International Journal of Research and Review
Vol. 3; Issues: 1; 2023
Website: https://ejournal.penerbitjurnal.com/index.php/research/index
Research Paper E-ISSN: 2349-9788; P-ISSN: 2454-2237

Evaluation of the Implementation of the Command Post Policy for Controlling the Availability of Oxygen for Medical Needs for Handling the 2019 Coronavirus Disease in West Java Province

Ahmad Jundi Khalifatullah, Pujiyanto

Public Health Science Study Program, Faculty of Public Health, University of Indonesia, Indonesia

Corresponding Author: Ahmad Jundi Khalifatullah

ABSTRACT

Introduction: The Provincial Government of West Java has issued a Decree of the Governor of West Java Number: 443/Kep.350-BUMD DAN INVESTASI/2021 concerning the Command Post for Controlling Oxygen Availability for Medical Needs for Handling Coronavirus Disease 2019 in West Java Province. The oxygen command post was formed to deal with oxygen emergencies at the peak of the Covid-19 variant of the delta in West Java July-September 2021. Even though it has been passed, it is not yet clear how to evaluate the oxygen command post in carrying out its functions as stipulated in the governor's decree. Evaluation is very important as learning and in order to prepare for handling future medical oxygen needs. Purpose: To find out the evaluation of the implementation of the West Java Governor's Decree Number 443/Kep.350-BUMD AND INVESTMENT/2021 concerning the Command Post for Controlling Oxygen Availability for Medical Needs Handling Covid-19 in West Java Province, especially at the peak of the delta variant. Methods: This research is a non-experimental research with a qualitative case study approach which is expected to answer research questions. This study uses the theoretical approach of George C. Edward III's Policy Implementation Model and William Dunn's Theoretical Decision Evaluation. The methods used in data collection were in-depth interviews with informants and document review. Results: The results showed that the oxygen command post implemented its function quite well but was not optimal by fulfilling medical oxygen needs at the peak of the Covid-19 period, the delta variant. From the aspect of communication, good communication has been established within the oxygen command post, better communication is needed with partners outside the oxygen command post. From the aspect of resources, staff have been fulfilled and given authority, but the available budget has not been able to meet all the needs of facilities in the field. In preparing the needs plan, distribution control by appointing a Local Government Owned Enterprise (BUMN) is the right choice in view of its ease of movement, but it is hoped that technical constraints that occur in the field can be mitigated in the future. Although coordination and synchronization are carried out quite often, the same frame must be built from top to bottom so that there is no miss communication that hinders coordination. Even though they have formed a secretariat/warehouse, the information management of the oxygen command post is centered on the picobar service in West Java Province, which is in accordance with the mandate of the governor's decree. The monitoring carried out is also quite good though, the monitoring should involve partners outside the oxygen command post so that they can also find out the current situation and conditions of oxygen emergencies. However, it is difficult to assess the overall evaluation with certainty because there are no standard rules regarding the assessment of the performance of the oxygen command post.

Keywords: implementation, policy evaluation, oxygen command center

INTRODUCTION

Coronavirus disease 19 is caused by a novel coronavirus that was first identified in Wuhan, China, named coronavirus disease 2019 (COVID-19). 'CO' is from corona, 'VI' is from virus, and 'D' is from disease. Previously this disease was called '2019 novel coronavirus' or '2019-nCoV SARS-CoV-2 the virus that causes COVID-19 affects the health of patients in several ways. Clinical classification based on history, physical examination, and laboratory results into asymptomatic, mild, moderate, severe, and critical symptoms based on history, physical examination, and investigation results.

Shortness of breath and low oxygen saturation are common symptoms in positive patients with COVID-19 as the second virus continues to spread in Indonesia.Covid-19, is responsible for low blood oxygen levels. Once in the body it infects young red blood cells, eventually lowering blood oxygen levels and severely affecting the response of the immune system. The presence of the COVID-19 virus affects the production of red blood cells which affects hemoglobin (Hb) to bind oxygen levels in the blood (Elahi: 2021).

More serious disorders can flood the circulatory system with immature red blood cells. In contrast, the percentage of immature red blood cells in the blood of a healthy person is zero or less than 1%. According to a recent WHO study, the drug dexamethasone suppresses the response of immature red blood cells to SARS-CoV-2 via the ACE2 and TMPRSS2 receptors. As a result, the drug effectively reduces the possibility of viral infection which helps the nuclei of immature red blood cells to be released more quickly by accelerating their maturation. (Elahi: 2021).

The COVID-19 pandemic has affected people's lives around the world since 2019. According to WHO data for 2020, as of 31 May 2022 there were 527,211,631 confirmed cases, 6,289,371 of whom died. In Indonesia, the first COVID-19times detected in the Depok area of West Java. Since then, there have been a total of 6,054,973 confirmed cases and 156,591 deaths.The SARS-CoV-2 virus is dangerous because it interferes with breathing and the body doesn't get enough oxygen. Patients with SARS-CoV-2 need supplemental oxygen as their body's oxygen levels drop and gradually weaken. The increasing number of Indonesians infected with COVID-19 has increased the demand for oxygen in Indonesia and around the world. According to the World Health Organization (WHO), the COVID-19 pandemic has increased the global demand for medical oxygen to 1.1 million tonnes per day. Meanwhile, according to data from the Ministry of Health for July 2021, the need for medical oxygen for intensive care and isolation of Covid-19 patients in hospitals is estimated at 2,500 tons per day, while the national capacitymedical oxygen production is only 1,700 tonnes. per day. As a result, there is a large gap between the country's capacity to produce medical oxygen and the country's increasing demand for medical oxygen.

The Ministry of Health report shows a discrepancy between daily oxygen demand and production, especially in Java and Bali. Based on data for July 10, 2021, the need for medical oxygen on the two islands reached 2,033 tons per day. Meanwhile, companies in Java are only able to produce 1,488 tonnes per day or 73.2% of demand.

DKI Jakarta is the area with the largest oxygen demand, up to 524 tons per day. As the epicenter of Indonesia's Covid-19 case, the region is only capable of producing 101 tons per day. West Java follows with an oxygen demand of 478 tons per day, followed by East Java (407 tons), Central Java (390 tons) and Banten (130 tons). Meanwhile, DI Yogyakarta and Bali require 56 tons and 48 tons of oxygen per day. The two provinces do not even have oxygen producers in their territory.

Reporting from the website bappeda.jabarprov.go.id, especially in West Java Province which is one of the provinces that has experienced a significant increase in oxygen demand. According to information provided by the website jabar.bps.go.id, the population of West Java Province with an area of an area of 35,377.76 km2 and based on the results of the 2020 Population Census there are 48,274,162 people who live in 18 districts and 9 cities.

Table 2 Oxygen Demand and Oxygen Productionin Several Provinces

No	Name	Requirement (Tons Per Day)	Production (Tons Per Day)
1	DKI Jakarta	524	101
2	West Java	478	189
3	East Java	407	492
4	Central Java	390	63
5	Banten	130	634
6	In Yogyakarta	56	0
7	Bali	48	0

Source: Yoshepha, 2021

Based on COVID-19 statistics in West Java Province which can be seen on the website dashboard.jabarprov.go.id/id. For details updated in real time as of October 2022. The total number of positive COVID-19 in West Java is 1,180,363 sat the COVID-19 wave of the Delta variant.
JavaWest is one of the provinces most affected, this emergency situation was evident when the bed occupancy rate (BOR) in 45 referral hospitals for patients exposed to the corona virus (covid-19) in West Java Province reached 100 percent. The occupancy of six hospitals even exceeded 100 percent. The six hospitals that reached more than 100 percent were the General Hospital of Kasih Bunda Kota Cimahi which reached 116.67 percent. Then the Bhayangkara Brimob General Hospital has a BOR of 114.29 percent; Pagelaran Regional General Hospital, Cianjur Regency, 111.11 percent; Mother Margonda Public Hospital, Depok City 104.49 percent; Bekasi District General Hospital 104.35 percent; and the General Hospital of Santo Borromeus Bandung City 102.86 percent. While the other 39 who have BOR RS reached 100 percent spread across the Regency and City of Bekasi, Regency and City of Bandung, Bogor Regency and City, Depok City, Karawang Regency, Purwakarta Regency, Indramayu Regency, Garut Regency, West Bandung Regency, Cimahi City, and Sukabumi City. The peak was when the percentage of BOR in all of West Java had reached 90% on 4 July 2021.
On July 5, 2021, the West Java provincial government moved quickly by establishing an Oxygen Command Post as stated in West Java Governor Decree Number: 443/Kep.350-BUMD DAN INVESTASI/2021 Concerning the Command Post for Controlling Oxygen Availability for Medical Needs for Handling the 2019 Coronavirus Disease in West Java Province Region. The oxygen command post functions to ensure the availability of oxygen for medical needs for handling COVID-19 in the Province of West Java and is required to do:

a. preparing a plan for oxygen demand for medical purposes for handling COVID-19, both for Health Service Facilities (Fasyankes), the community and buffer stock to safeguard oxygen demand;
b. controlling the distribution of oxygen from factories, distributors, distribution agents to Health Facilities and the community;
c. coordinating and synchronizing between demand and supply of oxygen and its supporting facilities;
d. establishment of a secretariat for Oxygen Posts and call center services;
e. implementation of monitoring and evaluation of the availability of oxygen for medical purposes handling Covid-19 in the West Java Region; And
f. reporting on the results of the implementation of tasks to the Governor of West Java through the Regional Secretary of West Java Province.

In meeting the demand for medical oxygen for handling COVID-19 in West Java, it was recorded that the oxygen command post received oxygen assistance from various sources including the Sinarmas Group, Pupuk Sriwijaya, Krakatau Steel and others. All of this is in an effort to meet the demand for oxygen, which according to the Governor of West Java, West Java is experiencing a medical oxygen deficit of 76 tons. Even though the BOR in West Java has decreased and patients with oxygen needs can be saved, in fact the implementation of the oxygen command post did not meet all the current medical oxygen needs (delta variant), so it was important to evaluate the implementation of the

command post policy to control the availability of oxygen for medical needs for handling the 2019 Coronavirus Disease in West Java Province.

MATERIALS & METHODS

Type and Design of Research

This research is a non-experimental research using a qualitative case study approach through in-depth interviews with informants and review of documents related to data on the implementation of the Oxygen Post Policy in West Java Province. Literature materials were obtained through laws and regulations, reading books, journals, articles and research cases. This research is expected to be able to dig deeper regarding the evaluation of the implementation of the policy of implementing the Oxygen Command Post for the prevention of Coronavirus Disease in West Java Province.

Population and Research Sample

Research Population

In this study, the selected informants consisted of:

1. Director of BUMD Oil and Gas Hulu Jabar
2. Director of BUMD Facility Services
3. Head of West Java Provincial Health Office
4. Hospital Management in West Java
5. Head of Samator Bandung Branch
6. Officer PIC filling station

Research Techniques

The instruments in this study were the researchers themselves by conducting in-depth interviews using interview guides, cell phone recorders, stationery, cameras and data collection forms. In addition, secondary data is used as an additional informant to support the results of the research conducted. Collecting data in this study was carried out by in-depth interviews and reviewssecondary document.

RESULTS

This study uses the policy implementation model of George C. Edward III because it is considered relevant to the focus of research, namely examining the implementation of oxygen command posts in the area of West Java Province. As for4 (four) variables used include communication, resources, disposition/attitude of implementers, and bureaucratic structure. Then the research used William Dunn's evaluation theory with regard to effectiveness, efficiency, adequacy and responsiveness. All of these variables are formulated as a source of policy problems and preconditions for success from the implementation process to the evaluation.

Communication

Communication is the process of conveying information, ideas, emotions, skills and others through the use of symbols such as words, pictures, numbers and other symbols from sources to opposing sources or audiences using certain media to achieve certain goals (LAN, 2017).Communication is an important component so that parts of the organization can understand each other, work together, and coordinate with each other to achieve goals (Nashar, 2013).

Transmission

Transmission in oxygen command post communication with all stakeholders will not be a problem when it occurs under normal conditions. However, the delta variant of the covid-19 situation which suddenly infected many people in the July-September 2021 period and caused such a high spike in cases prompted the oxygen command post to look for other ways to minimize face-to-face contact and not increase the spread of covid-19. Because the main mode of transmission of this disease is through small droplets released when someone coughs or sneezes. (WHO, 2020)

In this case, communication transmission was chosen using WhatsApp groups and zoom meetings to reduce face-to-face meetings. Although on several occasions communication was carried out down the

field by the daily leader and the oxygen command post team. Whatsapp groups are used for general communication in the sense of monitoring, not evaluating. While the evaluation is carried out by zoom meeting which is regularly scheduled at 16.00 every day.
However, apart from whatsapp groups and zoom meetings, the West Java provincial government actually communicates with the website and call center services provided. This is like when requesting data from a hospital that must be filled in via the online hospital system.The success or failure of information to convey depends on the dimensions of transmission, clarity and consistency (Anggara, 2016).

Clarity
In communicating how clear the information is conveyed so that in an emergency condition the communication goals can be achieved and contribute to the smooth availability of medical oxygen.
In the early period of the formation of the oxygen command post, it was seen that the oxygen command post was moving with its various stakeholders adjusting to the tasks and responsibilities at hand.The oxygen command post is seen to apply a bottom-up strategy in policy implementation, this emphasizes the importance of the policy target group (target group) and lower level bureaucrats (street level bureaucrats) in policy implementation. (Purwanto, 2012)
This can be seen from the words of the sources who said that the issue of medical oxygen is something new for most of the institutions within the oxygen command post. Like the PIC officer at the filling station who had changed their reporting pattern and also changed the information that had to be provided by the hospital to online SIRS.
However, the speed of learning and agile owned by related stakeholdersin the not too distant future the oxygen command post will be able to develop a complete mechanism for the distribution and flow of meeting medical oxygen needs. This is evidenced by the very high intensity of meetings, every day through zoom meetings and always coordinating via WhatsApp groups, even institutions such as the health office hold meetings until late at night.

Consistency
In order for a policy to be implemented effectively, in Van Matr Van Horn's theory, implementers need to have good quality inter-sectoral communication to support the achievement of a standard as well as the objectives of the policy. The need for consistency and clarity in the delivery of information, otherwise this will make existing goals and objectives difficult to achieve(Wardati and Zulmasyhur 2020).
In terms of communications established by the oxygen command post, the consistency shown was sufficient.meetings are held every day and tiered evaluations are carried out by each sector up to the head of the oxygen command post. This consistency continues and is seen to support the realization of effective communication so thatoxygen command post can be implemented properly.
This consistency is still shown today even though the Covid-19 condition has been sloping, but research on the need for medical oxygen and BOR in West Java is still being carried out by the oxygen command post research team.

Resource
Resources are part of the input components that are used to be directed and attempted to achieve the desired results (Terry, 1978 in Rusydi, 2017). The availability of the resources needed to implement policies will greatly affect the implementation process (Grindel in Budget, 2016).
All policies require sufficient resources to support the implementation of a policy. The availability of quality resources needed to implement policies will greatly affect the implementation process (Anggara, 2016). Lack of resources can also be an obstaclein the process of implementation (Manoppo 2022)
The resources in this study are divided into human resources, budget, authority, and facilities by adapting a mixture of Edward III's policy implementation theory and David Easton's systems theory.

Staff

HR is an actor who influences each other with other policy elements, including when implementing policies, so that if there is a decrease in HR work it will affect the organization as a whole. (Ayuningtyas, 2019). Human resources have a major role and significantly influence health services because they have the knowledge, skills and attitudes acquired formally and non-formally, being the key to the success of an organization (Djuwita, 2011; Fai et al., 2017).

Human resources or human resources are aspects that influence each other on other policy aspects, including when policy implementation takes place. There isObstacles in policy implementation, one of which is caused by inadequate, inadequate or incompetent staff in their field, this will affect the success of implementation

Basically the staff on duty are those that have been stipulated by the Decree of the Governor of West Java Number: 443/Kep.350-BUMD AND INVESTMENT/2021, but then at the implementation level it is felt necessary to add implementing staff. The additional implementing staff then varies with the recruitment procedures and work agreements.

From the results of this study it is known that the human resources available to several oxygen command post stakeholders are staff who have never previously had anything to do with medical oxygen management. At PT Energi Negeri Mandiri, his party added contract workers in the form of 1 PIC at each cooperating filling station, this contract worker did not have basic knowledge of medical oxygen. However, in the task given in the form of recording medical oxygen stocks at the filling station, contract workers are considered quick learners and are given short training/briefings. Apart from formal education, training is known to contribute to performance both in terms of management and service (Telaumbanua & Absah, 2021)

Meanwhile at PT Usaha Bersamajabar also experienced contract workers who had no basic knowledge of medical oxygen. However, this is not an obstacle because contract workers are more focused on administrative matters in and out of oxygen cylinders at the oxygen command post warehouse/secretariat. In addition to 1 PIC at each filling station, his party also added admin staff to the warehouse/secretariat of the oxygen command post.

The West Java Provincial Health Office also experienced the same thing, in matters relating to the oxygen command post. The existing staff is new to the management of medical oxygen. It's just that the health service in the oxygen command post is the party that collects and provides data on medical oxygen needs, this is work that is usually done and is the responsibility of the health service, especially in the field of public health services, so the health service has no difficulty in carrying out their duties. This.

At Imanuel Hospital, the hospital is recruiting apprentices to help health workers who are positive for Covid-19. This decision was taken due to the reduced staff of health workers while the number of patients was increasing with special needs for medical oxygen, the Imanuel Hospital even had up to 81 volunteers in that period.

Meanwhile Samator Bandungand hospitals even though they add workers, the existing staff are familiar with the tasks being carried out and the new workers are also people who have competence in the tasks carried out, this is important because the competencies possessed have a large influence on the performance of HR (Amelia , 2016). Knowledge as one of the dispositional factors of behavior change is also influenced by various factors which include exposure to media and communication, (Bloom, Green and Kreuter in Siyoto & Retnaningtyas, 2016).

Budget

To achieve the stated goals, actual policy implementation in the field is one of the biggest challenges in policy development. The policy must be implemented in accordance with several conditions, one of which is the availability of funds. (Ayuningtyas, 2019)

The oxygen command post that was formed in the midst of an emergency meant that the oxygen command post did not have a special budget for the oxygen command post in the 2021 APBD of West Java Province. However, this should be overcome by refocusing and budget allocation by submitting it to the ministry of finance, such as the mandateInstruction of the President of the Republic of Indonesia

number 4 of 2020 concerning efocussing activities, budget reallocation, and procurement of goods and services in the context of accelerating the handling of coronavirus disease 2019.
The budget for the oxygen command post comes from the state revenue and expenditure budget, regional revenue and expenditure budgets as well as corporate social responsibility/company social environmental responsibility. However, it is known that the largest budget for the management of the oxygen command post comes from the revenue and expenditure budget for the West Java Province, to be precise, it comes from unexpected costs funds prepared by the West Java Provincial government which are involved in activities at the Department of Industry and Trade. In the budget, an activity will be quantified in units of money, so that the efficiency and effectiveness of the activities carried out can be measured. (Mardiasmo, 2000)
The activity budget is the main source of reimbursement from PT Energi Negeri Mandiri and PT Usaha Baratama Jayain the operational activities of procurement and distribution of liquid oxygen and oxygen cylinders. Meanwhile, PT Samator Gas Bandung did not issue a special budget related to fulfilling medical oxygen. His party carries out activities and uses infrastructure as usual without any special budget.
Within the Health Service Office of West Java Province as the center which provides an overview of oxygen demand data the Health Service itself does not have special and qualified human resourcesto handledata processing. But all are moving to focus on dealing with scarcity and supplying oxygen to all hospitals in West Java.
At Imanuel Hospital, the budget used is pure budget from the hospital. There is no budget support from the oxygen command post or the West Java provincial government in an effort to fulfill medical oxygen. His party also used the hospital's budget to purchase supporting facilities for oxygen supply.

Authority
The authority of each institution at the oxygen command post is divided into a governor's decision, the governor's decision regulates in full the authority of each institution. Derivatives of the governor's decision are then carried out by institutions that are at the oxygen command post according to their respective portions.
This needs to be done because the division of labor and shared authority will have a positive and significant effect on employee performance to achieve organizational goals (Lubis, 2019; Riphaldi, 2019)
PT ENM as a subsidiary of PT Migas Hulu West Java carries out the task of distributing liquid oxygen, while PT UBJ as a subsidiary of PT Jasa Sarana carries out the task of distributing oxygen cylinders. The West Java Provincial Health Office is tasked with supplying data to the oxygen command post and procuring oxygen generators.
Apart from the research sources, there is the Department of Industry and Trade which is in charge of procuring infrastructure and other supporting facilities as wellother fields that have been assigned according to the governor's decision.
Meanwhile, the role of Samator Gas Bandung and the hospital is as a government partner. Both the Samator Gas Bandung and the hospital have authority according to what has been determined by the institution above them. Does not get the authority of the governor's decision.

Facility
Basically, the resources needed in policy implementation are not only human resources, but also necessarysupporting non-human resources. One of them isfacilities and infrastructure.
Facilities and infrastructure are very important in meeting the demand for medical oxygen by the oxygen command post. In many ways, supporting facilities are needed to carry out the tasks that have been given by the governor of West Java.
The oxygen command post, for example, requires the assistance of facilities in the form of isotank to transport liquid liquid from providers/donors to hospitals/filling stations. Existing gas cylinders are also transported using trucks to be filledreturn to the donor or at the filling station.
In article 8 of the Governor of West Java regulation number 40 of 2021 it states,the provision of oxygen for infrastructure and other supporting facilities is organized by the governor. The facilities and

infrastructure mandated by the governor's regulation total 10 items in the form of: iso tanks, filling stations, transfer tanks, cylinders, regulators, tube transport trucks, liquid oxygen transport trucks (iso tanks and road tanks), oxygen generators, oxygen concentrators, and other facilities and infrastructure to produce liquid oxygen and/or gas to support the production, storage and distribution of oxygen.
It was only later in Article 9 that it was stated that there were 2 agencies involved in the procurement, namely the Industry and Trade Service relating to the procurement of oxygen, oxygen facilities and infrastructure, as well as other supports and the Health Service, relating to the procurement of oxygen generators.
Meanwhile at Samator Gas Bandung, no special facilities or facilities have been added because what is being collaborated with the government to become a filling station that accommodates medical oxygen, is work according to the field and core business of Samator itself. The same thing is felt by hospitals that add facilities and infrastructure independently.
Facilities are also provided to the PIC filling station when on duty in the field, his party was provided with occupational health equipment in the form of helmets, boat shoes and work documents/contracts. Apart from that, the filling station is also given space to sit and work.

Bureaucratic Structure
The bureaucratic structure is formed so that there is order in the organizational structure, division of labor and hierarchy within an organization. The bureaucracy is then translated into a work mechanism that is formed to manage the implementation of a policy (Edward III in Budget, 2016 in dhito 2022).

Mechanism
What is meant by mechanicsin this oxygen command post research is a series of work and good decision-making patterns in the fieldor a policy level to support the implementation of the oxygen command post. In this study it was found that the highest decision in the policy context at the oxygen command post was the Assistant for Economic Affairs and Development of the Regional SecretaryWest Java Province as the head of the oxygen command post. The head of the oxygen command post reports and is responsible to the steering and protective boards regarding the performance of the oxygen command post.
While at the level of performance in the field, the acting head of the daily oxygen command post is in charge of the continuity of the oxygen command post. In some decisions the daily chairperson can decide immediately if it is urgent, such ascases of connector discrepancies, blocked isotanks etc. In this case the daily chairman is also obliged to monitor the work of related institutions at the oxygen command post.
In addition, the mechanisms that have been created are mechanisms related to workflow at the oxygen command post. Especially in the process of supplying and distributing liquid oxygen and oxygen cylinders.
The oxygen command post moved quickly by drafting/creatingdetailed mechanism in facilitating performance so that it can achieve its goal of meeting the demand for medical oxygen in West Java.
Meanwhile, from Samator Gas Bandung and the hospital, they already have their own mechanism for carrying out tasks that are in accordance with their responsibilities as partners. From the PIC the filling station also received a mechanism, in reporting carried out by the oxygen command post. His party reported the release of liquid oxygen and liquid oxygen stock buffer at each of the available filling stations. This is done because the mechanism is made to get maximum results in the relationship between work processes and work sequences (Amalia, 2013).

Coordination
Coordination carried out by the oxygen command post is established with various stakeholders, starting from the central government, district/city oxygen command posts, donors, oxygen providers to hospitals. With the central government, for example, the oxygen command post carries out derivative regulations from the central government which are translated by the Governor of West Java. Carry out the assigned duties and authorities. Meanwhile with the district/city oxygen command posts, coordination is built regarding the availability of medical oxygen in the relevant districts/cities. As the flow has been built,

the West Java oxygen command post determines the quota for medical oxygen sent after coordinating with the district/city command post.
With donors and providers of liquid oxygen, oxygen gas cylinders also occur coordination. Likewise with the hospital as a party in need. The coordination that is built is consistent and built in 2 directions as both parties inform each other of the needs and stocks of available medical oxygen.
Apart from these parties, the oxygen command post prepares call center services as well as accommodates the aspirations and needs of the community.

Disposition
Disposition is the attitude and commitment of the implementer to the policy or program that must be implemented.Every policy requires implementers who are committed to being able to achieve the expected policy objectives (Edward III in Budget, 2016). Edward III emphasized that character variables must pay attention to several important factors, namely the appointment of bureaucrats and the benefits/incentives received by policy implementers.

Appointment of Bureaucrats
The Governor of West Java Has Established Governor Regulation Pergub No. 40 of 2021 concerning Fulfillment of Oxygen Needs During the 2019 Coronavirus Disease (Covid-19) Pandemic in West Java Province.Selection and appointment of policy implementing personnel Efforts to increase positive work attitudes and maximize the best potential Dispositions can be interpreted as orders or instructions from superiors/leaders to subordinates, or from higher echelon positions to lower echelon positions
Demands and support from internal organizations are more to their respective roles within the organization in accordance with existing policies (West Java Governor Regulation Number 40 of 2021 Concerning Fulfillment of Oxygen Needs During the 2019 Coronavirus Disease Pandemic (Covid-19) in West Java Province)
The demands from the leadership are more on achieving organizational targets, proper planning, budget absorption, performance accountability, execution of orders and directions. While the support provided is mainly related to the provision of decisions, directions, policies, advocacy, provision of facilities, human resources and budget, opportunities for capacity building and education. Direction is a form of giving instructions on how the task should be carried out, how to improve and how to do it, supervise the implementation of the instructions given so that they remain in accordance with the directions that have been set and avoid mistakes that are expected to occur.
In the oxygen command post, the appointment of bureaucrats is entirely the governor's authority to determine and issue decrees to related officials. The bureaucrats who are elected to the main oxygen command post are existing employees in related institutions such asappointment of services and regional enterprises as bureaucrats at the oxygen command post. Outside the oxygen command post, there is no reappointment of bureaucrats, only working with existing ones.

Incentive
Incentives according to KBBI are additional income which can be in the form of money or goods to encourage performance. In the implementation of the oxygen command post there are no incentives given to related institutions. PT ENM and PT UBJ, for example, only receive compensation costs from operations and procurement, although not all of them. There is such a thing as a 10% management fee but it also doesn't cover the entire operational costs.
The filling station is also the same, that the funds given to the filling station do not make a profit for the filling station, it only reimburses the cost of using equipment and operations. The hospital was also not given incentives, because what was done was the obligation of the hospital itself.
Meanwhile, the PIC filling station claims to receive incentives/salary during his working period at the filling station.

Implementation
Since its formation, the West Java Oxygen Post has received CSR assistance in the form of a total of 2,239 oxygen cylinders sourced from Baznas West Java Province assistance of 400 tubes, PT Abyro

Multitekno Cemerlang 173 tubes, assistance from Singapore as many as 1466 tubes, and from the Ministry of Health as many as 200 tubes.not only distributing assistance to supply oxygen needs, but also working on loaning oxygen facilities between health service facilities as well as between residents. The Regional Government of West Java Province appealed to residents who have cylinders and oxygen facilities that are not being used to lend them to the Oxygen Post. Meanwhile, from the company's CSR there is a total amount of liquid oxygen = 194.8 tons, oxygen concentrator cylinders of 100 units.

During the implementation of the oxygen command post, intensive communication and thorough coordination with all stakeholders have been established. The oxygen command post also succeeded in establishing a detailed mechanism for the homework of medical oxygen distribution in West Java. This can be seen from the bed occupancy rate chart which has continued to decrease since the establishment of the oxygen command post.

The implementation of concrete oxygen assistance is felt to be very beneficial by the hospital. In the midst of an oxygen emergency, his party was greatly assisted by the assistance of medical oxygen from the oxygen command post. Even though there are technical constraints in reporting or when in the fielddue to lack of knowledge from existing human resources related to medical oxygen. However, this was quickly handled through the establishment of mechanisms or SOPswhich makes it easier to work on oxygen command posts on the streets. HRwho are highly dedicated also help accelerate the implementation of the oxygen command post so that the goal can be achieved, namely the provision of medical oxygen needs in West Java.

Field implementationdemonstrated that the oxygen emergency rate decreased as hospital bed occupancy rates decreased. Has an impact on the contract period of PIC officers at filling stations. picfilling station which was originally contracted for 3 months, ended the contract in the 2nd month. One of the reasons was the decrease in bed occupancy rate in the hospital.

The oxygen command post has moved quickly and precisely in implementing the provision of medical oxygen so as to prevent more victims when the Covid-19 variant of the delta attacks in that wave.

Implementation Evaluation

The aim of the policy process is to provide an evaluation of the differences between before and after the implementation of public policy, and policy evaluation is basically the final stage. Improving the quality resulting from social services and social welfare for the purpose of the policy itself is the focus of policy evaluation, which is related to measuring the success and impact of government policies, both qualitatively and quantitatively. Evaluate policies and evaluate their effectiveness using certain criteria. In the context of policy reform, several policy evaluations also consider challenges to other public policy issues as recommendations or feedback.

Planning

The oxygen command post was formed not from the work plan of the regional government which is included in the regional policy formulation cycle. RKPD is the Regional Government's annual planning document that describes regional development issues as well as indications of programs and activities to be implemented for the next one year in a planned period. The oxygen command post was formed in the midst of an emergency medical oxygen situation amid the many spikes in cases of the Covid-19 variant of the delta so thatit is not appropriate to evaluate the preparation of the oxygen command post plan.

Establishment of an oxygen command post based on the decision of the Governor of West Java Number: 443/Kep.350-BUMD DAN INVESTASI/2021 datedJuly 5, 2021 as wellgovernor regulation no 40 of 2021 dateJuly 16, 2021 showed a precarious condition and no oxygen command post was planned to meet medical oxygen needs.

Planning and budgeting have a significant positive effect on employee work effectiveness and budget absorption (Iqbal, 2018; Lasut, 2014). The oxygen command post can be evaluated in preparation since it was decided by governor's decree until the supply of liquid oxygen and oxygen gas cylinders arrived. This happened in the middle of late Julywhere based on the information from the PIC filling station, liquid oxygen was started to be filled in the tankat the end of July.Apart from that, the oxygen command post is also moving to prepare a plan for the needs of the oxygen command post, for the moonSeptember

to December. This step is to anticipate a resurgence of Covid-19 cases. But the preparation of needs in monthsSeptember also looks likely to be late with BOR starting to declinein the current month.

Distribution Control

In the Big Indonesian Dictionary, the meaning of distribution is the division of the delivery of goods to many people or to several places. The distribution indicators listed in the Coordinating Minister for People's Welfare No. 57 of 2012 there are 3: On Target, On Time and on Quality.

However, medical oxygen emergencies are a different matter. In the midst of pressing needs that are urgent and often associated with matters of life by the sources. In distributing gas and liquid oxygen cylinders, an oxygen command post is formeddistribution scheme implemented at the Cibitung plant huband each filling station.

This has proven to be effective becausethe lack of obstacles related to the delivery flow that has been determined. The cases that often occur are technical matters related to isotank not being able to enter the hospital, drivers are late to pick up filled cylinders, inappropriate connectors and the designated hospital queues sometimes change due to changes in medical oxygen demand conditions. For this reason, PT ENM and PT UBJ, who are in charge of distribution, are given the authority to add fleets to speed up urgent distribution. According to the source, his party often adds fleets which means increasing operations, but this is justified as long as it accelerates distribution during this emergency period.

Coordination and Synchronization

In the context of coordinating and synchronizing the oxygen command post, regular meetings are held, namely at 16.00 every day. Howeveroften there are also other meetings that are held even late into the night. This is especially the case at the beginning of the formation of an oxygen command post where intensity becomes very important.

Synchronization occurs between institutions, such as the filling station with PT ENM or the filling station with PT UBJ or between PT ENM and PT UBJ. This is done because the units used by each institution are different. When calculating tons to cubic meters, there must be a slight calculation error, because the units when converted are not whole numbers. Likewise when converting cubic metersinto the tube.

Not to mention the occurrence of losses or gains in each tube or VGL filling process. This was very confusing for the PIC officerat the start of his job. The format of the calculation requested in accountabilityOfficers need to be converted first according to orders from the leadership. This is a challenge in synchronizing data at the oxygen command post.

However, when a pattern has been found and one unit is built with the officers, it becomes easier and expedites the process of coordination and synchronization in the field.

Formation of Secretariat and Call Center Service

The oxygen command post was mandated by governor decree to create a secretariat/warehouse and a call center for services. In implementation in the field, the oxygen command post forms a warehouse which also functions as a secretariat and information center.

Meanwhile, the call center service for the oxygen command post is collaborated with the 2019 coronavirus disease information and coordination center (PIKOBAR). This is in accordance with the mandate of article 5 in governor regulation number 40 of 2021 which reads, data and information regarding the availability, demand and distribution of oxygen, oxygen facilities and infrastructure, as well as other data managed by the Oxygen Post is available in Pikobar.

Pikobar itself is the information and coordination center for coronavirus disease 2019 (Covid-19) in West Java Province which functions as an information and coordination center that carries out one-stop services for handling Covid-19 in West Java.

The Oxygen Post utilizes the Pikobar application to receive information regarding oxygen needs, oxygen facilities and infrastructure, and other needs from health facilities and the public. Meanwhile, the oxygen command post is also required to provide oxygen data and information, oxygen facilities and infrastructure, as well as other assistance at Pikobar

Implementation Monitoring

Montoring or monitoring of public policies is basically an analysis procedure of policies that produce important information about the logical consequences of developments related to the smoothness, obstacles, failures and success of policy implementation in order to achieve its goals.

In the monitoring or monitoring stage of public policies, the aim is that the implementation of these policies is in accordance with plans and programs, funds, facilities, time and other resources that support the smooth implementation of policy objectives. Policy monitoring is carried out to see and know the consistency or regularity of policy implementation in order to achieve the results and impact of the policy in accordance with the policy objectivesthe public.

Monitoring of the oxygen command post is carried out in a continuous manner. This task is held by the daily head of the oxygen command post. In carrying out his duties the head of the oxygen command post conducts routine daily meetings and goes to the fieldto check the availability of supply, demand conditions and distribution processes carried out. Periodic monitoring every week is also carried out to further see the overall performance of the daily oxygen command post.

This made the oxygen command post continue on the expected track and ultimately contributed to meeting the current medical oxygen demand. Monitoring down to the fieldoxygen command posts are conducted almost daily.

Monitoring related to oxygen demand is carried out specifically by the health office as the data holder while the industry and trade office monitors the need for the necessary infrastructure.

Reporting of Task Implementation Results

According to Indra Bastian (2010: 297) "performance reporting is a reflection of the obligation to present and report on the performance of all activities and resources that must be accounted for. This report is a form of performance accountability process"

The Oxygen Post reports to the Governor through the Covid-19 Task Force. District/City Regional command posts report the availability and demand for oxygen, and the implementation of the management of oxygen cylinders and oxygen facilities and infrastructure to the Oxygen Post on a daily and weekly basis, the Governor exercises control and supervision in the distribution of oxygen and oxygen cylinders in the Provincial Area carried out by the Regional Inspectorate Province.

During the implementation of the oxygen command post, the reports made quickly adjusted to the need to be accountable to the Governor of West Java. These reports were initially received by the head of the oxygen command post assistant for the economy and development of the regional secretariat of West Java Province.Furthermore, the head of the agency together with the work team must be accountable and explain the success/failure of the level of performance achieved. Herwati (2011)

However, there was no detailed explanation of whether the oxygen command post with clear indicators was successful or not. The governor should have followed up

Incoming reports are also processed by the oxygen command post research team for the needs of analysis to predict future oxygen demand. It is known that this analysis is still being carried out even though the emergency period has ended and is still being carried out during the Covid-19 pandemic.

Research Limitations

This research haslimitations and face obstaclesDuring the research, the following are some of the limitations of the research, including:

a. The limited time that the informant has and adjusting the time to be interviewed.
b. Limitations in data collection in detail regarding West Java oxygen distribution data.
c. Limited access to information regarding the budget, the number of implementing staff in detail for each agency that is the part involved in handling oxygenin West java.
d. Research isretrospective so that the resource person reveals what happened during the Covid 19 pandemic in 2021 not in detail and outline that is still memorableby sources.

CONCLUSION

Evaluation of the implementation of the Governor of West Java's decision Number: 443/Kep.350-BUMD AND INVESTMENT/2021 concerning the command post for controlling the availability of oxygen for medical needs for handling coronavirus disease 2019 in the West Java Province area is going quite well but not optimal. Viewed from the aspect of communication, even though there has been intense and consistent communication, there are still changes in information that make other parties confused. However, this is still understandable due to the novelty of the oxygen command post task. From the aspect of resources, the oxygen command post is equipped with good human resources, even though they don't know clearly about medical oxygen but fast learning and sufficient numbers of human resources make this challenge passable. equipped with an adequate budget even though it was not planned from the start, this existing budget also shows accuracy in preparing the government's budget, clear authority and willingness of facilities to complement the readiness of existing resources. The aspect of the bureaucratic structure has been running quite optimally, this can be seen from the mechanism that has been made very detailed and detailed, such as the scheme for each filling station, in addition to the good coordinationroutine and quality supports the fulfillment of the task of the oxygen command post. The disposition aspect has been well implemented, the Provincial Government of West Java is right to make a breakthrough with the governor's decision to appoint oxygen command post officers even though no incentives have been given and it has become an added value on the human side of the oxygen command post officers.

Apart from that, several implementation evaluation notes, namely preparing a needs plan, controlling distribution by appointing BUMDis the right choice in view of its ease of movement but the technical constraints that occur in the fieldexpected to be mitigated in the future. Then coordination and synchronization are carried out, even though it is quite frequent, but the same frame must be built from top to bottom so that there is no miss communication that hinders coordination. Even though they have formed a secretariat/warehouse, the information management of the oxygen command post is centered on the picobar service in West Java Province, which is in accordance with the mandate of the governor's regulation. The monitoring carried out is also quite good though, the monitoring should involve partners outside the oxygen command post so that they can also find out the current situation and conditions of oxygen emergencies. However, it is difficult to assess the overall evaluation because there are no standard rules regarding the assessment of the performance of the oxygen command post.

REFERENCES

Abdul Wahab Solichin. 2001. Policy Analysis from Formulation to Implementation
Adisasmito W. 2008. Health System. Jakarta : Raja Grafindo Persada.
Augustine, Leo. 2008. Fundamentals of Public Policy, Bandung: Alfabeta
Alex Cochran, 2001. A Literary Review Of House Brand Success Influencing
Anderson, James E, 2003, Public Policy Making: An Introduction Fifth Edition,
Anderson, James E. 1984. Public Policy Making. New York: Holt, Rinehart and Winston.
Approaches and Practical Guidelines. New York & London: Longman
Ayuningtyas, Dumilah. 2014. Health Policy: Principles and Practice. Jakarta:
Bungin Burhan. 2017. Qualitative Research: Communication, Economics, Public Policy, and Other Social Sciences. Jakarta: Kencana Prenada Media Group
Buse, K., Mays, N., & Walt, G. 2005. Making Health Policy. London: McGraw-Hill Congressional Quarterly Press.
Creswell, John W. 2016. Research Design: Qualitative, Quantitative and Mixed Method Approaches. Fourth Edition (First Printing). Yogyakarta : Student library
Online in Elementary School. Journal of Educational Sciences, 2(1), 55–
Dewi, WAF (2020). The Impact of Covid-19 on the Implementation of Learning
Dunn, WN (1994). Public Policy Analysis: An Introduction, New Jersey: Pearson
Dye, Thomas R (1992)" Understanding Public Policy". New Jersey: Prentice
Education. In Introduction to Public Policy Analysis. Yogyakarta:
Edward III, George C. (1980). Implementing Public Policy. Washington DC:

Elahi, KQ (2021). UNDP on good governance, 36(12), 1167–1180. https://doi.org/10.1108/0306829091

Widoyoko, Eko Putro. (2012). Research Instrument Preparation Techniques.

Gibbs, CR, Jackson, G. & Lip, GYH, 2000, ABC of Heart Failure: Non Drug Management, BMJ, 320, 366-369

Hasibuan, Malayu SP, 2003, Human Resource Management, Jakarta: Earth

http://www.alexcochran.com.au

https://dashboard.jabarprov.go.id/en/dashboard-pikobar/trace/statistik

https://dashboard.jabarprov.go.id/en/dashboard-pikobar/trace/statistik

https://databoks.katadata.co.id/datapublish/2021/07/09/ Perlu-oksigen-harian-indonesia-tembus-12-juta-meter-kubik

Samodra Wibawa, 1994, Public Policy: Process and Analysis, 1st Cet., Jakarta: Intermedia

Dunn, William N., 2003, Introduction to Public Policy Analysis. yogyakarta,

Republic of Indonesia Ministry of Health. (2020c). Coronavirus (COVID- 19) Guidelines and Prevention.

Decree of the Governor of West Java Number: 443/Kep.350-BUMD AND INVESTMENT/2021 Concerning Command Post for Controlling Oxygen Availability for Medical Needs for Handling Coronavirus Disease 2019 in West Java Province

Manzilati, Asfi. 2017. Qualitative Research Methods: Paradigms, Methods, and Applications, (Malang: Universitas Brawijaya Press

Martha, Kresno, E. (2016). Qualitative Research Methodology for the Health Sector. Depok: RajaGrafindo Persada.

Parasher, A. (2020). COVID-19: Current Understanding of Its Pathophysiology, Clinical Presentation and Treatment. Postgrad Med J.https://doi.org/10.1136/postgradmedj-2020-138577

Governor Regulation No. 40 of 2021 concerning

Regulation of the Head of the National Disaster Management Agency Number 3 of 2016 concerning the Disaster Emergency Management Command System

Sugiyono. (2012). Understanding Qualitative Research". Bandung : ALPHABETA

Wibowo . (2014). Work management . Fourth Edition . Jakarta : Rajawali Press

Worthen, BR & Sanders, JR (1987). Educational Evaluation. Alternatives. Yogyakarta : Student Library.

******