

# Effectiveness of Relocating Street Merchant in The Batik Trusmi Area of Cirebon

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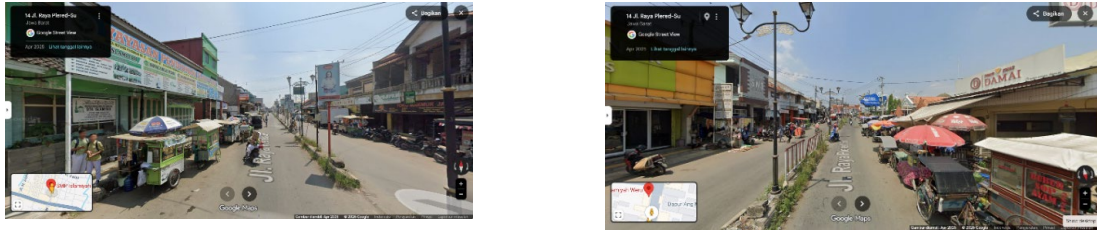
**Abstract.** The potential of the Trusmi Batik Tourism Area as a space is a problem of space management and traders are not properly organized, as a result the streets are often congested, the condition is chaotic, and the traders are very competitive. To solve this problem, the Cirebon Regency Government initiated a program of relocating traders in July 2025 based on Regional Regulation No 4 of 2021 on Public Order. Program effectiveness was evaluated by Campbell's Evaluation framework in five categories: program success, target accuracy, beneficiary satisfaction, input-output ratio, and goal achievement. In a descriptive type of qualitative strategy, purpose sampling including those from Planning Agency, Street Vendor Association, vendors and visitors. Data collection methods included interview, field observation and documentary review. The data were analyzed as the Miles and Huberman model together with triangulation. The outcomes seem to indicate that the program has been quite successful. Vendor compliance is very high, sales overhead and traffic flow are positively affected, and the community responses are fairly positive. Success has been achieved by planning well, establishing good interagency working relationships and forums for debate, choosing an apposite location in the tourism system, setting up a joint funding scheme and involving community organizations. Despite all these difficulties, there are still some problems being overlooked such as the shortage of weather stations, the potential of future management capacity improvement, and the program framework depending too much on some people. These problems need some more long-term approaches for sustainability.

**Keywords:** Policy Effectiveness, Relocation of Street Merchant, Spatial Planning, Economic Empowerment, Trusmi Batik Tourism Area.

## 1 Introduction

Trusmi Batik has been regarded as one of the most popular cultural locations in Cirebon Regency. What makes it is curious that the batik craft world and the other not much forcing [1]. The region itself is approximately two kilometers of Street Syekh Datul Kahfi which is practically the primary road used by people heading towards it. teh batik production and shopping centre. More than ten batik galleries will be found along that stretch. showrooms open for business. Between 5.000-7.000 people traffic through on a regular weekday. this figure rises very sharp when a weekend or a holiday comes, and may go as high as 15.000. 20.000 visitors. Figures such as tat are very indicative of the extent to which Trusmi really counts to the immediate economy.

The more tourists crowded in Trusmi batik Area, the greater the accumulated problems were accumulated behind the scenes, particularly in the handling of the social area. Before the relocation policy was implemented, more than 300 street Merchant occupied Street Syekh Datul Kahfi in an unorganized manner, selling various types of goods ranging from nighttime culinary delights, vegetables, chicken, to accessories and souvenirs [2] These Merchant sell their goods without clear regulations, using pushcarts, makeshift tents, and even sidewalks and roadsides as their selling spots. This creates four main problems: (1) traffic congestion and narrowed road access, (2) degradation of the aesthetic appeal of tourist areas, (3) conflicts over strategic locations, and (4) a decline in the turnover of formal businesses.



**Figure 1.** The Condition of Street Merchant on Syekh Datul Kahfi Street Before Relocation (Source: Google Maps, April 2025)

The Cirebon Regency Government has prepared a strong legal basis through Cirebon Regency Regulation Number 4 of 2021 concerning Public Order, which comprehensively regulates the use of public spaces, including prohibitions and sanctions for Merchant who sell in unauthorized places [3]. As a follow-up, the Cirebon Regency Government issued Cirebon Regent Circular Letter Number:500.13/6/SETDA concerning Efforts to Revitalize the Trusmi Batik Area.

More than 300 street Merchant of had long been selling along Street Syekh Datul Kahfi had finally served out on July 7 2025. This occurred following the intervention of West Java Governor Dedi Mulyadi around June 2025 and an appeal to have the Trusmi region cleaned up, as part of a broader campaign of trying to beautify some of the best tourist spots in West Java [4]. The point that is noteworthy is that this relocation was carried out in a wise way. The government did not simply put everyone in the same place, but categorized the vendors accordingly to what they sell. The night food stall proprietors were transferred to Street KH Abbas which was approximately 15 kilometers distant to where they were trading their batik and chicken and the vegetable and chicken sellers were transferred to Market Pasalaran which was about 2 kilometers away. This movement consists of 304 night Merchant and about 80 morning Merchant which are then rearranged.. The government provided 100 free kiosks equipped with basic facilities such as kiosks, electricity, clean water, public toilets, a prayer room, and a parking lot [5].



**Figure 2.** Location of Relocation of Night Food Merchant on KH Abbas Street

The implementation of the policy has raised concerns among merchant regarding the lack of time for socialization, the readiness of the new location's infrastructure, and the uncertainty of the program's sustainability, especially regarding ownership status and the possibility of future levies [6].

A number of studies on the relocation of street Merchant in various cities show the complexity of the issues that are often overlooked by policymakers [7], found that relocation faced serious obstacles because merchant were hardly involved in the planning stage, resulting in new locations that did not suit their business operational needs. [8] noted that efforts to regulate street Merchant were hampered by the difficulty of providing economically viable replacement locations. [9] emphasized that the relocation of street Merchant in tourist areas requires special consideration regarding their dependence on tourist traffic. Meanwhile, [10] found that relocation in culinary tourism areas also had an impact on social aspects in the form of increased legal certainty and changes in social interactions between residents.

This study aims to comprehensively analyze the level of effectiveness of the newly implemented relocation policy using a multidimensional approach that combines public policy effectiveness theory with implementation theory, identify various factors that support or hinder policy implementation, and formulate more inclusive and sustainable policy recommendations for the management of creative industry-based tourist areas.

## 2 Literature Review

A review of the literature on the relocation of street Merchant in Indonesia reveals the complexity of the issues involved, which encompass various dimensions, namely policy effectiveness, socioeconomic impacts, conflict transformation, and vendor empowerment. The study uses Campbell's 1989 theoretical framework on public policy effectiveness [11] which developed five key dimensions to measure the success of a program or policy: (1) program success, which measures the achievement of predetermined objectives; (2) target success, which measures the achievement of policy targets; (3) program satisfaction, which measures the level of stakeholder satisfaction; (4) input and output levels, which assess the balance between resources used and results achieved, and (5) overall goal achievement, which measures whether policy objectives have been comprehensively achieved. This multidimensional approach is necessary because public policy has complex objectives and involves various stakeholders with diverse interests [12], [13].

Ministry of Home Affairs Regulation No. 41 of 2012 on Guidelines for the Management and Empowerment of Street Merchant, emphasizes that the success of relocation policies is largely determined by the participation of merchant in planning, the suitability of the new location in terms of economic aspects and accessibility, the adequacy of supporting facilities, post-relocation government support, and effective communication at every stage [14]. The position of Merchant in a tourist spot cannot be altered as easily as it can be supposed. Tourism is very sensitive in terms of the number of people traversing and consequently the fate of Merchant following the transportation of him or killing his business [9].

An examination of the literature connected to the relocation of street Merchant in Indonesia confirms that the majority of the work is inclined to concentrate on one side or the other as post relocation issues, social impacts, transformation of conflicts, though none has tried to quantify the program in a multidimensional way. Based on a review of previous studies, several research gaps have been identified: First, there is a lack of research that uses a comprehensive multidimensional approach to measure the effectiveness of street vendor relocation, particularly using Campbell's theory. Second, there is a lack of research that specifically examines the relocation of street Merchant in creative industry-based tourist areas. Third, most previous studies were conducted to evaluate relocation programs that had been running for a long time or had even failed. Fourth, there is a lack of research analyzing innovative financing models in street vendor relocation programs. Fifth, there is a lack of research attention to the role of well-organized merchant associations as a key factor in the sustainability of relocation programs.

**Table 1.** Literature Review

No	Researcher & Year	Title & Location	Method & Focus	Key Findings	Gap with this Research
1	Anugrah Akbar et al., 2021[7].	Effectiveness of Street Vendor Relocation Policy; Makassar	Qualitative-Descriptive; Effectivity & Participation	Infrastructure readiness determines success; The involvement of merchant in crucial planning	Not in a tourist area; Did not use Campbell 5 dimensions; Not creative industry
2	Rizky Prigionila et al., 2019[15].	Problems After Relocation of Street Merchant; Mojokerto	Qualitative-Descriptive; Economical problem	Decrease in sales at less strategic locations; Limited capital and infrastructure; Lack of government assistance	Focus on the problem, not overall effectiveness; Not in a tourist area; Not multidimensional
3	M. R. D. Septian et al., 2024 [16].	Factors Contributing to the Failure of Street Vendor Relocation; Garut	Qualitative-SWOT; Failure factor	Low merchant activity at the new location; Facility & Inadequate security; Limited market reach	Focus only on the failure; Not in a tourist area; Not a creative industry
4	Christian Aotama & Rosaline Henny Klavert, 2021 [10].	Social Impact of Relocation in Culinary Tourism Areas; Tomohon	Qualitative-Descriptive; Social impact	Improved legal certainty; Improvements in security and order; Changes of social interaction	Only focus on the social impact; Not multidimensional effectiveness; Not a creative industry
5	Nabila & Nawangsari, 2022 [17].	Strategy for Empowering Culinary Tourism Street	Qualitative-Descriptive; Empowerment strategy	The importance of a holistic approach; The vital role of merchant associations; Effective	Focus on empowerment, not the effectiveness of relocation; Not using Campbell's Theory

		Merchant; Surabaya		collective management system	
6	Esa Septian, 2022 [9]	Transformation of Conflict in the Relocation of Malioboro Street Merchant; Yogyakarta	Qualitative Conflict Analysis; conflict & tourist flow	Relocation of different tourist and non-tourist areas; Critical dependence on tourist flows; Street Merchant in the tourism ecosystem	Focus on conflict transformation; Do not use Campbell's theory; Not the creative industry

### 3 Methods

This study uses a descriptive qualitative analysis approach to gain an in-depth understanding of the effectiveness of the street vendor relocation policy in the Trusmi Batik Area from the perspective of the government as the policy maker and street Merchant as the affected subjects [18]. The study was conducted from November to January 2026 in several locations, including government agencies (Bapperida, Disperindag, and Satpol PP Kabupaten Cirebon), Street Syekh Datul Kahfi as the initial location for street Merchant, and Street KH Abbas as the relocation site.

The data sources consist of primary data obtained through in-depth interviews and direct observation, as well as secondary data in the form of policy documents including Cirebon Regency Regulation No. 05 of 2014, Minister of Home Affairs Regional Regulation No.41 of 2012, the Regent's Circular Letter about revitalizing the Trusmi Batik Area, several academic writings, and news reports from various media sources. Informants were selected using purposive sampling techniques, with key informants being the Head of Satpol PP and the Chair of the PKL Association, as well as supporting informants including Bapperida staff, Disperindag staff, active street Merchant who consistently sell at the relocation site with increased turnover, and inactive street Merchant who returned to selling on Street Syekh Datul Kahfi.

Data collection techniques were carried out through in-depth interviews covering planning, implementation, socialization, obstacles, socioeconomic impacts, and policy evaluation; non-participant observation at various times to observe trade dynamics; and documentation studies from official documents and mass media. Data analysis used the Miles and Huberman model through three interactive components, namely data reduction by selecting key points and looking for patterns, data presentation in an organized form such as narrative text and matrices, and drawing conclusions by comparing findings with theory. Data validity is ensured through source triangulation, method triangulation, time triangulation, and member checking with informants [18].

## 4 Results and Discussion

### 4.1 Effectiveness of the Policy to Relocate Street Merchant in the Trusmi Batik Area

The effectiveness of the policy to relocate street Merchant in the Trusmi Batik Area was analyzed using five dimensions of effectiveness according to Campbell (1989), namely program success, target success, satisfaction with the program, input and output levels, and overall goal achievement [11].

#### 4.1.1 The Success of the Program

The relocation program for street Merchant in the Trusmi Batik Area has shown significant success in terms of planning, implementation, and institutional coordination. This policy is not a reactive or impromptu measure, but rather the result of comprehensive planning through the long-developed "Lawang Trusmi" concept, which was realized after the Governor of West Java issued an instruction in June 2025 to make the Trusmi area a leading tourist destination in West Java. Bapperida emphasized that the relocation is part of the Lawang Trusmi concept that has been designed for a long time, not a reactive measure.

This is not the only program that is conducted on goodwill. It has a sound legal ground and process, done in black and white. The most significant of the references include the Permendagri Number 41 of 2012 that is laying out, government of controlling and endowing street merchant [14]. Cirebon Regency Reg 05 of 2014 and is particularly with reference to the organization and support of street merchant [19]. and Cirebon Regency the regulation number 4 of 2021 that covers a larger part of the public order [3]. On top of that, the Cirebon Regent also issued Circular Letter No. 500.13/6/SETDA which directly pointed at the need to revitalize and restore the Trusmi Batik Area. This is in line with the policy for addressing beggars which also uses a regulatory approach [20]. This solid coordination ensures that there is no overlap of authority and that all parties can work synergistically.

This program is implemented through structured and systematic stages, beginning with initial socialization through trader forums, intensive dialogue to hear the aspirations and concerns of merchant, preparation of new locations at Pasalaran Market and Street KH Abbas with basic infrastructure. Although the stages had been carried out, the merchant stated that the socialization period was relatively short. This finding is in line with the research [7] which found that effective communication between the government and merchant is key to the implementation of relocation policies.

Multi-stakeholder coordination is key to the success of the relocation program. Coordination runs smoothly through inter-agency cooperation involving many parties, including Baperidra for regional planning, Disperindag for trader development, Satpol PP for law enforcement, Dishub for land asset management, and the Environmental Agency for sanitation management [21]. Good coordination like that means nobody is tripping over each others authority, and everyone involved can actually pull in the same direction without getting in each others way.

#### **4.1.2 Target Achievement**

The aim of moving over 300 street traders off Syekh Datul Kahfi Street has been executed to the latter. Out of those, 204 merchants are officially registered with the association and compliance has been exceptionally strong in the sense that there are only very few instances where merchants are still selling indefinitely in their previous places.

A visit to the site in November in the year 2025 instantly showed the magnitude of the transformation that had taken place. The place where carts and temporary stalls were once, and formed a nuisance, has been turned into a much cleaner and efficient street. The pedestrians are now using sideways as per the intended design and the road way which was already congested to the extent of habituation by the users is significantly less congested. Merchant did not show cooperation spontaneously but this could be attributed to a participatory strategy which involved communicating and negotiating with citizens whereas at the same time, strengthening compliance with the existing rules.

According to the merchant side, the relocation to the new location was not as complicated as it is widely expected to be. One of the merchants stated that business stability was reached rather quickly, and this was mostly explained by the influx of commercial business and the spatial nature of the new location which was considered to be more spacious and efficient to work in. The issue of customer acquisition was not a big challenge, as the news about the new location spread itself. It made this quick adaptation possible because the location was strategically advantageous and could be merged with Batik Trusmi tourist area.



**Figure 3.** Merchant Activities at the Relocation Site on KH Abbas Road

#### **4.1.3 Satisfaction with the Program**

The level of satisfaction among merchant regarding the relocation site shows very positive results. The majority of merchants reported a significant increase in income, averaging from IDR 500,000 to IDR 700,000-800,000 per day, with a peak of IDR 1,000,000 on weekends, accompanied by a larger trading area and an increase in the number of customers.

Merchant identified five advantages of the new location: (1) More spacious area with clear plot boundaries and no competition for space. (2) Easy access with a parking area managed by Karang Taruna. (3) Longer operating hours until 10:00-11:00 PM, unlike the old location where Merchant had to close by 8:00 PM at the latest. (4) Legal certainty that alleviates Merchant' concerns during Satpol PP enforcement, and (5) complete facilities (mosque, restrooms, playground) that attract visitors.

Although the majority of merchant are satisfied, some are engaging in dual selling by returning to sell on Street Syekh Datul Kahfi because: (1) sales at KH Abbas are inconsistent (it is only busy on weekends), (2) regular customers at the old location are difficult to transfer. Batik entrepreneurs are very positive about the relocation,

with the Industry and Trade Agency reporting that they appreciate the more organized and cleaner area, with an increase in the number of visitors due to the synergy between batik galleries, culinary centers, and art performances.

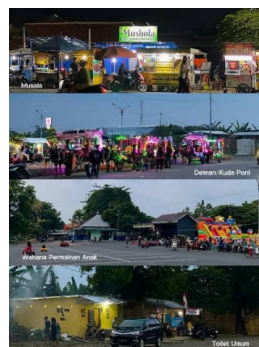


**Figure 4.** The atmosphere at the relocation site on Street KH Abbas, which is more spacious

#### **4.1.4 Input and Output Levels**

The program was implemented using a unique and efficient financing model, unlike relocation programs in other cities, which generally allocate large amounts of special funds. The Industry and Trade Agency explained that there was no special budget from the Industry and Trade Agency for this program. The government chips in by providing the land itself, while the traders take care of building and running everything on it by themselves. And since there are no fees or rent to worry about, merchant do not have to stress too much about the financial side of things.

Having proper facilities at the relocation site turned out to be one of the biggest reasons why both Merchant and visitors felt comfortable being there. Walking around the area, you could see for yourself that the basics were well taken care of, from a prayer room and clean toilets to a playground for kids and even traditional carriage rides that gave the whole place a warm, old-fashioned cultural feel.



**Figure 5.** Facilities Available at the Relocation Site on Street KH Abbas (Prayer Room, Restrooms, Kids'Play Area, and Traditional Carriage Rides) - Source: Instagram @seeisal, August 2025

Merchants are presumed to finance the infrastructure and other operations but the payments seem to be manageable as they are not required to be concerned of land rent or any payments made to the government. Initially, the merchants would donate IDR700,000 each to put up electricity poles collectively. Moreover, their monthly costs are as follows: IDR2000 per day garbage collection, IDR40000 per month electricity, IDR100,000 per month cart storage, IDR100,000 per month cart porter wages, and IDR20,000 per month as a contribution of merchants.

Over 300 merchants had moved into their new quarters during one week, and the first preparations were made and the final settlement reached in an exceedingly short time. According to the Director of Satpol PP, this operation was successful due to the fact that the coordination of all stakeholders occurred and the merchants decided to cooperate instead of resisting. The program has strong efficacy when the inputs are balanced with the outputs. The budget was small, the time frame limited, but the coordination process was going on well and the initial cost to a merchant was cheap. However, the results are another story: more than 300 merchants went through the process of relocation with high rates of adherence, their earnings grew significantly, and the formation of a properly organized merchant association became the byproduct.

#### 4.1.5 Achieving Comprehensive Goals

The main objective of creating a well-organized, clean, and comfortable Batik Trusmi tourist area and restoring the function of sidewalks as pedestrian spaces has been fully achieved. The Head of the Public Order Agency explained that the area is now more organized and clean without street Merchant on the sidewalks, visitor comfort has significantly improved, and Street Syekh Datul Kahfi, which was once congested and chaotic, is now smooth and neatly organized.

Physical transformation of the area includes: (1) restoration of sidewalk functionality, (2) improvement of traffic flow, especially on weekends, (3) improvement of lighting with decorative lamps, (4) organized waste management, and (5) improvement of the area's aesthetics.



**Figure 6.** No Selling Sign on Syekh Datul Kahfi Street After Relocation

Physical transformation of the area includes: (1) restoration of sidewalk functionality, (2) improvement of traffic flow, especially on weekends, (3) improvement of lighting with decorative lamps, (4) organized waste management, and (5) improvement of the area's aesthetics.



**Figure 7.** Comparison of the condition of Syekh Datul Kahfi Road before (Source: Kabar Cirebon, June 2025) and after (Source: Antara News, July 2025) the relocation of street Merchant

A very important overall indicator of success is the formation of a strong and organized trader association. The Street Vendor Association was formed in May 2025 with an official notarial deed with 14 board members. They have a long-term vision of making this area a semi-permanent culinary center integrated with Trusmi Batik tourism [22]. The association performs various important functions as a coordinator with the government, operational manager, conflict resolver, business developer, and promoter of the area.

Integration is achieved through positive synergy with batik entrepreneurs. Batik entrepreneurs, who initially complained about the chaotic and congested area, are now happy because the area is more organized, visitor numbers have increased, and there is added value from the culinary center that attracts tourists to stay longer in the area, creating a win-win situation for everyone.



**Figure 8.** Cultural Arts Activities at the Relocation Site on KH Abbas Street (Source: Cirebon Regency Government Website, July 2025)

## **4.2 Supporting and Hindering Factors**

### **4.2.1 Factors Supporting the Effectiveness of Relocating Street Merchant**

The announcement of the Governor of West Java of June 2025, in fact was a breakthrough, it gave a push the Lawang Trusmi concept has gone through with the planning stage and now it has taken a step into something people could look and touch the ground. The relocation created some kind of political momentum that made coordination possible on different levels government is far more easily administered out of the ordinary. The outcomes are magnificent, above 300. It is hard to believe that such an influx of merchants in seven days will occur, unless you happen to know how much there was little pious intent and arrangement to bring it about.

The initiative relied on the involvement of the appropriate qualified individuals that will converge and rather than pull towards various projects, will pull towards one direction. The various positions of the participants also did not create any confusion in roles and overlap of the bodies Bapperida, Disperindag, Satpol PP, UMKM, Dishub, DLH, Polri-TNI, and authorities of the village [21]. Compliance to the developed action plan was assisted by frequent liaison meetings with open discussions to the merchant forums which involved a lottery sort of distribution, which was deemed to be fair among the respondents.

The decision to set up the new location in Street KH Abbas proved to be a good move. The entrepreneurs of street Merchants, batik and the tourism operators were left to complement each other and not compete. The difference in almost the daily turnover, which had previously been resting at around IDR 500.000, began to soar between IDR 700.000 and IDR 800.000, and even on weekdays or when there was a public holiday, IDR 1.000.000. To that add the fact that the operating hours are longer than in the previous site and it provided traders with an actual opportunity to make more.

The funding side strategy was rather inspiring. The local government was not required to allocate a budget particularly because they merely provided the land via Dishub. The traders also donated IDR 700.000 per head to fund the infrastructure, the waste was handled by the DLH and the electricity was internally controlled by the association. The PKL Association per se was notarially established in May 2025 and currently has 14 working administrators, but its ambitions are to eventually have a decent semi-permanent culinary center [22].

Increase in merchant income is likely to be the most credible evidence that this program indeed provided. The word ran itself, and over 200 new merchant came in, and exceeded the original object, without any additional urging. All these articles served to support each other and made a positive wave in three directions simultaneously: the satisfaction of participants with the program, the effect of resources on actual achievements, and the extent of actual coverage of the grander objectives.

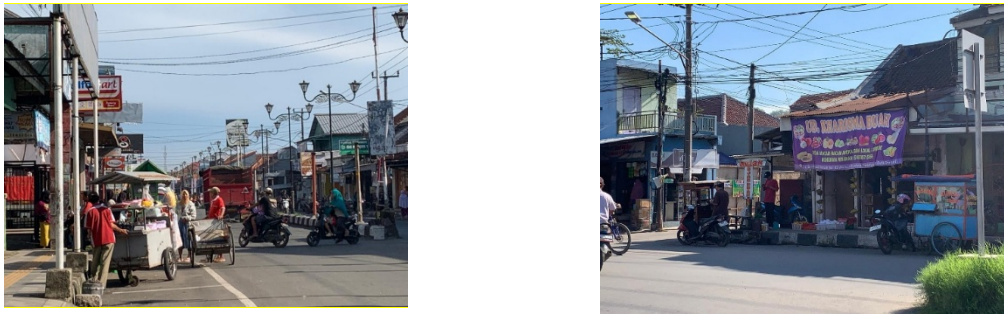
### **4.2.2 Factors Hindering the Effectiveness of Relocating Street Merchant**

The weakest aspects of the overall program are infrastructure. Even the slightest rain frequency can cause enormous disruptions to the work processes: carts become damaged, customers are discouraged to stop, and income per day is impacted in the negative. The absence of semi-permanent shelters or wind protection means that even a minor weather event leads to a catastrophe. This has resulted in some traders very silently resuming their operations at Street Syekh Datul Kahfi although they already have formally assigned spaces at the new location. The office of the Deputy Regent has been provided with a proposal to set up semi permanent tents but it is pending and the budgetary limitations have hindered the implementation of the same as well as a concrete decision has not yet been made.

This becomes even more complex when the absence of a specific regional budgetary allocation towards the specific needs is taken into account. The lack of dedicated financial resources has seen the government largely depend on voluntary donation of resources by the private sector and ad hoc corporate social responsibilities to maintain the operations of the infrastructure. Although the strategy can be used temporarily in the short term, there is a prospect of progressive decline in the effectiveness and sustainability of the overall program when no immediate forms of funding are implemented. To make the fiscal problems worse, the administrative supervision on the ground portrays significant shortcomings in their day-to-day operations. Clogging of drainage systems is a normal occurrence due to the indiscriminate deposition of refuse and in the event of heavy rains the resultant flood can hardly be avoided.

Out of the easily noticeable physical shortcomings, there is a deeper layer of behavioral issues that need to be battled, and they are hard to fix. The litter is still scattered randomly, motor vehicle parking is done without any clear arrangement that might have been there before and some group of traders still tries to occupy their former places. The overall result of such phenomena is a kind of attestation of established practices which have not been abandoned. This fact has been admitted by Bapperida who states that change in social behavior is not possible overnight, instead, it requires a systematic approach of educating people and not a point-to-point action. This statement was supported by practical evidence collected in December 2025, according to which some of the

merchants still came periodically to the location of Syekh Datul Kahfi, even though they did not have a permanent residence there.



**Figure 9.** Merchant Continues with Business Operations in the Syekh Datul Kahfi Street After the Relocation Process

The program has a strong dependency on the instructions made by the Governor and a certification given by the Deputy Regent thus creating a strong political push. However, Bapperida admits that there are significant risks which can become a reality in case of the shift in the leadership or the redistribution of the policy priorities. The Head of Satpol PP argues that sustainability should be subject to the sound systems and regulatory frameworks, as opposed to the power of some individuals; therefore, the institutionalisation of the system with comprehensive and binding regulations is a necessity.

According to the analysis, the combination of the politically committed approach, overall planning, coordination of multiple stakeholders, humanistic approach, strategic location, tourism ecosystem integration, the collaborative financing model, and augmented income and legal certainty formed the basis of the program success. However, weather infrastructure shortage, budgetary and administrative capability, behavioural change related issues and the threat of over-depending on individual policy strategies as well as lack of institutional coordination are all threats to the sustainability of the programme in the long run.

### 4.3 Policy Recommendations

Based on the findings of research on the effectiveness of relocation programs and the identification of supporting and inhibiting factors, researchers formulated policy recommendations to improve the effectiveness of street vendor relocation in the Batik Trusmi tourist area:

**Table 2.** Policy Recommendations for Improving the Effectiveness of Street Vendor Relocation in the Trusmi Batik Area

Duration	Aspect	Recommendation
Short Term	Weather Protection Infrastructure	Construction of semi-permanent tents with adequate roofing, provision of permanent windbreaks, and improvement of drainage systems.
	Waste Management	Increased frequency of waste collection by the Environmental Agency, provision of separate bins for organic and non-organic waste, intensive educational campaigns.
	Formalization of Policy Guarantees	Issuance of a decree or regent regulation guaranteeing the status of the location and policy without retribution for a minimum of 5 years, preparation of a 5-10 year development roadmap for the area.
Medium Term	Strengthening the Capacity of Community Organizations	Organizational and financial management training, facilitation of access to capital, entrepreneurship training programs.
	Permanent Infrastructure	Construction of semi-permanent structures with roofs and walls, provision of supporting facilities (toilets, prayer rooms, hand washing areas), improvement of lighting systems.
	Institutionalization of Coordination	The formation of a permanent coordination team accompanied by a Regent Decree, the establishment of regular meetings at least once a month, and the development of a data-based monitoring and evaluation system.
	Integrated Information System	Development of a website/application to promote the area, integration of a merchant management system into a digital platform, provision of a digital payment system for merchants.

Long Term	Heritage Area Professional Management Certification	Culinary	Development of concepts that reflect Cirebon culture, construction of a mini culinary museum, integration with culinary education tourism programs. Transformation of community groups into professional business entities such as cooperatives. Development of a halal and hygiene certification system in collaboration with the Indonesian Ulema Council (MUI) and health agencies, to increase consumer confidence and product quality.
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The implementation of the suggested policy recommendations requires strong dedication by the local governments, coexistence with the stakeholders, allocation of adequate resources and a dedicated follow up and evaluation as such that effectiveness of such street vendor relocation program can keep on improving hence making the area a clean, successful and sustainable tourist destination that would benefit both sides of the case.

## 5 Conclusion

The effectiveness of the relocation programme of the street merchants in Trusmi Batik area has proven to be highly effective based on the five dimensions of the effectiveness model developed by Campbell as seen by the significant achievements in each of the five dimensions. The success of the programme was based on an elaborate design of the Lawang Trusmi concept, a well-developed legal set up that runs between the central and regional jurisdictions and the political push given by the governor of West Javan. This integration made a fast implementation, within a week and thus resettled street vendors who worked in the Syekh Datul Kahfi Street. The level of compliance was significant because it was attained by synergies coordination of various stakeholders through the humanistic approach. Besides, a new collaborative financing scheme that eliminated the need to have a separate APBD allocation produced an optimum in the ratio of inputs and outputs and turned out to be beneficial.

On a satisfaction scale, most merchants recorded a positive and significant effect. Their earnings per day were also much higher and their turnover which had been stagnant at IDR500,000 was attaining IDR700,000 to IDR800,000. To a great extent, this shift may be explained by a new location located near a tourist area, more flexible working hours, and legal protection that finally helped to eliminate the fear of being forcibly removed that had long been held by the merchants. The geographical landscape of the location has been changed considerably too: traffic flows have become more effective, pedestrian paths have become used optimally, the area has been perceived as less polluted and more properly lit, and a well-organized Merchant Association has been formed with a sensible long-term course.

But there is an underlying issue here that is silently corrosive to the survival of this program. The shortage of suitable doors against the rain and the heat has pushed some of the Merchant towards their previous locations although they technically already have a place in the place of relocation. There is a long-term approach in the form of permanent investment in the infrastructure, professionalization of the area management, consistent education, and the sustained coordination mechanisms to ensure maintenance of the orderly, prosperous, and sustainable transformation of the Batik Trusmi tourist area due to budgets and management capacity limits, long-term challenges of changing community behavior, the risk of dependency on personal policies without institutionalizing, and the coordination which is not formally institutionalized.

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