



Cultural Heritage Agency  
Ministry of Education, Culture and Science

# Public Interest, Private Initiative

*PPP for Heritage Conservation in Indonesia*



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Semarang, Yogyakarta and Jakarta, Indonesia  
19-24 October 2014

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Indonesian Heritage Trust (BPPI), Indonesia  
City Heritage Centre (CHC), India  
Centre for International Heritage Activities (CIE), the Netherlands  
Cultural Heritage Agency (RCE), the Netherlands



## **PUBLIC INTEREST, PRIVATE INITIATIVE PPP FOR HERITAGE CONSERVATION IN INDONESIA**

### **WORKING VISITS TO SEMARANG, YOGYAKARTA AND JAKARTA TRAINING AND ROUND TABLE DISCUSSION 19-24 OCTOBER 2014**

Eko Kartikawati and Sardi Rusito have purchased a building in the protected historic area of Semarang and transformed it into a café and antiques gallery. Nasir Tamara, a senior journalist, has invested considerable time and money to save a traditional Kalang house in Kotagede, Yogyakarta. Renovation work is still on-going with a plan to transform the building not only into his house but also into a gallery and community meeting place. In Jakarta, there is Tania Siregar. She invested in transforming an old warehouse into a chic café and restaurant in the city's old town a few months ago. These small examples in Semarang, Yogyakarta and Jakarta demonstrate how the private sector is playing an important role in saving the country's rich built heritage, particularly in historic inner cities, where there are many dilapidated heritage buildings that require investment to survive. It is promising that this list of private investments could be extended to other cities and provinces. In Jakarta, private companies have even joined forces to found an enterprise called the Jakarta Old Town Revitalization Consortium (JOTRC). This consortium and a separate foundation, JEFORAH (Jakarta Endowment For Art and Heritage), have secured an endowment fund from the private sector to revitalize Fatahillah Square and its surrounding, which is the focal point of the old town of Jakarta.

Heritage-led revitalization of inner cities presents many challenges. One is how to find an investment model that guarantees the sustainable involvement of the private sector. If the business is sustainable, more investors will be attracted and this means that more historic buildings will be saved. On the other hand, local government bodies see private involvement as a necessary aspect in the revitalization of their historic inner cities. Favourable conditions are required to achieve this and the public sector is required to support private investment with supportive policies and actions. To help face these challenges, cooperation between the Cultural Heritage Agency of the Netherlands (RCE), Stadsherstel Amsterdam and some other actors in Indonesia (specifically the Conservation of Heritage Cities Programme (P3KP) and the Ministry of Public Works) are focusing on Public-Private Partnership (PPP) structures in heritage conservation. This partnership began in 2013 with an in-

troductory workshop for civil servants and participants from the private sector. This workshop was followed by working visits by an executive team from the Netherlands, Indonesia and India in October 2014, to search for potential pilot projects.

Based on local conditions and opportunities, Semarang, Yogyakarta and Jakarta were chosen as cities to visit. The goal was to find a suitable PPP model that fits the local context. During working visits, the government and private sectors of each city shared ideas on opportunities and challenges for PPP in heritage conservation. These cities are all promising in their own way and have their own context to be taken into account. In Jakarta, this means current private cooperation could be supported through the creation of a model with exemplary value for other cities. The latter also accounts for Yogyakarta, where a government-oriented model seems feasible, and in Semarang, where a common vision and strategy between public and private stakeholders could lead to the successful implementation of PPP and the revitalization of the historic inner city. Based on this information, outlined in the conclusions section of this report, implementation plans can be formulated.

The working visits were concluded with a training and round table discussion at the national level, hosted by the Ministry of Public Works in Jakarta. The ministry acts as a coordinating agency for a heritage cities programme, which is a very appropriate platform through which to introduce PPP initiatives into heritage conservation. The objective at the national level is to create favourable policies for the development of heritage cities. At the round table discussion, the view was expressed that many challenges lay ahead, especially in the field of policy coordination at all levels, from local to national level, and how to put in place incentives and encourage private investment. Despite all the challenges and lack of expertise, some cities have undertaken some more organic initiatives to do something to strengthen their historic character. Those cities were keen to learn and receive support from domestic and international parties and to look at ideas about how to manage their heritage assets. Now is precisely the right time to introduce Indonesia to the idea of PPP structures and turn this concept into a reality.



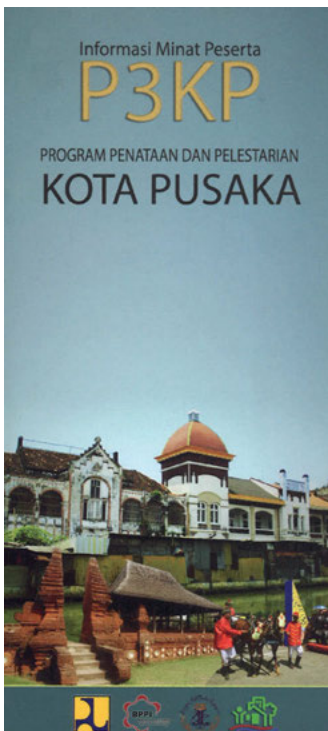
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GOUVERNEURSKANTOOR

## A network of heritage cities in Indonesia

Indonesia consists of 399 regencies and 98 cities. These cities and regencies have a range of heritage assets, both natural and cultural. On 25 October 2008, the Indonesian Heritage Cities Network or JKPI (Jaringan Kota Pusaka Indonesia) was founded in Surakarta by 12 mayors. The network was initiated by the current President of the Republic of Indonesia, Joko Widodo, who was Mayor of Surakarta at the time. Today, over 50 cities and regencies are members of the JKPI, each of which is represented by its mayor. The Indonesian Heritage Trust (BPPI), a national umbrella organization of private heritage foundations, plays a coordinating role within the network. The aims of the JKPI include developing cooperation between cities with cultural and natural heritage and encouraging mutual cooperation with other stakeholders to conserve heritage. To support JKPI heritage cities, BPPI and the Directorate General of Spatial Planning of the Indonesian Ministry of Public Works (PU) have set up a programme: the Conservation and Management of Heritage Cities Programme (P3KP). This programme aims to help local authorities develop heritage management, as well as training courses and programmes for professionals active in the field of heritage conservation.



The P3KP programme is set up to support Indonesian heritage cities (kota pusaka in Bahasa Indonesia).

## PPP: Instrument to implement heritage management

With the exception of national monuments, built heritage in Indonesian cities is often dilapidated or at risk due to urban development. The government and heritage organizations in Indonesia are striving hard to change this situation. Most heritage cities have developed rehabilitation plans for urban areas and historic buildings. Nevertheless, the budget for heritage conservation is limited and methods and strategies are needed in order to achieve a revitalization of historic inner cities. Public-private interaction is needed to realize implementation and this interaction could eventually lead to a Public-Private Partnership (or PPP) which is cooperation based on a contractual agreement. This represents an important instrument for heritage management and by which to generate additional funding. For this purpose, as part of the P3KP-programme, a workshop entitled 'Public-Private Partnership in Managing Historical Urban Precincts' was organized in Jakarta, May 2013. There is major interest in the 'stadsherstel' or 'city restoration' model in Indonesia, particularly after Stadsherstel Amsterdam N.V. elaborated on this issue in Jakarta in 2012. The main objective of P3KP is to launch several pilot projects which focus on PPP in heritage conservation in Indonesian cities.



A workshop and public forum was organized specifically on PPP opportunities in Indonesian heritage cities in 2013.





Dilapidated buildings in Indonesian inner cities point out the necessity of revitalization.

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### Sharing knowledge to conserve shared heritage

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Cultural heritage that recalls the historical relationship between Indonesia and Netherlands is often called 'shared heritage' and can be found in many Indonesian inner cities. The revitalization and restoration of historic areas are an important focus of the shared heritage policy of the Dutch government. At the request of its Indonesian partners, Stadsherstel Amsterdam N.V. and the Cultural Heritage Agency of the Netherlands can provide support by offering their knowledge on PPPs set up to manage historical urban precincts. PPPs have become a significant part of cooperation between Indonesia and the Netherlands since the 2013 workshop. To follow up the workshop, a team of experts from Indonesia, India and the Netherlands made working visits to Semarang, Yogyakarta and Jakarta and contributed at a training at the Ministry of PU in October 2014. This report outlines the key findings of these activities and contains recommendations for establishing pilot projects on the use of PPP for heritage conservation in Indonesia.



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### The next steps to support PPP

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At the 2013 workshop 'Public-Private Partnership in Managing Historical Urban Precincts' in 2013, the Cultural Heritage Agency of the Netherlands, Heritage Strategies International (Washington) and BPPI, contributed on the subject of PPP in heritage conservation. In total, 10 heritage cities presented their plans to revive an historic area or complex of buildings and each city was aiming for public and private investment to realize its project. The main objective was to establish whether PPP is appropriate to implement in Indonesia and which pilot projects were feasible for implementation. Detailed information about the workshop and report were accessible through this link:

[http://www.culturalheritageconnections.org/wiki/PPP\\_and\\_heritage\\_conservation\\_Indonesia](http://www.culturalheritageconnections.org/wiki/PPP_and_heritage_conservation_Indonesia)

The main goals of the 2014 follow-up mission were:

1. To discuss the progress made in PPP initiatives since the 2013 workshop;
2. To identify potential pilot projects through face-to-face meetings with various stakeholders, specifically investors from the private sector;
3. To enhance knowledge by sharing practical information from another Asian country, in this case India.

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### Working visits and training JKPI cities

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The executive team, which consisted of experts from the Netherlands, Indonesia and India, selected the cities to be visited on the basis that they would present a particular challenge in terms of revitalization and that they also had particular promise in terms of the PPP initiative for heritage conservation. Jakarta was chosen because of its economic potential and the existing private and public efforts to revitalize Kota Tua through a consortium. Kota Lama in Semarang was chosen as the second area to be visited mainly because of the public and private ambition to revive the area, but also because its economy is more localized in comparison to Jakarta. Yogyakarta was picked because of its long-standing tradition of and experience in private-oriented heritage conservation and tourism, and the ambition of the local government to encourage this.

Selecting these cities does not mean other heritage cities are not feasible for PPP projects. However, it is impossible to support and guide them all. It is therefore better to focus on supporting a few pilot projects and learn from their experience. To get a better understanding of developments in other cities, and to share knowledge at the general and national level, training was organized at the Ministry of Public Works (PU). This training provided an opportunity to discuss progress and challenges in all heritage cities with the private organizations that are involved in heritage conservation. The venue of the training was the Ministry of PU in Jakarta.



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## 3. Resource Persons

### Indonesian, Indian and Dutch Experience Combined

The executive team consisted of Hasti Tarekat and Peter Timmer from the Netherlands, Punto Wijayanto from Indonesia and Rajiv Patel from the heritage city of Ahmedabad, India. They pooled their experience at the levels of policy and practice.

Hasti Tarekat studied regional planning and carried out academic research on law and the regulation of protected historic buildings. In Indonesia she worked for the Bandung Heritage Society, the Sumatra Heritage Trust and the Indonesian Heritage Trust (BPPI). In the Netherlands, she is affiliated to the Centre for International Heritage Activities (CIE), the Cultural Heritage Agency of the Netherlands, the Museology International Master's Programme of Reinwardt Academy and is a founder of Heritage Hands-on, Expertise and Entrepreneurship.

Peter Timmer works for the Cultural Heritage Agency of the Netherlands. He studied Urban Planning and Development (BBE) and obtained a Master's degree (MA) in Heritage Studies with a thesis on integrated conservation in the city of Padang in Indonesia. He is currently involved in several integrated conservation and PPP projects in the Netherlands. He also participates in developing World Heritage nominations in the Netherlands and is involved in several activities in Indonesia as part of the 'shared built heritage' policy of the Netherlands.

Rajiv Patel is a real estate developer with a BE in civil engineering. He is based in Ahmedabad, India, and co-founded the NGO 'City Heritage Centre', after he and his partners completed a heritage walk and spontaneously acquired the heritage building 'Deewanji ni haveli'. They restored this property and developed an economic model to expand their activities and attract other private investors. Currently, Rajiv is working on implementing this model which he calls 'The Heritage Value Chain', to create a sustainable 'ecosystem' and scale up to heritage revitalization.

Punto Wijayanto is a member of the Indonesian Heritage Trust (BPPI) and has a background in architecture and urban planning. He is also a member of the Board of Experts of P3KP, the collaborative programme between BPPI and the Directorate General for Spatial Planning of the Ministry of Public Works, which focuses on managing and conserving heritage cities in Indonesia. His interest is

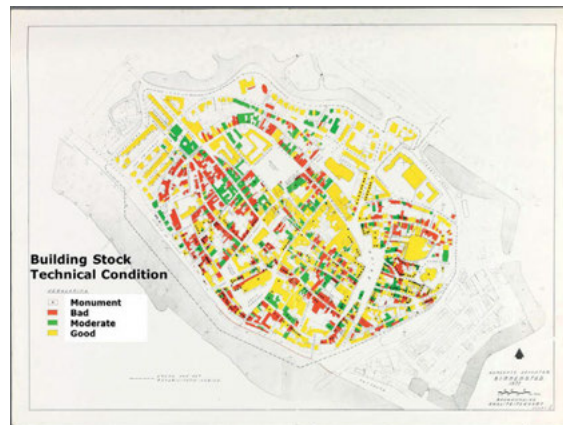
heritage management and governance and he has participated in several projects regarding disaster risk management for cultural heritage.

Punto Wijayanto acted as a liaison between the executive team and participating organizations, experts and private entrepreneurs. This made it possible to tailor presentations and discussions to local challenges and local needs. To summarize, the presentations given by the resource persons during the working visits and training included the following elements:

### PPP and Revitalizing Historic Inner Cities

*Peter Timmer*

These days, historic inner cities are well-maintained and vibrant centres of the community in the Netherlands. Around 50 years ago however, they were in a state of decay. In his presentations, Peter Timmer explained how a rehabilitation programme was set up to safeguard Dutch urban heritage and the methodology and strategy that were used to achieve this. The revival of the Netherlands'



Mapping the technical condition (City of Deventer, 1970s) was part of a methodology to rehabilitate Dutch inner cities. Courtesy of Stadsarchief Deventer.

historic city centres was made possible by cooperation between the Ministries of Culture and Spatial Planning, a 'city renewal fund' and land use control. The 'stadsherstel' organizations play a major role in this. These are bodies that purchase and restore heritage buildings, and there are over 40 local organizations of this type in the Netherlands. Income is provided by long-term leasing, subsidies or the sale of restored properties at a profit. There are several different organizational models for stadsherstel, ranging from foundation (non-profit) status to limited liability company. These organizations often

participate in PPP projects, or are themselves PPPs, where shareholders of a stadsherstel company comprise both public and private stakeholders. In his presentations, Peter Timmer elaborated on the lessons learned, the role of the public and private sectors and the economic benefits of inner city revitalization. Organizations such as stadsherstel still play a significant role in heritage conservation in the Netherlands. This was shown during the training by looking at recent adaptive reuse projects executed by stadsherstel organizations: industrial heritage in the City of Utrecht, a former prison in the City of Leeuwarden and an old seminary in the City of Amersfoort.

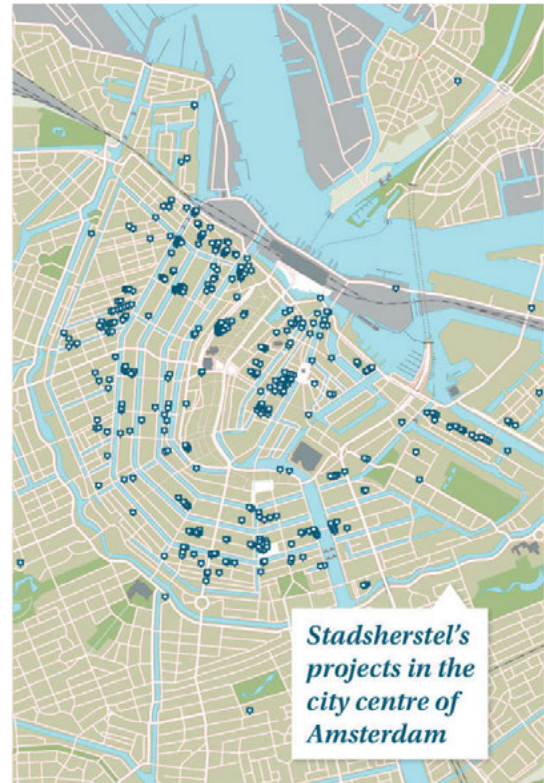
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### **Stadsherstel Amsterdam: a City Restoration Model**

*Hasti Tarekat*

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The word 'heritage' ('pusaka' or 'warisan' in local language) is no longer 'foreign' to Indonesia. Heritage is booming and the public and private sectors are both willing to invest in heritage conservation. The phenomenon is promising and needs to be accommodated by providing proper and sufficient instruments. One of these instruments is a management model for heritage conservation, in this case built heritage, which has shown itself to be adequate for decades in many respects - both financially and socially. In her presentations, Hasti Tarekat focused on a city restoration model from the Netherlands, specifically that of Stadsherstel Amsterdam, the largest organization of its kind in the country. Since its foundation 58 years ago, Stadsherstel Amsterdam has developed into a restoration company for all kinds of monuments in both urban and rural environments. It not only restores, but also conserves these monuments in such manner that the character of the building remains intact and that further development will not cause any damage to this architecture. Currently, Stadsherstel Amsterdam owns more than 550 residential buildings and 30 larger monuments including churches and industrial monuments such as pumping-stations and a shipyard. The company makes a valuable contribution to the status of Amsterdam as a World Heritage City. Stadsherstel Amsterdam owes its success to cooperation between citizens, the private sector and the government. The city restoration model is able to demonstrate the economic and social benefits of heritage conservation which are very much sought by all stakeholders in Indonesia. More detailed information about Stadsherstel Amsterdam can be found in Appendix 1.



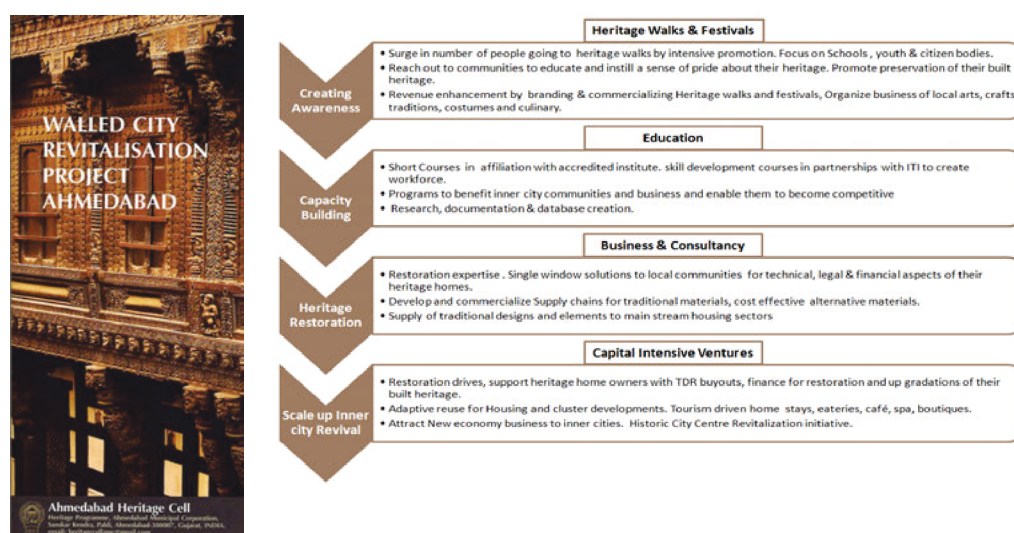
Stadsherstel Amsterdam purchased and restored many heritage buildings in the inner city of Amsterdam. Courtesy of Stadsherstel Amsterdam.

## The Heritage Value Chain: an Economic Model in Ahmedabad

Rajiv Patel

Developing nations, especially those of South and South-East Asia, such as India and Indonesia, have similar demographics in their inner cities or historic urban cores. As their economies expand, wealth increases firstly in the city periphery and the regions. This observation was made by Michael Porter of ICIC (Initiative of Competitive Inner Cities - USA). Historic inner cities find it difficult to compete with the capital and talent in these other regions. Hence a proactive strategy needs to be defined for historic city cores. The most important thing is to seek a sensitive adaption to each city. In his presentation, Rajiv Patel shared a presentation on how City Heritage Centre is implementing this approach in the walled city of Ahmedabad in India. This is a densely populated old town with an area of five square kilometres. It is the result of building activity dating back over a period of 600 years. The population in the periphery of the city is over 5 million people. A systematic effort to create awareness through heritage walks is being used as the basis for attracting investment into the old city. More people on the heritage walk means more investment. The other goal is to create a sustainable 'ecosystem' that takes the local communities into account, capacity building and the creation of enterprises that thrive on heritage and culture.

The aim of these steps is to create opportunities for attracting capital-intensive ventures. Developing countries are currently seeing a surge in growth and investment in the development of new towns and infrastructure. To take advantage of this growth in the field of heritage could be one of the best ways to adapt. Successful models such as stadsherstel and ICIC are a valuable source of inspiration.



The Heritage Value Chain model in Ahmedabad was developed by CHC in order to create a sustainable, community-based 'ecosystem' for heritage conservation.







Semarang's Kota Lama: an impressive historic urban landscape and elegant heritage buildings.

### 'Little Netherlands' Revisited

Located on the north coast of the island of Java, Semarang is the capital city of the Central Java Province. With a population of approximately 2 million people, Semarang is Indonesia's fifth largest city. Its historic urban landscape is made up by an harbour, the inner city and Chinese and Arab quarters. The old inner city of Semarang – the Old Town or Kota Lama – was mainly built during Dutch colonial rule and because of this it is often called 'Little Netherlands'. Trade, especially in sugar, was its primary economic source of existence. Nowadays, economic activity is limited in the Kota Lama and many buildings are dilapidated. Local NGOs and the local government want to revitalize the area and nominate it as a World Heritage Site. The annual Kota Lama Festival and several workshops and seminars have raised a great deal of awareness of the historic value and social and tourist potential of the area. Locally based Oen's Semarang Foundation is playing a significant role in this process in partnership with organizations from the Netherlands and Dutch expert Steef Buijs.



A call for support to save the old town (oude stad in Dutch and kota lama in Bahasa Indonesia) of Semarang.



The interior of Cafe Noeri in Semarang's Kota Lama is furnished with colonial antiques.



The owners of Cafe Noeri explained about their business and their opinion on what is needed to create a favourable investment climate in the Kota Lama.

### Meeting with the Owners of Cafe Noeri

**Sunday, 19 October 2014, 11.30-13.30**

Location: Cafe Noeri, Jl. Noeri no. 6 Semarang

Attendance: Eka Kartikawati (Café Noeri), Sardi Rusito Acong (Cafe Noeri), Robertus Piet, Sisilia Dewayani, Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

Cafe Noeri is a charming café furnished with colonial antiques located in the north of the Kota Lama. It is a beautiful example of private initiative in which heritage serves as a source of inspiration. The café was established in 2013 as a place to display the antiques for an antiques dealership situated outside the Kota Lama. The owners, Eka Kartikawati and Sardi Rusito Acong, bought the building. Initially, they wanted to rent a larger building owned by the BUMN (a state company) for a period of 30 years and be responsible for renovation. But the BUMN only wanted to rent their building for a period of one year. The owners were able to discover that the Kota Lama includes 105 historic buildings protected by local regulation no. 13/2008. For 19 of these buildings, it was not clear who the owners are. In their opinion, the problem in Semarang is that very few investors appreciate its

heritage and they are wary of investing in heritage sites because they do not believe that there is enough profit to be made. On the other hand, the value of property in the Kota Lama has increased in recent years. The only incentive from the government is 10% discount on VAT (PPN or BTW). When they were asked what they expected from the government in terms of support, they replied that they did not want money. They expect support for infrastructure such as flood management, street lights, security at night and promotions during festivals and events in the Kota Lama. During the visit, the owners' friends Robertus Piet and Sisilia Dewayani, who are architects and also interested in heritage, also joined the discussion.



An interesting example of adaptive reuse: the former colonial court house of Semarang is a restaurant (Ikan Bakar Cianjur) nowadays.

### Meeting with Old Town Management Board

Sunday, 19 October 2014, 14.00-15.30

Location: Ikan Bakar Cianjur

Attendance: Kriswandono (BPK2L), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

The venue for the meeting was Ikan Bakar Cianjur, a franchise organization that opened a restaurant in the former colonial court house in the Kota Lama. The restaurant is a good example of adaptive reuse that contributes to the preservation of heritage and the historic atmosphere of the area. Kriswandono is secretary of the Old Town Management Board, Badan Pengelola Kawasan Kota Lama (BPK2L). This board was established by the government as part of a larger plan to address the problems in the Kota Lama. Kriswandono explained the importance of Semarang as a trade centre in the past and supplied 70% of the world's sugar, which was produced in about 200 sugar factories. There was a train connection from East Java to West Java and Semarang was one of the first cities to have a steam engine. Kriswandono also talked about a Japanese company called Terrada ([www.terrada.jp](http://www.terrada.jp)) which has owned a great deal of land and properties in the old part of Semarang since 1959. In 2015, AFTA (Asia Free Trade Agreement) will come into force and this will be an opportunity for Semarang to play a role as a

service and trading city, taking its past as an inspiration. This is also an opportunity for the Kota Lama to attract new investment. However, the old town often suffers from severe flooding, which prevents people to live there. Kriswandono explained his vision about reconstructing the city's fortifications which could function as a starting point for protecting the Kota Lama against flooding and reviving the area.



Kriswandono (Old Town Management Board) and Rajiv Patel discussing heritage-led revitalization initiatives.



Family-owned Toko "Oen" and their Oen's Semarang Foundation put a lot of effort in addressing the need for revitalizing of Semarang's Kota Lama.

### Meeting with Toko "OEN" and Semarang Municipality

**Sunday, 19 October 2014, 19.30-21.00**

Location: Toko "OEN" restaurant, Jl. Pemuda no. 52 Semarang

Attendance: Muhammad Farchan (Semarang Municipality, head Bappeda, Planning Board), Nik Sutiyani (Semarang Municipality), Arwita (Semarang Municipality), Jenny Kalalo Megaradजा (owner Toko "OEN"), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

Toko "OEN" was founded before Second World War and is one of the oldest family-owned restaurants in Indonesia. Its speciality is Dutch-Indonesian cuisine and the restaurant has maintained its colonial appearance. Oen's Semarang Foundation is one of the driving forces behind the ambition to revitalize the area. Jenny Kalalo Megaradजा of Oen's Semarang Foundation is one of the most important advocates of heritage preservation in Semarang and has been involved in initiating and organizing various activities to achieve it. The dinner at Toko "OEN" was intended as an introduction meeting. Nik from the municipality of Semarang has recently completed training organized by UNESCO's Jakarta Office on World Heritage nominations. She mentioned that assistance and experience in formulating a nomination file would be welcome. Semarang has local regulations in place to protect historic buildings and areas (no. 13/2008). These cover 17 areas and 360 individual buildings, and landowners receive 50% incentives of PBB (land and building tax). Since 2013, the municipality of Semarang has also established a team to advise them about a heritage building called Tim Ahli Cagar Budaya (TACB), as mandated by the Law 11/2010.



Hasti Tarekat explained about the city restoration model of Stadsherstel Amsterdam at the municipality office of Semarang.

### Meeting with the municipality of Semarang

**Monday, 20 October 2014, 09.00-11.00**

Location: Municipality of Semarang offices

Attendance: Purnomo D. Sasongko (Semarang Municipality, Secretary of Bappeda), Paramesthi Iswari (BPK2L), Arwita Mawarti (Bappeda), Arwita Mawarti (Bappeda), Budi Surya P (Asset PPKAD), Jenny Kalalo (Oen's Foundation), Dhamayantie S. (Bagian Kerjasama), Titus Tonny W. (Bina Marga), Rizka Adiyani (DTKP), Yudha (BPPT), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

Purnomo explained the history and purpose of BPK2L (Old Town Management Board), which was established in 2008 and consists of 9 experts and a think tank to advise the municipality on capacity building and awareness-raising programmes related to the revitalization of the old town. BPK2L functions as a mediator between the community, the government and the owners of the building. It was introduced as a solution to the ownership problem in the Kota Lama. However, BPK2L has not enough authorization to ensure that its recommendations are implemented. It has also insufficient budget to create activities. The exact objectives of BPK2L and TACB (Tim Ahli Cagar Budaya or Expert Team of Monuments) are not completely clear. Rizka from the Spatial Planning Division pointed out that heritage buildings have been protected since 2003 and the RTBL (master plan) has been regulated. An inventory of heritage buildings was conducted in 2011, a management plan was drafted in 2012-2014 and TACB made recommendations for further actions in 2013.

The municipality of Semarang has a budget of about 35 billion IDR available for the revitalization of the old town.

Direct investment in the restoration of one or two properties by the municipality is an option, although more sustainable alternatives are welcome. The idea of a stadsherstel model may be considered, although this would require further study in terms of its feasibility for Semarang. It may fit the concept of Badan Layanan Usaha (BLU – Public Service Agency) as a municipally owned company. Semarang already has some BLUs such as the bus terminal management company. The Stadsherstel model could be implemented as Perusahaan Daerah (PD) Restorasi Kota (City-Owned Company for City Restoration). At the meeting, the need for a city restoration organization was evident, partly because of the demanding requirements for managing a World Heritage Site, if a nomination is to be submitted in the future.

There are 40 NGOs which are regularly active in the old town area and the Kota Lama Festival has now been held for three years running. Several private investors in Semarang plan to restore heritage buildings and add new functions such as the 'Spiegel' building near the church, which will be converted into a café. Jenny of the Oens Semarang Foundation spoke about her contact with a large Batik company and their effort to create an organization to restore heritage buildings.

Follow-up actions suggested at the meeting were:

1. Organize a workshop on the stadsherstel model around March 2015, looking especially at how to draft a business plan for the Kota Lama management;
2. Contact Steef Buijs before 17 November 2014 because he is going to deliver a workshop in Semarang about a business plan for the Kota Lama;
3. A pre-feasibility study about PD Restorasi Kota.



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The public-owned post office (right) and private-owned Bank Indonesia (left) in 2011: with the exception of a few structures Yogyakarta's built heritage is well-maintained.

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## Vibrant centre of Javanese culture

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Because of the sultan's contribution to the independence of Indonesia, Yogyakarta evolved into a Special Region within Indonesia. The royal city of Yogyakarta (population 650,000) is also one of Indonesia's tourist highlights. This is mainly because of the Borobudur, Prambanan, Royal Palace and classical Javanese fine art and culture such as batik, music and puppet shows. Numerous NGOs and foreign counterparts are participating in projects to preserve the Javanese legacy. Less well-known to tourists, but also remarkable, is the city's 18th century urban lay-out which is based on Javanese town-planning principles (*catur gatra tunggal*). These ancient principles can also be found in Kotagede, which is an urban quarter within the city with the remains of a royal predecessor of Yogyakarta. Yogyakarta and Kotagede are not in a state of disrepair like other inner cities in Indonesia. However, the large number of heritage buildings of Javanese, Chinese or European origin are not always properly maintained and some have been left vacant. Yogyakarta has an ambition to become a World Heritage City. The gov-

ernment wants to manage and enhance cultural tourism by combining this with tangible heritage preservation.

### Meeting with the municipality of the Yogyakarta Special District

**Tuesday, 21 October 2014, 08.00-10.00**

Location: City Hall, Yogyakarta

Attendance: Titik Sulastris (Secretary of the municipality of Yogyakarta), Irsyam Sigit Wibowo (BP2KY and the owner of Omah Duwur, a historic building/restaurant in Kotagede), Herman Tony (PHRI – Association of Hotel and Restaurants Indonesia and BP2KY), Edy Muhammad (Head of Bappeda-Planning Board), Silvi Mayrina (Bappeda), Wahyu Handoyo (Head of Monitoring-Evaluation and Report Division - Bappeda), Purnomo (Head of Planning Division - Bappeda), Wahyu Setyowati (Kimpraswil-Infrastructure), Aries Prastiani (Head of City Planning Division - Kimpraswil), Trihastono (Humas Kimpraswil), Tedi (Humas), Budi Santoso (Head of Culture Division - Disparbud Kota Yogyakarta), Widiyastuti (Disparbud Kota Yogyakarta), Ardhi (Harian Kedaulatan Rakyat), Lili (Harian Yogya), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)





Rajiv Patel presented the Heritage Value Chain model of Ahmedabad at the municipality office of the City of Yogyakarta.

The Mayor, Haryadi Suyuti, was unfortunately absent due to illness but he was represented by Titik Sulastri, the Municipal Secretary. She explained that local regulations in Yogyakarta protect about 1500 individual buildings, focusing on the building façades: any modification of which requires a building license that has to be approved by the Tourism and Culture Agency. The municipality encourages the owners of buildings to preserve the heritage of these buildings in several ways. They receive a discount on land tax of 10-100%, depending on the strategic location and historical value of the building. This is a result of cooperation between the municipality and the Tax Agency. Protected buildings are marked by a plaque and every two years there is an award for those who maintain their properties well. Private investment is still limited, however. Omah Duwur (restaurant) in Kotagede is one of the best examples.

The municipality has revitalized Kampung Prajurit Kraton. Other historic areas are Nitiprayan Street (crossing the road Tirtodipuran) and Kotabaru. As a special district, Yogyakarta has a scheme called Undang-Undang Keistimewaan DIY no. 13/2012, which provides a special budget (dana keistimewaan) from central government. Part of this budget is reserved for heritage conservation. This budget was first allocated in 2013 and so far the funds have been used to purchase historically valuable land. The local government is still learning how to use this budget effectively. There is an expenses plan covering the next 2 years that will be implemented in 2015. The use of the budget depends on political will, administration complications, and so on. The provincial government controls the overall budget of IDR 500 billion.

The municipality is interested in a city restoration company model under which this company functions as a city-owned entity. If the city government uses its budget



The beautifully restored Omah Duwur restaurant is a good example of private initiative in preserving heritage buildings.

for such a model, for example a city-owned company (BUMD), there are many legal and institutional aspects that need to be addressed. This requires an adjustment of local regulations (Perda), matching capital (penyertaan modal), a business plan and approvals from the House of Representatives (DPR), both locally and nationally. Dana Keistimewaan becomes a push factor to start a city-owned stadsherstel model. The municipality has been trying to run several BUMDs, such as PDAM (drinking water company) and PT Yogyatama Visesa which manages XT Square (which works on the transformation of a bus terminal into food court and souvenir shops that was opened in 2011). The BUMD has to have an idealistic agenda because it is a public service oriented company. 'Stadsherstel Yogya' may be part of XT Square, as Wahyu Handoyo suggested during the meeting. To raise the profile of the city restoration model in practice and to elaborate their ideas, Yogyakarta is considering a visit the Netherlands in 2015.

Widyastuti from the Tourism and Culture Agency explained that Yogyakarta is strong in intangible heritage such as the performing arts. The Tourism and Culture Agency organizes the Festival Kota Yogyakarta for example. This creates a favourable climate for the preservation of tangible heritage too. During the meeting, the need to improve local regulations to optimize heritage conservation was discussed, such as regulations concerning billboards on Malioboro Street. After the meeting, the local press expressed interest in the conclusions of the meeting and this resulted in several newspaper articles.



Yogyakarta's heritage experts joined the presentation session and discussion on heritage revitalization with the executive team at Dalem Natan house.

### Meeting with Nasir Tamara and Jogja Heritage Society

**Tuesday, 21 October 2014, 16.00-17.30**

Location: Dalem Natan, Jl. Mondorakan no. 5 Kotagede, Yogyakarta

Attendance: Nasir Tamara (owner Dalem Natan), Titi Handayani, (Jogja Heritage Society - JHS), Dwita Hadi Rahmi (JHS), Anggi Minarni (JHS, Jogja Chinese Art & Culture Centre-JCACC), Maria Sri Rahayu (JHS), Shinta Noor K. (Komunitas Jelajah Pusaka Kotagede), Dian Laksmi Pratiwi (Cultural Agency Yogyakarta Special Region), Hairus Salim (YLKIS Yogyakarta), Upit Dyonis (Sedayu, Bantul, Yogya), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Puntio Wijayanto (BPPI)

Kotagede was severely hit by the 2006 earthquake. Thanks to several restoration projects, NGOs and private investors, its heritage has mainly been restored and the area is a lively neighbourhood again. Visiting the beautifully restored Omah Duwur restaurant made this clear. Dalem Natan is another important heritage building in Kotagede. This is a traditional private Javanese house and is also where the meeting took place. Its architecture is a blend of Javanese and European styles and Dalem

Natan is one of the most outstanding examples of its kind. The 2006 earthquake caused some damage to the building. Nasir Tamara bought the building and saved it from demolition. He restored the building because of his interest in heritage, and thanks to his investment this beautiful heritage building has been preserved. People understand Dalem Natan's dream: other heritage properties could also be saved in the same way. The problem in Yogyakarta is that properties are often bought but there is a lack of management. However, management is of great importance if the old town of Yogyakarta is to secure a nomination as a World Heritage City in the future.

During the meeting, Dian Laksmi from the provincial government was the focal point of the discussion because she oversees the special budget for DIY Yogyakarta for heritage conservation. Two topics dominated discussions:

1. What is the appropriate investment model?
2. How can Yogyakarta secure nomination as a World Heritage City?

Dian Laksmi is very interested in learning more about the (city-owned) stadsherstel model and how it could be implemented in a way that suits the context of Yogyakarta.

WINNERS  
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Fatahillah Square, the centre of Jakarta's Kota Tua, is a place where history, art, culture and tourism come together and it plays an significant role in the revitalizationschemes.

### Reviving the 'Queen of the East'

Jakarta, formerly known as Batavia or the 'Queen of the East', has been the capital of the Dutch East Indies for centuries. Many buildings and the old urban lay-out of Jakarta are directly related to this history. Kota Tua is the oldest part and was built according to 16th and 17th century town planning principles to create a model town. In terms of its historical significance, Kota Tua was once one of the most important trading hubs in Asia and the world. Nowadays, this area is in great need of revitalization. Since the 1970s, plans have been made to revive Kota Tua which led to several individual conservation projects. The main problems in Kota Tua are pollution, water management and traffic congestion. Indonesian-Dutch cooperation for the National Capital Integrated Coastal Development (NCICD) will make Kota Tua flood-proof and greatly improve the conditions for investment. Preparation for World Heritage nomination is in progress and a master plan for Kota Tua has been prepared. Cooperation between the public and private sector focuses on urban rejuvenation by means of the Jakarta old Town Revitalization Consortium (JOTRC).



At the Jakarta City Government office public and private sectors shared ideas and knowledge on their experience in the field of heritage conservation.

### Meeting with the Dept. of Spatial Planning, Jakarta Capital City Government

Thursday, 23 October 2014, 9:50-12:30

Location: Jakarta City Government office

Attendance: Jogi Harjudanto (Head of Infrastructures and Facilities Division Jakarta Government), Ashdianna

Rahmatasari (Spatial Planning Agency Jakarta Government), Gathut Dwiastoro (Head of Unit Management of Old Town), Tania Siregar (owner Historia Café), Widya Setyaningrum (Division Economy Jakarta), Nadia Rinandi (Pusat Dokumentasi Arsitektur), Susanti (Centre for Urban Studies-PSUD ITB), Adri (PSUD ITB), Susanti (PSUD ITB), Weni (Department of Spatial Planning Jakarta), Dedi (Office of the Mayor of North Jakarta), Desy Meilayati (Head of Division Planning and Development Urban Area), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

Recent plans for Kota Tua started four years ago and focus on involving the community and supporting private initiative. The City Government works hard to encourage private investment through its regulations. However, it does not own many heritage buildings and buying a property is a difficult undertaking. Jakarta aims to be on the World Heritage List within two years with Kota Tua (see section 7). The City Government needs the national government to realize this ambition. Discussions at the meeting focused on management plans and how to build synergy between local and national government. Right now, the City Government is working on a plan for the old port of Jakarta called Sunda Kelapa. Under the plan, Sunda Kelapa Harbour in Jakarta would become the Centre of Global Maritime Development with 440 hectares in its core zone. This is in line with the priority given to maritime programmes by the new cabinet.

In addition to representatives from the Jakarta Capital City Government, private entrepreneurs and NGOs attended the meeting as well. Tania Siregar of Historia Café talked of her experiences in investing to open a café that reflects the character of Kota Tua. Adri and Susanti elaborated



Pedestrian zones surrounding Fatahillah Square create favourable condition for new businesses, such as restaurants.



Historia Café is a magnificent example of private initiative to safeguard heritage by using history as an inspiration for contemporary purposes (interior design, cuisine).

ated on what they see as important challenges in their NGO working field as Centre for Urban Design Studies. The meeting was followed by a visit to the Jakarta City Planning Gallery, which included a presentation about the history of the city. The huge scale model at this exhibition, including all the current buildings and future building plans in the city, shows how Jakarta is booming as an enormous modern agglomeration based on multiple nuclei urban development.

#### Meeting with Tania Siregar of Historia Café Thursday, 23 October 2014, 19:30-20:30

Location: Jl. Pintu Besar Utara no. 11, Kota Tua District  
Attendance: Tania Siregar (owner Historia Café), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

Historia Café (Historia Food & Bar) is a stylish bar and restaurant located in Jl. Pintu Besar Utara near Fatahillah Square of Kota Tua. This street has evolved into a pleasant place to visit over the last two years, mainly due to the redesign of the public space for pedestrians and the establishment of several cafes and restaurants. Historia Café is an example of the potential private entrepreneurs in Kota Tua. Owner Tania Siregar transformed a warehouse into a small café and restaurant in a style reminiscent of the European creative sector. Her idea was to create a place for tourists and young creative professionals, because there was no such place in North Jakarta yet. She commissioned students from the art academy to design the interior and they were inspired by the identity of the area. There are spices in jugs on the wall at the entrance, Betawi (Batavian) food on the menu and wall decorations that reflect the area's colonial history. At the meeting,

discussion focused on the investment made, future plans and cooperation with other investors in the area in promotion and marketing. More information about Historia Café can be found on this website:

<http://www.culinarybonanza.com/2014/08/historia-food-and-bar-Kota-tua.html>

### Meeting with Jakarta Old Town Revitalization Consortium (JOTRC)

**Friday, 24 October 2014, 14.00-16.30**

Location: Kantor Post, Kota Tua District

Attendance: Yayat Sujatna (Project Director JOTRC), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

The meeting took place at the office of the JOTRC, which is located in Kantor Pos at Fatahillah Square in Kota Tua. This post office building dates from the colonial period and has been restored very well. It still functions as a post office. The JOTRC meeting room on the ground floor is a 'box of glass' – according to the popular 'box-in-a-box principle' – and provides a separate quiet place to meet. The upper level of the building has been transformed into a visitor's centre and an art gallery, meaning that this project is a good example of what the future of Kota Tua

will look like after the JOTRC realizes its ambition to revitalize the area.

The JOTRC is a consortium of companies, including Saratoga Capital, Central Cipta Murdaya Group, PT Jababeka, PT Agung Podomoro Group, PT Agung Sedayu Group, PT Intiland and PT Plaza Indonesia Realty. The consortium is cooperating with state-owned companies around Fatahillah Square, such as Bank Mandiri, BNI, Asuransi Jiwasraya, Jasindo and public museums. For phase 1, the JOTRC has transformed the post office into an art gallery and a visitor's centre which is open from 08.00 until 20.00 and weekends until 21.00 to accommodate visitors after working hours. The collections are changed every 6 months. For phase 2, there are 13 buildings that will be converted into hotels, art galleries, restaurants and a food court. Implementation is being carried out under a BOT (Build, Operate, and Transfer) contract system for 20 to 30 years.

The JOTRC members have allocated IDR 5 billion to an endowment fund managed by Jakarta Endowment for Art and Heritage (JEFORAH), which is a non-profit foundation. The JOTRC itself is a limited liability company and therefore has a business model and business plan. The motivation of the private sector for contributing to the



JOTRC plans to revitalize many heritage buildings in Jakarta's Kota Tua, such as this state-owned Rotterdam Loyd Building.



The executive team visited JOTRC at their information centre and an art exhibition on the second floor in the recently restored post office building.

endowment funds is idealism. The political commitment of Joko Widodo when he was the Jakarta Governor also plays a significant role.

One of the challenges in Kota Tua is how to organize the informal sector (street vendors). There are about 415 street vendors selling food, clothes and accessories. The JOTRC tried to establish a cooperative and provide a building as a food court in the Kerta Niaga Building next to Historia Café.

The JOTRC's overall strategy, which can be summed up by the words 'think big - start small - quick wins - move fast', has proven fairly successful so far. This makes Kota Tua the best examples of public and private initiative in revitalizing an old inner city in Indonesia. The JOTRC supports the nomination of Kota Tua as a World Heritage Site. Although the JOTRC is not preparing the nomination, assistance in formulating the Outstanding Universal Values (OUV) is welcome. Furthermore, the JOTRC may be interested in introducing elements of the *stadsherstel* approach, such as introducing a revolving investment principle, to realize an even more sustainable investment model. The JOTRC is willing to provide knowledge on this topic. After the meeting, Yayat Sujatna explained more about the post office and gave a short tour in the abandoned 'Rotterdam Building' (next to Café Batavia), which will be transformed into a hotel.



The training was opened by Minister of Public Works and People's Housing (PUPERA), Basuki Hadimulyono, who was Director General for Spatial Planning at the time.

## A training programme for heritage cities

Wednesday, 22 October 2014, 09.00-15.00

Location: Ministry of Public Works, Directorate General of Spatial Planning

Schedule and attendance: See Appendix 2 and 3

In 2012, the Ministry of Public Works launched the programme entitled Program Penataan dan Pelestarian Kota Pusaka or 'P3KP' (Programme for the Management and Conservation of Heritage Cities). The P3KP focuses on heritage cities and regencies, particularly members of the Jaringan Kota Pusaka Indonesia or JKPI (Indonesian Heritage Cities Network). One of the goals of P3KP is to focus on the steps that need to be taken to revitalize cultural heritage using PPP structures. This resulted in the

2013 workshop mentioned previously, as well as this training programme which was held in October 2014. The objective of the training programme was to identify measures to overcome the barriers that PPPs face, at both the national and local levels. Secondly, it aimed to identify opportunities for implementation and case studies, through meetings with various stakeholders, especially in the business world. The third aim was to promote knowledge through the sharing of experiences of working with PPPs in other countries, especially Asian countries with a similar context, in this case India. The target group included civil servants from heritage cities participating in P3KP and also staff from various ministries and NGOs.

## Presentations during the training programme

Presentations were given by Peter Timmer (RCE), Rajiv Patel (CHC), Sarwo Handayani (Deputi Jakarta Governor for Spatial Planning and Environment), Yayat Sujatna (JOTRC/JEROFAH) and Professor Bakti Setiawan (Department of Architecture, UGM Yogyakarta). Sarwo Handayani and Yayat Sujatna made joint presentations about Kota Lama Jakarta. According to Sarwo Handayani, the government of Jakarta has already worked very hard to revitalize Kota Tua in Jakarta. They have recently prepared a master plan for the area. To implement this plan, the government of Jakarta is collaborating with a group of real estate developers, which form the Jakarta Old Town Revitalization Consortium (JOTRC). Yayat Sujatna shared the story of the establishment of the JOCTR and also talked about its agenda. The founders of the JOTRC are nine real estate developers who each share IDR 1 billion. Their intention is to create a legacy so that future generations will remember their names. In the next few years, they will focus on the adaptive reuse of several historic buildings. Professor Bakti shared his opinions on how to establish an effective heritage movement. Urban planning plays an important role in integrating heritage conservation into urban development. However, it is important that the plans are based on a consensus of the stakeholders involved and that all their interests are accommodated. Presentations were given by Peter Timmer



Poster with the announcement of the training and roundtable meeting, which took place at the Ministry of Public Works in Jakarta.

## Round table discussion

The round table meeting started with presentations by Jenny Kalalo Megaradjasa, Eko Budi Saputro and Hasti Tarekat. They elaborated on the activities of Oen's





Jenny Kalalo Megaradjasa gave a presentation about Oen's Semarang Foundation and the challenges Semarang faces in revitalizing its Kota Lama.



The round table meeting was attended by public and private sectors ranging from Indonesian ministries, heritage cities, private companies and heritage foundations.



Discussing progress and challenges for PPP on heritage conservation in heritage cities, in this case interesting initiatives undertaken in the City of Surakarta.



Foundation Semarang, PT. Bukit Asam Sawahlunto and Stadsherstel Amsterdam N.V. After the presentations, a round table discussion was held where the participants could ask questions, share their opinions and discuss developments in their own city. For example, Endah Sitaresmi, Head of Bappeda Surakarta, explained that PPP projects have been going on in Solo at the sites of Benteng Vastenburg and Dalem Joyokusuman. She also informed that Surakarta has implemented a land tax deduction programme for listed heritage buildings. Agustian (Yayasan Warna Warni Indonesia), who manages "Roemahkoe", an heritage hotel located in a historical district "Laweyan" in Surakarta confirmed that his hotel was subject to a 100% land tax reduction due to its status as a listed heritage building.

Prof. Bakti Setiawan from UGM Yogyakarta shared his opinion that up until now, private investment has remained an opportunity for individuals. Even where investments are private, the benefit for the local community should also be a priority. Master plans for heritage cities need to be complemented with a business plan or a study of the potential economic rewards.

Oswar Muadz Mungkasa from Bappenas shared his opinion that local 'champions' should create a forum and organize a roadshow to encourage more commitment from various local government bodies. Furthermore, he said that central government needs a broader strategy for heritage cities and should then implement it. He also suggested mapping potential heritage cities for investors, an important step because mayors need to see that best practices for PPP heritage and incentives are important.

Eka Fuadi from the Ministry of Tourism and Creative Economy talked about the carrying capacity of tourist sites and destinations. He said that Area Development Plans (Perencanaan pengembangan kawasan) should not only focus on individual sites and explained that coordination among ministries is needed. Community-based development for tourist destinations could also be important, as well as a network of cultural tourism for the heritage cities network.

Eko Wijanarko (BKPM) shared his opinion about supporting heritage conservation projects by introducing a one-stop service for licenses and permits for investors.



The mining town of Sawahlunto: during the round table meeting promising public and private initiatives to revitalize heritage in Sawahlunto were also discussed.

Currently, these sometimes have to be processed by 18 different ministries. He also suggested that mapping the investment projects is very important.

Firsta Ismet (P3KP) expressed the opinion that an action plan for heritage cities will always need the participation of the private sector and that clear regulations for spatial planning are needed for investors as well.

Nova Erizon (Sawahlunto Municipality) noted the discrepancy between central and local governments concerning regulations. He also explained that as a heritage city Sawahlunto needs help from various ministries to achieve World Heritage City status.

Prof. Bobi (Yogya) spoke more about his idea of a database of what has been achieved by heritage cities, including all the incentives (tax deductions etc.) provided and presenting this to the Mayors Forum. This could encourage them to implement the idea.

### Wrap-up meeting PU

**Friday, 24 October 2014, 10.00-11.30**

Location: Ministry of Public Works (PU), Directorate General of Spatial Planning

Attendance: Dadang Rukmana (Director of Urbanism, Directorate General of Spatial Planning), Firsta Ismet, (Head of Sub Division City Planning), Hasti Tarekat (CIE Netherlands), Peter Timmer (RCE Netherlands), Rajiv Patel (CHC India), Punto Wijayanto (BPPI)

At the wrap-up meeting, the ministry and the executive team expressed their gratitude for the current partnership. A great deal of progress has been made since the 2013 workshop. Nevertheless, there is also much to be done and the Ministry would like to speed up the process. Dadang Rukmana stated that international cooperation is a must. There is currently a tendency for many



Stills of a 30s-bumper on Kota Tua Jakarta which gives an impression of the ambition of public and private sectors to revive the area. Courtesy of MovieholicProduction, <https://www.youtube.com/watch?v=G63avLtqVqs>

cities to nominate themselves as World Heritage Cities, but such plans must be accompanied by a proper management plan. The focus is therefore also on revitalization and heritage management.

P3KP (Programme of Management and Conservation of Heritage Cities) can learn from the Green City programme – a programme that was launched previously and has already established strong international networks involving CIDA (Canadian International Development Agency), France, Korea and ADB (Asian Development Bank). This serves as a good example of how to build up an international network and secure support – especially in terms of expertise, know-how and instruments. The goal should be to create added value for heritage.

Furthermore, Dadang indicated that the ministry needs international consultants who can stay in Indonesia for a longer period to assist heritage cities in producing management plans. The ministry is ready to co-finance this by establishing a joint committee to accelerate P3KP programmes. In 2015, there will be an evaluation of budgeting by the ministry and improvements will be undertaken. Three basic ingredients are needed: incentives, platforms and synergy. One proposition is to set up an international think tank led by PMU (Project Manager Unit). In the future, P3KP needs more training courses rather than workshops. Proposals with concrete programmes and partners for cooperation at an international level are welcome.



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## Similarities and differences

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The successful revitalization of historic inner cities, based on commitment from both the public and private sectors, depends on several requirements being met. This begins with ambition and the willingness of the public and private sectors. To a great extent, favourable economic conditions also play a significant role. Every city has its own unique context that needs to be taken into account and every city requires its own unique strategy to implement its goals. During the visits, it became clear that the cities we visited share some similarities. For example, the potential of built and urban heritage assets in all the inner cities that we visited is still underutilized. The public sector has been making plans to change this situation and is willing to invest in heritage preservation. Regulations to facilitate private investment in heritage preservation are in place or are being considered. At the same time, the number of properties being utilized and restored by the private sector is slowly increasing. Private entrepreneurs and companies have plans to expand their activities and they view heritage as an asset that can add to their enterprise. Last but not least, all cities have active NGOs working in the field of heritage preservation and cultural projects.

As well as the similarities, the differences between the three cities also became clear. Finding new functions, development opportunities and private investors for inner city revitalization depends primarily on the local economic situation. It is obvious that Jakarta, as the national capital and economic centre of Indonesia, and with its population of millions, can offer many more opportunities for its Kota Tua. In Jakarta, private and public commitment has led to some impressive partnerships and revitalization is just a matter of time. Yogyakarta is a smaller city and faces different challenges. Due to its position as a special district, which means that it has a specific budget for culture, and its existing cultural and touristic significance, opportunities for heritage preservation are certainly present. Semarang's Kota Lama is also promising, although one obstacle could be the city's economic geographical context, which is less conducive to supra-regional development. However, the opportunities are there because of the nearby harbour, railway and rural and scenic hinterland. But a national and international cultural, touristic or economic focus is lacking, unlike in the other two cities. This means a different approach will be required to successfully revitalize Semarang's Kota Lama.

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## Follow-up for each city

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After visiting the three cities and meeting representatives from the private and public sectors, the executive team arrived at the following conclusions:

In Jakarta, the JOTRC and the partnership between the public and private sectors is currently the most promising initiative in Indonesia for reviving an old inner city. If this pilot project is successful, it can serve as a valuable example to other cities. This means searching for possible business models in order to make an initiative like the JOTRC more sustainable, so that investment in property can generate funding for future projects. In the long term, such a project could be extended beyond Kota Tua to the rest of Jakarta and its surroundings, for example. The executive team is therefore of the opinion that the JOTRC and Stadsherstel Amsterdam could explore the possibility of forming a partnership in this matter.

In Yogyakarta, local government wishes to play a leading role in heritage preservation and is considering establishing a public entity that will ensure implementation (and cooperation with the private sector). There are no known references for such a model in European countries, but this could work in the Indonesian context. Cultural awareness, extra budget due to its special district status, a favourable environment for tourism, and political determination in Yogyakarta could make this a success. Yogyakarta could thus serve as a pilot project for creating a municipally owned city restoration company.

In Semarang, the public and private sectors are willing to revitalize the old town and there are ideas about establishing a private or public restoration company. The economic conditions are promising, but not as favourable as in the other two cities. The public budget and individual private investment available are probably not sufficient to achieve a situation in which the two sources of investment reinforce each other and achieve the integrated approach needed to revitalize the old town. In the opinion of the executive team, this can only succeed when the public and private sectors join forces and combine their efforts. Together they first need to develop a common vision, strategy and marketing plan for Kota Lama (before installing a city restoration model). A pilot project could be set up to support such a process, including the appointment of a process manager.

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### Speeding up the process

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These three pilot projects could serve as inspiration for other Indonesian cities. Supporting the process of revitalization in the three cities provides a framework that should overcome practical barriers and this framework will then be available for other cities to implement. At this stage, support for the three pilot projects is therefore very important. Other cities with promising ideas could follow the same path very quickly. Additional support for the pilots from other countries, as with the Green City programme, is a promising idea to consider. Dutch organizations could help to look for possibilities within their network in this field of work.

The executive team was impressed by the experience and ideas of the participants during the training programme. As well as Jakarta, Yogyakarta and Semarang, the contribution of cities such as Surakarta and Sawahlunto was enthusiastically noted by the team. To improve the exchange of knowledge between Indonesian heritage cities, an annual platform meeting on public and private conservation efforts could be organized. To encourage local initiatives, a guidebook of good practices and an online platform could be considered, including a list of incentives as mentioned during the round table discussion, for example. The ministry, as the national coordinator, could take a leading role in this matter. In this way, all parties will be kept informed about new developments and by updating each other on local progress, they will undoubtedly inspire one another.

# Appendix 1

## Stadsherstel Amsterdam

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### The company for city restoration By Stadsherstel Amsterdam

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Since its foundation 58 years ago, Stadsherstel Amsterdam has grown to become a restoration company for all kinds of monuments in an urban or rural environment. It not only restores, but also preserves these monuments in such a way that the character of the building is left intact and that further development will not cause any damage to the architecture or change it in any way. Currently, Stadsherstel owns more than 550 residential buildings and 30 larger monuments, such as churches and industrial monuments like pumping stations and a shipyard. It is partly thanks to the example set by Stadsherstel that the historic centre of Amsterdam has become an extremely sought-after residential area.

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### Amsterdam after the Second World War

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As in most cities in Europe, the historic centre of Amsterdam was in desperate need of restoration after the Second World War. Although Amsterdam did not suffer much war damage because it was not bombed extensively, the inner city still resembled a war zone. Part of this damage was caused by neglect and lack of maintenance during the depression years in the 1930s. However, much of it had a far more sinister cause. The houses of deported Jews were stripped of all their wooden sections, including supporting beams, when the German occupier forbade the sale of fuel to civilians. The wood ended up in the stoves of the residents of Amsterdam.

During the post-war period, both the national and local authorities in the Netherlands focused on constructing as many houses as possible in suburban areas. Historic city centres were not considered appropriate for large-scale housing. Thus, the unique townscape of many historic houses in Amsterdam was neglected. The City of Amsterdam took the view that the inner city was more suitable as a business and retail area and for cultural purposes such as museums, theatres, concerts and opera. This meant that it was necessary to make the city centre accessible to automobiles, which involved filling in canals and converting them into roads. It also meant pulling down houses in order to create enough space for the flow of vehicles to and from the centre and for parking in the inner city. The buildings considered less valuable - including many 17th and 18th century residential buildings - were to be pulled down to

make way for this process of modernization. Only the most remarkable buildings were to be restored. If these plans had gone ahead in full, they would have resulted in the almost wholesale destruction of Amsterdam's historic townscape.

The acceptance of these plans by the city council in the early 1950s marked the beginning of a counter-movement by local inhabitants. People came to understand that although the historic centre was extremely run-down, it was still worth saving and restoring. As a few entire streets were demolished and the results of the City's plans became visible, the larger the protests became.

To begin with, the counter-movement was driven by those in the upper strata of society. It was characterized by the search for cooperation with local authorities and activists who took the restoration of the smaller residential houses into their own hands. But in the 1960s, the 'protest generation' joined forces with the monument lovers, and their way of working was quite different. They sought to confront the authorities. This unusual alliance ultimately led to a change in policy by the City. Its plan for the wholesale destruction of the historic structure of the city was abandoned, and a street-by-street approach was adopted. Under this method, existing buildings were the starting point around which the City's plans were drawn up. In the areas where large-scale demolition had already taken place, new buildings were constructed along the old street patterns.

In Amsterdam - and indeed in the whole of the Netherlands - the idea of how to develop historic cities changed radically during the 1960s and 1970s. This change was brought about by concerned citizens, who fought for their historic living environment and cultural heritage. These days, the City of Amsterdam does not think twice, but a hundred times before pulling down any historical building.

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### The foundation of Stadsherstel

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As mentioned previously, the first counter-movement against the City's plans was initiated by the more well-to-do members of society. The foundation of Stadsherstel is the best example of this. It was founded by the members of an association called the Amsterdamse Kring (Amsterdam Circle), a club of prominent individuals from the most important sectors of Amsterdam society. Even the mayor and the aldermen of the city were members. Within this society, a group of concerned individuals decided that something had to be

done about what they considered to be the ruinous plans of the municipality.

Many meetings with the mayor and aldermen of Amsterdam followed, but with no results. The president of the Amsterdamse Kring, Mr. Six van Hillegom – who was the president of the Amstel Brewery – proposed taking the initiative himself. He was inspired by the idea of a young artist, Geurt Brinkgreve: founding a company that was independent of the City of Amsterdam in order to try to halt the decline of the old city. Brinkgreve had written a memorandum on this matter. He cooperated with the head of the City's very small Department for Conservation, Ruud Meischke, who also viewed the plans of his colleagues in the department of city planning as disastrous. Meischke had to remain anonymous, however, because he was officially bound to support the official policy of the city council.

Within the Amsterdamse Kring a committee was set up called De Stad Amsterdam (the City of Amsterdam) to develop Brinkgreve's plans. It was decided to establish a limited liability company (naamloze vennootschap), which meant that all the company's capital would come from shareholders. The members of the Amsterdamse Kring were asked to buy shares in the new company. Because Amsterdam is the financial centre of the Netherlands, the country's most important banks and insurance companies are based in the city. Most of the directors of these companies were – and indeed still are – members of the Amsterdamse Kring and they therefore became involved in the work of the newly established Stadsherstel company. Other companies, such as those involved in the city's harbour industry, also participated.

Stadsherstel set itself three objectives:

- to buy and restore the most threatened historic residential buildings, particularly listed monuments;
- to construct modern dwellings within these buildings for the benefit of the public housing sector;
- to maintain these buildings after restoring them.

The founders wanted to save the city landscape of Amsterdam, and particularly the more modest buildings. They also wanted the residential function of the city to be restored in addition to the cultural, business and shopping functions, since this was necessary for the good functioning of the inner city. In this way, they not only wanted to restore historic Amsterdam, but also to contribute to solving the city's severe housing shortage.

One of the founders of Stadsherstel, Mr. H. van Saane, was also involved in finding solutions to the housing shortage on a national scale. For this purpose he created the Nederlandse Maatschappij voor

Volkshuisvesting (Dutch Company for Public Housing), a public liability company that was active in constructing new housing projects. The structure of this company became a model for Stadsherstel. Because the founders of Stadsherstel wanted to make a permanent contribution to preserving the city, they decided not to sell the restored houses but to keep and maintain them and to let them as places to live.

In 1957, Stadsherstel was granted the legal status of a public housing corporation by the Ministry of Housing and Planning. This gave it certain important advantages: it was exempt from both corporation tax (35% of any profit earned) and transfer duties (6% of the purchase price). In 1968, the City of Amsterdam finally embraced the ideas and goals of Stadsherstel and also became a shareholder. Today, the City has a 13% stake in Stadsherstel.

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### A non-profit public liability company

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Stadsherstel is both a limited liability company and a public housing corporation, which makes it a legal anomaly in the Netherlands. The law requires a limited liability company to seek to make a profit, while a public housing corporation is not allowed to do so. However, in cooperation with the government, a solution to the problem was found. The Ministry of Housing and the Ministry of Culture feared that shareholders would take advantage of subsidies or special loans, when in fact such advantages are intended to benefit tenants. It was therefore decided that the annual dividend should not be more than a reasonable interest on the capital invested in shares (since the beginning, the dividend has been fixed at 5%). In the event of the company's dissolution, shareholders would receive no more than the capital that they invested originally plus the dividend; the surplus would go to the Central Fund for Public Housing or to an institution for restoring listed monuments. Later, the government agreed that the 5% dividend would be tax-free for commercial organizations but not for private individuals.

In 2012, in consultation with the same Ministry of Housing and Planning and the Ministry of Finance, the administration of the public housing section of Stadsherstel was separated from the other activities of the company, such as realizing dwellings with a rent above €680/month, restoring and re-using industrial and religious buildings and organizing activities and events in the company's ten public halls. Public housing is still a part of Stadsherstel as a whole, however.

A 5% dividend does not represent a particularly high return (although this depends on the interest rate on the long-term market). Additionally, there is no profit sharing with shareholders. Stadsherstel's statutes stipulate that any profit that it makes after taxes, dividend payments, and so on must be used for the purpose for which the company was founded: to save historic buildings in Amsterdam. All this means that shareholders invest in Stadsherstel primarily for altruistic reasons.

As a limited liability company, Stadsherstel has a managing director and a board of commissioners, with the former accountable to the latter. The board holds meetings with representatives of the shareholders – who are leading businessmen from the most important Dutch banks and insurance companies. The commissioners are unpaid and carry out their work voluntarily in order to help achieve the goals of Stadsherstel.

Stadsherstel now has around thirty employees, who organize restoration and maintenance projects but do not carry out this work themselves. They commission architects and contractors, and then oversee the restoration projects from the initial preparations through to the execution phase.

Stadsherstel only buys houses that are in a very poor state of repair that no-one else is interested in purchasing. Most are unwanted and endangered buildings of historic importance. Frequently these buildings are almost beyond saving and, given their potential rental value, far too costly for the owners to restore. The importance of restoring such properties lies in the power that this has to pull an entire street or even neighbourhood out of the vicious circle of neglect and decay.

To begin with, Stadsherstel bought houses in those parts of the city where the City of Amsterdam was planning to start demolition work in order to thwart those plans. But it soon started buying buildings that would contribute the most to rejuvenating the neighbourhood when restored, even in areas that were not in immediate danger, but that would face demolition in the long term due to the amount of maintenance required. Corner buildings were very important: when restored, they exert a positive effect in two directions at the same time, and they tend to be clearly visible from other places on the street. In later years, Stadsherstel tried to buy the buildings adjacent to those that it already owned: this helps to reduce the cost of restoration work and, later, maintenance costs too. At the same time, it lends the restored façades more impact and encourages other house owners to restore their properties in a similar manner.

Stadsherstel actively searches for buildings that are in danger. When it finds one, the company traces the

owner and begins negotiations. Sometimes, the City of Amsterdam offers Stadsherstel a building that is in a poor state of repair, and sometimes Stadsherstel will ask the city government to sell a certain house or building for renovation.

It is generally believed that the work of Stadsherstel has been partly responsible for turning the tide in perceptions of Amsterdam's historic centre. Of course, Stadsherstel has not rescued the city all on its own, but it does provide a good example of how this can be done. The example of the restorations completed by Stadsherstel has shown that monuments do not simply 'absorb money', but that they can also stand on their own two feet economically. Thousands of owners and residents have followed Stadsherstel's example and meticulously restored their properties, often piece by piece in a process that can take years. Slowly, the heart of Amsterdam has become a popular residential area. The process of gentrification, so important to a vibrant city, set in and larger developers began to invest. Today, the historic centre of Amsterdam is one of the most popular parts of the city to live in.

As a public housing corporation, Stadsherstel has generally created dwellings in the houses that it has restored. Because of the popularity of the old city, people started to buy houses in a poor state of repair for high prices. It became quite difficult in economic terms to restore buildings as rental houses, so Stadsherstel has taken on ever more restorations outside the housing sector. Its emphasis has also shifted away from the seventeenth-century city centre. In 1998, the board of commissioners agreed that Stadsherstel should expand its activities to the city's nineteenth-century and early twentieth-century districts. Most of the problems in the inner city appear to have been solved, or can now be solved by the for-profit sector. For this reason, the work of Stadsherstel in the old centre is largely done. Although there are still a few dilapidated houses of which the company will restore its share, the challenges of the future lie elsewhere.

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## Challenges of the future

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The restoration of old houses remained the largest restoration task in the heart of Amsterdam until the 1990s. Before that, there had been no institution to undertake the restoration of large monuments such as churches and industrial buildings. Those landmark buildings are particularly important for the face and memory of the city. Unfortunately, many of them are in danger of being torn down. They occupy land which is



high in value and if the for-profit sector is at all interested in restoring these buildings, it is only to convert them into apartments, thus destroying the character of the building's interior. To prevent the disappearance of this part of our cultural heritage, the Amsterdam Monument Fund (NV Amsterdams Monumenten Fonds, or AMF) was founded in 1992. It was, like Stadsherstel, a limited liability company. The aim of the AMF was to restore large listed buildings. It tried to find a role for them without converting the whole interior into offices or dwellings. Only if this was inevitable for economic reasons would an appropriate part of the building be converted into offices. More than half of the shareholders of Stadsherstel also became shareholders of the new company.

At the beginning of 1999, negotiations concerning a merger between Stadsherstel and the AMF were begun. After carrying out investigations and consulting with the Ministry of Housing, the Ministry of Culture and the City of Amsterdam, the shareholders of both organizations agreed on a shared way forward. Of course, the consequences of a merger were significant for both companies. To the new organization it meant:

- Stadsherstel became a restoration company for all kinds of monuments. Its task became to restore the entire threatened cultural heritage of the whole city. As mentioned, at the moment the most endangered monuments are not modest buildings suitable for housing, but larger edifices such as churches and nineteenth-century industrial structures (e.g. factories, tram depots, pumping stations). The emphasis has therefore shifted towards saving those kind of buildings.
- Government subsidies have been reduced over recent decades. The only way to restore without incurring a financial loss was to take a very business-like approach during each part of the process. In recent years, Stadsherstel has increasingly focussed on the financial aspects. To neutralize this tendency, after the merger an advisory committee was established to assess restoration plans with a particular focus on the cultural aspects before applying to the local and the central government for the necessary permits.
- The building itself remains Stadsherstel's primary concern: what kind of building is it? What are its characteristics? And what kind of function is it suitable for? The larger restored buildings all have very beautiful interiors, which are only suitable for incidental letting. Recent experience has shown that it is not possible to transfer such spaces to the hotel and catering sector without exercising strict control. The only way to protect such spaces is to let them

under direct supervision by Stadsherstel. Thus Stadsherstel has set up its own organization to supervise the letting of (up to now) ten beautiful spaces or buildings where dinners, receptions, symposia, concerts, all kinds of performances and weddings can be held.

On 31 December 2010, Stadsherstel Amsterdam owned 500 buildings, including 12 churches, a shipyard and two pumping stations. These restored buildings contain 950 dwellings and 300 commercial units such as shops, workshops, pubs and restaurants. A small number of our houses have been built with the aid of extra subsidies from the Ministry of Housing and rents are relatively low. In any given year, an average of some 85 homes become available for tenants. The company allocates these homes itself, using its own waiting list. Currently over ten thousand applicants are on this list (which is closed to new registrations). People on this waiting list are responsible for making their own application to rent any homes that become available, and these are published the website every first Wednesday of each month. The demand for accommodation in Amsterdam is very high and it continues to rise.

Since 2010, Stadsherstel's property portfolio has increased by up to 600 buildings and its field of activity has been extended to Haarlem and to 'de Stelling van Amsterdam', a nineteenth-century defence ring of 56 fortifications around Amsterdam. In 2011, Amsterdam's seventeenth-century canal district became a World Heritage Site. The site includes about 6,000 buildings, of which Stadsherstel owns 450 buildings, including two churches. All these buildings were acquired in a state of disrepair and have since been restored. This shows the substantial influence that a private company can have in the preservation of built heritage.

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### The Society of Friends of Stadsherstel

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In 1981, Stadsherstel celebrated its 25th anniversary and announced that a Society of Friends would be set up for those who wished to provide practical support for the work of the company. The phenomenon of a private limited company with a Society of Friends seems extraordinary, and yet it exists. The idea of a Society of Friends clearly struck a chord and nowadays it has over 2,500 members. Thanks to the contributions of its members and the number of large donations, the society is able to assist in those cases, where under normal circumstances a project could not otherwise be realized. For example, if particular aspects of a restoration only

qualify for a very small government grant (or none at all), such as the replacement of historic architectural features and stone tablets, this work can now be carried out with the financial help of the Society of Friends.

The Society of Friends also plays a major role in promoting and encouraging the public and political work of the company. Without that support, the company could not carry out its work and there would be no grants for restoring particular monuments. And without grants it would be quite impossible to carry out the work. Members of the Society of Friends receive a newsletter twice a year containing information about the company's acquisition and restoration projects as well as articles on specific aspects of a restoration project, such as the foundations of old houses. An annual boat trip to see the company's properties is organized, as well as a walking tour of current restoration projects and projects that have recently been restored.

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### An example for other cities?

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Partnerships have been vital to the success of Stadsherstel: there has been cooperation between a) citizens, b) the business community and c) the public sector, at both the local and national levels.

- a. Citizens - Stadsherstel often continues the work of action groups on a professional basis. Concerned citizens muster support to save a building and start the battle. Frequently they contact Stadsherstel for advice or to investigate the possibilities of an economically sustainable future and the possible purchase of the building by the company.
- b. Business community - large banks and insurance companies have remained shareholders through the years. They tolerate a smaller return on their investment because of the cultural and social benefits of Stadsherstel's work. In other words, social involvement is the main motive for shareholders to invest in the company.
- c. Public sector – local level: although conflicts with some municipal departments have been fought – and still are being fought, others departments have supported Stadsherstel from the start. But since its participation in Stadsherstel in 1968, the City of Amsterdam has generally been an ally.  
Public sector – national level: national government supported Stadsherstel in the early years by granting certain tax benefits that are still in place.

Appreciation of Stadsherstel's work has been growing since the beginning. One of the most notable

examples of this is alderman, G. van 't Hull, who was responsible for city development in the 1950s. After serving his term of office, he became the chairman of Stadsherstel's Board of Commissioners and remained in that position for 25 years.

The American scholar Anthony M. Tung wrote a book on the fate of twenty-two historic cities around the world: *Preserving the world's great cities. The destruction and renewal of the historic metropolis* (New York 2001). The author considers the work of Stadsherstel an example for other cities. He writes, among other things, about the work of Stadsherstel:

'In Amsterdam a marvellous resolution of social equity, modernization, and architectural preservation would evolve in one of the world's most sophisticated urban conservation initiatives.' (p.194)

'Stadsherstel had introduced a more inventive way to think about the renewal of the city. Problems of urban conservation, urban revitalisation and urban social housing were reconciled by being solved simultaneously. The historic city was largely saved. New architecture was asked to engage in the collective urban aesthetic colloquy. Amsterdammers learned to live with the liabilities of the historic environment in order to retain its other cherished attributes.' (p. 247)

Maybe a working method like that of Stadsherstel could help to save other historic cityscapes. It is crucial for preservationists to remain constructive and come up with solutions. That is the best way to convince everybody concerned that monuments are both culturally and economically worth spending time, money and effort on. As Tung puts it (p. 244):

"by actively helping to shoulder the economic burden of conservation, preservationists came to command a higher moral position, enhancing their empowerment in the citywide political dialogue".

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## Outside Europe

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In 2008, Stadsherstel Amsterdam was asked to advise and support the foundation of a similar organization in Suriname. The inner city of Paramaribo was nominated as a World Heritage Site in 2001, but legal protection is not always enough. The site manager was assigned to found Stadsherstel Suriname. In 2008, intensive cooperation started, resulting in a Stadsherstel Foundation Paramaribo in 2011. This foundation purchased its first house and restored it in 2012-13. In 2013 Stadsherstel Suriname Ltd. was founded. The second house to be purchased has already been selected. Negotiations have started and restoration plans are ready. Important Surinamese companies and financial institutions have become shareholders. Stadsherstel Suriname and Stadsherstel Amsterdam are still working together.

Similarly, there are connections with Indonesia, Zanzibar and Morocco (Casablanca). In these projects outside Europe, there is a stable partnership with the City of Amsterdam.

International relations have become more important since Stadsherstel organized the international conference 'Urban Heritage Inc.' in 2011, at which the main theme, how a private company can operate to preserve cultural heritage, was discussed. The Ministry of Culture and the City of Amsterdam were influential partners at this conference. The PPP structure is essential in the daily practice of Stadsherstel.

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## Conclusion

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With the founding of the company for city restoration, Stadsherstel, Amsterdam found an effective means of restoring the city and its historic buildings. Indeed, as Professor A.M. Tung has said, the company can reconcile the problems of urban conservation, urban revitalization and urban social housing.

During the 55 years of its existence, a well-balanced system has been developed for restoring the most neglected and endangered historic buildings of Amsterdam. This is despite the fact that, especially over the last ten years, all grants for public housing have disappeared and subsidies for restoring monuments have been diminished. An exemption from transfer duty was granted on 1 January 2003 for listed monuments.

Today, it is very hard to restore a building in a legitimate way without incurring a loss. This is likely to

become even harder, if not impossible, in the years to come. As far as new social housing in monuments is concerned, this is already the case. The most stable factor during the existence of Stadsherstel has been the contribution of shareholders from trade and industry. They have always made their contribution under the same conditions as everyone else, given as much as was necessary, and always at the right moment. Let us hope that, despite the current economic climate, Stadsherstel will be able to continue to reconcile the problems of urban conservation and urban revitalization for many years to come.

# Appendix 2

## Schedule for Training Programme and Round Table Meeting

### Schedule for Training Programme and Round Table Meeting

	<b>SCHEDULE OF TRAINING PROGRAMME and ROUND TABLE MEETING</b> <b>“PUBLIC PRIVATE PARTNERSHIP IN INVESTING IN HERITAGE PRECINCT”</b>  <b>Multifunction Hall Fl. 8TH</b> <b>Gedung Ditjen SDA dan Penataan Ruang</b> <b>Ministry of Public Works</b> <b>Wednesday, 22 October 2014</b>
<b>Waktu (WIB)</b>	<b>ACTIVITIES</b>
<b>OPENING</b>	
08.00-08.30	Registration
08.30-08.45	Indonesian National Anthem “Indonesia Raya”
08.45-09.00	Report Dr Dadang Rukmana
09.00-09.20	Keynote Speech Director General for Spatial Planning – Ministry of Public Works Dr Ir. M. Basuki Hadimulyono, M.Sc.
<b>Training</b>	
09.20-12.30	Moderator: Puncto Wijayanto (BPPI)  “Public and Private Cooperation and Inner City Revitalization in the Netherlands Speaker: Peter Timmer (RCE)  “Heritage for Economic Gain: Ahmedabad - Gujarat” Speaker: Rajiv Pattel (CHC)  “Public-Private Partnership in the Old Town : Experience of DKI Jakarta ”Speaker: Sarwo Handayani (Deputy Jakarta Governor for Spatial Planning and Environment)  “Public-Private Partnership: Old Town Jakarta” Speaker: Yayat Sujatna (JOTRC)  “Some Thoughts about Heritage Conservation in Indonesia: Conservation Politics and Develop An Effective Conservation Movement” Speaker: Prof. Bakti Setiawan (JUTAP UGM)
12.30-13.30	Ishoma
<b>Round Table Meeting</b>	
13.30-16.00	Moderator: Puncto Wijayanto (BPPI) Presentation Public-Private Partnership: An Alternative to Strengthen Heritage Working Structure : A Case of Semarang Old Town  Speaker: Megaputri ‘Jenny’ Megaradjasa (Oen’s Foundation Semarang) Supports of Pt Bukit Asam (Persero) Tbk for P3KP in the Municipality of Sawahlunto  Speaker: Eko Budi Saputro (GM PT. Bukit Asam Sawahlunto) Stadsherstel Amsterdam N.V. - A Company of Amsterdam City Restoration  Speaker: Hasti Tarekat (CIE)  Responses Municipality of Surakarta  Chamber of Commerce (KADIN)  The Coordination Agency for Investments (BKPM)  BAPPENAS (National Planning Board) –Directorate of Spatial Planning and Land Ministry of Tourism and Creative Economy  Experts (Peter Timmer, Rajiv Patel, Prof. Bakti Setiawan)
16.00	Closing

# Appendix 3

## List of Participants Round Table Meeting

### List of participants

No.	Name	Department	Institution
1.	Ikhsan Gunawan		
2.	M. Megaputri		
3.	Wijanarko	Asdep Kemitraan	Kemenko Kesra
4.	Rini Ambarwati	Kabid. Sarpraswil	Bappeda Denpasar
5.	Syafaruddin	Kabid. Kebudayaan	Disbudparpora Kota Pangkal Pinang
6.	Adinul Amal	Ksb. Sarana dan Prasarana	Bappeda Pangkal Pinang
7.	Sugiono	Kabid. TR	DCKTR Cilacap
8.	Amin S.	Kabid.	BAPPEDA
9.	Yayat S.	Project Director	JOTRC/JEFORAH
10.	Rudatin	Kasubdit	BKPM
11.	A.	Kabid. PKLH	Setjen P4
12.	Basuki Wiwoho	AM K3L&S	PT Bukit Asam (Persero) Tbk.
13.	Restu Fajar A.		Kementerian Luar Negeri
14.	Edwin Satya	Kas. Ekobang	Dit. Ekbang. Kemlu
15.	Peter Timmer		RCE
16.	Rajiv Patel	CEO	CHC
17.	Eko Wijanarko	Kasi Jasa Pariwisata	BKPM
18.	Sita Indrayani	Ksd Korlinsekwil	Tarunas
19.	Sudarmo	Kasubbid Boyolali	Bappeda
20.	Purnawan		Bappeda
21.	Aliyah A.	Staf	Kemenpera
22.	Dessy Kurnia	Staf	Bina Kemitraan
23.	Andrew Siahaan	Staf	Bina Kemitraan
24.			
25.	Elisa Sutanudjaja	Project Officer	UNESCO
26.	Arif Budi N.	Kabid IPW	Bappeda Boyolali
27.	Bertha A.	K3-A4-Kws	Kemenpera
28.	Gunung Haryadi	Kasi Sosialisasi	Binda I
29.	Mutiara Khusnul	Kasi Wil IIB.1	Binda II
30.	Alim R.	Staf Bimtek IIB	Binda II
31.	Selvi	Staf Bag. Kepegawaian	Setditjen
32.	Amanda Petty Soraya	Staf. Dit. BPK	BPK
33.	Yohanes F.	Kasi Datin Binda I	Binda I
34.	Arief Budiman	Staf	Jakstranas
35.	Riani Nurjanah	Staf	Bappenas
36.	Riski Khozari	Staf Bappeda Purworejo	Bappeda Purworejo
37.	Nik Sutiyani	Kasubid Tata Ruang	Bappeda Kota Semarang
38.	Ain Roselly Syahsalina	Kasubbid Perhub. Pariwisata dan LH	Bappeda Kota Banjarmasin
39.	Eko Budi Saputro	GM	PT Bukit Asam UPO
40.	Adi W.	Kabid Sarprastaru	Bappeda Salatiga
41.	Nova Erizon	Ka. Dinas PU	Sawahlunto

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## List of participants

42.	Amri Permato	Kabid Bina Teknis DPU Sawahlunto	DPU Sawahlunto
43.	Indra Andrianto	Staf Bappeda	Bappeda Banjarnegara
44.	Yosi Chirstiana	Kasubid TR.SDA	Bappeda Banjarnegara
45.	Aktina Tetradewi	Staf Gub. DKI TRLH	Pemprov. DKI Jakarta
46.	Eka Fuadi	Pengemb. DTW	Kemen Parekraf
47.	Natalina	Pengemb. DTW	Kemen Parekraf
48.	Ansis	Kasubid	Bappeda Purworejo
49.	Yoyon Indrayana		DPUPESDM Kota Cirebon
50.	Ridwan Abubakar		Bappeda OKUT
51.	Nadia P.	Direks	PDA
52.	Benny H.	Ksb	
53.	Sri Wastyomni	KS Kemitraan	BP&K
54.	Punto Wijayanto		BPPI
55.	Hasti Tarekat		CIE Netherlands

# Colophon

Cultural Heritage Agency of the Netherlands,  
Amersfoort, 2015

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Rajiv Patel, City Heritage Centre (CHC), Ahmedabad, India

**Illustrations:**

Cultural Heritage Agency (RCE), City Heritage Centre  
(CHC), Indonesian Heritage Trust (BPPI)  
Cultural Heritage Agency of the Netherlands,  
unless otherwise stated

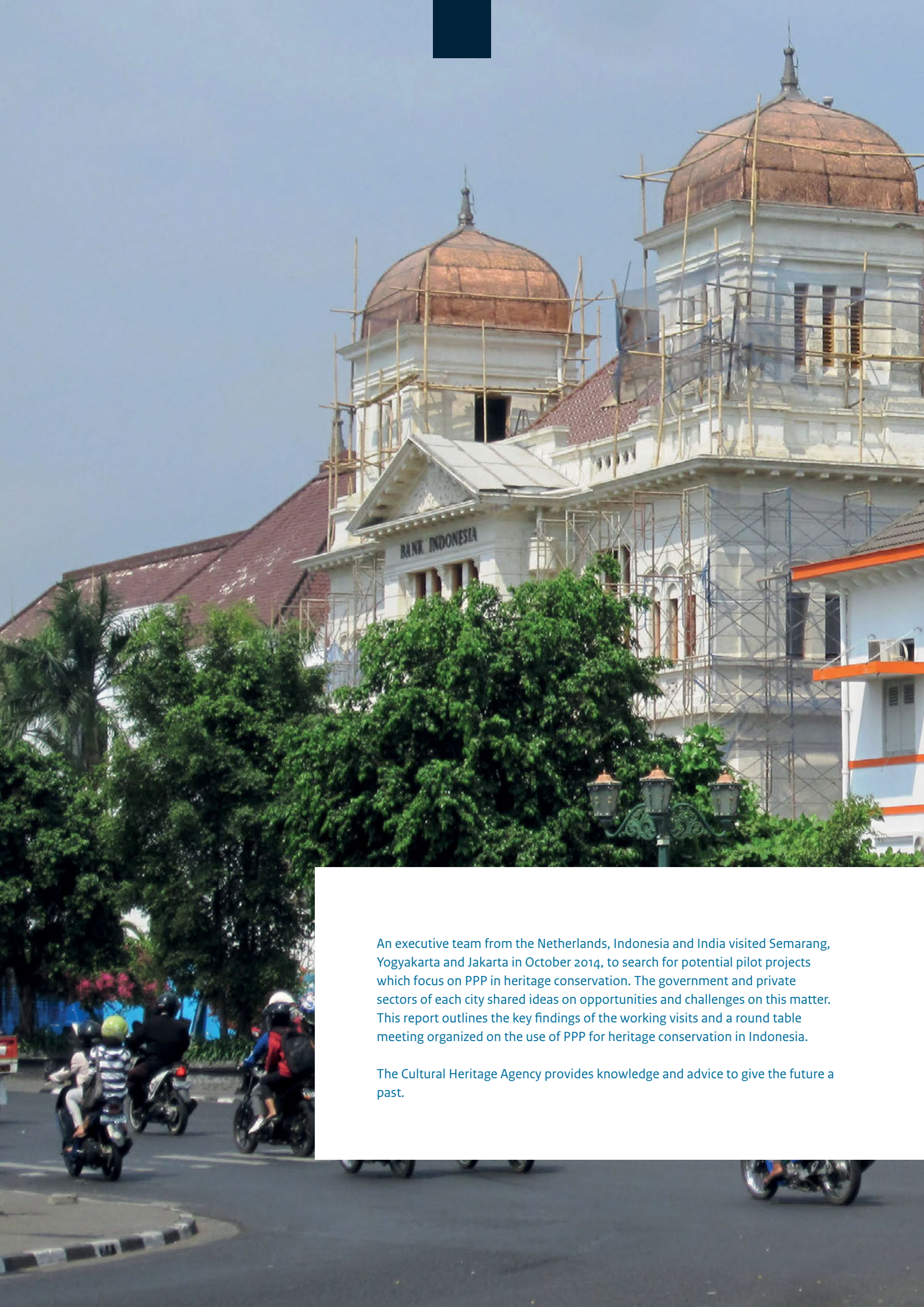
**English correction:****Taalcentrum-VU**

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An executive team from the Netherlands, Indonesia and India visited Semarang, Yogyakarta and Jakarta in October 2014, to search for potential pilot projects which focus on PPP in heritage conservation. The government and private sectors of each city shared ideas on opportunities and challenges on this matter. This report outlines the key findings of the working visits and a round table meeting organized on the use of PPP for heritage conservation in Indonesia.

The Cultural Heritage Agency provides knowledge and advice to give the future a past.