



## Medan mayor regulation No. 18/2021 on delegating waste management authority to subdistrict heads in medan tuntungan environmental district

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### Abstract

This research discusses the implementation of the Policy of Delegating Partial Waste Management Authority to the Subdistrict Head in Medan Tuntungan District, Medan City, North Sumatra Province. Using descriptive methods and qualitative analysis, the research involved 18 informants and used data collection techniques through interviews, observation, and documentation. The research results show that the implementation of waste management policies in Medan City shows positive progress, but there are still several obstacles. Communication, resources, disposition, and bureaucratic structure are key aspects that need further attention to increase the effectiveness of policy implementation. Evaluation and improvement in these various aspects can make a positive contribution to achieving policy goals and community satisfaction. Medan Mayor Regulation No. 18 of 2021 concerning the delegation of authority for waste management in Medan Tuntungan District faces obstacles in communication, resource management, disposition, and bureaucratic structure. Lack of public understanding, information gaps, and effective management of human resources, budget, equipment, and authority are the main challenges. Removing bureaucracy, and incentives, understanding SOPs, and handling fragmentation of cleaning services are key factors that need to be considered in improving the implementation of these policies.

**Keywords:** Implementation; regulation of mayor; delegation of partial authority; waste management; field of benefits

### Introduction

Indonesia is a country with a large population, and every year the population density increases. Public services, in this case, the community, are increasingly being improved by the government through various policies prepared. Garbage is household waste which is a problem in every city (Aruan & Rawaty, 2020; Azmy & Amanda, 2022; Malem *et al.*, 2016) <sup>[2, 9]</sup>. Waste management in Indonesia, especially in the city of Medan, still uses the open dumping technique, where household waste is still collected and disposed of in one place called the final waste disposal site (TPA). Therefore, waste management in Medan City still has obstacles and is a problem, especially in Medan Tuntungan District. The limited fleet and personnel of cleaning staff owned by the Medan City Government is an obstacle faced by the Medan City Government, especially the Medan Tuntungan District, in overcoming the cleanliness problems faced, as well as cleanliness supervision which is still handled by the previous Medan City Cleaning and Parks Service (which has now changed its nomenclature to Medan City Environmental Service) has not been optimal, because the regional leaders are the respective sub-districts and sub-districts.

Regarding the problems faced, the Medan City Government through the Medan City Regional Representative Council prepared, discussed, and issued a law and a form of regional regulation, namely the Medan Mayor's Regulation Number 18 of 2021 concerning the Delegation of Part of the Authority for Waste Management to the Subdistrict Head within the Medan City Government, to be able to overcome the problems faced in terms of monitoring waste transportation in Medan City. The Medan City Government hopes that by drafting and publishing this regulation, supervision of waste management and handling of hygiene problems can be quickly resolved and handled because supervision will be closer to the District Head.

If we discuss the waste problem in Medan City, the problems faced are endless. For 2023, Medan Tuntungan District produces approximately 40 tons of waste every day, while the amount of waste served and entered into the daily waste weighing data. The Medan Tuntungan District Fleet handles waste transportation services with a total tonnage of 36.3 tons every day, meaning as much as 3.7 tonnes of this waste becomes illegal rubbish, which is thrown away after the entire waste transport fleet has finished its duties. 3.7 tonnes of this rubbish is thrown into the river, and scattered on the road, and ultimately additional costs and time are spent to overcome this problem.

The Medan City Government together with the North Sumatra Provincial Government are discussing how to change waste management, especially in Medan City, from the previous waste management to management that can provide more useful benefits (Elamin *et al.*, 2018; Nainggolan, 2023; Pratiwi, 2019) <sup>[6, 12, 14]</sup>. This means that the waste/garbage can be processed into materials that are more useful for people's lives.

Waste management carried out in Medan Tuntungan District has not been carried out optimally, because all residents/households in Medan Tuntungan District have not been served (Fadhilah, 2021; Nainggolan, 2023) <sup>[7, 12]</sup>. Until now, the waste transportation services carried out in Medan Tuntungan District have not been fully served. Until now, the waste transportation carried out is still focused or prioritized on protocol roads only, however, many residents/households who are in alleys or interior areas of Medan Tuntungan District still do not receive services, which can be caused by many reasons. One of them is that the authority that previously belonged to the Medan City Cleaning and Parks Service, which has now changed its nomenclature to the Medan City Environmental Service, has not been fully granted. One of them is the Procurement of a Cleaning Fleet, procurement of several Cleaning Personnel, and others.

Regarding Cleaning Services in Medan Tuntungan District, the government must provide public services as proof that Public Services, especially in the field of cleaning services, are very important to implement. Policy implementation is a political and administrative process, where the new policy implementation process can run in a bureaucratic order when the goals and targets that were originally general have been detailed, then activity programs have been designed and funds have been allocated. (Grindle, 2017) <sup>[8]</sup>. Policies must be implemented optimally to have an impact. However, policy implementation does not rule out the possibility of differences in the benefits felt by the specified target groups.

Regarding the implementation of Medan Mayor Regulation Number 18 of 2021 concerning the Delegation of Part of the Authority for Waste Management to the Subdistrict Head within the Medan City Government, Medan Tuntungan District, Medan City, has a population of 96,944 people, consisting of 9 sub-districts and 75 wards. If we compare the number of residents with the number of residents served by Cleaning Officers (as evidenced by the number of WRS published), then there are still many residents who have not been served with cleaning services by the Cleaning Service Officers. For 2023, Medan Tuntungan District produces approximately 40 tons of waste every day, while what is served and included in the daily waste weighing data is that the Medan Tuntungan District Fleet handles waste transportation services with a total tonnage of 36.3 tons every day. Of course, the Medan City Government must provide cleanliness services in the Medan City area through the Medan City Environmental Service, Subdistricts, and Villages within the Medan City Government.

Previous studies that served as references for this research include several journals related to waste management. First, Lukman Usman, analyzing waste management in Gorontalo, highlighted the need for additional transportation facilities until 2015 (Usman, 2017) <sup>[16]</sup>. Second, Rohani Budi Prihatin (2020) discusses waste management in the cities of Cirebon and Surakarta, showing the 3P pattern without a focus on better processing (Prihatin, 2020) <sup>[15]</sup>. Third, Moh. Daud Marabessy researched the implementation of waste management policies in Ambon City, highlighting the suboptimal aspect of resources (Marabessy & Rumodar, 2022) <sup>[10]</sup>. Finally, Muhammad Zamzami Elamin (2018) <sup>[6]</sup> analyzed waste management in Disanah Village, Sampang, showing that the system was not yet good due to residents' behavior and lack of facilities (Elamin *et al.*, 2018) <sup>[6]</sup>.

Overall, these studies illustrate that waste management still faces challenges, including infrastructure constraints, lack of public awareness, and the need for policy improvements to achieve more effective and sustainable waste management.

From the background mentioned above, this research aims at two main things. First, this research aims to explore and understand the implementation of Medan Mayor Regulation Policy Number 18 of 2021 concerning the delegation of part of the authority for waste management to sub-district heads within the Medan City Government, North Sumatra Province. Thus, this research will explore in depth how these policies are implemented and implemented in the local government context. Second, this research also aims to identify and analyze factors that can influence the implementation of this policy. These factors include various aspects, such as policies, resources, and environmental dynamics, which can provide further understanding of the

obstacles and opportunities in implementing waste management policies involving the role of the sub-district head. With this aim, the research is expected to contribute to a more comprehensive understanding of the implementation of waste management policies within the Medan City government.

### Research Methodology

This research aims to gain a comprehensive understanding of the Implementation of Medan Mayor Regulation Policy Number 18 of 2021 concerning the Delegation of Partial Waste Management Authority to Subdistrict Heads within the Medan City Government, North Sumatra Province. The research method that will be used is a descriptive method with qualitative analysis. This type of research aims to provide a clear picture through research reports, with a focus on the data analysis process. Data analysis was carried out using a qualitative approach, including direct interviews with sources, observations, and descriptions of the state of the research object based on observed facts (Bah *et al.*, 2020b, 2020a) <sup>[4, 5]</sup>. This research adapts this view (Arikunto, 2018) <sup>[1]</sup> about descriptive research and (Moleong, 2018) <sup>[11]</sup> regarding qualitative research, to gain an in-depth understanding of the attitudes, views, and behavior of individuals and groups related to the implementation of waste management policies within the Medan City government. This approach is directed at understanding individual backgrounds and applying descriptive methods to provide a complex picture of reality, emphasizing coordination in improving development planning.

In determining the informants in this research are people who are considered to have key information (key informants) needed at the research location based on existing data requirements, the researcher determines who will be the informants in this research are the Key Informant: Subdistrict Head, Main Informant: Subdistrict Secretary, Additional informants: Section Head, Field Coordinator, Staff and, 5 members of the public.

This research collects data using two types of data, namely primary data and secondary data. Primary data was obtained through interview techniques, observation, and documentation directly from the field. Meanwhile, secondary data is obtained from literature or documents. The main focus of the research is on primary data sources, which are explained through observation methods, structured interviews, and documentation studies. The use of participant observation techniques was chosen because it allows researchers to observe directly, record behavior, and understand complex situations. Structured interviews are used with questions that have been prepared previously but can be adapted to the informant's circumstances. Documentation studies involve collecting data from written documents, either from Medan Tuntungan District or previous research. With this combination of techniques, the research aims to provide an in-depth and comprehensive picture of the implementation of Medan Mayor Regulation Policy Number 18 of 2021.

The data analysis technique used in this research is descriptive analysis, especially for qualitative data obtained from interviews. An inductive approach was used to process qualitative data to conclude the Implementation of Medan Mayor Regulation Policy Number 18 of 2021 concerning the Delegation of Partial Waste Management Authority to

Subdistrict Heads within the Medan City Government, North Sumatra Province. The data analysis process consists of four stages. First, data collection is carried out by searching for relevant information in the field. Second, data reduction is carried out by summarizing and selecting the main things and looking for patterns or themes that emerge. The third stage is data presentation, where data is arranged systematically through narrative text, matrices, graphs, or charts to facilitate understanding. Finally, conclusions are drawn by analyzing the data that has been collected, looking for emerging themes, and continuing to verify throughout the research process, especially regarding technical difficulties and the quality of human resources.

## Research Results and Discussion

### Implementation of Medan Mayor Regulation Policy Number 18 of 2021 concerning the Delegation of Partial Waste Management Authority to Subdistrict Heads within the Medan City Government, North Sumatra Province

#### 1. Communication

Communication plays a central role in the implementation of public policy, being a determining factor in the success of achieving policy goals. Edward III emphasized that effective and efficient implementation requires understanding and information that can only be obtained through good communication (Nugroho, 2023) <sup>[13]</sup>. In the context of implementing the Medan Mayor's Regulation Policy Number 18 of 2021 concerning the Delegation of Partial Waste Management Authority to Subdistrict Heads within the Medan City Government, North Sumatra Province, communication includes transmission, clarity and consistency.

##### a. Transmission

The implementation of the policy of delegating authority for waste management in Medan City is going well according to the sub-district head and related officials. The community provided input regarding waste transportation in alleys that were not optimal, piles of rubbish at Melati Market, and the performance of the waste transport fleet. Some residents want to increase the frequency of waste transportation. The evaluation shows that implementation has made positive progress, but needs improvement for sustainability and community satisfaction.

##### b. Clarity

Socialization of the policy on delegating authority for waste management in Medan City is going well according to related parties, including the sub-district head and staff. However, the community expressed a lack of success in socializing and understanding the regional regulations governing waste management. Despite maximum efforts made by related parties, the level of public awareness and concern regarding environmental cleanliness is still low. There is a need to increase the quality and intensity of socialization as well as more effective communication strategies to ensure understanding and active participation of the community.

##### c. Consistency

Consistent and clear orders are crucial for effective communication in policy implementation. In Medan, understanding and implementing regional regulations on

waste management are consistent among some individuals, but others lack consistency due to insufficient outreach and explanation. Despite efforts to socialize the regulations, some communities have not received direct information. Strengthening strategies for equitable socialization across society levels is necessary to enhance understanding and implementation consistency. Communication regarding Medan Mayor Regulation Policy Number 18 of 2021 on waste management authority delegation is currently suboptimal. Many people are unaware of this regulation due to limited promotion in strategic locations and inadequate social media outreach. This deficiency affects janitorial services, highlighting the need for enhanced public communication strategies to ensure successful policy implementation.

## 2. Resource

Resources are one of the factors that influence the success of an implementation, if the implementer lacks resources to implement the policy it will not run effectively. Resources that can support policy implementation can be tangible, such as human resources, budget resources, equipment resources, information resources, and authority. (Nugroho, 2023) <sup>[13]</sup>.

### a. Human Resources

Human resources (HR) have a crucial role in the successful implementation of policies in Medan Tuntungan District. According to the leadership and related staff, the human resources involved in implementing the policy are considered satisfactory, with the implementation of patrols and field sweeps going well. However, interviews with the community revealed inconsistencies and a lack of socialization, which resulted in some communities not fully understanding and engaging in the policy. Therefore, it is necessary to increase consistency and outreach to the community to optimize policy implementation.

### b. Budget Resources

Budget resources are critical for implementation once human resources are available. Limited budgets can constrain the quality of public services provided to the community. When budgets are insufficient, actors may exhibit low commitment, and there might even be goal displacement as they prioritize achieving certain targets over others. In the case of Medan Tuntungan District, the budget for cleaning support equipment is managed and supervised by the Medan City Environmental Service.

Interviews reveal significant shortcomings in budget resources, particularly for cleaning support equipment, according to various district officials. Additionally, interviewees admitted a lack of awareness regarding budget resources. These budget limitations can detrimentally impact service quality and hinder the achievement of predetermined goals.

### c. Equipment Resources

According to Edward III, equipment resources are crucial for the success or failure of policy implementation. These resources encompass buildings, land, and facilities, all of which facilitate service provision in policy execution. Interviews suggest that Medan Tuntungan District in Medan City, North Sumatra Province, faces challenges due to limited equipment resources for waste management. Despite having a fleet of 12 waste trucks, including Arm Roll

Trucks, Typer Trucks, and Convector Trucks, as well as 15 pedicabs, as reported by various district officials, there are still insufficient resources to meet the extensive area requirements. Although efforts are made to maximize existing equipment, the limited number of fleet and personnel remains a hindrance. Furthermore, several residents have voiced complaints about the inefficiency of waste collection officers in fulfilling their duties.

#### **d. Authority Resources**

The implementation authority of the Waste Disposal Policy in Medan City is under discussion, with differing opinions. While some argue for the need for further regulation, others, particularly those at the sub-district level, believe the authority is already adequately organized. However, there is still a lack of clarity among some individuals regarding the authority for policy implementation.

Observations and interviews indicate that the Population and Civil Registration Service in Medan Tuntungan District faces resource shortages, particularly in terms of human resources, budget, and cleaning equipment. There is a deficiency in waste transport fleets, and the procurement budget relies on grants from the Medan City Environmental Service. The diverse roles of cleaners exacerbate resource constraints, posing challenges to effective policy implementation. Therefore, increased attention to resource augmentation is necessary to ensure the smooth execution of hygiene policies in Medan Tuntungan District.

#### **3. Disposition**

Disposition is the character or characteristic possessed by policy implementers. These dispositions include commitment, honesty, and democratic nature (Nugroho, 2023) <sup>[13]</sup>. If the policy implementer has good characteristics or character, then he will implement the policy well by the policy maker's goals and desires. Disposition on Medan Tuntungan District, Medan City, North Sumatra Province includes bureaucratic appointments and incentives.

##### **a. Bureaucratic Appointments**

Knowledge has an important role in implementing policy implementation. Bureaucratic appointments, especially ASN in Medan Tuntungan District, are regulated by the Mayor of Medan and require approval from the Minister of Home Affairs. This process is carried out regularly, involving officers appointed to carry out tasks according to their respective regional routes. The appointment of honorary staff is in the hands of the Medan City Regional Secretary with the coordination of the Medan Tuntungan District Head. Even though the appointment process is considered regular by the Head of the Subdistrict Facilities and Infrastructure Section, some residents do not know the information regarding the process.

##### **b. Incentive**

In Medan Tuntungan District, incentives are recognized as a potential tool to influence the attitudes of policy implementers. However, interviews reveal that currently, there are no incentives provided to officials and staff in the sub-district. This lack of concrete steps regarding incentives is evident, with some community members unaware of any existing incentives for policy implementers.

Despite this, the disposition of cleaning services in Medan Tuntungan District appears to be relatively successful.

Bureaucratic appointments and personnel selection align with relevant laws and regulations, emphasizing the importance of dedicated individuals who prioritize societal interests. Nevertheless, there are no specific incentives provided for cleaning services, despite their potential to impact policy implementers' attitudes positively.

#### **4. Bureaucratic Structure**

Bureaucracy is one of the institutions that most often carry out activities as a whole (Nugroho, 2023) <sup>[13]</sup>. Bureaucratic structure in Cleaning Services in Medan Tuntungan District, Medan City, North Sumatra Province includes Service Operational Standards (SOP) and Fragmentation.

##### **a. Service Operational Standards (SOP)**

Service Operational Standards (SOP) in Medan Tuntungan District, North Sumatra, have been prepared to address complex internal organizational needs. This SOP is used to overcome common situations in the public and private sectors. The results of the interview show that the SOP is carried out every day and is by the main duties and functions of the appointed ASN, as expressed by the Head of the District, Secretary, Head of the Facilities and Infrastructure Section, Field Coordinator, and District Staff. People from various sub-districts in Medan Tuntungan District also gave positive responses, stating that cleaning services were carried out by the established SOPs.

##### **b. Fragmentation**

Fragmentation in Cleaning Services in Medan Tuntungan District, North Sumatra, involves tasks tailored to the district's cleaning needs. Despite the fragmented responsibilities, interviews indicate that task implementation is generally successful with operator assistance. Statements from sub-district officials and operators confirm the effective execution of cleaning services, although some residents are unaware of these duties.

However, the implementation of cleaning service policy in Medan Tuntungan District reveals shortcomings in bureaucratic structure. Insufficient operators and damaged fleet lead to delays in Standard Operating Procedure (SOP) implementation, sometimes exceeding 3 days. This highlights coordination challenges and policy execution hurdles. Effective policy implementation requires bureaucratic structure to facilitate coordination, necessitating cooperation and resource management for optimal outcomes. Changes in bureaucracy can impact individuals and the system, underscoring the need for careful consideration to enhance policy effectiveness.

#### **Factors influencing Medan Mayor Regulation Number 18 of 2021 concerning the Delegation of Part of the Authority for Waste Management to Subdistrict Heads in the Medan City Environment, North Sumatra Province (Case Study of Medan Tuntungan District)**

##### **1. Communication**

Communication distortion can occur due to the length of the information chain which can result in information bias. The problem of capturing information is also caused by the perception and inability of implementers to understand the requirements of a policy.

##### **a. Transmission**

Factors such as knowledge, development, perception, and environment influence the implementation of cleaning

service policies in Medan Tuntungan District. Many people are not aware of the importance of cleaning services, and interview results show that understanding of these policies is influenced by these factors. Therefore, efforts need to be made to increase public knowledge and understanding regarding cleaning service policies.

Factors that influence the clarity of communication in implementing hygiene service policies in Medan Tuntungan District include gender, physical condition, emotions, and knowledge of implementers (ASN and honorary staff). Even though District Staff feel that communication is clear to the community, some residents still do not understand cleaning services. Therefore, efforts need to be made to increase the clarity of communication and public understanding regarding cleaning service policies.

### **b. Consistency**

Knowledge, development, perception, and gender factors influence the consistency of communication in implementing hygiene service policies in Medan Tuntungan District. The results of interviews with high-ranking officials show that these factors have a significant impact. Although human resources and budgets are considered influential by District Staff, differences in perception with the community indicate a lack of understanding regarding cleaning service policies. Policy complexity, lack of consensus on goals, problems in initiating new policies, and a tendency to avoid policy accountability can lead to unclear information. Therefore, efforts are needed to build effective communication channels to increase understanding and consistency of communication between policy implementers and the public.

## **2. Resource**

### **a. Human Resources**

Factors that influence Human Resources (HR) in implementing Cleaning service policies in Medan Tuntungan District include knowledge, work discipline, infrastructure, age, gender, and budget. Knowledge, work discipline, and budget availability are the main factors that influence HR performance. Meanwhile, factors that influence budget resources in this policy include the Medan City Environmental Service APBD and the Medan Tuntungan District APBD, where the Medan City APBD is the main factor influencing budget allocation. The community's ignorance regarding regional budgets and APBD reflects their low understanding of budget resources in the context of hygiene service policies.

### **b. Equipment Resources**

Factors that influence equipment resources in implementing cleaning service policies in Medan Tuntungan District, North Sumatra, include budget, knowledge, responsibility, and authority. The interview results show that budget, knowledge, responsibility, and authority are key factors that influence equipment resources in the context of the policy. Interviews with the community showed varying understanding regarding the budget, reflecting different levels of community awareness and knowledge regarding budget resources and equipment in implementing hygiene policies in their area.

### **c. Authority Resources**

Authority resources in implementing cleaning service policies in Medan Tuntungan District, North Sumatra, are

influenced by leadership, knowledge, work discipline, and responsibility. The interview results show that these factors influence authority resources at the policy-implementing level. The sub-district head has an important role in giving orders by the specified main duties and functions, as reflected in interviews with the community. The implementation of the Child Identity Card (KIA) service policy in Kotapinang and Medan Tuntungan Districts is also influenced by factors such as leadership, education, knowledge, work discipline, and budget. Low budget constraints and limited equipment facilities can hamper policy implementation and make it difficult to obtain accurate information. Information resources and authority are also important aspects of policy implementation.

## **3. Disposition**

Factors that influence the disposition of the Cleaning Service Policy in Medan Tuntungan District, Medan City, North Sumatra Province include bureaucratic appointments and incentives.

### **a. Bureaucratic Appointments**

Bureaucratic appointments are influenced by work discipline, gender, leadership, and knowledge factors. ASN employees are appointed by the Mayor with approval from the Ministry of Home Affairs, while honorary staff are appointed by the Regional Secretary of Medan City. The results of interviews with various parties, including the Head of the District, the Secretary of the District, the Head of the Facilities and Infrastructure Section, the Field Coordinator, and the District Staff, show that these factors are taken into consideration in appointing the bureaucracy. However, from interviews with people such as Saut Edi Saragi, Ony Ginting, Darlis, Teruna Irawan, and Fitriah Sinuraya, it appears that some of them did not understand the appointment process. The public generally expressed a lack of understanding regarding the mechanism for appointing bureaucracy in Medan Tuntungan District.

### **b. Incentive**

Incentives in Medan Tuntungan District are influenced by discipline, leadership, knowledge, and work experience. Even though it is not budgeted, the daily allowance for mobile services is adjusted to service activities. Interviews show that these factors influence incentive policies, but some people are not aware of these incentives. The disposition of District Population and Civil Registration Service employees involves discipline, leadership, experience, and knowledge. Bureaucratic appointments are within the rules for individuals who are dedicated to policy and can influence implementation. The attitude of policy implementers influences results, especially if the policy is top-down. Even without an incentive budget, reimbursement with mobile service per diems reflects a motivational strategy, influencing the actions of policy implementers. Manipulation of incentives by policymakers reflects the dynamics of personal or organizational interests.

## **4. Bureaucratic Structure**

### **a. Service Operational Standards (SOP)**

Factors that influence the implementation of SOPs in cleaning service policies in Medan Tuntungan District include performance, leadership, work speed, knowledge, and work discipline. According to related parties, including

District Heads, Secretaries, and others, these factors greatly determine the success of SOP implementation. Even though the SOP is carried out by the main duties of ASN and cleaning officers, some people still have limited knowledge about this, indicating that there is an information gap between the relevant parties and the community regarding cleaning service policies.

### b. Fragmentation

The factors that influence the fragmentation of cleaning services in Medan Tuntungan District involve work discipline, work speed, performance, and knowledge. According to relevant officials, cleaning services are running well but need to be improved in quality. Even though the division of tasks is considered good, people still have limited knowledge. There is an information gap between related parties and the community regarding the implementation of cleaning services. Observations and interviews show that the factors that influence bureaucratic structure and fragmentation involve education, performance, work discipline, and the speed of work of implementers. The success of cleaning services is highly dependent on the clarity of the SOP and the fragmentation that has been determined, although disruption to the network can affect the implementation of the SOP. Understanding bureaucratic structures is a key factor in reviewing the implementation of public policies, while fragmentation requires a high level of coordination to prevent ineffectiveness and obstacles in these policies.

### Conclusion

The implementation of waste management policies in Medan City shows positive progress, but there are still challenges that need to be overcome. The main improvement focus involves improving communications with more effective outreach strategies to ensure community understanding and participation. Strengthening human resources, budget and equipment is also the key to smooth policy implementation. Disposition aspects, including bureaucratic appointments and incentives, require special attention with aspects of transparency and appropriate motivation. Finally, further attention to bureaucratic structures can improve coordination in the implementation of cleaning service policies. Continuous evaluation and commitment to improvement are the keys to achieving policy goals and increasing public satisfaction with environmental cleanliness.

Medan Mayor Regulation Number 18 of 2021 concerning the delegation of authority for waste management in Medan Tuntungan District faces several challenges involving aspects of communication, resources, disposition, and bureaucratic structure. Distortion of communication, lack of public understanding, and information gaps between relevant parties and the public are obstacles to policy implementation. Human resources, budget, equipment, and authority need to be managed well to ensure policy success. Employee disposition, especially through bureaucratic appointments and incentives, as well as public understanding of the process, also influences performance. In addition, community understanding and involvement in service operational standards (SOP) and efforts to overcome fragmentation in cleaning services are the keys to increasing the effectiveness of bureaucratic structures and overall policy implementation.

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