

THE COLLABORATIVE GOVERNANCE IN THE RUMAH PENTING PROGRAM: A STUDY ON STRENGTHENING ADOLESCENT PARTICIPATION IN STUNTING MITIGATION IN JEMBRANA REGENCY

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ABSTRACT

This study aims to analyze the role of adolescent participation through the Rumah Penting initiative in addressing stunting in Jembrana Regency, Bali Province. This study employs the collaborative governance theory proposed by Chris Ansell and Alison Gash (2008), which emphasizes four key dimensions: initial conditions, facilitative leadership, institutional design, and collaborative processes in achieving collective outcomes. A qualitative case study approach was applied, with data collected through interviews, observations, and document analysis. The findings reveal that the implementation of Rumah Penting reflects an effective collaborative governance process. Initial conditions were characterized by limited resources but supported by social trust, prior collaboration, and shared commitment among stakeholders. Facilitative leadership played a significant role in creating an inclusive and participatory environment, enabling adolescents to act as agents of change in stunting prevention. Institutional support through local policies and the GenRe forum further strengthened youth participation, while the collaborative process was reflected in open communication, shared responsibilities, and collective ownership. These efforts generated tangible outcomes, including increased nutritional awareness, stronger family engagement, and improved adolescent capacity in stunting advocacy. Therefore, this study recommends strengthening institutional support, expanding adolescent-based collaborative initiatives, and replicating the Rumah Penting model to accelerate stunting reduction efforts in Indonesia.

INTRODUCTION

The Stunting remains a serious issue in Indonesia to this day. Its impacts are not limited to physical growth in children but also affect cognitive development, health levels, and the productivity of human resources in the future. The high prevalence of stunting poses a serious threat to the nation's ability to achieve the Sustainable Development Goals (SDGs) and to national economic growth and development (Arieffiani & Ekowanti, 2024). According to the 2024 Indonesia Nutritional Status Survey (SSGI) released by the Ministry



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of Health of the Republic of Indonesia, the national prevalence of stunting has indeed shown a decline from 21.5% in 2023 to 19.8% in 2024 (Kemenkes, 2024). The National Population and Family Planning Board (BKKBN), in collaboration with the National Development Planning Agency, has set a target for the national prevalence of stunting to decrease to 18% by 2025.

Various policies and programs have been implemented to address this issue, such as the Foster Parent Movement to Prevent Stunting and Free Nutritious Food initiatives. Despite these efforts, the figures remain far from the national targets outlined in the National Medium-Term Development Plan (RPJMN) 2025–2029, which aims for a prevalence reduction to 14%, in line with the global targets in the Sustainable Development Goals (SDGs), particularly Goal 2, which focuses on ending hunger and all forms of malnutrition (Prameswari, 2025). Therefore, efforts to accelerate the reduction of stunting need to be strengthened through more comprehensive policies and cross-sectoral synergy (Ipa et al., 2023).

Several provinces in Indonesia have successfully reduced stunting rates to below the national target, one of which is Bali Province. According to the 2024 Indonesia Nutritional Status Survey (SSGI) released by the Ministry of Health of the Republic of Indonesia, the prevalence of stunting in Bali is recorded at only 7.2%, significantly lower than the national average of 19.8% (Kemenkes, 2024). However, this achievement is not uniformly distributed across all districts/cities. Jembrana Regency has the highest prevalence of stunting in Bali, at 14.2%, which is still above the national target of 14%. The Jembrana Regency government has launched various programs, such as appointing heads of regional organizations (PD) as "foster parents" for children with stunting, strengthening integrated health services through posyandu (integrated health posts), and providing nutritional assistance involving family empowerment groups (PKK) and village cadres. However, despite these programs being implemented, their impact has not been optimal in reducing stunting rates. This situation is influenced by various factors, including limited access to nutritious food, socioeconomic disparities, low family awareness regarding parenting and balanced nutrition, and insufficient participation from all levels of society in addressing this issue (Putri et al., 2024). These conditions indicate that efforts to accelerate the reduction of stunting in Jembrana still need to be strengthened to align with the vision of regional and national development. Therefore, more targeted programs and policies are required, such as expanding nutritional interventions for at-risk adolescent girls and families, as well as enhancing support at the village level (Susanto et al., 2024). Additionally, addressing stunting cannot be done in a sectoral manner; it requires cross-sectoral synergy and collaboration among government entities at the central, provincial, and regency levels (Simbolon et al., 2024).

In implementing more targeted programs and cross-sectoral synergy, it is essential to emphasize the involvement of adolescents as part of the stunting mitigation strategy (Ramadani et al., 2023). Until now, most interventions have indeed focused on pregnant women, breastfeeding mothers, and toddlers, leaving the adolescent group relatively neglected. However, adolescents, particularly adolescent girls, are key elements in breaking the cycle of stunting, as their nutritional quality will influence reproductive health and the risk of stunting in the next generation (Khomsan et al., 2025). In Jembrana Regency, programs such as foster parenting, strengthening posyandu, and nutritional assistance need to be expanded to also target adolescents, for example, through health education in schools, provision of iron supplementation tablets, and enhancing the role of youth in village and adolescent posyandu activities. Thus, adolescent participation not



only complements existing strategies but also makes the efforts to reduce stunting in Jembrana more comprehensive, sustainable, and aligned with the national vision of building a much higher quality youth generation.

In light of this situation, an innovation has emerged in Jembrana Regency initiated by adolescents through the Generasi Berencana (GenRe) forum, known as the Rumah Penting program, or the House of Concerned Youth for Stunting. This program serves as a creative space for youth, facilitated by the local government in collaboration with the Women's Empowerment, Child Protection, Population Control, and Family Planning Office (DP3AP2KB) of Jembrana Regency and supported by the Bali Provincial BKKBN (Kilas Bali, 2023). Rumah Penting functions as an educational and advocacy platform targeting adolescents through outreach activities about stunting in both villages and schools, complemented by adolescent posyandu services and assistance for families at risk of stunting in the vicinity of the activities. The selection of beneficiaries for this assistance is based on integrated data collected from the Social Services and Health Offices, further strengthened by field information from the nearest community health center, ensuring that the program's targets are accurate and effective.

This innovation can be regarded as one of the best practices in Jembrana because it differs from conventional approaches that typically focus only on pregnant women and toddlers. Rumah Penting places adolescents as the primary actors or advocates for Meaningful Youth Participation, as well as agents of change in stunting prevention efforts. Through Rumah Penting, adolescents do not just become passive participants; they actively serve as cadres who disseminate information, raise peer awareness, and provide examples of healthy living behaviors. This strategic position of adolescents strengthens the sustainability of the program, as building awareness from an early age will foster a generation that is more concerned about reproductive health, nutrition, and stunting prevention. The Rumah Penting team and the adolescents involved in the Generasi Berencana (GenRe) forum receive specialized training to enhance their capacity as information disseminators regarding stunting prevention. Equipped with this knowledge, they actively engage in providing direct education to their peers, both in school environments and within village communities. The primary target of these activities is adolescents, particularly adolescent girls who are vulnerable to anemia, as well as adolescents in general who need to understand the urgency of achieving balanced nutrition in their daily lives.

The implementation of this program is not limited to socialization alone; it is also reinforced by the presence of adolescent posyandu, which is facilitated by healthcare workers from community health centers. This support ensures that medical aspects and health check-ups are conducted in a standardized manner. The involvement of Family Welfare Empowerment (PKK) cadres and Adolescent Family Development (BKR) further strengthens cross-sectoral synergy, while also providing moral and social support to families at risk of stunting who are beneficiaries of the program (Renyonet et al., 2023). Thus, adolescents are not only positioned as recipients of interventions, but also as cadres and agents of change who foster new awareness within the community. Meanwhile, support from healthcare professionals and the local community serves to maintain the sustainability and effectiveness of the program.

Although the Rumah Penting program has provided a strategic direction for accelerating the reduction of stunting, the success of its implementation heavily relies on the synergy among various actors at both central and regional levels. The complexity of



the stunting issue involves not only health aspects but also education, infrastructure, family economics, and changes in community behavior (Astuti et al., 2025). Therefore, a singular approach from the government is often inadequate without collaborative support from various stakeholders, including local governments, healthcare workers, civil society organizations, and the private sector (Ikhsan et al., 2024). In this context, the framework of Collaborative Governance proposed by Ansell and Gash becomes relevant for analysis as a theoretical foundation for understanding the patterns of interaction and collaboration among actors in addressing stunting.

The Collaborative Governance model by Ansell and Gash (2008) emphasizes that the success of collaboration is influenced by five main factors: starting conditions, facilitative leadership, institutional design, collaborative process, and outcomes. In the Rumah Penteng program in Jembrana Regency, starting conditions include initial circumstances such as power imbalances, incentives, and the history of cooperation among actors that determine the level of trust. Facilitative leadership plays a crucial role as a facilitator that builds trust and bridges the interests of various stakeholders. Institutional design is manifested through rules, guidelines, and mechanisms that support youth participation. The collaborative process is evident in open interactions, problem identification, and joint decision-making, placing adolescents as active subjects. Outcomes include the effectiveness of stunting reduction, the enhancement of youth capacity, and the establishment of mutual trust and commitment. Thus, this framework is relevant for assessing how youth participation can be strengthened through multi-actor collaboration in stunting prevention. The theoretical framework of Ansell and Gash is important to compare with findings from previous studies that generally focus on health and nutrition aspects of stunting, while the dimension of social collaboration, particularly the participation of youth groups, has not been extensively explored.

Previous studies on stunting in Indonesia and globally have largely focused on health and nutrition aspects. Research has primarily directed attention to the prevalence of stunting, feeding practices, maternal behaviors, nutritional knowledge levels, the role of cadres, and the effectiveness of both specific and sensitive nutrition interventions (Haryanti et al., 2024; Widiasih et al., 2025; Zaleha & Idris, 2022). Some studies have linked the issue of stunting with dimensions of social and economic welfare, such as the impact of social assistance programs on stunting reduction (Munawar et al., 2024) and paternal involvement in perceptions of stunting risk (Has et al., 2022). Additionally, there are studies emphasizing the importance of multi-sector collaboration through a transdisciplinary approach across health, sanitation, education, and agriculture (Rahayuwati et al., 2023). However, the majority of these studies remain descriptive, with limitations in generalization, and tend to focus more on the roles of government and healthcare workers. Broader social dimensions, particularly the participation of specific community groups, have been relatively overlooked.

A gap in research has emerged concerning the limited studies on youth participation and local innovations in the governance of stunting prevention. Studies on children's and adolescents' participation are generally more associated with issues of education and the environment (Ramadani & Debora, 2023), rather than in the context of nutritional health. Similarly, research on stunting governance tends to focus on the roles of the government, healthcare workers, and nuclear families, while the position of adolescents as agents of change has not received significant attention. On the other hand, local innovations initiated by regional governments, such as the Rumah Penteng program in Jembrana Regency, have also not been widely studied academically as a model for



collaborative stunting mitigation. Therefore, this research is expected to fill this gap by analyzing the role of adolescents within the framework of collaborative governance at the regional level through the Rumah Penteng innovation, thus contributing both conceptually and practically to the acceleration of stunting reduction in Indonesia.

Based on the above description, the main question posed in this research is: How is Collaborative Governance implemented in the Rumah Penteng program in Jembrana Regency, and to what extent does youth participation enhance the effectiveness of stunting mitigation? This question is broken down into several specific areas of focus: (1) how do starting conditions influence youth participation in the Rumah Penteng program; (2) how does facilitative leadership from the local government and supporting actors affect youth involvement; (3) how does the institutional design of the Rumah Penteng program accommodate the role of adolescents; (4) how does the collaborative process among actors unfold during the implementation of the program; and (5) what are the results and impacts of youth participation in accelerating the reduction of stunting in Jembrana Regency. In line with these research questions, this study aims to analyze the implementation of Collaborative Governance in the Rumah Penteng program as a local innovation based on youth participation in Jembrana Regency. Specifically, this research seeks to: (1) describe the dynamics of collaboration among actors in the Rumah Penteng program, emphasizing the role of adolescents; (2) assess the factors influencing the successes and challenges in involving youth; and (3) identify the tangible contributions of the Rumah Penteng program to efforts aimed at reducing the prevalence of stunting.

This research has urgency from both theoretical and practical perspectives. Theoretically, this study contributes to expanding the discourse on Collaborative Governance by incorporating the dimension of youth participation, which has been relatively underexplored in the literature on health governance and stunting prevention. Consequently, this research can enrich the academic discourse on multi-actor collaboration by involving younger age groups as agents of change. From a practical standpoint, this research provides relevant policy recommendations for local governments, particularly in strengthening the role of youth through sustainable local innovations. The findings of this study are expected to serve as a foundation for the development of similar programs in other regions of Indonesia, thereby accelerating the achievement of national stunting reduction targets and supporting the realization of Indonesia's golden generation by 2045.

METHOD

This research uses a qualitative approach with a case study design. This approach aims to deeply understand social phenomena in a natural setting. The researcher acts as a key instrument, collecting data through interviews, observations, and document analysis (Fadli, 2021). This approach was chosen because it provides a comprehensive understanding of the collaborative governance process in the Rumah Penteng program, particularly concerning the strengthening of youth participation in stunting mitigation in Jembrana Regency, Bali Province. The focus of the research is directed at the dynamics of interactions among stakeholders, the roles of key actors, and the experiences of adolescents in program involvement.

The subjects of this research consist of several main groups selected purposively based on their relevance, involvement, and knowledge regarding the implementation of the Rumah Penteng program in stunting prevention. First, local government actors involved



in the planning and implementation of the program, such as representatives from the BKKBN Bali Province, the Office of Women’s Empowerment, Child Protection, and Family Planning (PPPA PPKB), Family Planning Field Officers (PLKB), and Youth Family Development (BKR) (4–7 people). These informants were selected because they possess strategic authority, policy knowledge, and technical responsibilities related to adolescent empowerment and stunting intervention. Second, the managers and field staff of the Rumah Penting program (8–10 people) were chosen due to their direct involvement in organizing, coordinating, and implementing program activities at the operational level. Third, adolescent participants in the program (8–10 people), who actively participate in activities, were selected to provide firsthand experiences and perspectives regarding their participation, behavioral changes, and perceived program impact. The research was conducted in December 2025, with the total number of informants estimated to range between 20 and 26 individuals to ensure comprehensive and in-depth data collection regarding collaborative efforts in stunting prevention through adolescent participation.

Table 1. Informant

NO	Informant	Number
1	Representatives from the Bali Provincial BKKBN: 1. Public Relations and Public Information Working Team 2. Chair of the Family Resilience and Welfare Working Team	2 people
2	Head of the Family Resilience, Quality, and Population Control Division of the Office of Women's Empowerment, Child Protection, and Family Planning (PPPA PPKB) in Jembrana Regency	1 people
3	Coordinator of the GenRe Forum in Jembrana Regency	1 people
4	Family Planning Field Officers (PLKB) in Jembrana Subdistrict	2 people
5	Teen Family Development (BKR) in Jembrana Subdistrict	1 people
6	Rumah Penting Team	10 people
7	Youth Participants of the Rumah Penting	10 people
	TOTAL	27 people

Source: Processed by the Author, 2026

Data collection techniques were conducted through in-depth interviews using a semi-structured guide and documentation. The interview questions were formulated based on the dimensions of collaborative governance (Ansell & Gash, 2008), which include initial conditions, trust-building, dialogue, facilitative leadership, joint commitment, and collaboration outcomes. These dimensions were translated into operational concepts (see Table). Documentation consisted of reviews of official documents, including the Regional Medium-Term Development Plan (RPJMD), program reports, stunting prevalence data, and local government publications.



Table 2. Operational Concepts of Collaborative Governance in the Rumah Penteng Program (Ansell & Gash, 2008)

Dimension	Definition	Indicator	Operationalization
Starting Condition	Initial conditions affecting the collaboration process	<ol style="list-style-type: none"> 1. Power/Resource Imbalance 2. Incentives to Participate 3. History of conflict/cooperation 	<ol style="list-style-type: none"> 1. Are there significant resource differences between local government, program managers, and youth communities? 2. What motivates youth and village officials to engage in stunting prevention? 3. What has been the history of cooperation between the government, health workers, and youth prior to this program?
Facilitative Leadership	Leadership that facilitates and guides collaboration	<ol style="list-style-type: none"> 1. Building Trust 2. Managing the collaboration process 3. Empowering weaker stakeholders 	<ol style="list-style-type: none"> 1. What is the role of the facilitator/program manager in building trust between youth and local government? 2. To what extent are program leaders able to maintain transparent communication? 3. Are youth given the space to express their ideas and be heard on par with other actors?



<p>Institutional Design</p>	<p>Basic rules governing collaboration</p>	<ol style="list-style-type: none"> 1. Inclusiveness of the process 2. Basic rules & transparency 3. Clarity of roles 	<ol style="list-style-type: none"> 1. Are all stakeholders (youth, government, managers) involved in the program forum? 2. Is there a transparency mechanism in decision-making? 3. To what extent are the roles of each party (youth, health workers, village officials) clearly defined?
<p>Collaborative Process</p>	<p>Interaction and communication dynamics in collaboration</p>	<ol style="list-style-type: none"> 1. Face-to-face dialogue 2. Building trust 3. Commitment to the process 	<ol style="list-style-type: none"> 1. What is the intensity of communication between youth and the management or government? 2. To what extent do youth feel trusted and valued in the program? 3. Are all parties consistently present and actively contributing to activities?
<p>Outcomes</p>	<p>Results of collaboration, both short-term and long-term</p>	<ol style="list-style-type: none"> 1. <i>Small wins</i> 2. Strategic plan & <i>joint fact-finding</i> 3. Process satisfaction 	<ol style="list-style-type: none"> 1. What are some small achievements (e.g., increased awareness among youth about nutrition)? 2. Does the program produce a joint strategic plan related to stunting prevention? 3. What is the level of satisfaction among



			youth and other stakeholders regarding the program outcomes?
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Source: Processed by the Author, 2025

Data analysis was conducted using the interactive model of Miles, Huberman, and Saldaña, which includes data reduction, data presentation, and conclusion drawing/verification (Matthew et al., 2014). The thematic coding process was carried out using a combination of a priori coding based on the dimensions of collaborative governance theory and inductive coding to capture new findings, such as the role of social media in fostering youth participation.

Data validity was maintained through source triangulation (government, program managers, youth) and technique triangulation (interviews and documentation), as well as member checking by confirming interview results with key informants. Ethical considerations were taken into account by obtaining participants' consent online (informed consent), ensuring the confidentiality of identities, and granting participants the right to withdraw from involvement at any time without consequences.

RESULTS AND DISCUSSION

The results of this study are presented with reference to the Collaborative Governance framework, which includes starting conditions, facilitative leadership, institutional design, collaboration processes, and outcomes and impacts. The main focus of the discussion is on how the Rumah Penting Program in Jembrana Regency is able to integrate youth participation as agents of change in addressing stunting. Each finding is critically analyzed to examine the relationship between theory and practice, while also affirming the contribution of this research in enriching the study of collaborative governance by incorporating the dimension of youth participation, which has received less attention in the literature.

Starting Conditions of the Rumah Penting Program and the Basis of Youth Participation

The Starting conditions in the collaborative governance model by Ansell & Gash (2008) refer to the initial relationship conditions among actors, including levels of trust, power and resource balance, and the history of conflict or cooperation. Positive starting conditions facilitate collaboration, whereas imbalanced or distrustful conditions can hinder the process of achieving shared goals. In the Rumah Penting Program, starting conditions are reflected in community trust, resource availability, and previous collaboration experiences. Positive starting conditions will strengthen the basis for youth participation, while imbalanced conditions or limited participation space can become obstacles to building shared commitment.

The initial overview of the program shows that the prevalence of stunting in Jembrana Regency is quite concerning, especially when considering the socio-economic background of families and the level of youth awareness regarding nutrition issues. This condition serves as an important basis for the emergence of the Rumah Penting initiative as a platform for youth participation. However, the Public Relations and Public



Information Working Team of BKKBN Bali Province explains that, in practice, there is a resource imbalance among the government, healthcare providers, and youth communities. The government has policy support, facilities, and some funding; however, budget limitations and bureaucratic procedures hinder optimal implementation (Munawaroh et al., 2024). Healthcare providers have adequate technical capacity, but the number of personnel is not proportional to the vast area and field needs (Widiasih et al., 2025). Meanwhile, youth possess energy, emotional closeness, and strong social networks, but their limited knowledge of nutrition and communication skills make their role more symbolic than substantive. This imbalance reveals an asymmetry of roles that requires collaborative engineering to create balanced synergy.

A shared motivation among all parties is a factor that can reduce this imbalance. The awareness that stunting is a strategic issue concerning the future of the nation's generation encourages all actors to engage actively. In line with this, the Chair of the Family Resilience and Welfare Working Team of BKKBN Bali Province emphasizes that the government views this program as part of its mandate to reduce stunting rates, healthcare providers believe that youth involvement can strengthen nutrition education, while youth communities find a space to express their aspirations and expand their social roles. This collaboration embodies the shared commitment described by Ansell & Gash (2008) as a prerequisite for the emergence of consensus. With relatively homogeneous motivation, the potential for interest fragmentation can be minimized and replaced with a collective spirit to achieve sustainable outcomes.

The history of cross-actor cooperation prior to the establishment of Rumah Penteng also contributes significantly. Previous efforts conducted through school outreach, posyandu, or basic health activities, although still top-down in nature, have produced networks of cadres and public facilities that can be utilized as initial capital (Mediani et al., 2022). The Head of the Family Resilience, Quality, and Population Control Division of the Jembrana Regency PPPA PPKB Office explained that the presence of Rumah Penteng has triggered a transformation in the collaboration process, shifting from passive youth to active actors, from separate sectoral coordination to a more structured cross-sector collaboration mechanism, and from sporadic funding support to a need for more consistent budget allocations. Thus, starting conditions are influenced not only by current factors but also by the institutional history that shapes the readiness of the involved actors. However, obstacles at the initial stage cannot be avoided. Limited understanding among youth regarding nutrition issues, differing priorities among actors, and constraints in human and financial resources pose significant challenges (Zaleha et al., 2022). Nevertheless, the inclusion mechanisms applied, such as the formation of peer cadres, discussion forums, and the role of healthcare providers as knowledge providers, serve as solutions to bridge the gaps. Village officials acting as facilitators also ensure the integration of the program into village planning documents (Munawaroh et al., 2024), so that efforts to prevent stunting are not standalone but connected to local development agendas. Moreover, the involvement of the private sector in the form of nutritious food support demonstrates that collaboration can be expanded beyond traditional actors, strengthening the sustainability of the program.

Thus, the starting conditions in the Rumah Penteng Program in Jembrana can be understood as initial conditions that are full of challenges but also rich in potential. Resource imbalances are indeed real, but the presence of shared motivation, previous cooperation experiences, and cross-actor inclusion mechanisms form a relatively strong foundation for collaboration. Factors such as social trust, family support, and the school



environment serve as elements that bolster the readiness of youth as key actors. Therefore, if policy support, youth training, and technical assistance can be continuously strengthened, the initially imbalanced starting conditions have the potential to develop into a solid foundation for the success of stunting prevention through the collaborative governance model.

Facilitative Leadership of Local Government and Supporting Actors in Strengthening the Role of Youth

Leadership in collaborative governance plays a crucial role in bringing together actors, building trust, and keeping the collaboration process inclusive. Collaborative leaders must be able to facilitate dialogue, balance power, and encourage broad participation. In situations of high conflict or power imbalance, a neutral leader is needed as an honest broker or an "organic" leader who emerges from the community and is trusted by stakeholders. Without the right leadership, effective collaboration is difficult to achieve. In the Rumah Pening Program in Jembrana Regency, the facilitative leadership of the local government plays a vital role as an honest broker that maintains the integrity of the collaboration process, opens spaces for dialogue, and ensures that youth participation is substantive. Supporting actors such as educational institutions, community organizations, and healthcare providers strengthen legitimacy and technical support, making the collaboration more balanced, inclusive, and effective in addressing stunting.

Facilitative leadership in this program is demonstrated through the ability of managers and facilitators to build communication bridges between youth, the government, and the village community. According to the Rumah Pening Team, this process involves direct engagement in the field, prioritizing an empathetic approach, and providing space for youth to feel recognized as an important part of the stunting prevention process. This pattern of leadership not only fosters trust but also cultivates social legitimacy, as the involved actors perceive that interactions occur on an equal footing, without dominance from any particular party.

In practice, the space for youth participation is not merely a formality, but is realized through mechanisms such as face-to-face meetings, discussion forums, and regular meetings (Ramadani & Debora, 2023). Through these forums, youth ideas are not only heard but also seriously discussed and considered by all stakeholders. This demonstrates an effort in leadership to ensure inclusivity, where every idea generated by youth is positioned as valuable input in the program development process.

The Head of the Family Resilience, Quality, and Population Control Division of the Jembrana Regency PPPA PPKB Office explained that transparency and open communication are the main principles that ensure the dynamics of collaboration remain grounded in fairness. However, the dynamics of collaboration are also influenced by differing interests among actors. Interestingly, leadership in the Rumah Pening Program does not emphasize rigid bureaucratic mechanisms for conflict management, but instead employs a dialogical approach and continuous communication. Strategies used include setting clear goals, distributing responsibilities equitably, and maintaining open information through ongoing feedback. Thus, potential conflicts that could hinder cooperation have been successfully minimized through leadership practices that emphasize transparency and inclusivity.



The Coordinator of the GenRe Forum in Jembrana Regency also emphasized that the facilitative leadership style directly influences the enthusiasm of youth and other actors in the program. By creating a psychologically safe environment, youth are more encouraged to express ideas and take on real responsibilities (Ramadani & Debora, 2023). Leaders in this context function as bridging actors who direct collaborative energy, rather than as dominating parties. The success of such leadership is reflected in the emergence of collective motivation, youth creativity in carrying out tasks, and an increased sense of shared ownership of the program. This aligns with the principles of collaborative governance, which emphasize the equitable distribution of roles and responsibilities to achieve common goals.

Thus, facilitative leadership in the Rumah Penting Program in Jembrana can be seen as a key factor ensuring the effectiveness of cross-actor collaboration. Through a dialogical approach, openness, and empowerment, leaders have successfully created a healthy collaborative climate, where social trust can be built and youth motivation as agents of change is strengthened. This inclusive leadership role not only sustains the program but also strengthens the social foundation in the ongoing efforts to address stunting.

Institutional Design of the Rumah Penting Program and Accountability of Youth Roles

Institutional design in collaborative governance emphasizes openness and inclusiveness of all stakeholders as the foundation of legitimacy. Broad participation, clear rules of the game, and transparency in processes are essential for building trust and commitment (Afandi et al., 2024). However, consensus can lead to stalemates, and deadlines need to be set realistically to avoid undermining long-term cooperation. The institutional design of the Rumah Penting Program should be open and inclusive by involving all stakeholders, including youth, so that the collaboration process has legitimacy and accountability. Youth participation should not be merely symbolic but a real part of decision-making through clear rules, process transparency, and defined roles (Ramadani & Debora, 2023). Thus, the accountability of youth roles can be maintained, while an inclusive institutional design ensures the sustainability of commitment and program effectiveness.

In efforts to accelerate stunting prevention, coordination and involvement across sectors and various stakeholders are necessary (Noviansyah et al., 2022). According to the Rumah Penting Team, the implementation of the Youth Care for Stunting (Penting) program has been designed from the outset to involve all parties, including youth, healthcare providers, village officials, and local government elements. Youth are provided with participation spaces through discussion forums among peers, allowing them to express their needs and ideas according to their groups. Healthcare providers play a role as providers of technical and medical knowledge to ensure the program meets standards, while village officials act as policy facilitators and ensure the integration of the program into village planning documents (Widiasih et al., 2025; Munawaroh et al., 2024). Thus, the institutional design of the program emphasizes cross-actor collaboration from the planning stage.

In line with this, the Chair of the Family Resilience and Welfare Working Team of the Bali Provincial BKKBN emphasized that the planning stage is crucial for the success of the program and cannot be done unilaterally. Therefore, BKKBN involves the Rumah Penting Team, the GenRe forum, representatives from PIK-R (Youth Information and



Counseling Centers), village officials, community health center staff, and potential partners in the planning process. This process includes initial data collection with the health office and community health centers, determining intervention locations, selecting partners, and scheduling activities. According to the Chair of the Family Resilience and Welfare Working Team of the Bali Provincial BKKBN, the main idea is to foster a spirit of togetherness to reduce the risk of stunting in target families while also educating youth to prevent new cases in the future.

In conclusion, the institutional design of the Rumah Penteng Program demonstrates that accountability and program effectiveness can only be achieved through the principles of inclusivity, openness, and cross-actor collaboration. Youth involvement is not merely a formality, but a substantive role facilitated through peer cadre forums and joint discussions, allowing their aspirations to be integrated into policies and program planning (Klemm et al., 2022). The role of healthcare providers as technical knowledge providers, village officials as policy facilitators, and BKKBN as the main driver strengthens the legitimacy of the designed institutional framework. With clear rules, process transparency, and broad participation, this program not only maintains the accountability of youth roles but also builds a collective commitment that serves as the foundation for the sustainability of stunting prevention efforts at the village level.

Multi-Actor Collaboration Process in the Implementation of the Rumah Penteng Program

In collaborative governance, the cooperation process operates like a cycle, not a straight line. All elements—communication, trust, commitment, mutual understanding, and outcomes—influence each other. In-person meetings are crucial for building trust, reducing prejudice, and fostering mutual respect, although they carry the risk of amplifying differences. This cooperation requires a genuine commitment from all parties to accept joint decisions and share responsibilities. For it to be effective, all parties need to have common goals and understanding. Success can also be reinforced through small achievements along the way, which help to enhance trust and the spirit of collaboration, especially when there has been prior conflict. The multi-actor collaboration process in the implementation of the Rumah Penteng Program operates cyclically, where communication, trust, and commitment among stakeholders—government, healthcare providers, communities, and youth—mutually reinforce each other. Direct dialogue becomes an important means to build mutual understanding and reduce prejudice, encouraging each actor to share responsibility. Small achievements on the ground, such as increased youth participation in nutrition socialization, serve as interim results that strengthen trust and the spirit of collaboration, ensuring that the program operates more effectively and sustainably.

According to the Jembrana District PLKB explanation, the collaboration process in the Rumah Penteng Program begins with a foundational meeting involving cross-sector stakeholders, such as Puskesmas 2 Jembrana, PIK SMP Negeri 3 Negara, and Posyandu cadres from Perancak Village. This meeting is then followed by regular monthly meetings, facilitated by members of the Jembrana District GenRe Forum. One of the activities conducted is the distribution of staple food assistance to families at risk of stunting for three consecutive months. These in-person meetings serve not only as coordination platforms but also as interaction spaces among actors to strengthen trust and shared commitment (Noviansyah et al., 2022).



Furthermore, the Jembrana District PLKB emphasizes that the sustainability of collaboration is heavily influenced by several key factors. First, consistent, scheduled, and structured coordination is essential to keep all parties bound to a shared commitment. Second, there is a growing sense of ownership from each party, where they act not only as recipients but also as implementers of activities. Third, the sustainability of resources—whether in terms of budget, manpower, or facilities—ensures that the program continues to run. This indicates that the success of cooperation in collaborative governance is determined not only by communication but also by a shared sense of responsibility and adequate resource support.

Meanwhile, one of the youth beneficiaries of the program stated that face-to-face meetings were held once a month for three months, characterized by open and comfortable communication. They felt facilitated to interact directly with families at risk of stunting and to express their opinions. This experience was considered valuable because, in addition to receiving education related to nutrition and stunting, they also obtained free health checks. According to the youth, this involvement made them feel valued and recognized as part of the collaborative process, which not only provided practical benefits but also strengthened their self-confidence and enthusiasm to actively participate in the program.

In conclusion, the multi-actor collaboration process in the implementation of the Rumah Penting Program operates cyclically, relying on open communication, trust, and shared commitment as the main foundations. Regular cross-sector meetings serve not only as technical coordination platforms but also as interaction spaces that build mutual understanding and enhance respect among actors, including government, healthcare providers, village officials, communities, and youth (Lautt et al., 2024). The active involvement of youth, both through discussion forums and field activities, demonstrates that their participation is not merely symbolic but contributes significantly to the program's success. Factors such as resource sustainability and a shared sense of ownership help maintain collaboration stability, while small achievements on the ground, such as increased youth participation in nutrition socialization and support for families at risk of stunting, provide positive energy that strengthens the spirit of long-term cooperation.

Results and Impacts of Youth Participation in Stunting Mitigation

According to Ansell & Gash (2008), collaborative governance yields several important outcomes, including the development of trust among stakeholders, commitment to the process, and mutual understanding of the goals at hand. Achieving "small wins" during collaboration can enhance momentum and active engagement, ensuring that all voices are heard in the negotiation process. Overall, these outcomes create an environment that supports cooperation and leads to decisions reflecting the interests of all parties (Bhutta et al., 2020). Youth participation in stunting mitigation programs reflects tangible outcomes of the collaborative governance model. Their involvement not only builds trust among actors but also strengthens collective commitment to implementing the program sustainably. Through the active contributions of youth, "small wins" emerge, such as increased nutritional awareness at the family level or successful educational campaigns within communities, which then become social capital to encourage broader participation. This process creates a shared understanding that stunting mitigation is not solely the responsibility of the government but also of the youth as agents of change (Samara et al., 2024). Thus, the outcomes of youth participation



not only provide practical solutions but also enhance the democratization of public health through more inclusive decisions rooted in community needs.

According to information from the BKR informant in Perancak Village, although monitoring of the effects of improved nutritional status among youth has not yet been conducted further, there has been an observable increase in youth knowledge regarding healthy nutritional intake. This indicates that youth participation in the Rumah Penting Program is beginning to impact their awareness of the importance of nutrition. Meanwhile, according to the Forum facilitator, tangible results experienced by the community include support for nutritional intake for families with toddlers at risk of stunting, leading to healthier growth in children. For the youth, especially within the Generasi Berencana (GenRe) group, there has been an increase in knowledge, attitudes, and positive behaviors in their physical, mental, spiritual, and social development, contributing to a decrease in the stunting rate in Jembrana District.

Furthermore, the Forum facilitator also emphasized that there have been significant small achievements, such as increased awareness among youth regarding the importance of nutrition, healthy eating patterns, the need for supplements, environmental cleanliness, and the role of parents in stunting prevention. This indicates that youth involvement not only strengthens individual capacity but also encourages collective behavioral changes at the family and community levels. In addition, the Head of the Department stated that the success of the Rumah Penting Program is also evident in regulatory aspects. The legal basis provided by Peraturan Presiden Nomor 72 Tahun 2021 tentang Percepatan Penurunan Stunting, as well as Keputusan Kepala Dinas PPPA-PPKB Kabupaten Jembrana Nomor 84/PPPA-PPKB/2024 tentang Rumah Penting, serve as strategic foundations for cross-actor collaboration at the village and sub-district levels.

These findings align with the concept of collaborative governance, which emphasizes the importance of building trust and achieving small wins to maintain collaboration momentum (Ansell & Gash, 2008). The increase in nutritional knowledge among youth, parental awareness of healthy eating patterns, and the presence of supporting regulations can be viewed as "small wins" that strengthen commitments among actors. Ultimately, youth participation in the Rumah Penting Program not only has a direct impact on health and nutritional awareness but also contributes to the establishment of sustainable collaborative governance in the effort to combat stunting. Youth involvement in the Rumah Penting Program demonstrates a tangible implementation of the collaborative governance model proposed by Ansell and Gash (2008). Their engagement serves not only to build trust and commitment among actors but also to achieve significant "small wins," such as increased nutritional awareness and healthy eating patterns at the family level. With strong regulatory support and heightened awareness among youth and parents, this program has successfully created collective behavioral changes that support sustainable stunting mitigation. Therefore, youth participation not only provides practical impacts for public health but also strengthens inclusive and responsive collaborative governance that addresses community needs.

Youth Participation-Based Collaborative Governance Model

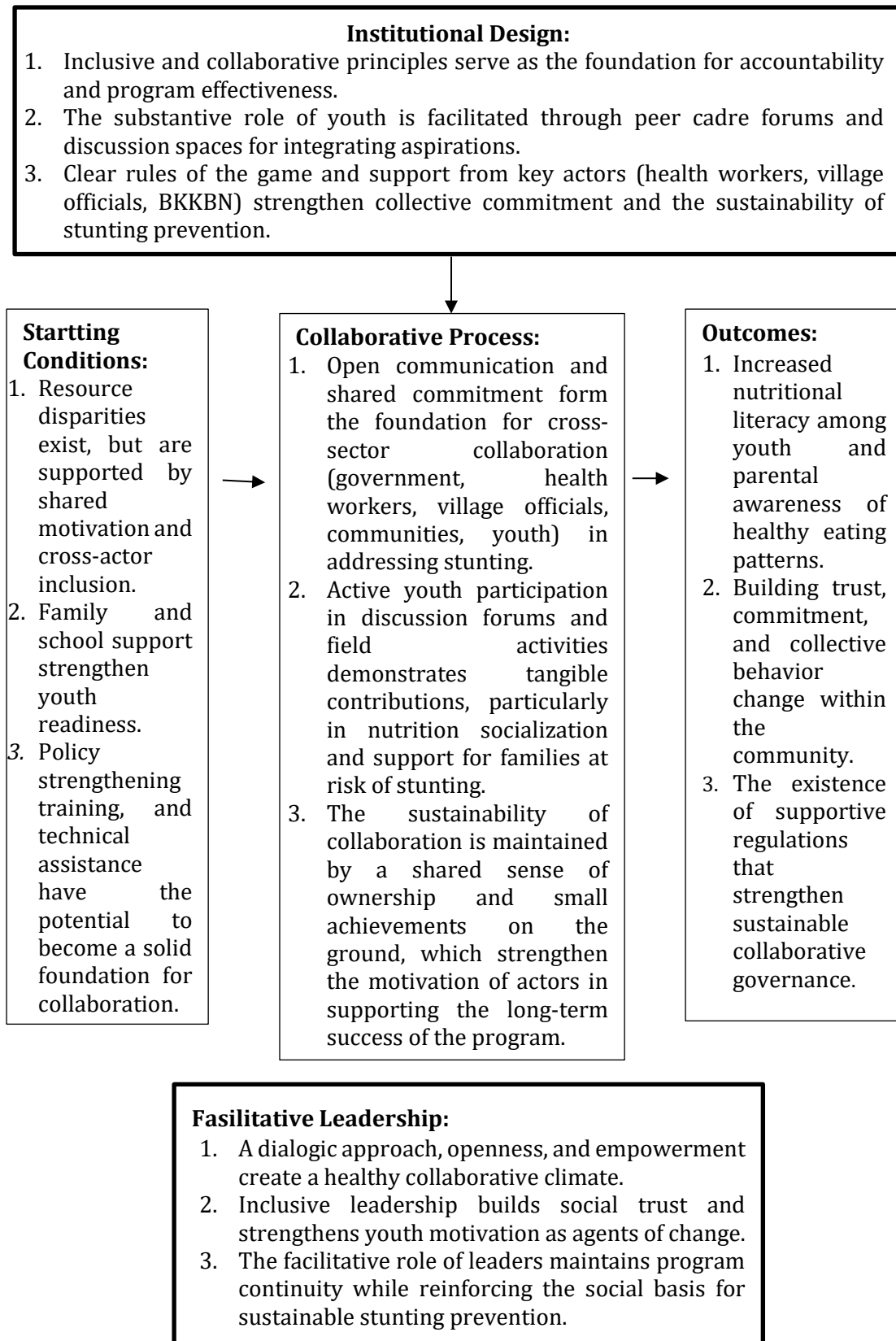
The Rumah Penting Program in Jembrana District, which focuses on youth involvement in stunting prevention, demonstrates the importance of collaborative spaces among various actors in addressing public health issues. This aligns with the Collaborative Governance theory proposed by Ansell and Gash (2008), where collaboration among the



government, communities, and various stakeholders is seen as an effective mechanism for solving complex public problems. According to this theory, several key elements must be considered, including starting conditions, institutional design, facilitative leadership, and collaborative processes that involve communication, trust, and shared commitment. Therefore, the application of this model in the Rumah Penting Program is relevant as an effort to ensure the sustainability of youth participation, strengthen support from families and schools, and create more effective collaborative governance in tackling stunting in Jembrana District.

Collaborative Governance model implemented in the Rumah Penting program in Jembrana District illustrates how the theory of Ansell & Gash (2008) can be operationalized in a local context. The success of this program is determined not only by an inclusive institutional design and facilitative leadership that bridges the interests of various actors but also by a collaborative process that consistently builds trust, open communication, and meaningful participation from youth and other stakeholders. The visible outcomes, such as increased nutritional literacy among youth, collective awareness, and the establishment of sustainable social support, reflect that collaborative governance can provide concrete solutions for tackling stunting. Thus, the application of Collaborative Governance in addressing stunting can create more effective, participatory, and sustainable governance, making it a reference model for other regions facing similar issues.





Picture 1. Collaborative Governance Model in Tackling Stunting in Jembrana District, Bali Province

Source: Processed by the author (2026) adapted from the model of Ansell & Gash (2008)



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Sedana and Uang, The Collaborative Governance in The Rumah Penteng Program: A Study on Strengthening Adolescent Participation in Stunting Mitigation in Jembrana Regency (2026)

CONCLUSION

This study successfully achieved its research objective, namely to analyze the role of adolescent participation through the Rumah Penting Program in addressing stunting in Jembrana Regency using the Collaborative Governance framework of Chris Ansell and Alison Gash (2008). The findings indicate that the application of collaborative governance in the Rumah Penting Program has encouraged strategic innovation in stunting prevention by positioning adolescents as active actors rather than passive beneficiaries. The dimensions of initial conditions, facilitative leadership, institutional design, and collaborative processes were found to interact positively in strengthening youth participation and ensuring program sustainability. Shared motivation, social trust, and previous collaborative experiences created a solid foundation for the program, despite limitations in resources and institutional capacity. Regarding the research questions, the findings reveal that adolescent participation in Rumah Penting contributes significantly to stunting prevention through increased nutritional awareness, active involvement in educational campaigns, and stronger family engagement. Facilitative leadership from local government institutions and supporting stakeholders proved essential in creating an inclusive and participatory environment that enabled meaningful adolescent involvement. In addition, institutional support through local policies, the GenRe forum, and structured coordination mechanisms strengthened the legitimacy and effectiveness of collaborative actions. The study also found that regular communication, dialogue, and collective commitment among stakeholders generated incremental achievements or “small wins,” which reinforced trust and long-term cooperation among actors involved in the program.

Based on these findings, this study recommends strengthening institutional support for adolescent-based participation programs through more integrated policies, sustainable funding, and capacity-building initiatives for youth actors. Local governments are encouraged to replicate and adapt the Rumah Penting model in other regions while considering local socio-cultural contexts to strengthen collaborative stunting prevention efforts. Moreover, intersectoral coordination between government agencies, educational institutions, communities, and youth organizations should be intensified to optimize program effectiveness and sustainability. This study has several limitations. First, the research focuses only on the implementation of the Rumah Penting Program in Jembrana Regency, limiting the generalizability of findings to other regions with different socio-cultural and institutional characteristics. Second, the study relies on a qualitative case study approach, which prioritizes in-depth understanding but does not provide statistical measurement of program effectiveness. Third, the limited duration of data collection may not fully capture long-term changes in adolescent participation and stunting prevention outcomes. Therefore, future studies are encouraged to apply comparative approaches across regions and combine qualitative and quantitative methods to provide more comprehensive findings regarding collaborative governance and adolescent participation in public health interventions.

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