

Adopting the 5P Framework to Enhance Revitalization Policy Lessons from Cihampelas Terrace as a Public Space

^a Ira Irawati; ^b David Ashari; ^c Yoh. Sandriano; ^d Ristia Mareta; ^e Sherin Evangelistha; ^f Angga Firmansyah; ^g Saiful Rizal

^a Department of Public Administration, Universitas Padjadjaran, Bandung, West Java, Indonesia; ^{b,c,d,e,f,g} Public Policy Study Program, Universitas Padjadjaran, Bandung, West Java, Indonesia

ABSTRAK

Penelitian ini bertujuan untuk melakukan analisis kebijakan retrospektif (*ex post*) dengan menggunakan pendekatan evaluasi formatif. Penelitian ini mengidentifikasi tantangan implementasi dalam kebijakan revitalisasi Teras Cihampelas dan mengevaluasi efektivitasnya. Dengan menggunakan kerangka kerja 5P (*prinsip, tempat, orang, proses, dan praktik*), studi ini meneliti isu-isu seperti lokasi yang tidak nyaman, aksesibilitas yang buruk bagi penyandang disabilitas dan lansia, dan penurunan omzet PKL sebesar 60% setelah relokasi. Pendekatan metode campuran dengan desain sekuensial eksplanatori digunakan. Data dikumpulkan melalui kuesioner yang dibagikan kepada pengunjung dan pedagang kaki lima serta wawancara mendalam dengan para pemangku kepentingan. Temuan menunjukkan adanya kesenjangan yang signifikan antara tujuan dan implementasi kebijakan. Hanya 32% responden yang merasa dilibatkan dalam proses tersebut, sementara 51% melaporkan kurangnya mekanisme partisipasi. Selain itu, 42% menilai fasilitas umum tidak memadai, dengan alasan lift yang tidak berfungsi dan kebersihan yang buruk. Untuk mengatasi masalah-masalah ini, studi ini merekomendasikan Kerangka Kerja Kebijakan Kolaboratif Terpadu, yang menggabungkan konsultasi publik hibrida, platform transparansi digital, dan prinsip-prinsip desain universal. Dengan memanfaatkan analisis berbasis data dan dasbor risiko interaktif, kerangka kerja ini bertujuan untuk meningkatkan keterlibatan masyarakat, adaptasi kebijakan, dan daya tanggap operasional, serta memastikan ruang publik yang berkelanjutan dan inklusif seperti Teras Cihampelas.

ABSTRACT

This research aims to conduct a retrospective (*ex post*) policy analysis using a formative evaluation approach. This study identifies implementation challenges in the Cihampelas Terrace revitalization policy and evaluates its effectiveness. Using the 5P framework (*principles, places, people, processes, and practices*), the study examined issues such as inconvenient location, poor accessibility for people with disabilities and the elderly, and a 60% decrease in street vendors' turnover after relocation. A mixed methods approach with an explanatory sequential design was used. Data were collected through questionnaires distributed to visitors and street vendors and in-depth interviews with stakeholders. Findings showed a significant gap between policy objectives and implementation. Only 32% of respondents felt involved in the process, while 51% reported a lack of participation mechanisms. In addition, 42% rated the public facilities as inadequate, citing non-functioning elevators and poor hygiene. To address these issues, the study recommends an Integrated Collaborative Policy Framework, which combines hybrid public consultation, digital transparency platforms, and universal design principles. By utilizing data-driven analysis and interactive risk dashboards, the framework aims to improve community engagement, policy adaptation, and operational responsiveness, and ensure sustainable and inclusive public spaces like the Cihampelas Terrace.

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INTRODUCTION

Bandung as one of the big cities in Indonesia experiences various challenges in managing public spaces amidst rapid urbanization (Syaodih, 2019). Cihampelas terrace is one of the city government's initiatives to overcome congestion, organize street vendor areas (PKL), and increase social interaction through the revitalization of public spaces (Panjaitan et al., 2022). This policy is expected to create a more organized, friendly, and inclusive city environment, in accordance with the ideal goals of public policy that prioritizes the social and economic welfare of the community (Simarmata et al., 2021).

However, the success of public space revitalization policies depends not only on infrastructure planning, but also on the effectiveness of governance and policy innovations implemented (Hayat, 2024). In the context of modern public management, New Public Service (NPS)-based reforms emphasize the importance of active community involvement in every stage of decision-making to make policies more effective and sustainable (Wicaksono, 2019). In addition, a decentralized approach to managing public space can increase transparency and accountability in policy implementation, allowing local governments to respond more flexibly to social and economic dynamics (Undang et al., 2023). Therefore, an evaluation of the implementation of the Cihampelas Terrace policy is crucial to ascertain whether the principles of good governance have been optimally implemented.

To better understand the problems faced by Teras Cihampelas, researchers conducted initial observations and interviews. Field findings showed that, although new infrastructure had been built, various problems emerged, such as a decrease in the number of visitors, suboptimal management of facilities, and limited community participation in the planning and decision-making process. This gap shows a significant difference between the policy vision and the reality of implementation on the ground, where some street vendors feel they are not well accommodated and the existing facilities do not meet expectations. These issues highlight the urgent need to address policy gaps in accessibility, public engagement, and economic sustainability.

There are challenges in managing public participation and the policy implementation process is a major concern in this evaluation. Suboptimal public participation can result in low shared ownership of the policy, while the unstructured implementation process causes inconsistencies in facility management (DeGroff & Cargo, 2009; Innes & Booher, 2005). This minimal involvement raises the urgency to conduct a comprehensive evaluation of all policy elements, especially on the policy planning side (Irvin & Stansbury, 2004).

In the context of public policy, participatory theory emphasizes that involving multiple stakeholders in the decision-making process can result in policies that are more inclusive and acceptable to the public. This approach encourages active community involvement, open dialogue, and collaboration between government, citizens, and civil society organizations (Blomkamp, 2022). Policy implementation based on participatory principles tends to have higher legitimacy and greater effectiveness because the resulting decisions directly reflect the requires and aspirations of the community (Blomkamp, 2022; Simarmata et al., 2021).

We collected data through a Scopus-based search focusing on public policy revitalization studies and found that research with the theme of public space revitalization and also 5P systemic design, especially related to the Cihampelas terrace, has not been widely discussed in international journals with the Scopus database. While from the Google Scholar (GS) database, several previous studies were obtained including the Evaluation of the Relocation Program for the Arrangement and Development of Street Vendors in Teras Cihampelas, Bandung City using

William N. Dunn's Public Policy Evaluation Theory (Kania Tasya, 2022), evaluation of Placemaking at Teras Cihampelas (Astutik, 2024), as well as the evaluation and improvement of Skywalk Management as a Tourist Destination (Case Study: Cihampelas Area, Bandung City, West Java) (Namira et al., 2022). These results confirm that research related to public space revitalization policies based on systemic design 5P, especially in urban areas such as Teras Cihampelas, is still very limited.

This study identified that the main problem in the formulation of the Teras Cihampelas policy lies in the low level of community involvement and the weak structured planning process. The community, including street vendors (PKL) as one of the groups directly affected, were not involved enough in the early stages of policy planning. As a result, their needs and aspirations were not fully accommodated in the draft policy that was implemented. This caused resistance from most street vendors and contributed to the low effectiveness of the policy in the field. The policy formulation process also showed weaknesses in coordination between stakeholders, resulting in inconsistencies between the policy vision and its implementation. The decision-making mechanism was not transparent and did not involve cross-sector dialogue, resulting in policies that were unable to address issues of accessibility, visitor comfort, and a significant decrease in street vendor turnover after relocation. This inconsistency shows that the policy formulation stage does not reflect a collaborative approach and is based on local needs, so it has the potential to lose legitimacy and community support (Blomkamp, 2022).

Initial observations based on data in the previous statement indicate that, the formulation of the Teras Cihampelas revitalization policy faces significant challenges in ensuring optimal community involvement and a well-coordinated planning process. The limitations in involving key actors, such as local communities and street vendors, reflect the gap in integrating local needs into the policy. The non-transparent planning process and less dialogue between stakeholders have intensified the mismatch between the policy vision and the reality of implementation on the ground. Analysis based on the 5P framework will be used to review the extent to which this policy has considered the principles of inclusiveness, strategic location, meaningful community involvement, structured formulation process, and best practices in its implementation. This approach allows for the identification of areas that need to be improved to produce a more responsive, adaptive, and sustainable public space policy (Blomkamp, 2022). This study focuses on a multidimensional understanding of the challenges of policy formulation and offers recommendations based on local needs for a better future.

To achieve this, this study conducted a retrospective (ex post) policy analysis using a formative evaluation approach, as described by Dunn, (2003) The focus was to identify issues that arose during the implementation of the Cihampelas Terrace revitalization policy, assess whether the policy achieved its objectives, and evaluate its impact on key stakeholders, especially visitors and street vendors (PKL). Using the 5P framework (principles, places, people, processes, and practices), this research examines key issues such as limited public participation, poor accessibility for people with disabilities and the elderly, and a decrease in street vendors' turnover after relocation. It also explores the gap between policy planning and implementation, highlighting weak inter-agency coordination and the absence of inclusive participation mechanisms.

This research fills the gap in 5P research by selecting case studies that are not only about participatory policymaking but also explore other collaborative approaches to system change. Previous studies have focused more on participation without addressing the broader governance and implementation challenges that affect policy outcomes. The case of Teras Cihampelas provides an opportunity to examine how public space revitalization policies engage

multiple stakeholders, integrate participatory decision-making, and adapt to local socio-economic dynamics. As previous studies have shown, further research should consider how public engagement can be expanded within a systemic policy design framework.

This study focuses on: a) Analyzing the application of policy principles (principles), including the integration of vision, mission, and objectives in each stage of formulation, so that policies reflect the needs of the community and local stakeholders. b) Analyzing physical aspects and location (place) related to the management and utilization of Teras Cihampelas to ensure that the designed infrastructure is able to support the needs of visitors and street vendors, while minimizing accessibility barriers. c) Analyzing the involvement of key actors (people), such as the community, street vendors, and other stakeholders, to ensure meaningful participation in the policy formulation process. d) Analyzing the policy formulation process, including coordination between institutions, decision-making mechanisms, and transparency in each planning stage. e) Analyzing best practices and constraints that arise during policy formulation, with the aim of formulating more effective recommendations for the development of public space policies in the future.

This study provided theoretical contributions by enriching the literature on public policy evaluation based on the 5P systemic design. Specifically, this study will highlight how each element plays a role in the successful implementation of public space policies in developing cities such as Bandung. By combining theoretical and empirical approaches, this study was expected to bridge the gap between theory and practice, as well as enrich the understanding of the dynamics of participatory public policy. On the other hand, the practical contribution of this study is useful for policy makers, city planners, and related parties in designing more responsive and evidence-based policies. The results of this study are expected to inform policy improvement efforts with recommendations that emphasize increasing community participation, strengthening structured implementation processes, and more sustainable facility management. Thus, this study not only functions as a policy evaluation but also as a guide for future policy improvements.

Literature Review

5P Concept and Framework in Policy Formulation

The 5P systemic design framework (principles, place, people, process, practice) is becoming an increasingly relevant approach in formulating public policies that are oriented towards context-based solutions. This approach emphasizes multidimensional analysis to address the challenges of policy formulation, especially in the revitalization of public spaces. Each element in the 5P framework offers diverse perspectives to ensure that policies are not only responsive but also inclusive of the needs of local communities and other stakeholders (Blomkamp, 2022).

The principles dimension serves as a basis for ensuring that the vision, mission, and objectives of the policy are well integrated in each stage of formulation. Failure to define policy principles can lead to disagreements among stakeholders, as reflected in the Teras Cihampelas revitalization policy (Blomkamp, 2022). Policy visions that are not clearly communicated result in resistance from street vendors and a decrease in policy legitimacy in the eyes of the community. Thus, this dimension emphasizes the importance of policy formulation based on a shared vision to encourage collective ownership.

The place dimension emphasizes the importance of spatial aspects in supporting policy objectives. Strategic location and supporting infrastructure quality are key elements in

creating inclusive public spaces (Blomkamp, 2022). In the case of Teras Cihampelas, accessibility barriers, such as designs that are not friendly to vulnerable groups, indicate a lack of needs-based planning. In the formulation of new policies, focusing on integrating designs that support universal access is a top priority.

The people dimension highlights the importance of active community participation in the policy formulation process. An approach that directly involves the community can increase the legitimacy of policies and ensure the sustainability of their implementation (Blomkamp, 2022). The lack of community involvement in the formulation of Teras Cihampelas policies is one of the main causes of problems, such as the lack of response to the needs of street vendors and visitors. Participatory-based policy formulation is expected to strengthen the relationship between the government and the community, while creating more relevant solutions. The process dimension pays attention to the importance of a transparent and structured decision-making process (Blomkamp, 2022). The lack of clarity in inter-agency coordination and weak cross-sector dialogue in the Teras Cihampelas policy indicate weaknesses in the planning stage. The new policy formulation approach required to strengthen this aspect by prioritizing transparency and collaborative decision-making mechanisms. The practice dimension focuses on learning from previous implementation experiences to ensure that new policies are able to adapt to needs in the field (Blomkamp, 2022). Evaluation of previous practices, such as facility management and interaction patterns in Teras Cihampelas, is an essential basis for designing more effective and adaptive policies. By using the 5P framework, the formulation of Teras Cihampelas revitalization policies can be directed to address the challenges of community participation, accessibility, and coordination between stakeholders. This approach not only provides a conceptual framework, but also operational guidance in designing public space policies that are more inclusive, sustainable, and based on local needs (Blomkamp, 2022).

Studies on public space revitalization and the application of the systemic design framework in public policy have shown a number of significant findings that are relevant to the context of this research. Previous studies on public space revitalization highlighted major challenges in facility management, inclusive space design, and community participation. Lack of accessibility and poor navigation are barriers for visitors, especially vulnerable groups. In addition, the implementation of the placemaking concept that involves the community has been shown to increase policy acceptance of public spaces, although optimizing community involvement is still a challenge that needs to be overcome (Astutik, 2024; Namira et al., 2022).

In the context of the 5P framework, the systemic design approach in public policy helps build human-centered understanding, encourages innovation, and creates active stakeholder engagement (Blomkamp, 2022). Challenges in implementing the systemic design approach are the lack of support from senior policymakers and limited technical expertise. However, systemic design also enables better cross-sector collaboration in addressing complex social issues, including the revitalization of public spaces (Blomkamp, 2022; Vanderklift et al., 2019).

Community participation is essential in the policy formulation process. The participation process often becomes a mere formality, resulting in policies that are less relevant and unsustainable. Meaningful participation not only increases the legitimacy of policies, but also ensures that the needs of local communities are reflected in the policies formulated (Sepyah et al., 2022; Simarmata et al., 2021).

A more specific study of systemic design-based policies in the public sector shows that the elements of principles, place, people, process, and practice play an important role in creating inclusive and adaptive policies (Blomkamp, 2022; Vanderklift et al., 2019). However, research that explicitly applies this framework in the revitalization of public spaces, especially in developing countries like Indonesia, is still very constrained (Blomkamp, 2022; Nohra et al., 2020).

Based on these studies, it can be concluded that this study fills the literature gap by integrating the 5P systemic design approach to formulate the Teras Cihampelas revitalization policy. Based on the literature analysis, research on the use of the 5P framework in public space revitalization policies is still constrained. Most studies focus on implementation evaluation, while few highlight policy formulation based on a participatory approach, this study aims to bridge the gap by examining the role of the 5P framework in the formulation of the Teras Cihampelas revitalization policy as a case study. This approach not only offers technical solutions but also supports participatory processes that ensure inclusiveness and sustainability of the policy.

RESEARCH METHODS

This research begins with a literature analysis to map the research gap related to public space revitalization policies with a systemic design approach. Literature data was obtained from the Scopus database using the keywords: "Revitalization*" AND 'Public Space' OR 'Systemic Design' OR 'Public Policy' with initial search results yielding 651 documents. To ensure relevance, screening was conducted using the following criteria: journal articles, finalized published documents, and English-language journals. After this filtering, 330 relevant documents remained (Table 1). This data was then analyzed using VOSviewer software to map keyword relationships based on bibliography.

Table 1.
Literature Review

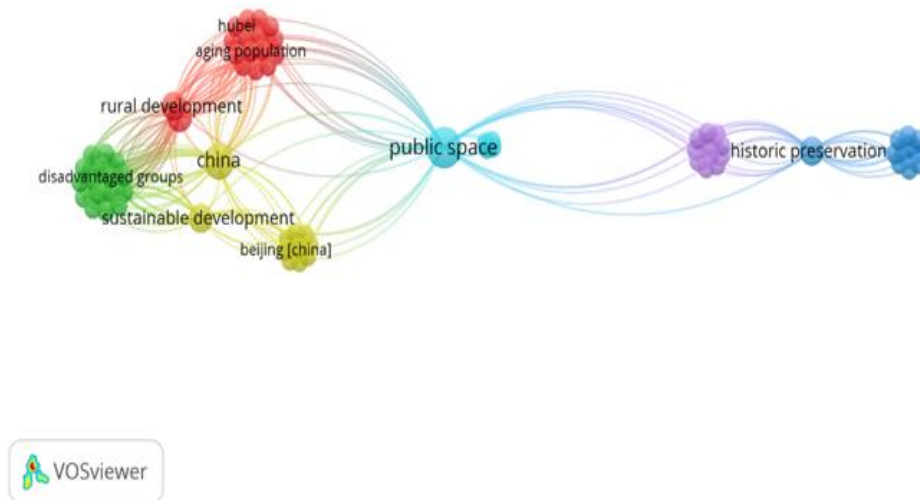
No.	Filters/Limitations	Description	Results
1	Source	Scopus	330 documents
2	Keywords/source title	"REVITALIZATION*" AND "PUBLIC SPACE" OR "SYSTEMIC DESIGN" OR "PUBLIC POLICY"	
3	Subject area	---	
4	Document type	Article	
5	Source type	Journal	
6	Publication stage	Final	
7	Publish period	All years	
8	Language	English	

Source: Scopus Database, processed by researchers 2024

Table 1 shows that the research on the revitalization of the Cihampelas Terrace public space is related to the form of the Cihampelas Terrace in the form of "Skywalk", "Policy", the relocation of Street Vendors or PKL "Street Vendors" and also revitalization occurring in the urban area

"Urban". When viewed from the keyword items "Skywalk", "Street Vendor", "Policy", and "Urban", the researcher only got 1 item, namely the word "Public policy". Meanwhile, related to the Systemic Design 5P research which has the keywords Principles, Place, People, Practice, and Process, the results of 1 item were obtained in the word search in the form of "Sense of place".

Figure 1.
Network Visualization, by Co-occurrence; researchers keywords; and minimum number of occurrences of a keyword is 1



Source: processed by researchers, VOSviewer, 2024

From the VOSviewer data processing (Figure 1) shows that the journals found to be related to public space discuss more about rural development, sustainable development, historic preservation, etc. It was found that research with the theme of revitalization of public space or revitalization of public space and also systemic design 5P which focuses on skywalks, policies, street vendors, and urban areas can be seen that the research theme of evaluating public space revitalization policies in urban areas, especially related to Teras Cihampelas, has not been widely discussed in international journals with a Scopus database.

This research uses a mixed method approach with an explanatory sequential design type (Creswell, 2016) to analyze the revitalization policy of Teras Cihampelas. This research method is used because the researcher wants to first determine trends or patterns through quantitative data in the form of operational variables that have been derived from the 5P concept which is the focus of the research, then the researcher uses qualitative data to explain or clarify the pattern. This approach allows researchers to identify relationships between variables in the 5P dimensions (principles, place, people, process, practice) in a measurable way, while revealing subjective experiences and perspectives that cannot be explained statistically. Thus, the quantitative stage aims to provide an initial data-based understanding of the effectiveness of revitalization policies, while the qualitative stage aims to enrich and deepen these findings through more in-depth contextual narratives.

The research sample consisted of street vendors (PKL), visitors, and related government officials involved in the policy. This sample was selected using the proportionate stratified random sampling method, which allows random selection from each stratum based on the proportion

of the population in each stratum (Iliyasu & Etikan, 2021). This method ensures a balanced representation of groups affected by the policy across strata.

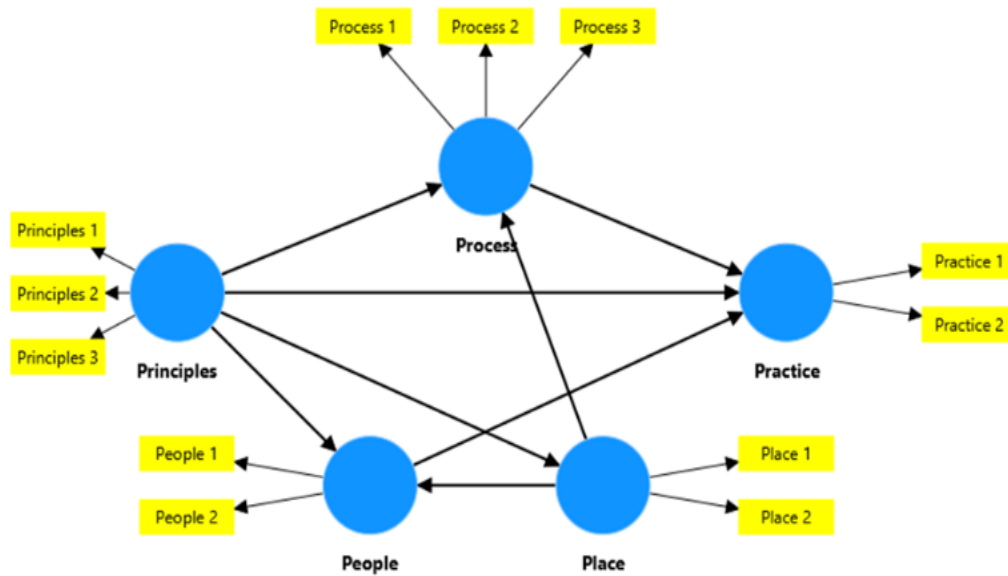
This research was conducted in two main stages, they were quantitative and qualitative. In the quantitative stage, data were collected through questionnaires distributed to street vendors and visitors to Teras Cihampelas to measure their perceptions of each indicator in the 5P dimensions (principles, place, people, process, practice). Quantitative data analysis was conducted using the Partial Least Squares (PLS) method with the SmartPLS application version 4.1.0.0 (Hair et al., 2019). The PLS method was chosen because of its ability to identify relationships between variables in a complex model, as well as measure the influence of each dimension on the effectiveness of revitalization policies. After the quantitative stage, the next stage is qualitative analysis, which aims to deepen the results of the quantitative analysis and provide further insight into the experiences and subjective views of respondents. This approach uses in-depth observation and interview techniques, involving stakeholders directly related to Teras Cihampelas, including street vendors, visitors, and local government officials who have a role in revitalization policies and regulations.

Interviews were conducted using open-ended questions that were systematically designed to explore the role of informants at each stage of the formulation and implementation of the Teras Cihampelas policy. The questions focused on an in-depth exploration of the involvement of informants-including street vendors, visitors-and the implications of the policy on their interests and roles in the context of the revitalization of the Cihampelas Terrace public space. Furthermore, the interviews were also directed at identifying significant changes experienced by the informants before and after the construction of Teras Cihampelas. This includes exploring the differences in conditions, structural challenges, and opportunities that arise as a result of the policy. This process aims not only to collect empirical data, but also to explore contextual perspectives that often cannot be explained through quantitative methods. As such, these interviews serve as a scientific instrument to ensure holistic representation of various stakeholders and generate in-depth and relevant findings (Creswell, 2016).

This qualitative stage allows researchers to explore more deeply the context that is not revealed in the quantitative data, as well as explore the challenges, expectations, and impact of policies from a more human and contextual perspective.

The findings from the quantitative and qualitative analysis will then be integrated to provide a more holistic picture of the evaluation of the Teras Cihampelas revitalization policy, as well as producing evidence-based policy recommendations that can be used to improve future policies. The structural relationship model between dimensions by considering the indicator aspect can be explained as follows:

Figure 2.
Correlation Structure Model of Principles, Place, People, Process, Practice Dimensions



Source: SmartPLS (processed by researchers, 2024)

The image Figure 3. Above illustrates the structural relationships among the five key dimensions used to analyze the Teras Cihampelas revitalization policy. Based on the model, each 5P dimension comprises indicators that capture key aspects of its respective concept. Principles encompass three indicators reflecting the normative foundation or guiding policy principles. People include two indicators representing actor involvement in the policy process. Place consists of two indicators addressing spatial aspects of policy implementation. Process is characterized by three indicators that outline the stages or mechanisms shaping policy execution. Lastly, Practice incorporates two indicators that assess policy outcomes and on-the-ground implementation (Hair et al., 2019).

From a relational perspective, the model demonstrates that Principles, People, and Place are directly connected to both Process and Practice, while Process has a direct influence on Practice (Hair et al., 2019). This structure suggests that Principles, People, and Place contribute to the formation of Process, which in turn affects Practice. Additionally, Principles, People, and Place exert direct influence on Practice, indicating that these dimensions can shape policy implementation independently of intermediary processes. This model offers empirical insights into the interactions among the 5P dimensions within a policy system and serves as a foundation for evaluating the effectiveness of policy implementation based on interrelationships among these factors.

RESULTS AND DISCUSSIONS

Descriptive Analysis of the 5P Dimensions of Cihampelas Terrace Policy

The following table shows the average score for each indicator related to the five dimensions of the Teras Cihampelas revitalization policy, based on survey data conducted. These average scores provide an overview of public and stakeholder perceptions of various aspects of the policy.

Table 2.
5P Dimensions of Teras Cihampelas Policy

5 P Dimensions		
Dimensions	Indicators	Avg.
<i>Principles</i>	1. Clarity of vision and mission	2.800
	2. Policy communication	2.709
	3. Policy integration	2.727
<i>Place</i>	1. Suitability of location	3.109
	2. Quality of facilities	2.382
<i>People</i>	1. Satisfaction with policy	2.273
	2. Interaction with government	2.545
<i>Process</i>	1. Transparency	2.673
	2. Coordination between institutions	2.745
	3. Sustainability of process	2.691
<i>Practice</i>	1. Response to challenges	2.182
	2. Policy adaptation	2.327
Total		2.597

Source: SmartPLS (processed by researchers, 2024)

Table 2 shows data that the Cihampelas Terrace revitalization policy still has shortcomings in terms of policy communication, quality of facilities, community participation, and response to challenges, although the revitalization location is considered appropriate. This can be seen from the dimensions: Principles (Average: 2,745), this data shows that despite efforts to formulate the vision, mission, and policy communication, respondents feel that there is still a mismatch in the delivery and understanding of the policy. The lowest score on the "Policy communication" indicator (2,709) indicates that the public feels that information related to the policy has not been conveyed effectively enough to them, which has an impact on the lack of understanding and involvement in policy implementation. Place (Average: 2,746), this data shows that the majority of respondents feel that the Teras Cihampelas revitalization location is quite appropriate to meet the policy objectives (Suitability of location: 3,109), the place indicator related to the quality of facilities (2,382) shows dissatisfaction with existing facilities, such as accessibility and comfort of facilities. This reflects that although the physical location is considered good, the infrastructure and facilities that support visitors, especially for vulnerable groups, still need significant improvement. People (Average: 2.409), this data shows that the average score is low (2.409), with the indicator "Satisfaction with the policy" being very low (2.273). This shows that many visitors and street vendors feel less satisfied with the revitalization policy implemented, most likely due to limited community involvement in planning and implementation. Although there is better interaction with the government (2.545), active community participation in decision making still seems to be suboptimal.

Process (average: 2,703), this data shows that in the process dimension, the average score of 2,703 reflects some progress in policy transparency and coordination between institutions, but has not reached the optimal level. Although the "Coordination between institutions" indicator scored 2,745, this still shows that better coordination between government institutions is needed so that policy implementation can run more smoothly and effectively. Practice (average: 2,255), this data shows that this dimension scored the lowest (2,225) with the "Response to

challenges" indicator being very low (2,182). This indicates that the Teras Cihampelas revitalization policy has not been responsive enough to the challenges faced during implementation, such as accessibility issues, street vendor needs, and improving the quality of existing facilities. The need to adapt to these challenges shows that policies need to be more flexible and able to respond to dynamics that arise in the field. Thus, the results of the quantitative analysis show that despite some positive aspects, such as location suitability, the Teras Cihampelas revitalization policy needs significant improvement, especially in terms of policy communication, facility quality, community involvement, and the ability to respond to challenges in the field. This indicates that policy planning and implementation still need improvement in order to be more effective and accepted by all stakeholders.

Validity and Reliability Test

In this study, validity and reliability tests were conducted to ensure that the measuring instruments used in the survey can provide accurate and consistent data, and to ensure that each dimension and indicator in the 5P framework is relevant to the context of the Teras Cihampelas revitalization policy. The table below shows the results of the validity and reliability tests

Table 3.
Validity and Reliability Test

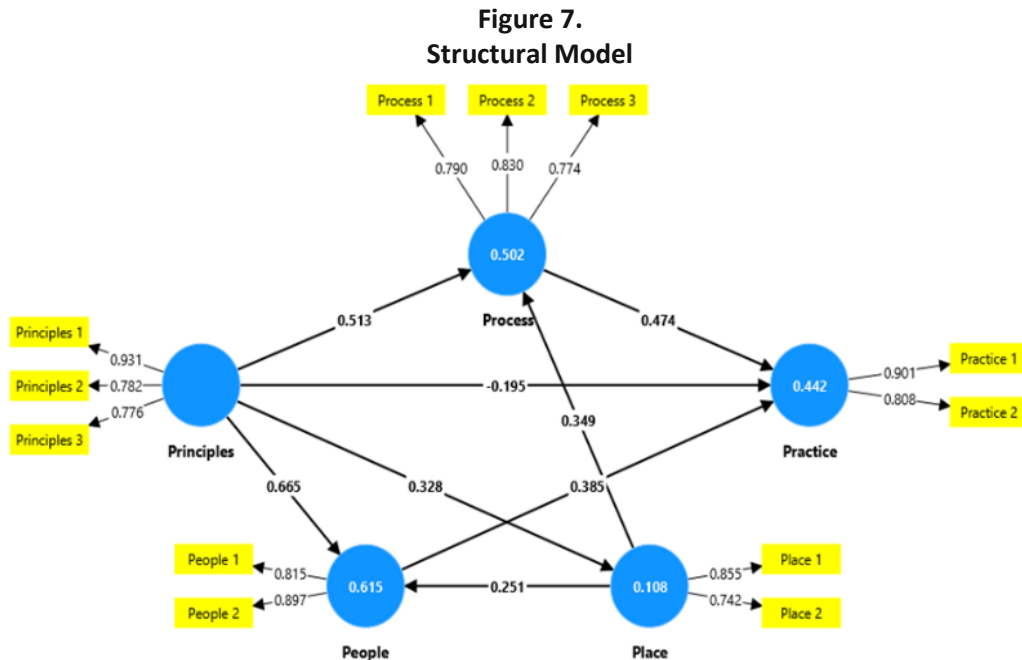
Dimension	Indicator	Loading Factor	CR	AVE
<i>Principles</i>	<i>Principles 1</i>	0.815	0.846	0.734
	<i>Principles 2</i>	0.897		
	<i>Principles 3</i>	0.855		
<i>Place</i>	<i>Place 1</i>	0.742	0.780	0.641
	<i>Place 2</i>	0.901		
<i>People</i>	<i>People 1</i>	0.808	0.845	0.733
	<i>People 2</i>	0.931		
<i>Process</i>	<i>Process 1</i>	0.782	0.871	0.694
	<i>Process 2</i>	0.776		
	<i>Process 3</i>	0.790		
<i>Practice</i>	<i>Practice 1</i>	0.830	0.840	0.637
	<i>Practice 2</i>	0.774		

Source: SmartPLS (processed by researchers, 2024)

Table 3 shows that the measurement instrument used in this study has good validity and reliability. This can be seen from the loading factor value which is greater than 0.7 for all indicators, which indicates that each indicator can be relied on to measure the intended construct. The Composite Reliability (CR) value which is greater than 0.7 in each dimension also indicates that the data obtained is consistent and reliable. For example, the Principles dimension with a CR of 0.846 and an AVE of 0.734 indicates that the indicators in this dimension are valid and reliable. Likewise, the Place dimension with a CR of 0.780 and an AVE of 0.641, and the People dimension with a CR of 0.845 and an AVE of 0.733, confirm that this measuring instrument is effective in capturing variance in each dimension measured. Furthermore, the indicators in the Process and Practice dimensions also show good results with loading factors above 0.7 and adequate CR values, which indicate that the measurement of inter-agency coordination and responses to challenges in revitalization policies is valid and reliable. Thus, the results of the validity and reliability tests ensure that the data used in this study can be relied

upon to analyze the Teras Cihampelas revitalization policy. Loading Factor value > 0.7 is valid data. CR value > 0.7 means reliable. AVE value > 0.50 is reliable.

Next, the structural model (inner model) is tested to observe the relationship between constructs. The following are the results of the evaluation of the structural research model.



Source: SmartPLS (processed by researchers, 2024)

Figure 3 shows that the evaluation of the PLS structural model begins by looking at the coefficient of determination or R-Square value of each variable or dimension.. The coefficient of determination R-Square (R^2) tests the structural model for each variable or dimension. The following are the results of the coefficient of determination test from this study:

Table 4.
Coefficient of Determination – R-Square

	<i>R-square</i>	<i>R-square adjusted</i>
<i>People</i>	0.615	0.600
<i>Place</i>	0.108	0.091
<i>Practice</i>	0.442	0.410
<i>Process</i>	0.502	0.483

Source: SmartPLS (processed by researchers, 2024)

Table 4 shows the Coefficient of Determination (R-Square), the data shows that the variability in the People dimension can be explained by this model by 61.5%, while the Place dimension only explains 10.8% of the variability., indicating that although the location of the revitalization is considered appropriate, other factors have a greater influence on the quality of existing facilities, such as accessibility and comfort. The Practice and Process dimensions show higher R-Square values (44.2% and 50.2%), indicating that factors in the policy process and response to challenges are quite influenced by the variables tested, although there is still room for improvement in policy adaptation and coordination between institutions. These results indicate that, despite progress in several dimensions, the revitalization of Teras Cihampelas requires more attention to improve the Place and Practice aspects, as well as to improve policy

communication and planning processes.

Table 5.
Path coefficient

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
<i>People -> Practice</i>	0.385	0.365	0.188	2.042	0.041
<i>Place -> People</i>	0.251	0.248	0.097	2.603	0.009
<i>Place -> Process</i>	0.349	0.347	0.099	3.515	0.000
<i>Principles-> People</i>	0.665	0.669	0.057	11.737	0.000
<i>Principles -> Place</i>	0.328	0.336	0.147	2.238	0.025
<i>Principles -> Practice</i>	-0.195	-0.184	0.162	1.201	0.230
<i>Principles -> Process</i>	0.513	0.515	0.107	4.815	0.000
<i>Process -> Practice</i>	0.474	0.483	0.167	2.831	0.005

Source: SmartPLS (processed by researchers, 2024)

Table 5 shows the Path Coefficient Interpretation based on the data provided. This analysis will explain the relationship between the independent and dependent variables in the research model, and show how significant each path is in explaining the variability of the Cihampelas Terrace revitalization policy dimensions.

People -> Practice (0.385, p = 0.041): The path between People and Practice shows a positive coefficient (0.385), with a significant p-value (0.041), which is smaller than 0.05. This shows that community participation significantly influences the response to challenges and policy adaptation. This means that the higher the community participation, the more likely the policy will be more responsive and adaptive to the challenges faced.

Place -> People (0.251, p = 0.009): The path between Place and People also shows a positive relationship (0.251) with a very significant p-value (0.009), which is smaller than 0.05. This shows that good location and facility quality can increase community satisfaction with the revitalization policy, as well as increase interaction between the community and the government.

Place -> Process 0.349, p = 0.000) : The path between Place and Process shows a positive coefficient (0.349) with a very significant p-value (0.000). This indicates that improving the quality of location and facilities can contribute significantly to the policy process, such as transparency and coordination between institutions. This means that improving the physical quality of Teras Cihampelas can improve the way policies are implemented.

Principles -> People (0.665, p = 0.000) : The path between Principles and Place shows a positive coefficient (0.665) with a very significant p-value (0.000). This indicates that clear and integrated policy principles can contribute to improving location and facilities in revitalization policies. Policies that are clearly and well formulated will be more effective in creating public spaces that

are in accordance with community needs.

Principles -> Place (0.328, $p = 0.025$): The path between Principles and Process shows a strong positive coefficient (0.328) with a significant p-value (0.025). This shows that the clarity of policy principles and objectives has a major influence on the decision-making process and coordination between institutions. Clear policies will facilitate the policy implementation process and increase the effectiveness of coordination between related parties.

Principles -> Practice (-0.195, $p = 0.230$): The path between Principles and Practice shows a negative coefficient (-0.195) that is not significant with a p-value of 0.230, which is greater than 0.05. The negative value of the path coefficient indicates the opposite direction in the relationship between the two dimensions. This means that although policy principles are important, there is no significant influence between policy principles and responses to challenges in policy practice. This may indicate that although policy principles are well formulated, responses to challenges in the field are not directly influenced by these principles.

Principles -> Process (0.513, $p = 0.000$): The path between Principles and Process shows a strong positive coefficient (0.513) with a very significant p-value (0.000). This shows that the clarity of policy principles and objectives has a major influence on the decision-making process and coordination between institutions. Clear policies will facilitate the policy implementation process and increase the effectiveness of coordination between related parties.

Process -> Practice (0.474, $p = 0.005$): The path between Process and Practice shows a positive coefficient (0.474) with a significant p-value (0.005). This indicates that a transparent and well-coordinated process will strengthen the response to challenges in policy. An efficient and open process supports more adaptive and responsive policy practices to problems that arise in the field. Based on the path coefficient analysis, the principles dimension (clarity of policy vision and mission) has a very significant influence on People (community participation), Place (location quality), and Process (policy process), indicating that clear and well-structured policies tend to increase the effectiveness of policy implementation. The paths between Place and Process, as well as between People and Practice, also show significant influences, indicating the importance of location quality and community participation in supporting the success of the policy process and policy adaptation in the field. However, the path between Principles and Practice does not show a significant influence and indicates the opposite direction in the relationship between the two dimensions. This indicates that although the policy principles are clear, the response to challenges in the practice of policy implementation is still hampered by other factors.

Community Participation in Public Policy

Community participation is one of the elements in ensuring public space revitalization policies, including in Cihampelas Terrace. The literature shows that community involvement, especially at the planning and implementation stages, not only increases the legitimacy of the policy, but also increases the chances of successful implementation (Blomkamp, 2022). However, the evaluation shows that community participation in the Cihampelas Terrace revitalization policy is still very minimal. This led to resistance from the local community and street vendors, and increased dissatisfaction with the policy.

Interviews with the community and street vendors showed that most of them felt that they were not involved in the revitalization policy planning process. Strategic decisions, such as relocation sites and facility design, are taken in a top-down manner without consultation or open dialogue. As a result, the policies implemented often do not reflect the real needs of the community on the ground. For example, many street vendors report that relocation has had a negative impact

on their income, due to the lack of strategies that support business sustainability in the new location. This lack of engagement reflects a policy pattern that focuses only on technocratic approaches without considering the complex local social and economic dimensions.

Field observations support this finding. The absence of a clear public discussion forum or consultation mechanism is responsible for the low level of community participation. The lack of effort to absorb community aspirations is evident in the lack of environmentally friendly facilities that suit local needs, as well as limited attention to the role of street vendors in the new policy scheme. Although the government uses Instagram as a means of communication, the platform functions more as a one-way communication tool to convey policy-related information. In some cases, Instagram responds to public comments on viral issues, but these responses are reactive, unsystematic and often do not address the deeper issues. The quantitative data further shows that only 32% of respondents felt involved in the policy process, while 51% stated that the government did not provide adequate space for participation. In addition, 17% of respondents reported that they did not have access to relevant information about the policy. These findings confirm the large gap between public expectations and the participation mechanisms provided by the government.

An inclusive public consultation forum is not only a space for discussion, but also serves as a formal mechanism to actively and sustainably absorb community aspirations. The forum should be designed to reach all levels of society, including vulnerable groups such as street vendors, women, people with disabilities, and low-income communities. To ensure inclusivity, the government can adopt a deliberative democracy model (Fung, 2006), where the forum is equipped with independent facilitators who ensure that all participants have an equal opportunity to express their opinions. In addition, the forum should be hybrid, combining face-to-face discussions with digital platforms, so that people who cannot physically attend can still participate through online channels. The government should also integrate the results of these forum discussions into policy documents, which can then be published transparently so that the public can monitor the extent to which their aspirations are translated into concrete policies.

To support information disclosure, an effective digital transparency platform must go beyond one-way social media. It should be designed as an interactive portal that allows the public to monitor policy developments in real-time. In the context of Teras Cihampelas, the platform could include features such as a visual dashboard that displays the status of the revitalization project, budget reports, and follow-up plans. In addition, the platform should provide two-way communication channels, such as direct reporting features, surveys, or online discussion forums, that allow the public to submit complaints, feedback, or questions. The data received through this platform should be processed and responded to transparently by the government, creating a constructive feedback cycle.

Instagram as a platform already used by the government can be improved as part of a more holistic communication strategy. In addition to conveying information, Instagram can be used to conduct public opinion surveys through interactive features such as polls or question boxes. The government can also use the live broadcast feature to hold online discussions that involve the public directly. However, this platform should still be integrated with the main portal that has a greater capacity to document all processes in a structured and permanent manner.

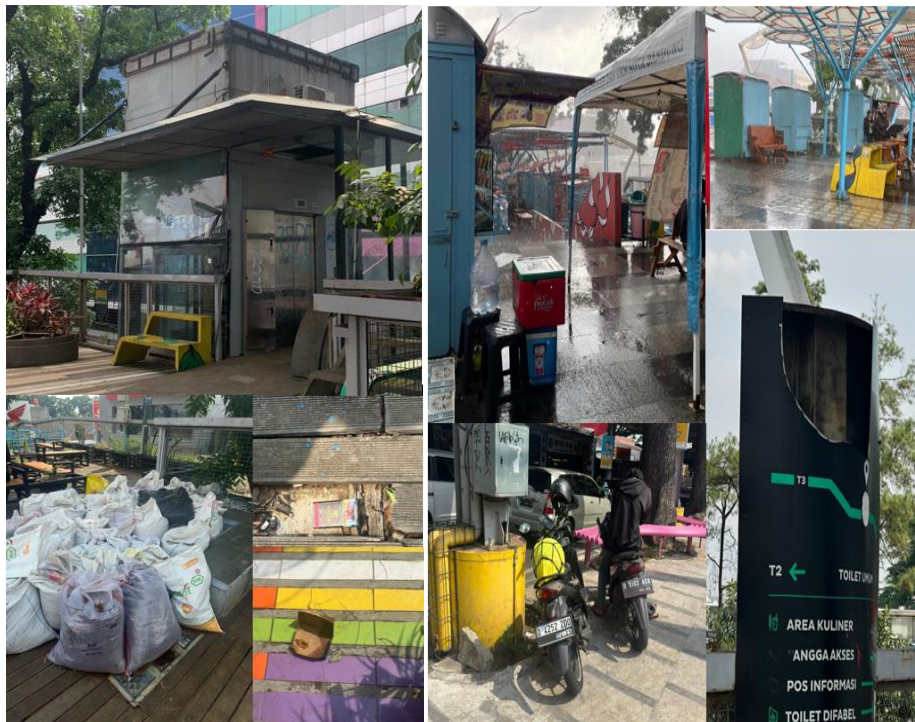
The implementation of inclusive public consultation forums and interactive digital transparency platforms can be the first step to overcome the limitations of community participation in the revitalization of Teras Cihampelas. By providing space for the community to actively participate, both through physical and digital forums, the government can create policies that are more relevant to local needs. This approach not only increases people's trust in the government but

also ensures the sustainability of public spaces that are inclusive and adaptive to social dynamics. As emphasized by (Blomkamp, 2022) and; (Fung, 2006), policies that involve the public from the start have a greater chance of long-term acceptance and success. Thus, the transformation of this participatory approach is essential to realize Cihampelas Terrace as a model of inclusive and sustainable public space revitalization.

Quality of Facilities and Accessibility

The revitalization policy of public spaces such as Teras Cihampelas aims to create comfort and inclusiveness for all groups of society. However, research results show that the quality of facilities and accessibility have not fully met expectations. Interviews with visitors and street vendors (PKL) revealed dissatisfaction with key facilities, such as non-functioning elevators and ramps that have steep slopes. Physical barriers such as stair designs that are not friendly to people with disabilities are a major obstacle. Street vendors also felt that the facilities did not provide optimal convenience for customers, reducing the attractiveness of the location as a center of economic activity.

Figure 4.
State of Cihampelas Terrace Main Facilities



Source: researchers' observation, 2024

Figure 4. Shows various problems in the maintenance, management and design of public facilities. The building looks unkempt, with faded paint and worn walls, reflecting a lack of attention to asset maintenance. Uncomfortable benches indicate that functionality is not a top priority. In addition, piles of trash reflect poor waste management, creating an unhygienic environment and a potential health hazard. Motorcycle parking areas that are too close to pedestrian paths interfere with visitor mobility and comfort.

The defective signage also indicates poor management of information for visitors. While the colorful staircase is visually appealing, the absence of a pathway for people with disabilities indicates a design that is not yet inclusive. Urgent improvements are needed, including regular

maintenance, better waste management, inclusive design, and improved information to create welcoming and functional public facilities.

These observations support the interview findings. Facilities designed for accessibility, such as elevators and ramps, were not functioning properly. Walking paths were slippery due to lack of maintenance, while supporting facilities such as public toilets were found to be dirty or unusable. The absence of dedicated parking areas for people with disabilities suggests that facility planning has not fully considered the needs of vulnerable groups.

Quantitatively, only 24% of respondents felt that access to the new location was easy. In addition, the indicator “circulation conditions for the elderly and people with disabilities” only received an average score of 2 out of 5. This reflects the high dissatisfaction of these user groups, which should be a major concern in inclusivity-based revitalization policies.

Public dissatisfaction with the quality of facilities at the Cihampelas Terrace reflects a failure to implement universal design principles that aim to create inclusive and comfortable public spaces. Universal design successfully implemented in cities such as Melbourne and Singapore has shown significant impact on improving accessibility and comfort for vulnerable groups, including people with disabilities and the elderly (Donald, 2011; Innes & Booher, 2005). However, in the context of Cihampelas Terrace, this failure is not only related to technical planning but also to the inefficiency of a hierarchically oriented bureaucracy. Bureaucratic systems that focus on hierarchical structures often ignore input from local stakeholders and experts in the field of universal design (Blomkamp, 2022; Lotta et al., 2022).

Previous research has noted that overly structured and inflexible bureaucratic approaches hinder the government's ability to adopt adaptive and participatory policies (Ghasemi & Lee, 2021; Lotta et al., 2022). In the case of the Cihampelas Terrace, the lack of involvement of communities and vulnerable groups in the decision-making process is clear evidence of this systemic limitation. A study by (Ghasemi & Lee, 2021) in South Korea showed that hierarchical bureaucratic models tend to produce policies that are not responsive to the dynamic needs of the community. This is relevant to the context of Cihampelas Terrace, where the lack of policy flexibility has an impact on the poor implementation of inclusive facility design.

The transition from findings to discussion emphasizes that solutions are not simply physical improvements to facilities, but also require systemic reforms in policy planning and implementation processes. The findings demonstrate the need for a cross-sectoral approach involving the government, public service providers, and local communities to ensure that users' needs are met holistically (Gerlak et al., 2020; Goosen & Cilliers, 2020). Consistent implementation of universal design can be a strategic step in improving the accessibility and quality of facilities at Cihampelas Terrace.

This research proposes the Inclusive Universal Design model as a comprehensive solution. The model includes key elements such as standardized ramps, elevators that are accessible to all users, clear and strategic information boards, and sustainable facility management. This approach requires intensive collaboration between various actors to create public spaces that are not only aesthetically pleasing but also inclusive and functional. The implementation of this model is expected to make Cihampelas Terrace a successful example of public space revitalization that is adaptive to the needs of the community.

Response to Challenges and Policy Adaptation

In the context of public space revitalization, the ability to respond to challenges is a key element that determines the success of the policy, including the Cihampelas Terrace. The project was

expected to overcome challenges such as declining visitor numbers, street vendors' dissatisfaction, and public complaints regarding the condition of facilities and accessibility (Blomkamp, 2022; Ruiz-Apilánéz et al., 2017). However, evaluation results show that this policy still faces a number of significant barriers that affect sustainability and community acceptance.

From the literature (Rina et al., 2022), it is known that the level of visitor comfort at the new location only reached 60% of consumers who strongly agreed that the location provided better comfort, while the other 12% disagreed. This indicates weaknesses in facility design that have not fully met consumer expectations. While the new facilities are designed to improve convenience, limited accessibility hinders some visitors, especially vulnerable groups such as people with disabilities and the elderly. This points to the importance of improving accessibility through the provision of more inclusive facilities, such as ramps or functioning elevators, to ensure all groups of people can access these public spaces without barriers.

The economic impact is also a serious concern. The 60% drop in turnover experienced by street vendors after relocation reflects the significant impact of this policy on small businesses. The main factors for the decline are the new location, which is considered less strategic, and changes in customer visit patterns. Not only that, vandalism to facilities and the increase in prices of goods complained about by 24% of consumers further reduced the attractiveness of the location as a center of economic activity (Rina et al., 2022). Below is a graph showing the decline in the turnover of street vendors on the Cihampelas terrace;

Graphic 1.
Impact of Relocation on Street Vendors' Turnover at Teras Cihampelas



source: Rina et al., (2022) (processed by researchers, 2024)

Graph 1 illustrates the most significant impact felt by street vendors, who experienced a decrease in turnover of up to 60% after the relocation. This was mainly due to the new location being less strategic and changes in customer visitation patterns, coupled with the many acts of vandalism on several facilities that reduced the aesthetic value of the location. In addition, 24% of consumers complained about the increase in prices of goods in the new location, which further reduced the attractiveness of shopping in the area. This shows that revitalizing public spaces that do not take into account the economic impact on local businesses can reduce the effectiveness of policies that should support economic sustainability in the area.

Field observations support this finding, showing that the response to operational challenges,

such as facility maintenance and hygiene management, is low. Scattered trash, broken information boards, and malfunctioning facilities are evidence of the lack of attention to the sustainability of facility management. The government does not seem to have a strong mechanism to proactively respond to community grievances, leaving many challenges on the ground unaddressed.

Further quantitative findings show that only 34% of respondents feel that the government is responsive to the challenges they face. A total of 42% of respondents stated that there was no significant change after they submitted their complaints, while 24% felt that policies tend to be rigid and not adaptive to the changing needs of the community. This data shows a large gap between community expectations and the government's capacity to respond to challenges. The government's failure to respond to challenges points to the need for a more flexible and data-driven policy approach.

In line with these findings, (Hayat, 2024) emphasized that policy innovation in public services is essential to address the gap between policy and community needs. Without adaptive policies, revitalization of public spaces risks failing to improve the economic and social welfare of local communities. In addition, (Wicaksono, 2019) highlighted that community empowerment in public policy can increase the effectiveness of public space revitalization policy implementation, especially in increasing community involvement since the planning stage. Policy reformulation with a decentralized approach can also increase the capacity of local governments in managing public spaces more effectively (Undang et al., 2023).

Furthermore, coordination between various stakeholders is a key factor in ensuring the effectiveness of public space revitalization policies. (Muharsono et al., 2023) shows that the success of the policy is highly dependent on the extent of coordination between the government, private sector, and local communities. In addition, community-based governance models implemented in some areas have shown positive results in increasing the attractiveness and economic sustainability of public spaces (Sulistiyanto et al., 2023). Therefore, strengthening coordination mechanisms and community-based governance is an important step in ensuring that public space revitalization policies can achieve the expected goals.

The government's inability to respond to the challenges of revitalizing public spaces such as the Cihampelas Terrace reflects a fundamental weakness in the bureaucratic structure that is hierarchical and less adaptive to local dynamics. This inefficiency is in line with (Karkoszka, 2023) findings, which show that without the integration of data-driven risk management, organizations often fail to meet operational needs systemically. The overly rigid bureaucratic approach ignores the multidimensional complexity of risks on the ground, such as community participation needs, local economic dynamics and infrastructure challenges.

Hudson, (2020) developed the concept of multidimensional risk which is particularly relevant in this context. This concept emphasizes that operational risk cannot be understood linearly, but as the result of complex interactions between various dimensions such as human factors, environmental conditions, technological systems, and social dynamics. In the context of Cihampelas Terrace revitalization, the application of these dimensions includes:

1. Human factors

Includes the needs of local communities, such as street vendors and visitors, which are often overlooked in purely physical-based policies. When these needs are not met, negative responses to the policy increase, creating social pressure that hinders successful implementation.

2. Environmental conditions

These include issues of cleanliness, safety and sustainability. If not managed adequately, the attractiveness of public spaces as places for social interaction will decline.

3. Technology system

Referring to the need for a digital platform to monitor, manage and respond to public complaints in real-time. As recommended by Weeserik and Spruit (2018), the use of this technology enables data-driven analysis to support operational decisions.

4. Social dynamics

Includes relationships between government, communities and local businesses. Without considering input from all these groups, policies will create tensions that hinder collaboration.

Hudson, (2020) asserts that understanding the interactions between these dimensions provides a more robust framework for identifying weak points in the system and designing more effective solutions. For example, risks to the human dimension can be addressed by increasing community participation in policy planning, while risks to the technological system can be minimized through the adoption of data-driven grievance platforms.

Data-driven risk management integration is one approach to address these challenges. This approach involves utilizing technology and data analysis to proactively identify, evaluate and mitigate risks. In the context of Cihampelas Terrace revitalization, the following steps can be implemented:

1. Real-time data collection:

Using surveys, on-site sensors and community reports to monitor various dimensions of risk, such as hygiene, safety and accessibility. This data can be processed into location-based information to understand specific risk patterns and determine priority areas for action.

2. Use of technology-based analytics platforms:

The platform integrates multiple data sources, including public complaints, manager reports, and survey results. Analytic algorithms can identify recurring risk trends and provide automated recommendations for corrective action, making decision-making faster and evidence-based.

3. Implementation of a transparent risk dashboard:

The dashboard visualizes the current state and progress of risk mitigation, allowing stakeholders to monitor policy implementation and measure its impact in real-time. Key performance indicators (KPIs) can be used to evaluate the effectiveness of policy responses to challenges on the ground.

This data-driven approach not only improves the existing task force response mechanism in Teras Cihampelas but also increases its effectiveness by prioritizing interventions based on a clear risk analysis. In addition, this approach strengthens the accountability of the government and public space managers in ensuring the sustainability of revitalization.

The transition from findings to discussion shows that this multidimensional approach provides a deeper understanding of current policy failures, while offering more practical and systematic solutions. Lei, (2014) points out that the integration of risk elements into the design of public

spaces not only increases safety but also creates a sense of ownership among users. This is relevant for Teras Cihampelas, where the need to create an inclusive and responsive space is high.

The multidimensional concept of risk described by Hudson, (2020) provides a solid theoretical basis for improving public policy approaches. By understanding risk as a result of the interaction of multiple dimensions, policymakers can design more responsive and relevant solutions. The implementation of this model is expected to bridge the gap between public expectations and government capacity, while strengthening policy legitimacy in revitalizing public spaces.

Government Communication and Coordination

Communication and coordination between governments is one of the elements in the success of public space revitalization policies such as Teras Cihampelas. This policy aims to create inclusive and sustainable public spaces, but the evaluation shows that communication and coordination barriers between institutions are the main challenges that hinder optimal implementation. Field findings show that communication between the government, facility managers and communities is often misaligned. This mismatch results in uncoordinated actions, creating large gaps in the delivery of policy-related information. For example, street vendors (PKL) reported that revitalization policy information was often delivered in a non-transparent and inconsistent manner, making them feel that the policy was irrelevant to the needs on the ground. This exacerbates public distrust of the government, which in turn affects the level of public acceptance of the policy.

Similar weaknesses are also evident in operational coordination. Field observations show that facility managers often face obstacles in following up on issues such as damage to public facilities, due to a lack of support or direction from the local government. This situation reflects the absence of a responsive coordination mechanism to address challenges directly. Quantitative findings support this, with only 38% of respondents feeling that government communication is good, while 41% of respondents stated that inter-agency coordination is not harmonious. This data suggests a significant gap between people's expectations and the government's capacity to ensure efficient communication and coordination. As noted Peters, (2018), administrative fragmentation is often a major barrier to public policy implementation, requiring a more integrated approach.

These communication and coordination barriers reflect the urgent need to adopt a more structured framework. The literature shows that cross-agency coordination is becoming increasingly important in addressing complex issues involving multiple actors. The concept of joined-up government (Peters, 2018) becomes relevant in this regard, where synergy between agencies is key to overcoming administrative fragmentation. In the case of Teras Cihampelas, field observations showed that a lack of coordination meant that facility managers were unable to follow up on operational issues such as broken toilets or elevators due to a lack of clear direction from the local government. This underscores the need for stronger integration between the actors involved, including government, managers and communities, to create a faster and more effective response to operational challenges.

Previous literature has also highlighted the importance of technology in improving public policy communication and coordination. Weeserik & Spruit, (2018) propose the development of a data-driven digital platform that enables the government to provide real-time and transparent information to the public. In the context of Teras Cihampelas, this platform can be used to integrate data on public complaints, manager reports, and policy analysis to produce more responsive and evidence-based decisions. The platform can also minimize the risk of

miscommunication, which is often a major obstacle in the implementation of policies involving various institutions.

From an institutional training perspective, Trein et al., (2019) emphasize that cross-agency coordination can only be achieved through capacity building of government officials. In this context, intensive training that focuses on developing communication and conflict management skills is important to ensure that all actors involved have a common understanding of policy objectives and strategies. This training should also include the use of modern communication technology to support transparency and efficiency in policy implementation such as through the Jabar Command Center in West Java and the Mini Command Center in Rembang, Central Java.

This integrated approach to communication and coordination reflects the need for fundamental changes in the way the government manages public policy. By adopting frameworks such as trust-based communication and joined-up government, the government can improve the effectiveness of Cihampelas Terrace revitalization policy implementation. This not only bridges the gap between public expectations and government capacity, but also strengthens the government's legitimacy in creating an inclusive and sustainable public space. As emphasized by (Miller, 2015) and; (Peters, 2018), structured and data-driven cross-sector collaboration is key to ensuring that public policies can achieve their long-term goals.

CONCLUSIONS

This study concludes that the Cihampelas Terrace revitalization policy faces significant challenges in meeting the needs of the community and street vendors (PKL). The main findings show that this policy has not been able to accommodate the needs of the community in an inclusive and responsive manner, especially in aspects of accessibility, quality of facilities, community participation, government communication, and inter-agency coordination. The hierarchical and less flexible policy approach has widened the gap between the policy vision and implementation in the field.

While this policy has attempted to bring about change, such as providing new facilities and relocating street vendors, it has not been based on adequate community participation mechanisms. The low level of community involvement in the policy planning and implementation process reflects the lack of space to absorb their aspirations, leading to resistance and decreased trust in the government. In addition, the poor accessibility of facilities, such as steep ramps and non-functioning elevators, shows that this policy fails to adopt universal design principles that address the needs of vulnerable groups, including people with disabilities and the elderly.

Weak inter-agency communication and coordination is another challenge that slows down responses to operational issues, such as facility damage and hygiene management. While the government has used social media such as Instagram to convey information, this approach is still one-way and reactive, which has not been able to bridge the communication gap with the community. To address this issue, more advanced technology is needed, such as data-driven analytics algorithms that can process citizen reports, complaint trends, and facility demand patterns. Using these algorithms, the government can respond to issues in a proactive and evidence-based manner. In addition, the implementation of interactive smart risk dashboards can be an effective monitoring tool to visualize current conditions, policy progress, and key performance indicators (KPIs), thereby significantly increasing government transparency and accountability.

This research recommends the implementation of an Integrated Collaborative Policy Framework

that combines multi-actor collaboration with innovation-based technological solutions. This framework includes: (1) the establishment of hybrid public consultation forums that combine face-to-face discussions with digital channels, allowing the public to express their aspirations directly and interactively; (2) the development of adaptive digital transparency platforms that not only provide real-time information but also allow the public to be actively involved in policy monitoring; and (3) the implementation of innovative universal design principles in facilities to improve accessibility and create welcoming public spaces for all community groups. In addition, the government needs to strengthen inter-agency coordination through intensive training and the use of artificial intelligence-based communication technologies to ensure alignment of policy visions and objectives at all levels.

This approach offers transformational solutions to public policy challenges in the Cihampelas Terrace. By utilizing cutting-edge technology, inclusive community participation, and better coordination, the government can create public spaces that are adaptive, inclusive, and sustainable. These steps are expected to not only improve policy effectiveness but also strengthen the government's legitimacy in the face of dynamic socio-economic challenges. The Cihampelas Terrace can be a model of public space revitalization that is not only aesthetically pleasing, but also innovative and highly resilient to meet future needs.

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