

## COORDINATION OF POSYANDU OPERATIONAL WORK GROUP IN REVITALIZATION OF POSYANDU IN BANDUNG REGENCY

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### ABSTRAK

*Penelitian ini membahas tentang koordinasi kelompok kerja operasional posyandu dalam revitalisasi posyandu di Kabupaten Bandung. Kebijakan mengenai revitalisasi posyandu di Kabupaten Bandung telah ditetapkan dalam Peraturan Bupati Bandung Nomor 32 Tahun 2016 Tentang Revitalisasi Posyandu dan didukung dengan pembentukan Pokjanal Posyandu Kabupaten Bandung. Dalam pelaksanaan revitalisasi posyandu diperlukan koordinasi yang baik antar pihak yang terlibat dalam pokjanal posyandu maupun pokja posyandu, namun dalam kenyataannya koordinasi kelompok kerja operasional posyandu dalam revitalisasi posyandu di Kabupaten Bandung belum berjalan sesuai harapan sehingga menarik untuk diteliti oleh penulis. Metode penelitian yang digunakan oleh penulis dalam penelitian ini adalah metode penelitian kualitatif dengan tujuan untuk memahami, menganalisis dan menjelaskan berbagai aspek yang ada pada Koordinasi dalam revitalisasi posyandu di Kabupaten Bandung. Teori yang dikemukakan Bose (2012) dijadikan sebagai acuan (guidance) di dalam penelitian ini yaitu enam teknik koordinasi yang efektif yakni tujuan yang jelas, garis wewenang dan tanggung jawab yang jelas, program dan kebijakan yang tepat dan berkelanjutan, kerjasama, komunikasi efektif serta kepemimpinan dan pengawasan yang efektif. Hasil dari penelitian menunjukkan bahwa koordinasi yang telah dilakukan oleh pihak-pihak yang terlibat dalam kelompok kerja operasional dalam revitalisasi posyandu di Kabupaten Bandung sudah memiliki tujuan yang jelas serta pembagian tugas dan wewenang yang jelas. Pada teknik lainnya yaitu program dan kebijakan yang tepat dan berkelanjutan, kerjasama, komunikasi yang efektif, serta kepemimpinan dan pengawasan yang efektif belum cukup baik untuk diterapkan.*

**Kata Kunci: Koordinasi, Revitalisasi Posyandu; Efektif**

### ABSTRACT

*This study discussed the coordination of posyandu operational working group in the revitalization of posyandu in Bandung Regency. The policy on the revitalization of posyandu in Bandung Regency has been stipulated in The Regent of Bandung Regulation No. 32 of 2016 concerning The Revitaliation of Posyandu and supported by the establishment of Pokjanal Posyandu Bandung Regency. In the implementation of the revitalization of posyandu required good coordination between parties involved in the pokjanal posyandu and pokja posyandu, but in the absence of coordination of the operational working group of posyandu in the revitalization of posyandu in Bandung regency has not run as expected so it is interesting to be researched by the author. The research method used by the authors in this study is qualitative research method with the aim to understand, analyze and explain various aspects of coordination in the revitalization of posyandu in Bandung Regency. The theory put forward by Bose (2012) is used as a reference (guidance) in this study, namely six effective coordination techniques, namely clear objectives, clear lines of authority and responsibility, appropriate and sustainable programs and policies, cooperation, effective communication and effective leadership and supervision. The results of the research showed that the coordination that has been done by the parties involved in the operational working group in the revitalization of posyandu in Bandung Regency already has a clear purpose as well as a clear division of duties and authorities. In other techniques, namely appropriate and sustainable programs and policies, cooperation, effective communication, and effective leadership and supervision are not good enough to be implemented.*

**Keywords: Coordination; Revitalizing Posyandu; Effective**

## INTRODUCTION

Various problems faced by a country require a response to be done and things will be different in responding to the problem (Nugroho, 2014:29). Related to the problem in improving HDI one of the efforts made to improve the Human Development Index (HDI) in Indonesia is through Health Development. Health is one of the social services provided by the government in addition to social security, housing, education and personal social services (Suharto, 2006:4). New populism paradigm has become the one that needed, like health for all. It means that health services should be accessible for all society. It was one way for the principles of regional autonomy namely justice, democracy, participation, effective and effectiveness (Aritonang & Aminatun, 2014). Through the development of health, it is expected that maternal mortality (AKI), infant mortality (AKB) and infant mortality (Akaba) can decrease. Government efforts are made to be able to realize health development, one of which is through integrated service posts (Posyandu) whose implementation is carried out from, by, to and with the community. Posyandu is a Community Based Health Effort (UKBM) that has been rolled out by the government since 1985.

Although in its implementation is managed by the community, but in its implementation Posyandu involves many elements as a party in the development and mobilization. In the course of posyandu many experience a shift in dynamics so that the implementation of Posyandu activities is highly dependent on the ability and commitment of the local government (Iswarawanti 2010). Therefore, the government through the Minister of Home Affairs issued a Circular Letter of the Minister of Home Affairs No. 411.3/1116/SJ dated June 13, 2001 concerning the Revitalization of Posyandu, which is an effort to improve the function and performance of Posyandu.

Posyandu is currently stagnant because it is likely influenced by many factors, among others: the existence of "titipan" program, less active cadres, the implementation of activities based on the project approach resulting in weak participation and community initiatives, lack of empowerment, and the unclear "status of ownership or existence" of posyandu, the non- running of pokja and pokjanal (Darmawan dalam Rosihan, 2012).

Bandung Regency as a district located in West Java Province is actively participating in the

revitalization of posyandu. The high MMR, IMR, Akaba and the latest issue of stunting in Bandung Regency have made the revitalization of posyandu a concern for the Bandung Regency government. This is indicated by the enactment of Bandung Regent Regulation Number 32 of 2016 concerning Posyandu Revitalization. To that end, an Operational Working Group (Pokjanal) for Integrated Service Post at the Bandung Regency level was also formed in the Decree of the Bandung Regent Number 445.8/Kep. 302-DPMD/2017 Number 2 Concerning the Establishment of the Integrated Service Post Operational Working Group at the Bandung Regency Level.

In the membership of Pokjanal Posyandu Bandung Regency level was fostered by the Regent and Vice Regent of Bandung as a Coach. Furthermore, the membership is divided according to the role of each SKPD in certain areas that support the revitalization of posyandu in Bandung Regency. In addition to the Pokjanal Posyandu, there is also a Companion Posyandu Juara (PPJ) Bandung Regency which is a partner in the revitalization of posyandu in Bandung Regency.

The number of SKPDs and parties involved in the revitalization of posyandu in Bandung Regency certainly requires good coordination in its implementation. DPMD Bandung Regency as the leading sector in organizing activities in this case has a role as the Secretariat of the Pokjanal Posyandu Bandung Regency. Pokjanal Posyandu which has the task of setting policies on implementation planning, guidance, facilitation, advocacy, supervision and control as well as monitoring and evaluation. According to Rosihan (2012) several factors that support the performance of Posyandu are the motivation of cadres, the location of Posyandu in the countryside, the status of self-ownership of Posyandu buildings, the existence of adequate operational costs, the existence of adequate cadre incentives, and the construction of Posyandu. The development of posyandu that requires coordination between SKPD involved in Pokjanal Posyandu bandung regency level.

In the coordination of posyandu operational working groups in revitalizing posyandu in Bandung Regency, there are still problems including the existence of misunderstandings so

that there are still differences in data in measuring posyandu strata that have been achieved, work programs that have not been integrated, websites that are not updated and the lack of meetings initiated by DPMD Bandung Regency as the leading sector and Secretariat of Pokjanal Posyandu in revitalizing posyandu in Bandung

## LITERATURE REVIEW

Research on the coordination and revitalization of posyandu has been conducted by several authors with different focuses and locus, such as the Thesis entitled Coordination of The Implementation of Uninhabitable Housing Assistance Program (RLTH) in West Bandung Regency by Wibisono (2019) using the theory from Chandra Bose (2012) on effective coordination techniques. The results of the writing showed that the six coordination techniques have been carried out in the implementation of the RLTH Improvement Assistance Program in West Bandung Regency, but only two techniques are running effectively, namely clear lines of authority and responsibility and precise and comprehensive programmes and policies. Further research related to coordination is the thesis entitled Coordination in the Implementation of Family Hope Program in Sumur Bandung Subdistrict, Bandung by Reviana (2019) using the theory of coordination from the State Services Commission (2008). The results of the writing showed that coordination in the implementation of PKH Program in Sumur Bandung Subdistrict is still not effective enough.

Another research related to Posyandu Revitalization was conducted by Sari et al. (2018) with the title Evaluation of the Implementation of Posyandu Revitalization and Cadre Training as a Form of Community Service (Case Study in RW 06, Cileles Village, Jatinangor District, 2017). The results of the writing show that after the Posyandu Revitalization, the facilities and infrastructure available at the Posyandu are quite complete.

In addition to several studies that become reference review in this research cause have similar topic research about coordination and revitalization of Posyandu. This research also referred several theories that fit the related topic, including:

### 1. Coordination

Herlambang (2013) stated that coordination is the process of integrating objectives and

Regency. According to Bose (2012), there are six ways for effective coordination, namely clear goals, clear lines of authority and responsibility, appropriate and sustainable programs and policies, collaboration, effective communication and effective leadership and supervision

activities in separate units of an organization to achieve organizational goals efficiently. In the context of organizational coordination with other organizations, it can be reviewed in the opinion of Awaluddin in

Hasibuan which reveals that "Coordination is an effort of cooperation between agencies, agencies, units in the implementation of certain tasks in such a way, so that there are filling, helping each other, and complementing each other" (Hasibuan, 2017:86).

### 2. Coordination Principles

There are principles in coordinating, Dann Sugandha in his book explaining the principles of coordination:

1. There is agreement and unity of understanding on the goal to be achieved as the direction of joint activities;
2. Agreement on activities or actions to be taken by each party, including targets and schedules;
3. There is loyalty or loyalty of each party to each part of the task and the schedule set;
4. There is mutual exchange of information from all parties working together on the activities and results at a certain time, including the problems faced by each other;
5. There is a coordinator who can lead and move and monitor the work, and lead the problem solving together;
6. The presence of information from various parties that flow to the coordinator so that the coordinator can monitor all implementation of the co-working and understand the current problems;
7. There is mutual respect for the functional authority of each party so as to create a spirit to help each other. (Sugandha, 1991: 47–48)

### 3. Effective Coordinations

Some experts have opinions on techniques to achieve effective coordination. According to Bose (2012) there are six techniques to achieve effective coordination, namely:

1. Clearly defined goals. The overall goals of the enterprise should be clearly laid down and should be properly understood by each

and every person in the enterprise.

2. Clear lines of authority and responsibility. Coordination can be achieved only through the clear-cut of the line of authority and responsibility. A clear-cut line of authority indicates as to who is accountable to whom.

3. Precise and comprehensive programmes and policies. Another measure for achieving effective coordination is through well-defined programmes and policies.

4. Cooperation. Coordination should be accompanied by cooperation. Thus can be achieved only if the individuals in the

organisation are willing to help each other voluntarily.

5. Effective communication. Effective communication is the key to proper coordination. This can be achieved through personal contacts and reliable channels of communication.

6. Effective leadership and supervision. Appropriate leadership ensures coordination both at the planning and implementing stages. Proper supervision is highly essential to guide the activities or individuals in the proper direction (Chandra Bose, 2012: 47).

## RESEARCH METHODS

In this study the authors used qualitative research methods. Through this method, the author intends to explore and try to explain in depth how the coordination of posyandu operational working group in the revitalization of posyandu in Bandung Regency, to be processed, further analyzed using the theory that has been set before, so that an overview of coordination in the revitalization of posyandu in Bandung Regency is obtained to be drawn conclusions. The data obtained in this study comes from library research and field research which includes observation and interview. Informants in this study are determined based on purposive techniques that are data source sampling techniques with certain considerations. The technique of checking the validity of the data in this study is by triangulation of the source.

## RESULTS AND DISCUSSIONS

The results showed that coordination in the revitalization of posyandu in Bandung Regency has not been optimal enough. In practice, the coordination of Pokjandal Posyandu in the revitalization of posyandu in Bandung Regency has not fully used effective coordination techniques according to Bose (2012). Coordination of Pokjandal Posyandu Bandung Regency in the revitalization of posyandu in Bandung Regency if analyzed from effective coordination techniques is described as follows:

### a. Clearly defined goals

In coordinating each party involved must have a common understanding of the objectives of the coordination implementation. It is intended that the activities carried out are in harmony and lead to the goals that have been previously set. From the research that the author did, it can be seen that each party involved in coordinating has known and understood well the purpose of revitalizing posyandu in Bandung Regency. Based on Bandung Regent Regulation Number 32 of 2016 concerning Posyandu Revitalization, it can be seen that the objectives of Posyandu revitalization in Bandung Regency are: a) Improving the quality of posyandu management through Posyandu Mandiri, b) Improving the fulfillment of completeness of facilities and infrastructure in Posyandu, c) Increasing the number, knowledge and ability of Posyandu Cadres in supporting the implementation of Posyandu Revitalization activities, d) Improving the scope of programs in Posyandu through community empowerment, and e) Preparing integrated Posyandu models across programs and across sectors.

In addition to these objectives, with the revitalization of posyandu is expected to lower one of the crucial issues in Bandung Regency today, namely the stunting issue. To deal with the problem, of course, not only involves one party, but it requires support and assistance from various SKPD in accordance with their main duties and functions. Through good coordination between SKPD in the membership of Pokjandal Posyandu Bandung Regency, it is expected to reduce stunting rates and increase the strata of posyandu in the area of Bandung Regency which is independent and multifunctional.

Based on the results of the analysis and

discussion as described earlier, it is known that the clarity of the purpose of Pokjanal Posyandu Bandung Regency to coordinate in the revitalization of posyandu in Bandung Regency is quite clear and well understood by the SKPD and the parties involved.

b. Clear lines of Authority and Responsibility

The existence of a clear line of authority and responsibility in coordinating becomes one of the principles that must be met. It is intended that every party involved in coordination can perform in accordance with its main duties and functions. The division of authority in the revitalization of posyandu in Bandung Regency is referred to based on The Regent of Bandung Regulation No. 32 of 2016 concerning The Revitalization of Posyandu. In the regulation it is written that one of the scope of revitalization of posyandu in Bandung Regency through the establishment of Pokjanal Posyandu Regency domiciled in the region, Pokjanal Posyandu Subdistrict domiciled in the Sub-District and Pokja Posyandu Village/Ward domiciled in the Village/Ward.

The membership of Pokjanal Posyandu Bandung Regency is regulated through the Decree of the Regent of Bandung Number 445.8/Kep. 302-DPMD/2017 concerning the Establishment of Operational Working Group of Integrated Service Posts at the Bandung Regency level. In the decree, the membership of Pokjanal Posyandu Bandung Regency consists of various SKPD which are divided into seven fields with their respective tasks. The seven areas are Institutional Affairs, Health Services, Nutrition and KB, Information Communication and Education, Posyandu Information System, Pokjanal Posyandu Bandung Regency chaired by the Regional Secretary and Government Assistants as well as Economic and Welfare Assistants.

Both Pokjanal Posyandu Daerah, Pokjanal Posyandu Kecamatan and Pokja Village/Ward all three have a duty in facilitating, fostering and monitoring activities related to posyandu. It's just that the difference is the scope and scope of each work. In addition to the Regional Posyandu Pokjanal, District Posyandu Pokja and Village/Ward Pokja, there is also a Champion Posyandu Companion

(PPJ) as a partner in coordinating the revitalization of posyandu in Bandung Regency. PPJ Bandung Regency has a duty to facilitate the achievement of targets and targets of the revitalization of posyandu.

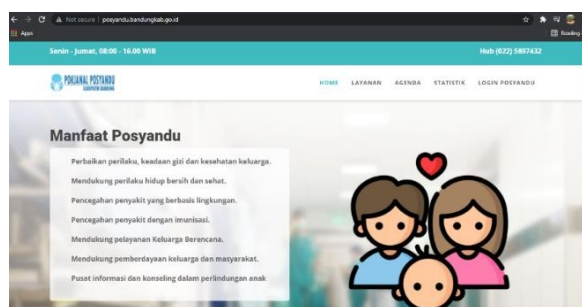
Based on the results of the analysis and discussion as described earlier, it is known that the division of authority lines and clear responsibilities in coordinating the revitalization activities of posyandu in Bandung Regency has been done well by referring to the rules and regulations.

c. Precises and Comprehensive Programmes and Policies

To measure how effective coordination can be done through well-established programs and policies. This is done so that the program can be effectively implemented and sustainable until it reaches the targets and objectives that have been set.

The establishment of Pokjanal Posyandu Bandung Regency has been established since 2013 through the Decree of the Regent of Bandung Number 445.8/Kep.395-BPMD/2013 concerning The Operational Working Group of Integrated Service Posts at the Bandung Regency Level in 2013. However, with the changes in the Formation and Arrangement of Devices Bandung District No. 12 of 2016 concerning the Establishment and Arrangement of Regional Devices, the provisions on the establishment of pokjanal are adjusted and changed until now in force at the Decree of the Regent of Bandung No. 445.8/Kep.302-DPMD/2017.

One of the technical mechanisms to evaluate the results of posyandu activities is through posyandu information system (SIP). SIP is a set of data and information preparation tools related to activities, conditions and developments that occur in each Posyandu. Sip format is set by DPMD as secretariat of Pokjanal Posyandu Daerah. DPMD Bandung Regency has made new innovations for SIP reporting via e-SIP on the [posyandu.bandungkab.go.id](http://posyandu.bandungkab.go.id) page.



Picture 1 Source: [posyandu.bandungkab.go.id](http://posyandu.bandungkab.go.id)

But until now the page is still under repair so sip reporting is still done through manual recording. To reintegrate sip DPMD Bandung regency must first coordinate with Diskominfo Bandung Regency.

One of the obstacles in improving sip is the bureaucratic overhaul so that adjustments to programs and activities are underway in Bandung Regency. In addition, the Covid-19 pandemic has temporarily suspended posyandu activities so that monitoring of infant and toddler development is stopped and less monitorable.

Based on the results of the analysis and discussion as outlined earlier, it can be known that the coordination of posyandu operational working group in the revitalization of posyandu in Bandung Regency through appropriate and sustainable programs and policies is good enough but still needs to be improved to inhibitory factors such as technological unpreparedness and adjustment to changes that occur so as not to hinder the coordination that runs.

d. Cooperations

Cooperation in coordination is side by side and cannot be separated. In coordinating, cooperation is not limited to only between individuals within the organization, but can also be cooperation between organizations. The willingness to help each other voluntarily can facilitate the goal of achieving coordination.

Expanding collaboration with stakeholders is one of the efforts made to support the achievement of the posyandu revitalization goal in Bandung Regency. This collaboration is carried out in order to increase the institutional capacity of the posyandu so that it can support the role and function of the posyandu as a basic social service unit for the community.

DPMD Bandung Regency as the leading sector in revitalizing posyandu in Bandung Regency encourages posyandu in Bandung Regency to cooperate with various parties to support the existence of posyandu in its territory. It aims to

empower the posyandu community and posyandu is not only dependent on the budget of the government alone.

In addition, the Health Office as one of the SKPDs involved in the membership of the Bandung Regency Posyandu Pokjandal also participates in providing guidance to the community. The guidance is in the form of non-physical activities carried out. There are also physical forms that are provided such as the provision of assistance for posyandu equipment such as DACIP scales.

In carrying out the cooperation there are still some obstacles, including budget constraints from each SKPD involved so that it can not provide maximum assistance in the revitalization of posyandu in Bandung Regency. In addition, not all posyandu cadres in bandung regency have readiness to cooperate with CSR companies because it is considered difficult in terms of administration.

Based on the results of the analysis and discussion as described earlier, it can be seen that coordination in operational working group cooperation on the revitalization of posyandu conducted by DPMD Bandung Regency as a driving and driving SKPD has not been good enough.

e. Effective Communications

The key to proper coordination can be done through effective communication. The form of communication that is carried out must be done periodically by each party involved and ensured the occurrence of two-way communication and supported by reliable communication channels. This is done to facilitate the delivery of information so that every party that communicates knows clearly and surely the information submitted in order to avoid miss communication.

DPMD Bandung Regency as the secretariat of Pokjandal Posyandu Bandung Regency has the task to plan regular or incidental meetings. This is done to build communication from the regional level to the village level. The meeting was a

coordination meeting that according to the results of the interview that the meeting was indeed conducted but not within a certain period of time. New meetings are held when the budget is down or when there will be other activities such as posyandu competition.

In addition, the Covid-19 pandemic has hampered communication a little and is only done virtually through Zoom or social media such as Whatsapp. Communication virtually and through social media is less effective because of limited access for some people. Based on the results of the analysis and discussion as described earlier, it is known that the effective communication conducted in coordinating the revitalization of posyandu in Bandung Regency has not been good enough.

f. Effective Leadership and Supervision

The right leadership will result in good coordination starting from the planning stage to the implementation stage. At the planning and implementation stage, proper supervision is also required so that the activities carried out by each party involved can be directed in the right direction and in accordance with what is expected.

The Pokjandal Posyandu Bandung Regency is chaired by the Regional Secretary along with the Government Assistant as well as the Assistant for the Economy and People's Welfare. Based on the results of the interview, it is not only the role of the Pokjandal Posyandu chairman who can mobilize all SKPD in the Pokjandal Posyandu, Bandung Regency. The role of the regent and TP PKK can also encourage the activity of these SKPDs. However, there was a vacancy in the position of the Regional Secretary of the Bandung Regency from early 2021 and lasted for almost half a period, creating a slight obstacle in coordinating. This is because even though the position of the Regional Secretary is replaced by the Acting Secretary, the Acting Secretary does not have as many tasks and functions as the Regional Secretary and cannot make strategic decisions. In addition, from the results of the interview it is known that no evaluations were conducted on the operational working group. In the Regent's Decree it is written that the performance of Pokjandal Posyandu is evaluated maximum every two years. So far, Pokjandal Posyandu conducts monitoring and evaluation of the implementation of posyandu in Bandung Regency when there is a certificate signed by the Chairman of Pokjandal Posyandu. Based on the results of the analysis and discussion as described earlier, it is known that effective leadership and supervision in coordinating the revitalization of posyandu operational working group in Bandung Regency has not been good

enough.

## CONCLUSIONS

Based on the results of the discussion that has been described by the previous author, it can be concluded that the coordination of posyandu operational working group in the revitalization of posyandu in Bandung Regency has not been fully effective related to appropriate and sustainable programs and policies, cooperation, effective communication and effective leadership and supervision. This is shown despite the regulatory changes so that adjustments to the internal and external environments are still not handled properly. On the other hand, good coordination is done through clarity of objectives and clear lines of authority and responsibility.

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