

Efforts to reduce stunting through the Bantul Seroja Programme: a best practice perspective

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Abstract: The prevalence of stunting is still a serious health problem that requires special handling. Participate in accelerating the reduction of stunting in children under five, which is a priority program for the Government of Indonesia as stated in the National Medium-Term Development Plan (RPJMN) 2020–2024, the Bantul Regency Government with more than 45,000 children under five and stunting cases of around 3,056 children calculated per quarter of 2022 to develop a program called Bantul Sehat Ekonomi Karo Jamu (Bantul Seroja) to reduce stunting prevalence in Bantul Regency. This study aims to see how the implementation of the concept of Best Practice in public service innovations in Bantul Seroja through five stages of analysis, consisting of impact, partnership, sustainability, leadership, and transferability. Data collection uses secondary data techniques obtained indirectly through information available in the mass media, websites, articles, social media, and online news. This study shows that the public service innovations of Bantul Seroja get a good response from the community because they have an impact that can be felt directly under the urgency of the community's needs in the health sector.

1. Introduction

Cases of stunting, or a condition where a child has a height below the age standard, which is an indicator of failure to grow in toddlers due to chronic lack of nutritional intake in the first 1,000 days of life, is a serious problem that requires appropriate treatment (Ramadani, 2021). The prevalence of stunting cases among toddlers in Indonesia in 2023 is based on the results of the Indonesian Nutrition Status Study (SSGI) of the Ministry of Health; as many as 21.6% of toddlers experienced stunting at the end of 2023. This means that almost a quarter of the total toddlers in Indonesia experienced stunting at the end of 2023. Tends to decrease over the last 15 years, the highest prevalence of stunting cases in Indonesia occurred in 2013 with a prevalence of 37.2%, this figure then decreased and increased again in 2017 and 2018 with a prevalence of 29.6% and 30.8%). Meanwhile, in 2023, the prevalence of stunting will decrease by 2.8% from 2021 to 21.6%. Efforts to reduce stunting cases have been made, as targeted by the Ministry of Health, the prevalence of stunting in Indonesia is targeted to continue to decline to 14% by 2024 in figure 1 (Widi, 2023).

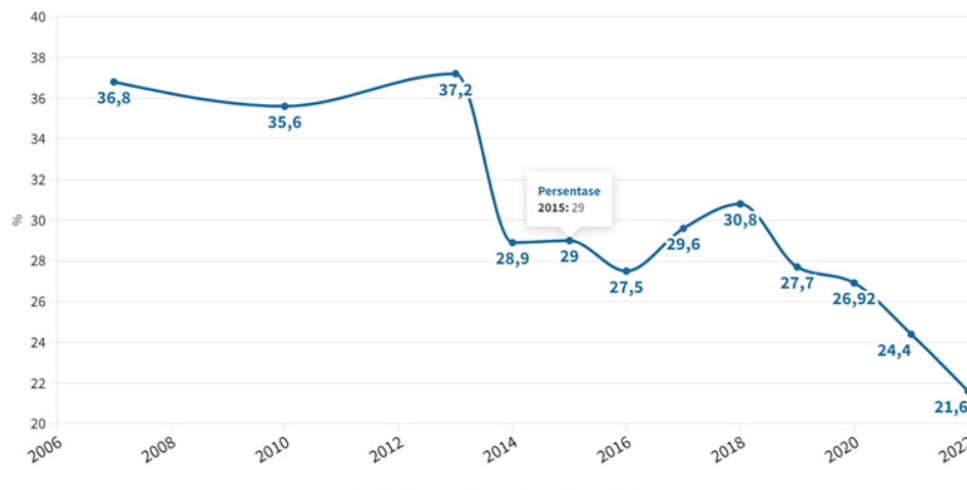


Figure 1. National prevalence of under- 5 stunting (2008-2022)

Source: *Kementrian Kesehatan (Kemenkes).*

The government targets Indonesia's stunting prevalence to fall by 14% by 2024. To achieve this target, Indonesia's stunting prevalence must fall by at least 2.7% per year (Dimas, 2022). The government, through the Population and Family Planning Agency (BKKBN), as the implementer of the acceleration of reducing the national stunting rate, is carrying out holistic interventions, which are divided into two intervention schemes, namely specific interventions and sensitive interventions, which are coordinated by involving the relevant ministries and institutions (Apriliani et al., 2023; Maulana et al., 2022). Apart from carrying out holistic interventions as an effort to accelerate the reduction of national stunting rates, changes were made to the Regulation of the Minister of Health of the Republic of Indonesia, which was originally only about "giving blood supplement tablets (TTD)" to "taking blood supplement tablets (TTD)" (Dimas, 2022; Rahmuniyati, 2020).

Taking part in accelerating the reduction of stunting in toddlers, which is a priority program of the Indonesian Government as stated in the National Medium Term Development Plan (RPJMN) 2020-2024, the Bantul Regency Government with more than 45,000 toddlers and stunting cases of around 3,056 children calculated per quarter of 2022 is developing a program Bantul Healthy Economy Karo Jamu (Bantul Seroja) to reduce the prevalence of stunting in Bantul Regency. Efforts to reduce the prevalence of stunting through the Bantul Seroja program began with the Covid-19 pandemic, which had an impact on the public health and economic sectors in Bantul Regency. The herbal concoction produced by the Women's Farmers Group (KWT) at the padukuhan level as a health drink amid the Covid-19 pandemic was able to have a positive impact on society both in the economic and health fields. Then the Bantul Regency Government innovated to take part in accelerating the reduction of stunting in toddlers through the Bantul Seroja program which was initially present as a health drink producer during the Covid-19 pandemic (Junianto, 2022b; Sidik, 2022).

This public service innovation was developed by the Bantul Regency Government and was included in the Top 45 Public Service Innovation Competition (KIPP) 2022 by the Ministry of State Apparatus and Bureaucratic Reform (Kemenpan-RB) (Junianto, 2022a). Research that has relevance to the research being studied such as, (Rahardjo et al., 2022) which examines approaches to community health and economic development through the Family Medicinal Plant Garden (TOGA) and the production of nutritious plant-based herbal medicine in the Women Farmers Group (KWT) in Ngelosari Hamlet, Piyungan

District, Bantul Regency; (Purbadiri & Srimurni, 2022) assess nutritional adequacy, emotional stability, appropriateness of height and weight, even in limited situations as an effort to fulfill the health rights of toddlers; (Sastrawan et al., 2020) examine Si Mamah Riang's innovation and Managerial Assistance as an effort to overcome stunting by maximizing the potential of home food; (Essa et al., 2021) reviewing Buruan Sae's innovation development strategy in handling stunting in Bandung City; and (Yunanda et al., 2022) which examines the formalization of the Me Bu Gateng tradition as an effort to overcome stunting in Bireuen Regency.

The naming of Bantul Seroja as one of the Top 45 KIPP 2022 by the Ministry of Administrative and Bureaucratic Reform prompted this research to be carried out. This research aims to examine efforts to reduce stunting cases through the Bantul Seroja program in the Bantul Regency. To facilitate this research, researchers used the Best Practice concept with five stages of analysis, including Impact, Partnership, Sustainability, Leadership, and transferability. This concept makes it easier for researchers to find out the impact, partnerships, sustainability, leadership, and the possibility of imitation by other regions of the Bantul Seroja program. Apart from that, this research also supports the agenda of the United Nations (UN), which is contained in 17 goals or indicators of Sustainable Development Goals (SDGs). This research is included in SDG's goals 3, 9, 11, and 17, namely healthy and prosperous lives; industry, innovation, and infrastructure; sustainable cities and communities; and partnerships to achieve goals (Danar, 2022; Tasyah et al., 2021)

2. Literature Review

Innovation Public Sector

Research conducted further investigation into public sector innovation is widely recognized as essential for improving the efficiency, accountability, and effectiveness of government services. According to (Sanders et al., 2022), innovation in the public sector refers to the introduction of new ideas, processes, or technologies that lead to better governance and service delivery. While traditionally, public administration has been slow to adopt innovation compared to the private sector, the increasing complexity of societal challenges has driven governments worldwide to embrace new approaches (Horzela & Olko, 2021; Sanders et al., 2022). Public sector innovation can take various forms, including technological innovations like e-government initiatives or organizational innovations such as new management processes (Luthfi, Hanifan, et al., 2023; Oktarina et al., 2022). These innovations are often driven by the need to enhance citizen engagement, increase public service efficiency, and ensure transparency in governance (Putra & Sajida, 2023; Zuhri et al., 2023). In this context, scholars argue that innovation is not merely about introducing new technologies but also involves a rethinking of how public services are designed and delivered (Yu & Huang, 2021)

Recent studies have highlighted the significance of adopting a citizen-centered approach to innovation in the public sector. According to (Tang & Li, 2024), governments must align innovations with public needs to create sustainable solutions. This requires continuous feedback from citizens and stakeholders to refine and adapt innovations to be more effective. Moreover, the increasing role of digitalization in public service delivery has transformed how government agencies interact with the public. Public sector digitalization not only improves service efficiency but also enhances transparency and accountability (Luthfi, Putra, et al., 2023; Putra et al., 2023). As governments strive for improved public value creation, the notion of innovation is gradually becoming embedded in the core of public sector strategies, with an emphasis on collaborative efforts among various stakeholders (M. Janssen & Estevez, 2013).

In this regard, public sector innovation is not only a response to immediate challenges but also a long-term strategy for creating adaptable and resilient public institutions. For instance, innovations in public health systems, as seen in the COVID-19 pandemic response, demonstrated how governments could leverage technology and data for quick decision-making and service delivery (Luthfi, Putra, et al., 2023). The rapid implementation of telemedicine and digital health platforms illustrates how public sector innovation can respond to urgent needs while ensuring sustainability and efficiency (Sinaga et al., 2023). Such examples underline the importance of building a culture of continuous innovation within the public sector to address future uncertainties and improve service delivery.

Analysis of Innovation in the Public Sector: Five Stages Framework

The analysis of public sector innovation can be systematically approached through a framework that includes five critical stages: impact, partnership, sustainability, leadership, and transferability. This framework provides a structured approach for evaluating the effectiveness of innovation in public administration. Each stage plays a vital role in understanding the processes through which innovation can be successfully implemented, scaled, and sustained in public organizations. According to (Liu et al., 2024) assessing the impact of public sector innovation is the first critical step. This stage involves measuring the outcomes of the innovation, whether in terms of service delivery improvement, cost reduction, or greater public satisfaction. Effective impact evaluation often requires a combination of quantitative metrics and qualitative assessments to capture the full scope of the innovation's effects (Krause & Stokes, 2023).

Following the impact, the partnership stage emphasizes the importance of collaborative efforts between government bodies, private sector partners, non-profit organizations, and citizens in driving innovation (Sanzo et al., 2015). Public sector innovations often cannot be achieved without partnerships, as they allow for the pooling of resources, expertise, and knowledge (Patrucco et al., 2025). As noted by Torgerson and Moller (2022), partnerships enable public sector organizations to tackle complex issues by leveraging external expertise and bringing diverse perspectives to the decision-making process. For example, in the case of sustainable urban development, governments often collaborate with technology firms, local communities, and environmental NGOs to design innovative solutions that address social, economic, and environmental challenges (Anthony, 2024).

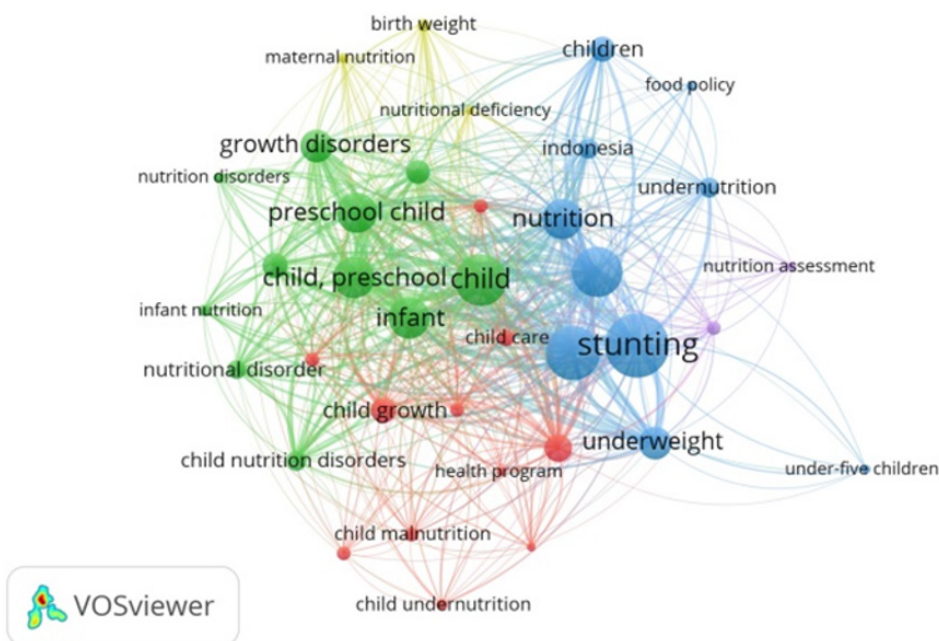
The sustainability stage is integral to ensuring that innovations in the public sector are not short-lived but can continue to provide value over time. According to (Oluwatosin Yetunde Abdul-Azeez et al., 2024), sustainability involves not only financial stability but also the capacity to adapt and evolve as external conditions change. For public sector innovations, sustainability means that these changes can endure across different political administrations, economic cycles, and societal shifts. Sustainable innovation requires institutionalizing practices that embed the innovation within the operational structures of the public sector (C. Janssen et al., 2024). Moreover, it demands creating a robust framework for continued funding, training, and capacity-building (Rodionov & Maklasova, 2023).

In the leadership stage, the role of leaders in driving and sustaining innovation within the public sector is emphasized. Effective leadership is crucial to instilling a culture of innovation and ensuring that ideas are translated into actionable policies and projects. As noted by (Lim et al., 2022), leadership in public sector innovation involves creating an environment that encourages risk-taking, experimentation, and learning from failure. Public leaders must also communicate a clear vision for innovation and provide the necessary resources and support for its implementation (Calpe-López et al., 2022). For instance, in public health systems, leadership is critical to ensuring that innovative solutions to healthcare delivery challenges are adopted and implemented at all levels of government (Smith et al., 2023).

Lastly, the transferability stage assesses the extent to which innovations can be adapted and applied in different contexts or settings. Transferability is essential for scaling up successful innovations across regions, countries, or sectors. According to Lämmer-Gamp et al. (2023), ensuring that innovations can be transferred effectively requires careful consideration of the local context, including political, cultural, and economic factors. Transferability involves adapting innovations to fit new environments while maintaining their core principles and benefits (Davis & Landström, 2024). For example, innovations that were successful in urban settings may need to be adjusted to suit rural areas, considering the differences in infrastructure, resource availability, and public needs (Miller & Müller, 2024).

In conclusion, focusing on both concepts, public sector innovation and the five-stage analytical framework, is crucial for providing a comprehensive understanding of how innovation unfolds in the public sector. By clearly defining and establishing indicators for each stage (impact, partnership, sustainability, leadership, and transferability), researchers can offer a structured and nuanced analysis that enhances the discussion process. This approach clarifies the role of innovation in governance and provides a systematic way to evaluate its success and challenges. By incorporating these indicators, scholars can better assess the effectiveness of innovations and highlight key factors that influence their outcomes. This in-depth exploration enriches the reader’s understanding and contributes to the broader discourse on public sector innovation.

Adopting a structured framework such as the five-stage model is critical because it provides a comprehensive lens to examine the complexities of public sector innovation. Each stage offers valuable insights into the innovation process, ensuring no crucial factor is overlooked. This approach is essential for explaining actionable conclusions that can guide future innovations in public administration. Furthermore, applying this framework allows researchers to identify gaps in existing practices and propose targeted interventions that address specific challenges. A well-conducted study using this framework not only informs policy but also lays the foundation for further research, making it an essential tool for advancing the field of public sector innovation.



Source: VOS Viewer Bibliometrics, 2024.

3. Research Methods

This research includes qualitative research with a case study approach (Kurnaedi et al., 2021). Body-an and Taylor state that the qualitative method is a research procedure that produces descriptive data in the form of speech or writing and observed community behavior (Nasrillah et al., 2023). Through qualitative methods, researchers can identify subjects and feel what they experience in everyday life. qualitative research using a case study approach makes it easier for researchers to analyze in more detail the Bantul Regency Government's efforts to reduce the prevalence of stunting in Bantul Regency through the Bantul Seroja program (Barsei et al., 2023). The data source used secondary data that are obtained indirectly through information available in the mass media, websites, articles, and online news from the last five years (2020-2024). The main sources are from the official website, as shown in Table 1.

Table 1 shown, the official website of Yogyakarta Provincial Health Service as as the provincial health service that oversees the Bantul Seroja program; and the official website of Bantul Regency Health Service as one who goes directly into the community and becomes a channel (liaison) between the government and the community in realizing the Bantul Seroja program. This website was chosen because it displays ongoing activities and program cycles from the implementation of the five *Best Practice* indicators in Bantul Seroja program (Sulistyaningsih et al., 2024).

Table 1. Official Website and Channel of Bantul Government's

Official Website	Description
https://dinkes.jogjaprov.go.id	The official website of Yogyakarta Provincial Health Service
https://dinkes.bantulkab.go.id	The official website of Bantul Regency Health Service
@bantultv_id	Official YouTube channel of Bantul Regency Government
@dinaskesehatankabupatenban8014	Official YouTube channel of Bantul Regency Health Service

Moreover, Table 1 describe the official youtube channel of Bantul Regency Government as initiated and also as the government that oversees and is responsible for the Bantul Seroja Program.; and the official youtube channel of Bantul Regency Health Service as one who goes directly into the community and becomes a channel (liaison) between the government and the community in realizing the Bantul Seroja program. This youtube channel was chosen because it displays a cycle of activities, programs and conversations that are relevant to the data the author needs.

The framework developed by Miles and Huberman, which is well known for its methodical approach to evaluating complicated, unstructured data, is used in the qualitative data analysis method covered in the article. The three main pillars of Miles and Huberman's methodology are data reduction, data visualization, and conclusion-making or verification. Because it facilitates the meaningful organization and interpretation of data, this methodology is constructive for studies involving substantial volumes of textual data. The advantage of this method is that it offers a simple, sequential analysis process. The authors' data processing method, which includes data reduction or gathering, data presentation, and conclusion drawing, is the interactive model of Miles and Huberman (Sakiah & Effendi, 2021).

The Miles and Huberman's analysis framework is that it offers a structured yet flexible methodology that is well-suited to exploratory research where data may evolve throughout the study. By breaking down the analysis into manageable stages, the researcher can focus on specific data elements at each stage, ensuring thoroughness and depth in the interpretation. The framework also emphasizes the im-

portance of reducing and simplifying data without losing the richness of the information, which is critical in qualitative research. It helps prevent the overwhelming complexity of large datasets, enabling the researcher to identify patterns, relationships, and trends that might otherwise remain unnoticed.

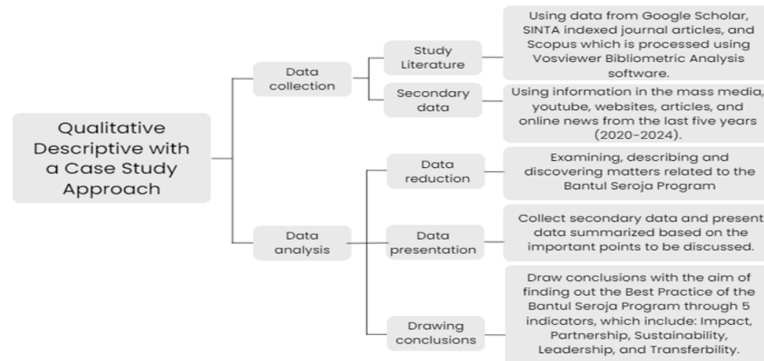


Figure 2. Research Design

Figure 2 shows the steps of Miles and Huberman’s analysis. This analysis begins with data reduction, which involves selecting, focusing, simplifying, and abstracting raw data. This step helps the researcher filter out irrelevant or redundant information while retaining the most significant data points that align with the research questions. Next, data display involves organizing the reduced data into a visual format that makes it easier to understand and analyze. This could be done through matrices, graphs, charts, or tables that allow the researcher to see relationships between different data elements. Finally, conclusion and verification is the stage where the researcher makes sense of the data by identifying patterns, themes, or insights and cross-checks these findings for accuracy and consistency. The researcher continuously refines conclusions as new data emerges, ensuring the analysis remains iterative and reflective of the data’s evolving nature. This cyclical process allows for a deep and comprehensive understanding of the research topic.

4. Results and Discussion

Impact Bantul Seroja Innovation

As previously explained, an innovation concept that has been formulated by the Bantul Regency Government is, Bantul Healthy Economy Karo Jamu (Bantul Seroja). This is proof that the Bantul Regency Government has improved service quality, community satisfaction and public trust in the government (Figure 3). The community, in this case women, have children under five and are busy, so they pay less attention to health aspects and nutritional needs, which is one of the factors for the high prevalence of stunting in Bantul Regency. The Bantul Regency Government has full responsibility for serving the people of Bantul Regency, therefore, innovations have emerged to reduce stunting rates in toddlers through the Bantul Seroja program. It is hoped that the community will be able to make good use of the innovations provided by the Bantul Regency Government (Danar, 2022).

The presence of Bantul Seroja in the community began with the increasing need for the immune system and economic recovery amid the COVID-19 pandemic. Bantul Seroja has succeeded in becoming a health drink that is efficacious in increasing body immunity and expanding employment opportunities in line with the increasing demand for herbal medicine production in the market. It was recorded that the number of herbal medicine entrepreneurs increased from 244 people to 444 people or an increase

of 81.9 percent and an increase in income of 108.3% (Junianto, 2022a; Wahyu, 2022a). Bantul Seroja also succeeded in winning the title of Top 45 Public Service Innovation Competition (KIPP) 2022 by the Ministry of State Apparatus and Bureaucratic Reform (Kemenpan-RB) (Sidik, 2022)

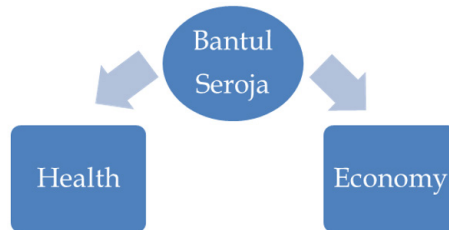


Figure 3. Impact of Bantul Seroja innovation

Bantul Seroja's public service innovation focuses its programs on efforts to reduce stunting rates while supporting the Indonesian Government's priority programs in order to accelerate the reduction of stunting in toddlers. This support is conceptualized in such a way as to provide traditional health service facilities for growth and development massage for babies and toddlers followed by the provision of herbal medicines through 12 community health centers from 27 health centers spread across Bantul Regency. The 12 health centers include: Jetis II Health Center; Kasihan II Community Health Center; Banguntapan II Community Health Center; Imogiri I Community Health Center; Sedayu I Community Health Center; Piyungan Community Health Center; Srandakan Community Health Center; Dlingo II Community Health Center; and Bantul II Community Health Center; Sewon I Community Health Center; Sanden Community Health Center; and Pleret Community Health Center (Bantul, 2022).

Apart from supporting the Indonesian Government's priority program in accelerating the national stunting rate, Bantul Seroja is also a form of support for the United Nations (UN) agenda, which is contained in the 17 goals or indicators of the Sustainable Development Goals (SDGs). This research is included in SDGs 3, 9, 11, and 17, namely healthy and prosperous lives; industry, innovation, and infrastructure; sustainable cities and communities; and partnerships to achieve goals.

The Bantul Seroja program has significantly impacted efforts to reduce stunting in Bantul Regency by integrating traditional medicine and public health interventions. The program has successfully increased awareness and access to nutritious herbal products, particularly for vulnerable populations. Based on field observations, the stunting prevalence in Bantul Regency decreased from 12.8% in 2021 to 10.8% by August 2022. These figures indicate a tangible benefit to public health through community-driven solutions (Cahyana, 2022). However, while this impact is significant, it remains localized. To fully align with the impact stage of the analytical framework, the program should include a comprehensive impact assessment that incorporates longitudinal studies and a standardized measurement system to track improvements in nutritional indicators across different demographic groups.

Currently, the impact measurement focuses primarily on the decline in stunting rates, but a broader assessment should include socio-economic benefits, such as changes in income levels of herbal medicine producers and improvements in maternal and child health beyond stunting reduction. International best practices suggest that a holistic evaluation framework incorporating social determinants of health could strengthen impact assessments. For example, while Bantul Seroja has improved economic conditions for local Women's Farmer Groups (KWT), it has yet to be systematically documented how these changes affect long-term nutritional behavior. By adopting a multi-dimensional evaluation approach, the program could better align with best practice impact measurement models.

Partnership Bantul Seroja Innovation

The **partnership** aspect of Bantul Seroja is one of its strongest elements, particularly through its collaboration with KWT and local MSMEs (Micro, Small, and Medium Enterprises) to produce herbal medicine for health interventions. These partnerships leverage local expertise and provide economic benefits while tackling public health issues. However, the current partnerships remain primarily within a local framework. To strengthen this initiative and align it with the five-stage framework, partnerships should be expanded to include universities, private sector health companies, and international NGOs specializing in maternal and child nutrition.

Effective partnerships should also include more engagement with community health centers beyond the 12 facilities currently involved. Engaging a broader spectrum of medical professionals and nutritionists could enhance credibility and ensure that the herbal interventions are evidence-based. In countries such as Thailand and India, successful public-private partnerships in health innovations have shown that integrating research institutions and NGOs can significantly enhance program sustainability and reach. The Bantul Seroja program would benefit from such an expanded partnership model, particularly in developing a robust system for monitoring and evaluating the effectiveness of herbal-based interventions.

The partnership dimension is focused on the parties involved in supporting the implementation and broadcasting of innovations carried out by the public sector or the private sector in collaboration with third parties to help everything to run an innovation so that it meets mutual expectations. In the case of Bantul Seroja, the Bantul Regency government is collaborating with the Women's Farmers Group (KWT) and local Micro, Small and Medium Enterprises (MSMEs) as herbal medicine producers who provide supplies to the government, in this case 12 community health centers spread across Bantul Regency, namely: Jetis II Community Health Center; Kasihan II Community Health Center; Banguntapan II Community Health Center; Imogiri I Community Health Center; Sedayu I Community Health Center; Piyungan Community Health Center; Srandakan Community Health Center; Dlingo II Community Health Center; and Bantul II Community Health Center; Sewon I Community Health Center; Sanden Community Health Center; and Pleret Community Health Center (Dananar, 2022).

In carrying out the Bantul Seroja innovation, the Bantul Regency Government cannot do it alone without the help of other parties. They are collaborating with 12 community health centers so that the innovation can run well and obtain the expected results. In its implementation, the Bantul Regency government is not directly involved, because this service requires competent professional staff. The community, in this case women who have children under five, will be directed to take part in traditional health services, growth and development massage for babies and toddlers, followed by the provision of herbal concoctions at 12 Bantul Regency health centers, which have been facilitated by the government through the Bantul Seroja program. The Bantul Regency Government is synergizing with the 12 community health centers so that Bantul Seroja's innovation continues to run well (Junianto, 2022a).

Sustainability Bantul Seroja innovation

This discussion related to sustainability focuses on indicators related to legislation and ongoing support by the government, namely the Bantul Regency government. Bantul Regency, as one of the priority districts for stunting prevention in phase II in 2019 and has implemented the Bantul Seroja program for four years, has prepared regulations as a basis for implementing stunting prevention policies. Regent Regulation (Perbup) no. 71 of 2019 concerning Stunting Prevention with the RAD attachment which is

the work plan of the relevant OPD (Bantul, 2022). Since the existence of this regulation, various activities have been designed and conceptualized in such a way as a convergence effort to prevent and handle stunting, Bantul Seroja is present as one of the products of the Bantul Regency Government in dealing with stunting cases, because it is an innovation initiated directly by the government, Bantul Seroja has a sustainability scheme which is clear from the legislation contained in Perbup no. 71 of 2019 concerning Stunting Prevention. Meanwhile, regarding the feasibility and safety of using herbal medicine products, which may hamper the sustainability of this program, the government ensures that all herbal medicines provided at 12 community health centers have passed clinical trials and have been approved by the Indonesian Food and Drug Authority (BPOM RI) (Hasanudin, 2022).

The sustainability framework should also emphasize ongoing research and development. Currently, the success of Bantul Seroja is largely based on traditional knowledge of herbal medicine. While this is valuable, continued clinical studies and collaborations with pharmaceutical and public health research institutions would strengthen its legitimacy. Many sustainability models suggest that institutionalizing community-driven innovations into the formal health system ensures their longevity. Bantul Seroja should, therefore transition from being an innovative public health intervention to an integrated public health service, where funding mechanisms and human resource support are secured for the long run.

Leadership Bantul Seroja Innovation

Analysis of the leadership dimensions is one of the most influential, considering that the Bantul Seroja service innovation is an innovative product issued by the Bantul Regency Government itself. Bantul Regent Abdul Halim Muslih explained the new concept of Bantul Seroja innovation, namely, the integration of conventional health services in community health centers. Bantul Seroja is a form of developing empirical traditional health services by increasing the diversification of herbal medicine products, both in terms of the form of herbal products, variations and benefits, and efficacy of herbal products (Wahyu, 2022b).

One major challenge in leadership within public sector innovation is the ability to adapt and respond to evolving health needs. In best-practice public sector leadership models, continuous engagement with stakeholders—including beneficiaries, researchers, and policymakers—ensures that programs remain relevant. Currently, decision-making in Bantul Seroja appears to be top-down, with government authorities driving initiatives. A more participatory approach involving community health workers, local leaders, and independent experts could enhance policy responsiveness and program resilience. Furthermore, capacity-building initiatives for local leaders and training programs for herbal medicine producers would institutionalize leadership at multiple levels, ensuring that the program remains strong even with potential political transitions.

Since the beginning of the implementation of the Bantul Seroja service innovation, this program has been carried out under the leadership of the Regent of Bantul as Head of the Bantul Regency Government. There have been many obstacles faced so that this innovation continues to develop and spread its benefits well until now, this is also because this innovation is needed by the people of Bantul, this fact is also proof of the responsiveness of the Bantul Regency government in creating service priorities that suit the needs and situation and conditions in the area (Junianto, 2022a).

Transferability Bantul Seroja Innovation

Analyzing transferability in the implementation of the Bantul Seroja innovation in Bantul Regency, the Bantul Seroja public service innovation program is very likely to be imitated and implemented in

other areas. This is all because running or adopting this innovation program is not difficult, because it does not require large capital expenditures. This innovation makes collaboration between government and society the main key to its success (Wahyu, 2022b). The Bantul Seroja innovation is very likely to be implemented in various regions in Indonesia because of the abundant availability of Indonesian medicinal plants in various regions of Indonesia. This innovation is also very in line with the urgency of the Indonesian Government's priority program in accelerating the reduction of national stunting rates. These factors are the main reasons why Bantul Seroja's innovation was able to emerge and survive until later, even spreading to various regions in Indonesia (Wahyu, 2022a).

Lastly, a clear transferability framework is a key determinant for expanding the Bantul Seroja model beyond the Bantul Regency. The adaptive governance approach in Bantul demonstrates effective leadership, but ensuring that community-driven decision-making structures are in place would improve policy responsiveness and resilience (García & Verhoeven, 2022; Smith et al., 2023). In terms of transferability, a structured guide for adaptation should be developed to ensure that other regions can implement the program while considering local contextual differences (Lämmer-Gamp et al., 2023; Davis & Landström, 2024). Successful examples from Brazil's community-based healthcare models and Japan's integrated health and agriculture policies show that flexibility in program replication is essential to maintaining effectiveness across diverse settings (Miller & Müller, 2024). By strengthening these five pillars—impact, partnership, sustainability, leadership, and transferability—Bantul Seroja can evolve into a nationally recognized model for public sector innovation, creating a scalable solution to addressing stunting and economic development simultaneously.

5. Conclusion

The study examines the implementation of Best Practices in public service innovations in Bantul Seroja, focusing on five stages: impact, partnership, sustainability, leadership, and transferability. The program has successfully integrated public health innovation, economic empowerment, and community engagement to reduce stunting rates, improving child nutrition and local livelihoods. However, a more comprehensive impact assessment system is needed to track long-term health and economic outcomes. The partnership model, involving MSMEs, Women's Farmers Groups, and health centers, should be expanded to include universities, medical institutions, and international organizations. Sustainability requires institutionalized government support, structured funding mechanisms, and continued research collaborations. Leadership should shift towards a more participatory governance model to enhance adaptability and resilience. The program's low-cost, community-driven approach is highly replicable, but a structured adaptation framework is needed for implementation in different socio-economic and cultural contexts. Integrating digital monitoring systems, expanding stakeholder engagement, and fostering continuous innovation will enhance the initiative's effectiveness and long-term impact.

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