



**Destination Management of Urban Cultural Heritage Tourism from Perspectives
of Stakeholders: A Case Study of Jakarta Old Town, Indonesia**

Cecep Rukendi

**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration in Hospitality and Tourism Management
(International Program)**

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ชื่อวิทยานิพนธ์	การจัดการแหล่งท่องเที่ยวมรดกทางวัฒนธรรมในทัศนคติ กรณีศึกษาเมืองโบราณจาร์ตา ประเทศอินโดนีเซีย
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บทคัดย่อ

เมืองโบราณจาร์ตาเป็นหนึ่งในเมืองโบราณที่เก่าแก่ที่สุดในเอเชียและเป็นเมืองอาณานิคมของเนเธอร์แลนด์นอกทวีปยุโรปที่มีสถาปัตยกรรมและการวางแผนเมืองที่ใหญ่ที่สุด (Gill, 1993; Hajjar, 2008) เมืองนี้เคยเป็นศูนย์กลางรัฐบาลอาณานิคมเนเธอร์แลนด์และได้ถูกกำหนดเป็นพื้นที่ประวัติศาสตร์โดยกรุงจาร์ตา ประเทศอินโดนีเซียตั้งแต่ปี 1970 และได้รับการฟื้นฟูเป็นแหล่งท่องเที่ยวมรดกทางวัฒนธรรมเมืองในปี 2006

การศึกษานี้มีวัตถุประสงค์ที่จะวิเคราะห์การจัดการแหล่งท่องเที่ยวมรดกทางวัฒนธรรมเมืองจากมุมมองของผู้ที่มีส่วนเกี่ยวข้องโดยมุ่งเน้นปัจจัยหลักของการจัดการแหล่งท่องเที่ยวรวม 6 ปัจจัย ได้แก่ แหล่งท่องเที่ยว, การเข้าถึง, สิ่งอำนวยความสะดวก, เพกเกจนำเที่ยว, กิจกรรมและบริการอื่นๆ (Buhalis, 2000) รวมถึงการวิเคราะห์สิ่งแวดล้อมภายในและภายนอกและการมีส่วนร่วมของผู้มีส่วนเกี่ยวข้อง

การศึกษานี้ใช้วิธีการวิจัยเชิงคุณภาพหลายวิธี เช่น การสัมภาษณ์เชิงลึก, การสัมภาษณ์กึ่งโครงสร้าง และ การประชุมกลุ่มขนาดเล็ก ซึ่งวิธีการศึกษาดังกล่าวเป็นการตรวจสอบสามเสาของความน่าเชื่อถือของข้อมูลที่ได้จากผู้ให้ข้อมูล รวมถึงการใช้ทฤษฎีการจัดการแหล่งท่องเที่ยวและทฤษฎีของผู้ที่มีส่วนเกี่ยวข้องในการวิเคราะห์ข้อมูลปฐมภูมิและข้อมูลทุติยภูมิและการวิเคราะห์ จุดแข็ง จุดอ่อน โอกาส และอุปสรรค

การจัดการเมืองโบราณจาร์ตาได้รับการปรับปรุงหลังจากการประกาศเป็นแหล่งท่องเที่ยวมรดกและการจัดตั้งหน่วยงานที่รับผิดชอบเมืองโบราณจาร์ตาโดยเฉพาะเพื่ออำนวยความสะดวกในการประสานงานและความร่วมมือระหว่างผู้มีส่วนเกี่ยวข้องในการจัดการพื้นที่ การจัดการเมืองโบราณจาร์ตาได้กำหนดกลยุทธ์ในการฟื้นฟูรวม 3 วิธีเพื่อปรับปรุงคุณภาพปัจจัยหลักของการจัดการแหล่งท่องเที่ยวรวม 6 ปัจจัยดังนี้ 1) การฟื้นฟูด้านกายภาพ 2) การฟื้นฟูด้านสถาบัน และ 3) การฟื้นฟูด้านเศรษฐกิจ สังคม และเทศกาล

จุดแข็งของเมืองโบราณจาร์ตาคือการเป็นเมืองอาณานิคมของเนเธอร์แลนด์นอกทวีปยุโรปที่มีสถาปัตยกรรมและการวางแผนเมืองที่ใหญ่ที่สุดซึ่งสามารถดึงดูดนักท่องเที่ยวทั้งนักท่องเที่ยวภายในประเทศและนักท่องเที่ยวต่างชาติ ในขณะที่จุดอ่อนของเมืองนี้คือขาดอุดมการณ์ร่วมทางการเมืองและการนำโปรแกรมการพัฒนาอย่างยั่งยืนไปปรับใช้ แผนแม่บทไม่มีการกำหนดระยะเวลาของแผนพัฒนาส่งผลให้มีโปรแกรมดำเนินงานในบางส่วนเท่านั้น นอกจากนี้แนวโน้มทางการท่องเที่ยวมรดกทางวัฒนธรรมในระดับนานาชาติ, ระดับชาติและระดับท้องถิ่นถือเป็นโอกาสในการพัฒนาพื้นที่เมืองโบราณจาร์ตา และการที่จำนวนนักท่องเที่ยวภายในประเทศเพิ่มมากขึ้นแต่จำนวนนักท่องเที่ยวต่างชาติลดน้อยลงนั้นสามารถพิจารณาได้ว่าเป็นอุปสรรคด้านการจัดการ

การฟื้นฟูเมืองโบราณจาร์ตาตั้งแต่ปี 1970 – 2002 นั้นไม่ค่อยได้รับความร่วมมือจากผู้ที่มีส่วนเกี่ยวข้อง การฟื้นฟูบูรณะได้รับการดำเนินการจากหน่วยงานที่รับผิดชอบเมืองโบราณจาร์ตาเท่านั้น ปัญหานี้เกิดขึ้นสืบเนื่องจากการสื่อความหมายหลักของพื้นที่ให้เป็นสัญลักษณ์ของการล่าอาณานิคม การมีส่วนร่วมขององค์กรอาสาสมัครมรดกทางวัฒนธรรมและประชากรในพื้นที่ได้เพิ่มขึ้นเป็นลำดับหลังจากที่มีการฟื้นฟูเมืองโบราณจาร์ตาเป็นแหล่งท่องเที่ยวมรดกทางวัฒนธรรมในปี 2006 อย่างไรก็ตามการมีส่วนร่วมของภาคเอกชนยังคงมีน้อยเนื่องจากกลุ่มนักท่องเที่ยวเป็นนักท่องเที่ยวภายในประเทศที่มีกำลังซื้อต่ำที่ไม่สามารถสร้างกำไรให้กับธุรกิจขนาดใหญ่ได้

ในเบื้องต้นการศึกษานี้สรุปได้ว่าเพื่อให้การจัดการแหล่งท่องเที่ยวมรดกทางวัฒนธรรมประสบความสำเร็จโดยเฉพาะในบริบทของมรดกอาณานิคม การจัดการจำเป็นต้องประกอบด้วย การวางแผนที่เหมาะสม, หน่วยงานพิเศษที่มีอำนาจ, การสื่อความหมายมรดกในบริบทใหม่, การนำโปรแกรมการท่องเที่ยวอย่างยั่งยืนไปใช้และการมีส่วนร่วมของทุกภาคส่วนผู้มีส่วนเกี่ยวข้อง ในทุกระดับ

การวิจัยนี้อาจใช้เป็นแนวเทียบเคียงสำหรับการจัดการแหล่งท่องเที่ยวมรดกทางวัฒนธรรมอื่นๆ โดยเฉพาะในบริบทของประเทศที่กำลังพัฒนาและจุดหมายปลายทางท่องเที่ยวที่พัฒนาในระยะเริ่มต้น นอกจากนี้การศึกษานี้ยังอาจใช้เป็นเครื่องมือกระตุ้นภาครัฐและภาคเอกชนรวมทั้งนักวิจัยในการวิจัยเกี่ยวกับการบริหารจัดการแหล่งท่องเที่ยวมรดกทางวัฒนธรรมอื่นๆต่อไป

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ABSTRACT

Jakarta Old Town is one of the oldest cities in Asia and the largest Dutch colonial city with architecture and design planning outside Europe (Gill, 1993; Hajjar, 2008). It was former Dutch colonial government centre and has already stipulated as a preserved historical site by the Special Administrative Province of Jakarta, Indonesia, since 1970. Furthermore, it has revitalized as main urban cultural heritage tourism destination in 2006.

This study plans to critically analyze the management of the area as an urban cultural heritage tourism destination from stakeholders' perspectives. This study focuses on the "6 A's" of tourism destination management practices (Attractions, Accessibility, Amenities, Available Package, Activities, and Ancillary Services) (Buhalis, 2000), internal and external environment analysis of JOT, as well as stakeholders' participation.

The multi-method qualitative research approach is applied in this study through in-depth interviews, semi-structured interviews, and a small group meeting; these three form a triangulation of data from informants. The management of the tourism destination and the stakeholder theory are used to analyze both primary and secondary data with content and SWOT (Strength, Weaknesses, Opportunity, and Threats) analysis.

The management of JOT is considered to have been improved after it was declared as one integrative destination and since the establishment of the Technical Implementation Unit Management of JOT as a special office to facilitate coordination and cooperation among stakeholders to manage the area. To improve the quality of management 6A's tourism destination components, the JOT management conducted 3 revitalization strategies, these are 1) physical revitalization, 2) institutional revitalization, and 3) economic, social, and events revitalizations.

The main strengths of JOT area is the fact that the area is the largest Dutch City outside Europe with early Dutch architectures and town planning that attract domestic and international visitors. While the main weaknesses of the JOT management are there is no political will and implementation of sustainability program. The master plan also does not have road map with timeline, so it causes some piecemeal programs only. Moreover, the main opportunity to develop JOT area is the fact that there is a trend of cultural heritage tourism both in international, national, and local level. Furthermore, the phenomena that number of domestic visitors has been increased, but the number of international visitors has been decreased are can be considered as threats.

In heritage restoration of JOT from 1970 – 2002, there was passive participation from other stakeholders—restoration was only conducted by the Special Administrative Province of Jakarta. This problem occurred due to the main interpretation of the area as a symbol of colonialism. The participation of heritage volunteer organization and host population increased to be self-mobilization and functional participation since the JOT area is revitalized as an urban cultural heritage tourism destination in 2006. However, participation of private sectors are still lacking because the profile of visitors are still dominated by low level domestic visitors who do not produce profits for big business.

Primarily, this study concludes that in order to have a successful urban cultural heritage tourism destination---especially in the context of colonial heritage---management must include appropriate planning, special institution authority, reinterpretation of the heritage, sustainable tourism program implementation, and the participation of all levels of stakeholders.

This research can be seen as a benchmark for the management of other urban cultural heritage tourism destinations, especially in the contexts of developing countries and early-growth stage tourism destinations. This study might also serve as a stimulus for the public and private sectors; also for tourism researchers to further research on management of urban cultural heritage tourism destinations.

Keywords Tourism destination management, Urban cultural heritage tourism, Stakeholders' Participation, Jakarta Old Town (JOT).

ACKNOWLEDGEMENTS

Ever since I have known that Jakarta Old Town (JOT) is the largest Dutch City outside of Europe with early Dutch architecture, and that it has transformed from a preserved heritage site into a new product of urban cultural heritage tourism in Indonesia, I have been interested in researching it for my thesis. Likewise, there is not yet sufficient research about JOT in the field of hospitality and tourism management studies.

This thesis has been completed with the kind help and support of many organizations and people. My special thank is to the Thai Royal Government, especially the Thailand International Development Cooperation Agency (TICA) which has given its invaluable support by offering a scholarship for me to study in the MBA International Program on Hospitality and Tourism Management at Prince of Songkla University, in Phuket—a world class tourism destination.

I would like to express my sincere gratitude to Dr. Aree Tirasatayapitak, my advisor, who has given me her academic and moral support to finish this thesis. My deepest thanks also to Dr. Pornpisanu Promsivapallop, my co-advisor, who has always given me inspiring suggestions, especially in research methodology. A special thanks also to Ms. Angie Kilbane, who helped proofread the English grammar of this thesis.

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LIST OF ABBREVIATIONS AND SYMBOLS

ADB	:	Asian Development Bank
CBD	:	Central Business District
CCTV	:	Closed Circuit Television
DMO	:	Destination Management Organization
HVO	:	Heritage Volunteer Organization
ICOM	:	International Council of Museums
ICOMOS	:	International Council on Monuments and Site
IDR		Indonesia, Rupiahs (Currency)
IIED	:	International Institute for Environment and Development
JOT	:	Jakarta Old Town
MICE	:	Meetings, Incentives, Conferences, and Exhibitions
MoCT	:	Ministry of Culture and Tourism
NGOs		Non-Governmental Organizations
NTHP	:	National Trust for Historic Preservation
NWHF	:	Nordic World Heritage Foundation
NWHO	:	Nordic World Heritage Office
SWOT	:	Strengths, Weaknesses, Opportunities, and Threats
TDR	:	Transferable Development Rights
THB	:	Thailand, Baht (Currency)
UNESCO	:	United Nations Educational, Scientific and Cultural Organization
UNRISD	:	United Nations Research Institute for Social Development
UNSC	:	United Nations Statistics Commission
UNWTO	:	United Nations World Tourism Organization
USD	:	United States of America, Dollars (Currency)
WB	:	World Bank
Wi-Fi	:	Wireless Fidelity
WIPO	:	World Intellectual Property Organization
WTO	:	World Tourism Organization
WTTC	:	World Travel and Tourism Council

CHAPTER 1

INTRODUCTION

1.1 Statement of the Problem

Tourism is not only recognized as a tool of economic development, especially for job creation and poverty alleviation, but also as an instrument to conserve and revitalize cultural heritage of the society all over the world. In this context, there is a symbiotic mutualism relationship between cultural heritage and tourism. Nordic World Heritage Foundation (1999) highlighted that while cultural heritage creates a foundation for tourism growth, tourism has the power to generate funds that make conservation possible.

Cultural heritage tourism brings positive impacts both for every country that develops it and for the world as a whole. In the context of domestic tourism, cultural heritage stimulates national pride and identity from the history; while in international tourism; cultural heritage stimulates a respect and understanding of other cultures and, as a consequence, promotes peace and understanding among countries (UNWTO, 2001a).

The UNWTO (2001b) in its long-term forecast has predicted that cultural tourism will be one of the five key tourism market segments in the future. In this regard, the growth in this area will present an increasing challenge in terms of managing visitor flows to cultural tourism destination.

In the development of tourism, the main capital used as tourism attractions in Indonesia is its culture, notably cultural heritage, aside from the nature (Pitana, 2008). In this regard, the UNWTO and the Ministry of Culture and Tourism, Republic of Indonesia (2010) recognize three core existing tourism products in Indonesia, these are 1) culture and heritage; 2) nature; and 3) beach resorts.

Cultural heritage is one of the main tourism attractions in urban tourism destinations (Page and Hall, 2003). However, there are some complex problems in managing urban cultural heritage, such as multiple stakeholders with different interests, ownership problems, multifunction of city, etc. Consequently, as mentioned by Martokusumo (2010), the success of urban heritage conservation depends on the broad interest and involvement of all levels of stakeholders.

Jakarta Old Town (JOT) is one of the oldest cities in Asia and the largest Dutch colonial city with architecture and design planning outside Europe (Gill, 1993; Hajjar, 2008). Albeit JOT has already been stipulated as a historical preserved site by the Special Administrative Province of Jakarta, Indonesia, since 1970 (Governors' Decree Nomor CD.3/1/70), the heritage conservation of the site is considered not effective yet. Conservation seems only to be interpreted as protection of the heritage buildings. Because of limited funds and lack of cooperation among stakeholders, the Special Administrative Province of Jakarta can only protect a few of the heritage sites such as museums. On the other hand, many heritage buildings are in poor conditions.

Furthermore, tourism has been considered an effective instrument of conservation since JOT was stipulated as a center of cultural heritage tourism in Jakarta Regional Development Planning in 1999. The Special Administrative Province of Jakarta declared revitalization of JOT as an urban cultural heritage tourism in 2006 by considering it to be a priority program, improving many facilities and tourism activities, and involving the cooperation among stakeholders.

JOT nowadays becomes main urban cultural heritage tourism destination in the capital city of Indonesia, Jakarta. Albeit there is no available data on the total number of domestic and international visitors who have visited the JOT area as a whole—based on the statistical data from four museums about number of visitors shown in Table 1.1—it can be assumed that the number of visitors continually increases.

Table 1.1 Number of Museum Visitors in JOT Area

No.	Museums	Year			
		2006	2007	2008	2009
1	Jakarta History Museum (Former <i>Stadhuis</i> of Batavia)	84,612	78,081	143,058	298,868
2	Maritime Museum	9,878	14,082	10,033	10,523
3	Fine Art and Ceramic Museum (Former Court of Justice of Batavia)	17,349	20,747	27,386	53,095
4	Puppet Museum	-	-	43,512	81,207

Source: http://www.budpar.go.id/filedata/5446_1641-museum.pdf

However, there are some visitors who visit JOT without visiting the museums. In this regard, the Special Administrative Province of Jakarta has tried to increase the number of visitors to JOT by improving the destination management, facilities, tourism activities, and promotion of the JOT. In addition, JOT management can attract both domestic and international visitors who visit Jakarta as capital city of Indonesia for any purposes. The number of domestic and international visitors to Jakarta is reported in Table 1.2

Table 1.2 Number of Domestic and International Visitors to Jakarta 2004-2009

Year	Domestic Visitors	International Visitors
2004	13,577,000	1,063,910
2005	11,746,250	1,235,514
2006	12,777,571	1,216,132
2007	14,962,253	1,216,057
2008	-	1,534,785
2009	-	1,451,914

Source: Centre of Statistics Agency of Jakarta Province (2010, p. 494).

Nevertheless, the indicators of successful destination management are not only about the heritage conservation and the large number of visitors, but also the needs of other stakeholders, such as host population and the private tourism sector. Febrina (2007) reminds that while some JOT stakeholders are interested in seeing the Special Administrative Province of Jakarta step up revitalization to conserve the heritage value, local communities are more interested in seeing improvements in their quality of life.

As an urban cultural heritage site of old towns in Asia, JOT is popular in urban architectural literature and archaeology in terms of the physical aspects of the heritage, but limited literature exists on it from a hospitality and tourism management context. However, the JOT management has rich experience in managing the heritage tourism destination in the growth stage level and in involving other stakeholders' participation. Furthermore, the JOT management also shows how to conduct revitalization strategy of old town both in terms of physical, institutional, and economic, social, and events revitalization.

As a former of colonial city or dark heritage, it is not easy to implement heritage conservation of JOT and develop it as an urban cultural heritage tourism destination. There are some pros and cons among the stakeholders to interpret the existence of the heritage and how to manage and develop it in the future—this has a uniqueness to be analyzed as a case study of urban cultural heritage tourism destination management.

1.2 Objectives

The researcher has established 3 objectives of this study as follows:

- 1) To investigate management practice of 6 A's tourism destination components (attractions, accessibility, amenities, available packages, activities, and ancillary services) of JOT.
- 2) To analyze strengths, weaknesses, threats, and opportunities of JOT management as an urban cultural heritage tourism destination.
- 3) To investigate characteristics of stakeholder participation in managing JOT as an urban cultural heritage tourism destination.

1.3 Research Questions

This study focuses on the three following questions:

- 1) How is the management practice of 6 A's tourism destination components (attractions, accessibility, amenities, available package, activities, and ancillary services) of JOT?
- 2) What are strengths, weaknesses, threats, and opportunities of JOT management as an urban cultural heritage tourism destination?
- 3) How are the characteristics of stakeholder participation in managing JOT as an urban cultural heritage tourism destination?

1.4 Significance of the Study

The study will be deemed significant in contributing both to cultural heritage tourism practitioners, authorities, and tourism academics as follows:

- 1) The findings of the study will be beneficial to the Government of Indonesia (national and provincial level) for improving the management destination policy and program of JOT as a best practice of urban cultural heritage tourism destination.

2) Stakeholder participation analysis also will be benefited by increasing the stakeholder participation to gain mutual benefits in managing JOT tourism destination.

3) SWOT analysis that will analyze internal and external environment conditions of JOT management can formulate recommendations to be a guideline to improve the quality and reformulate strategy of destination management in the future.

4) This research can be a benchmark for other urban cultural heritage tourism destination management especially in developing countries, and in the growth stage of tourism destination.

5) This study might also be a stimulus for the public and private sectors, and also tourism researchers to proceed with further destination management research of urban cultural and heritage tourism which is very limited, especially in Indonesia.

1.5 Scope of the Study

1.5.1 Scope of Time

The primary data collection was conducted from December 2010 to January 2011. The total research study period finished in June 2011.

1.5.2 Scope of Geography

The case study was conducted in the JOT Area, Jakarta Province, Indonesia.

1.5.3 Scope of Demography

The demography of the study consists of five stakeholder representatives in the JOT destination as follows:

- 1) Government official (national and provincial level).
- 2) Host population.
- 3) Visitor.
- 4) Private tourism sector.
- 5) Heritage volunteer organization (HVO).

1.5.4 Area of Research

This research explains the practice of destination management of JOT as an urban cultural heritage tourism destination. The analysis of primary and secondary data will become a valuable source of information for all stakeholders related to improve destination management

quality in establishing JOT as a best practice of urban cultural heritage tourism destination in Indonesia.

1.6 Limitations of the Study

Time constraints can be considered as a limitation due to 5 weeks field work as well as conceptual language barriers of English and Indonesia. However, the researcher tried to solve the problem by conducting pre-interviews with some heritage and tourism practitioners in Indonesia and Thailand to recheck the appropriate meaning of the concepts.

CHAPTER 2

LITERATURE REVIEW

This chapter explains some basic concepts and theories related to urban cultural heritage tourism destination, stakeholders, tourism destination management, management of heritage, visitor motivation, sustainability, cultural heritage tourism development in Indonesia, and profile of JOT as a case study and its management. Furthermore, this chapter also illustrates some previous research on destination management of urban cultural heritage tourism destinations both in the context of JOT area and other tourism destinations outside Indonesia. By conducting the literature review, the position of this research was clear among previous research.

2.1 Theories and Concepts Related to Urban Cultural Heritage Tourism

2.1.1 Urban Tourism

Urban tourism refers to the consumption of city spectacles (such as architecture, monuments, and parks) and cultural amenities (such as museums, restaurants, and performances) by visitors (Lloyd, 2007). Law (1996) argued that urban tourism is a chaotic concept given the wide range of context so difficult to define. In this research, urban tourism is defined simply as tourism activities that are conducted in city or urban context.

Page (1995) classified urban forms of tourism as follows:

- 1) Capital cities (e.g. London, Paris, and New York) and cultural capital (e.g. Rome).
- 2) Metropolitan centers and walled historic cities (e.g. Canterbury and York) and small fortress cities.
- 3) Large historic cities (e.g. Oxford, Cambridge, and Venice).
- 4) Inner cities areas (e.g. Manchester).
- 5) Revitalized waterfront areas (e.g. London Docklands and Sydney Darling Harbor).
- 6) Industrial cities (e.g. nineteenth-century Bradford).
- 7) Seaside resorts and winter sports resort (Lillehammer).
- 8) Purpose-built integrated visitor resorts.

- 9) Visitor entertainment complexes (e.g. Disneyland and Las Vegas).
- 10) Specialized visitor service centers (e.g. spas and pilgrimage destinations such as Lourdes).
- 11) Cultural/art cities (e.g. Florence).

2.1.2 Cultural Tourism

However, most researchers might agree that cultural tourism is a consumption of culture by tourists. But this is a very general and unclear definition. MacDonald (1999) identified that defining cultural tourism is complicated because it is composed of two elements that are in themselves difficult to define. These are culture and tourism.

The World Conference on Cultural Policies, held in Mexico City by UNESCO in 1982, adopted the celebrated broad definition of culture. The Conference declared Mexico City Declaration on Cultural Policies which agreed to define culture in broadened perspective as follows:

"... the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs" (UNESCO, n.d.a).

This research has adopted UNWTO definition which defined cultural tourism as follows:

"Movements of people motivated by cultural intents such as study tours, performing arts, festivals, cultural events, visit to sites and monuments, as well as travel for pilgrimages. Cultural tourism is also about immersion in and enjoyment of the lifestyle of the local people, the local area and what constitutes its identity and character" (UNWTO, 2004a, p. 1).

2.1.3 Heritage Tourism

Most researchers accept that heritage is something linked to the past. Nuryanti (1996) pointed out that the concept of heritage is associated with the concept of inheritance; or something which is transferred from one generation to another. It represents some sort of inheritance to be passed down to current and future generations, both in terms of cultural traditions and physical artifacts (Hardy, 1988). Heritage can be classified as tangible immovable resources (e.g. buildings, rivers, natural areas); tangible movable resources (e.g. objects in

museums, documents in archives); or intangible such as values, customs, ceremonies, life styles, and including experiences such as festivals, arts, and cultural events (Timothy and Boyd, 2003).

The National Trust for Historic Preservation (2010) defined heritage tourism as traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes irreplaceable historic, cultural, and natural resources.

2.1.4 Urban Cultural Heritage Tourism

The concept of heritage consists of both heritages in the context of culture and of nature. UNESCO (n.d.b.) defined cultural heritage as a product and process that provides society with physical and intangible, movable and immovable attributes that are either inherited from past generations or created in the present and bestowed for the benefit of future generations. Under this definition, cultural heritage manifests itself in a diversity of forms from large and complex structures such as historic cities, pyramids and museums to sacred landscapes, languages, art, music, and customs.

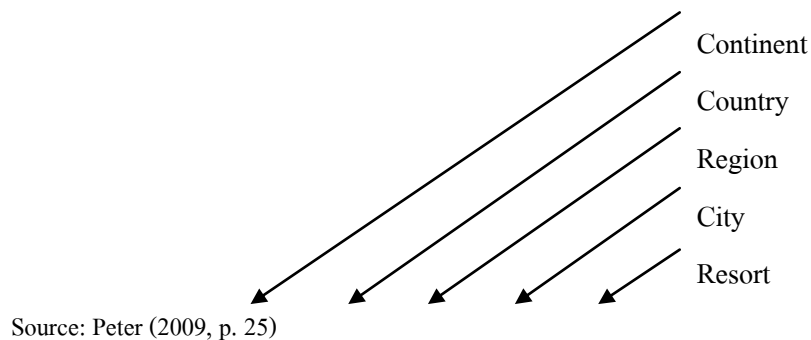
This research uses the term of urban cultural heritage tourism in terms of traveling to experience the physical and intangible, movable and immovable attributes that are either inherited from past generations or created in the present and bestowed for the benefit of future generations in the context of an urban area. In this regard, JOT, located in capital city of Indonesia, is a best sample of urban cultural heritage tourism destination that will be analyzed as a case study in this research.

2.2 Theories and Concepts Related to Tourism Destination

2.2.1 Tourism Destination and Its Components

In a traditional point of view, a tourism destination is identical with a geographic area (country, town, and island) and political barrier. This paradigm is replaced by a new one that starts with consumer perception depending on a cultural environment, travel purpose, education characteristic and past experience (Stankovic and Dukic, 2009). Buhalis (2000) defined a tourism destination as a place that offers an amalgam of tourism products and services, which are consumed under the same brand name of the destination. In practice, according to Bieger (2008), a tourism destination can be a continent, country, region, city, and resort such as illustrated in Figure 2.1 as quoted by Peter (2009, p. 25).

Figure 2.1 Tourism Destination Definitions



Cooper et al. (1993) identified destination attributes or components in to the “4 A’s” (Attractions, Access, Amenities, and Ancillary services). Furthermore, Buhalis (2000) developed tourism destination attributes or components to be the “6 A’s”, these are Attractions, Accessibility, Amenities, Available packages, Activities, and Ancillary services.

The 6 A’s of destination components above are main classification that need to be operationalized in detail attributes. Different researchers have developed different number of destination attributes. Sofield (1998) developed seven attributes of cultural heritage destinations, i.e. 1) history/tradition, 2) culture villages, 3) traditional scenery, 4) arts, 5) architectures, 6) handicrafts, and 7) festivals/events. While Huh (2002) developed 25 attributes of cultural heritage destination. In this research the 6 A’s of destination components are understood comprising 34 attributes as seen on Table 2.1.

Table 2.1 Tourism Destination Components Classification

No.	Destination Components	Detailed Attributes
1	Attractions	1) monument, 2) museum, 3) special event, 4) art performance, 5) environment scenery, 6) tourism park, 7) cleanliness of attraction, 8) attraction management service quality, 9) interpretation of attraction.
2	Accessibility	10) transportation quality to reach destination, 11) transportation quality within destination, 12) connectivity with other attractions, 13) signs in destination.
3	Amenities	14) accommodation, 15) parking area, 16) shopping center, 17) visitor information center, 18) toilet, 19) facilities for handicapped, 20) cafe and restaurant, 21) visitor management rules, 22) souvenir.
4	Available Packages	23) tour packages, 24) guide, 25) price of admission fee.
5	Activities	26) photography activity, 27) shopping activity, 28) creative industry activities, 29) education activities, 30) cycling activity.
6	Ancillary Services	31) friendliness of local people, 32) currency exchange services, 33) security and safety services, 34) telecommunication.

Sources: Adopted from Buhalis (2000), Huh (2002), Sofield (1998), and Zabkar et al. (2010).

2.2.2 Cultural Heritage Tourism Destination Management

To create a successful tourism destination, the destination needs to be managed by planning and coordination among stakeholders at every step of its development (Ortega, 2002). In this research, tourism destination management is defined as the process of managing components of tourism destination including policy and regulation, practice of destination management organization (DMO) and cooperation among stakeholders in formulating plans, implementing and evaluating programs to achieve mutual benefits among the stakeholders of JOT as an urban cultural heritage tourism destination.

There are some researchers who highlight the commonalities and symbiosis mutualism between cultural heritage and tourism; otherwise there are some researchers who concern on the fundamental differences between them. Furthermore, McKercher and du Cross (2002, p. 14) summarize the differences between cultural heritage management and tourism as seen in Table 2.2.

Table 2.2 The Differences between Cultural Heritage Management and Tourism

	Cultural Heritage Management	Tourism
Structure	Public-sector oriented Not for profit	Private-sector oriented Profit making
Goals	A broader social goal	Commercial goals
Key Stakeholders	Community groups, heritage groups, minority/ethnic/indigenous groups/local residents, organizations for heritage professionals/local historical groups/religious leader	Business groups, non-local residents, national tourism trade associations, other industry bodies
Economic Attitude to Assets	Existence value Conserve for their intrinsic values	Use value Consume for their intrinsic or extrinsic appeal
Key User Groups	Local residents	Non-local residents
Employment Background	Social science/arts degrees	Business/marketing degrees
Use of Assets	Value to community as a representation of tangible and intangible heritage	Value to visitor as product or activity that can help brand a destination
International Political Bodies/NGOs	ICOMOS, ICOM, UNESCO (promote conservation of culture)	WTO/WTTC (promote development of tourism)
National/Regional/Political/Bureaucratic Bodies	National, state, and local agencies, and some museums concerned with heritage management, archives	National, state, regional tourism bodies

Source: McKercher and du Cross (2002, p. 14).

2.2.3 Stakeholders in Tourism Destination

Stakeholder refers to an individual or a group that has one or more of the various kinds of stakes in a business. Stakeholders may be affected by the actions, decisions, policies, or practices of the organization but they also may affect the organization's actions, decisions, policies, or practices (Carroll and Buchholtz, 2006). Buhalis (2000) identified stakeholders of tourism destinations, namely 1) government, 2) tour operators, 3) tourism enterprises, 4) host population,

and 5) tourist. In this regard, the stakeholder will be satisfied if destination management works well. In this research, the classification of stakeholder based on Buhalis' identification (2000) will be employed to the context of study on the urban cultural heritage tourism destination of JOT. Moreover, there is another important stakeholder in JOT, this is HVO; while tour operators and tourism enterprises can be respectively classified in one subcategory as private tourism sector.

2.2.4 Participation of Stakeholder in Tourism Destination

There are some definitions of participation defined by scholars and institutions.

Oakley (1989, p. 9) pointed out that there is less of a consensus on the nature and content of the participation process. Furthermore, Oakley (1989) as quoted by Rifkin and Kangere (2002, p. 41) classified participation definition as follows:

☒ Voluntary contributions to public programmes but people do not play a role in shaping the programmes.

☒ Involvement in shaping, implementing and evaluating programmes and sharing the benefits.

☒ An active process where intended beneficiaries influence programme outcomes and gain personal growth.

Moreover, as quoted by Patwary (2008), the World Bank (1994) defined the term of participation as a process through which stakeholders influence and share control over development initiatives and the decision and resources which affect them. In this regard, participation is identical with a process of the involvement of the stakeholders in every step of management and development of the project.

In addition, Mbombela Local Municipality (n.d., p. 9) defined stakeholder participation and its aim as follows:

“Stakeholder participation is a process through which stakeholders influence and share control over initiatives and the decisions and resources that affect them. Stakeholder participation aims at improving decision-making during the planning, design, implementation and evaluation of projects, programs, plans and processes”.

Given to the participation characteristics classification explained by Pimbert and Pretty (1995), and Patwary (2008), seven characteristics or typology of participation continuum from passive to active participation, are classified as seen in Table 2.3.

Table 2.3 Stakeholders Participation Characteristics

Continuum	Typology	Characteristics
Participation		
Passive	1. Passive participation	People participate by being told what is going to happen or has already happened.
	2. Participation in information giving	People participate by answering questions design by the researchers and project managers. They do not have the opportunity to influence proceedings, as the findings of the research or project design are neither shared nor checked for accuracy.
	3. Participation by consultation	People participate by being consulted, and external agents listen to their views. These external agents define both problems and solutions, and may modify these in light of people's responses. In such a consultative process people do not share in decision making as their views may or may not be taken on board.
	4. Participation for material incentives	People participate by providing resources. Such people are not involved in the experimentation or the process of learning and have no stake in maintaining activities when the incentives end.
	5. Functional participation	People participate by forming groups to meet predetermined objectives related to the project. This involvement tends to not be at early stages of project cycles or planning, but rather after major decisions have been made.
	6. Interactive participation	People participate in joint analysis, which leads to action plans and the formation of new local groups or the strengthening of existing ones. These groups take control over local decisions, so people have a stake in maintaining structures or practices.
Active	7. Self-mobilization	People participate by taking initiatives independent of external institutions to change systems. Such self-initiated mobilization and collective action may or may not challenge existing inequitable distributions of wealth and power.

Source: Modified from Pimbert and Pretty (1995) and Patwary (2008).

The cooperation relationship among stakeholders in conserving JOT is crucially not easy to establish because there are unwillingness and skeptical attitudes towards colonialism from some Indonesian people (Martokusumo, 2010). In this regard, the JOT is considered as a symbol of Dutch colonialism which is contra to the spirit of the Indonesia revolution. Therefore, there should be a reinterpretation to conserve and develop the sites.

2.2.5 Strategic Objectives of Tourism Destination Management

The management of a tourism destination should establish some targets to be achieved as indicators of success of its management strategy. The targets are called strategic objectives. According to Drucker (1954) as mentioned by Kazmi (2008), strategic objectives in all types of organizations, are generally focused on eight vital areas; these are 1) market standing, 2) innovation, 3) productivity, 4) physical and financial resources, 5) profitability, 6) manager performance and development, 7) worker performance and attitude, and 8) public responsibility.

Strategic objectives of tourism destination management are not only to satisfy ‘want’ and ‘need’ of visitors, but also should make mutual benefit for all stakeholders in the destination. Hence, indicators of strategic objectives for tourism destinations employed in the context of urban cultural heritage tourism stakeholder relations are illustrated in Table 2.4.

Table 2.4 Strategic Objectives of Destination Management

No.	Stakeholders	Strategic Objectives of Destination Management
1.	Government	Optimize tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental costs.
2.	Host population	Enhance the long-term prosperity of local people.
3.	Visitor	Delight visitors by maximizing their satisfaction.
4.	Private tourism sector	Maximize profitability of local enterprises and maximize multiplier effects.
5.	HVO	Conservation of cultural heritages.

Source: Adopted from Buhalis (2000).

2.3 Theories and Concepts Related to Cultural Heritage Management

2.3.1 Conservation

In the Cambridge Advance Learner's Dictionary Online Version (n.d.), conservation is defined as the protection of plants and animals, natural areas, and interesting and important structures and buildings, especially from the damaging effects of human activity. In the context of cultural heritage property, the aim of conservation is to maintain the physical and cultural characteristics of the object so as to ensure that its value is not diminished and that it will outlive our limited time span (Viñas, and Viñas, 1988). Moreover, Timothy and Boyd (2003) identified some reasons of the importance of conserving the past, these are 1) industrialization/modernization, 2) nationalism and collective nostalgia, 3) scientific and educative importance, 4) heritage is good economics, 5) artistic and aesthetic value, 6) environmental diversity, and 7) heritage as functional resource.

Generally, the term 'conservation' is used in the same meaning with 'preservation', 'safeguarding', and 'protection', in many dictionaries. However, in conservation specialist discourses those terms are different. Pearce (1997) pointed out simply the differences between conservation and preservation as follows. Conservation means the wise use of resources (natural or cultural heritage), while preservation means no use at all. However, in this research, conservation refers to a dynamic effort to maintain their cultural heritage and its values by preserving, developing, and utilizing its functions as defined by the Government of Indonesia in Law No. 11 Year 2010 on Cultural Heritage.

2.3.2 Preservation

Preservation is the process of working to protect something valuable so that it is not damaged or destroyed (Macmillan Online Dictionary, n.d.). Timothy and Boyd (2003) argue that preservation is one type of conservation approach. It refers to a process of maintaining the heritage site in its existing state. Furthermore, Pearson and Sullivan (1995) as quoted by Timothy and Boyd (2003, p. 94), argued that cultural heritage preservation approach is appropriate:

"... where the cultural significance would be diminished by a higher degree of intervention, where the present state of the site is itself significant, where there is insufficient information or resources to restore or reconstruct the place, or where sufficient well-restored examples already exist".

2.3.3 Revitalization

Revitalization is the process of making something that is failing or weak become strong and successful again (Macmillan Online Dictionary). ADB (2008) recognized some approaches to revitalize urban area, including heritage and historic city, as follows:

- ∕ Adaptive reuse and cost recovery.
- ∕ Integrated area development.
- ∕ Full commercialization of historic city centers.
- ∕ Transfer of development rights.
- ∕ From socialism to real estate development.
- ∕ Modernization and commercial activity.
- ∕ Feedback between increased land values and public revenue.
- ∕ Tourism.
- ∕ Conservation of historic monuments.

In the context of JOT area, a revitalization program is conducted by combining some approaches, such as stipulating it as a conservation area, developing it as tourism destination, and managing it as an integrated area. In this regard, the benefit of JOT revitalization is not only for conservation but also to increase the economic development of the area and for the educational purpose of making the people aware of the city history and identity.

2.3.4 Restoration

Restoration is considered one type of conservation as well. Restoration is the process of putting something such as a piece of art or a building back into its original condition so that it looks cleaner and better (Macmillan Online Dictionary). Restoration is sometimes used interchangeably with reconstruction and consists of two activities. These are putting displaced pieces of a building or site back together and removing pieces and amendments that have been added through time (Pearson and Sullivan, 1995). In this regard, they also highlighted that restoration is appropriate only if there is sufficient evidence of an earlier state (Boyd and Timothy, 2003, p. 95).

2.3.5 Interpretation

Many researchers place concern on visitors as audiences of interpretation. By summarizing some definitions from previous scholars, Boyd and Timothy (2003, p. 195) defined interpretation as a process of communicating or explaining to visitors the significance of the place they are visiting. Tilden (1977) explained interpretation as an educational activity that reveals meaning and relationships through the use of objects, by direct experience, and by instructive media, rather than simply to communicate facts and figures. Moreover, Nuryanti (1996) mentioned that interpretation is the way to reconstruct the past in the present to enrich understanding of heritage significance. In this regard, interpretation is not only a description of tangible elements of heritage but also the realms of spiritual truth, emotional response, deeper meaning and understanding.

There are three objectives of heritage management in conducting interpretation (Bradley, 1982; Knudson et al., 1995; Sharpe 1982 as quoted by Boyd and Timothy (2003, p. 197). These are as follows:

- ☒ To educate people about the place they are visiting.
- ☒ To provide an enjoyable, entertaining, and experience for visitors.
- ☒ To increase visitors' respect for heritage and take responsibility for caring for it.

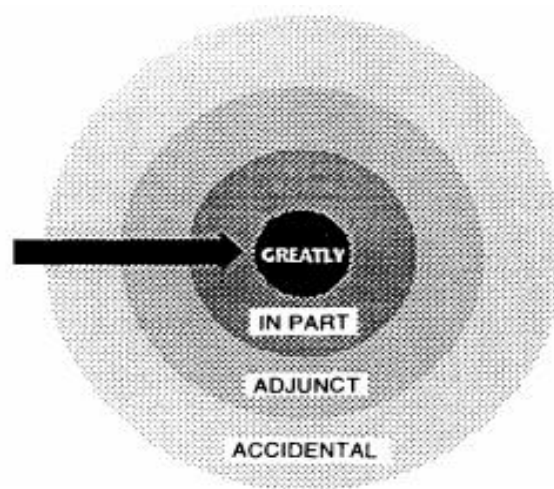
Furthermore, Boyd and Timothy (2003) also pointed out two different kinds of tools or media in conducting heritage interpretation. These are personal and non-personal media. Personal media is conducted by utilizing a living person to guide and explain the significance of the heritage, while non-personal media refer to visual and audio devices, signs, written materials (brochures, guidebooks, labels, maps, etc.) to explain the heritage information.

In this research, in conjunction with the context of the JOT area as colonial or dark heritage, the significance of heritage interpretation is not only for visitors but also for other stakeholders, such as host population, private tourism sector, and government officials, to support in developing the area as an urban cultural heritage tourism destination. Consequently, interpretation and reinterpretation of the cultural heritage need to be well-planned by the JOT management to create beneficial impacts for the development of the area.

2.4 Visitor Motivation for Cultural Heritage Tourism

There has been previous research analyzing the profile of visitors, especially visitors who visit cultural heritage tourism destinations based on visitor's motivation. Silberberg (2002, p. 362) classified four degrees of consumer (visitor) motivation for cultural tourism in urban or city contexts by the concentric circles as shown in Figure 2.2.

Figure 2.2 Degree of Visitor Motivation for Cultural Tourism



Source: Silberberg (2002, p. 362).

Furthermore, Silberberg (2002, p. 362-63) explains the profile and estimates the percentage of each visitor motivation as follows:

£Greatly motivated visitor: persons 'greatly motivated' to travel to a city specifically because of culture such as theatre opportunities, museums, and cultural festivals. This segment is about 5% of the resident market and 15% of out-of-province visitor (the smallest circle).

£In part by culture visitor: persons who travel to a city both because of culture opportunities and to visit friends or relatives. This segment is about 15% of the resident market and 30% of the visitor market.

£Adjunct visitor: visitor for whom culture is an 'adjunct' to another main motivation. The main motivation of this kind of visitor to visit city might be non-cultural but

while there, the visitor would like to engage in cultural activities opportunity. This segment represents 20% for both resident market and visitor market.

€Accidental visitor: persons who visit cultural tourism destination without plan or intention but accidentally. In this regard, the friends or relatives they have visited take them to cultural tourism destination or the cultural opportunity is close to their accommodation or hotel. This segment represents 20% for both residents and visitor market as well.

Silberberg (2002) also estimated that outside the circles there are about 40% of the resident market and 15% of visitors who would not like to attend cultural attractions, events, or activities under any circumstances. Likewise, McKercher and du Cros (2002) defined a cultural visitor as someone who visits cultural or heritage tourism attractions or participates in some other activities defined as cultural activities at some point during the trip, regardless of the reason for visiting the destination. In this regard, they analyzed five types of cultural visitors based on the importance of cultural tourism in the overall decision to visit a destination and the depth of experience as presented in Figure 2.3.

McKercher and du Cros (2002, p. 144) argued that the five possible types of cultural visitors are as follows:

€The purposeful cultural visitor: cultural tourism is the primary motive for visiting a destination, and the individual has a deep cultural experience.

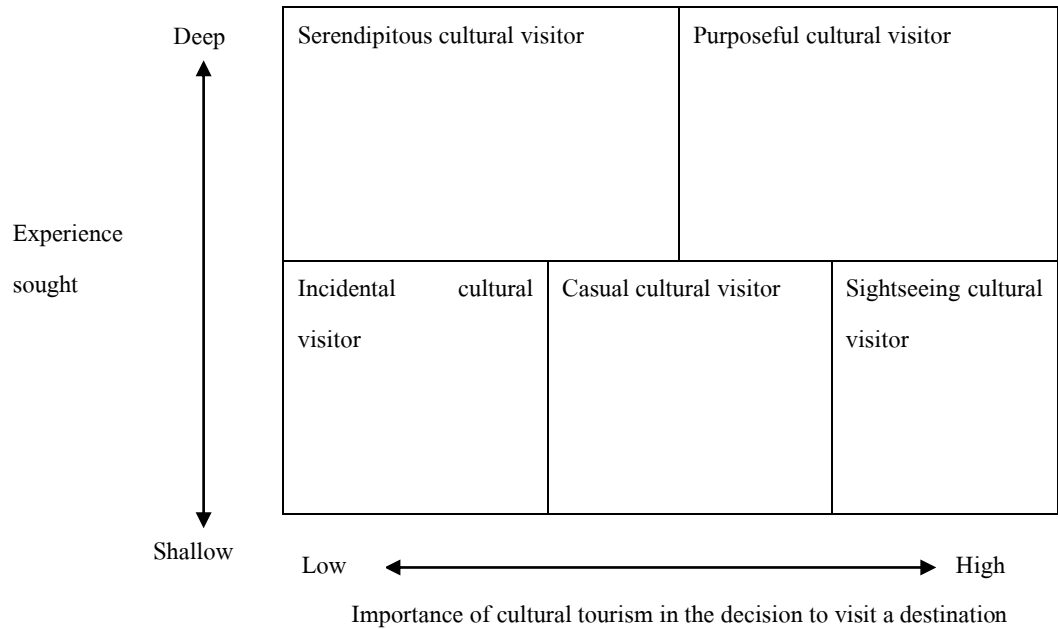
€The sightseeing cultural visitor: cultural tourism is the primary or major reason for visiting a destination, but the experience is shallower.

€The serendipitous cultural visitor: a visitor, who does not travel for cultural tourism reasons, but who, after participating, ends up having a deep cultural tourism experience.

€The casual cultural visitor: cultural tourism is a weak motive for visiting a destination, and the resultant experience is shallow.

€The incidental cultural visitor: this visitor does not travel for cultural tourism reasons but nonetheless participates in some activities and has shallow experiences.

Figure 2.3 Cultural Visitor Typology



Source: McKercher and du Cros (2002, p. 140).

Both the classification of consumer/visitor for cultural tourism conducted by Silberberg (2002) and the cultural visitor's typology by McKercher and du Cros (2002) exist in JOT destination. However, the classification of cultural tourism consumer/visitor by Silberberg (2002) seems more appropriate to analyze the motivation of visitors to JOT. In this regard, the visitors of the JOT area are still dominated by excursionists rather than tourists. In 1978, the WTO ratified 2 different kinds of visitor definitions based on the recommendation of the Expert of Statistical Group of the UNSC. These are excursionists and tourists. Excursionists are visitors who stay less than 24 hours in the destination and do not stay overnight, while tourists are visitors who stay at least 24 hours in the destination visited (Lew et al., 2004).

2.5 Sustainability Concept

Best concept of sustainable development that has been adopted by most researchers, referred to Brundtland Commission Report (United Nations, 1987). In this regard, sustainable tourism is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Pothof (2006) argued that sustainability has become the key notion and central focus point in many tourism development strategies. Sustainability comprises 3 suitable balance principles, i.e. environmental, economic and socio-cultural aspects. Furthermore, UNWTO (2004b, p. 7) highlighted that to guarantee its long-term sustainability, sustainable tourism should:

- 1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

- 2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

- 3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

In this research, sustainability simply refers to an effort to make cultural heritage tourism development and management in JOT area continue for a long time over political government limitation periods. In this regard, all of the programs which have been stipulated in the long term planning of JOT as an urban cultural heritage tourism destination should be continued although the people who have authority in the area will always change. The revision can be conducted based on environmental changes but it should not change the foundation of the long term planning.

2.6 Cultural Heritage Tourism Development in Indonesia

Indonesia is one of the Southeast Asian countries concerned with conserving its culture and developing sustainable tourism. Culture is seen as a type of national heritage to show national identity and national interest. To conserve its culture, the Government of Indonesia has issued Law Number 5/1992 on items of cultural property which has been revised by Law Number 11/2010 on cultural heritage. This law regulates the role of stakeholders in conducting cultural heritage conservation, including reward and punishment, on national, provincial, and local level.

In international forum, Indonesia has also taken part in UNESCO which is concern with natural and heritage site conservation, WIPO which is concerned with intellectual property and capitalization of culture, and other international cultural forums. In this regard, the Government of Indonesia has ratified Convention Concerning the Protection of the World Cultural and Natural Heritage since 1989.

The Government of Indonesia also sees that tourism is an instrument for cultural conservation. In Law Number 10/2009 concerning Tourism Development, it is highlighted that one of tourism development objectives is promoting culture and strengthening national identity and integrity. In this regard, JOT is a good example of a relatively new cultural heritage tourism destination initiated by the government.

In term of national development administration, the Government of Indonesia has established the Ministry of Culture and Tourism as a government portfolio responsible for tourism and culture development. The Ministry consists of seven institutions which are led by Deputy Minister Levels as follows:

- 1) Directorate General of History and Archaeology.
- 2) Directorate General of Cultural Value, Art and Film.
- 3) Directorate General of Tourism Destination Development.
- 4) Directorate General of Marketing.
- 5) Secretariat General.
- 6) Inspectorate General.
- 7) Cultural and Tourism Resources Agency (Research and Human Resources Development Agency).

However, cultural heritage is the blood of tourism development in Indonesia beside natural heritage. Cultural heritage tourism in Indonesia is implemented by the sustainable tourism paradigm and community-based tourism. In this regard, cultural heritage tourism becomes an instrument of development to realize the Millennium Development Goals (MDGs) that Indonesia has taken part as a member of the United Nations.

In every tourism promotion and marketing forum, Government of Indonesia always promotes cultural heritage and natural heritage as comparative and competitive advantage of Indonesian tourism. The cultural heritage in Indonesia can be classified based on era, these are 1) pre-historic era, 2) Hindus and Buddhism era, 3) Islamic era, 4) colonial era, and 5) modern era.

2.7 Profile of JOT

JOT (called Kota Tua Jakarta in Indonesian), is a heritage area which comprises 846 hectares in the capital city of Indonesia, Jakarta. This area has rich urban cultural heritage sites especially dating back to the Dutch colonial era in 1620 such as European architecture buildings, China town, former *stadthuis* quarter, traditional harbor of Sunda Kelapa, and other facilities as a colonial government city. It is located in two municipalities, North Jakarta and West Jakarta. The location of JOT area on the Southeast Asia Map can be seen in Figure 2.4.

The history of JOT started from the Port of Sunda Kelapa as the harbor city of the Sundanese Padjadjaran Hindus Kingdom in the 14th century. Led by Fatahillah, this port was attacked by the Demak Islamic Kingdom from Java in 1526. The name Sunda Kelapa was then changed by the new authority Fatahillah to Jayakarta in June 1527. Eventually, Jayakarta was destroyed by the VOC (the Dutch East India Company) in 1619, led by Jan Pieterzoon Coen.

In 1620, from the ruins of Jayakarta, the Dutch colonialists rebuilt a new town and named it Batavia as a tribute to the Batavieren tribes of Europe that was an ancestor of the Dutch. This was built on the eastside of the Ciliwung River; the core of the city can still be seen in Fatahillah Park, JOT. The host resident of Batavia is called Batavianen, who are known as the people of Betawi. In this regard, the people of Betawi are a composite of many ethnic groups.

Figure 2.4 Jakarta Locations on Southeast Asia Map



Source: jakarta-old-town.blogspot.com.

Then, by 1635, Batavia had already expanded to the Westside of the Ciliwung River above the ruins of Jayakarta. This town was fully developed with security systems such as walls and trenches. It was divided into blocks separated by canals. The development of Batavia was finished in 1650. After the Japanese era in 1942, Batavia was renamed “Jakarta”, which is its name to this day as the capital city of Indonesia (Culture and Tourism Agency of Jakarta Province, 2010).

After Indonesia declared national independence on 17 August 1945, the new Government of Indonesia focused on nation and character building. Gill (1993) mentioned that Jakarta, as the capital city, has developed to demonstrate an independent national prestige and pride. Luckily, there is no destruction by intention from the new government to the colonial buildings in the JOT area. Some of the former colonial buildings have been converted into offices for the Indonesian government. For example, the former town hall of Batavia was converted into the Military District Command of West Jakarta; and the former Batavia Judicial Council has become the Indonesian Military Barracks and West Jakarta Mayor’s Office.

In 1970, by Governor's Decree, JOT was stipulated as a preserved historical site that should be conserved. Then, the Governor of Jakarta announced JOT's revitalization when Jakarta become the host of the 23rd Annual Conference of Pacific Asia Travel Association (PATA) in 1974 (Sugiantoro, 2008). This area was then considered as a center of cultural heritage tourism in Jakarta Regional Development Planning in 1999. Furthermore, the Special Administrative Province of Jakarta declared revitalization of JOT as an urban cultural heritage tourism destination with more development and promotion in 2006.

2.8 Management of JOT as an Urban Cultural Heritage Tourism Destination

Since the early 1970s, JOT has been considered as a model of cultural heritage conservation areas in Indonesia. Unfortunately, the implementation of conservation efforts is only in physical beautification of certain parts of some historic buildings (Martokusumo, 2010). In this regard, the conservation's objective is only to protect old historical buildings such as museums and former homes of nobles, not for the whole preservation of the district area.

Conservation of JOT was criticized as having failed because the number of heritage buildings has decreased and there is a prediction that 75% of the existing heritage buildings are in poor condition (Kompas, 2006). Martokusumo (2010) argued that the Jakarta Conservation Program is not a success due to a few factors, such as lack of funding, mismanagement and lack of coordination among local authorities since the JOT is divided under different local authorities, these are West Jakarta and North Jakarta Municipalities. Furthermore, stakeholder participation is also limited and the Special Administrative Province of Jakarta acts as the only main actor in the conservation effort. Likewise, there are some conflicts among stakeholders because of different interests in developing JOT.

Before 2007, there was no special government office which is responsible for the management of the JOT area. The Special Administrative Province of Jakarta only focused on managing four government museums in the JOT area and developed marine tourism in Sunda Kelapa harbor by establishing the Sunda Kelapa Marine Tourism Board of Management. There were many other heritage buildings which belong to private sectors and individuals in the JOT area that are in poor condition. In this regard, there was no effective reward and punishment for individuals and private sector parties who conserve or neglect the heritage buildings. In

conclusion, the Special Administrative Province of Jakarta had no concern to develop JOT as an integrative area under special management.

In 2006, the JOT revitalization as a cultural heritage tourism destination was re-declared by the Governor of Jakarta as a dedicated program to follow up on Governor's Decree No. 34/2006. Based on the master plan, JOT should be managed as one integrative area which consists of 846 hectares and five zones.

The Special Administrative Province of Jakarta was finally aware of the weaknesses and decided to improve the destination management of the area. Three revitalization strategies have been conducted; these are: 1) economic, social and events revitalizations; 2) institutional revitalization; 3) physical revitalization.

Since the end of 2007, the Special Administrative Province of Jakarta has established a Technical Implementation Unit Management of JOT (JOT management) under the coordination of the Culture and Tourism Agency. The vision of the new institution is "to create the historic old town district of Jakarta as a cultural tourism destination that elevates the value of preservation and has high economic benefits." It also has established some missions as follows:

- 1) Conservation and revitalization.
- 2) Developing art and cultural activities.
- 3) Social oriented development.
- 4) Business and economic development.
- 5) Improving infrastructure.
- 6) Regulate the law and urban management.
- 7) Management of living city (Culture and Tourism Agency of Jakarta Province, 2010).

2.9 Related Research

As mentioned before, there are some previous studies on JOT in the context of urban planning and architectures. By urban architectural perspective, Gill (1993) proposed the use of urban memory map to plan urban heritage and cultural tourism in Jakarta city. He explained that an urban memory map contains information on the specific characteristics of the historical urban structure, the buildings and the open space which makes a city a recognizable historic structure.

Furthermore, he argued that by using urban memory maps, the historical and cultural identity of cities cannot be ignored in a design for an updated urban plan, as often is the case in urban renovation and revitalization plan (Gill, 1993, p. 71). However Gill's research did not focus on JOT area but in the context of greater Jakarta, including Depok and Bogor City in another Province (West Java Province) which has a historical connection. In his research, Gill also just proposed the use of urban memory maps to plan cultural heritage tourism program but he did not analyze the management of the area, SWOT analysis, and the participation of stakeholders in managing the area.

Hajjar (2008) by urban design perspective investigated the current condition of heritage, accessibility and facility to propose guideline for revitalization of JOT. The study had focused on revitalization of physical aspects of JOT as a comfortable place both for the public and visitors. In this regard, Hajjar (2008) did not analyze the tourism destination management in terms of institution, management practice, cooperation, and stakeholders or related parties beside government.

Moreover, by architectural design perspective, Martokusumo (2010) examined conflict between development and conservation concepts in JOT. He highlighted a new interpretation of conservation concept that must be part of the modernization construct. In this context, Martokusumo did not analyze urban cultural heritage tourism management as the best instrument of conservation.

On the other hand, by perspective of urban regional plan, Isakh (2007) identified the potency and problems in developing urban heritage tourism in the Great River corridor (*Kali Besar koridor*) as a part of JOT. The study focused on potency and problem of urban tourism based on government and local people's point of views in a part of JOT that was still not well performing yet. Consequently, his study did not analyze the whole area of JOT as a tourism destination and did not identify and analyze other stakeholders' perspectives, especially tourism industry and visitors, and their relations in managing urban destinations.

Furthermore, in hospitality and tourism management academic literature, the author found some case studies of urban cultural heritage tourism destination outside Indonesia that will be considered as benchmarks of destination management of JOT research.

McKercher, et al. (2005) in their research, investigated conflict and partnership relationships between tourism and cultural heritage management. They conducted the research in Hong Kong as a matured or established urban heritage destination that has many different contexts with JOT which is still in the growth stage. Their research was based on the perspective of asset manager of heritage only, and did not cover other stakeholder perspectives.

Research on heritage tourism management in urban areas was also conducted by Ortega (2002) with the case study of Madrid. In her research, Ortega (2002) investigated main challenges that managers of heritage have to face and how they can be overcome in managing heritage tourism by analyzing five main issues, these are as follows:

- 1) Conservation.
- 2) Interpretation.
- 3) Knowledge of visitor profile.
- 4) Partnership.
- 5) Funding.

The limitation of Ortega's study is that it is only based on the perspective of asset manager of heritage attraction and heritage experts. She did not analyze other stakeholder perspectives. Moreover, she also did not analyze institution and the process of destination management.

Urban heritage tourism management studies in the context of Southeast Asian Countries City also conducted by some researchers such as Jamieson and Sunalai (2002) in Thailand and Aas et al. (2005) in Laos. Jamieson and Sunalai (2002) investigated the experience in managing urban heritage destinations based on the community-based development perspective in Klong Khwang and Phimai, Thailand. Their research is based on the perspective of the host population only and in the context of a small urban area. Furthermore, Aas et al. (2005) examined stakeholder collaboration and management roles as well as interdependence of the heritage conservation and tourism development in Luang Prabang, Laos, in terms of five aspects, these are as follows:

- 1) Channels of communication.
- 2) Generating income for heritage conservation and management.
- 3) Involving host population in decision making.
- 4) Involving host population in tourism activities.

5) Assessment of the extent and success of stakeholder collaboration.

The Aas et al. (2005) study is based on host population, government, program manager of project, and tour operator perspectives. In this regard, the setting of their research is in a communist state with a centralized government. Consequently, stakeholder collaboration in managing the heritage tourism was not conducive in the end.

Based on the review of the previous research, JOT in Indonesia has some uniqueness as an urban cultural heritage tourism to be analyzed as a case study. JOT is located in the capital city of Indonesia where so many stakeholders with different interests interact in a democratic atmosphere. Moreover, some of the heritage sites do not only belong to government but there are also some owned by the host population.

The relationship among stakeholders in conserving JOT is also not easy to establish because there are unwillingness and skeptical attitude towards colonialism from some Indonesian people (Martokusumo, 2010). In this regard, the JOT is considered as a symbol of Dutch colonialism which is contra with the spirit of Indonesia revolution. Therefore, there should be new interpretation to conserve and develop the sites. Albeit the sites already stipulated as heritage district that should be conserved, tourism has just been considered as the main instrument for conservation since 1999. Furthermore, collaborative management between stakeholders seems to be intensively conducted since 2006. However, the most important thing is that there is not yet sufficient literature about JOT in the field of hospitality and tourism management studies.

2.10 Definition of Key Terms

2.10.1 Urban Cultural Heritage Tourism

Urban cultural heritage tourism is traveling to experience the physical and intangible, movable and immovable attributes that are either inherited from past generations or created in the present and bestowed for the benefit of future generations in the JOT area which is located in the capital city of Indonesia as an urban area.

2.10.2 Tourism Destination

Tourism destination is the product mix and service which is consumed by visitors under a destination name which consists of 1) attractions, 2) accessibility, 3) amenities, 4) available package, 5) activities, and 6) ancillary services.

2.10.3 Attractions

Attractions are something that is interesting or enjoyable to see for visitor in an area which consists of 1) monument, 2) museum, 3) special event, 4) art performance, 5) environment scenery, 6) tourism park, 7) cleanliness of attraction, 8) attraction management service quality, 9) interpretation of attraction.

2.10.4 Accessibility

Accessibility is the way for visitors to reach an area as a tourism destination which comprises 1) transportation quality to reach destination, 2) transportation quality within destination, 3) connectivity with other attractions, 4) signs in destination.

2.10.5 Amenities

Amenities are something that make a tourism destination comfortable and easy to stay in for visitor which consists of 1) accommodation, 2) parking area, 3) shopping center, 4) visitor information center, 5) toilet, 6) facilities for handicapped, 7) cafe & restaurant, 8) visitor management rules, 9) souvenir.

2.10.6 Available Package

Available package is the availability for visitor to buy a tourism product which is sold by someone or company that consists of 1) tour packages, 2) guide, 3) admission fee price.

2.10.7 Activities

Activities are something that can be done by stakeholders in a tourism destination which consists of 1) photography activity, 2) shopping activity, 3) creative industry activities, 4) education activities, 5) cycling activity.

2.10.8 Ancillary Services

Ancillary services are something extra that are provided by destination management to increase the satisfaction of visitors to enjoy the tourism destination which consists of 1) friendliness of local people, 2) currency exchange services, 3) security and safety services, 4) telecommunication.

2.10.9 Tourism Destination Management

Tourism destination management is the process of managing components of tourism destination including policy and regulation, practice of destination management organization (DMO) and cooperation among stakeholders in formulating plans, implementing and evaluating programs to achieve mutual benefits among the stakeholders of JOT as an urban cultural heritage tourism destination.

2.10.10 Stakeholder (in Tourism Destination)

Stakeholder is a person, group, organization, or system who affects or can be affected by destination management practice of JOT as an urban cultural heritage tourism destination which consists of 5 elements; these are 1) government official, 2) host population, 3) visitor, 4) private tourism sector, and 5) HVO.

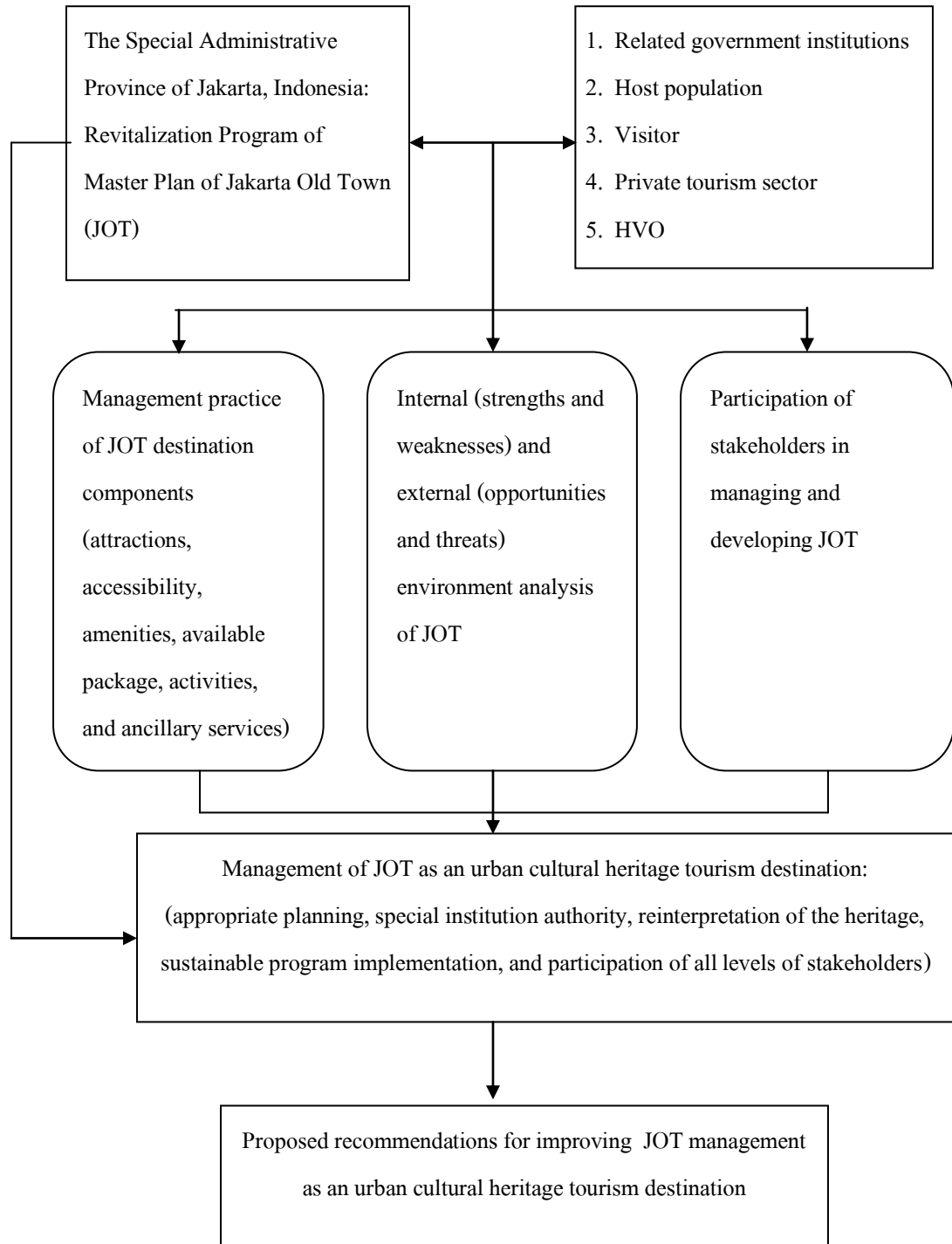
2.10.11 Participation of Stakeholder

Participation of stakeholder is the process of involvement of JOT stakeholders in shaping, implementing and evaluating programs and sharing the benefits of destination management of urban cultural heritage tourism.

2.11 Study Framework

The framework of study of this research can be described as seen on Figure 2.5.

Figure 2.5 Framework of Study



CHAPTER 3

METHODOLOGY

This chapter explains the methodology used in the research. The objective of this chapter is to illustrate the different kind of research methods and instruments used by the researcher to collect and analyze data and information to achieve research objectives. This chapter also addresses the classification of informants, and criteria of each key informant. Furthermore, the concept and justification of the use of each research method also is given in this chapter.

3.1 Population, Sampling Group, and Sampling Method

3.1.1 Population

The population or informants of this research consists of tourism stakeholders in JOT as an urban cultural heritage tourism destination which can be classified into five groups as seen in Table 3.1.

Table 3.1 Classification of Population/Informants

No.	Group of Informants	Characteristics
1.	Government official	Government official in national and provincial level related to the cultural heritage tourism development.
2.	Host population	Local people who live in the JOT area (both owners and non-owners of heritage buildings).
3.	Visitor	Domestic and international visitors who visit JOT.
4.	Private tourism sector	Tour operators, guides and other tourism businesses (hotel and café/restaurant).
5.	HVO	Non-profit organizations concerned with the conservation of JOT Heritage.

3.1.2 Sampling Group (Size)

In this research, the researcher used non-probability sampling to undertake in-depth study of JOT destination management based on different stakeholder's perspectives. This sampling is appropriate to gain an information-rich case study to explore research questions, objectives, and theoretical inside. For in-depth interviews of government officials, host population, private tourism sector, and semi-structured interview to visitor, additional interviews were conducted until data saturation was reached. Saunders at al. (2009, p. 590) defined data saturation as the stage when any additional data collected provides few, if any, new insights. Finally, there were nine government officials, six host population representatives, 18 visitors, and eight private tourism sector representatives interviewed. On the other hand, the numbers of HVO representatives which were invited to a small group meeting was 12 people based on their capacities in answering research questions and objectives. In conclusion, the total number of informants of this research is 53 people.

3.1.3 Sampling Method

Sampling method which was used to determine respondents in this research is non-probability sampling with different kind of techniques for each group of population as follows:

1) Government official

To get appropriate and in-depth information of the destination management of JOT area, the researcher used purposive sampling or judgmental sampling for senior officials of government agencies. In conducting purposive sampling, the researcher used previous knowledge to determine who was most appropriate for inclusion in the study based on potential study units' knowledge base or closeness of fit to criteria associated with focus of study (Jennings, 2001). Moreover, the researcher also asked some informants to recommend other related informants who fit the criteria (snowball sampling). In this regard, the criteria of government official informants are as follows:

- ☒ Senior officials of government agencies related to cultural and heritage tourism development and conservation both at the national and provincial level.

- ☒ Front liner staff of museums at JOT area and Technical Implementation Unit Management of JOT.

2) Host population

Purposive sampling is also applied to determine host population informants. The criteria for the host population are as follows:

☒ Host population member who have heritage buildings in JOT area (owners of cultural heritage building).

☒ Host population members who live in JOT area but do not have heritage building (non-owners of cultural heritage building).

3) Private tourism sector

Private tourism sector representatives interviewed by the researcher are also determined by purposive sampling as well by the following criteria:

☒ Owner or manager of tourism business (tour operator, hotel, cafe and restaurant).

☒ Certified tour guides of JOT.

4) HVO

HVO representatives invited in a small group meeting are determined by purposive sampling with the criteria as follows:

☒ Founder or manager of HVO.

☒ Member of HVO.

5) Visitor

Convenience sampling was applied in determining visitor informants interviewed. The convenience sampling refers to the selection of respondents/informants based on their proximity to the researcher and the easy way to access (Jennings, 2001). The researcher used this sampling technique to interview some visitors who visit JOT area such as museums, Sunda Kelapa Harbor, Fatahillah Park, etc. with the following criteria:

☒ Domestic visitor both male and female with the age of 18 years old and above.

☒ International visitor both male and female with the age of 18 years old and above.

☒ The visitors have visited JOT area.

3.2 Type of Research

This research is an exploratory study with interpretivism as the research philosophy. As mentioned by Saunders et al. (2009) that by interpretivism philosophy, the researcher needs to understand differences between humans in conducting role as social actors. The interpretivism comes from two intellectual traditions; these are phenomenology and symbolic interpretation which highlight the importance of symbol and meaning based on the social phenomena that is interpreted by the researcher.

Furthermore, in conducting an exploratory study, the researcher focuses on what is happening, to seek new insight; to ask questions and to assess phenomena of JOT destination management in a new light (Robson, 2002). In this regard, Saunders et al. (2009, p. 140) highlighted three principal ways of exploratory research as follows:

- 1) A search of the literature.
- 2) Interviewing 'experts' in the subject.
- 3) Conducting small group meetings.

The researcher used a case study as a research strategy to gain and reach an understanding of destination management of JOT. Robson (2002, p. 178) highlighted that case study is a strategy for doing research which involves an empirical investigation of particular contemporary phenomenon within its real life context using multiple sources of evidence. Furthermore, Veal (2006, p. 108) highlighted that a case study involves the study of an example, a case, of the phenomenon being researched' using the investigation of a single case to understand and illustrate the phenomenon under enquiry.

Consequently, the researcher considered using triangulation. Saunders et al. (2009, p. 146) explains triangulation as follows:

“Triangulation refers to the use of different data collection techniques within one study in order to ensure that the data are telling the researcher what the researcher think they are telling the researcher”.

This research is conducted with qualitative methodology because it is the most suitable to achieve the research objectives in investigating management practice of 6 A's destination components, SWOT analysis of JOT, and characteristics of stakeholder participation based on 5 group stakeholders perspectives. In this regard, the researcher needed to use holistic inductive

paradigm to investigate social phenomena which consists of multiple realities by exploring any details of JOT management as an urban cultural heritage tourism destination. However, quantitative methodology was not appropriate because this research is not to test hypotheses and relationships among variables.

Jennings (2001, p. 21) highlighted that qualitative methodology is grounded in the interpretive social sciences, is inductive in nature and is based on textual representations of the phenomenon under study. Furthermore, Jennings (2001, p. 129-130) also pointed out that the qualitative research will have some attributes or characteristics as follows:

- ∄ An inductive approach that establishes the nature of truth by being grounded in the real world.

- ∄ An ontological view that sees the world as consisting of multiple realities.

- ∄ A subjective relationship between the researcher and the participants, that is a subjective epistemology.

- ∄ The researcher is essentially viewed as an insider by the study participants.

- ∄ The research design is unstructured in order to respond to the field setting and therefore the research design emerges in the course of field work; the research design is also study-specific since it is grounded in the setting being studied.

- ∄ The researcher is interested in emblematic themes that arise during the course of the study.

- ∄ The sampling method is non-random, with every person in the study population not having an equal chance of selection.

- ∄ Data are represented as textual units rather than numeric representations.

- ∄ Data analysis is focused on eliciting key themes and motifs associated with the participants being studied.

- ∄ Representation of the findings is usually in 'narrative' form, with the researcher writing in the first person and using an active voice.

- ∄ The research report reflects a 'slice of life' from the study setting and is specific to that study setting only.

The multi-method qualitative research approach was applied in this area of the study through in-depth interviews, semi-structured interviews, and a small group meeting; these three form a triangulation of data from informants. Furthermore, the management of the tourism destination and the stakeholder theory were used to analyze both primary and secondary data with content and SWOT analysis.

3.3 Research Instruments

As mentioned before, this research used three different kinds of qualitative data collection techniques as follows:

3.3.1 In-depth Interview Guide

In-depth interview was conducted to explore in-depth and rich information in destination management of JOT based on government official perspectives who have authority and related work to cultural and heritage tourism development in Indonesia generally and Jakarta specifically. In this regard, the government officials were interviewed about their knowledge, experience, and opinion on destination management of JOT. In-depth interview also was conducted to gain data and information from host population; these are local people who live in JOT area both owners and non-owners of heritage buildings and also private tourism sector representatives.

Saunders et al. (2009) explained that there is no predetermined list of questions to conduct in-depth interview. This interview technique also has been labeled as an informant interview because the interviewee's perceptions which guide the conduct of interview. However, Jenings (2001) highlighted that the interviewer should have a clear idea about themes or issues and also prepare a list of topics relevant to the themes or issues that is used merely as a guide. In this regard, the researcher used a list of topics based on research questions and objectives as attached at Appendix A, B, and C.

3.3.2 Semi-structured Interview Prompt List

Semi-structured interview was conducted to explore visitors' perspectives in consuming products and services of JOT as urban cultural heritage tourism destination. The researcher found visitors to be interviewed in some attraction areas of JOT such as Fatahillah Park as the center of

the Old Town, Jakarta History Museum, Cave Batavia, Sunda Kelapa Harbor, etc. The semi-structured interview was conducted until information and data were saturated.

In conducting semi-structured interview, the researcher prepared a list of themes and questions to be covered (Saunders et al., 2009) or prompt list of issues that focus the interaction (Jenings, 2001). The prompt list of issues of semi-structured interview is attached at Appendix D.

3.3.3 Small Group Meeting Questions List

A small group meeting was conducted to gain opinion of HVO representatives concerned with the conservation effort of JOT cultural heritage. Small group meetings sometimes are called semi-structured group interviews (Minichiello et al., 1995) because the researcher who acts as a facilitator should list some questions to control focus of discussion. In this regard, the small group meeting consisted of 12 participants to make group discussion more effective. Question list of the small group meeting is attached at Appendix E.

3.4 Data Collection

The researcher collected primary and secondary data as follows:

3.4.1 Primary Data

The primary data were collected by in-depth interview, semi-structured interview, and a small group meeting. These different kinds of data collection techniques were conducted in JOT area from December 2010 to January 2011.

3.4.2 Secondary Data

The researcher used information from articles in the press, journals, textbooks, previous theses and dissertations from library, internet, and government office as secondary data. The secondary data which were collected are relating to theories and concepts, profile of cultural heritage tourism development in Indonesia, and previous research on urban cultural heritage tourism destination in Jakarta, Indonesia and other countries. The secondary data were collected from September 2010 to June 2011.

3.5 Data Analysis

As consequences of qualitative research method, the data analysis methods that applied are also qualitative data analysis as follows:

3.5.1 Content Analysis

Qualitative content analysis was conducted to analyze and interpret in-depth interview, semi-structured interview, and a small group meeting transcriptions that were categorized based on research questions and objectives. The content analysis was used because the researcher needed to analyze the content of the ‘communication’ texts from interview transcripts of informants and explaining their meanings based on the social setting or context from which they were drawn. In this regard, the text was analyzed holistically so that the data reflect real-word setting (Jenings, 2001). It is different from coding analysis which reduces data to such a level of abstraction by creating some category labels.

Following Sarantakos (1998) as quoted by Jenings (2001), the content analysis was conducted as follows:

∕The analytical units were determined by organizing the units based on interview transcriptions and their appropriateness to the study topic, questions, and problems on destination management of JOT.

∕The units were analyzed either semantically and/or syntactically linking parts of the texts to the intent of the overall document.

∕Finally, the text was analyzed and interpreted to answer questions and objectives of the research.

3.5.2 SWOT Analysis

The researcher also analyzed internal environment (strengths and weaknesses) and external environment (opportunities and threats) of JOT destination management based on stakeholders’ perspectives from content analysis results and literature review. By conducting SWOT (strengths, weaknesses, opportunities, and threats) analysis, the researcher could identify what may assist the JOT management in achieving its mission and what obstacles must be handled to create JOT as a successful urban cultural heritage tourism destination. Furthermore, Bozac and Tipuric (2006) highlighted that the SWOT analysis is a tool for a situation analysis and when used in an appropriate way, it can be a good foundation for strategy formulation.

3.6 Conclusion of Research Methods

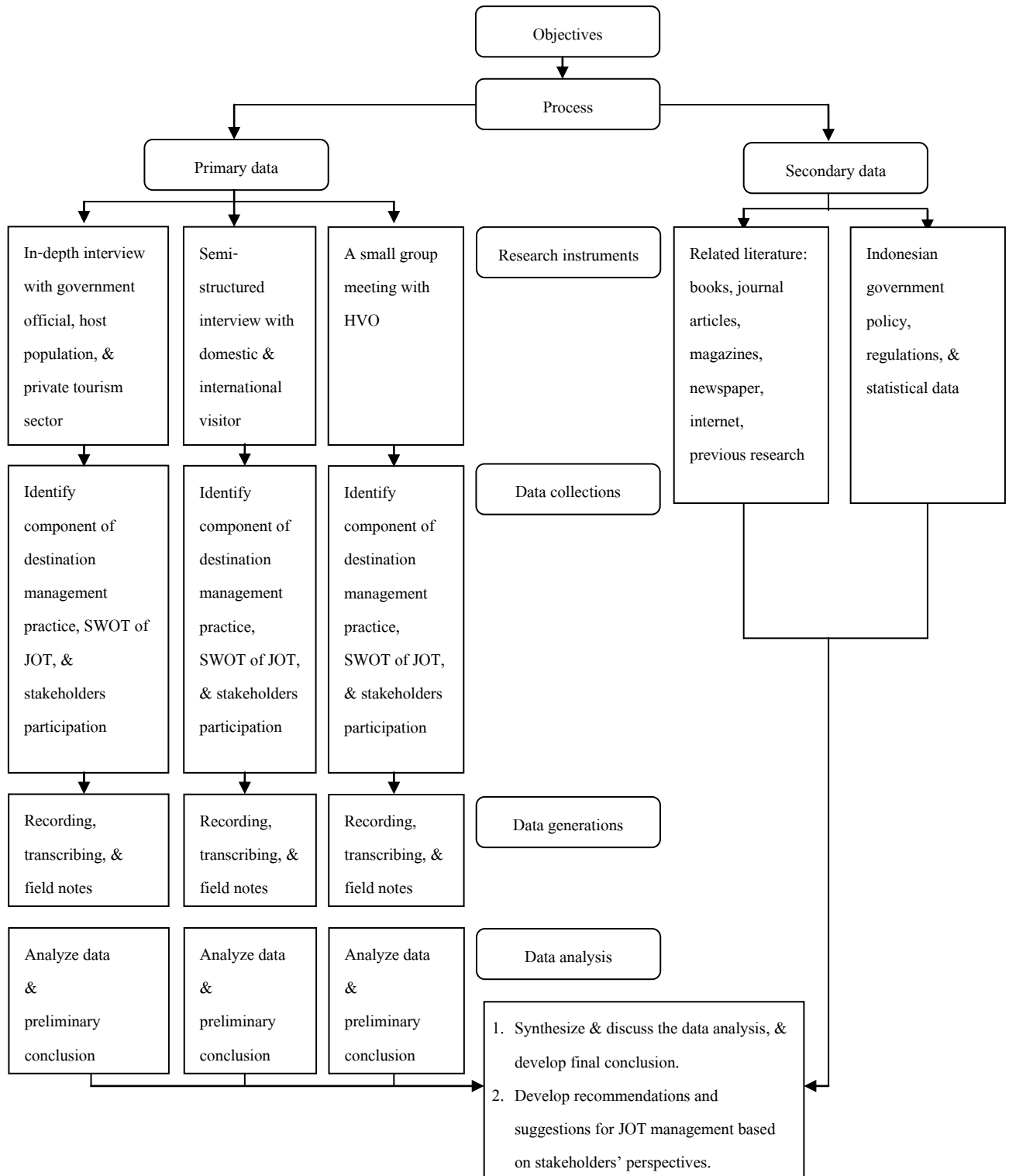
As a conclusion, the relationship between group of population, informant characteristics, data collection techniques, number of informants, and sampling techniques can be simplified as seen in Table 3.2.

Table 3.2 The Relationship between Informant Characteristics, Data Collection Techniques, Number of Informants, and Sampling Techniques

No.	Group of population	Characteristics	Data Collection Techniques	Number of Informants & Sampling Techniques
1.	Government Official	Government official in national and provincial level related to the cultural heritage tourism development.	In-depth interview	9 (Purposive and snowball)
2.	Host population	Local people who live in the JOT area (both owners and non-owners of heritage buildings).	In-depth interview	6 (Purposive)
3.	Private tourism sector	Tour operators, guides and other tourism businesses (hotel and café/restaurant).	In-depth interview	8 (Purposive)
4.	Visitor	Domestic and international visitors who visit JOT.	Semi-structured interview	18 (Convenience)
5.	HVO	Non-profit organizations concerned with the conservation of JOT Heritage.	Small group meeting	12 (Purposive)
Total number of key informants				53

Furthermore, research design as a general plan of how the researcher would go about answering the research questions (Saunders et al., 2009), is summarized as seen in Figure 3.1.

Figure 3.1 Research Design



CHAPTER 4

RESULTS

This chapter analyzes primary data collected based on in-depth interviews, semi-structured interviews, and a small group meeting from informants and its relation to the concepts and theories based on literature reviews. The data analysis is divided into five informants' point of views as the representatives of JOT stakeholders. These are government officials, host population, the private tourism sector, HVOs, and both domestic and international visitors, including tourists and excursionists.

In this chapter, although the characteristic of informants are described, the opinion will be presented as anonymous by labels such as Informant 1, Informant 2, and so on. The author also did not publish the real number list of informants in appendices to implement confidentiality and anonymity. Saunders et al. (2009, p. 587 and 589) highlighted that confidentiality concern relating to the right of access to the data provided by the participants (read as informants), while anonymity is the process of concealing the identity of participants or informants in all documents resulting from the research. In this regard, the readers will not know exactly that the quotation of interviews coming from the Deputy Minister, Director of Cultural and Tourism Office, the name of the particular private tourism sector, and the real names of other informants.

4.1 Government Official Perspectives

4.1.1 Informant Characteristics

There are 9 informants from government office related to the development and management of culture and tourism, both in the state level and provincial level. They are:

- Deputy Minister/Director General for History and Archaeology, Ministry of Culture and Tourism, Republic of Indonesia.
- Director of Cultural and Tourism Agency of the Special Administrative Province of Jakarta.
- Head of Technical Implementation Unit Management of JOT (the special and new office to manage JOT that was established at the end 2007).

- Head of Maritime Museum (Top Manager).
- Head of Unit for Collection, Jakarta History Museum (Front Liner Manager).
- Chief of Unit for General Administration, Fine Art and Ceramic Museum (Front Liner Manager).
- Chief of Unit for Collection, Puppet Museum (Front Liner Manager).
- Chief of Tourism Product, Cultural and Tourism Agency of the Special Administrative Province of Jakarta.
- Chief of Structuring, Development, and Publication of Technical Implementation Unit Management of JOT.

4.1.2 Cultural Heritage and Tourism Development Policy and Regulation

Indonesia is one of the countries which is concerned about saving cultural heritage and developing cultural heritage tourism both in rural and urban areas. At the state level and provincial level, Indonesia has special laws and regulations on cultural heritage and tourism. Time after time the laws and regulations are evaluated and revised to improve the management of cultural heritage and tourism based on the change of environment. Informant 1 mentioned:

“The Government of Indonesia had just stipulated new national law number 11 of the year 2010 as the revision of law number 5 of the year 1992 concerning cultural heritage. There are many progresses with the new law. Based on the new law, the government can take over the management of heritage buildings and properties belonging to individuals if the owner abandoned the heritage [site] and did not report the destruction of the heritage [site] after 30 days. The new law also regulates the rewards for someone who has conserved his or her heritage [site] based on the laws and regulations, with compensation and incentives, such as property tax and income tax reduction”.

The new law which regulates more rewards and punishments in conserving heritage is important because not all of the heritage buildings and property belong to government, rather to individuals and private sectors. However, Informant 2 criticized the new law as follows:

“I feel that this new law which regulates the government at the appropriate level to take over the management of individual heritage buildings and properties is too ambitious. Considering that the cost to manage heritage buildings and properties are very expensive and not

all the governments at the provincial and regency levels have enough money. What if the government takes over the abandoned personal heritage site but the government has no money to manage it?”.

Based on article 5 of the law, there are 4 requirements for properties to be nominated as cultural heritage that are recognized by the government as follows:

- Its aged 50 years or more.
- It represents the style of a minimum of 50 years.
- It has a special meaning for history, science, education, religion, and/or culture.
- It has a cultural value for strengthening national identity.

The Government of Indonesia has classified cultural heritage sites into 2 levels based on administration boundaries as follows:

- Provincial cultural heritage site if the heritage is located in 2 or more regencies.
- National cultural heritage site if the heritage is located in 2 or more provinces.

However, more important classification of cultural heritage sites is based on the period of time from the point of view informant 1. Informant 1 said:

“Generally, Indonesia has 4 kinds of cultural heritage sites based on period of time. These are 1) pre-historic era, 2) the classical era (Hindu and Buddhist), 3) the Islamic era, and 4) the Colonial era. In my opinion, the national government still is not concerned much over the cultural heritage of the Colonial era. In the future, I’m sure that the national and provincial governments will be concerned about conserving the heritage of the Colonial era as well because of the awareness of heritage conservation importance and reinterpretation of heritage”.

In the context of tourism development, Indonesia also has special laws and regulations concerning cultural heritage tourism development. National Law Number 10 of the year 2009 highlighted that one of the tourism development objectives in Indonesia is to develop culture. In this regard, informant 1 mentioned:

“We do not see there is a gap between tourism development and cultural heritage management. Both of them should work together because they benefit each other. What for would we conserve the heritage if it cannot attract people to appreciate it?”.

4.1.3 Coordination between National and Local Government

Coordination is one of the main tasks of government institutions both at the national and provincial or local levels. However the implementation of coordination always seems to become a problem in the bureaucracy sector, especially in developing countries. In the context of JOT management, coordination between national, provincial, and local government and among other government institutions is considered a weakness. Informant 2 mentioned:

“I was bored with the word coordination. It is easy to say but seems to be the hardest word to be implemented, especially in our bureaucracy. Don’t talk about the coordination between national and local government. Even the staff inside the same institution is hard to be consolidated and coordinated. Sometimes we have different vision and mission between boss and subordinate. It is may be the effect of democracy euphoria in our country”.

The coordination as a weakness in managing of JOT is also recognized by the Governor of the Special Administrative Province of Jakarta. In his keynote speech at the JOT Seminar, Mr. Fauzi Bowo, Governor of Jakarta highlighted:

“To manage and develop JOT, one institution is needed that can handle coordination among units in its development, and bridge the stakeholders. Surely an institution that holds authority, but the Special Administrative Province of Jakarta will prepare it step by step, starting from the form of Technical Implementation Unit (Unit Pelaksana Teknis) as an embryo that in the future will become a special authority of JOT” (Bowo, 2008, p. 1).

4.1.4 Planning Management and Master Plan of JOT

Planning tourism at all levels both in short term, middle, and long term is key to the success of tourism management and development. UNWTO (1994, p. 3) pointed out that tourism is a rather complicated activity that overlaps several different sectors of the society and economy. Without planning, it may create unexpected and unwanted impacts. By hiring cultural heritage experts, city planners, tourism experts, and others from consultant companies and universities, the planning process of JOT is conducted and quite similarly with the tourism planning process guidelines from the World Tourism Organization. The stages of the tourism planning process are as follows:

- Study preparation.
- Determination of objectives.

- Survey of all elements.
- Analysis and synthesis.
- Policy and plan formulation.
- Formulation of other recommendations.
- Implementing and monitoring (WTO, 1994, p. 12).

Since JOT was stipulated as a preserved historical site in 1970, most Governors seemed interested in developing JOT through conducting planning processes. Diani (2009, p. 6) had quoted Soedarmadji Darmais, a museum and cultural expert as the man behind Fatahillah Park Restoration in the 1970's as having said: "there are at least 10 master plans, but no implementation".

However in 2006, the spirit to revitalize the JOT area as a cultural heritage tourism destination was re-declared by the Governor of Jakarta as a priority program to be implemented. In this regard, the Special Administrative Province of Jakarta updated the master plan of JOT (based on Governor's Decree No. 34/2006) as one integrative area consisting of 846 hectares and 5 zones as seen in Figure 4.1. Based on the Master Plan of JOT, there have been 3 revitalization strategies conducted, these are as follows:

- Economic, social, and events revitalizations.
- Institutional revitalization.
- Physical revitalization.

Figure 4.1 Zones Classification of JOT Area



Source: City Planning Agency (2007).

Every zone of JOT will be developed based on uniqueness of history and resources as seen in Table 4.1.

Table 4.1 Five Zones of JOT Destination Planning

Zones	Vision of Development	General Functions	Tourism Function
Zone 1 (Sunda Kelapa)	Vibrant maritime	Traditional harbor, warehouses, fish market	Center for marine tourism
Zone 2 (Fatahillah)	Central of JOT memory	The form of museums, large and small scale offices (creative industry), university, and mixed used. In this zone, there are strict restrictions for conservation because it includes core zone	Art and cultural (heritage) tourism
Zone 3 (Chinatown)	Conservation of Chinatown environment.	Wholesale and retail center, residential	Shopping tourism destination with Chinatown theme
Zone 4 (Pekojan)	Multi-ethnics village	Residential pocket, mixed use, wholesale commercial	Religious tourism destination
Zone 5 (Revitalization District)	The Old Town's business center (CBD)	Transferable development rights (TDR) recipients, mixed use, central business district, residential pocket	It is not mentioned for what tourism function in JOT's Master Plan. In fact, however this area is popular as night life tourism area (night club, karaoke, and other entertainments) and shopping center.

Sources: Museums & Culture Agency (2007), City Planning Agency (2007)

Furthermore, the Special Administrative Province of Jakarta also published Guidelines to manage and develop zone 2 of JOT. This Guidelines cover preservation, revitalization, and restoration of cultural heritage buildings at the zone 2 (including core zone). In this regard, other zones of JOT (zone 1, 3, 4, and 5) do not have guidelines yet. Even though there are the Master

Plan and Guidelines for the development of JOT, there is no road map and action plan with a timeline to revitalize and redevelop the area as one integrative tourism destination. Consequently, this problem caused unsustainability program of JOT management as an urban cultural heritage tourism destination. The JOT management and development program will change if the people who have authority at the area is changed.

4.1.5 Institutional Management of JOT

Since the early 1970s JOT has been considered as a model of cultural heritage conservation in Jakarta as the capital city of Indonesia. Unfortunately, as mentioned by Martokusumo (2010), the implementation of conservation efforts has only been in the physical beautification of certain parts of some historic buildings. In this regard, the conservation's objective is only to protect old historical buildings such as museums and ex-nobles' houses, not for the whole conservation of the district area.

Conservation of JOT has been criticized in some journalistic reports as having failed because the number of the heritage list buildings decreased and there is a prediction that 75% of existing heritage buildings are in poor condition (Kompas, 2006). Martokusumo (2010) argued that the Jakarta Conservation Program is not a success because of certain factors, such as lack of funding, mismanagement and lack of coordination among local authorities due to the fact that JOT being divided among different local authorities—West Jakarta and North Jakarta Regency.

Nevertheless, the government authorities in charge of managing JOT as a whole are multi-sector, such as the Public Work Agency, Public Road Lighting Agency, Park Agency, Transportation Agency, and Culture and Museum Agency. In this regard, the Culture and Museum Agency was appointed by the Governor of Jakarta to be a leading sector to coordinate JOT physical revitalization program starting in 2006. This Agency also coordinates 4 city government museums in JOT. Actually this Agency nomenclature has changed time after time. The process of institutional changes is as follows:

- Museum and History Agency (*Dinas Museum dan Sejarah*) (1968 - 1981).
- Museum and Restoration Agency (*Dinas Museum dan Pemugaran*) (1981-2001).
- Culture and Museum Agency (*Dinas Kebudayaan dan Permuseuman*) (2002 – 2008).

- Tourism and Culture Agency (*Dinas Pariwisata dan Kebudayaan*) (2009 – now).

However, there was no special government office which focused on the management of the JOT area before 2007. The institutions or government agencies above have many tasks and responsibilities, while JOT management is only one part of task of the institutions. The management was conducted by each museum under the Special Administrative Province of Jakarta in the area and by the Sunda Kelapa Marine Tourism Board of Management. In the area, there are also many other heritage buildings in poor condition belonging to private enterprises, central government enterprises, and individuals. In this regard, there was no integrative management of JOT as one destination area.

To improve the destination management of the area, since the end of 2007, the Special Administrative Province of Jakarta has also established a Technical Implementation Unit Management of JOT, under the coordination of the Culture and Tourism Agency. The vision of the new institution is “to make a historical Old Town of Jakarta as a destination for cultural tourism in order to raise value of preservation and have a high economic benefit.” While it has established some missions as follows:

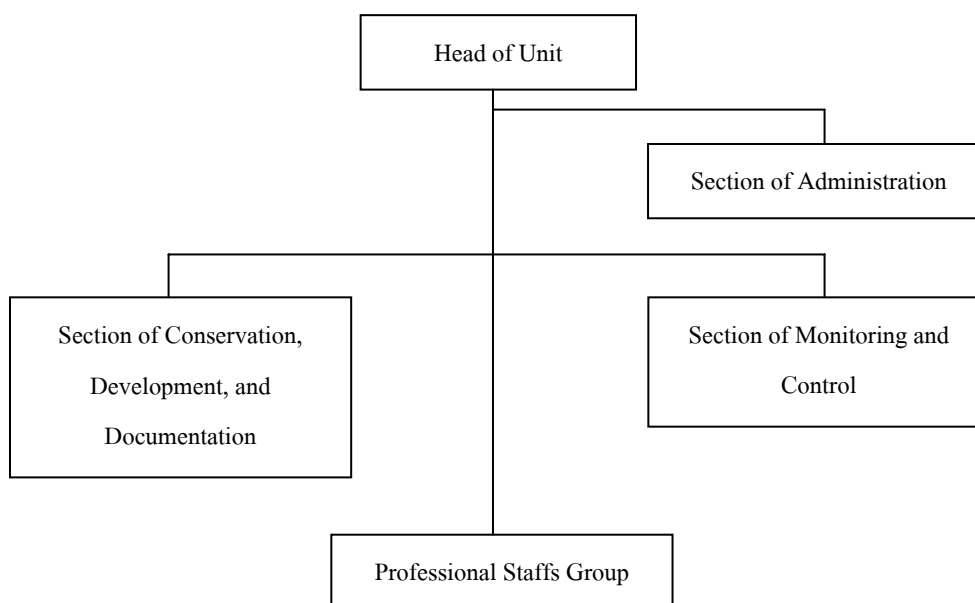
- Conservation and revitalization.
- Developing art and cultural activities.
- Social oriented development.
- Business and economic development.
- Improving infrastructure.
- Regulate the law and urban management.
- Management of living city (Culture and Tourism Agency of Jakarta Province, 2010).

Furthermore, the main task of the Technical Implementation Unit Management of JOT is to facilitate coordination and cooperation among stakeholders to manage the area. Unfortunately, because of lack of budget and human resources, the revitalization program was only conducted in the Fatahillah Zone. Likewise, there is no roadmap with a timeline to perform physical, economic,

and cultural revitalization in other zones. In this regard, the management planning seems to be conducted in every year.

Figure 4.2 demonstrates the management structure of the Technical Implementation Unit Management of JOT. Albeit there are professional skill staff boxes at the organization structure such as curator and researcher, there is no person who is appointed the positions. The JOT management seems to hire outsourcing consultants and experts to analyze the problems of JOT area.

Figure 4.2 Organizational Structure of Technical Implementation Unit Management of JOT



Source: Governor of Jakarta Decree No. 127 Year 2007.

4.1.6 Management Practice of 6 A's Tourism Destination Components

As mentioned before, the management of JOT as a tourism destination is conducted by multi-sectors of government agencies. However, by the end of 2007, the Technical Implementation Unit Management of JOT under the Tourism and Culture Agency has been established to facilitate coordination and cooperation among stakeholders to manage the 6 A's tourism destination components.

Attractions are the main reason why visitors come to see tourism destinations. In this regard, heritage buildings and events are the main attractions of JOT. However, the Technical Implementation Unit Management of JOT is only concerned in managing heritage buildings that are owned by The Special Administrative Province of Jakarta and the events that are conducted in Fatahillah Park. Informant 2 highlighted:

“There are so many heritage buildings in JOT area. Based on Guidelines of JOT, in Zone 2 only, there are 91 buildings which are classified as A, B, and C groups. The buildings are owned by national government, private sectors, and individuals. The Special Administrative Province of Jakarta only has 4 main heritage buildings that have become museums. These are Jakarta History Museum, Fine Art and Ceramic Museum, Puppet Museum, and Maritime Museum”.

Informant 3 added the importance of special events as follows:

“Heritage buildings and architecture are physical aspects of attractions of JOT. To make JOT is more attractive, it should have spirit by holding many special events conducted by the host population, HVO, and government institutions. As the management, we support all events that are conducted by the host population and heritage organizations. The important thing is the events are not disturbing the conservation of heritage. In this regard, we don't allow the events that use high sound systems such as rock music or heavy metal music in Fatahillah Park”.

The Special Administrative Province of Jakarta is also aware that attractions without good accessibility are not useful. The Governor of Jakarta also highlighted that a major obstacle in revitalizing JOT is the traffic jam to get in to JOT. To solve this problem, the government had rerouted the traffic by prohibiting public and private modes of transportation from passing in front of Fatahillah Park since 2008. To make it easy for the visitor to access the JOT, the Special Administrative Province of Jakarta also developed a special bus way which can be used in a special lane to avoid the traffic jam.

Informant 3 mentioned that:

“Even though the revitalization of JOT is not perfect yet, after developing Fatahillah Park, rerouting the traffic in front of Fatahillah Park, and providing the bus way, the JOT area has changed from a passing area to one of the popular tourism destinations in Jakarta. In this regard, I know that most of the visitors are domestic people. But this also should be

considered as an achievement to make the people more aware of saving and appreciating the heritage rather than before. I believe that after our people appreciate it, the visitors from other provinces and overseas will come to see and experience it”.

4.1.7 Problems in Operational Management

There are some problems in the operational management of JOT that have been experienced by the operational management of JOT, especially in managing museums. Informant 5 shared experience that the most problems in operational management are on management of attractions and management of visitors. Informant 5 said:

“All of the collections in our museum (Jakarta History Museum) are original. Unfortunately we have very limited budget and human resources to conserve and manage it. That’s why not all of the collections can be exhibited and are just stored in a warehouse. Another difficult problem in operational management is about visitor behavior. We think that not all visitors have awareness to conserve the heritage. Some visitors very often touch, step on, and climb the collection of heritage for just taking a picture. They are not aware that their action can destroy the heritage. We cannot control all the visitors’ behavior in every collection rooms because of limited staff”.

4.1.8 Challenges in Managing JOT

The image of JOT as a symbol of colonialism is the main challenge for many informants due to the site being associated with tragic events of the Dutch colonial era in Indonesia. Lennon and Foley (2000) call this kind of destination *dark tourism*. Informant number 3, who has worked more than 30 years related to JOT heritage management, told that until 10 years ago, there were still many veterans who mocked him. He told us that the veterans said:

“Old buildings in the area of Jakarta Kota (JOT) are the former Dutch colonial buildings, a symbol of colonialism. At that place, many of our ancestors and national heroes were imprisoned, tortured, and hanged. So what for do you conserve them? You do not know anything because you never went to combat the colonialists like us!”.

However the cynicism that JOT is a symbol of colonialism still exists even in some senior government official perspectives, albeit they do not say explicitly to the public or mass media. Informant 4 said as follows:

“The cynics that heritage buildings in JOT are symbols of colonialism still exist until now, albeit it’s relatively lower than before. One of the senior officials said in an event of an informal meeting that, ‘for what do we focus on conserving the colonial buildings in JOT. We still have so many existing problems that should be solved today and for the future of our people’”.

However, to solve the problem, the management of JOT and museums have tried to reinterpret the cultural heritage from the image as a symbol of colonialism to becoming a symbol of heroism. One of the efforts is to put a red and white flag (as Indonesian national flag) in front of the Jakarta History Museum which was a town hall in the Dutch colonial era as illustrated in Figure 4.3. Formerly, this area might have held a Dutch national flag.

4.1.9 Stakeholder Participation in Managing JOT

Most informants agree that before the revitalization program in 2006 and establishment of a Technical Implementation Unit Management of JOT in 2007, the participation of stakeholders, such as host population, private tourism sector, HVO, visitors, even mass media, were still very limited. In this regard, the conservation program is initiated by the Special Administrative Province of Jakarta via Governor Decree.

Figure 4.3 Indonesian National Flag in front of Jakarta History Museum as Symbol of Heroism



Governor of Jakarta Province, in his keynote speech, when opening the JOT Seminar on 9 July 2008, saluted and appreciated his senior (Bowo, 2008):

“I salute to the late Ali Sadikin, Jakarta Governor 1967-1977 who had a huge concern for the history of Jakarta city. When [he] saw the old buildings in the vicinity of Fatahillah Park were in poor condition and even had already become a bus station, he moved immediately to issue instructions to his staff to figure out how to save the historic old town of Jakarta. The first step was to rescue with a political decision, by issuing a Governor Decree No. CD.3/1/70 dated on October 21, 1970. In the decree, the Regional Park Fatahillah was declared as a historical site preserved”.

However, the participation from stakeholders, especially from HVOs, comes earlier since, around 2003 before the JOT revitalization program when there was a booming of heritage awareness and heritage tourism. Informant 1 explained:

“I really appreciate the young people who are active in HVOs, especially to make people aware about saving JOT heritage. They are idealists to invite people to travel to JOT through their community via internet (blog and social media). Indirectly, they also encourage the Government to have more concern to manage the JOT not only as preservation area but also to be attractive destination for visitors and local people”.

Furthermore, informant 8 highlighted the participation of local people in JOT planning as follows:

“The Special Administrative Province of Jakarta always cooperates with the universities, cultural and tourism consultants, and related parties to establish a master plan and guidelines for JOT. In this regard, the team always invites the representatives of the host population to hear their voices and aspirations to manage and develop JOT. However, their participation increased after the establishment of the Technical Implementation Unit Management of JOT in 2007. It happened because the office is in JOT, closer and easier for the stakeholders to get the access”.

4.1.10 Conclusion of Government Official Perspectives

Based on analysis of interviews conducted with key government officials, their perspectives in evaluating JOT management is reported at Table 4.2

Table 4.2 Conclusion of Key Government Officials Perspectives

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>1. Attractions:</p> <ul style="list-style-type: none"> ● Heritage buildings and events are the main attractions of JOT. ● Management of JOT is only concerned in managing heritage buildings that are owned by the Special Administrative Province of Jakarta (4 museums) and the events that are conducted in Fatahillah Park. 	<p>1. Main strengths:</p> <ul style="list-style-type: none"> ● There are policy and regulation to conserve and revitalize JOT heritage. <p>There is a special management office of JOT to increase coordination and cooperation among stakeholders.</p>	<p>The Special Administrative Province of Jakarta is an initiator which stipulated JOT area as a preserved heritage site in 1970 and declared revitalization program of JOT as an urban cultural heritage tourism destination in 2006.</p>
<p>2. Accessibility:</p> <ul style="list-style-type: none"> ● The Special Administrative Province of Jakarta had rerouted the traffic by prohibiting public and private modes of transportation from passing in front of Fatahillah Park since 2008. ● The Special Administrative Province of Jakarta developed a special bus way which can be used in a special lane to avoid the traffic jam. 	<p>2. Main weaknesses:</p> <ul style="list-style-type: none"> ● Lack of authority, budget and human resources of JOT management. ● Heavy traffic jams in the morning and afternoon (especially before and after office hour). 	

Table 4.2 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>3. Amenities:</p> <ul style="list-style-type: none"> ● In the JOT area, coordination in managing amenities is still poor. There is only one tourist information center in JOT that is located in Zone 1 (Sunda Kelapa). ● Parking area is not well managed and integrated. 	<p>3. Main opportunities:</p> <ul style="list-style-type: none"> ● Level of participation among stakeholders increase after physical revitalization, especially for HVO and host population. ● There is a trend of cultural heritage travelling/tourism. 	
<p>4. Available Package:</p> <ul style="list-style-type: none"> ● The government does not manage available packages of JOT as a tourism product ● The Special Administrative Province of Jakarta made a regulation for the standardization of the admission fee for all museums. 	<p>4. Main threats:</p> <ul style="list-style-type: none"> ● There is a lack of investment from private sector. ● Not all of local people are concerned with the conservation of JOT. 	

Table 4.2 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>5. Activities:</p> <ul style="list-style-type: none"> ● There are many activities both regularly and irregularly conducted by the JOT management with the cooperation of other stakeholders, such as Museum Festivals, JOT Festivals, etc. ● The Special Administrative Province of Jakarta plans to move the campus of Jakarta Art Institute, one of the best creative industry institutes in Indonesia, to the JOT area. 		
<p>6. Ancillary Services:</p> <p>Friendliness of local people, security and safety services, telecommunication including internet service, etc., have improved year by year, especially after the JOT revitalization program.</p>		

4.2 Host Population Perspectives

4.2.1 Informant Characteristics

There are 6 informants from the JOT host population interviewed by the researcher to explore their perspectives on management of JOT as an urban cultural heritage site. The classification of informants is as follows:

- 2 host population informants who own heritage buildings in JOT area.
- 4 host population informants who do not own heritage buildings in JOT area.

4.2.2 Relations between Conservation and Tourism

Based on the interviews, most of the host population members do not mind to develop JOT area as one integrative tourism destination. It is different with the rural area when sometimes there are pros and contras among the host population to develop their area to become a tourism destination. They agree that tourism can be a good instrument to conserve colonial cultural heritage. In this regard, preservation of the cultural heritage will be more effective and valuable if appreciation from the public can increase. They are also aware that preservation of cultural heritage is expensive and needs more budget, not just from the regular government budget. In this case, tourism can attract visitors and create more funds to conserve the heritage itself.

The host population suggests that when the Special Administrative Province of Jakarta revitalizes JOT area, it should not only revitalize the tangible cultural heritage (such as museums and other heritage buildings) but also revitalize the intangible aspect of cultural heritage. Thus, the revitalization should not only be for heritage preservation, but also to increase the quality of life of the host population in JOT area. In the Dutch Colonial era, the JOT area was the center of government and well known as a center of business. However, now there are some parts of the JOT area, especially in zone 1 and zone 2, that have become slum areas as the residents are mostly comprised of urban poor people. Informant 14 said:

“Revitalization program that has been re-declared by the Special Administrative Province of Jakarta should not only restore and preserve the cultural heritage buildings. The government also should revitalize the life quality of the people who live in this area. The government should think how to maximize JOT as a tourism destination to bring more benefit for the host population. In this regard, The Special Administrative Province of Jakarta should not

only socialize the program of JOT revitalization as heritage tourism destination but also should involve the host population in the program”.

4.2.3 Impact of JOT as a Tourism Destination

The host populations are also aware that there will always be positive and negative impacts when the area develops as a tourism destination. However, the important thing is how the government and other stakeholders can work together to maximize the positive impact and minimize the negative impact. There are two positive impacts that have been received by the host population. Firstly, there has been an improvement of the public facilities such as parks, pavement, lighting, etc in the JOT area. In this regard, the facilities can be used by the host population, not only for the visitors. Secondly, for low and middle class segments of the host population, they also have new opportunities to do small business such as hawkers and street vendors because there are a significant number of visitors arriving in the JOT area, especially excursionists.

However, from the perspective of the segment of the host population that has a lot of money to open big businesses, the revitalization of JOT as an urban cultural heritage tourism destination has still not created the best opportunity. Moreover, the revitalization program has only increased the number of excursionists and decreased the number of cultural tourists visiting the JOT area.

The host population has also experienced the negative impacts of the JOT area as a tourism destination. After the physical revitalization finished in 2008 and Fatahillah Park became more convenient for visitors, there have been many kinds of visitors coming to the core zone of the JOT area. They are not only good visitors but also bad visitors. Informant 14 said:

“We considered that the bad visitors are the lesbian community and punk community. Those communities make JOT area as a meeting point for their communities. Most host population members think that their activities are against the cultural and religious value of the host population. To solve the problem, some host population members report their existence to the police and JOT management to throw them out”.

The presence of punk community was described as disturbing JOT’s cultural heritage view also reported by newspaper journalist. Suara Karya (2011), one of national newspaper, reported that the activity of Punk and lesbian community were starting from 9 p.m. until in the

morning. The activity of Punk community was considered disturbing JOT's cultural heritage view because they were sleeping on the floor of park and cause odor. Therefore, since in the middle of December 2010, the Police throw them out. However, the activity of lesbian community is still monitored by the JOT management and host population because its activity still does not against social order.

Furthermore, once a month, the host population also organizes religious activities such as communal prayer for the Indonesian heroes and the future prosperity of Indonesian society. In their opinion, the religious activities can make the lesbian and punk community uncomfortable staying in the JOT core zone area. Figure 4.4 illustrates religious activities in JOT area.

Figure 4.4 Communal Prayers in Fatahillah Park, JOT



4.2.4 Management Practice of 6 A's Tourism Destination Components

Most host population appreciates the efforts of the Special Administrative Province of Jakarta to revitalize the JOT area as one integrative area in institutional, physical, and socio-economic aspects. Institutional revitalization through establishing a Technical Implementation Unit Management of JOT under the coordination of the Culture and Tourism Agency has made easy access for the host population members to communicate with the management of JOT. Unfortunately, in practice the JOT management does not have the authority to manage all components of JOT as an urban cultural heritage tourism destination. However, this organization

functions to coordinate all related parties to get involve in managing and developing JOT area. Informant 12 stated:

“The establishing of Technical Implementation Unit Management of JOT by the Special Administrative Province of Jakarta is actually not perfect yet. This new government institution seems has many responsibilities to manage JOT area but lack of resources in term of human resource, budget, and real authority. The ideal institution is actually JOT management office with one stop services of authority. However, the establishment of this institution is better rather than nothing. One good impact of this institution is giving easier access to host population to participate in many programs and activities in JOT area because the office is located in core zone of JOT. The staffs of JOT management also have goodwill to invite host population representatives to join some events which will be conducted by the city government in the JOT area”.

In physical revitalization, the host population pointed out some progress especially in managing some museums in JOT area and Fatahillah Park as main attractions for visitors. In this regard, Fatahillah Park has become a convenient place for a meeting point and doing some activities, both for visitors and the host population. The tourism attractions have also improved with many events and cultural revitalizations coordinated by the JOT management, such as Museum Day celebration, Old town festival, music performances, night markets, etc.

However, from the point of view of the host population who own the heritage buildings and have much more money to invest in the hospitality and tourism sectors, the management of the 6 A's of tourism destinations has improved but is still not effective in making the JOT area a high class tourism destination. The revitalization program that started again in 2006 is considered only as a second step to make the area more valuable after the preservation and restoration efforts that began in 1970. In this regard, they pointed out that the main problem of JOT development is in managing accessibility. Other destination components such as attractions, amenities, available package, activities, and ancillary services have had some improvements and can support the visitors' and host population's satisfaction. However, the accessibility to the JOT area with its many traffic jams gives the area low competitive value compared to other areas in the Special Administrative Province of Jakarta.

4.2.5 Participation in Managing JOT

The participation of the host population in managing JOT area only begun in 2006 with the Special Administrative Province of Jakarta declaring the revitalization program. Since 1970 when the Special Administrative Province of Jakarta stipulated it as a historical preserved area, there had been no participation from the host population. Likewise, the Special Administrative Province of Jakarta is just starting to identify and find the owners of cultural heritage buildings. In this regard, the JOT management has difficulties in finding the owners of heritage buildings in the JOT area because many owners do not stay at the buildings and the ownership has changed from one person to another. In 2006, to increase the participation of the host population who own the heritage buildings, the JOT management has established a database of the buildings and invited the owners to participate in a talk show and discussion of how to develop the JOT area in the future as an urban cultural heritage tourism destination.

Since the socialization of the revitalization program to the host population, their participation has increased. Many members of the host population have since established some informal community organizations to get involve in managing and developing the JOT area. Some host population organizations have received some projects from the government to organize special events and activities in the JOT area. However, to increase the participation of host population in the future, informant 13 said:

“The participation of the host population should be increased not only in implementing programs but also in planning and monitoring the revitalization of JOT. By participating in every step of management, the host population will gain more benefit to increase their quality life”.

4.2.6 Problems in Cooperation among Stakeholders

The main problems in managing cooperation and participation among the stakeholders are to compromise different kinds of needs and interests of the many stakeholders. The Technical Implementation Unit Management of JOT, which has only seven staff members and lacks budget, does not have enough resources to coordinate the stakeholders effectively and efficiently. This institution seems to have difficulties in coordinating and establishing cooperation with the wealthy owners of buildings. However, the organization seems to be more effective in coordinating the middle and low segments of the host population. The host population community

organization and HVO have been regularly invited on a monthly basis to discuss and work together to make some activities and events in JOT area.

4.2.7 Suggestions for Destination Management Improvement

To improve the management of JOT area as an urban cultural heritage tourism destination, the researcher has noted some suggestions from the host population as follows:

- As proposed by informant 14 that the Special Administrative Province of Jakarta should not only socialize the program of JOT revitalization as heritage tourism destination but also should involve the host population in the program. In this regard, the Special Administrative Province of Jakarta should provide hospitality and tourism training for the host population.
- The JOT needs special management with one stop services of institutional authority as suggested by informant 12.
- Informant 13 highlighted that the participation of the host population should be increased not only in implementing programs but also in planning and monitoring the revitalization of JOT.
- To improve the participation of the host population, especially the owners of heritage buildings, the JOT management can make socialization regularly and invite them to discuss about the planning, implementation, and monitoring of the JOT revitalization program. While for lower income segments of the host population, the JOT management should provide some training to prepare them as hosts of a heritage tourism destination, such as hospitality and creative industry training.

4.2.8 Conclusion of Host Population Perspectives

Based on analysis of interviews conducted with key host population, their perspectives in evaluating JOT management are reported at Table 4.3.

Table 4.3 Conclusion of Key Host Population Perspectives

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>1. Attractions:</p> <ul style="list-style-type: none"> ● Fatahillah Park has become a convenient place for a meeting point and doing some activities as main attraction. ● The tourism attractions have improved with many events and cultural revitalizations, such as Museum Day, Old town festival, music performances, and night markets. 	<p>1. Main strengths:</p> <ul style="list-style-type: none"> ● JOT is the largest Dutch City outside Europe with early Dutch architectures and town planning. ● There is a special management office of JOT to increase coordination and cooperation among stakeholders. 	<p>The participation of host population has increased through the establishment of many informal organizations which take part in the various events of the JOT area. In this regard, the characteristic of participation of host population is in the active participation continuum, especially functional participation.</p>
<p>2. Accessibility:</p> <ul style="list-style-type: none"> ● The traffic jams gives the area low competitive value compared to other areas in the Jakarta province. 	<p>2. Main weaknesses:</p> <ul style="list-style-type: none"> ● Many heritage buildings in JOT are in poor condition and lack maintenance. ● Heavy traffic jams. 	
<p>3. Amenities:</p> <ul style="list-style-type: none"> ● Parking area regulation is the acute problem in core zone of JOT area. 	<p>3. Main opportunities:</p> <p>There are some HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination. Participation among stakeholders increase after physical revitalization, especially for HVO and host population.</p>	

Table 4.3 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>4. Available Package:</p> <ul style="list-style-type: none"> ● There are some host population members who provide tour packages inside the JOT area through the provision of bicycle and traditional small boat rentals, providing old town photography packages, and by becoming a local guide. 	<p>4. Main threats:</p> <ul style="list-style-type: none"> ● The number of domestic visitors increases, but the number of international visitors decreases. ● Most visitors of JOT are still low class visitors with no concern with conservation and cleanliness. 	
<p>5. Activities:</p> <ul style="list-style-type: none"> ● Most of the host population members are considering increasing some activities in the JOT area by establishing some community groups. Some of the activities are related to creative industry activities such as handicraft and souvenir making, culinary, night market program of JOT, religious celebration, art performance, etc. 		

Table 4.3 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
6. Ancillary Services:		
<ul style="list-style-type: none"> ● Most of the host population does not mind that the JOT area has become an urban cultural heritage tourism destination. ● The host population also supports the improvement of security and safety in the JOT area. Furthermore, they also try to welcome and help the visitors in JOT area. 		

4.3 Private Tourism Sector Perspectives

4.3.1 Informant Characteristics

Eight informants from private tourism sectors were interviewed both from small scale and medium businesses, and big businesses. The profile of the informants is as follows:

- Manager of high-class cafe.
- Assistant of President Director of Four Star Hotel.
- Operations Manager of Restaurant.
- Two representatives from tour and travel business.
- Certified guide.
- Antique bicycle rental worker.
- Hawkers.

4.3.2 Management Practice of 6 A's Tourism Destination Components

Most host population members appreciate the revitalization program of JOT. They noted that since 2006, the Special Administrative Province of Jakarta seems to be more serious about managing and developing the JOT area by conducting institutional management revitalization,

physical revitalization, and social, economic and events revitalization. Nevertheless, the revitalization program is still in the initial stage and need some improvements.

In the context of management of 6 A's tourism destination components, management of attractions and accessibility are considered the worst problems. The large numbers of visitors are still concentrated in the core zone area, which can demolish the sustainability of the cultural heritage in the area. Meanwhile, the heavy traffic jams to reach and enter the JOT area are still an acute problem that cannot yet be solved by the Special Administrative Province of Jakarta. Albeit the Special Administrative Province of Jakarta has established special bus way corridor to reach JOT area as illustrated in Figure 4.5, but the heavy traffic jams inside JOT area make visitors are not convenience.

Figure 4.5 Special Bus Way Corridor



Source: <http://www.kompas.com>

However, management of attractions, amenities, available package, activities, and ancillary services have already undergone some improvements since revitalization program in 2006. The key factor to improve the management practice of the destination components is the public and private partnership, and the involvement of other stakeholders.

4.3.3 Prospect of Business in JOT Area

The JOT area has a history as a center of business and still has good prospects for the future. Recently, the center of business has been concentrated in zone 3 (Chinatown) as the wholesale and retail center, and zone 5 as the old town's business center (CBD). The business at the zone areas is still dominated by the residents and local visitors rather than international tourists. In the future, all of the 5 zones in the JOT area can create much more business opportunities, especially in the hospitality and tourism sectors. Nowadays, many in the private tourism sector are still waiting and seeing about making a big business in JOT area after the Special Administrative Province of Jakarta does more effective revitalization programs. Informant 16 suggested:

“The Special Administrative Province of Jakarta should provide tax relief for private investors to invest business at the JOT area because there are so many restrictions and much more money is needed to open a business in the cultural heritage buildings area”.

However, in the point of view of the small business sectors, the JOT area has created some jobs and business opportunities due to the significant increase in the number of visitors. However for middle and big business sectors, the area does not create good opportunities yet due to the profile of visitors being dominated by excursionists and lower class domestic visitors. Likewise, most in the tourism private sector have pointed out that the prospect of business in JOT area will be better if the Special Administrative Province of Jakarta can solve the traffic jam to reach and enter the area.

4.3.4 The Main Challenge in Operating Tourism Business in JOT Area

From the point of view private tourism sector informants, there are two main challenges to operate tourism and other businesses in the JOT area. The area has heavy traffic jams and the price of land and old heritage building maintenance is high. Because of the heavy traffic jams in the daytime, there won't be many customers such as buyers and qualified visitors coming to the JOT area. Informant 20 stated:

“Accessibility is the main problem that should be managed. In this case, rerouting of public transportation is needed, especially to make the core zone area free from any mode of transportation”.

Likewise, the land and building maintenance costs are very expensive, but there are no tax incentives or other compensation schemes from the Special Administrative Province of Jakarta to stimulate investment. In this regard, ADB (2008) identified that JOT's land prices are higher than free-market levels. The average land values approximately 3.6 million IDR (423.53 USD) per square meter, while actual selling prices are about 6.8 million IDR (800 USD) per square meter. Therefore, the research team of ADB (2008) concluded that the private sector which would invest in businesses in JOT must be motivated by long-term profitability rather than short-term gain. To solve the problem, informant 17 proposed:

“JOT area should be treated as a special area with special management. In this regard, JOT area should be managed by one stop service management institution, especially for private investment”.

4.3.5 Characteristic of Stakeholder Participation in Managing JOT

Based on the field research, the characteristic of participation of private tourism sector in developing JOT area as an urban cultural heritage tourism destination is still limited and can be classified as participation by consultation. In participation by consultation, the private sector participates by being consulted, and external agents (usually the government consultant) listen to their views. In such a consultative process the private tourism sectors do not share in decision making as their views may or may not be taken on board (Pimbert and Pretty, 1995 and Patwary, 2008). Thus, the participation by consultation is closed to passive participation rather than active participation.

Some private tourism sector informants mentioned that they are bored that mostly every year they are invited by the Special Administrative Province of Jakarta to discuss about the future development of JOT area. However, the meeting seems to be just regular event because there is no significant implementation program after the meeting. Informant 18 stated:

“Every year the Special Administrative Province of Jakarta always invite us to attend the meeting about how to manage and develop JOT area in the future as a promising area for business and tourism destination. But the meeting only ended with conclusion without real action or implementation. I think the Special Administrative Province of Jakarta cannot do everything alone to develop the JOT area. It should stimulate public and private partnership to invite more investment in this area”.

4.3.6 Important Factors for the Success of JOT

Public and private partnerships are considered the main factors in creating the JOT area as a successful cultural heritage tourism destination. Public sector and government on their own have very limited human resources and budget to manage and market the JOT area as a tourism product. In the future, the role of the private sector should be increased. From the point of 6'As tourism destination, the government should only have a role in sustaining the cultural heritage conservation. Table 4.4 illustrates the public-private partnership in managing 6 A's tourism destination components in the future.

Table 4.4 Public-Private Partnership in Managing 6 A's Tourism Destination Components

No.	Components	Sub-components/Attributes	Public Sector Role	Private Sector Role
1.	Attractions	1) Monuments	v	
		2) Museum	v	
		3) Special event	v	v
		4) Art performance	v	v
		5) Environment scenery	v	
		6) Tourism park	v	
		7) Cleanliness of attraction	v	
		8) Attraction management service quality	v	v
		9) Interpretation of attraction	v	
2.	Accessibility	10) Transportation quality to reach destination	v	
		11) Transportation quality within destination	v	
		12) Connectivity with other attractions	v	
		13) Signs in destination	v	
3.	Amenities	14) Accommodation		v
		15) Parking Area	v	
		16) Shopping center		v
		17) Visitor information center	v	
		18) Toilet	v	v

Table 4.4 (Continued)

No.	Components	Sub-components/Attributes	Public Sector Role	Private Sector Role
		19) Facilities for handicapped	v	v
		20) Cafe & restaurant		v
		21) Visitor management rules	v	
		22) Souvenir		V
4.	Available Packages	23) Tour packages		v
		24) Guide		v
		25) Price of admission fee	v	v
5.	Activities	26) Photography activity		v
		27) Shopping activity		v
		28) Creative industry activities	v	v
		29) Education activities	v	
		30) Cycling activity		v
6.	Ancillary Services	31) Friendliness of local people	v	
		32) Currency exchange services	v	v
		33) Security and safety services	v	
		34) Telecommunication	v	v

Note: v symbol indicates a role of related party.

Sources: The components of destination are adopted from Buhalis (2000) and the format of the table is adopted from Rojas (1999) in Asian Development Bank (2008).

4.3.7 Suggestions for Future Destination Management of JOT

From the perspective of the private tourism sector, there are some recommendations to be implemented by related parties to increase the management of JOT such as follows:

- Informant 17 proposed that JOT area should be treated as a special area with special management. In this regard, JOT area should be managed by one stop service management institution, especially for private investment.
- As suggested by informant 16, the Special Administrative Province of Jakarta also should provide tax relief for private investors to invest business at the JOT

area because there are so many restrictions and much more money is needed to open a business in the cultural heritage buildings area.

- From the aspect of 6 A's tourism destination components, accessibility is the main problem that should be managed. In this case, rerouting of public transportation is needed, especially to make the core zone area free from any mode of transportation as proposed by informant 20.

4.3.8 Conclusion of Private Tourism Sector Perspectives

Based on analysis of interviews conducted with private tourism sector, their perspectives in evaluating JOT management is reported at Table 4.5.

Table 4.5 Conclusion of Key Private Tourism Sector Perspectives

Objective 1: Management Destination Components	Objective 2: SWOT Analysis	Objective 3: Stakeholders' Participation
<p>1. Attractions:</p> <ul style="list-style-type: none"> ● The large number of visitors is still concentrated in the core zone area, which can demolish the sustainability of the cultural heritage in the area. ● The attractions are not only the six museums in the JOT area, but also special events, art performances, cleanliness of the attractions, presentation and interpretation of the cultural heritage. 	<p>1. Main strengths:</p> <ul style="list-style-type: none"> ● JOT has strategic location. ● It has complete components as tourism destination. 	<p>Participation of private sectors, especially from the middle and upper class who run big business in hospitality and tourism sectors such as restaurants, cafes, star hotels, travel bureaus and agents, etc., are still lacking because the profile of visitors are still dominated by low level domestic visitors who do not produce profits for the big business. Generally, the participation characteristic of the private sectors is still passive participation, in term of participation by consultation.</p>

Table 4.5 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>2. Accessibility:</p> <ul style="list-style-type: none"> ● The heavy traffic jams to reach and enter the JOT area are still an acute problem that cannot yet be solved by the Special Administrative Province of Jakarta. 	<p>2. Main weaknesses:</p> <ul style="list-style-type: none"> ● There is the lack of coordination among government agencies and stakeholders. ● Heavy traffic jams in the morning and afternoon (especially before and after office hour). 	
<p>3. Amenities:</p> <ul style="list-style-type: none"> ● There are some accommodation facilities from budget hotels until four star hotels located in the JOT area. ● There is only one four star hotel (The Batavia Hotel) that specifically offers the nuance of old town with the architecture, ornaments, and environment. ● The JOT area is still lacking good toilets and tourist information centers. 	<p>3. Main opportunities:</p> <ul style="list-style-type: none"> ● There is a trend of cultural heritage travelling/tourism. ● There are so many mass media and journalists that promote JOT as a new tourism product of Jakarta and Indonesia. 	

Table 4.5 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>4. Available Package:</p> <ul style="list-style-type: none"> ● Most of tour and travel operators still do not sell special tour packages for the JOT area. ● The JOT area is still only considered as one part of the Jakarta city tour itinerary. 	<p>4. Main threats:</p> <ul style="list-style-type: none"> ● The number of domestic visitors increases, but the number of international visitors decreases. ● There is a lack of investment from private sector. 	
<p>5. Activities:</p> <ul style="list-style-type: none"> ● Most in the private tourism sector agree with the plan of the JOT management to create creative industry activities in the JOT area. They said that physical cultural heritage is fragile because of lack of management and also natural factors. 		
<p>6. Ancillary Services:</p> <ul style="list-style-type: none"> ● JOT is considered to have minimum services and facilities for satisfying visitors. In this regard, security and safety services should exist by providing tourist police. 		

4.4 HVO Perspectives

4.4.1 Informant Characteristics

There were 12 HVO representatives invited for small group meeting. The researcher considered to invite them because this community is recognized by the management of JOT and most of them also exist and are well known as heritage volunteer activists from the internet social media, television, and other mass media. The 12 HVO representatives are as follows:

- JOT Community (*Paguyuban Kotatua*).
- Cultural Travel Community (*Komunitas Jelajah Budaya*).
- Community Development Association of Roa Malaka Community (*Himpunan Pemberdayaan Masyarakat Roa Malaka*).
- JOT History and Culture Conservation Society Association (*Himpunan Masyarakat Pelestari Sejarah dan Budaya Kotatua*).
- Islamic Religious Community (*Majelis Dzikir Ruha Fatahillah*).
- TREM Kota.
- Barongsai Community of Mandiri Museum.
- Marching Band of Mandiri Museum.
- Indonesia Reading Forum (*Forum Indonesia Membaca*).
- Foot Step Community (*Jejak Langkah*).
- Street Painters Community (*Komunitas Pelukis Jalanan*).
- Scout Movement of Mandiri Museum (*Gerakan Pramuka Museum Mandiri*).

4.4.2 Motivation to Establish and Get Involved in HVO

Some researchers have investigated many motives of people to get involve in HVO in the context of heritage tourism destinations. Timothy and Boyd (2003) pointed out that the management of heritage should understand the motives of HVO activists to increase the cooperation and participation among stakeholders. In this regard, based on some previous research, Timothy and Boyd (2003) summarized many different kinds of volunteer motives as demonstrated in Table 4.6

Table 4.6 Motives for Volunteers at Heritage Attractions

No.	Motives	Remarks
1.	Altruism	People volunteering because they feel they want to do something to improve the world around them.
2.	Self-fulfillment	People get some kind of personal fulfillment, happiness, or self-development out of giving of themselves in this manner to a cause they believe in.
3.	Social interaction	This is led by a desire to meet and interact with people and make new friends. It is also seen as a useful way of integrating into a new community and getting to know other people with similar interest.
4.	Skill development	Many people see volunteering as an opportunity to polish their skills and improve their level of marketability. Skills such as computer programming, writing, researching and building are usable beyond the scope of the historic site.
5.	Academic credit	Student interns may be motivated in part by the need to fulfill a certain number of academic credits before a degree can be awarded.
6.	Social status	To work in certain attractions or with certain well-known scholars and curators might improve one's visibility and social status within a particular circle of people.
7.	Interest in history/nature	Some people desire to work in a setting that they find intellectually stimulating because of their interests in history and nature.
8.	Spare time filler	It is not uncommon for retired persons and people on disability pensions who might have significant amount of free time to fill their time and add diversity to everyday life by working as volunteers.
9.	Self-esteem	For some people, volunteering may provide a sense of authority or allow them to be recognized for doing something good.
10.	To get in	It might be important to get one's foot in the door in case a paid position becomes available later on.

Source: Butcher-Youngmans (1993), Jago and Deery (2001), and Pearce (1993) as summarized by Timothy and Boyd (2003, p. 155).

However, in the context of JOT heritage area, there are some argumentations to establish or to get involve in HVO as follows:

- Because not many people (especially Indonesian people generally and local people especially) are concerned with cultural heritage. So as heritage lovers, we need to make awareness to other people to love and keep JOT cultural heritage as an identity of Jakarta, Indonesia. It seems to be an altruism motive.
- To know other people of different backgrounds (social interaction).
- Need to increase their social and economic welfare by participating in managing the heritage and environment, especially for HVOs established by the host population.

4.4.3 The Relationship between Cultural Heritage and Tourism

Generally, cultural heritage and tourism have mutual benefit. The JOT heritage conservation becomes more effective after physical revitalization as an urban heritage destination. Many people also become aware of how important it is to conserve the heritage. In this regard, tourism becomes an instrument of JOT conservation.

On the other hand, because of lack of management of some museums, tourism brings many visitors with no concern for the sustainability of heritage and can make the heritage broken/destroyed. In this regard, many visitors destroy the heritage by touching, sitting on it, standing on it, etc.

4.4.4 The Relationship between Conservation, Commoditization, and Interpretation

Conservation, commoditization, and interpretation should have a linked relationship. In this regard, commoditization and interpretation are conducted as part of the conservation effort. However, conservation of JOT is not enough by revitalizing physical aspects/tangible culture but also non-physical aspects/intangible culture. The JOT management should not only be concerned about preserving and revitalizing the heritage but also the cultural activities linked to JOT. While commoditization of JOT is not only exploitation of the heritage, it should also make money for conservation, improve the prosperity of local society, and increase the awareness of people to love and conserve the heritage.

Furthermore, in conducting interpretation, all of the JOT's stakeholders need to reinterpret the JOT heritage not as the symbol of colonialism but as a symbol of heroism. This is the fact of history of Jakarta as the capital city of Indonesia. The fact that Indonesia was colonized by the Netherlands should become inspiration for Indonesians to respect the heroes and work hard for a better future. By conducting a new interpretation, it can make awareness for people to love and conserve the heritage.

4.4.5 Management Practice of 6 A's Tourism Destination Components

1) Attractions

JOT is rich with cultural heritage resources. Some of the Dutch Colonial heritage buildings that are quite well maintained like museums become the most attractive ones, while the heritage buildings that are in poor condition make it unattractive. Generally, the most unique attraction is the whole of JOT area as the largest Dutch colonialism city in the world. Another unique attraction is Sunda Kelapa harbor, but it is not well maintained yet.

2) Accessibility

Generally, JOT area has a strategic location—close to airport, public transportation, business center, and other tourism attractions and metropolitan city facilities. The problem is the heavy traffic jam to reach JOT because it is the main road from West Jakarta Regency to North Jakarta Regency, and it is close to the center of business. So, the best mode of transportation to get the JOT is bus way and train, especially during office hours. Actually, all modes of transportation still do not have high class standards, especially to make international visitors feel secure and safe. While inside the JOT, the visitors can rent antique bicycles to do sightseeing with the local guide. This is good both for domestic and international visitors.

3) Amenities

JOT especially Fatahillah Zone and Sunda Kelapa Zone have many good accommodations reaching up to 4 star hotels. But usually visitors stay outside JOT because of the traffic jams and put JOT not as their main destination but only as one on the list of destinations in the itinerary. The poor conditions of the amenities are the parking area, visitor information center, toilets, facilities for handicapped and visitor management rules. JOT consists of 5 Zones and 846 hectares, and it only has one visitor information center in the Sunda Kelapa Zone. The visitor information center is also not managed well, there are no brochures of tourism information and no

one manages it. This becomes a transit station for motorcycle drivers and no one can speak English well enough to serve international visitors. The facilities for handicapped people can only be found in the Puppet Museum.

4) Available Packages

Most tour packages to explore JOT as a main destination are conducted by HVOs, not by tour and travel bureau. HVOs promote the package through the internet both for international and domestic visitors. Actually most visitors visit JOT as free independent travelers. Tour and travel bureaus only bring their customers (visitors) to Batavia Cafe, sightseeing to Jakarta History Museum, and Sunda Kelapa harbor.

Most of guides in JOT are not certified yet, but they can explain better about JOT history and heritage than the certified guides. There is no admission fee for JOT as a whole. Admission fees are only to enter museums. In this regard, the museum admission fee is very cheap because the government of Indonesia has considered that the main mission of museum is for education. The admission fees for all government museums in JOT are classified in three categories as illustrated in Table 4.7.

Table 4.7 Museum Admission fees in JOT Area

No.	Categories	Fee for individual	Fee for group (minimum 20 people)
1.	Adult	2,000 IDR (0.24 USD)	1,500 IDR (0.18 USD)
2.	Student	1,000 IDR (0.12 USD)	750 IDR (0.09 USD)
3.	Children	600 IDR (0.07 USD)	500 IDR (0.06 USD)

Source: The museum admission fee can be found on the sign at the gate of Museum. The currency exchange rate is calculated from currency converter widget of <http://www.xe.com>. The exchange rate 1 USD is equal with 8,500 IDR

According to most HVO activists, the admission fee to the museum is too cheap compared to other museums overseas. The admission fee of Mining Museum in Phuket, Thailand, for example is about 50 THB (1.72 USD) for domestic visitors and 100 THB (3.45 USD) for international visitors (the exchange rate 1 USD is equal with 29 THB). Most HVO activists propose that the government should increase the admission fee to increase the commitment for

cultural heritage conservation. By increasing the admission fee also, the class of the visitors also will increase not only low class visitors with no concern for the conservation mission.

5) Activities

There are so many activities in JOT area especially after the physical revitalization in 2008. The host population and HVOs also take part in making so many events and activities mostly every week such as music and art performances, religious activities to pray for Indonesian heroes, bazaars, tourism night, etc. In this area, visitors can do sightseeing, photography activities, painting, shopping, dining, and entertaining.

6) Ancillary Services

Most of the host populations of JOT are happy to develop JOT as a tourism destination that makes benefit both for conservation and local people's prosperity. So the host population are warm and friendly to the visitors, albeit most of them cannot speak English and do not know hospitality concepts. So, the safety and security are much better than they were before the physical revitalization. There are many currency exchange services, banks and other ancillary services.

4.4.6 Characteristic of Stakeholder Participation in Managing JOT

Before City Government of Jakarta Province established the Technical Implementation Unit Management of JOT, the participation of stakeholders, especially for host population and HVOs, was low. Now, after the establishment of the Technical Implementation Unit Management of JOT, with its office located in the JOT center area, the participation has become higher. There is close access to participate in JOT development. In this regard, the JOT management also invites HVOs and host population representatives to attend JOT's stakeholders meeting minimum once a month, especially to make events together in Fatahillah Park. The main challenge is to make the same perception of JOT development and to make the stakeholders become well-coordinated, especially government institutions.

4.4.7 Cooperation and Conflict among Stakeholders

There is no open conflict among stakeholders. Perhaps more competition will arise after JOT gains higher economic value. For example, competition to make tour packages among HVO after it is well known especially for domestic visitors. In the future conflict may occur if outsiders exploit JOT as a tourism destination while host population don't benefit from it. However, the

conflict can also happen among the volunteers and management inside the organization. When the research was conducted, there were HVO having internal conflicts. One HVO has dual management because there are different missions and interests when conducting the night market program in the JOT area. While one HVO published in the account of its social media that its management is suspended for a while because there is a conflict among the management team.

However, to improve the cooperation among the stakeholders, especially HVO and host population community, the JOT management has established a regular meeting forum to make mutual understanding and work together for special events and activities. The regular meeting has been held once a month since 2011.

4.4.8 Suggestions for Destination Management Improvement

Based on small group meeting, the HVO members suggested and highlighted some recommendation as follows:

- Ideally, it is better to give more authority and budget for the Technical Implementation Unit Management of JOT to manage the whole area of JOT. At this time, the JOT management is not yet effective in coordinating stakeholders, especially among government institutions, and between government institutions and private sectors. By having more authority, all management of JOT belongs to one institution including permit to make a business in the area.
- Conservation and revitalization of JOT must be continued, not only for the physical aspects, but also for the intangible aspects, such as local culture and tradition.
- Likewise, in order to be a high class tourism destination, JOT should improve many visitor facilities, especially the visitor information center, tourism police office, toilets, and add more facilities for handicapped people.

4.4.9 Conclusion of HVO Perspectives

Based on analysis of small group meeting conducted with HVO, their perspectives in evaluating JOT management are reported at Table 4.8.

Table 4.8 Conclusion of Key HVO Perspectives

Objective 1: Management Destination Components	Objective 2: SWOT Analysis	Objective 3: Stakeholders' Participation
<p>1. Attractions:</p> <ul style="list-style-type: none"> ● Some of the Dutch Colonial heritage buildings that are quite well maintained like museums become the most attractive ones, while the heritage buildings that are in poor condition make it unattractive. 	<p>1. Main strengths:</p> <ul style="list-style-type: none"> ● JOT is the largest Dutch City outside Europe with early Dutch architectures and town planning. ● There are policy and regulation to conserve and revitalize JOT heritage. 	<p>The participation of HVOs has increased through the establishment of many informal organizations which take part in the various events of the JOT area. In this regard, the characteristic of participation of host population and HVOs is in the active participation continuum, especially self-mobilization.</p>
<p>2. Accessibility:</p> <ul style="list-style-type: none"> ● The heavy traffic jams is still acute problem in JOT area. So, the best mode of transportation to get the JOT is bus way and train. 	<p>2. Main weaknesses:</p> <ul style="list-style-type: none"> ● There is no political will sustainability. ● Lack of authority, budget and human resources of JOT management. 	
<p>3. Amenities:</p> <ul style="list-style-type: none"> ● JOT especially Fatahillah Zone and Sunda Kelapa Zone have many good accommodations reaching up to 4 star hotels. ● The poor conditions of the amenities are the parking area, visitor information center, toilets, facilities for handicapped and visitor management rules. 	<p>3. Main opportunities:</p> <ul style="list-style-type: none"> ● There is a trend of cultural heritage travelling/tourism. ● There are some HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination. 	

Table 4.8 (Continued)

Objective 1: Management Destination Components	Objective 2: SWOT Analysis	Objective 3: Stakeholders' Participation
<p>4. Available Package:</p> <ul style="list-style-type: none"> ● Most HVOs regularly provide special packages for JOT tours with the special tour guides. The HVOs offers two kinds of packages; these are free packages and paid packages. ● Most guides in JOT are not certified yet, but they can explain better about JOT history and heritage than the certified guides. 	<p>4. Main threats:</p> <ul style="list-style-type: none"> ● Not all of local people are concerned with the conservation of JOT. ● Most of visitors of JOT are still low class visitors with no concern with conservation and cleanliness, so if there is no effective visitor management and regulations, they may destroy the heritage and environment. 	
<p>5. Ancillary Services:</p> <ul style="list-style-type: none"> ● The safety and security are much better than they were before the physical revitalization. ● There are many currency exchange services, banks and other ancillary services. 		

4.5 Visitor Perspectives

4.5.1 Domestic Visitor Characteristics

There were 9 domestic visitors interviewed via semi-structured interview by the researcher. The domestic visitors were comprised of excursionists who visit JOT for less than 24 hours. They come from four provinces in Java Island, Indonesia. The provinces of visitors are as follows.

- 3 visitors from Jakarta Province.
- 3 visitors from West Java Province.
- 2 visitors from Banten Province.
- 1 visitor from Jogjakarta Province.

4.5.2 International Visitor Characteristics

The researcher interviewed 9 international visitors as well from 5 different countries as follows:

- 5 visitors from United State of America.
- 1 visitor from Cuba.
- 1 visitor from the Netherlands.
- 1 visitor from Japan.
- 1 visitor from Iran.

4.5.3 Motivation to Visit JOT

The profiles of visitors who visit JOT are still dominated by excursionists and domestic visitors. Pioh et al. (2010) found that based on 309 respondents surveyed, there were 65.05% visitors who stayed in the JOT area for less than 2 hours, 27.83% between 2 and 6 hours, 2.59% stayed 1 day, and only 4.53% stayed more than 1 day (visitors). Furthermore, they also identified that 96.12% were domestic visitors, while international visitors accounted for only 3.88%.

There are varied motivations for visitors to come to JOT area. Informant 27 from Hawaii, USA and Informant 28 from Hiroshima, Japan had just spent 7 days of holiday in Bali. They might be classified as ‘adjunct visitors’ because their motivation to visit Jakarta as the capital city of Indonesia was that it’s considered “a must see destination” when visiting Indonesia. Informant 27 mentioned:

“I had just spent 7 days holiday in Bali. I have just transit to Jakarta International Airport for 10 hours, so I will have enough time to do sightseeing in Jakarta as the capital city. Finally I have decided to visit JOT because in the airport I just got only one tourism brochure about JOT, and no other brochure there. Then I asked to Taxi driver to bring me here. But unluckily the Jakarta History Museum closed because of Monday. I don’t know that every Monday the museum closed because no information as well at the brochures. In this regard, the marketing tools of JOT are not good enough. The English language in some brochures also is still terrible. So it’s better if the management hires professional people with good English”.

On the other hand, informant 29 from Netherland can be classified as a ‘greatly motivated’ visitor. He planned to visit JOT and other Dutch heritage sites in Indonesia because his grandfather and ancestors worked in the Dutch Colonial Government and died in Indonesia. Informant 28 added the information that many Dutch people have a historic relationship with Indonesia. If the tourism authority and industry in Indonesia focus on attracting Dutch visitors, there would be many people in the Netherlands who would like to see their ancestral history in Indonesia.

Most heritage lovers, like informant 39, also come to JOT because they are greatly motivated to save the history and the heritage. Informant 39 said:

“I visited JOT because I want to know my city history. In the end, I was interested in becoming a volunteer for one of the HVOs because there are many people who don’t care about their history and heritage. If we don’t care and save our heritage, we could lose our identity”.

Many visitors actually can be classified as accidental or incidental visitors. They are mostly young people who come to JOT not because of the cultural heritage but because they know the information that Fatahillah Park has been revitalized and has become a convenient place to meet with their group or communities. Informant 37 from Jakarta mentioned:

“I come here to spend an evening with my friends. JOT is a kind of option to have some fun as we want to avoid the mall and cafe routine”.

Some of the accidental or incidental visitors are local people, students, the punk community, and the gay and lesbian community. The local security regency has tried to drive out the punk, gay, and lesbian communities because they are considered as being against the rules and values of the local people.

However, there are some visitors who cannot be classified based on the Silberberg (2002) and McKercher and du Cros (2002) visitors' typology. These are many students who visit museums and other JOT area destinations without cultural motivation. They visit JOT because they have task from their school in regards to their study. The researcher found there are some students who have tasks from their teachers to practice their English language by interviewing international visitors. Some of the students also have to come because of history, photography, and painting classes and courses. Some of the visitors also come to JOT for taking pre-wedding photographs because of the unique and beautiful buildings in JOT. By completing Silberberg (2002) visitors' typology, the researcher proposed this segment of visitors as "other motivation visitor".

4.5.4 The Most Attractive Attractions in JOT

Based on the interviews, it can be concluded that there are 2 kinds of attractions that can be considered the most attractive ones. These are as follows:

1. The old buildings with the Dutch architecture, such as Jakarta History Museum, Maritime Museum, Fine Art and Ceramic Museum, Mandiri Bank Museum, etc.

Informant 24 from USA mentioned:

"I visited Kota Tua (JOT) for the first time 2 years ago, a friend invited me to have dinner at Batavia Cafe. The next time I visited was because of a book I bought about 47 museums in Jakarta—many of the museums were in Kota Tua, so I went there to see the museums. The Old Dutch architecture is really nice; it isn't commonly seen in Jakarta".

2. Mix between past heritage and high technology, such as Bank of Indonesia Museum, Puppet Museum.

Informant 38 from West Java (domestic visitor) said:

"I like to visit JOT because I can educate my son about the Jakarta history and modern Indonesia. Two museums are the most attractive for me. From Jakarta History Museum I can learn about history and heritage, while from Bank Indonesia Museum which uses very high technology, my family and I can learn not only about Indonesian history but also the current situation of my country".

While for one of the visitors, past cultural heritage is the most attractive, most visitors also need more live attractions or intangible heritage to make JOT more lively. Informant 31 from Iran said:

“I visited here because of the Dutch cultural heritage and the city history. However it will be better if there are also some cultural performances not only the physical heritages. If there is regular cultural performance in the evening regularly, I’m sure many visitors will come here and stay longer”.

4.5.5 Satisfaction on 6 A’s Tourism Destination Components

1. Satisfaction with Attractions

Albeit there are still some weaknesses, generally most visitors were satisfied with the cultural heritage buildings, especially the six museums in the JOT area. In this regard, informant 24 shared her point of view as follows:

“Overall, the attractions are nice, but could be better kept. For example, if you compare Bank of Indonesia Museum and Museum Bank Mandiri, they are very different in terms of their upkeep and preservation”.

On the other hand, informant 36 from Banten province shared her opinion:

“In my point of view, Bank of Indonesia Museum has better management than Jakarta History Museum, especially in visitor management and attractions management. In Bank Indonesia museum, there is a lot of staff to monitor the visitor behavior and there are many explanations about the collection. While in Jakarta History Museum and other government museums, the visitor management and the interpretation of the collection is not quite good. In this regard, the JOT management and museum management should improve the presentation and interpretation of the cultural heritage by providing video or cinema rooms to give visitors explanations. That’s why so many visitors’ behavior damages the heritage collection, because lack of staff to monitor and lack of interpretation”.

Bad visitors’ behavior such as vandalism and no concern for the conservation of the cultural heritage is not only conducted by the domestic visitors but also international visitors. Figure 4.6 and 4.7 show the bad visitors’ behavior in Fatahillah Park that is located in front of Jakarta History Museum. The visitors sit down on original old cannon—part of the Jakarta

History Museum collection—for taking pictures. Unfortunately, there is no one to warn the visitors about their bad behavior.

Figure 4.6 Bad Behaviors of Domestic Visitors



Figure 4.7 Bad Behaviors of International Visitors



In terms of conservation and interpretation, informant 26 from USA criticized the management as follows:

“Conservation is still very lacking! There is an opportunity to highlight some of the most interesting and significant historical buildings and sites. Unfortunately, the area is still mostly in disrepair and the buildings are not taken care of. There are no signs or signboards which tell people how to access nearby sites (like the Sunda Kelapa harbor), or give a map of the area. The area is frequented by unregistered taxis. However, it is a lively and interesting place with lots to see and do”.

In visitors' points of view, the reinterpretation of the JOT area as a symbol of heroism does not mean they should remove all traces of colonialism. As seen in Figure 4.8, some visitors enjoy taking pictures in gallows where Indonesians in the Dutch colonial era were executed.

Figure 4.8 Visitors is Taking Picture at Gallows



The Great River (*Kali Besar*), which divides the JOT into two parts and was once a means of transportation in the colonial era also become one of JOT attraction. Informant 33 mentioned:

“From history, I know that Kali Besar was very important aspect of Batavia Government. I also appreciated the Special Administrative Province of Jakarta to provide some chairs and park for visitors in the Great River area. However, nowadays it has black stagnant waters. The management should revitalize this great river as part of the attraction in the JOT area”.

2. Satisfaction with Accessibility

JOT has a very strategic location. It is located in the capital city of Indonesia, Jakarta, which is both the center of government and center of business. It is close to the airport, public transportation, business center, and other tourism attractions and metropolitan city facilities.

However, accessibility is still considered the most unsatisfactory problem by most of the visitors. The heavy traffic jams to reach JOT and to enter the JOT area occur due to the area lying along the main road which links North Jakarta Regency and West Jakarta Regency. This problem has actually already been addressed by the Special Administrative Province of Jakarta; they have provided a special bus way and rerouted the public transportation in the core zone. For domestic visitors especially, it is more convenient to visit JOT by special bus way transportation or train.

Additionally, one of the revitalization programs is providing JOT core zone area with the pavement for pedestrians. So, the accessibility inside zone 2 area has become much better after the physical revitalization finished in 2008. In this regard, the pedestrian can do sightseeing around the core zone area in about 30 minutes by foot. Furthermore, there are enough signs showing how to reach JOT from the outside area. However, the signs inside the JOT area are still very limited. Informant 35 proposed:

“Most tourists have difficulties in finding toilets and other attractions in the JOT area. In this regard, the management should provide more signs, maps, and short explanations about what kind of heritage buildings the visitors can see”.

3. Amenities

Both quantity and quality of hotels and other kinds accommodation in the JOT area is considered good enough by the visitors. However, most of the visitors pointed out that not many hotels offer classical or old town atmospheres. It would be better if many hotels and other

accommodations in JOT area also provided old town styles in their service. Now, only one hotel, The Batavia Hotel, is well known for providing old town or classical styles in its service to the guest.

Parking area and visitor information center are still need many improvements of JOT management. Informant 40 stated:

“The management of the parking area is still not in order. There are many illegal parking spaces at the JOT area, especially in zone 2. In this regard, the JOT management should takeover and control the management of parking”.

To improve the amenities in JOT area, informant 37 also proposed:

“The JOT management should provide a tourist information center to help visitors in travelling and experiencing the JOT area. In this regard, it would be better if the tourist information center existed in all 5 zones of JOT and was managed by professional staff with JOT guidebooks, maps, brochures, pamphlets, etc”.

However, facilities for handicapped people in the JOT area are still lacking. For example, there is no wheelchair ramp in every museum and Fatahillah park. Moreover, there is no special restroom for handicapped people.

4. Available Packages

There are 2 kinds of visitors who travel to JOT by tour packages. These are tour packages sold by tour bureaus or travel agencies and the tour packages provided by HVOs. If the visitors buy tour package from the travel agency, usually the travel agency provides a Jakarta city tour by including JOT area in the travel itinerary. The price of Jakarta tour package varies between USD 65 until USD 125 per person. It includes the professional tour guide as well. However if the visitor buys the Jakarta city tour, they usually only come to zone 1 (Sunda Kelapa harbor) and zone 2 (Fatahillah park, Jakarta history museum, and Cafe Batavia); those are the only places considered the most prepared in JOT to be visited by visitors, especially international visitors. In this regard, the profiles of visitors are usually adjunct visitors and accidental visitors. These visitors have shallow experiences about the cultural heritage of JOT because they have just a short time and even though the guides are certified and professional, they sometimes do not give thorough explanations of the JOT cultural heritage sites.

However, visitors who greatly motivated by cultural heritage, will be more satisfied if they buy a JOT tour package provided by HVOs. The price of tour packages from HVOs vary between 20,000 IDR until 100,000 IDR (2.35 USD until 11.76 USD). Moreover, sometimes the HVOs also provide free tour packages in the JOT area and the visitors can make reservations via email or social media. Even though most of the tour guides from HVOs are not professional and not certified, they are very knowledgeable and thoroughly explain the cultural heritage sites in the JOT area. This is because most of the volunteers really want to know the history of the JOT area and frequently read and discuss amongst themselves about it.

5. Activities

Photography and sightseeing are considered the most delightful activities to do in the JOT area. Domestic visitors especially like these activities because the architecture of buildings in JOT is unique and different from other buildings in other parts of Jakarta. While for international visitors, the cultural heritage buildings in JOT area also quite unique because the Dutch architectural buildings are actually not suitable with the tropical season environment. Some museums also provide activities for the visitors. The Puppet museum for example sometimes provides short courses for making the puppets. Most visitors agree that there are many interesting activities in the JOT area, but the activities need to be better organized and better publicized. Unfortunately, the activities of visitors are disturbed by many hawkers and street vendors especially in the evening. Informant 36 said:

“There are so many hawkers and street vendors, especially in Fatahillah Park as the core zone of JOT area, to sell foods, beverages, souvenirs, etc to the visitors. This area seems to change into a night market, especially in the evening. The situation is actually disturbing for the visitors. It is crowded and generates a lot of garbage; it sometimes harms the ground of Fatahillah Park”.

6. Ancillary Services

As a part of the capital city of Indonesia which is relatively close to the Presidential Palace and center of business, visitors can find many ancillary or support services in the JOT area. In every museum and Fatahillah Park for example, visitors can buy many souvenirs such as handicrafts, clothes, accessories, key chains, etc. The visitors can also change their money in the bank, hotel, and with money changers.

Unfortunately, security and safety in the JOT area are still lacking, especially in the evening. Informant 31 suggested:

“The management should improve the security and safety of JOT area, especially the core zone of JOT (zone 2), with 24 hour security by establishing permanent tourist police office in the area. This could increase the tourist arrival and length of stay, rather than only attracting excursionists”.

4.5.6 The Best and the Worst in JOT

The best things are Old Dutch buildings and architecture especially in Fatahillah zone as core zone area, while the worst things are the heavy traffic jams and the management of the visitors. It will be dangerous if anyone can touch and sit down on the heritage items freely. Most visitors who greatly motivated by culture propose that if the management of JOT or the management of museum do not have enough staff to monitor all of the visitor behavior at the sites, it will be better if the management limit the contact between visitors and artifacts collection. Informant 38 stated:

“In some cases, a fence to limit contact between artifact and visitor may reduce the authenticity of the sites, but it would help the conservation of the sites. The JOT management and museum must do it for the sustainability of the heritage site. This is simple action but valuable when the JOT management still lack of budget and human resources to monitor visitor behavior in the site”.

The limitation of contact between visitors and artifact collections is illustrated in Figure 4.9. In this regard, the artifact is inside a fence, so the visitor only can see and take pictures in front without touching it.

Figure 4.9 Artifact Protected from Visitors in Forbidden City Area, Beijing, China



Notes: The heavenly pillar, one of four, is the oldest item in The Forbidden City



Notes: An ancient bronze lion in The Forbidden City

Source: <http://www.chinaodysseytours.com/beijing/beijing-forbidden-city.html>

4.5.7 Suggestions for Destination Management Improvement

Based on the interviews, the researcher received many different suggestions from the visitors to improve the management of JOT as a high qualified urban cultural heritage tourism destination as follows:

- Improve the presentation and interpretation of the cultural heritage by providing video or cinema rooms to give visitors explanations and knowledge about the history of JOT. Some museums such as the Puppet museum and Bank Indonesia have those facilities, but not JOT as a whole. This recommendation was suggested by informant 36.
- The government, especially JOT management, should not only focus on conservation of heritage buildings that belong to government. It also should show concern for the many heritage buildings that belong to some companies and individuals. Thus, it should improve partnerships and collaborations between public and private sectors. This would make JOT more attractive as an integrated tourism destination as mentioned by informant 26 from USA.
- As pointed out by informant 36, there are so many hawkers and street vendors, especially in Fatahillah Park as the core zone of JOT area, to sell foods, beverages, souvenirs, etc to the visitors. This area seems to change into a night market, especially in the evening. The situation is actually disturbing for the visitors. It is crowded and generates a lot of garbage; it sometimes harms the ground of Fatahillah Park. In this regard, the management must bring order to the situation by providing a special place for the small businesses. Thus, Fatahillah Park should only be for the visitors, not for hawkers and street vendors.
- Informant 31 proposed that the JOT management should improve the security and safety of JOT area, especially the core zone of JOT (zone 2), with 24 hour security by establishing permanent tourist police office in the area. This could increase the tourist arrival and length of stay, rather than only attracting excursionists. In this regard, the tourists who stay at the area will be more comfortable to experience JOT area during the day and night.

- As mentioned by informant 35 that there are enough signs showing how to reach JOT from the outside area. However, the signs inside the JOT area are still very limited. Most tourists have difficulties in finding toilets and other attractions in the JOT area. In this regard, the management should provide more signs, maps, and short explanations about what kind of heritage buildings the visitors can see.
- Informant 27 mentioned the marketing tools of JOT are not good enough. The English language in some brochures is still terrible. So it's better if the management hires professional people with good English for finalizing the marketing tools before it is published and distributed to the visitors.
- Informant 33 pointed out that Great River (*Kali Besar*), which divides the JOT into two parts and was once a means of transportation in the colonial era, nowadays has black stagnant waters. The management should revitalize this great river as part of the attraction in the JOT area.
- The JOT area and its facilities, especially in the core zone area, is not clean and tidy yet. It should be a concern for the management to improve the cleanliness and tidiness by one management to increase visitor satisfaction.
- The core zone of JOT area should have special treatment for the preservation. The JOT management should provide special staff or cameras to monitor visitor behavior in the area. In this regard, if there is a visitor that harms and vandalizes the heritage, the management can warn and punish the visitor.
- The core zone area should be free from any vehicles or mode of transportation. The visitors only can do sightseeing in the area by walking and using bicycles provided at the area.
- Informant 40 mentioned that the management of the parking area is still not in order. There are many illegal parking spaces at the JOT area, especially in zone 2. In this regard, the JOT management should takeover and control the management of parking.
- As proposed by informant 37, the JOT management should provide a tourist information center to help visitors in travelling and experiencing the JOT area.

In this regard, it would be better if the tourist information center existed in all 5 zones of JOT and was managed by professional staff with JOT guidebooks, maps, brochures, pamphlets, etc.

4.5.8 Conclusion of Visitors Perspectives

Based on analysis of small group meeting conducted with visitors, their perspectives in evaluating JOT management are reported at Table 4.9.

Table 4.9 Conclusion of Key Visitors Perspectives

Objective 1: Management Destination Components	Objective 2: SWOT Analysis	Objective 3: Stakeholders' Participation
<p>1. Attractions:</p> <ul style="list-style-type: none"> ● JOT has rich cultural heritage resources but still need to improve as tourism product. ● The government museums as the main concern of JOT management still lack of staff, budget, and visitor management to protect the heritage. 	<p>1. Main strengths:</p> <ul style="list-style-type: none"> ● JOT is the largest Dutch City outside Europe with early Dutch architectures and town planning. ● JOT has strategic location. 	<p>The participation of visitors to increase the management quality of JOT is still in the passive participation, especially participation in information giving.</p> <p>The visitor participation also is not directly to the management but to the some researchers who do research about JOT. This occurs because the management of JOT never does market research to know the needs and wants of the visitors.</p>

Table 4.9 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>2. Accessibility:</p> <ul style="list-style-type: none"> ● Basically, as part of the capital city, the JOT area can be accessed easily by visitors with many different kinds of transportation. ● The accessibility becomes a problem because of the heavy traffic jams due to the fact that management transportation of Special Administrative Province of Jakarta is still not effective and efficient. 	<p>2. Main weaknesses:</p> <ul style="list-style-type: none"> ● Many heritage buildings in JOT are in poor condition and lack maintenance. ● There is no well managed Tourist Information Center. 	
<p>3. Amenities:</p> <ul style="list-style-type: none"> ● The quantity and service quality of accommodation, cafes, restaurants, shopping and souvenir centers are decent. ● Other amenity components such as parking areas, tourist information centers, toilets, facilities for the handicapped, and visitor management rules are still managed poorly. 	<p>3. Main opportunities:</p> <ul style="list-style-type: none"> ● There is a trend of cultural heritage travelling/tourism. ● There are so many mass media and journalists that promote JOT as a new tourism product of Jakarta and Indonesia. 	

Table 4.9 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
<p>4. Available Package:</p> <ul style="list-style-type: none"> ● Most of visitors cannot find special packages for JOT tours from tour bureaus and travel agents. Most of the tour bureaus and travel agents only sell Jakarta City tours by offering Jakarta Museum History, Café Batavia, and Sunda Kelapa harbor as part of the itinerary. 	<p>4. Main threats:</p> <ul style="list-style-type: none"> ● There is a lack of investment from private sector. ● Most of visitors of JOT are still low class visitors with no concern with conservation and cleanliness. 	
<p>5. Activities:</p> <ul style="list-style-type: none"> ● The most popular activities are photography activities. ● Visitors can take part in creative industry activities such as short course how to make puppet and handicraft. ● There are some students come to JOT area due to their study, such as painting, practice English language, etc. 		

Table 4.9 (Continued)

Objective 1: Management	Objective 2:	Objective 3:
Destination Components	SWOT Analysis	Stakeholders' Participation
6. Ancillary Services:		
<ul style="list-style-type: none"> <li data-bbox="331 528 671 719">● Visitors can find easily currency exchange services because so many Bank office in JOT area. <li data-bbox="331 745 671 987">● In core zone area, the visitors also can enjoy the free Wi-Fi internet with their smart phone, notebook, or PC tablet. 		

CHAPTER 5

CONCLUSION AND DISCUSSION

This chapter presents the conclusion, some discussion, and a number of recommendations, limitations, and suggestions for further study. In this regard, conclusions from each stakeholder of JOT consisting of government officials, the host population, the private tourism sector, HVOs, and visitors are presented. Discussion is conducted by each research objective. Albeit the conclusion and recommendations proposed are based on the JOT environment, the researcher presumes that those recommendations also will give invaluable best practices for other urban cultural heritage destinations.

5.1 Conclusion

5.1.1 Government Official Perspectives

The management of JOT as an urban cultural heritage tourism destination is the authority of the Special Administrative Province of Jakarta and not the central government. However, the central government of Indonesia sometimes provides budget assistance through the Ministry of Culture and Tourism, Ministry of Public Works, and related offices, especially to support heritage conservation.

Both central government officials and provincial government officials show their concern for the heritage conservation. In this regard, conservation means a dynamic effort to maintain their cultural heritage and its values by preserving, developing, and utilizing its functions. The commitment of central government to the cultural heritage preservation can be seen from the regulations and policies at the national level to conserve the cultural heritage and highlight one of the objectives of tourism development as an instrument to develop cultural heritage. In addition, the government of Indonesia sees culture and tourism as a symbiotic relationship, integrating the Culture and Tourism sectors into one institution both at the national level (MoCT) and provincial level (Culture and Tourism Agency).

Furthermore, the commitment of the Special Administrative Province of Jakarta can also be seen through the establishment of provincial regulations and policies both in cultural heritage and tourism development. Since 1970, JOT has been stipulated as a preserved historical site area

by Governor's Decree. It was then developed and revitalized as an urban cultural heritage tourism destination in 2006.

Management of Attractions

Based on the interviews, the researcher found that the revitalization program of JOT is conducted step by step. Physical revitalization for example is conducted in zone 2 (Fatahillah zone) first, institutional revitalization also has been conducted by establishing a Technical Implementation Unit Management of JOT since 2007 under the Cultural and Tourism Agency. The Governor mentioned that in the future, the authority of this institution will be increased. Economical, social, and events revitalization has been conducted continually by cooperation between government institutions, HVOs, the host population community, private sector, and international institutions, such as British Embassy. All of the revitalization programs are coordinated by Technical Implementation Unit Management of JOT.

Most of the government officials agree that physical revitalization, in terms of conserving the JOT cultural heritages and developing them as tourism attractions, is the most important thing to do first. They believe that if the cultural heritage buildings in JOT are revitalized to be attractive, it will attract many visitors which will finally attract the private tourism sector to invest in the JOT area and create job opportunities and other social and economical benefits, especially for the host population. In conducting physical revitalization of JOT to improve the attractiveness of cultural heritage as tourism attractions, there are some different provincial government agencies which work together, these are 1) Public Works Agency, 2) Public Road Lighting Agency, 3) Park Agency, 4) Transportation Agency, and 5) Culture and Museum Agency (this agency integrated with Tourism Agency to become the Culture and Tourism Agency). All of the agencies are led by a director and report their tasks and responsibilities independently to the Governor.

However, there are different points of view between government officials who have working backgrounds from the Cultural and Museum Agency, and those who have worked in the Tourism Agency. The government officials who have worked in the Cultural and Museum Agency have more concern for cultural heritage preservation, while those who have worked in the Tourism Agency are more concern with the tourism promotion.

Management of Accessibility

Accessibility is considered the main problem of JOT management as an urban cultural heritage tourism destination. The Governor and most the Special Administrative Province of Jakarta officials are aware that traffic jams to reach and within the JOT destination are the main problem for visitor security. In this regard, the Special Administrative Province of Jakarta has issued two main policies. Firstly, establishing a special corridor for the Trans Jakarta bus way that cannot be entered by other vehicles in 2004. The first corridor connects Blok M station and shopping center to the JOT area.

However, this special bus lane is more effective for use by visitors on weekends because on weekdays, the bus is very crowded with passengers, especially before and after office hours. Furthermore, the Special Administrative Province of Jakarta also rerouted the transportation route in front of Fatahillah Park in 2008 following its physical revitalization. Since that time, public and individual transportation cannot pass in front of Fatahillah Park because the area is special for the convenience of visitors.

Likewise, Governor of Jakarta Province, Mr. Fauzi Bowo said that in the future the accessibility of JOT will be improved by planning to reactivate the railway and introduce internal sub-system in the JOT area to make visitors easier to move from one place to another in JOT (Cochrane, 2009).

Management of Amenities

Amenities are something that makes a place comfortable and easy to live in (Longman Active Study Dictionary, 2006). The quality and quantity of amenities facilities in JOT such as accommodation, parking areas, tourist information center, facilities for the handicapped, cafes and restaurants, etc., will have an impact on visitors' satisfaction.

In the JOT area, coordination in managing amenities is still poor. There is only one tourist information center in JOT that is located in Zone 1 (Sunda Kelapa). Furthermore, parking area is not well managed and integrated. The responsibility and authority to manage parking does not belong to JOT management but to the Parking Agency of West Jakarta and North Jakarta Municipalities. Unfortunately, there is illegal parking as well, which is outside the control of government institution. These issues cause irregularities in parking in the JOT area. A meeting

among the government stakeholders was established, but there is still no significant result due to many different interests among the local government institutions themselves.

Management of Available Packages

Because of its function as a regulator, the government actually does not manage available packages of JOT as a tourism product. It is the private tourism sector which makes the tourism product of JOT into tourism package. However, the Special Administrative Province of Jakarta made a regulation for the standardization of the admission fee for all museums. The admission fee of a museum is 2,000 IDR or equal with 0.24 USD (with the exchange rate 1 USD is 8,500 IDR). The admission fee to the museum in Jakarta and other such places in Indonesia is very cheap because the government considers museums education instruments rather than tourist attractions.

Management of Activities

Following the idea of their Governor, most government officials in the Special Administrative Province of Jakarta said that cultural heritage sites in JOT are physical aspects, while to create a live spirit in the JOT area, there should be many activities. In fact, there are many activities both regularly and irregularly conducted by the government with the cooperation of other stakeholders such as host population and HVOs. In this regard, the Special Administrative Province of Jakarta plans to move the campus of Jakarta Art Institute, one of the best creative industry institutes in Indonesia, to the JOT area.

Management of Ancillary Services

Ancillary services such as friendliness of local people, security and safety services, telecommunication including internet service, etc., have improved year by year, especially after the JOT revitalization program. Before the revitalization, the image of JOT area was as not safe and secure, even for Jakarta residents, day and night. Now, the security and safety are much more conducive. However, visitors, especially international visitors, are still not recommended to go sightseeing and walking alone in the JOT area late at night. This is because there is no existing regular tourism police service. The tourism police are only there when there are special events.

5.1.2 Host Population Perspectives

Management of Attractions

Based on the interviews, most of the host population appreciates the commitment of the Special Administrative Province of Jakarta to raise the JOT heritage area from just cultural heritage preservation sites to urban cultural heritage tourism destinations. By creating JOT area as an urban cultural heritage tourism destination, the area can create more job opportunities and other benefits for the host population.

The host population has also noticed that the most important thing to attract visitors is the cultural heritage buildings as the main attractions in the JOT area. However, at the time this research was conducted, the Special Administrative Province of Jakarta only still focuses on the four museums and Fatahillah Park that are the property of city government. However, there are many cultural heritage buildings that belong to the central government, private sector, and individuals that are in poor condition. The Special Administrative Province of Jakarta seems unable to do anything to solve this problem. In this regard, the law enforcement for people abandoning their damaged cultural heritage buildings is still weak.

Furthermore, some members of the host population also criticize the Special Administrative Province of Jakarta for never involving the host population in restoring some public heritage buildings, such as Luar Batang Mosque (old sacred mosque from 1739) located in zone 1. This mosque is also stipulated as preserved cultural heritage property. However, when the Special Administrative Province of Jakarta restored it, the host population was not invited to discuss it, so there are some building accessories and ornaments of historical value that have been lost.

Management of Accessibility

Many of the host population are also tired of the problem of heavy traffic jams in the JOT area. That is why, the population in the JOT area seems to decrease every year. Based on research by the Urban and Regional Development Institute, as quoted by Mijarto (2010), the population number of JOT in 2001 was about 804,412 people, then decreased to 721,724 people in 2002, and decreased dramatically in 2006 to be only 196,987 people.

Albeit the government has rerouted one corridor in front of Fatahillah Park, this cannot solve the problem of the traffic jams in the JOT area as a whole. The rerouting only

reduces congestion and vehicle vibration on cultural heritage buildings in the core zone. The existence of the Trans Jakarta bus way only helps the visitor to reach the JOT area, but the traffic inside the JOT area is still crowded. In this regard, the host population proposes the Special Administrative Province of Jakarta invest more money in managing the accessibility by establishing flyover roads in JOT area. This way, the JOT visitors can walk or ride traditional bicycles to enjoy the JOT heritage area.

Management of Amenities

Most of the host population has little money to invest in small business and do not own heritage buildings in the JOT area; they think that the quality of amenities in the JOT area is quite good and creates benefit for them. Many of them benefit by becoming hawkers, street vendors, bicycle renters, and also illegal parking workers. However, members of the host population who do have the money to invest in big business and have heritage buildings in the JOT area consider that the quality of amenities in JOT area to be still poor and lacking in management. Parking area regulations for example, is the acute problem in the core zone of the JOT area. There is even a host population member who has a high class café in the JOT area, who very rarely comes to see his business because of the difficulties of parking in the area.

Management of Available Packages

There are some host population members who provide tour packages inside the JOT area through the provision of bicycle rentals and by becoming a local guide. They established '*komunitas onthel wisata kota toea*' or traditional bicycle touring of old town community. In 2010, there were 37 members of the community and they provided 250 adult and children's bicycles. The visitor can order one tour package of old town sightseeing including one bicycle and one guide for 30,000 IDR or 3.53 USD (with the exchange rate at 1 USD equal to 8,500 IDR). The visitor also can rent just the bicycle without the guide for 20,000 IDR. Usually, the visitors do sightseeing by riding bicycle from zone 1 (Fatahillah park) to zone 2 (Sunda Kelapa zone), especially to the Maritime Museum and Sunda Kelapa Harbor; this takes about two hours. However, most of the tour local guides cannot speak English and just tell the story of the old town cultural heritage based on their perception only. In this regard, the Special Administrative Province of Jakarta should improve their guide skills, language, and standardized knowledge of old town by providing special training or courses for them.

In zone 2 (Fatahillah park), some host population members also provide old town photography packages, especially for pre-wedding, group pictures, etc., with the background of old town accessories and the environment. Likewise, the host population in zone 1 provides traditional small boat rentals with the capacity of about four people per boat. There are about 50 small boats with the price of 10,000 IDR per person. By using this boat, the visitor can cross from Sunda Kelapa harbor to the village (*kampong*) to see the daily life of the host community.

Management of Activities

Based on the interviews, most of the host population members are considering increasing some activities in the JOT area by establishing some community groups. The activities tend to support JOT area as urban cultural heritage tourism destination and to make more benefit to the host population and attract the visitors. Some of the activities are related to creative industry activities such as handicraft and souvenir making, culinary, night market program of JOT, religious celebration, art performance, etc. In this regard, the local government also sometimes invites the host population in Night at Old Town and Night at Museums Program that are conducted by city town administration to increase the awareness of the staff to JOT history.

Management of Ancillary Services

Most of the host population does not mind that the JOT area has become an urban cultural heritage tourism destination. However they hope that the JOT tourism destination is not only for the cultural heritage preservation but also to increase the quality of life of the host population. Consequently, the host population also supports the improvement of security and safety in the JOT area. Furthermore, they also try to welcome and help the visitors in JOT area.

5.1.3 Private Tourism Sector Perspectives

Management of Attractions

Based on the private tourism perspectives, the Special Administrative Province of Jakarta should focus on increasing the appeal of JOT as a whole integrated tourism destination, not only managing some heritage buildings that belong to the government. In this regard, the Special Administrative Province of Jakarta should stop the piecemeal project. They agree that attractions are the main reason why visitors come to the JOT area, and the attractions are not only

the six museums in the JOT area, but also special events, art performances, cleanliness of the attractions, presentation and interpretation of the cultural heritage.

Management of Accessibility

Accessibility is the biggest weaknesses of the JOT area from the point of view of the private sector, both to get to and inside the area. They think that traffic jams are constantly occurring. Some businessmen said that they are afraid to open a big business office in the JOT area because most customers will not want to come to the JOT area since there is so much traffic during office hours and it is hard to find good parking areas. Some of them think that more private businesses would be willing to invest in the area if the accessibility was good, even if there was no special tax relief. Nowadays, some people who open businesses in the JOT area is not only motivated by the profit, but they are more motivated by their concern and love to save the cultural heritage.

Management of Amenities

There are some accommodation facilities from budget hotels until four star hotels located in the JOT area. However, there is only one four star hotel (The Batavia Hotel) that specifically offers the nuance of old town with the architecture, ornaments, and environment. The quantity and the quality of rooms and service of the hotel is quite good, but the occupancy rate of tourist who stay in the hotel in the JOT area is still low. However, the management of the hotels in the JOT area try to survive by promoting MICE (meeting, incentives, conference, and exhibition) and night entertainment. Albeit the number of visitors at some main attractions in the JOT area has increased significantly since the revitalization program in 2007, the occupancy rate decreases year by year. This means that most visitors in the JOT area are just excursionists and budget tourists.

In the JOT area, there are high, middle and low class cafes and restaurants for visitors. Most international tourists can spend time and enjoy the food and beverages at Cafe Batavia, which offers old town nuance and high class local and international food and beverages.

However, the JOT area is still lacking good toilets and tourist information centers. In this regard, the management of JOT should provide quality toilet facilities with standardized and good management to increase the visitors' convenience. The tourist information center also should be managed well and exist in the 5 zones of the JOT area.

Management of Available Packages

Based on interviews with some managers of tour and travel operators, most of them still do not sell special tour packages for the JOT area, especially for international visitors. The JOT area is still only considered as one part of the Jakarta City Tour itinerary. Until now, only zone 1 (especially Fatahillah park, Jakarta History Museum, and Batavia Cafe) and zone 2 (especially Sunda Kelapa harbor and Maritime Museum) are the main attractions offered by the travel and tourism bureau/agency.

Management of Activities

Most in the private tourism sector agree with the plan of the Special Administrative Province of Jakarta to create creative industry activities in the JOT area. They said that physical cultural heritage is fragile because of lack of management and also natural factors. So, the creative industries—which can be classified as intangible culture—are more sustainable. The private tourism sector also proposes that the activities in JOT should try to attract more high class tourists and not only so many low-spending excursionists.

Management of Ancillary Services

As a heritage cultural tourism destination, JOT is considered to have minimum services and facilities for satisfying visitors. In this regard, security and safety services should exist by providing tourist police office. However, the private tourism sector informants appreciate the JOT management, which cooperates with a telecommunication company to provide a free Wi-Fi spot in Fatahillah Park, so the visitors can access internet in the area.

5.1.4 HVO Perspectives

Management of Attractions

Based on interviews, HVO members appreciate the effort of the Special Administrative Province of Jakarta to preserve the cultural heritage sites in JOT. However, they think that the Special Administrative Province of Jakarta effort is still not optimal to conserve and revitalize cultural heritage buildings in JOT. They also questioned why the Special Administrative Province of Jakarta and national or central government coordination is lacking. They think that the national government seems uninterested in the colonial image of the heritage. That is why, there are so many heritage buildings which belong to the national government,

specifically the Ministry of State-Owned Enterprises, in JOT that are not used and are in poor condition. The Special Administrative Province of Jakarta plans to make a memorandum of understanding with the ministry to manage the cultural heritage buildings, but it has not yet been realized.

The HVO members also appreciate the Special Administrative Province of Jakarta's effort to reinterpret the JOT heritage by encouraging their staff first to do traveling in the JOT area. Most every agency has conducted staff gatherings and JOT traveling programs to increase government official's historical awareness. By developing colonial cultural heritage buildings in JOT to be tourism attractions, they believe that JOT will create more profit and benefit for the host population and the Special Administrative Province of Jakarta revenues. To support the attractiveness of the JOT area, many HVOs also make some special events such as free traveling of JOT by promoting the program in their website regularly.

Management of Accessibility

Based on the point of view of HVO members, the accessibility of JOT area actually is good. JOT area has a strategic location—close to airport, public transportation, business center, and other tourism attractions and metropolitan city facilities. It also can be reached by various modes of transportation, such as bus, train, motorbike, and other cheap public transportation. Since 2008, there has been an increase in signs on public roads of Jakarta indicating how to get the JOT area. However, the accessibility still becomes a problem because the Special Administrative Province of Jakarta cannot solve the acute problem of traffic jams in Jakarta as a whole. Many HVO members suggest that the JOT area should be treated specially compared to other parts of the city. The Special Administrative Province of Jakarta can make the core zone of JOT free from all public and personal transportation. So the visitors can only walk and cycle when they do sightseeing in the core zone area of JOT.

Management of Amenities

Based on the point of view HVO members, parking area management, visitor information center, toilet, and visitor management rules are four main problems that should be improved by the management of JOT. Because of no professional parking management, there are many illegal parking areas, especially in the core zone area of JOT. Sometimes, especially at

night, the illegal parking workers allow motorbikes to park at the Fatahillah Park, in front of the Jakarta History Museum. Consequently, the motorbikes end up damaging the floor of the park.

Management of Available Packages

The HVO members are aware that there is no particular travel bureau and agency which provide special tour packages to JOT. The JOT area is only considered as one part of the tourist itinerary. However, most HVOs regularly provide special packages for JOT tours with the special tour guides. The HVOs offers two kinds of packages; these are free packages as the heritage volunteer mission and paid packages. They promote their tour packages via website and social media on the internet. Many of their customers are schools and universities, companies, expatriates, and government institutions. The favorite packages are Night at Museum and Night at JOT.

Management of Activities

Fatahillah Park finished, there have been many activities in JOT area initiated by Special Administrative Province of Jakarta, HVOs, some private sector actors, and also the host population. All of the activities are aimed at enlivening the JOT area as an urban cultural heritage tourism destination and to improve the awareness of people to save the heritage. All of the activities must be coordinated by the Technical Implementation Unit Management of JOT. The activities are photography activity, creative industry activity, education activity, painting activity, etc.

However, sometimes there is competition and conflict among HVOs to make activities in JOT area. The competition and conflict occurs for economic reasons and social prestige. There are some HVOs that are very famous, interviewed on television programs, in magazines, newspapers, and other mass media, and this also can attract many visitors to buy the tour package from them. The competition and conflict also occur internally of the HVO and host population organizations. For example, dual management within one organization. The stakeholders who get involved in the conflict always say that the reason is different opinions among the members; but actually the conflict occurs due to economic and social benefit.

Management of Ancillary Services

Based on the interviews, HVO members think that the ancillary services in JOT area already exist but need to be improved. For example, there is free Wi-Fi service in Fatahillah Park or the core zone, but the access is very slow. It sometimes leaves the users disappointed. The hospitality of the host population also needs to be improved to make good relations with the visitors. In this regard, the importance of JOT area to be a cultural heritage tourism destination should be more socialized to the host population.

5.1.5 Visitor Perspectives

Management of Attractions

Based on the field research, the researcher finds many different points of views among the visitors about the attraction management of JOT. Their perspectives seem to be influenced by their backgrounds and interests. Most of the real cultural tourists who are greatly motivated to visit JOT by the cultural heritage pointed out that the management of attractions of cultural heritage in JOT is still minimum and needs much improvement. In this regard, they are disappointed because they feel that the four government museums as the main concerns of JOT management are also still in lack of staff, budget, and visitor management to protect the heritage. They think that JOT has rich cultural heritage resources but still need to improve as a tourism product. While for accidental visitors, they are amazed with the attraction of great cultural heritage in JOT.

However, most visitors agree that those most ready to be sold as tourism attractions are only zones 1 and 2, while other zones still need to have more facilities such as tourist information centers. Likewise, the presentation and interpretation of the cultural heritage collection in JOT should be improved. Many visitors suggest that the Special Administrative Province of Jakarta not only focus on conserving the four museums and Fatahillah Park, but also should improve the partnership with the private sector and host population who have cultural heritage buildings to conserve their inheritance. So, the JOT area as a whole will be more attractive as one integrative destination.

Management of Accessibility

Basically, as part of the capital city, the JOT area can be accessed easily by visitors with many different kinds of transportation. It also has a strategic location, such as in zone 1 there is a special bus station and railway station. The distance to Jakarta International Airport is also close, about 17 km away. However, the accessibility becomes a problem because of the heavy traffic jams due to the fact that management transportation of Special Administrative Province of Jakarta is still not effective and efficient. Because of the heavy traffic jams that happen nearly all day, some visitors have said that they do not want to revisit JOT.

Management of Amenities

From the perspective of visitors, there are some amenity components that are good and some bad. The quantity and service quality of accommodation, cafes and restaurants, shopping and souvenir centers are decent. However, other amenity components such as parking areas, tourist information centers, toilets, facilities for the handicapped, and visitor management rules are still managed poorly. There is only one tourist information center, located in zone 1, while in zone 2, as the central point of visitors, does not have a tourist information center. However, the tourist information center in zone 1, is not being managed professionally by the special staff and there is lack of information on the facilities. The visitors also only find handicapped facilities in the Puppet museum; these facilities do not yet exist in other government museums.

Management of Available Packages

Most of visitors cannot find special packages for JOT tours from well-known tour bureaus and travel agents. Most of the tour bureaus and travel agents only sell Jakarta City tours by offering Jakarta Museum History, Café Batavia, and Sunda Kelapa harbor as part of the itinerary. However, the visitors can buy a special package of JOT tours from many HVOs. Some of the HVOs seem to be informal travel agents because they do not only provide free travel to JOT but also sell the packages to companies, government institutions, and also individuals by promoting their packages on their internet blogs, social media, and word of mouth. Albeit, most of them mention that their activities not for profit but only for covering the spending of the activities, in fact there is competition among the HVOs to sell their tour packages. Some of the

popular tour packages are “Night Travel at JOT area,” “Night at the Museum,” “Cycling around JOT,” and “Experiencing *Rijstaffel* or dinner style of colonial government official.”

Some of the activists of the HVOs have guide certification to guide the visitors in JOT, but most of them are not certified yet. However, many of visitors are satisfied with the guide from the HVO because most of them are university graduates, can speak foreign languages—specifically English—and heritage lovers who are able to explain the history and the value of the cultural heritage. The visitors said that the price of the package and the admission fee to the museum are still cheap, and there is no discrimination in price between international and domestic visitors.

Management of Activities

There are some activities that can be conducted or followed by the visitors in JOT area. The most popular activities are photography activities. There are many domestic visitors who come to JOT area to make pre-wedding photos, and also to make documentary film. In this regard, there is host population member who provide photo studio with many different kinds of old town accessory such as old car, old buildings, and old bicycle and motorbike. In the night, especially for domestic visitors, they can enjoy cheap price shopping in Fatahillah Park. Likewise, in the special event, visitors also can take part in creative industry activities such as short course how to make puppet and handicraft. Mostly every day, there are some students also come to JOT area due to their study, such as painting, practice English language, etc.

However, some of the visitors complain due to the overcrowded of visitors in core zone or Fatahillah Park area. Many visitors, especially in weekend (Saturday and Sunday) has difficulty to find good background for photography because of the crowd of visitors. Some of bad visitors finally sit down and stand at the cultural heritage property. When there is a special event of free movie *Mystery of Batavia* in Fatahillah Park which is supported by British Council, there are approximately 44,000 visitors. In this regard, the visitors proposed JOT area management to distribute the visitors to other zone by making activities not only in core zone area.

Management of Ancillary Services

The visitors can get some ancillary services to make their stay are more convenience in JOT area. Visitors can find easily currency exchange services because so many Bank office in JOT area. The 4 stars hotel in the area also provides the service. In core zone area, the visitors

also can enjoy the free Wi-Fi internet with their smart phone, notebook, or PC tablet. However, most of visitors do not satisfied yet with the slowly access that is occurred in many times. Most of domestic visitors who have not good image with the security and safety in JOT area before and the hospitality of the host population, now they feel that JOT area are better.

5.2 Discussion

5.2.1 Objective 1: To Investigate Management Practice of 6 A's Tourism Destination Components of JOT

The management practice of 6 A's tourism destination components in the JOT area can be summarized as follows:

Management of Attractions

Most of the stakeholders agree that physical revitalization, in terms of conserving the JOT cultural heritages and developing them as tourism attractions, is the most important thing to do first. They believe that if the cultural heritage buildings in JOT are revitalized to be attractive, it will attract many visitors which will finally attract the private tourism sector to invest in the JOT area and create job opportunities and other social and economical benefits.

At the time this research was conducted, the Special Administrative Province of Jakarta only still focuses on the four museums and Fatahillah Park that are the property of the city government. However, there are many cultural heritage buildings that belong to the central government, private sector, and individuals that are in poor condition. The Special Administrative Province of Jakarta seems unable to do anything to solve this problem. In this regard, the law enforcement for people abandoning their damaged cultural heritage buildings is still weak.

Many stakeholders also questioned why the Special Administrative Province of Jakarta and national or central government coordination is lacking. They think that the national government seems uninterested in the colonial image of the heritage. That is why, there are so many heritage buildings which belong to the national government, specifically the Ministry of State-Owned Enterprises, in JOT that are not used and are in poor condition.

To support the attractiveness of the JOT area, many HVOs also make some special events such as free traveling of JOT by promoting the program in their website regularly. However, most of the real cultural tourists who are greatly motivated to visit JOT by the cultural

heritage pointed out that the management of attractions of cultural heritage in JOT is still minimum and needs much improvement. In this regard, they are disappointed because they feel that the four government museums as the main concerns of JOT management are also still in lack of staff, budget, and visitor management to protect the heritage.

Management of Accessibility

Basically, the accessibility of JOT area actually is good. JOT area has a strategic location-close to airport, public transportation, business center, and other tourism attractions and metropolitan city facilities. It also can be reached by various modes of transportation, such as bus, train, motorbike, and other cheap public transportation. Since 2008, there has been an increase in signs on public roads of Jakarta indicating how to get the JOT area. However, the accessibility still becomes a problem because the Special Administrative Province of Jakarta cannot solve the acute problem of traffic jams in Jakarta as a whole.

The Governor and most government officials are aware that traffic jams to reach and within the JOT destination are the main problem for visitor security. In this regard, the Special Administrative Province of Jakarta has issued two main policies. Firstly, establishing a special corridor for the Trans Jakarta bus way that cannot be entered by other vehicles in 2004. However, this special bus lane is more effective for use by visitors on weekends because on weekdays, the bus is very crowded with passengers, especially before and after office hours.

Furthermore, the Special Administrative Province of Jakarta also rerouted the transportation route in front of Fatahillah Park in 2008 following its physical revitalization. Since that time, public and individual transportation cannot pass in front of Fatahillah Park because the area is special for the convenience of visitors. Albeit the government has rerouted one corridor in front of Fatahillah Park, this cannot solve the problem of the traffic jams in the JOT area as a whole. The rerouting only reduces congestion and vehicle vibration on cultural heritage buildings in the core zone. The existence of the Trans Jakarta bus way only helps the visitor to reach the JOT area, but the traffic inside the JOT area is still crowded.

Management of Amenities

There are some amenity components that are good and some bad. The quantity and service quality of accommodation, cafes and restaurants, shopping and souvenir centers are

decent. However, other amenity components such as parking areas, tourist information centers, toilets, facilities for the handicapped, and visitor management rules are still managed poorly.

There are some accommodation facilities from budget hotels until four star hotels located in the JOT area. However, there is only one four star hotel (The Batavia Hotel) that specifically offers the nuance of old town with the architecture, ornaments, and environment. The quantity and the quality of rooms and service of the hotel is quite good, but the occupancy rate of tourist who stay in the hotel in the JOT area is still low. However, the management of the hotels in the JOT area try to survive by promoting MICE (meeting, incentives, conference, and exhibition) and night entertainment.

In the JOT area, coordination in managing amenities is still poor. There is only one tourist information center in JOT that is located in Zone 1 (Sunda Kelapa). Furthermore, parking area is neither well managed nor integrated. The responsibility and authority to manage parking does not belong to JOT management but to the Parking Agency of West Jakarta and North Jakarta Municipalities.

Management of Available Packages

Because of its function as a regulator, the government actually does not manage available packages of JOT as a tourism product. It is the private tourism sector which makes the tourism product of JOT into tourism package. However, the Special Administrative Province of Jakarta made a regulation for the standardization of the admission fee for all museums. Unfortunately, most of the travel bureaus and agencies still do not sell special tour packages for the JOT area, especially for international visitors. The JOT area is still only considered as one part of the Jakarta City Tour itinerary.

The HVO members are aware that there is no particular travel bureau and agency which provide special tour packages to JOT. The JOT area is only considered as one part of the tourist itinerary. However, most HVOs regularly provide special packages for JOT tours with the special tour guides. The HVOs offers two kinds of packages; these are free packages as the heritage volunteer mission and paid packages. They promote their tour packages via website and social media on the internet. Some of the activists of the HVOs have guide certification to guide the visitors in JOT, but most of them are not certified yet. However, many of visitors are satisfied with the guide from the HVO because most of them are university graduates, can speak foreign

languages-specifically English - and heritage lovers who are able to explain the history and the value of the cultural heritage.

There are some host population members who provide tour packages inside the JOT area through the provision of bicycle rentals and by becoming a local guide. However, most of the local tour guides cannot speak English and just tell the story of the old town cultural heritage based on their perception only. In zone 2 (Fatahillah park), some host population members also provide old town photography packages, especially for pre-wedding, group pictures, etc., with the background of old town accessories and the environment. Likewise, the host population in zone 1 provides traditional small boat rentals with the capacity of about four people per boat.

Management of Activities

Most stakeholders agree with the plan of the Special Administrative Province of Jakarta to create creative industry activities in the JOT area. They said that physical cultural heritage is fragile because of lack of management and also natural factors. The Special Administrative Province of Jakarta plans to move the campus of Jakarta Art Institute, one of the best creative industry institutes in Indonesia, to the JOT area.

Fatahillah Park finished, there have been many activities in JOT area initiated by the Special Administrative Province of Jakarta, HVOs, some private sector actors, and also the host population. All of the activities are aimed at enlivening the JOT area as an urban cultural heritage tourism destination and to improve the awareness of people to save the heritage. All of the activities must be coordinated by the Technical Implementation Unit Management of JOT. The activities are photography activity, creative industry activity, education activity, painting activity, etc.

Most of the host population members are considering increasing some activities in the JOT area by establishing some community groups. Some of the activities are related to creative industry activities such as handicraft and souvenir making, culinary, night market program of JOT, religious celebration, art performance, etc.

However, some of the visitors complain due to the overcrowded of visitors in core zone or Fatahillah Park area. Many visitors, especially in weekend (Saturday and Sunday) has difficulty to find good background for photography because of the crowd of visitors. Some of

bad visitors finally sit down and stand at the cultural heritage property. In this regard, the visitors proposed JOT area management to distribute the visitors to other zone by making activities not only in core zone area.

Management of Ancillary Services

Ancillary services such as friendliness of local people, security and safety services, telecommunication including internet service, etc., have improved year by year, especially after the JOT revitalization program. Before the revitalization, the image of JOT area was as not safe and secure, even for Jakarta residents, day and night. Now, the security and safety are much more conducive.

Most of the host population does not mind that the JOT area has become an urban cultural heritage tourism destination. However they hope that the JOT tourism destination is not only for the cultural heritage preservation but also to increase the quality of life of the host population. Consequently, the host population also supports the improvement of security and safety in the JOT area. Furthermore, they also try to welcome and help the visitors in JOT area.

HVO members and visitors think that the ancillary services in JOT area already exist but need to be improved. For example, there is free Wi-Fi service in Fatahillah Park or the core zone, but the access is very slow. It sometimes leaves the users disappointed. The hospitality of the host population also needs to be improved to make good relations with the visitors. In this regard, the importance of JOT area to be a cultural heritage tourism destination should be more socialized to the host population.

General Evaluation of JOT Management

The management of JOT is considered to have been improved after it was declared as one integrative destination and since the establishment of the Technical Implementation Unit Management of JOT, under Cultural and Tourism Agency of the Special Administrative Province of Jakarta. The main task of the new office is to facilitate coordination and cooperation among stakeholders to manage the area.

In this regard, the Special Administrative Province of Jakarta has been following the central government to integrate the culture and tourism office into one office to increase the coordination and mutualism between culture and tourism perspectives since 2007. It is different with the management bodies for managing heritage tourism in Madrid, Spain as was analyzed by

Ortega (2002). In Madrid, there are still 2 different institutions related to managing and promoting the heritage tourism at the state, regional and municipal levels. Those are the General Board of Historic Heritage, which is in charge of protecting the heritage, and the General Board of Tourism, which is responsible for developing and implementing tourism sector regulations.

Unfortunately, because of lack of budget and human resources, the physical revitalization program since 2007 coordinated by the new institution has only been conducted in the Fatahillah zone. Likewise, there is no road map with time limitations to perform physical, economic, and cultural revitalization in other zones. In this regard, the management planning seems to be conducted in every year.

However, there are still some weaknesses of the JOT management, namely due to the following problems.

- The head of the special office is at the same hierarchical characteristics of government office as the head of museums in the JOT area. This position rank is also lower than the Mayor of West Jakarta and North Jakarta Municipalities which have administrative authority in the JOT area. Ultimately, coordination among the government agencies related to JOT management is not effective and efficient.
- Although there are the Master Plan and Guidelines for the development of JOT, there is no road map with a timeline to revitalize and redevelop the area as one integrative tourism destination. It is different than heritage management in Singapore, which has had a long-term strategic development plan since 1971 and is revised every 10 years regularly, as analyzed by Yuen (2005). The Singapore government has also established a master plan with a short term development plan which is revised once every five years based on the long-term strategic development plan.
- There are gaps of vision, knowledge, and interest among government officials in managing JOT, especially after the integration of the Culture and Museum Agency with the Tourism Agency as the patron office of the Technical Implementation Unit Management of JOT. The officials who come from the Culture and Museum Agency have more concern for

heritage preservation, while officials who come from the Tourism Agency have more concern for heritage tourism promotion.

5.2.2 Objective 2: To Analyze Strengths, Weaknesses, Threats, and Opportunities of JOT Management as an Urban Cultural Heritage Tourism Destination

Based on analysis and assessment from primary and secondary data explained in Chapter 4, the researcher has found the internal (strengths and weaknesses) and external environment (opportunities and threats) of the JOT management as follows:

Strengths

The main strength of the JOT area to be developed as an integrated urban cultural heritage tourism destination is the fact that the area is the largest Dutch City outside Europe with early Dutch architecture and town planning that attracts domestic and international visitors. The JOT area has a uniqueness that cannot be found in other former Dutch colonial cities such as in Malaysia, Singapore, and Sri Lanka. The structure of the heritage buildings is quite similar with Amsterdam. The fact that the area is the largest Dutch City outside Europe can be considered as a main strength because this uniqueness it possesses is the main reason for visitors to visit the area. Moreover, the government of Indonesia both central/national and provincial/local have also established some policies and regulations to conserve and revitalize cultural heritage, including in the JOT heritage area, by developing it as cultural heritage tourism destination. Likewise, the Special Administrative Province of Jakarta also has established a Technical Implementation Unit Management of JOT since 2007 to increase coordination and cooperation among stakeholders in managing JOT as an integrated urban cultural heritage tourism destination.

Weaknesses

Based on the data analysis from the field research, the researcher found that the main weaknesses of the JOT management are there is no political will and implementation of sustainability program. The grand strategy and master plan seem to always change from one government era to another era. The master plan also does not have a road map with a timeline so it causes the piecemeal programs and projects only. It is quite different from the master plan of Singapore's heritage which has long term, middle term, and short term planning with time limitations to ensure sustainability of the development of the heritage city.

Furthermore, albeit the Special Administrative Province of Jakarta has established a Technical Implementation Unit Management of JOT to increase the coordination and cooperation among stakeholders, in practice, the lack of coordination among government agencies and other stakeholders still occurs. The problem happens because the special management office of JOT lacks authority, budget, and human resources both in terms of quantity and quality for implementing its missions. Even, at the same office, there is different vision of leadership between high level managers and operational managers due to different backgrounds and interests. It is quite different than the management of heritage tourism in Luang Prabang, Laos where everything is centralized by one organization and leadership, as was found in research by Aas, Ladkin, and Fletcher (2005).

Opportunities

The main opportunity to develop JOT area as an urban cultural heritage tourism destination is in the fact that there is a trend of cultural heritage traveling/tourism at the international, national, and local levels. This trend finally has inspired many people to make some HVOs to be a pressure on the government to become concerned to save the cultural heritage. Furthermore, these phenomena can improve the participation of stakeholders to take part in the cultural heritage conservation effort.

Hereinafter, the existence of HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination also can be considered as one of the main opportunities. Their concern also created pressure for the Special Administrative Province of Jakarta, especially for JOT management to manage and develop the JOT area more seriously and sustainably.

Threats

However, there are some threats that should be anticipated by the management. After physical revitalization was conducted in core zone area, the number of domestic visitors increased, but the number of international visitors decreased. In this regard, the domestic visitors are identical with the excursionists-short stay and less spending-while international visitors are identifiable as the tourists who stay more than 24 hours in the JOT area and have more spending. This problem happens due to the overcrowded amount of visitors in Fatahillah Park as the core zone of the JOT area, especially when there is a special event. The cultural tourists who are

greatly motivated to visit cultural heritage become reluctant to go because they feel all they will see are other visitors and not the heritage.

Moreover, lack of investment from the private sector can also be considered one of the main threats because without more investment, the JOT management will have a lack of budget to develop the area as a high class urban heritage tourism destination. Consequently, the existence of the JOT area as an urban heritage tourism destination can only yield a small profit and benefit for all of the stakeholders.

Table 5.1 summarizes the detailed internal analysis which consists of strengths and weaknesses that can be found in JOT management as an urban cultural heritage tourism destination.

Table 5.1 Internal Analysis of JOT

No.	Strengths	Weaknesses
1.	JOT is the largest Dutch City outside Europe with early Dutch architectures and town planning.	There is no political will sustainability.
2.	There are policy and regulation to conserve and revitalize JOT heritage.	There is the lack of coordination among government agencies and stakeholders.
3.	There is a special management office of JOT to increase coordination and cooperation among stakeholders.	Lack of authority, budget and human resources of JOT management.
4.	JOT has strategic location.	Many heritage buildings in JOT are in poor condition and lack maintenance.
5.	It has complete components as tourism destination.	Heavy traffic jams in the morning and afternoon (especially before and after office hour).
6.	-	Unsafe condition, especially in the evening.
7.	-	Law enforcement is still weak.
8.	-	There are no good facilities for handicapped people.
9.	-	There is no well managed Tourist Information Centre.

Table 5.1 Continue

No.	Strengths	Weaknesses
10.	-	There is no special parking area with professional management for the visitors.
11.	-	There is no high class quality toilet especially for international visitors.
12.	-	Most tour guides in JOT area are not certified yet and are poor in English language skills.
13.	-	There is no permanent tourist police office to make visitors feel secure and safe. Tourist police office only appears temporarily when there is a special event.
14.	-	There is so much garbage around Fatahillah square and other JOT areas because of low concern of visitors for the cleanliness; not enough cleaning service staff.

Table 5.2 illustrates the detailed external analysis which consists of opportunities and threats of JOT management as follows.

Table 5.2 External Analysis of JOT

No.	Opportunities	Threats
1.	There is a trend of cultural heritage travelling/tourism.	The number of domestic visitors increases, but the number of international visitors decreases.
2.	There are some HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination.	There is a lack of investment from private sector.

Table 5.2 Continue

No.	Opportunities	Threats
3.	There are so many mass media and journalists that promote JOT as a new tourism product of Jakarta and Indonesia.	Not all of local people are concerned with the conservation of JOT.
4.	Level of participation among stakeholders increase after physical revitalization, especially for HVO and host population.	Most of visitors of JOT are still low class visitors with no concern with conservation and cleanliness, so if there is no effective visitor management and regulations, they may destroy the heritage and environment.

5.2.3 Objective 3: To Investigate Characteristic of Stakeholder Participation in Managing JOT as an Urban Cultural Heritage Tourism Destination

In heritage restoration of JOT from 1970 – 2002, there was passive participation from other stakeholders—restoration was only conducted by the Special Administrative Province of Jakarta. In this regard, stakeholders participate by being told what is going to happen or has already happened. This problem occurred due to the main interpretation of the area as a symbol of colonialism; restoration was interpreted as preservation of only a few heritage buildings - especially the four museums belonging to the government (Martokusumo, 2010).

Since 2003, there has been increased concern about such matters, and the trend began focusing on heritage, especially in Jakarta. Some HVOs have been established. They go sightseeing in the JOT area, and promote their concern and activities via the internet, newspapers, and social networks to increase public concern and awareness to save the heritage area. In this regard, there is self-mobilization participation characteristic from HVO's that is putting pressure on the government to be more serious to revitalize the area.


Since the physical revitalization program in the Fatahillah zone finished in 2008, many domestic visitors started coming to this zone, and this has brought increased economic benefits for the area-especially for middle-lower level society. The participation of host population and HVOs has increased through the establishment of many informal organizations which take part in

the various events of the JOT area. In this regard, the characteristic of participation of host population and HVOs is in the active participation continuum.

However, participation of private sectors, especially from the middle and upper class who run big business in hospitality and tourism sectors such as restaurants, cafes, star hotels, travel bureaus and agents, etc., are still lacking because the profile of visitors are still dominated by low level domestic visitors who do not produce profits for the big business. In this regard, the low level domestic visitors are referred to the visitors especially excursionist who have low spending in JOT area and many of them do not care with the sustainability of heritage conservation as well. As found by Pioh et al. (2010) that the visitors profile in JOT area are dominated by students (65%) with 85% visitors just spend money less than 100,000 IDR (or less than 11.8 USD). In this regard, the opportunity to make big business is still not conducive yet, so they sit back and observe the situation. Generally, the participation characteristics of the private sectors are still passive participation, in term of participation by consultation (Patwary, 2008).

Likewise, the participation of visitors to increase the management quality of JOT is also still in the passive participation, especially participation in information giving. The visitor participation also is not directly to the management but to the some researchers who do research about JOT. This occurs because the management of JOT never does market research to know the needs and wants of the visitors. Table 5.3 summarizes the characteristics of stakeholder participation in managing JOT.

Table 5.3 Stakeholders Participation in JOT

Continuum participation	Characteristics	Stakeholders	
Passive	1. Passive participation	-	
	2. Participation in information giving	Visitor	
	3. Participation by consultation	Private tourism sector	
	4. Participation for material incentives	-	
	5. Functional participation	Host population	
	6. Interactive participation	-	
	Active	7. Self-mobilization	HVO

5.3 Recommendations

Primarily, this study concludes that in order to have a successful urban cultural heritage tourism destination---especially in the context of colonial heritage---management must include appropriate planning, special institution authority, reinterpretation of the heritage, sustainable program implementation, and the participation of all levels of stakeholders. Finally, this study concludes that the mutual benefits of heritage conservation and tourism development can be implemented through revitalization and reinterpretation of the tangible and intangible aspects of cultural heritage.

Based on the analysis and conclusions, the researcher proposes some recommendations to improve the management of JOT as follows:

A. Establishing a road map with timeline both in short, middle, and long term.

As mentioned in research results that there were about 10 master plans of JOT since 1970-s without sustainability implementation program. The last master plan and guidelines of JOT in 2007 also do not have road map with a timeline to revitalize and redevelop the area as one integrative tourism destination. Based on the Merriam-Webster Online Dictionary, a road map can be defined as a detailed plan to guide progress toward a goal. In this regard, a long term road map can be seen as a master plan for 15 to 25 years, middle term road map for 5 years, and short term road map for every year. A long term road map is needed to create the vision of area development and to guarantee the sustainability of JOT area development as a whole for whoever comes into authority. While the middle term road map should be established to make strong commitment to all stakeholders in participating in the area's development. The middle term road map also is needed to make the development and management of the JOT area always updated with any changing situation. The short term road map can be seen as annual planning, program, budget, human resources, and its implementation for JOT development in one year.

B. Strengthening the authority of management

As mentioned in the research results, one of the progresses of JOT management is the establishment of a special institution to manage the JOT area as one integrative area under the supervision of the Cultural and Tourism Agency. However, this special institution still does not work effectively because of lack of authority and resources. In the future, JOT must be seen as a special area and the authority of the JOT management should be

strengthened to be a one stop service authority in developing the area. By strengthening the authority, the development program of JOT area can be more effective and efficient. For example, if there is a party in the private sector that would like to invest and make a business in the JOT area, the related party would only need to contact the JOT management.

C. Improving attraction and visitor management

Garrod and Fyal (2000) remind us that high levels of accessibility to a heritage destination can make the heritage assets damaged. Consequently, the attraction and visitor management should be a main concern for the management of heritage. In the context of JOT, as mentioned in the result analysis, the visitors are centralized and crowded in Fatahillah Park (zone 2) as the core zone area. This happens because the core zone area is the main attraction of the heritage and the JOT management; HVO's and host population also conduct many activities and special events at the area. To enhance the high quality of visitors and sustainability of heritage conservation, the JOT management should improve the attraction and visitor management as follows:

- To protect the cultural heritage from bad behavior of visitors while the number of staff to monitor is still limited, the JOT management can place rope and chain across the heritage artifacts. Furthermore, the JOT and museum management also can place CCTV cameras to monitor the behavior of visitors to avoid the vandalism of the visitors.
- Dividing special events and activities among the 5 zones of JOT alternately by week or month to distribute the flows and congestion of visitors. In this regard, the JOT management can promote and recommend visiting other zones, not only core zone in promotional instruments.
- The JOT management also should provide warning signs and explanations such as the do's and don'ts for the visitors in JOT area. These signs should exist in every zone of JOT.

D. Enhancing human resources management in terms of quality and quantity

JOT management) has a special responsibility to manage the 5 zones of the JOT area which covers 846 hectares. This unit has only 7 jobholders and 3 non-permanent

employees. The organizational structure for the JOT management stipulates that it should also have a researcher or other professional staff, but in fact this position is still empty. In this regard, the JOT management also realizes that the number of staff is very limited. However, the JOT management does not have the authority to hire new staff because it should be centralized in The Special Administrative Province of Jakarta Staffing Agency. So, in the future, The Special Administrative Province of Jakarta Staffing Agency should prioritize to hire new staff to be positioned in the JOT management.

Furthermore, most of the guides in the JOT area and in every museum in the JOT area are still not certified yet and are poor in English and other foreign language. At the same time, professional certified guides from travel agents are lacking knowledge about the history and interpretation of JOT. In this regard, the JOT management should coordinate to conduct education and training for all of the staff in order to be professional guides as well as being able to explain and interpret the JOT heritage area to the visitors. Moreover, the JOT management and museums staff and host population also need to have hospitality and tourism knowledge and skills to have excellent service for the visitors.

E. Empowering and managing volunteer heritage organizations

There are many HVOs have been established by host population and heritage and history lover activists which conduct activities in the JOT area. Most of the HVOs with many different motivations have stated that they are concerned with the heritage conservation in the JOT area. However, many of their activities are only to promote JOT travel packages and make some special events in the JOT area. Moreover, many HVO's have transformed themselves to be informal travel agents that provide JOT tour packages and guides. So, competition and conflict among them has arisen. In the future, the JOT management should empower and coordinate the HVO's to show their concern and commitment to help the JOT heritage conservation. Because of lack of human resource quantity to monitor the JOT area, the JOT management can coordinate the HVO's to monitor the behavior of visitors and to clean the JOT area for example. In this regard, the JOT management should make a database of HVO's to work together in developing the JOT area.

F. Improving accessibility and ancillary services

Based on the result analysis, it can be summarized that the main problem of accessibility in the JOT area is the heavy traffic jam encountered to reach the area, while the main problem in ancillary service is the lack of a tourism information center both in terms of quantity and quality. To solve this problem, it will be better if the core zone area were free from any kind of vehicles. Consequently, the visitors in core zone area could enjoy the JOT area by walking or using traditional bicycles that can be rented at the area. This can make the core zone area free from traffic jams and the visitors could walk to enjoy the JOT heritage buildings without a lot of pollution from the vehicles. To improve the ancillary services, the JOT management should provide a tourism information center in each zone of JOT with the promotional equipment and professional staff to manage the tourism information center office. Moreover, the tourist police office also should be established permanently to make the JOT area more secure and safe for the visitors.

G. Improving the quality of visitors

For the rest, the JOT management has been on the right track by creating the attractiveness and the convenience of JOT for domestic visitors and host population rather than international visitors since the physical revitalization program in core zone area in 2007. The JOT area which was very quiet is now crowded with domestic visitors that are dominated by excursionists and low level income visitors like students. However, to increase the benefit of the JOT area as a tourism destination for all stakeholders and to guarantee the sustainability of JOT heritage conservation, the quality of visitors should be improved from excursionists to tourists, from low income level tourists to relatively high income level tourists, from mass tourists to cultural tourists, and from mindless to mindful visitors. As explained by Moscardo (2000 and 1996 in Timothy and Boyd, 2003), the mindful visitor pays more attention to the world environment around them, has greater understanding and appreciation of the heritage. While mindless visitors are less concern to understand and appreciate the heritage.

There are some strategies to improve the quality of visitors such as follows:

- Increasing the price of admission or admission fees to the museums in JOT area. As mentioned in Chapter 4, the admission fee for the public is only 2,000 IDR or 0.24 USD is too cheap. The management of JOT

should educate visitors that conserving the heritage is expensive and the government budget is very limited. In this regard, the JOT management and museum management can increase the admission fees every year in accordance with attraction and service improvement. If compared to museum admission fees in Mining Museum in Phuket, Thailand (50 THB or 1,7 USD for domestic visitors and 100 THB or 3,3 USD for international visitors), the admission fee to the museums in JOT area can be increased until approximately 750%.

- Establishing JOT donation memberships by providing special treatment for the visitors who participate at the program. In this regard, the JOT management can issue the membership and the visitor should pay an amount of money every year. Furthermore, the JOT management can give special treatment to the members by providing free tickets, special gifts, special events, etc. The important thing is transparency and accountability to manage and report the donation.

5.4 Suggestions for Further Study

Furthermore, when this research was conducted, the Government of Indonesia was in the process of revising the National Law of cultural heritage. In New Law No.11, 2011 concerning cultural heritage, there are some new policies such as rewards and punishments for related parties in managing cultural heritage. The new policies are such as follows.

- The Government (central or provincial) can take over the management of cultural heritage that belongs to individual or private institution if the owners did not manage the cultural heritage appropriately and did not report the destruction of their cultural heritage to the government institution which has authority in cultural development, police, or related institution in 30 days since the cultural heritage is known has been destroyed.
- Every parties (individual, group, community, or private institution) have a right to gain compensation and incentives such as tax incentives if the parties

have conserved their cultural heritage appropriately based on law and regulation.

The new law of cultural heritage was stipulated on 24 November 2010 and still does not have operational regulations yet. So, future research can analyze the implementation of the new law and regulations on cultural heritage tourism in Indonesia. Likewise, as relatively new urban cultural heritage tourism destination, JOT management also need market research about the prospect of JOT as high class heritage tourism destination.

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APPENDICES



Appendix A

In-depth Interview Guide for Government Official

“Destination Management of Urban Cultural Heritage Tourism from Perspectives of Stakeholders: A Case Study of Jakarta Old Town, Indonesia”

1. Relations between cultural heritage and tourism in Indonesia.
2. Cultural heritage and tourism development policy and regulation in Indonesia
3. Coordination between national and local government in managing cultural heritage tourism.
4. Cultural heritage and tourism development policy and regulation in Jakarta.
5. Government institutions which have authority in managing Jakarta Old Town.
6. Destination management planning.
7. Priority program in developing and managing Jakarta Old Town as an urban cultural heritage tourism destination.
8. Management of attractions (conservation, commoditization, and interpretation).
9. Management of accessibility.
10. Management of amenities.
11. Management of available package.
12. Management of activities.
13. Management of ancillary services.
14. Problems in operational management.
15. Issues and challenges in managing cultural heritage tourism destination.
16. Stakeholder identification of Jakarta Old Town (government institution, host population, private tourism sectors, heritage volunteer organizations, profile of visitors).
17. Stakeholder participation in managing Jakarta Old Town.



Appendix B

In-depth Interview Guide for Host Population

“Destination Management of Urban Cultural Heritage Tourism from Perspectives of Stakeholders: A Case Study of Jakarta Old Town, Indonesia”

1. Relations between conservation and tourism.
2. Positive and negative impact of Jakarta Old Town as a tourism destination to local people.
3. Management of attractions (conservation, commoditization, and interpretation).
4. Management of accessibility.
5. Management of amenities.
6. Management of available package.
7. Management of activities.
8. Management of ancillary services.
9. Participation in managing Jakarta Old Town (institution, process, and characteristic of participation).
10. Problems in cooperation among stakeholders.
11. Suggestions for destination management improvement.



Appendix C

In-depth Interview Guide for Private Tourism Sector

“Destination Management of Urban Cultural Heritage Tourism from Perspectives of Stakeholders: A Case Study of Jakarta Old Town, Indonesia”

MANAGEMENT PRACTICE OF 6 A’S DESTINATION COMPONENTS:

1. What do you think about attractions in Jakarta Old Town? What are the most unique existing attractions? What are your most unique attractions that have yet to be developed for tourism?
2. What do you think about accessibility in Jakarta Old Town?
3. What do you think about amenities in Jakarta Old Town?
4. What do you think about available package in Jakarta Old Town?
5. What do you think about activities in Jakarta Old Town?
6. What do you think about ancillary services in Jakarta Old Town?

SWOT ANALYSIS OF JAKARTA OLD TOWN

7. Based on draft of SWOT analysis that is provided by researcher, which one do you agree and don’t agree? What is your argumentation? Do you have some additional important points for SWOT of Jakarta Old Town?

<u>Strenghts:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none"> ☒ There are policy and regulation to conserve and revitalize JOT heritage. ☒ There is a special management office of JOT to increase coordination and cooperation among stakeholders. ☒ JOT has strategic location. ☒ It has complete components as tourism destination. 	<ul style="list-style-type: none"> ☒ Many heritage buildings in JOT are in poor condition and lack maintenance. ☒ Lack of authority, budget and human resources of JOT management. ☒ Heavy traffic jams in the morning and afternoon (especially before and after office hour). ☒ Unsafe condition, especially in the evening.

	<p>☒ There is the lack of coordination among government agencies and stakeholders.</p> <p>☒ Law enforcement is still weak.</p>
<p><u>Opportunities:</u></p> <p>☒ There is a trend of cultural heritage travelling/tourism.</p> <p>☒ There are some HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination.</p>	<p><u>Threats:</u></p> <p>☒ The number of domestic visitors increases, but the number of international visitors decreases.</p> <p>☒ Participation of stakeholders in managing JOT is still limited.</p> <p>☒ There is a lack of investment from private sector.</p> <p>☒ Not all of local people are concerned with the conservation of JOT.</p>

STAKEHOLDER BUSINESS AND COOPERATION

8. Do any particular regulation in operating tourism business in Jakarta Old Town? (tour operator, guide, hotel, cafe and restaurant, entertainment).
9. What is the main challenge in operating tourism business in Jakarta Old Town area?
10. How is the characteristic of stakeholder participation in managing Jakarta Old Town as an urban cultural heritage tourism destination?
11. To what extent do tourism business sector participate in managing Jakarta Old Town as an urban cultural heritage tourism destination?
12. What is the main challenge of stakeholder cooperation in Jakarta Old Town area?
13. Are there any conflicts among stakeholders?

RECOMMENDATIONS:

14. What are your suggestions for future destination management of Jakarta Old Town as an urban cultural heritage tourism destination?
15. What investments or improvements are considered as top priority?



Appendix D

Semi-structured Interview Prompt List for Visitor

“Destination Management of Urban Cultural Heritage Tourism from Perspectives of Stakeholders: A Case Study of Jakarta Old Town, Indonesia”

1. Background travel experiences (Introduction).
 - Name of visitor :
 - Country, Province :
 - Occupation :
2. Experience visiting Jakarta Old Town as tourism destination:
 - a. Why did you visit Jakarta Old Town?
 -
 - b. What did you like about the visit?
 -
3. Your satisfaction with:
 - a. Attractions (conservation and interpretation)
 -
 - b. Accessibility (transportation, signs, etc.)
 -
 - c. Amenities (hotel, cafe, restaurant, etc.)
 -
 - d. Available package (tour package)
 -
 - e. Activities (photography, shopping, creative industry, etc.)
 -
 - f. Ancillary services (friendliness of host population, currency exchange, security and safety, etc.)
 -
4. The best and the worst did you find in Jakarta Old Town.
 -

5. Future plan (would you like to revisit Jakarta Old Town in the future).

.....

6. Suggestions and other comments to improve Jakarta Old Town tourism destination quality.

.....

I thank you very much for your kind cooperation



Appendix E

Small Group Meeting Question List for Heritage Volunteer Organization

“Destination Management of Urban Cultural Heritage Tourism from Perspectives of Stakeholders: A Case Study of Jakarta Old Town, Indonesia”

HERITAGE VOLUNTEER ORGANIZATION BACKGROUND

1. What is your motivation to establish and get involved in Heritage Volunteer Organization?
2. What do you think about the relationship between cultural heritage and tourism? Are there mutual benefit or conflict?
3. What is your opinion about tourism as instrument Jakarta Old Town conservation?
4. How is the relationship between conservation, commoditization, and interpretation?

MANAGEMENT PRACTICE OF 6 A’S DESTINATION COMPONENTS:

5. What do you think about attractions in Jakarta Old Town? What are the most unique existing attractions? What are your most unique attractions that have yet to be developed for tourism?
6. What do you think about accessibility in Jakarta Old Town?
7. What do you think about amenities in Jakarta Old Town?
8. What do you think about available package in Jakarta Old Town?
9. What do you think about activities in Jakarta Old Town?
10. What do you think about ancillary services in Jakarta Old Town?

SWOT ANALYSIS OF JAKARTA OLD TOWN

11. Based on draft of SWOT analysis that is provided by researcher, which one do you agree and don’t agree? What is your argumentation? Do you have some additional important points for SWOT of Jakarta Old Town?

<p><u>Strenghts:</u></p> <ul style="list-style-type: none"> ∓ There are policy and regulation to conserve and revitalize JOT heritage. ∓ There is a special management office of JOT to increase coordination and cooperation among stakeholders. ∓ JOT has strategic location. ∓ It has complete components as tourism destination. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ∓ Many heritage buildings in JOT are in poor condition and lack maintenance. ∓ Lack of authority, budget and human resources of JOT management. ∓ Heavy traffic jams in the morning and afternoon (especially before and after office hour). ∓ Unsafe condition, especially in the evening. ∓ There is the lack of coordination among government agencies and stakeholders. ∓ Law enforcement is still weak.
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ∓ There is a trend of cultural heritage travelling/tourism. ∓ There are some HVOs and host population organizations that promote JOT as a conservation area and urban heritage tourism destination. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ∓ The number of domestic visitors increases, but the number of international visitors decreases. ∓ Participation of stakeholders in managing JOT is still limited. ∓ There is a lack of investment from private sector. ∓ Not all of local people are concerned with the conservation of JOT.

STAKEHOLDER BUSINESS AND COOPERATION

12. How is the characteristic of stakeholder participation in managing Jakarta Old Town as an urban cultural heritage tourism destination?
13. To what extent do heritage volunteer organization to participate in managing Jakarta Old Town as an urban cultural heritage tourism destination?

14. What is the main challenge of stakeholder cooperation in Jakarta Old Town area?
15. Are there any conflicts among stakeholders?

RECOMMENDATIONS:

16. What are your suggestions for future destination management of Jakarta Old Town as an urban cultural heritage tourism destination?

Appendix F

Cultural Heritage Tourist Attractions in JOT Area

Based on tourism promotional brochure of JOT that is published by JOT Management under the supervision of Culture and Tourism Agency, the Special Administrative Province of Jakarta, there are 23 cultural heritage tourist attractions that officially promoted for the visitors. These are as follows:

1. Fatahillah Park (*Taman Fatahillah*)

Fatahillah Park used to serve as the center of Batavia City under the name of *Stadhuisplein* or the City Hall Park. A painting by VOC staff from Denmark, Johannes Rach, there used to be a fountain whose water flew from Pancoran Glodok and became the source of water for the local community in 18th century.

2. Jakarta History Museum (*Museum Sejarah Jakarta*)

The museum also better known as Fatahillah Museum, during the Dutch colonial era, Governor General Joan Van Hoorn, served as the first City Hall (*Stadhuis*) in Batavia, which was built in 1707 and completed in 1710 under Governor General Abraham van Riebeeck.

This building was inaugurated as museum on 30 March 1974. The museum's collection reaches to more than 23,000 pieces including *Si Jagur* canon, a 18th century room partition of *Baroque* style, the execution sword, painting of Governor General of Dutch VOC in 1602-1942, prehistoric tools, historical remains, and various weapons.

3. Puppet Museum (*Museum Wayang*)

On the west side of Fatahillah Park, the Puppet Museum stands in its magnificence. Built in 1640, it was a Dutch old church (*De Oude Hollandsche Kerk*). After some renovations in 1732, this building's name was changed into a Dutch new church (*De Nieuwe Hollandse Kerk*). In 1808, the building suffered from great damage.

The Puppet Museum was then built on the remains of the Dutch church and was inaugurated as museum on 13 August 1975. At the museum, visitors can find not less than 4,000 traditional puppets from Indonesia and abroad, such as China, Cambodia, Europe, Thailand, Suriname, Vietnam, India, and Colombia.

4. Fine Art and Ceramics Museum (*Museum Seni Rupa dan Keramik*)

Museum which was built in 1870 was a brilliant design by a Dutch architect, Jhr.W.H.F.H. Van Raders. The office was firstly used in 1881 as *Rad van Yustitie* or a court under Governor General Pieter Mijer.

The museum has a collection of 500 fine art and ceramics from Majapahit Kingdom (14th century) and Ming and Ching Dynasties of China as well as other collection from other parts in Indonesia and other countries.

5. Fatahillah's Post Office (*Kantor Pos Taman Fatahillah*)

The remarkable building was a great design of Ir. R. Baumgartner who work as an architect for van BOW department at Bouwkundig Bureau. Since its initial construction in 1928 by a contractor, Nedam, it has served as a post office.

6. Batavia Cafe (*Cafe Batavia*)

Batavia Cafe which was firstly operated in 1993 is a unique of its kind as it utilizes a 19th century Old Dutch building. The uniqueness, strategic location and western style make this cafe very much attractive for both local and foreign tourists.

7. Kota Intan Bridge (*Jembatan Kota Intan*)

The old wooden bridge that links East to West of Kota Intan keep changing its name. When it was firstly built in 1628, it was known as *Engelse Brug* (England Bridge). After some renovations in 1655, VOC named it *Het Middlepunt Brug* (central bridge) but local community preferred to call it chicken market bridge.

8. Sunda Kelapa Harbor (*Pelabuhan Sunda Kelapa*)

The Sunda Kelapa Harbor is where Jakarta city started to write its history. The history tells that Sunda Kelapa had been a famous harbor since Tarumanegara Kingdom, which then surrendered to Sundanese Kingdom with its capital situated in Pakuan Pajajaran Bogor. The harbor was then seized by Demak and Cirebon Kingdoms' Forces.

9. Beos Kota Train Station (*Stasiun Kereta Beos Kota*)

The old train station of JOT is well known as Beos station. Some information beyond the station's name is: the name of beos was originated from the words B.O.S (Bataviasche Ooster Spoorweg Maatschapij or East Batavia Railway), a private company which operated the link of Batavia and Kedunggedeh. Another version says the name of Beos was originated from Batavia En Omstreken, meaning Jakarta and beyond. This somehow showed that the train station served as important part connecting Jakarta and other cities like Bakassie (Bekasi), Buitenzorg (Bogor), Parisz van Java (Bandung), Karavam (Karawang) and others. Beos which employs simple but high-taste design is a masterpiece of Ghijssels.

10. Syahbandar Tower (*Menara Syahbandar*)

To ease the sea and land command, VOC in 1839 built a tower house in the end of Ciliwung river, which is now called Syahbandar Tower. Under the tower, there is a room which was used to be a prison. Before the tower was constructed, in the area stood a bastion of Batavia called Cullemborg Bastian.

11. Maritime Museum (*Museum Bahari*)

The Maritime Museum was a building in a warehouse complex on the western part of river (*westzijdsche pakhuizen*), close to Sunda Kelapa harbor. The warehouse built in 1652 under VOC functioned as temporary storage for spices before exporting to Europe. After serving multi-function building, in 1977, the building was inaugurated as a museum displaying a collection of various Indonesian maritime cultures, fishing

equipment, instruments related to sailing technology, various sea animals, history of Jakarta harbor, the sailing history of Indonesia, and Europe money ship.

12. Luar Batang Mosque (*Masjid Luar Batang*)

Luar Batang Mosque is a mosque of Javanese people, which officially functioned as a mosque in 1739. A map by van der Parra in 1780 showed that the district was named after *Javasche kwartier* since many Javanese people stayed in that area. The name of Luar Batang appeared after each people that entered this district were considered out of town and had to pass a bar. The local community since then called it Luar Batang. At mosque that is full of worshippers from many parts in the country, there is a sacred grave of moslem spiritualist, Sayid Husein bin Abubakar bin Abdillah al Aidrus who died on 24 June 1756.

13. Bank Indonesia Museum (*Museum Bank Indonesia*)

Bank Indonesia Museum occupies the-ex building of *De Javasche Bank* (DJB) set up in 1828. The museum showcases historical office equipment and documents supporting the activities of Bank Indonesia in the past. There are many different kinds of rooms in the museum. The museum has complete information of Bank of Indonesia as displayed at exhibition room. It tells the historical journey of the central bank before the Dutch arrival until the establishment of Bank of Indonesia in 1953. The history room of Bank of Indonesia is well furnished with old furniture and other equipment. *Numistic* room inform the history of money in Indonesia, Monetary gold room as well as other rooms functioning as centers of education, discussion and other activities that will definitely fascinate the visitors.

14. Bank Mandiri Museum (*Museum Bank Mandiri*)

The museum occupies the ex-building of *Nederlandsche Handel Maatschappij* (NHM), designed by A.P. Smits, C. Van de Linde and J.J.J. de Bruyn Architect Bureau in 1929-1932. After having been through along history, since 2005 the ex-building of NHM Batavia is now one valuable asset of Bank Mandiri and serves as Bank Mandiri Museum.

Bank Mandiri Museum is the first Banking museum in Indonesia having great collection of: big accounting book, calculating machines, and various types of coins, ancient money, important documents and antique furniture. Some interesting collections are mosaic glass decoration, high-quality Rembang oak-made lift whose machine was designed by Schindler & Cie Luzern, the largest lift manufacturer at that time, as well as big accounting books used by NHM to write down the financial report for the period of 1833-1873.

15. The Building of Mandiri Branch Office 3 (*Gedung Mandiri Kanwil 3*)

The building used to serve as the head office of Nederlandsch-Indische Escompto Maatschappij in Batavia which was acquired in 1902. It had gradual construction process. The first is the 2-storey building facing the Pintu Besar Utara Street (2nd floor) built in 1904, while the second is the building on the street corner. It was Fermont & Cuypers Architect Bureau that built the second one in 1921.

16. VOC Galangan Building (*Gedung VOC Galangan*)

VOC's Galangan Building is one of the oldest remnants from Dutch colonial in 17th century. The artistic building is surrounded by historical building like Maritime Museum, Syahbandar Tower, and Sunda Kelapa harbor.

17. BNI 46 Building (*Gedung BNI 46*)

The building was best designed by F. Silaban, a famous Indonesian architect who designed a number of monumental buildings in Jakarta at that time. Built in 1960, the building employs lots of symmetric features in order to anticipate rain and sunshine as Indonesia is tropical country.

18. Jasindo Insurance Building (*Gedung Asuransi Jasindo*)

Jasindo Insurance Building which is located next to the post office on Fatahillah Park street, was used to be the office of Gebouw West Java (WEVA) Handel Maatschappij.

Although the three-storey building of Jasindo is old enough, it still saves some wonders of its interesting historical journey.

19. The ex-Building of Chartered Bank of India, Australia, and China (*Gedung Bekas Kantor Chartered Bank India, Australia, dan China*)

Built in 1920, the building was designed by Architect EHG Cuypers (1859-1927) during the golden era of Dutch trading activities and the development of northern Batavia. The building was used to function as the branch office of Chartered Bank of India, Australia, and China in Batavia. Since 2 March 1965, the building management was handed over to the government of Indonesia as a State Bank (BUNEG) which was changed into Bank Bumi Daya (BBD) in December 1968.

20. Jasa Raharja Building (*Gedung Jasa Raharja*)

The 19th century Jasa Raharja Building employs European unique design, such as the high ceilings with painting decoration, beautiful mosaic glass or golden windows, and some carvings on stairs. The wall has a sign (like a carved stone) that marks the construction of the building having classic painting.

21. Red Shop Building (*Toko Merah*)

Red Shop building is actually a three century old red building. Constructed by Gustaff Baron van Imhoff in 1730, the building which lies on the opposite of Great Rivers (Kali Besar) is a true witness of the historical journey of Batavia. Amongst the stories was the tragedy of bloody massacre of Tionghoa (Chinese) people in 1740 or about 10 years after the 2-storey building. The Red Shop Building also once served as a campus for Academiade Marine (Marine Academy) and the boarding house of the cadets.

22. Dharma Bakti Vihara (*Vihara Dharma Bhakti*)

Dharma Bakti Vihara also known as Jin De Yuan or Kim Tek Le Temple is one of the oldest temples in Jakarta. The temple which was built by Guo Xun Guan in 1650 was firstly named after Guan Yin temple and functioned as the worship place of the Goddess

of Guan Yin, the Goddess of Generosity. In 1755, a Chinese Captain changed the temple's name in to Jin De Yuan meaning Temple of Goodness.

23. St. Maria de Fatima Church (*Gereja St. Maria de Fatima*)

The catholic church of St. Maria de Fatima adopts the temple structure with typical Chinese ornaments and the lion statues on each side of the main building. The church which is also called Taosebio church has a sign, which is a big cross bar placed on the top of roof and the name of the catholic church of St. Maria de Fatima is placed on the upper side of the main door. The church used to be a house belonging to a Chinese captain of Tjioe family. The prayers who do rituals and service in Mandarin language are mostly Tionghoa (Chinese) people.

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List of Publication and Proceeding

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