust among stakeholders. However, insufficient support and the government's tendency towards centralization and resource dominance pose obstacles to effective collaboration. Achieving successful collaboration necessitates shared viewpoints, appreciation for innovation, and minimizing reliance on external stakeholders for resources.<sup>14</sup>

In building camaraderie within collaboration, communication plays a pivotal role. It is emphasized that the dialogue process is crucial for fostering mutual understanding among actors, supporting the emergence of innovative program ideas. The collaboration process starts with dialogue so that all parties have legitimacy and open mechanisms of accountability.<sup>15</sup>

To address the issue of stunting, comprehensive and collaborative efforts involving various sectors are necessary. These include both specific and sensitive interventions based on evidence, engaging the central and regional governments, communities, businesses, and governmental organizations.<sup>16</sup>

## METHOD

### Resources

Systematic search included two electronic databases from 1 January 2019 to 29 February 2024 i.e. Science Direct and Google Scholar. The search followed these procedures : Subject Heading terms, text keywords and Boolean Operator, as follows; (1) collaboration OR coordination; (3) addressing OR reducing; (4) stunting. The record were saved in Mendeley Reference Manager and the duplicates were removed. After removing duplicates, the records were screened based on article titles and abstracts. Finally, full-text articles meeting the inclusion and exclusion criteria were examined.

The search for studies in the electronic databases successfully identified 287 articles. Of these, 3 duplicates were removed and 258 articles were eliminated due to unrelated title, article type, and outcome of interest. Therefore, 26 articles conformed to inclusion criteria and were included in this review.

### Cross-Sector Collaboration in Addressing Stunting in Indonesia

The reduction of stunting has become a national priority program outlined in the National Medium-Term Development Plan (RPJMN) for 2020-2024, with a target reduction of 14% by 2024. One of the strategic steps taken is the design of a national stunting reduction strategy, as stipulated in Presidential Regulation Number 72 of 2021 on accelerating stunting reduction. This policy encompasses a convergence strategy that unites various programs across different levels of government to achieve a common goal. The collaborative efforts for stunting reduction involve all stakeholders, including the government, private sector, academia, and communities from the central level down to the village level. The existence of this policy is expected to facilitate joint actions and resource allocation, enabling effective and efficient implementation of stunting reduction programs.<sup>6</sup> The reduction of stunting in rural areas has been prioritized at the national level. The goal for the period 2020-2024 is to ensure that all villages in priority districts and cities are free from stunting. Strategies include strengthening the commitment of village government leadership, promoting cross-sectoral coordination, and optimizing the use of village funds for stunting prevention. These efforts aim to improve human resource quality and reduce stunting prevalence in Indonesia.<sup>35</sup> Inter-organizational communication among implementing organizations is facilitated through coordination.

Coordination is a fundamental process in public policy, and it can be achieved through several mechanisms, including networks, collaboration, and hierarchy.<sup>36</sup>

The researcher validate data findings by applying Emerson's collaborative governance model. This model encompasses three critical dimensions;1.)Principled Engagement: This dimension emphasizes the importance of engaging stakeholders based on shared principles, values, and norms. It encourages open dialogue, mutual respect, and a commitment to common goals;2.)Shared Motivation: Collaborative efforts thrive when all parties share a strong motivation to address the issue at hand. A collective sense of purpose drives collaboration and sustains momentum;3.) Capacity for Joint Action: Successful collaboration requires the ability to translate shared intentions into concrete actions. Building capacity—both in terms of resources and skills—enables effective joint efforts.<sup>37</sup>

The government, as a key actor, is considered to have strong capacity in managing the dynamics and successfully fulfilling its collaborative role according to its principles. The weakness of collaboration arises from insufficient intensive dialogue among stakeholders. Each stakeholder has limited perspectives within their respective work units, yet stunting prevention is a complex issue that requires substantial resources.<sup>14</sup>

The acceleration program for reducing stunting at the central level is coordinated through the Stunting Reduction Acceleration Team, which consists of directors and implementers. The national director of the Stunting Reduction Acceleration Team is directly led by the Vice President, while the implementing team is chaired by the Head of the National Population and Family Planning Agency. The stunting reduction acceleration teams are also established at the provincial and village levels, tasked with coordinating, synergizing, and evaluating stunting reduction efforts within their respective jurisdictions. At the village level, coordination involves health workers, family planning counselors, family welfare empowerment task forces, village family planning assistants (PPKBD), human empowerment cadres, and other community representatives.<sup>6</sup>

In collaboration, dialogue stages should be directed more effectively and substantively. Legitimacy is crucial for building harmonious and trusting relationships among stakeholders. The process and structure of cross-sector cooperation must be efficient. An open and non-egocentric structure will result in collaborative governance and facilitate the implementation of agreements among stakeholders. The government must be collaborative and adhere to principles in collaborative performance, namely culture, leadership, strategic vision, team processes, and structure.<sup>15,38,39</sup>

In the context of collaborative policymaking, it is crucial to **enhance the effectiveness and substance of dialogue stages**. These dialogues serve as critical platforms for engaging stakeholders, aligning perspectives, and fostering consensus in addressing complex issues such as stunting prevention. The involvement of each stakeholder brings diverse resources and perspectives to the table. Local governments, as active participants in the collaboration process, should prioritize openness to the community and cultivate mutual trust. Initiating stunting deliberations allows for the exchange of ideas and facilitates public communication. By integrating these principles into planning and program actions, commitment and trust can flourish among collaborating stakeholders.<sup>14</sup>

### Supportive Factors

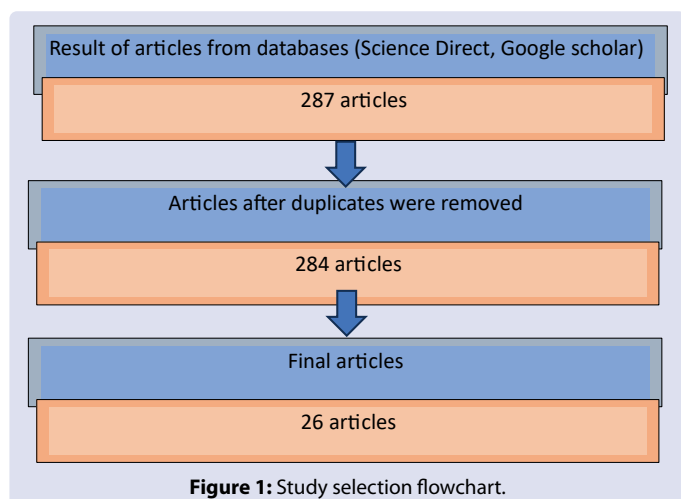
Cross-sector collaboration is collaboration that involves the government, the private sector, and society as a whole.<sup>40</sup>

Successful collaboration hinges on two critical factors. First, having adequate **resources, knowledge, and financial support** is essential.

**Table 1. The relevant studies on cross-sector collaboration in addressing stunting in Indonesia.**

No	Author (Year)	Location	Findings
1	Nurhaeni, <i>et al</i> (2021) <sup>17</sup>	Jakarta	The handling of stunting in the form of collaboration efforts among Nurses, Doctors, and Health Cadres greatly affected children with stunting, especially during the Covid-19 pandemic.
2	Ipan, <i>et al</i> (2021) <sup>18</sup>	Karawang, West Java	The collaboration process is conducted through face-to-face dialogue, building trust among stakeholders, fostering commitment among stakeholders, and sharing common understanding among stakeholders. The research findings indicate that the collaboration process in handling stunting has been quite effective. This is evidenced by the involvement of the private sector and the community.
3	Ali Imron, <i>et al</i> (2022) <sup>19</sup>	Nganjuk, East Java	The effectiveness of social roles in collaborative governance to accelerate the reduction of stunting in Nganjuk District. The village government plays a key role in formulating budget policies to support these programs, while village midwives and family planning counselors work together to design effective programs. Sustainable support is provided to families affected by stunting through the active involvement of midwives and the Family Support Team.
4	Fernandes, <i>et al</i> (2022) <sup>20</sup>	East Flores	Face-to-face internal dialogue and open dialogue with relevant parties are strategic in addressing stunting. There is a need to increase the intensity of building trust among stakeholders. Commitment to the collaboration process within the Stunting Handling Convergence Task Force is quite strong. A shared understanding has been formed regarding comprehensive stunting management. The interim results obtained can serve as a source of motivation and a basis for the next steps within the Task Force.
5	Permatasari and Walinggoro (2023) <sup>21</sup>	Sleman, Central Java	The collaboration has involved various stakeholders ranging from government, private sector, academics, media, and communities. Additionally, the implementation of collaboration is also aimed at realizing three dimensions of a smart community: community interaction, learning ecosystem, and community security system. Therefore, local governments can strive for innovative programs by relying on the ability of various parties to collaborate in reducing stunting.
6	Erison (2024) <sup>22</sup>	Batang, Central Java	Collaboration is carried out using the pentahelix model or known as the ABCGM concept, which includes Academia, Business, Community, Government, and Media. Universities in Batang Regency appear to play a limited role in addressing the prevalence of stunting cases. ABCGM collaboration in handling stunting cases in Batang Regency is dominated by the central role of the Batang Regency Government itself. Involvement of non-government actors is still limited.
7	Tiyas Tinov, <i>et al</i> (2023) <sup>22</sup>	Mandau, Riau	Factors supporting the achievement of stunting reduction in Mandau District include coordination among stakeholders, followed by trust among involved participants and commitment to common goals, thus requiring strengthening of stakeholder awareness aspects undergoing collaborative governance, as well as internal institutional and community (civil society) impetus that also need to be maintained to achieve zero stunting in Bengkalis, particularly in Mandau District.
8	Nasution and Trimurni (2024) <sup>23</sup>	Medan	Government collaboration in the stunting mitigation program in the city of Medan involves direct communication for coordination. In this program, all government agencies in the city of Medan hold open forums, namely the Forkopimda and 8 Stunting Convergence Action forums. Trust among government agencies has been established, as evidenced by the ongoing implementation of programs and coordination forums. With mutual understanding, policymakers can achieve success in the collaborative process to address the issue of stunting.
9	Sulaiman, <i>et al</i> (2022) <sup>24</sup>	South Tangerang	In the collaboration between students and integrated health posts (posyandu) in Sawah Baru, Ciputat, South Tangerang City, the implementation has proceeded as planned, or can be considered optimal. Through face-to-face dialogues among various parties, trust among them has been enhanced, facilitating effective collaboration. The trust established has encouraged the community to attend health education sessions at the integrated health posts of Sawah Baru, Ciputat, South Tangerang City regularly.
10	Yunifan, <i>et al</i> (2023) <sup>25</sup>	Surabaya	The collaboration between the Government, Private Sector, Mass Media, NGOs, and Academia has been effective. Communication among them has been well-established, and the collaborative efforts have yielded positive impacts as the prevalence of stunting continues to decline from year to year.
11	Ulfah and Nugroho (2020) <sup>9</sup>	Jember, East Java	Based on the elaboration of policies, programs, and activities above, the Jember District Government has collaborated between national policies and local policies. This means that the Jember District Government has implemented the stunting reduction policy from the central government/national policy followed by policies from the Jember District Government itself. In implementing these programs and activities, collaboration among government agencies is required, not only the Health Department but also related agencies such as the Public Works Department, Education Department, and Community Empowerment and Village Affairs Department.
12	Saipul Hamdi, <i>et al</i> (2023) <sup>26</sup>	Bilebante, Central Lombok	The elaboration of policies and the strengthening of social capital by the Bilebante Village Government can accelerate development in various fields. The collaborative attitude of the community and the active role of various stakeholders have led the Bilebante Village to successfully reduce stunting rates significantly within three years of the program's.
13	Afandi, <i>et al</i> (2023) <sup>27</sup>	West Java	The mandated collaboration has been implemented, but with limited participation from non-state actors. This situation arises because government agencies still predominantly control the process, while non-state actors are not fully involved. As a result, collaboration in stunting interventions becomes solely a government program rather than a collectively owned process.
14	Arso (2023) <sup>16</sup>	Semarang, Central Java	Preventing stunting in toddlers requires both specific and sensitive nutritional interventions. Therefore, multi-stakeholder support and collaboration are needed, such as from Community Health Centers (Puskesmas), Health Cadres, Family Welfare Empowerment (PKK), Family Planning (FKK), Sub-districts, Villages, religious figures, community leaders, and Early Childhood Education (PAUD) managers. This involves strengthening the role and implementation of toddler integrated health posts (Posyandu), strengthening the role and implementation of School Health Programs (UKS), strengthening the role and implementation of adolescent integrated health posts, strengthening the role and implementation of prenatal and postnatal classes, improving sanitation provision, poverty alleviation, gender equality education, and strengthening Communication for Behavioral Change (KPP) to accelerate the reduction of stunting.

15	Muhammad Farhan Waliyudin, <i>et al</i> (2022) <sup>28</sup>	Kuningan, West Java	Addressing stunting in Kuningan Regency involves coordination efforts, yet several challenges persist. These include unclear task allocation, frequent team membership changes, the absence of documented standard operating procedures (SOPs), suboptimal management of stunting data, limited participation in coordination meetings, and ineffective team leadership. Nevertheless, the active engagement of the village government, private sector, and community remains pivotal in shaping effective policies and programs to combat stunting.
16	Jasmine Azzahra Maharani Suratman, <i>et al</i> (2023) <sup>29</sup>	Gresik, East Java	In the implementation of stunting prevention, it has been revealed that active collaboration involves multiple sectors, including healthcare workers, family planning field officers, TP-PKK teams, PPKBD, and/or community health workers. The implementation of collaborative efforts across professions and sectors in priority interventions aimed at reducing stunting is shaped by cooperation, effective communication skills, empowerment, and the prevailing human resource conditions.
17	Qotrun Nada Sahroji (2022) <sup>8</sup>	Karawang, East Java	The implementation of health policies for addressing stunting in Karawang Regency can be considered suboptimal. This is due to several factors, including unimplemented programs and a lack of direct impact on the local community. The quality of human resources involved in policy execution remains inadequate, and there is insufficient support or participation from the community in the government's efforts. Additionally, the awareness among Karawang residents regarding the importance of healthy living such as environmental health, reproductive health, and proper nutrition, is still lacking in the context of stunting prevention.
18	Ilham Wilya Putra (2024) <sup>30</sup>	West Pasaman, West Sumatra	The Health Department shows a strong commitment to tackling stunting by actively collaborating with local government bodies like DISKOMINFO and PPKB P3a. Their adoption of digital communication channels reflects an adaptation to technological advancements, enhancing efficiency and speed in addressing stunting. This collaboration between the Health Department and local organizations, along with the use of communication technology, represents positive strides in addressing stunting prevention in West Pasaman Regency.
19	Putri Widiyana Maharani (2023)	Pemalang, Central Java	The implementation of stunting reduction programs, such as supplementary feeding programs, breastfeeding support, and increased iron supplementation for pregnant women in Pemalang Regency, has been well executed by the local government in collaboration with the health department. Each village has also made efforts to coordinate stunting prevention programs, resulting in satisfactory outcomes. The health department's interventions primarily focus on specific care, ranging from adolescent girls to parenting and child development. Meanwhile, sensitive interventions are carried out by cross-sectoral departments.
20	Aspar Abdul Gani (2021) <sup>31</sup>	Banggai, Central Sulawesi	The stunting prevention efforts in Banggai district were carried out through a collaborative approach. This is evident from the participation of various cross-sector stakeholders, including both government and private sectors, as well as higher educational institutions. Their involvement extended to planning, budgeting, and implementing stunting reduction programs. The local government demonstrated strong commitment by issuing regulations and policies in support of these initiatives. Additionally, the establishment of the First 1000 Days Task Team facilitated coordination and integration of programs focused on the critical early life period, aligning with an action plan for stunting prevention and mitigation in Banggai district. The convergence action for one year intervention reduced significantly stunting in 0–11 months of children but not in other age categories of under five children.
21	Widyowati and Utomo (2023) <sup>32</sup>	Wonogiri, Central Java	Collaboration is initiated by the Wonogiri Regency Government in accordance with mandates or regulations related to accelerating stunting reduction. The Stunting Reduction Acceleration Team (TPPS) is formed, involving stakeholders from both government and non-government sectors in an organized manner. The collaborative process includes face-to-face dialogues, building trust, commitment to the process, shared understanding, and achieving results. The outcomes of this collaboration include an increased spirit of mutual assistance and cooperation in addressing public issues. Additionally, various stunting prevention programs and activities are running smoothly, leading to specific and sensitive interventions for the community. This is accompanied by improved awareness and knowledge among the public regarding stunting prevention.
22	Candarmaweni and Rahayu <sup>33</sup>	Pandeglang, West Java	The regional leaders of the Pandeglang Regency are very aware that the handling of stunting must be using collaborative methods so that it can be handled effectively and efficiently. In Rembug Stunting, Head of Social and Cultural Affairs of Development Planning Agency at Sub-National Level said all actors involved in analyzing the situation in Pandeglang, especially at the predetermined locus. Shared motivation consists of building trust, creating mutual understanding, internal legitimacy, and commitment. This mutual trust can be built between DPOs, OPDs, and non-governmental actors, as well as OPD - non-government - communities.
23	Jufri, <i>et al</i> (2023) <sup>34</sup>	Gayo Lues, Aceh	Collaborative governance in addressing stunting in Gayo Lues Regency includes: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes. The driving factors and obstacles in combating stunting are the full participation of village governments and facilitators in tackling stunting, which boosts community morale, financial constraints, and community negligence.
24	Andayani <i>et al.</i> (2022) <sup>27</sup>	Sumenep, Madura	The Golden Village penta-helix collaboration model involves the government, private sector, academia, community, and mass media with strengthened commitment to reduce stunting. Supporting collaboration is facilitated by aligning policies and local conditions with the central government. In addition, districts are expected to provide guidance and assistance in implementing integrated priority nutrition interventions at the district and village levels.
25	Saufi (2021) <sup>14</sup>	West Java	Collaboration involves several actors, including the government, universities, private sector, and community organizations. Challenges in the collaboration process include collaboration being limited to commitments without elaboration among actors, weak legal obligations regarding the role of the private sector, insufficient accommodation among the private sector, media, community organizations, and universities, and lack of transparency in information. The success factors of the program include placing the agenda of mapping resource potentials based on data, intervention needs, and public participation by the government.
26	Febriana and Hertati (2023)	Probolinggo, East Java	In this collaboration process, included the district government, Aisiyah organization, family planning cadres, and the community. There are five stages in that collaboration: face-to-face dialogue, building trust, commitment to the collaboration process, shared understanding, and intermediate outcomes. The issue in the collaboration process is the lack of intensity in face-to-face dialogue among stakeholders.



Second, stakeholders must **share common beliefs**. These two factors are interdependent and cannot be isolated or dominated independently. Strong leadership in the implementation program to achieve national targets is one reason why Pandeglang successfully handled stunting.<sup>41</sup>

The success indicators of collaboration are determined by the presence of fundamental principles. These principles include transparency, accountability, participation, efficiency, effectiveness, and mutually beneficial consensus. The active involvement of actors in collaboration is crucial, as they must take the initiative to drive action. Three essential aspects of collaboration: actors, commitment, and openness.<sup>42</sup>

The reduction of stunting can be accelerated through the functions of national and regional health spending.<sup>43</sup> The allocation of village funds is considered to have a positive impact on stunting reduction, necessitating various interventions to enhance its contribution to national stunting reduction. Villages exhibit unique characteristics, both in terms of social structure and governance dynamics. Based on several studies, there are various challenges in implementing stunting reduction programs in villages, including cultural and community beliefs, community participation levels, and the leadership capacity of village officials and administrators in initiating programs<sup>44-46</sup>

Shared motivation encompasses the establishment of trust, fostering mutual understanding, internal legitimacy, and commitment. The engagement process revolves around building trust. To broaden the transmission of trust, concerted efforts must be made to engage all stakeholders effectively. This mutual trust can be cultivated among Development Planning Agencies (DPOs), Government Agencies (OPDs), non-governmental actors, and within the communities they serve. Therefore, the initiation of trust-building efforts does not solely fall on the government but extends to other stakeholders as well. The government's efforts to foster trust include conducting monitoring meetings at both the OPD and district levels, providing training for communities, and disseminating stunting programs through electronic media. Conversely, the private sector is perceived to be more organized in trust-building endeavors, contributing through counseling sessions and extensive training programs for healthcare workers and educators.<sup>41</sup>

## Barriers

The planning process at the Health Department reveals a significant limitation in terms of financial information, including fund sources, utilization, and beneficiaries. In health development, planning serves as the primary managerial function as it plays a crucial role in establishing the foundation for overseeing and directing the objectives to be accomplished. The outcome of the plan is a comprehensive document outlining precisely how the established goals will be attained,

encompassing resource allocation, timelines, and other necessary measures required to achieve these goals. The lack of coordination between agencies that makes the program run independently, and also Lack of transparency in aid funds, making it difficult to determine which budget to use.<sup>47</sup>

The **lack of support** and the government's **centralized and dominant control** over resource allocation hinder effective collaboration. The government, as an actor, is considered to have strong capacity in managing dynamics and successfully fulfilling its collaborative role according to its principles. However, collaboration is weakened due to insufficient intensive dialogue among stakeholders. Each stakeholder has limited perspectives within their respective units, even though stunting prevention is a highly complex issue that requires substantial resources.<sup>14</sup> The village government's capacity to build external networks to tackle stunting in the village is still lacking, so it needs to increase the village government's capacity.<sup>41</sup>

Various efforts have been made such as conducting education, forming socialization forums, providing assistance, publication, and program renewal for the community. However, up to the present, the obstacles and challenges found in this research originate from the community's lack of trust.<sup>23</sup>

The challenges faced include limited parental knowledge and behavior regarding child rearing. The challenges faced were many parties with the same vision to address stunting are not involved, and as a result, they operate individually. This leads to ineffective, inefficient, and non-integrated efforts.<sup>48,49</sup>

By involving many agencies, this certainly creates complexity in program implementation resulting in cross-sectoral egos by adjusting the programs that have been guided by the agency's program so that the program becomes less optimal because the form of coordination is carried out separately.<sup>50</sup>

## CONCLUSIONS AND FUTURE PERSPECTIVES

Combating stunting necessitates a holistic approach that includes targeted interventions, cross-sector collaboration, and well-designed policies and programs. These efforts encompass educating parents, promoting breastfeeding, ensuring proper sanitation and hygiene, and addressing socioeconomic disparities.

To reach the objective of eliminating stunting entirely, the government must undertake a series of advancements or enhancements, including assessing stakeholder roles, broadening collaboration networks, innovating program implementation tactics, and creating dedicated communication channels focused on stunting within the local area.

Strengthening the implementation of collaborative governance requires shared perceptions and strong motivation among social actors, as well as an increase in capacity for joint action to achieve common goals. Collaborative governance involving diverse stakeholders is key to successful implementation.

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