

## Serving Leadership Model in Stunting Handling Policy in West Papua Province

Paulus Waterpauw<sup>1\*</sup>, Margaretha Hanita<sup>2</sup>, Arthur Josias Simon Runturambi<sup>3</sup>

Universitas Indonesia, Depok, West Java, Indonesia<sup>1,2,3</sup>

Email: pewe.fakfak@gmail.com

### ABSTRACT

Indonesia faces a significant burden of malnutrition, particularly stunting, despite being the largest economy in Southeast Asia and the 17th largest globally. This study aims to analyze the stunting reduction policy in West Papua Province during the leadership of Acting Governor Paulus Waterpauw in 2022, as well as to evaluate the leadership model demonstrated in addressing the stunting issue, in line with President Joko Widodo's directives to local government officials. The research employed a qualitative approach by analyzing primary and secondary data sources, including policy documents, government reports, and interviews with key stakeholders. The study found that the acceleration of stunting reduction in West Papua during the 2022-2023 period was implemented through five key strategic policies: the issuance of Governor's Regulation No. 17 of 2023, the establishment of the TPPS task force, direct visits (*blusukan*) to stunting-prone areas, declarations and joint commitments by Regional Government officials, and foster child programs. Paulus Waterpauw's leadership in executing these policies was characterized by a servant leadership model, reflected in qualities such as listening, empathy, conceptualization, foresight, and community-building. These qualities played a crucial role in prioritizing and effectively addressing the stunting issue in West Papua, in accordance with national leadership directives.

**Keywords:** Leadership Model, Stunting, West Papua.

### INTRODUCTION

The problem of stunting is a problem that often occurs in many low- and middle-income countries (Victora et al., 2021). Data from UNICEF/WHO and the World Bank (2020) showed that the number of stunted children was around 151 million children, contributing to about 22.2% of all children in the world. In addition, the proportion of stunted children is concentrated in low-income countries (16%) and lower-middle-income countries (47%) compared to upper-middle-income countries (27%) and high-income countries (10%). Around 83.8 million stunted children live in Asia, especially in South and Southeast Asia, as many as 58.7 million children in Africa, and 5.1 million in Latin America and the Caribbean (Victora et al., 2021).

Indonesia is one of the countries with a high burden of malnutrition, including stunting (Hanandita & Tampubolon, 2015). The level of child health in Indonesia is still poor, even though Indonesia's economy is among the largest in Southeast Asia and the 17th largest in the world (UNICEF, 2020). Data published by the Ministry of Health shows that the incidence of stunting in

children aged five years and under is still high, at 30.8%. The World Bank (2020) also noted that Indonesia underperformed in terms of reducing stunting rates compared to upper-middle-income countries and other countries in the ASEAN region. Given the high prevalence of stunting and its impact on children's cognitive development, the productivity level of Indonesia's next generation is estimated to be only half of its potential (UNICEF, 2020). Therefore, tackling stunting in children remains the government's main commitment affirmed in the Indonesian Medium Development Goals 2015–2019 and 2020–2024 (Organization, 2020).

The broader literature on stunting reveals that various characteristics at the child, parent, household, and community levels are related to stunting (Mulyaningsih et al., 2021). At the parent and household levels, food intake factors and socioeconomic conditions have been shown to correlate with stunting risk. With regard to risk factors, Beal's research et al.(2018), for example, determined that the risk of stunting rates in Indonesia is higher in households that do not have access to safe and clean drinking water. Household economic status is also another important factor, because children from poor households are more likely to experience stunting (Semba et al., 2008). Meanwhile, at the community level, the prevalence of stunting has been proven to be higher in communities that do not have access to health services (Beal et al., 2018).

Indonesia, which has the character of an archipelagic country, still faces problems in the development and equitable distribution of health services, especially in the easternmost region (Christawan et al., 2023). Papua Province and West Papua Province, which have become the easternmost region of Indonesia since the last few decades, have experienced significant problems of extreme poverty and stunting. Based on the results of the Indonesian Nutrition Status Survey (SSGI) of the Ministry of Health (2023), the prevalence of stunting among children under five in West Papua reached 30% in 2022. The amount of stunting rate in the province ranks 6th nationally. The prevalence of stunting in West Papua increased by 3.8 points from the previous year. In 2021, the prevalence of stunting in the province was 26.2%. There are 5 districts/cities with a prevalence of stunting toddlers above the average number of West Papua provinces. The rest, 8 districts/cities are below the provincial figure.

Arfak Mountains Regency is recorded as the area with the highest prevalence of stunting toddlers in West Papua, reaching 51.5% in 2022. The number of stunted children under five in this district has jumped dramatically from the previous year by 40.1%. The area with the largest prevalence of stunting toddlers in West Papua in 2022 is followed by Tambrau Regency at 39.1% and South Sorong Regency at 36.7%. The prevalence of stunting in Teluk Bintuni Regency is the smallest recorded in West Papua, namely 22.8%. After that, there is Sorong Regency at 23.8%, and Teluk Wondama Regency at 26.1%. The following is the prevalence of stunting in West Papua by district/city in 2022 compared to 2021.

Responding to cases of stunting that are quite extreme in a number of regions, including in West Papua Province, President Joko Widodo also placed the problem of extreme poverty and stunting handling in 8 priority agendas contained in the presidential directive at the 2023 National

Coordination Meeting of Regional Heads and Forkopimda throughout Indonesia (SICC, January 17, 2023), namely: encouraging local governments to reduce the national stunting prevalence rate below 14% by 2024. The central government, through the Ministry, is also making serious efforts to reduce this high stunting rate. Through the Coordinating Minister for Human Development and Culture (Coordinating Minister for Human Development and Culture) Muhadjir Effendy while leading the online Road Show on Stunting and Extreme Poverty Elimination Dialogue on Tuesday, March 21, 2022, emphasized that the government initiated the Integrated Service Post Addition (Posyandu) program, the procurement of ultrasound and anthropometric equipment, and the training of cadres in villages in accurately measuring babies as one of the steps to accelerate the expansion of coverage to pursue the target infant measurement is up to 90 percent in villages in the West Papua region.

West and Southwest Papua Provinces are the 23rd and 24th Regions that are combed by the Coordinating Ministry for Human Development and Culture. Especially considering that Arfak Mountains Regency has the highest stunting rate in West Papua, which is 51.5 percent. This is due to the lack of access and quality of health services, such as low coverage of babies who receive complete basic immunizations, lack of proper clean water facilities and infrastructure, and still found toddlers who do not get additional food.

The local government, in this case the West Papua Provincial Government, also takes a significant role in overcoming stunting. Since being inaugurated on May 12, 2022 as the Acting Governor of West Papua, Drs Paulus Waterpauw, M.Si and ending on November 1, 2023, a number of policies and work programs have been carried out by the Acting Governor of West Papua. Although he has only been in office for a short time, only a year in office, the policies of the Acting Governor of West Papua are quite significant because they have a number of new breakthroughs and within 3 months, the success rate is 19.71% with a stunting prevalence of 14.46%.

Previous research has found local cultural practices related to child values, family values, and taboo foods for infants and children, including foods that are prohibited for pregnant and lactating women. According to Latifa (2022) stunting prevention requires cross-sector collaboration. Policies taken at the central level must be integrated at the village level. The action involves not only the health sector but also other related sectors. The response system based on community empowerment improves knowledge of balanced nutrition, sanitation, and environmental hygiene.

This study aims to analyze the policy of handling stunting in West Papua Province in 2022 during the leadership of Acting Governor Paulus Waterpauw, as well as to see the leadership model shown by Acting Governor Paulus Waterpauw in overcoming the stunting problem, as directed by President Joko Widodo to the ranks of local government officials. The findings of this study are expected to contribute to the formulation of future local government policies in the West Papua Province region in reducing the prevalence of stunting rates in the region and provide valuable

inputs for policymakers and practitioners who are interested in strategies for handling stunting cases.

## **RESEARCH METHODS**

This study uses a qualitative research method with a case study approach. Qualitative research methods can be used because they have the purpose of providing an explanation or description of a problem and then analyzing an event, phenomenon, social activity, belief, attitude, perception, and idea that humans bring individually or in groups (Busetto et al., 2020; Creswell, 2021; Hammarberg et al., 2016; Hennink et al., 2020). A number of explanations are carried out to obtain existing principles and can explain in depth the phenomenon as a whole so that it leads to conclusions. This type of qualitative approach was chosen because the main purpose of this study is to analyze policies for handling stunting problems in West Papua Province in 2022 under the leadership of Acting Governor Drs. Paulus Waterpauw M.Si. In dissecting the research problem, a comprehensive study was carried out using data collection techniques directly from sources in its natural circle and secondary data.

## **RESULTS AND DISCUSSION**

After being inaugurated by the Ministry of Home Affairs on May 12, 2022, Paulus Waterpauw officially served as the Acting Governor of West Papua replacing Drs Dominggus Mandacan M.Si who had ended his term of office for the 2017-2022 period. As the Acting Governor of West Papua, Paulus Waterpauw is one of the best sons of the land of Papua who was born on October 25, 1963 in Fakfak Regency. Paulus also held the position of West Papua Police Chief in 2017 and Papua Police Chief in 2019, which was accompanied by a series of other experiences and achievements. Prior to serving as Governor, Paulus had held the position of Deputy for Border Area Potential Management at the National Border Management Agency of the Ministry of Home Affairs since October 22, 2021, by the Minister of Home Affairs Tito Karnavian.

Minister of Home Affairs Tito Karnavian, in his remarks at the inauguration ceremony, advised the acting governors who were inaugurated, including the Acting Governor of West Papua Paulus Waterpauw, First maintain political stability and regional security. Second, dealing with the Covid-19 pandemic; third, economic recovery by involving the private sector; fourth, improving education services, infrastructure, health and stunting problems. Therefore, handling the stunting problem is a crucial issue that was a priority for Paulus Waterpauw's work program during his tenure as Governor of West Papua.

For this reason, Paulus quickly conducted an evaluation meeting on the Intervention for the Acceleration of Stunting and Extreme Poverty Reduction in July 2023. The meeting was attended by the West Papua Regional Secretary of the Kasatgas and technical OPD officials at the First Floor Post of the Governor's Office, Arfai. Acting Governor Paulus Waterpauw emphasized that the evaluation of the performance of the task force and in an effective time must be carried

out roles and functions according to responsibility. In addition, from the results of the intervention, positive values have been obtained and need to be improved to answer the expectations of the community and carry out the state's mandate. The role of the head of the post and the ranks in arranging the work plan is also always emphasized by Paul so that it runs precisely and measurably; it is important because, in principle, this intervention movement must always campaign.

Paulus Waterpauw emphasized that in 3 months the handling of stunting cases must be thorough and reach out to villages. Additionally, the West Papua government's stunting case intervention movement has instructed the task force to explore 8 integration and convergence actions, including situation analysis, activity plans, stunting crackdowns, stunting data, measurement, stunting publications and annual performance reviews.



**Figure 1. Eight Integration Actions at the City District Level**

Source: Ministry of National Development Planning/Bappenas (2022)

The eight integrated stunting handling actions are instruments in the form of activities to increase the integration of interventions in stunting reduction (Torlesse et al., 2016). This is stated in the Convergence Strategy of the Central Government and Regional Governments in Accelerating Stunting Reduction by the Ministry of National Development Planning/Bappenas in 2022. The Acceleration Team at the West Papua Provincial Level is entrusted with the following responsibilities:

- The Governor established a provincial-level stunting reduction acceleration team.
- Task: coordinate, synergize, and evaluate the implementation of the Acceleration of Stunting Reduction in an effective, convergent, and integrated manner by involving cross-sectors at the provincial level.
- The provincial-level Stunting Reduction Acceleration Team consists of regional officials and stakeholders, including the Family Welfare Empowerment Team (TP-PKK).

- The composition of the membership of the Stunting Reduction Acceleration team at the provincial level is adjusted to the needs of the provincial Regional Government.

### **Paulus Waterpauw Policy in West Papua Province: Concrete Steps to Accelerate Stunting Reduction**

Based on the direction of the President and the Minister of Home Affairs, coupled with the convergence strategy that has been released by the Ministry of National Development Planning/Bappenas, the Governor of West Papua has implemented five strategic policies in an effort to accelerate the reduction of stunting in his administrative area. Among them are:

1. Issuing Governor's Regulation No. 17 of 2023 concerning the Acceleration of Stunting Reduction as an Implementation of Presidential Regulation No. 72 of 2021 concerning the Acceleration of Stunting Reduction

In accordance with the direction and convergence strategy that has been issued by the central government, Acting Governor of West Papua Paulus Waterpauw issued Governor's Regulation No. 17 of 2023 concerning the Acceleration of Stunting Reduction which details provisions up to the village and household levels in the West Papua region. The process of accelerating stunting reduction is also continuously evaluated by the West Papua Provincial Representative Financial and Development Supervisory Agency (BPKP) which explained the results of the evaluation of the implementation of the five pillars in an effort to reduce the prevalence of stunting in 2023.

Coordinator of Supervision for Central Government Agencies of BPKP West Papua Fahmi Atvidyan in Manokwari, as quoted from a release from the Ministry of Communication and Information Technology, said that the evaluation was so that local governments could improve the performance of handling stunting problems to achieve the national target of 14 per cent by 2024. Based on the results of the supervision, the provincial government has not issued a derivative policy of the Decree of the Stunting Reduction Acceleration Team (SK TPPS) in accordance with the Governor's Decree Number 500.6.12/80/4/2023, so that the TPPS task has not been carried out optimally and has not prepared a performance report in 2022. In addition, monitoring and evaluation have not been optimal, the tasks and roles of TPPS in the achievement of interventions have not been effective enough to reduce the stunting prevalence rate in West Papua. (Ministry of Communication and Information, 2022)

BPKP as one of the government's internal supervisory apparatus (APIP), has the authority to supervise the implementation of the five pillars in the national strategy for accelerating stunting reduction. The first pillar is to increase the commitment and vision of the leadership of ministries/institutions and local governments related to accelerating the reduction of stunting prevalence. Second, improving communication for behavior change and community empowerment. Third, increasing convergent interventions and specific interventions in handling stunting involving various government agencies. Fourth,

increasing food security and nutrition. Meanwhile, the fifth pillar is the strengthening of information and innovation data systems that have been carried out by local governments.

All West Papua Provincial Government officials have understood that the prevalence of stunting in West Papua in 2022 reached 30 percent, ranking sixth in the province with the highest stunting rate in Indonesia based on the Indonesian Nutrition Status Survey (SSGI). Therefore, all regional apparatus organizations, both provincial and district/city, must increase synergy and collaboration to implement stunting intervention programs on target.

In addition, he said, the provincial government is committed to following up on Presidential Decree 72 of 2021 by issuing West Papua Governor Regulation Number 17 of 2023 as a legal basis for eliminating stunting. The provincial government has also established a Task Force for the Acceleration of Extreme Poverty Reduction and Stunting because the two problems intersect and drive the participation of foster parents of stunted children.

2. Forming a Team for the Acceleration of Stunting Handling (TPPS) and Extreme Poverty Elimination by appointing coordinators in each region

The various strategic steps that have been implemented by the West Papua Provincial Government have had a positive impact on the achievement of the stunting reduction target in 2024. Efforts to overcome the stunting problem began with the establishment of TPPS starting from the provincial, district/city levels, to sub-districts or villages throughout West Papua and Southwest Papua. The establishment of TPPS aims to coordinate all sectors in carrying out eight convergence actions, 29 essential indicators, 35 supply indicators, and national strategic indicators listed in Presidential Decree (Keppres) Number 72 of 2021. The presence of TPPS will optimize efforts to accelerate stunting reduction.



Figure 2.

From the Province led directly by the Governor to the level of the Village Head/Village Head, the Stunting Reduction Acceleration Team (TPPS) at the village/sub-district level has been determined. TPPS at the sub-district level is tasked with: coordinating, synergizing, and evaluating the implementation of the Acceleration of Stunting Reduction effectively, convergently, and integrated by involving cross-sectors at the village/sub-district level. The Stunting Reduction Acceleration Team at the village/sub-district level involves:

- a. Health workers at least include midwives, nutritionists, and environmental health workers;
- b. Family Planning Extension Officers and/or Family Planning Field Officers;
- c. Family Welfare Empowerment Team (TP-PKK);
- d. Village Family Planning Supervisor (PPKBD) and/or Sub-PPKBD/Cadre Human Development (KPM), cadres, and/or other elements of society.

The composition of the membership of the Stunting Reduction Acceleration Team at the village/sub-district level is adjusted to the needs of the village/sub-district government.

### 3. Going directly to the Regency/City for socialization to reduce stunting rates

In accordance with the direction from the Minister of Home Affairs to the Acting Governor of West Papua in his inauguration, regional heads must go down directly to take action by seeing firsthand what is happening in the field so that leadership elements can take policies quickly and appropriately. For the problem of reducing the stunting rate, Acting Governor Paulus Waterpauw also often goes directly to the areas affected by this stunting case. The actions of the Acting Governor of West Papua when visiting locations that have experienced a surge in stunting cases are often highlighted by media coverage.



**Figure 3. Governor of West Papua's Visit to Areas with Rising Stunting Cases Gains Media Attention**



Regent of the Arfak Mountains, as one of the regions in West Papua Province, emphasized the high expectations of the community for the central and regional governments to continue to pay attention to the condition of infrastructure and health facilities in remote areas. "We hope that the central government can provide assistance in the construction of clean water facilities and infrastructure, as well as the construction of Puskesmas, Auxiliary Health Centers, and Polindes to meet health standards," explained the Regent of the Arfak Mountains Yosias Saroy as quoted from Tribunnews, May 2022.

Meanwhile, Teluk Bintuni Regency has the lowest stunting rate, which is 22.8 percent. Meanwhile, the national average is 21.6 percent in 2022. Petrus Kasihw, Regent of Teluk Bintuni, told Paulus Waterpauw that his party has mapped the program for the provision of specific and sensitive nutritional interventions.

"Previously, we collected data on various data in the field. Such as the distribution of health facilities and infrastructure, the availability of water resource networks that have been built. As well as data collection of programs related to the readiness and availability of nutritious foodstuffs for the people of Bintuni Bay," he explained.

After the data collection was carried out, the Teluk Bintuni Regency Government decided what programs would be recommended to improve the allocation. Either through reallocations or additional program allocations. Then encourage the convergence of specific and sensitive intervention programs that support stunting reduction to the village or sub-district level. The steps that local governments have taken in eliminating extreme poverty and reducing stunting rates are often appreciated by the central government. Program coordination and synchronization are the key to suppressing these two priority issues.

#### 4. Declaration on Handling Extreme Poverty and Reducing Stunting

Acting Governor of West Papua Paulus Waterpauw also encouraged joint declarations and commitments by signing by the Regional and Provincial Governments in several districts, including: Teluk Bintuni Regency, Manokwari Regency, South Manokwari Regency, Arfak Mountains Regency, Kaimana Regency, Teluk Wondama Regency, Fakfak Regency.

In the performance report of the Acting Governor of West Papua for the third quarter (period 12 November – 12 February), Wednesday, April 12, 2023 at the Inspectorate General of the Ministry of Home Affairs, the overall performance assessment is considered good, but there are several notes that need to be the attention of the provincial government, namely handling stunting and eliminating extreme poverty. The Ministry of Health also emphasized that stunting is a major threat to the quality of Indonesian society, not only the physical growth of children but also affects brain development which will affect children's abilities and achievements. Extreme poverty is the condition of people's inability to meet basic needs, namely food, clean water, proper sanitation, health, housing,

education and access to information on income and social services. According to BPS RI data, people are categorized as extreme poor if their expenses are below Rp. 10,739 per person per day. When calculated in a month below Rp. 322,170 per person. This is related to the increase in stunting cases in West Papua.

The stunting condition in West Papua is currently increasing by 3.8%, from 26.2% in 2021 to 30.0% in 2022. Meanwhile, the national target based on the president's direction is to reduce the stunting rate below 14% in 2024. This figure is a combination of data from 12 districts/cities in the provinces of West Papua and Southwest Papua, it is planned that in June-July BPS RI will conduct data collection/survey to produce data on extreme poverty and stunting in West Papua and Southwest Papua.

On this occasion, Paulus also initiated the declaration of the Healthy Kitchen to Overcome Stunting (Dashat) and the Declaration on Handling Extreme Poverty and Stunting Reduction by signing commitments with local and provincial governments. The contents of the declaration include, "We, the regional leaders of West Papua Province and districts, as well as all provincial and district regional apparatus, are jointly determined to accelerate efforts to accelerate the handling of extreme poverty and reduce stunting in West Papua Province in 2023. We are determined to build quality human resources in West Papua by improving family economic resilience and the health of family members. We will increase coordination and cross-sector collaboration to accelerate the elimination of extreme poverty and reduce stunting in West Papua Province."

#### 5. Promoting Stunting Child Foster Parent Programs

Acting Governor of West Papua Paulus Waterpauw also takes moral responsibility as foster parents for stunted children in each district. The Acting Governor of West Papua appointed 85 foster children in each district, with the following details: a.) Manokwari as many as 10 foster children, b.) Bintuni as many as 5 foster children, c.) Kaimana: 23 foster children, c.) Wondama: 10 foster children, d.) South Manokwari: 12 foster children (assisted by the chairman of the PKK movement as many as 8 foster children), e.) Fakfak: 25 foster children.

Meanwhile, the leadership of the West Papua Province OPD has also appointed 561 foster children with stunted conditions, of which 81 foster children have been distributed through OPDs who have been handed over directly to their respective companions.

From the foster child program that is already stunting-free, there are 14 foster children with the following information:

**Table 1. Data on Foster Children of the Acting Governor of West Papua Stunting-Free**

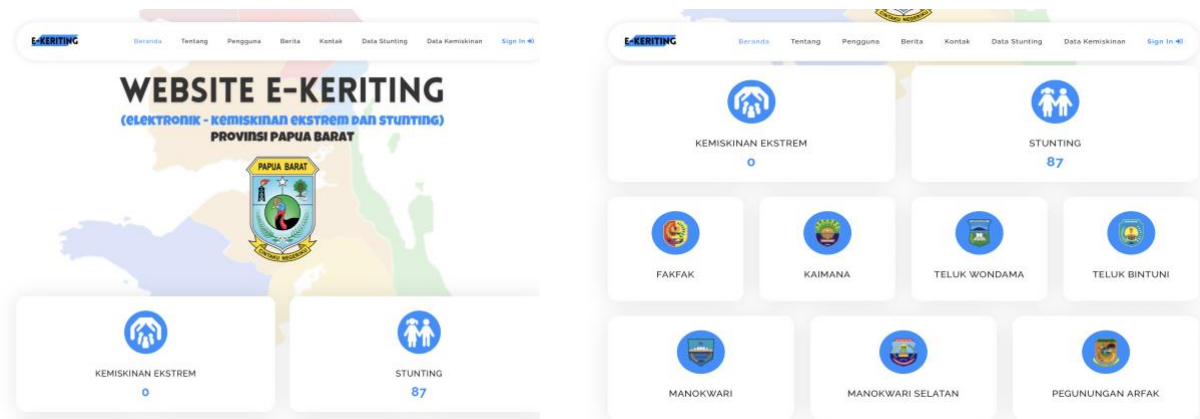
Regency/City	Number of stunted foster children
Bintuni	4 children
South Manokwari	6 children

Wondana Bay

4 children

6. Conducting Digital-Based Data Collection by Initiating E-Curiting

Acting Governor of West Papua Paulus Waterpauw also made a recent breakthrough in handling stunting cases by creating a website-based application, which is a data information system for reporting stunting, extreme poverty, intervention actions, and foster parents as well as other information in real-time that can be accessed through e-keriting.org.



**Figure 4. Website Appearance**

Source: <http://e-keriting.org/home>

Entering the age of 24, West Papua is still struggling with two problems that have been shackling for many years, namely extreme poverty and stunting or stunting. Positive results are starting to provide relief with a significant reduction in stunting rates in 2023. Extreme poverty is also trying to be eroded by infrastructure development.

Efforts to erode the two problems are carried out by the West Papua Provincial Government by harmonizing the two intervention programs in one coordination. The West Papua Stunting and Extreme Poverty Handling Task Force was formed to respond to this problem. To ensure that these two problems can be intervened appropriately, the West Papua Provincial Government must be based on the right data as well. Therefore, the task force developed an information system that records in detail indicators of extreme poverty to the health conditions and nutritional intake of children under five in seven districts in West Papua.

The information system that supports policy interventions to overcome these two problems is named E-Keriting, which is an acronym for Electronic Extreme Poverty and Stunting. Acting Governor of West Papua Paulus Waterpauw inaugurated the E-Keriting application on July 25, 2023. This application is one of the innovations in the public service information system in West Papua.

Chairperson of the West Papua Stunting and Extreme Poverty Handling Task Force, Juliana Maitimu, said that the West Papua Provincial Government has made maximum efforts in the past year to reduce the prevalence of stunting. He assessed that these efforts would be more optimal with a valid information system through E-Keriting. Data from the West Papua Health Office shows that the prevalence of stunting in West Papua has decreased by 15.53 percent until September 2023. This achievement is even better than the national target set by the central government, which is 17 percent in 2023. This figure has also improved significantly when compared to the prevalence of stunting in West Papua in 2022, which reached 30 percent.

So far, the TPPS Task Force has carried out programs in the field such as providing additional food through the Healthy Kitchen to Overcome Stunting (Dashat) program, providing vitamins and health checks for pregnant women and children under five. The emergence of E-Keriting complements the West Papua Provincial Government's intervention efforts in dealing with stunting on target. One of the challenges in detecting stunting is the low awareness of parents to bring their children to posyandu. This can be seen from the total data entered in the new E-Keriting, around 30.5 per cent of the target of 47,567 children who are required to take part in posyandu.

The government has made maximum efforts to socialize the importance of posyandu. There are parents who are very concerned about their children's health so they regularly participate in posyandu. However, there are still parents who have not taken their children to undergo health checks to weight and height measurements at posyandu. Hard work in the field was also carried out by the task force to record in detail the data of every child in West Papua. Juliana and seven of her employees monitor the development of daily stunting data supplied from the Electronic Recording of Community-Based Nutrition Reporting (E-PPGBM) data. This data was filled by thousands of posyandu cadres. They had to process stunting data from 21 sub-districts and 803 villages and load it in the E-Keriting application.

"Daily data filling in E-Keriting is carried out almost every weekday from Monday to Friday. This is because the schedule for the implementation of posyandu, such as measuring the height and weight of children under five, always varies on the date of the month," said Kris Hehanusa, one of the employees of the E-Keriting operator, as quoted from Kompas.com media, Monday (2/10/2023).

The menu in this application includes, among others, daily data on stunting sufferers (tengkes) from seven districts and poverty in synergy with data from the Central Statistics Agency (BPS). Another menu is the intervention program that the local government has implemented, data on foster parents of stunted children and data on the results of measuring the height and weight of children through Nutritional Status Monitoring (PSG).

### 'Servant Leadership' Model

State Civil Apparatus (ASN) as public servants in Law Number 5 of 2014 concerning ASN is a profession for Civil Servants and Government Employees in Employment Agreements appointed by the Personnel Supervisory Officer and assigned to a Government position or assigned to other State Duties and paid based on Laws and Regulations. Based on the Law, ASN works based on the principles of commitment, moral integrity and accountability for their actions and performance as public servants. The basic value is service to the State and the people of Indonesia. As public servants, ASN is tasked with providing services to the public in an honest, responsive, fast, precise, accurate, effective and polite manner (courtesy is part of morality).

An ASN must realize that his presence in the midst of the community is to serve the community and not to be served. There is a question of who are the civil servants who must serve the community? According to Law Number: 25 of 2009 concerning public services, in article 1 number 5 states that public service implementers, hereinafter referred to as implementers, are officials, employees, officials, and everyone who works in the organizing organization that is in charge of carrying out actions or a series of public service actions. From this statement, it is clear that what is said by public servants is all ASN employees, both executive staff, officers, including officials and leaders in their work units

Servant leadership Or servant leadership is leadership that starts from a sincere feeling that arises from the heart to serve, prioritise followers' needs, accomplish something with others, and help others achieve a common goal (Azzahra et al., 2024). Concept Servant Leadership It was first introduced by Robert K. Greenleaf in 1970 in his book *The Servant as Leader*. Robert K. Greenleaf is Vice President of the American Telephone and Telegraph Company (AT&T). According to Greenleaf, servant leadership is when someone becomes a servant first. Starting from the natural feeling that someone who wants to serve must first serve. Then the choice consciously brings one to the lead.

The following are some definitions and definitions of Servant Leadership from several references: According to Spears (2010), a servant leader (Servant Leadership) is a leader who prioritizes service, starting with the natural feeling of a person who wants to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others.

According to Trompenaars and Voerman (2009), servant leadership is a management style that leads and serves in harmony, and it interacts with the environment. A servant leader is someone who has a strong desire to serve and lead, and the most important thing is to be able to combine the two as a positive reinforcement of each other. Meanwhile, according to Poli (2011), Servant Leadership is a process of mutual relationship between the leader and the led where in the process the leader first appears as the party that serves the needs of those who are led which ultimately causes him to be recognized and accepted as a leader.

Meanwhile, according to Vondey (2009), Servant Leadership is a leader who cares deeply about the growth and dynamics of the lives of his followers, himself and his community, therefore he prioritizes these things over the achievement of personal ambitions and his preferences alone.

#### Characteristics of Servant Leadership

According to Spears (2010), there are ten characteristics of Servant Leadership, which are as follows:

1. Listening. Servant-leaders listen attentively to others, identify and help clarify the group's desires, and listen to their own conscience.
2. Empathy. Servant leaders are those who seek to understand their coworkers and are able to empathize with others.
3. Healing. Servant-leaders are able to create emotional healing and relationships with themselves, or relationships with others, because relationships are a force for transformation and integration.
4. Awareness. Awareness to understand issues involving ethics, power, and values. Looking at the situation from a more integrated balanced position.
5. Persuasion. Ministering leaders seek to convince others rather than force obedience. This is one of the things that distinguishes the traditional authoritarian model from servant leadership.
6. Conceptualization. The ability to see problems from a conceptualized perspective means thinking long-term or visionary in a broader basis.
7. Foresight. Observant or meticulous in understanding the lessons of the past, current realities, and possible consequences of decisions for the future.
8. Stewardship. Emphasizing openness and persuasion to build trust from others.
9. Commitment to the Growth of People. Responsibility to make efforts to improve the professional growth of employees and the organization.
10. Building Community. Identify ways to build community.

The dimension of servant leadership according to Barbuto & Wheeler (2006), that a leader with a servant leadership style can be known through the following characteristics:

1. Listen

The servant leader tries to recognize and clearly understand the will of the group. They try to listen sensitively to what is said (and not said). Listen and understand what the body, soul, and mind communicate.

2. Accepting others and empathy

Servant leaders strive to understand and provide empathy to others. People need to be accepted and recognized as a special and unique individual. Every individual does not want his presence in an organization/company to be rejected by others around him. The most successful servant leaders are those who are able to be empathetic listeners.

3. Projection ability

The ability to account for conditions that have already occurred or predict the likely outcome of a situation is difficult to define, but it is easy to recognize. The ability to predict is a characteristic that allows servant leaders to understand the lessons of the past, the reality of the present and the possible consequences of a decision for the future. This instills the core of the problem deep into the intuitive mind.

4. Building persuasive power

Another characteristic of servant leadership is relying on the ability to convince others, rather than authority because of the position in making decisions in the organization. Servant leaders seek to convince others, rather than impose obedience.

5. Conceptualization

Servant leaders try to nurture their ability to dream big. The ability to look at a problem (or an organization) from a conceptualized perspective means that people have to think beyond reality on a day-to-day basis. Steward leaders must work on a delicate balance between conceptualization and day-to-day focus.

6. Healing ability

Learning to heal is a powerful force for change and integration. One of the great strengths of servant leadership is the ability to heal oneself and others.

7. Serviceability

Stewardship is holding something with the trust of others. Servant leadership has a commitment to serving the needs of others. This certainly emphasizes openness and honesty, not control or supervision.

8. Have a Commitment to Human Growth

Servant leaders are deeply committed to the personal, professional and spiritual growth of every individual within the organization. In practice, by doing personal and professional development, paying personal attention to the ideas and suggestions of employees or members, giving encouragement to worker involvement in decision-making, tolerance of mistakes and so on.

9. Building community/society in the workplace

Building this community includes building a good community between employees, between leaders and subordinates and building a community of people and customers. A conducive work environment internally and externally is expected to improve organizational performance to the maximum. The ability of servant leaders to create an atmosphere of mutual trust will form intelligent cooperation in a work team. It is hoped that by getting to know more about the leadership that serves the service leadership, officials and ASN leaders will be able to position themselves according to the characteristics that have been described above so that in serving the community can be more focused and provide results in accordance with community expectations.

When viewed from the character and dimensions servant leadership, it can be analyzed that the leadership of the Acting Governor of West Papua Paulus Waterpauw has met the requirements and criteria for serving leadership. This can be proven that in the first strategic policy when issuing Governor's Regulation No. 17 of 2023 as a derivative of Presidential Regulation No. 72 of 2021 concerning the Acceleration of Stunting Reduction, it describes the conceptual dimension possessed by a Paulus Waterpauw. Before acting in the field, as a leader, you must know the ideas and concepts that will be brought to show the way of the people you will lead with basic concepts or firm regulations as the philosophy that underlies a policy. The issuance of the Governor's Regulation also characterizes the ability to project accurately from the leadership, namely in this case the President to the West Papua Provincial Government, which is ranked sixth nationally in stunting prevalence. Therefore, issuing more detailed regulations will help the Provincial Government get out of the stunting crisis and achieve the target number expected by the Central Government, which is below 14%.

In the second policy, namely the establishment of the Stunting Reduction Acceleration Team (TPPS), it explains the character of stewardship, namely holding something with the trust of others. Servant leadership has a commitment to serving the needs of others. This certainly emphasizes openness and honesty, not control or supervision. With the formation of the team, delegation and assignment based on trust and a sense of responsibility can be well carried out by all levels of local government together with OPD.

Meanwhile, in the third policy, which is to go down to do blusukan to stunting-prone areas is a manifestation of Paulus Waterpauw's leadership form that wants to listen directly to the hopes and desires of the grassroots community. By conducting a direct review, leaders will be able to see the problem firsthand, and can accurately identify the factors that cause the problem to occur. The servant leader tries to recognize and understand clearly what the will of the community he leads is like. Leaders try to listen sensitively to what is said (and not said). Listen and understand what the body, soul, and mind communicate.

The fourth policy, namely the joint declaration of the relevant local governments in reducing the stunting rate, is a form of commitment to the personal, professional and spiritual growth of every individual in the organization. Paulus Waterpauw as the Acting Governor of West Papua in his policy practice has led by conducting personal and professional development, paying personal attention to the ideas and suggestions of employees or members, giving encouragement to the involvement of regional leaders in collective decision-making. In addition, by making a joint declaration and commitment, directly or indirectly, Paulus Waterpauw has built a community/community in the workplace. Building this community includes building a good community between community members, regional leaders, OPD and all related ranks. So that the creation of a conducive work environment internally and externally is expected to improve the performance of government institutions to the maximum. The ability of servant leaders to create



an atmosphere of mutual trust will form smart cooperation in a work team, especially in handling stunting consisting of cross-stakeholders.

In the last policy, namely the stunting foster child program, from here the character of servant leadership can be drawn in the form of a healing character (healing) and accepting others (empathy). Learning to heal is a powerful force for change and integration. One of the great strengths of servant leadership is the ability to heal oneself and others. By raising a foster child, personally, Paul Waterpauw has set an example to be a part of problem solving and help heal the suffering experienced by community members. In addition, the policy is also a manifestation of the character of accepting others and empathy. The figure of Paulus Waterpauw as a servant leader has been seen since he initiated the foster child program and also encouraged the leadership of the West Papua Provincial OPD also to take foster children, so that leaders in the West Papua region are seen trying hard to understand and provide empathy to others. Community members, especially those affected by stunting and extreme poverty, need to be accepted and recognized as a special and unique individual. Each individual does not want his presence in a community to be rejected by others around him. The most successful servant leaders are those who are able to be empathetic listeners.

Apart from the 5 strategic policies related to stunting reduction that have been carried out by Acting Governor Paulus Waterpauw, it can also be observed that the budget allocation data for stunting handling during his tenure has succeeded in meeting the health budget absorption target of 15%.

## **CONCLUSION**

The policy to accelerate stunting reduction in West Papua, led by the Acting Governor during his 2022-2023 term, included five strategic initiatives: Governor's Regulation No. 17 of 2023, the establishment of the TPPS task force, visits to stunting-prone areas, joint commitments by Regional Government officials, and foster child programs. Paulus Waterpauw's leadership, characterized by servant leadership principles such as listening, empathy, and community building, was crucial in prioritizing stunting intervention. However, effective leadership alone is insufficient; a collaborative governance approach is essential due to the systemic challenges faced, including coordination, communication, and resource limitations. Overcoming these challenges requires sustained efforts and synergy among government bodies, the private sector, civil society, and international organizations, with a focus on improving coordination, communication, resource allocation, and infrastructure to achieve the Central Government's target of reducing stunting to 14% by 2024.

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