EVALUASI PROGRAM WIRA WIRI DALAM PELAYANAN TRANSPORTASI PUBLIK DI KOTA SURABAYA

EVALUATION OF WIRA WIRI PROGRAM IN PUBLIC TRANSPORTATION SERVICE IN SURABAYA

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Abstrak: Kemacetan merupakan salah satu permasalahan yang dihadapi oleh kota besar yang saat ini masih belum dapat terpecahkan. Program Wira Wiri merupakan salah satu solusi yang diberikan oleh pemerintah kota Surabaya untuk mengatasi kemacetan yang ada di kota Surabaya. Penelitian ini bertujuan untuk melakukan analisis evaluasi program feeder wira wiri dalam pelayanan transportasi publik di kota Surabaya. Penelitian ini menggunakan pendekatan kualitatif dengan teori evaluasi William N Dunn dengan 6 kriteria yaitu efektivitas, efisiensi, kecukupan, perataan, responsivitas dan ketepatan. Data yang terkumpul kemudian dianalisis dengan menggunakan teknik analisis data dari Miles dan Huberman. Implikasi penelitian menunjukkan program feeder wira wiri Surabaya sudah berjalan dengan baik, meskipun pada beberapa indikator menunjukkan hasil yang belum optimal. Indikator responsivitas dan ketepatan menunjukkan derajat yang baik karena program feeder sudah sesuai dengan tujuan kebijakan dari feeder itu sendiri. Sementara indikator efektivitas, efisiensi, kecukupan dan perataan menunjukkan derajat yang baik namum masih belum optimal karena beberapa alasan, yaitu masih terdapat area yang belum dilalui oleh feeder dan jadwal kedatangan yang belum sesuai karena kondisi jalan yang tidak dapat diprediksi. Rekomendasi bagi pengembangan program ini adalah pengembangan sumber daya manusia khususnya dalam hal pelayanan, sosialisasi feeder wira wiri kepada masyarakat sehingga masyarakat lebih mengenal feeder sebagai transportasi umum, peningkatan integrasi antar moda dan penambahan jumlah armada.

Kata Kunci: *wira wiri, feeder, evaluasi, transportasi publik*

Abstract: *Congestion is one of the problems faced by big cities that is still cannot be solved. The Wira Wiri program is one of the solutions provided by the Surabaya government to overcome congestion in the city. This research aims to conduct an evaluation analysis wira wiri feeder program in public transportation services in Surabaya. This research uses a qualitative approach with the evaluation theory of William N Dunn's evaluation theory with 6 criteria which are effectiveness, efficiency, adequacy, equity, responsiveness and accuracy. The data collected was then analyzed by data analysis techniques from Miles and Huberman. Research implications shows that the Surabaya wira wiri feeder program has been running well, although some indicators show results that are not yet optimal. Responsiveness and accuracy indicators show a good degree because the feeder program is in accordance with the policy objectives. While the indicators of effectiveness, efficiency, adequacy and equity show a good degree but still not optimal for several reasons, namely that there are areas that have not been covered by the feeder and the arrival schedule is not punctual due to unpredictable road conditions. Recommendations for the development of this program are the development of human resources, especially in terms of service, socialization of the wira wiri feeder to the community so that people are more familiar with the feeder as public transportation, increasing intermodal integration and increasing the number of units.*

Keywords**:** *wira wiri, feeder, evaluation, public transportation*

INTRODUCTION

A classic issue that constantly haunts metropolitan cities worldwide is traffic congestion, which is a complex problem. A study conducted by (Permatasari, 2020) found that traffic congestion has the potential to disrupt work-life balance and affect the well-being of workers. Furthermore, research by (Tamara & Sasana, 2017) dan (Ibrahim, 2022) discovered that congestion triggers effects such as stress, emotional instability, and physical exhaustion.

The primary cause of congestion is population growth accompanied by an increase in motor vehicle ownership. As explained by Aisyah (2021) the distribution of individuals is uneven; half of the population resides in urban areas and is concentrated on the island of Java (Nurdiana & Wahyudi, 2023). The (Central Bureau of Statistics, 2023) recorded the number of motor vehicles in 2023 at 157,080,504 units. Other issues arising from this condition include high levels of pollution and accident rates (Winaryo, 2019). The root of this congestion problem ultimately lies in transportation. One solution is the introduction of public transportation, particularly mass transit that can operate effectively in urban areas (Saputri & Atmojo, 2023).

At this juncture, public transportation modes are required to alleviate congestion so that community activities, especially economic ones, can run smoothly. Asmawi states that a reliable, effective, and efficient transportation system is vital for economic activities (Ariesandi et al., 2020). Consequently, transportation serves as a primary component within both social and governmental systems (Dewi & Setianingsih, 2018).

Surabaya, as one of the major metropolitan cities, is also not exempt from the issue of traffic congestion. According to the 2022 Global Traffic Scorecard report, Surabaya became the most congested city in Indonesia, with an average of 35 hours wasted in traffic per year (Muhammad, 2023). One solution to resolve this congestion is the implementation of integrated public transportation. Indeed, transportation integration plays a vital role in the success of public transport services (Rahmatika et al., 2024). Another factor of equal importance in the utilization of public transport is the user's perception, which plays a critical role (Chowdhury et al., 2018).

One of the innovations launched by the Surabaya City Government to alleviate congestion and provide comfortable public transport for its citizens is Wira-Wiri Suroboyo. Wira-Wiri Suroboyo is a feeder transport service designed to facilitate transfers from larger transportation modes, specifically the Suroboyo Bus and Trans Semanggi (trunk lines). The legal basis for the operation of these feeders is stipulated in the Minister of Transportation Regulation Number 15 of 2019 regarding the Implementation of People's Transport with Public Motor Vehicles in Routes, and Surabaya Mayor Regulation Number 22 of 2023 concerning Tariffs and Waste Contributions in the Use of Services of the Regional Public Service Agency, Technical Implementation Unit for Public Transportation Management at the Surabaya City Transportation Agency.

Based on an interview with the Head of the Public Transport Division of the Surabaya City Transportation Agency, **Mrs. SA**, the number of feeder passengers has increased drastically from the start of its operation to the present. This indicates that, indirectly, the public is willing to shift from private vehicles to public transport. She further noted that a customer satisfaction survey had been conducted, specifically inquiring about the modes of transportation used prior to the existence of

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Wira-Wiri. The results showed that the majority of feeder users previously relied on motorcycles.

Currently, there are 11 available routes for the Wira-Wiri feeder, which have yet to fully cover the entire Surabaya area. The shift in transportation mode from motorcycles to feeders presents an intriguing phenomenon for further investigation. Consequently, the researcher is interested in examining the Wira-Wiri program through an evaluative lens using William N. Dunn's perspective. Evaluation can be conducted once a policy has been operational for a sufficient period, although there is no definitive timeframe for when such an evaluation must occur (Abidin & Sujianto, 2020). Wirawan, as cited in (Hurriyati & Sujianto, 2019) defines evaluation as research aimed at collecting, analyzing, and presenting information regarding the evaluated object, followed by assessing and comparing said object against specific evaluative indicators. Ultimately, the results serve as a basis for decision-making or policy formulation.

Wira-Wiri Suroboyo has been the subject of various studies. One such study by (Novantiko et al., 2024) titled *"The Effectiveness of the Wira-Wiri Suroboyo Feeder Policy in Alleviating Congestion and Transportation Disparity in Surabaya,"* suggests that the feeder program can be considered effective. However, hindering factors persist, notably the feeder's failure to reduce congestion on several of Surabaya's main roads. The implementation of dedicated lanes and public transport coordination systems has not yet significantly impacted the efficiency of vehicle movement. Furthermore, challenges remain in certain areas regarding the improvement of road infrastructure and alternative transportation.

Research conducted by (Rochmawan et al., 2024) emphasizes the feeder as a means of accelerating technology-based public transport using William N. Dunn's six indicators. Regarding the efficiency indicator, the program utilizes technology such as social media for socialization and promotion, as well as sophisticated infrastructure like automatic doors and cashless payment systems. The responsiveness indicator aligns with factual conditions, specifically the routine maintenance of every fleet to preserve the quality of cabin facilities. The appropriateness indicator consistently adheres to statutory regulations, ensuring safety and comfort in traffic security. Nevertheless, its implementation faces obstacles, specifically the uneven distribution of routes across Surabaya.

The study by (Hamida & Kurniawan, 2023) titled *"Implementation of the Wira-Wiri Suroboyo Program at the Surabaya City Transportation Agency,"* utilizes the Van Meter and Van Horn implementation model. The findings indicate relatively positive results, influenced by policy objectives that are well-translated by implementers. Inter-organizational communication is smooth, and the characteristics of the implementing agencies show continuous improvement. The disposition or attitude of the implementers is open and receptive to the program. However, shortcomings exist, such as budget constraints that complicate the addition of units and staff recruitment. Additionally, social conditions reveal a public preference for private vehicles over public transport. The focus of this current study centers on the evaluation of the Wira-Wiri feeder program itself as public

transportation, utilizing William N. Dunn's evaluation theory. This study is conducted by gathering data from seven departure points to obtain a holistic perspective.

METHOD

The approach used in this research is descriptive qualitative, as it allows for a holistic portrayal of the Wira-Wiri feeder program. Bogdan & Taylor describe qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from individuals and observable behaviors (Waruwu, 2023).

This study is located in the City of Surabaya, focusing on the departure points of the Wira-Wiri Suroboyo feeders. The selection of Surabaya as the research site is based on several considerations. First, the Wira-Wiri Suroboyo program is a specialized initiative implemented exclusively in Surabaya. Second, the feeder departure points serve as data collection sites to obtain a comprehensive and holistic overview of the feeder program. These seven routes include FD 01, FD 04, FD 07, FD 08, FD 09, FD 10, and FD 11. Additionally, research data was gathered from the relevant agencies: the Surabaya City Transportation Agency, located at Jl. Dukuh Menanggal No. 1, and the Regional Technical Implementation Unit (UPTD) for Public Transportation Management, located at Jl. Mayjen Sungkono No. 122. This research was conducted during the period of January to February 2025.

Research data was collected through interviews, observations, and documentation. The research informants were determined purposively, meaning they were selected with a specific objective because the researcher considers these individuals to possess the information necessary for the study (Sulistiyo, 2023). The informants in this study consist of the Head of the Surabaya City Transportation Division, the Head of Human Resources at UPT PTU, feeder supervisors, feeder drivers, and 27 feeder passengers.

The collected data was then analyzed using the Miles and Huberman interactive analysis model through four stages (Alaslan, 2019), data collection, data reduction, data display, and conclusion drawing/verification.

RESULTS AND DISCUSSION

Evaluation of the Wira-Wiri Feeder Program in Public Transportation Services in Surabaya

Effectiveness, as described by (Loupatty et al., 2022) is measured by the successful achievement of goals and objectives set by public policy. (Hasril et al., 2021) state that effectiveness refers to whether an alternative achieves the expected results or reaches the intended goals of an action. In other words, effectiveness is observed through the realization of the Wira-Wiri feeder program.

The level of effectiveness based on field findings shows a positive degree, though it is not yet optimal in its operation. There are two focal points regarding this effectiveness, namely effectiveness in terms of integration and effectiveness in terms of the increase in passenger volume.

First, effectiveness in terms of integration is still considered ineffective because not all routes are integrated. This is a crucial issue. Based on an interview with Mrs. SA, all existing routes must be integrated to ensure the public is well-served by public transportation modes.

Second, effectiveness in terms of the increase in passenger volume. The rising number of feeder passengers indirectly indicates that the people of Surabaya are gradually starting to shift toward using public transport. Field findings from the interview with Mrs. SA show that from the beginning of operations

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to the present, feeder passengers have increased drastically, suggesting an indirect willingness among the public to switch from private vehicles to public transportation. While the presence of the feeder has not yet totally changed the public's habit of using private vehicles, there is a gradual transition toward public transport modes. Since the introduction of Wira-Wiri with highly affordable fares, such as Rp 2,500 for students, many students have utilized the service, as have general commuters for their daily work travels. This is further supported by feeder passenger data over the last year, from February 2024 to January 2025, which shows a consistent upward trend.

In conclusion, the effectiveness indicator from William N. Dunn in evaluating the Wira-Wiri feeder program as a public transportation service in Surabaya has been implemented quite well and aligns with the feeder's primary objectives. These objectives include serving as a feeder for transfers to the Suroboyo Bus and providing comfortable, affordable public transport for Surabaya residents. Thus, the policy realization indicator has been fulfilled, although certain aspects remain suboptimal, specifically regarding the feeder routes that have yet to reach all areas of Surabaya.

Efficiency

Efficiency refers to the amount of effort required to enhance effectiveness. (Ethelbert & Molan, 2024) describe efficiency as a policy capable of producing maximum benefits with minimal resources. A synonym for efficiency is economic rationality, which is the relationship between effectiveness and the ultimate effort, generally measured by monetary costs (Santoso et al., 2019). The definition of efficiency serves as a standard to assess how much effort is exerted by policy implementers to achieve predetermined goals and objectives (Natika & Putri, 2021).

There are two indicators of efficiency used in this study, which are time efficiency and cost efficiency. Time efficiency refers to time savings during implementation, while cost efficiency represents economic savings and sacrifices made to achieve set objectives (Kushadianto & Rosdiana, 2020).

The Wira-Wiri Suroboyo program policy has not yet been implemented to its maximum potential in terms of efficiency. Time efficiency remains suboptimal even though the program has been executed according to Standard Operating Procedures (SOP). This finding is based on an interview with Mrs. SA, the Head of the Transportation Division of the Surabaya City Transportation Agency. She stated that the headway, or the waiting interval at each point, is up to 15 minutes. However, she added that this condition is also dependent on traffic situations. The headway from the initial departure has been designed and implemented according to the SOP, where feeders are dispatched every 10 minutes. According to Mrs. SA, uncontrollable factors include the traffic conditions in Surabaya, such as whether there is congestion. Furthermore, the feeders do not have dedicated lanes because the roads they traverse are narrow.

This is further supported by the statement from Mrs. NF, the Coordinator of Feeder Management at the Surabaya Public Transportation Technical Implementation Unit (UPTD PTU) as the field implementer. She noted that the operational management of the feeders is dynamic. While planning is designed for the upcoming month, if a unit suddenly encounters heavy traffic or experiences a breakdown that cannot be immediately repaired, the existing patterns must change. The PTU must readjust the field headway to ensure it does not exceed 15 minutes if possible. She provided an

example of the Benowo route, which has very high demand. If a unit is out of operation, the PTU must rearrange the remaining units to meet field requirements, making the operational aspect highly dynamic.

Field findings from interviews regarding waiting times revealed that the arrival of feeders can sometimes be quite long, or as informants described it, the schedule is irregular. This was expressed by MF (29), a passenger on the FD 11 corridor who works as an employee. He stated that the feeder schedule is occasionally not on time. Nonetheless, he acknowledged that the travel time to his workplace is relatively efficient except during rush hours, when it can take much longer. He even expressed hope that the frequency of the feeders could be increased.

"Yes, the stops are far from my house and the schedule is sometimes not on time. It is efficient enough, except during rush hour when it can take longer. I hope for wider routes and more frequent service."

Despite these challenges, feeder passengers stated that the travel time to their destinations is both efficient and effective for them. Public service is closely linked to capability, responsiveness, infrastructure, and punctuality (Supardi et al., 2024).

The existence of automatic doors in the feeders makes the fleet time-efficient since the control of these doors is located in the driver's cabin. These automatic doors facilitate passengers in boarding and alighting safely and quickly, which ultimately increases efficiency.

The findings of this study contradict the research by (Rochmawan et al., 2024) which stated that the Wira-Wiri Suroboyo policy is already considered good in terms of efficiency, particularly regarding the number of fleets, which is closely related to time efficiency. In contrast, this study finds that time efficiency is still not optimal because the headway, or the interval between units, is relatively long due to traffic conditions in Surabaya, even though initial departures follow the SOP. Additionally, it is important to note that the feeder routes pass through narrow roads or densely populated residential areas. Based on interviews and field observations, the number of units available is still inadequate. According to Mrs. NF, the current fleet is insufficient to meet the very high public demand. Currently, there are over 100 units spread across 11 routes, managed by the UPTD PTU in collaboration with third parties using the BTS (Buy The Service) system. Under this BTS system, the third-party operators are paid by the city government based on the distance covered, or as Mrs. SA described it, "paying Rupiah per kilometer." The feeder service began operations in 2023. Mrs. SA explained that initially, the transportation agency procured 52 units in 2022, which began operating in 2023 under the direct management of the UPTD for Public Transportation Management. In 2023, 4 units were added, and in 2024, 4 new routes were introduced with approximately 50 units using the BTS system operated by private providers. These four new routes include PNR-Mayjen-Balai Kota, TIJ-Gunung Anyar, Puspa Raya-Mayjend Sungkono, and TIJ-Lakarsantri.

Cost efficiency is examined through the fares charged to passengers. The rates are very affordable at Rp 5,000 for the general public and Rp 2,500 for students, while the service is free for seniors, veterans, and children under five years old. As stated by Mrs. SA, the goal of providing affordable and comfortable public transport for Surabaya residents has been achieved.

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This condition is reinforced by interview findings from feeder passengers. Their reason for choosing the feeder over other public or private transportation, both offline and online, is the low fare combined with comfortable conditions.

Based on the explanation above, it can be concluded that William N. Dunn's efficiency indicator has not been fully implemented in the Wira-Wiri feeder program in Surabaya. This relates to time efficiency, which still requires attention because the limited number of units affects the field headway, and the service routes have not yet reached all parts of Surabaya. This efficiency issue is also linked to the program's effectiveness, which remains suboptimal in its application.

Adequacy

Adequacy in this context refers to the extent to which the achieved objectives suffice in various aspects. This indicator remains related to effectiveness and is measured by how far the available options meet the needs, opportunities, and values in resolving a problem (Nuramalia & Rantau, 2024). Indiati (2021) in (Kusumawardani & Kriswibowo, 2024) states that adequacy refers to the degree to which policy effectiveness satisfies the needs, values, and opportunities that could otherwise give rise to problems.

The adequacy indicator in this study focuses on two areas, namely human resources and the existing infrastructure supporting the Wira-Wiri Suroboyo program in providing its services as public transportation.

Field findings indicate that the adequacy indicator in the Wira-Wiri feeder program as a public transportation service is generally good but remains suboptimal, with several points requiring specific attention. One such point relates to the development of human resources, specifically the feeder drivers and helpers who serve as the front line of public transportation services. Hartmann et al. (2018) explain that the most important asset of an organization or company is its human resources, which can provide added value through significant contributions to organizational success (Zidan et al., 2023).

The capability of human resources in the Wira-Wiri feeder program lies in their ability to provide services to passengers as well as their knowledge in operating modern units. Mrs. NF noted that the main challenge in this program is human resources, as the crews serving as drivers and helpers were previously operators of conventional city transport (angkatan kota), requiring extra effort during training. The approach taken by the City Government is humanistic, engaging with affected lyn or city transport operators by providing examples of peers who have joined the program and the benefits they have gained. However, in its development, the feeder crews require special attention due to the difference in organizational culture between their previous and current workplaces. The working style of the crews when they were part of the city transport system, known as lyn in Surabaya, was very different, characterized by a lack of fixed working hours and no Standard Operating Procedures (SOP), allowing them to act as they pleased. As Mrs. SA and Mrs. NF phrased it, "they would pull a shift if they wanted to, and if not, they simply wouldn't."

According to Mrs. NF, the current human resources have begun to be better organized, and the crews have a decent understanding of digital payments. The crews also undergo continuous

brainstorming to enhance their skills and knowledge regarding the feeder units and services. To improve discipline regarding working hours and SOPs, the UPTD for Public Transportation Management enforces existing regulations and clarifies them with sanctions.

The mindset of the crews on duty, based on field findings, is a service-oriented mindset, which is vital for public services. Nonetheless, in some cases, the service provided by the crews still requires special attention. This is evidenced on the Wira-Wiri Suroboyo Instagram account, @wirawirisuroboyo, where passenger complaints regarding the service of feeder crews in the field can still be found. Therefore, an evaluation or review of the services provided by the feeder crews is necessary, along with more intensive training focusing specifically on service quality.

Regarding the adequacy indicator for infrastructure, it can be described as good, though not yet optimally implemented. Research findings from interviews with feeder passengers on this matter focus on the stops or departure points, which sometimes only consist of a "Bus Stop" sign without a roof or seating like standard bus stops. Meanwhile, the feeder units themselves have kept pace with modern developments by incorporating technology. The units are equipped with GPS and CCTV. Consequently, in addition to field supervisors, the feeder units are monitored through a system-based oversight called SIUTS, located in Joyoboyo.

Based on the explanation above, it can be concluded that the adequacy indicator of the Wira-Wiri feeder program as a public transportation service aligns with the indicator proposed by William N. Dunn.

Equity

Equity, according to Aisyah et al. (2017) as cited in Rochmawan et al. (2024), is closely related to the distribution of policy outcomes that value justice. (Nadila, D. D. N., 2023) defines equity as the fairness provided to and received by the policy targets. Meanwhile, Winarno (2002) states that equity in public policy means that justice is implemented when providing and receiving benefits from said policy (Sabrina et al., 2023). The service provided by the Wira-Wiri feeder aligns with the equity aspect by providing services to the citizens of Surabaya without discriminating based on race, religion, ethnicity, or age, and can be enjoyed by all groups ranging from toddlers to the elderly. The fares charged are also classified as affordable at Rp 5,000, which is valid for two hours, and Rp 2,500 for students, which is verified by presenting a Student ID Card (KTM). Meanwhile, free fares apply to veterans, seniors, and children under the age of five.

Since the introduction of Wira-Wiri in Surabaya, the community has begun to return to using public transportation, even though it has not yet completely changed the public habit of relying on private vehicles. However, since the existence of Wira-Wiri, many students and workers have utilized the service, which is a sign that the public need for public transportation has begun to emerge.

The service provided by the Wira-Wiri feeder, relative to the fares charged to the community, is perceived as fair or proportionate based on field findings from interviews with passenger informants, particularly workers and students. With relatively cheap fares, the services provided by Wira-Wiri are very adequate, featuring air-conditioned passenger cabins,

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cushioned seats, digitally connected payments, and the service from the feeder crew themselves. This is especially important for workers and students as it allows them to save on transportation costs.

The research findings above align with Dunn's equity evaluation indicator, although they have not yet reached an optimal level.

Responsiveness

The aspect of responsiveness is a highly critical element because a policy, even if it has met the criteria of effectiveness, efficiency, adequacy, and equity, will still be considered a failure if it is not responsive to the actual needs of the primary beneficiary groups (Sutroadi et al., 2024). Sara Eguizabal et al. (2017) in Rochmawan et al. (2024) state that the response toward policy performance evaluation after implementation is reflected in the satisfaction or dissatisfaction of the policy users.

The presence of Wira-Wiri Suroboyo has been well-received by the community as it serves as a comfortable and affordable public transportation mode that meets the public demand for low-cost transit. This public enthusiasm can be observed through the Wira-Wiri social media account @wirawirisuroboyo and from the statements provided by the informant, Mrs. NF. She mentioned that many citizens demand conditions similar to those in Jakarta. These public demands include an increase in the number of fleet units and routes, as well as dedicated lanes specifically for feeders. This is triggered by the high level of traffic congestion in Surabaya, which has prompted the community to begin shifting toward public transportation modes.

This enthusiasm is also evident from field data obtained from feeder passenger informants. The presence of Wira-Wiri Suroboyo is seen as an answer to existing public transport issues by providing modern transportation with adequate facilities, including air-conditioned cabins, cushioned seats, and friendly service from the crew. The introduction of the Wira-Wiri feeder facilitates public mobility at an affordable rate.

Furthermore, passenger safety is guaranteed through monitoring via CCTV installed in the passenger cabins, which is directly connected to the system-based supervisors at SIUTS located in Joyoboyo.

The findings of this study align with William N. Dunn's evaluation theory in the responsiveness category, where the Wira-Wiri Suroboyo feeder program policy matches the realization of the feeder's own objectives when viewed from the public response toward its existence.

Appropriateness

According to the definition by (Nuramalia & Rantau, 2024) appropriateness relates to the extent to which the objectives have been useful and valuable for the community's interests. The criterion of appropriateness is closely linked to substantive rationality, as questions regarding policy appropriateness do not concern individual criteria units but rather encompass two or more criteria simultaneously.

The presence of the Wira-Wiri feeder is appropriate according to its intended purpose, which is to serve as a feeder service for residents transferring to larger public transportation modes such as the Suroboyo Bus, while providing affordable, safe, and comfortable public transport for the citizens of Surabaya. Research findings from interviews with feeder passengers revealed that the community is significantly assisted by the existence of the feeder, as it supports their mobility by providing an affordable,

comfortable, and safe transportation option.

The research results presented above align with William N. Dunn's evaluation theory regarding the appropriateness criterion. The feeder program is implemented in accordance with its objectives, specifically as a feeder service and a public transportation mode that is affordable, comfortable, and safe for the residents of Surabaya.

CONCLUSION

The Wira-Wiri Feeder Program aligns with William N. Dunn's evaluation theory, although several indicators still show suboptimal results. First, the effectiveness is good but not yet optimal in its operation because intermodal integration remains inadequate, requiring passengers to still rely on online transportation or walking to reach their final destinations. On the other hand, it has been effective in terms of passenger volume, as evidenced by the increase in users. Second, the efficiency indicator has not been well-implemented because, from a time perspective, passengers still face long waiting periods, and the interval at each point often exceeds the established headway of 15 minutes.

Third, the adequacy indicator shows good results but remains suboptimal regarding both human resources and infrastructure. Fourth, the equity indicator shows positive results as the feeder can be enjoyed by all segments of society, although its operation is not yet optimal because the existing feeders have not yet reached all areas of Surabaya. Fifth, the responsiveness indicator shows good results because the Wira-Wiri Suroboyo feeder program policy aligns with the realization of the feeder's own objectives when viewed from the public response. Sixth, the appropriateness indicator shows good results because the operationalization of the feeder is consistent with its purpose, which is to serve as a feeder service and a public transportation mode that is affordable, comfortable, and safe for the residents of Surabaya.

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