

PERFORMANCE EVALUATION OF THE TRANS METRO DELI PROGRAM IN IMPROVING PUBLIC TRANSPORTATION SERVICES IN MEDAN CITY

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Abstract: Medan is the fifth city to run the Teman Bus program initiated by the Ministry of Transportation of the Republic of Indonesia. At the beginning of its operation, Trans Metro Deli received a good view from the public because it could be enjoyed for free. However, in implementation of the Trans Metro Deli program, which has been running for almost three years, has not yet answered the problems in the field so an evaluation of the performance of the Trans Metro Deli program is needed. So, this research aims to find out and describe in detail the Performance Evaluation of the Trans Metro Deli Dalam Program in Improving Public Transportation Services in Medan City. This research uses descriptive research methods with a qualitative approach. Data collection techniques are carried out by interviews, observations, and documentation conducted at the Service Office Medan City Transportation, PT. Medan Bus Transport, and Pool in each corridor Trans Metro Deli bus. The data obtained is then analyzed qualitatively by reviewing all the data collected, which is supported by the results of interviews with the theoretical approach put forward by Helmut Wollman that program performance evaluation is measured through indicators of effectiveness, efficiency, and equity.

Through this research, it can be seen that the performance evaluation of the Trans program Metro Deli is carried out using three evaluation criteria which include: First, Effectiveness is running well but is hampered by the unresolved illegal parking problem. Second, efficiency needs to be considered to increase the number of human resources in the technology department. Third, equity is not yet optimal, this can be seen from the 217 existing bus stops, only 60 bus stops are made permanent while the rest are damaged bus stops. Therefore, it is urgently needed to improve Medan City's transportation facilities and infrastructure that can meet the needs of all levels of society, especially the disabled and the elderly.

Keywords: Performance evaluation, Teman Bus, Trans Metro Deli

Introduction

Medan city which is located in North Sumatera province is the third largest cities in Indonesia after Jakarta and Surabaya. Medan City has a fairly high population density with an area of 265.1 km² and the total population of Medan in 2021 is 2,460,858 people (Central Bureau of Statistics Indonesia, 2022). The increasing number of population growth in Medan city can be seen from the variety of community activities and high economic activities. This large population certainly requires adequate transportation to meet the mobility needs of the community. Public transportation is a transportation service system that puts forward a sustainable and equitable concept that serves the social and economic needs of all communities and is environmentally sound.

The Government through the Directorate General of Land Transportation launched a transportation service system with the Buy the Service concept. Buy the Service (BTS) concept is a scheme to provide subsidies in the form of service purchases by the central government from the Ministry of Transportation's state revenue and expenditure budget (APBN) to pay operators who provide public transportation services with an SPM-based auction mechanism that has been determined on certain routes in several cities in Indonesia. The planning of the service purchase system is regulated in the Minister of Transportation Regulation (Permenhub) Number 9 of 2020 concerning the Provision of Urban Transport Passenger Subsidies where urban public passenger transport subsidies are operating cost assistance for urban transport with tariffs set on certain routes. The main objective of this program is to provide a stimulus in the development of urban public passenger transport within a specified period of time, increase public interest in using public transport, and increase the ease of mobility of people in urban areas.

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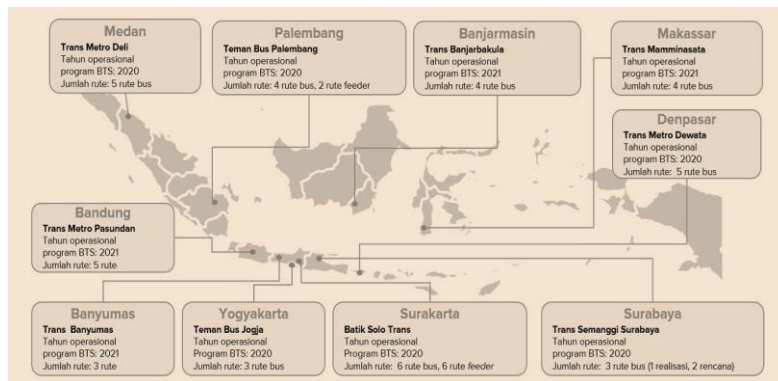
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Picture 1. Buy The Service (BTS) region in Indonesia
Source: ITDP Indonesia Website, 2023

Currently there are ten regions in Indonesia that have been selected to receive urban public transport subsidies under the BTS program, including Medan, Palembang, Yogyakarta, Surakarta, Bandung, Banyumas, Surabaya, Denpasar, Banjarmasin and Makassar City. The implementation of the BTS program from the Ministry of Transportation in these ten cities is known as the Teman Bus program. The Teman Bus program has a fleet of medium bus vehicles with a capacity of 40 passengers with 20 seats and 20 standing, and large buses with a capacity of 60 passengers with 30 seats and 30 standing and is equipped with security features such as surveillance cameras (CCTV) and driver alarm sensors, and prioritizes comfort by keeping the area inside the bus clean. The goal is to provide a safe, comfortable, and satisfying travel experience for all passengers (Institute for Transportation Development Policy (ITDP), 2023).

Medan City is the fifth city to run the Teman Bus program initiated by the Ministry of Transportation of the Republic of Indonesia. The implementation of Teman Bus in Medan city is known as the Trans Metro Deli program. The Trans Metro deli bus is a form of Bus Rapid Transit (BRT) transportation that has been operating in Medan city since 2020 until now. The operator that runs the Teman Bus service operations in Medan City is PT. Medan Bus Transport. Currently, the Trans Metro Deli Bus has five corridors that have been officially operated with a total of 217 bus stops.

At the beginning of the existence of the Trans Metro Deli Bus in its operation, it received a good view from the public because it could be enjoyed for free on condition that the public had a non-cash (e-Money) card if they wanted to take the Trans Metro Deli Bus. The public is required to attach a non-cash card (e-Money; such as Flazz BCA, Brizzi BRI, Tap Cash BNI and so on) to the Tap on Bus (ToB) machine at the entrance even though they do not have a balance on the card. This shows that bus operators are introducing electronic payment systems to facilitate passenger travel. The use of E-Money cards can help improve the efficiency and speed of the payment process on the bus and make it easier for passengers to use the service. With the policy of extending the promotion period, it aims to make the public more familiar with the presence of Trans Metro Deli Bus in Medan City. Promotion activities can provide an opportunity for the public to experience the bus service for free within the specified time period.

The implementation of the fare policy for passengers using Trans Metro Deli Bus services starting on October 31, 2022 with the rate of Rp. 4,300 per ride, which means there is no difference in long and short-distance tariffs and if there are passengers on a trip needing to transit or change corridors or routes, then the passenger must attach the E-Money card to the Tap on Bus (ToB) machine again. With the tariff policy in place, it is expected that the public can easily access the Trans Metro Deli Bus service at an affordable cost and can increase the use of public transportation in Medan City (Temanbus.com, 2020). However, the fare policy has an impact on the decline in the number of Trans Metro Deli Bus passengers, which reached half of what it was before the fare policy was set. The following data on the number of Trans Metro Deli Bus passengers throughout 2022 was obtained during the pre-research.

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Table 1.1 Number of Trans Metro Deli Bus Passengers in 2022

Month	Corridors				
	Pinang Baris	Amplas	Belawan	Tuntungan	Tembung
January	75,688	85,294	82,132	65,653	40,228
February	68,427	74,350	67,635	58,445	39,517
March	90,746	88,824	87,013	70,906	47,768
April	88,672	80,964	77,651	65,342	39,940
May	96,706	83,179	78,527	64,931	40,765
June	107,280	94,058	88,541	78,595	50,063
July	107,981	99,292	81,583	77,631	49,505
August	131,679	129,447	92,202	88,653	61,295
September	152,846	162,644	102,401	110,650	72,542
October	165,006	164,585	111,760	118,676	72,560
November	61,312	88,304	69,859	66,855	32,871
December	48,603	84,463	61,634	54,035	26,592
Total for each corridor	1,194,946	1,235,404	1,000,938	920,372	573,646

Source: Medan City Transportation Office Report, 2023

Based on Table 1.1 shows the fluctuating number of Trans Metro Deli Bus passengers from January 2022 to December 2022. The trend in the number of passengers from January to October 2022 experienced a consistent increase, but in November experienced a very significant decline. The decline in passenger numbers occurred after the tariff was set for Trans Metro Deli passengers. The flat fare of Rp4,300 is considered too expensive by some people. This causes people to choose to use private vehicles on the grounds that it is more economical and flexible. The second problem found is inadequate facilities and infrastructure, namely there are still many bus shelters that are not maintained and do not have adequate facilities such as seats, protective roofs, lighting and trash cans because most of them are only bus stop signs. During the initial observation, researchers saw that there were still people throwing garbage around the Trans Metro Deli Bus stop. This makes potential passengers feel less comfortable.

Another issue is that the Trans Metro Deli Program has not implemented the Bus Priority system, which is a bus system that has a special lane with its own bus stop facilities. The Trans Metro Deli bus route used is mixed with public traffic because it does not have a special lane. In addition, public interest in using the Trans Metro Deli Bus as public transportation decreased after the flat tariff policy was implemented and this was also due to the lack of Trans Metro Deli Bus routes so that people prefer private vehicles. Based on the phenomena that occurred in the Trans Metro Deli program where there are still many shortcomings in the implementation of the program, researchers are interested in conducting research related to "Performance Evaluation of the Trans Metro Deli Program in Improving Public Transportation Services in Medan City".

Method

This research used descriptive qualitative research methods. Data collection techniques were carried out by means of interviews, observation and documentation conducted at the Medan City Transportation Office, PT. Medan Bus Transport, and Pools throughout the Trans Metro Deli bus corridor. In this study, researchers determined informants by using purposive sampling techniques to interview the Head of Traffic and Transportation Division from Dinas Perhubungan, the head of the road transportation section from Dinas Perhubungan, the Head of PT. Medan Bus Transport, the field coordinator from PT. Surveyor Indonesia, the IT coordinator from PT. Teknologi Karya Digital Nusa and snowball sampling techniques to interview drivers and passengers of the trans metro deli bus. Then the data obtained in this study will be analyzed using data analysis techniques with an interactive model consisting of 3 main aspects, namely (1) data reduction, which is an activity to summarize all matters and record important things, (2) data presentation, which is an activity by presenting information to make data easy to understand and provide a picture that is happening, and (3) concluding can be done after researchers reduce and present data (Sugiyono, 2015). This research was conducted within 3 months.

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Result and Discussion

Overview of the implementation of the Trans Metro Deli program

The Trans Metro Deli program is the implementation of the Teman Bus service program designed by the Ministry of Transportation with a buy the service scheme. The buy the service scheme is the concept of purchasing services by the Ministry of Transportation to public transport operators to improve the quality of urban transport services. By using the service purchase scheme, this is an advantage of the Trans Metro Deli program where the operator does not have to order the driver to wait for full passengers, because it has been paid by the government, so they do not have to pursue deposits as happens in other city transportation. Operators are business entities selected based on an auction system as organizers of Trans Metro Deli public transport services on the routes provided. The operator responsible for running the trans metro deli program in Medan City is PT Medan Bus Transport.

With the presence of Trans Metro Deli in Medan City, this transportation has a significant attraction for local communities, students, and tourists from outside the region. A change from previous public transportation, Trans Metro Deli has a clear waiting area for the arrival of the bus, namely the shelter points as a marker that can be used by prospective passengers to wait for the arrival of the Trans Metro Deli bus. This is the difference between Trans Metro Deli and other public transportation, where Trans Metro Deli has bus stops that allow passengers to get on and off at designated places. The designated bus lane is very clear and there is no possibility of changing lanes because it has been arranged based on a predetermined corridor. This aims to create discipline and teach the people of Medan City to be orderly.

In addition, Trans Metro Deli buses have implemented technology that connects various electronic devices in the bus to the internet network or often called IoT (Internet of Things). The benefit of IoT technology itself on the bus is as monitoring where sensors connected to the IoT (Internet of Things) can be used to monitor vehicle conditions in real-time, such as monitoring engine temperature, tire pressure, or fuel consumption. This information can be used for preventive maintenance, optimizing fuel usage, and improving operational efficiency. Then also, inside the bus there are facilities such as air conditioning (AC), surveillance cameras (CCTV), comfortable seats, supports or handles for standing passengers, the availability of emergency doors, light fire extinguishers, glass breaking hammers and trash cans.

Trans Metro Deli has 5 corridors that have been actively operating. This supports the mobilization of the Medan City community which includes Pinang Baris Terminal, Amplas Terminal, Belawan, Tuntungan and Tembung with a total of 217 stops. This can be seen in table 1.2 below:

Table 1.2 Data Trans Metro Deli Program

Fleets	Corridors	Number of fleets	Type	Number of bus stops (Shelters)		Length of the track
				Permanent	Impermanent	
KM 1	Terminal Pinang Baris	11	Large	17	19	10,1 Km
KM 2	Terminal Amplas	11	Large	16	24	9,6 Km
KM 3	Belawan	22	Medium	10	49	24,5 Km
KM 4	Tuntungan	18	Medium	10	45	18 Km
KM 5	Tembung	10	Medium	7	20	7,7 Km
Total		72		217		69,9 Km

Source: Medan City Transportation Office Report, 2023

Based on table 1.2 shows that Trans Metro Deli in Medan city has 5 corridors or routes that have been operating. Trans Metro Deli buses have two types of fleet sizes, namely large and medium sizes. This is adjusted to the state of the bus pool in each corridor. Bus pool is a place for storage and maintenance of buses. In addition, one of the components that public buses must have is shelters. Based on the table above, it shows that the majority of Trans Metro Deli bus stops in Medan City do not meet the set standards. The data shows that the number of non-permanent bus stops is more than the permanent ones, and this indicates some problems in the provision of public transportation services in Medan City. This is because the non-permanent bus stops have inadequate conditions, such as lack of basic facilities such as seats, protective roofs, and lighting. Based on the interview with the Head of Operations of PT Medan Bus during the pre-research, it was suggested that the Trans Metro Deli Bus was initially well

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perceived by the public as it could be enjoyed for free on condition that the public had an e-Money card if they wanted to take the Trans Metro Deli Bus.

Performance evaluation of the Trans Metro Deli program

(Wollmann, 2017) defines evaluation as an analytical tool and procedure for doing the following two things: First, evaluation research as an analytical activity on policy programs to obtain all information related to performance assessment both processes and results. Second, evaluation as input in the process of making public policy so that future public policies are better. Then, the definition of performance evaluation according to (Malau, 2017) is to see how big the gap is between achievements and public expectations. The next task is how to minimize and even eliminate the gap. In the end, a performance evaluation can be understood as something positive and constructive for the future. So, evaluation as a tool to analyze achievements and minimize the gap between achievements and public expectations. The good and bad performance of a public organization can be seen from the organization's performance in providing services to people in need, the results achieved, and so on. This definition emphasizes the benefits of performance evaluation, namely to encourage the achievement of organizational goals and provide feedback for performance improvement. (Wollmann, 2017) first introduced the concept of "The Three Types Evaluation" in the 1980s, namely Ex-ante evaluation, on-going evaluation, and Ex-post evaluation.

Ex-ante is an evaluation that is conducted before the policy begins, this evaluation prioritizes the prediction of the impact that will arise. For example, in an education program, before it is implemented, it is necessary to form a team that has experts in their respective fields related to education. The focus of ex-ante evaluation is to determine the priority scale of each other option and the possibility of achieving the goals that have been set.

On-going, is a stage carried out during the course of the program with the aim of getting the expected impact, such as when things are not as expected, it can provide recommendations to stakeholders for the next step. In short, this stage of evaluation aims to identify the (temporary) effects that occur during the program. On-going is also used to determine how much progress the program has made concerning what was previously planned.

Ex-post, the stage carried out after the program runs, is used to assess the results of the impact caused. This evaluation is carried out in order to see thoroughly and holistically related to the objectives of the implemented program. It can be said that this evaluation is similar to summative evaluation, but ex-post is more about the causes and solutions used. Ex-post itself is carried out to assess the achievement or non-achievement of policy or program objective.

This type of research uses an Ex-post evaluation approach where this evaluation involves collecting relevant data and information and aims to assess: Effectiveness, to determine whether the program has effectively achieved its objectives. Efficiency, to determine how the program used resources efficiently to achieve its objectives. Equity, to see whether the program has been fair in providing benefits to the community.

Performance evaluation of the Trans Metro Deli Program needs to be done to identify shortcomings in the implementation of the program. This will help policymakers to make improvements or provide appropriate solutions to improve the implementation of the program. To get a detailed picture of the performance evaluation of the Trans Metro Deli Program, researchers used assessment indicators, namely effectiveness, efficiency, and equity.

Effectiveness

(Ulum, 2004) suggests that effectiveness is the ability to achieve goals by utilizing all available resources. The greater the output in achieving predetermined goals or objectives, the more effective the work process of an organizational unit is considered. An organization, program, or activity is considered effective if the output produced can meet the predetermined objectives. In reviewing the effectiveness of the performance of the Trans Metro Deli program in Medan City, researchers used performance indicators by (Mahsun, 2013) as a reference for assessing effectiveness related to the outcome and impact aspects.

In assessing the effectiveness related to the aspects of outcome and impact, it relates to the achievement of program objectives and the achievement of program targets. The success of achieving goals can be measured by seeing the extent to which the program is running optimally. The importance of running the program in accordance with the objectives set is so that the government can more easily choose the right program to implement. Overall, the objectives of the Trans Metro Deli program in Medan City have been achieved, although it has not been significant in reducing congestion in Medan city, the program has the potential to provide new and better transportation services than other conventional transportation.

A subsidy program launched by the Ministry of Transportation with a buy the service scheme, which aims to develop public transportation in urban areas using reliable telematics technology and non-cash payments. The goal of this program is to improve the safety, security, and comfort of the public in their daily mobility. Operators are only required to focus on providing services in accordance with the minimum standards set. Operators are paid by the government based on the distance traveled, not on the number of passengers carried. This emphasizes that the main

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objective of this program is to provide good transportation services that meet government standards, not just profit from the number of passengers. However, in its implementation, this program experienced obstacles, namely the presence of indiscriminate or illegal parking around the bus stop sign. This practice of illegal parking hinders the speed of the bus and disrupts the smoothness of the journey, because as public transportation, the bus should be able to stop smoothly at the bus stop sign to allow passengers to get on or off comfortably and efficiently.

On the achievement of program targets, it is stated that the Trans Metro Deli Program has been running from 2020 until now it has met the Trans Metro Deli program target of serving the public for transportation where this is in accordance with article 158 paragraph 1 in Law No. 22 of 2009 which states that the Government guarantees the availability of road-based mass transportation to meet the needs of transportation of people with public motorized vehicles in urban areas. Trans Metro Deli is a bus service capable of transporting large numbers of passengers, with two types of buses available, namely medium buses that can accommodate up to 40 people, and large buses that can accommodate up to 50 people.

Also, the Trans Metro Deli program provides more comfort than the existing city transportation (*angkot*) in Medan city. In this case, it means that if the Trans Metro Deli program continues to be optimized, it will continue to get a positive response from the community, it is possible that Trans Metro Deli can become a reliable, efficient, and comfortable public transport service so that people will be more likely to use the transportation rather than private vehicles. Meanwhile, the drawback is that Trans Metro Deli does not have a dedicated lane, so the bus still operates on the highway which is shared by other road users (mixed traffic).

Efficiency

According to (Syam, 2020) Efficiency is defined as an action or activity that has been completed appropriately and optimally in accordance with its capabilities. Efficient is defined as something that is done to achieve optimal goals by minimizing the resources used, so that the level of efficiency that occurs will be greater if the resources used are minimal but the final results and outputs are very maximum.

In reviewing the performance efficiency of the Trans Metro Deli program in Medan City, researchers used performance indicators by (Mahsun, 2013) as a reference to assess efficiency related to input and process aspects. Basically, the input aspect looks at the extent to which the resources that have been allocated such as human resources, budget, facilities and infrastructure have been utilized effectively in achieving program objectives.

Human Resources. Based on the researcher's observations regarding the human resources aspect of the performance evaluation of the Trans Metro Deli program in Medan City, it can be said that the human resource capacity of this program is quite good, where these employees play an important role in running the Trans Metro Deli program with their respective responsibilities in managing, controlling, and implementing the daily activities of the Trans Metro Deli program in Medan City. The Trans Metro Deli program involves three companies, including PT. Medan Bus, PT. Surveyor Indonesia, and PT. Teknologi Karya Digital Nusa.

Budget. The budget has a very crucial role from procurement to implementation and control of the Trans Metro Deli Bus program because without the availability of an adequate budget and targeted budgeting, the implementation of a program cannot be carried out. In terms of the budget for the Trans Metro Deli program facilities, starting from procurement to implementation, the Trans Metro Deli buses are provided directly by the Ministry of Transportation to the appointed operator, PT Medan Bus in accordance with the agreed MOU and the budget received has been channeled properly so that the objectives of the program can run well, while funding for the construction of the Trans Metro Deli bus infrastructure has been channeled by the Medan City Government through Regional Original Revenue (PAD) which includes bus stops, bus stop road markings, bus stop signs, traffic signs for buses, and traffic cones as part of efforts to improve infrastructure and public transportation services in Medan city.

Facilities and Infrastructure. In the Trans Metro Deli program, facilities and infrastructure on public transport buses refer to the physical facilities and infrastructure that support bus operations and services as a form of public transport. The number of buses operating in accordance with the MOU between the Ministry of Transportation (Kemenhub) and PT Medan Bus, which is 67 buses, with an additional 5 spare buses ready to be used if needed, is a good step to ensure the availability and reliability of the bus fleet in serving the community. In addition, the addition of 5 bus stops in each corridor to 217 bus stops overall is a positive action in improving accessibility and convenience for public transport passengers. Then, the process aspect deals with how a program is realized in the form of direct services to the community which includes program socialization related to the implementation mechanism, order and accuracy of program implementation. In the Trans Metro Deli program, socialization is carried out by program implementers to drivers through technical guidance activities. With the program socialization activities through technical guidance activities, it is hoped that drivers can understand well their purpose and role in carrying out their duties. Another form of program socialization is through the official Trans Metro deli social media such as the website, Facebook, and Instagram. In addition, the operator also more often provides information through social

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media in the form of announcements of operational schedules, bus fares, and other latest information which aims to make it easier for the public to find out about Trans Metro Deli Bus services in Medan city.

Equity

(Dunn, 2003) states that equity in public policy can be interpreted as equal to the justice (Equity) provided and obtained by the policy target group, which means that policy implementation can be successful if the costs or benefits of a policy are distributed equally to the entire community.

In evaluating the performance of the Trans Metro Deli program, equity plays an important role in ensuring that the program provides fair and equitable benefits to the entire community. Based on the performance indicators by (Mahsun, 2013) which researchers use as a reference to evaluate the Trans Metro Deli program on equity indicators, this relates to the output and impact aspects.

Output. This concerns the extent to which the Trans Metro Deli program can be accessed by all levels of society in Medan city. Trans Metro Deli buses themselves have started to adopt facilities for people with disabilities, namely all Trans Metro Deli buses have two priority seats reserved for passengers who need special attention. These priority seats are designed to provide more comfort and accessibility for passengers with special needs, such as the disabled, elderly, pregnant women, or mothers carrying small babies. However, the fact is that in the field, it is very rare to find passengers with special needs. This happens because of the lack of Trans Metro Deli bus facilities that are friendly to passengers, especially for people with disabilities. Therefore, it is necessary to improve accessibility and better preparation by considering the needs of all passengers, including passengers with special needs.

Impact. In this context, the Trans Metro Deli bus program has an impact on the existence of facilities and infrastructure built to support the operation of the Trans Metro Deli bus. Based on the results of researchers' observations in the field, there are still many bus stops that are not friendly to people with disabilities.



Picture 2. Trans Metro
Source: taken by researcher, 2023

The picture reflects the gap, namely the ease for passengers with special needs such as pregnant women, the elderly and disabled to access bus stops and the ease for passengers with special needs such as pregnant women, the elderly and disabled on the bus. In the context of evaluating equity in Trans Metro Deli bus services, the design of bus stops that are designed not in accordance with the type of fleet in the form of high deck or low entry can be a clear reflection of the existing accessibility inequality, this shows that facilities for passengers, especially with special needs, in accessing bus stops and on the bus are relatively low because they face serious obstacles in accessing bus services.

In order to achieve equity in transportation services, there needs to be concrete actions to address this issue. A strong effort is needed to ensure that every bus stop in the Trans Metro Deli network is equipped with adequate facilities for the elderly and disabled. This will create a more inclusive environment, where vulnerable groups such as the elderly and disabled can access transportation services more easily and equally with other groups.

Conclusions

The Trans Metro Deli program is an implementation of the Teman Bus program launched by the Ministry of Transportation of the Republic of Indonesia. The implementation of the Trans Metro Deli program has been running for two years. This program is one of the efforts of the Ministry of Transportation to improve public transportation services in Indonesia.

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Based on the results of the research and data analysis that has been carried out, it can be concluded that the objectives of the Trans Metro Deli program are considered to have been achieved but there are still some obstacles. The performance evaluation of the Trans Metro Deli program in improving public transportation services in Medan City can be seen from three indicators, namely: (1) In the effectiveness indicator, there are two things that are assessed, namely: Achievement of program objectives; shows that the presence of Trans Metro Deli program is to develop mass public transport in urban areas and overcome congestion problems in Medan City. An obstacle in the implementation of this program is the presence of indiscriminate or illegal parking around the bus stop sign. This hampers the smoothness of bus travel and disrupts the process of getting on and off passengers that should run smoothly. The objectives of the Trans Metro Deli program in Medan City can be considered achieved, although not significantly. The achievement of the program target shows that the implementation of Trans Metro Deli, which has been running from 2020 until now, has met the target of the Trans Metro Deli program, which is to serve the community for transportation. Trans Metro Deli is a bus service capable of transporting large numbers of passengers, with two types of buses available, namely medium buses that can accommodate up to 40 people, and large buses that can accommodate up to 60 people. Meanwhile, Trans Metro Deli does not have a dedicated lane, so the bus still operates on roads that are shared by other road users (mixed traffic).

Efficiency, Indicates that Trans Metro Deli is equipped with reliable and integrated telematics technology and related to the facility budget, there is procurement to implementation of Trans Metro Deli buses directly from the Ministry of Transportation to the appointed operator, PT Medan Bus, and funding for the construction of Trans Metro Deli bus infrastructure has been channeled by the Medan City Government through the Regional Original Revenue (PAD). Therefore, the Trans Metro Deli program has been running efficiently, but it needs to improve its efficiency and service quality. In this case, it should be considered to increase the number of human resources in the technology supervision section because bus technology checks can be carried out more effectively and in a timely manner with additional employees in the technology field. This will help identify potential problems or damage to bus facilities and infrastructure faster, so that they can be handled before they become bigger problems. (3) Equity is showing that Trans Metro Deli is not yet accessible to all people in Medan city, there is still a need for further development regarding the availability of bus stops and terminals equipped with facilities, such as ramps, and wide pedestrian paths around bus stops. So that passengers with special needs can access the Trans Metro Deli bus service comfortably and safely.

Well-prepared tables and or figures must be of significant feature of this section, because they convey the major observations to readers. Any information provided in tables and figures should no longer be repeated in the text, but the text should focus on the importance of the study's principal findings. In general, journal papers will contain three to seven figures and tables. The same data cannot be presented in the form of tables and figures. The results of the study are discussed to address the problem formulated, objectives and research hypotheses. It is highly suggested that the discussion be focused on why and how the research findings can happen and to the extent to which the research findings can be applied to other relevant problems.

Acknowledgement

This research cannot be separated from the support of several parties. For this reason, the researcher would like to thank all parties including Family, Medan City Transportation Office, PT. Medan Bus Transport, and supervisors in the preparation of this research who always provide input and direction during the writing of scientific papers.

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Commented [SS21]: - Writing references must use a reference manager such as Mendeley or others
- Follow the correct use of citation style.
- References used must come from journals (80%)
- The minimum number of references is 30 sources.

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