




THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT IN THE WESTERN PART OF JAVA

VOLUME 4 IMPLEMENTATION PROGRAMME (MAIN REPORT)

FEBRUARY 1988



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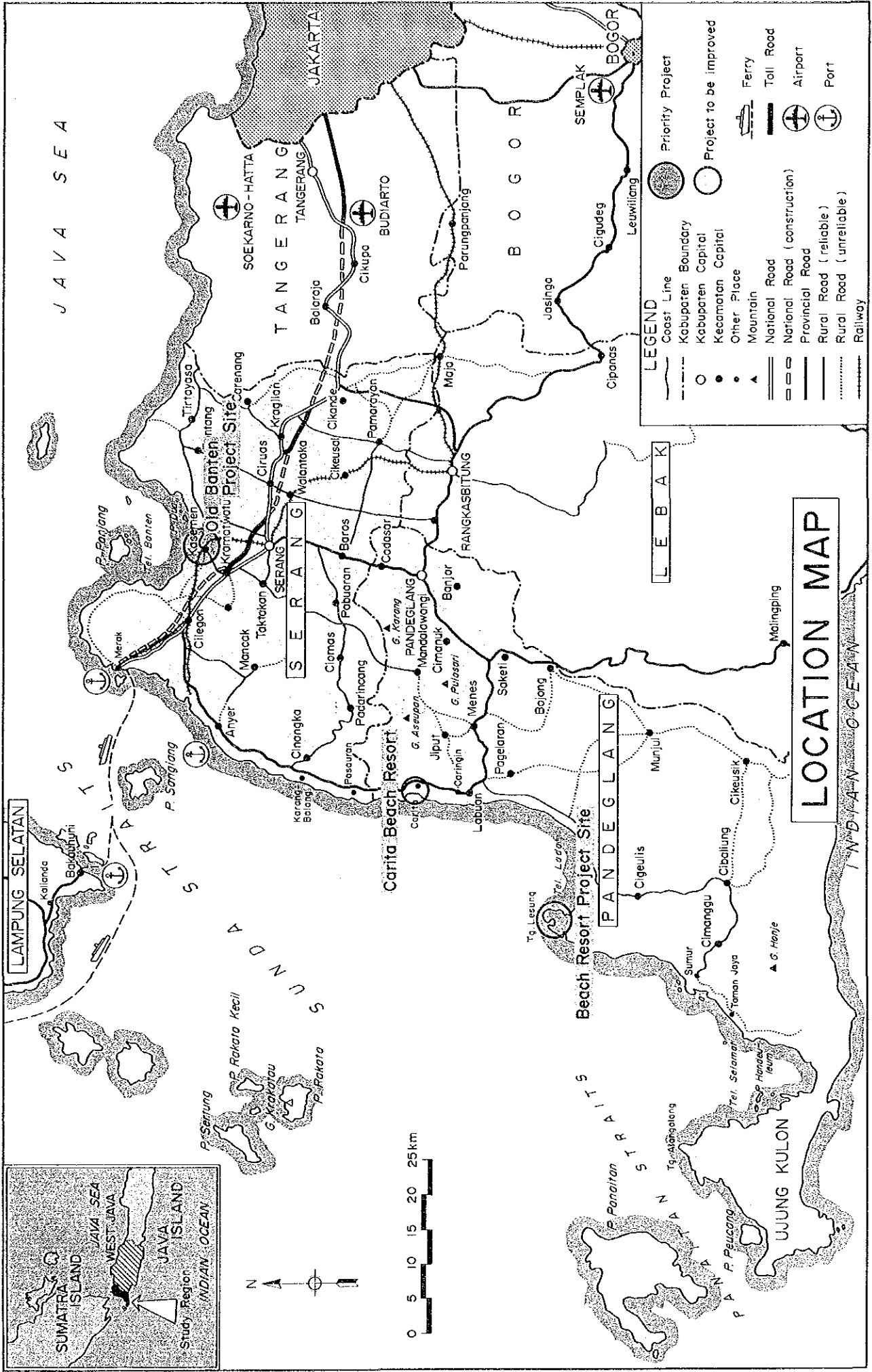
THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT IN THE WESTERN PART OF JAVA

VOLUME ④

IMPLEMENTATION PROGRAMME (MAIN REPORT)

FEBRUARY 1988

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T A N G E R A N G

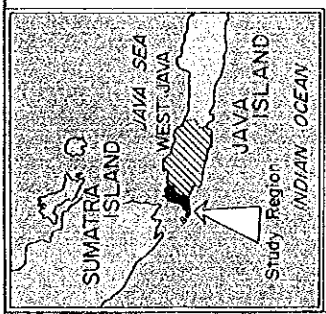
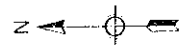
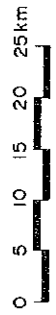
B O G O R

S E R A N G

P A N D E G L A N G

L O C A T I O N M A P

- LEGEND**
- Coast Line
 - Kabupaten Boundary
 - Kabupaten Capital
 - Kecamatan Capital
 - Other Place
 - Mountain
 - National Road
 - National Road (construction)
 - Provincial Road
 - Rural Road (reliable)
 - Rural Road (unreliable)
 - Railway
 - Priority Project
 - Project to be improved
 - Ferry
 - Toll Road
 - Airport
 - Port



LAMPUNG SELATAN

J A R T A

P A N D U N G

P A N D E G L A N G

UJUNG KULON

I N D I A N O C E A N

IMPLEMENTATION PROGRAMME STUDY
ON
THE REGIONAL DEVELOPMENT PROJECT
IN
THE WESTERN PART OF JAVA
(MAIN REPORT)

TABLE OF CONTENTS

	<u>Page</u>
Location Map	
Table of Contents	i
List of Tables	v
List of Figures	viii
List of Reports	xi
Abbreviations	xiii
Units of Measurement	xvii
Chapter 1 INTRODUCTION	1-1
1.1 Background and Objectives of the Study	1-1
1.2 Organization of the Report	1-1
Chapter 2 SUMMARY OF MASTER PLAN	2-1
2.1 Tourism Projects	2-1
2.2 Outline of Proposed Projects	2-1
2.3 Priority Projects	2-5

	<u>Page</u>
Chapter 3 IMPLEMENTATION PROGRAMME FOR OLD BANTEN SITE	3-1
3.1 Concept and Target of the Project	3-1
3.1.1 Concept of the project	3-1
3.1.2 Target market	3-2
3.2 Conditions of the Project Site	3-2
3.3 Tourism Demand and Project Capacity	3-10
3.4 Physical Plan	3-12
3.4.1 Composition of facilities and improvement of environment	3-12
3.4.2 Layout plan	3-18
3.4.3 Infrastructure	3-23
3.5 Execution Plan	3-34
3.5.1 Development cost	3-34
3.5.2 Development body and project finance	3-35
3.5.3 Relocation of local inhabitants	3-40
3.5.4 Development schedule	3-41
3.6 Operation and Management Plan	3-43
3.6.1 Outline of operation and management	3-43
3.6.2 Organization for operation and management	3-54
3.6.3 Marketing programme	3-57
3.7 Measures for Environmental Protection	3-68
3.7.1 Natural environment	3-68
3.7.2 Socio-cultural environment	3-71
3.8 Financial Analysis	3-78
3.8.1 General	3-78
3.8.2 Estimation of costs	3-78
3.8.3 Estimation of revenues	3-80
3.8.4 Financial feasibility	3-84
3.9 Economic Analysis	3-87
3.9.1 General	3-87
3.9.2 Economic costs estimation	3-87
3.9.3 Operation and maintenance cost	3-89

	<u>Page</u>
3.9.4	Economic benefits estimation 3-89
3.9.5	Economic feasibility 3-90
3.9.6	Indirect benefits 3-93
3.10	Project Evaluation and Recommendations 3-95
3.10.1	Overall evaluation 3-95
3.10.2	Recommendations 3-98
Chapter 4	IMPLEMENTATION PROGRAMME FOR TANJUNG LESUNG BEACH RESORT 4-1
4.1	Concept of the Project 4-1
4.1.1	Objectives 4-1
4.1.2	Market target 4-1
4.2	Conditions of the Project Site 4-3
4.2.1	Location 4-3
4.2.2	Surrounding environment 4-3
4.2.3	Physical conditions 4-4
4.3	Tourism Demand and Project Capacity 4-4
4.3.1	Tourism demand 4-4
4.3.2	Capacity of the project 4-6
4.4	Physical Plan 4-7
4.4.1	Composition of facilities 4-7
4.4.2	Layout plan 4-12
4.4.3	Infrastructure 4-28
4.5	Execution Plan 4-43
4.5.1	Development cost 4-43
4.5.2	Development body and project finance 4-45
4.5.3	Relocation of local inhabitants 4-57
4.5.4	Development Schedule 4-58
4.6	Operation and Management Plan 4-60
4.6.1	Outline of operation and management 4-60
4.6.2	Subdivision programme 4-69
4.6.3	Organization for operation and management 4-71
4.6.4	Marketing programme 4-75

	<u>Page</u>
4.7 Measures for Environmental Protection	4-87
4.7.1 Natural environment	4-87
4.7.2 Socio-cultural environment	4-95
4.8 Financial Analysis	4-103
4.8.1 General	4-103
4.8.2 Estimation of costs	4-103
4.8.3 Estimation of revenues	4-108
4.8.4 Financial feasibility	4-125
4.9 Economic Analysis	4-129
4.9.1 General	4-129
4.9.2 Economic costs estimation	4-129
4.9.3 Operation and maintenance cost	4-130
4.9.4 Economic benefits estimation	4-130
4.9.5 Economic feasibility	4-133
4.9.6 Indirect benefits	4-137
4.10 Project Evaluation and Recommendations	4-140
4.10.1 Overall evaluation	4-140
4.10.2 Recommendations	4-142
 Chapter 5 RECOMMENDATIONS FOR IMPROVEMENT OF CARITA BEACH	 5-1
5.1 Existing Conditions of the Area	5-1
5.2 Alternatives of Improvement Plan	5-3
5.3 Proposed Plan for Improvement of Carita Beach	5-5
5.4 Proposed Method of Implementation	5-7

LIST OF TABLES

		<u>Page</u>
Table 2-2-1	GIST OF THE PROJECTS	2-2
Table 3-3-1	PROJECTED TOURISM DEMAND FOR OLD BANTEN	3-11
Table 3-4-1	BUILDING IN HERITAGE GARDEN	3-16
Table 3-4-2	LAND AREA OF HERITAGE GARDEN	3-16
Table 3-5-1	DEVELOPMENT COST OF OLD BANTEN SITE	3-34
Table 3-5-2	FOREIGN AND LOCAL CURRENCY OF DEVELOP- MENT COST FOR OLD BANTEN SITE	3-35
Table 3-6-1	PRE-OPENING DUTIES	3-43
Table 3-6-2	ADMINISTRATION AFFAIRS	3-48
Table 3-6-3	MAINTENANCE PROGRAMME	3-54
Table 3-8-1	FINANCIAL CONSTRUCTION COST OF THE BANTEN PROJECT	3-79
Table 3-8-2	FINANCIAL CASH FLOW OF THE BANTEN PROJECT	3-86
Table 3-9-1	ECONOMIC CONSTRUCTION COST OF THE OLD BANTEN SITE PROJECT	3-88
Table 3-9-2	ECONOMIC COST-BENEFIT STREAM OF THE BANTEN PROJECT (INCLUDING CONSUMERS' SURPLUS)	3-91
Table 3-9-3	ECONOMIC COST-BENEFIT STREAM OF THE BANTEN PROJECT (EXCLUDING CONSUMER' SURPLUS)	3-92
Table 3-10-1	GIST OF OVERALL EVALUATION FOR OLD BANTEN SITE	3-97
Table 4-3-1	TOURISM DEMAND AT BEACH RESORT	4-5
Table 4-3-2	CAPACITY OF THE PROJECT	4-6
Table 4-4-1	AREA OF FACILITIES (BEACH RESORT)	4-11
Table 4-5-1	FOREIGN AND LOCAL CURRENCY OF DEVELOPMENT COST IN BEACH RESORT	4-43
Table 4-5-2	DEVELOPMENT COST (BEACH RESORT)	4-44

	<u>Page</u>
Table 4-5-3	DEVELOPMENT COST BY SECTOR 4-49
Table 4-6-1	PRE-OPENING DUTIES IN BEACH RESORT 4-61
Table 4-6-2	SUBDIVISION OF SECOND HOUSES 4-70
Table 4-7-1	EXPECTATIONS AND ANXIETIES EXPRESSED BY LOCAL LEADERS FOR TOURISM DEVELOPMENT (BEACH RESORT) 4-97
Table 4-8-1	FINANCIAL CONSTRUCTION COST OF THE BEACH PROJECT 4-104
Table 4-8-2	OPERATIONAL ASSIGNMENT 4-105
Table 4-8-3	ANNUAL OPERATION AND MAINTENANCE COST .. 4-106
Table 4-8-4	OUTLINE OF HOTELS 4-108
Table 4-8-5	ROOM CHARGE OF HOTELS 4-109
Table 4-8-6	FOOD AND BEVERAGE EXPENDITURE IN HOTELS 4-111
Table 4-8-7	MISCELLANEOUS REVENUE IN BEACH RESORT .. 4-121
Table 4-8-8	BASIC DATA FOR REVENUES IN BEACH RESORT 4-123
Table 4-8-9	REVENUES BY CATEGORY 4-124
Table 4-8-10	CASH FLOW OF THE BEACH PROJECT (WHOLE PROJECT) 4-126
Table 4-8-11	CASH FLOW OF THE DEVELOPMENT CORPORATION 4-127
Table 4-8-12	CASH FLOW OF THE PRIVATE FIRMS 4-128
Table 4-9-1	ECONOMIC CONSTRUCTION COST OF THE BEACH PROJECT 4-130
Table 4-9-2	TOURISM DEMAND FOR THE TANJUNG LESUNG BEACH RESORT PROJECT 4-132
Table 4-9-3	ECONOMIC COST-BENEFIT STREAM OF THE BEACH PROJECT (INCLUDING CONSUMER'S SURPLUS) 4-135
Table 4-9-4	ECONOMIC COST-BENEFIT STREAM OF THE BEACH PROJECT (WITHOUT CONSUMER'S SURPLUS) 4-136

	Page
Table 4-9-5 DETAILS OF OPERATION INDUCING EFFECTS ..	4-139
Table 4-10-1 GIST OF OVERALL EVALUATION FOR TANJUNG LESUNG BEACH RESORT PROJECT	4-141

LIST OF FIGURES

		<u>Page</u>
Fig. 2-2-1	LOCATION OF THE PROPOSED DEVELOPMENT PROJECTS	2-3
Fig. 3-2-1	LOCATION OF THE OLD BANTEN SITE	3-3
Fig. 3-2-2	ACCESS ROAD TO OLD BANTEN	3-5
Fig. 3-3-1	LAND ALLOTMENT PLAN IN SUROSOWAN AREA ..	3-9
Fig. 3-3-2	TREND OF TOURISM DEMAND FOR OLD BANTEN	3-11
Fig. 3-4-1	LOCATION OF PLANNED FACILITIES IN OLD BANTEN	3-20
Fig. 3-4-2	LAYOUT PLAN OF HERITAGE GARDEN	3-21
Fig. 3-4-3	IMAGE OF OLD BANTEN SITE (HERITAGE GARDEN)	3-22
Fig. 3-4-4	TRAFFIC VOLUME IN 2010 (OLD BANTEN)	3-24
Fig. 3-4-5	ACCESS ROAD LINKS	3-26
Fig. 3-4-6	INFRASTRUCTURE DEVELOPMENT PLAN IN OLD BANTEN	3-32
Fig. 3-5-1	PROPOSED DEVELOPMENT SYSTEM OF OLD BANTEN SITE	3-37
Fig. 3-5-2	FINANCIAL PROGRAMME OF OLD BANTEN	3-38
Fig. 3-5-3	DEVELOPMENT SCHEDULE FOR OLD BANTEN	3-42
Fig. 3-6-1	ORGANIZATION OF DEVELOPMENT CORPORATION IN OLD BANTEN SITE PROJECT	3-56
Fig. 3-6-2	TEN MAIN TOURIST DESTINATION AREAS IN INDONESIA	3-58
Fig. 3-6-3	MAIN TOURIST DESTINATION AREAS IN WEST JAVA	3-60
Fig. 3-7-1	LOCATION OF KAMPUNG IN SURROUNDING AREA OF OLD BANTEN PROJECT SITE	3-72
Fig. 3-7-2	SYMPATHY TO THE TOURISM DEVELOPMENT IN OLD BANTEN AREA	3-73
Fig. 3-7-3	EXPECTATION FOR THE TOURISM DEVELOPMENT IN OLD BANTEN AREA	3-73

	<u>Page</u>
Fig. 3-7-4	IMPROVEMENT OF INFRASTRUCTURES DESIRED BY LOCAL PEOPLE IN RELATION TO OLD BANTEN SITE DEVELOPMENT 3-73
Fig. 3-7-5	ADVERSE IMPACTS FORESEEN SUBSEQUENT TO THE DEVELOPMENT OF OLD BANTEN SITE 3-73
Fig. 3-7-6	SOCIO-CULTURAL FACILITIES REQUESTED BY LOCAL PEOPLE IN RELATION TO OLD BANTEN SITE DEVELOPMENT 3-77
Fig. 4-3-1	TREND OF TOURISM DEMAND AT BEACH RESORT 4-5
Fig. 4-4-1	ZONING PLAN 4-13
Fig. 4-4-2	LAND USE PLAN 4-15
Fig. 4-4-3	LAYOUT PLAN OF BEACH RESORT 4-17
Fig. 4-4-4	LAYOUT PLAN OF BEACH RESORT (NORTH) 4-18
Fig. 4-4-5	LAYOUT PLAN OF BEACH RESORT (SOUTH) 4-19
Fig. 4-4-6	IMAGE OF BEACH RESORT (NORTH) 4-20
Fig. 4-4-7	IMAGE OF BEACH RESORT (SOUTH) 4-21
Fig. 4-4-8	STAGE PLAN 4-27
Fig. 4-4-9	TOURISM TRAFFIC VOLUME IN 2010 (BEACH RESORT) 4-30
Fig. 4-4-10	FUNDAMENTALS OF DESIGN CRITERIA FOR CLASS III A CLASSIFICATION 4-33
Fig. 4-4-11	WATER SUPPLY SYSTEM IN TANJUNG LESUNG BEACH RESORT 4-35
Fig. 4-4-12	SEWAGE TREATMENT SYSTEM IN TANJUNG LESUNG BEACH RESORT 4-37
Fig. 4-4-13	POWER SUPPLY SYSTEM IN BEACH RESORT 4-39
Fig. 4-4-14	TELECOMMUNICATION SYSTEM IN BEACH RESORT 4-40
Fig. 4-4-15	OTHER INFRASTRUCTURE SYSTEM IN TANJUNG LESUNG BEACH RESORT 4-42

		<u>Page</u>
Fig. 4-5-1	OVERALL DEVELOPMENT SYSTEM IN BEACH RESORT	4-48
Fig. 4-5-2	FINANCE PROGRAMME FOR BEACH RESORT	4-51
Fig. 4-5-3	TYPES OF HOTEL BUSINESS SYSTEM	4-53
Fig. 4-5-4	DEVELOPMENT SCHEDULE OF BEACH RESORT ...	4-59
Fig. 4-6-1	ORGANIZATION OF DEVELOPMENT CORPORATION IN BEACH RESORT	4-72
Fig. 4-6-2	ORGANIZATION OF HOTELIERS IN BEACH RESORT	4-73
Fig. 4-7-1	PRESENT CONDITION IN SURROUNDING AREA OF BEACH RESORT PROJECT SITE	4-88
Fig. 4-7-2	PROJECTION OF DILUTION OF SEWAGE EFFLUENT	4-94
Fig. 4-7-3	LOCATION OF KAMPUNG IN SURROUNDING AREA OF BEACH RESORT PROJECT SITE	4-96
Fig. 4-7-4	SYMPATHY TO THE TOURISM DEVELOPMENT IN TANJUNG LESUNG AREA (BEACH RESORT PROJECT)	4-98
Fig. 4-7-5	EXPECTATION FOR THE TOURISM DEVELOPMENT IN TANJUNG LESUNG AREA (BEACH RESORT PROJECT)	4-98
Fig. 4-7-6	IMPROVEMENT OF INFRASTRUCTURES DESIRED BY LOCAL PEOPLE IN RELATION TO BEACH RESORT DEVELOPMENT	4-100
Fig. 4-7-7	ADVERSE IMPACT FORESEEN SUBSEQUENT THE DEVELOPMENT OF BEACH RESORT PROJECT	4-100
Fig. 4-7-8	SOCIO-CULTURAL FACILITIES REQUESTED BY LOCAL PEOPLE IN RELATION TO BEACH RESORT DEVELOPMENT	4-100
Fig. 5-1-1	PRESENT LAND USE IN AND AROUND THE CARITA BEACH	5-2
Fig. 5-2-1	ALTERNATIVE PLANS FOR INSTALLATION OF BY-PASS ROAD IN CARITA BEACH	5-4
Fig. 5-3-1	PROPOSED DEVELOPMENT PLAN FOR CARITA BEACH AREA	5-6

LIST OF REPORTS

1. EXECUTIVE SUMMARY VOLUME 1
2. MASTER PLAN (MAIN REPORT) VOLUME 2
3. MASTER PLAN (ANNEXES) VOLUME 3
 - ANNEX I (A) SOCIO-ECONOMY
 - ANNEX I (B) INFRASTRUCTURE
 - ANNEX I (C) REGIONAL DEVELOPMENT
 - ANNEX I (D) CONDITIONS OF TOURISM
 - ANNEX I (E) TOURISM DEMAND AND PLANNING
 - ANNEX I (F) ENVIRONMENT
4. IMPLEMENTATION PROGRAMME (MAIN REPORT) VOLUME 4
5. IMPLEMENTATION PROGRAMME (ANNEXES) VOLUME 5
 - ANNEX II.A INFRASTRUCTURE
 - ANNEX II.A.1 PRELIMINARY DESIGN OF RESTORATION OF OLD MOAT
 - ANNEX II.A.2 IMPACTS OF TOURISM DEVELOPMENT ON ROAD TRANSPORTATION
 - ANNEX II.A.3 METHOD FOR STUDY ON CAPACITY OF 2-LANE ROAD
 - ANNEX II.A.4 WATER DEMAND PROJECTION
 - ANNEX II.A.5 COST COMPARISON OF WATER SUPPLY SYSTEM IN OLD BANTEN
 - ANNEX II.A.6 PRINCIPAL DESIGN CRITERIA FOR WATER SUPPLY SYSTEM
 - ANNEX II.A.7 SEWAGE TREATMENT
 - ANNEX II.A.8 DEMAND OF OTHER INFRASTRUCTURES
 - ANNEX II.A.9 EVALUATION OF BOAT TRANSPORT OPERATION FOR UJUNG KULON AND KRAKATAU ISLANDS
 - ANNEX II.B COST ESTIMATE
 - ANNEX II.B.1 DETAIL OF CONSTRUCTION COST (OLD BANTEN)
 - ANNEX II.B.2 LOCAL AND FOREIGN CURRENCY PORTION
 - ANNEX II.B.3 AREA AND SITE OF FACILITIES (BEACH RESORT)
 - ANNEX II.B.4 DETAILS OF DEVELOPMENT COST (BEACH RESORT)

ANNEX II.C	MANAGEMENT
ANNEX II.C.1	OPTIONAL TOUR ROUTE: STOP-OVERING OLD BANTEN
ANNEX II.C.2	PACKAGE TOUR ROUTE TO TANJUNG LESUNG
ANNEX II.D	ENVIRONMENT
ANNEX II.D.1	FLOW CHART OF EVALUATION FOR ENVIRONMENTAL FACTORS
ANNEX II.D.2	DISTRIBUTION OF MAJOR VEGETATION TYPES IN THE PULAU DUA NATURE RESERVE
ANNEX II.D.3	LIST OF FAUNA THAT EXIST IN FIELD (FOREST) OF TANJUNG LESUNG AREA
ANNEX II.D.4	LIST OF FLORA FREQUENTLY FOUND OUT IN FIELD (FOREST) AT TANJUNG LESUNG AREA
ANNEX II.D.5(1)	WATER ANALYSIS, TANJUNG LESUNG, PADEGLANG, JABAR (3-4 September 1987)
ANNEX II.D.5(2)	LOCATION OF STATIONS FOR WATER ANALYSIS
ANNEX II.D.6	DILUTION OF SEWAGE EFFLUENT
ANNEX II.D.7	LIST OF RESPONDENTS OF SOCIO-CULTURAL SURVEY AT OLD BANTEN PROJECT SITE
ANNEX II.D.8	RESULTS OF SOCIO-CULTURAL INTERVIEW (OLD BANTEN)
ANNEX II.D.9	LIST OF RESPONDENTS OF SOCIO-CULTURAL SURVEY AT BEACH RESORT PROJECT SITE
ANNEX II.D.10	RESULTS OF SOCIO-CULTURAL INTERVIEW (BEACH RESORT)
ANNEX II.D.11	A BRIEF SURVEY ON SOCIO-ECONOMIC CONDITION OF KECAMATAN CIGEULIS AND DESA TANJUNG JAYA
ANNEX II.D.12	INVESTIGATION SHEETS OF THE STATISTICAL DATA
ANNEX II.D.13	QUESTIONNAIRES OF INTERVIEW SURVEY
ANNEX II.E	PROJECT EVALUATION
ANNEX II.E.1	BASIC CONCEPT OF THE FINANCIAL INTERNAL RATE OF RETURN (FIRR)
ANNEX II.E.2	BASIC CONCEPT OF THE ECONOMIC INTERNAL RATE OF RETURN (EIRR)
ANNEX II.E.3	SENSITIVITY TO THE DELAY OF DEVELOPMENT
ANNEX II.E.4	METHODOLOGY OF CALCULATING CONSUMER'S SURPLUS
ANNEX II.E.5	ECONOMIC COST OF TRANSPORTATION

ABBREVIATIONS

National and International Organizations

ADB	: Asian Development Bank
APBD	: Anggaran Pendapatan & Belanja Daerah (Provincial & Regency Budget)
APBN	: Anggaran Pendapatan & Belanja Negara (National Budget)
ASEAN	: Association of South-East Asian Nations
ASEANTA	: ASEAN Travel Agencies Association
ASITA (APPI)	: Association of the Indonesian Tour and Travel Agencies (Asosiasi Perusahaan Perjalanan Indonesia)
BAPARDA	: Badan Pengembangan Pariwisata Daerah (Provincial Tourism Development Board)
BAPPARNAS	: Badan Pengembangan Pariwisata Nasional (National Tourism Development Board)
BAPPEDA	: Badan Perencanaan Pembangunan Daerah (Regional Development Planning Agency)
BAPPENAS	: Badan Perencanaan Pembangunan Nasional (National Development Planning Agency)
BPAM	: Badan Pengelola Air Minum (Water Supply Authority)
BPS	: Biro Pusat Statistik (Central Bureau of Statistics Office)
BTDC	: Bali Tourism Development Corporation
BUMN	: Badan Usaha Milik Negara (State Owned Enterprises)
DANA INPRES	: Special Budget
DEPARNAS	: Dewan Kepariwisata Nasional (National Tourism Council)
DEPDAGRI	: Departemen Dalam Negeri (Department of Home Affairs)
DEPDIKBUD (DEC)	: Departemen Pendidikan dan Kebudayaan (Department of Education and Culture)

DEPERIN	: Departemen Perindustrian (Department of Industry)
DEPHUB	: Departemen Perhubungan (Department of Communications)
DEPPARPOSTEL	: Departemen Pariwisata, Pos dan Telekomunikasi (Department of Tourism, Post and Telecommunication)
DEP.P.U.	: Departemen Pekerjaan Umum (Department of Public Works)
DEPTAN	: Departemen Pertanian (Department of Agriculture)
DIPARDA Tk. I	: Dinas Pariwisata Daerah Tingkat I (Provincial Tourist Service)
DIPARDA Tk. II	: Dinas Pariwisata Daerah Tingkat II (Kabupaten Tourist Service)
DIT. BINA MARGA	: Directorate General of Road Construction
DIT. CIPTA KARYA	: Directorate General of Human Settlement
DITJEN. HUB. DAR.	: Direktorat Jenderal Perhubungan Darat (Directorate General of Land Transport and Inland Waterways)
DITJEN. HUB. DARA.	: Direktorat Jenderal Perhubungan Udara (Directorate General of Air Transport)
DITJEN. HUB. LA.	: Direktorat Jenderal Perhubungan Laut (Directorate General of Sea Transport)
DITJEN. PAR. (DGT)	: Direktorat Jenderal Pariwisata (Directorate General of Tourism)
DIT. PHPA. (DGF)	: Direktorat Jendral Perlindungan Hutan dan Pelestarian Alam (Directorate General of Forest Protection and Nature Conservation)
DPU (P or K)	: Dinas Pekerjaan Umum (Propinsi-Kabupaten/ Kotamadya) (Provincial or Local Public Works Services)
IBRD	: International Bank for Reconstruction and Development
IDA	: International Development Association

IHRA : Indonesian Hotel and Restaurant
(PHRI) Association
(Perhimpunan Hotel dan Restoran
Indonesia)

INPRES : Instruksi Presiden
(Presidential Decree)

ITB : Institut Teknologi Bandung
(Bandung Institute of Technology)

JICA : Japan International Cooperation Agency

JNTO : Japan National Tourist Organization

KANDEP : Kantor Departemen
(District Office of the Department)

KANWIL : Kantor Wilayah
(Regional Office)

KLH : Kependudukan dan Lingkungan Hidup
(Population and Environment)

MOT : Ministry of Transport (Japan)

NATOUR : National and Tourism Corporation

PATA : Pacific Asia Travel Association

PDAM : Perusahaan Daerah Air Minum
(Local Water Supply Company)

PERUMTEL : Perusahaan Umum Telekomunikasi
(Public Company of Telecommunication)

PHPA : Perlindungan Hutan dan Pelestarian Alam
(Forest Protection and Nature
Conservation Office)

PJKA : Perusahaan Jawatan Kreta Api
(National Railway Company)

PLN : Perusahaan Listrik Negara
(Public Corporation of Electricity)

PT. HII : Hotel Indonesia International
(International Hotel Corporation)

PT. JASA MARGA : Indonesian Highway Corporation

Local Terms

Bukit	: Hill
Bupati	: Head of Kabupaten (Regency)
Danau	: Lake
Desa/Kampung	: Village
DKI Jakarta	: Daerah Khusus Ibukota Jakarta Raya (Special District Capital Greater Jakarta)
Gunung (G.)	: Mountain
IKK	: Ibu Kota Kecamatan (Sub-District Town)
Kabupaten (Kab.)	: Regency
Kecamatan (Kec.)	: Sub-District
Kelurahan	: Village
Kotamadya (Kodya)	: Municipality
KUD	: Koperasi Unit Desa (Village Unit Cooperative)
Lama	: Old
Palawija	: Upland crops
Pantai	: Beach
PELITA	: Pembangunan Lima Tahun (Five Year Development)
PT	: Perusahaan Terbatas (Private Limited Company)
Pulau (P.)	: Island
REPELITA	: Rencana Pembangunan Lima Tahun (Five Year Development Plan)
Sungai	: River
Tanjung (Tg.)	: Cape
Wilayah	: Region

UNITS OF MEASUREMENT

Length

mm = millimeter
cm = centimeter
m = meter
km = kilometer

Area

cm² = square centimeter
m² = square meter (or sq.m)
ha = hectare
km² = square kilometer

Volume

cm³ = cubic centimeter
lit = litre
m³ = cubic meter

Weight

mg = milligram
g = gram
kg = kilogram
ton = metric ton

Electrical Measures

V = Volt
kV = Kilovolt
A = Ampere
kW = Kilowatt
MW = Megawatt

Other Measures

% = percent
PS = horsepower
° = degree
' = minute
" = second
°C = degree centigrade
10³ = thousand
10⁶ (mil.) = million
10⁹ = billion (milliard)
ppm = parts per million
pH = scale for acidity

Derived Measures

m³/s = cubic meter per second
kWh = kilowatt hour
MWh = Megawatt hour
kWh/y = kilowatt hour per year
kVA = kilovolt ampere

Time

sec(s) = second
min = minute
h = hour
d = day
y = year

Money

Rp. = Rupiah
US\$ = US dollar
¥ = Japanese Yen

CHAPTER 1

INTRODUCTION

CHAPTER 1 INTRODUCTION

1.1 Background and Objectives of the Study

On 30 July 1987 the Steering Committee of the Indonesian Government expressed the expectation that the two priority projects, namely Old Banten and Tanjung Lesung Beach Resort, would be taken forward to implementation during the Fifth National Development Plan period of 1989 ~ 1993 (Repelita V) at the meeting held at Anyer. The Implementation Programme, Volume 4 of the present report with its annexes, was formulated to introduce the implementation programme and processes for realization of the above two projects.

1.2 Organization of the Report

This Implementation Program is submitted in draft form for further discussion meetings of the Steering Committee to be held in Jakarta in December 1987. The annexes of this report are included in Volume V.

The Programme contains 5 chapters. Chapter 1 is an introduction with a short explanation of the background and objectives of the study. Chapter 2 provides a summary of the master plan as contained in the main report of the master plan (Volume I). Chapter 3 deals in detail with the implementation programme for Old Banten. It explains the concept and target of the Project, the conditions of the site, the projected tourism demand and the proposed project capacity. It describes the proposed facilities, their layouts and infrastructure requirements. This chapter shows the results of the economic and financial analyses by introducing the various costs involved and the implementation schedule. It introduces the operation and management plan measures for environmental protection as well as overall evaluation and recommendations. Chapter 4 deals with the same items as in Chapter 3, but in respect of Tanjung Lesung Beach Resort.

Lastly, Chapter 5 presents the JICA study team's additional recommendations for improvement of Carita Beach.

CHAPTER 2

SUMMARY OF MASTER PLAN

CHAPTER 2 SUMMARY OF MASTER PLAN

2.1 Tourism Projects

Tourism has become a major industry in many developing countries that stimulates national and regional growth in various ways. Benefits from tourism derive from:

- Foreign exchange earning,
- Inducing regional development,
- Generating recreational benefits,
- Creating new jobs and markets for local products,
- Ameliorating commercialization and marketing systems, and
- Improving infrastructures and public utilities.

To attain those objectives, six projects are proposed in the Master Plan for tourism development in the western part of West Java for realization by year 2010.

The six projects identified in the Master Plan are:

- Old Banten Site,
- Kur Park,
- Tropical Marine Park,
- Beach Resort,
- Ujung Kulon and Krakatau Islands, and
- Country Park.

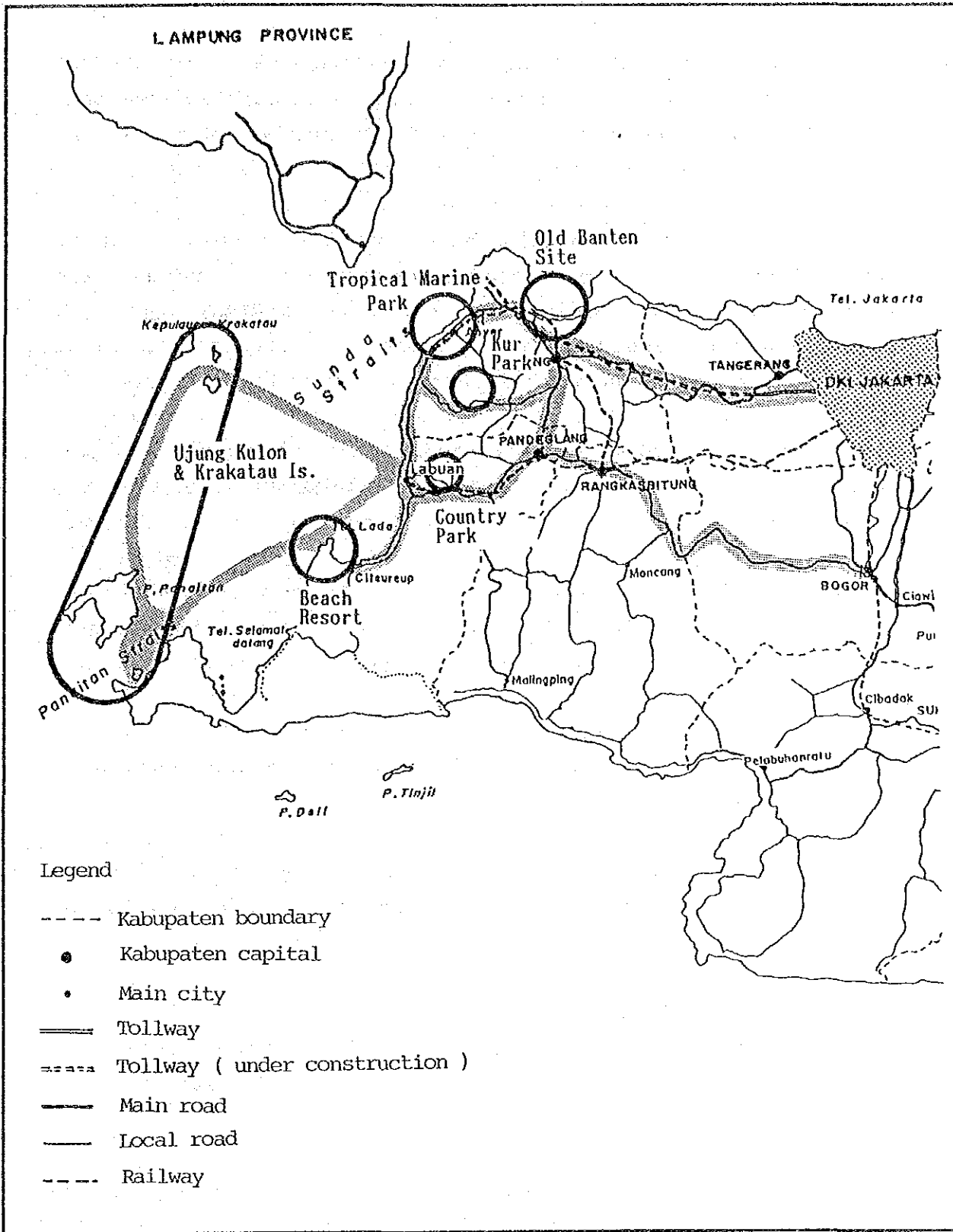
2.2 Outline of Proposed Projects

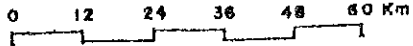


The concept that has been evolved in formulating tourism projects in the study region was based on the technical, social and economic requirements of the projects as well as on the basic policy of the Indonesian Government with regard to tourism development. The technical and socio-economic

Table 2-2-1 GIST OF THE PROJECTS

Project	Tropical Marine Park	Kur Park	Old Banten Site	Beach Resort	Ujung Kulon & Krakatau	Country Park
Objective	To enhance maritime interest of Indonesian people.	To vitalize the area by promoting the multiple utilization of the existing hot springs.	To establish a tourism magnet in the region, restoring historical town of Old Banten to promote broad tourism.	To offer highgrade opportunities for holiday makers and to earn foreign exchange.	To establish regional identities and to encourage nature oriented activities.	To establish a tourist route and to encourage local industries. To fill the younger generation's needs.
Domestic	⊙	○	⊙	○	○	⊙
Target F. Resident	○	○	○	⊙	○	○
F. Tourist	○	○	○	○	⊙	○
Long Term	-	-	-	○	-	○
Type of Stay	○	○	○	○	⊙	○
Short Term	○	○	○	○	○	○
Day Use	⊙	○	⊙	○	○	⊙
Facilities	<ol style="list-style-type: none"> 1 Aquarium 2 Dolphin show pool 3 Maritime museum 4 Model ship harbor 5 Seaside shopping center 6 Picnic area 7 Amusement park tower 8 Submarine observation tower 	<ol style="list-style-type: none"> 1 Kur haus (Recuperating system using hot springs) 2 Hotel, restaurant 3 Sports field, courts 4 Gymnasium 5 Swimming pool 6 Open air theater 7 Art gallery 8 Flower garden 9 Rockery 10 Jogging course 11 Hill side terrace 	<ol style="list-style-type: none"> 1 Restoration of the old moats 2 Landing facilities for boats to Pulau Dua 3 Heritage garden 4 Art theater 5 Restaurant, shops 6 Pepper trade museum 7 Rest area 8 Improvement of road 9 Beautification of market place and Karangantu harbor 	<ol style="list-style-type: none"> 1 Marina 2 International standard hotels 3 Condominiums village 4 Second house village 5 Golf course 6 Sports fields, courts 7 Central plaza 8 Picnic area 9 Marine sports base for adventure tourism 	<ol style="list-style-type: none"> 1 Guest house 2 Jetties 3 Observation towers 4 Shelter 5 Camping grounds 6 Natural trails 7 Sailing base (Labuan) 8 Sea garden 9 Experimental factory 	<ol style="list-style-type: none"> 1 Camping site 2 Sports fields, courts 3 Gymnasium 4 Shops 5 Picnic area 6 Exhibition 7 Model farm 8 Botanical garden 9 Experimental factory
Development System	Private sector or Government-run corporation	Private sector	Public sector: Restoration of historical relics: Dept. of Education & Culture	Public sector: Infrastructure & total management of development Private sector: individual facilities	Private sector: - Guest house - boats (under the control of DIT. PHPA)	Public sector: DIT. PHPA or Dept. of Agriculture
Operation & Promotion.	To be operated by private sector or Government-run corporation.	To be connected with the welfare institution for promotion.	To be operated by public sector.	To be administered by Government-run corporation and private sect	To control the number of visitors for nature conservation.	To be operated by public sector incorporated with agricultural cooperative.

Remarks: ⊙ Predominant; ○ Secondary



<p>Scale 1:1,250,000</p>  	 <p>DEPARTMENT OF TOURISM, POST AND TELECOMMUNICATION DIRECTORATE GENERAL OF TOURISM</p>
	<p>JAPAN INTERNATIONAL COOPERATION AGENCY</p>
<p>THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT IN THE WESTERN PART OF JAVA</p>	
<p>Fig. 2-2-1 LOCATION OF THE PROPOSED DEVELOPMENT PROJECTS</p>	

requirements consist of making maximum use of tourist destination potentials, enhancement and promotion of regional identity and development, and formulation of projects by determining the tourist routes.

The Indonesian Government's basic policy with regard to tourism development emphasizes preservation of nature and wildlife, conservation of socio-cultural assets, improving people's health and welfare, increasing foreign exchange earnings, and promoting pilgrim tours.

In due consideration of the objective requirements and policies on tourism, six projects were elaborated as presented below.

- (1) The Tropical Marine Park Project was proposed to enhance marine interests by offering attractions connected to sea, fish and ships.
- (2) The Kur Park Project was proposed to promote multiple uses of existing hot springs and to develop them as a new aspect of tourism in Indonesia.
- (3) The Old Banten Site Project was proposed to improve existing historic sites to promote general tourism as well as pilgrimage.
- (4) The Beach Resort Project was proposed as an international beach resort with related facilities which could be partially implemented with foreign investments.
- (5) Ujung Kulon and Krakatau Islands Project was proposed to capitalize on the natural, geographic and historic features of West Java and to attract visitors interested in wild nature, research and nature education.

- (6) The Country Park project was proposed to contribute to establishment of a tourist route in the rural area and to encourage local industries among them agriculture and related agro-processing industries. This project also aims to develop outdoor recreation park for both foreign and Indonesian young generation.

2.3 Priority Projects

The most important thing to bear in mind is to programme the implementation of projects in accordance with an appropriate stage plan in line with tourism trends to meet future demands. It is also necessary to minimize harmful effects and negative impacts on both cultural and socio-cultural environments of the region.

In this context, the JICA Study Team prepared, in collaboration with the Indonesian side, ten indicators in various sectors as national benefits, regional benefits, environmental preservation, and operation and management of projects. Though a comprehensive evaluation of the weighting giving to the indicators, two of the six projects were proposed to and adopted by the Indonesian Steering Committee in July 1987 for implementation during the Fifth Plan Period (1989/90 - 1993/94). The two projects are the Old Banten Site and Tanjung Lesung Beach Resort.

CHAPTER 3

**IMPLEMENTATION PROGRAMME
FOR OLD BANTEN SITE**

CHAPTER 3 IMPLEMENTATION PROGRAMME FOR OLD BANTEN SITE

3.1 Concept and Target of the Project

3.1.1 Concept of the Project

The Old Banten area is already a major destination in West Java owing to its wealth of resources:

- Religious objectives (Mosques, Tomb of the Sultan and Temple),
- Historical background of the area (City of Old Banten),
- Cultural importance in West Java (Relics of Old Banten),
- Natural tourist resources (Bird sanctuary at Pulau Dua).

These resources, however, are scattered over the area and are not conveniently developed for visitors.

This project therefore aims to establish a historic and cultural center utilizing the above resources to improve access to knowledge of regional history and traditional culture, and to spread greater appreciation of these values. In doing this, the project will help to create new wealth and prosperity for the region.

For such purposes, existing visitors' facilities and their surrounding environment would be improved by realizing the following:

- landscaping and improvement of the area,
- introduction of new visitors' facilities, and
- support for restoration of historic relics, currently being undertaken by the Department of Education and Culture.

3.1.2 Target market

In view of the nature of the existing resources in the area the majority of visitors are likely to be local people, especially those from Jakarta and West Java.

If the visitors' facilities are well developed and publicised, tourists traveling in the region may be expected to stop over.

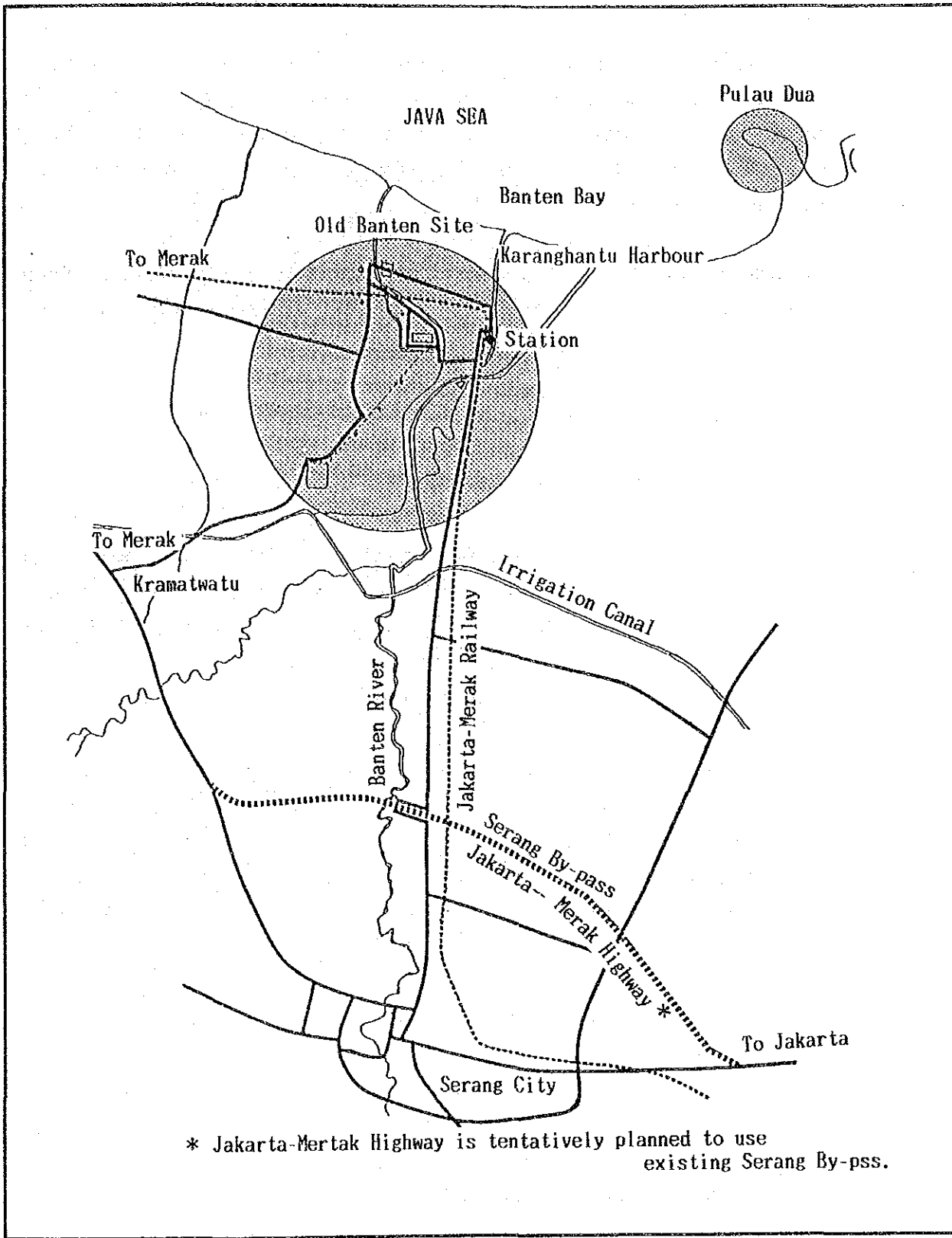
Foreign visitors, however, are likely to be in the minority because of the lack of prominent resources to draw them to the area in the first place.

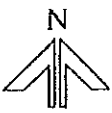


3.2 Conditions of the Project Site

1) Location

Old Banten is located in the northern part of Kab. Serang and about 8 km north of Serang city as shown in Fig. 3-2-1.

Old Banten is approximately 80 km from Jakarta.



<p>Legend</p> <p>==== Road</p> <p>..... Railway</p> <p>==== Canal</p>	<p>N</p>  <p>0 500 1,000 2,000m</p> 	 <p>DEPARTMENT OF TOURISM, POST AND TELECOMMUNICATION DIRECTORATE GENERAL OF TOURISM</p>
		<p>JAPAN INTERNATIONAL COOPERATION AGENCY</p> <p>THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT IN THE WESTERN PART OF JAVA</p>
<p>Fig. 3-2-1 LOCATION OF THE OLD BANTEN SITE</p>		

At present there are two access roads from the Jakarta-Merak road; one from Serang to Banten Lama, the other from Kramatwatu to Banten Lama. When the Jakarta Merak Highway is completed, the accessibility by car from Jakarta will be much improved.

In addition to road access, there is a railway line from Jakarta to Merak with a station in Old Banten (see Fig. 3-2-2).

2) Historical background and surrounding environment

(1) Historical background

Old Banten was the seat of the Islamic government for the whole Banten area - covering the present Kabupatens of Serang, Pandeglang and Lebak - during the 16th-18th centuries. As a result, there remain many historical relics in the area.

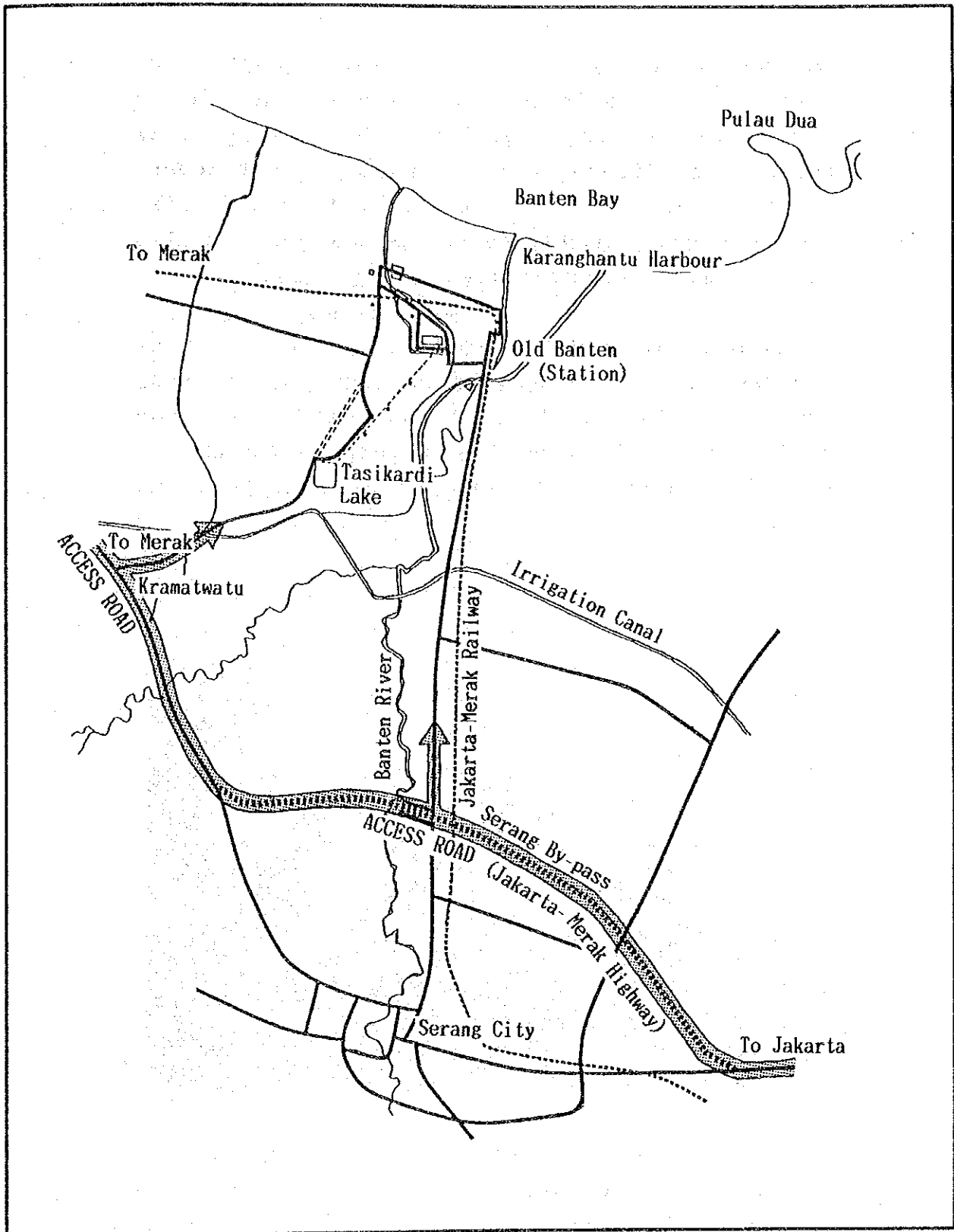
Karanghantu harbor, located in the northern part of the Old Banten area, is the oldest international harbor in Java and was once (16th - 17th centuries) prosperous because of the international trade in pepper and other products with Persia, China, Arabia, Portugal, England and the Netherlands.

(2) Surrounding environment

a. Northern part: Banten bay and Pulau Dua Island

Old Banten faces Banten bay in the north, where the Pulau Dua island is located.

Ships used to enter the Old Banten river until the depth of water become too shallow and now it is impossible for large boats to navigate through the canals.



Legend

- Road
- Existing Road
- Proposed Road
- Railway
- Canal

0 500 1,000 2,000m

N

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Fig. 3-2-2
ACCESS ROAD TO OLD BANTEN

The sea in the Banten bay, especially near the coast, is contaminated by silts brought in by rivers running into the bay. The bay is still abundant in fish and other aquatic life however, and many birds are attracted to this area. Fish breeding ponds, mostly shrimp hatcheries, are also located in the coastal area.

Pulau Dua Island is located to the northeast of Old Banten and is a bird sanctuary. A great number of migrant birds of many different kinds visit this island to breed between April and August from the continents of Africa, Asia and Australia.



Even during the off-season, many birds can be seen in Pulau Dua. Non-migrant birds also breed on the island which covers about 8 hectares, but it is now almost connected to the shore by sedimentation.

b. Southern part: City of Serang

To the south of Old Banten, there is the city of Serang, which is the capital of Kab. Serang.

Between Old Banten and the city of Serang, there are well maintained irrigated paddy fields and scattered villages.

c. Eastern and western part

In the east and the west, well maintained irrigated paddy fields together with rural communities are spread throughout the countryside.

3) Existing tourist attractions

Old Banten is a small city (12,000 population, 1984) and its vicinity has various tourist attractions, which can be classified as follows:

(1) Historic relics and Site Museum (Banten Archaeological Site Museum)

- Keraton (Palace) Surosowan
- Keraton (Palace) Kaibon
- The Tomb of Sultan Maulana Yusuf
- Watu Gilang (two stones, used to consecrate the sultans of Banten)
- Tasikardi (man-made lake)
- Benteng (Fortress) Speelwijk
- Cannon Ki Amuk
- The Site Museum
- Tower of an old mosque

(2) Religious objects

- Mesjid Agung Banten (the Great Mosque of Banten)
- Mesjid (Mosque) Kasunyatan
- Mesjid (Mosque) Kanari
- Banten Chinese Temple

(3) Bird sanctuary

- Pulau Dua nature reserve
 - Bird sanctuary
 - Sea garden

(4) Industrial objectives

- Karanghantu harbor
- Market
- Empang Ikan (Fish-pond)

(5) Others

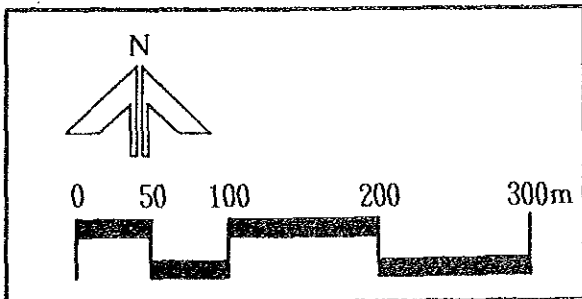
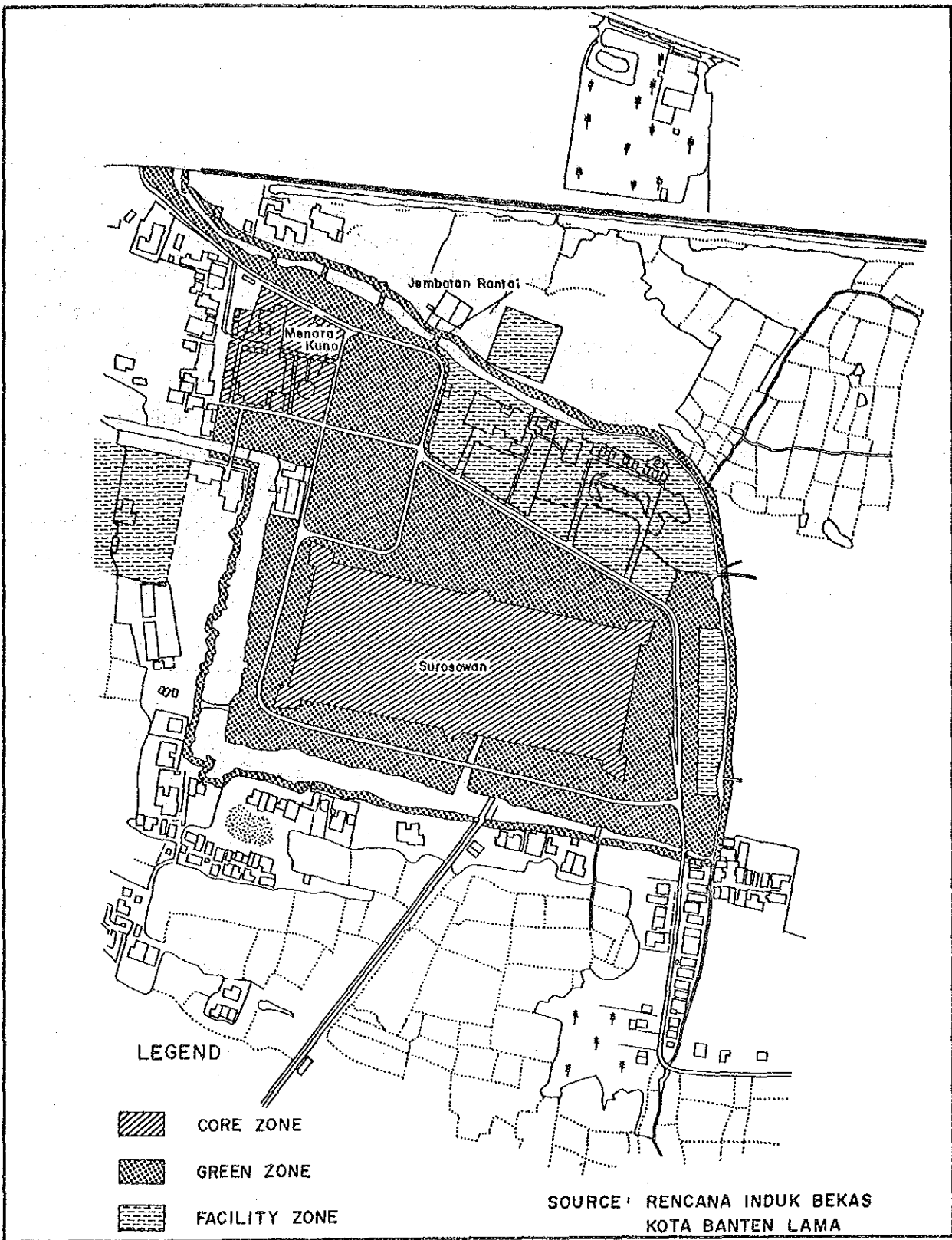
- Debus play

For an outline of the existing tourist attractions, refer to Annex I(D), Chapter 2.

In order to preserve these historic relics, the Department of Education and Culture has already formulated a master plan and has already put into practice the site plan in accordance with the plan.

Fig. 3-3-1 shows the Land Allotment Plan of Surosowan area, included in the above Master Plan. This should form basis for formulation of the tourism implementation programme.

This Master Plan also includes the areas near Chinese Temple and Speelwijk Fortress, Kaibon Palace and other historical assets.





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 IN THE WESTERN PART OF JAVA

Fig. 3-3-1
 LAND ALLOTMENT PLAN IN SUROSOWAN AREA

3.3 Tourism Demand and Project Capacity

1) Tourism demand

From the data obtained, the number of visitors to Old Banten has shown noticeable yearly fluctuations ranging from 700 to 1,700 thousand over the past 6 years. The JICA Study Team made a projection on the trend of tourism demand for Old Banten based on the cases of with full projects and without. The case of with full projects implies three assumptions, that the increase generated by implementation of the Old Banten and the Beach Resort Projects; secondly the increase induced by expansion of the Beach Resort and realization of the Kur Park Project; and thirdly the increase induced by implementing other projects proposed in the Master Plan.

Fig. 3-3-2 shows the trend of tourism demand for Old Banten projected to 2010 for the cases of with full projects and without project. Table 3-3-1 shows the annual tourism demand for Old Banten from 1993 to 2010.

Fig. 3-3-2 TREND OF TOURISM DEMAND FOR OLD BANTEN

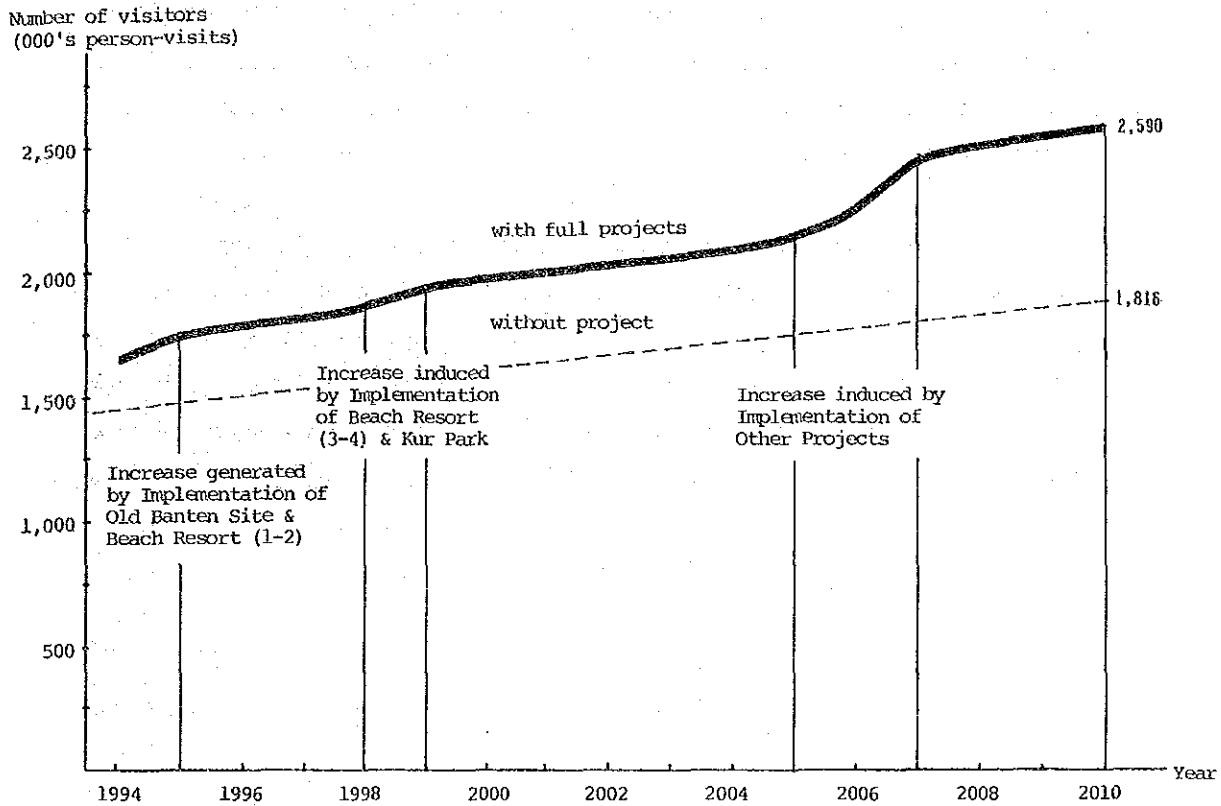


Table 3-3-1 PROJECTED TOURISM DEMAND FOR OLD BANTEN

(1,000 person visits)

Year	Demand	Year	Demand	Year	Demand
1994	1,648.6	2000	1,974.8	2006	2,235.7
1995	1,763.1	2001	2,004.9	2007	2,487.7
1996	1,791.9	2002	2,035.2	2008	2,523.2
1997	1,820.7	2003	2,065.7	2009	2,558.9
1998	1,849.7	2004	2,096.2	2010	2,590.0
1999	1,944.9	2005	2,132.6		

2) Capacity of the project

As was explained in Chapter 7 of the Main Report of the Master Plan, the JICA Study Team has come to the conclusion that the Old Banten Project should be thoroughly implemented, as one of the priority projects, in Stage 1 (~ 1995).

It is projected that the annual number of visitors to Old Banten will reach 2,590,000 in 2010 with a daily average of 7,100. The capacity of the common facilities such as parking area, kiosks, shops and lavatories will be designed to meet the convenience of the estimated visitors. The calculation for the target capacity is as follows:

Number of visitors in 2010		Target ratio ^{/1} of daily concentration		Turnover rate in a day		Target number of instantaneous visitors
2,590,000	x	0.02	/	4	=	13,000 visitors

$$\frac{1}{1} \frac{\text{Target number of daily visitors}}{\text{Number of yearly visitors}}$$

The maximum capacity, as mentioned in 6.3 in the Main Report of the Master Plan, will be equivalent to 1.5 times (3/2) as much as the target capacity.

$$13,000 \times 3/2 = 19,500 \text{ persons}$$

3.4 Physical Plan

3.4.1 Composition of facilities and improvement of environment

The Study Team has taken into consideration the following factors in formulating the physical plan:

- With restoration works started by DEC at Surosowan Palace and around the Site Museum in the central area, further improvement on the environment and establishment of attractive tourist facilities are essential for tourism promotion;
- The Chinese Temple and Kaibon Palace, as scattered objects, should be programmed as stopover points in the tour circuit to visitors.

Based on this concept, the JICA Study Team proposes to construct a Heritage Garden¹ as a new tourist attraction next to the historical area handled by DEC with parking lots, toilets, landscaped area, etc. In addition, the old moat will be rehabilitated and also works will be undertaken for the beautification of the Karanghantu Harbour.

1) Heritage garden

There are a variety of socio-cultural tourism resources in the region, such as the world famous Debus play, craft arts, performance arts, and others. A heritage garden is planned in the area of Old Banten where there is already a cultural atmosphere with historic relics, to utilize these socio-cultural tourism resources.

The facilities planned in the heritage garden are as follows:

(1) Performance arts theater (Debus and Wayang theater)

A performance art theater is planned for traditional performing arts, such as Debus, Patingtung, dances, music ceremonies, etc. The theater would be of traditional architectural style.

Note: ¹ An appropriate Indonesian name should be considered.

(2) Exhibition hall

Traditional and newly developed handicrafts would be displayed and sold in this hall. The process of production and the use of the products would also be demonstrated. Shops and restaurants would be attached to this building.

(3) Heritage memorial hall

In this hall, the following programmes would be provided.

- Presentation of the history and religion of West Java through audio-visual equipments;
- Displays of models and panels to be electrically operated by visitors;
- Training of local people as well as employees (refer to 6.4.3. of Main Report of Master Plan).

Furthermore, widespread tourist information will be provided to visitors in the information center in the hall.

(4) Pepper trade museum, model farm

The Pepper Trade Museum is planned to commemorate the old days when Karanghantu harbor was the center of a worldwide pepper trade. A model farm of pepper and other spice plants will be constructed adjacent to the museum.

(5) Garden

A beautifully landscaped garden with a pond and fountains would serve as a scenic attraction and a place for rest.

(6) Small shops

Small shops would be provided for local people to sell their products.

(7) Open air theater

To supplement the performance art theater, a open-air theater is planned to be used as a place for training and small events and/or as a sub-theater.

(8) Landing facility for boats

A landing facility would accommodate boats for regular service to Pulau Dua. Chartered boats would also be available at this facility.

(9) Parking

A parking area will be constructed adjacent to the Heritage Garden, from which visitors could approach the Mosque, the Surosowan Palace and the Heritage Garden by pedestrian walks.

Details of the planned facilities are shown in Tables 3-4-1 and 3-4-2.

Table 3-4-1 BUILDINGS IN HERITAGE GARDEN

Facility	Planned Capacity (persons)	Floor Area (m ²)	Remarks
Performance arts theater	500	1,000	Traditional type building
Exhibition hall	200	500	Including shops, restaurants
Heritage memorial hall	300	700	
Pepper trade museum		500	
Small shops		400	8 m ² x 50 shops
Open air theater		900	Site area
Total		4,000	

Table 3-4-2 LAND AREA OF HERITAGE GARDEN^{/1}

Facility	Heritage Garden (m ²)	Public Space (m ²)	Parking (m ²)	Total (m ²)
Plaza	4,800	-	-	4,800
Model Farm	5,600	-	-	5,600
Fountain, Pond	700	-	-	700
Building	3,800	200	-	4,000
Garden	22,000	4,000	-	26,000
Road, Ped. way	2,000	1,400	900	4,300
Parking	-	-	37,000 ^{/2}	37,000
Total	38,900	5,600	37,900	82,400

Remarks:

^{/1} Heritage garden will consist of three blocks

- Heritage garden (fenced block)
- Public space
- Parking

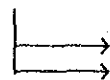
^{/2} Size of parking area

- 13,000 persons x 0.8 + 50 persons/bus x 100 m²/bus = 20,800 m²

- 13,000 persons x 0.2 + 3 persons/car x 30 m²/car = 26,000 m²

46,800 m² x 0.8 ÷ 37,000 m²

80% will be accommodated here


 22,000 m² Paved area
 15,000 m² Grass (overflow)

2) Parking and rest area

(1) Chinese temple and Speelwijk Fortress

The Chinese temple and Speelwijk Fortress are the second biggest tourist attractions in Old Banten. A parking area with small shops is planned for the convenience of visitors. The size of the parking area would be 5,000 m², and the number of small shops 15.

(2) Kaibon Palace

A parking area will be also prepared near the Kaibon Palace. The size of parking area would be 3,000 m², and the number of small shops 6.

(3) Tasikardi

1,000 m² of parking area and 6 shops are planned alongside Tasikardi Lake.

3) Beautification of Karanghantu Harbor

In order to improve the Karanghantu Harbor area as a tourist attraction, the following beautification works are recommended.

Pavement of a walk road ... 6 m x 1,000 m

Tree planting the same place as paved area

Construction of a Plaza ... 200 m² (near the entrance)

4) Improvement of access roads and construction of by-pass roads

It is desirable to improve the access to Old Banten. However, after feasibility studies¹, it is concluded that only by-pass roads could be realized under this project.

Note: ¹ Refer to 3.8.3.

The by-pass roads would comprise two roads aiming at controlling the movements of traffic in the tourist area and around the historic relics. One would be constructed along the south side of the Speelwijk Fortress and the other to the east of the Heritage Garden.

5) Restoration of old moats

Old moats, one of the historic remains of Old Banten, should be restored for the following purposes:

- rehabilitation of historic and industrial landscape remains, and
- enhancement of beauty of the area by creation of attractive waterscapes

The preliminary design is shown in detail in Annex II A.1.

The length and width of the restored moats would be 5 km x 20 m. The average width of the moats has been determined from the width of existing old bridges.

Two landing facilities will be constructed along the restored moats. One would be located next to the Heritage Garden and the other would be near the river mouth, and would be used as the base for the boat service to Pulau Dua.

3.4.2 Layout plan

Taking into consideration the location of existing historic relics and the possible alignment of the aforementioned by-pass roads, a Layout Plan has been formulated as shown in Fig. 3-4-1.

The Heritage garden and major parking areas will be located next to the historical area of the Great Mosque and Surosowan Palace to stress that this area is the core part of Old

Banten. Its location has been carefully chosen as to harmonize with the historic atmosphere of the area to form an agreeable combination with existing historical relics.

For the Heritage Garden, as shown in Fig. 3-4-2, it is proposed that there should be two entrance gates for the convenience of visitors, and that most of the tourist facilities should be allocated along the main walk connecting those two gates. Beside the walk, there will be roads to connect directly major parking lots to the Great Mosque and Surosowan Palace.

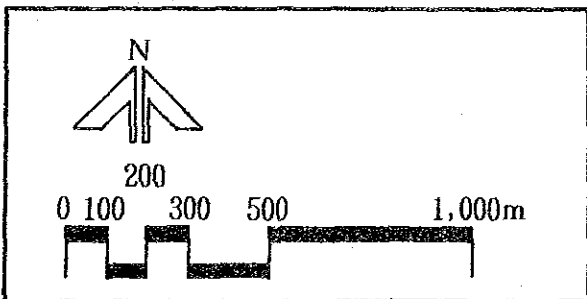
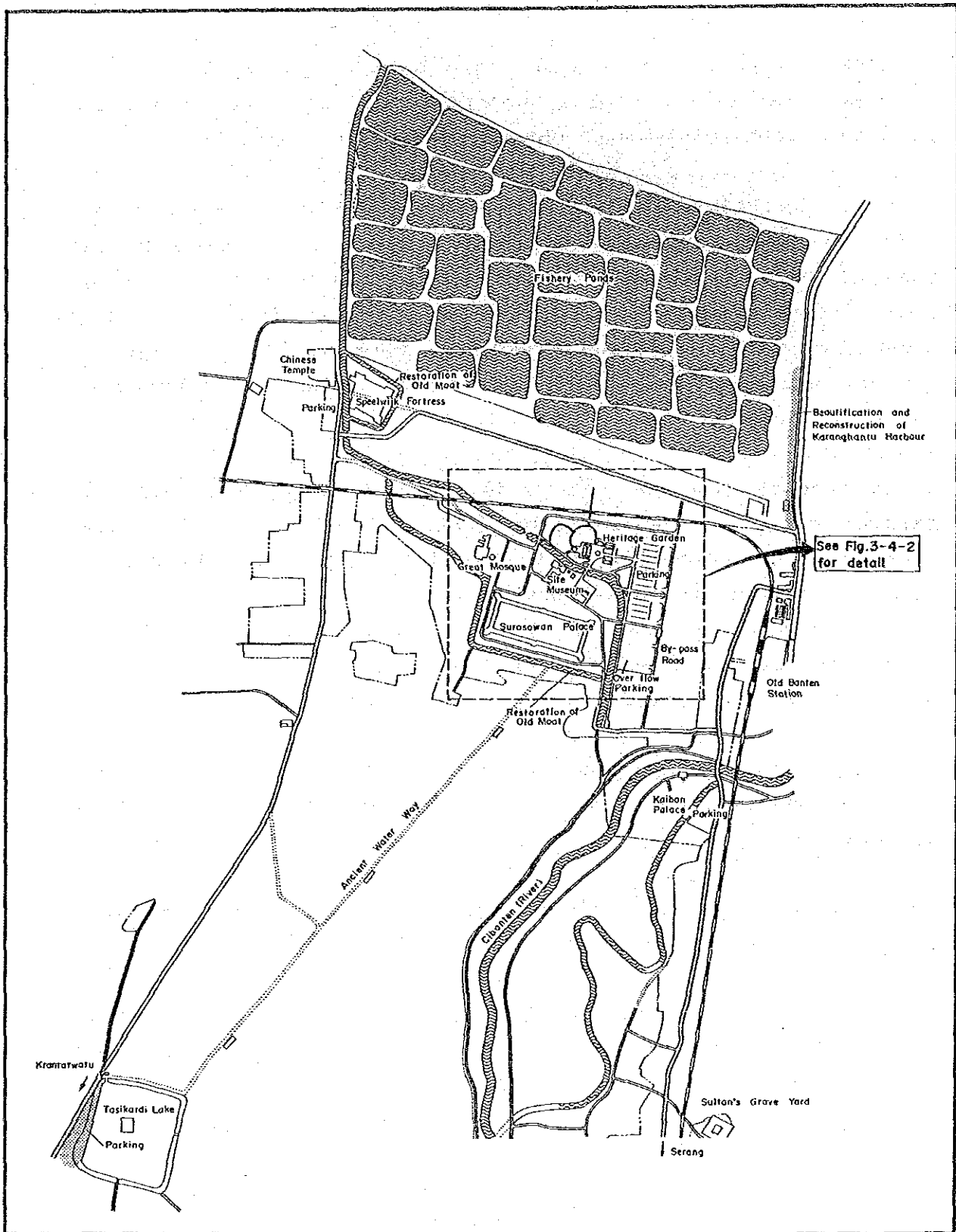
A plaza containing the main buildings is planned between the parking area and the existing historic assets. This plaza would also be connected with existing kiosks by a bridge in order to revitalize these assets.

Along the moat, a moatside promenade will be built to offer a pleasant walk and a resting place for visitors.

The westside of the promenade will be restored in accordance with the Master Plan formulated by the Department of Education and Culture.

Overflow parking area will be covered with grass and used as a sports field at off-peak times.

In the area other than the above Heritage Garden, rest areas with parking lots and shops will be constructed adjacent to the historic relics or religious objects.




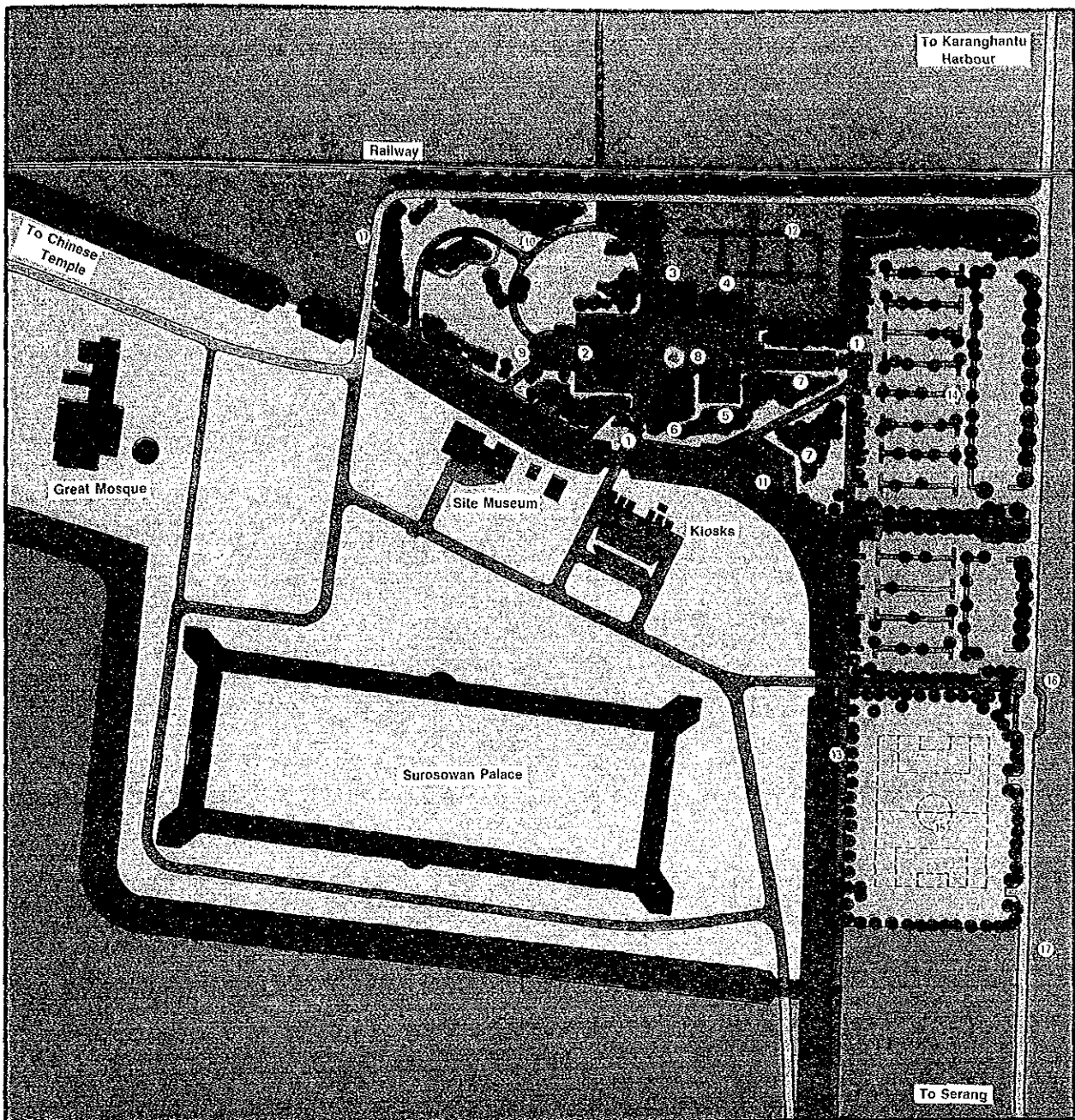

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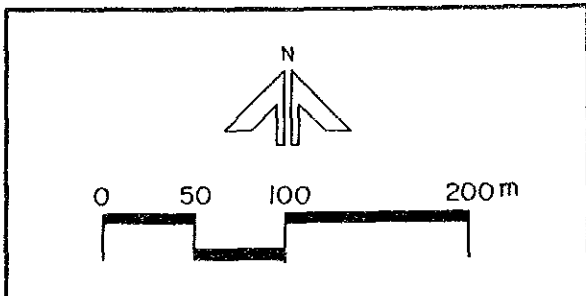
Fig. 3-4-1
LOCATION OF PLANNED FACILITIES IN OLD BANTEN



* Yellow zone will be developed under the control of Department of Education and Culture

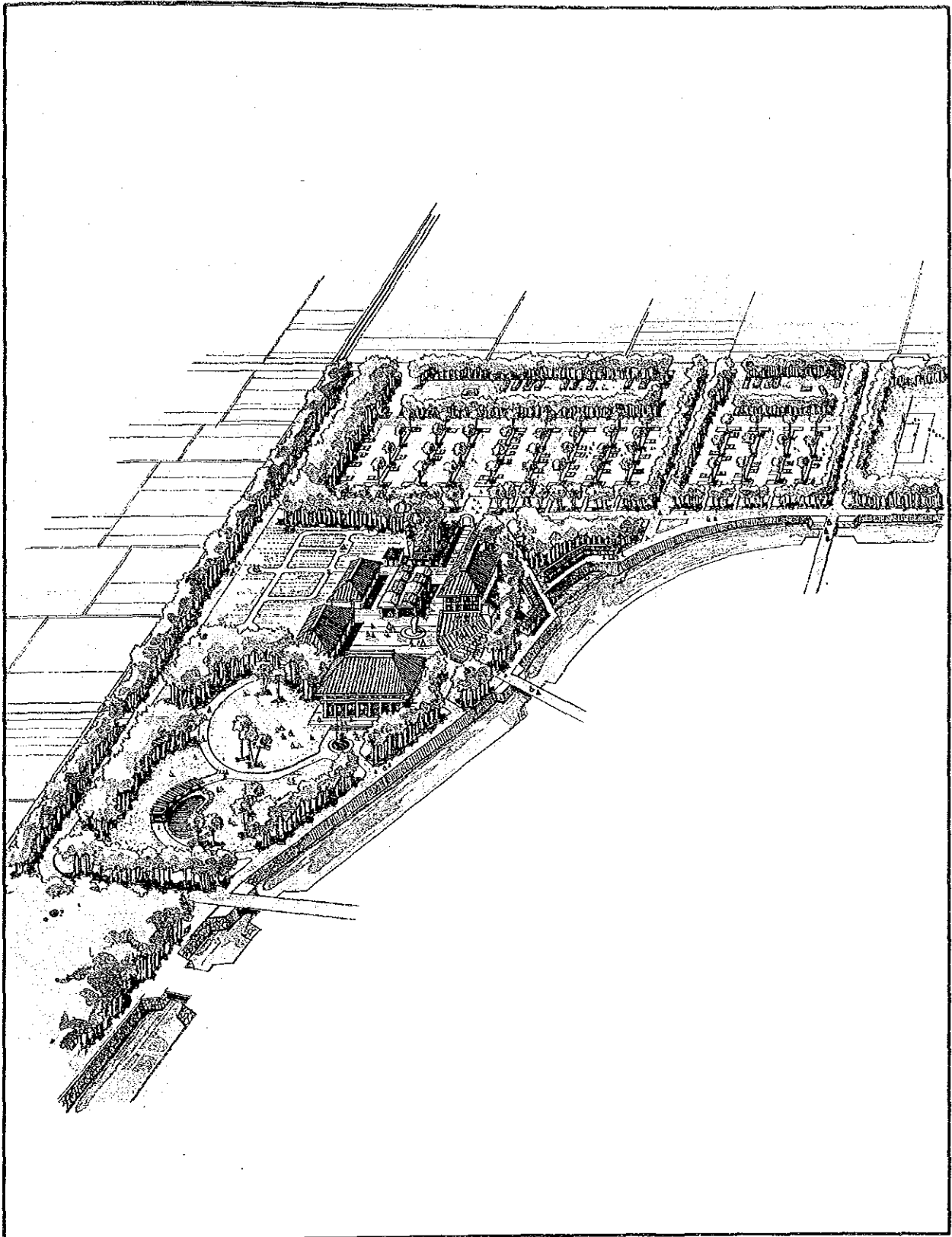
LEGEND

- ① Gate ② Performance art theater ③ Heritage memorial hall
- ④ Pepper trade museum ⑤ Exhibition hall, Restaurant, Shops
- ⑥ Open air theater ⑦ Small shops ⑧ Heritage plaza ⑨ Fountain
- ⑩ Garden ⑪ Landing facility ⑫ Pepper field ⑬ Moatside promenade
- ⑭ Parking lot ⑮ Overflow parking ⑯ Bus stop ⑰ By-pass road



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 DIRECTORATE GENERAL OF TOURISM
 JAPAN INTERNATIONAL COOPERATION AGENCY
 THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT
 IN THE WESTERN PART OF JAVA

Fig. 3-4-2
 LAYOUT PLAN OF HERITAGE
 GARDEN



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JAPAN INTERNATIONAL COOPERATION AGENCY

THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT
IN THE WESTERN PART OF JAVA

Fig. 3-4-3
IMAGE OF OLD BANTEN SITE
(HERITAGE GARDEN)
from West Side

At the rest area near Kaibon Palace, a set of small gate post or an arch is recommended to be built, so as to create the image of the palace as the "entrance" of Old Banten.

Inside of this "entrance", road side beautification or, if necessary, construction control prohibiting disharmonized buildings is recommended to be executed.

3.4.3 Infrastructure

1) Transportation

(1) Basic means of transportation

Old Banten is situated to the north of the Jakarta-Merak Highway approximately 8 km from Serang. For transportation to the site, three alternatives can be conceived, basically by roads, by railway and by boat.

Road transportation is obviously preferred for passenger movement whereas quite a large proportion of goods movement will continue to rely on sea transportation to and around Karanghantu harbor. Rail transportation is not suitable for passenger and commodity movement due to the infrequent service and lack of facilities.

Air transportation will only be possible only by rotary wing types (helicopters) since there is no take-off/landing space for fixed wings anywhere in the vicinity. It is also unnecessary when the site can be reached so easily by land.

(2) Impact on trunk road

Fig. 3-4-4 shows the impact of Old Banten tourism development on road transportation in terms of the

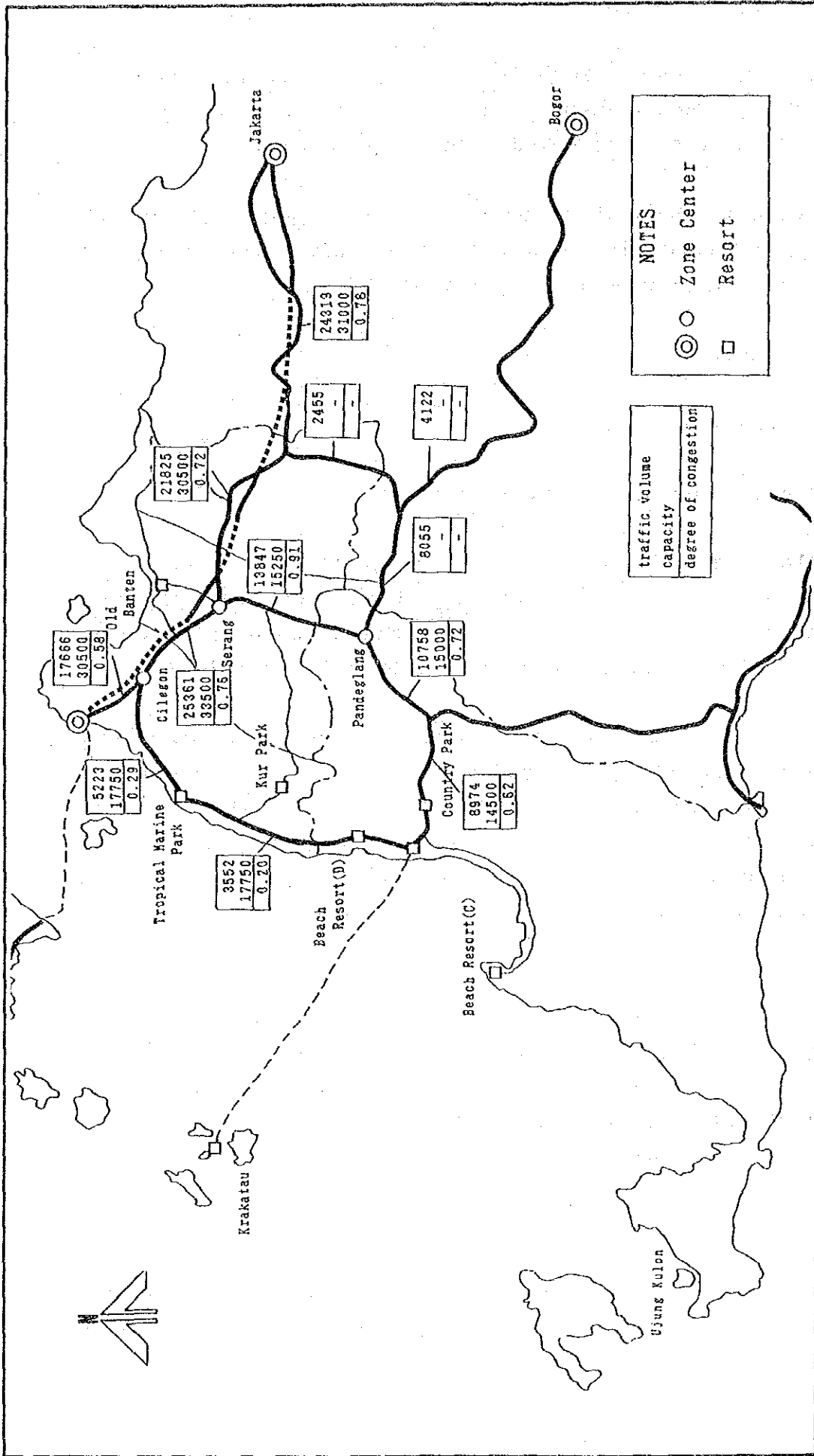


Fig. 3-4-4
TRAFFIC VOLUME IN 2010
(OLD BANTEN)

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THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT
IN THE WESTERN PART OF JAVA

Source: Prepared by the Study Team

Non-scale

increase in traffic volume by tourists in the study area by the year 2010. The figures in each square indicate the estimated traffic volume compared to the capacity of the road and the degree of resulting congestion. These figures indicate that the impact of tourism development on road transportation in the study region would be negligible. More details are given in the Annex II.A.2.

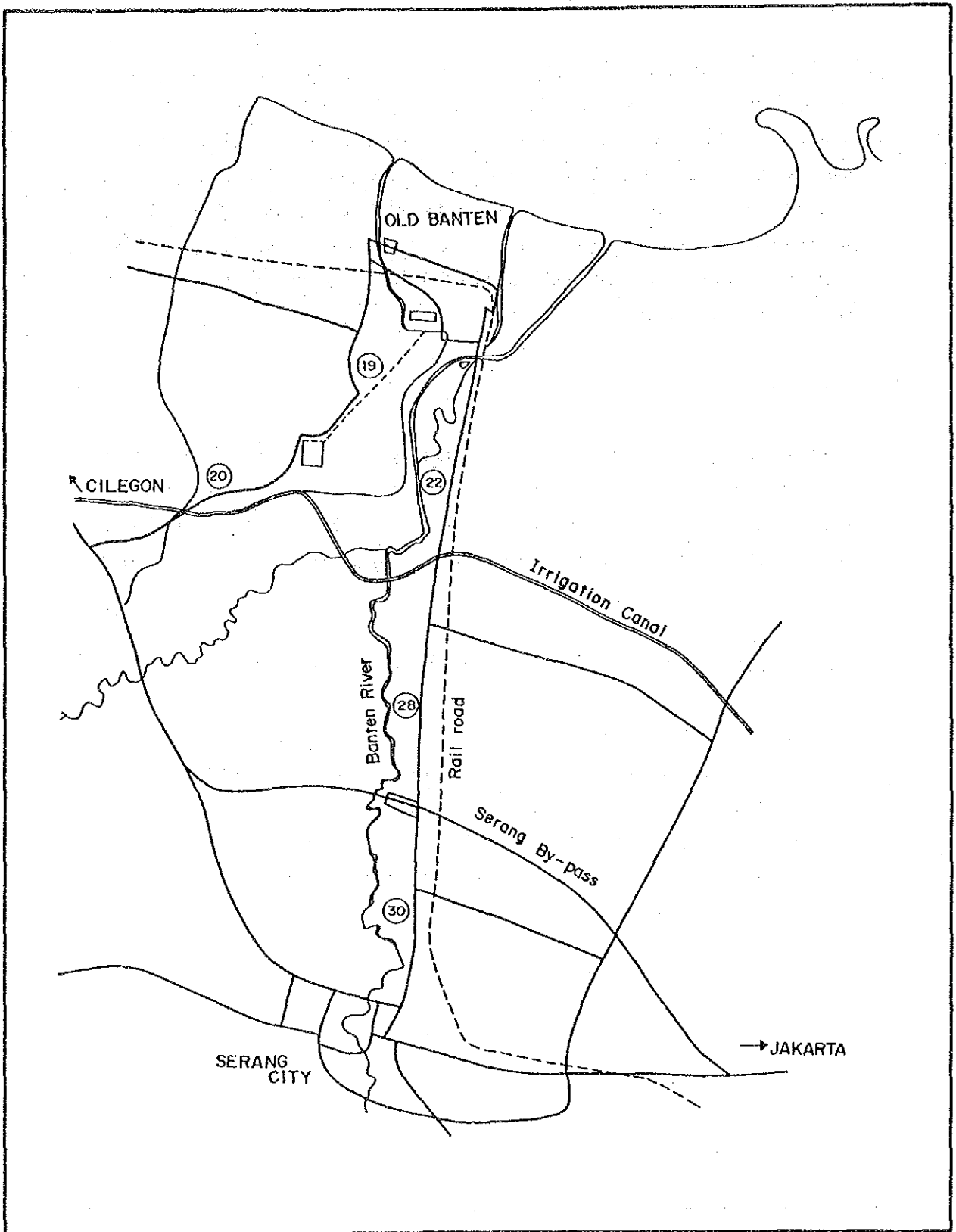
(3) Access roads

Concerning access to the site, there are several Kabupaten road links to Banten from the Jakarta-Merak national road, as shown in Fig. 3-4-5. There are (a) Roads Nos. 30, 28 and 22; and (b) Roads Nos. 19 and 20.

a. Access road conditions and traffic capacity

The following factors are summarized from the results of site reconnaissance and observation in order to analyze the present capacity of traffic on ordinary sections of access roads from Serang (see Annex II.A.3 for Traffic Volume Capacity and abbreviations).

Level of service	: E (average speed about 50-80 km/h)
Percent of no-passing zone	: 0 percent
v/c ratio	: 1.00 (for level terrain)
Directional traffic distribution	: 50/50 (fd to be 1.0)
Lane width	: 2.5 - 3.0 m
Shoulder width	: 0 - 5.0 m (Thus fw should be 0.66)
Proportion of trucks	: 0.1
Proportion of RVs	: 0.1 (RV; Recreational Vehicle)



Note: Road Nos. are
Kabupaten Road Numbers.

Non-scale



DEPARTMENT OF TOURISM, POST AND TELECOMMUNICATION
DIRECTORATE GENERAL OF TOURISM

JAPAN INTERNATIONAL COOPERATION AGENCY

THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT
IN THE WESTERN PART OF JAVA

Fig. 3-4-5

ACCESS ROAD LINKS

Proportion of buses : 0.3

Passenger car equivalent for trucks : 2.0
(level terrain, LOS = E)

Passenger car equivalent for RV : 1.6
(level terrain, LOS = E)

Passenger car equivalent for buses : 1.6
(level terrain, LOS = E)

$$f_{HV} = 1 / \{1 + 0.1(2.0 - 1) + 0.1(1.6 - 1) + 0.3(1.6 - 1)\} = 0.75$$

The traffic capacity can thus be calculated as;
 Traffic capacity = $2,800 \times 1.0 \times 1.0 \times 0.66 \times 0.75$
 = 1,390 vehicle/hour/both direction

b. Current traffic

There are no available official records of the current traffic volume on access roads. The JICA Study Team made an ad hoc counting on weekdays which showed a mid-day average of less than 100 vehicles per hour for both directions. The traffic volume in the Study area is expected to grow about 3.5 times the present value by year 2010, and therefore it is forecast that there would be some 350 vehicles in the target year.

c. Additional traffic by tourism

It is estimated that additional 600 vehicles will be daily generated by the year 2010 in developing tourism in the study region. In ordinary cases, a coefficient of 0.1 is adopted as the concentration ratio of average day traffic to the hourly value. However, even if a coefficient of 0.2 is adopted for this particular pattern, the additional traffic generated by the tourism development will only amount to 120 vehicles per hour composed of 100 passenger cars (recreational vehicles) and 20 buses (medium to large vehicles). The present traffic capacity was calculated to be 1,390

1,390 vehicles/hour in both directions (see previous section).

d. Modified traffic capacity

When allowance is made for the impact of tourist traffic the calculated traffic capacity comes down to 1,200 vehicles/hour in both directions. The capacity is re-calculated to reflect the composition of type of vehicles as follows (see previous calculation).

Portion of trucks : 0.05

Portion of RV : 0.5 (RV: Recreational Vehicle)

Portion of buses : 0.3

$$f_{HV} = 1 / (1f + 0.05(2.0-1) + 0.5(1.6-1) + 0.3(1.6-1)) = 0.65$$

$$\begin{aligned} \text{Traffic capacity} &= 2,800 \times 1.0 \times 1.0 \times 0.66 \times 0.65 \\ &= 1,200 \text{ vehicle/hour/both direction} \end{aligned}$$

e. Necessary works

By adding traffic newly generated by tourism to future traffic on the existing trend, which means 120 plus 350 vehicles per hour, the demand is still far less than the present capacity. It can be safely concluded that there would be no additional work necessary at ordinary sections of the access roads to accommodate the tourist traffic demand.

(4) Recommendation on future works

The JICA Study Team found that the transportation situation at Old Banten is, in general, satisfactory. Some improvement works, however, are recommended in the future with respect to the following items:

- Crossing at toll highway

Either to open the gate for securing direct access to Old Banten or an extensive improvement on detour especially around the abutment of the tollway bridge at the crossing of the tollway.

- Securing right of way

The frontage of some houses is sometimes occupied by private uses, which causes serious hazards to speeding traffic particularly when the vehicles pass each other on a narrow roadway by inevitably going onto the shoulders and beyond. The right of way should be cleared of any obstacles throughout.

- Eliminating narrow passages

Some bridges and culverts have very narrow passages for traffic. These places are naturally doomed to become bottlenecks with increased traffic. It is recommended that such places be improved as soon as possible.

- Smoothing road surface

The road surfaces at several locations have deteriorated badly causing not only the slowing down of traffic but also hazards in the flow by the reduction of speed. Some of deteriorated places have indications of damaged subgrade, therefore the improvement works should include the strengthening of subgrade in these cases.

2) Water supply

(1) Water demand

From the anticipated number of visitors to Old Banten, it is estimated that water demand will amount to 600 m³ per day (7 lit/sec) (refer to Annex II.A.4-1).

(2) Water source and distribution system

Since ground water is poor in quality and quantity around Old Banten, the following two alternative sources of water supply for the project (refer to Annex II.A.1) are proposed for consideration:

Alternative 1: The irrigation canal adjacent to the Old Banten site would be utilized as the source of water supply. This is the irrigation canal that runs close to Tasikardi Lake. The distance from the irrigation canal to the Heritage Garden is approximately 3.0 km.

Alternative 2: Potable water could be conveyed from the existing water service in the city of Serang. The length of the conveyance pipe would be 8.0 km from the center of Serang.

The construction costs of water supply from the canal is estimated to be Rp. 296 million because of filtration plant and Rp. 250 million for water from Serang.

In addition to the higher construction cost, the former has the following disadvantages.

- The water of irrigation canal is sometimes exhausted in the paddy transplanting season.
- The land acquisition of the treatment plant is needed.
- Ground water is not suitable for the potable water because of its salty quality.

Therefore, the Study Team recommend to adopt Alternative 2 in this project.

In order to introduce city water, it would be necessary to install an 8 km long 100 mm pipe-line with a distribution basin and pump, hydrants, etc. (refer to Annex II.A.6).

From this trunk line, water could be easily supplied to existing local villages in the vicinity of Old Banten, if requested.

(3) Water supply system in the project area

In order to feed water to toilets, restaurant, pond and so on, a supply line would be installed as shown in Fig. 3-4-6.

3) Sewage treatment (refer to Annex II.A.7)

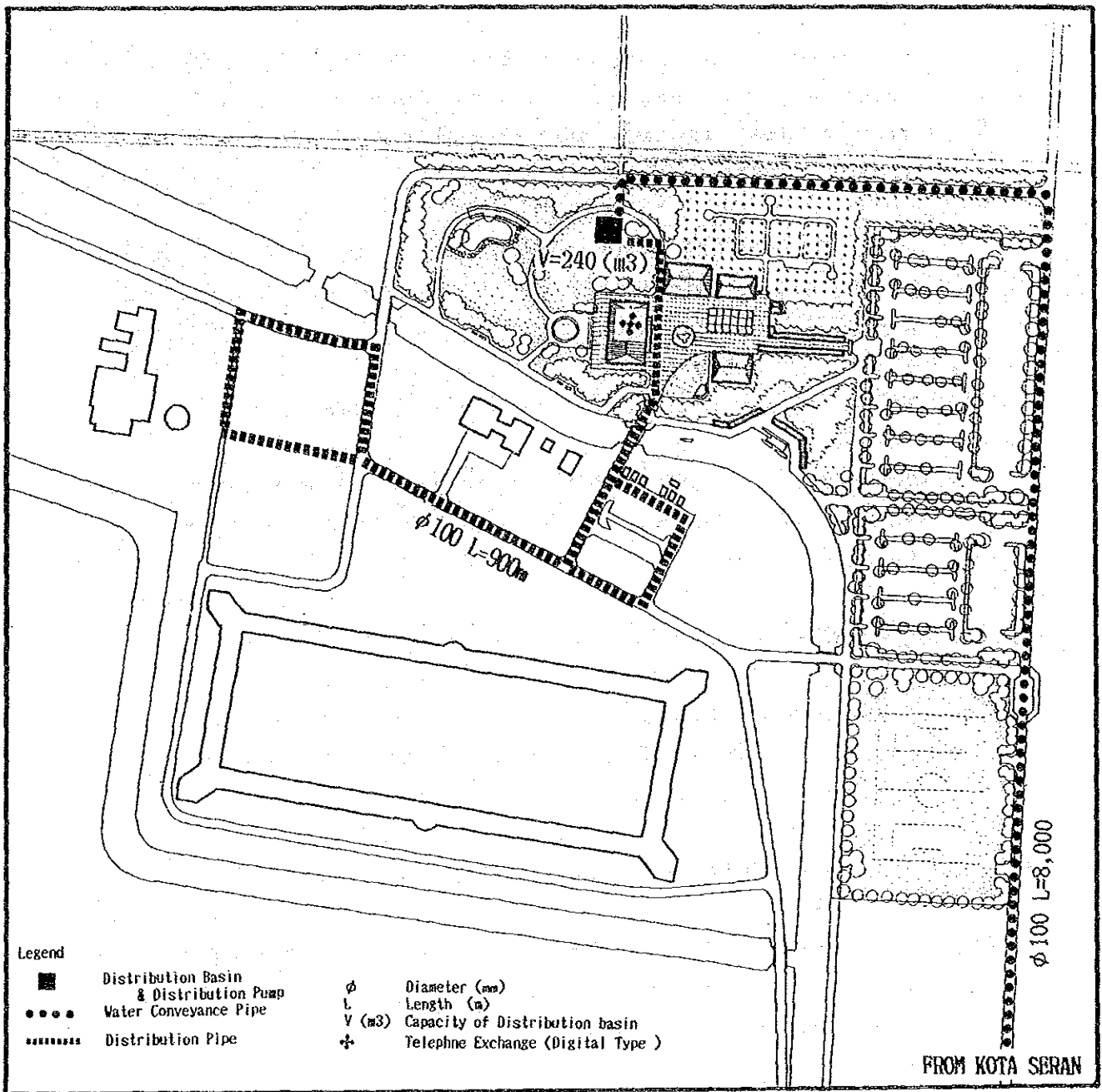
For sewage treatment, a septic tank system could be installed at each of the tourist facilities and in public lavatories in the Old Banten Site.

4) Power supply (refer to Annex II.A.8)

With respect to the power supply, there is an existing PLN distribution system in Old Banten which can be utilized with the payment of connection charges.

5) Telephone (refer to Annex II.A.8)

As for telephones, a small scale digital telephone exchange should be installed at Old Banten, since direct connection to the digital exchange in Serang city is difficult. It is estimated that the demand from offices and shops in Old Banten will be around 30 lines.



Remarks:

- ∠1 Sewage treatment will be done with the septic tanks.
- ∠2 Existing facilities of electric service by PLN can be utilized.
- ∠3 Solid waste will be disposed by the authority of the city of SERAN



DEPARTMENT OF TOURISM, POST AND TELECOMMUNICATION
 DIRECTORATE GENERAL OF TOURISM
 JAPAN INTERNATIONAL COOPERATION AGENCY
 THE STUDY ON THE REGIONAL DEVELOPMENT PROJECT
 IN THE WESTERN PART OF JAVA

Fig. 3-4-6
 INFRASTRUCTURE DEVELOPMENT PLAN IN OLD BANTAN

6) Solid waste (refer to Annex II.A.8)

Solid waste at Old Banten is estimated to be 0.6 m³ per day in the year of 2010. The Regional Public Works Service (DPUK) in Serang City is expected to be able to handle the disposal of solid waste in the area because of limited amount of waste.

7) Water demand for old moat

It is proposed to draw 0.5-0.6 m³ per second to feed water into the old moat from the Cibanten river after restoration of the old moat. The calculation for the water required for the moat is given in Annex II.A.1.

3.5 Execution Plan

3.5.1 Development cost

Old Banten, as proposed in 7.3 of the Main Report of the Master Plan should be developed in Stage 1 (~ 1995).

The overall development cost is estimated at Rp.11.5 billion as shown in Table 3-5-1.

Details of construction cost are shown in Annex II.B.1.

Table 3-5-1 DEVELOPMENT COST OF OLD BANTEN SITE

(Unit: Rp. million)

1. Heritage Garden	4,889
2. Parking and rest area	
(1) Chinese Temple & Speelwijk Fortress	145
(2) Kaibon Palace	81
(3) Tasikardi	54
3. Karanghantu Harbor	217
4. Road (By pass)	537
5. Old Moat	2,213
Sub-Total	8,136
Price Contingency*	3,364
Grand Total	11,500

* In case of implementation as proposed in development schedule shown in Fig. 3-5-3.

According to the JICA Study Team estimation (refer to Annex II.B.2), the above development cost can be divided by type of currency as shown in Table 3-5-2. The proportion of foreign currency is expected to reach some 12% of total development cost in the final stage.

Table 3-5-2 FOREIGN AND LOCAL CURRENCY OF DEVELOPMENT
COST FOR OLD BANTEN SITE

(Unit: Rp. million)

Foreign exchange currency	1,427
Local currency	10,073
Total	11,500

3.5.2 Development body and project finance

1) Development system

The "Old Banten Site" is considered as a public interest project to encourage cultural activities by the people and to enhance their knowledge of Indonesian historic and cultural heritage. In this respect, the Department of Education and Culture (DEC) has already initiated a series of restoration works, archaeological researches in the region, and consolidation of the Site Museum in Old Banten.

The Directorate General of Tourism (DGT) has also developed a few facilities at the site for tourism promotion.

Although the above two agencies are involved in the project, they will not be involved in the actual development and operation of the project, partly because of budgetary limitation and personnel constraints.

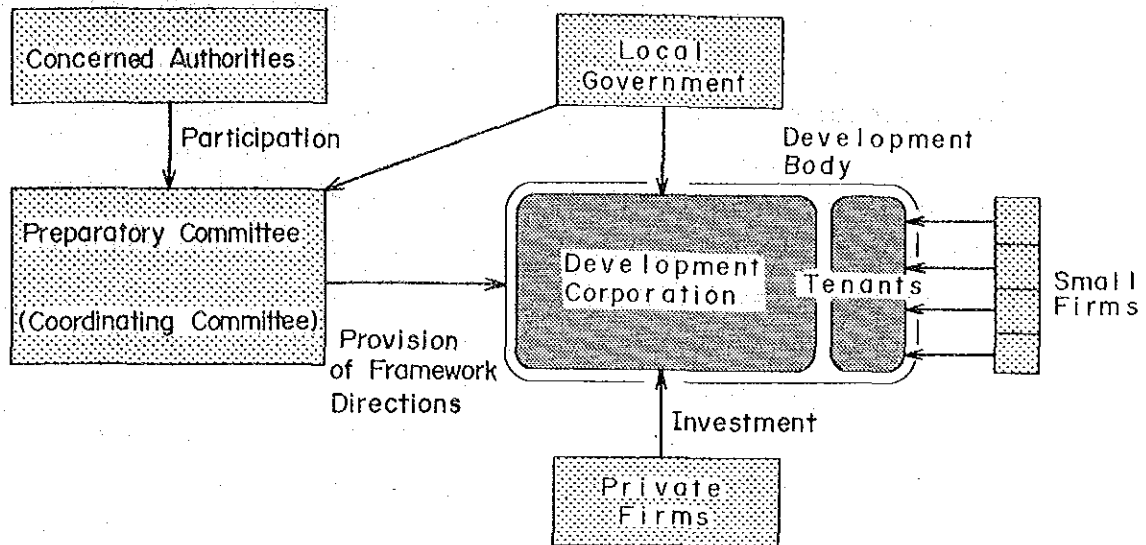
To cope with the problem, it is proposed to found a Development Corporation as a third initiative with the participation of Local Government and private firms for implementation of the project. In this sector, Local Government would be mainly involved in the administrative and cultural aspects of the project, while private sector would be mainly concerned in the commercial aspects.

In order to secure public interest in the project and to assist the above Development Corporation, it is recommended to establish a coordinating committee organized by DEC, DGT, the local government and the Corporation.

This committee to be called tentatively "Preparatory Committee" should be established at an early stage to prepare the ground work for implementation of the project. It should formulate basic conditions for coordination between various agencies, finance procurements, land acquisition, and establishment of the development body. One of the important and most urgent task will be arranging adequate financial sources. In view of the role of this "Preparatory Committee", it is recommended that local government agencies and the private sector be involved in its activities. Among government agencies such bodies as BAPPEDA, BAPARDA, DPU, DIPARDA Tk I & II, BINA MARGA, DEC, DGT among others might be involved.

The development system for Old Banten could be as represented in Fig. 3-5-1.

Fig. 3-5-1. PROPOSED DEVELOPMENT SYSTEM OF OLD BANTEN SITE



2) Project finance

Since high priority is given to public interest in this project, the commercial aspects merely for the promotion of sales amount should not be too much emphasized.

Therefore, finance will be the most critical matter in this project. Fig. 3-5-2 shows the financial procurement programme by assuming that the capital will amount to 10% of the whole development cost.

As mentioned in Section 3.9, in spite of the rather high potential economic internal rate of return, its financial prospect does not warrant optimum.

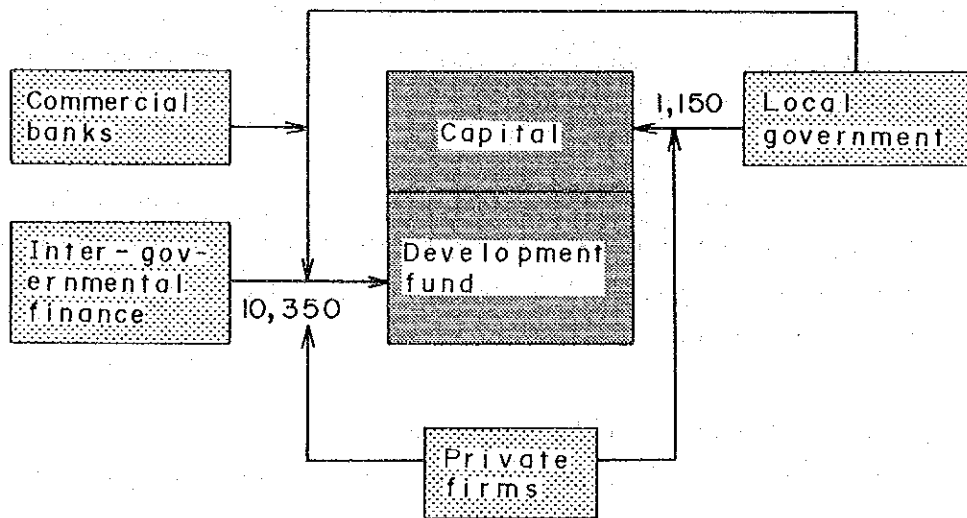
According to the financial study mentioned later (Section 3.8), three alternative measures need to be considered, that is, subsidy for initial finance or

inducement of public work projects, yearly subsidy and the scaling down of the project.

Although the necessary amount of finance will depend which of the above alternatives is chosen, the principles of financial procurement would be as follows:

- to procure advantageous loans as far as possible such as inter-governmental finance mainly for construction other than commercial facilities,
- to raise private funds mainly for implementation and operation of commercial facilities.

Fig. 3-5-2 FINANCIAL PROGRAMME OF OLD BANTEN



*: Figures show Rp. million.

3) Inducement of developers

This project aims at promoting not only domestic cultural activities, but also domestic tourism. The latter is much related to the commercial aspect, as far as facilities are concerned.

One of the main purposes of founding the proposed Development Corporation as a third sector lies in the utilization of private funds for implementation of the project, especially pay facilities.

Therefore, the inducement of suitable private firm(s) will be important for the success of the project.

(1) Type of promising participants in the project

Taking into consideration the nature of the project, it can be said that promising participants will be domestic firms of the following categories:

- Local firms dealing with service industry and intending to expand their business in the related sectors,
- Larger enterprises aiming at expanding their business in promising local areas in connection with large governmental projects such as the construction of highways, regional development and industrial development. The completion of the Jakarta-Merak Highway will stimulate the above-mentioned enterprises to expand their business in the study region.

(2) Inducement of suitable firm(s)

In order to induce suitable firms, it is recommended that broad sectors be sounded out for the possibility of their participation.

It, however, would also be necessary to provide some incentives to the participants of the project and for the encouragement of suitable firms.

The following may be taken into consideration as possible incentives to participants in the project:

- Priority in participation in the more profitable projects,
- Reduction of income tax over a fixed period,
- Introduction of advantageous loans, and
- Priority implementation of the related public works such as the construction of roads and infrastructure to support these projects.

3.5.3 Relocation of local inhabitants

Although most of the area within the project site is occupied by paddy fields and palm tree plantations, it was found that there a few inhabitants living there and also the existence of a few graveyards. It will be necessary to relocate both people and graveyards to make place for the project.

In this matter, the development corporation should envisage measures to displace those obstacles without alienating the feelings of those concerned. Prior to negotiations, the corporation should advertise the project with well-coordinate public relation campaign, effectuate surveys on land ownership and land use and gather all necessary informations on those properties.

Possible measures to be envisaged by the corporation may include the following:

- Giving priority in employment in the project with proper training to dislodged people.
- Providing opportunity for business involvement in small shops in the Heritage Garden.

- Preparing alternative land with convenient access and facilities in lieu of payment land cost and other compensation.

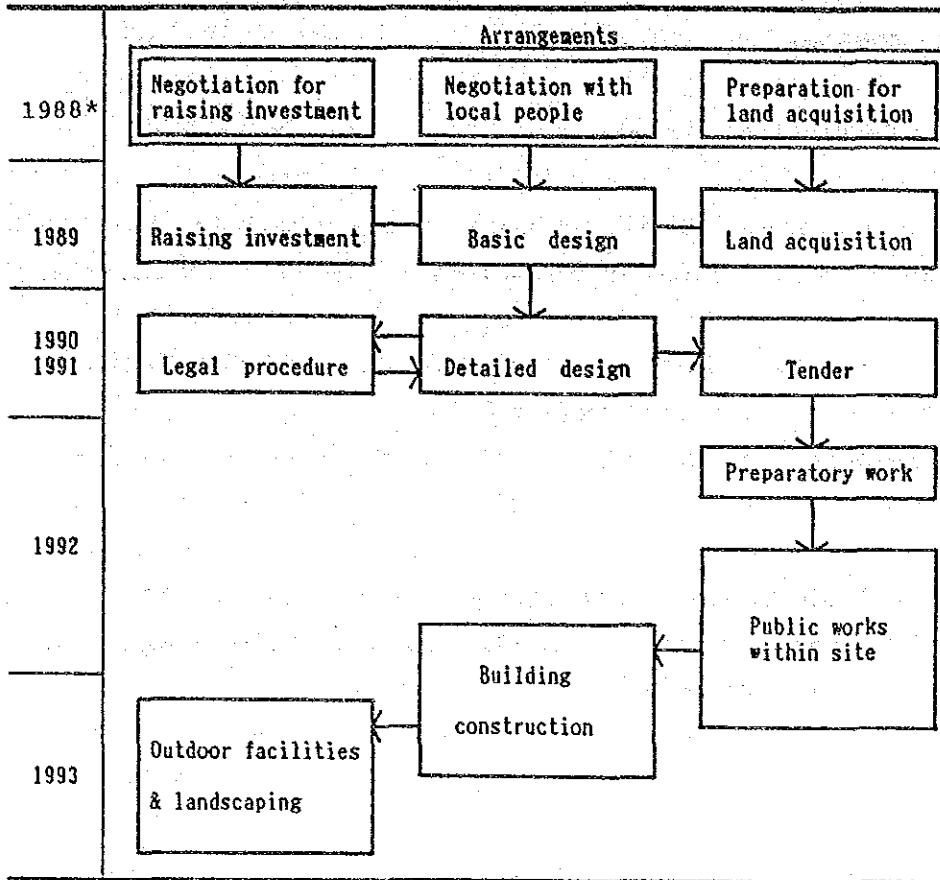
3.5.4 Development schedule

Needless to say, it is necessary to complete the following preparatory works before commencement of the construction:

- Negotiation with local people on land acquisition,
- Source of investment funds,
- Preparation of the basic and detailed design of the project.

Fig. 3-5-3 shows the development schedule on the assumption that all arrangements for the construction works could be realized as anticipated.

Fig. 3-5-3 DEVELOPMENT SCHEDULE FOR OLD BANTEN



(*) Fiscal year

3.6 Operation and Management Plan

3.6.1 Outline of operation and management

1) Pre-opening duties

The Development Corporation needs to complete not only construction works, but also all kinds of necessary preparations for smooth operation of the project before its opening. Its main duties are as shown in Table 3-6-1.

Table 3-6-1 PRE-OPENING DUTIES

Administration	<ul style="list-style-type: none">- Establishment of the Corporation- Recruitment and Education of Staff- Legal Procedure for Establishment and operation
Finance	<ul style="list-style-type: none">- Procurement of Construction Funds- Purchasing Furniture, Fixtures and Equipment
Local arrangements	<ul style="list-style-type: none">- Public Relation to Local Communities- Negotiation with Inhabitants and Families Possessing Graveyards at the Site- Land Acquisition
Construction	<ul style="list-style-type: none">- Basic and Detailed Design- Tender- Construction
Operation	<ul style="list-style-type: none">- Determination of Operation System- Preparation of Job Manual
Marketing	(Refer to Section 3.6.3.)

(1) Administration

a. Establishment of the Corporation

As mentioned before, the "Preparatory Committee", first of all, needs to settle the basic framework for establishment of the Corporation such as composition of participants, financial arrangement and executive staff appointment.

Through these arrangements, the Development Corporation will be founded after completing necessary legal procedure and registration.

b. Recruitment

In order to realize the objectives of the project, great attention must be paid to recruitment of local inhabitants as far as possible as well as of well qualified executive staff.

For the creation of job opportunities for local inhabitants, it is essential to provide occupational guidance as described in Section 6.4.3 of the Main Report of the Master Plan.

To meet the various requirements, it is a matter of significance to recruit not only suitable executive staff with sufficient background in respective fields, but also experts in the cultural and historic aspects.

c. Training

For the training of personnel, it is advisable to prepare two types of programmes, namely training for managerial positions and for general positions.

The training for general position will consist of the following courses:

- An introductory course,
- Classroom training, and
- On the job training.

In the introductory course, the administrative manager should be responsible for orientation on the basic and essential issues such as the objectives of the project, the policy and the organization of the company, employment stipulation and the salary system.

Classroom training should be offered, based on a "Job Manual" which will be prepared by heads of the respective sections of the managerial staff.

After the above training, more practical training should be provided in respective fields in the form of "On-the-job training".

The training mentioned above will be carried out during a probation period and employment of personnel will be determined on the basis of monitoring reports prepared by the heads of respective sections.

For the managerial positions, it is recommended that candidates be sent to an outside seminar, schooling and inspection of other similar tourist

facilities for the enhancement of their skill and knowledge.

Apart from the personnel training, the education of local inhabitants, as stated before, is another important matter.

To enlarge job opportunities to local inhabitants, it is necessary to offer basic occupational guidance focussing on tourist business to interested persons. Since this is a duty not particular to this project, it is recommended that the requirement be met in the form of regional cooperation.

In this connection, it is desirable that the Regional Tourism Association be in charge of this duty as one of its social responsibilities, [refer to 6.4.3 of the Main Report of the Master Plan].

(2) Finance

Development funds will be secured in the form of inter-governmental finance and commercial loans. Furthermore, it is also necessary to prepare a financial programme for operation based on the detailed engineering study to be carried out prior to determination of inter-governmental finance.

In parallel with those works, furniture, fixtures and equipment necessary for the project shall be selected and purchased through specified procedures.

(3) Local arrangements

Among local arrangements, the Development Corporation shall begin with a programme of public relations among local communities. In promoting these activities, it

is essential to pay attention to opinions of both formal and informal leaders in order to respect the present decision-making system in those communities.

Although it seems that there are only few inhabitants and graveyards at the site, appropriate measures shall be prepared after sufficient negotiations as mentioned on Page 3-40.

(4) Construction

According to the proposed development schedule presented in Fig. 3-5-3, construction works will be carried out during 1992 and 1993 (Fiscal year) after completion of both basic and detailed design, and its tender.

Since technical studies related to the above works such as preparation of design works and supervision of construction are temporary, it is recommended to use construction consultant services in order to avoid personnel issues after the construction stage.

The Corporation, however, shall pay due attention to momentary changes in surrounding conditions of the project and act accordingly and timely to adjust the project to these conditions.

(5) Operation

Executive staff in charge of operation of tourist facilities and visitor services shall determine the basic operation system of the project such as use(s), daily operation hour, tariff and character of operator by facility. Main items are as proposed in "(4) Operation on Page 3-45".

A "Job Manual" also needs to be formulated by breakdown and rearrangement of the above principles in a practical manner and to be driven home to all personnel through training activities.

(6) Marketing

Refer to 3.6.3 on Page 3-50 for its detail.

2) Post-opening duties

Duties in the operation period can be classified into:

- Administration,
- Planning and development,
- Marketing,
- Operation of the Heritage Garden, and
- Operation of other tourist facilities.

(1) Administration

Administrative affairs will comprise general affairs, personnel administration, accounting and finance, as summarized in Table 3-6-2.

Table 3-6-2 ADMINISTRATION AFFAIRS

General affairs	- general affairs - record and document management - security guards and emergency
Personnel affairs	- personnel management - labor management & staff welfare - personnel training
Accounting	- receipt and payment - book keeping - pay-off
Finance	- fund management - purchasing common articles - fixed assets management

Among other duties, much attention should be paid to personnel training, receipt and payment management, and budget and fund management.

Personnel training programmes for both managerial and general positions, as stated in the pre-opening assignment, should be provided regularly in order to let them master the basic items thoroughly.

Besides the above formal training, it is strongly recommended that occasional informal discussions be held focusing on issues related to the respective sections of attendants.

In the accounting aspect, daily receipts and payments should be checked and booked precisely, while the budget, in the financial aspect, should be managed in accordance with the budget plan.

Needless to say, the Development Corporation shall be responsible for both principal and interest payment of loans for construction. Therefore, careful attention needs to be paid to the preparation of yearly budget programme and to be constantly aware of the fiscal position. Short-term loans shall be secured for meeting shortage of working capital.

(2) Planning and development

The duties related to this field will be reduced after completion of construction works. Those duties, however, will be significant even after opening for good maintenance and operation on and keeping it in attractive conditions.

(3) Marketing

Marketing duties will be presented in Section 3.4.

(4) Operation

< Heritage garden >

a. Toll gates

Admission fees will be charged at toll gate by type of visitors, tentatively as follows:

- Adult Rp. 400 per person
- Child Rp. 200 per person

b. Performance art theater and open-air theater

Formal performances will be held with extra charge mainly in the performance art theater, while informal ones will be done for free mainly in the open-air theater.

Most of the performers will be part-timers from the surrounding area and some will be visiting players from other than the study region for occasional events.

Furthermore, these theaters also can be utilized for other purposes such as cultural and historic, cinema and music events.

The above-mentioned extra charge would range from Rp. 500 to Rp. 2,000 per adult (half price for children).

The Corporate Planning section of the Corporation shall be in charge of elaboration of programme and preparation of necessary works for these performances.

c. Exhibition hall

In the exhibition hall, local handicrafts, ethnic arts and others would be displayed and their production process would also be demonstrated. Direct sale is desirable at the site.

It is also advisable to hold other exhibitions such as related to agriculture, food processing, etc..

Although no entrance fees will be charged for visits, rental fees will be charged in case of commercial uses.

The Corporate Planning section is also responsible for these exhibition activities.

d. Pepper trade museum

This museum will display historic materials and memorabilia of the past pepper trade of this area and will demonstrate pepper processing plants and their production process. Direct sale of peppers is also desirable.

Special displays, besides permanent ones, shall be provided occasionally in the form of events by the above Corporate Planning section.

Entrance fees will not be charged for visits.

e. Heritage memorial hall

This hall is expected to be utilized for educational purposes such as lectures on the history of Old Banten and Islamic culture, symposium and conferences of cultural and historical experts, and so on.

Furthermore, the afore-mentioned regular occupational guidance for local people will also be held in this hall under arrangements made by the Regional Tourism Association.

The information center and central administrative office will be attached to the hall.

f. Commercial facilities

Small shops would be operated by tenants, while a restaurant and souvenir shops will be operated by the Development Corporation. Tenants will have the obligation to pay overhead charge to the Corporation in proportion to sales amount instead of fixed tenant fee.

The Development Corporation needs to educate and guide those tenants in procurement of suitable merchandise with local color.

g. Picnic garden and other open space

These facilities will be offered to visitors without extra charge as rest areas and recreational spaces after visiting holy places.

< Others >

a. Boating

Boats plying between Pulau Dua and the site will be operated on a regular schedule. There will also be boats available for charter. It is advisable to utilize existing boat owners for this service in the form of employment and/or business contract.

b. Parking

Parking fees will be charged for all cars entering the site.

However, in order to avoid double charging due to the scattered parking places, it is necessary to prepare parking tickets valid at any parking places on site.

(5) Maintenance

In order to keep the site clean and attractive to visitors, great attention should be paid to the maintenance aspect. Maintenance duties will comprise scavenging and disposal of garbage, sweeping and cleaning, inspection of utilities and equipment, repair and general maintenance. It is recommended that all maintenance work be carried out according to a schedule and according to a service manual.

Among them, technical duties such as inspection of utilities need to be undertaken by professional experts.

It is also necessary to obtain the assistance of the Department of Education and Culture in the preservation and care of historic assets included in the project such as old moat, displayed arts and crafts, and the similar items.

Table 3-6-3 MAINTENANCE PROGRAMME

Daily Maintenance	- sweeping and cleaning - scavenging and disposal of garbage - inspection of utility equipment and structures visually
Periodic Maintenance	- general cleaning - inspection of utility equipment by any necessary technical tests and safety inspections - mowing grass and trimming plants
Occasional Maintenance	- repair of broken structures, equipment and fixtures - renewal of equipment and fixtures as needed

3.6.2 Organization for operation and management

Taking into consideration the aforementioned duties for operation and management as well as the conditions of the site and the objectives of the project, it is proposed that an organization be set up as presented in Fig. 3-6-1.

Outline of duties by division are as follows (their detail area previously presented):

- Administration Division will be literally responsible for administration of the Corporation in organizational, personnel and financial aspects.
- Corporate Planning Division will deal with development planning, construction works, events, display and sales promotion. As most of construction works will be completed by the time of opening of operation, the use of so-called "soft-ware" shall be focussed on after opening. Considering the inadequacy of soft-ware stock at present, it is advisable to introduce overseas' know-how during the first stage from foreign soft-ware

planning firms and use it with appropriate modifications to meet local requirements.

During the construction period, besides the three sections presented in Fig. 3-6-1, there is a need to set up the Development Section and the Local Arrangement Section. The former deals with design and construction works, while the latter handles public relations and negotiations with local communications, and land acquisition.

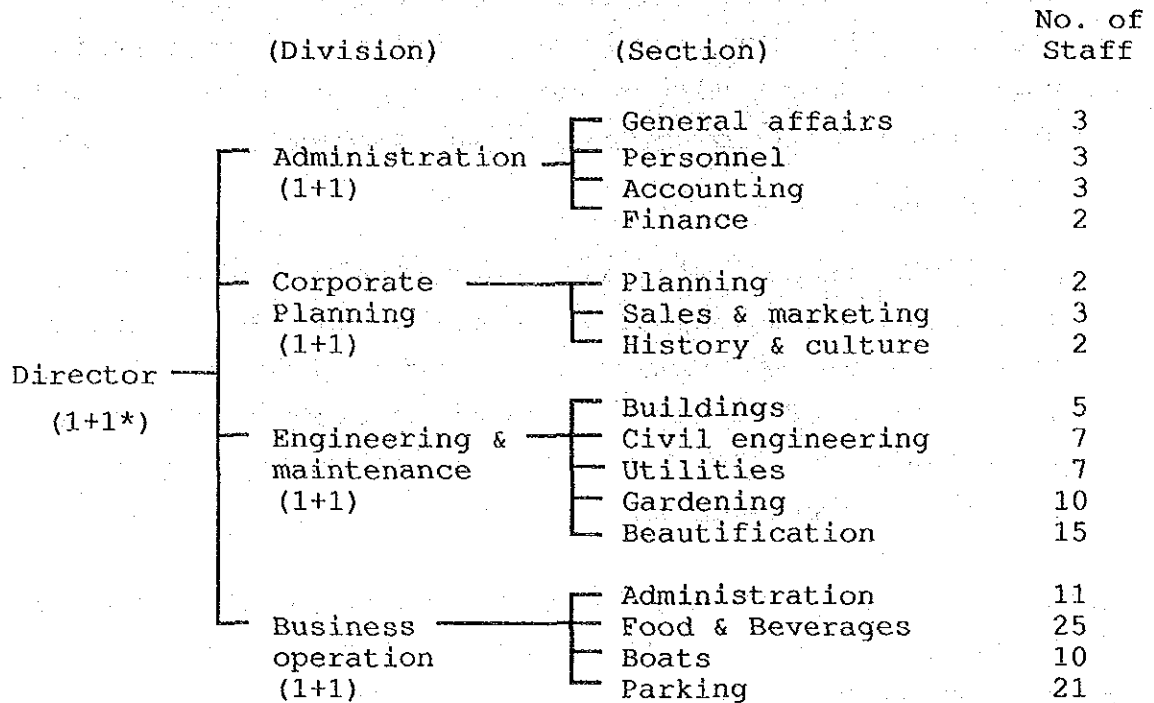
As most of these duties will be finished by the time of opening of operation, it is advisable to keep a minimal staff in those sections and, as mentioned previously, to use services of consultants so as to avoid difficulties in reshuffling the organization during the operation period.

The Planning Section will deal with minor improvements of facilities and events programmes with the assistance of the Sales and Marketing Section and the History and Culture Section.

- Duties of the Engineering and Maintenance Division will be inspection of equipments and utilities, repair of buildings, utilities, outdoor structures and furnitures, maintenance of plants and lawn, and beautification of the site. Since these duties occur during the operation period, most of its technical staff will be assigned by reshuffling the abovementioned temporary sections.
- The Business Operation Division will be in charge of operation of facilities. In addition, accounting of sales, purchasing of goods necessary for operation, administration of visitors and direction of small shops are also handled by this division.

Considering weekly fluctuation of visitor arrivals, it is recommended to adopt part-timer system of employment.

Fig. 3-6-1 ORGANIZATION OF DEVELOPMENT CORPORATION IN OLD BANTEN SITE PROJECT



Total 139
(273 persons including
134 personnel of small
shops)

(*) Secretary