



## **Understanding the Dynamics of Cross-Sector Collaboration: Stunting Prevention Efforts in Prajurit Kulon Sub District**

I Gede Eko Putra Sri Sentanu<sup>1\*</sup>, Muhammad Reynaldi Ferdiansyah<sup>2</sup>,  
Muhammad Wahyu Prasetyo Adi<sup>3</sup>, Selma Kendida Arsy<sup>4</sup>, Muhammad  
Naufal<sup>5</sup>, Denis Wijayanto<sup>6</sup>, Athiyyah Putri Andini<sup>7</sup>

<sup>1,2,3,4,5,6,7</sup> Dept. of Public Administration, Faculty of Administrative Science, Universitas Brawijaya

\*Corresponding author, [sentanu@ub.ac.id](mailto:sentanu@ub.ac.id)

### **Abstract**

The commitment of the Mojokerto Municipality Government in contributing to alleviating stunting problems in Indonesia is shown by various innovations related to stunting prevention and directly linking the community as the driving force. One of them is Prajurit Kulon Sub District, Mojokerto Municipality, which has an innovation called *Segenggam Sampah Gawe Stunting (Gempa Genteng)* and was awarded at the Innovative Government Award (IGA). Based on these conditions, researchers want to know the dynamics of cross-sector collaboration in the implementation of these innovations. Using Freeman's theory and Lyon et al's theory to find out the classification of stakeholder models and to understand the dynamics using Bryson et al's theory. This type of research is descriptive qualitative with an exploratory approach. Data collection techniques used direct observation methods, semi-structured interviews, and document documentation related to the stunting prevention process. The results of this study indicate that there are 1 primary stakeholder, 2 key stakeholders, and 12 secondary stakeholders and their respective roles are known in the stunting prevention process in Prajurit Kulon Sub District, Mojokerto Municipality. In the process of cross-sector collaboration to overcome stunting, it is known that there are several dynamics, namely the agreement designed; the role of formal and informal leaders; building trust; and managing conflict..

**Keywords:** Collaboration, Stunting, Dynamics

*Received February 21, 2025*

*Revised June 16 2025*

*Published August 6, 2025*



This is an open access article distributed under the Creative Commons 4.0 Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. ©2018 by author.

### **Introduction**

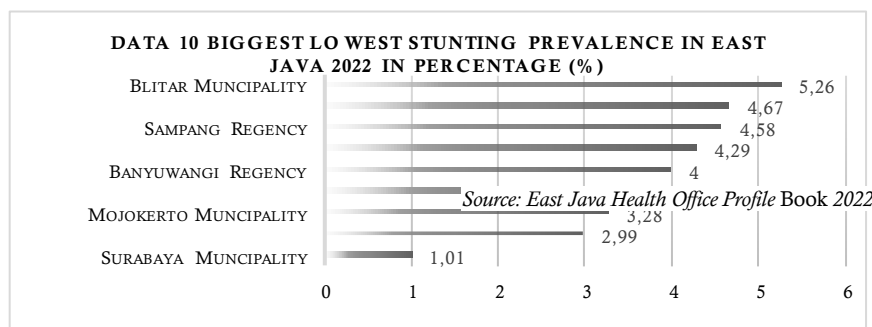
Stunting is a condition of toddlers or children under the age of five who cannot grow properly due to chronic malnutrition and repeated infections, especially in the First 1000 Days of Life (HPK) which starts from the fetus to 23 months of age. According to the Indonesian Ministry of Health, the cause of stunting is due to insufficient calorie intake (Kemenkes RI. 2023), this is influenced by socio-economic factors such as poverty (Ariati, 2019), low education (Laras et al., 2023), and child neglect (Dewi, 2022; Hidayati et al., 2021; Huey & Mehta, 2016). Other factors such as low birth weight, congenital heart disease, congenital metabolic disorders, allergy to cow's milk, immunization-preventable diseases and chronic infections due to the environment and poor personal hygiene can also affect stunting rates (Ekayanthi & Suryani, 2019; Kamilia, 2019; Maliga et al., 2022; Wibowo & Yuniarti, 2023).

The lack of adequate health infrastructure hinders the distribution of nutritional supplements and assistance for pregnant women and children under five (Irawati Sagala et al. 2021; Martony 2023). This condition is increasingly becoming a very complex problem, especially since the problem of stunting has become public consumption from year to year, which

has experienced an increasingly climactic injection. Limited collaboration between stakeholders is a significant challenge in addressing stunting (Putri, 2022). Although various prevention programs have been rolled out by the government and NGOs, the lack of coordination and synergy between institutions often results in overlapping programs, as well as wrong priorities. In addition, differences in vision and goals between stakeholders also hamper effective collaboration, hindering joint efforts to address stunting. This then becomes a common thread that collaboration is one of the strategic solutions in the internalization process between the intentions of stakeholders. So that the collaboration process, which tends to be reconstructive, becomes a solution point to the stunting problem and is generalized in an adaptive environment.

Based on data from the East Java Health Profile Book 2022, Mojokerto Municipality is ranked third best in the prevalence of stunting in the entire East Java region in 2022. The Municipality managed to outperform several large cities such as Sidoarjo, Blitar, Madiun, Jombang, and other large cities as shown in table 1 below:

Table 1. Top 10 Stunting Prevalence Data in East Java



The stunting prevalence rate in Mojokerto Municipality was recorded at 3.28, which is lower than that of Mojokerto Regency at 3.79 (East Java Health Office, 2023). This track record then shows satisfactory figures for the achievements of Mojokerto Municipality. The success of Mojokerto Municipality, especially Prajurit Kulon Sub District, has been proven by the award for the innovation of *Segenggam Sampah Gawe Stunting (Gempa Genting)* which led Mojokerto Municipality to become the Most Innovative Municipality at the Innovative Government Award (IGA) in 2022. The Mojokerto Municipality Government scaled up the following year, so that Mojokerto Municipality was awarded in the Top 45 Public Service Innovation Competition (KIPP) in 2023 Municipality Regional Government Cluster for the innovation of Preventing Stunting, *Gerak Unggul Pemberdayaan Masyarakat Kota Mojokerto (Canting Gulo Mojo)* which has been initiated by the Health Office and Regional Development Planning, Research, and Innovation Agency (Riani, 2022).

The innovation is unique and simple. Where the Prajurit Kulon Sub District utilizes the potential that is considered a cross-sectoral problem about waste. The initiative to process waste into blessings was carried out by accommodating the entire community to carry out sorting of organic and inorganic waste. Especially from organic waste is used as one of the feeds for catfish cultivation owned by society itself. Maggot itself is a type of decomposer insect that is rich in protein as well as a cheap and easily available feed alternative. Economically, it is able to increase the survival of catfish. The results of this catfish cultivation are then distributed to the community every Friday of the week to people who are indicated to be stunted, either for pregnant women or for children.

Previously, research with the context of stunting in Mojokerto Municipality was conducted by (Anggoro et al., 2024; Asnaningsih et al., 2024) which dissected nutrition as the main issue in preventing stunting. Furthermore (Andriani et al., 2023; Kurniawati & Ardiansyah, 2022) focuses on prevention in the form of knowledge internalization. Meanwhile, the scope of cross-sector collaboration dynamics is a concentration that needs to be done. As researched by Suratman et al (2023) that priority interventions to reduce stunting at community health center (*Puskesmas*) Ujungpangkah, Gresik Regency are influenced by working together, communication skills, empowerment, and existing resource conditions. Then Syamsuadi et al. (2023) also stated

that Rokan Hulu Regency has made structured efforts to reduce stunting including identifying the distribution of stunting, providing programs, organizing stunting and preparing activity plans and providing legal certainty for each district apparatus in integrated nutrition interventions.

Based on several previous studies, this research will place a focus on the dynamics of collaboration in Mojokerto Municipality, especially in Prajurit Sub District, which is characterized by horizontal relations between stakeholders, which are quite unique and simple. Moreover, when linked to the data from the Mojokerto Municipality Stunting Reduction Acceleration Report for the last three semesters, the prevalence of stunting in Prajurit Kulon Sub District shows an average of 2.7% with a consistent downward trend of 0.35% per semester. This means that this partial information shows the ability to maintain an effective prevention cycle. So, this decline can be attributed to the effectiveness of the multi-sector collaboration model implemented, where horizontal synergies between stakeholders involving local government, the health sector, and the community contribute significantly to accelerating the decline in stunting rates.

Collaborative innovation by the Mojokerto Municipality is carried out through community empowerment and cross-sector collaboration with the aim of realizing zero new stunting (Setiawan, 2024). In addition, it does not leave unilateral action by the government, that the involvement of many sectors in addition to coloring a solution perspective also stimulates a simultaneous role in reducing stunting rates (Suratman et al. 2023). Because so far, the meaning of stunting is not only talking about health service problems (Wardhani 2020), but also about the core of collaboration related to social network management (Astuti et al. 2020). Effective collaboration between all these parties has succeeded in strengthening resources, expanding program coverage, and increasing community participation (Zeho et al., 2020), especially in stunting prevention efforts.

Thus, the alignment of various cross-sectors in reducing stunting is a big agenda that does not only talk about the scale of cause and effect. More deeply, the involvement of non-government actors will affect the fair and proportional distribution of responsibilities (Sentanu, 2024) and the consequences of cross-sectors inspire balanced decisions (Febrianty, 2023). Therefore, it can be concluded that the purpose of this research is to analyze and interpret the dynamics of cross-sector collaboration in stunting prevention at the lowest level of government so as to obtain an overview of the actors, roles and patterns of collaboration formed where based on the formulation of problems and research objectives that have been set, the type of research used is descriptive with a qualitative approach. The focus of this research will concentrate on identifying, roles and patterns of stakeholder relationships, especially stakeholders involved in the stunting prevention process in Prajurit Kulon Sub District, Mojokerto Municipality.

## Literature Review and Research Focus

### *Stakeholder Theory*

Stakeholder theory consists of two branches of theory that must be considered, namely the ethics branch and the managerial branch of stakeholders. Ethical branch stakeholders are stakeholders who are entitled to receive fair treatment from their company regardless of the influence exerted by existing stakeholders. While the stakeholder managerial branch of stakeholders is a theory that conveys that the more influence stakeholders have on the organization, the more ways must be implemented to be able to establish relationships with stakeholders. (Maulana et al., 2023). Stakeholders are policy makers whether the community, government, or companies that initiate, invite, and feel the impact of the implementation of ongoing programs and policies implemented by stakeholders (Pohan et al., 2024). The theory from Freeman in Maryono et al (2015: 25) states that there are three classifications of stakeholder models, namely:

#### *1. Primary Stakeholder*

Primary stakeholders are stakeholders who have and play an important role in the policies, programs, and activities to be carried out. The position of primary stakeholders is very important to be useful for consideration when wanting to carry out the decision-making process. In this case, stakeholders who have a strong influence and interest are referred to as primary stakeholders and must be fully involved in every stage of activities and activities.

## 2. *Key Stakeholders*

Key stakeholders are stakeholders who not only have an interest but also have legal authority in the decision-making process and also the implementation of a policy or program. The existence of these stakeholders is very important for organizations that implement policies and programs. In this case, key stakeholders have a big responsibility to be involved because they have the authority to manage, plan, and make various decisions for the good of the implementation of policies and programs.

## 3. *Secondary Stakeholders*

Secondary stakeholders are stakeholders who have indirect interests related to a policy, program or activity. However, these stakeholders have a sense of concern in helping to develop a program. In addition, secondary stakeholders in decision making have enough influence on decision making. In this case, secondary stakeholders can be said to be supporting stakeholders who can become facilitators in the process of developing an agenda.

After knowing the classification of the stakeholder model, it is necessary to conduct repeated stakeholder identification to add or reduce relevant stakeholders according to the focus being analyzed. The difference in importance in the identification process refers to the role system of each stakeholder in a complex network as stated by Lyon et al (2020) in Checkland and Poulter (2006) that there are eight stakeholder roles, namely regulator, decision-maker, guardian, owner, advocate, catalyzer/blocker, winner/loser, seller/buyer.

## *Collaborative Theory*

Collaboration is a basic form of cooperation process that builds trust between stakeholders, builds integrity, and breakthroughs through the achievement of consensus and agreement as well as integration in all aspects in the organization (Pohan et al., 2024). collaboration between stakeholders is very important in managing and achieving the same goals if these things and goals are difficult to achieve if done individually (Dorisman et al., 2021; Fitriani et al., 2020). collaboration is a pattern and a form of linkage between stakeholders to unite responsibility to overcome problems through stakeholder collaboration (Saleh, 2020).

## *Dynamic Collaborative-cross sectional*

The rise of public challenges in society is a sign that cross-sector collaboration is needed as a strategy to solve these problems (Agranoff et al., 1998; Goldsmith & Eggers, 2005; Kickert et al., 1997; Mandell, 2001; Rethemeyer, 2005). Cross-sectoral collaboration occurs because we live with many groups and organizations that each have partial responsibility for acting on the challenges of public issues (Crosby & Bryson, 2005)

Cross-sector collaboration cannot solve all problems, some are solved imperfectly and some solutions have created the problems they want to solve (Downes, 1998). The perceived need for cross-sector collaboration has triggered two common responses. On the one hand, the view that organizations will only collaborate when they cannot get what they want without collaborating (Hudson et al., 1999; Roberts, 2001). The second response is to assume that collaboration is the Holy Grail solution and is always best to get funding even (Barringer & Harrison, 2000; Ostrower, 2005).

## *Stunting*

Stunting, which is a condition of abnormal height for age and sex, is an important indicator of a person's nutritional status. It is reflected in anthropometric measurements, which indicate general nutritional status. The presence of stunting illustrates a lack of nutrient intake that occurs over a long period of time, reflecting the condition of chronic malnutrition. According to Sandjojo (2017), stunting in toddlers is caused by a lack of nutritional intake that lasts for a long period of time due to a diet that does not meet nutritional needs. Growth problems in *stunted* children often get less attention and are less realized by the community, because basically stunting does not have 'instant' indications such as getting sick immediately. The impact of stunting on children

can be predisposed, in which case the child will experience health problems until the child becomes an adult.

## Method

This research uses descriptive qualitative research with an exploratory approach. Qualitative research method is an approach that focuses on an in-depth understanding of social phenomena in a natural context, where the researcher acts as a key instrument through direct interaction with the subject or research locus. This study uses an exploratory approach because the topic of cross-sector collaboration in stunting prevention in Prajurit Kulon Sub District is still relatively new and has not been explored much previously. This approach was chosen to understand the dynamics, challenges, and opportunities that arise from interactions between stakeholders in depth. In addition, exploratory research allows researchers to identify patterns or themes that may be unexpected during the data collection process. In addition, the focus of this research will concentrate on identifying stakeholders and the process of cross-sector collaboration dynamics in stunting prevention at the Prajurit Kulon Sub District level, Mojokerto Municipality.

Data collection in this study was carried out using several methods, namely direct observation by observing the service process; second, semi-structured interviews with several informants related to the stunting handling process; and third, documentation of legal documents related, namely Mojokerto Municipality Mayor Regulation Number 12 of 2023 concerning Acceleration of Integrated Stunting Reduction and Semester One Report on the Implementation of Acceleration of Stunting Reduction in 2024. The informants consisted of the Head of the Mojokerto Municipality Government and Human Development Division; Regional Development Planning, Research, and Innovation Agency of Mojokerto Municipality; the Head of the Community Welfare Division of Prajurit Kulon Sub-District; the Head of the Prajurit Kulon Sub-District Cadre; and the Head of the Population Control and Family Planning Division of Mojokerto Municipality.

This study uses Miles Huberman's interactive analysis method which consists of collecting data from direct observation, interviews, and documentation review; then data condensation is carried out by simplifying data related to the dynamics of cross-sector collaboration in handling stunting; The next step is the presentation of data that refers to the analysis process in the form of organizing and categorizing information about the stunting handling process in Prajurit Kulon Sub District and displaying it in the form of a narrative to find out the role of each stakeholder involved and the dynamics that occur in the collaboration process. And the last stage is to draw conclusions and test the validity of the results of the data presentation (Suyitno, 2018).

## Results and Discussion

### *Stakeholders' roles in stunting prevention in Prajurit Kulon Sub District, Mojokerto Municipality*

In stakeholders there are several classifications where this classification becomes identification. This is explained in the Theory of Freeman in et al Maryono et al (2015: 25)

#### *Primary Stakeholder*

According to Freeman in Maryono et al, primary stakeholders are actors who have and play an important role in policies, programs, and activities that will be carried out. Based on the results of the study, it can be concluded that the primary stakeholder in the stunting program is the mayor. In this context, the mayor is the head of the Municipality who has full control over his area and has the right to make policies and programs in advancing and improving the welfare of the people he leads. Therefore, the mayor is the main role in the stunting reduction handling program so that this program runs or does not run depending on the seriousness of the mayor towards reducing stunting in Prajurit Kulon Sub District.

The involvement of primary stakeholders in the implementation of the stunting reduction program in Prajurit Kulon Sub District has a major positive impact, especially in reducing stunting rates and increasing public understanding of the importance of nutrition. However, there are still challenges that need to be overcome so that this program can continue effectively and

provide long-term benefits for residents. One of them is to create a health management program experienced by the community, starting from pregnant women to children. This makes the mayor the main leader who plays a role in decision making and makes himself the primary stakeholder in handling stunting.

#### *Key Stakeholders*

The key stakeholders in handling stunting are the Health Office and Regional Development Planning, Research, and Innovation Agency. In addition, key stakeholders become implementers in running the stunting handling program and make this a benchmark for the success of the local government in overcoming the stunting problem. The Health Office is the driving force in the field where the Health Office monitors whether it has been implemented, whether there is an increase or decrease after the handling is carried out every day, so that whether the progress of handling stunting is visible and whether the program is running. According to Freeman et al in Maryono et al, key stakeholders are stakeholders who not only have an interest but also have legal authority in the decision-making process and the implementation of a policy or program. In addition, there are several agencies that do take part in this program, namely Regional Development Planning, Research, and Innovation Agency, which coordinates regional apparatus organizations for handling stunting programs in Mojokerto Municipality. Health Office always observes the progress of handling stunting by coordinating with all sub districts and districts in Mojokerto Municipality because it is the main responsibility in the success of a program. The involvement of key stakeholders such as the Health Office and Regional Development Planning, Research, and Innovation Agency has had a positive impact on the community of Prajurit Kulon Sub District, including a decrease in stunting rates, improved health services and community education. Community awareness about nutrition, parenting, and hygiene has also increased, supporting stunting prevention. In addition, social assistance and skills training help underprivileged families increase their income and provide nutritious food.

#### *Secondary Stakeholders*

According to Freeman et al in Maryono et al, secondary stakeholders are stakeholders who have interests indirectly related to a policy, program or activity. However, these stakeholders have a sense of concern in helping to develop a program. The secondary stakeholders in handling stunting in Mojokerto Municipality, especially the Prajurit Kulon Sub District, include various parties, namely the Ministry of Religion (Mojokerto Municipality Based), the Education Office, Communication and Informatics Office, the Social Service, the public works and spatial planning office, the Environmental Service, Population and Civil Registry Office, the Food Security and Agriculture Office, Cooperatives, Small and Medium Enterprise Trade Office, Amil Zakat Agency for Mojokerto Municipality, Family Empowerment and Welfare, the private sector (Lion Superindo Company). So that the handling of stunting in Mojokerto Municipality runs well because there are supporters to work together and support each other in this program. In addition, secondary stakeholders also have a very large role in the success of the program by spending time, materials, knowledge and other assistance. The involvement of secondary stakeholders has had a positive impact on Prajurit Kulon Sub District, ranging from increased cross-sector support, infrastructure and sanitation improvements to the provision of social assistance and nutrition education. This program not only helps reduce the stunting rate but also promotes the overall welfare of the community.

#### *Role of Stakeholders*

The role of stakeholders, based on the results of the research conducted, is known and shows that each stakeholder, be it regulator, decision maker, guardian, owner, advocate, catalyzer, and *winner*, all synergize with each other to carry out and perform their respective roles according to their capacity (Lyon et al., 2020). In handling stunting in Mojokerto Municipality, it cannot only be done by one or two actors, it requires various actors who collaborate with each other in accordance with the direction of regulations from the Mayor of Mojokerto. Through Mojokerto Municipality Mayor Regulation Number 12 of 2023 concerning Acceleration of Integrated

Stunting Reduction invites all stakeholders relevant to the problem of stunting to be able to work together in handling existing stunting.

The implementation of stakeholder roles carried out by regional apparatus organizations is directed because it is in accordance with their fields and capacities. In addition, each stakeholder also coordinates with each other to accelerate the implementation of existing stunting handling. In a small scope, such as sub districts and districts, they also play a role in providing facilities and infrastructure to support each regional apparatus organization involved in handling stunting. First, regulators have the role of formulating regional policies that support efforts to accelerate stunting in each region. Second, the decision maker here has a role in coordinating regional apparatus offices/agencies in implementing stunting handling actions. Third, the guardian has a role in conducting direct supervision and ensuring that the program reaches directly to the entire community by reducing stunting carried out by the district. Fourth, the owner has the role of assisting in improving and building a management system to support the stunting handling program. Fifth, advocate has a role in organizing meetings related to stunting and coordinating that assistance from the community and stakeholders can be received properly in handling stunting. Sixth, catalyzers here have a role in organizing training to increase capacity for the government and also the community in handling stunting. Seventh, the winner has the role of the government achieving good performance results in handling stunting and the community benefiting from handling stunting.

#### ***Dynamics of cross-sector collaboration in stunting prevention in Prajurit Kulon Sub District, Mojokerto Municipality***

The findings of this study reinforce the stakeholder theory principle that the effectiveness of stunting prevention is highly dependent on the active involvement and interests of each actor (government, private sector, community, and NGOs). However, this study reveals that resource and power inequalities among stakeholders, including government dominance and symbolic community participation, can hinder collaboration, necessitating adjustments to the theory to account for capacity inequalities at the local level.

#### ***Forging Agreement***

The agreement designed, which is based on the results of the study, shows that the agreement designed by cross-sector actors in overcoming stunting in Mojokerto Municipality includes a big goal, mandate and commitment of resources that shows this aspect is successfully implemented. The big goal of this policy is to provide the best treatment carried out by the Mojokerto Municipality Regional Apparatus Organization in the hope of reducing the number of stunting in Mojokerto Municipality. Where the mandate is given through the Mojokerto Mayor Regulation Number 12 of 2023 concerning the Acceleration of Integrated Stunting Reduction. Furthermore, stakeholders show a shared commitment and mobilize the resources they must contribute to reducing stunting through both specific and sensitive interventions. The research findings are in line with Bryson et al (2006) who argue that in cross-sector collaboration, the agreement designed by multi-sectoral actors from various stakeholders in Mojokerto Municipality is the synergy between stakeholders as an important element and determines the course of the collaborative process to overcome stunting, especially in Prajurit Kulon Sub District.

On the other hand, if the stakeholders involved in stunting prevention in the Prajurit Kulon Sub District have diverse goals, it will have an impact on the reluctance of actors to collaborate and share resources both in the form of finance and information (Klijn, 2008).

#### ***Building Leadership***

The role of formal and informal leaders, based on the results of the research, shows that the role of the Acting Mayor of Mojokerto as a sponsor shows great commitment through policy support and resources to carry out stunting reduction programs in all districts in Mojokerto Municipality. This policy establishes the Health Office as the policy leading sector or champion. These findings suggest that cross-sector collaboration has fulfilled its essence of encouraging stakeholders to act

as facilitative leaders through the roles of the Acting Mayor of Mojokerto and the Health Office (Bryson et al, 2006).

In the process of collaborative leadership, Huxham and Vangen (2005) provide a view of the application of leadership based on facilitative activities, empowerment, mobilizing and involving collaboration members along with creating an infrastructure where stakeholders can participate. Through this method, collaboration can run effectively and be able to have a positive impact on the stakeholders involved in handling stunting in Prajurit Kulon Sub District. In managing the dynamics of collaboration, leadership can be shown in the form of the support role of sponsors and champions who can provide direction; advice and input; and align the goals and commitments of the actors involved in the process of handling stunting in Prajurit Kulon Sub District (Huxham & Vangen, 2005). This is in accordance with Article 29 Paragraph three of the Mayor's Regulation Number 12 of 2023 concerning the Acceleration of Integrated Stunting Reduction which states that there are district level deliberation activities aimed at identifying stunting problems in each district which are responsible for reporting to the mayor and are fully supported by the leading sector, namely the Health Office.

#### *Building Legitimacy*

Building legitimacy in handling stunting in Mojokerto Municipality, especially the Prajurit Kulon Sub District area, includes various theoretical definitions. As the main requirement in building legitimacy, the legitimacy representation process is coordinated by Regional Development Planning, Research, and Innovation Agency. The existence of Regional Development Planning, Research, and Innovation Agency as coordination in this context requires power and authority in accommodating the accommodated agencies. The legitimacy implemented to eradicate stunting to its roots through various rational programs and collaboration is quite sustainable. This means that the dynamic and adaptive nature of this collaboration has accommodated the consequences of balancing the strategic interests of various actors in Mojokerto Municipality ranging from urban districts to non-government stakeholders (Ansell & Gash, 2008).

Bryson (2006) alludes to this issue that collaboration is more likely to succeed if it is built with internal and external stakeholders. The existence of collaboration legitimacy is none other than to organize more compactly and precisely, as a separate entity but within formal ties, and become a trusted source of interaction between members of the actors involved in collaboration. Although the existence of Regional Development Planning, Research, and Innovation Agency as a Municipality coordinator is still under the auspices of the regional secretary as chairman. However, the workload in coordinating collaboration focuses more on Regional Development Planning, Research, and Innovation Agency. Because the strategic plan is the work of Regional Development Planning, Research, and Innovation Agency. This then stimulates the program underneath which is hosted by various stakeholders with the aim of optimizing the relevance of the aims and objectives of handling zero new stunting in Mojokerto Municipality.

#### *Building Trust*

In building community trust to contribute to the zero new stunting program. Creating a common bond is the first choice, meaning that creating a common bond can stimulate self-awareness of the importance of the existence of preventive programs that have been initiated by the government to its people. In addition, in increasing public trust, the Mojokerto Municipality Government works with various stakeholders to accelerate the reduction of stunting in Mojokerto Municipality.

In addition, seeking or justifying trust, especially for people who do not want to be rehabilitated, convincing them that stunting is essentially the responsibility of the Mojokerto Municipality Government through the delegation of responsibility to the district as the first party to handle community complaints. This feasibility is prioritized to attract attention that collaborative handling has played a role in attracting community attention. Minimizing rejection and maximizing the uptake of programs that have been provided. In order to realize the great ideals and short-term goals of the Mojokerto Municipality government. Bryson (2006) has also mentioned that this condition is nothing but the core of collaboration, paradoxically this



relationship is both a lubricant and an adhesive that facilitates collaborative work (Bryson et al., 2006).

### *Managing Conflict*

In the context of cross-sector collaboration, Bryson et al. (2006) states that conflicts often arise due to differences in goals, expectations, and views among various parties. Bryson explains that different goals and approaches between parties in public sector collaboration have the potential to trigger conflict if not managed properly. However, based on the research findings, there are no significant conflicts or problems. This can be seen from the statements of informants, The head of the Community of Acceptor Family Income Improvement Business Group, who stated that although there were some technical obstacles, there was no tension or conflict that disrupted the course of the program. This statement was reinforced by Journalist from Radar Mojokerto, who emphasized that the cooperation with Mojokerto Municipality Government and related agencies, such as the Department of Communication and Information, went very well without any significant obstacles. This success can be attributed to the collaborative approach applied, where all parties actively communicate and participate well. Head of the Community of Acceptor Family Income Improvement Business Group also added that the Health Office routinely conducts monitoring and evaluation through WhatsApp groups to ensure the smooth running of the program and minimize conflicts. In the end, with monitoring and evaluation through WhatsApp, the potential for conflict can be minimized. This is in line with the opinion of Bryson et al. (2006) who emphasized the importance of communication in managing differences. He states that cross-sector collaboration is more likely to succeed when partners use resources and tactics to equalize power and manage conflict effectively. In this case, intensive communication through WhatsApp is an important tool to equal perceptions and ensure all parties are on the same track.

Furthermore, it is important to improve mutual understanding to minimize conflict. Based on the research findings, although there were no conflicts, the initial challenges faced were more in the form of community ignorance of the benefits of the program. As revealed by the Prajurit Kulon Sub District Staff, there were pros and cons in the community regarding the *Gempa Genteng* innovation, especially regarding the benefits of maggot. However, through intensive socialization, finally the challenge can be solved after going through unstructured socialization carried out by Community of Acceptor Family Income Improvement Business Group when participating in community activities, so that slowly the community finally understands the importance of paying attention to food and parenting to prevent the potential for stunting in Prajurit Kulon Sub District.

This is in line with the opinion of Bryson et al. (2006) that collaborators should use their resources to put all participants in an equal position, for example by educating participants about concepts, information and tools that are important to the work. With good education and socialization, the different perceptions that exist in the community can be harmonized, so that the program can be well received, and conflict can be avoided.

## **Conclusion**

The key stakeholders are the health office and Regional Development Planning, Research, and Innovation Agency, while the secondary stakeholders are Ministry of Religion (Mojokerto Municipality Based), the Education Office, Communication and Informatics Office, the Social Service, the public works and spatial planning office, the Environmental Service, Population and Civil Registry Office, the Food Security and Agriculture Office, Cooperatives, Small and Medium Enterprise Trade Office, Amil Zakat Agency for Mojokerto Municipality, Family Empowerment and Welfare, the private sector (Lion Superindo Company). These stakeholders synergize with each other, where the main stakeholders play a role in creating ideas and ideas for all stunting handling activities and stakeholders play a role in implementing the ideas and ideas that have been made by the main stakeholders.

The dynamics of collaboration in stunting prevention in Prajurit Kulon Sub District, Mojokerto Municipality involves various stakeholders to achieve the goal of accelerating stunting reduction. Most of the decision-making is done by the government. The mayor, Regional

Development Planning, Research, and Innovation Agency, Health Office, and other government agencies play an important role in decision-making and implementing stunting prevention programs. The collaboration process cannot be separated from the dynamics involving designed agreements, the role of leaders, program legitimacy, trust between stakeholders, and conflict management. The urgency of cross-sector collaboration in stunting prevention in Prajurit Kulon Sub District is crucial considering that stunting is a multidimensional problem that is not only related to health aspects, but also social, economic, educational and environmental factors. Cross-sector collaboration is an effective strategy in ensuring that interventions are not only partial, but comprehensive and sustainable.

The private sector in the collaboration process does not have a very important role in the policy-making process, through these dynamics it is known that the role of private stakeholders is not very visible and fully relies. In the aspect of building legitimacy, the government only relies on Regional Development Planning, Research, and Innovation Agency and Health Office in carrying out prevention programs, so that the private sector only supports it through food aid and education activities, so it does not represent collective action between stakeholders. To facilitate the collaboration process between stakeholders in stunting prevention in Prajurit Kulon Sub District, it is necessary to involve the private sector to increase the achievement of accelerated stunting reduction in Mojokerto Municipality.

The recommendations from this study are (a) strengthening cross-sectoral coordination by holding regular (monthly/quarterly) meetings between stakeholders (health offices, local government, community health centers, integrated health service post (*posyandu*) cadres, the private sector, and NGOs) with a structured agenda to monitor program progress and resolve sectoral conflicts; (b) enhancing the capacity and inclusiveness of stakeholders through community-based training programs to improve the understanding of *posyandu* cadres and families about nutrition, sanitation, and early detection of stunting, and empowering vulnerable groups by involving pregnant women and poor families in program planning.

## References

- Agranoff, Robert, & McGuire, M. (1998). Multinetwork Management: Collaboration and the Hollow State in Local Economic Development. *Journal of Public Administration Research and Theory*, 8(1), 67–91.
- Andi Tenri Mantikaisih Laras, & Dety Mulyanti. (2023). Manajemen Angka Kemiskinan Ekstrem Terhadap Penurunan Angka Stunting Di Kabupaten Dompu Nusa Tenggara Barat. *Jurnal Sains Dan Kesehatan*, 7(1), 27–38. <https://doi.org/10.57214/jusika.v7i1.275>
- Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Ariati, L. I. P. (2019). Faktor-Faktor Resiko Penyebab Terjadinya Stunting Pada Balita Usia 23-59 Bulan. *OKSITOSIN: Jurnal Ilmiah Kebidanan*, 6(1), 28–37. <https://doi.org/10.35316/oksitosin.v6i1.341>
- Barringer, B. R., & Harrison, J. S. (2000). Walking a tightrope: Creating value through interorganizational relationships. *Journal of Management*, 26(3), 367–403.
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The design and implementation of cross-sector collaborations: Propositions from the literature. *Public Administration Review*, 66(SUPPL. 1), 44–55. <https://doi.org/10.1111/j.1540-6210.2006.00665.x>
- Crosby, B. C., & Bryson, J. M. (2005). *Leadership for the common good: Tackling public problems in a shared-power world* (Vol. 264). John Wiley & Sons.
- Dewi, R. D. C. (2022). Monitoring Pencegahan Stunting Melalui E-Posyandu Di Yogyakarta. *Bureaucracy Journal: Indonesia Journal of Law and Social-Political Governance*, 3(1), 20–37. <https://doi.org/10.53363/bureau.v3i1.154>
- Dorisman, A., Muhammad, A. S., & Setiawan, R. (2021). Kolaborasi Antar Stakeholder Dalam Penanggulangan Kecelakaan Lalu Lintas. *JIANA (Jurnal Ilmu Administrasi Negara)*, 19(1), 71. <https://doi.org/10.46730/jiana.v19i1.7966>
- Downes, B. T. (1998). Catalytic Leadership: Strategies for an Interconnected World. *The Social Science Journal*, 35(4), 657–658.

- Ekayanthi, N. W. D., & Suryani, P. (2019). Edukasi Gizi pada Ibu Hamil Mencegah Stunting pada Kelas Ibu Hamil. *Jurnal Kesehatan*, 10(3), 312. <https://doi.org/10.26630/jk.v10i3.1389>
- Fitriani, R., Hasanah, V. N., & Nuraina, E. (2020). Peran Political Connection Sebagai Pemoderasi Sustainability Reporting Terhadap Firm Value. *Jurnal Riset Akuntansi Dan Perbankan*, 14(2), 327–338.
- Goldsmith, S., & Eggers, W. D. (2005). *Governing by network: The new shape of the public sector*. Rowman & Littlefield.
- Hidayati, D. U., Yulastini, F., Fajriani, E., Nasution, E., Nisa, H., Ryski, S., Tarigan, B., Eva Lestari, Zahroh Shaluhiah, Mateus Sakundarno Adi, Fauziatin, N., Kartini, A., Nugraheni, S., Promosi-Kesehatan, M., Masyarakat, F.-K., Kesehatan-Masyarakat, F., Nurlinda, N., Zarkasyi R, R., Wahyuni Sari, R., ... Feby Lestari, K. (2021). Hubungan Pengetahuan dan Pola Asuh Orang Tua Dengan Kejadian Stunting Pada Balita Di Wilayah Kerja Puskesmas Lambunu 2 Kecamatan Bolano Lambunu. *MPPKI (Media Publikasi Promosi Kesehatan Indonesia): The Indonesian Journal of Health Promotion*, 6(2), 372–376.
- Hudson, B., Hardy, B., Henwood, M., & Wistow, G. (1999). In pursuit of inter-agency collaboration in the public sector: What is the contribution of theory and research? *Public Management an International Journal of Research and Theory*, 1(2), 235–260.
- Huey, S. L., & Mehta, S. (2016). Stunting: The Need for Application of Advances in Technology to Understand a Complex Health Problem. *EBioMedicine*, 6, 26–27. <https://doi.org/10.1016/j.ebiom.2016.03.013>
- Huxham, C., & Vangen, S. (2005). *Managing to Collaborate (The Theory and Practice of Collaborative Advantage)*. Routledge. <https://doi.org/10.4324/9780203010167>
- Irawati Sagala, Laksono Trisnantoro, & Retna Siwi Padmawati. (2021). Implementasi Kebijakan Jkn Oleh Pemberi Pelayanan Kesehatan Di Kabupaten Kepulauan Anambas. *Jurnal Manajemen Pelayanan Kesehatan (The Indonesian Journal of Health Service Management)*, 19(3), 115–121. <https://doi.org/10.22146/jmpk.v19i3.1851>
- Kamilia, A. (2019). Literatur Review Berat Badan Lahir Rendah dengan Kejadian Stunting pada Anak. *Jurnal Ilmiah Kesehatan Sandi Husada*, 10(2), 311–315. <https://doi.org/10.35816/jiskh.v10i2.175>
- Kickert, W. J. M., Klijn, E.-H., & Koppenjan, J. F. M. (1997). *Managing Complex Networks: Strategies for the Public Sector*. SAGE Publications Ltd.
- Klijn, E. H. (2008). *Networks as perspective on policy and implementation* (S. Cropper, C. Huxham, M. Ebers, & P. S. Ring (eds.)). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199282944.001.0001>
- Lusiana Wardhani, Maesaroh, N. W. (2020). Peran Stakeholder Dalam Percepatan Penurunan Stunting Di Kelurahan Tanjung Mas Kota Semarang. *Journal of Public Policy and Management Review*, 3(1), 641.
- Lyon, C., Cordell, D., Jacobs, B., Martin-Ortega, J., Marshall, R., Camargo-Valero, M. A., & Sherry, E. (2020). Five pillars for stakeholder analyses in sustainability transformations: The global case of phosphorus. *Environmental Science & Policy*, 107(February), 80–89. <https://doi.org/10.1016/j.envsci.2020.02.019>
- Maliga, I., Hasifah, H., Antari, G. Y., Raffi'ah, R., & Lestari, A. (2022). Pengaruh Indeks Risiko Sanitasi Terhadap Kejadian Stunting di Kecamatan Moyo Utara. *Jurnal Kesehatan Lingkungan Indonesia*, 21(1), 50–58. <https://doi.org/10.14710/jkli.21.1.50-58>
- Mandell, M. (2001). *Getting results through collaboration: Networks and network structures for public policy and management*. Bloomsbury Publishing USA.
- Martony, O. (2023). STUNTING DI INDONESIA: TANTANGAN DAN SOLUSI DI ERA MODERN. *Journal of Telenursing (JOTING)*, 5, 1–14.
- Maulana, H. R., Oktaviani, Y., Novida, I., Aminudin, A., Husnayetti, H., & Rizfalefriadi, A. (2023). Pengungkapan Tanggung Jawab Sosial Bank Umum Di Indonesia. *Jurnal Maneksi*, 12(1), 43–49. <https://doi.org/10.31959/jm.v12i1.1189>
- Nuryuliyani, E. (2023). *Mengenal Lebih Jauh tentang Stunting*. Kementerian Kesehatan Republik Indonesia.
- Ostrower, F. (2005). The reality underneath the buzz of partnerships. *Stanf Soc Innov Rev*, 3(1), 34–41.

- Pohan, S. S., Neliwati, N., & Ridho, M. (2024). MEMBANGUN KOLABORASI STAKEHOLDER DALAM MANAJEMEN PEMBELAJARAN KURIKULUM. *Pendas: Jurnal Ilmiah Pendidikan Dasar*, 9(2), 848–857.
- Putri, E. N., & Nurcahyanto, H. (2022). Collaborative Governance Dalam Penanggulangan Stunting Di Desa Kalirandu, Kecamatan Petarukan, Kabupaten Pemalang. *Jurnal Ilmu Administrasi Negara*, 1(1), 1–13. <https://doi.org/10.14710/jppmr.v10i2.30594>
- Rethemeyer, R. K. (2005). *Conceptualizing and measuring collaborative networks*. Wiley Online Library.
- Roberts, N. (2001). Chapter 20. Coping with wicked problems: The case of Afghanistan. In *Learning from international public management reform: Part B* (pp. 353–375). Emerald Group Publishing Limited.
- Saleh, C. (2020). *Konsep, Pengertian, dan Tujuan Kolaborasi*. Universitas Terbuka. <https://pustaka.ut.ac.id/lib/wp-content/uploads/pdfmk/DAPU6107-M1.pdf>
- Suyitno. (2018). *Metode Penelitian Kualitatif: Konsep, Prinsip dan Operasionalnya* (Cetakan 1). Akademia Pustaka.
- Wibowo, J. W., & Yuniarti, H. (2023). Pencegahan Stunting dengan Pemberian Susu Kambing pada Balita di Dusun Ketawang Magelang. *Jurnal ABDIMAS-KU: Jurnal Pengabdian Masyarakat Kedokteran*, 2(3), 93. <https://doi.org/10.30659/abdimasku.2.3.93-101>

### **Acknowledgment**

We would like to thank all parties who have helped in this research. This research was funded by the Research and Community Service Agency, Faculty of Administrative Sciences, Universitas Brawijaya with Contract Number 8/UN10.F03/PN/2024.