

CITY DEVELOPMENT AND HERITAGE MANAGEMENT: CASE STUDIES OF KOTATUA JAKARTA, INDONESIA

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Abstrak

Kotatua Jakarta sebagai bekas ibu kota Jakarta, Batavia. Kotatua Jakarta menunjukkan perkembangan kota dan evolusi dari kota tradisional hingga kota kolonial di dunia timur dan sebagai kota multi-etnis serta akulturasi dengan perencanaan kota-kota Eropa pada abad 16-18. Sayangnya, dampak negatif dari pembangunan fisik juga mengakibatkan penurunan nilai warisan budaya yang nyata seperti Situs Pasar Ikan dan area sekitarnya serta Situs Gudang Timur (Graanpakhuizen). Program revitalisasi sudah dimulai dari tahun 1975 dan sejalan dengan pertumbuhan pariwisata di Jakarta tidak dilaksanakan dengan benar. Studi ini menemukan bahwa proses gentrifikasi negatif daripada revitalisasi itu sendiri di kawasan cagar budaya Kotatua Jakarta. Konsultasi dan pembangunan di kotatua harus melibatkan pihak pelestarian, badan perencanaan kota, dan dengan pemangku kepentingan bisnis lokal dan komunitas penduduk. Beragam cagar budaya yang penting harus diperkuat untuk semua pemangku kepentingan dan situs yang dilindungi oleh informasi yang tepat. Dengan demikian, rencana konservasi terpadu dapat diimplementasikan dengan partisipasi semua pihak.

Kata Kunci: heritage; Kotatua; gentrifikasi, konservasi, revitalisasi

1. Introduction

1.1. History of Kotatua

The dynamics of physical of the city development generally is flourishing as a process and the products through political decisions, economic, cultural, and to reach the urban ecology of city itself. Based on term of urban history, a city can also change the image that it enriches the form and face views of the city. Getting older the city will increasingly long history in the form of assigned the city's heritage which is manifest into *tangible* heritage such as monuments, artefacts, landmarks, and structures; or

intangible heritage such as language, stories, songs, literatures, and city's toponym (Sumintardja and Sulistyono, 2015).

Kotatua Jakarta as origin of capital city of Indonesia. Even known as not only colonial city of Dutch colonialism in Indonesia, but also Kotatua Jakarta shown the city development and evolution from traditional city until colonial city in eastern world and as multi-ethnic city as well as acculturation with same European cities planning in 16-18th century (Haris, 2007). Kotatua Jakarta also known as Old-Town Jakarta or *Oude Batavia* formerly was a small area in Jakarta, Indonesia. This particular area has 1.3 sq. kilometres across the North Jakarta and West Jakarta administratively and at located at astronomically at 6°08'05" S 106°48'48" E.

Kotatua has nicknamed called "*Jewel of Asia*" and "*Queen of the East*" in 16th century by European voyagers and sailors. Old-Town Jakarta considered as trading centre in Asian continent due to its strategic location and abundant resources. In 1522, Fatahillah sent by Sultane of Demak to attack the port of Sunda Kelapa (as port of Hindu Kingdom of *Sunda Pajajaran*) later named *Djayakarta*. The original town is only 15 hectares and has a traditional Javanese's port city planning. In 1619, VOC (*Vereenigde Oostindische Compagnie*)-a Dutch Chartered Company destroy *Djayakarta* city under the command of Jan Pieterzoon Coen (JP Coen). One year later, VOC build a new town called Batavia to honour *Batavieren*, ancestral home of Netherlands. The town is centred on the east bank of Ciliwung river (Fatahillah Square now) (Surjomihardjo, 2000). Fatahillah know as figure who was founder of Jakarta City and propagator of Islam (Jakarta History Museum, 2014).

In 1635, the city extends to the west bank of Ciliwung River, in the ruins of *Djayakarta* city. This city was designed by Dutch style complete with castle (*Kasteel Batavia*), the city walls, and canals. The town is set in several blocks separated by canals. The city was completed in 1650 and Batavia later became the headquarters of VOC in East Indies. Later, the canals filled induce outbreaks of tropical inside the wall of city due to poor sanitation. The city began to spread to the south after the epidemic in 1835 and 1870 prompted. Hence, many people out of town toward the area of Weltevreden (now around Merdeka Square in Centre Jakarta). Batavia then became the administrative centre of Dutch East Indies (Van der Burg, 2007: 46—77).

In 1942, during Japanese occupation, Batavia renamed Jakarta and still as the capital city of Jakarta now. In 1972, the Governor of Jakarta, Mr. Ali Sadikin issued the statement that officially makes the Old-town Jakarta as heritage site. The governor's decision was the first step of conservation in Jakarta and Indonesia as wide to aim the protecting the history and architectural buildings in Old-town Jakarta.

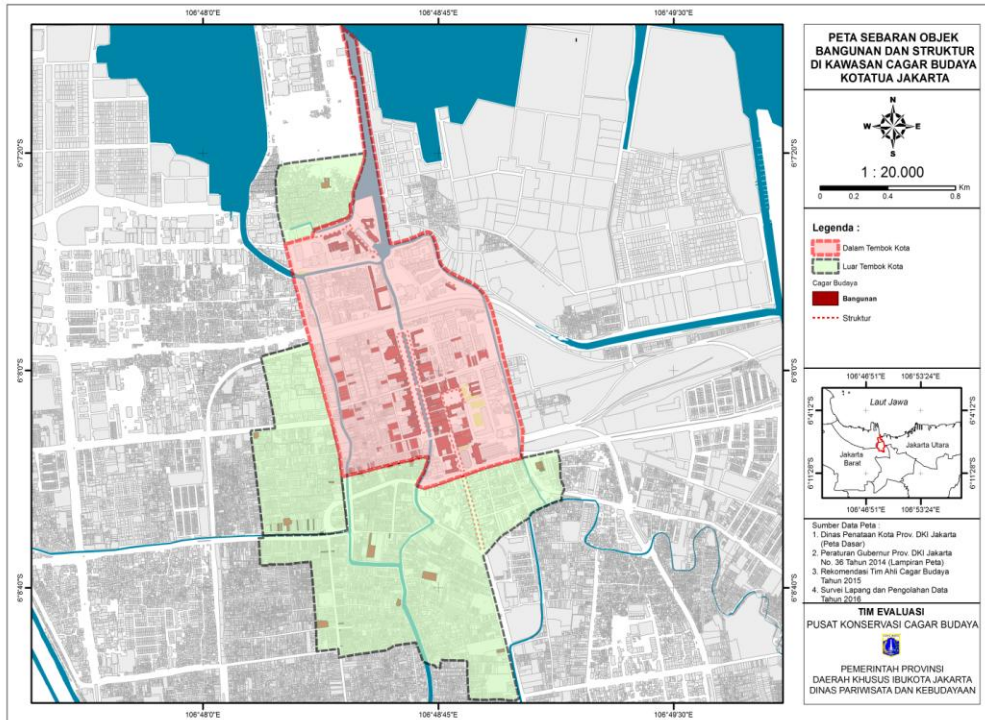


Figure. 1. Map of Kotatua Heritage Area and Its Properties
(Source: Pusat Konservasi Cagar Budaya, 2016)

1.2. Urban Heritage Management: Community Engagement

Kotatua as urban heritage of Jakarta City, has memory which is historical ‘layered reality’ of the city’s development of Jakarta from 16th – 20th Century. Even, urban memory does not yet have the same understanding. Urban memory can be an anthropomorphism (the city having memory) but more commonly it indicates that enable recollections of the past and that embody the past through traces of the city’s sequential building and rebuilding (Crimson, 2005: xii). In the urban environment, culture and heritage present a question of ownership. Furthermore, (Orbaşlı, 2000: 2) said that the physical relics of history, including buildings, are ‘owned’ whereas the historic town as an entity is not, but represents ownership to the local community through attachment and belonging.

... society’s identification with and ownership of heritage is the primary factor in motivating urban conservation; but it is the securing of financial support that enables implementation (Orbaşlı, 2000: 2).

Conservation (or in other term historic preservation) has not been an unmitigated success, however. In particular, it has fallen short in fostering stable and strong communities. The economic vitality attributed to successful preservation campaigns in and around downtown has not always translated into a sense of belonging or purpose for people who live and work there. Likewise, the manipulation of history for profit has not always fortified the social connections that alert people to their shared responsibilities (Hurley, 2010: 2).

The 2011 UNESCO *Recommendation on the Historic Urban Landscape* represents a significant shift in how frame the approach to urban conservation issues and their relationship to urban development more generally. It moves us from a primarily commemorative and aesthetic interest in the historic city to a broader ecological perspective. It is important that the heritage conservation community understand the city as a layered reality. It is a layering that is often both temporal and cultural – the overlay of different periods in the evolution of a place, but equally the different realities that co-exist in the same place from a variety of cultural perspectives (Smith, 2015: 221).

A conceptual framework for safeguarding Kotatua Jakarta as urban heritage in the line of development of tourism industry and its challenges.

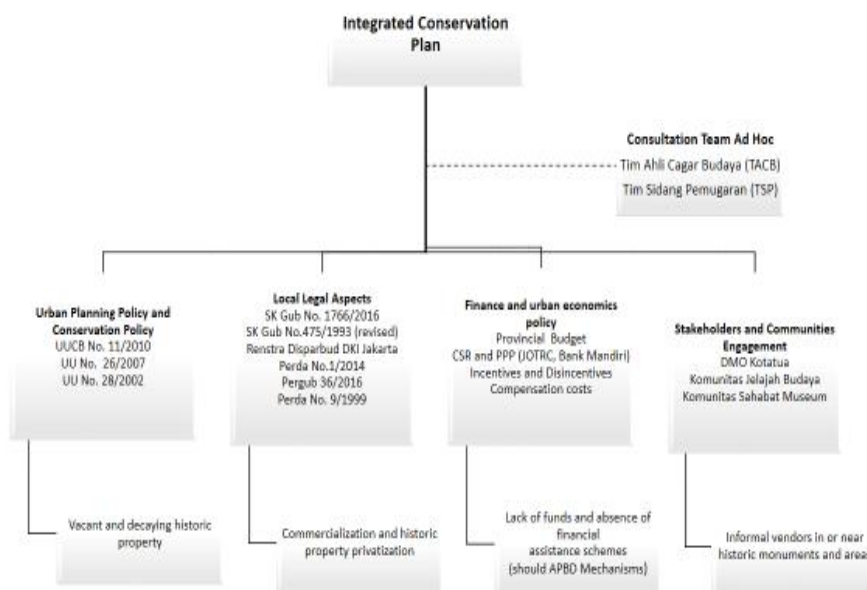


Figure 2. ‘Integrated Conservation Plan’ of Kotatua Jakarta (adopted from various sources)

2. Research Method

The research method is qualitative with descriptive approaches. The qualitative data are text, writing, phrases, or symbol which illustrate or represent human, activities or events in social life (Neuman, 1997: 418). The qualitative research conducted for determine perception. In addition, the descriptive intended for meticulous measurement to particular social phenomena (Singarimbun and Effendi, 1989:4). The descriptive carried out to notice completely phenomenon that occur in the object sites, the fish-market site and warehouse-city wall site at Kotatua Jakarta.

2.1. Data Collecting

The collection of data obtained from the literatures and references, site surface surveys, observations participants, and interviews. Interview method used is structured interview with respondents. The *site surface survey* is reconnaissance of sites identification processes which is conducted that the sites or area are potentially have archaeological remains, structures, artefacts, or ruined historical buildings that every time can be lost by construction and development. In Indonesia's regulation of cultural heritage Law No. 11 Year 2010 defined that cultural heritage based in the context are object, structure, sites, and area.

The observation participant and interview to the respondent or actors whoso directly related to cultural heritage of Kotatua including Focus Group Discussion (FGD). The respondents are coming from key persons, such as from government sector represented by *Unit Pengelola Kawasan Kota Tua (UPK) Dinas Pariwisata dan Kebudayaan Provinsi DKI Jakarta*, from private sector represented by *JOTRC* or *PT. Pembangunan Kota Tua*, and from community represented by communities joint in *DMO (Destination Management Organization)* which facilitated by Ministry of Tourism of Indonesia.

2.2. Data Processing

Data processing is done after data collected and analyzed then it's generalize the findings. Stakeholders identification and mapping conducted to know the actors that play a role of urban heritage management in Kotatua Jakarta. The SWOT analysis conducted to determine the strength, weakness, threat, and opportunity of urban heritage management in Kotatua Jakarta heritage area.

2.3. Interpretation

The interpretation is done by drawing conclusions from the patterns that visible in integrated data collecting and processing which explain the

‘integrated management plan’ in the context of cultural heritage management in Kotatua Jakarta.

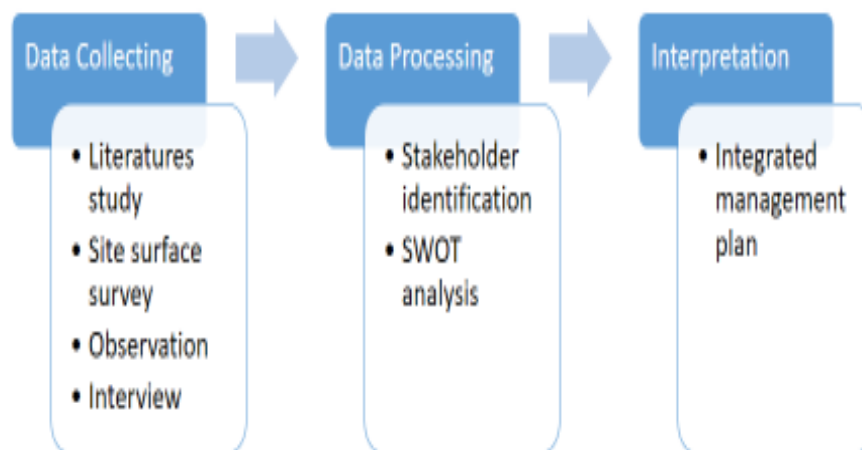


Figure 3. Research Stages

3. Result and Discussion

3.1. City Development and Sites Destruction

The Jakarta old-city area as a heritage area is legally protected by Law No. 11 of Year 2010 on Heritage as well as Governor Regulation of Specific Region of Capital of Jakarta No. 36 Year of 2014 on Master plan of Jakarta Old-City Area and Governor Decree on Old-Town Jakarta as Heritage Site No. 1766 Year 2015 (which covered the area approximately 334 ha) and Local Regulation of Jakarta Province No. 36 Year 2014 on Master Plan of Kotatua Jakarta. The conservation policies of the Jakarta old-town is not only to preserve its cultural heritage, but also preserve the environment (carrying capacity), and destruction from development and tourism activities.

Unfortunately, the negative impacts of physical development previously also resulting decreased the values of tangible heritage and continued after Indonesia got its independence, such as: Batavia castle was destroyed in 1890-1910, some of the material used for the construction of Daendels Palace (now the Department of National Finance); Amsterdam Gate (located on intersection at Cengkeh Street, Tongkol Street and Nelayan Timur Street at Penjaringan area-North Jakarta) destroyed to widening the access road in 1950s; and Batavia’s tram line (the tramline was been exist in

Batavia City, but now it is covered with asphalt. Due to the first President Indonesia Mr. Ir. Soekarno considers that the trams made congestion. Some of this sites in Old-Town Jakarta below can be regarded as endangered sites because of the city's development:

3.1.1. The Site of Pasar Ikan

Fish market (or *Vischmarkt*) located at Maritim Raya Street, Penjaringan Area, North Jakarta (see figure 1), first built in 1631 in the east of the Ciliwung River, on stage with roof (<http://www.jakarta.go.id/web/encyclopedia/detail/3510/Vischmarkt>). Due to the widening of the park in front of the castle (kasteel) in 1636, the market was moved to the west of Ciliwung River and build a port. Two (2) canals were bordering this market, named *Maleischegracht* and *Groote Rivier*. Both of the canals full of different boats and rafts that bring fresh fish in a basket. Since 1672, fisherman who sell at fish market instead of Batavia, but they come from the northern coast of Central Java, East Java, and Cirebon called "*Orang Wetan*" or people from east. Chinese people also selling in this market and have a place of their own. They obliged to pay two (2) *Rijkedaalders* (Dutch, "national dollar") to VOC as rents the venue. For while they lived in Pasar Ikan, until finally appeared Kampung Luar Batang (Luar Batang Village). The fishermen living in survive due to the fishes were sold to landlord and got minimum income. In addition, this area is less qualified in health and plague outbreaks frequently happen, so fisherman mortality rate quite high.

Fish market is open twice a day from 10 am to 1 pm and then 3 pm to 5 pm. The fish are usually brought in by fishermen from Cirebon (*Wetaner's*). They are not a resident of Jakarta, although it stayed for while in the area around the Luar Batang. However, this market has been crowded since morning. At 3 pm fisherman come again and sales continued until 4 pm and cleaned again at 5 pm. Unsold fish brought to the night market located at cross the river. In general purchases done by homeowner and each morning a lot of queued. Most fishes liked by Batavia people are groper fish, snapper fish, and sea slugs. The fish market until 1935.

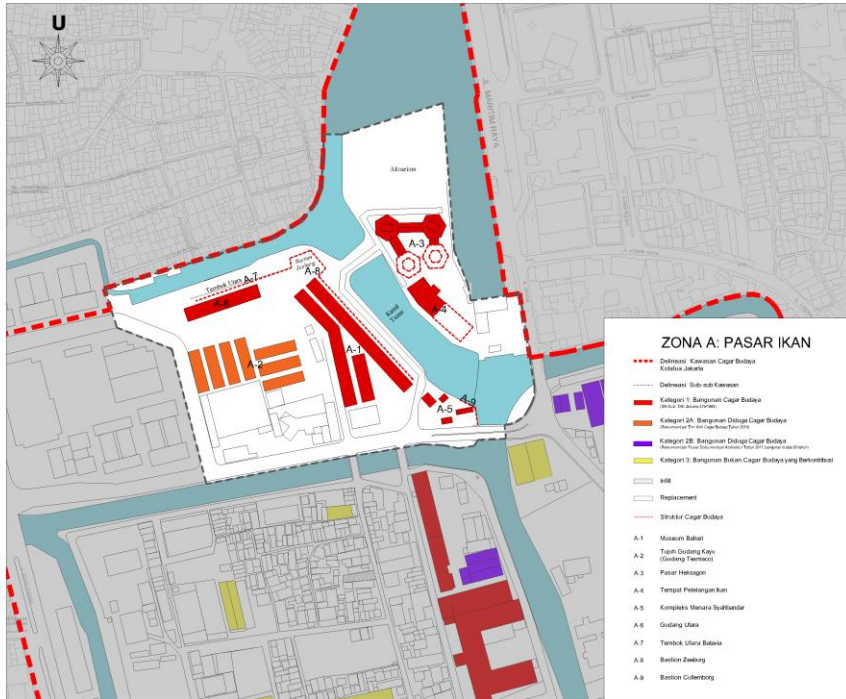


Figure 4. Fish Market Site (Pasar Ikan) and Its Properties (Source: Pusat Konservasi Cagar Budaya, 2016)

Fish market Site and surrounding area (*Vischmarkt*) is occupied by a large kampong and commercial activities which are not conducive to clear interpretation and conservation and have been cleared by revitalization programs in mid-2016. In mid- 2016, the local government of Jakarta has been doing revitalization in the area of Pasar Ikan and surrounding. But, unfortunately the plan to revitalize the historic area obtaining the resistance from local residents because they already occupied the area around fish market for many years and paying taxes. Now, most of residents have been relocated to flats. The cultural heritage activists consider that local government did not involve local residents in the process of revitalization planning and now the protests and demonstrations still on going. Other while, local government have considered residents occupying the area illegally, slum and poor area, and for health reasons, so it must be relocated.



Vis Markt in 1682 by Johan Nieuhoff



Pasar Ikan in 1940's on the left was *Westzijdsch Pakhuizen* (West Warehouse and City Wall of Batavia)



(West Warehouse now Marine Musuem)

Pasar Ikan in 2016's before land clearing

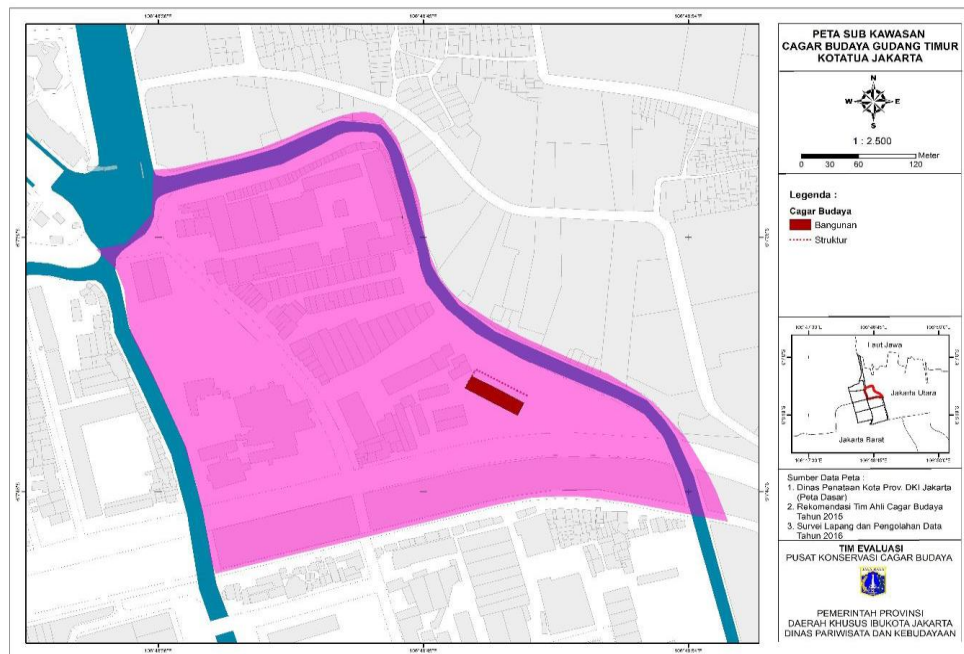


Pasar Ikan during clearing for revitalization in mid-2016

Figure 6. Fish market Site at Kotatua Jakarta from 1682, 1940's, and in 2016.

3.1.2. The Site of VOC's eks-*Graanpakhuizen* and Batavia's City wall

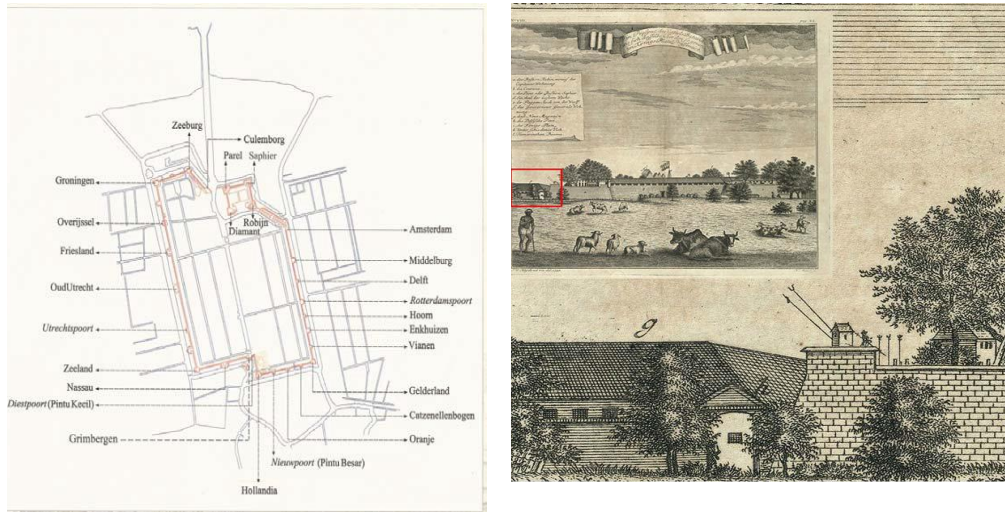
VOC's eks-*Graanpakhuizen* (or *Gudang Timur VOC*) and City Wall Batavia located at Tongkol Street (formerly *Kasteelweg*), Ancol area, Pademangan District, North Jakarta, and built mid-17-18th century as warehouses.



**Figure 7. Map of Gudang Timur VOC
(Source: Pusat Konservasi Cagar Budaya, 2016)**

Based on studies have been conducted by *Pusat Dokumentasi Arsitektur (PDA)* and *Direktorat Jendral Peninggalan Purbakala Departeman Kebudayaan dan Pendidikan* (2010); *PDA* (2015); *Pettman* (2015) after Mataram Islam troops (Islamic Kingdom in Central Java located at Yogyakarta and Solo from 15-18th century) surrounded Batavia city in 1628 and 1629, the Bastion Rubijn was one of the weakest points in Batavia. In mid-1650 VOC successfully constructed Bastion Amsterdam until Gelderland, and between Bastion Rubijn and Bastion Amsterdam was built *Graanmagezijn*. *Graanmagezijn* its means warehouse, or some Indonesian said “Gudang di Tepi Timur”. In 1748-1759 at *Graanmagezijn* built three (3) new warehouses and known as *Graanpakhuisen*. Not only have to store the wheat but also logistics such as peanuts, peas, biscuit, and ship supplies.

When Herman Willem Daendels (1808-1811) ruled in Batavia there were several buildings like castle, city wall, and some of buildings demolished for raw-material projects to built *Weltevreden* Palace (now Ministry of National Finance) and *Meester Cornelis* fort. The demolition of the city wall of Batavia leaving only *Westpakhuisen* and *Graanpakhuisen*.



Left: City wall, Gate and Bastions of Batavia in early 18th Century **Right: J.W. Heydt 1738 paint of “daß Neue Magazijn” or new warehouse**

Figure 8. City map of Batavia and Warehouses in 18th Century (Source: PDA, 2015)

When Dutch East Indies until 1984, warehouse of Graanpakhuizen it still as a warehouse but management handed over to private parties. Noted there are two big companies Dutch East Indies namely Crediet-en Handelsvereniging “ROTTERDAM” and Geo Wehry ever used this warehouse. Precisely, in 1995 before construction of highway to the port and airport (Jakarta Inner Ring Road; Tanjung Priok-Soekarno Hatta International Airport), four (4) of the Graanpakhuizen warehouses still looked well, as argued by Adolf Heuken (1997:42)

“Some of old door is locked with a master key which is very heavy and long beams and solid log in it...until in mid-1995 there can be seen to imagine the shape of the city in the 17th century until 19th century”. (Heuken, 1997:42-43)

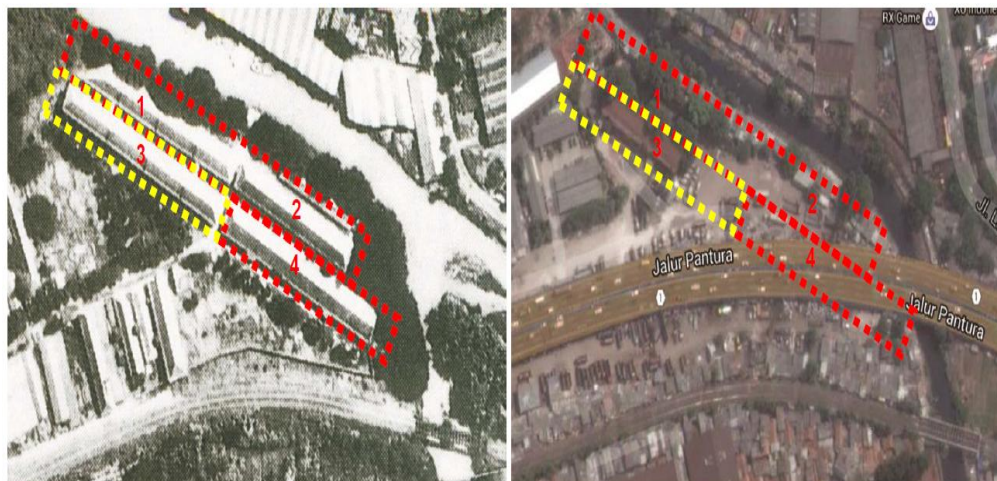


Figure 9. Aerial Photo of Graanpakuizen in 1945 (left) and in 2015 (right), [1] warehouse built in 1652; [2], [3] and [4] Graanpkuizen built in the period 1748-1759. In 1995 warehouse [2&4] ‘evicted’ for the road toll and only warehouse [3] remaining (Source: PDA, 2015)

After the eviction, the government of Jakarta states that the warehouse materials such as pillars, bricks scattered and transported to and subsequently used as braze materials for road construction around Kampung Bandan to Ancol in North Jakarta (<http://www.jakarta.go.id/web/encyclopedia/detail/1087/Graanpakuizen>).



Left: former city wall section (right) & grain warehouse at Gudang Timur (left) (note the exceptional growth of trees on the wall and the building) (Photo by Pettman, 2015)

Right: former grain warehouse Gudang Timur–west side (concrete mixing/batching works right in front of the building) (Photo by Pettman, 2015)



Left: small shop attachment to west side of grain warehouse (Photo by Pettman, 2015)



Right: shelter attachment to west side of grain warehouse (Photo by Pettman, 2015)

4. Gentrification versus Revitalization

The city of Batavia in 17-early 20th century was decreased due to environmental conditions that are not well maintained which threatening the inhabitants. Batavia is located in poor environment of flat beach area with surrounding by swamps and the city is not planned well. The canals were not flow full of mud due to upstream sedimentation and settles in the canals, and also the deposition from the beaches. At the end of 18th century; fort, which is built on the waterfront, located two kilometers from the sea. In VOC time there are densely mangrove and mud smelly. The beaches siltation also made city more unhealthiness. Flooded tide filled with city waste. When low tide, sea water left in looks, puddle or pond and more depressing was Batavia in 1730's dug the fishponds in coastal area massively (high economic value) more than one million sq. kilometers and was continuing in 1900. Ponds were place for breeding of *Anopheles sunaicus* mosquitos which transmitting the malaria disease (*malaria-cachexie*). The boom of malaria affects nearly 5,000 workers in Batavia. Due to this calamity, the Batavia's population moved to "rural area" just a few kilometers from the town. The high rate of mortality among the traders and sailors was seriously threat of the economic activities between Asia and Dutch Republic. This had led to financial losses, and also contributed to the Fourth War of England-Dutch in 1780-1784 (Van der Burg 2007: 46-77).

Batavia city slowly began to be abandoned by its inhabitants until in 18th century the city hall was moved to southern area namely *Weltevreden* or *Nieuw Batavia* (now Lapangan Banteng). This situation continued until Indonesia got the independence in 1945, the new city developed to be Jakarta as capital city of Indonesia. In 1975's was the first starting point of renovation and revitalization programs of old buildings in Kotatua (such as the city hall/*stadhuis*) which have significance and historical value, and continuing to 2005, and in 2016 still planned by local government of Jakarta Province. Kotatua likes an abandoned city and growing with slums and dense population. More than four hundred thousand residents in Kotatua area administratively, and the District of Tambora was the most dense residents in Asia which disorganized settlement and not livable area.

Based on the cases of Pasar Ikan Site and Warehouse-City wall Site, the connections between poverty and material heritage therefore present an opportunity for further understanding the specific ways in which colonial legacies live on in the present, and how material heritage is key to reproducing these legacies (Lafrenz, 2010: 213). Unfortunately, the revitalization programs from local government of Jakarta Province considered not implemented properly due to just the execution of projects rather than continuity of the program itself. Therefore, in terms of urban planning often a process of gentrification rather than revitalization. Gentrification is a process of renovation and revival of deteriorated urban neighborhood by means of influx of more affluent residents, which results in increased property values and the displacing of lower-income families and small businesses (<http://www.dictionary.com/browse/gentrification>). Furthermore, Zielenbach (2000: 26—27) defined gentrification as:

the physical restoration of central-city neighborhoods by and for middle- and upper-income professionals. The roots of gentrification lie in the growth of industries that require relatively high levels of education and that are located in or near the downtown business district.

But, the negative impacts of gentrification are:

.....some gentrifiers have viewed the presence of homeless individuals, street vendors, and other poor minority residents as jeopardizing the value of their newly refurbished homes and have consequently sought antiloitering ordinances. These various pressures have caused many of the original residents to move out of the communities (Zielenbach, 2000: 28).

The heritage assessment should based on its cultural significance. It used here to mean the importance of site as determine by aggregate of values

attributed to it. The two major categories values there are sociocultural and economic values. Sociocultural values including historical values, cultural or symbolic value, political value, social value, spiritual or religious value, and aesthetic value; and economical value including use value or market value and nonuse value or nonmarket value (Mason, 2002).

5. Stakeholder Identification

‘ Good governance’ of Kotatua heritage area overall include government, private sector, and the communities. Its initiatives derived from the local communities, so understanding the significance of heritage also depend on civic engagement (Smith, 2015). Therefore the cultural heritages should be given new meaning in accordance with what present societies want. That is why the societies should be given the chance to participate in conservation activities (Mundardjito, 2008b). The stakeholders in Kotatua heritage area are:

Table 1. Stakeholders in Kotatua Heritage Area

Stakeholders in Kotatua Heritage Area		Units	Description
Government sectors	Jakarta Office of Tourism	Unit Pengelola Kawasan Kotatua (UPK Kotatua)	Coordination between the government sectors
		Pusat Konservasi Cagar Budaya	Conservation of artefacts, buildings, etc
		Experts <i>Ad Hoc</i> Team of Heritage and Restoration	Consultation and restoration advices of heritage
		Unit Pengelola Museum Kesenjaraan	Tourism attractions and destinations
		Suku Dinas Pariwisata dan Kebudayaan Jakarta Barat	Representative of tourism office in West Jakarta
		Suku Dinas Pariwisata dan Kebudayaan Jakarta Utara	Representative of tourism office in North Jakarta
	Jakarta Office of Public Work for Water Management	Suku Dinas Pekerjaan Umum Tata Air Jakarta Barat	Representative of Public Work for Water Management Office of West Jakarta

		Suku Dinas Pekerjaan Umum Tata Air Jakarta Utara	Representative of Public Work for Water Management Office of North Jakarta
Jakarta Office of City Planning		Suku Dinas Tata Kota Jakarta Barat	Representative of city planning Office of West Jakarta
		Suku Dinas Tata Kota Jakarta Utara	Representative of city planning Office of North Jakarta
Jakarta Office of Social Work		Suku Dinas Sosial Jakarta Barat	Representative of Social Work Office of North Jakarta
		Suku Dinas Sosial Jakarta Utara	Representative of Social Work Office of North Jakarta
Jakarta Office of Landscape and Burial		Suku Dinas Pertamanan dan Pemakaman Jakarta Barat	Representative of landscape and burial Office of West Jakarta
		Suku Dinas Pertamanan dan Pemakaman Jakarta Utara	Representative of Landscape and burial Office of North Jakarta
Jakarta Office of Industry and Energy		Suku Dinas Industri dan Energi Jakarta Barat	Representative of Industry and Energy Office of West Jakarta
		Suku Dinas Industri dan Energi Jakarta Utara	Representative of Industry and Energy Office of North Jakarta
Jakarta Office of Cooperative and SME		Suku Dinas Koperasi dan UMKM Jakarta Barat	Representative of Industry and Energy Office of West Jakarta
		Suku Dinas Koperasi dan UMKM Jakarta Utara	Representative of Industry and Energy Office of North Jakarta
Jakarta Office of Transportation		Suku Dinas Perhubungan Jakarta Barat	Representative of Transportation Office of West Jakarta
		Suku Dinas Perhubungan	Representative of Transportation Office

		Jakarta Utara	of North Jakarta
	Jakarta Office of Police	Police Sector of West Jakarta	Security coordination in West Jakarta
		Police Sector of North Jakarta	Security coordination in North Jakarta
Private Sectors	Companies	PT. Pembangunan Kota Tua Jakarta or Jakarta Old-Town Revitalization Corporation (JOTRC)	Conducting restoration and physical renovation
		Cafes and Restaurants in Old-Town Jakarta	Conducting business
		Banks in Heritage Area of Kotatua	Conducting business and economic transactions
		Others companies (shipping companies, expeditions companies, Tour-Travel, and Hotels)	Conducting business
	Shops	Souvenirs, Factory outlets, Boutiques	
Local communities	Organizations	Local Working Group of Destination Management Organization (DMO) assisted by National Tourism Ministry	Conducting community-based tourism as assistant of local communities
	Communities	Sahabat Budaya Sahabat Museum	Conducting workshops, seminars, and tours
		Sepeda Onthel	Community of old bicycles
		Others NGO's	Conducting workshops, seminars, and tours

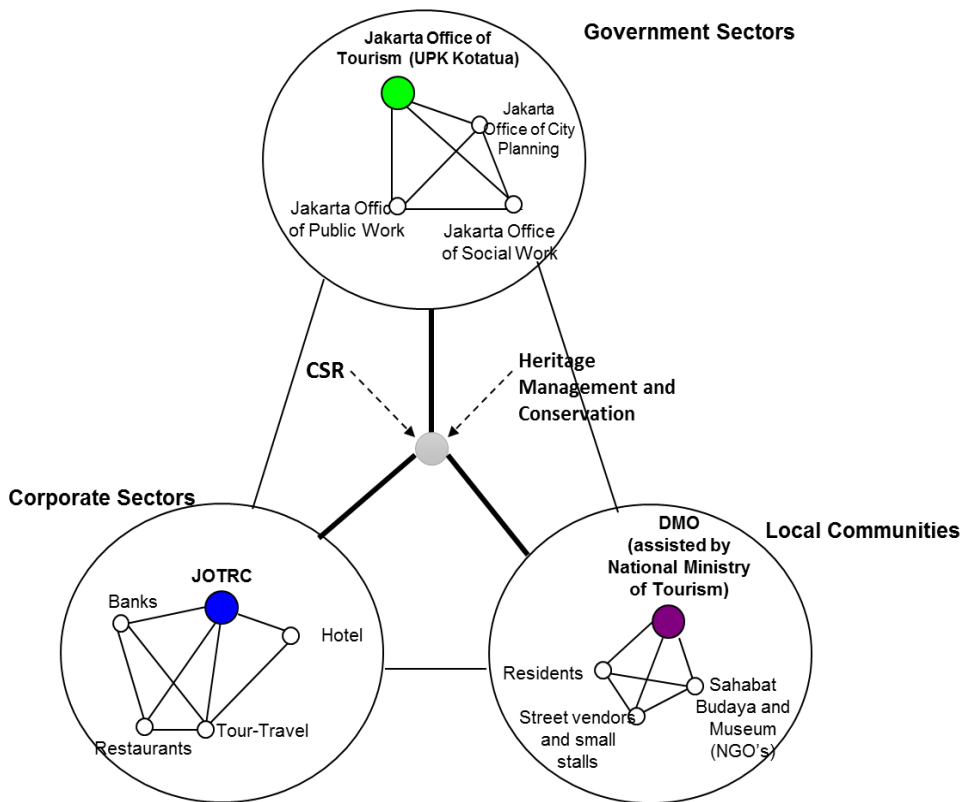


Figure 10. The Relationships among Stakeholders in Kotatua Heritage Area (Source: Modified from Mundardjito, 2006)

Ideal scheme of relationships between stakeholders in Kotatua Heritage Area should properly well managed and *leading sectors* must be collaborated to protection, development, and utilization of heritage of Kotatua as well as stated in Law No. 11 Year 2010 on Cultural Heritage. The *leading sectors* came from government sector represented by UPK Kotatua (Unit Pengelola Kawasan Kotatua Jakarta), corporate sector represented by JOTRC (PT. Pembangunan Kota Tua), and local community sector represented by DMO (assisted by Tourism Ministry).

6. SWOT Analysis

The SWOT analysis conducted to know the *strength*, *weakness*, *opportunities*, and *threats* and is structured planning method that evaluate those four elements.

Table 2. SWOT Analysis of Urban Heritage Management of Kotatua Heritage Area

<p style="text-align: center;">Internal</p> <p>Factors</p>	<p>Strenght (S)</p> <ul style="list-style-type: none"> • Kotatua have regulations and masterplan • Strategic location • Determine as national priority tourism destination • Determine as world heritage tentative list 	<p>Weakness (W)</p> <ul style="list-style-type: none"> • Overlaps of territorial authority • The ownership of heritage buildings • Vast conservation area approximately 334 Ha • Inter-sectoral cooperation not synergic
<p>External Factors</p> <p>Opportunities (O)</p> <ul style="list-style-type: none"> • Kotatua as heritage are and national tourism destination with outlying islands • As place for profitable business investment • Kotatua as open public space and domestic tourists' destination • Kotatua as a tax revenue for Jakarta 	<ul style="list-style-type: none"> • Protecting and utilizing of all potentials in Kotatua, as cultural heritage area and tourism destination • Need to improve awareness and sustainability of heritage buildings • Need to improve the business opportunity in Kotatua 	<ul style="list-style-type: none"> • The governance strategy of protecting and utilizing Kotatua need more synergy and sustainable • The heritage buildings owners need to be more aware of its property • Need to improve of inter-sectors cooperation regarding Kotatua as local tax income and tourist destination
<p>Threats (T)</p> <ul style="list-style-type: none"> • Policy and decision making are not quickly and accurately implemented • Lack of heritage meaning and understanding • Not maximized tourism and culture office of 	<ul style="list-style-type: none"> • Need to implemented controlling and monitoring according to regulation and law enforcement • Need to socialize the heritage meanings through seminars, workshops, 	<ul style="list-style-type: none"> • Need to implemented the strategy for management of the area properly • Need to socialized successful story regarding revitalization of heritage buildings • Need to fostering the inter-sectoral coordination regarding monitoring and evaluation

<p>Kotatua by its duties and functions</p> <ul style="list-style-type: none"> • Not cooperate well enough among government, private, and community 	<p>FGD's, etc.</p> <ul style="list-style-type: none"> • Need to maximize the unit office of Kotatua (UPK Kotatua) for government's leading sector 	
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7. Conclusion and Recommendation

The physical relics of history, including buildings, are ‘owned’ whereas the historic town as an entity is not, but represents ownership to the local community through attachment and belonging (Orbaşlı, 2000: 2). The first line of conservation is protection of what remain. The consultation with the revitalization authority/team, urban planning agencies and with local stakeholder business and resident communities is strongly advised. The important *Cagar Budaya* (heritage) listing should be reinforced to all stakeholders (with the main stakeholders: UPK Kotatua, JOTRC, DMO Kotatua) and the sites protected by proper information (Pettman, 2015: 38). The list of cultural heritage buildings in Jakarta already enacted by Governor Decree No. 475 Year 1993 on Determination on Cultural Heritage Buildings in Jakarta (or SK No. 475/93) which total 132 buildings. There are 67 in Central Jakarta, 16 in North Jakarta, 32 in West Jakarta, 7 in South Jakarta, 6 in East Jakarta, and in 4 Outlying Islands of Thousand Islands. In the Kotatua itself there are only 36 buildings and now the list is still in the progress of revision by *ad hoc* team of *Tim Ahli Cagar Budaya (TACB) Provinsi DKI Jakarta*. Thus, the integrated conservation plan can be implemented by the participation of all parties. Protecting and utilizing at once of all heritage potentials in Kotatua, as cultural heritage area and tourism destination.

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