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Governmental Performance in Integrated Stunting Countermeasures in Border Regions: Evidence from Timur Tengah Utara Regency

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Abstract

Handling stunting in North Central Timor Regency (TTU) by involving many sectors is greatly influenced by the functions of supervision and control, to carry out supervision and control the bureaucracy requires hierarchy. hierarchy used in bureaucracy cannot be done haphazardly, there needs to be careful efforts because hierarchical bureaucracy has a dual role can be a strength as well as weakness of bureaucracy. The research will focus on analyzing the application of hierarchical bureaucracy in efforts to tackle integrated stunting in border areas. The study uses descriptive methods with qualitative approaches with the use of observation methods and in-depth interviews. The results showed that, in efforts to handle stunting, the TTU Regency government uses a type of Long Hierarchy on the grounds of a broad range of stunting policy areas, with the benefit of providing limits on authority, facilitating communication and coordination, clarifying communication channels and accountability and assisting leaders in efforts to control stunting countermeasures policies. But on the other hand, the use of long hierarchies has an impact on the optimal performance of bureaucracy indicated by negative impacts, among others, the old decision-making process, causing subordinate dependence on superiors in decision-making efforts and coordination and supervision systems between related sectors, takes longer and can almost cooperation between sectors. Therefore, efforts are needed to develop information and communication technology (ICT) to replace some of the functions of the hierarchy and become a fast communication medium for leaders in conducting supervision and control activities. The use of ICT can be used by all actors in the bureaucracy, both superiors and subordinates to control each other's stunting activities in Timur Tengah Utara Regency.

Keywords: Bureaucracy, Hierarchy, Stunting, Borders, North Central Timor

Abstrak

Penanganan stunting di Kabupaten Timor Tengah Utara (TTU) dengan melibatkan banyak pihak dipengaruhi oleh fungsi supervisi dan kontrol, untuk menjalankan supervisi dan kontrol pegawai tersebut membutuhkan hierarki. hierarki yang digunakan dalam pekerjaan tidak dapat dilakukan secara serampangan, perlu adanya upaya kehati-hatian

karena pegawai memiliki pekerjaan ganda yang dapat dilakukan selain dari pekerjaan. Penelitian ini akan berfokus pada penerapan pekerjaan dalam upaya penanganan pengerdilan di wilayah perbatasan. Penelitian ini menggunakan metode deskriptif dengan pendekatan kualitatif dengan penggunaan metode observasi dan wawancara mendalam. Hasilnya menunjukkan bahwa, dalam upaya penanganan stunting pemerintah Kabupaten TTU menggunakan jangkauan kebijakan penanggulangan stunting yang luas, dengan manfaat memberikan Batasan kewenangan, memudahkan komunikasi dan koordinasi, memperjelas komunikasi dan pertanggung jawaban serta membantu pimpinan dalam upaya pengendalian kebijakan penanggulangan stunting. Namun di sisi lain, hierarki penggunaan yang Panjang berdampak pada kinerja yang belum optimal yang ditunjukkan oleh dampak negatif antara proses pengambilan keputusan lama, ketergantungan bawahan kepada atasan dalam pengambilan keputusan serta koordinasi dan supervisi antar sektor terkait, membutuhkan waktu yang lebih lama dan lama dapat menghambat kerjasama antar sektor. Oleh karena itu, diperlukan upaya pengembangan teknologi informasi dan komunikasi (TIK) untuk memanfaatkan sebagian fungsi dari hierarki dan menjadi komunikasi yang cepat bagi pimpinan dalam melakukan kegiatan supervisi dan kontrol. Penggunaan TIK ini dapat digunakan oleh semua pegawai dalam pegawai, baik atasan maupun bawahan untuk saling mengontrol kegiatan di Kabupaten Timur Tengah Utara.

Kata Kunci: Birokrasi, Hirarki, Stunting, Perbatasan, Timur Tengah Utara

INTRODUCTION

Border issues are often an interesting issue and get the attention of the public, including researchers. A border area is a territory of a country that is geographically directly adjacent to a neighboring country, on land, at sea, or in the air, whose boundaries are determined in accordance with the defense and security functions of the country, this encourages the occurrence of national sentiments in the border area, the development of these sentiments have strategic value from the point of view of defense and security because it affects the sovereignty of the country's territory, international relations, and domestic security stability. Not only that, social and economic issues are also interesting to peel off considering that lately the government is working on sectoral policy alignment to overcome various problems left in the border area.

From a development point of view, the development of border areas is still slow with low accessibility and is dominated by underdeveloped areas where social and economic facilities and infrastructure are still very limited. These areas are generally less touched by the dynamics of development, even in some areas bordering neighboring countries the people tend to be oriented to neighboring countries in terms of social and economic services (BNPP, 2011). A number of development policy directions are being vociferously proclaimed for the reduction of gaps between regions. However, the optimal alignment of related sector policies has led to the implementation of these policies that have not significantly encouraged development in the border region. The policies most often echoed by the Jokowi Government during his tenure are related to the development of infrastructure whose purpose is to provide opportunities for the border area to develop itself.

Interesting social issues are also related, the relatively low quality of human resources makes the value of the competitive advantage of border communities and results in constraints in economic development in the border region. The conditions of infrastructure and educational facilities, health and access to information and employment are very inadequate faced by border communities, resulting in their level of social life

being left behind compared to communities outside the border area, as well as communities in neighboring countries. The condition of facilities and infrastructure in this border area, one of which has an impact on the quality of public health. Communities in border areas experience limitations in utilizing services both in health facilities and infrastructure, this is due to the border area which has a geographical location that is difficult to reach due to geographical conditions and difficult terrain, this has an impact on the increasing complexity of health problems in border areas. This can be seen from the low degree of public health characterized by high numbers of stunting in the Border Region.

Not only in the border area, Indonesia itself is one of the countries with double triple nutrition problems, this is strengthened by Indonesia being the 5th country with the highest number of toddlers experiencing stunting (Kemenkes, 2019). Stunting is a serious health problem, data from the National Team for the Acceleration of Poverty Prevention (TNP2K), shows that 37% of children under the age of 5 years in Indonesia suffer from stunting. They not only come from the poorest groups of people, but the case occurs in children who come from various levels of social welfare (Secretariat of the Vice President of the Republic of Indonesia, 2017; National Team to Accelerate Poverty Reduction of the Republic of Indonesia, 2018). In Indonesia about 45-55% of children in rural areas in that age range experience "stunting" and about 10% experience "wasting" and that number does not change during preschool age. The deficit of riboflavin in adolescents in Indonesia is 59-96% and the prevalence of under nutrient (underweight) is 17.4%. (Saragih, 2008).

The United Nations Children's Fund (UNICEF) defines stunting as the percentage of children ages 0 to 59 months, with heights below minus (moderate and severe stunting) and chronic stunting measured by the World Health Organization (WHO) child growth standards. The consequences of child stunting are long-term including increased morbidity and mortality, poor child development and learning capacity, susceptible infections and non-communicable diseases in adulthood, and reduced productivity and economic ability (Stewart, Iannotti, Dewey, Michaelsen, & Onyango, 2013). Chronic malnutrition in early life will harm the future, including less education, poorer cognitive skills, lower incomes and higher chances of living in poverty (Hoddinott, J. F., Rosegrant, M. W., & Torero, 2013).

In East Nusa Tenggara Province itself, there are at least 3 regencies that are the focus of winning, one of which is Timur Tengah Utara Regency. This Regency is one of the Regencies in the Border Region with the highest stunting rate in East Nusa Tenggara. Worse still, this condition has an impact on this regency even dubbed as a stunting nest in Indonesia. This condition resulted in Timur Tengah Utara Regency getting special attention from the Governor of East Nusa Tenggara because it is 3 of the regencies in East Nusa Tenggara with the highest stunting rate. In one of the interviews conducted in one of the online news, the Governor of East Nusa Tenggara confirmed that East Nusa Tenggara Province in 2020 will focus on efforts to deal with stunting problems in 3 districts with the highest stunting rates where one of them is Timur Tengah Utara Regency. The focus of handling stunting is one of a series of activities as an effort to prepare superior human resources with the improvement of health services in the community. Furthermore, Governor NTT urged that related agencies should be able to be actively involved in stunting handling efforts in their region:

*"I want to highlight some things that are about stunting and poverty. If viewed statistically, Kupang Regency, TTS and TTU stunting numbers are very high and should be a priority for the NTT provincial government. This should be taken seriously by the relevant agencies."
(Taolin, 2020).*

Timur Tengah Utara is one of the districts in East Nusa Tenggara Province has the highest stunting rate (WOMEN & AND CHILD PROTECTION, 2020). Stunting rate in Timur Tengah Utara Regency itself is mathematic at 35.6 percent where there are still 20 villages that have stunting data above 50 percent (Kupang, 2020), which is spread evenly in 183 villages in Timur Tengah Utara Regency (Tani, 2020). This indication shows the human development index (HDI) in the Border Region still leaves complicated problems that must soon be addressed in future development by the government. In one of the online news of the Regent of the Timur Tengah Utara Regency said the following:

"Talking about stunting means talking about the self-esteem of an area. Therefore, if the stunting rate is still high then we are considered undignified. Stunting is our common problem, so we need to join hands to overcome it together "(Molan, 2019).

In the expression of the online news, it can be stated that the Timur Tengah Utara Regency Government is working on stunting integrated comprehensively. So far, the Timur Tengah Utara district government is carrying out integration activities of stunting reduction intervention through community economic empowerment programs. The goal is to improve the nutrition of people in rural areas that become the most pockets of dwarfity.

Seeing the handling nutritional problems is finally not simple because it requires multi-dimensional handling and holistically of various problems that exist. Complexity in efforts to handle stunting is needed collaboration between sectors to provide an even role for other sectors in carrying out their roles in accordance with their duties, principals and functions. Timur Tengah regency itself is trying to escape the entanglement of the adverse effects of stunting. One of the nyes through the establishment of a Convergency Team as a comprehensive and integrated effort to Handle Stunting in the Timur Tengah Utara Regency. The establishment of the Convergency Team is an inter-sector cooperation to accelerate the decrease in the prevalence of stunting in North Central Timor Regency by integrating prevention and stunting reduction activities.

Referring to this, researchers are interested in seeing how the government performs in stunting efforts at the border by focusing this research on the analysis of bureaucratic hierarchies. The analysis of the bureaucracy performance hierarchy was chosen based on the conditions in which the performance of this bureaucracy became a determinant of the success of stunting handlers at the border. Bureaucratic tumult in handling the problem of stunting at the border will have a bad impact on effective coordination mechanisms and policies so that it will affect the achievement of the objectives of efforts to handle stunting in the Border Area. Another reason, also because efforts to handle stunting in the Timur Tengah Utara Regency involve many stakeholders, this requires synergy in an effort to integrate the number of stakeholders involved, researchers consider that hierarchical analysis becomes important to be seen as an inseparable part in an integrated bureaucratic relationship.

Furthermore, this research will use the basic characteristics of Weber's bureaucratic theory. Weber in Albrow, (1970) in his view said that bureaucratization is interpreted as the application of various principles and character of bureaucracy that he put forward. Weber's own theory is used with consideration of Weber's Bureaucratic Theory in government practice still exists in many countries, albeit with varying intensities. In Indonesia, Dwiyanto (2015) has revealed that the Weberian bureaucratic model is very strong institutionalized in the government bureaucracy, therefore referring to the theory of the Weber Bureaucratic Principle, the Author of the variable bureaucracy civilization of the hierarchy that will be sought answers through this research. Hierarchical

analysis in bureaucracy is intended to be tools and facilities created by bureaucracy to carry out synchronization and coordination functions so that large parts or activities in the bureaucracy can lead to a common goal. Hierarchy is intended to be an effort to manage bureaucracy in helping bureaucratic leaders to supervise and control their members that have the potential to produce a series of problems in the bureaucracy.

RESEARCH METHOD

This research was conducted using qualitative research on the grounds that this method is expected to be able to describe the analysis of text or narrative in depth (Creswell, 2014). To examine the phenomena in this study, researchers used the ideal theory concept of Weberian bureaucracy as a measuring knife from this study with an research method used is descriptive analysis. The selection of this qualitative approach is based on the strong reason that this approach is more appropriate to understand, and analyze the actual phenomenon of the application of hierarchical bureaucracy in efforts to handle stunting in North Central Timor Regency. Data collection instruments in this study are carried out using data collection techniques in the form of literature studies and field studies. Field studies are conducted with observations and semi-structural interviews. The selection of sources is done purposively, namely people who have adequacy of knowledge and are able to explain the actual circumstances in accordance with research needs. Furthermore, the results of the interview are transformed into qualitative analysis using 3 flows simultaneously, namely data reduction, data presentation, and conclusion withdrawal. Data reduction is carried out continuously during activities to see firsthand the phenomena that occur in the Application of Hierarchical Bureaucracy handling stunting in Timur Tengah Utara Regency. While the presentation as a set of information is arranged that gives the possibility of conclusion withdrawal and action. In the conclusion of the conclusion is also done verification by the process of rethinking and reviewing field records (Miles B, Mathew, 1992).

RESULT AND DISCUSSION

The use of hierarchy cannot be separated from the performance of bureaucracy, hierarchy is used as a tool to help bureaucratic leaders to carry out supervise and control activities over their members. (Dwiyanto, 2015) However, the use of hierarchical bureaucracy cannot be done haphazardly, there needs to be careful efforts because hierarchical bureaucracy has a dual role can be a strength as well as a weakness of bureaucracy. It also means bureaucratic performance in efforts to handle stunting in Timur Tengah Utara Regency. The problems of stunting in Timur Tengah Utara Regency, Government uses a long type of hierarchy which can be seen from the number of related sectors in efforts to handle stunting.

This can be seen in the decision of the Regent of Timur Tengah Utara, Number 538 /KEP/HK/VI/2020 concerning changes to the decision of the Regent of Timur Tengah Utara Number 411/KEP/HK/VI/2020 on the Establishment of a Team to Accelerate the Decline of Stunting of Timur Tengah Utara Regency. The number of sectors and related actors in the fight against stunting involves many related sectors, membership of the Stunting Reduction Acceleration Team in Timur Tengah Utara Regency at least involves the Health Service, Agriculture Office, Food Security Service, Education Office, Village Community Empowerment Office, Population and Family Planning Management Office, Service Public Works, The Animal Husbandry Service, Fisheries and Marine Service, Communication and Information Service, Women Empowerment and Child Protection Service, Residential and Defense Area Public Housing Service, Planning, Research and Development Agency. The large number of these related actors can characterize the type of hierarchy used in bureaucracy. More clearly, the Team for the Acceleration of Stunting

Reduction is the oldest TTU Regency in the decision of the Regent of Timur Tengah Utara Number 538/KEP/HK/VI/2020 concerning Amendments to the decision of the Regent of North Central Timor Number 411/KEP/HK/VI/2020 concerning the Formation of the Acceleration Team The decline in stunting in North Central Timor can be seen in table C.1 below:

Table C.1 Stunting Reduction Acceleration Team

No	Position in TEAM	Position
I	Builder	Regent Timur Tengah Utara
II	Director	regional Secretary Timur Tengah Utara
III	Implementing Team	
	1. Chief	Head of Research and Development Planning Agency Timur Tengah Utara
	2. Vice Chairman	Head of District Health Office Timur Tengah Utara
	3. Secretary	Head of Government and Human Development Bapelitbang Timur Tengah Utara
IV	Fields	
	1. Coordination Field 2. Improvement of Drinking Water Supply and Sanitation 3. Field of Food and Nutrition Availability Improvement 4. Protection and Empowerment 5. Health Service Sector 6. Promotion, Communication and Information 7. Secretary	

Source: North Central Timor District Government Data, 2020

The use of this type of long hierarchy in the effort to handle stunting is motivated by various aspects, among others, *the first*, a large working area. Timur Tengah Utara Regency is one of the districts located on the island of Timur East Nusa Tenggara Province. The land area of Timur Tengah Utara Regency is an area of 2669.70 km² with the island of Timor as the largest island (14,732.35 km²). The administrative area in Timur Tengah Utara in 2019 is divided into 24 sub-districts consisting of 182 villages and 11 villages. In addition, in TTU Regency as of 2019 there are as many as 605 hamlets, 817 RW and 2284 RT. This wide range of work affects the government's policy North Central Timor Regency in efforts to combat stunting, the Government of Timur Tengah Utara Regency takes a policy in the form of determining villages/ village priorities in each year. This policy was taken based on the reason that the government realized that extensive work could not be completed in one year of activities. Therefore, the issuance of the decree of the Regent of Timur Tengah Utara Number 412/KEP/HK/YEAR 2020 on the determination of stunting locus villages in Timur Tengah Utara Regency in 2020 and in 2021 mentioned that the Government of Timur Tengah Utara Regency set 20 villages in 2020, sedated in 2021 the Government of Timur Tengah Utara Regency set 30 villages spread across North Central Timor Regency. However, the determination of locus stunting villages in Timur Tengah Utara Regency remains with a wide range of areas, a wide scope of work requires a long hierarchical bureaucracy to be able to control activities with a wide range of work areas as well so that more effective bureaucratic performance is expected (Dwiyanto, 2015).

Second, in this stunting effort, the use of a long hierarchy is also motivated by activities in efforts to combat stunting is varied and also complex. Stunting efforts cannot

be done simply, because stunting alleviation will not be effective if only supplemental feeding is done, but also must be with other interventions. That means that in stunting countermeasures activities require other sectors outside the health service to ensure other interventions can be handled properly. Complexity is defined as the level of differentiation or division of labor that exists in organizations both hierarchically and geographically dispersed organizational units. That complexity is a number of different jobs or a number of functional activities carried out by an organization. The more complex the organization is the more difficult it is in managing managerial work because there are inequalities in both the unit / task group and the individual work (Robbins, 1996).

In the speech of Balilius as The Head of Health Services revealed that the policy in efforts to combat stunting is not simple, basically there are three things that need to be considered, among others, must be available nutritious intake, the community must be in good health (should not be diseased) and the last is good parenting. These three things cannot be separated therefore stunting countermeasures policies require varied activities, in an effort to present these varied activities will also require complex and not simple activities.

Therefore, in efforts to do stunting in North Central Timor Regency will admit intervention action which is an instrument in the form of activities used to improve the implementation of integration of intervention natural nutrition prevention and stunting reduction. Stunting reduction efforts are carried out through two interventions, namely specific nutritional interventions to address direct causes and sensitive nutritional interventions to address indirect causes. In addition to addressing direct and indirect causes, supporting prerequisites are needed that include political and policy commitments to implementation, government and cross-sector engagement, as well as capacity to implement.

"Effort specific nutrition talk about his health, if sensitive nutrition is talk non-Health. If in our dis-infectiveness in this Health service interference with the provision of foodstuffs, drugs, tablets plus blood from other services he provides latrines and others, basically related to other supporters of this stunting alleviation effort".

The compatibility of handling stunting is not only due to the number of related agencies. But also because of the many intervention activities carried out in this stunting effort, there are at least 8 stunting handling activities, among others. Activity plan situation analysis; 2). Planning an activity plan; 3). Stunting ;4). Drafting of regent regulations on the role of the village; 5) Construction of human development cadres; 6). Stunting data management system; 7). Measurement, balancing and publication of stunting data; 8). Annual performance review. Eight activities intervention in stunting is the description of the stages of activities in the form of planning and deployment, implementation to monitoring and evaluation. The compatibility of handling stunting is also the main reason for the use of long hierarchies.

Third, the use of a long hierarch is also motivated by the large number of members involved. The Stunting Reduction Acceleration Team at North Central Timor Regency organizes integrated stunting reduction intervention activities that are part of cross-sector joint responsibility. This is same with the narration of Mr. Balilius as the following Chairman of Health Services:

"Stunting is a national issue, the handling must also be integrated. Therefore, a convergency team was formed (collaboration between sectors) in an effort to handle stunting. Handling stunting is unlikely for health people themselves who

do, because we health people intervention is only limited to the provision of vitamins, PMT only, but it is not enough, PMTkan additional feeding, the name is added not a staple food, the staple food is not a health person who takes care of, it is for example from the animal husbandry service, because if we love him PMT (Supplemental Feeding) but WC does not exist. Worm his son later."

Furthermore, Mr. Balilius as the Head of Health Services revealed that this convergency action involves related OPD as a support for stunting counter measures. This Convergency action was appointed by Bapalitbang as prime mover, planning in this stunting countermeasures activity, the Secretary is Head of Health Service and its members namely other OPD-OPD involved. In this convergency action each agency has its own responsibilities and roles in accordance with its duties, principals and functions.

The implementation of integrated stunting reduction interventions is a shared responsibility across sectors and not the responsibility of one institution only. For this reason, a cross-sector team is needed to implement integration action. Membership of the cross-sector team includes at least agencies that handle: health, agriculture, food security, marine and fisheries, education, industry, social, religion, communication and information, public works/copyright works/housing and settlements, empowerment of rural communities, women's empowerment and child protection, population of civil records and family planning, and supervision of drugs and food. Handling stunting in Timur Tengah Utara Regency by involving many related sectors is strongly influenced by supervise and control between actors, convergence is needed that integrates routine program activities of various related sectors in order to create an integrated and comprehensive program, therefore, convergence becomes one of the main pillars in the national strategy of accelerating stunting prevention and reduction (Ministry of National Planning and Development / National Planning and Development Agency, 2018).

In Indonesia, *the Scaling up Nutrition* policy has been translated into the National Movement of the First Thousand Days of Life. Considering that nutritional problems are problems that have multi-factorial variables, the implementation also requires cross-sector involvement. In bureaucracy with the involvement of many sectors is very synonymous with the use of a long bureaucratic hierarchy. Long hierarchies often create distortions in communication. The same thing happens to the flow of information and reports from subordinates to superiors. The long hierarchy of a bureaucracy, the more tendency distortions occur in communication.

In addition, violating administrative provisions for a bureaucratic official, although with good intentions, has a great risk because it could be actions based on good intentions to help the community is then blamed by the leadership. Because of these concerns, they before acting should ask the leadership for instructions on what to do. In a hierarchical organization, giving instructions must also follow the level of hierarchy. This is in line with the following speech with Mr. Balilius as the following Head of Health Services:

"Whatever we have to consult with him (Head of Health Service), the decision for example we have our mind must be consultation he directs us, we follow, whatever he has activities we must consult first, get approval first from the head of the new service we do. There's no way we're going to do it just now. No. For example action 1, we consul first so new later we are directed. If it's o'k we just walk. Later he who directed later add this, later this one should not be done. Like that"

From the results of the above interview, it can be known that, the policy in efforts to combat stunting the Head of Health Office North Central Timor Regency is domiciled

in the team as Vice Chairman of the Stunting Reduction Acceleration Team in North Central Timor Regency acting as vice chairman of the stunting reduction acceleration team in North Central Timor Regency. The authority to make decisions in a bureaucracy that is only allocated to those who have a hierarchical position. The higher his position in the hierarchy, the greater his authority to make decisions (Dwiyanto, 2015). Furthermore, the statement delivered by representatives of the Timur Tengah Utara Regency Health Office, decision-making related to stunting efforts in Timur Tengah Utara Regency can only be done by those in the hierarchy. Stakeholders are selected to carry out decision-making functions (*thinking*), while stakeholders who are outside the structure serve as implementing staff (*doing*). Similar to decisions that are very technical, decisions related to cross-sector with very urgent conditions though, the final decision must still be taken by stakeholders who have a hierarchical structure that has a function as decision making. So, with conditions like this, the decision taken must first adjust the schedule and time owned by the decision makers.

However, the condition of the separation of *thinking* and *doing* functions does not make the authority to take decisions only concentrated there are structural officials. Given the decision-making made by structural officials remain consulted, keep listening to the opinions of the managing staff on the ground who have the ability and understanding in more detail on the ground. Hierarchical structure does not then inhibit the partitioning or ignorant behavior of structural officials to conditions on the ground, because in the efforts of decision making to keep coordinating and listening to the directions of the managing staff. The application of a long hierarchy in efforts to handle stunting provides positive benefits as well as negative impacts in bureaucratic performance. Basically the hierarchy aims to conduct supervise and control activities against its members also has the potential to produce a series of problems in the bureaucracy (Dwiyanto, 2015).

Basically, the hierarchy aims to carry out supervise and control activities against its members, one of which is related to the limitations of authority, facilitates communication and coordination, clarifies communication channels and accountability and assists the leadership in efforts to control this stunting countermeasures policy, but on the other hand, the use of long hierarchies has an impact on the optimal performance of bureaucracy indicated by negative impacts, among others, the old decision-making process, causing subordinate dependence on superiors in decision-making efforts and coordination and supervision systems between related sectors, takes longer and can hinder cooperation between sectors. The decision-making system that has a *problem king* function has an impact on the slow decision-making system because decision making must first wait for structural officials who have a *thinking* function in this stunting effort.

The National Strategy (Stranas) for The Acceleration of Stunting Prevention carried out by the government is based on the study and successful implementation of stunting prevention from other countries. Stranas stunting aims that all parties involved in stunting prevention at various levels understand their respective roles and the importance of cross-program cooperation in order to accelerate stunting prevention. There are five pillars in Stranas stunting. One of the pillars is the convergence of central programs, regions, and villages which is the third of the five pillars in Stranas stunting. This third pillar aims to strengthen convergence through coordination and consolidation of programs and activities at the central, regional, and village levels. The convergence of stunting prevention programs is coordinated by the Minister of National Development Planning / Head of Bappenas and the Minister of Home Affairs, involving the relevant technical ministries, local governments, and village governments. Convergence means that interventions are coordinated, integrated, and together with the aim of preventing stunting on priority goals. The convergence is carried out starting from the alignment of planning,

budgeting, implementation, monitoring, and evaluation of cross-sector activities at various levels of government.

Based on the guidance that the implementation of convergence in coordination by Bappeda, both at the provincial level and di district level. The selection of Bappeda as *the leading sector* and coordinator in this convergence was motivated by the position of Bappeda as planner and director in carrying out the government process in their respective regions. Bappeda is also considered to be able to find a way to facilitate coordination between government institutions. The role of Bappeda is very important because Bappeda functions in the aspect of planning development activities in the area. Bappeda's role, both at the provincial level and at the district level, in the process of implementing the convergence of stunting reduction acceleration programs is actually coordinating, supervising, and monitoring.

Of Regency TTU Own Implementation convergence Stunting this Coordinated by the Body Planning Research and regional development (Bapelitbangda). Bappelitbangda that mission Main do function planning, Manufacture policy and Regulation Need level bureaucracy hierarchy that different with service Other. Bappelitbangda Own deep attempt Handling stunting this Served as 1). Coordinating planning and budgeting towards program and Activities acceleration Prevention and Decline stunting; 2). Strengthening coordination, Monitoring and Evaluation program acceleration Decline stunting; 3) Advocating for the implementation of policies to accelerate stunting reduction. Refer at assignment that carried by Bappelitbangda deep attempt countermeasures stunting di North Central Timor Regency this very Need bureaucrat that can think creative, Innovative and Act responsive towards dynamics Environment because deep assignment that carried Bappelitbangda Role make ideas creative and Innovative deep attempt countermeasures stunting this, if refer at role that carried this so will difficult for Bappelitbangda make ide-ide Innovative if use kind bureaucracy hierarchy that long. Needed Application bureaucracy hierarchy that true appropriate with mission and function from each bureaucracy. With face such Expected government area get Develop bureaucracy that effective and efficient.

Therefore, efforts are needed to develop information and communication technology (ICT) to replace some of the functions of the hierarchy and become a fast communication medium for leaders in conducting supervision and control activities. The use of ICT can be used by all actors in the bureaucracy, both superiors and subordinates to control each other's stunting activities in TTU Regency. ICT makes the work process transparent so that control is easier to do, both by people inside and outside the bureaucracy. ICT can also reduce the need for instrument hierarchies to regulate information traffic in bureaucracy. So that with the hope of adequate ICT management in managing its activities does not require a long hierarchical bureaucracy but on the contrary, the use of ICT is still low then the bureaucracy relatively requires a higher hierarchical bureaucracy. This becomes based because the existence of ICT can facilitate the government and its bureaucracy to take decisions appropriately and efficiently. (Dwiyanto, 2015)

CONCLUSION

In efforts to handle stunting, the Government of Timur Tengah Utara Regency uses a type of long hierarchy on the grounds of the wide range of stunting policy areas, with the benefit of providing limits on authority, facilitating communication and coordination, clarifying communication channels and accountability and assisting leaders in efforts to control stunting countermeasures policies. But on the other hand, the use of long hierarchies has an impact on the optimal performance of bureaucracy indicated by negative impacts, among others, the old decision-making process, causing subordinate

dependence on superiors in decision-making efforts and coordination and supervision systems between related sectors, takes longer and can almost cooperation between sectors. Therefore, efforts are needed to develop information and communication technology (ICT) to replace some of the functions of the hierarchy and become a fast communication medium for leaders in conducting supervision and control activities. The use of ICT can be used by all actors in the bureaucracy, both superiors and subordinates to control each other's stunting activities in Timur Tengah Utara Regency.

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