Research Article

Evaluation of The Implementation of The Smart School Transportation Program (ACS) in Ponorogo Regency

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ABSTRACT

Angkutan Cerdas Sekolah (ACS) is a program from the Ponorogo Regency Government as an effort to make it easier for students to get free school transportation. The purpose of this research is to describe the evaluation of the implementation of the ACS Program and to describe the inhibiting and supporting factors for the implementation of the ACS program in Ponorogo Regency. This type of research is descriptive qualitative. Data analysis techniques Qualitative analysis is carried out through data collection, data reduction, data presentation, and withdrawal conclusion. The results of the study show that the ACS program in the District Ponorogo is still not running effectively. In terms of effectiveness, it has not been effective because there are still many underage children who use motorbikes. The efficiency aspect has been fulfilled because it has implemented cost and time efficiency in program operations. In the aspect of adequacy still not fulfilled because of the limited number and capacity of the fleet in transporting students. In the aspect of alignment it is still not evenly distributed because there are still many schools that have not received program services. The responsiveness aspect has received response and support from ACS users and parents. Aspects of provisions, programs This ACS is right on target, namely to transport students. In the implementation of the ACS program, of course, there are inhibiting and supporting factors. The inhibiting factor for the first ACS program was resources, because human resources in the form of Department of Transportation staff were inadequate to carry out socialization and financial resources were also inadequate, which affected the provision of fleets and the provision of program support facilities. The second inhibiting factor is the bureaucratic structure due to the absence of Standard Operating Procedures (SOP) that are clear and regional regulations that cover program implementation. While the supporting factors for the implementation of the first ACS program, namely, communication through transmission and clarity of information have been running optimally. The second supporting factor is the attitude

of the implementer that liveliness officer executor socialization from Service Communications Ponorogo Regency for schools and students is carried out continuously every new school year.

Keywords: *Public Policy, Policy Evaluation, Policy Implementation, School Smart Transport Program (ACS)*

Introduction

Land transportation as part of the transportation system is one of the important and decisive sectors in supporting the successful implementation of national development in Indonesia. One of the important means of the land transportation sector is motorized vehicles. Along with the increasing population in Indonesia, the demand for motorized vehicles in Indonesia is increasing (Zeeshan et al., 2022).

The increasing number of motorized vehicles in Indonesia, if not matched by good transportation management, will have an impact on increasing the number of traffic accidents and congestion. Motor vehicle accident rate alone more and more happening among students, it makes local government should try to solve the problem traffic accidents among students. One effort to overcome these problems is to make policies in the field of education transportation.

Policy on The field of education itself is very important to continue to be studied, applied and communicated to all elements involved in education to grow and develop in an educational environment (Taiebat et al., 2018). According to Rock et al., (2020) in his research entitled evaluation of the bus program schools in the city of Surabaya the government must also must think about the services related to improve the quality of education, one of them namely providing special transportation services for the student. This transportation service is used by students to go to school."

Factors that influence why it is necessary to hold innovative transportation programs in the education sector, according to Heelan (2018) The obstacle that often arises is the distance between home and school are too far, besides that too regarding traffic and safety to go to school so that thing became the main focus for the need to make transportation for accessibility to school. Oktavinus (2020) also suggests means of transportation Public transport also func-

tions for the community who often bring private vehicles can Switch to public transportation so you can Minimize the level of accidents and congestion.

Research from Raoniar et al (2019) says that, to meet the demand for the transportation system better general public, there must be effort in building and developing innovation techniques existing transportation, so the system safe, comfortable and public transportation sophistication can be realized (Jiang et al., 2021). Therefore, it is important to carry out a comprehensive evaluation of public transportation mode. Both in terms of function, usability and impact on society public (Evans et al., 2020).

Of the various impacts of the increase in the number of motorized vehicles in Indonesia, the most highlighted is the increase in the number of accidents that occur among students, which is a major factor in the need to make policies in the field of educational transportation. The number of motor vehicle accidents in Indonesia in 2017-2021 by age group can be seen in the chart below:
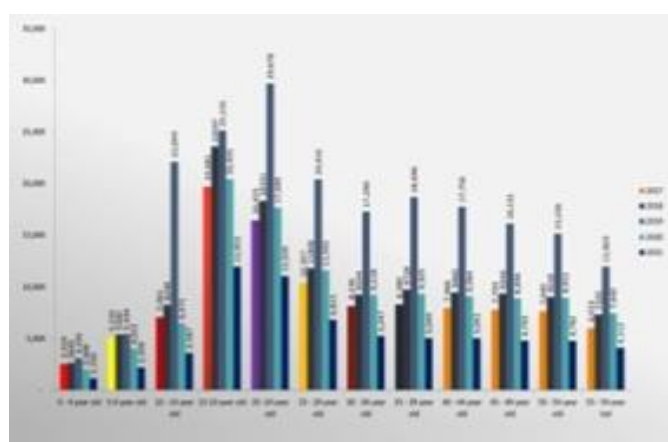

Figure 1. Accident Rate in Indonesia in 2017-2021

Based on Figure 1, it can be explained that the highest traffic accident rate in Indonesia is at the age of 20-24 years and the second highest traffic accident rate is at the age of 15-19 years (Kakderi et al., 2021). Traffic accidents at a young age are caused by their low perception of the risks of danger on the road. Younger drivers more often put themselves in dangerous situations, for example by riding a motorbike at high speed, running through red lights, not using safety equipment in the form of a helmet and still not having a driving license or SIM.

One area in Indonesia that has a fairly high student accident rate is Ponorogo Regency (Li et al., 2021). Based on data from the Ponorogo Police Traffic Unit, the number of recorded traffic accidents in 2021 was 566, with 98 incidents (17.3%) involving students (Cheng et al., 2020). The following is data on the perpetrators of accidents in 2021 in Ponorogo Regency:

Table 1. Number of Traffic Accident Perpetrators Ponorogo Regency in 2021

Performer Profession Laka Then	Number of Actors
civil servant	18
tni	0
Police	3
Private sector employee	388
Student	98
Student	20
Driver	1
Peasants/Laborers	26
Miscellaneous/Hit-Run	12
TOTAL	**566**

Source: Ponorogo Regency Transportation Agency, 2023

Based on table 1.1 above, we can see that the total number of traffic accident perpetrators is 566 people. The most traffic accident perpetrators were private employees and the second most were students with an accident rate of 98 incidents. Traffic accidents involving students in Ponorogo Regency from year to year tend to increase (Jurjevich et al., 2018). Based on the results of interviews with the Head of the Traffic Accident Division of the Ponorogo District Police, he also explained that:

"The number of traffic accidents involving students aged 14-20 tends to increase every year, many of them are underage driving recklessly and don't have a driver's license (SIM) yet.

The high number of accidents in Ponorogo Regency involving students has prompted the Ponorogo Regency government to think of a strategy to minimize the number of traffic accidents. in accordance with the mandate of Law Number 22 of 2009 concerning Road Traffic and Transportation mentioned in article 139 paragraph (3) Regency/city Regional Governments are obliged to guarantee the availability of public transportation for the transportation of people and/or goods within the regency/city area. In order to carry out the mandate of the law, reduce traffic density during peak hours , and reduce the incidence and fatality rate of traffic accidents, the Ponorogo Regency Government through the Ponorogo Regency Transportation Office has created a program in the field of education transportation, especially for school children. in Ponorogo Regency in the form of subsidized school transportation called *Angkutan Cerdas Sekolah* (ACS) (Daniel et al., 2018).

The Smart School Transport Program (ACS) has several main objectives, namely first to reduce the traffic load during the morning peak time (06.00 – 07.00), the second goal is to reduce the use of motorbikes by minors and to reduce the level of traffic accidents that occur caused by students (Tang, Zhang, & Chen, 2021). As explained by the Head of the Ponorogo Regency Transportation Service as follows:

"Actually, *Angkutan Cerdas Sekolah* (ACS) was created for several main reasons, firstly to reduce traffic congestion when going to and from school, secondly to reduce the number of

underage students who go to school by motorbike even though judging from their age they are still underage. and of course they don't have a driver's license, and lastly, to reduce the high number of traffic accidents in Ponorogo, the average accident rate is that most of the victims or perpetrators are still of productive age, dominated by junior high school to high school students. (Interview, 05 May 2023)

The implementation of the Angkutan Cerdas Sekolah (ACS) in Ponorogo Regency involved the Ponorogo Regency Transportation Service and public transport drivers. In operating the Smart School Transport program, fleet drivers use an Android-based application that is connected to the Ponorogo Regency Transportation Service website to facilitate reporting on the number of passengers and to facilitate supervision and monitoring of fleet drivers (Islami et al., 2022). In addition, it makes it easier for students and parents to find out the schedule of departure and return of transportation and can monitor the whereabouts of these transportation (Palm, 2018).

In the implementation of the Angkutan Cerdas Sekolah (ACS) program there are still many problems that arise, among others, this program has not been able to reach all schools in Ponorogo Regency and limited human resources at the Ponorogo Regency Transportation Service in conducting outreach. This is in accordance with what was said by the Head of the Transportation Department of the Ponorogo Regency Transportation Service :

"Of course in the implementation of the Smart School Transport (ACS) program there are still problems, such as the ACS fleet cannot reach all schools in Ponorogo Regency due to limited budgets and we have difficulty finding public transportation that is still roadworthy, besides that we also have not been able to provide outreach to all schools due to the limited number of human resources in the Department of Transportation. " (Interview, May 11, 2023)

Seeing the various conditions of the problems above, it is necessary to evaluate the implementation of the Angkutan Cerdas Sekolah (ACS) program.

The importance of evaluation in the implementation of the policy is to assess the extent to which the implementation of the policy can achieve its objectives (Diao, Kong, & Zhao, 2021). So it is necessary to evaluate the policy in depth so that the implementation of the policy can run smoothly and successfully, then the importance of the participation of all parties in the success of a policy implementation, both from the government as a service provider, the transportation agency as the executor and person in charge, private sector participation to develop and support programs, to students as service users. Based on the background that the author has put forward, the writer is interested in conducting further research regarding

"Evaluation of the Implementation of the Intelligent Angkutan Cerdas Sekolah (ACS) in Ponorogo Regency"

Methods

The type of research used in this research is descriptive with a qualitative approach. This research seeks to provide a detailed description of a phenomenon which in turn provides a clearer understanding of the problem to be studied. The research location is the place used by researchers to obtain data, namely the Ponorogo District Transportation Office and several ACS transport routes. The focus of this research is divided into two, namely using the theory of Willian N. Dunn (in Guo et al., 2020) who says there are six criteria in evaluating policies, namely effectiveness, efficiency, adequacy, alignment, responsiveness, accuracy and using the theory of Edward III which explains that there are 4 aspects in analyzing the inhibiting and supporting factors of policy implementation, namely, communication, resources, disposition/attitude of implementers and bureaucratic structure. The sampling technique in this study used a purposive sampling technique. The data sources used in this study are primary and secondary data sources. Data collection techniques were carried out by interviews, observation and documentation. The validity of the data used is data/source triangulation. The data analysis technique uses an interactive model according to Miles and Huberman (in Ward et al., 2021) which consists of data collection, data reduction, data presentation and withdrawal conclusion.

Result and Discussion

In order to provide free transportation in the education sector, reduce the use of motorbikes among minors and reduce the number of traffic accidents caused by students, the Ponorogo Regency Government has created an innovative Angkutan Cerdas Sekolah (ACS) program. Initially,the Smart School Transportation (ACS) operated manually and now the operation has switched to using an application that is linked to the Ponorogo Regency Transportation Service website. The objectives of the Angkutan Cerdas Sekolah (ACS) program include providing free transportation specifically for students, reducing the use of underage motorbikes and reducing the number of student accidents in Ponorogo Regency. The main target of the Angkutan Cerdas Sekolah (ACS) program is school children throughout Ponorogo Regency.

In this study the authors wanted to evaluate the results of implementing the Angkutan Cerdas Sekolah (ACS) program and analyze the inhibiting and supporting factors for implementing the program. The discussion regarding the implementation evaluation is divided into two parts, namely:

1. Evaluation of the implementation of Angkutan Cerdas Sekolah (ACS) is seen based on the policy evaluation criteria of William N Dunn, namely effectiveness, efficiency, adequacy, alignment, responsiveness, and accuracy.
2. Factors that inhibit and support the implementation of the Angkutan Cerdas Sekolah (ACS) program based on indicators that influence the success and failure of Edward III policy implementation, namely communication, resources, dispositions/attitudes of implementers and organizational structure.

Kindly more clear about discussion about evaluation implementation of Angkutan Cerdas Sekolah (ACS) can in l see in the following explanation :

Evaluation of the Implementation of the Angkutan Cerdas Sekolah (ACS)
a. effectiveness

Effectiveness (effectiveness) with regard to whether an alternative achieves the expected results (effect), or achieves the goal of holding the action. This means that if the policy is able to run well and succeed in achieving its goals, it can be said that the policy has been effective.

The implementation of Angkutan Cerdas Sekolah (ACS) has not been effective in reducing the use of motorized vehicles for minors, there are still many minors who drive motorized vehicles even though they do not have a SIM (driving license). Apart from not being able to reduce the use of motorized vehicles in underage children, this program has also not been effective in reducing the number of accidents in school children (Castro et al., 2019).

So that the effectiveness criteria for the Smart School Transport program have not been effective, this is due to the achievement of the goals to reduce the use of motorbikes in underage children and to reduce the number of accidents in school children which have not yet been achieved. This goal has not been achieved because the Angkutan Cerdas Sekolah (ACS) program still reaches 16 schools in urban areas alone so that children who attend schools on the outskirts still use motorized vehicles for access to and from school.

b. Efficiency

Efficiency will occur if the use of resources is empowered optimally so that a goal will be achieved. Efficiency (efficiency) regarding the amount of effort required to produce a certain level of effectiveness (Ward et al.,2021a). Efficiency here is divided into two, namely efficiency in terms of time and efficiency in terms of costs. Time efficiency is the level of savings in terms of time during implementation. For cost efficiency is the level of economic savings and sacrifices made to achieve the goals set. Kang et al (2020) in his research revealed implementation efficiency with respect to two thing that is a waste of resources that must be pressed as well as the use of timing needed to get to the destination.

Smart Angkutan Cerdas Sekolah (ACS) in Ponorogo Regency uses funds from the Ponorogo Regency APBD. Funds from the Ponorogo Regency APBD are used for program operations such as maintenance of ACS vehicles, payroll for school smart transport drivers, payment of honoraria for teachers accompanying

students who use ACS and payment of honorarium for supervisors of the Smart School Transport program. In addition to cost efficiency in implementing the Smart School Transport program, this school has also implemented time efficiency. Efficiency in implementing the Angkutan Cerdas Sekolah (ACS) program through the use of an application linked to the Department of Transportation website Ponorogo Regency so that the estimated time to go to and from school is in accordance with the predetermined schedule.

In terms of time efficiency has also been going well. This is because the Angkutan Cerdas Sekolah (ACS) program has used an application that is connected to the Department of Transportation website. Ponorogo Regency so that the estimated time to go to and from school is in accordance with the predetermined schedule, namely departure at 06.00 for internal route transportation in the sub-district, while routes outside the sub-district depart at 05.30, while the pick-up time is 13.30 on all routes, so that students who ride the school's smart transportation program will definitely arrive on time at school.

c. Adequacy

In addition to being effective and efficient, a policy must be ensured to be sufficient in overcoming the problems that occur. Dunn (in Castro Verdezoto et al., 2019), argues that adequacy relates to how far a level of effectiveness satisfies needs, values, or opportunities that create problems. It can be concluded that adequacy is still related to effectiveness by measuring or predicting how far existing alternatives can satisfy needs, values or opportunities in solving problems that occur. The adequacy criterion emphasizes the strength of the relationship between policy alternatives and to what extent achievement of the desired results can solve a problem. In terms of public transportation according to Oberli (in Ward et al., 2021a), passenger calculation is an important task for planning and operation of the public transport system intelligent. There is a calculation of the passenger capacity we get know how far the level of adequacy as well as the success of a public transportation, so in the end the

program seems to work effectively and efficiently.

The implementation of the Angkutan Cerdas Sekolah (ACS) program in Ponorogo Regency is still lacking, this is because the Ponorogo Regency Government can only provide 47 ACS fleets and the capacity of each fleet can only carry around 10-13 passengers. So if all ACS fleets operate they can only carry a maximum of 611 passengers, while based on data from the Ponorogo Regency Education Office the number of students in Ponorogo Regency is around 154,390 thousand.

d. alignment

Dunn (in Agaton et al., 2020), explains that equalization in public policy can be said to have the same meaning as justice given and obtained by public policy targets. William N. Dunn stated that the criterion of equity is closely related to legal and social rationality and refers to the distribution of effects and effort between different groups in society. Aisyah (2017), says that alignment is related to justice distribution of policy outcomes to groups different in society. Policy that equity oriented policies whose consequences and efforts distributed fairly. A policy even though it will be distributed later evenly but the results will not be complete can satisfy-society as policy beneficiaries, because individuals and groups have different values in terms of satisfaction.

In the implementation of the Angkutan Cerdas Sekolah (ACS) program in Ponorogo Regency, the program targets are students. In implementing the Smart School Transport (ACS) program, the Ponorogo Regency Government has only been able to serve 16 schools around the urban sub-district, yet to be able to provide free transportation services to outskirt areas in Ponorogo Regency. So that the criteria for equal distribution of the Angkutan Cerdas Sekolah (ACS) program in Ponorogo Regency are still not evenly distributed. This is because the Ponorogo Regency Government only provides 47 ACS fleets so that it can only serve 16 schools in the urban sub-district area. It has not been able to serve outlying schools, even though based on data from the Ponorogo Regency Education Office, the number of schools in Ponorogo Regency in 2021 is 1,016 schools.

e. Responsiveness

Responsiveness in public policy means the response of public policy targets to the implementation of a policy. According to William N. Dunn, responsiveness refers to how far a policy can satisfy the needs, preferences, or values of certain groups of people. Meanwhile, according to Ghilman Fahmi (in Behrendt, 2019), satisfaction can be formed based on a comparison between the quality of services provided with the needs, desires and expectations of program service users.

The implementation of the Angkutan Cerdas Sekolah (ACS) program has received good responses and support from students who use the program. This is because students don't bother their parents to pick them up and go to school. In addition, with this program, students can be safer on their way and can come to school on time (Albalate & Fageda, 2019). This program also received a good response from parents because it saved parents' expenses and parents also felt more at ease because their children were guaranteed not to skip school and were guaranteed to go to school on time. The form of support from students can be seen from the users of this program, which increase every year (Bamwesigye & Hlavackova, 2019). The increase in the number of ACS passengers can be seen in the table below:

Table 2. Number of ACS Program Passengers in Ponorogo Regency in 2017-2023

Year	Number of days	Total passenger	Average Passengers in a Day
2017	219	200,950	917.58
2018	154	156,278	1014.79
2019	248	263,716	1063.37
2020	Pandemic	Pandemic	Pandemic
2021	Pandemic	Pandemic	Pandemic
2022	195	159,489	817,89
2023	107	111710	1044.02

Accuracy refers to the value or self-esteem of program /policy objectives and to the strength of the assumptions that underlie these goals. The appropriateness criterion questions whether the program's objectives are appropriate for a community (Tirachini & Cats, 2020).

The implementation of the Angkutan Cerdas Sekolah (ACS) program in Ponorogo Regency must be right on target in accordance with the legal basis that applies in the implementation of transportation, namely Regulation of the Director General of Land Transportation Number: SK.967 / AJ.202 / DRJD / 2007 concerning technical guidelines organizing school transportation (Mazzarino & Rubini, 2019a). Where the target of this program is all students in Ponorogo Regency. In practice, the Angkutan Cerdas Sekolah (ACS) program is right on target, namely to transport school children in Ponorogo Regency (Palma et al., 2020). This can be seen in the image below:

Figure 2. ACS Fleet Carries Students r

Inhibiting and Supporting Factors for the Implementation of the Angkutan Cerdas Sekolah (ACS) in Ponorogo Regency

Communication

Communication is the main key so that the implementation of the Smart School Transport program can be carried out effectively and efficiently. Communication policy is process delivery of policy information from policy makers to policy implementer n. Source consistency and uniformity information conveyed between implementing organizations, facilitators and groups target will make it easy in reach objective the Angkutan Cerdas Sekolah (ACS) program in accordance Which has targeted. Communications must be clear, accurate, consistent, and coordinated among interrelated agencies. Policy communication has criteria, namely transformation and clarity.

Transformation communication own meaning that policy public must be conveyed to all stakeholders involved, namely policy implementers until group target, delivery information policy public can done in a manner direct nor No direct (Edward, 1980: 18). The criterion of clarity in communication means that it is public policy Which has transmitted to whole stakeholders Which involved can accepted with clear about substance policy public And all the information including on objective And target policy. If information about policy the public is not conveyed clearly, resulting in all parties involved No maximum, No effective And No efficient in implement policy (Palma et al., 2020).

Information transformation becomes a support in the implementation of the Angkutan Cerdas Sekolah (ACS) program. Submission of information to the program's target group is carried out directly in the form of outreach. The implementation of the socialization was carried out by the Ponorogo Regency Transportation Service in collaboration with the Ponorogo Regency Police who had carried out direct socialization to schools and students. Students as program targets are very enthusiastic and support this program because this socialization can be carried out every time a new student is accepted, so it is routine once a year. Until now the Ponorogo District Transportation Office has collaborated with 16 schools to conduct outreach to students.

Apart from transforming students, information is conveyed to rural transport drivers. Delivery of information to rural transport drivers through direct outreach. The first socialization was carried out by the Ponorogo District Transportation Office at the beginning of program implementation. Many rural transport drivers take part in this socialization program.

Clarity of information is also a supporting factor in the implementation of the ACS program, because it has been running smoothly, especially regarding the number of students, student addresses and the routes that will be passed by the ACS fleet. In this case the Ponorogo District Transportation Office has invited representatives from 16 schools every new school year to record the number of students participating in the program and determine the routes that this school transportation will take. So the routes to be traversed and the number of students taking the school bus have been determined

Resource

Source Power is factor important in implementation policy, in the absence of adequate resource support for policy only will be a document that is not embodied in an effort to provide service to society. Resources themselves have meaning as something the potential value possessed by a material or element in life that is not only physical, but also non-physical. According to Afandi & Warjio (Mazzarino & Rubini, 2019b) source Power in implementation The policy consists of several parts, namely staff resources, budget, authority, information, and facilities/equipment.

In the implementation of the Angkutan Cerdas Sekolah (ACS) program, resources become an obstacle to program implementation. This is due to inadequate budgetary resources from the Ponorogo Regency APBD funds, this has an impact on the provision of limited fleets so that they cannot serve all schools in Ponorogo Regency and has an impact on the lack of facilities for reading books in each ACS fleet. In addition, the lack of implementing resources from the Ponorogo District Transportation Office re-

sulted in hampered outreach to schools and direct supervision of ACS drivers was also hampered.

Executor's Disposition/Attitude

Attitude executor in obey procedure And support the success of the Angkutan Cerdas Sekolah Program (ACS) is urgently needed. attitude factor executor, to determine its success seen through the role of the apparatus executor in inviting and influencing the target group, ie students who will use ACS when conducting outreach, the willingness of the implementing apparatus to provide direction and supervision to implementation ACS by success, sensitivity apparatus executor in respond problem Which There is in field and know What Which be a wish target group.

The attitude of the implementer in this program is a supporter in the implementation of the Smart School Transport program. The attitude of the executor shows that liveliness officer executor socialization from Service Communications Ponorogo Regency for schools and students is carried out continuously every new school year. It's just on ACS implementation stages, especially when operating the fleet in the field attitude the implementer is the driver of the ACS fleet there are still some violate regulation, i.e. transporting public passengers. Receiving such a report, the Ponorogo Regency Transportation Service immediately summoned the driver in question and gave a warning sanction to the driver if he was found to have terminated his work contract 3 times.

Bureaucratic Structure

According to Afandi & Warjio (in Xin & Qu, 2019) bureaucracy is authority or legitimacy for para executor in implement policies that have been determined politically. This authority relates to structure bureaucracy Which attached on position institutional or individual as executor policy. Characteristics main from bureaucracy generally stated in work procedures or Standard Operating Procedures (SOP) and organizational fragmentation (Mazzarino & Rubini, 2019b).

Standard Operating Procedures (SOUP) is demands internal bureaucracy about decree time, resources and needs that must be generalized within the organization complex. Standard Operating Procedures (SOUP) will influence level disposition implementers, Because the more clear standard operational related procedure implementation, mechanism, distribution task tree, function, authority And responsibility will facilitate all parties in knowing, understanding and implementing policy in accordance with target objective, so that success implementation policy can achieved. Meanwhile, fragmentation is the distribution of responsibility to different organizations or bureaucracies that have been established by public policy. The more fragmented something bureaucracy so policy executor need coordination intensive so that No bring up distortion communication, distortion implementation And change Which No wanted like misinformation And misconceptions that lead to deviations from policy objectives (Tirachini & Cats, 2020).

In the implementation of the Angkutan Cerdas Sekolah (ACS) program, aspects of the bureaucratic structure became an obstacle. This is due to the absence of Standard Operating Procedures (SOP) that are clear and the regional regulations that oversee the implementation of this program. The implementation of the ACS program only refers to the Regulation of the Director General of Land Transportation SK.967/AJ.202/DRJD/2007 Regarding the Technical Guidelines for the Implementation of School Transportation (Mazzarino & Rubini, 2019a). In addition, each implementing member of this program does not have detailed duties and authorities.

Conclusion

Based on the results of research on evaluating the implementation of the Angkutan Cerdas Sekolah (ACS) program in Ponorogo Regency, it can be concluded that the implementation of the Smart School Transport (ACS) program is not running optimally. This can be seen in the six policy evaluation criteria according to William N.Dunn. The first aspect is effectiveness in implementation the ACS program in Ponorogo Regency is still not running effectively, because there are still many underage school children who use motorbikes and do not have a driving license (SIM). The efficiency aspect has been fulfilled because it has implemented cost and

time efficiency in program operations. The third aspect of adequacy is still not fulfilled due to the limited number of fleets and fleet capacity in transporting students. The distribution aspect is still uneven because there are still many schools that have not received program services. The responsiveness aspect has received good response and support from ACS users and parents. The last aspect of accuracy, the ACS program is right on target, namely to transport students. In the implementation of the ACS program, of course, there are inhibiting and supporting factors. The inhibiting factor for the first ACS program was resources, because human resources in the form of Department of Transportation staff were inadequate to carry out outreach and budgetary resources were also inadequate which affected the provision of fleets and the provision of program support facilities. The second inhibiting factor is the bureaucratic structure due to the absence of Standard Operating Procedures (SOP) that are clear and regional regulations that cover program implementation. While the supporting factors for the implementation of the first Angkutan Cerdas Sekolah (ACS) program, namely, communication through transmission and clarity of information have been running optimally. The second supporting factor is the attitude of the implementer that liveliness officer executor socialization from Service Communications Ponorogo Regency for schools and students is carried out continuously every new school year .

Suggestion

From the results of the research conducted, there are several suggestions for implementing the Smart School Transport (ACS) program, including:

1. In the event that " the adequacy of the ACS program is constrained by a limited budget, it is hoped that the Ponorogo Regency Government together with the Ponorogo Regency Transportation Service can immediately make efforts to increase the amount of the budget so that it can increase the number of ACS fleets and drivers in addition to adding supporting facilities to the ACS program.

2. It is necessary to increase the number of executors from the Ponorogo Regency Transportation Service so that outreach to students in all schools is not hampered and direct supervision of ACS drivers can be carried out regularly.

3. Preferably, it is necessary to prepare Standard Operating Procedures (SOP) that are clear in the implementation of the program so that the program can be controlled and its success can be measured according to the existing SOP.

4. There is a need for a more detailed explanation of the duties and responsibilities of each implementer in this Smart School Transport program.

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