



## Strategies for Handling Stunting: A Case Study in Kediri District

Bayu Kharisma, Adhitya Wardhana, Andarujati Nirwan Wihatmojo, Devi Atriyeni, Fifi Farida, Thya Mayssy Feby Rizky✉

Master of Applied Economics, Economics Faculty, Universitas Padjajaran

Permalink/DOI: <https://doi.org/10.15294/dhn3g534>

Submitted: December 2023; Revised: March 2024; Accepted: June 2024

### Abstract

The objectives of this research are: (1) identify gaps in stunting prevalence data between the Survey of Nutrition Status Indonesia (SSGI) and Bulan Timbang in Kediri District; (2) identify external and internal factors regarding the handling of stunting in Kediri District. Finally, alternative strategies that are appropriate and can be used as input by policymakers are needed to achieve the target stunting rate with a downward trend from year to year in Kediri District. The research methods used are Gap Analysis, SWOT, and QSPM Matrix. The results showed that the difference in stunting prevalence data in Kediri District in 2022 between Bulan Timbang and the Indonesian Nutrition Status Survey (SSGI) was because SSGI surveyed in Kediri District by random sampling with a total of 710 toddlers, which, according to the Kediri District Health Office, the sampling locations by SSGI were coincidentally the locations with the highest stunting prevalence rates in Kediri District. It is not explained from the 710 toddlers how many toddlers experience stunting.

**Keywords:** Stunting, Gap Analysis, SWOT, QSPM, Kediri District

**How to Cite:** Strategies for Handling Stunting: A Case Study in Kediri District. (2024). Efficient: Indonesian Journal of Development Economics, 7(2), 116-129. <https://doi.org/10.15294/dhn3g534>

© 2024 Semarang State University. All rights reserved

✉ Correspondence Address :

Address: Gedung L2 Lantai 2 FE Unnes  
Kampus Sekaran, Gunungpati, Semarang, 50229  
E-mail : bayu.kharisma@unpad.ac.id

### INTRODUCTION

Early childhood health problems are numerous, and one of the problems is stunting. Stunting is when children experience impaired growth and development due to chronic

malnutrition and recurrent infections, characterized by below-standard length or height. The lack of nutritional intake usually occurs from the beginning of the first golden period of life, starting from the womb (9 months

to 10 days) to the age of two years. Stunting will be seen in children when they reach the age of two, where the average height of children is less than children their age.

According to the Government of Indonesia, stunting is a growth and development disorder due to chronic malnutrition and repeated infections, characterized by length or height below the standards set by the minister who organizes government affairs in the health sector. Stunting will threaten the quality of Indonesia's human resources (HR) in the future, as it can hamper development quality. Moreover, Indonesia also has the vision to achieve a Golden Indonesia in 2045 by utilizing the Demographic Bonus that occurs in Indonesia to create superior Indonesian human resources and have high competitiveness in the global scope.

Therefore, stunting has become a very serious concern for the government of Indonesia. The seriousness of the Government of Indonesia in dealing with stunting has been included in the 2020-2024 National Medium-Term Development Plan (RPJMN), where one of the Major Projects listed is the Acceleration of Reducing Maternal Mortality and Stunting with a target of reducing the prevalence of stunting nationally by 2024 to 14%. In addition, in the RPJMN 2020-2024, the Government of Indonesia is committed to allocating a budget of 87.1 trillion rupiah sourced from the state budget to achieve the stunting prevalence target of 14% by 2024.

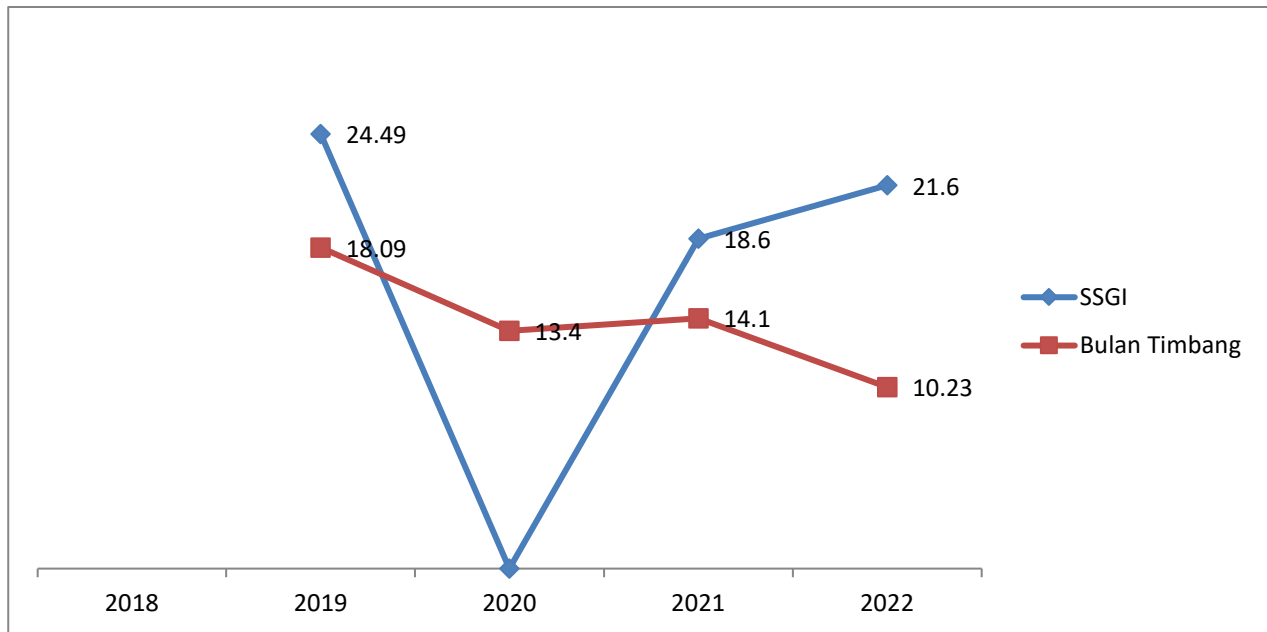
In the 2020-2024 RPJMN, it is also stated that one of the policy directions of transferring funds to regions and village funds is to support local governments in achieving national priority goals and objectives, including reducing stunting. Stunting reduction is one of the six

goals in the Global Nutrition Targets for 2025 and a key indicator towards zero hunger in the Sustainable Development Goals (SDGs). In 2021, the central government, through the Minister of National Development Planning/Head of the National Development Planning Agency, issued a decision on the determination of the expansion of districts/cities where integrated stunting reduction interventions will focus in 2022, and Kediri District is one of those attached to the decision letter.

In order to accelerate the stunting reduction in Kediri District, the government has made various efforts and strategies to achieve the stunting prevalence target of 14% by 2024. Various efforts made by the Kediri District Government have shown results in reducing stunting in Kediri District, where in 2021, the stunting rate based on Bulan Timbang was around 14.1%, and in 2022, it fell to 10.23%. However, the Survey of Nutrition Status Indonesia (SSGI), which is the reference for the prevalence of stunting nationally, shows different data.

In 2021, the stunting rate in Kediri District was 18.6%; in 2022, it increased to 21.6%. The difference in stunting data between Bulan Timbang and SSGI in Kediri District has confused the accuracy of the data that will be used as a guideline for stunting rates in Kediri District. In 2024, the Government of Kediri District has a target to accelerate the reduction of stunting rates below 10%, whereas in February 2023, the target has been achieved at 9.78%. Therefore, the Kediri District Health Office sets a target so that the trend of stunting rates in Kediri District continues to fall.

In order to support the Government of Kediri District in achieving the target of accelerating the reduction of stunting rates that



**Figure 1.** SSGI Stunting Prevalence Rate and Weighing Month in Kediri District

Source: Bappeda Kabupaten Kediri 2023

continue to fall, this report was prepared to provide input and suggestions for the right strategy to facilitate policy-making to accelerate the stunting reduction in Kediri District. The preparation of this research is expected to be useful for all relevant stakeholders, especially the government of Kediri District, to continue reducing the stunting rate.

Based on the background of the problem as described, the problem that can be identified in the preparation of this report is that there are differences in stunting prevalence data between the Survey of Nutrition Status Indonesia (SSGI) and Bulan Timbang in Kediri District. It is necessary to make adjustments or additional strategies to achieve the target stunting rate that continues to fall yearly in Kediri District.

The objectives of this study are as follows: (1) identify gaps in stunting prevalence data between the Survey of Nutrition Status Indonesia (SSGI) and Bulan Timbang in Kediri District; (2) identify external and internal factors

regarding the handling of stunting in Kediri District and (3) develop appropriate alternative strategies that can be used as input for policymakers in order to achieve the target stunting rate with a downward trend from year to year in Kediri District.

## RESEARCH METHODS

The data sources used in preparing this report are two types of data. The types of data sources are as follows: Primary data is obtained from the first source, either from individuals or individuals, such as the results of interviews or the results of filling out questionnaires commonly conducted by researchers. Primary data is obtained from questions and answers with the Head of Bappeda Kediri Regency.

In addition to questions and answers in webinar activities, primary data is obtained by conducting interviews and distributing questionnaires to Regional Apparatus Organizations (OPD) or related Kediri District

offices dealing with stunting issues. Second is secondary data, where secondary data is primary data that has been further processed and presented either by primary data collectors or by other parties, for example, in the form of tables or diagrams. In this study, secondary data collection was obtained through literature studies by collecting data and information from books, journals, the internet and other credible sources related to the research.

This research was prepared using a qualitative approach. A qualitative approach examines participants' perspectives using interactive and flexible strategies. It aims to understand social phenomena from the participants' perspective. Thus, qualitative research is used to study the conditions of natural objects, where the researcher becomes the key instrument.

Data analysis is a process of simplifying data to describe it so that it can be understood and then making conclusions or drawing conclusions about the data obtained. The existing data will be analyzed further to seek broader meanings and implications from the research results. This report uses three analysis methods: Gap Analysis, SWOT method, and QSPM Matrix.

Gap analysis is an analytical tool designed to measure the difference between the actual state or performance of the organization at a certain time interval and the desired or potential state in the future (Mercadal, 2020). A positive gap (+) will be obtained if the perception score is greater than the expectation score, while if the expectation score is greater than the perception score, a negative gap (-) will be obtained. The higher the expectation score and the lower the perception score, the greater the gap. The customer is satisfied with the company's service

if the total gap is positive. Conversely, if not, the gap is negative, then the customer is less / not satisfied with the service. The smaller the gap, the better. Usually, companies with a good level of service will have a smaller gap (Irawan, 2002). Some of the benefits of gap analysis include: knowing the shortcomings that need to be corrected, increasing efficiency, and improving processes (Rosyda et al.).

SWOT analysis is a strategic planning method used to evaluate an organization's internal strengths and weaknesses, as well as the external opportunities and threats or challenges of an organization, project, or business. SWOT analysis aims to recognize the readiness level of each function of the overall effort required to achieve the goals that have been set.

Since the level of readiness of the function is determined by the level of readiness of each factor involved in each function, a SWOT analysis is carried out on all factors in each function, internal and external. In order to conduct business analysis, business people can identify problems and influencing factors and find solutions.

The Quantitative Strategic Planning Matrix (QSPM) is a matrix for conducting the Decision Stage of the input stage and matching stage matrices. Its aim is to determine the relative attractiveness of the various strategies that have been selected. The QSPM matrix is a tool that allows strategists to evaluate alternative strategies objectively based on previously identified external and internal critical success factors.

## RESULTS AND DISCUSSION

In this study, Gap Analysis is measured based on the gap between the difference in stunting prevalence data between Bulan

**Table 1.** Gap Analysis

| Aspects Reviewed  | Weighing Month 2022  | SSGI 2022  | Gap   |
|---|--|--|---|
| Prevalence of Stunting in Kediri District.                    | Total stunting prevalence based on monthly weighing was 10.23%.  | Total stunting prevalence based on SSGI is 21.6%.                  | There is a difference in prevalence data between the Weighing Month and SSGI of 11.37%.   |
| Number of Stunting Identification Samples in Kediri District. | The number of children under five who have been weighed is 93,000 and covers almost 85% of the total number of children under five in Kediri District. | The number of toddlers sampled by SSGI in Kediri District was 710. | There is a very large deviation in the number of under-fives used as stunting target data between the monthly weighing and SSGI in Kediri District. |

Source: Data processed, 2023

Timbang and SSGI in 2022 in Kediri District. In detail, the gap measurement can be seen in Table 1. Based on the Gap Analysis measurement results above, two gap points exist between the difference in stunting prevalence data between Bulan Timbang and SSGI in 2022, identified in Kediri District.

The two gap points include the following: (1) there is a difference in prevalence data between the Weighing Month and SSGI of 11.37%; (2) there is a very large deviation in the number of toddlers used as stunting target data between the weighing month and SSGI in Kediri District. The gap was resolved by continuing to use the Weighing Month data. However, for the following years, it is expected that synchronization will be carried out first between the Kediri District Government and SSGI before SSGI conducts a sampling survey.

A Strength, Weakness, Opportunity, and Threat analysis or SWOT Analysis was conducted to identify internal and external strategic factors. This analysis was carried out to explore aspects of the conditions found in Kediri District both from the internal and external

sides, solve existing problems, and develop potential and strengths in the region. The first stage is to identify the strengths and weaknesses that constitute the internal conditions. The identification results were obtained by looking at documents, literature studies and the results of field visits (online seminars), which divided as strengths, weaknesses, opportunity and threat.

**Strengths :** Availability of local government policies and regulations; Implementation of policies in the form of programs/activities; Availability of human resource training; Availability of activity reports; Stunting data is collected by name and address.

**Weaknesses :** The quantity of human resources implementing the program has not been met; Low purchasing power of nutritious food; Low coverage of access to clean water and sanitation; Low parental education and poor diet; Frequent early marriages in Kediri District.

The second stage was to identify Opportunity and Threat factors, which are external conditions. As in the first stage, the identification results were obtained by looking at documents, literature studies and the results

**Table 2.** Weighting of SWOT Analysis Internal Factors

| <b>Internal Factor Analysis (CAFI)</b> |   |         |        |             |                |
|--|---|---------|--------|-------------|----------------|
| No.                                    | Internal Factors  | Weights | Rating | Score (BxR) | Prioritization |
| <b>Strength</b>                        |   |         |        |             |                |
| 1                                      | Availability of local government policies and regulations                 | 0,12    | 3      | 0,36        | II             |
| 2                                      | Implementation of policies in the form of programs/activities             | 0,12    | 3      | 0,36        | III            |
| 3                                      | Availability of activity reports  | 0,09    | 3      | 0,27        | V              |
| 4                                      | Availability of human resources training                                  | 0,09    | 3      | 0,27        | IV             |
| 5                                      | Stunting data collected by name by address                                | 0,12    | 3      | 0,36        | I              |
| Total                                  |   | 0,55    |        | 1,64        |                |
| <b>Weakness</b>                        |   |         |        |             |                |
| 1                                      | The quantity of human resources implementing the program has not been met | 0,06    | 3      | 0,18        | IV             |
| 2                                      | Low purchasing power of nutritious food                                   | 0,07    | 2      | 0,14        | V              |
| 3                                      | Low coverage of access to clean water and sanitation                      | 0,09    | 3      | 0,27        | III            |
| 4                                      | Low parental education and poor diet                                      | 0,12    | 3      | 0,36        | I              |
| 5                                      | Early marriages are common in Kediri District                             | 0,11    | 3      | 0,33        | II             |
| Total                                  |   | 0,45    |        | 1,29        |                |

Source: Data processed, 2023

of field visits (online seminars), which are as follows:

Opportunity : The budget supporting the implementation of the program is fulfilled; There is support from relevant stakeholders.

Threat : The regional head changes the policy; Economic growth has not been evenly distributed; Community culture inhibits the program; Differences in data between Bulan Timbang and SSGI.

After identifying the factors in each internal and external condition, the third stage

is for each factor to carry out weighting, rating, scoring, and determining priorities. The weights and ratings on internal and external factors were determined based on the results of a survey with respondents from the regional apparatus at the Health Office (Dinkes), as many as four people, and the Population Control Family Planning Empowerment of Women and Child Protection Office (DP2KBP3A) as many as two people. The survey results obtained priority order for Internal Factors can be seen in Table 2. In the table of internal factors, it can be seen that there

**Table 3.** Weighting of SWOT Analysis External Factors

| <b>External Factor Analysis (CAFE)</b> |  |         |        |             |                           |
|--|--|---------|--------|-------------|---------------------------|
| No.                                    | External Factors   | Weights | Rating | Score (BxR) | Prioritization Conclusion |
| <b>Opportunity</b>                     |  |         |        |             |                           |
| 1                                      | The budget to support the implementation of the program is fulfilled | 0,26    | 3      | 0,77        | II                        |
| 2                                      | There is support from relevant stakeholders                          | 0,23    | 4      | 0,94        | I                         |
| Total                                  |  | 0,49    |        | 1,70        |                           |
| <b>Threat</b>                          |  |         |        |             |                           |
| 1                                      | Change of regional head changes policy                               | 0,13    | 2      | 0,26        | IV                        |
| 2                                      | Uneven economic growth   | 0,11    | 3      | 0,32        | III                       |
| 3                                      | Community culture inhibits the program                               | 0,13    | 3      | 0,38        | II                        |
| 4                                      | Data discrepancy between weighing month and SSGI                     | 0,15    | 3      | 0,45        | I                         |
| Total                                  |  | 0,51    |        | 1,40        |                           |

Source: Data processed, 2023

are five Strengths with details in order of priority as follows: The stunting data collected by name by address takes first place with a score of 0.36. Although it has the same score in the second and third order, the stunting data collected by name by address is at the top of the list because of the accurate stunting prevalence results.

Second place is the availability of local government policies and regulations, with a score of 0.36. Although it has the same score in the first and third order, the availability of local government policies and regulations is on the second list because regulations or legal basis are needed to accelerate the reduction of stunting prevalence in Kediri District.

Third place is policy implementation in the form of programs/activities, with a score of 0.36. Although it has the same score in the first and second order, policy implementation in the form of programs/activities is on the third list because it is a derivative of the regulations needed to accelerate the reduction in stunting prevalence

in Kediri District. Fourth place is the availability of HR training, with a score of 0.27. Although it has the same score in fifth place, the availability of HR training is on the fourth list because adequate human resources are necessary to reduce the prevalence of stunting in Kediri District.

Fifth place is the availability of activity reports, with a score of 0.27. Although it has the same score in fourth place, the availability of activity reports is on the last list because reports are a form of accountability for activities to reduce the prevalence of stunting in Kediri District.

In the internal factors table, in addition to being able to see that there are five Strengths, it can also be seen that there are five Weaknesses, with details of the priority order as follows: The priority is low parental education and the wrong diet, with a score of 0.36. Second place is the frequent occurrence of early marriage in Kediri District, with a score of 0.33. Third place is the

**Table 4.** Alternative Strategy based on SWOT

|   | <b>Strength</b>   | <b>Weakness</b>  |
|---|---|--|
| <b>INTERNAL</b>   | Stunting data collected by name by address.<br>Availability of local government policies and regulations.<br>Implementation of policies in the form of programs/activities.   | Low parental education and poor diet.<br>Frequent early marriages in Kediri District.<br>Low coverage of access to clean water and sanitation.<br>The quantity of human resources implementing the program has not been met. |
| <b>EXTERNAL</b>   | Availability of human resource training.<br>Availability of activity reports.   | Low purchasing power of nutritious food.   |
| <b>Opportunity</b>  | <b>S-O Strategy Alternative</b>   | <b>Alternative W-O Strategy</b>  |
| There is support from relevant stakeholders.<br>The budget to support program implementation is fulfilled.  | Stunting data collection involves all stakeholders so that the data is precise and accurate.<br>Develop budget priorities for stunting prevention and reduction programs.   | Education on nutritious diets and early marriage through tiered socialization involving all stakeholders.  |
| <b>Threat</b>   | <b>Alternative S-T Strategy</b>   | <b>Alternative W-T Strategy</b>  |
| Community culture hinders the program.<br>Data discrepancies between Bulan Timbang and SSGI.<br>Uneven economic growth.<br>Changing regional heads change policies. | The need for a coordination meeting between the Central and Local Governments prior to SSGI data collection.<br>The programs to be carried out have accommodated the culture of the community and further accelerate economic growth. | Increased human resource capacity and availability of nutritious food ingredients.   |

Source: Data processed, 2023

low coverage of clean water and sanitation, access with a score of 0.27. Fourth, the quantity of human resources implementing the program has not been met with a score of 0.18. Fifth place is the low purchasing power of nutritious food,

with a score of 0.14. The total Strength score is 1.64. The number of Weakness scores is 1.29, so the total value of internal factors is 0.34.

After knowing the total number of values for internal factors, the next step is to find the



value for external factors. The survey results obtained for the priority order for External Factors can be seen in Table 3.

In the external factors table, in addition to the two opportunities, it can also be seen that there are four Threats with details in order of priority as follows: The first order is the difference in data between Bulan Timbang and SSGI, with a score of 0.45. Second place is the culture of the community, inhibiting the program with a score of 0.38.

Third place is uneven economic growth, with a score of 0.32. Fourth, the change of regional head changes the policy with a score of 0.26. The total score of Opportunity is 1.70. The number of Threat scores is 1.40, so the total value of external factors is 0.30.

SWOT analysis shows that the problem of stunting in Kediri District is in Quadrant I, which is a favorable situation; Kediri District has the strengths to take advantage of existing opportunities to reduce the prevalence of stunting. The next step is to identify alternative strategies. Based on the SWOT analysis and scores that have been carried out, the order of priorities has been known.

The identification of alternative strategies results from a combination of strengths and weaknesses from the internal environment, then opportunities and threats from the external environment. Therefore, the strategy that must be applied in this condition supports aggressive stunting reduction policies. After being known to be in quadrant I, the next step is to look for alternative strategies: Strength—Opportunity, Weakness—Opportunity, Strength—Threat, and Weakness—Threat. These strategy alternatives can be seen in table 4.

Table 4 shows the results of the SWOT Matrix, which produces six alternative strategies

(AS) for Kediri District to reduce stunting rates. There are two alternative Strength - Opportunity strategies, namely: Stunting data collection involves all stakeholders to make the data precise and accurate. Developing budget priorities for stunting prevention and reduction programs.

Then there is one alternative strategy: Weakness - Opportunity, namely education on nutritious eating patterns and early marriage through tiered socialization involving all stakeholders. Furthermore, there are two alternative strategies Strength - Threat, namely: There is a need for a coordination meeting between the central and local governments prior to SSGI data collection. The programs that will be carried out have accommodated the culture of the community and further accelerated economic growth.

Finally, one alternative Weakness - Threat strategy is increasing human resource capacity and the availability of nutritious food ingredients. The QSPM matrix has many positive benefits, including evaluating the feasibility of proposed solutions against the prevailing social, economic, organizational management, and environmental conditions in the study.

It can help strategists integrate related external and internal factors into the decision process. SWOT analysis and QSPM show that ignoring opportunities and threats can put the organization in a critical condition. To prevent critical situations, opportunities and key strategies must be considered. With the right decisions, opportunities and strengths can be collaborated to improve the organization towards success.

In previous research, QSPM analysis was used to determine the priority order of business

**Table 5.** QSPM Analysis

| No.   | Factors  | Weight | Alternative Strategy |      |        |
|-------|--|--------|----------------------|------|--------|
|       |  |        | AS                   | TAS  | Rating |
| 1     | Stunting data collection involves all stakeholders so that the data is precise and accurate.                         | 0,16   | 4                    | 0,66 | III    |
| 2     | Develop budget priorities for stunting prevention and reduction programs.  | 0,18   | 4                    | 0,72 | I      |
| 3     | Education on nutritious eating patterns and early marriage through tiered socialization involving all stakeholders.  | 0,18   | 4                    | 0,72 | II     |
| 4     | The need for coordination meetings between the Central and Local Governments prior to SSGI data collection           | 0,15   | 4                    | 0,59 | V      |
| 5     | The programs to be carried out have accommodated the culture of the Community and further accelerate economic growth | 0,16   | 4                    | 0,66 | IV     |
| 6     | Increased human resource capacity and availability of nutritious food ingredients                                    | 0,16   | 3                    | 0,49 | VI     |
| Total |  | 1      |                      | 3,84 |        |

Source: Data processed, 2023

strategies that must be carried out first. So, the next stage of this research is decision-making using Quantitative Strategic Planning Matrix (QSPM) analysis. This matrix will describe the best alternative strategy that Kediri District can use to reduce the prevalence of stunting by looking at the Attractive Score (AS) and Total Attractive Score (TAS) values.

The weight and Attractive Score (AS) are determined based on the results of a survey with respondents from the regional apparatus at the Health Office (Dinkes), as many as 3 people, and the Office of Population Control Family Planning Empowerment of Women and Child Protection (DP2KBP3A) as many as one person. The survey results obtained in the priority order of alternative strategies can be seen in the following Table 5.

In preparing this report, the survey results obtained the weighting and Attractive Score value of each of the six alternative strategies

generated from the SWOT Matrix. These were then analyzed using the QSPM Matrix to produce a priority order of alternative strategies that must be implemented first, as in Table 5. Based on the QSPM analysis, the total Attractive Score (TAS) is 3.84.

Referring to the Total Attractive Score (TAS) value of each alternative strategy, it is known that the order of alternative strategies that can be implemented is as follows: The first alternative strategy is to arrange budget priorities for stunting prevention and reduction programs, with a Total Attractive Score (TAS) of 0.72.

Although it has the same Total Attractive Score (TAS) as the second order, this alternative strategy is placed at the top because prior to implementing programs related to stunting reduction in Kediri District, it is necessary to prioritize programs. After all, the available budget cannot support all activities.

**Table 6.** Activity Plan as a Follow-up to Stunting Management in Kediri District

| No | Strategy   | Activity Plan/Action Plan  |
|----|--|--|
| 1  | Develop budget priorities for stunting prevention and reduction programs.  | Plan and budget activities based on priorities from year to year according to budget availability.<br>Budget operational costs and incentives for actors accelerating stunting reduction at the puskesmas level and even RT/RW.<br>Assistance to families at risk of stunting.<br>Mentoring of all prospective childbearing age couples. |
| 2  | Education on nutritious eating patterns and early marriage through tiered socialization involving all stakeholders.  | Provision of Balanced Nutritious Basic Food for 90 days to stunted toddlers.<br>Providing food assistance with adequate nutritional content for poor families.<br>Coordination meetings are held between the Central, Regional, and community every month to harmonize stunting data.  |
| 3  | Stunting data collection involves all stakeholders so that the data is precise and accurate.                         | Preparation of modules or SOPs and given to the community in collecting stunting data.   |
| 4  | The programs to be carried out have accommodated the culture of the Community and further accelerate economic growth | The stunting reduction program in Kediri District does not conflict with local culture.<br>Provide special incentives for MSME players.  |
| 5  | The need for coordination meetings between the Central and Local Governments prior to SSGI data collection           | A coordination meeting was held between the central and local governments to harmonize stunting data.  |
| 6  | Increased human resource capacity and availability of nutritious food ingredients                                    | Preparation of modules as guidelines for knowledge and prevention of stunting.<br>Increased availability and distribution of nutritious foodstuffs to support adequate nutritional intake.   |

Source: Data processed, 2023

The second alternative strategy sequence is education on nutritious eating patterns and early marriage through tiered socialization involving all stakeholders with a Total Attractive Score (TAS) of 0.72. Although it has the same Total Attractive Score (TAS) as the first order, this alternative strategy is placed in the second

order because after budget priorities have been prepared, educating the public to reduce stunting rates must be done immediately.

The third alternative strategy sequence involves collecting stunting data involving all stakeholders so that the data is precise and accurate, with a Total Attractive Score (TAS) of

0.66. Although it has the same Total Attractive Score (TAS) in the fourth order, this alternative strategy is placed in the third order because all stakeholders in Kediri Regency are expected to reduce the stunting rate in Kediri Regency. The fourth alternative strategy sequence is that the programs to be carried out have accommodated community cultures and further accelerated economic growth with a Total Attractive Score (TAS) of 0.66. Although it has the same Total Attractive Score (TAS) as the third order, this alternative strategy is placed in the fourth order because the stunting reduction program is expected not to conflict with the cultures that exist in the Kediri Regency community and at the same time increase economic growth.

The fifth alternative strategy sequence is the need for a coordination meeting between the Central and Regional Governments before SSGI data collection with a Total Attractive Score (TAS) of 0.59. This strategy is obtained from the SWOT matrix's combination of strengths and threats. The last alternative strategy sequence increases human resource capacity and the availability of nutritious food ingredients, with a Total Attractive Score (TAS) of 0.49. This strategy is obtained from the SWOT matrix's combination of weaknesses and threats.

After knowing the sequence of alternative strategies based on the Total Attractive Score (TAS) value of each alternative strategy, the final step is to try to arrange the things that need to be done or the action plan of each alternative as input for the Kediri District Government to reduce the prevalence of stunting. Based on these alternative strategies, an activity plan or action plan can be formulated or described that can be carried out by Kediri District in order to accelerate the reduction of stunting rates according to Table 6.

## CONCLUSION

After analyzing various stunting problems in Kediri District using the Gap Analysis method, SWOT Matrix, and QSPM Matrix, the following conclusions were drawn: The difference in data on the prevalence of stunting in Kediri District in 2022 between Bulan Timbang and the Indonesian Nutrition Status Survey (SSGI) is because SSGI surveyed in Kediri District by random sampling with a total of 710 toddlers, which according to the Kediri District Health Office, the sampling locations by SSGI are coincidentally the locations with the highest stunting prevalence rates in Kediri District.

It is not explained from the 710 toddlers how many toddlers experience stunting. After conducting a SWOT analysis on internal factors, strengths and weaknesses, and external factors, including opportunities and threats, six alternative strategies were produced to reduce the stunting rate in Kediri District.

After conducting a QSPM analysis, the following alternative strategy priorities were generated: (1) Arranging budget priorities for stunting prevention and reduction programs; (2) Education on nutritious eating patterns and early marriage through tiered socialization involving all stakeholders; (3) Stunting data collection involves all stakeholders so that the data is precise and accurate (4) The programs to be carried out have accommodated community cultures and accelerated economic growth; (5) The need for a coordination meeting between the Central and Regional Governments before SSGI data collection and (6) Increased human resource capacity and availability of nutritious food ingredients.

In order to address the difference in data on the prevalence of stunting data in Kediri District between Bulan Timbang and the

Indonesian Nutrition Status Survey (SSGI), it is necessary to coordinate between the Kediri District Government and SSGI. Before surveying the Kediri District, SSGI should consult with the government regarding the location of the survey.

SSGI also needs to increase the number of sampling toddlers who are the survey's target so that the data obtained will be more accurate. On the other hand, the Kediri District Government can proactively coordinate with SSGI if SSGI is passive so that the results between Bulan Timbang and SSGI are similar. In addition, to reduce the prevalence of stunting from year to year in Kediri District, it is necessary to compile a list of activity plans or action plans that are relevant according to the dynamics of the situation and conditions in the field.

Through SWOT Matrix analysis, alternative strategies have been obtained. Then, further analysis through the QSPM method obtained a priority order from the alternative strategies used. From these alternative strategies, several activity plans or action plans have been prepared in this research report as input for policymakers to achieve the trend of stunting prevalence that continues to decline yearly in Kediri District.

## REFERENCES

- Asian Development Bank. (2023). Prevalence Of Stunting Among Children Under 5 Years of Age. Indonesia: Asian Development Bank. Available from <https://kidb.adb.org/>
- Badan Penelitian dan Pengembangan Kesehatan. (2019). Hasil Utama Riskesdas 2018. Jakarta: Badan Penelitian dan Pengembangan Kesehatan. Available from <https://kesmas.kemkes.go.id/>
- Dinas Kesehatan. Masalah Stunting. Pringsewu: Dinas Kesehatan Kabupaten Pringsewu. Available from <https://dinkes.semarangkota.go.id/>
- Dinas Kesehatan. Pentingnya Kenali Resiko Stunting. Semarang: Dinas Kesehatan Kota Semarang. Available from <https://dinkes.semarangkota.go.id/>
- Direktorat Gizi Masyarakat. (2019). Laporan Akuntabilitas Kinerja 2018. Jakarta: Direktorat Gizi Masyarakat Kementerian Kesehatan Republik Indonesia. Available from <https://kesmas.kemkes.go.id/>
- Freddy, Rangkuti (1997) Analisis SWOT Teknik Membedah Kasus Bisnis Jakarta: Gramedia Pustaka Utama.
- Hosana Opalia Waluyati dkk. (2022). "Perencanaan Strategis Kelurahan Kenep Dalam Meningkatkan Perekonomian Masyarakat Melalui Desa Wisata Kreatif". Jurnal Mahasiswa Wacana Publik Volume 2, Nomor 1, Hal 34 - 54.
- Husein, Umar. (2009) Metode Penelitian Untuk Skripsi Dan Tesis Bisnis. Jakarta: Rajawali Pers.
- Hutagalung, A.E. (2021). Peran Kabupaten/Kota Dalam Melaksanakan 8 Aksi Konvergensi. Jakarta: Direktorat Jenderal Bina Pembangunan Daerah. Available from <https://stunting.go.id/>
- Indonesia. *Peraturan Presiden Republik Indonesia Nomor 72 Tahun 2021 tentang Percepatan Penurunan Stunting*, Tambahan Lembaran Negara Nomor 172. Sekretariat Negara. Jakarta. Available from <https://peraturan.bpk.go.id/>
- Irawan, Handi (2002) 10 Prinsip Kepuasan Pelanggan. Jakarta. Elex Media Komputindo.
- Isbandriyati Mutmainah dkk. (Maret 2022). "Gap Analysis Untuk Mengetahui Kinerja Implementasi Program Merdeka Belajar Kampus Merdeka". Jurnal Ilmiah Manajemen Kesatuan Vol. 10 No. 1.
- Jhon M Bryson. (2007) Perencanaan Strategis Bagi Organisasi Sosial. Yogyakarta: Pustaka Belajar
- Muhammad Dzaky Mustafa dkk. (Oktober 2021). "Perancangan Strategi Pemasaran Dengan Menggunakan Metode Analisis Swot Dan Matrik *Quantitative Strategic Planning* (QSPM) Pada Usaha Aplikasi Svara". e-Proceeding of Engineering: Vol.8, No.5.
- Priyono. (September 2020). "Strategi Percepatan Penurunan Stunting Perdesaan (Studi Kasus Pendampingan Aksi Cegah Stunting di Desa Banyumundu, Kabupaten Pandeglang)". Jurnal Good Governance Volume 16 No. 2.
- Resti Indriarti dkk. (Januari 2021). "Penerapan Quantitative Strategic Planning Matrix (Qspm) Untuk Merumuskan Strategi Bisnis". Manajerial, Vol. 20 No.1 Januari 2021, Hal - 159.
- Rosyda Nur Fauziah. Gap analysis: Metode analisis kesenjangan yang wajib pebisnis ketahui <https://www.gramedia.com/best-seller/gap-analysis/>

United Nations International Children's Emergency Fund. (2014). Gizi. Indonesia: United Nations International Children's Emergency Fund. Available from <https://unicef.org/>

Wahyu Fajar Herdiyono dkk. (September 2021). "Perencanaan Strategi Pengembangan Potensi Desa

Cemoro Sebagai Desa Wisata Berbasis Masyarakat dan Budaya". Jurnal Ilmu Administrasi Negara (AsIAN), Vol. 9 No. 2.

World Health Organization. (2021). Lembar Fakta - Malnutrisi. Indonesia: World Health Organization. Available from <https://who.int/>