ENHANCING STUNTING REDUCTION THROUGH COLLABORATIVE GOVERNANCE: CONCEPTS AND IMPLEMENTATION IN BREBES REGENCY

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ABSTRACT
The issue of stunting is a severe hindrance to the next generation and poses serious challenges for upgrading human resources in low-income states. Brebes Regency in Central Java successfully halved malnutrition due to the right strategy. This paper examines the methods used by Brebes to achieve this decrease, employing a descriptive qualitative research method through observations, literature reviews, and interviews. The research results show that Brebes implemented collaborative governance using two theories: collaborative governance and the Penta Helix cooperation paradigm. This approach integrated resources, revitalized community empowerment, and improved coordination and communication among stakeholders. To conceptually develop some critical requisite ingredients for institutionalizing collaboration, the thesis derives a conceptual framework and proposes ways to fill these gaps. Although impressive improvements have been made in reducing stunting rates, further refinements in collaborative governance practices are required for continued effectiveness. These lessons provide a template for potential strategies that may need to be implemented in other regions, emphasizing the necessity of cross-sector cooperation and holistic governance approaches.

Keywords: Governance; Collaborative Governance; Stunting Reduction.

INTRODUCTION

Stunting is a health issue faced by developing countries, including Indonesia. Stunting is defined as impaired growth and development in children due to chronic malnutrition and repeated infections, characterized by their length or height being below the standards set by the minister who organizes government affairs in the health sector (Presidential Regulation 72, 2021). In addition to their stunted physical growth, children with stunting also experience delayed cognitive development. In the Central Java Province's Brebes Regency, lowering the stunting rate is a major concern. Reaching the stunting reduction target is essential for the youth of Indonesia.

Presidential Regulation Number 72 of 2021 mandates a 14% reduction in stunting by 2024. The 2030 agenda of the Sustainable Development Goals (SDGs) aims to eliminate stunting, malnutrition, and wasting in children under five, ensure proper nutrition for adolescent girls, pregnant and lactating women, and meet the nutritional needs of the elderly. According to the Indonesian Nutrition Status Survey in 2022, Brebes Regency in Central Java has the highest stunting rate at 29.1% (Ministry of Health, 2023).

Figure 1 Prevalence of Stunting Among Children Under 5 Years of Age by Regency/Municipality in Central Java
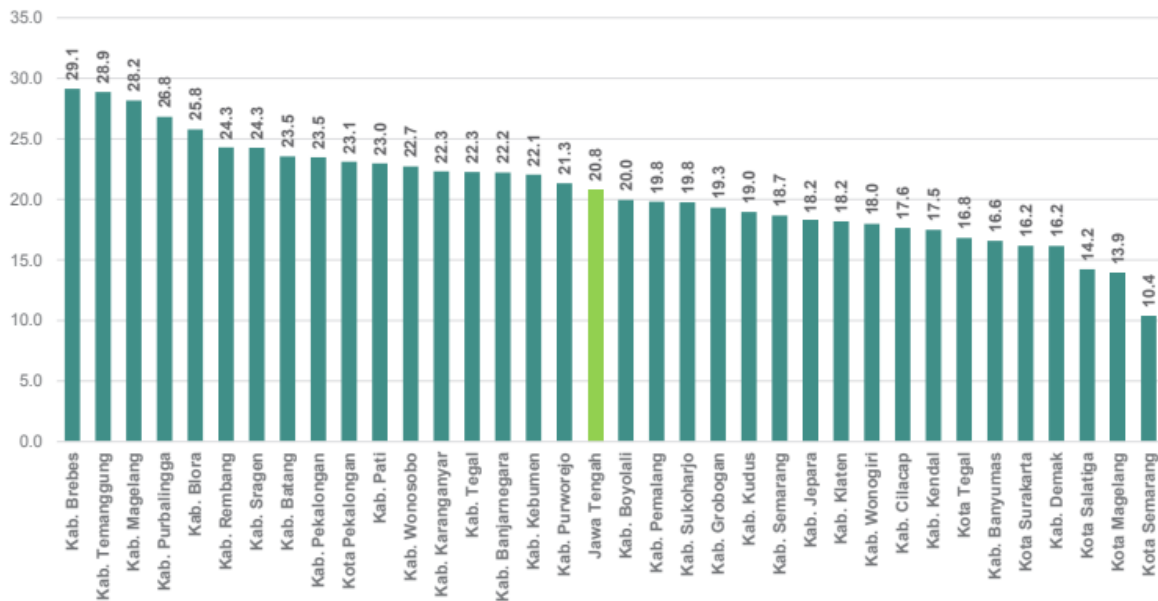
Source: Pocket Book of 2022 Indonesian Nutritional Status Survey Results.

Although the government and non-governmental organizations have launched several programs to reduce stunting, more innovative and comprehensive strategies are still needed. Brebes Regency successfully reduced the prevalence of stunting to 21.6% in 2023.

Table 1 Prevalence of nutritional status among children under 5 of Age by Regency/Municipality in Central Java

| Kabupaten/Kota | Nutritional status of toddlers | | | | | | | | N weighted |
| | Stunting | | Wasting | | Underweight | | Overweight | | |
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	
Cilacap	18,5	14,5-23,3	7,4	5,9-9,3	14,4	11,8-17,4	3,6	2,2-5,9	2.017
Banyumas	20,9	17,5-24,8	4,1	2,9-5,8	12,3	9,8-15,4	2,9	1,9-4,6	1.868
Purbalingga	26,0	20,3-32,7	6,0	4,2-8,5	15,7	12,4-19,7	3,3	2,0-5,3	1.100
Banjarnegara	19,9	16,3-24	4,9	3,3-7,0	12,0	9,7-14,8	4,7	3,0-7,2	1.087
Kebumen	21,9	18,1-26,1	4,7	3,2-6,9	15,5	12,9-18,6	1,6	1,0-2,6	1.481
Purworejo	20,6	17,3-24,5	6,2	4,3-8,8	11,3	9,3-13,8	3,6	2,4-5,4	753
Wonosobo	29,2	25,7-33	5,1	3,7-7,0	16,2	13,5-19,2	3,8	2,5-5,9	991
Magelang	25,8	21,4-30,8	4,7	3,3-6,5	12,0	9,3-15,4	4,3**	2,6-7,1	1.311
Boyolali	21,5	18-25,5	6,2	4,3-8,9	18,0	14,4-22,2	3,2	2,1-4,8	1.115
Klaten	24,5	22-27,2	7,5	5,2-10,7	18,6	15,6-22,1	5,8**	3,4-9,6	1.170
Sukoharjo	24,3	20,8-28,3	6,8	5,2-8,9	15,1	12,1-18,6	4,9	3,4-7,1	869
Wonogiri	19,5	16,9-22,5	3,2	2,2-4,6	9,8	7,6-12,6	4,3	2,8-6,5	862
Karanganyar	22,2	18,3-26,8	5,3	3,8-7,3	10,7	8,7-13,2	6,2	4,4-8,6	921
Sragen	18,4	14,7-22,9	7,8	5,6-10,7	12,0	9,1-15,8	4,4	3,0-6,6	932
Grobogan	20,2	16,5-24,4	12,7	9,8-16,4	15,1	11,9-19,1	6,1	4,2-8,8	1.617
Blora	21,2	17,5-25,3	8,3	6,5-10,6	17,3	14,3-20,8	4,2	2,8-6,2	842

| Kabupaten/Kota | Nutritional status of toddlers | | | | | | | | N weighted |
| | Stunting | | Wasting | | Underweight | | Overweight | | |
	%	95% CI	%	95% CI	%	95% CI	%	95% CI	
Rembang	19,5	16,6-22,8	10,1	8,1-12,5	17,6	15,0-20,6	2,6	1,7-4,0	659
Pati	18,5	15,3-22,2	7,5	5,5-10,3	14,8	12,2-17,9	6,4	4,6-8,8	1.296
Kudus	15,7	12,5-19,5	8,7	6,6-11,5	9,9	7,8-12,4	7,9	6,2-10	911
Jepara	18,9	16-22,2	10,4	7,4-14,4	17,1	14,5-20,0	2,8	1,7-4,5	1.299
Demak	9,5	7,1-12,6	6,8	4,5-10	14,1	10,1-19,3	2,6	1,7-4,0	1.359
Semarang	18,8	14,3-24,4	6,5	4,8-8,7	13,0	9,0-18,5	5,2	3,4-7,8	1.050
Temanggung	25,1	19,8-31,2	3,6	2,3-5,6	12,5	8,9-17,2	2,9	1,8-4,5	786
Kendal	22,4	18,3-27,2	16,9	12,9-21,7	20,1	15,7-25,3	9,4	6,7-13,1	1.020
Batang	24,7	20,8-29	11,0	8,4-14,2	16,2	13,2-19,7	6,3	4,6-8,6	898
Pekalongan	28,6	23,8-33,9	11,3	8,6-14,6	21,8	17,7-26,6	2,9	1,9-4,5	1.130
Pemalang	15,3	12,2-19,2	6,7	4,8-9,3	10,6	8,7-12,9	3,5	2,3-5,2	1.607
Tegal	21,5	17,7-25,9	4,2	3,1-5,7	13,9	11,3-17,0	2,6	1,7-4,0	1.862
Brebes	21,6	17,8-25,9	5,4	4,0-7,3	14,1	11,2-17,6	2,0**	1,1-3,3	2.190
Magelang City	15,4	12,5-18,8	4,5	3,0-6,9	11,9	9,3-15,2	5,5	3,8-7,8	102
Surakarta City	16,0	13-19,4	3,6	2,4-5,3	13,4	10,9-16,3	6,4	4,7-8,8	463
Salatiga City	16,9	13,8-20,6	4,7	3,3-6,8	10,9	8,6-13,6	7,7	5,7-10,3	196
Semarang City	15,7	12,9-19	6,2	4,4-8,7	11,8	9,3-14,8	6,2	4,6-8,3	1.552
Pekalongan City	28,2	23,9-32,9	13,9	11,1-17,3	20,9	17,5-24,7	3,3	2,2-4,9	346
Tegal City	22,3	18,6-26,4	9,3	7,1-12,2	20,3	17,0-24,0	4,8	3,2-7,0	310
Central Java	**20,7**	**20,0-21,5**	**7,1**	**6,7-7,5**	**14,4**	**13,9-15,1**	**4,2**	**3,9-4,6**	**37.972**

Source: Ministry of Health (Indonesia Health Survey 2023).

The results of collaborative governance include more informed and engaged citizens, inclusive decision-makers, more partners in community collaborations, enhanced deliberative methods, more accountability, and increased public trust in the government (Henton et al., as cited in Margareth, 2017). According to O'Leary and Bingham, the practice of collaborative governance aims to achieve social justice in fulfill public interests (Astuti, R.S., Warsono, H., & Rachim, 2020). Through this collaborative governance approach, various sectors of society can work together more effectively, boosting resources, expertise, and abilities to tackle complicated problems like stunting. Based on the SSGI statistic for the year 2021, the author carried out research in Brebes Regency, where the prevalence of stunting in Brebes Regency was 26.3% but in 2022, it increased to 29,1%. However, in 2023, the prevalence of stunting decreased to 21.6%, achieving a 7.5% reduction in stunting rates. The key factors contributing to Brebes Regency's success in reducing stunting prevalence are not yet known, because of the contributions made by the local government's health and non-health policies and activities. Consequently, more study is required to comprehend the effectiveness of the Brebes Regency government's accelerated stunting prevalence initiative. Within the Penta Helix framework such as partnerships between the public and corporate sectors, the local community, educational institutions, and non-governmental organizations can be used to accelerate stunting reduction efforts. Innovation provides information on how cooperation may be improved and used more widely to meet aims for reducing stunting. This research aims to explore collaborative governance strategies in accelerating stunting management in Brebes Regency, despite obstacles to collaborative model implementation, including coordination between government and non-government agencies, resource allocation, and program monitoring and evaluation.

The analysis seeks to identify key factors that support the success of the collaboration strategy in Brebes Regency. By understanding the elements and cooperative methodologies within the local

context, this examination contributes to the concepts and strategies of the local government of Brebes Regency in managing public health, particularly in reducing stunting rates. Additionally, it offers concrete recommendations for the local government and other stakeholders on how to develop and implement more efficient and sustainable programs to accelerate stunting reduction.

In light of this background, the author intends to explore the concept and implementation of collaborative governance to accelerate the reduction of stunting prevalence in Brebes Regency. The problems discussed are as follows: What collaboration models are implemented in Brebes Regency to decrease the stunting rate, and what are the main challenges of these models? How can collaborative multi-sector and multi-role governance strategies improve the efficiency with which the government implements the Brebes Regency accelerated stunting reduction program?

Literature Review

The following are some of the literature reviews used by the author in writing "The Concept and Implementation of Collaborative Governance to Accelerate the Reduction of Stunting Prevalence in Brebes Regency". Specifically, Ansell and Gash describe it as a method that enables government and non-government actors to collaborate on the development and implementation of public policies through a consensus and deliberative decision-making process (Ansell & Gash, 2018). Emerson, Nabatchi, and Balogh add that collaborative governance incorporates resources, information, and expertise from various sectors to achieve results that are impractical for a single entity alone. This idea is important in the fight against stunting because multi-sectoral problems can only be solved through collaboration between sectors (Emerson, 2015). Edward DeSeve (Sudarmo, 2015) defines collaborative governance as an integrated system with relationships managed across formal and informal organizational boundaries, with reconceived organizational principles and clear definitions of success (Astuti, R.S., Warsono, H., & Rachim, 2020). According to Kumorotomo (2013), collaborative governance is also interpreted as a collective and egalitarian process in which each participant has substantial authority in making decisions, and each stakeholder has the same opportunity to reflect their aspirations in the process (Bila & Saputra, 2019). Agrawal and Lemos further define collaborative governance as not only involving stakeholders consisting of government and non-government entities but also forming "multi-partner governance," which includes the private sector, civil society, and community. This governance is built on the synergy of stakeholder roles and the preparation of "hybrid" plans, as well as public-private-social cooperation (Astuti, R.S., Warsono, H., & Rachim, 2020).


Several theories (Berardo, 2020; Bryson, 2020; Cain, 2020; Sørensen, 2017) portray research on organizations in collaborative governance. The institutional framework serves as a reference when making decisions, as institutions are an essential component of cooperation. While collaborative governance offers many advantages, execution challenges remain. Kettl (2006) identifies key difficulties, including conflicts between stakeholders, challenges in sharing resources, and differences in institutional capacities. Smith and Lipsky's (1993) research adds that disparities in power and access to resources between stakeholders can hinder the collaboration process. Leach and Pelkey (2001) emphasize the importance of effective communication and the establishment of collaborative norms as tools to overcome barriers.

Through the integration of resources and knowledge across sectors, collaborative governance has significant potential to enhance the effectiveness of stunting reduction programs. The Penta Helix model specifically offers a promising system for intersectoral collaboration in addressing stunting (Pratama et al., 2024). This research aims to explore collaborative governance strategies in

accelerating stunting management in Brebes Regency, despite obstacles to collaborative model implementation, including coordination between government and non-government agencies, resource allocation, and program monitoring and evaluation.

This analysis seeks to identify key factors that support the success of collaboration strategies in Brebes Regency. By understanding the elements and cooperative methodologies within the local context, this examination contributes to the concepts and strategies of the local government of Brebes Regency in managing public health, particularly in reducing stunting rates. Additionally, it offers concrete recommendations for the local government and other stakeholders on how to develop and implement more efficient and sustainable programs to accelerate stunting reduction. In light of this background, the author intends to explore the concept and implementation of collaborative governance to accelerate the reduction of stunting prevalence in Brebes Regency. The collaboration models are as follows:

Figure 2 Collaboration Model
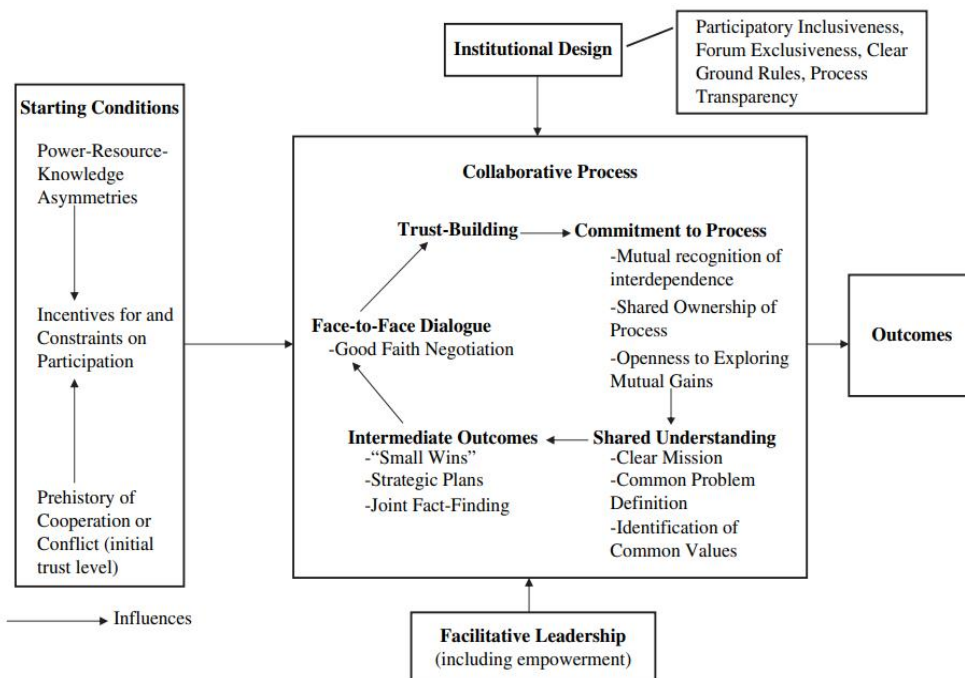
Source: Anshel and Gash, 2008.

Ansell and Gash (2008) argue that the variables of collaborative processes play a central role in this model, with conditions, institutional design, and leadership variables represented as crucial factors. They emphasize the importance of building a foundation of trust, managing conflicts, and leveraging social capital as resources during collaboration. Proper institutional design sets the rules underlying collaborations, while effective leadership can orchestrate these processes. Ansell and Gash also acknowledge that power imbalances among stakeholders often pose challenges in collaborative governance (Ansell & Gash, 2008). If some stakeholders lack organizational capacity,

authority, or sufficient resources to collaborate, the process can be vulnerable to manipulation by stronger but irresponsible actors. Therefore, it is crucial for collaborative processes to be led by public sector organizations with clear goals in building consensus among stakeholders regarding the implementation of policies designed to generate optimal public value (Bianchi et al., 2021).

Figure 2 Weber, Lovrich, and Gaffney Collaboration Model (2005)
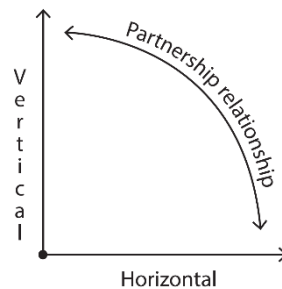
Edward P. Weber, Nicholas P. Lovrich, and Michael Gaffney argue that collaboration can succeed through emphasizing Collaborative Governance in the Public Administration Perspective, integrating functions. This integration encompasses bureaucratic functions, cross-policy arenas, government levels, and citizen involvement (Weber et al., 2005). There are three dimensions in this collaboration model: (1) vertical dimension; (2) horizontal dimension; and (3) partnership relationship dimension. The vertical dimension describes the relationship between government institutions and other institutions, citizens, and non-governmental organizations in a top-down relationship. The horizontal dimension describes relationships among equal organizations. Meanwhile, the partnership relationship dimension is described as a combination of the vertical and horizontal dimensions, resulting in an effective arrangement.

Koschmann, Kuhn, and Pfarrer (2012) propose an alternative concept of collaborative governance focused on enhancing collaboration quality through effective communication practices among members. Their study explores strategies to improve communication to optimize collaboration among stakeholders, emphasizing meaningful interactions and managing centripetal and centrifugal forces that can impact collaborative efforts. They advocate for creating a shared understanding and identity within collaborations, influencing public perception of relevant issues, and enhancing the collective capacity of all members involved. The emphasis on the concept includes:

a. Enhancing collaboration opportunities/potentials by communicating effectively can increase the chances or potentials of collaboration among stakeholders or members. This enhancement can be achieved by:
 1) Improving communication that is more meaningful or valuable. Enhancing communication among members that collaborative activities can increase the potential and capacity of all members
 2) Managing the effects of centripetal and centrifugal forces. How to manage issues arising from collaboration to balance them, including:
   a) reduce "opposition" and prioritize joint capacity building;
   b) reducing opposing views or opposition and focusing more on enhancing collective capacity;
   c) increase flexibility to existing interests as well as flexibility of membership;

d) increasing flexibility towards existing interests and membership flexibility;

e) creating a state of mutual understanding or acceptance between members of the collaboration. creating a mutual understanding or acceptance among collaboration members.

3) Creating something different and an identity provides naming that is aligned with the collaboration's mission

4) Influencing public perception of relevant issues; and being more likely to influence the mandate/authority of organizations and other external parties. The transformation of collaboration capital is more likely to be assessed based on its ability to influence its justification/decisions to members, organizations, or external parties; and its ability to influence the organization's financial transactions.

Schottle, Haghsheno, and Gehbauer (2014) argue that the implementation of collaborative governance is influenced by willingness to compromise, communication, commitment, trust, information exchange, knowledge sharing, and joint willingness to take risks, while weak factors include the potential for conflict, coordination, control partnership, and independence (Astuti, R.S., Warsono, H., & Rachim, 2020).

METHOD

This research constitutes a qualitative descriptive study aimed at understanding and describing the application of the Collaborative Governance Concept and Model in accelerating stunting reduction efforts in Brebes Regency. The study focuses on in-depth analysis of interactions, processes, and dynamics among stakeholders within a collaborative framework (Sugiyono, 2013). According to Creswell (2014), qualitative methodology can be approached through various methods such as participatory research, discourse analysis, ethnography, grounded theory, case studies, phenomenology, and narrative inquiry. Therefore, the author employs a case study approach to explore comprehensively the implementation of collaborative governance, aiming to provide a thorough understanding of the variables influencing the efficacy and challenges of collaboration in practice. Primary data sources include in-depth interviews with a diverse range of stakeholders involved in the stunting reduction program, including representatives from local government, the private sector, academia, civil society, and non-governmental organizations. Secondary data sources consist of program reports, scholarly publications, government documents, and other relevant information. Semi-structured interviews are utilized to gather data, allowing participants flexibility in their responses and revealing perceptions and practical applications in the field. Subsequent research will validate the findings obtained from observations, interviews, document analyses, and other pertinent materials (Herdiansyah, 2014).

The data analysis for this study will follow these procedures (Meolong, 2009):

1. Coding and Categorization: Information from observations, interviews, and documents will be coded and categorized according to emerging themes.

2. Thematic Analysis: These themes will be analyzed to understand the methods and dynamics of collaborative governance in reducing stunting prevalence, identifying patterns and relationships.

3. Triangulation: Data from multiple sources will be cross-verified and compared using triangulation to enhance the validity of findings.

4. Reflection: The researcher will critically reflect on the study process and findings, considering limitations and implications for future research and field practices.

This methodological approach provides comprehensive insights into the concept and implementation of Collaborative Governance in accelerating the reduction of stunting prevalence in Brebes Regency. The Penta Helix Collaboration Model and Collaborative Governance Theory serve as appropriate theoretical frameworks for understanding and evaluating the application of cross-sector collaboration in addressing complex issues like stunting. According to the Penta Helix Collaboration Model, collaboration among five key stakeholders—government, business, academia, civil society, and media—can lead to innovative solutions. This model expands upon the Triple Helix model by incorporating civil society and media to foster a more inclusive and sustainable innovation system (Pratama et al., 2024). In the context of the stunting reduction program in Brebes Regency, the Penta Helix collaboration model focuses on the roles of the local government, community organizations such as NU and Muslimat, the private sector, universities in the vicinity, and local media to emphasize field observations. Ansell and Gash (2008) underscore that effective collaboration requires equitable bargaining, shared motivation, and collaborative capacity, emphasizing the development of mutual commitment, conflict resolution skills, and trust among stakeholders to achieve shared goals.

RESULTS AND DISCUSSION
RESULT

Collaboration strategy
1. Identification the element of collaboration

    The identification of sectors within the government, private sector, community, educational institutions, non-governmental organizations, and media is the first step in the Brebes District Government's Collaborative Governance Strategy. At this point, governance process roadblocks are also noted. Additionally, the identifying process is used to create actors who may be involved in the effort to lessen stunting. This will increase the Brebes District's Accelerated Stunting Reduction Program's efficacy. The Brebes District Government has included the following components into its collaborative governance strategy:

Table 2 Collaborative Governance actors reducing stunting in Brebes

No	Government	Privat Sector	Academic	Society	Media
1	The Indonesian House of Representative DPR-RI	Yayasan Kesejahteraan Keluarga Soegijapranoto (YKKS)	Pesantren Traditional Islamic boarding school	Tim Pendamping Keluarga	Radio
2	BKKBN	Tanoto Foundation	Muhadi Setiabudi University	Pos Pembantu KB Desa	e-Stunting
3	Local Government of Brebes Regency			Sub Pos Pembantu KB Desa	
4	Ministry of Health			Fatayat NU	
5	The Central Java Regional House of Representatives			Muslimat NU	
6	Indonesian National Armed Forces and			Aisiyah	

Indonesian National Police TNI – POLRI

The identification of players facilitates the integration and synchronization of resources, information, and experience from several sectors to tackle the intricate and multifarious problem of stunting.

2. Developing a shared mission

   Developing a shared vision and goals is a crucial step in fostering cross-sector commitment by creating objectives that are understood and accepted by all parties. This establishes a strong foundation for collaboration and a shared commitment to achieving the goal of reducing stunting. The shared vision aims to align all stakeholders towards the same objective, with the Brebes District Government committing to "Realizing a Golden Indonesia by reducing Stunting." The high prevalence of stunting in Brebes District in 2022 serves as a rallying point for action. A series of discussions, seminars, dissemination activities, and training sessions are being conducted to develop a shared vision from various perspectives and expertise. The Brebes Regency Government is conducting extensive training, refreshment, socialization, and empowerment programs for TPK, Muslimat NU, and Aisiyah Muhammadiyah, involving the Commission IX of the Indonesian House of Representatives (DPR-RI) and the Central Java Regional House of Representatives (DPRD Jawa Tengah) to maintain a balanced role. This is aimed at strengthening collaboration and formalizing it in policies and institutions with full authority. The institutionalization of the collaboration model by the Brebes Regency Government is carried out by establishing the Stunting Reduction Acceleration Team (TPPS) down to the sub-district level, led by the Vice Regent of Brebes. Public officials involved in the collaboration implementation have five main pillars: First, strengthening dedication and vision for leadership in village, district, and city administrations, as well as ministries and agencies. Second, improving communication, behavior change, and community empowerment. Third, improving the convergence of targeted and sensitive initiatives in village, district, and municipal administrations, as well as ministries and organizations. Enhancing food security and nutrition for individuals, families, and communities is the fourth step. Fifth, strengthening and developing systems, data, information, research, and innovation. The establishment of the TPPS institution in Brebes Regency is legalized by the Regent's Decree Number 050/110 of 2022 concerning the Stunting Reduction Acceleration Team of Brebes Regency. The commitment and vision of the Brebes Regency Government in the pentahelix collaboration model are implemented through the issuance of Regent Regulation (Perbup) Number 92 of 2022 on the Behavior Change Communication Strategy (Strakom PP) involving private sector actors and academics such as the Tanoto Foundation and the Soegijapranata Family Welfare Foundation (YKKS). Furthermore, a shared vision and understanding as a conclusion on the stakeholder knowledge variable, the Brebes Government is enhancing knowledge, information communication, and skills for each target group according to their roles in stunting prevention. With increased knowledge, it is expected that the target groups can make behavioral changes that support massive stunting prevention.

Implementation of collaboration

To guarantee the flow of information and the coordination of operations, the adoption of collaborative actions sharpens coordination and effective communication among stakeholders. The Vice Regent, who chairs the TPPS, is directly in charge of the Brebes Regency government's recurring rembug stunting, which involves all sectors. The active involvement of the Vice Regent has an impact on building collaboration. The authority held by the Vice Regent facilitates cross-sector coordination with different resources, including knowledge, target reach, and financial resources. Rembug stunting conducted by the Brebes Regency government are highly effective and serve as the backbone of successful implementation of collaborative governance strategies in addressing stunting. Rembug stunting serve as a well-structured communication system, ensuring transparent information flow among collaboration team members. Stunting discussions serve as a good platform for engaging actors from all stakeholders to achieve common goals and principled involvement, enabling actor with various perspectives to synergize in addressing stunting issues in Brebes Regency. Training and capacity building for multi -sector actors involved in stunting reduction actions are essential to strengthen problem-solving capabilities. Periodic stunting prevention education for family planning cadres in Brebes Regency focuses on TPK to enable them to work in the field accompanying prospective brides, pregnant women, and infants under two years old who are at risk of stunting. Collaboration with the House of Representatives Commission IX in stunting prevention actions in Brebes Regency is carried out in conjunction with BKKBN and the Central Java BKKBN Representative. This collaboration involves socialization and communication, providing information and education to the community on the importance of marriage preparation and age maturity to prevent stunting. The campaign "Jateng Gayeng Nginceng Wong Meteng" Central Java together accompanying pregnant women) serves as a joint tagline for pregnant women's support. The socialization actions are carried out massively by BKKBN, the Central Java BKKBN Representative, and the Brebes Regency Government. Private sector involvement in campaigns and education to raise awareness of stunting reduction in Brebes Regency, conducted in collaboration with YKKS and the Tanoto Foundation, acknowledges the limitations of reaching out to the community. Private sector collaboration adds resources to efforts to reduce stunting in Brebes, reflecting the active coordination and cooperation with the private sector. In addition to education for the three target groups, supplementary food is provided. The provision of supplementary food is organized through collaboration between the government, private sector, and the community. The Brebes police and TNI provide eggs as supplementary food for stunted families, effectively improving the nutrition of families at risk of stunting. This collaboration is promoted through the "Gerakan Atasi Stunting Peduli Donasi Telur" (GASPOL) program. Collaboration requires valid and accurate data and information to provide supplementary food to the right targets. The Brebes Regency government improves data quality by establishing the Brebes Regency Data Service Center (SAPULADA). Stunting in Brebes Regency may be reduced by using the full capacity of diverse sectors via the use of collaborative governance solutions. Through effective collaboration, stunting reduction programs can achieve higher effectiveness. It is important to ensure that communication and coordination among stakeholders are maintained, resources are used efficiently, and community participation is enhanced. With this approach, stunting reduction efforts in Brebes Regency can achieve optimal and sustainable results.

The obstacles of Collaboration

The implementation of Collaborative Governance in Brebes Regency to accelerate the reduction of stunting faces obstacles in collaboration and participation due to several factors, including cultural, institutional, and political factors. Firstly, cultural factors often pose a common constraint. In the case of stunting reduction in Brebes, the inhibiting cultural factor is an excessive dependence on procedures that hinder collaboration and do not lead to progress in improving collaboration quality. The top-down concept by the government dominating the role causes a lack of freedom and flexibility in implementing agreements based on egalitarianism, which is essential for collaboration to succeed. Secondly, institutional factors play a role in the implementation of collaboration. Existing institutions in Brebes still adhere too strictly to vertical–structures, accountability of agencies, and policy directions, which hinder the collaboration process. Non-governmental parties only wait for instructions and coordination results between private and government sectors, limiting the private sector's ability to innovate using their resources to accelerate the reduction of stunting. Community participation is limited by institutional rigidity, mainly involving Family Planning and Population Control (PPKBD) and Nutrition Improvement (TPK) collaborating actively, both of which are institutionalized by the government. Thirdly, political factors emphasize the government's political commitment to preventing and reducing stunting. In 2022, the political policy of Brebes Regency actually eliminated the supplementary feeding program, which should have been a catalyst for improving the nutrition of infants under two years old.

DISCUSSION

The trends in the discussion on how collaborative governance supports the acceleration of stunting reduction in Brebes Regency are discussed based on effectiveness and challenges. For completeness regarding the subjects discussed, together with literature and previous research, several enterprises similar to the key elements and strategies are compared here. In Brebes, the collaborative governance was very good through which stunting was reduced from 29.1% in 2022 to 21.6% in 2023. Hence, this is multi-sectoral collaboration involving government agencies, private sectors, community organizations, academic institutions, and media. This also conforms to the model estimated by Ansell and Gash (2018), which is primarily anchored on consensus-based decision-making composing both governmental and non-governmental actors.

Very notably, the strategy for the Brebes Regency Government has been to identify elements of collaboration and develop a common mission in which it is involved. In this approach, involvement is drawn from sectors of the Indonesian House of Representatives, local government bodies, the Ministry of Health, and related community organizations. This multi-sectoral approach internalizes the suggestion of Emerson et al. (2015) that collaborative governance integrates resources and expertise from diverse sectors to achieve outcomes unattainable by single entities.

Elements of Successful Collaboration, Several things have contributed to the achievement of collaborative governance in Brebes:

a. Visions and Goals: A common vision of "Realizing a Golden Indonesia by reducing Stunting" created the enabling platform for converging alignment. A common vision is fundamental in encouraging commitment and coordinated effort (Bianchi et al., 2021).

b. Effective Communication: Transparent communication and coordination among stakeholders can be vetted through having these regular 'rembug stunting' discussions. Such meetings provide venues for different actors to share perspectives and synchronize their efforts, hence supporting the framework by Koschmann et al. (2012).

c. Resource Integration: Involving the different stakeholders in the process enabled resources and expertise mobilization from private sector and even academic institutions, key in involving complex matters such as stunting (Emerson et al., 2015).

d. Community Empowerment: Family planning cadre training and supplementary nutrition through programs like "GASPOL, Gerakan Atasi Stunting Peduli Donasi Telur" is enhancing the community involvement, corresponding with the findings by Pratama et al. (2024) in the importance of empowering local communities in collaborative governance.

Successful as it has been, the path to implementing collaborative governance in Brebes has along the way seen its fame accompanied by a few challenges:

a. Cultural Barriers: Overdependence over procedural norms and vertical strategies usually prohibit spontaneous modes of interaction. The only approach to deal with such a scenario is to inculcate a networked form to permit egalitarian interactions amid the stakeholders (Agrawal and Lemos, 2010):

b. Institutional Rigidity: Too much reliance upon the vertical working order often inhibits creativity and proactive involvement from the nongovernmental agencies. The only alternative to cope with this situation is to inculcate more horizontal working pattern policies and authorize a good deal of non-governmental bodies to provide input.

c. Political Will: Swinging political priorities such as the removal of the supplementary feeding program in the year 2022 may distract the plan of reducing stunting. There is a need to ensure continued political will and policy consistency with agreed goals is taken care of if at all long term success will be achieved.

This is a relation of the strategies implemented for collaboration in Brebes, to that in other successful models of collaborative governance. For example, in other regions, the manner in which resources are integrated and community engagements integrated in Brebes are ways through which collaborative governance is implemented to fight public health issues. Effective communication along with shared vision corresponds to what Weber et al. However, the Brebes case also reveals unique challenges, such as institutional structure and political commitment misalignments, which most studies do not specifically discuss. These challenges require customized solutions that take cognizance of emerging local dynamics and realities. To improve collaborative governance for the reduction of stunting, the following steps are suggested:

a. Enhance Coordination Mechanisms: There should be set up a special coordination team with powers and resources to ensure effectiveness of stakeholder collaboration and communications.

2. Regular Stunting Forums: There should be regular integrated forums that develop a common vision and synchronize goals on a regular basis towards the direction that will ensure the effort among the sectors will be coordinated.

3. Community Involvement: Engage communities more on such interventions through training, education, and participation in the whole phase hence creating a solid base to have sustainable stunting reduction.

By heeding these recommendations, Brebes Regency will further its collaborative governance model to have a significantly higher concrete and sustainable reduction in the stunting rates in line with the government's target, Presidential Regulation Number 72 of 2021.

CONCLUSIONS AND SUGGESTIONS

The following conclusions can be made in light of the consideration of the matter. Acceleration of stunting reduction in the perspective of Collaborative Governance Implementation in Brebes Regency can be viewed from the initial conditions, institutional design, and collaboration processes carried out by the Government, Private Sector, Education, Community, and Media. Substantially, the implemented Collaborative Governance has addressed challenges and become an effective strategy in reducing stunting. The built commitment has created innovative programs that are solid in the pentahelix approach to reducing stunting rates in Brebes Regency. The Acceleration of Stunting Prevention Implementation is progressing well, carried out massively, focused, and simultaneously. With innovative programs such as Gaspol, Sapulada, Jateng Gayeng Nginceng Wong Meteng, the Acceleration of Stunting Reduction in Brebes Regency can be successfully implemented. Although the achievement target is very good, it has not yet met the national standard of 14%, a significant reduction in stunting rates becomes the main and sustainable capital for reducing stunting. Cross-sector commitment, shared vision, shared goals, and shared actions need to be continuously promoted as a form of Collaborative Governance Implementation in accelerating stunting reduction. Factors supporting the achievement of stunting reduction in Brebes Regency include coordination among stakeholders, trust among the involved multisectoral parties, and commitment to shared goals requiring strengthening of the aspect of collective awareness in implementing collaborative governance, as well as internal community support for TPK also needs to be maintained. Thus, stunting reduction can be achieved in Brebes Regency. The Brebes District Government needs to strengthen coordination mechanisms between sectors by forming a special coordination team with authority and human resource to support efficient stakeholder coordination, communication, and cooperation. The Brebes Regency Government is advised to organize Stunting Forums, which are frequent and integrated events that bring all stakeholders together to develop a shared vision and routinely synchronize goals and priorities in order to implement the stunting reduction program according to targets and time allocations. Increasing community involvement and strengthening empowerment via training, education, and active participation in all program phases to make sure that efforts to reduce stunting have a solid foundation in the community and become a shared objective in society.

In order to meet the objectives of Presidential Regulation Number 72 of 2021, it is envisaged that the Brebes District's stunting reduction initiatives would be more successful, provide more noteworthy and long-lasting outcomes, and be able to lower the prevalence of stunting by 14% in 2024.

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