



## Implementation of Stunting Prevention Policies in Bogor City

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**Abstract:** This research aims to analyze stunting prevention policies in Bogor City using the theoretical framework of George Edward III's policy implementation model. The method employed was a literature review with a qualitative approach, referring to secondary data from journals, policy documents, and other literature sources. The findings showed that stunting prevention policies in Bogor City have been implemented through several programs, such as Pening Lur, SALSA, Taleus, and the Program Keluarga Harapan (PKH), with varying levels of effectiveness. Communication factors, resources, disposition, and bureaucratic structure play an important role in determining the success of policy implementation. However, challenges such as cross-sectoral coordination, limited resources in certain areas, and low public awareness of nutrition remain obstacles that must be addressed. The findings are expected to serve as a reference for policymakers in improving the effectiveness of stunting prevention programs locally, particularly in Bogor City.

**Keywords:** Policy implementation; Stunting prevention; Bogor City

## INTRODUCTION

Health is a basic need for every individual and society as a whole. People in good health can live a productive life, realize their potential, and positively contribute to their surroundings ([Rochmawati & Sari, 2022](#)). However, health challenges such as infectious diseases, lack of access to health services, and malnutrition remain obstacles to achieving good health standards. Therefore, health policies are needed to create an environment that supports health, ensures the availability of health services, and provides health education that encourages healthy lifestyles ([Firdaus et al., 2024](#)).

Health policy is a series of strategic decisions the government makes to improve public health optimally. By regulating the health system's institutions, organizations, services, and financial aspects, this policy aims to ensure equitable and fair access to health services for all levels of society ([Budiyanti et al., 2020](#)). This policy involves cooperation between the government, the private sector, and the community in supporting inclusive and comprehensive health development ([Saputra et al., 2024](#)).

In Indonesia, citizens' rights to health services are regulated in Law No. 36 of 2009 on Health, which requires the government to provide comprehensive health services for the entire population. One of the main focuses is the treatment of stunting, which is regulated in Presidential Regulation No. 72 of 2021 as a national priority ([Rahmadani &](#)

[Lubis, 2023](#)). Stunting, which causes physical and cognitive growth impairments, is an important focus due to its widespread impact on the quality of future generations. This policy integrates nutrition education, health monitoring, and access to nutritional services to reduce stunting and ensure optimal child growth and development ([Nurva & Maharani, 2023](#)). These measures reflect the government's commitment to creating a healthy, productive, and competitive generation for the welfare of society.

Governments worldwide are committed to creating a healthy and productive generation and building community welfare by continuing to innovate in health policy, particularly in addressing stunting. Each country has a different approach according to its social, economic, and cultural conditions. In Sub-Saharan Africa, programs focus on household food security, dietary diversification, and child health service coverage with a multi-sectoral approach ([Mitra, 2015](#)). In Vietnam and Bangladesh, nutrition-sensitive programs address stunting in various sectors, such as agriculture, food security, maternal mental health, and education ([Hossain et al., 2017](#)). This program has successfully reduced the average annual decline in stunting to 4.5% ([Handayani et al., 2020](#)). Meanwhile, Brazil has tackled stunting through the *Programa Penerimaan Makanan di Sekolah (PNAE)*, which serves more than 40 million children in 160,000 schools. With a budget of Rp 11.98 trillion, PNAE provides 50 million meals daily, designed by 8,000 nutritionists and supervised by 80,000 councils. This program reduces hunger, malnutrition and supports the local economy, with 30% of food ingredients sourced from family farms near the schools ([Revo, 2024](#)).

The Indonesian government continues to address the issue of stunting through various integrated strategic policies ([Nisa, 2018](#)). One of the latest policies is the 2020–2024 *Rencana Pembangunan Jangka Menengah Nasional (RPJMN)*, which sets reducing the prevalence of stunting as a health development priority. In addition, Presidential Regulation (*Perpres*) No. 72 of 2021 on Accelerating the Reduction of Stunting regulates collaborative cross-sectoral measures to ensure comprehensive nutritional interventions. Another policy is the Minister of Health Regulation (*Permenkes*) No. 23 of 2023 on Improving Community Nutrition, which emphasizes specific nutrition services for pregnant women and infants. Finally, through the *Gerakan Nasional Percepatan Penurunan Stunting (GNPP)*, the government promotes a family-based approach involving education, health services, and comprehensive community empowerment. These policies are designed to create a healthier generation free from stunting.

Reducing stunting, both globally and nationally, is very important because it is directly related to the quality of human resources in the future. This problem affects future generations and the country's sustainability, so it must be addressed seriously and immediately. The government has issued various policies and programs to accelerate the prevention of stunting with a substantial budget, with the main objective of reducing stunting rates that hinder children's physical and cognitive development ([Saputri & Tumangger, 2019](#)). However, the implementation of this policy still faces challenges, such as coordination between sectors ([Supriyanto & Rahman, 2023](#)), limited resources in remote areas ([Rahman et al., 2021](#)), low public awareness of nutrition ([Kholifah et al., 2022](#)), as well as a lack of program monitoring and evaluation ([Sabila et al., 2024](#)). Stunting is not only a health issue, but also involves interrelated social, economic, and cultural aspects.

Local challenges, such as those faced by the city of Bogor, involve various dynamics in stunting prevention policies. First, the prevalence of stunting in Bogor is still significant. Although there has been a decline in stunting prevalence from 18.8% to 18.2% based on the 2023 Indonesian Health Survey, this figure is still above the national target of 14% ([Rachmadina & Maullana, 2024](#)). In addition, there are differences between national

survey data and local data; in the 2023 infant weighing month, the stunting rate in Bogor City was recorded at only 2.59% of the total number of children weighed ([Pemerintah Daerah Kota Bogor, 2024](#)). These differences highlight the need for data harmonization to depict stunting prevalence accurately.

Second, the high risk of stunting in vulnerable families is a major challenge. Data shows that there are around 20,000 children in Bogor City who are at risk of stunting. ([Pemerintah Daerah Kota Bogor, 2023](#)). Vulnerable groups need more attention through targeted nutritional assistance programs and interventions. With a better focus on these families, the risk of stunting among these children can be minimized.

Third, the decline in stunting prevalence in Bogor City between 2021 and 2023 shows progress, but there are still major challenges, particularly related to the imbalance in the effectiveness of interventions. A more significant decrease was recorded in the focal areas (5.74%) compared to non-focal areas (3.81%), but seven non-focal neighborhoods saw an average increase of 1.12% ([Nento & Aries, 2024](#)). This disparity indicates that the effectiveness of interventions is not yet evenly distributed across all regions. Although policies to combat stunting have been implemented, implementation challenges at the local level remain significant. Improvements in inter-sectoral coordination are needed to achieve national targets, address imbalances in interventions, and give special attention to vulnerable groups. This research is important, not only for addressing the issue of stunting, but also for improving the health and well-being of children in Bogor City.

Previous studies have addressed the issue of stunting using various approaches. Studies focusing on programs, such as those conducted by [Saprudin et al. \(2024\)](#), highlight government policies in reducing stunting rates through the “Salembur Saayunan” program. However, its scope is limited to the Cibinong sub-district, so it does not represent the overall implementation in Bogor. [Permatasari et al. \(2023\)](#) researched the Stunting Prevention Education Program at SPS Bougenville Plus in North Bogor District. This research focuses on community outreach activities, but does not discuss policy implementation aspects broadly, particularly in terms of inter-sectoral coordination and policy effectiveness at the Bogor City level.

Meanwhile, several other studies examined similar issues outside Bogor City. Research conducted by [Wiguna et al. \(2021\)](#) examined stunting prevention policies through a qualitative approach. Still, it focused on the Sukabumi Regency, so its findings' relevance to Bogor City conditions was limited. Furthermore, [Pratama et al. \(2024\)](#) studied strategies for preventing stunting in Rembang City, and [Anita et al. \(2024\)](#) investigated nutrition self-sufficiency programs to reduce stunting rates in South Lampung Regency. Although contributing to the study of stunting, the different focus areas mean that the results of this research cannot be fully compared with the situation in Bogor City.

Thus, this study has the following novelty: 1) Examining cross-sectoral coordination in accelerating stunting reduction in Bogor City; 2) Analyzing the effectiveness of interventions in Bogor City conducted within the framework of public policy implementation, to assess how policy implementation mechanisms affect the results achieved.

The novelty of this research will provide significant contributions to policymakers, particularly in: 1) Examining cross-sectoral coordination mechanisms to accelerate the reduction of stunting rates; 2) Assessing the effectiveness of interventions as a basis for more inclusive and equitable policy planning; and 3) Identifying more appropriate strategies to reach vulnerable groups. Therefore, this study aims to answer the main question: 1) How is the implementation of stunting prevention policies in Bogor City?

## RESEARCH METHOD

This study used a literature review method with a qualitative approach. The data collected is secondary data from previous research journals, books, information from the internet, and policy documents, namely Presidential Regulation No. 72 of 2021 concerning the Acceleration of Stunting Reduction.

This research analysis used George Edward III's Policy Implementation theoretical framework, which consists of four main dimensions. The communication dimension highlights the importance of clear and consistent information delivery to all parties involved. The resource dimension covers the financial, human, and infrastructure aspects that support the successful implementation of policies. The disposition dimension refers to policy implementers' commitment and positive attitude toward the goals to be achieved. Meanwhile, the bureaucratic structure dimension focuses on procedures, coordination, and the division of responsibilities within an organized administrative system. In this study, a theoretical framework was used as a basis for analyzing and presenting data. This approach aimed to identify various factors supporting and hindering the implementation of stunting prevention policies in Bogor City, thereby producing a comprehensive and relevant understanding of the dynamics of policy implementation.

## RESULTS AND DISCUSSION

### *Communication*

Communication plays an essential role in prevention policies. According to Edward III's policy implementation theory, communication conveys information from the communicator to the audience to ensure that policies are understood and implemented following the expected objectives ([Putri & Suprayoga, 2024](#)). In the context of stunting prevention policies, communication provides clear information to stakeholders and the community, so that efforts to accelerate the reduction of stunting rates can be carried out optimally. The city of Bogor is one of the regions that has successfully utilized various communication strategies to support stunting prevention policies.

The Bogor City Government has used various media to disseminate information about its stunting prevention programs. One strategic measure is the “Penting Lur” program, which is publicized through the Instagram account of the Bogor City Council Secretariat ([Septia et al., 2024](#)). This program aims to raise public awareness about the importance of stunting prevention measures ([Dinas Komunikasi dan Informatika Kota Bogor, 2024](#)). Through the presentation of educational content in the form of attractive images and animated videos, the government has successfully conveyed information about the importance of balanced nutrition and healthy lifestyles in a way that is easier for the public to understand. This step helps build awareness and encourages active community participation in supporting efforts to reduce stunting rates. This social media-based communication shows how a digital approach can accelerate health policy information delivery to the wider community ([Srg & Usiono, 2024](#)).

In addition, communication carried out by the Health Office, Cibinong Community Health Center, and Cibinong Sub-District regarding the *Salembur Sauyunan (SALSA)* program is a concrete example of how direct communication can support the successful implementation of stunting prevention policies ([Saprudin et al., 2024](#)). This program is designed to convey policy information to key target groups, such as pregnant women and families with toddlers, through a structured and dialogical approach that builds deep understanding among the community. Communication in this program explains preventive measures against stunting, such as the importance of prenatal check-ups, exclusive breastfeeding, and consumption of nutritious foods, while accelerating the implementation of preventive and curative actions. The success of this program



demonstrates that effective communication can enhance community trust and engagement, thereby serving as the primary catalyst for driving collective action to support the acceleration of stunting reduction efforts.

In Cibedug Village, Bogor, stunting is tackled through the *Program Keluarga Harapan (PKH)* in the form of *Pertemuan Peningkatan Kemampuan Keluarga (P2K2)* initiated by the Ministry of Social Affairs together with the Bogor city government ([Purnamasari et al., 2024](#)). This program educates the community about healthy lifestyles, the importance of child nutrition, and education through collaborative outreach between the government, health institutions, and non-governmental organizations. This approach aims to strengthen the community's capacity to make better decisions regarding family health and nutrition, while encouraging the independent adoption of healthy lifestyles. Through the *Program Keluarga Harapan (PKH)*, efforts to accelerate the handling of stunting have proven effective in reducing the number of stunting cases, with direct communication serving as the primary catalyst for driving collective action to address stunting.

Meanwhile, education in Tegallega Village, Bogor City, is crucial in preventing and overcoming stunting. One of the main programs launched is “*Taleus*” (*Tanggap Laleungitkeun Stunting*), organized by the Bogor City Government in collaboration with *Universitas Pakuan* and *Kenanga* and *Nusa Indah I Posyandu* ([Nhestricia et al., 2024](#)). This program educates mothers with toddlers using posters focusing on the importance of balanced nutrition, especially during the first 1,000 days of a child's life. In addition to information in the form of posters, the program also provides question-and-answer sessions and visual materials to help participants understand the information. As a result, mothers' knowledge increased significantly, from 56% to 99%, demonstrating the effectiveness of this approach. Through collaboration among various parties, the program ensures that education and prevention of stunting can continue and have a positive, sustainable impact.

Based on the various programs mentioned above, stunting prevention policies in Bogor City highlight the importance of effective communication in achieving optimal results. Communication in the implementation of stunting prevention policies in Bogor City through programs such as “*Penting Lur*”, which utilizes social media to convey messages related to nutrition and health, has successfully reached a wide audience, particularly the younger generation, through a digital approach that is relevant to contemporary developments. Meanwhile, “*SALSA*” prioritizes direct communication through outreach programs, providing opportunities for the community, especially housewives, to interact directly with experts, making policy messages easier to understand and implement.

In addition, the *Pertemuan Peningkatan Kemampuan Keluarga (P2K2)* in the *Program Keluarga Harapan (PKH)* strengthens beneficiary families' understanding of stunting prevention measures through interactive and practical communication. On the other hand, the “*Taleus*” program emphasizes the importance of cross-sectoral collaboration in building effective communication, involving various stakeholders such as health workers, community leaders, and educators to reinforce policy messages. The success of these programs demonstrates that planned and community-needs-oriented communication can enhance understanding, participation, and commitment in supporting the implementation of stunting prevention policies in the city of Bogor.

### **Resources**

The availability of resources, including human resources, infrastructure, and budget, is a fundamental factor in successfully implementing public policies, particularly in combating stunting. The success of a policy greatly depends on the fulfillment and efficient management of resources ([Nurva & Maharani, 2023](#)). Without adequate resources,

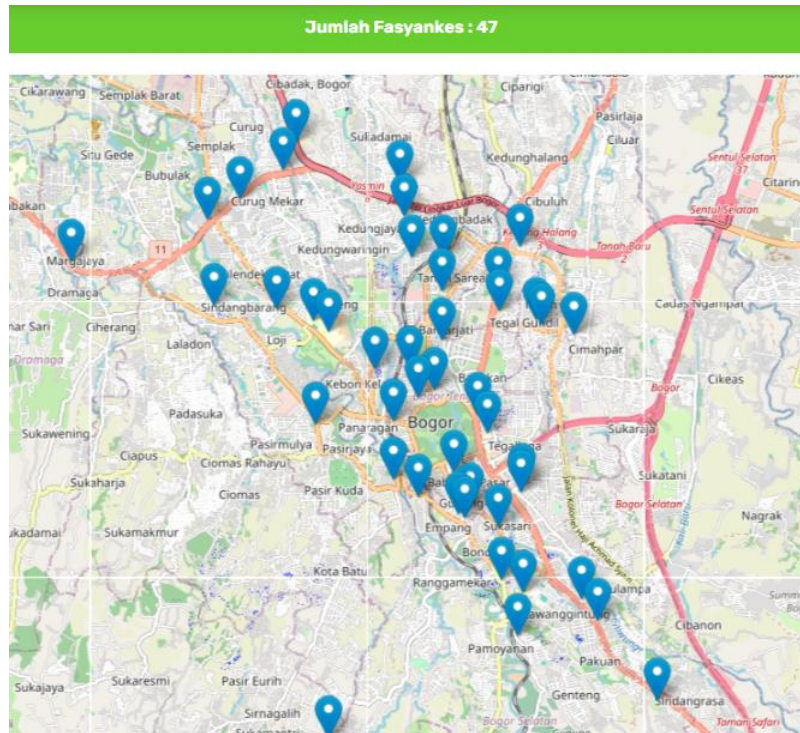
achieving policy objectives will be difficult. Therefore, allocating and organizing appropriate resources is crucial to the effectiveness of a policy in achieving its desired objectives.

As part of the stunting reduction efforts in Bogor City, the “*Penting Lur*” Program is a key initiative that effectively utilizes human resources. This program involves 6,717 *Aparatur Sipil Negara (ASN)* and Regional-Owned Enterprise (BUMD) employees ([Susanti & Naryo, 2023](#)). Every day, they donate two eggs to children at risk of stunting, equivalent to 1.5 kg per month, for six months. This initiative has the full support of the local government and is coordinated based on local data obtained through regional surveys, ensuring that assistance is delivered to the right targets ([Susanti, 2023](#)).

In addition, the “*Salembur Sauyuan*” (SALSA) Program in Bogor City prioritizes human resource development as its main focus, training medical personnel, health workers, and the community to enhance their understanding of the importance of nutrition and health. The program also leverages existing infrastructure, such as health facilities, to effectively streamline health services and education delivery. With strengthened human resources and optimal infrastructure utilization, the SALSA program is hoped to reduce the prevalence of stunting and improve community well-being ([Saprudin et al., 2024](#)).

The *Program Keluarga Harapan (PKH)* in Cibedug Village, implemented through *Pertemuan Peningkatan Kemampuan Keluarga (P2K2)*, also optimizes the utilization of human and financial resources. This program provides social assistance through cash grants to eligible low-income families. It offers counseling to encourage behavioral changes within families, enabling them to become more self-reliant in accessing education, health, and social welfare services. The ultimate goal is to reduce stunting rates and improve families' overall quality of life ([Purnamasari et al., 2024](#)).

In addition to human resources and financial assistance, health infrastructure also plays a very important role in supporting the implementation of stunting prevention policies. This infrastructure includes various health facilities that provide medical services and support efforts related to nutrition prevention and education, child growth monitoring, and immunization ([Irwansyah & Ismayanti, 2024](#)). The availability of adequate health facilities in each region is one of the key factors in ensuring that stunting prevention policies can be implemented effectively and comprehensively. This infrastructure also helps to reach a wider target group, such as pregnant women, toddlers, and the general public, who need access to information and services related to health and nutrition ([Khaerudin et al., 2024](#)).



**Figure 1. Map of Health Facilities in Bogor City**  
*Source: dinkes.kotabogor.go.id*

Figure 1 shows a map of the distribution of health facilities in Bogor City, with 47 health service facilities (*fasyankes*) spread across various regions ([Dinas Kesehatan Kota Bogor, 2024](#)). These facilities include integrated health service posts, community health centers, and clinics, which form part of the main infrastructure supporting the implementation of health policies, including stunting prevention. The health facilities marked on this map serve as medical service centers and health education centers, particularly for pregnant women and infants. With their strategic locations and easy accessibility, these facilities play a crucial role in supporting programs such as nutrition counseling, child growth monitoring, and immunization administration.

One area with adequate health access is Tegallega Village, located in Bogor Tengah District. In this area, various health facilities are distributed, such as health laboratories, clinics, pharmacies, community health centers, and hospitals, which support the community's need for comprehensive health services. The presence of these facilities not only plays a role in providing medical services but is also crucial in implementing community health programs, including stunting prevention. With good access to healthcare services and appropriate prevention programs, these facilities support efforts to reduce stunting rates in the area, particularly through child growth monitoring, nutrition education, and immunization ([Nhestricia et al., 2024](#)).

Based on the various programs mentioned, stunting prevention programs in Bogor City, such as “Penting-Lur,” have utilized integrated resource management following the resource dimensions in Edward III's theory. The involvement of 6,717 ASN and BUMD employees as daily egg contributors is a strong foundation in meeting the nutritional needs of children at risk of stunting and pregnant women ([Ramdhani et al., 2024](#)). Local data utilization ensures targeted distribution, while local government support provides legitimacy and sustainability. Similarly, the “Salembur Sauyuan” (SALSA) Program in Cibinong Village overcomes limited human resources with collaboration between cadres, facilitators, and local midwives. The location's proximity to the Bogor Health Office also

supports the acceleration of policy implementation, suggesting synergies between parties can improve program effectiveness.

However, obstacles are still encountered in infrastructure and service quality. Bogor City has many health facilities such as puskesmas and clinics, but inequality in service quality and limited medical personnel are obstacles. In Tegallega Village, the low level of education in the community also hampers understanding of health, including stunting prevention. In the *Program Keluarga Harapan (PKH)*, facilitators are responsible for hundreds of families to monitor children's growth and development, provide nutrition education, and motivate behavior change. While there is coordination with puskesmas, posyandu and schools, challenges such as staff limitations and data delays indicate the need for increased resource capacity to support the program's continued success.

### **Disposition**

According to Edward III, the attitude or disposition is policy actors' willingness, desire and tendency to implement policies in earnest so that policy objectives can run effectively following the directions set ([Putri & Suprayoga, 2024](#)). Responses or reactions to policies also influence success in policy implementation. In addition, in implementing policies, commitment and support from policy implementers are needed to achieve the policy's objectives.

The Bogor City Government has shown a high commitment to tackling stunting through innovative programs such as "*Penting Lur*", which provides eggs as a nutritional intervention, especially to vulnerable groups, as well as active collaboration with various parties, including regional apparatus, Forkopimda Kota Bogor, academics, and the community. The *Tim Percepatan Penurunan Stunting (TPPS)* revealed the importance of providing nutritional intake during the golden period of child development. The target of "zero growth stunting" by 2024, with a reduction of 1,000 stunting cases and risk reduction in 2,000 children, reflects a proactive attitude and a shared perception that the issue of stunting is a strategic priority ([Nurzain, 2024](#)). Regular evaluations and directives from the Acting Mayor strengthen the commitment of policy implementers to focus on success indicators, such as children's height, weight, and intelligence according to health standards. Implementers' attitude, commitment, and perception are key to effective policy implementation.

Meanwhile, in the "*Salembur Sauyuan*" (*SALSA*) program, the implementers of the stunting reduction program have accepted the policy well. The Cibinong Village Government shows openness to external parties and actively prevents and reduces stunting ([Saprudin et al., 2024](#)). Through the positive attitude shown by the Cibinong Village Government towards Puskesmas officers, the Bogor Regency Health Office and companies involved in the stunting reduction process, it is a separate support for the community in implementing stunting reduction and prevention policies in Cibinong Village.

The government's commitment to addressing the problem of stunting in Bogor City is the main key in directing policies that involve the community through support for the activities of PKK Posyandu cadres in RW 1 Kayu Manis Village, Bogor City, which includes socialization, counseling, assistance, and evaluation ([Vikaliana et al., 2024](#)). This positive attitude can be seen in systematic steps to improve the community's understanding of the importance of nutrition and household financial management. However, challenges like low initial knowledge of protein food processing and limited economic access require more attention. Nevertheless, the sustainability of the program and the strengthening of regional coverage reflect the government's seriousness in achieving the target of reducing stunting prevalence.



On the other hand, in Cibedug, Bogor, implementers of the *Program Keluarga Harapan (PKH)* showed a positive attitude by understanding the program as an educational tool to change the community's mindset, not just financial assistance. The program's success is supported by coordination between the Social Affairs Office, health institutions, and the community and effective communication to create a common understanding. Implementers proactively face challenges by finding solutions and adapting, while focusing on improving the quality of life of beneficiary families through counseling and training. Regular evaluations ensure sustained positive impact, build a culture of community self-reliance, and support the eradication of stunting in the Bogor region, particularly Cibedug ([Purnamasari et al., 2024](#)).

Based on the various programs mentioned, the “*Penting-Lur*” Program in Bogor City shows the commitment of policy implementers in tackling stunting with a simple but strategic approach, namely the provision of eggs as a nutritional intervention. The program aims to increase protein intake in children to prevent stunting. However, the success of this program faces challenges, such as ensuring targeted distribution, maintaining supply sustainability, and monitoring overall impact. In addition, low public understanding of the importance of nutrition can also hinder the program's effectiveness. Therefore, intensive educational measures and cross-sector coordination are needed to ensure the program runs optimally and sustainably.

Meanwhile, the “*Salembur Saayunan*” (*SALSA*) movement program applies a “family for family” approach, in which well-off families provide nutritional assistance to low-income families. The *SALSA* program is regulated in the *SALSA Movement Guidebook*, which was prepared by various parties, including cadres, midwives and the private sector. The *SALSA* program can be implemented well due to the community's positive attitude and policy implementation support in handling the Bogor District.

The government's commitment to support stunting prevention in Kayumanis Village, Bogor City, is seen through various activities such as socialization, counseling, mentoring, and evaluation involving PKK Posyandu cadres. However, implementation in the field still faces challenges, especially the community's low understanding of nutritious food and household financial management. Despite serious efforts, a more personalized and sustainable approach is still needed to ensure the program can run optimally. In addition, active community participation must be increased to utilize available facilities to reduce stunting effectively.

In addition, the *Program Keluarga Harapan (PKH)* in South Bogor Sub-district can be seen from the active role of PKH assistants, with the majority of participants expressing satisfaction with the performance of PKH assistants ([Yusuf et al., 2021](#)). They not only ensure that the disbursement of funds is on target but also motivate participants to make optimal use of the assistance. In addition, constraints such as inter-agency coordination and delays in data verification point to the need for increased motivation and technical support to ensure policy implementers can work more effectively and consistently.

### **Bureaucratic Structure**

A bureaucratic structure is needed to manage resources or implementers in carrying out activities in a profitable and well-coordinated manner. According to Edward III, bureaucratic structure significantly influences policy implementation. In running an elusive or complex event, there must be an effective bureaucratic structure and the ability to coordinate existing resources. The bureaucratic structure regarding the Bogor City Health Office is regulated in the Mayor Regulation (*Perwali*) of Bogor City Number 159 of 2021 concerning Tasks, Functions, Job Descriptions, and Work Procedures within the Bogor City Health Office. In achieving an effective, efficient and economical bureaucracy, it is necessary to apply Standard Operating Procedure (SOP) in implementing policies.

The “*Penting Lur*” program in Bogor City is run through the Stunting Reduction Acceleration Team. Good coordination is evident in the “*Penting Lur*” program, which involves various agencies such as the Health Office, Social Office, Bappeda, and sub-district and village governments. The team's formation is a concrete step from Presidential Regulation No. 72 of 2021, which emphasizes the importance of a multi-sectoral approach ([Pertiwi & Laksmono, 2024](#)). Each party involved has a complementary role, from distributing nutrition assistance to implementing stunting audits. In addition, the nutrition assistance program for children has involved various partnerships such as the *Ikatan Bidan Indonesia (IBI)*, *Lembaga Amil Zakat (LAZ)* Al-Bunyan, and the private sector, which further strengthens the sustainability and coverage of the program in the field ([Rahma, 2024](#)).

This achievement is also inseparable from regular monitoring and evaluation, which is reported directly to the Mayor of Bogor. Coordination is smooth, transparent, and accountable. The results can be seen in the decrease in stunting rate from 18.7% to 18.2% in the last two years. Cross-sector collaboration in Bogor City has succeeded in driving real progress in handling stunting, which is expected to continue to grow towards the target of zero new stunting.

On the other hand, the role of bureaucracy in the “*Salembur Sauryunan*” (*SALSA*) Program implemented in Cibinong Village plays an important and positive role in stunting reduction and prevention policies. Cibinong Village received direct socialization from the center, which the Bogor District Health Office coordinated to carry out the stunting handling program. In this case, the bureaucracy plays a positive role with a well-organized structure and regular socialization activities by officials to communicate information to the Cibinong Village community. The areas responsible for implementing this policy include the Public Health Division of the Bogor District Health Office, nutrition officers of the Cibinong Sub-district Health Center, and Cibinong Village officials. However, those with specific responsibilities in implementing this policy are the lurah and the secretary of Kelurahan Cibinong.

In practice, stunting reduction in Cibinong Village has experienced difficulties, such as posyandu cadres who have difficulty understanding the weighing process, identifying nutritious foods, and calculating and recording changes in stunting rates in the village. Officials carry out a clear structure and periodic socialization activities to provide information to the Cibinong Village community. Edward III states that a clear structure and the implementation of SOPs help reduce and overcome stunting effectively and efficiently, which is implemented in policy by the Public Health Division of the Bogor District Health Office, nutrition officers of the Cibinong Sub-district Health Center, and Cibinong Village staff. However, implementing this policy is given to the lurah and secretary of Cibinong urban village.

In addition, the bureaucratic structure plays an important role in the *Program Keluarga Harapan (PKH)* by ensuring each level, from the ministry to the social affairs office in districts and villages, has clear roles and responsibilities. Good coordination between government and non-government agencies is important to channel information and resources effectively. Each program step, from application to aid realization, follows established procedures to maintain continuity. Monitoring and evaluation mechanisms also ensure the program goes according to plan and achieves the desired goals. With a well-organized structure, PKH can be implemented efficiently and positively impact the target community ([Purnamasari et al., 2024](#)).

Meanwhile, the “*Taleus*” (*Tanggap Laleungitkeun Stunting*) program in Tegallega Village, Bogor City, also had a well-organized bureaucratic structure. Close coordination between *Universitas Pakuan*, Posyandu, and local government agencies ensured a clear

division of tasks, with the university as the educational facilitator and posyandu cadres responsible for implementation at the community level. This process is supported by measurable methods, such as pre-test and post-test, allowing data-driven decision-making. However, the challenge of low access to information due to the community's educational background remains a major obstacle, so communication strategies need to be adjusted so that information from the program can be effectively received and understood by all levels of society. If supported by proper communication, this organized bureaucratic structure can increase the effectiveness and efficiency of the "*Taleus*" program in addressing stunting in the region.

Based on the various programs mentioned, the bureaucratic structure in implementing the "*Penting Lur*" program in Bogor City is designed to optimize cross-sector coordination through the Stunting Reduction Acceleration Team. This team involves various agencies such as the Health Office, Social Office, Bappeda, and sub-district and village governments, responsible for ensuring policy synchronization, strengthening institutional capacity, implementing routine monitoring, and auditing stunting to achieve the set targets. The working mechanism involves several partnerships, such as the *Ikatan Bidan Indonesia (IBI)*, *Lembaga Amil Zakat (LAZ)* Al-Bunyan, and the private sector. Cross-sector collaboration in Bogor City has successfully driven real progress in handling stunting.

In the "*Salembur Sauyunan*" (*SALSA*) program, the implementation of stunting reduction policies has followed the established SOPs. In addition, the publication of the Salembur Sauyunan Movement (*SALSA*) guidebook by Titi Dwi Aryana, SE (2023) shows that the program has been well implemented in Cibinong Village. However, some challenges remain in practice, such as difficulties for posyandu cadres in understanding weighing procedures, finding healthy foods, and recording and calculating changes in stunting rates. Cibinong Village routinely conducts monthly socialization to overcome these obstacles to ensure the program is implemented according to the SOP.

On the other hand, the *Program Keluarga Harapan (PKH)* in South Bogor Sub-district involves coordination between various parties, including local government agencies, puskesmas, schools, and posyandu. Each agency has complementary tasks and functions to support the program's success. Despite the organized work mechanism, program implementation still faces challenges, such as the lack of effective coordination between agencies, delays in data verification, and obstacles to timely fund disbursement. To overcome these obstacles, an improved coordination system and more effective technical guidance are needed so that all parties involved can carry out their responsibilities optimally.

Meanwhile, the "*Taleus*" program in Tegallega Village, Bogor City, showed that the bureaucratic structure involving the local government, Posyandu cadres, and Pakuan University was well organized. This collaboration provides a clear division of roles, but its implementation still faces challenges, especially related to the low level of community health literacy. The success of a bureaucratic structure depends not only on a clear division of tasks but also on how each actor can carry out their functions effectively within the social context of the local community. The low absorption of information by the community reflects that the communication strategy used has not been fully adaptive to the community's needs and level of understanding. Thus, although coordination between actors has been established, adjustments to the approach at the operational level are needed so that the program can provide more optimal results.

## CONCLUSION

Various stunting prevention programs in Bogor City, such as Penteng Lur, SALSA, PKH, and Taleus, have helped to increase public awareness about the importance of nutrition and have shown progress in reducing the prevalence of stunting, especially in vulnerable groups such as pregnant women and children under five years old. There has been good coordination between the Bogor City government and the sub-district and village governments. These programs show that the interventions are well-targeted and can positively impact improving nutritional status in Bogor City. However, challenges such as limited resources in some areas and low public understanding of nutrition are still obstacles in achieving optimal results.

Community-based approaches and cross-sector collaboration can be key in improving program effectiveness. By actively engaging local communities through targeted interventions, especially for vulnerable groups, the program can be more responsive to the needs of the field. Specific interventions such as socialization on nutrition education, supplementary feeding, and health assistance need to be expanded to make the program more equitable and have a wider impact. This strategy not only supports the achievement of stunting reduction targets but also creates a stronger foundation for the health of future generations.

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