



Actor Collaboration in Implementing Stunting Handling Policy in Landak District

Dedi Kusnadi¹, Herri Junius Nge²

Universitas Tanjungpura

Corresponding Author: Dedi Kusnadi dedi.kusnadi@fisip.untan.ac.id

ARTICLE INFO

Keywords: Collaboration, Policy, Policy Actors, Stunting

Received : 22 November

Revised : 20 December

Accepted: 26 January

©2024 Kusnadi, Nge: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

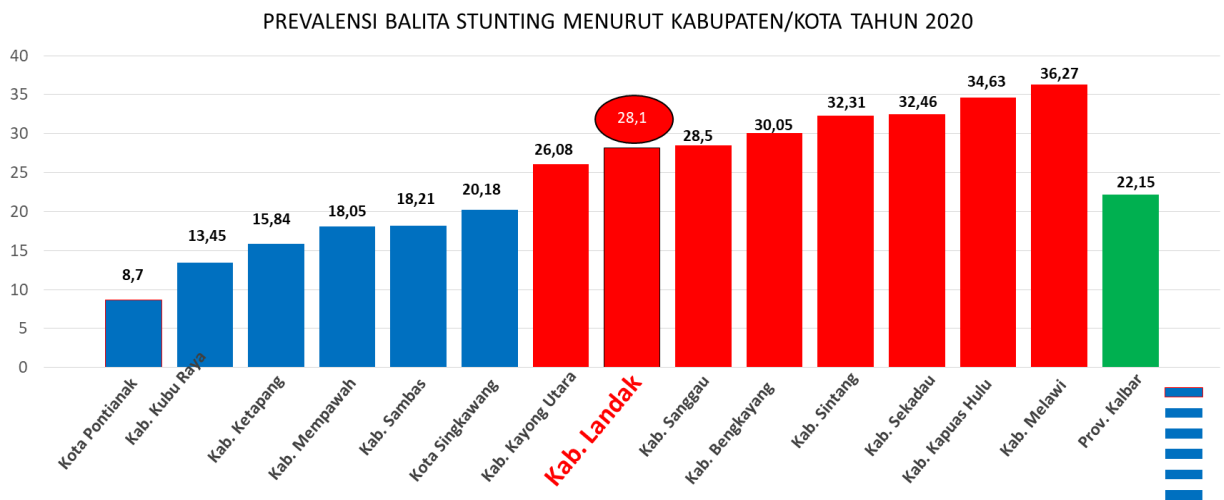
The purpose of this study was to find out and analyze the collaboration of actors in the implementation of stunting handling policies in Landak Regency. This research was conducted with qualitative methods, with the type of descriptive research. The results of the study indicate that the collaboration of actors in the implementation of stunting handling policies in Landak Regency has not run effectively, there was still sectoral ego and there is no willingness by the authorities and interested parties to cooperate with each other in handling stunting problems. Actors involved in handling stunting still seem to give the responsibility for handling stunting to the Health Office, while other agencies tend to be passive, while it is known that the problem of stunting is not only related to nutrition, but also relates to the behavior and awareness of the village community towards a healthy lifestyle, especially in rural areas. with high stunting rates. So far, the handling of stunting by related parties has been echoed more at the bureaucratic level, but has not been conveyed conceptually and operationally in the field, especially with the village government and village communities, so that village officials have not been able to actively participate in it. The community in collaboration is still positioned as an object and not a subject, so that the community still has a strong dependence on directives, instructions or socialization from the government.

INTRODUCTION

The high stunting rate in Landak Regency shows that the stunting prevention program has not been effective, so the number of children experiencing stunting (abnormal growth) is still quite high. It could be that the program prepared is good, however, the implementation has not gone as expected, especially the impact or benefits received by the program target group. The participation of the community and other actors outside the government is very important, especially if it is related to changing people's thought patterns and habits regarding the importance of a healthy lifestyle, especially the treatment of babies in the womb and after birth.. There is data on stunting cases in the district Hedgehog, delivered in the following diagram :

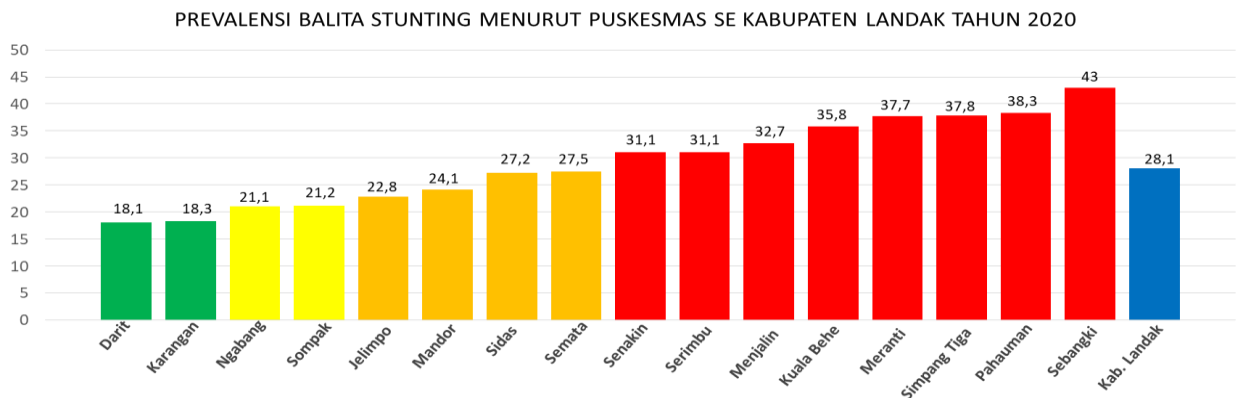
Diagram of Stunting Cases in West Kalimantan and Regency Porcupine

Picture 1. Diagram of Stunting Cases in West Kalimantan



Source : Provincial Health Office . West Kalimantan 2021

Picture 2. Diagram of Regency Porcupine



Source : Health Department, Landak Regency 2021

Based on the results of data and mapping carried out by BAPPEDA of Landak Regency, in the March 2021 data, the presentation of stunting cases in Landak Regency has decreased to 28.1% and is ranked 8th in West Kalimantan.. Mapping carried out by BAPPEDA to monitor the progress of the presentation

of changes in stunting cases in Landak Regency is routinely carried out twice a year, namely in the period March-September and October-March.

Efforts to reduce stunting rates are still partial and only focused on the Health Service as the leading sector. Meanwhile, stunting cases occur due to many factors, not only from a medical perspective. The role of the family as the smallest unit in society is important not only in terms of overcoming but also preventing stunting. However, preliminary information (pre survey) shows that the role of families in the Landak Regency government's efforts to overcome stunting does not appear to be optimal. The social and cultural conditions of society regarding the importance of a healthy lifestyle and providing balanced nutrition to babies, toddlers and children are still lacking.

At the same time, the Community Health Center, which is the spearhead of handling stunting, is still faced with minimal support from the community to follow what has been conveyed by officers through outreach. This shows that there is a need for mutual understanding with the involvement of many parties in order to understand the various things that cause people not to follow government programs in preventing stunting.

In the context of complex policy implementation, such as the case of stunting, collaboration is needed from various actors (stakeholders). The government cannot act as a single actor by imposing programs that have been prepared without involving various related parties, including elements of society, the private sector and other actors. Changing the development paradigm and government administration with collaborative governance is the key to successful development, including in overcoming the problem of stunting.

LITERATURE REVIEW

Collaborative Governance

The *Collaborative Governance* is a concept that emerged from the concept of governance which strengthened after democracy became the governance system commonly used in many countries in the world. The concept of governance has emerged as a concept that emphasizes the role of multiple actors. The concept of governance seems to reduce the dominance of a state that is too strong. Public administration studies then shifted towards collaborative studies (Silvia, 2011). If we look at the history of the emergence of the concept of governance, it started with the economic liberalization that occurred in the United States and England which then gave rise to the governance virus that spread throughout the world (Abrahamsen, 2000). The most recent time when governance was really strengthened was when the Washington Consensus emerged from the World Bank report in 1989, the main point of which was the widest possible involvement of non-state actors and limiting government intervention (Pratikno, 2007).

The concept of *Collaborative Governance* is basically a concept that describes the collaboration of multi-actors who have the same goal preferences. Ansell and Gash formulate that Collaborative Governance is an arrangement where one or more public agencies or institutions together with non-state stakeholders

are directly involved in a formal decision-making process, oriented towards consensus and deliberation, and aim to create and implement a policy public (Ansell & Gash, 2008).

If we refer to Connick and Ines' definition, Collaborative Governance is a representation of all interests relevant to the case being handled (Connick & Innes, 2003). Basically, the essence that can be understood is that there are state and non-state actors (private and public) who have similar concerns who then collaborate so that public issues can be resolved well. This concept has also become a common strategy in public administration literature (Jin & Yoo, 2012).

There are two main reasons why Collaborative Governance is considered a way to resolve existing public issues. Community involvement and their participation show an important function in consolidating democracy and rejuvenating democracy (Suhnyuk, 2010). Currently, almost all countries in the world adhere to democracy as a way of doing politics, therefore, the collaborative concept is important. Then secondly, cooperation between the community and the government eases the burden on the state in providing and providing goods and services as well as welfare for the community (Suhnyuk, 2010). In essence, the state can be helped to support its burden and obligations to solve community problems by collaborating. It was emphasized later that collaboration emphasizes negotiation, not competition (Bevir, 2009).

Moving on from the definition, it is important to know the criteria for Collaborative Governance. At least if we refer to Ansell and Gash, there are six Collaborative Governance criteria, including:

1. The forum was initiated by a government agency
2. Participants in the forum include non-state actors
3. Participants in the forum are directly involved in decision making and are not merely consultants by government agencies
4. The forum is formally organized and holds collective meetings with the aim of making decisions based on consensus (although consensus may not be achieved in practice).
5. The focus in collaborating is in terms of public policy or public management (Ansell & Gash, 2008)

The Collaborative Governance Model according to Ansell and Gash (2008) is that the initial conditions in a collaboration are influenced by several phenomena, namely the stakeholders have a common interest and vision to be achieved, the history of past collaboration, mutual respect for the existing collaboration, the trust of each stakeholder, imbalance of power, resources, and knowledge. Facilitative leadership is related to deliberation between stakeholders, establishing clear basic rules, building trust, facilitating dialogue between stakeholders and sharing mutual benefits.

To realize collaboration is not an easy thing, this is because it involves various elements or elements with different functional characteristics and levels, requiring willingness and commitment. In line with this, interaction in building collaborative government must fulfill several elements, while Emerson (2013) suggests that there are 3 components of interaction in building collaboration, namely the existence of shared principles (*principled engagement*),

shared motivation (*shared motivation*) and the capacity to take action together (*capacity for joint action*).

METHODOLOGY

Method in study this is qualitative, with location in the Landak Regency. Technique data collection is carried out with observation , interviews , FGD and documentation . Results data study field analyzed through technique analysis qualitative . Technique validity And deep data validation study This done with use technique data collation , including triangulation source And method / technique as well as triangulation time .

RESULTS AND DISCUSSION

Discussion regarding actor collaboration in handling stunting in Landak Regency, using aspects namely principled engagement, shared motivation and capacity for joint action.

Principled Engagement

In connection with actor collaboration in handling stunting in Landak Regency, joint principles for the actors involved need to be applied. In line with this, it is necessary to first understand the roles and functions of each actor involved as well as the responsibilities that must be carried out to handle stunting. This shared principle should not only be at the level of meetings or formal gatherings, but also extend to actions in the field. This shared understanding needs to start with a sense of responsibility and critical response to the stunting cases that occurred in Landak Regency.

As is known, stunting is a condition of failure to grow in children under 5 (five) years of age (toddlers). This condition is caused by chronic malnutrition and recurrent infections, especially in the First 1000 Days of Life (HPK). In preventing stunting in Landak Regency, BAPPEDA is implementing it in accordance with the 2021 National Priority Program in the 2020-2021 RPJMN. The prevalence of stunting is targeted to decrease to 14% by 2024. Efforts made to accelerate the reduction in stunting prevalence are one of the priority projects and accelerating the reduction of maternal mortality and stunting is included in the list of *Major Projects 2020-2024*. The prevalence of stunting has now spread across all provinces in Indonesia.

BAPPENAS (National Planning and Development Agency) determines 3 National Strategy Priorities, namely:

- a. Target priority , that is Mother Pregnant And child aged 0-2 years or House date 1,000 HPK
- b. Intervention Priority , that is Intervention Nutrition Specific And Intervention Nutrition Sensitive
- c. Priority Districts /Cities that is In 2020, 5 districts / cities are determined And In 2021 , 4 districts / cities will be determined .

In the Decree of the Minister of National Development Planning/Head of the National Development Planning Agency Number Kep 42/M.PPN/HK/04/2020 concerning Determining the Expansion of Districts/Cities Focus Locations for Integrated Stunting Reduction

Interventions in 2021 by the Minister of National Development Planning/Head of the National Development Planning Agency , in 2021 Upaten Regency Hedgehog was first included in the Determination of Regency/City Expansion as the Focus Location for integrated Stunting Reduction interventions.

In implementing Development Planning, BAPPEDA of Landak Regency acts as Coordinator but his position is the same as that of other OPDs (Regional Apparatus Organizations). To handle the stunting problem in Landak Regency, BAPPEDA is carrying out a program in 2021, namely Convergence Action. Convergence Action is an instrument in the form of activities used to improve the implementation of integrated nutritional interventions in reducing *stunting*. So 8 Convergence Actions were formed, of which these 8 Convergence Actions were included in the Technical Guidelines in the Program created by the Ministry of National Development Planning/BAPPENAS.

1. Situation Analysis supervised directly by BAPPEDA
2. Activity Plans supervised directly by BAPPEDA
3. Stunting crackdown which is directly supervised by the Regional Secretary/BAPPEDA
4. Perpub/Perwali which is directly supervised by the DPMPD Village Authority
5. Development of KPM (*Human Development Cadres*) which is directly supervised by DPMD
6. Data Management is directly supervised by BAPPEDA
7. Measurement & publication of stunting which is directly supervised by the Health Office
8. Annual Performance Review supervised directly by the Regional Secretary & BAPPEDA

Collaborative Governance carried out by BAPPEDA of Landak Regency in handling stunting in Landak Regency, is found in point 3 among 8 Convergence actions, namely Reducing Stunting. In *Rembuk Stunting*, the coordination is carried out by the Regional Secretary and BAPPEDA of Landak Regency. *Rembuk Stunting* is an effort made by the Regency/City Government to ensure that the implementation of plans for intervention activities to prevent and reduce stunting is carried out jointly by the OPD (Regional Apparatus Organization) as the person responsible for services with non-government sectors/institutions and the community. In *Rembuk Stunting*, BAPPEDA collaborates with existing OPDs to develop programs that will be carried out in an effort to prevent stunting, and the OPD program will be the one to adapt it to its field and function.

In line with the involvement of all OPDs, from the results of interviews with informants from the Landak Regency Bappeda, the following explanation was obtained: "So far all parties involved have carried out their respective duties in an effort to overcome stunting cases, but the problem is that they often the field is not running as expected. "This means that one OPD's program is not connected to other OPDs, this is what causes stunting prevention efforts to not work well."

Based on the explanation from the interview results, it shows that the collaboration that exists is still at the procedural or concept level, and has not yet reached the implementation stage in the field. This is a problem in building development connections between sectors to overcome stunting. Technical problems cannot be solved simply because there are many problems in the field, including the socio-cultural problems of village communities.

In 2021, Landak Regency was included for the first time in the Determination of Regency/City Expansion as the Focus Location for integrated Stunting Reduction interventions. Landak Regency BAPPEDA plays a role as Coordinator in social and cultural development planning in Landak Regency. To handle the stunting problem in Landak Regency, BAPPEDA is carrying out a program this year. In this program, 8 Convergence Actions were formed, of which these 8 Convergence Actions were included in the Technical Guidelines for the Program created by the Ministry of National Development Planning/BAPPENAS.

1. Situation Analysis (BAPPEDA)
2. Activity Plan (BAPPEDA)
3. Crushing Stunting (Secretary/Bappeda)
4. Perpub/Perwali: Village Authority (DPMPD)
5. KPM Development (DPMD)
6. Data Management (BAPPEDA)
7. Stunting measurement & publication (Dinkes)
8. Annual Performance Review (Secretary & Bappeda)

In the form of *Collaborative Governance* carried out by BAPPEDA in handling stunting in Landak Regency, there is point 3 among the 8 Convergence actions, namely Reducing Stunting. This stunting reduction was directly coordinated by the Regional Secretary and BAPPEDA of Landak Regency. *Rebuk Stunting* is an effort made by the Regency/City Government to ensure that the implementation of plans for intervention activities to prevent and reduce stunting is carried out jointly by the OPD (Regional Apparatus Organization) as the person responsible for services with non-government sectors/institutions and the community.

Rebuk Stunting is carried out to develop what programs will be carried out to prevent stunting, and the OPD's own program will adapt it to the functions and work programs in the OPD. When carrying out the stunting reduction, BAPPEDA carried out a mapping of the existing OPD areas with the efforts that should be made. After mapping, BAPPEDA invited the OPD and carried out accessions. And discussions were held regarding the program that would be created jointly by both BAPPEDA and OPD. In this case, it is not only BAPPEDA that makes programs related to handling the stunting problem or not just OPD that makes them, but there is collaboration that is carried out/agreements that are made.

After the existing OPD is carried out, it is then entered into the MUSRENBANG (Development Plan Deliberation) at the village, sub-district and district/city levels. In this MUSRENBANG, it is carried out by involving

the community and telling the community what the program is for handling stunting.

Shared Motivation

As stated in the previous explanation, this shared principle must be demonstrated by high motivation from all parties involved in handling stunting. This motivation is not only shown by one actor, but involves all OPD and non-OPD actors. Motivation to work together is not easy, because often this motivation only occurs at the beginning of the activity and also sometimes involves the support of both human and non-human resources.

In connection with shared motivation in handling stunting in Landak Regency, from the results of interviews with informants from the Landak Regency Bappeda, the following explanation was given: "Regarding the issue of motivation, so far it is very good. Moreover, Bappeda has made stunting a special concern and there are instructions from the Regent to reduce stunting. So that every year we try to reduce it."

More related to motivation, from the results of interviews with informants from the Landak District Health Service, the following explanation was obtained: "So far we have been very intensive in carrying out health outreach and education in villages with high stunting rates. "However, so far we have sometimes been constrained by costs and energy, as well as limited village access, so that our enthusiasm for carrying out our duties has diminished."

Based on this explanation, it shows that basically the Health Service which is directly involved in handling stunting cases has shown high motivation by involving officials (medical personnel) spread across each village to carry out counseling in the villages. They carry out their duties with full dedication, but the problem is that their motivation is often met with minimal support from resources in the field.

Meanwhile, from the results of interviews with informants from the Social Service, an explanation was obtained regarding shared motivation in the context of handling stunting in Landak Regency, providing the following explanation: "The Social Service, in accordance with its main duties in handling stunting, has carried out training for outreach to village community groups regarding: matters relating to family planning".

Based on this explanation, it shows that in implementing stunting handling, the Landak Regency P3AKB Social Service has moved to provide outreach about the importance of the role of parents and children's rights. This means that the obligations have been successfully implemented by the Landak Regency P3AKB Social Service.

Based on the explanations from the informants, it shows that they have shown high motivation in carrying out tasks in the context of handling stunting, but so far the motivation shown is still not visible from actions in the field. From the results of observations in villages with high stunting rates, it shows that the Landak Regency government program in handling stunting does not reflect high motivation. Programs in the field are still partial and tend to be incidental and ongoing.

In interviews with several village residents, regarding the intervention carried out by the government in handling stunting, they provided information that so far what they have received from the government is social assistance, a vitamin distribution program and a posyandu program.

Based on the results of interviews conducted with the Landak District Health Service, because the Health Service directly involves the existing village/regional OPDs, they directly know the response of each region and it is definitely different. There are several areas in Landak Regency that have not really responded to Landak Regency Regional Government programs, especially in the Stunting handling program. Therefore, the overall distribution of stunting cases in Landak Regency has not experienced a change in the decline in cases from year to year.

It is clear that the results of the interviews show that collective motivation in efforts to handle stunting in Landak Regency is still not working well. It seems that only the Health Service is dominant in carrying out actions in the field in efforts to prevent stunting. It is clear that there is still no shared motivation, because it seems that the Health Service is dominating the handling of stunting. There is an impression that the problem of stunting is a health problem, while the results of the study show that the problem of stunting is not only a health problem but covers many aspects of life. Interventions on health aspects alone will not be successful if they are not followed by other aspects.

Capacity for Joint Action

Collaboration will not be realized if each actor involved in the collaboration activity has unequal capacity. Therefore, it is clearly emphasized in the concept of collaboration that each party must be equal or equal to carry out a collaborative activity. As mentioned in the previous explanation, the organizations involved in handling stunting in Landak Regency involve several agencies which are coordinated directly by BAPPEDA of Landak Regency.

In handling stunting cases in Landak Regency, from 2019 until now there has been an increase in performance and a reduction in stunting cases. This shows that there is already collaboration from the Regional Government of Landak Regency involving the community. As conveyed by BAPPEDA, when a MUSRENBANG (Development Planning Conference) is held, involving and presenting the community is very important in making decisions about carrying out development in the region. Apart from that, the community is the main object in collaboration, apart from being part of the development process, from making decisions to implementing and even the success of a designed program, the community is also the focus of the government in providing services.

Through an interview conducted with the Head of the Social Empowerment and Poverty Handling Division, he explained that: "In the program created, the central government provides assistance in the form of basic food items which, if totaled for each household, is IDR. 200k. where the staple foods are still rice, eggs, chicken, fish, protein sources and fruit. We all know that it is not only environmental aspects that influence stunting growth,

but also special attention in providing appropriate nutritional intake in food, from pregnant women to 1000 days of age or 2 months of toddler age.

Based on this explanation, it shows that the role of the Social Service will not be successful if it only focuses on implementing social assistance. Social assistance is of course very important, but this must be followed by actions to empower the community, educate the community about the importance of environmental health and knowledge about family health. If you only rely on the assistance aspect, reducing the stunting rate will not be successful.

In Landak Regency, this program has been running for a long time, but there have been several changes made due to the existing conditions and situation. In 2015 there was a program called "RASKIN" (*Poor Rice*) intended to help with food problems for people with low economic conditions, by providing cash assistance. Then in the following year, namely 2016, the program changed to "RASTRA" (*Prosperous Rice*), and was aimed at the same as Raskin, namely at people whose economic lives could still be said to be low. Then in 2019, this program changed to BPNT, namely Non-Cash Food Assistance. In this BPNT program, the Social Service also collaborates with several sectors in implementing existing programs.

The *e-warung* makes it easier for social services to distribute food needs to the community, without having to go to the existing Social Services. So people only need to queue and provide data that they have registered with the Community which receives food assistance, then food collection can be done directly at stalls that have *E-Warung services*. In Landak Regency, the number of *E-Warungs* is 80 spread across 156 villages, taking into account that these areas/villages have internet signal services.

In implementing the *E-Warung Program*, the Landak District Health Service also needs to collaborate with the stall owners. For the staple food needed, the Health Service also collaborates with the people of Landak Regency/Agriculture Department to be able to provide rice, because up to now the Social Service still uses local rice, namely rice from Landak Regency itself to give to people who need it. In line with this explanation, the Social Service has also implemented *Collaborative Governance*, namely by involving the community as farmers, the community who are *E-Warung* owners and also the private sector, namely Bank Mandiri, which distributes these funds from the regional government.

Based on the explanation of the role of each OPD, it shows that they already have the capacity to carry out joint actions to handle the stunting problem. However, the involvement of the community as actors in handling editing in Landak Regency still does not show the involvement of the village government. This shared vision needs to be realized with more involvement of village governments and village communities as policy actors, and village communities as subjects. Village communities with high stunting rates do not yet feel that they are involved or part of efforts to reduce stunting rates.

CONCLUSION

Collaboration of actors in implementing policies for handling stunting in Landak Regency has not been effective, there is still sectoral ego and there is no willingness by the authorities and interested parties to cooperate with each other in handling the stunting problem. Actors involved in handling stunting still seem to give responsibility for handling stunting to the Health Service, while other agencies tend to be passive, while it is known that the problem of stunting is not only related to nutrition, but is also related to the behavior and awareness of village communities regarding healthy lifestyles, especially in village areas. which has a high stunting rate. So far, the handling of stunting by related parties has been promoted more at the bureaucratic level, but has not been carried out conceptually and operationally in the field, especially with the village government and village community, so it has not been actively followed by village officials. The community in collaboration is still positioned as an object and not a subject, so that the community still has a strong dependence on direction, instructions or socialization from the government. As for related suggestions results study that is necessity agreement and a sense of mutual ownership and respect between the actors involved. In line with this, there needs to be an increase in understanding and commitment to collaboration. Collaboration should be understood and applied, not just a concept.

ADVANCED RESEARCH

1. Inventory control environment

Perum Bulog Padang Sidimpuan City is quite adequate, this can be seen from the organizational structure in Perum Bulog Kota Padang Sidimpuan which is well structured, where there is a separation of duties in each section and this separation of functions needs to be further improved so that employees can carry out work effectively and efficiently in accordance with the competencies they have, so that activities that occur within the company become smoother because each employee understands the tasks that must be carried out and indeed has the required skills. Save time in providing training and learning, so that company performance can improve.

2. Company policy in determining risk

Rice supplies are adequate and must be further increased by maintaining rice quality so that people's food needs are met.

3. Implementation of information and communication

Rice supplies are adequate and are being further improved by more effective coordination of related functions, procedures, documents and records required in all inventory transactions. Apart from that, companies also need to improve their manual systems so that the speed and accuracy of information can be used quickly and make work more efficient for the company and need to change to a computerized system.

4. Control activities

Inventory that includes a clear separation of duties for each related function and appropriate authorization for each transaction and activity must be maintained because it has a significant impact on independent checking of

the implementation of company performance, thereby supporting the creation of good internal control. In terms of physical protection in the warehouse, companies should install CCTV cameras, so that rice supplies in the warehouse can be well monitored so as to minimize theft of inventory in the warehouse.

5. Monitoring activities

The control of rice supplies carried out by the head of Bulog and the finance department through periodic stock taking is sufficient and is being improved further so that internal control of supplies runs well.

REFERENCES

- Anderson, James E. 1997. *Public Policy-Making* . Third Edition. New York: Holt, Rinehart and Winston.
- Amirin. 2000. *Social Research Methods*. Jakarta: Grasindo.
- Directorate of Family Development for Toddlers and Children (2017). *Educational Materials for Toddler Family Development for Cadres: The First 1000 Days of Life* . Jakarta: BKKBN R.I.
- Dunn, William N. 2000 . *Introduction to Public Policy Analysis* . Second Edition. Yogyakarta: Gajah Mada University Press.
- Dye, Thomas R. 1995. *Understanding Public Policy* . New Jersey: Prentice Hall.
- Emerson, Kirk., Tina Nabatchi & Stephen Balogh (2012) „ *Integrative Framework for Collaborative Governance*’ , *Journal of Administrative Research and Theory*, Vol. 22 no. 1, p. 1-29.
- Faisal, Sanafiah. 2000. *Social research formats: Application basics* , Jakarta: Rajawali Perss
- Gaffar, Affan. 1998. *Public Policy State of the Discipline, Models and Process* , Postgraduate Program Module. Yogyakarta: Gajah Mada University
- Hill, Michael. 1997. *The Policy Process: A Reader* . New York: Harvester-Wheatsheaf.
- Islamy, M. Irfan. 2001. *Principles of State Policy Formulation* . Jakarta: Buni Aksara.
- Mazmanian, Daniel H and Paul A. Sabatier. 1998 . *Implementation and Public Policy* . Harper Collins. New York.
- Miles, Matthew B and Huberman A, Michael.1992. *Qualitative Data Analysis* . Jakarta: University of Indonesia

- Moleong, J Lexy. 2000. *Qualitative Research Methods* . Bandung: Rosdakarya Youth.
- Nazir, Moh. 1998. *Research Methods*. Jakarta: Literacy Hall.
- Nugroho D, Riant. 2005. *Six Strategic Dimensions of Public Administration , Concepts, Theories and Issues*. Yogyakarta: Gava Media.
- Jones, O. Charles. 1994. *Introduction to Public Policy*. Jakarta: Grafindo Persada Youth.
- Retno, SA, Warsono, H., & Rachim., A. (2020). *Collaborative Governance in Public Administration Perspective*. Semarang: Diponegoro University Press.
- Riskasari, & Tahir, N. (2018). Collaboration of Development Actors in Creating an Independent Village in Bongki Langkase Village, East Sinjai District, Sinjai Regency. *Journal of Public Administration Thought and Research* , 45-55.
- Putra. Fadillah. 2001. *Critical paradigm in public policy* . Yogyakarta: Offset Learning Library.
- Purwanto. Ngalin. 2002. *Principles and Techniques of Teaching Evaluation* . Bandung: Rosdakarya
- Ripley, Randal B and Franklin, Grace A. 1984. *Policy Implementation and bureaucracy*. Chicago: The Dorsey Press.
- Santoso, Amir. 1988. *Public Policy Analysis* . Jakarta: Journal of Political Science, No. 3, Scholastic.
- Sandjojo, Eko Putro. 2017. *Village Pocket Book on Handling Stunting* . Jakarta. Ministry of Villages, Development of Disadvantaged Regions and Transmigration. Accessed 07 November 20 20 at 13.25 WIB via <https://www.coursehero.com/file/45321382/Buku-Saku-Stunting-Desapdf/>
- Surapaty, Surya Candra. 2017. 1000 HPK (First Day of Life). Jakarta: BKKBN.
- Sugiyono. 2003. *Administrative Research Methods* . Bandung: Alfabeta.
- Soenarko, 2000. *Basic Definitions for Understanding and Analyzing Government Policy*, Surabaya: Patyrus.

Subarsono, AG 2005. *Public Policy Analysis: Concepts, Theory and Applications*, Yogyakarta: Student Library.

Wahab, Abdul Solichin. 2001. *Introduction to State Policy Analysis* . Jakarta: Rineka Cipta.

Wibawa, Samodra. 1994 *Public Policy Process and Analysis* . Jakarta: Intermedia.

Winarno, 2002. *Public Policy Theory and Process*. Yogyakarta: Pressindo.