

The Importance of Public-private Partnership Enhancement in Sustainable Stunting Countermeasures

Tasya Fiane Wardah

Faculty of Administrative Science, Brawijaya University
Jl. M.T. Haryono No. 163, Malang, 65145, Indonesia

Corresponding Author: E-mail: tasyafianewrdh@gmail.com

Abstract

Amid extraordinary developments in communication and information technology and the average annual economic growth that has increased national per capita income, stunting is still an unresolved problem in Indonesia. Although the stunting prevalence trend tends to decrease, this figure has never been below the international standard, namely 20%. The fluctuation of stunting prevalence is still relatively high, indicating that the community's economic growth has not significantly impacted nutritional status. A series of stunting intervention policies began to be implemented by involving the private sector through a partnership scheme. This study explores the handling of stunting in Tanah Bumbu Regency, South Kalimantan Province, a pilot project of a partnership scheme between the TNP2K team, the Tanah Bumbu Regency Government and PT. Sinarmas Agribusiness and Food since 2018. Through a literature review method with a case study approach, this research finds that this collaboration tends to form assistance and physical assistance by utilizing CSR funds rather than intensive public-private collaboration. Although this process is claimed to be a partnership scheme, its implementation is still running as stated in the contract and the winning bid. Increasing public-private partnership schemes is helpful in achieving collaborative benefits for each party, significantly sustainably reducing stunting cases.

Keywords: Public-private partnership, Stunting countermeasures, Literature review.

1. Introduction

The world is busy discussing marvelous achievements in ICT to the 4.0 industrial revolution amid half the population is probably suffering from hunger. The latest release from the *Food and Agriculture Organization of the United Nations* (FAO) found that nearly 690 million people, or about 8,9%, went through hunger even before the pandemic. This amount resulted from an increased hungry population of about 10 million people every year and 60 million people every five years (FAO, IFAD, UNICEF, WFP, 2020). The growth in hunger reveals evidence that some parts of the world face limited food supply and bounded meals nutrients. This awful situation, namely *food insecurity*, targeted around 2 billion people in 2019 (FAO, IFAD, UNICEF, WFP, 2020).

Both hunger and food insecurity have implications for stunting in children. The global stunting rate equals world hunger and food insecurity, with about 149 million people suffering from stunting. Thus, 50 million children are *wasted* due to the wrong diet from six months to two years (Islam, 2019).

Stunting is a condition of lack of height or length of children according to age with a measurement value with a z-score of *height-for-age* (HAZ) less than -2 standard deviations (WHO, 2006; Ministry of Health, 2019). Stunting is the effect of chronic malnutrition in the womb and early after the baby is born, namely the first 1.000 Days of Life (HPK), but stunting is only seen after the baby is two years old (TNP2K, 2017). The Asia Pacific region is home to more than half of the world's malnourished children (IIED, 2019). Indonesia is an Asia Pacific country that experiences an average annual economic growth of 5% per year, making this country an *upper-middle-income* country with a gross national income per capita (PPNB) reaching USD 4,050 in 2019 (SMERU, 2002). However, this achievement in the economic sector has not had a significant impact on the nutritional status of the community. The 2013 Basic Health Research (Risikesdas) shows that around 37.2% or nearly 9 million children in Indonesia are *stunted*. Subsequent research in 2018 found that around 10.2% of children under five years of age were wasting, and 30.8% were exposed to stunting.

To reduce the prevalence of stunting, the government has developed two broad frameworks of stunting interventions that serve as a reference for various policies and development programs of Ministries/Agencies and Regional Apparatuses. This framework consists of specific and sensitive nutrition interventions. The Ministry of Health is responsible for implementing specific nutrition interventions through Community Health Center (*puskesmas*) and Integrated Service Post (*posyandu*) in the village area with programs oriented towards maternal, infant, and toddler health interventions. Specific nutrition interventions will contribute to a 30% reduction in stunting prevalence. Meanwhile, sensitive nutrition intervention is a cross-ministerial and institutional responsibility according to their field of activity. Optimizing sensitive nutrition intervention programs will contribute to a 70% reduction in stunting prevalence (TNP2K, 2017; 2018).

The government believes that sensitive nutrition interventions can reduce the prevalence of stunting by 70% because it is related to an increase in supporting infrastructure outside the health sector. Sensitive nutrition intervention activities provide access to clean water, sanitation, health insurance, social security, food security, food fortification, early childhood, parent education, adolescent sexual and reproductive education, nutrition education, and family planning services (KB). Various sensitive nutrition intervention activities require collaboration across Ministries/Agencies, Regional Apparatuses, and non-government parties such as the private sector. Therefore, establishing a partnership scheme between the public and private sectors in sensitive nutrition interventions is a participatory and inclusive coping strategy to achieve the national stunting prevalence goal of around 14% by 2030.

Partnerships between the public and private sectors take place based on the objectives and benefits of cooperation such as (1) financial and non-financial support such as expertise, skills, networks, and technology; (2) geographic coverage if the program must be implemented in areas that are far apart; (3) legitimacy support in the form of government regulations or verbal/written recommendations; (4) moral support and workforce of affected employees and communities; and (5) supervision assistance to ensure accountability (TNP2K, 2019). The partnership is one of the targets of the Sustainable Development Goals (SDGs). The government aligns the partnership targets in the SDGs with national development priorities through Presidential Act Number 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals. This regulation mandates establishing measurable programs, activities, indicators, and funding support mechanisms to achieve targets. There are four major issues in the public-private partnership which have already been discussed by Wang et al. (2018) such as (1) public-private partnership is complex and durable cooperation between public and private sectors; (2) risks in public-private partnership arise from various levels, it can be project level, market level, or country level, so it needs to be allocated with careful consideration based on environmental conditions, institutions, regulatory mechanisms, and types of projects; (3) developed country might be adopted public-private partnership because of its enabling factors consist of fiscal pressure, efficiency, and political environment, whether in a developing country tends to be affected by higher-level government's pressure; (4) a successful public-private partnership was a result from solid network performance.

Stunting prevention through public and private sector partnerships occurs in South Kalimantan Province, precisely in Tanah Bumbu Regency. Stunting in South Kalimantan Province reached 44.2% (Riskesdas, 2013) then dropped to 33.2% (Riskesdas, 2018). This decrease is a proud achievement but is not following the stunting reduction target in the RPJMN, which was around 17% in 2018. Tanah Bumbu Regency had a poverty rate of 4.99% in 2017, which is higher than the local poverty rate of 4.73% (TNP2K, 2019:40). The high poverty rate identified stunting cases in 4% of 19,823 infants and toddlers (Tanah Bumbu District Health Office, 2018). Based on these findings, Tanah Bumbu Regency was one of 160 Priority Regencies/Cities for Stunting Prevention in 2019.

Table 1. List of 10 Villages with Stunting Cases in Tanah Bumbu Regency in 2018

Villages	Stunting Cases (%)
Pulau Salak	34.4
Rantau Panjang Hulu	27.8
Pagaruyung	25
Pejala	24
Juku Eja	20.8
Guntung	22.2
Pandansari	21.1
Karang Intan	20.7
Pulau Tanjung	20
Batu Ampar	10.1

Source: Indriyati et al. (2020).

The data above is a collection of records of *puskesmas* in their respective working areas. The Regional Planning and Development Agency and the Tanah Bumbu District Health Office verified the data with the Tanah Bumbu District Health Research and Development Agency to see the physical, family, and environmental situation (Indriyati et al., 2020). Then the Tanah Bumbu Regional Planning and Development Agency and the National Team for the Acceleration of Poverty Control (TNP2K) brought the above data and introduced a partnership model between the government and PT. Sinarmas Agribusiness and Food with representatives from the Buddha Tzu Chi Foundation as a business entity located in one of the villages with a high stunting rate, Batu Ampar Village (Indriyati et al., 2020). The partnership was established between the local government of Tanah Bumbu Regency and PT. Sinarmas Agribusiness and Food has been discussed since September 2018 through facilitation from TNP2K. The results of this facilitation and coordination agreed on a partnership mechanism for stunting prevention by dividing the roles of each partner by utilizing the use of CSR (Corporate Social Responsibility) funds.

However, the partnership between the local government of Tanah Bumbu Regency and PT. Sinarmas Agribusiness and Food tend to use CSR more through assistance while realizing sustainable stunting management requires more lasting collaboration and strong relationships than just temporary cooperation. In addition, efforts to reduce the rate of stunting cases are now becoming more severe due to the COVID-19 pandemic. Stunting prevention intervention activities cannot be carried out optimally in various regions due to budget refocusing for handling COVID-19 and restrictions on mobility (Ministry of Villages, Development of Disadvantaged Regions and Transmigration, 2020). Therefore, this study will further discuss the importance of improving the public-private partnership scheme running in Tanah Bumbu Regency to achieve the desired collaborative advantage, namely the prevention of stunting in a sustainable manner.

2. Literature Review

Stunting Countermeasures Amid the Threatening COVID-19 Impacts

Stunting is a condition of lack of height or body length according to the age of the child. Children who suffer from nutritional problems for a long time (chronic nutritional problems) will be easily exposed to stunting (Kemenkes, 2018). Children with stunting conditions can be seen by measuring height or body length with HAZ standard deviation (*height age z-score*) is less than -2 (WHO, 2006). There are two

types of stunting children according to the measurement results of height or body length. If the z-score is less than -2 standard deviations, it is classified as *stunted* (short children). In contrast, if it is less than -3 standard deviations, it is classified as severely stunted (concise children). Stunting is a process of failure to thrive in children at the age of five due to chronic malnutrition and infection during the 1000 days of life period. In addition to presenting risks to physical development and making children susceptible to disease, stunting slows cognitive development, which results in the intelligence and productivity of the child in the future (TNP2K, 2018).

Table 2. Data Integrasi SSGBI dan SUSENAS 2019

Parameters of Toddler Nutritional Status	SSGBI & SUSENAS Integration 2019 (%)	Basic Health Research 2018 (%)	Degree of Difference 2018 (%)
Underweight	16.29	17.7	-1.5
Stunting	27.67	30.8	- 3.1
Wasting	7.44	10.2	- 2.8

Source: Ministry of Health, 2020.

There is evidence globally that the stunting phenomenon can restrain economic growth and reduce market productivity by reducing 11% of GDP (Gross Domestic Product). Stunting also has an impact on the income of adult workers by up to 20%. Furthermore, stunting can widen the gap, increasing the likelihood of intergenerational poverty due to a 10% decline in total lifetime income (TNP2K, 2017). The integrated research results of the Study on the Nutritional Status of Indonesian Toddlers (SSGBI) and the National Socio-Economic Survey (SUSENAS) in 2019 show the data in Table 2. Before COVID-19, the prevalence of stunting in Indonesia was 27.67%, indicating a decline of 3.1 % of the calculation of *Riskesmas* in 2018. Although this figure has decreased, it is still above the WHO standard of 20%, placing the status of stunting cases in Indonesia at a medium level.

During the spread of COVID-19, the government has not issued official figures for calculating stunting cases in Indonesia. However, experts estimate there will be an increase in stunting cases after the spread of COVID-19, which has caused a rise in the poverty rate from 9.2% (September 2019) to 9.7% (by the end of 2020). SMERU (2020) projects that the poverty rate will increase to 12.4% or target around 8.5 million people if there are no programs to tackle the poor or prevent the impact of poverty due to COVID-19. Poverty will quickly produce new stunting cases, in addition to food insecurity and hunger that lurks poor populations, slum environment and sanitation will easily infect pregnant women and toddlers.

The government only issues technical instructions for the implementation of immunization during a pandemic and argues that social protection policies to deal with malnutrition are available, for example, such as the Family Hope Program (PKH), Non-Cash Food Assistance (BPNT), and Supplementary Food Provision (PMT) (TNP2K, 2020). TNP2K (2020) explained that this social protection program had received additional budgets since COVID-19 cases increased. Even so, the implementation of these programs is still constrained by social distancing policies so that they are not carried out optimally.

Public-Private Partnership in the demands of Sustainable Development Goals

A public-private partnership is a work arrangement based on reciprocal commitments, over and above what has been written in the contract (Bovaird in Dwiyanto, 2012). Partnerships between the public sector and the private sector should involve forms of cooperation that go beyond contractual. Collaborative teamwork beyond the contractual is called a partnership. This collaboration requires a conscious effort from both parties to align goals, strategies, agendas, resources, and activities (Fosler in Dwiyanto, 2012). This concept can help maximize the implementation of public policy by offering a practical and cost-effective mechanism for the public policy agenda and bringing significant benefits in the development of an inclusive social community (Osborne, 2000).

There are five points of achievement from the implementation of public-private partnerships, which include (1) means of combating social exclusion through the integration of the public, private and

local communities, including the central government, local governments, politicians, and communities; (2) opportunities to reform public services and make them more accessible and more responsive to community needs; (3) mechanisms to develop cost savings in providing local services to meet social needs by utilizing environmental resources while building networks with communities; (4) improving the quality of a more responsive and flexible public policy-making process; and (5) is an excellent step to reform the political base of the government to build the survival of civil society in a country (Osborne, 2000).

Actors involved in the partnership have hopes of achieving a shared vision to benefit from cooperative activities. This benefit is called a collaborative advantage. However, partnerships do not always run smoothly. Barriers to cooperation between the public and private sectors lead to conditions of collaborative inertia. Some parties feel that they do not benefit from the partnership (Huxham and Vangen in Osborne, 2000). To minimize the occurrence of collaborative inertia, partnerships must pay attention to several aspects adapted from the following opinion of Huxham and Vangen (in Osborne, 2000) as follows (1) *Purpose*, the parties involved should endeavor to tie together the collective goals by detailing the objective statement as explicitly and as clearly as possible, bringing the discussion on this subject in the partnership forum to avoid ambiguity; (2) *Differences in language and culture*, it is necessary to understand that differences in language (terms) and culture are embedded professionally in an organization. The private sector has a commercial language, business norms, and culture different from the language, norms, and culture in organizations with public service values orientation. Understanding differences as a reference for decision-making in developing a shared vision is helpful to minimize misunderstandings; (3) *Trust and power*, the parties involved need to have trust because doubt in a cooperative relationship will create many obstacles. One of the barriers other than trust that has a significant impact on cooperation is power relations. Therefore, it is appropriate to have clear goals and objectives, handle differences in power, have strong leadership, have patience and understanding, and determine solutions to differences in existing commitments.

To ensure that partnership activities achieve collaborative advantage, Vic Murray (in Osborne, 2000) shares three things that evaluate public-private partnerships which are (1) *Evaluation of inputs* related to financial resources, human resources, and technological resources that are useful for realizing the objectives of the partnership; b) *Process evaluation* related to partnership activities following the program; and c) *Outcome evaluation* which analyzes the results of partnership activities by short-term, medium-term and long-term goals. Implementing SDGs is inclusive, and no one is left behind or ensures that no one is left behind. The partnership is a means to open equal opportunities for many parties to be involved in development. So managing partner participation in SDGs must be following the principle of inclusiveness. No one is left behind by ensuring that the implementation of the partnership fulfills the following three things, namely (a) ensure that all parties are involved by formulating it in a multi-stakeholder map, stakeholder map, and partner map for each partner group consisting of government groups, philanthropic groups, and the business world, civil society organizations and academics; (b) Ensure that there are no cases of including error and excluding error. Including error is a case that occurs because the error involves an irrelevant party while excluding error is a case that occurs due to ignoring or excluding potential parties; (c) Ensure that all parties benefit from partnership programs and activities for the achievement of SDGs through the availability of detailed, accurate, accountable and up-to-date data (Santoso, 2019).

3. Methods

This research is a literature review research with a case study approach. This research will focus on discussing the partnership in the Prevent Stunting Program in Tanah Bumbu Regency, South Kalimantan Province, with the analysis of Public-Private Partnership Evaluation by Vic Murray (in Osborne, 2000) according to input, process, and outcome. Furthermore, ensuring that this partnership is inclusive following the achievement of SDGs. After obtaining a comprehensive picture, the withdrawal of the supporting and inhibiting factors is helpful as the development of a partnership discourse for stunting

prevention in other areas. The data was collected through literature review and secondary data from documents, previous research, and scientific publications.

4. Result and Discussion

Public-Private Partnership Countermeasures in Tanah Bumbu Regency

The poverty rate of Tanah Bumbu Regency in 2017 reached 4.99%, exceeding the poverty rate of South Kalimantan Province, which was 6.73%. The local government of Tanah Bumbu Regency followed up on these findings by asking the *puskesmas* in their working areas to collect data on the nutritional conditions of the children in the neighborhood. Then it was found that there were several cases of stunting in about 4% of the 19,823 infants and toddlers. Efforts to tackle stunting cases prompted the Tanah Bumbu Regency Bappeda with TNP2K to introduce a partnership scheme to the business world, namely PT. Sinarmas Agribusiness and Food. PT. Sinarmas Agribusiness and Food owns a plantation business in Tanah Bumbu Regency, which has implemented CSR programs in education and health for the community around its industrial environment. Discussions on cross-sectoral coordination between related parties started in September 2018 with the selection of Batu Ampar Village as a stunting control model village with a partnership scheme.

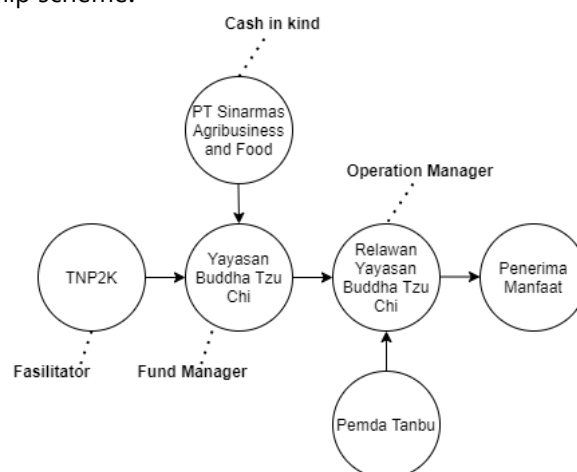


Figure 1. Partnership Actors of Stunting Countermeasures in Tanah Bumbu Regency

The partnership between the Local Government of Tanah Bumbu Regency and PT. Sinarmas Agribusiness and Food agreed to use a Joint Framework using a self-help partnership scheme. Self-help partnerships are cooperation to fulfill the provision of facilities and infrastructure and intervention activities such as counseling, outreach, and campaign programs by partners. The following is the relationship between actors in the Prevent Stunting Program using a self-help partnership scheme:

- (1) TNP2K acts as a facilitator with the function of providing data and information services as well as facilitation with responsible ministries/agencies and local governments;
- (2) PT. Sinarmas Agribusiness and Food utilizes CSR funds in cash in-kind, namely material and labor assistance. This assistance is in the form of;
 - (a) Procurement of medical equipment facilities and infrastructure for *posyandu*;
 - (b) Development of access to sanitation and community hygiene (latrines);
 - (c) Non-communicable disease prevention activities through community nutrition education programs and clean and healthy lifestyles;
 - (d) Procurement of vegetable seeds and assistance for food security; and
 - (e) Provision of access to clean water.
- (3) The Buddha Tzu Chi Indonesia Foundation is a representative of PT. Sinarmas Agribusiness and Food which functions as a fund manager or direct manager of CSR funds to then place these funds into the activities of the Prevent Stunting Program;

- (4) Volunteers of the Buddha Tzu Chi Foundation are resources who have responsibilities as operations managers in each activity; and
- (5) The Regional Government of Tanah Bumbu Regency as the host has the task of selecting and determining potential beneficiaries, synchronizing programs and activities in the intervention village, carrying out supervision, evaluation, and sustainability of activities in the area.

Table 3. Intervention and Assistance Program for the Prevention of Stunting in Tanah Bumbu Regency by PT. Sinarmas Agribusiness and Food

Type of Intervention and Assistance Program	Number of Units/Value
Provision of access to sanitation and personal hygiene (latrines)	8/Rp 31.8 million
Provision of vegetable seeds and assistance for food security	1.400/Rp21 million
Provision of medical equipment at the <i>posyandu</i>	8/Rp 7.03 million
Promotion and prevention of non-communicable diseases through community nutrition education programs and clean and healthy lifestyles	Plan to run in 2020
Provision of access to clean water	in progress until 2020

Source: TNP2K, 2019.

The table above is a list of sensitive nutrition intervention activities by PT. Sinarmas Agribusiness and Food. During 2019, several activities took place, namely providing access to sanitation and personal hygiene, providing vegetable seeds and assistance for food security, and providing medical equipment for *posyandu*. Other intervention activities include community-based total sanitation (STBM) counseling and horticultural cultivation counseling, clean and healthy lifestyle (PHBS) counseling and the provision of worm medicine in kindergarten and early-childhood school (TK/PAUD), character learning for kindergarten and early-childhood school children, counseling on the importance of healthy and balanced food, vegetarian cooking demonstrations, also socialization of the Healthy Family Garden (KKS) competition. PHBS counseling and deworming in elementary schools, counseling on composting and seed fertilizer production, family financial management seminars, cleaning activities for the *Poskesdes* environment, making biopore, and planting medicinal plant (TOGA) in the *Poskesdes* environment (Indriyati et al., 2020). Meanwhile, there are two programs, public nutrition education and access to clean water, run in 2020. However, there has been no further release or publication regarding the realization of these activities until early 2021.

Enhancing Public-Private Partnership towards a Sustainable Action

The type of cooperation that runs between partners in the Prevent Stunting Program, especially in Batu Ampar village, Tanah Bumbu Regency, is in line with the contractual relationship written in the contract. In terms of activities, activities such as the construction of latrines, counseling, learning, and socialization are an effort to stimulate the awareness of the people of Batu Ampar Village to create a clean and healthy living environment to prevent the probability of babies and toddlers being exposed to stunting. In this regard, partnership activities are based on the principle of sustainability, namely increasing inclusivity or no one left behind.

But on the other hand, partners from the private sector only carry out activities according to the agreement. They are not involved in the activities of the Tanah Bumbu Regency Government, such as the Stunting Conference and the convergence of priority actions to overcome other stunting. Meanwhile, as executors, volunteer representatives from the private sector will have more knowledge about conditions in the field that are useful for developing intervention programs with partnership schemes for villages with child stunting incidents in other South Kalimantan Provinces. The partnership between the local government of Tanah Bumbu Regency and PT. Sinarmas Agribusiness and Food does not indicate including and excluding errors and even tends to achieve a collaborative advantage. However, the pattern of collaborative relationships still shows a solid contractual relationship.

To obtain a comprehensive picture of the implementation of the partnership, we analyzed it in terms of input evaluation, process evaluation, and outcome evaluation (Vic Murray in Osborne, 2000). In evaluating the inputs, we find that The stunting prevention partnership in Tanah Bumbu shows that the private sector spends more budget resources, human resources, and technological resources. At the

same time, the public sector is only a facilitator and supervisor. Furthermore, in evaluating the process, we underlined that in implementing the Stunting Prevention Program, both the private sector and the public sector perform their respective roles according to the applicable contract. The private sector is the cash-in-kind, fund manager, and operation manager in procuring health facilities in Batu Ampar Village. In addition, it is also a resource that goes directly to providing nutrition education and healthy living to the community. The Regional Government of Tanah Bumbu Regency does not involve the private sector in other stunting handling activities, for example, Stunting Consultations and 8 Stunting Convergence Actions. At the same time, the outcome evaluation shows The outcomes from the collaboration between the Regional Government of Tanah Bumbu Regency and PT. Sinarmas Agribusiness and Food in the form of medical equipment assistance, provision of sanitation and clean water, provision of plant seeds, and counseling on healthy living and the impact of non-communicable disease infections. The collaboration results have yet to be seen that can have a sustainable effect that can support a sensitive nutrition intervention framework in reducing stunting.

5. Conclusion and Suggestions

Conclusion

The partnership between Tanah Bumbu Regency Government and PT. Sinarmas Agribusiness and Food, which has been running since 2019, has produced several types of intervention and assistance programs consisting of providing access to sanitation and personal hygiene, providing vegetable seeds and assistance for food security, and providing medical equipment for posyandu, STBM counseling and horticultural cultivation counseling, counseling PHBS and the provision of deworming medicine in kindergarten and early childhood school, character learning for kindergarten and early childhood school children, counseling on the importance of healthy and balanced food, vegetarian cooking demonstrations, socialization of the Healthy Family Garden (KKS) competition, PHBS counseling and provision of deworming medicine in elementary schools, counseling on making compost and seed fertilizers, seminars on family financial management, cleaning activities for the *Poskesdes* environment and making biopore, as well as planting *TOGA* in the *Poskesdes* environment. The established partnership does not show any including and excluding errors and even leads to collaborative advantage—the cooperative relationship between the Tanah Bumbu Regency Government and PT. Sinarmas Agribusiness and Food still describes a contractual partnership. The private sector is only the funder and executor of activities without further involvement in Stunting Consultation activities and the convergence of other stunting prevention priority actions.

Suggestions

It is necessary to carry out monitoring and evaluation related to the implementation of partnerships in Batu Ampar Village, Tanah Bumbu Regency, between related parties in a comprehensive manner, according to outputs and outcomes. This monitoring and evaluation can improve the quality pattern of collaboration between the public-private sector so that it does not run solely on a contractual basis. In addition, to realize a sustainable partnership, it is necessary to involve the private sector in Stunting Consultation activities and the convergence of stunting prevention priority actions. This collaborative action helps develop a map of public-private partnerships in villages with other stunting children in South Kalimantan Province to realize significant intervention activities that can minimize stunting prevalence rates. The things that need to be improved in the implementation of this partnership are (1) forming a unity of value between actors; (2) establishing shared behavior or principles to facilitate problem-solving and as a standard for acting in a situation; (3) there is a need to increase the capacity of government institutions to understand the essential factors of implementing partnerships so that their implementation cannot be biased into just temporary cooperation activities. A partnership is about solid network performance. In order to build a sustainable collaborative action between public and private, it is necessary to improve collective values, establish universal understanding or principles, and build up the capacity of public institutions on the way partnership needs to be reconsidered.

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