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INTENTIONAL DESIGN OF MARKETPLACE REVITALIZATION PROGRAM: OUTCOME MAPPING FOR THE CASE OF THE BANJARAN MARKET

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Abstract

Marketplace revitalization is a solution from the government and related stakeholders to maintain the existence of the declining traditional marketplace. One of the Indonesian marketplaces that intervened with the revitalization program for this case study is Banjaran Market, in Bandung Regency, West Java which aims to improve infrastructure performance and the socio-economic development of its surrounding community. The complexity and expected behavioral changes in the marketplace revitalization program need to be simplified to be easily understood by the implementing team, beneficiaries, and donors via Outcome Mapping analytical method. This study started by collecting qualitative data, then focusing on Step Zero and the Intentional Design stage to establish the vision, identify boundary partners, state outcome challenges, and conceptualize strategies that influence boundary partners' behavioral changes. The results show that the Banjaran Market merchant association is the boundary partner of the revitalization program, with the expected behavioral change indicated by 'relationship' in the form of openness, not hindering program implementation, which in turn builds the community and business management capacity, according to the regional government and medium-term development plans. This study is accustomed to be an evaluation of other marketplace revitalization programs in Indonesia, for inclusive and sustainable community engagement and development.

Keywords: behavior, boundary partners, marketplace, Outcome Mapping, revitalization program

Introduction

Marketplaces or traditional markets are one of the urban components that contribute to the region's economic and social development in Indonesia, both for the merchant community and the society, as well as their impact on the surrounding environment. The Directorate General of Culture in "*Menguak Pasar Tradisional*" ed. 1 (2013) states that advanced science and technology have triggered the establishment of various contemporary shopping centers which, according to survey results, the growth of

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the marketplaces has decreased every year due to inability to compete with the increasing contemporary markets. Although the government is trying to encourage the marketplaces' visitation through the "*Ayo Belanja ke Pasar Rakyat*!" program since 2016, buyers still visit trading facilities that are more comfortable, safer, and cleaner than marketplaces, and of their instant and practical lifestyle, which will threaten the local economy of people markets. The solution that can be provided by the government and related stakeholders to maintain the existence of the marketplace is to revitalize it.

Revitalization has various definitions in the context of architecture and urban planning which refers to its physical aspect, but in the context of government programs, revitalization is defined as an effort to support economic and businesses growth which are declining over time and conduce a role in supporting the availability of staple goods and stabilizing national consumption prices. Marketplace revitalization includes the concepts of physical, management, economic, and social revitalization, although the most concrete form is the physical renewal of the marketplace facilities. One of the marketplaces in Indonesia that is quite feasible to receive the revitalization assistance program based on the revitalization program requirements by the Ministry of Trade is the Banjaran Market in Bandung Regency, West Java Province. According to a publication from Bandung Regency Government Public Relations (2023), the revitalization of the Banjaran Market was planned from early 2023 and targeted to be inaugurated in 2024, with a budget of up to IDR 125.000.000.000 from the investment auction as a commitment to executing the program. The target of the revitalization program is not only to improve the performance quality of marketplace infrastructure through adding office functions and building floors, but also to create a healthy, clean, and sanitized marketplace so that it can compete with other shopping centers in the area. The Bandung Regency Government coordinates with the Department of Industry and Trade and third parties as the program initiator team through the Build-to-Delivery collaboration, as well as involving important actors such as regular merchants, street vendors, and the local community in the planning and implementation process of the Banjaran Market revitalization program.

The main focus of the Banjaran Market revitalization program should not only be on the physical renewal of the market building but on encouraging behavioral changes in various stakeholders who work directly with the program, which should have the capacity to empower and improve the welfare of the merchants. The capacity of those stakeholders needs to be improved so that the ultimate revitalization program goals can be achieved. However, the program's effort to contribute to behavioral changes of its target actors has many limitations. Deprez et al. (2010) revealed that development programs are more complex, complicated not linear, and the results always unpredicted accurately outside of the planning process because many latent factors affect the outcomes of a program that then have consequences for the program's impact. Like other development programs, the Pasar Banjaran revitalization program tends to pursue the predetermined time limit and demands that changes can be achieved immediately, pays little attention to the geographical area of the program, and requires a lot of resources so that the program can deliver results to its beneficiaries. Therefore, a more appropriate approach is needed to understand the complexity of the program so that the changes to be achieved from the Pasar Banjaran revitalization program can be long-lasting and sustainable, through the Outcome Mapping methodology.

Outcome Mapping is used to measure development outcomes or achievements and help build the capacity of individuals, groups, and organizations in the revitalization

program to achieve behavioral changes in actors who hold full responsibility for improving the social and economic quality of the community (particularly the market merchants) and the quality of the Banjaran Market's built environment. Several studies related to the marketplace revitalization program in the last three years have been investigated, and it was concluded that the marketplace revitalization program in Indonesia has yet to achieve behavioral change among its boundary partners to improve the social and economic conditions of market merchants and the physical condition of marketplace environment. Most similar studies, such as the study by Damsyah and Abidin (2022), Sentanu et al. (2021), Ujianti and Dewi (2021), Yulianti and Kintani (2020), and Ardhiansyah and Mahendarto (2020), using descriptive-qualitative analysis, still unable to describe how the desired behavioral change occurs in individuals, groups, or organizations that involved in the revitalization program. Those studies also have not identified which actors are the boundary partners, so the appointed marketplace revitalization program as a case study tends to be unsuccessful and unsustainable.

The study using the Outcome Mapping approach seeks to provide novelty to the research gaps mentioned above, as well as to answer the following research questions: 1) What is the vision of the revitalization program? 2) Who are the boundary partners of the revitalization program? 3) What is the desired form of behavioral change in boundary partners as the outcome challenge of the revitalization program? 4) How can the strategies used in the revitalization program influence the behavioral changes of its direct partners? Therefore, by answering the research questions above, this Outcome Mapping study will explain how the Banjaran Market revitalization program as a built environment can contribute to the social and economic development of Banjaran District, Bandung Regency, West Java Province through changes in the behavior of the program's boundary partners.

Research Method

The research took place within the Banjaran Market revitalization program area, encompassing Banjaran Station and expanding the trading space for street vendors. Located on Banjaran Highway, Banjaran Village, Banjaran District, Bandung Regency, West Java Province, both Banjaran Market and Station became the focal points. Commencing on January 11, 2023, following the government's announcement of plans to revitalize Banjaran Market, the initial phase involved gathering secondary data and preparing research instruments. Primary data collection occurred from March 31 to April 15, 2023, at Pasar Banjaran during operating hours. The final phase, spanning April to June 2023, focused on triangulating and concluding the results using the Outcome Mapping approach. This analytical methodology, emphasizing behavioral change, was chosen for its effectiveness in managing result-based development programs. The study prioritized the Intentional Design stage of Outcome Mapping, aligning with the program's planning phase. Utilizing Step Zero analysis, the research determined the strategic direction and boundary partners for the Banjaran Market revitalization program. With a comprehensive approach, the study integrated various qualitative analysis tools, including SWOT analysis, simple network analysis, and participatory stakeholder analysis. Visualization maps were created to illustrate the flow of activities contributing to the program's ultimate goal, emphasizing behavioral changes in boundary partners. The study's design aimed to address gaps in analysis results due to limited resources, capacity, and time, setting the groundwork for subsequent Outcome Mapping stages when program obstacles are resolved and stakeholder consensus on the program's Intentional Design is

achieved.

Results and Discussion

Step Zero

Program Focus or Ultimate Beneficiaries

The initial analysis of Step Zero is to determine the focus or ultimate target of the beneficiaries of the Banjaran Market revitalization program. Starting from the national perspective, the priority program to accelerate marketplace revitalization by the Ministry of Trade of the Republic of Indonesia focuses on optimizing the performance of marketplaces which is expected to have a positive impact on the economy and welfare of local communities, mainly on economic actors such as market merchants. Optimizing the performance of the marketplace as intended can mean performance on technical, functional, and management aspects that are utilized by building occupants. Meanwhile, from the perspective of the Banjaran Market revitalization program, the ultimate beneficiaries are the market merchants, both individually and in a community. The Banjaran Market revitalization program also does not rule out the possibility of targeting the improvement of the welfare of the street vendors who are active around the Banjaran Market and Station. Overall, the mentioned beneficiaries must be involved in the planning and implementation of the Banjaran Market revitalization program, where beneficiary economic growth and welfare improvement as measured in the Banjaran District or Bandung Regency statistics will be long-term indicators of the program.

Scope of Program Area and Overview of Program Realization

The scope of the program area of the marketplace revitalization is the Banjaran Market, including the Banjaran Station which is an expansion area for street vendors trading activities. The program area is located on Banjaran Highway, Banjaran Village, Banjaran District, Bandung Regency, West Java Province. Banjaran Market is categorized as a marketplace or traditional market, which was built independently (self-help) by the local community in 2007. The Banjaran Market area has a total land area of approximately 14.720 m^2, consisting of a station area of 2.950 m^2 and a market area of 3.065 m^2 in the front and 8.705 m^2 in the back. Banjaran Market has available stalls inside of its building with a total of around 360 units to be occupied by 1.600 merchants (including street vendors). The street vendors do their trading activities erratically by taking advantage of the highway near the Banjaran Station, so the revitalization program will also target the street vendors outside the Banjaran Market area. The existing condition of Banjaran Market needs to be improved and repaired in terms of the level of cleanliness and interior space arrangements, mainly in the wet market area. Pasar Banjaran does not have a regional public company unit that manages trading activities like in other marketplaces in general, where the regional public company unit has the potential to become a boundary partner of the revitalization program. The Banjaran Market is only formally managed by the Department Technical Implementation Unit and the Build-to-Delivery partners who act as the implementing team for the revitalization program.

Program Common Strategy and Budgeting

The common strategy for the Banjaran Market revitalization program is to encourage physical improvements to the building and the surrounding environment in Banjaran Market and Station areas which are extensions of the street vendors' trading area, as well as improving cleanliness, safety, and comfort for the marketplace building users. The marketplace revitalization program at the national level has a total budget of

IDR 3.000.000.000.000 for the realization of 5.000 units of marketplace revitalization in Indonesia for the fiscal year of 2015-2019. Whereas in the Banjaran Market revitalization program, the program's investment value reached IDR 125.000.000.000 which did not source from the regional budget but through investment auctions with Build-to-Deliver partners since early 2023. Investment auctions with third parties ensure that the program implementation does not burden the regional budget, which can then be allocated to other regional priority programs.

SWOT Analysis

SWOT (Strengths – Weaknesses – Opportunities – Threats) **Analysis**

	Helpful to achieving the objective	**Harmful** to achieving the objective
Internal attributes of the organization	**STRENGTHS** • Increase the number of visitations by buyers who are satisfied and comfortable with a healthy marketplace atmosphere, as well as more complete market facilities. • Increase the productivity and competitiveness of market merchants against the non-marketplace business actors. • Open job opportunities for prospective new merchants and investment for the private sector to open new businesses in the market, thus increasing regional income.	**WEAKNESSES** • New and revitalized trading facilities offering better quality upgrades may incur higher rental fees to market merchants, excluding annual fees and taxes. • Temporary relocation of market merchants costs a lot of budgets to prepare and provide a proper trading place, and it can reduce the merchants' business opportunities in the new place that tend to be less frequent buyers.
External attributes of the environment	**OPPORTUNITIES** • Successful marketplace revitalization program will encourage Banjaran Market to become a representative or a pilot for other marketplaces in nearby districts. • Revitalization program increases the Regional Human Development Index (HDI) in Bandung Regency, mainly from the informal sector's income dimension. • The Banjaran station will be more organized and may be developed as a regional transportation node.	**THREATS** • The market merchants' economy who have not fully recovered and stabilized after the COVID-19 pandemic to prepare for stall rental costs which will be higher after the revitalization. • Revitalization potentially causes conflict between the local merchants' community that disagree with the program initiator team, and with the new business actors in the marketplace. • Modern marketplace facilities can be a disruption to the marketplace's traditional values and local wisdom.

Figure 1. SWOT Analysis of the Banjaran Market revitalization program
Source: Analysis (2023)

Strengths – Weaknesses – Opportunities – Threats (SWOT) analysis of the Banjaran Market revitalization program based on the program focus or ultimate beneficiaries, the scope of the program area and overview of program realization, program common strategy and budgeting are shown in Figure 1.

Simple Network and Relevant Participatory Stakeholder Analysis

The strategy that is most appropriate for the case of the Banjaran Market revitalization program is highly dependent on the decisions taken by all stakeholders, mainly to sustain economic and social aspects according to the main issues experienced by the merchants, and to increase their satisfaction (Mısırlısoy 2021). Exploring the actors in the Banjaran Market network also provides information about the stakeholders and their roles and responsibilities for the revitalization program that will be implemented, which is listed in Table 1 below. This analysis highlights conflict taking place as a result of the Banjaran Market revitalization program that is not agreed upon and does not involve all actors, which becomes an obstacle or threat to program implementation (as can be seen from the SWOT analysis). The Banjaran Market revitalization program plan had previously gone through the communication and outreach process to market merchants facilitated by Commission B Regional People's Representative Council of Bandung Regency. However, the execution of the program was delayed due to the deferral from the merchant community represented by the Banjaran Market merchant association. The deferral of the revitalization program is based on the weak economic conditions of market merchants due to the COVID-19 pandemic (restrictions on trading

activities) to rent new stalls with higher rental fees after the revitalization. The conflict added a new actor, the Urban Poor Advocacy Network of Banjaran associated with the merchant community. The advocate facilitates and accompanies market merchants who aspire to reject the revitalization program but fail to get a response from the program initiator team. Based on the results of structured open-ended interviews with the merchant community, it was stated that they only needed the program initiator team to manage and repair the existing Banjaran Market facilities, without the construction of a new, more modern market infrastructure.

Table 1
Stakeholders' Roles and Responsibilities

Stakeholders	Roles and Responsibilities
Regent and Vice Regent of Bandung Regency	Implementor (initiator) of the revitalization program, policymakers
Department of Industry and Trade	Implementor (initiator) of the revitalization program
Department Technical Implementation Unit of Banjaran Market	Communication and outreach facilitator for program initiator team
Build-to-Deliver Partners	Selected partner for the revitalization program
Integrated Service Unit of Banjaran Station – Department of Transportation	Banjaran Station manager as trading area expansion for street vendors
Banjaran Market Merchants' Community	Merchants, benefit from the revitalization program
Banjaran Station's Street Vendors	Merchants, benefit from the revitalization program
People of Banjaran District	Regular buyers and residents around the marketplace
Commission B of Regional People's Representative Council of Bandung Regency	Communication and outreach facilitator for program boundary partners and beneficiaries
Urban Poor Advocacy Network of Banjaran	Advocate for market merchants (during conflict)
Banjaran Market Merchant Association	Representatives and mediators for market merchants, and mass gatherers in Banjaran Market

Source: Analysis (2023)

Based on the analysis and justification of the conflict, the Banjaran Market merchant associations have become a central actor in the revitalization program because they have many direct relationships with other actors, as a form of communication and to exert influence on program stakeholders. In addition, they have the potential to become boundary partners in the revitalization program, based on their roles and responsibilities to the program beneficiaries and initiator team. The recommendation from the results of the network and stakeholders analysis is that it is necessary to establish an intense communication forum between market merchants and the community with the

Government of Bandung Regency and the Department of Industry and Trade, principally to discuss the issue of the revitalized Banjaran Market stall rental price.

Intentional Design

Vision

The vision of the Banjaran Market revitalization program, as declared by the Government of Bandung District and agreed upon by the program initiator team is to increase the competitiveness of the marketplace by meeting the health standards. The revitalization program in theory must be able to support the local economy and competitiveness of the marketplace in the area, not only oriented toward physical improvement as mentioned by Purwanti (2017). Although, Lee (2017) in his study on the case of traditional market revitalization, also states that there are success factors in programming the revitalization including modernization and expansion of the convenient marketplace environment, improvement in distribution, and participation of the local community. According to the review of the previous studies on the revitalization program and information from the program initiator team, the revitalization concepts that are aligned and prioritized with the vision are management revitalization (including human resources and supply chain management), economic revitalization (including production, distribution, and consumption activities), and social revitalization (related to community capacities).

According to the analysis, behavioral change can best be observed through the management revitalization of the Banjaran Market merchants to be more competitive compared to other business actors from contemporary shopping centers in Banjaran District and Bandung Regency. The concept of social revitalization is also applicable to increase the transparency and distribution of information on the prices of the staple commodities traded in the Banjaran Market to prevent unfair merchant competition. In this current conditions of conflict between the stakeholders of the Banjaran Market revitalization program, a new vision, which is derived from the main vision, needs to be stipulated in the form of boundary partners' behavioral changes who are willing to follow the directions of the initiator team to support program sustainability, as well as maintain solidarity and orderliness in the Banjaran Market merchant community from outsiders' negative issues.

Mission

The mission of the Banjaran Market revitalization program was sought from the documents and attachments of the Regional Medium-Term Development Plan of Bandung Regency for 2021-2026, based on the third strategic issue, which is an unrealized inclusive and competitive economy. The program, according to the policy direction of the Strategic Program of the Regent and Vice Regent of Bandung Regency from 2021 to 2026, is included in the program's group to improve trade facilities distribution with a main strategy to develop and manage the trade facilities distribution in the form of the marketplace or traditional market. Referring to the derivative vision of the Banjaran Market revitalization program to achieve behavioral change in boundary partners, which is the willingness to follow the direction of the program initiator team and maintain solidarity and orderliness within the Banjaran Market merchant community, has program missions that focus only on the boundary partners and supported by the initiator team and facilitators, as follows: 1) Building the capacity of stakeholders who work directly with boundary partners in the form of repressive actions on the conflict over rejection of the revitalization program; 2) Demanding the establishment of revitalization program orientation that focuses on the social and economic development of the Banjaran

Market merchant community without becoming straightforwardly provoked dissidents; 3) Delivering the aspirations of the Banjaran Market merchant community fairly without the influence of political interests.

Boundary Partners

The most important and principal Outcome Mapping analysis in the Intentional Design stage is identifying the program's boundary partners, based on the survey results as well as network and stakeholder analysis for the Banjaran Market revitalization program analyzed in Step Zero. From the results of this analysis in Figure 2, the Banjaran Market merchant association has many direct relationships with the key stakeholders and has a central role in the Banjaran Market network, so they can be identified as the program's boundary partners. The current role of the Banjaran Market merchant association towards behavioral change within the sphere of influence is still infirm and insignificantly influential, where they only accumulating and focus the aspirations of the merchant community so that they are in line with their own goal in the conflict arena over the rejection of the Banjaran Market revitalization program. Behavioral changes of Banjaran Market merchant association as the program's boundary partners are expected to maintain the sustainability of the Banjaran Market revitalization program because the success of the program depends on their actions which are equally influenced by the program's impact on social and economic development of market merchants during and after revitalization. According to the degree of power and interest in the stakeholder analysis, the Banjaran Market merchant association is grouped in the boundary partner typology of beneficiary (local community) by the IDRC in Kibel (1999).

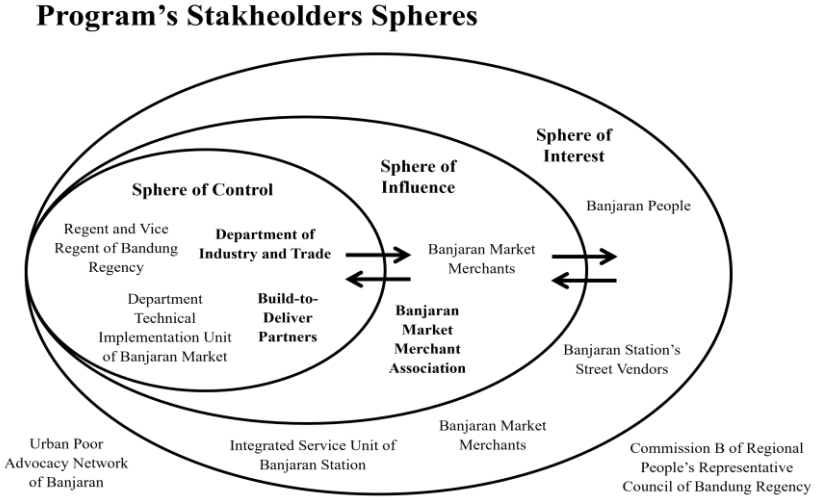

Figure 2. Stakeholders spheres of the Banjaran Market revitalization program
Source: Analysis (2023)

Outcome Challenges

The outcome challenges of the Banjaran Market revitalization program related to the form of behavioral change for the Banjaran Market merchant association as the program's boundary partners. The analysis shows that the expected behavioral change to achieve the main vision, formally, is when the Banjaran Market merchant association was able to improve its management capacity as well as transparency and distribution of information on staple commodity prices in the Banjaran Market for all members of the merchant community, where this behavior change is an effort to strengthen the

competitiveness of the Banjaran Market. The behavioral change in Banjaran Market merchant association to achieve the main and derivative vision is in the form of 'relationship', by being more open and trustful to the direction of the program initiator team when they are still getting social and economic benefits from the program to the market merchants. In addition, the Banjaran Market merchant association must be able to reduce egoistic attitudes in responding to the conflict over the rejection of the Banjaran Market revitalization program, and must not give any negative influence (provocation or incitement) that can exacerbate the intensity of the conflict and resistance from the market merchant community itself. Steps towards behavioral changes in the Banjaran Market merchant association can be observed through their actions in requesting earnestly all the Banjaran Market merchants to maintain conformity and togetherness in the community. This action can maintain the stability of all stakeholders' power and influence from the revitalization program, by preventing any formation of new groups or factions that can divide the market merchant community and sever the conflict.

Progress Markers

The expect-to-see and like-to-see progress markers are related to the achievement of the program's main vision, which is building capacity (HR) through management revitalization (financial and economic activities) of market merchants, as well as social revitalization through information transparency and distribution on the staple commodity prices to strengthen Banjaran Market competitiveness. The expect-to-see progress marker is easier to achieve and shows reactive participation from the Banjaran Market merchant association if the program can execute well, while the like-to-see progress marker shows the learning process and active participation from Banjaran Market merchant association initiatives. The expect-to-see progress marker conceptualized based on the results of the analysis: Banjaran Market merchant association assisting to create a clean, safe, comfortable, orderly, and healthy Banjaran Market environment and facilities by managing the market by Indonesian National Standard (SNI) and SOP of Marketplace and having creative business models. As for the like-to-see progress marker conceptualized based on the results of the analysis: the Banjaran Market merchant association actively participates in stakeholder communication forums to provide constructive input and demands for the implementation of the revitalization program, as well as creating a conducive atmosphere during daily market activities.

The love-to-see progress marker is related to the achievement of the program's derivative vision, which is the Banjaran Market merchant association supporting the implementation of the revitalization program unconfined from the conflict, through their attitudes and the market merchant community who are more open and trustful. The love-to-see progress marker is more transformative than other progress markers and should be set to a higher expectation or standard to demonstrate the greatest possible behavior change in the Banjaran Market merchant association, based on their capabilities and capacities. The love-to-see progress marker conceptualized based on the results of the analysis: Banjaran Market merchant association helps to foster the market merchant community members to develop more creative business models, and participate in realizing an inclusive and prosperous market merchant economy which can be measured through their increased productivity and net income.

Strategy Map

The strategy map still correlates with the previous outcome challenges and progress markers to aid in developing strategies that support the behavioral changes of the Banjaran Market merchant association as the boundary partner of the Banjaran Market

revitalization program. The overall content in the strategy map is not only for the Banjaran Market merchant association but also for the environment and external organizations outside the Banjaran Market that will drive behavioral changes and program outcomes. The strategy map consists of six cells or components, including the following: 1) I-1 is a strategy that causes direct linkages and creates outputs for the program stakeholders; 2) I-2 are strategies that are always driven or led by experts in the field of marketplace development programs and conflict management; 3) I-3 are strategies aimed at fostering and building the support networks in the Banjaran Market; 4) E-1 are strategies that cause changes in the physical environment of the Banjaran Market and revitalization program policies; 5) E-2 are strategies aimed at all stakeholders and observers of the wider marketplace revitalization program to create a persuasive environment; 6) E-3 are strategies that create learning networks or actions, and are participatory for Banjaran Market merchant association.

The strategy map was supposedly formulated based on the results of deliberations and agreements with all workshop participants for the Banjaran Market revitalization program, per the Outcome Mapping work guidelines (Earl et al. 2001). However, to provide knowledge and insights to all involved informants in this study, several strategies were developed from the related literature review, which will then be considered for inclusion in the strategy map. Some of them are: 1) Arranging and organizing trading spaces as well as maintaining friendly behavior of merchants to buyers, which will form the social identity and sense of place in the marketplace (Zandieh and Seifpour 2020); 2) Creating networks and supporting participation among the merchant community in economic interaction activities to build social capital, such as helping to provide low down payment loans, buying goods in bulk, and finding consulting experts from related agencies (Park and Koo 2014); 3) Forming a regional work unit that fosters merchant association and business (Suryanto, Hermanto, and Dai 2018), which also acts as a technical and standardized management training institution as well as an advocacy and assistance institution in the marketplace revitalization program; 4) Increasing trust and integrating all stakeholders (mainly on the organizational level) through collaboration and social networks in the decision-making process for the future marketplace revitalization policy (Schappo and van Melik 2017);

Organizational Practices

Organizational practices analysis based on the stakeholder analysis that needs to be studied and developed by the Banjaran Market merchant association as the boundary partners of the Banjaran Market revitalization program is listed in Table 2 below.

Table 2
Program's organizational practices

No.	Organizational Practices	Current Actions
1	Prospecting for new ideas, opportunities, and resources	Banjaran Market merchant association has tried to offer solutions that are considered mutually beneficial, but not yet to be called new ideas or opportunities. The agreement is still in the form of an understanding that only focuses on the ultimate impact of the program because of the deadline.
2	Seeking feedback from key informants	Banjaran Market merchant association has voiced complaints and responses regarding the revitalization program and they had received responses from the

No.	Organizational Practices	Current Actions
		informants who had legal knowledge and interest in the marginalized groups.
3	Obtaining the support of your next highest power	Banjaran Market merchant association asks for support from formal advocacy or legal counsel, but their position is lacking in participation.
4	Assessing and (re)designing products, services, systems, and procedures	Banjaran Market merchant association and community have not yet conducted tests and improvements to the marketplace's basic systems and procedures.
5	Checking up on those already served to add value	Banjaran Market merchant association and community have not maintained good relationships with the program implementation team. This action can be observed in their contradictory demands, causing a 'trade-off' in the program.
6	Sharing your best wisdom with the world	Banjaran Market merchant association has not been able to share its experiences and insights with the world or with the facilitators and beneficiaries of similar revitalization programs. This behavior can only be developed when the program or intervention is acceptable and well executed.
7	Experimenting to remain innovative	Banjaran Market merchant association could not find innovations in reforming revitalization program policies that will be more effective than the current program. Experiments are best conducted when they are assisted by research institutions or non-governmental organizations (NGOs).
8	Engaging in organizational reflection	This revitalization program has the potential to become a lesson for the Banjaran Market merchant association when they receive the same intervention in the future. They have the choice of whether this program will be made into a sustainable tradition or not, determined after the program is realized.

Source: Analysis (2023)

Logical Model of Outcome Mapping Visualization Map

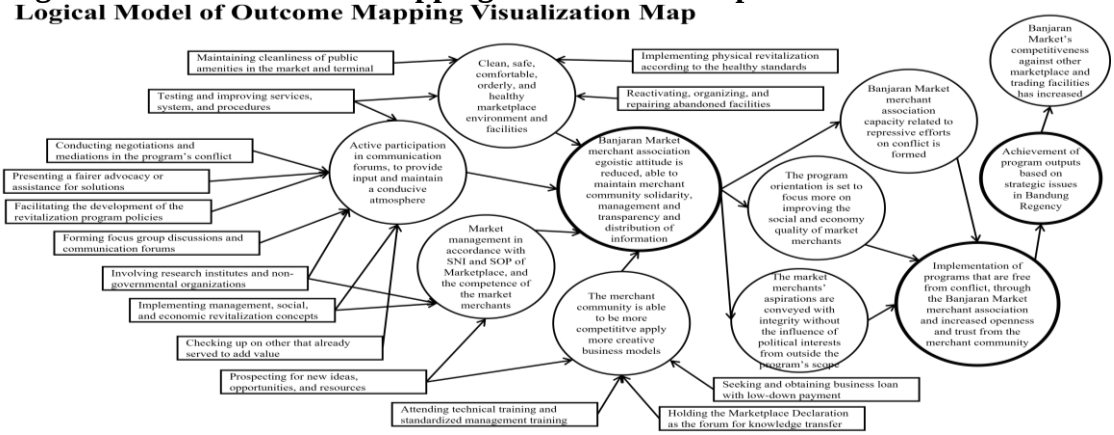

Figure 3. Logical model of Outcome Mapping visualization map
Source: Analysis (2023)

The Outcome Mapping visualization map of the Banjaran Market revitalization program in Figure 3 is illustrated to elaborate and compile the input components of the Intentional Design stage analysis from the organizational practices to the vision. Visualization map can also make it uncomplicated for the facilitators and stakeholders to understand the planning flow of the revitalization program activities sequentially from the beginning to the end of program implementation, or to obtain outcomes that are higher than the direct outcomes (Tsasis et al. 2013). The Outcome Mapping visualization map fundamentally illustrates the activities of the Banjaran Market merchant association as the boundary partner of the revitalization program, but because the figure does not explicitly mention who conduces a role in each text box or circle, it can be assumed that all program stakeholders can mobilize or support these activities.

Conclusion

This study attempted to correlate the vision and mission of the Banjaran Market revitalization program with the outcome challenges and strategy map to the identified boundary partners of the program, the Banjaran Market merchant association. Their behavioral changes are expected to be indicated by 'relationship', in the forms of openness and trust in the direction of the program initiator team and not hindering the program implementation, which will eventually have the capability and capacity to manage the community of market merchants and their businesses, so that they can compete with other marketplace and trading facilities. It would be preferable if this descriptive-qualitative study by using the Outcome Mapping Approach could focus more on explaining the chronicle or narrative of the Banjaran Market merchant association and their behavior changes and involvement in the Banjaran Market revitalization program, including their activities that affected the program's conflict and lawsuits. Analysis at the Intentional Design stage which discusses behavioral changes of Banjaran Market merchant association as the program's direct partners should be emphasized more, and information on the revitalization program can be included in the introductory part of the research.

The study on the Banjaran Market revitalization program at the Step Zero and Intentional Design stages, through the conceptualization of progress markers and strategy maps, is expected to be the basis for the Outcome and Performance Monitoring and Evaluation Planning stages of the revitalization program through further research if the intervention can sustain. Data for the formulation of outcome journals at the Outcome and Performance Monitoring stage of the revitalization program can be processed and quantified from the progress markers at the Intentional Design stage if this study is to be resumed. The analysis from this study optimistically can be developed in another case of the marketplace revitalization program from different areas with distinctive geographical characteristics, allowing the exploration of many factors that affect the sustainability of the program. A successful revitalization program can support the development and involvement of local communities in an inclusive urban environment.

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