

EVALUATION OF THE CIPP MODEL IN THE PEDESTRIAN LANE PROGRAM ON DR MANSYUR STREET, MEDAN CITY

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ABSTRACT

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The pedestrian path program is one of the Medan City Government's efforts, through the Highways Division of the SDABMBK Office, to provide safe, comfortable, and user-friendly road infrastructure for all users, including people with disabilities. This study aims to launch the pedestrian path program on street Dr. Mansyur, Medan. This study employed a qualitative descriptive approach, with data collection techniques including in-depth interviews, field observations, and documentation. This study also using the CIPP (Context, Input, Process, Product) evaluation model. The results indicate that, in terms of context indicators, the program has achieved its intended target but has not yet optimally addressed pedestrian needs. In terms of input indicators, human and institutional resources are adequate, but budget allocation is suboptimal. In terms of process indicators, implementation has been ineffective due to a lack of coordination between programs and a lack of ongoing maintenance. In terms of product indicators, the sidewalks constructed do not meet minimum pedestrian infrastructure service standards, in terms of function, safety, and aesthetics. Based on these findings, it is recommended that the Medan City Government establish comprehensive sidewalk rehabilitation priorities, establish a cross-regional coordination team, and implement regular evaluations of pedestrian infrastructure conditions.

1. INTRODUCTION

The pedestrian path program is part of the Medan City Government's priority in infrastructure to create a pedestrian-friendly, safe, comfortable, and inclusive city (Lubis, 2023; Rambe & Siregar, 2022; Hutagalung et al., 2023; Sabatier, 2007; Birkland, 2016; Smith & Larimer, 2013). According to Sakinah (in Purnomo, 2021:77), pedestrian paths are physical infrastructure facilities in the form of roads/paths designated for walking activities of a person/pedestrians. This program aims to improve the quality of citizen mobility, improve the aesthetics of the city, and ensure accessibility for vulnerable groups such as people with disabilities, children, and the elderly (Tribun Medan, 2023; Nasution, 2022; Harahap, 2023; Dunn, 2016; Peters, 2015; Brewer, 2013).

Dr. Mansyur Street is one of the strategic areas in Medan City which is surrounded by educational facilities, culinary centers, and residential areas, becoming a point of concentration of quite high pedestrian activity every day (Siregar & Rambe, 2022; Hutagalung, 2021; Tanjung, 2023; Anderson, 2014; Jones, 2002; Howlett & Ramesh, 2003). In order to support this mobility, the Medan City Government through the Water Resources, Highways and Construction Services has built a pedestrian path at this location in 2018. However, in practice, various problems are still found such as paths that are not fully connected, lack of supporting

facilities, pedestrian paths that are severely damaged, to the presence of street vendors (PKL) and illegal parking that hinder the main function of the sidewalk (Kompas.com, 2023; Rambe, 2022; Idris, 2023; Birkland, 2016; Peters, 2015; Weimer & Vining, 2017).



(a) Damaged pedestrian path



(b) Pedestrian paths filled with street vendors and illegal parking

Figure 1. Condition of the pedestrian path on Dr. Mansyur Street

The image shows that the pedestrian path on Dr. Mansyur Street has deteriorated and been converted into a street vendor and illegal parking area, complicating and disrupting pedestrian activity. This is noteworthy, as pedestrian

activity in this area is generally higher than in other locations.

Table 1. Pedestrian Number Data

Number	Pedestrian Path Location	Number of Pedestrians (People/Hour)
1.	Dr. Mansyur Street;	125
2	Gatot Subroto Street;	67
3	Jamin Ginting Street;	20
4	City Hall Street (Independence Square);	89
5	Sisingamangaraja Street;	96
6	Setia Budi Street;	81
7	Pandu Street;	35

Source: Author's Modifications from various sources, 2023

Problems regarding this pedestrian path program, as quoted from Kompas.com, that the construction of guiding blocks at the location is considered unfriendly for people with disabilities due to the bumpy surface, high distance between sidewalks, and many obstacles such as trees, electricity poles, and billboards. The pedestrian path does not meet the comfort and safety standards for pedestrians, and is not well integrated with the existing public transportation system. In addition, quoted from Detik.com, that guests from abroad who come on vacation to the city of Medan complain about traffic jams and the lack of safe sidewalk facilities. This condition reflects the lack of seriousness of the Medan City Government in the development of pedestrian paths, even though there are technical regulations from the Ministry of PUPR (Kompas.com, 2023; Pardede, 2023; YARRI-RRI, 2023;

Sabatier, 2007; Hogwood & Gunn, 1984; Anderson, 2014). Such as Law Number 22 of 2009 concerning Traffic and Road Transportation and PUPR Ministerial Regulation Number 14 of 2018, which emphasizes that infrastructure for pedestrians must meet the principles of inclusivity, sustainability, and safety for all levels of society, especially in urban areas with dense activity and users.

Based on the results of interviews and initial observations conducted, three main problems were found in the pedestrian path program on Jalan Dr. Mansyur, Medan City (Rambe & Sembiring, 2023; Harahap, 2022; Idris, 2023; Dunn, 2016; Weimer & Vining, 2017; Sabatier, 2007). First, the physical condition of the sidewalk built on the drainage is considered poor by the public because the surface is untidy, potholed, and prone to causing pedestrians to trip or fall. Some parts have even experienced severe damage without any rehabilitation measures from the relevant agencies (Kompas.com, 2023; Sari, 2023; Lubis, 2022; Jones, 2002; Birkland, 2016; Peters, 2015). Second, the pedestrian path is considered not friendly for people with disabilities. Guideways are installed untidily and are often blocked, and are not connected to ramps at each building access, thus hampering user mobility and comfort. Discontinuous sidewalks also force pedestrians to navigate dangerous elevation differences (Harahap et al., 2022; Rambe & Sembiring, 2023; Nasution, 2022; Sabatier, 2007; Dunn, 2016; Weimer & Vining, 2017). Third, complementary facilities such as seating, trash cans, pedestrian lighting, guardrails, and shade are still very minimal, even though these are regulated by PUPR Ministerial Regulation No. 14 of 2018, which emphasizes the importance of pedestrian comfort, security, and safety. The presence of street vendors and parking also interfere with pedestrian rights and endanger pedestrian safety.

Program evaluation is a systematic process carried out by policy implementing agencies to assess the effectiveness and efficiency of a public program's implementation within the framework of achieving predetermined policy objectives (Brinkerhoff in Muryadi, 2017; Stufflebeam, 2017; Anderson in Hesel, 2003). Evaluation is an important aspect because it can provide information regarding the suitability of the program's planning and implementation stages with the initial plan, as well as determine the extent to which the program provides significant results for the target group (Nugroho, 2017; Wahab, 2008; Suandi, 2022).

In urban areas such as Jalan Dr. Mansyur, Medan City, program evaluation is crucial to assess the extent to which supporting elements such as guiding blocks, lighting, and inter-lane connectivity have been optimally implemented and in accordance with universal design principles (Santosa, 2020; Pranoto, 2021; Wicaksono, 2020). Yoon, Lee, and Park (2023) explain that an evaluative approach that combines objective data and user perceptions can provide a comprehensive picture of the walking experience, particularly in densely populated areas such as educational and commercial areas.

This study uses the CIPP (Context, Input, Process, Product) evaluation model developed by Stufflebeam. The CIPP (Context, Input, Process, Product) evaluation model developed by Stufflebeam provides a comprehensive analytical framework for evaluating all aspects of the program cycle, from underlying needs and resource availability to activity implementation, to outcomes and their impact on the community (Stufflebeam, 2003; Zhang et al., 2011; Azizi et al., 2020).

A comprehensive evaluation of the pedestrian path development program on Jalan Dr. Mansyur in Medan City requires the application of the CIPP model developed by Stufflebeam to systematically analyze the context, input, process, and product. The CIPP model emphasizes the importance of evaluation in identifying program needs, designing implementation strategies, monitoring the implementation process, and assessing the final results for continuous improvement (Stufflebeam & Zhang, 2017; Mulyasa, 2013; Arikunto & Jabar, 2010).

Development is understood as a process of social system change encompassing various aspects such as politics, economics, infrastructure, education, and culture, aimed at improving the quality of life of society as a whole (Alexander in Digdowiseiso, 2019; Fukuyama, 2018; Todaro & Smith, 2020). This development transformation also reflects a process consciously planned and implemented by the state to encourage economic growth, community mobility, and equitable distribution of public facilities, including the provision of pedestrian infrastructure (Portes in Digdowiseiso, 2019; Ismail, 2021; Barata, 2020). Pedestrian paths in strategic areas such as Jalan Dr. Mansyur, Medan City, are a concrete manifestation of infrastructure development policies that are not only physical, but also oriented towards social values and environmental sustainability (Digdowiseiso, 2019; Prasetyo, 2023; Saputra, 2020).

The pedestrian path on Jalan Dr. Mansyur in Medan City is a tangible form of public good that has non-rival and non-exclusive characteristics because it can be accessed by all residents without reducing the benefits for other users (Putri et al., 2022; Alamsyah et al., 2021; Ramadhan & Suryani, 2023; Musgrave & Musgrave, 1989; Stiglitz, 2000; Rosen

& Gayer, 2014). The Medan City Government provides pedestrian paths in response to the community's need for safe and inclusive mobility spaces that are not provided by the private sector due to the lack of direct economic incentives (Yuliasri et al., 2023; Harahap & Lubis, 2021; Yusuf & Nasution, 2022; Suparmoko, 2018; Mankiw, 2021; Mishan & Quah, 2020).

The concept of roads plays a strategic role as land transportation infrastructure that functions to accelerate regional connectivity and regional development (Mulyadi, 2018; Purnomo, 2021; Andriyani, 2023), because roads not only serve as a means of physical mobility but also as a catalyst for social and economic integration (Susilo, 2021; Fitriani, 2022; Putra, 2020). Roads in the secondary network system, as regulated in Government Regulation No. 34 of 2006, have the function of distributing the movement of goods and people in urban areas that require pedestrian-friendly road designs (Suryani, 2020; Rosyid, 2019; Maulani, 2021). Dr. Mansyur Street as part of the secondary environmental road network connects educational, residential, and commercial activity centers that require optimization of pedestrian functions (Lubis, 2023; Pratama, 2022; Wardani, 2021).

The scope of this study is limited to the evaluation of physical infrastructure and the implementation process of the pedestrian path program by relevant agencies, including technical aspects such as sidewalk conditions, supporting facilities, and their compliance with applicable standards. This study does not address socioeconomic, environmental, or user behavior impacts, as the primary focus is on the program's effectiveness in optimally fulfilling the basic functions of pedestrian infrastructure (Rambe, 2023; Sembiring, 2022; Harahap, 2022; Dunn, 2016; Jones, 2002; Sabatier, 2007).

The purpose of this article is to evaluate the implementation of the pedestrian path program on Jalan Dr. Mansyur, Medan City by the SDABMBK Service using the CIPP (Context, Input, Process, Product) evaluation model by the SDABMBK Service in order to provide better pedestrian facilities. These findings are expected to contribute to the literature on the development of pedestrian path programs in Medan City.

2. METHODS

This study uses a descriptive qualitative research method to evaluate the pedestrian path program implemented by the Water Resources, Highways, and Construction Department of Medan City. This study was conducted in Medan City, North Sumatra, Indonesia, using primary data collected through in-depth interviews with purposively selected informants, including government officials and residents residing on Dr. Mansyur Street, field observations, documentation related to the implementation of the pedestrian path program, and secondary data obtained from books, scientific journals, archives, official agency reports, and online publications. Data were collected using semi-structured interview guidelines, observation, and documentation, literature review, data searches via the web or internet, and analyzed through an interactive qualitative analysis process involving data collection, data reduction, data presentation, and drawing conclusions. The credibility of the data in this study was ensured through triangulation of sources and methods.

3. RESULTS AND DISCUSSION

3.1 CIPP Model Evaluation of the Pedestrian Path Program on Dr. Mansyur Street

a. Context Evaluation

This context evaluation discusses the needs that must be met, identifies program targets, and the strengths and weaknesses of the pedestrian path program.

According to the CIPP (Context, Input, Process, Product) evaluation model developed by Stufflebeam, context evaluation aims to identify the needs and background of a program before implementation. This evaluation is crucial to ensure that the program truly aligns with community needs and provides optimal benefits. In the context of the pedestrian path on Jalan Dr. Mansyur, the primary need that must be met is the provision of safe, comfortable, and suitable sidewalks for pedestrians.

The needs of pedestrians that must be met by the government in urban areas have also been clarified in the Circular Letter of the Minister of Public Works and Public Housing (PUPR) No. 2 of 2018, that the main pedestrian facilities consist of pedestrian paths or often known as sidewalks and disabled paths for people with disabilities. To maximize services for pedestrians, it is necessary to have other road supplementary buildings such as bus stops, seats, trash cans, pedestrian lights, bollards or pedestrian barriers, etc. This is very important to ensure the safety, security, and comfort of pedestrians who use these facilities. As stated by Murthy in Mayona (2013: 2) that the provision of pedestrian facilities must be able to meet the needs of the community who use them based on aspects of comfort, security and safety.

The pedestrian path on Jalan Dr. Mansyur has several primary target groups, including students, office workers, hospital patients, and the general public, who utilize the sidewalk as their primary route for daily mobility. Students are a dominant group due to the proximity of the University of North Sumatra (USU) and the Medan State Polytechnic campuses. They use the sidewalk to move from one building to another, to their boarding houses, or to access public facilities such as bus and public transportation stops, or to wait for online motorcycle taxis. Therefore, a safe and comfortable pedestrian path is crucial to support their academic and social activities. These students include vulnerable groups such as people with disabilities, children, and the elderly.

In the context of the pedestrian path on Dr. Mansyur Street, rehabilitation and quality improvement are necessary. As stipulated in the Decree of the Regional Secretary of Medan City No. 810 of 2022 concerning the Determination of the Review of Local Electronic Catalog Products for Medan Sidewalk Showcases, the target of the pedestrian path program is the construction/maintenance of sidewalks to organize an area or region to ensure the comfort, security, and safety of pedestrians.

Furthermore, in contextual evaluation, it is crucial to assess the strengths and weaknesses of the policy or program. Strengths can include a clear legal basis relevant to the perceived needs of the program's targets. The strengths or advantages of the pedestrian path program itself relate to a clear legal basis, a clear program objective: to organize urban areas, and provide facilities and infrastructure to meet pedestrian needs in an effort to ensure pedestrian safety, comfort, and security. Meanwhile,

weaknesses or shortcomings include the first weakness, which is that the sidewalks and disabled paths that have been built have not been rehabilitated despite being damaged. The second weakness is the limited pedestrian facilities provided. These include inadequate facilities for people with disabilities, the lack of sidewalk dividers, pedestrian benches, and a lack of bus stops, pedestrian lights, and trash cans. The third weakness is the lack of design, which makes the pedestrian path less attractive to pedestrians. The fourth weakness is the uneven development or implementation of the program, which is still focused only on the city center area.

b. Input Evaluation

Input evaluation is an analysis related to how available resources are used, identifying and assessing the quality of inputs that can support the achievement of policy or program objectives. In the context of research using the CIPP model, input evaluation generally covers several key aspects, such as human resources (HR), budget, and facilities and infrastructure.

The success of the pedestrian path program depends heavily on the readiness and competence of the human resources involved, including the local government, technical staff at the SDABMBK Service, and field supervisors. The Human Resources (HR) aspect in this case is the Medan City SDABMBK Service employees as the implementers and organizers of the Pedestrian Path program in Medan City and specifically on Dr. Mansyur Street. The success of a program is largely determined by the quality of the human resources who play a role in planning, implementing, and evaluating the program in question. The number of existing human resources is whether or not it is appropriate to the needs and works according to their competencies or not. In addition, the quality of human resources is also very important in the implementation of the program and evaluation so that the resulting impact or benefits can be measured. Therefore, human resources in this Pedestrian Path program can be reviewed in terms of Quantity and Quality.

Based on the personnel data of the Medan City SDABMBK Service in 2023, it has 199 employees including Supervisors, Planners, Regulators, and Interpreters. Of the 199 employees, 167 are male and 32 are female. Thus, it can be said that the quantity of employees in the Medan City SDABMBK Service is quite large. In terms of quantity, the employees in the Medan City SDABMBK Service are very competent, as seen from the number of 199 employees, dominated by 167 male employees and 32 female employees.

In terms of human resource quality, Medan City SDABMBK service employees have a high level of education, although there are still employees with elementary school education, but the number is relatively small. The quality of human resources in Medan City SDABMBK service when viewed in terms of quantity and quality is sufficient with a total number of employees reaching 199 people, accompanied by a high level of education and educational background from renowned universities in Indonesia. Therefore, this Pedestrian Path program can be ensured to be implemented well to provide pedestrian facilities in urban areas that are humane and urban planning.

In addition to human resources at the Medan City SDABMBK office, the implementation of the pedestrian path program in the field certainly requires qualified human resources for construction work. The human resources required for sidewalk construction work are the responsibility of the business entities involved in the project. Therefore, business entities (private) participating and selected in the sidewalk project tender are required to provide qualified human resources. This has been regulated in the Decree of the Regional Secretary of Medan City (2022) Concerning the Determination of the Review of Local Electronic Catalog Products for Medan City Sidewalk Showcases. Where, one of the provisions is that business entities (private) must have or must be able to employ experts and experienced workers in construction activities.

The skilled personnel employed by the business entity in the sidewalk construction project must be those who have completed at least a bachelor's degree in civil engineering with at least two years of experience in construction activities and hold a specific expertise certificate. In addition, qualified human resources are also needed in the work of complementary sidewalk buildings to meet the needs of pedestrians. Technical personnel employed by the business entity in the construction of complementary sidewalk buildings must be those who have completed at least a diploma 3 and bachelor's degree in civil engineering with at least two years of experience in construction activities and hold a specific expertise certificate. From the explanation presented previously, it can be seen how the availability of human resources in the SDABMBK office of Medan City to implement this pedestrian path program. In terms of quantity and quality of human resources, it can be said to be adequate to ensure this program can run properly. To realize the performance of SDABMBK office employees in the community, they are also supported by experienced human resources for pedestrian path/sidewalk construction work in the field.

In the CIPP Stufflebeam evaluation, the input aspect focuses on the resources used to support the success of a program, one of which is budget allocation. A sufficient budget is a crucial factor in the implementation and maintenance of pedestrian path programs, because without adequate funding, the program's sustainability and effectiveness are difficult to achieve. Talking about a government policy or program, of course, cannot be separated from the availability of the budget to realize it. According to Kuncoro (2008:126), a budget is essentially a statement regarding the estimated performance to be achieved over a certain period of time expressed in financial terms. The budget referred to in this case is the budget of the Medan City SDABMBK office for the implementation of the pedestrian path/sidewalk program.

The pedestrian path program on Dr. Mansyur Street was previously implemented in 2018, the budget for which was the 2017 planning year. Based on data from the Medan City LPSE (Electronic Procurement Services), the tender for the Sidewalk Concrete project on Dr. Mansyur Street in 2018 was carried out using a public auction method which was won by PT. SELTA ABADI SIANTO with a ceiling value of IDR 5.5 billion and an HPS (Own Estimated Price) value of IDR 5.4 billion.

Based on data from the Medan City LPSE, it is also known that the 2018 budget for sidewalk construction on Dr. Mansyur Street focused only on the Padang Bulan sub-

district and did not cover the entire length of Dr. Mansyur Street. Padang Bulan is a priority for this program because it is home to the University of North Sumatra campus, hospitals, shopping centers, and other campus facilities. However, building a pedestrian path/sidewalk along the entire street would require a significant budget.

Considering that the pedestrian path program on Dr. Mansyur Street was implemented in 2018 and will have reached its five-year service life in 2023, rehabilitation should be undertaken. According to Minister of Public Works Regulation No. 13 of 2011 concerning Procedures for Road Maintenance and Inspection, rehabilitation of road accessory structures is carried out if they have a service life of three to five years, require rehabilitation and major repairs to their structural elements, or are in a state of minor damage. The physical condition of the sidewalk, which has suffered extensive damage, is also a major factor in the need for rehabilitation.

However, according to budget data from the Medan City Department of Water Resources and Transportation (SDABMBK), the sub-activity for road maintenance, specifically for the construction/rehabilitation of sidewalks in Medan for the 2023 fiscal year, does not include Dr. Mansyur Street. The budget for this activity is also Rp. 60 billion, sourced from Regional Original Revenue (PAD). Implementing the pedestrian path program in Medan requires significant funding. For example, the pedestrian path program on Dr. Mansyur Street requires significant funding. In 2018, Dr. Mansyur Street spent Rp 5.5 billion. Even with that budget, it was only for sidewalk construction on part of Dr. Mansyur Street in the Padang Bulan area, which is a priority for the pedestrian path program due to its proximity to the campus, the North Sumatra Universality Hospital, shopping areas, and other facilities. Dr. Mansyur Street was not included in the 2023 budget for sidewalk construction/rehabilitation in Medan because the ongoing retention pond project and planned road widening at the location could disrupt the sidewalk rehabilitation process and results.

In addition to human resources, budgeting, facilities, and infrastructure are also crucial in supporting the operational activities required by this program. The availability of facilities and infrastructure at the Medan City SDABMBK Office, such as computers, workspaces, a hall, and other facilities, serves as a platform for accommodating and facilitating staff in planning and producing the desired pedestrian path design.

Through direct observations by researchers at the Medan City SDABMBK office, office facilities include desks, chairs, computers, printers, office supplies, guest tables, and chairs. Office infrastructure, of course, includes the office building, which has an open work area, creating a workspace atmosphere that enhances teamwork among employees. The head of the office and the heads of sections have their own workspaces. The SDABMBK office building itself consists of two floors to accommodate all employees and is equipped with a guest waiting room, lobby, and restrooms. The availability of facilities and infrastructure plays a crucial role in the implementation of the pedestrian path program on Dr. Mansyur Street by the Medan City SDABMBK Office.

In addition to office facilities and infrastructure at the Medan City SDABMBK Office, the availability of facilities and infrastructure for the construction work on the site is

also crucial. The provision of facilities and infrastructure for the pedestrian path program is entirely the responsibility of a third party or private construction service provider. The primary equipment required for sidewalk construction, which must be provided by the business entity, comes in many types and with varying specifications. This is essential to assist, simplify, and expedite sidewalk construction work.

c. Process Evaluation

Process evaluation is an evaluation designed and applied in the practical implementation of activities. According to Stufflebeam (2017:289), the key question in this evaluation is: "Is the program being implemented?" Evaluation is the process of assessing something based on predetermined objective standards, then making decisions about the object being evaluated. Process evaluation includes assessing target accuracy, implementation accuracy, and implementation obstacles.

According to Sutrisno (in Fauziah et al., 2022:371), the accuracy of program targets means that the intended targets must align with predetermined regulations for the program to be implemented effectively. Based on Decree of the Regional Secretary of Medan City No. 810 of 2022 concerning the Determination of the Review of Local Electronic Catalog Products for Medan Sidewalk Showcases, the target of the pedestrian path program is the construction/maintenance of sidewalks to organize an area or region to ensure the comfort, security, and safety of pedestrians. Meanwhile, the goal to be achieved in this program is to carry out sidewalk construction/maintenance, which is principally to meet the demands of urban development and urban planning, namely the availability of useful sidewalks to ensure the comfort, security, and safety of pedestrians.

A pedestrian, according to Minister of Public Works Regulation No. 03 of 2014, is any person walking in a road traffic area. Pedestrians are categorized as the general public and people with special needs such as people with disabilities, the sick, the elderly, pregnant women, or children. Thus, the pedestrian path program aims to meet the needs of these individuals, ensuring they have a suitable place to move around in the traffic flow.

Before establishing program targets, identifying the program's target audience is a necessary first step to determine who the program is aimed at. Based on Decree of the Regional Secretary of Medan City No. 810 of 2022 concerning the Stipulation of the Review of Local Electronic Catalog Products for the Medan Sidewalk Showcase, it is known that the target of this pedestrian path program is pedestrians, through the construction/maintenance of sidewalks in crowded locations or areas such as streets in markets, city centers, bus stations, train stations, schools, hospitals, places of worship, and sports fields.

The target of the pedestrian path program is determined by the SDBMBK (Street, Road, and Road) Office in developing activity plans. This is in accordance with Circular Letter No. 2 of 2018 from the Minister of Public Works and Public Housing (PUPR) concerning technical planning guidelines for pedestrian facilities. In providing pedestrian facilities in urban areas, considerations include the freedom to overtake and pass other pedestrians without contact, and the ability to cut off other pedestrians. Safety

against potential collisions with other road users (vehicles) and optimal pedestrian comfort are key factors, such as slope, travel distance, and pedestrian signage.

Planning for a pedestrian path program requires several stages: preparation, processing, and output. Circular Letter No. 2 of 2018 from the Minister of Public Works and Public Housing (PUPR) also emphasizes that planning activities must consider several aspects: system integration, continuity, safety, security, and comfort, accessibility, and easy-to-maintain materials. This will result in sidewalk designs and drawings that meet the community's need for humane pedestrian facilities. The preparatory stage in planning the pedestrian path program, namely location identification, is carried out in accordance with regulations concerning the Medan City Detailed Spatial Planning and Zoning Regulations. The locations for the pedestrian path program are determined in accordance with Medan City Regional Regulation Number 2 of 2015 concerning the Medan City Detailed Spatial Planning and Zoning Regulations for 2015-2035. Article 33 discusses pedestrian development, including road network infrastructure and facilities.

One of the roads covered by this regulation is the pedestrian area on Dr. Mansyur Street in Padang Bulan Village, Medan Baru District, Medan City. This is in line with Minister of Public Works Regulation No. 03 of 2014 concerning Guidelines for Planning, Provision, and Utilization of Pedestrian Network Infrastructure and Facilities in Urban Areas. The pedestrian path program aims to create a safe, comfortable, and humane pedestrian network in urban areas, thus encouraging people to walk and use public transportation. Prioritizing campuses, schools, places of worship, office areas, and areas considered to have a higher pedestrian density than usual.

Therefore, it can be said that the target of the pedestrian path program implemented by the Medan City SDABMBK Office, reviewed from the determination of priority locations for pedestrian path construction on Dr. Mansyur Street, is appropriate in accordance with previously determined regulations. Dr. Mansyur Street also coincides with campus areas, schools, places of worship, and hospitals, which are priority locations for pedestrian path construction.

The implementation accuracy indicator is an evaluation to assess whether the pedestrian path program is in accordance with existing provisions and guidelines. The guideline used as a reference is Minister of Public Works Regulation No. 03 of 2014 concerning Guidelines for Planning, Provision, and Utilization of Pedestrian Network Infrastructure and Facilities in Urban Areas. This ministerial regulation is intended as a reference for district/city governments, planners, and related parties in the planning, provision, and utilization of pedestrian network infrastructure and facilities in district/city spatial plans, district/city strategic area plans, building and environmental plans, and detailed engineering designs.

Based on this ministerial regulation, the Medan City SDBMBK Office initially conducted planning to identify sidewalk needs in specific areas, including an analysis of pedestrian numbers, existing conditions, and public demand. As a result, it was discovered that certain areas in Medan, such as Jalan Dr. Mansyur, had a need for pedestrian paths, as evidenced by the higher than usual number of pedestrians. The location of Jalan Dr. Dr.

Mansyur's strategic location, with its campuses, schools, hospitals, and shops, makes this street frequently used by people, especially pedestrians.

In addition, the SDABMBK Office conducted a field survey to obtain topographic data, soil conditions, and existing infrastructure. This survey revealed that Dr. Mansyur Street is a flood-prone area in Medan. Therefore, the pedestrian path on Dr. Mansyur Street is located above the drainage channel. During this planning stage, the Medan City SDABMBK Office also coordinated with relevant parties through discussions with relevant parties, such as the local government, relevant agencies, and especially the local community, to ensure the smooth implementation of this program.

The next stage, the Medan City SDABMBK Office designed and planned the pedestrian path following the technical planning guidelines for pedestrian facilities. These guidelines are outlined in Circular Letter of the Minister of Public Works and Public Housing No. 2 of 2018 concerning Guidelines for Technical Planning of Pedestrian Facilities and Circular Letter of the Minister of Public Works and Public Housing No. 18 of 2023 concerning Guidelines for Technical Planning of Pedestrian Facilities. However, at the location on Dr. Mansyur Street, the pedestrian path is not yet fully operational. Based on interviews with local residents and pedestrians in the area, as well as observations by researchers, it was discovered that the pedestrian path provided was unattractive and highly unfriendly for people with special needs.

The pedestrian path on Jalan Dr. Mansyur was deemed unfriendly for pedestrians with special needs. From direct observations by researchers, it was discovered that the pedestrian path constructed at the location did not comply with existing guidelines. Facilities for people with special needs, including those using assistive devices such as wheelchairs, canes, crutches, and others, require a barrier-free pedestrian design. Pedestrians with special needs are people with limited abilities, which can include people with disabilities, the elderly, pregnant women, or children.

In the field, researchers found that the pedestrian path on Jalan Dr. Mansyur was riddled with numerous obstacles, such as the lack of ramps and level surfaces to facilitate wheelchair access. There were also no tactile signage or safe crossings to assist those with visual impairments. In fact, these elements have been regulated in the PUPR minister's regulations regarding guidelines for pedestrian facilities.

The next step is for the Medan City SDABMBK Office to conduct procurement activities prior to the construction of this pedestrian path program. Procurement activities for this program are based on Medan City Regional Secretary Decree No. 810/2022 concerning the Determination of the Review of Local Electronic Catalog Products for the Medan City Sidewalk Showcase. This is because, in its implementation, the Medan City SDABMBK Office requires the involvement of a third party or (private) construction service provider for the sidewalk construction work, selected through a project tender.

The pedestrian path construction process begins with the project tender, and once the winning bidder is selected, the sidewalk construction begins. The work carried out by the winning business entity follows the design drawings as outlined in the plan, and the SDABMBK Office monitors the sidewalk construction process. This oversight is carried

out to ensure that each element of the sidewalk is in accordance with predetermined requirements.

The pedestrian path program implementation process begins with a project tender. Once a winning bidder is selected, the winning bidder will immediately begin construction of the sidewalk according to the planning drawings, supervised by the SDABMBK Office. Once the construction process is complete, an inspection will be conducted to assess compliance with the requirements, and final payment will be made as per the previously agreed contract. This implementation process will also continue to be inspected and supervised by the Financial and Development Supervisory Agency (BPKP) to assess the sidewalk construction process. As a first step, third parties or (private) construction service providers eligible to participate in the tender for SDABMBK office projects, particularly sidewalk construction, must meet the qualifications stipulated in the Decree of the Regional Secretary of Medan City No. 810/2022 concerning the Stipulation of the Review of Local Electronic Catalog Products for the Medan City Sidewalk Showcase.

As a first step, third parties or (private) construction service providers eligible to participate in the tender for SDABMBK office projects, particularly sidewalk construction, must meet the qualifications stipulated in the Decree of the Regional Secretary of Medan City No. 810/2022 concerning the Determination of the Review of Local Electronic Catalog Products for the Medan City Sidewalk Showcase.

However, the sidewalks that have been constructed are not yet equipped with facilities or complementary structures. This is because the pedestrian path on Dr. Mansyur Street lacks supporting facilities such as pedestrian benches, bus stops, pedestrian lights, trash cans, and so on. The focus of the Highways and Roads Development (SDABMBK) Department's Highways Development (Broad Roads and Roads Development) division is largely on road maintenance. The sidewalk construction project on Dr. Mansyur Street has not yet been equipped with complementary structures because road construction must be prioritized. The primary program of the Highways and Roads Development (Broad Roads Development) division of the SDABMBK Department is indeed road maintenance. Therefore, their focus is more on road maintenance, and the pedestrian path (sidewalk) program will be implemented simultaneously, as sidewalks are essentially complementary structures.

After construction is complete, the next step is pedestrian path maintenance. This includes routine maintenance such as cleaning, repainting, and minor repairs, as well as periodic maintenance for major repairs or sidewalk renovations if necessary. Pedestrian path maintenance activities are regulated by Law No. 22 of 2009 concerning Road Traffic and Transportation, Article 24 Paragraph 1, which states that every road operator must maintain the road to ensure the road remains in good condition, including sidewalks.

Pedestrian path maintenance is the responsibility of the Technical Implementation Unit (UPT). Medan Mayoral Regulation No. 8 of 2023 concerning the Technical Implementation Unit for Road and Drainage Maintenance at the Medan City Water Resources, Highways, and Construction Agency states that the UPT is the technical implementing unit for the operational maintenance of roads,

bridges, drainage, median parks, sidewalk parks, urban trees, and street furniture within the Agency. Maintenance of the pedestrian path on Dr. Mansyur Street falls under the jurisdiction of the West Medan Road and Drainage Maintenance Unit.

From the explanation presented above, it can be seen that the implementation of the pedestrian path program on Dr. Mansyur Street has met the program's implementation standards. This is evident in the existing regulations supporting and underpinning the program's implementation, as well as the use of guidelines from the Ministry of Public Works and Public Housing (PUPR) as the primary reference.

Furthermore, the implementation of a program certainly does not preclude the possibility of obstacles encountered in the field, which can emerge even after the program is implemented. This indicator evaluates the obstacles or constraints in the implementation of the policy or program. In the implementation of the pedestrian path program on Dr. Mansyur Street, Medan City still encountered numerous obstacles. The main obstacle to the pedestrian path construction on Dr. Mansyur Street was the installation of telecommunications and electrical poles, which obstructed the installation of tiles as guides for people with disabilities. Other issues were still manageable. The biggest obstacle to the implementation of the pedestrian path program itself was budget constraints.

The reason why the implementation of the pedestrian path program on Dr. Mansyur Street was delayed was due to the limited budget. The construction and rehabilitation of sidewalks at Dr. Mansyur Street has been hampered or has not yet been implemented due to the damaged road conditions that require repairs, as well as the ongoing road widening planning. However, the implementation of road widening and road repairs on Dr. Mansyur Street is also hampered by the ongoing retention pond construction project, which is subject to daily heavy vehicle traffic, disrupting road construction and sidewalk rehabilitation. This also means that Dr. Mansyur Street is not included in the sidewalk planning for 2022 and 2023 and will be implemented once the USU retention pond construction project has been completed. Based on news from the Medan Portal, the USU Retention Pond construction project has been designated a priority project involving the Medan City Government and USU. This designation as a priority project is in line with the principles of Presidential Regulation Number 75 of 2014 and Regulation of the Coordinating Minister for Economic Affairs Number 12 of 2015, which stipulate that priority infrastructure projects can receive resource allocations before other projects. Therefore, the construction of the sidewalk on Dr. Mansyur Street is prioritized. Mansyur cannot be included in the 2022 and 2023 budget planning because the location is part of the retention pond project impact area and to avoid overlapping activities that could disrupt traffic flow.

In the implementation process, future project planning must take into account the possibility of other projects that could hinder program implementation. The SDABMBK Office needs to improve inter-agency coordination from the early planning stages to ensure the project runs on schedule. Furthermore, regulations regarding the use of pedestrian paths need to be strengthened to ensure these facilities are properly utilized, without being misused for illegal parking or street vendor stalls that could disrupt pedestrian comfort.

d. Product Evaluation

Outcome evaluation is a record of achievement and decisions for improvement and actualization. Product evaluation activities measure and interpret the results achieved. Measurements are developed and administered carefully and thoroughly. The accuracy of the analysis will inform conclusions and proposals for facilities according to feasibility standards. Broadly speaking, product evaluation activities assess changes in target groups and improvements in implementation.

To determine the outcomes of policies or programs that result in changes to targets aligned with policy or program objectives. The pedestrian path program is expected to meet the needs of pedestrians in Medan, specifically on Dr. Mansyur Street, by ensuring the safety, security, and comfort of pedestrians in carrying out their activities. Changes in the community environment and pedestrian activity on Dr. Mansyur Street have all seen an increase in the use of the pedestrian path provided by the government.

The implementation of the pedestrian path program on Dr. Mansyur Street has had a significant impact on the community environment and pedestrian activity. Local residents have experienced changes in terms of a cleaner, tidier, and more organized environment, as well as smoother pedestrian activity and more pedestrians crossing the provided sidewalks. Despite the positive impact of the pedestrian path program, some residents also expressed that its implementation has not significantly impacted the local community and pedestrians and has instead led to negative impacts, such as the presence of street vendors and illegal parking, which disrupt pedestrian activities.

The pedestrian path program on Dr. Mansyur Street, implemented by the Medan City Department of Water Resources, Environment, and Transportation, has not significantly impacted some local residents or pedestrians in the area. The construction of the pedestrian path on Dr. Mansyur Street has also become a trading place for street vendors and illegal parking, disrupting pedestrian activities in the area. Residents expressed their desire for the government to address these issues immediately due to the disruption to pedestrians. However, others argued that the presence of street vendors and illegal parking is not entirely detrimental and that the government should provide a dedicated area for these areas to be better managed.

Based on public feedback on the pedestrian path program on Dr. Mansyur Street, the Water Resources, Highways, and Construction Agency (SDABMBK) stated that data on public satisfaction with the program has not been collected, and that addressing the presence of street vendors and illegal parking on the sidewalks is not their responsibility.

The Water Resources, Highways, and Construction Agency (SDABMBK) is known to be solely responsible for providing the physical infrastructure for the pedestrian path, but has not yet collected data on its impact or effectiveness. Therefore, to date, there has been no measurable significant impact on the pedestrian path. Furthermore, issues such as street vendors and illegal parking on sidewalks are not within the SDABMBK's jurisdiction; rather, they are the responsibility of the Public Order Agency (Satpol PP). Meanwhile, regulating the function of pedestrian paths, including whether or not an area can be used as a parking lot, falls under the authority of the Transportation Agency (Dishub). Thus, SDABMBK emphasized that their duties are limited to infrastructure development, while

management and oversight are the responsibility of other authorized agencies.

The public and pedestrian interest in the implementation of the pedestrian lane program on Dr. Mansyur Street in Medan also requires special attention. It is known that Indonesians have a very concerning walking culture compared to other countries. Therefore, to bring about change in public and pedestrian interest on Dr. Mansyur Street, the government must not only provide adequate facilities but also address many other factors.

To bring about change in public and pedestrian interest through the implementation of the pedestrian lane program on Dr. Mansyur Street, the city of Medan must not only provide adequate facilities but also conduct outreach to encourage and motivate the public to walk so that the facilities provided are not wasted. This is essential so that Indonesians, and especially those in Medan, can abandon the habit of being reluctant to walk. Emphasizing safety, comfort, and security in the government's pedestrian lane program is also crucial for achieving change within the community.

Furthermore, an evaluation can be considered successful if there is improvement in the implementation of the policy or program. This evaluation provides input and milestones for program implementation that can be used to improve and enhance future implementation. The evaluation of the pedestrian path program on Dr. Mansyur Street revealed several improvements in implementation since the pedestrian path program was first implemented.

Several improvements have occurred since the pedestrian path program was first implemented, including improvements in bureaucratic simplification, which has enabled certain agencies to better carry out their duties and functions. Improvements have also been made in the creation of more specific regulations addressing community issues. The most significant improvement in the pedestrian path program is that, while previously the construction and installation of pedestrian paths and supporting facilities used manual tenders, we now use an e-Catalog. This facilitates the implementation of the pedestrian path program on Dr. Mansyur Street in accelerating the development of pedestrian paths and supporting facilities for the community.

In evaluating the results, the SDABMBK Office needs to accelerate the implementation of the pedestrian path program so that its benefits can be felt immediately by the community. Once the pedestrian path is completed, the city government can conduct a public satisfaction survey to assess the program's effectiveness and identify any remaining improvements. Furthermore, public education is needed to raise awareness of the importance of pedestrian paths and prevent them from damaging or misusing these facilities. With improved repair and oversight efforts, the pedestrian path program in Medan City can be sustainable and provide long-term benefits to the community.

4. CONCLUSION

Based on the results of research that has been conducted on the Evaluation of the CIPP Model in the Pedestrian Path Program on Jalan Dr. Mansyur, Medan City using the CIPP evaluation model proposed by Stufflebeam that from the Context evaluation, Input evaluation, Process evaluation, and Product evaluation can be seen as follows: 1). Context

Evaluation The pedestrian path program on Jalan Dr. Mansyur has had a clear need, namely the provision of safe, comfortable, and disability-friendly sidewalks. The program targets are appropriate, namely the general public, students, and workers around the area. However, the existing conditions show that there are still many damaged sidewalks, minimal supporting facilities such as guiding blocks, pedestrian lights, bus stops, and seating, as well as closed or damaged disabled paths. This shows that the implementation has not fully answered the real needs in the field even though the policy is in accordance with planning documents such as the Minister of PUPR Circular Letter No. 2 of 2018 and Medan City Regulation No. 2 of 2015.

2). Input Evaluation Human resources at the Medan City SDABMBK Office are sufficient in quantity and quality, with relevant educational backgrounds such as civil engineering and architecture. The office facilities and infrastructure also support the implementation of program planning. However, budget allocation remains a major obstacle due to the lack of sidewalk rehabilitation on Jalan Dr. Mansyur since its construction in 2018. The absence of a budget allocation for 2023–2024 is due to the retention pond project and road widening plans that have delayed sidewalk rehabilitation, thus creating the potential for further damage;

3). Process Evaluation The implementation process of the pedestrian path program has not been fully targeted and implemented properly. The lack of integration between development projects has caused overlap and delays in repairs. Post-construction maintenance has also not been carried out, resulting in facilities experiencing damage without further treatment. Monitoring and evaluation in the field have not been carried out regularly, and the program has only focused on physical development without considering the comfort and safety of pedestrians, especially those with disabilities; 4). Product Evaluation The program product, namely the sidewalk on Jalan Dr. Mansyur, has not yet optimally met the output and outcome indicators of public policy. Although the presence of the sidewalk provides a pedestrian path, its quality does not meet the minimum service standards for urban infrastructure. The sidewalks are damaged, the guiding blocks are non-functional, and the absence of bollards, pedestrian lighting, and seating reduces the functional and aesthetic value of the area. This has resulted in low public satisfaction with the pedestrian facilities in this strategic area.

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- Regulation of the Minister of Public Works No. 30/PRT/M/2006 Concerning Technical Guidelines for Facilities and Accessibility in Buildings and the Environment
- Minister of Transportation Regulation No. PM 34 of 2014 Concerning Road Markings
- Minister of Transportation Regulation No. PM 13 of 2014 Concerning Traffic Signs
- No. 011/T/Bt/1995 Concerning Procedures for Planning Pedestrian Facilities in Urban Areas
- No. 027/T/Bt/1995 Concerning Procedures for Planning Pedestrian Bridges in Urban Areas
- Technical Guideline No. 32/T/BM/1999 Concerning Guidelines for Planning Pedestrian Paths on Public Roads
- Medan City Regional Regulation No. 1 of 2022 Concerning the Medan City Spatial Plan for 2022-2042
- Medan Mayoral Regulation No. 22 of 2023 Concerning Detailed Duties and Functions of the Medan City Water Resources, Highways, and Construction Services.
- Medan City Regional Regulation Number 8 of 2022 concerning Amendments to Medan City Regional Regulation Number 15 of 2016 concerning the Establishment of Medan City Regional Apparatus
- Minister of Public Works and Public Housing Circular Letter No. 02/SE/M/2018 concerning Guidelines for Building Construction Materials and Civil Engineering, Technical Planning of Pedestrian Facilities
- SNI 03-2443-1991 Sidewalk Specifications