

**The Historic Inner City of Paramaribo  
World Heritage City  
Management Plan 2020-2024**

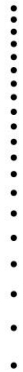


STICHTING GEBOUWD ERFGOED SURINAME





United Nations  
Educational, Scientific and  
Cultural Organization



Historic Inner City of  
Paramaribo  
inscribed 2002

Stichting Gebouwd Erfgoed Suriname  
(Suriname Built Heritage Foundation)  
Ministry of Education, Science and Culture  
Republic of Suriname

Paramaribo World Heritage Associates

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# The Historic Inner City of Paramaribo

## World Heritage City

### Management Plan 2020-2024

Stichting Gebouwd Erfgoed Suriname  
(Suriname Built Heritage Foundation)  
Ministry of Education, Science and Culture  
Republic of Suriname

Paramaribo World Heritage Associates

July 1, 2019



Figure 1 – Cover, the historic Waterfront of the World Heritage City of Paramaribo, Suriname (IDB, 2011)

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## Foreword

The challenge for us today is to conserve the Historic Inner City of Paramaribo World Heritage property for present and future generations, whilst ensuring that the city *continues to function as a living city*<sup>1</sup>

This statement from the foreword to the 2011 Management Plan for Paramaribo is still true today, eight years later. Many things have remained the same: continued degradation of the wooden architecture, little coordination between primary actors, no central body with sufficient authority, and the “constant battle between old and new.” It would seem that the old management plan was ineffective, but this far from true. For the first time, the Management Plan of 2011-2015 provided a tool for those who care for the historic city – establishing a direction, pointing the way forward in management, outlining the need for continued planning, and, importantly, recorded the opinions and observations of a wide swath of stakeholders. This existing plan did have its limitations; it was not implemented until quite late, only existed in English, and required official adoption.

In addition, every plan must be updated as things have changed in Paramaribo; new challenges have emerged such as increasing traffic, the loss of critical structures, heightened stakeholder interest, and the beginning of the Paramaribo Urban Rehabilitation Program with funding from the Inter-American Development Bank. The world has also changed with new tools available such as UNESCO’s Historic Urban Landscape approach which is intended to address and reconcile the battle “between old and new.” There is the incorporation and widespread adoption of socio-economic development into the conservation profession, and a number of political actors have changed. In addition, worldwide tourism, while it has

yet to touch Paramaribo, has nevertheless increased. Paramaribo will be discovered, as it has many cultural and natural attractions - it is only a matter of time. An updated management plan must take these changes into consideration.

This updated plan was funded by the Government of Suriname through the Paramaribo Urban Rehabilitation Program (PIU-PURP RFP No. PURP 1046-018 Loan No. 3905/OC-SU IDB 207-02/18) from support by the Inter-American Development Bank, and they must first be thanked. Words of appreciation must also be written for the staff of the Suriname Built Heritage Foundation and the numerous stakeholders that shared their time expressed their concern and offered input into this process. Finally, thanks must be given to the national and international team that facilitated this work, especially Michael Newton, Rand Eppich, Patricia Green, Magda Stepanyan, and Harrold Sijlbing. They diligently worked to understand the complex context of Paramaribo and offered their services and expertise to craft this document.



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Director Suriname Built Heritage Foundation,  
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Paramaribo World Heritage City, Suriname

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<sup>1</sup> Stephen Fokké, Paramaribo World Heritage property Management Plan 2011-2015 Management Plan

## Abbreviations

ADEKUS	Anton De Kom University of Suriname
ATM	Ministry of Labor, Technology, and Environment
CBB	Central Citizens Administration (Centraal Bureau Burgerzaken)
DC	District Commissioner
ICOMOS	International Council on Monuments and Sites
IDB	Inter-American Development Bank
KBS	Fire Department (Korps Brandweer Suriname)
KPS	Police Department (Korps Politie Suriname)
MC	Monuments Committee
MOP	Multi-Annual Development Plan
MP	Management Plan
NCCR	National Board for Disaster Relief
NGO	Non-Government Organization
NIMOS	National Institute for Environment and Development, Suriname
NUCS	Suriname National Committee for UNESCO
NVB	National Transport Company (Nationaal Vervoersbedrijf)
OUV	Outstanding Universal Value
OW/MPW	Ministry of Public Works
PWHC	Paramaribo World Heritage City
PURP	Paramaribo Urban Rehabilitation Program
PLO	Public Transport Organization
RO	Ministry of Regional Development
ROGB	Ministry of Spatial Planning, Land and Forest Management
SGES	Stichting Gebouwd Erfgoed Suriname (Suriname Built Heritage Foundation)
SP	Stadsherstel Paramaribo Limited
STS	Suriname Tourism Foundation
SUPS	Stichting Uitgangscentrum Paramaribo
UNESCO	United Nations Educational, Scientific and Cultural Organization
WAS	Road Management Authority Suriname
WHC	World Heritage Committee
WHP	World Heritage property



## Executive Summary

Paramaribo, the multicultural capital of Suriname and World Heritage city, is facing some of its greatest challenges in the second decade of the 21<sup>st</sup> century - that of retaining the viability of its historic architecture and public spaces while reinvigorating its liveliness.

The historic structures, most small and wooden, are facing obsolescence, the center is choked with cross-city traffic and parking while residents and businesses depart. These challenges are being faced by a number of dedicated individuals and organizations, and this Management Plan is intended to be a working tool to assist them toward a common vision:

**To create a lively, beautiful, safe, and welcoming city that enhances the quality of life for all Surinamese while openly sharing with visitors and protecting the World Heritage city's Human and Outstanding Universal Values.**

In order to achieve this vision, four key long-term goals were decided upon:

- 1) **Protect Outstanding Universal Values**
- 2) **Enhance Public Spaces (using the Historic Urban Landscape approach)**
- 3) **Improve Liveliness (encourage social & economic development)**
- 4) **Build Awareness of the city's unique architecture and public spaces**

To accomplish these goals, a number of objectives were designed through extensive stakeholder consultation. These are structured in an Action Plan within this document and include: **Strengthening the SGES and creating a Paramaribo World Heritage Authority** to coordinate activities, policy, and development. Other objectives including **opening the unique public and institutional buildings for visitation** to improve awareness and spur tourism, **caring for open public spaces** by inserting green areas, **encouraging businesses to locate in the inner city**, increasing safety and developing a disaster response plan.

While the vision, goals, and objectives may seem daunting, the Action Plan is designed in tiers, which include supporting and overlapping short-term tasks with indicators and realistic budgets. In addition, among these tasks are seven essential yet easily achievable actions (frequently referred to as low-hanging fruit). These are designed to address chronic problems identified during stakeholder engagement yet are accomplishable with organizational changes within modest budget limitations. These seven were selected to make big, short-term impacts on the historic inner city:

- 1) **Develop a Monument Watch** office with defined responsibilities to inspect, prioritize, and maintain for the historic architecture.
- 2) **Create informal pocket parks** in unused public and private spaces to improve the appearance of the city.
- 3) **Research divided property laws** with legal implementation as many historic properties are owned by numerous decedents
- 4) **Implement tax incentives** as currently, the transfer, material, and labor costs for restoration are onerous. Such incentives would incentivize private owners to purchase and restore the property.
- 5) **Research Real Estate Investment Trust funds** that could aggregate small investments and spread the burden among many properties.
- 6) **Establish a Heritage Education Program** at the university that would improve professional skills and talents.
- 7) **Establish Heritage Interpretation Center** within the Visitor Information Center to inform residents and visitors alike of Paramaribo's attributes

Within this Management Plan are more details concerning these seven essential tasks as well as how they support the vision and goals. In addition, there is more information on the objectives as well as background information, stakeholder involvement, and the methodology used to develop this plan.

“Too often we take for granted and neglect our libraries, parks, markets, schools, playgrounds, gardens and communal spaces, but decades of research now shows that these places can have an extraordinary effect on our personal and collective wellbeing. Why?”

“Because whenever people cross paths and linger, wherever we gather informally, strike up a conversation and get to know one another, relationships blossom and communities emerge – an where communities are strong, people are safer and healthier, crime drops and commerce thrives, and peace, tolerance and stability take root.”

Eric Klienberg, 2018

## PART 1 PARAMARIBO



“It is more to the point to consider what makes a city center magnetic, what can inject the gaiety, the wonder, the cheerful hurly-burly that make people want to come into the city and to linger there. For magnetism is the crux of the problem.”

Jane Jacobs, 1958

Figure 2 – The distinctive white wooden architecture of Paramaribo, Suriname on F.H.R. Lim A Po Street on a Saturday morning (Eppich, 2018)

“A physical revitalization results in an attractive, well-maintained physical public realm. However, in the longer term, a deeper economic revitalization is required because ultimately it is the private realm – the activities within the buildings – that pays for the maintenance of the public realm. A merely physical revitalization may be un-sustained and short-lived. Historic forms must be occupied and utilized by economic uses which provide the sustained investment required to refurbish and maintain the buildings...”

Tiesdell, Taner & Heath 1996

## 1 Introduction

Contained within this volume is the updated Management Plan for the World Heritage property of the Historic Inner City of Paramaribo (Inscribed in 2002 on the World Heritage List 940rev). It is built upon the previous management plan from 2011-2015, which was well written but took time for adoption and implementation. Since the writing of the previous plan there have been many changes both to Paramaribo but also new international approaches to urban conservation, namely, the UNESCO recommendations for the Historic Urban Landscape, the New Urban Agenda, and the United Nations' Sustainable Development Goals. Therefore this document takes into account the previous document, site visits by international experts, changes in Paramaribo, and importantly, extensive stakeholder input. This Management Plan is divided into three main parts.

### PART 1 – PARAMARIBO

This first part introduces the reader to the current situation in Paramaribo, its challenges and necessity of creating a vibrant city center. This introduction also describes the purpose of the Management Plan; the methodology followed and positioned it within the larger Paramaribo Urban Rehabilitation Program (PURP). This is followed by an updated description and history of the site, including the public spaces, buffer zones, and overall physical condition assessment.

### PART 2 – MANAGEMENT

The second part continues with an assessment of the current management context in order to establish the parameters and limitations of management as well as the policies, objectives, and strategies for management. This takes into account various larger national objectives, including tourism plans and other activities related to the historic core. This

is followed by a summary of the UNESCO World Heritage/ICOMOS recommendations. Included also how the plan incorporated the UN Sustainable Development Goals and the New Urban Agenda. The latter half of this part describes UNESCO's Historic Urban Landscape approach and how it dovetails into this plan. This is a critical chapter given the shift away from a pure conservation focus on individual monuments to incorporate development into more broad-based management. Research has been conducted, and a draft outline is included in this report. This chapter is followed by a relevant topic as we enter the third decade of the 21<sup>st</sup> century – disaster risk assessment, preparedness, and management. Finally, the section concludes with heritage tourism and public awareness strategy.

### PART 3 – IMPLEMENTATION

This final part concerns the implementation of the management plan – the most difficult aspect. It is acutely acknowledged that to write a plan is infinitely easier than putting it into action. Therefore this section addresses strategies for implementation as well as monitoring and periodic review. It continues with a prioritized operational action plan that is intended to address the short term as well as long term tasks. It was a key priority of this management plan to include small, inexpensive actions that could have a larger impact on the historic center. These short term projects are intended to be catalysts and are addressed in detail within tables following the Action Plan and include operating agency responsible, a summary, and a brief indication of a budget. The final portion of the implementation section includes an estimated ten-year budget.

The last portion includes an appendix with maps, references, list of figures, and other materials used to craft and update the Management Plan. A vast amount of material was collected and referenced and will serve to assist future updates and scholars of Suriname and Paramaribo history. This material is available in the archives of SGES.

## 1.1 A unique place, common challenges

Paramaribo is unique in many ways - its multicultural aura and origins, the celebration of numerous festivals, flavourful cuisine, and the city as a place and host with its historic wooden structures – indigenously crafted South American materials fused into new architectural forms with European inspiration. These characteristics have been recognized internationally following a rigorous multi-stage evaluation process as having Outstanding Universal Value - in 2002, Paramaribo was placed on the UNESCO World Heritage List. Additional criterion cited was the creation of “a new architectural idiom” and “a unique example of contact” with “indigenous cultures...”<sup>2</sup>. The importance of this designation cannot be overstated as there are only 190 cities worldwide on the World Heritage List, with only 8 cities in the Caribbean – and the Historic Inner City of Paramaribo as the only cultural World Heritage property in Suriname<sup>3</sup>.

However, Paramaribo is not unique in the problems it is facing. It’s World Heritage designation offers no protection from the rapid changes experienced by most historic cities in the latter half of the 20<sup>th</sup> century. Typical causes of decline include loss of housing and employment, the exodus of retail activities, increased use of automobiles and their congestion, inconvenience and lack of space, and abandonment of historic buildings in favor of larger newer lower maintenance facilities elsewhere.

This flight of people and activities has left a void and generated negative associations of the inner city which are accompanied with physical deterioration and undesirable social groups, the cost and difficulty of redevelopment, and expensive maintenance of historic buildings<sup>4</sup>. Paramaribo is suffering from all of the above. There are many reasons to

revive the city center – recovery of economic property values, increase tax revenues, improvement of buildings, and decreasing crime - but the most important reason of all is pride.

Fortunately, there are many advantages that Paramaribo has over other cities. Paramaribo remains at the heart of Suriname culture as evidenced by numerous festivals; it is the seat of Government and home to major religious institutions. It is also where visitors enter the country and where they expect to start on their journey of understanding of Suriname, its history, culture, and people. Finally, one major advantage for Paramaribo, is its prestigious World Heritage designation, an announcement to the world of the city’s Outstanding Universal Values. With this recognition, there are important, and required, responsibilities including protecting the values which make the city special. One essential way to do this is through a Management Plan. This is the purpose of this document - written to improve management, serve as a roadmap, and to support the *Stichting Gebouwd Erfgoed Suriname*<sup>5</sup>. A document, not generated in a vacuum, but facilitated through numerous meetings with the local site management office, extensive stakeholder meetings with the government, civil society, business owners, residents, and the youth.

Within this section is a description of the situation in Paramaribo, a short history of the city, its locations and boundaries including the buffer zones, the inscription on the World Heritage List, and finally the significance of the city and current condition.

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<sup>2</sup> <https://whc.unesco.org/en/list/940>

<sup>3</sup> The other World Heritage property is natural – the Central Suriname Nature Reserve  
<https://whc.unesco.org/en/list/?search=suriname&order=country>

<sup>4</sup> Attoe 1994

<sup>5</sup> Suriname Built Heritage Foundation

## 1.2 Importance of a vibrant city center

Paramaribo was once integrated with housing, offices, and retail along with the supporting activities such as restaurants and services. These activities made for a dynamic urban space that allowed people to meet spontaneously, exchange ideas, conduct business, socialize, and live. It was a city that attracted all types of people – the evidence that they cared for their city is apparent as it has survived until today. Things have changed, and today, Paramaribo is only occupied during the weekday mornings as government workers arrive, park their cars, and enter their offices. After 3pm and on the weekends the city is abandoned. “In sum, the urban center should be a part of the ‘civic consciousness’ not just a machine for the government.” Although the inner city is not entirely abandoned because at the riverfront, there are small areas where people congregate, but unfortunately, there is homelessness and perception of drug use. There are also vibrant areas on the fringes of the inner city inside the buffer zones.

But there are positive signs that the city remains an important part of the civic consciousness. During the stakeholder meetings, there was a tangible sense of pride of the culture of Suriname and Paramaribo with genuine concern over the state of condition of the historic architecture in the inner city. Almost universally, the participants desired a better future for Paramaribo, and they did not seem prepared to abandon their city center. Interestingly, this pride was intrinsic and not a result of Paramaribo’s World Heritage status or encouraged bias by the management team. Evidence that the city is still central to Suriname culture is the popular celebrations, for instance of *Owru Yari* (Old Year) and *Diwali* Festival of Light. There are still many people who come to the city center – it is only a matter of encouraging them to come more frequently.

Why this emphasis on a vibrant city? “A physical revitalization results in an attractive, well-maintained physical public realm. However, in the longer term, a deeper economic revitalization is required because ultimately, it is the private realm – the activities within the buildings – that pays for the maintenance of the public realm. A merely physical revitalization may be un-sustained and short-lived.” In addition, “historic forms must be occupied and utilized by economic uses which provide the sustained investment required to refurbish and maintain the buildings...” “The failure to find new uses for preserved buildings condemns the city to an existence as an open-air museum.” Without the acknowledgment that Paramaribo must regain its vitality, this Management Plan is less powerful. “Downtowns are iconic and powerful symbols for a city and often contain the most iconic landmarks, distinctive features, and unique neighborhoods. Given that most downtowns were one of the oldest neighborhoods citywide, they offer rare insights into their city’s past, present, and future.”<sup>6</sup>.

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<sup>6</sup> Planners Web – A Healthy downtown is Key to a Strong Community  
<http://plannersweb.com/2013/09/healthy-downtown-key-strong-community/>



*Figure 3 - The Waterkant is vastly underutilized and empty on most weekends (Eppich)*



### 1.3 What is missing?

What are the essential elements of a vibrant city? What is missing?

#### **What does Paramaribo have?**

The stakeholder meetings conducted for this Management Plan were critical to understanding perceptions and what could be missing. As mentioned earlier, there is a strong pride of place in the culture of Suriname, *including Paramaribo* with genuine concern over the state of the historic architecture. Almost universally, the participants desired a better future for Paramaribo and wanted to invest time and energy. In contrast with this pride were numerous negative perceptions, including traffic and parking problems, safety, crime, including homelessness, and drug abuse. “We don’t like to bring our family to the inner city<sup>7</sup>” was a sentiment often echoed. Thus, a critical distinction must be made between the pride of place versus the current situation. This is extremely hopeful as the problems mentioned by stakeholders can be addressed by management – a loss of pride is nearly impossible to instill.

Lack of incentive to visit was one critical negative perception. The city center is “not a destination,” and there is “no reason to go to the inner city” and that there is “nothing to do” there<sup>8</sup>. This negative perception mainly involved local residents and was not directed toward tourism. This lack of activities was experienced first-hand by the management team with few attractions such as shops, restaurants, or museums within the World Heritage boundaries. There were significantly more activities just within the buffer zones.

The lack of life was evident in the afternoons and on weekends, and this creates a void which leads to a downward spiral. This is largely due to the absence of residents and the services that would support them as there is limited housing in central Paramaribo. This is being addressed in other

aspects of the Paramaribo Urban Rehabilitation Program (PURP). The recent Urban Lab report states “A diversification of functions would serve both as a means and as an ends to implement commercial uses in the ground floor areas and bring back life and customers to the historic center.” This vacancy most likely contributes to the sense of a lack of security and highlights homelessness. Although it was stated there was no reason to visit and no life on the weekends; the city is used for annual heavy-impact festivals such as Diwali Festival of Lights and *Owru-yari pagara estafette* in December. So the spirit that the center of Suriname is still Paramaribo exists and this is encouraging. However, it was also noted that all services to support these events are temporary with no permanent service points such as restaurants or shops open – a clear indication that these large singular events are not sufficient or frequent enough to support ongoing businesses.

Finally, most troubling is that there is no collective vision for the future of Paramaribo. Stakeholder participants focused on current persistent problems, such as traffic, rather than an inspiring vision. This is understandable given the pressing short-term recurring problems which have failed to be addressed. However, such problems can be overcome with a guiding vision, good management, and strong leadership. The management team did not feel that in terms of problems, Paramaribo was unique. Most historical city cores suffer from many of the same issues, and many cities are overcoming these problems.

In addition to the input from people who live in greater Paramaribo, there are also widely recognized components of lively historic city centers. According to the classic design treatise *A Pattern Language*<sup>9</sup>, there are several patterns or “humanist solutions” for successful urban spaces that were determined to be absent or not fully utilized in Paramaribo. The missing patterns include Scattered Work (9) which refers to the artificial

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<sup>7</sup> Stakeholder statement during the meetings

<sup>8</sup> Ibid – see Status Report, 2019

<sup>9</sup> Alexander, Ishikawa, & Silverstein 1970. See also Alexander 1980a; & Alexander 1980b

separation of home and work. While difficult to address, nevertheless, the diversity of work in the center of Paramaribo has disappeared and housing is almost non-existent. Another set of patterns has to do with cars, pattern Nine percent Parking (22), describes that only 9% of the urban space should be given over to parking. It is estimated that this is much higher in Paramaribo – upward of 20%. The network of Paths and Cars (41) “Cars give people wonderful freedom and increase their opportunities. But they also destroy the environment, to an extent so drastic that they kill all social life” (p 65). The issue with traffic was frequently mentioned during the stakeholder meetings<sup>10</sup>. Other patterns missing in Paramaribo include, Activity Nodes (30) or areas of activities connected to one another, Shopping Street (32), Market of Many Shop (48), and Night Life (33). House Clusters (37), Housing In-between (52), (40) Old People Everywhere, and Children in the City (57) and are additional missing patterns related to housing. The lack of these last pattern has already been recognized through the installation of a playground on the *Waterkant* – however, it was observed that it is infrequently used.

There are several patterns that Paramaribo does exhibit, but does not fully exploit, including an essential pattern - Magic of the City (10). This is probably the reason the numerous festivals and gatherings are still held in the center. However, what is missing, are the urban services clusters such as restaurants, shops, cafes, hotels, and night clubs to support the magic of the city between festivals. The festivals rely on temporary, imported services, but should support permanent businesses. Another pattern that exists in Paramaribo is Local Transport Areas (11). This is evident by the location of the bus terminal and to a lesser extent, the water taxis. Two additional aspects of good design that Paramaribo still retains, to some extent, are Identifiable Neighborhoods (14) and Boundaries (15). That is

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<sup>10</sup> Shoup 2018, provides key steps for the management of parking that contributes to a city’s vibrancy

people can identify to which neighborhood to which they belong. The landmark boundaries of the center are easily identifiable – the river, the canal, the palm garden, the bus station. One great advantage that is only partially utilized in Paramaribo is pattern (31) Promenade - This is the main attraction to the city along the river, and the promotion of public life cannot be overstressed. The *Waterkant* is just such a place where people can go to see and be seen. However, the *Waterkant* is vastly underutilized as it is blocked with a number of structures obstructing the views and constricting the spaces. These are only some of the patterns of successful urban spaces that are missing or not fully exploited in Paramaribo. While this is not an exhaustive list, it serves as an introduction and informs management of some of the necessary ingredients for what is missing in the liveliness of the city center.

The noted urbanist, Jane Jacobs, argues that the success of city centers depends on the overlapping and interweaving of activities: “all kinds of diversity, intricately mingled in mutual support.” Paramaribo has abundant social diversity, but another type of diversity is that of use. This refers to enterprises, activities, use of structures within the city center, including schools, museums, auditoriums, hospitals, nightlife, and one-of-a kind-shops. Paramaribo does have some of these activities, but they are woefully underutilized, unknown, and not interconnected. Critically, the diversity missing in Paramaribo includes dwellings and residential areas of which the residents would provide a market for support services, frequent use of the sidewalks, and the necessary presence of children. It is this diversity of mixtures of uses that are required to make a city popular and successful and to flourish and generate magnetic diversity<sup>11</sup>.

As stated by the Project for Public Spaces, which seeks to conduct community-led process to help activate downtowns, “It takes place to

<sup>11</sup> <https://centerforthelivingcity.org/janejacobs>

create a community and a community to create a place.” This organization continues to state there are eight placemaking principles (for innovation districts)<sup>12</sup> Identity, diversity, continuity between people and places, sociability to bring people together through programming, proximity, mobility, flexibility, and a holistic, inclusive approach and importantly, vision, through governance. Of these, Paramaribo has an abundant identity, social diversity, and limited sociability, but is lacking a strong vision with coordinated governance through defined strategies.

**How can the historic city center of Paramaribo be revitalized while still protecting the wooden architecture and Outstanding Universal Values for which it was recognized?**

“The obsolescence of buildings and areas is expressed in a mismatch between the services offered by the fabric and the needs seen through contemporary eyes” (Lynchfield, 1988, p 25). A revitalization of a city center is an effort to reconcile this mismatch. The mismatch might have its source in the physical fabric or in the economic activities within the fabric.

This updated Management Plan will address this difficult yet critical need for revitalization while balancing social, economic development with protection of this World Heritage City’s Outstanding Universal Value. It will include UNESCO’s Historic Urban Landscape approach. To return to the quote from Stephen Fokké in the Foreword:

“The challenge for us today is to conserve the Historic Inner City of Paramaribo World Heritage property for present and future generations, whilst ensuring that the city *continues to function as a living city.*”

This is the major challenge of the Suriname Built Heritage Foundation that this Management Plan will aid in addressing. City centers must contain “a

critical mass of activities where commercial, cultural, and civic activities are concentrated. This concentration facilitates business, learning, and cultural exchange.”<sup>13</sup>.



Figure 4 – The beautiful historic canals are an underappreciated aspect of the city center (Eppich, 2018)

<sup>12</sup> <https://www.pps.org/article/eight-placemaking-principles-for-innovation-districts>

<sup>13</sup> Planners Web – A Healthy downtown is Key to a Strong Community  
<http://plannersweb.com/2013/09/healthy-downtown-key-strong-community/>



Figure 5 - Social uses of the city center are limited high-impact events such as the Diwali Festival of Light. All support services for these events are all temporary (Eppich, 2018)



Figure 7 - This is in stark contrast to a typical weekend or evening when the city center remains empty and devoid of life (Eppich, 2018)



Figure 6 - Social life, particularly at night is very active but outside the inner city as shown here in the buffer zone on Kleine Waterstraat (Eppich, 2018)



Figure 8 - This is in stark contrast to a typical weekend or evening on the Waterkant. Although there is life on the riverfront, it is a vastly underutilized space (Eppich, 2018)

## 1.4 The purpose of this Management Plan

The purpose of this plan is to improve daily and long term management of the World Heritage property of Paramaribo. This is an update of the excellent but out of date plan written in 2011, which was only fragmentally implemented many years later. This updated Management Plan is also intended to avoid any issues with the city's World Heritage status due to the physical deterioration of the historic fabric and lack of management capacity. The World Heritage Committee recommended in their decisions of July 2016, an update of the 2011-2015 Management Plan and its implementation<sup>14</sup>. The plan was also updated to meet the current international standards established by UNESCO for the development of Management Plans for World Heritage Cities<sup>15</sup>.

The objectives of the Management Plan are not to produce a static text but to work with and provide technical guidance to *Stichting Gebouwd Erfgoed Suriname* (Suriname Built Heritage Foundation, SGES) during the update process. The objectives are also to consult with relevant stakeholders using a participative methodology. In order to fulfill these objectives, there were numerous analysis and coordination meetings, review of previous consultations, additional research, interviews, field observations, workshops, and frequent inspections of the city.

Meetings were held with SGES/PIU-PURP (Program Implementation Unit of the Paramaribo Urban Rehabilitation Program) to coordinate the work plan, methodology, and schedule of the consultancy work. Additional meetings were conducted with the Technical Advisory Group established as part of the Paramaribo Urban Rehabilitation Program (PURP) for advice, information and comments as well as representatives of main stakeholders to provide input (e.g. Department of Culture – Ministry of Education, Science & Culture, Monuments Commission, SGES/PIU-PURP, Department

of Tourism – Ministry of Trade, Industry and Tourism, Department of Communication – Ministry of Public Works, Transport and Communication, District Council of Paramaribo North-East (incl. District-Commissioner), The National Assembly (DNA), Waterfront Management Board etc.).

During this process, there was engagement and coordination with the Ministry of Public Works, Transport, and Communication (OWT&C) as part of the institutional framework created to implement the MP. Incorporate the parking, billboards and traffic and mobility studies commissioned by Public Works into the MP if applicable as well as all other studies developed within the framework of the Adaptation Fund, the Emerging and Sustainable Cities Initiative (ESCI), the Urban Design Lab (UDL) and PURP.

Develop an Institutional Plan to strengthen the management/capacity of the SGES to manage the implementation of the Management Plan and to become an effective management authority of the World Heritage property. The Plan should also provide proposals for the sustainability of the management authority. Develop an emergency response protocol or guidelines in the case of an emergency or disaster within the historic city.

It must be stressed that the process to update the plan was a collaboration with SGES/PIU-PURP in the development of a communication and sensitization strategy, regarding the importance of the Historic Center of Paramaribo for local, national and international identity. Coordinate with the Communication and Engagement Plan expert the alignment between the communication and sensitization strategy and the Communication and Engagement Plan. Include an analysis of the effects of climate change, and develop prevention and risk management strategies, including an evacuation plan at the time of an event or disaster, like flooding, extreme winds or fire event. Develop a system of monitoring the impacts on the conservation of the Historic Center of Paramaribo generated by human and

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<sup>14</sup> Terms of Reference, Management Plan Update

<sup>15</sup> <http://whc.unesco.org/en/managing-cultural-world-heritage/>

natural factors. Develop a monitoring system to evaluate the progress of the implementation of the MP periodically. Develop a Tourism Development Strategy for the PWHC in coordination with the Ministry of Trade, Industry, and Tourism, which will be a guideline for the Tourism Plan of the PWHC to be prepared under the PURP;

This updated Management Plan ensures that the PWHCMP addresses all of UNESCO's recommendations listed in the 2016 State of Conservation (SOC) report, the World Heritage Committee Decision 40 COM 7B.9 concerning the historic inner city of Paramaribo, the World Heritage Committee Decision 42 Com of 2018, and any previous, pending recommendations. Within the plan are strategic objectives, strategies, and a realistic and prioritized Operational or Action Plan that includes a schedule of activities and an estimated budget for the next five years. The operational or action plan included is aligned with the Paramaribo Urban Rehabilitation Program (SU-L1046), and the budget was developed in close cooperation with relevant stakeholders in order to ensure that it will become a working document.

Finally, it is also important to understand the wider context within which this Management Plan was written. On April 2, 2017, the Republic of Suriname and the Inter-American Development Bank (IDB or "the Bank") signed a loan agreement (no. 3905/OC-SU) of twenty million US Dollars (US\$20 million) to finance the Paramaribo Urban Rehabilitation Program (PURP) to contribute to the socio-economic revitalization of Paramaribo's historic inner city. This program is implemented by the Ministry of Education, Science, and Culture, through the *Stichting Gebouwd Erfgoed Suriname* (Suriname Built Heritage Foundation, SGES). The specific objectives of the Program are: (i) attract new residents and commercial activities; (ii) restore to value its cultural heritage; (iii) reduce traffic congestion; and (iv) Strengthen the institutional framework for managing

its sustainable development. The Program has the following components to be implemented over a 5 years period:

Component 1 - Urban Interventions

Component 2 - Residential and Business

Component 3 - Institutional Strengthening

Component 4 - Program Administration

This updated Management Plan is only related to Component 3 – Institutional Strengthening. The objective of this component is to strengthen the SGES and develop key planning instruments to guide the historic center's revitalization process in a sustainable manner.

Each of the above components has or will produce a number of reports to help in the rehabilitation of the city. These are listed in the bibliography and have been, as much as possible, incorporated into this Management Plan.

## 1.5 Methodology

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

Jane Jacobs

The above quote by the famous urbanist Jane Jacobs was central to the methodology employed by the team to update this Management Plan – inclusive outreach, extensive listening, and frequent feedback. This was by far the most important part of the methodology. During the Inception mission of November 2018, over 11 meetings were held over the course of five days. These were both formal and informal and conducted in a participatory manner following a loosely defined questionnaire focusing on vision, issues, barriers, risks, and tourism and targeted different segments of the community of Paramaribo including government, businesses, professionals (engineers, and architects), owners, emergency response personnel, and tourist operators. This consultation with stakeholders continued during the next mission of April 2019 to share the team’s findings, discuss continuing questions, and further solicitude feedback. The management plan team was impressed by the engagement and number of stakeholders during the meetings. Universally, stakeholders expressed an interest in improving the city center, protecting their historic wooden architecture, and concern over the current state of Paramaribo. The team was impressed with the level of involvement and concern and are encouraged about the future of Paramaribo. These stakeholder meetings have been critical in assessing the situation concerning management in the World Heritage City, persistent issues that may be impacting Outstanding Universal Value (OUV) and concerns that must be addressed in the updated Management Plan.

Thus, one of the main goal of this update, communicating with stakeholders, has successfully been accomplished. To echo the development approach as outlined in the previous Management Plan “conservation-drive and value-based, taking into account the heritage values, the diversity of interest groups and stakeholders and the recognition of other values, historic, social, economic and cultural (tangible and intangible)”

This straight forward approach was supplemented by contacting past experts, reading and studying previous reports. This included incorporating the previous Management Plan’s main author and discussions concerning successful and less than successful elements, including the action plan.

The methodology also consisted of an extensive inspection of the city, talking with people and tourists on the street, exploring and discussing in-depth the issues raised by the 2013 ICOMOS Advisory Mission, UNESCO documents, and other reports. While there are certainly challenges, the technical approach and methodology were based upon desk research, followed by several inspections of the city and stakeholder outreach meetings.

Through this work, the aim is to address the concerns voiced in the meetings and in the UNESCO/ICOMOS reports through the update of the Management Plan.

The final step of this methodology was to verify the contents of the Management Plan. This plan has been submitted to the Site Manager of the *Stichting Gebouwd Erfgoed Suriname* (SGES) and will be shared with all Stakeholders for verification and comments. These comments will be incorporated into the final version of the plan that was translated before being submitted to the government for endorsement and implementation.

## 2 Paramaribo

### 2.1 Description and history

Numerous distinct indigenous cultures inhabited the land known today as Suriname. These cultures including the Lokono (Arawaks), the Kalina (Caribs), who lived near the lowland coasts, the Akurio, Trió (Tirio, Tareno), and Wayana who lived inland in the highland rainforests. They hunted, fished, and traded along the waterways and coast, frequently sailing in and out of the Caribbean.

They encountered the first Spanish and other European explorers who traveled from other Western Hemisphere colonies exploring the coast. The European governments became involved in colonization and encouraged settlers to establish private plantations and to exploit the cultivated area in order to meet the increasing demand for tropical products in Europe. Next to trade in hardwoods and dyes, colonization aimed at agricultural development, especially in sugar cane and tobacco. In 1651 the English peer Francis, Lord Willoughby of Parham, and 300 planters from Barbados relocated to Suriname due to overcrowding and established flourishing tobacco and sugar plantations in a relatively short time. When a Dutch fleet commanded by Abraham Crijnssen conquered the colony of Suriname during the second Anglo-Dutch War (1665–67), British patronage ended and Suriname remained under Dutch rule for the next 300 years with around 700 plantations producing sugar, coffee, cocoa, timber, cotton, indigo, and tobacco. The Dutch differed from the other European powers in the region as they did not have their own country but were part of the Hapsburg Empire that included modern-day Spain. “The Dutch Atlantic is often ignored because for much of its history; it was quite small and seemingly insignificant compared to other European Colonies in the

Americas. However, it began with extraordinarily ambitious conquests and colonizing schemes.” The Dutch first began modest trading along the coast, but by the second decade of the 17th century, they began an ambitious program of colonization including the establishment of sugar plantations. The *Sociëteit van Suriname* aimed to create a plantation colony to produce tropical products for Dutch merchants, as well as provide a market for finished goods. To provide for the necessary labor force to work the many plantations in Suriname, the Dutch West India Company began to supply the colonists with enslaved persons from Africa. The need for labor gave rise to the Atlantic slave trade bringing slaves to work in extremely harsh conditions. Many escaped and later became known as Maroons, fighting for survival and in the meantime establishing some of the earliest independent nations in South America. In 1807, the British abolished the transatlantic slave trade, and between 1807 and 1815, they occupied the Dutch West Indies and applied pressure on the Dutch to abolish their slave trade<sup>16</sup>. After the Napoleonic wars, Suriname was returned to the Dutch as part of the Anglo-Dutch Treaty of 1814. In this treaty it was mentioned that the Dutch would also abolish the trans-Atlantic slave trade, finally confirmed in 1818, when the Anglo-Dutch Slave-trade Treaty was signed<sup>17</sup>. Eventually, emancipation in Dutch West Indies and Suriname occurred on July 1, 1863, and was replaced by a system of apprenticeship for a period of ten years. The grave labor shortage led to the importation of indentured laborers, mainly from India and Indonesia (Java). During the period 1873–1939 a total of 34,000 Hindustanis (East Indians) and 33,000 Javanese (Indonesians) and numerous Chinese immigrants were brought to Suriname. Gradually large-scale agricultural practices across the country changed into every cultural group working its own fields. Suriname offered a safe haven for many Jews escaping persecution, and these various cultures have created the rich diversity that today make up Suriname.

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<sup>16</sup> Rodriguez 2015, pp.187-8

<sup>17</sup> van Galen and Hassankhan 2018, 505





Figure 9 – Paramaribo (detail) on the first bend of the Suriname River, 1671 Dutch Map



Figure 10 – SURINAME - Marche aux Legumes a Paramaribo (Surinam) La Societe des Beaux-Arts (1850 (circa)) Tinted lithograph showing a view of the market in Paramaribo.

**Paramaribo**<sup>18</sup> – The increasing trade in the Caribbean and Atlantic needed a market, and this necessitated the establishment of a permanent settlement. The city of Paramaribo was founded around 1613 when two Dutch settlers established a trading post near the indigenous settlement named Parmubo or Permerba, located at the Paramari Creek, currently named *Sommelsdijckse* Creek on the left bank of the Suriname River. The name of the city is derived from the village and the adjacent creek. A map from the early 17<sup>th</sup> century shows the village Permerba in the first bend in the Suriname River coming from the Atlantic. The first settlers in Paramaribo built a simple wooden palisade to protect themselves and their goods when there were conflicts between them and the local inhabitants, but eventually, the Indigenous inhabitants drove them out. The Amerindians kept on trading with several Europeans.

Around 1640 the French tried to colonize the country and built the first fortress. That fortress was later named Fort Willoughby, after the Englishman Sir Francis Willoughby Lord of Parham, who managed to establish a British colony in 1651. At that time the capital of Suriname was Thorarica, some 50 kilometers upstream from Paramaribo. The fortress was built with shell stones, and there was no settlement attached, so it was only meant for the defense of the colony. Originally there were three European villages – Torarica, Jodensavanne, and Paramaribo. But Paramaribo became the leader given its more advantageous location near the Suriname River near the Atlantic.

The Dutch Zeelanders under the command of Abraham Crijnsen conquered the colony in 1667 and enlarged and re-named the fortress, giving it the current name Zeelandia and shifted the power center of the colony from Thorarica to Paramaribo. They also attempted to change the

name of Paramaribo into New-Middelburg, but for reasons which are unclear historically they were not able to do so. Suriname would stay largely under Dutch rule for the next 300 years and was exploited as a slavery-based plantation colony. The surveyor Mogge made a map in 1671 that indicated a small quarter that emerged around that time. The Dutch initially closed off the port of Paramaribo to only Dutch ships to maximize profits with “the charter of the colony banned merchants from outside the Republic from connecting to the colony’s markets.”<sup>19</sup> However, the traders and settlers of Paramaribo were more industrious and pragmatic and conducted extensive trade within the region with anyone. In the 18<sup>th</sup> century, half the ships in Paramaribo were non-Dutch. The city soon became central to local, regional and transatlantic shipping routes<sup>20</sup>. By 1790 Paramaribo was one of the top twenty port cities, in terms of population, of Atlantic America rivaling Baltimore in North America<sup>21</sup>. Suriname’s colonial and plantation history has strongly influenced the development of Paramaribo. Several circumstances contributed to the fast decline of Thorarica, aside from the fact that Paramaribo became the administrative center of the country. Steady attacks from Indigenous Caribs, emigrations of English colonists to Jamaica, Jewish colonists were moving further upstream to the Cassipora creek and a strange plague in the 1670’s de-populated this town completely when the last residents moved to Paramaribo.

The choice of Paramaribo as a city was also based on other reasons: the physical-geographical conditions for its defense, transport infrastructure – the outside bend of the river ensured enough depth for ships to moor - and settlement development since the shell ridges were close to the river at this location. The growth of Paramaribo was rather slow from the 1660s to 1873 and was mainly connected to migrations caused by different

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<sup>18</sup> Sijlbing 2011. Portions of this text were adapted with the permission of the author

<sup>19</sup> Fatah-Black 2014, p. 53

<sup>20</sup> Fatah-Black, 2014

<sup>21</sup> Klooster 2014

conditions. Around 1680 there were some 50-60 wooden houses, mostly around Fort Zeelandia which gave some protection. Starting at Fort Zeelandia, which was built on a somewhat protruding point on the left bank, the city grew systematically to the west. The first street patterns followed the broad shell ridges. These first streets were *Gravenstraat* (now named *Henck Arronstraat*), *Heerenstraat*, *Keizerstraat*, and Waterfront.

The open space around Fort Zeelandia was used as a military drill ground. “The inner city of Paramaribo, the part which is now inscribed on the World Heritage List, was laid out behind Fort Zeelandia surrounding a military parade ground, currently named *Onafhankelijkheidsplein* (Independence Square). Next to being a parade ground, this square provided for an open field of fire in front of Fort Zeelandia, a common strategic feature in colonial city planning”<sup>22</sup>. Paramaribo's first buildings stood on the perimeter of this open space, but they were no more than wooden huts and barracks which mainly housed sailors, merchants, bars and other houses of pleasure. The fort was called *foto* in the local Sranan language. *Foto* was in Paramaribo, so this word became the Sranan word for city.



Figure 11 – Fort Zeelandia from the exterior with a statue of Queen Wilhelmina (Eppich)

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<sup>22</sup> Van Oers 2005, p. 36

In the 18th century, a growing number of plantation owners migrated to Paramaribo, leaving the management of the plantation to appointed administrators. This trend caused some decline of plantations, but the town grew gradually with many spacious dwellings appearing along streets aligned with trees. Many of these new residents of Paramaribo were Sephardic Jews who were planters, mostly of sugar estates upstream of the Suriname River. Declining harvests, financial problems and threats by Maroons who regularly attacked the plantations pushed their migration to Paramaribo. The Maroon threats contributed in another way as well to urban growth. A specially formed military corps called *redi musu* (Negro hunters) consisting of formerly enslaved people settled in Paramaribo after their duties in a quarter, known today as *Frimangron* (free man's land). This quarter was set out in 1781.

In 1712 there were already some 500 houses in Paramaribo that was enclosed by *Knuffelsgracht*, *Klipstenenstraat*, *Gravenstraat*, Fort Zeelandia, and the Waterfront. The initial town size and the harbor were too small, and there was an urgent need for expansion because business was booming. So, at that time, there was the first extension (*Domineestraat*, *Maagdenstraat*, and Waterfront). This expansion was not executed by continuing the existing head grid, but a new grid was created parallel to the river, contrary to the urban planning concepts of that time. Probably this grid already existed at this location, which was the former plantation Adelsburg, right beside Paramaribo. The 1737 map of Lavaux shows the first extension of Paramaribo. The town expansions of later dates were again executed with the first main grid.

In 1729 a start was made with the following town expansion program of Paramaribo by Governor-General De Cheusses. Around 1760 the new city boundaries were: *Waterkant*, *Stoelmanstraat*, *Steenbakkersgracht*, *Zwartenhovenbrugstraat*, and *Gravenstraat*. The area between *Gravenstraat* and *Keizerstraat* was also laid out in the western direction

(Buffer Zone II). In 1772 Paramaribo was extended alongside the river in southern direction to *Drambrandersgracht*, and in 1800 up to *Molenpad*, connecting it with the *Frimangron* Quarter of the free Africans. The Arons illustration in the appendix gives a good overview of these extensions.

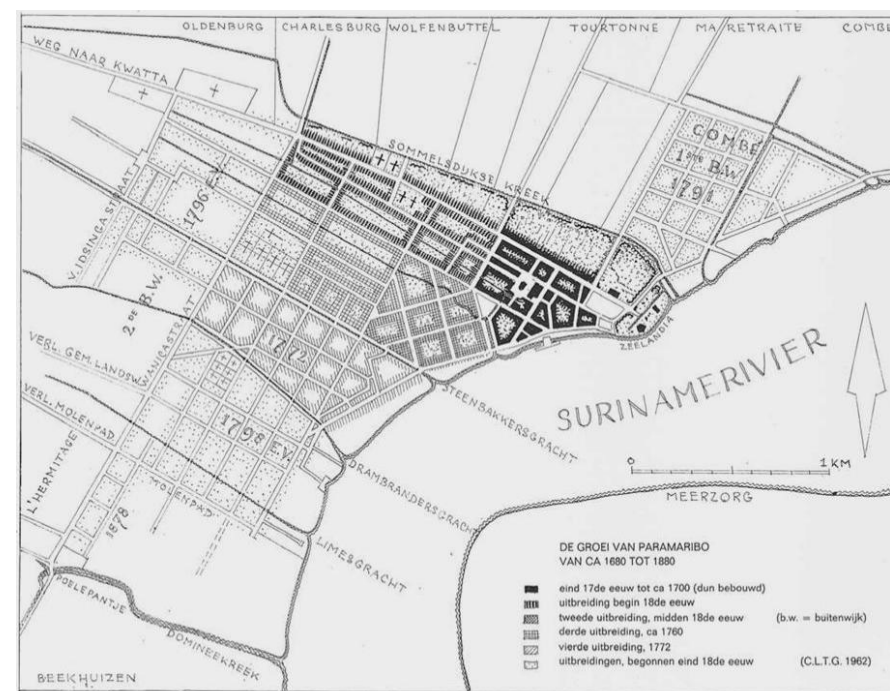


Figure 12 – The Growth of Paramaribo from 1660-1960 (Temminck Groll)

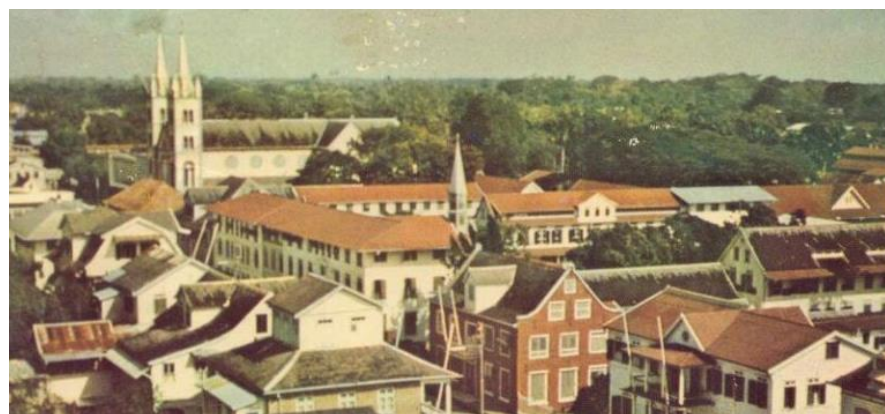
The city was extended to the north with the suburb Combé (Buffer Zone I) which was more or less the quarter for civil workers and military. In 1772 Paramaribo consisted of 867 “houses.” The definition of a “house” was different from today due to the purpose of the count, the rentable value, for only the houses at the street side, was considered and all other constructions in the backyard were added to this “street side house.” By the time John Gabriel Stedman (1796) came to Suriname as mercenary to fight against revolting enslaved African and described Paramaribo, he

estimated the length above a mile and a half, and its breadth about half as much. The town was characterized by him as “a very lively space, with streets crowded with planters, sailors, Jews, Indians, and Negroes, while the river swarms with canoes, barges, yawls, ships, boats, etc., constantly going and coming from different estates, and crossing and passing each other like the wherries on the Thames, and mostly accompanied with bands of music”.

The original 17th & 18th-century street plan had a small “Dutch” street profile. In the 19th century, some minor alterations were made as a result of the city fire of 1821. At the Heiligenweg, the northern row of houses was permanently removed, and the same happened with the block of houses at the area currently called Vaillantsplein. The intention was purely functional: to create a barrier in order to prevent a city fire from crossing to another block. Much more was achieved: two very attractive city squares were created. Around 1800 the number of buildings in Paramaribo was about one thousand four hundred and the urban population comprised some 600 Sephardic Jews, 400 Ashkenazi, around 1000 non-Jewish Europeans, some 650 free and 7000 enslaved Africans. Also, in the 19th century, most visitors wrote about Paramaribo’s charms. John Augustine Waller noted the following in his *Voyage to the West Indies*: “On landing at the usual landing-place, I was surprised to find myself on a pleasant green, such I have often noticed in some of the retired villages of England, embellished with rows of lofty trees and spacious walks underneath them. I could hardly fancy myself in a spacious city, such I expected to find Paramaribo; and I was still more surprised, on crossing the green, to find myself in an extensive street filled with noble buildings, and at the same time presenting the appearance of gardens and the country. The principal streets are very broad and planted with double rows of orange and lemon trees, thickly covered with fruit, and forming an agreeable shade over the walks beneath them. The whole town resembles an immense garden,

abounding with fruit, considerably more than could be consumed by the inhabitants, and affording the passenger a most grateful perfume and refreshing shade. Planters, administrators and directors often needed to go to Paramaribo, because all exports of products took place from Paramaribo, where they had to be weighed. As such, the city was not only the administrative center but also the economic center.

After the abolition of slavery, it also became a multi-religious center, with two Synagogues (Sephardic and Ashkenazi), the Reformed, Lutheran and Moravian churches, and the Roman Catholic Church. The abolition of slavery in 1863 (effectively in 1873) brought another flow of people to Paramaribo. Less than a hundred plantations were still in business, and more people moved to the city, including formerly enslaved persons. As a consequence, Paramaribo expanded rapidly. In order to find cheap labor for the plantations, indentured laborers were attracted from China, East India, and Indonesia. During the years 1873 – 1939 numerous Hindustani (East Indians) and Javanese (Indonesians) were brought to Suriname, adding more diversity to the country’s mosaic population. Paramaribo developed into a multicultural, multi-ethnic city.



*Figure 13 – the historic center of Paramaribo looking toward the Catholic cathedral*

## 2.2 Location, boundaries, setting

The Historic City Center of Paramaribo is located in the District of Paramaribo, situated on the left bank of the Suriname River, approximately 23 kilometers from the Atlantic Ocean, in the Republic of Suriname, South America<sup>23</sup>. The coordinates of the city are, Latitude North: 5 degrees 49', Longitude West: 55 degrees 09'. The Paramaribo District covers an area of around 183 km<sup>2</sup>, but the Historical City Center has an area of only 48ha (core zone) and adding the current Buffer Zones, around 159ha, about 0.8% of the district's area. The Core Zone is enclosed by:

- a) Sommelsdijckse Kreek,
- b) Tourtonnelaan,
- c) Klipstenenstraat,
- d) Heiligenweg,
- e) the Suriname River bank along the Waterfront,
- f) Fort Zeelandia and surroundings.

Buffer Zone, I (Wijk Combé) is enclosed by Grote Combéweg, Mahonylaan, and the Suriname Riverbank.

Buffer Zone II (18th-century urban extension) is enclosed by Sommelsdijckse Kreek, Oude Charlesburgweg, Wanicastraat, and Viottekreek.



Figure 14 – Chart of the Colony of Suriname (Wilkinson, Robert, 1800)

<sup>23</sup> The following text was written by Harrold Sijlbing for the previous 2011 plan and has been edited, added to, and updated for this version of the Management Plan with his assistance and permission

Figure 15 – Satellite composite image of the historic inner city of Paramaribo



Tourtonnelaan  
Klipstenestraat  
Heiligenweg

Sommelsdijckse  
Kreek

Waterkant  
Suriname River

Fort Zeelandia

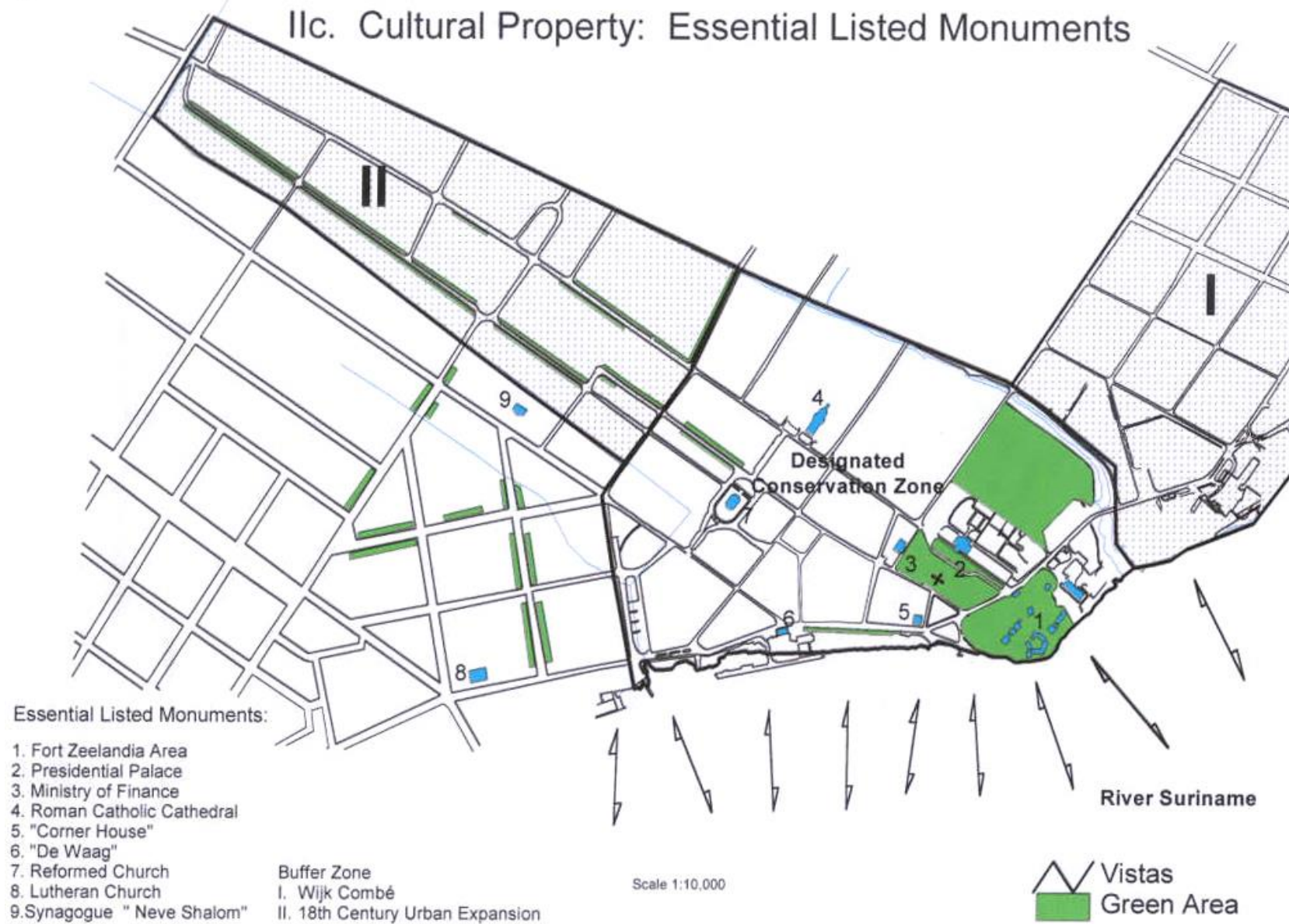


Figure 16 – Official map of the boundaries and buffer zones of the World Heritage property (World Heritage Centre, UNESCO)



## 2.3 Buffer zones

Buffer zones are often more difficult to identify, establish, and manage than the World Heritage cities they surround. They are outside the boundaries, adjacent, and are often considered not quite a part of World Heritage – frequently dismissed as unimportant. This is further from the truth; buffer zones are the aura that surrounds a special place<sup>24</sup>. These intermediate areas are critical to protecting the values of a World Heritage property; they provide context and are the transitional zones. They also usually contain isolated contributing elements that relate to city centers, which are more vulnerable and require greater protection. Buffer zones are considered “important tools for conservation” the “protection of the surroundings of the inscribed properties was considered an essential component of the conservation strategy.” Therefore there need to be an understanding and documentation of the buffer zones as they are essential and must be addressed as three dimensions, not only as buildings, but as approaches to the city, open transitional spaces, revealed views, and isolated non-recognized contributing elements. Importantly, included in any proposed extension will be the Suriname River, which is very much a part of the history, story, and significance of Paramaribo<sup>25</sup>.

“For the purposes of effective protection of the nominated property, a buffer zone is an area surrounding the nominated property which has complementary legal and/or customary restrictions... “and it is designed to “give an added layer of protection to the property.”<sup>26</sup>” In addition, there must be an explanation of why these are important and how they protect the property.

<sup>24</sup> Michael Tuner, UNESCO Chair in Urban Design

<sup>25</sup> Recently the World Heritage City of Panama came under threat for major infrastructure changes in the waters off the historic port

These areas are not part of the World Heritage property; nevertheless, any changes to them or should be approved by the World Heritage Committee. As stated earlier, there are two buffer zones<sup>27</sup>.

**Buffer Zone I** (Wijk Combé) is enclosed by Grote Combéweg, Mahonylaan, and the Suriname Riverbank.

**Buffer Zone II** (18th-century urban extension) is enclosed by Sommelsdijckse Kreek, Oude Charlesburgweg, Wanicastraat, and Viottekreek.

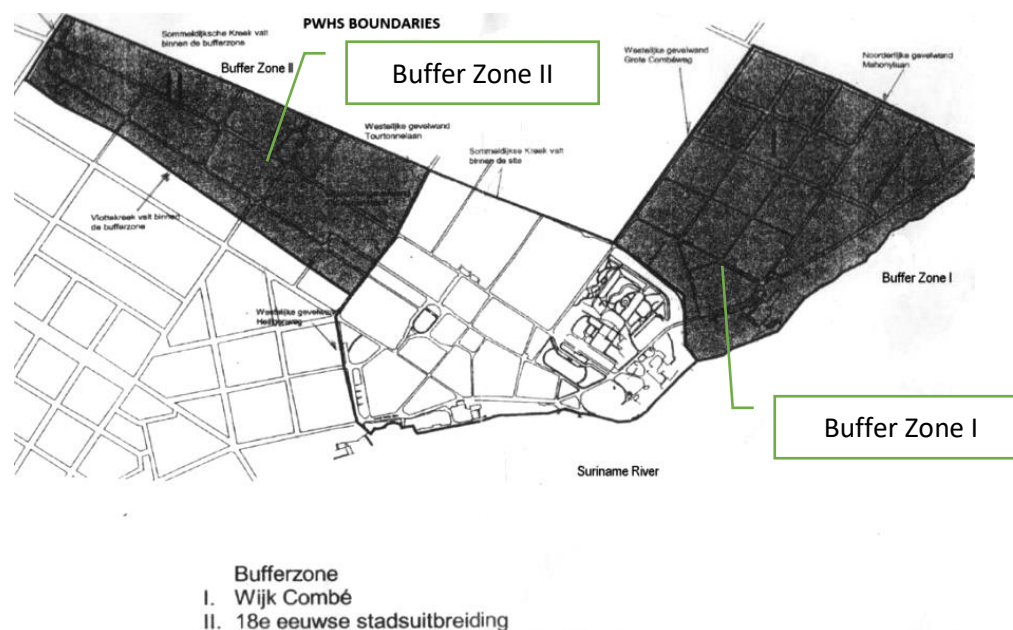


Figure 17 – Official map of the two current buffer zones (Management Plan, 2011-2015)

<sup>26</sup> The Operational Guidelines 2017, article 103 retrieved from <https://whc.unesco.org/en/guidelines/>

<sup>27</sup> The following was edited, and included from the previous management plan with the permission of SGES and Harrold Sijlbing

**Buffer Zone I, 'Wijk' Combé** (Combé quarter), is enclosed by Grote *Combéweg*, *Mahonylaan* and the left bank of the Suriname River. The Combé Buffer Zone covers an area of around 73 ha. The main roads run from North-South, such as Grote *Combéweg*, *Wichersstraat*, *Crommelinstraat*, *Mauriciusstraat*, *Wilhelminastraat*, and *Cornelis Jongbawstraat*. The last two are major streets in regard to traffic flows from North Paramaribo (together with *Tourtonnelaan*). Of the cross streets, *Mahonylaan* is the main road. The total length of roads in BZI is about 7.7 kilometers.

The *Combé* suburb, also referred to as Zeelandia suburb, was created in 1791 to accommodate civil workers and military personnel. The street pattern has remained unchanged and shows a rigid grid between Grote *Combéweg*, *Mahonylaan*, *Wilhelminastraat* and *Sommelsdijckstraat*, resulting in 12 parallelogram-like building blocks with a surface of about 2 ha each. The parcels in every block were 'deep' (60-70M) but narrow at the front (12 -15M).

The *Combé* Buffer Zone can be characterized as a growing tourist and recreational area, mainly due to developments in the Eastern section adjacent to the Suriname Riverbank. There are around 20 hotels and guesthouses, as well as some dozen restaurants and night clubs in the zone, mostly between the *Sommelsdijckse Kreek* and *Jongbawstraat*. An NGO called SUPS (Foundation Entertainment Paramaribo), a partnership of all involved tourist and recreation businesses in the zone, used to manage the area and gave specific attention to safety issues and waste management. Big events, such as the *Owru Yari* (end-of-the-year) festival, are also joint projects that attract huge crowds, residents, and visitors.

In contrast with the inner city, much garden greenery has survived. However, more and more commercialization is observable in the suburb, altering the green areas which were mainly in the backyards of the parcels.

There are seven monumental buildings in BZI officially registered in the Monuments List.

The area is for some years already a point of concern with regard to the social cohesion, and as such it reveals striking contrasts between the emerging tourism sector and its leisurely facilities and the conditions of the underprivileged. Mainly caused by undivided estate issues, the suburb has become a depressed area, with many houses left unmaintained or in dilapidated condition. This zone has the most dwellings and shacks in decay (55), compared to the Core Zone and Buffer Zone II. As a consequence, it has attracted many socially deprived groups resulting unfortunately in many crime-related activities. Many times police actions have been executed in relation to drug trafficking and prostitution. This is an often discussed topic among the adjacent tourism-oriented businesses and other residents in the neighborhood and needs in-depth study and effective solutions.



Figure 18 – Hotel Royal Torarica Hotel in Buffer Zone I, there is more commercial activity in these areas, and much greenery has survived; however, the area is under threat (Eppich)

**Buffer Zone II**, the first 18th-century extension of Paramaribo (quarters B and C) is enclosed by *Sommelsdijckse Kreek*, *Wanicastraat*, and *Viottekreek*. This Buffer Zone covers an area of around 38 ha and is enclosed in the North and South by two creeks or canals. The main roads in this zone are *Gravenstraat*, *Heerenstraat* (partly), *Wagenwegstraat* and *Nassylaan*, all with an East-West direction, between the two canals, which demonstrates how this area was drained. The other streets are connecting the main roads or canals to a large degree. These are *Malebatrumstraat*, *Zwartenhovenbrugstraat*, *Prinsessenstraat*, *Stoelmanstraat*, *Gongrijpstraat*, *Swalmbergstraat*, *Cultuurtuinlaan*, *F.Derbystraat* (former *Rust en Vredestraat*), *Anniestraat*, *Oud Charlesburg*, and *Wanicastraat* (*J.A. Pengelstraat*). The total length of the streets is about 3.6 km.

The zone can be divided into two sections; one highly compressed and commercial section between *Rust en Vredestraat* and *Klipstenenstraat*, and a more authentic *Nassylaan* with one part of the last non-asphalt (shell-sand) streets in Paramaribo. *Nassylaan* also holds the highest concentration of old Mahogany trees (60) in Paramaribo, conserving more than 90% of the trees. A total of 35 buildings in the zone are included in the official Monument List, and it is evident that some sections of this buffer zone contribute importantly to Paramaribo's authentic townscape. Exemplary is the section at *Gravenstraat*, but also the already mentioned *Nassylaan* should be preserved in order to protect its authenticity. In the original nomination file submitted in 1998 this buffer zone was part of the 'nominated cultural property,' but after the ICOMOS evaluation mission in 1999, it was suggested to decrease the size of the property and mark the 18th-century urban extension as a buffer zone.

One of the oldest buildings of Paramaribo, which was not destroyed by fire (to some extent modernized), is the former Military Hospital. This first hospital in the colony is an important landmark in the buffer zone.

An important asset of the zone is the new *Oranjetuin* (Reformed Church) Cemetery, which is managed by the Oranjetuin Foundation. A random sample in both buffer zone communities showed that many residents are not aware of the Buffer Zones and their effects on urban development issues. Up to date, little attention was given to buffer zone management. The current buffer zones should be re-considered, modified, or expanded. In the Action Plan, some recommendations are included to study the expansion with a third buffer zone, enclosed by *Viottekreek*, *Zwartenhovenbrugstraat*, *Sophie Redmondstraat* and the Suriname River, West of the core zone. The proposed new buffer zone has 46 registered buildings on the monuments list, and some streets and sections have important historic and cultural values that should be conserved. An extension of Buffer Zone I to the West, including *Louiselaan*, *Julianastraat*, *Prins Hendrikstraat*, *Koninginnestraat*, and *Costerstraat*, should also be studied.



Figure 19 – Street in the Buffer Zone retaining the historic trees which have been cut down in other parts of the center to make space for parking (Eppich)

## 2.4 Archaeology

Archaeological research in Suriname was predominantly focused on the pre-Columbian period. There is almost no urban archeological research of the post-contact period. In 1975 an extensive inventory was published about all sites in Suriname, and about three hundred and nineteen sites were identified. Paramaribo and vicinity only host a few of these sites. The only locations in the World Heritage property are at the Waterkant and the Mirandastraat; the other locations are around Kwatta, Charlesburg, and Blauwgrond, some 5 to 10 kilometers from the city. Urban archeology can be found especially at construction sites within the historic inner city and consists mostly of clay pipes, different types of bottles, coins, brick foundations, and brick water cellars.

The site has archaeological potential regarding, for instance, the first inhabitants of Paramaribo, the Indigenous Parmurba settlement near the Palm Garden. Archaeological evidence preserved within standing historic structures are for instance, the remains of a fountain or pound under the floor of the St. Peter and Paul Cathedral which dates back to the dwelling of Pieter Mauricius (son of Governor Mauricius) of around 1745, brick foundation of an earlier building constructed at Grote Combéweg # 2, brick foundations of houses destroyed during the great city fires of 1821 and 1832 (for instance Waterkant 12). Besides that in the historic center, graves were found and individual parts.

Archaeology of the colonial period was mainly practiced by amateur archaeologists. For decades there was no functioning governmental archaeological agency or department. There was no infrastructure for it, and there was no academic curriculum for archaeology.

The last few years, archaeology has made enormous progress in Suriname. In 2014 the Archaeological Division was again put into operation.

In 2013, a start was made with a minor in archaeology within the History Department of the Faculty of Humanities of the Anton de Kom University (AdeKUS). In collaboration with AdeKUS, the Archaeological Division and the Culture Directorate of the Dutch Ministry of Education, Culture and Science (MinOWC), the policy was developed for archaeology for land and water in Suriname. Also, a permit system was drawn up.

Legislation and regulations regarding archaeological research must be developed in various areas of development. This means that if a company wants to develop a certain area, be it forestry, mining, or another sector; an archaeological investigation must first take place. If someone has disrupted an archaeological area, the guilty party would have to pay the costs. Most of the time, it will be outside Paramaribo, but the obligation to conduct research first before construction work can take place in the ground must certainly also apply to the city center.

With the archaeological investigations that are being conducted by the teachers and students of the AdeKUS, a foundation is laid for long-term archaeology. It is important that the Archaeological Division and AdeKUS work with heritage institutions like SGES. Also, a link can be made between intangible heritage and archaeology (material).



Figure 20 – 18<sup>th</sup> and 19<sup>th</sup>-century cannons used as bollards throughout the city (Green, 2019)

## 2.5 Demographics

Suriname's population, to a large extent, is the result of explorations and migration, with enslaved persons and indentured laborers. Yet, prior to this, for thousands of years, there were numerous indigenous groups. Most immigrants entered the country before the early 20<sup>th</sup> century during a period in which plantations dominated the landscape. The population came from all corners of the World: Europe, the Caribbean, the Guianas, Africa, China, India, Indonesia, Lebanon, and Brazil. These groups came from very different cultural and religious backgrounds including; Christianity, Judaism, Hinduism, Islam, and Animism. All have their place, culturally and spatially. In Paramaribo, one can find a mosque next to a synagogue, an old Protestant church being transformed into a Hindu temple, and the largest public space, Independence Square, becomes the social assembly space for all this cultural diversity.

The social dynamics of Suriname can be illustrated by the story of Johann Matthias Karg who on May 15, 1835, bought Antoinetta and her children Eva, Meintje, and Hanniesie from the slave trader J.J. de Mesquita. In two weeks he sold them to the cotton plantation De Zwarigheid in exchange for the slave woman Coba and her three sons Carel, Michael, and Gottlieb. The reason for the exchange was that Karg was the father of Coba's children and he wanted them to be free before he retired. In December 1836, they finally became free with Karg's son Carel eventually becoming a slave owner himself. In contrast, Antoinetta and her children remained in slavery until it was abolished 28 years later. The experiences of the two women Coba, Antoinetta, and their children show two very different sides of slavery in Suriname.

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<sup>28</sup> Van Galen, Hassankhan A research-note on the slavery of Suriname, 1830-1865

Globalization has shaped Paramaribo since its foundation (De Bruijne, 2008). In its early stages was Paramaribo transformed from a small settlement into a multi-ethnic urban cultural city. The pre-emancipation period reflected a characteristic hegemony of plantation economies with ethnic and racial intermingling. Even as the demographics showed dynamism and fluidity across ethnicity, the pattern of the city and its architecture followed likewise. Freed and enslaved persons lived in close quarters. Many urban lots had back buildings where enslaved persons lived and worked. A few of these are still recognizable in Paramaribo located in garden areas of the row houses on the street. A number of African craftspersons who plied their trade as freed persons also lived inside the town. Wealth and freedom determined social and housing hierarchy for owner and laborer (free, enslaved, or indentured). The heterogeneous character of Paramaribo was notable already in the 18th century as Stedman wrote in 1777: "The streets of Paramaribo are crowded with Planters, Sailors, Soldiers, Jews, Indians, and Negroes", while a Dutch colonial officer, Lammens, described Paramaribo as 'a night right out The Arabian Nights' (De Bruijne 2008, Vink, 2010).

The balance of power changed, and so did the socio-cultural development of Paramaribo. This was very well reflected in the country's parliament (Staten van Suriname) that was founded in 1866. Until 1901 the members were appointed by the Governor, and after that period they were chosen according to the census voting rights (census suffrage). Only in 1948 were general voting rights introduced. This changed the power base gradually from a dominantly European-Jewish and white administration to a colored one. A reflection of these transitions is also visible in residential patterns of Paramaribo, the political and economic center, and the only city of importance in Suriname. Paramaribo was fully a diverse city around 1920, with the multi-racial mix making up 81% of the population. Several studies

show that residential patterns were mainly based on socioeconomic position rather than on ethnicity. This is the reason why the city is cohesive. However, some ethnic or cultural concentrations do occur. There was a pattern of Jewish settlement in Paramaribo (XVIII) for instance, that resulted in a strong concentration of Jewish homes in certain streets like *Jodenbredenstraat*, *Costerstraat*, and *Heerenstraat*.

Paramaribo's population has grown increasingly during the past hundred and fifty years, from 16,000 halfway of the 19th century to 32,000 at the beginning of the 20th century, to 55,000 in 1940, to 74,000 in 1950 and 170,000 in 1980. Suriname's population was 487,024 in 2004, of which 242,946 lived in the district of Paramaribo and possibly more than 325,000 in greater Paramaribo. Like many other modern cities, Paramaribo's inner city shows a decline in the resident population. It is hard to have an accurate answer as research must still be undertaken. It is likely though that trends of urbanization on one side and commercialization of the inner city (including increasing real estate values) on the other side have contributed to this decline. The exact number of residents in the core conservation area by November 2010 listed at the registry office (CBB) was 417. It is assumed that these are largely owners and shopkeepers. The shrinking residential significance of the inner city has been a widely debated topic in stakeholder meetings and needs further study. The Combé Buffer Zone had 1,925 persons registered, while Buffer Zone II counted 981 residents. Both have a higher population density than the core zone. These statistics must be qualified because many residents move without informing the registry office. In a number of instances, some of these residents are absentees, living in the Diaspora but maintaining their residences inside the city as vacation homes for visits of family and friends.



*Figure 21 –Side by side, mosque, and synagogue in Paramaribo, Suriname represents the diverse nature of the city and nation (Eppich, 2018)*



Figure 22 –Structures at the rear of the properties which housed enslaved persons and the kitchens are largely forgotten with only a few remaining (Green, 2018)



Figure 24 –The large homes at the front of the property contrast sharply with the structures at the rear. Both tell the story of Paramaribo’s history & diversity (Eppich, 2019)



Figure 23 –Historic photography of the interior of the back yard that contained a well, kitchen, and housing for enslaved persons (Maaqdenstraat, thiswassuri, 1923)

## 2.6 Inscription on the World Heritage List

The Historic Inner City of Paramaribo was inscribed on the UNESCO World Heritage List on the 29th of June 2002 during the 26th session of the World Heritage Committee in Budapest, Hungary. After three decades of preliminary work in the field of urban heritage conservation and inscription on the Tentative List, the proposal for this nomination was presented in June 1998, by the Government of the Republic of Suriname.

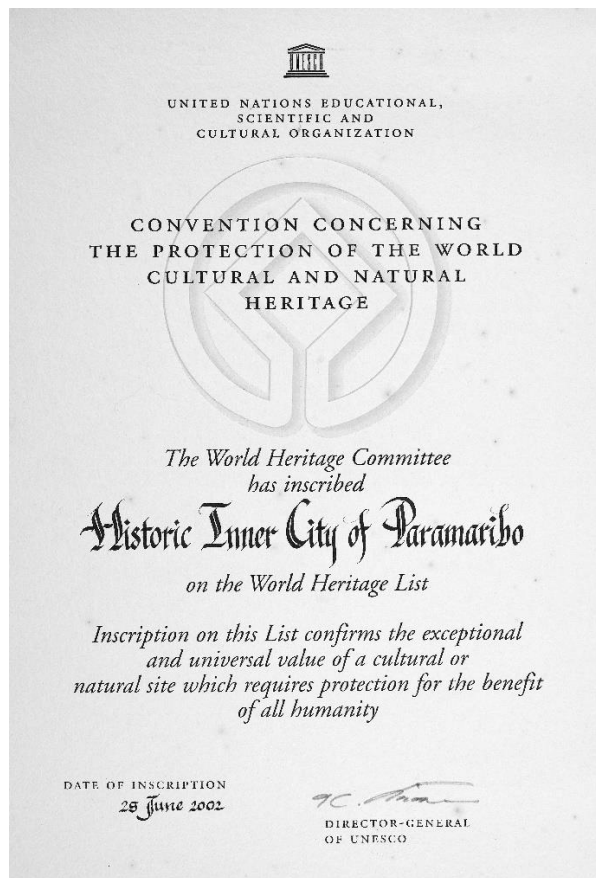


Figure 25 – The Historic Inner City of Paramaribo, criteria (ii),(iv) 940rev

In February 1999, about eight months after the submission of the nomination file of Paramaribo, an ICOMOS evaluation mission visited and assessed the site. Although convinced of the cultural importance of the Historic Inner City of Paramaribo the ICOMOS mission made six recommendations to the Surinamese Government on the legal protection and conservation of the historic inner city. Based on the mission report of ICOMOS, the World Heritage Committee decided to defer the nomination of Paramaribo in order to give the Government the opportunity to work on the recommendations. The Suriname Built Heritage Foundation (SGES) which had been established in 1997, undertook several actions between 1999 and 2001. This process contributed to the strengthening of SGES, which was assigned to facilitate the nomination of Paramaribo and ensure the implementation of specific legislation to protect and manage the site.

Convinced of the important steps made with regard to the implementation of the ICOMOS recommendations, the Surinamese Government decided to re-submit the nomination of the Historic Inner City of Paramaribo in 2001. In June 2002 the World Heritage Committee made the decision to inscribe the Historic Inner City of Paramaribo on UNESCO's World Heritage List. The decision was based on the cultural criteria (ii) and (iv), as recommended by the ICOMOS report in 2001:

Criterion (a - ii): Paramaribo is an exceptional example of the gradual fusion of European architecture and construction techniques with indigenous South America materials and crafts to create a new architectural idiom.

Criterion (a - iv): Paramaribo is a unique example of the contact between the European culture of the Netherlands and the indigenous cultures and environment of South America in the years of intensive colonization of this region in the 16th and 17th centuries.



In addition to these criteria, also assurances of authenticity (b - i) and Legal protection (b - ii) were important principles for nomination.

The Cultural Property encloses the oldest part (18th century) of the Historic Inner City of Paramaribo, (a designated Conservation Zone under strict control of a Special Advisory Committee on buildings), two Buffer Zones (being the 18th/19th century urban extensions) also under strict control of the Special Advisory Committee, and a number of Essential Listed Monuments.

On 5 October 1993, a Surinamese Delegation to UNESCO's 27th General Assembly submitted a resolution which stressed the importance of the Historic Inner City of Paramaribo. In addition, UNESCO was asked for financial support to preserve the unique historic city center of Paramaribo. The Director General of the UNESCO supported this resolution; however, it was important that Suriname ratify the World Heritage Convention. This important resolution actually marked the beginning of the process of nominating the city.

The inner city was nominated, as the 1998 nomination dossier points out, because of four main aspects:

1. Its pattern and street plan. This has remained unchanged for the past 300 years;
2. Its ensembles (connected monumental buildings). Demarcation of the part of the city center up for nomination now has been justified by the occurrence of ensembles; there are few or no ensembles outside the area selected, and therefore there is no reason to fear violation;
3. Its wooden architecture. Of the 244 formally protected monuments of Paramaribo, about 50% (including the most important ones) is located inside the designated Conservation Zone and about 15% inside the two designated Buffer Zones. Outside the designated Conservation Zone and Buffer Zones, there are still a relatively great number of

historical buildings. Some of these buildings are formally protected (about 35%), others are not. These buildings guarantee the continuation of a wooden city outside the nominated area;

Finally, Paramaribo's time-honored functions: trade, harbor, residential area, and the seat of the Government still exists. Since the Government of the Republic of Suriname has undertaken significant measures regarding the protection and management of the historic inner city, radical changes in the cultural, historic values for which Paramaribo is being nominated, are not expected.

## 2.7 Urban Architecture

Paramaribo has a rich collection of urban architecture that reflects the combination of European classicism of the 18th and 19th centuries intermingled with the craftsmanship of the Africans and later Asians who contributed tropicalizing elements to this architecture. Official public architecture would have been designed and constructed according to the formal architectural principles of strict Palladian classicism then fashionable in Europe.

Van Oers in 2005 emphasized, “the most important listed monuments are Fort Zeelandia and its surroundings (dating from 1667), the Presidential Palace (1739), the Ministry of Finance (1841), the Roman Catholic Cathedral (1885), Cornerhouse (1825), De Waag (the Weigh House, 1822) and the Reformed Church (1837). Larger buildings, such as the Ministry of Finance and the Court of Justice, were designed by Dutch architects employed by the colonial government. They were built according to the existing architectural style in the Netherlands combined with local construction traditions”.<sup>29</sup> This urban architecture is listed on the nomination form as the seven essential monuments inside the PWHC. The Fort Zeelandia Area consists of Fort Zeelandia (operated as a museum), 4 former officer houses (in use as office buildings), 2 former commander houses, a former guardhouse, a former military prison, and the brick ruins of ‘Gebouw 1790’ (a former barracks). In addition, inside the Buffer Zone are two essential listed monuments the Lutheran Church and *Neve Shalom* Synagogue (Ashkenazi Jewish Community). These bring to a total of nine (9) monuments with special designations, all of them formal.

<sup>29</sup> Van Oers 2005, p.37

<sup>30</sup> Green 2000

<sup>31</sup> Ibid

<sup>32</sup> Green 2014 with commercial activities at street level and residential above

“The wooden vernacular houses were designed and built by local craftsmen, including free blacks, and entirely reflect the Surinamese style.” These, therefore, constituted the Vernacular Architecture expression that is replete across the Caribbean<sup>30</sup>. By examination, except for those civic structures designed by colonial architects, primarily urban buildings in the PWHS comprise residential typology in the ‘Caribbean Creole Architecture’ and ‘Caribbean Vernacular Architecture’ styles.<sup>31</sup> Residential variations would include ‘shop-dwellings’.<sup>32</sup> Special requirements for building plans exist for the Historic Inner City of Paramaribo and its buffer zones, and these are designated by state decision through the Ministry of Public Works.<sup>33</sup> Additionally, two handbook initiatives of 2014 and 2015<sup>34</sup> also attempt to illustrate these guidelines.

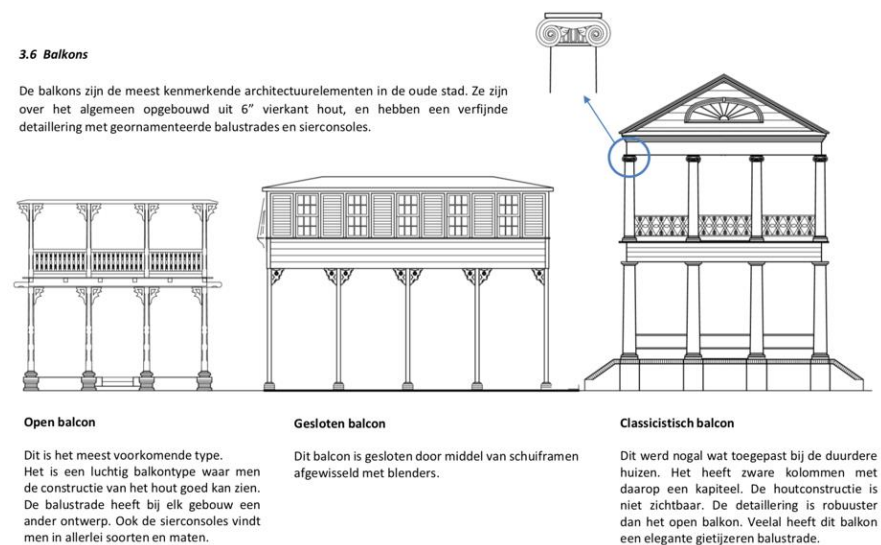


Figure 26 – Urban Architecture description/classification (Houterman & Dikland, 2014)

<sup>33</sup> Staatsblad van de Republiek Suriname, 31 oktober 2001 #72; also Ao. 2003, dinsdag 29 april No.34, Advertentieblad van de Republiek Suriname

<sup>34</sup> Houterman and Dikland 2015

### 3 Significance of Paramaribo

The significance of Paramaribo is accentuated by cultural criteria ii and iv:

Criterion ii: Paramaribo is an exceptional example of the gradual fusion of European architecture and construction techniques with Indigenous South American materials and crafts to create a new architectural idiom.

Criterion iv: Paramaribo is a unique example of the contact between the European culture of the Netherlands and the Indigenous cultures and environment of South America in the years of intensive colonization of this region in the 17th and 18th century.

The inner city has been nominated, as the nomination dossier points out, because of four aspects:

- 1) It's pattern and street plan, which has remained unchanged for the past 300 years;
- 2) Its ensembles (connected monumental buildings);
- 3) Its wooden architecture;
- 4) Paramaribo's time-honored functions

All remain without radical changes in the cultural, historic values for which Paramaribo was nominated.

In addition to the formal criteria, the city has multiple national and local values that have to be taken into account. These values add to understanding the significance of Paramaribo.

Such values are contained inside some UNESCO conventions and initiatives through participation in the Caribbean sub-region as priorities related to World Heritage, namely:

- a. 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- b. 1994-2014 UNESCO/WTO "Slave Route Cultural Tourism Project" that culminated in the Proclamation of the United Nations over the International Decade for People of African Descent (2015-2024)
- c. 2001 UNESCO Convention on the Protection of the Underwater Cultural Heritage
- d. 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage
- e. 2004 UNESCO Creative Cities Network (UCCN)
- f. 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions surrounding rich ethnic and cultural evolution

## 4 Physical Condition Urban Architecture

When considering the physical condition of the Paramaribo World Heritage City (PWHC) against its description in the excellent 2011 Management Plan, the overall physical condition is difficult to quantify. The city retains many of the essential attributes that enabled its inscription on the World Heritage List:<sup>35</sup>

- Historic city plan - with Fort Zeelandia and the unaltered morphology of its original urban footprint
- Architectural characteristics - 18<sup>th</sup> - 19<sup>th</sup> century single and double story buildings as an ensemble making a unique white wooden city with classical, Creole, and vernacular styles
- Streetscape - remains unchanged over 300 years originating from the Suriname River with tree-lined streets
- Color Scheme - distinctive, sober, white and green which provide unity, occasionally accentuated with red bricks
- Public spaces, squares, landmarks, and monuments - developed over the centuries with green spaces around the Fort and the Palace
- Green spaces - from the 18<sup>th</sup> - 19<sup>th</sup> century integrated into the urban composition with ornamental and fruit trees and along the *Sommelsdijcke Kreek* forming the edges of the buffer zone resulting in natural life habitats
- Public buildings - outstanding monumental architecture

However, portions of the city and historic buildings have suffered from neglect, deterioration, accidents, abandonment, and five fires since 2011. Therefore, if the city continues on this course, these issues will negatively impact the Outstanding Universal Values and integrity of Paramaribo.

The 2011 Management Plan reported that the PWHC conservation area contained about 495 buildings with 91% in good condition with about 8 to 10 plots containing intact and in use back buildings. The 2011 plan issued a plea for the conservation of these former yard houses which previously housing enslaved persons and served as kitchens with gardens. Sijlbing in 2011, emphasized that this backyard arrangement is important to tell the complete story of Paramaribo and also for the planning and rehabilitation of the inner city as they formed an important ensemble with the main house. The conservation of the historic urban morphology, therefore, should be determined not only by the monumental buildings and grand homes but also by the interspersed smaller structures located along the smaller streets and inside the yards (Sijlbing 2011, 6). Over the years these properties were fenced closing off access; however, most of the blocks containing government or public buildings has remained unfenced.

Reports developed since 2011 contain excellent work on the existing physical condition of Paramaribo for both urban and architectural context, and make various recommendations for development input, governance, and conservation. These reports have taken the discourse on the physical condition beyond monumental architecture or individual buildings into a more integrated approach which allows for greater social and economic urban revitalization and regeneration. Collectively these documents have addressed all of the issues posed within the UNESCO World Heritage 2016 State of Conservation (SOC) Report. These are listed in the following table.

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<sup>35</sup> Sijlbing 2011, pp. 17-29

<u>Date</u>	<u>Study</u>	<u>Author/ Entity</u>	<u>Objectives</u>
2015	Updated Report On The State Of Conservation Of The Historic Inner City Of Paramaribo World Heritage Site	The Government Of The Republic Of Suriname	TOR
2015, July	Assessing the economic potential for culinary tourism in Suriname: a value chain approach	Dianna Dasilva-Glasgow	The marginal growth in tourist arrivals in Suriname over the years, as well as the fact that its tourists come from a narrow range of markets, has prompted this study, which seeks to assess the economic potential for Suriname to diversify its tourism sector to develop a culinary sub-sector. The main motivation for the selection of culinary tourism is linked to the significant cultural base of the country and its influence on the country's cuisine.
2016 December	Environmental and Social Assessment for the Paramaribo Urban Revitalization Program, Final	Peter Rawlings For IBD	Environmental and Social Assessment (ESA) of the Program. for the benefit to the community, for environmental and social impacts to occur, and to identify these potential impacts and recommends an environmental and social management framework to mitigate, manage, and monitor these impacts and risks for the life of the Program
2016 November	Paramaribo Urban Revitalisation Plan: Livelihood Assessment and Livelihood Plan which is an annex of the Environmental and Social Management Manual (ESMM)	Culturecom Consulting for ERM	for Waterfront and Bus Terminal Development
2017 Feb 12,	Paramaribo Waterfront Masterplan. <a href="https://issuu.com/horizontal/docs/paramaribo_final_report_issuu">https://issuu.com/horizontal/docs/paramaribo_final_report_issuu</a>	IDB/Horizontal	Final report for a comprehensive design strategy for a lively sustainable waterfront: A set of urban and public design tools w/a participatory process
2018 April	Strategic Urban Mobility Plan for Paramaribo Historic Center: Report III. Implementation plan	IDB-PURP Sinaí López Santos(SLS) Guillermo CárdenasGarcía (GCG) Enrique Hernández Cuellar (EHC) Fabian Hinojosa Couleau (FHC)	Aims for a walkable Historic Center, bike inclusive and accessible that connects new and existing urban spots.
2018 May	Institute for Urban Design, Vienna University of Technology (Ed). Paramaribo Urban Lab: Housing and Mixed-use strategy for the Historic city center, Final Report. Paramaribo, Suriname and Washington D.C.: IDB	Roland Krebs, MSC. urb., MBA, Lisa Vlasak, MSC. urban development, Ida Jusic	An urban strategy that focuses specifically on bringing back residential and commercial functions to Paramaribo's historic city center to make it lively and vibrant again
2018 October	Report on "Consultancy to Develop a Practical Sustainable Retrofit Manual for the Rehabilitation of Historic Buildings in the Historic Inner City of Paramaribo World Heritage property."	Denis Rodwell	Manual for restoration guidelines
2019 January	the Inter-American Development Bank Emerging and Sustainable Cities Program action plan for Paramaribo: presentation of preliminary results towards a draft action plan	University of Antwerp, Faculty of Design Sciences, ISTT IBT Engineering consultants. Johan De Walsche (U. Antwerp - promotor) Johan Martinus (IBT - local promotor) Nathan De Feyter Marleen Goethals	Provide direct support to national and subnational governments in the development and execution of city Action
n.d. (on-going)	Feasibility of implementing a financial tool to promote the preservation of historic properties in the Historic Inner City of Paramaribo	HR&A Advisors, Inc. (HR&A), IDB	Evaluate the feasibility of implementing a financial tool to promote the preservation of historic properties
n.d.	Development and implementation of a Communication and Social Engagement Plan Paramaribo	TOR	To raise awareness among and inform the targeted stakeholders and general population about the value and (economic) potential of the Historic Center,



Figure 27 – Green solution installed in 2012 to prevent curbside parking at Independence Square (Green, 2019)

Van de Kerkhof in 2005 posed the question, “Does the government of Suriname understand the implications of the UNESCO World Heritage List, given that because the historic city center has gained international fame... the Government may be able to count on support in the form of available funds and assistance for work in the city?” (Van de Kerkhof, 2005, p 110). When considering this, it may be argued that the alarms and recommendations referred to in the 2016 SOC report may have stemmed from a perception by the Government over the interpretation of the Outstanding Universal Values. Could it be that the Government considers the nomination and control mechanisms are related solely to individual monuments and not the inclusion of open spaces such as the *Waterkant*?

<sup>36</sup> Five structures inside the PWHC have been razed since the 2011 Management plan was prepared

The various proposals submitted for development consideration of the Suriname Riverfront would defy any notion that the *Waterkant* is included under the physical condition and architectural conservation measures of the PWHC. It is also likely that similar perceptions may also exist about all properties that have lost buildings to become empty lots, or suffered deterioration through disasters such as fire<sup>36</sup>, neglect, motor vehicle collision, or collapse.

**Therefore, it becomes critical to emphasize that all properties inside the PWHC in whatever condition, vacant or occupied, sound or dilapidated, abandoned or without any structure is subject to monitoring and regulatory control. Furthermore, PWHC regulations likewise must apply to all Open Public Spaces, Waterways, and Streets in the broader context, all being encompassed inside the OUVs.**

**The PWHC urban landscape represents an ensemble that includes the *Waterkant* as its urban social space with views to the Suriname River and views of the city from the river forming part of its cultural landscape with values and significance.**

By extension, the physical condition regulated under the UNESCO World Heritage nomination takes into account what is being termed here as the Historic Urban Landscape (HUL).<sup>37</sup>

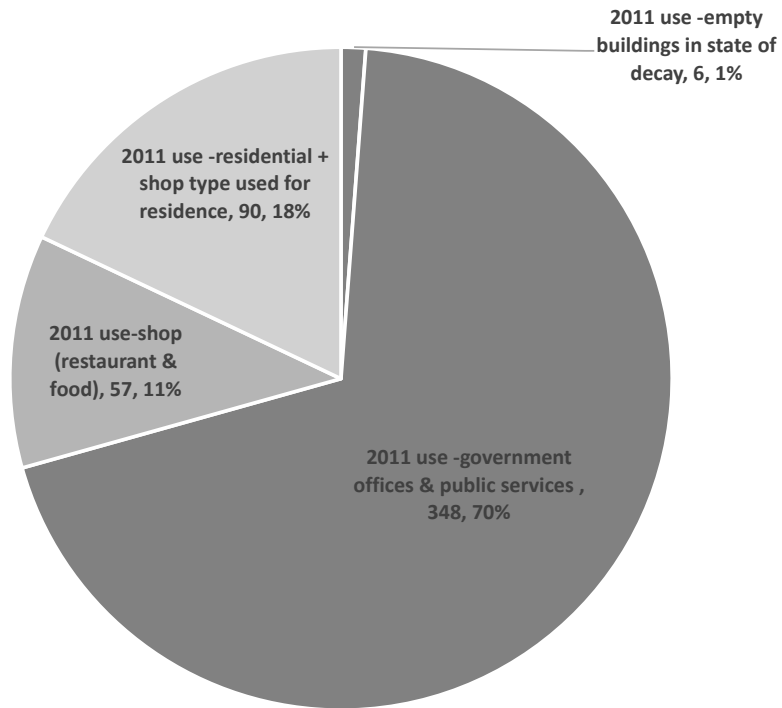
<sup>37</sup> UNESCO adopted this 10 November 2011. <http://whc.unesco.org/en/activities/638>

## 4.1 Inventory

In order to evaluate the overall condition of the city since the 2011 Management Plan, a comparative analysis was conducted against the inventory made by the Paramaribo Urban Lab in 2018. The following list was generated, but it should be noted that the overall building count varies from that presented in 2011. The 2011 mapping used the plots as identified under the nomination inscription. However, the 2018 inventory exercise appears to present the mapping as blocks to show use. Some of these blocks seem to combine more than one building and, in some cases, possibly more than one urban plot. That exercise may have stemmed from ownership mapping that may have changed over time, which amalgamated various plots. Nonetheless, there is sufficient information to provide an evaluation of the physical condition since 2011. On this basis, the overall physical condition of the PWHC in 2018 may be described as remaining good with approximately 90% remaining in medium to good condition. It must be noted that a more in-depth inventory is currently being conducted by PURP.

<u>Historic Buildings Inventory</u>	<u>2011 Management Plan</u>	<u>2011 subtotal</u>	<u>2018 Paramaribo Urban Lab</u>	<u>Remarks</u>
Total overall in PHWS	495			To be ascertained under GIS analysis (to be completed 2019August)
Amount in medium to good condition	454 (91%) (therefore 41 poor)		23 counted (therefore 96% in medium to good condition)	Should factor buildings lost /demolished
'Backyard' buildings, former 'yard houses' intact (in-use Y/N)	8-10			
Vacant lots type A- open spaces at the 'street side'	35	45 (8%)	53 (vacant lots)	
Vacant lots type B- open spaces 'inside' or in the 'backyards.'	10			
Empty Buildings in state of decay	6		31	
Use-Shop (incl. restaurant and food handling)	57		19	Termed under 2018 as 'gastronomy'
Shop typology used as residents	30	90	38	Termed under 2018 as 'housing'
Use-Residential	60			
Use-Government offices and public services	70% of overall total		73	These are shown under 2018 as blocks, versus precise buildings on each plot under 2011

'Physical Condition' (source: Sijlbing 2011, pp. 45-46)



'Building Condition /Vacancy /Existing Housing'  
Mapping Analyses (source: 2018 Paramaribo Urban Lab)

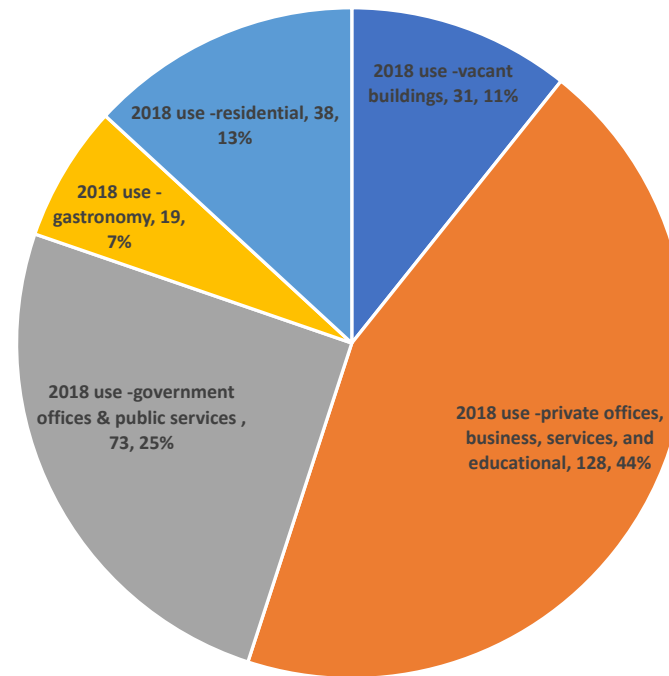


Figure 28 – Left, use analysis under 2011 Management Plan mapping percentage based on approximately 500 buildings (Green)

Figure 29 – Right, use analysis under 2018 Urban Lab mapping percentage based on approximately 300 blocks (Green)





Figure 30 – Waterkant, a social space between the street and the Suriname River offering local and tourism potential (Green, 2019)

To assist in the conservation of Paramaribo as a Historic Urban Landscape, a re-evaluation of the urban architecture must be conducted with a view towards preparing a city ordinance for the protection of the urban architecture inside its urban landscape setting. The Government must, therefore, list beforehand and incentivize development practice. The responsibility would then be to evaluate in-depth each urban site and its buildings to decide if they are to be designated with a predetermined protected status in their entirety while for other structures certain elemental features such as the interior may be granted status. The opportunity exists for the government-owned structures, whether they

intend to retain, divest, or sell. A development guide would assist in maintaining the integrity of the PWHC.

**“There has been considerable restoration work on a number of other, non-listed, buildings; this has preserved the traditional style but has made use of contemporary materials, such as concrete simulating wood. Nevertheless, the overall urban fabric of Paramaribo, which dates from 1680–1800, still survives virtually intact and the authenticity of the townscape is exceptionally high”.**<sup>38</sup>

The 2002 nomination dossier states, “at present, there are 244 formally protected monuments of Paramaribo. About 50% (including the most important ones) is located inside the designated Conservation Zone and about 15% inside the two designated Buffer Zones. Outside the designated Conservation Zone and Buffer Zones, there are still a relatively great number of historical buildings, some of them formally protected (about 35%), others not”.<sup>39</sup> Yet a later publication states, “the overall urban fabric of Paramaribo, dating from between 1680 and 1800, still survives virtually intact. Within this cultural property over 150 historic buildings are protected by law, out of a total of 267 listed monuments (57%)”.<sup>40</sup> A further document records, “the historical city of Paramaribo has become known for its richness of historical buildings aging from the 17th and 18th century. 168 buildings in the historic center are protected monuments”.<sup>41</sup> Another admits “the statistics that follow accord with the consultant’s best current understanding but need to be re-confirmed for designated monuments -- City of Paramaribo 291(+) --World Heritage Site145 (approx.); --Buffer Zones 75 (approx.)”.<sup>42</sup>

<sup>38</sup> Advisory Body Evaluation, ICOMOS, April 2002: Paramaribo (Suriname) No 940rev.

<https://whc.unesco.org/en/list/940/documents/>

<sup>39</sup> 2002 Nomination File 940rev, <https://whc.unesco.org/uploads/nominations/940rev.pdf>

<sup>40</sup> van Oers 2005, p. 36

<sup>41</sup> Urban Lab 2018 April, p.28

<sup>42</sup> Rodwell, 2018 June

The 2011 Management Plan that states “the conservation area included 495 buildings by March 1, 2011”.<sup>43</sup> Architect Carel van Hest defines the building numbers in March 2019 as being 578,<sup>44</sup> and this figure was verified with approximation by the SGES-PURP GIS team carrying out the mapping and inventory exercise for the PWHC. This higher building number takes into account all urban architecture, including back buildings in order to bring all into sustainable management.

- First, urban architecture requires its own interpretation as **typology** inside the updated Management Plan. This should start with the coordinates of the lot/parcel identification and the inventories can be developed to identify what architecture type is found inside any one parcel. In addition to the monumental, and larger architecture inside a parcel are other small-scale that together depict the collection of the urban architecture. Sibjling 2011 made reference to the importance of back-buildings, including old kitchens, of which sixteen (16) are listed in varying conditions by SGES.<sup>45</sup> To this data, the owner of the lot/parcel (if known) should be added.
- Second, the **date and style** should be applied to each piece of architecture inside the parcel. The primary date should be stated or given a period range if unknown.<sup>46</sup> Also necessary is the primary style to reflect European and, or for relevance Creole combination architecture with local craftsmanship traditions plus identifying Vernacular architecture interpretations. Modern styles are important for the PWHC that should cover the early 20<sup>th</sup> century, International style, and later 21<sup>st</sup>-century architecture as a living city and should be included in this urban architecture inventory.

- Third, the **materiality** of the architecture in each parcel with primary and secondary weights should be listed, requiring careful handling.
- Fourth, the urban **topography** of the architecture whether located on a corner (‘Corner House), inside a complete block (Court of Justice) on a water edge (De Waag), forming the street (Roman Catholic Cathedral), or a garden complex (Fort Zeelandia residences). This would also indicate elevation whether containing basement with raised entry-level ideally suited to mitigate high tide levels and flood seasons) or entrance directly at street level (De Waag).
- Fifth, **architectural elements** such as roofs, porticos, porches, balconies, verandas, enclosed galleries, and detached, semi-detached, row/town-house, must be captured. There may be certain elements which alone can be considered outstanding, such as cantilevers, other engineering aspects, or special timber features that would distinguish any piece of architecture. Additionally, the architecture may have social significance



Figure 31: Corner shop-house typology with entrance to residences on side st. (Green, 2019)

<sup>43</sup> Sibjling 2011, p.47

<sup>44</sup> Consultation was held with Architect Carel van Hest during second mission April 2019

<sup>45</sup> SGES inventory <https://www.gissat.com/gissat/sges>

<sup>46</sup> Guidelines Houterman and Dikland 2014 , also Houterman and Dikland 2015

## 4.2 Adaptive Use

Adaptive use of the historic structures of Paramaribo must be handled on an individual urban architecture basis versus on a lot/parcel basis. It also becomes necessary to indicate if the proposed use is primary or secondary. Often, use is tied to typology; however, in the urban architecture context and especially for heritage buildings, use often varies from the original design intent.

In keeping with the Historic Urban Landscape (HUL) approach, building analysis should expand beyond individual structures into their wider urban and social context. Additionally, adaptive-use of the monumental buildings and historic properties, in general, become essential for architectural conservation. Adaptive use is often the only economical way in which old buildings can be saved, by altering them to the requirements of new tenants, and this can sometimes involve fairly radical interventions, especially in the internal organization of space (Fitch 2001, 47).

Recognizing that most old buildings whose future is at risk are in danger precisely because the original tenants for whom they were designed no longer inhabit them,<sup>47</sup> consider the following actions:

- Minimize conservation efforts for purely museological purposes.
- Find new uses even if that may involve fairly radical physical interventions
- Emphasize their main aesthetic value and role they play in the streetscape, where buildings are quite sound and viable as built space.

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<sup>47</sup> Fitch 2001, 44

<sup>48</sup> Inter-American Development Bank. 2018 May, p. 22

<sup>49</sup> Ibid. p.122

The adaptive use cry was echoed through the Paramaribo Urban Design Lab (UDL) workshop aimed to set the basis for an urban housing and mixed-use strategy for Paramaribo's historic center. UDL brought together local knowledge and ideas and triggered a dialogue between stakeholders of diverse backgrounds.<sup>48</sup> Some of these are recommended for integration into the updated Management Plan.

- a) Implementation for housing and mixed-use strategy in urban planning for long-term sustainability
- b) Creation of new housing opportunities in the historic center
- c) Interventions for community-building and public awareness
- d) Consideration by Government for future allocation of at least part of the historic building monuments they own to be adapted for residential purposes, versus selling government-owned buildings or units to private persons and / or investors<sup>49</sup>

**The UDL recognized that the existing 2002 building codes from the Building Commission, facilitates adaptive-use and new criteria for housing prototypes as a complementary or integrated document.**<sup>50</sup>

This updated Management Plan considers the *genius loci*<sup>51</sup> of the PWHC and places it around three integrated urban components. Grouped around the natural heritage and cultural heritage of architecture monuments from the 17th, 18th, 19th also 20th century including modern architecture, they are presented here under, Streets; Open Space; and Waterways.

<sup>50</sup> Ibid. p.123

<sup>51</sup> Norberg-Schulz 1970 defines this as the spirit of the place

To enhance significance of Paramaribo within the Outstanding Universal Value (while holding associated value for architectural conservation), this Management Plan classifies those main components within the World Heritage property as:

- Streets-- For example, *Nassylaan* inside the Buffer Zone 2 where a part remains as a non-asphalt (shell-sand) street in Paramaribo, with the highest concentration of old mahogany trees (60) conserving more than 90% of the historic trees
- Open space—Such as the 17th-century *Palmentuin*, the largest public green space in the historic center, directly associated with the Presidential Palace and indigenous heritage of the city
- Waterways -Including the river & canals both extant and defunct, for example, the *Sommelsdijkse Kreek* that borders Buffer Zone 1

### 4.3 Conservation Strategies

The Rodwell 2018 Report<sup>52</sup> as a tool, presents guidelines and recommends techniques to ensure continued best practice in the architectural conservation of architectural monuments, giving various practice for restoration and mitigation. This document addresses architectural conservation issues and fills a knowledge gap as a working manual. It reinforces that the PWHC historic architecture remains intact as stated in the Nomination Dossier.

There are some challenges facing architectural conservation that primarily surrounds replacing timber members in the current economic environment. Rodwell 2018 p. 36 states, “for reasons of economy, difficulties with supply chains, and adaptation from traditional European structural conventions to the low prevailing wind speeds of Suriname,

timber sections have been progressively reduced since the early colonial settlers. Additionally, the width dimension of 10" shown above for ‘exterior siding’ (namely horizontal cladding or *rabat*) was initially 12". This progressive down-sizing coupled with the absence of substantive bracing renders the structures of the historic buildings more vulnerable to the climate change prediction of increased wind speeds, gusts and storms”.

Much of the Paramaribo urban architecture primarily has been in use as governmental and public, which is of paramount importance to the PWHC. This would suggest that the onus is on the Government of Suriname to ensure that the architecture in the PWHC receives architectural conservation. The SGES 1998 land use map shows three (3) residential properties with most being in governmental and public functions.<sup>53</sup> By 2011 at least thirty-five (35) notations of residents are shown in the PWHC; however, close examination would suggest that both maps overlap. However, the additional notations are appearing at the rear of the historic properties dispersed across the city.<sup>54</sup> Further, use elaboration inside the 2011 Management Plan, and a chart is developed here to indicate these percentages that in some cases have been interwoven with the architectural typology.

Conservation of the PWHC architectural monuments as an ensemble, as a historic cultural landscape unit, must be addressed. The absence of a conservation strategy for these architectural monuments as a collective entity in its urban environment constitutes a major threat to the context and integrity of Paramaribo; therefore, this approach is seen as a remedy.

The inventory should lead to the preparation of an ordinance to help guide prior identification of which urban facade should remain in-tact, or allowable changes on the interior or may be retrofitted or totally re-

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<sup>52</sup> Rodwell 2018

<sup>53</sup> Van de Kerkhof 2005

<sup>54</sup> Sibjling 2011, appendix 17

constructed/re-built. All efforts try to make such information available prior to the preparation of development proposals. The PIU-PURP is now in the process of transferring this collective information into an electronic database using current tools from the geographic information system (GIS) as a framework for gathering, managing, and analyzing data. GIS should integrate images and background that is collated in the field enhanced by drone and satellite imagery.

Examining the PWHC shows a functional distribution for the use of the buildings from a 1998 overview (*Functieverdeling in Historische Binnenstad*). By 2011 the picture has changed with more dispersed residential use. Van de Kerkhof in 2005, suggests that when looking at the functional distribution of the buildings, the zoning is assumed. He demonstrates that the east side of the historic city center mainly consists of government buildings or buildings with the “other” function. The eastern zone functions as an administrative center, with the many government buildings as the Presidential Palace and the National Assembly (Second Chamber in Suriname). The administrative center was traditionally located here. The center and southern zones of the inner city are dominated by government buildings and buildings with an office function.<sup>55</sup>

**The wider history of Paramaribo should be studied in depth and consolidated with technical information on all architecture inside the Historic Inner City of Paramaribo, including its Buffer Zones. This would add to the mapping exercise for use, ownership, condition, and significance. Collectively, this would form a comprehensive inventory essential to the process of conservation and governance. This will add social and cultural values, which would become the product for sustainable tourism and development strategies.**



Figure 32: Historic photograph above compared with after 2015 restoration at 116 Zwarthovenbrugstraat below (Maud Houterman, 2019)

<sup>55</sup> Van de Kerkhof 2005, p. 56



## PART 2 MANAGEMENT



“Many cities have quarters that confer on them a sense of place and identity through the historic and cultural associations they provide. They are often an integral part of the city’s charm and appeal and their visual and functional qualities are important elements of the city’s image and identity. The failure to find new uses for preserved buildings condemns the city to an existence as an open-air museum.”

Steve Tisdale 1996

Figure 33 – The Suriname Built Heritage Foundation near Fort Zeelandia (Eppich, 2018)

The “city does not have any city management” that there is “no coordination between agencies” they are “not quick to act or create a vision”

Stakeholder

“Weak supervising authority, poor coordination and communication between responsible agencies, plus lack of management guidelines have hindered accurate management a great deal.” “The institutional setting regarding the Paramaribo World Heritage Site is multi-layered and highly ineffective” with “no or little coordination between ministries, agencies and institutions...”

2011-2015 Management Plan



## 5 Current Management Context

This portion of the Management Plan contains the description of the current management context beginning with a brief description of the previous Management Plan and its benefits and shortcomings followed by the implementing entity, the *Stichting Gebouwd Erfgoed Suriname* (SGES) and the overall management context.

### 5.1 Current management plan

The previous Management Plan was pertinent and applicable to the situation in Paramaribo. It involved an extensive stakeholder participatory process, was thoroughly researched, and well-written by Harrold Sijlbing and supported by the Netherlands-Funds-in-Trust, UNESCO, and local government with assistance from the local university.

The plan contained a detailed description of the historic center, assessment of values, and statement of significance including the World Heritage nomination process. But most importantly, it contained a vision for the city, affirmed any changes needed careful management, and wished to ensure that Paramaribo endured as a “thriving, living and contemporary city.”

The statement of significance was clearly written along with an analysis and description of the cultural heritage and contemporary values: the intangible, historic, identity, educational, socio-cultural commemorative, and symbolic. An analysis which still relevant today. The former plan also included a detailed physical condition of the city both macro and micro at the building level which was useful to gauge changes since 2011. The current management context is also described in detail, including key recommendations which are still applicable today. Finally, it will illustrate with historic and contemporary photographs and historic maps.

Critically, the previous Management Plan process included consultation with an extensive group of stakeholders whose key objectives as formulated to:

- Conserve the site’s significance by promoting sustainable management;
- Facilitate the coordination of all actions by all involved parties;
- Improve general awareness of the unique heritage of Paramaribo’s historic inner city, and involve citizens in its preservation;
- Improve interpretation and access, encouraging all residents and visitors to understand and enjoy the Site.

This same plan of stakeholder engagement was followed for this Management Plan with some of the same stakeholders participating. This proved to be very beneficial as the participants had insight into what worked and what did not and were familiar with the process.

Its action plan, while lengthy and ambitious, had many reasonable points. However, the plan took many years to be only partially accepted, was adopted very late, existed only in English, and most of the action items were never implemented. The previous plan is also dated having been begun before 2011, and while Paramaribo is facing some of the same challenges, there are changes such as the loss of some key structures, increased international scrutiny, and a slow yet perceptible rise in tourism. There are also new international frameworks, including the Historic Urban Landscape approach advocated by UNESCO and the UN New Urban Agenda as well as advice from ICOMOS experts on advisory missions. Despite any shortcomings, the previous plan greatly informed this current update and many elements, such as the description of Paramaribo, are repeated. One critical connection between the previous Management Plan and this update is that the principal author is part of the current team and was consulted throughout the update process.

## 5.2 Stichting Gebouwd Erfgoed Suriname

The Suriname Built Heritage Foundation (SGES) is currently acting as the site management authority for the World Heritage property. This quasi-governmental foundation<sup>56</sup> was established in 1997 and reports to the Ministry of Education, Science and Culture. This foundation had two original major mandates related to Paramaribo:

- 1) Preparation of the nomination dossier to the World Heritage List, which entailed coordinating government efforts, hosting UNESCO/ICOMOS evaluation teams, and answering written requests.
- 2) Creation of the *Stadherstel* Suriname Limited (SP), an investment vehicle designed to buy, restore, and then sell or rent historic properties.

These two goals, although arduous, but were ultimately successfully accomplished. Paramaribo was inscribed on the World Heritage List in 2002, and the *Stadherstel* Suriname Limited was established in 2013. Its predecessor was *Stadsherstel* Paramaribo Foundations established in 2011. It was through the accomplishment of these goals and the foundation's competence and dedication that the role of World Heritage property management fell to SGES. This was confirmed through an official letter from the Minister of Education, Science, and culture to the director Mr. Stephen Fokké. However, without legislative support or political backing. It was largely through the efforts of the SGES that the first Management Plan of 2011 was written and eventually adopted. However, as a broad cultural foundation, SGES has other mandates for all of Suriname, not only Paramaribo, including raising awareness, promotion, research, inventory, education, and sponsoring internships.

<sup>56</sup> Salaries are funded by the Department of Culture but operating costs were, until recently, subsidized via the government. Projects are financed through grants or donations

## 5.3 SWOT analysis for SGES

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>In-depth knowledge of the city, its issues, history, and potential</li> <li>Engaged with stakeholders and respect within community</li> <li>Genuine concern for the well-being of Paramaribo</li> <li>Knowledgeable in the steps necessary for protecting the OUV</li> <li>Well-versed in the policies of UNESCO and ICOMOS</li> <li>Ease of communication with regional and international experts</li> <li>Salary benefits through the state</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Lack of a unifying vision for the future of Paramaribo</li> <li>Inadequate financial backing for ongoing expenses</li> <li>Deficient staffing for executing newly proposed projects</li> <li>Scope / mission creep – a mandate for the culture of all of Suriname but occupied with Paramaribo</li> <li>Difficulties in communicating the potential of the city and the importance of World Heritage status</li> </ul>
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Unilateral actions by actors concerning the inner city</li> <li>Asymmetrical power relationships within government</li> <li>Uninformed policy decision concerning historic resources</li> <li>Leadership succession questions</li> <li>Operational, budgetary issues in the short and long terms</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Increasing visitation and tourism with improved interpretation</li> <li>PURP through IDB assistance with various ongoing projects that inform and generate new policy and catalyst projects</li> <li>Concern among stakeholders that presently remains unfocused</li> <li>Coordinated efforts for tax and other financial incentives to stimulate restoration</li> </ul>

## 5.4 Urban / Ministerial Governance

Paramaribo has no mayor. The responsibility for historic city center falls under the District Commissioner (DC) of Paramaribo North-East who is appointed by the President. But the DC lacks a clear mandate or staff with skills to administer the historic resources and is more of an administrative office. The office of the DC is a political appointment, thus subjected to the frequent political changes<sup>57</sup>.

Ministries are also responsible for the city center. The Ministry of Regional Development is concerned with local governance, the Ministry of Public Works is responsible for infrastructure, traffic, construction and maintenance, Ministry of Transport and Communication is responsible for transportation and the Ministry of Science and Education, with their Department of Culture is responsible for the conservation of monuments<sup>58</sup>. The Ministers are also appointed by the President. This too has its shortcomings as it is subjected to politics. Each ministry has a Permanent Secretary, and it is suspected that this role was created to ensure continuity between political administrations. However, it was learned during the investigations that this position has also been frequently changing.

Thus, there is a gap between the District Commissioners and the Ministries setting up two distinct branches of government that both report to the president. In addition, it seems there is also overlap and gaps between the various Ministries. This gap extends to between ministries that have impacts on the historic city, between the Ministry of Science and Education, where SGES lies with nominal responsibility but without authority, and the Ministry of Public Works and Building Department that issue building and demolition permits and the Ministries of Regional Development and Spatial Development. This was noted several times during the stakeholder meetings, both within the government and outside have recognized these

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<sup>57</sup> <https://publications.iadb.org/publications/english/document/Governance-in-Suriname.pdf>

overlaps and gaps. There is hope, however, as it seems some sectors in Suriname are too valuable to shift with changing politics. This includes the establishment of semi-independent departments such as the Road Authority, the Airport Authority, and Telecommunication Authority. This is one of the driving ideas behind the establishment of a Paramaribo World Heritage Authority.

In order to protect the Outstanding Universal Values of the World Heritage City of Paramaribo a specifically designated authority responsible for management and coordination is necessary. Authority must align with responsibility within the current management context with sufficient financing for the management, reporting, and safeguarding of the inner city. The current state organization with two branches of government and multiple ministries leads to numerous overlaps in authority as well as significant gaps in responsibilities.

A proposed solution is the designation of a Paramaribo World Heritage Authority to coordinate between agencies, plan changes, promote visitation, and protect the city's historic resources.

This was clearly outlined in the previous Management Plan of 2011-2015, and this was preceded in the first recommendation of the ICOMOS evaluation mission report in 1999, which advocated for “the creation of a central government body responsible for the protection and presentation of the historical heritage<sup>59</sup>. And more recently in the ICOMOS Advisory Mission of 2013, “Legal and institutional frameworks have dualities and omissions that do not allow efficient management.

<sup>58</sup> Sijlbing 2011

<sup>59</sup> Ibid page 6

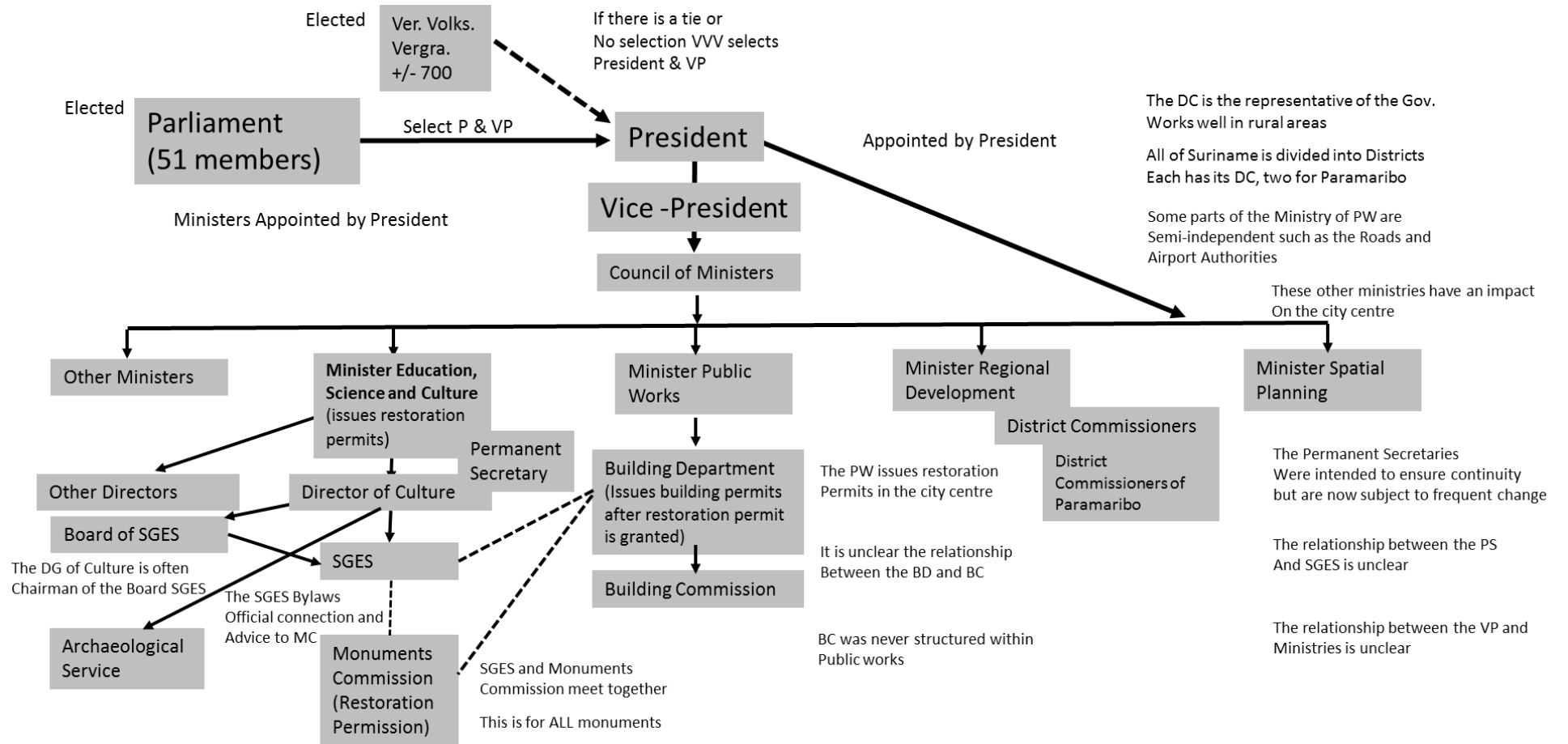


Figure 34 –Current organizational Chart – a new proposed organization is in Part 3 - Implementation

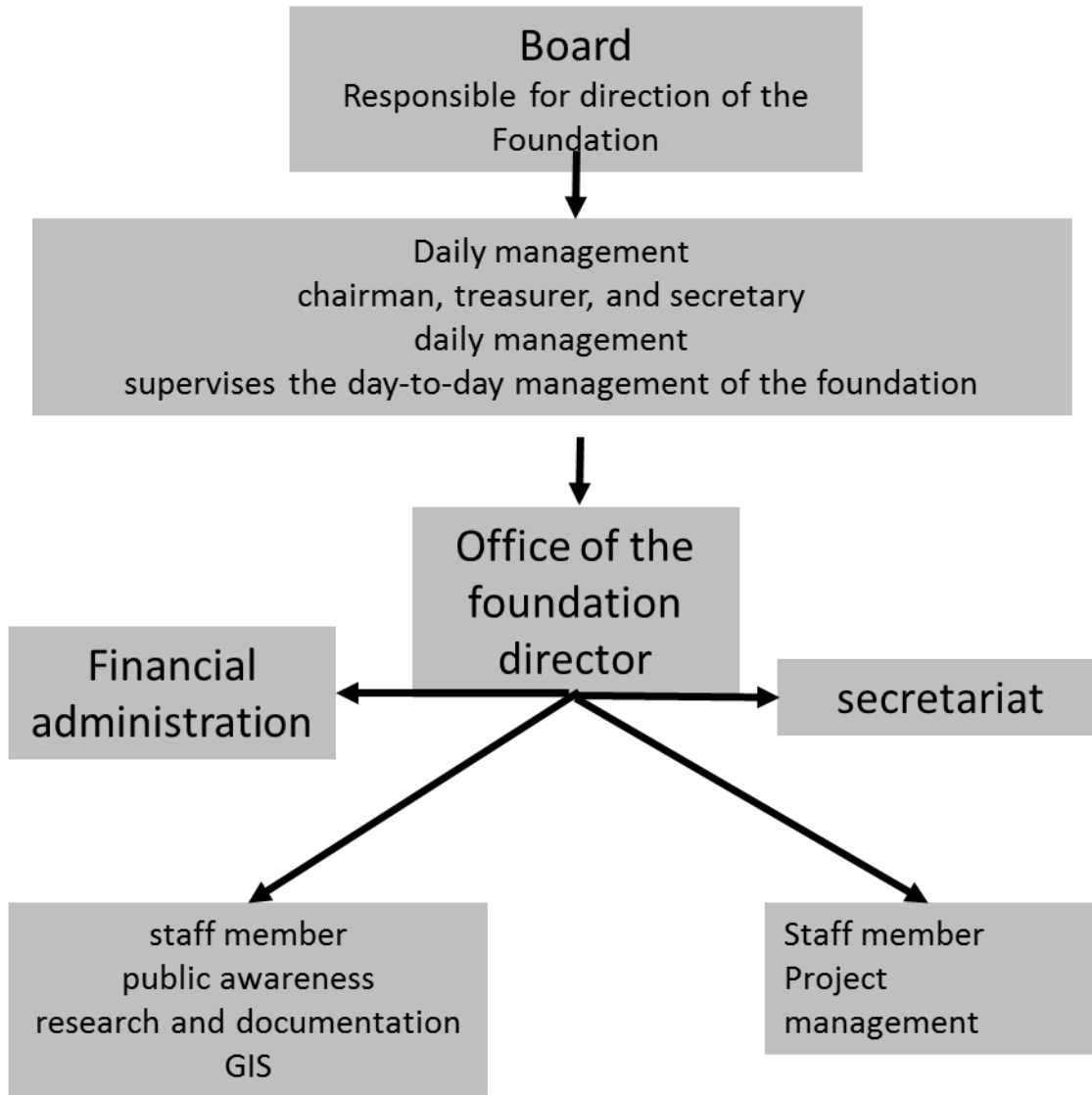


Figure 35 –Internal organizational chart of the Foundation (SGES, 2018)

## 6 UNESCO/ICOMOS Recommendations

Because Paramaribo is a World Heritage property, there are certain obligations in accordance with the World Heritage Convention. One of these is reporting and monitoring. According to UNESCO, “Inscribing a site on the World Heritage List is not the end of the story. Site managers and local authorities continuously need to work toward managing, monitoring, and preserving the World Heritage properties.”<sup>60</sup> This state sourced reporting takes two forms, State of Conservation reports and Periodic Reporting. These aids the World Heritage Committee to assess the condition of the property. Along with this is the mechanism known as Reactive Monitoring. Defined in the Operational Guidelines for the Implementation of the World Heritage Convention “reporting by the World Heritage Center, other sectors of UNESCO and the Advisory Bodies to the World Heritage Committee on the state of conservation of specific World Heritage properties that are under threat.” Finally, there are advisory missions, “Advisory missions are not part of the strict statutory and mandatory processes, as they are voluntarily initiated by States Parties and depend on the considerations and judgment of the States Parties requesting them. Advisory missions are to be understood as missions providing expert advice to a State Party on specific matters.”<sup>61</sup>

These mechanisms, intended to safeguard the Outstanding Universal Values of a World Heritage Property, produce a number of reports with recommendations. There are a number of such recommendations from over the years regarding Paramaribo. It is essential that these be followed and incorporated into the updated Management Plan. These are the decisions of the World Heritage Committee from 2018 (42COM 7B.42 C940rev), 2016, 2014, and 2002. In order to inform the WHC, there are special mission reports and advisory body evaluations. These include the Advisory Body Evaluation by ICOMOS and the Report from 2013 from the ICOMOS Advisory mission. Finally, there are the State of Conservation

Reports from 2013, 2014, 2016, and 2017. These have been read in detail and together form a number of the recommendations that the government and site management should follow and must be taken into account during the update to the Management Plan.

These recommendations, only in regard to the Management Plan, are listed in a table below. This was done in order to follow closely one of the key points for improving management as listed in terms of Reference. They are presented in reverse chronological order.

These recommendations were studied in detail and discussed with the stakeholders and SGES during numerous mission. It is important to understand the reason behind the recommendation, if the recommendation is reoccurring, thus signifying a chronic issue and if the underlying cause is becoming worse. Some patterns have already emerged and have been noted within the Terms of Reference for this project. Thus it is critical that the recommendations are specifically addressed in the updated Management Plan. Future possible Reactive Monitoring Mission will review these reporting documents and make a note of the inability of the management authority or state to rectify these issues.

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<sup>60</sup> Reporting and Monitoring UNESCO <https://whc.unesco.org/en/118/>

<sup>61</sup> The Operational Guidelines 2017 retrieved from <https://whc.unesco.org/en/guidelines>

Year	Decision/ body	Key points
2018	SOC	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> report SOC.</li> <li>• The loan agreement with IDB Paramaribo Urban Rehabilitation Program</li> <li>• Present Management Plan (2015) outdated and need updates for the period 2018-2022</li> <li>• Emergency Plan approved in 2014 and partly implemented as per SOC 2015</li> <li>• <b>Institutional strengthening</b> under PURP</li> <li>• No request for a building permit for Waterfront, Land lease has expired as five years have passed with no building activities</li> <li>• No action or decisions in regard to the extension of the property and buffer zones</li> <li>• Advice is being sought out from ICOMOS regarding the <b>reconstruction of the Parliament building</b> – will be rebuilt under PURP</li> </ul>
2018	42 COM 7B.42 WHC decision	<ul style="list-style-type: none"> <li>• Withdraw license for Waterfront development project, expand the property's boundaries to include river, an extension of the buffer zones</li> <li>• <b>Submit Strategic Plan</b> for the Waterfront</li> <li>• <b>Provide further information on recent incidents in relationship to OUV</b></li> <li>• Consult with ICOMOS concerning the <b>reconstruction of the National Assembly</b></li> <li>• Updated SOC report</li> </ul>
2016	40 COM 16/40.COM/ 19 WHC decision	<ul style="list-style-type: none"> <li>• Take into account recommendations of the 2013 ICOMOS Advisory mission</li> <li>• <b>Strengthen Management Authority</b></li> <li>• Provide funding for conservation and restoration works</li> <li>• Concern over real-estate development at Waterfront</li> <li>• Extend boundary to include river 50 meters</li> <li>• Information about Monument for Victims</li> <li>• An initiative of the Urban Rehabilitation Programme w support of IDB and should seek the advice of WHC and advisory bodies</li> <li>• Updated SOC report</li> </ul>
2015	SOC	<ul style="list-style-type: none"> <li>• <b>Management and conservation</b></li> <li>• Lack of funding for the preservation and maintenance of government buildings</li> <li>• Private buildings have undergone restoration</li> <li>• <b>Increased public awareness</b> among the general public and policymakers and politicians</li> <li>• Event management guidelines for proper use of Independence Square</li> <li>• Advertisement guidelines</li> <li>• World Heritage in Young Hands' project Educational Resource Kit</li> <li>• Establishment of a conservation fund by Monuments Commission and <b>Site Management Authority</b></li> <li>• New Building Committee</li> <li>• <b>Rehabilitation program</b> of Stadsherstel Suriname NV, a private restoration company</li> <li>• Paid parking study</li> </ul>

		<ul style="list-style-type: none"> <li>Proposals made for revision of the Monuments Act, no law that legally secures role and position of the Management Authority and no budget</li> <li><b>Management Plan approved officially</b></li> <li>Extension of the buffer zones and extension of the site into the river was sent to authorities. Government is not an advocate of the expansion.</li> <li>No permits granted for demolition</li> <li>Technical visit for historic tower clock and bell</li> <li>Seeking funds from IDB – fact-finding mission of 2014 from IDB</li> <li>Appointed Parliamentary Building Committee</li> </ul>
2014	38 COM 14/38.COM/ 16	<ul style="list-style-type: none"> <li>Emergency Action Plan</li> <li>Address conservation and management concerns</li> <li><b>Update and harmonize legislative and regulatory frameworks and strengthen the Management Authority</b></li> <li><b>Finalize formal process for Management Plan</b>, disseminate, ensure implementation by stakeholders</li> <li>Develop zoning plan and urban regulations to complement the Management Plan</li> <li><b>Establish a Building Committee</b> of Public Works to evaluate new designs</li> <li><b>Finalize formal process</b> for establishing buffer zones and regulatory measures, submit minor boundary modifications</li> </ul>
2014	SOC	<ul style="list-style-type: none"> <li>Response to the 2013 ICOMOS Advisory Mission</li> <li>Ministry of Public Works is planning a 2015 Maintenance Plan</li> <li>No special tax incentives for monument owners, no special financial instruments, Monuments Fund Suriname</li> <li>Divided property ownership</li> <li>Lack of awareness</li> <li>Organized historic city tour</li> <li>Proposals for revision of existing Monuments Act of 2002</li> <li><b>Strengthening SGS with staffing and budget</b></li> <li>Traffic and desire of Central Government to move out</li> <li>Buffer zones are not sufficient</li> <li>Tourism Marketing Plan 2013</li> <li>Open Monuments Day and publication of a Monuments Calendar, Monuments Guide of Paramaribo</li> </ul>
2013	ICOMOS Advisory Mission (RMM)	<ul style="list-style-type: none"> <li><b>Legal and institutional frameworks have dualities and omissions that do not allow efficient management.</b> Among the most controversial issues is the fact that the Management Authority (SGES) has not been properly empowered.</li> <li>A lack, at governmental levels and civil society, of awareness on the significance and responsibility of the World Heritage status.</li> <li>Interventions on the Waterfront</li> <li>Harbour Village Project Halted</li> <li>The property maintains attributes for which it was inscribed on the World Heritage List.</li> <li>Develop an Emergency Plan</li> <li>Strengthen the Management Authority (SGES) with staffing, precise actions, timelines, and budgets. Urgently reinforced through regulatory and legislative measures</li> </ul>



		<ul style="list-style-type: none"> <li>• Update legal instruments</li> <li>• Reorganize the institutional structure</li> <li>• Approval of the 2015 Management Plan</li> <li>• Master Plan</li> <li>• All projects approved by the SGES and Monuments Committee and evaluated by WHC, halt construction, expansion, additions, repair, demolition</li> <li>• Improve tourism</li> <li>• Research on success stories on the preservation of historic towns</li> <li>• Capacity building program</li> <li>• Improve traffic and parking, conduct studies</li> </ul>
2002	26 COM 23.20 WHC 26 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Inscribes Paramaribo on the basis of criteria (ii) and (iv)</li> </ul>
2001		<ul style="list-style-type: none"> <li>• Resubmission of the revised nomination dossier</li> </ul>
1999		<ul style="list-style-type: none"> <li>• Deferral of nomination based on the ICOMOS Evaluation mission</li> </ul>
1998		<ul style="list-style-type: none"> <li>• Nomination sent</li> </ul>

Figure 36 – Table of the decisions and advice for improving management in Paramaribo

## 7 SDGs, New Urban Agenda

In late 2015 the United Nations and world leaders agreed upon, announced, and put into force new goals – the Sustainable Development Goals or SDGs. They are intended to apply to all countries in fighting poverty while protecting the planet. Unlike the previous Millennium Development Goals, these new goals were more comprehensive, broader, and more detailed, and, importantly, inclusive culture. They require time to understand their interconnected aspects and how they related to an updated Management Plan for Paramaribo.

Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. The SDGs build on the success of the Millennium Development Goals (MDGs) and aim to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich, and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities while tackling climate change and environmental protection. The Sustainable Development Goals are a call for action by all countries – poor, rich, and middle-income – to promote prosperity while protecting the planet<sup>62</sup>.

So the question is, how do the SDG relate to Paramaribo?

And the updated Management Plan?

According to UNESCO Deputy Director of the World Heritage Center, Jyoti Hosagrahar, for the SDGs to be successful culture must be at the “heart of development.”<sup>63</sup> This UNESCO report states that for the first time culture is integrated into the development goals at an “unparalleled recognition” that “safeguarding and promotion of culture is an end in itself, and at the same time contributes directly to many of the SDGs.” Particularly the development of safe and sustainable cities. The famous three pillars of sustainable development – economic, environmental, and social, are overlaid with culture and “culture and creativity contribute to each transversally.” This is relevant as Paramaribo embarks on its own development path with a new Management Plan. But exactly how? Following is a table which outlines the SDGs that relate to historic city management and how it is applicable to Paramaribo. This table was used to create the Management Plan and featured in numerous discussions with stakeholders.

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<sup>62</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>63</sup> <https://en.unesco.org/courier/2017-april-june/culture-heart-sdgs>

SDGs	Connection to the conservation	Paramaribo Management
4 & 4.7 Quality Education & Education to promote a culture of peace and non-violence	Education is most effective when responsive to the cultural context and adapted to the uniqueness of a place. Appreciation of cultural diversity and recognition of culture's contribution to sustainable development	Education must be integrated into the Plan, not only about the plan itself but the importance of the historic city and its difficult history
5 Gender Equality	A substantial % of people in creative cultural industries are women. Important as the historic environment is a source of inspiration for creativity as well as a gathering place and showcase for goods and traditions	This must be emphasized in the Plan – to foster gender equality. A good percentage of the stakeholders expressing concern for Paramaribo were women
8 Inclusive and sustainable economic growth, employment	Cultural heritage that is carefully managed attracts tourism investment in a sustainable way, involving local communities without damaging heritage areas. There are economic possibilities proven in other historic cities	Tourism and its potential are a key factor in protecting and better managing historic Paramaribo. But this must be carefully managed to protect not exploit the city center
8.3 Promote development-oriented policies, creativity and innovation & 8.5 productive employment	Strengthening trade in cultural goods and services provides the impetus for local and national markets, which in turn provides employment opportunities for decent work and promotes local production	Paramaribo can become a hub for collection and distribution of cultural goods collected from around Suriname; it is also a center for traditional foods, produce
10 Reduce inequality within and among countries	Cultural policies that promote preferential treatment in trade for locally-produced goods contribute to reducing inequalities within and among countries	Conservation principles outlined in the plan must encourage the use of natural, locally produced materials
11 Inclusive cities, safe, resilient and sustainable	This is the most critical SDG for historic cities.	There have been concerns voiced about the safety of Paramaribo. And pride expressed in the inclusive culture of Suriname
11.4 & 11.4.1 Strengthen efforts to protect and safeguard heritage	This is a key SDGs for historic cities, by type of heritage. Concerns expenditure (public and private) per capita on the preservation, protection, and conservation	This is at the core of the updated Management Plan – particular attention will be paid to this SDG
13 Natural disasters	Traditional knowledge systems and environmental management practices by indigenous people provide insights into better management of ecological challenges, preventing biodiversity loss, reducing land degradation, and mitigating climate change.	Culture, particularly traditional knowledge, also contributes to resilience and recovery and this aspect must be explored as a key component of the Plan is addressing disasters and risk assessment
16 Peace, Justice, Strong Institutions	Promoting respect for cultural diversity within a human rights-based approach also facilitates cultural understanding and peace prevents conflicts and protects the rights of marginalized groups.	One of the goals of this project is to strengthen SGES to improve management and implement the plan
17 Revitalize the global partnership for sustainable development	Efforts to empower local communities and strengthen the local economy bring together diverse individuals and groups for the development of a project and also foster social cohesion	Key global partnerships are the connection to the Netherlands but also the roots of the people of Suriname- Java, and India

Figure 37 – Sustainable Development Goals and their relationship to Paramaribo

World leaders have also endorsed and adopted another critical international document – the New Urban Agenda (NUA). This Agenda is intended to set the standard for sustainable urban development and in the words of Andrew Potts of US ICOMOS “aim to help the world rethink how it plans, manages and lives in cities.”<sup>64</sup>

According to the United Nations:

The New Urban Agenda presents a paradigm shift based on the science of cities; it lays out standards and principles for the planning, construction, development, management, and improvement of urban areas along its five main pillars of implementation: national urban policies, urban legislation and regulations, urban planning and design, local economy and municipal finance, and local implementation. It is a resource for every level of government, from national to local; for civil society organizations; the private sector; constituent groups; and for all who call the urban spaces of the world “home” to realize this vision. The New Urban Agenda incorporates a new recognition of the correlation between good urbanization and development. It underlines the linkages between good urbanization and job creation, livelihood opportunities, and improved quality of life, which should be included in every urban renewal policy and strategy. This approach further highlights the connection between the New Urban Agenda and the 2030 Agenda for Sustainable Development, especially Goal 11 on sustainable cities and communities<sup>65</sup>.

How does the New Urban Agenda related to the Sustainable Development Goals? And how does the NUA relate to the Management Plan for Paramaribo?

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<sup>64</sup> <https://www.usicomos.org/mainsite/wp-content/uploads/2016/10/Analysis-of-FINAL-NUA-ICOMOS.pdf>

The New Urban Agenda recognizes that culture, and by extension conservation of historic cities, is critical in urban issues and development.

A core accomplishment of the NUA is that, for the first time, an internationally negotiated document calls for compact cities, polycentric growth, mixed-use streetscapes, prevention of sprawl, and transit-oriented development. Historic cities and settlements, with their mixed uses, human scale, density, and vibrancy, are typical models for just this vision of urbanization. As such, the adoption of the NUA should further valorize both the safeguarding of existing historic areas and the regard they are given as reference models for new development<sup>66</sup>.

The tenets related to historic cities which must be taken into account:

10. The New Urban Agenda acknowledges that culture and cultural diversity are sources of enrichment for humankind and provide an important contribution to the sustainable development of cities, human settlements and citizens, empowering them to play an active and unique role in development initiatives. The New Urban Agenda further recognizes that culture should be taken into account in the promotion and implementation of new sustainable consumption and production patterns that contribute to the responsible use of resources and address the adverse impact of climate change.

37. We commit ourselves to promoting safe, inclusive, accessible, green and quality public spaces, including streets, sidewalks and cycling lanes, squares, waterfront areas, gardens and parks, that are multifunctional areas for social interaction and inclusion, human health and well-being, economic exchange and cultural expression and dialogue among a wide diversity of people and cultures, and that are designed and managed to ensure human development and build peaceful, inclusive and participatory

<sup>65</sup> <http://habitat3.org/wp-content/uploads/NUA-English.pdf>

<sup>66</sup> Potts 2016

societies, as well as to promote living together, connectivity and social inclusion.

38. We commit ourselves to the sustainable leveraging of natural and cultural heritage, both tangible and intangible, in cities and human settlements, as appropriate, through integrated urban and territorial policies and adequate investments at the national, subnational and local levels, to safeguard and promote cultural infrastructures and sites, museums, indigenous cultures, and languages, as well as traditional knowledge and the arts, highlighting the role that these play in rehabilitating and revitalizing urban areas and in strengthening social participation and the exercise of citizenship.

124. We will include culture as a priority component of urban plans and strategies in the adoption of planning instruments, including master plans, zoning guidelines, building codes, coastal management policies and strategic development policies that safeguard a diverse range of tangible and intangible cultural heritage and landscapes, and will protect them from potential disruptive impacts of urban development.

125. We will support the leveraging of cultural heritage for sustainable urban development and recognize its role in stimulating participation and responsibility. We will promote innovative and sustainable use of architectural monuments and sites, with the intention of value creation, through respectful restoration and adaptation. We will engage indigenous peoples and local communities in the promotion and dissemination of knowledge of tangible and intangible cultural heritage and protection of traditional expressions and languages, including through the use of new technologies and techniques.

Unfortunately, there is some difficulty in making the connections between the New Urban Agenda and the Sustainable Development Goals<sup>67</sup>. And the implementation of the NUA by states is largely voluntary. Urban planning projects using this Agenda have just begun, there are few examples in historic cities, and this can be seen as an opportunity for Paramaribo.

Nevertheless, the tenets of the New Urban Agenda and the Sustainable Development Goals were taken into account during the stakeholder discussions and writing of the updated Management Plan for Paramaribo.

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<sup>67</sup> IBID Some of these issues seem to result from the decision to not expressly correlate the NUA to the UN SDGs. As a result, gaps exist between the NUA and the cultural heritage target contained in the UN's urban Sustainable Development Goal

## 8 Historic Urban Landscape Approach

A third key international document, along with the Sustainable Development Goals and the New Urban Agenda is the UNESCO Historic Urban Landscape approach (HUL). This updated Management Plan recognizes that around the world, national and local governments, as well as United Nations agencies, the Inter-American Development Bank and other development banks, are searching for a more sustainable process of urban development that integrates environmental, social and cultural concerns into the planning, design, and implementation of urban management programs. This is where the Historic Urban Landscape approach and the UNESCO 2011 Recommendation come into action<sup>68</sup>.

UNESCO remarks that “the city is not a static monument or group of buildings, but subjected to dynamic forces” and that “new development can interact and mutually reinforce role and meaning.”<sup>69</sup> Further, that if dealt with properly, urban heritage will act as a catalyst for socio-economic development through tourism, commercial use, and higher land and property values – thereby providing the revenues out of which to pay for maintenance, restoration, and rehabilitation<sup>70</sup>. Banderin and van Oers (2012) state, “The goal of conserving traditional structures in the historic city remains an aspiration that is subject to continuous compromise and adaptation.”

Does this mean that urban conservation is a chimerical dream, a collective illusion? Certainly not. At least not as long as the historic city continues to express values that societies strive to preserve because these values are

guardians of collective identity and memory, helping to maintain a sense of continuity and tradition, for aesthetic pleasure and entertainment”<sup>71</sup>.

**Applying the HUL approach would therefore involve a shift from an emphasis on architectural monuments primarily, towards a broader recognition of the importance of the social, cultural and economic processes in the conservation of Paramaribo urban values**<sup>72</sup>.

UNESCO advocates that new urban projects must be infused with community engagement and participation in integrating local culture while still protecting historic urban landscapes and their Outstanding Universal Values. HUL extends thinking from specific heritage resources to address the broader urban context and its geographical setting, covering the entire townscape and its ensemble of structures and landscapes, views, hills, rivers, bridges, walls, etc. Such elements were composed by humanity and nature over time to protect the urban character. Hence the HUL approach aims at preserving the quality of the human environment, enhancing the productive and sustainable use of urban spaces while recognizing their dynamic character, and promoting social and functional diversity. It integrates the goals of urban heritage conservation and those of social and economic development.

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<sup>68</sup> These issues are elaborated with Case Studies in the UNESCO 2016 publication: *The HUL Guidebook: Managing heritage in dynamic and constantly changing urban environments - A Practical Guide to UNESCO's Recommendation on the Historic Urban Landscape*

<sup>69</sup> <https://whc.unesco.org/en/news/1026/>

<sup>70</sup> <https://whc.unesco.org/en/news/1026/>

<sup>71</sup> *ibid*

<sup>72</sup> Banderin and Van Oers (2012), p. 32

The Historic Urban Landscape is rooted in a balanced and sustainable relationship between the urban and natural environment, between the needs of present and future generations and the legacy from the past.

There are six critical steps in implementing the HUL Approach<sup>73</sup>:

1. **Surveys and Mapping** - to understand the city's natural, cultural and human resources
2. **Participatory Planning and Consultation** - to protect values and transmit to future generations
3. **Attribute Vulnerability Assessment** - to mitigate socio-economic stresses and climate change impact
4. **Urban Heritage Values and Vulnerability** - to provide areas of heritage sensitivity
5. **Conservation and Development Actions** - to prioritize actions
6. **Partnerships and Local Management Frameworks** - to develop mechanisms for both public and private coordination

Suriname, as a signatory to the World Heritage Convention and responsible for the World Heritage property of Paramaribo, is required to integrate urban heritage conservation strategies into national development policies and agendas. The Historic Urban Landscape approach aids in this policy and within this framework, local authorities should prepare urban development plans taking into account the city's values, including the landscape and other heritage values, and features. Public and private stakeholders should cooperate through partnerships to ensure the successful application of the Historic Urban Landscape approach.<sup>74</sup> Evidence exists that the all these activities are underway and that the foundation for the Historic Urban Landscape approach has already been prepared for the Inner City of Paramaribo and its buffer zones, which lends itself as an ideal HUL case

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<sup>73</sup> UNESCO 2016, p. 13; The HUL Guidebook

study. For Paramaribo, all the above steps are being or have been conducted recently, and have helped inform this update to the 2011 Management Plan. These included vital stakeholder participation and engagement during the numerous missions. These steps helped to pave the way for the adoption of the Historic Urban Landscape approach.



*Figure 38 –The Mama Bon Tree carries important social significance for the HUL of Paramaribo (Green, 2019)*

<sup>74</sup> Item#22 HUL

## 8.1 Paramaribo HUL - Open Spaces -Waterways -Streets

For Suriname, as a Small Island Developing State, the HUL approach is applicable and aids in effective management for Paramaribo. “There is something distinctive about cities that can produce good governance; it is not just about agglomerating large numbers of people in one place. Organization and management seem to matter, and that is why large cities can be as well governed as small cities”.<sup>75</sup>

Applying the HUL approach acknowledges that Paramaribo is evolving, dynamic, and living. This should avoid dividing the city into separate conservation areas to create what may be described as city museums. Instead, aim to preserve and enhance quality of life and productivity of urban communities. Kevin Lynch in *Image of the City* from 1960, advocates for a holistic urban landscape approach similar to HUL requiring the interrelation of the various elements of the city with its landmarks: “In such a whole, paths would expose and prepare for the districts, and link together the various nodes. The nodes would join and mark off the paths, while the edges would bound off the districts, and the landmarks would indicate their cores. It is this total orchestration of these units which would knit together a dense and vivid image and sustain it over areas of metropolitan scale.”<sup>76</sup>

### The Historic Urban Landscape Definition

Core to the HUL approach is a new understanding of the historic environment. As defined by the Recommendation, “the historic urban landscape is the urban area understood as the result of a historic layering of cultural and natural values and attributes, extending beyond the notion of ‘historic center’ or ‘ensemble’ to include the broader urban context and its geographical setting. This wider context includes notable the site’s topography, geomorphology, hydrology and natural features, its built environment, both historic and contemporary, its infrastructures above and below ground, its open spaces and gardens, its land use patterns and spatial organization, perceptions and visual relationships, as well as all other elements of the urban structure. It also includes social and cultural practices and values, economic processes and the intangible dimensions of heritage as related to diversity and identity. Understanding our cities in this way provides us with important knowledge to guide planning decisions and manage change. (UNESCO, 2011)

Figure 39 – HUL Definition (Source: UNESCO 2016, p. 11; The HUL Guidebook)

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<sup>75</sup> Léautier 2006, p.123

<sup>76</sup> Lynch 1960, p.108.



In 2014, a UNESCO Caribbean sub-regional expert meeting was held in Guyana that attempted to differentiate between wooden architectural heritage, comprising various architectural expressions in wood including stand-alone grand monuments in rural areas, and wooden urban heritage. The focus was on the vernacular architecture clustered in urban ensembles of sufficient size, which could be of interest for World Heritage listing.<sup>77</sup> At that time and currently, only one such property in the Caribbean, Paramaribo in Suriname, is featured on the World Heritage List as a wooden ensemble. Consequently, the meeting called for a Caribbean-wide research and documentation program involving wooden cities and suggested that the picture of Caribbean wooden cities that is now represented by Paramaribo alone would be complemented by a World Heritage nomination of Georgetown in Guyana.<sup>78</sup> This highlights the necessity that Paramaribo set a regional example.

Starting with its geomorphology, Paramaribo is an urban core determined by pre-existing natural features in the terrain, “a rational town plan, which followed the natural lines of ridges and creeks and the curves of the river”.<sup>79</sup> Therefore using these geomorphic and historic underpinnings to update this Management Plan, three primary urban features emerged and are set out: (1) Open Public Spaces, (2) Waterways, and (3) Streets. To commence, each analyses contain three layers: historic, current, and stakeholders (these were elaborated during the stakeholder workshops).<sup>80</sup>



Figure 40: A structure on the prominent Waterkant that, while in poor condition, will undergo restoration through the PURP (Green, 2019)

<sup>77</sup> Oers, R. van, & S. Haraguch (eds.). (2005) *Caribbean Wooden Treasures: Proceedings of the Thematic Expert Meeting on Wooden Urban Heritage in the Caribbean Region 2003*, Georgetown, Guyana. UNESCO WHSeries No. 15, p.9 <http://whc.unesco.org/en/series/15/>

<sup>78</sup> Oers, R. van, & S. Haraguch (eds.). (2005) *Caribbean Wooden Treasures: Proceedings of the Thematic Expert Meeting on Wooden Urban Heritage in the Caribbean Region held 4-7 February 2003*, Georgetown, Guyana. UNESCO World Heritage Center, World Heritage Series No. 15, p.39. <http://whc.unesco.org/en/series/15/>

<sup>79</sup> Ibid. p.36

<sup>80</sup> Stakeholder Workshop held Tuesday, April 2, 2019 from 9am to 1pm at De Waag Building in Paramaribo, entitled “A Sustainable Tourism Approach for Architectural Conservation -Paramaribo UNESCO World Heritage City and its outskirts”.

## Open Public Spaces

Historic Layering The inner city of Paramaribo, the part which is now inscribed on the World Heritage List, was laid out behind Fort Zeelandia surrounding a military parade ground, currently named *Onafhankelijkheidsplein* (Independence Square). In addition to being a parade ground it provided an open field of fire in front of the fort. This arrangement was a common strategic feature in colonial city planning.<sup>81</sup> In addition, the *Waterkant* is a vital open public and social space with a variety of affordable local cuisine which could, with enhancements, attract international visitors.

Current Layering –This includes both green and paved spaces. The open public space mapping identified twelve such spaces inside the inner city area plus one space inside Buffer Zone 1 (*Pleintje*). These spaces are being included in the ongoing survey by SGES and PURP.

Stakeholder Layering – Stakeholders recommended the addition of *Valiants Plein* to significant public spaces. In addition, an architect suggested that the city has more public open space than is being identified, because all government properties have inner courtyard spaces which belong to public. These spaces should be documented for inclusion in planning and could allow people to meander from one section of the city to another as through these spaces were streets. Use of these spaces would also address a public need for additional parking and for small-scale cultural events inside the city. One ongoing project, the Livelihood Project, is intended to respond to community cries under this layer.



Figure 41 – Independence Square, *Onafhankelijkheidsplein*, a former military parade ground in front of the Presidential Palace (Green)

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<sup>81</sup> Van Oers, 2005, p.36

## Waterways

Historic Layering<sup>82</sup> - The city originated around Fort Zeelandia founded on a protruding point on the left bank of the Suriname River. From the mid-eighteenth century the city extended southwards along the sandy banks of the river and by constructing canals with sluices and making existing creeks into canals, the wider area around Paramaribo was drained to keep Paramaribo dry and make more land available for agriculture and construction.

Current Layering -Includes the Suriname River and all the canals whether they were closed, covered or still functioning. The most significant waterway is the river as the foundation point from which the city grew. Two canals remain open that border Buffer Zone 1 of which five (5) branches are closed, two inside the extended Buffer Zone #1, and three extend inside the inner city.

Stakeholder Layering – During stakeholder workshops a significant desire was expressed for the beautification of part of the *Sommelsdijck Kreek* (*Palmentuin* Craft Market, *Waka Pasi*). Historic documents in the archives mention the creeks or canals as stinking gutters. Yet, this could be overcome through modern interventions. A possible example is the cultural transformation of the River Walk in San Antonio, Texas, USA. The River Walk was at one time considered an undesirable area but has, through conservation development efforts, created an attractive and desirable destination. One stakeholder believed that the absence of some canals might be directly connected to excessive flooding during certain periods, such as the rainy month of May. The HUL approach is intended to respond to community cries under this layer.



Figure 42 –The numerous waterways in Paramaribo could be enhanced given proper precautions (Eppich)

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<sup>82</sup> Van Oers, 2005, p.36

## Streets

Historic Layering - Paramaribo was laid out westwards on shell ridges which are remnants of ancient times when the ocean reached far inland; these ridges consisted of stable soil with natural drainage and made good construction sites during the city's development: "the town grew steadily with many spacious residential dwellings constructed along tree-lined streets."<sup>83</sup>

Current Layering –Mapping and previous research identified five streets of historic significance as the first transportation axis inside the city core which extended outwards and around which other streets evolved. The emphasis for this layering centered on these first streets. Two other streets also must be emphasized; first, in Buffer Zone 1, there is Dr. J. F. Nassylaan, where a portion remains unpaved with the original shell surface. This street has additional values as it is mahogany tree-lined (possible cultural transformation examples include *El Prado* in Havana, Cuba). The second street that deserves mention is a back street called *Neumanpad*.

Stakeholder Layering –Stakeholders expressed a significant desire for the stories concerning these streets to be developed. An additional desire was for some streets to become traffic free for cultural uses and to add value to their architecture. The Urban Mobility Project is intended to respond to community cries under this layer. Already, in the neighborhood of *Heerenstraat*, there has been a successful initiative to utilize the streets including a pop-up restaurant. The Urban Mobility Project, another initiative by PURP, is intended to respond to community concerns about the use of streets.



Figure 43 –Street Dr. J.F. Nassylaan in the Buffer Zone (Green, 2019)

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<sup>83</sup> Van Oers, 2005, p.36

## 8.2 Implementing the Approach - Linking HUL, Architectural Conservation & Sustainable Tourism using a HUL Toolkit

The HUL toolkit can be adapted to suit each local context. It can contain any number of existing, reimagined and, or new tools which, are continually adapted and applied as the city changes and evolves over time.<sup>84</sup> To be successful in the management of urban heritage, it demands a robust and continually evolving toolkit, and it should include a range of interdisciplinary and innovative tools. The Guidebook suggests that these tools may be organized into four different categories, emphasizing that for urban heritage management to succeed they need to be (1) applied locally, (2) addressed simultaneously, (3) operated interdependently. The tools are defined as

- Community Engagement Tools
- Knowledge and Planning Tools
- Regulatory Systems,
- Financial Tools and it should be noted that Paramaribo has been featured as an HUL Case Study for “Best Practice” for its financial tools operated through “Stadsherstel Paramaribo.”

Additionally, the HUL Guidebook shared five case studies and best practices that also elaborated the following four sections:

1. Layers of the site
2. Background
3. Management of change
4. Perspectives and results

<sup>84</sup> p.15, UNESCO. (2016) *The HUL Guidebook*. Retrieved from <http://historicurbanlandscape.com/themes/196/userfiles/download/2016/6/7/wirey5prpznidqx.pdf>

In summary, from stakeholder consultations and review of the additional reports and documentation undertaken for the SGES-PURP-IDB, a draft outline is developed under this updated Management Plan to demonstrate the application of the HUL tools tailored for Paramaribo. It represents a framework as underpinning for the local context to undertake architectural conservation for the preservation of its integrity. Urban heritage is now being presented as a cultural landscape, as well as contextualized in a manner for the city to become a Sustainable Tourism product.



### Stadsherstel Paramaribo

[www.sges.heritagesuriname.org](http://www.sges.heritagesuriname.org) / [www.stadsherstel.nl](http://www.stadsherstel.nl)

FINANCIAL TOOLS REGULATORY SYSTEMS

Stadsherstel Paramaribo was established as a foundation in 2011 by Stichting Gebouwd Erfgoed Suriname (site manager of Historic Inner City of Paramaribo, a UNESCO World Heritage site since 2002) and De Surinaamsche Bank, the largest private bank in Suriname. Stadsherstel Amsterdam supports, advises and works intensively together with this Surinam initiative, to redevelop and protect built

heritage in Paramaribo, the capital city of the South American country. This public-private partnership aims to re-establish the balance between living and working in the inner city through sustainable and commercially viable restoration and management. By giving out shares, businesses and banks can invest, with a modest dividend. In 2013 the foundation will change into a limited liability company, similar to Stadsherstel Amsterdam.

Figure 44 – HUL Best Practice Stadsherstel Paramaribo (UNESCO, 2016)

### 8.3 Applying HUL Toolkit - Paramaribo Brand *Alakondre*

Protection of the Outstanding Universal Values must take into account socio-economic development. This updated Management Plan links conservation of the OUV and the HUL approach with a Sustainable Tourism Strategy. During the stakeholder workshops conducted for this plan, themes emerged emphasizing People, Architecture, Streets, Open Spaces, and Waterways. This helped build a HUL Toolkit for this updated Management Plan. The term *ALAKONDRE*<sup>85</sup> emerged from this outreach process as a possible brand for Paramaribo. “Originating from the Sranantongo language in Suriname, *alakondre* is an adjective that means ‘consisting of a variety of colors or things.’”<sup>86</sup> Of interest is that this Surinamese term *Ala Kondre* was adopted in Holland as a new ethnic brand in the city of Rotterdam for an initiative to boost the diversity of the street. It was part of an architecture cultural project that used its multicultural society and urban character as a source of inspiration. “On paper, it looked very ambitious, but the project did not get much support and did not boost the number of visitors.”<sup>87</sup>

However, this updated Management Plan adopts the stakeholder workshop suggestion to use their Surinamese word for their own city of Paramaribo and to designate it as a possible brand for the HUL Approach. *ALAKONDRE* elaborates that, the Historic Inner City of Paramaribo and its Buffer Zones belong to everyone and depict the city’s rich cultural diversity. This concept promotes connectivity by embracing all. Against this background, the updated Management Plan offers the following proposed HUL Guidelines.

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<sup>85</sup> *ALAKONDRE* was introduced at the Workshop by Monique W. NouhChaia Sookdewsing owner of Readytex Art Gallery, Paramaribo who has initiated adopting this Surinamese word from the Sranan language sharing that as a gallery, “we are in search of a

connectivity of Suriname thought/language with which to present Suriname art on international platforms”.

<sup>86</sup> Wilner 2003, April

<sup>87</sup> Van Liempt and Veldboer 2009, p.92

## Paramaribo, Suriname





“ALAKONDRE” -connectivity embracing all-  
*People, Architecture, Streets, Open Spaces, Waterways*

Program LEAD:	<i>Stichting Gebouwd Erfgoed Suriname (SGES) / [Suriname Built Heritage Foundation].</i>
TIMELINE:	2019 and on-going.
APPLICATION:	Using the HUL approach to update the existing 2011-2015 Management Plan for the Historical Center of Paramaribo, Suriname.
FUNDING:	Government of Suriname, Inter-American Development Bank (IDB).
Program PARTNERS:	Ministry of Education, Science, and Culture; Government of Suriname; IDB, Anton de Kom Universiteit van Suriname [Anton de Kom University of Suriname]; Newton Heritage Consulting and Paramaribo WH Associates.
PROFILE:	2018 Paramaribo, Suriname population 370,500 representing 65.2% of the country. Population of Suriname 569,977. The median age in Suriname is 28.7 years. Population density in Suriname is 4 per Km <sup>2</sup> (9 people per mi <sup>2</sup> ). Total land area is 156,000 Km <sup>2</sup> (60,232 sq. miles). The WH Property has 30ha (0.3 Km <sup>2</sup> / 0.12 sq. miles) with buffer zone of 60ha (0.6 Km <sup>2</sup> / 0.24 sq. miles).
KEY CHALLENGES:	Paramaribo is a city that has retained the integrity of its wooden architectural heritage as an urban ensemble that dates back to the 17 <sup>th</sup> and 18 <sup>th</sup> century. There is deep respect and admiration by all stakeholders and government for the SGES as Site Manager; however, the consensus is that the authority of the SGES needs to be reinforced and communicated to all governmental levels as well as to all stakeholders and the community in general for there to be effective management.  Multiple agencies continue to hold independent authority without coordination between agencies to carry out development activities within the historic center and are able to do this and by-pass the Site Manager. The result is that such actions may threaten the integrity of the site and negatively impact UNESCO World Heritage Outstanding Universal Values

## 8.4 Recommendation: A Framework for the Implementation of the HUL

In general, the four tools should communicate as follows.

- Community engagement tools should empower a diverse cross-section of stakeholders to identify key values in their urban areas also should facilitate intercultural dialogue.
- Knowledge and Planning tools should help protect the integrity and authenticity of the attributes of urban heritage also permit the recognition of cultural significance and diversity.
- Regulatory systems could include special ordinances, acts, or decrees to manage tangible and intangible components of the urban heritage.
- Financial tools should aim to improve urban areas while safeguarding their heritage values also promote private investment at the local level.

<b>PARAMARIBO, SURINAME ALAKONDRE</b>	
 <p>COMMUNITY ENGAGEMENT TOOLS</p>	<p>Community engagement and Stakeholder consultations had a diverse and cross-sectional grouping of public and private, students, religious, and first responders displaying an impressive level of dedication, involvement, and pride for Paramaribo. Stakeholders discussions since 2011 included culinary tourism, livelihood assessments, environment, and social assessments, urban mobility, housing, and mixed-use strategy, sustainable cities, and financial strategies all aimed at comprehensive solutions to bring back live In Paramaribo</p>
 <p>KNOWLEDGE &amp; PLANNING TOOLS</p>	<p>Some of the listed monuments in Paramaribo, are carried on an online inventory. The regulatory tools are operational to protect the integrity of the Property. In the past three decades only, a few buildings have disappeared in favor of new developments. The original urban morphology remains intact. Many of the monuments exhibit high authenticity because of the use of traditional techniques and materials in repair and rehabilitation works, although some timber buildings have been replaced in concrete. Management and Monitoring systems have helped protect the Waterfront [Waterkant] of the Suriname River from irreversible developments, which retains its history as a culturally diverse social space in the city, and historic views and urban vistas.</p>
 <p>REGULATORY SYSTEMS</p>	<p>Initially, the 1963 Monuments Act guaranteed protection to about 250 listed monuments of Paramaribo. In 2002 this Act was replaced by a new Monuments Bill (S.B. 5 September 2002 No. 72) which provides for the designation of protected historic quarters with controls over interventions and provision for subsidies to owners for conservation works. In 2007 and 2010 two new monuments were added to the monuments list of Paramaribo and in 2011 the list was further enlarged with another 25 official monuments. The 2011-2015 Management Plan listed in the conservation area about 495 buildings by March 1, 2011. Intangible cultural heritage is underway, and in November 2018, UNESCO held a Caribbean sub-regional meeting on this in Paramaribo.</p>
 <p>FINANCIAL TOOLS</p>	<p>The management authority -Surinam Built Heritage Foundation or <i>Stichting Gebouwd Erfgoed Suriname</i> (SGES)- was formed to implement the Management Plan and received HUL best practice listing for creating an enterprise with the <i>De Surinaamsche Bank</i>, the largest private bank in Suriname to offer investment assistance, with a modest dividend for restoration projects. SGES however, requires financial empowerment with adequate staffing, and definition of precise actions, timelines and budgets. SGES has recently received assistance funding from the Inter-American Development Bank (IDB) to facilitate further work.</p>



## 8.5 Applying the HUL Toolkit – Summary Overviews

### 8.5.1 Layers of the Site

Paramaribo is a historic urban landscape evolving from the layering of the various people groups of Indigenous, English, Dutch and other European, African, and Asian to evolve a rich cultural diversity in its urban footprint, architecture, and ways of life of the city. The city has retained the integrity of its wooden architectural heritage as an urban ensemble that dates back to the 17th and 18th centuries.

As the capital of Suriname that is categorized as one of the Small Island Developing States (SIDS) in the Tropical climatic belt, Paramaribo is situated along the fertile banks of the Suriname River. This broader urban context and geographical setting of the city is sometimes impacted by occasional flooding on account of its relatively low elevation and high tide levels. Paramaribo, however, is outside of the Caribbean hurricane belt and earthquake zones, but subject to severe flooding during rainy seasons.

The historic city core contains a dense center with primarily residential buildings converted by adaptive use for governmental offices and commercial activities. Laid out as row buildings abutting hard on the street edge and raised above street levels, with maximum two stories. This density is relieved by urban house gardens as a courtyard space between the main house and its back-buildings. The public open spaces and streets are lined with historic mahogany trees that tower over the buildings. Canals help control the urban drainage and utilized historic Dutch technology. The central urban pattern is primarily organic, radiating from the Suriname River, in a grid intersecting diagonally and streets abutting the canals.

### 8.5.2 Background

Suriname has two sites inscribed on the UNESCO World heritage. First was the 2000 inscription of the Central Suriname Nature Reserve comprising 1.6 million hectares of primary tropical forest of west-central Suriname. The second was the 2002 inscription of the Historic Inner City of Paramaribo. By 2018 the UNESCO World Heritage List contained a total of 1092 inscribed properties from 167 states party, with 54 in danger. Of this total, there are 191 city properties from 73 states party inscribed, and 14 are in danger. In the Caribbean, there are only eleven city properties; however, the independent Caribbean SIDS has five, and Paramaribo, became the third to receive inscription.

Paramaribo was used as an HUL Case Study for Best Practice for its financial tools, yet the possibility exists for building or demolition permits to allow modern interventions inside the HUL, and without the knowledge and, or consent of the SITES as Site Managers of the World Heritage property.

A recurrent issue is the application to develop the bank of the Suriname River called *Waterkant* inside the inner city.

As an urban ensemble of wooden architectural heritage, some loss has occurred from neglect and fires. The Government of Suriname will be undertaking the reconstruction of some key monuments.

Tourism in Suriname emphasizes nature, but the city of Paramaribo needs development, and the stakeholders commented: “We want people to know that Paramaribo is a very important city with history”... “We want to see and share the history of Suriname ... a wooden city is an asset”<sup>88</sup>.

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<sup>88</sup> Stakeholder comments during tourism workshop, April 2019

### 8.5.3 Management of Change

The historic urban landscape approach supports communities in their quest for development and adaptation while retaining the characteristics and values linked to their history and collective memory, and to the environment.<sup>89</sup> Paramaribo stakeholders emphasized that Paramaribo belonged to everyone regardless of origin, status, or ethnicity, including local, diaspora, regional, or international visitors. Such social values have helped to guide the HUL definitions by providing added layering of historic and cultural with social attributes.

HUL framework suggests a landscape approach for identifying, conserving and managing historic areas within their broader urban contexts, by considering the interrelationships of their physical forms, their spatial organization and connection, their natural features and settings, and their social, cultural and economic values.<sup>90</sup>

“The city feels unsafe after late afternoon onwards when businesses and office are closed, and the city is emptied of people” ... “shops used to be opened until 8pm some years ago, but now closed at 3pm” ... “investments are going outside the city center” ... “if I come to the city there is nothing to do” echoed the Stakeholders.

The cultural diversity of Paramaribo culminates on December 31 Owru Yari/ Old Year festival when the street are filled day and night, closed from traffic, with no cars in the town. “All the people celebrate together, all persons cooking and celebrating it together” ... “it works for December, why can it not work all year round” ... “we dream of a more effective use of the inner city beyond for government offices” the Stakeholders pleaded.

<sup>89</sup> Item #15 HUL

### 8.5.4 Perspectives and Results: Open Public Spaces, Waterways, Streets

Paramaribo is a major historical hub its story may be told through Open Public Spaces, Waterways, and Streets summarized by stakeholders as:

**Open Public spaces Layering:** “The ownership of Paramaribo is the story of the Amerindians” ... the Palm Garden should be utilized more to commemorate its original Indigenous settlement beyond the annual celebrations in July 1<sup>st</sup>” ... “there are few spots for cultural activities and recreation, and we must add them” ... “need trash cans and a solid waste management system” ... “need signage telling the layered stories about the public spaces” ... “place tourist information centers inside these spaces with an events calendar” ... “need places of rest also identifiable ‘selfie’ photo-stops for young persons” ... “burial sites and cemeteries are also open public spaces with tourism potential”.

**Waterways Layering:** “transportation was done along the waterways, and the story behind this should be told including how they were used for fishing, swimming, there is a whole social history around the waterways that should be told” ... “the entry landing of the enslaved Africans becomes a part of the whole story” ... “We must connect this story to Guyana and the ‘Gate of no return” ... there were many books about this and about the plantations and growth of the city” ... “re-open canals now closed to alleviate the excessive flooding also to help maintain lower temperatures, but if remain closed, place some plaques for all to know where they were located” ... “allow pedestrian walks and cycle tracts along waterways” ... “Suriname River is underused” ... “Canals add natural elements all helping to keep the city cool.”

<sup>90</sup> Item #5 <http://whc.unesco.org/en/activities/638>

**Streets Layering:** “we want to walk in the center and not in-between the cars” ... “there is no parking control, and the traffic from outside the town is terrible” ... “keep the traffic out of the city center”... “We desire a clean, pedestrian, traffic-free city” ... “we want the stories of the street and behind the streets” ... “should be used for street festivals with open-air art and craft and food activities” ... “reinstate the historic street names alongside the contemporary names.”

**In summary, the perspectives and results echo sentiments for a wholesome historic urban landscape approach voiced by the community.** “We experience Suriname differently, and want to tell my story of the past” ... “Open/closed buildings and make them available for music and sports activities” ... “The story of the Roman Catholics and their architecture, and the Jewish Synagogue next to the Islamic Mosque in harmony with no friction between different religions must be showcased” ... “Paramaribo is a paradise of different cultures living together, churches/synagogue/mosque side by side on the same street, no hostility” ... “When Paramaribo is much more comfortable for the Suriname people then it will be comfortable for the tourists” ... “I become a tour guide because I love the wooden city, I love our diversity displayed in our buildings, food, and people because I love my country very much and I love to show people the beauty of my country” ... “Link the timelines of the city to create specific city walking tours” .. “We must relate the story of memory, what is commercial meaning, every building and street has a story that starts somewhere” “Give the youth an opportunity and a voice as active participants in the story of Paramaribo city.”



*Figure 45 – The Suriname River could host a number of social activities, it is a vastly underappreciated and underutilized space (Eppich, 2019)*

## 9 Disaster Risk Assessment, Preparedness & Management



Figure 46 – Fire in the old KKF Building on 18-09-2015 (SGES Archive)

The proposed Disaster Risk Prevention and Management Plan (DRPMP) aims to strengthen the safety and security of the inner historical city Paramaribo through targeted disaster risk prevention and mitigation interventions. The Plan is designed in a highly consultative process with the engagement of all relevant stakeholders in Suriname. As a part of the updated Management Plan for the Historic Inner City of Paramaribo World Heritage, the DRPMP covers 2019-2024 period respectively.

This section provides an overview of the study and the stakeholders' consultation conducted in Paramaribo and is divided into sub-sections:

### 9.1 Rationale and approach

The *rationale* for DRPMP for the World Heritage Site of Paramaribo has two preconditions:

1. Acknowledgment that a single disaster on cultural heritages may far outstrip the deterioration caused by long-term, progressive decay and may sometimes lead to their complete obliteration, has made disaster management an indivisible part of any robust Management Plan for the World Heritage Site (WHS). In often cases, disaster risk management constitutes the most urgent priority that heritage managers should address. Greater Paramaribo area and its historical center are prone to various types of natural and man-made disasters. **Therefore, the updated Management Plan for the Historical Centre of Paramaribo must have due consideration of disaster risk.**
2. Importance of disaster risk consideration for the world heritage site is also explained by the following requirement stipulated in the *Operational Guideline* defining the provisions of the *Convention Concerning the Protection of the World Cultural and Natural Heritage* adopted by the 17<sup>th</sup> Session of the General Conference of UNESCO on 16<sup>th</sup> November 1972. For a property to be considered a World Heritage,

it should not only be of exceptional heritage value but be also a well-protected property of exceptional heritage value. **Therefore**, sufficient attention to the protection of the historical inner city of Paramaribo and each property of exceptional heritage value must also be at the core of the updated Management Plan.

The *approach* to analysis and recommendations to be reflected in the Disaster Risk Prevention and Management Plan (DRPMP) for the historical center of Paramaribo is guided by the *UNESCO Strategy for Risk Reduction at World Heritage Properties (Document WHC-06/30.COM/7.2)*, endorsed by the World Heritage Committee. The Strategy requires a two-fold approach (a) to assist States Parties to the Convention to integrate heritage concerns into national disaster reduction policies and (b) to incorporate concern for disaster reduction within management plans and systems for World Heritage properties in their territories. It clearly defines five objectives:

- Strengthen support within relevant global, regional, national and local institutions for reducing risks at World Heritage properties;
- Use knowledge, innovation, and education to build a culture of disaster prevention at World Heritage properties;
- Identify, assess, monitor disaster risks at World Heritage properties;
- Reduce underlying risk factors at World Heritage properties;
- Strengthen disaster preparedness at World Heritage properties for effective response at all levels.

Importantly, building disaster resilience of societies, including cultural heritage, is in line with the international reference frameworks adopted by Suriname. Hence, building disaster resilience is a primary purpose of Sendai

Framework for Disaster Risk Reduction 2015-2030<sup>91</sup> that states its goal as the following: *Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience*. Disaster protection of cities is also strongly supported by New Urban Agenda<sup>92</sup> that encourages cities to “adopt and implement disaster risk reduction and management, reduce vulnerability, build resilience and responsiveness to natural and human-made hazards and foster mitigation of and adaptation to climate change”. And last but not least, building disaster resilience of Paramaribo WHS directly contributes to the achievement of two Sustainable Development Goals,<sup>93</sup> i.e. *Goal 11: Sustainable Cities and Communities* and *Goal 13: Climate Action*. Further, building disaster resilience is in line with the national strategic priorities of Suriname defined in the *Policy Development Plan: Development Priorities of Suriname 2017-2021*.<sup>94</sup> The document clearly defines the priority of climate-induced disasters as well as man-made disasters related to production, transport, and storage of chemicals, explosives, and radioactive materials.<sup>95</sup>

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<sup>91</sup> <https://www.unisdr.org/we/coordinate/sendai-framework>

<sup>92</sup> <http://habitat3.org/wp-content/uploads/NUA-English.pdf>

<sup>93</sup> <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

<sup>94</sup> <http://www.planningofficesuriname.com/wp-content/uploads/2018/02/2017-2021-DEVELOPMENT-PLAN.pdf>

<sup>95</sup> Ibid

## 9.2 Safety and Security Risk Profile of Paramaribo

Below is the overview of disaster risks of the Paramaribo WHS through the prism of its hazard exposure and vulnerabilities. The findings are largely in line with the conclusions made under section 3.0 Overview of risks & vulnerabilities of the Retrofit manual for historic buildings of the Historic Inner City of Paramaribo WHS.<sup>96</sup>

Suriname is relatively less exposed to no natural disasters. Hence, the INFORM index for Suriname is 3.0, indicating that risk for humanitarian crisis and disasters is low.<sup>97</sup> However, the inner city of Paramaribo is exposed and vulnerable to various safety and security related risks.

**Earthquake** - Earthquake risk is classified as very low in Suriname.<sup>98</sup> Between 1763 and 1910<sup>99</sup> a series of fourteen earthquakes/tremors in Suriname have been recorded, but none with recorded damages.

**Flood** - Suriname remains vulnerable to the river and coastal floods as nearly 90% of its population, two-thirds of whom lives in Paramaribo, resides in the 384 kilometer-long coastal plain (67% in Paramaribo) within a few meters from the river and about 10 km from the Atlantic coast.<sup>100</sup> This allows Suriname to be considered as one of the most flood-vulnerable countries in the worlds.

In response to the high exposure to floods, the Government of Suriname with support of the international donor community has embarked on

reinforcing the Waterfront, an important landmark of the inner city. The foreland of this UNESCO-protected part of the city used to be flooded a few times each year by 50 to 80 cm of water. After the construction of the protection wall along the river bank, the risk of coastal flooding linked with high tides has been minimized and can be considered low for the whole period of 2019-2024.

Flooding is a frequent consequence of heavy rain. Although uncertainties exist due to the lack of data, climate change is likely to have a significant impact on Suriname with a positive change in the projections of annual rainfall.<sup>101</sup> The burden on the drainage system in Paramaribo is high, due to the unplanned expansion of the city towards former plantation areas in the westwards, southwards, and to the north with no designed drainage system for urban use. This has increased the flood risk in Paramaribo. Localized flooding occurs across the greater Paramaribo area several times per year, and floodwaters can remain several weeks due to the incapacity of the drainage system to drain the water efficiently. To address this, the government of Suriname agreed to loan from the WB \$35 million to finance structural and nonstructural measures to improve the resilience against flooding in the greater Paramaribo in 2018.<sup>102</sup> Also, WB GFDRR continuously supports the Government of Suriname to address climate resilience, and flood risk of Paramaribo focused on inter alia flood risk assessment, flood monitoring, forecasting, and emergency response.<sup>103</sup>

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<sup>96</sup> Retrofit manual for historic buildings of the Historic Inner City of Paramaribo, 2018

<sup>97</sup> <http://www.inform-index.org>

<sup>98</sup> <http://thinkhazard.org/en/report/233-suriname/EQ>

<sup>99</sup> Oudschans Dentz, *Geschiedkundige Tijdtafel van Suriname*, 1949.

<sup>100</sup> <https://www.gfdrr.org/en/suriname>

<sup>101</sup> McSweeney, C., M. New, and G. Lizcano. 2010. *UNDP Climate Change Country Profiles: Suriname* [https://www.geog.ox.ac.uk/research/climate/projects/undp-cp/UNDP\\_reports/Suriname/Suriname.lowres.report.pdf](https://www.geog.ox.ac.uk/research/climate/projects/undp-cp/UNDP_reports/Suriname/Suriname.lowres.report.pdf)

<sup>102</sup> Combined Project Information Documents / Integrated Safeguards Datasheet

(PID/ISDS), Saramacca Canal System Rehabilitation Project (P165973)/

<https://www.worldbank.org/en/news/loans-credits/2019/02/14/suriname---saramacca-canal-system-rehabilitation-project>

<sup>103</sup> <https://www.gfdrr.org/en/suriname>

**Hurricane and wind** - While Suriname lies outside the so-called ‘hurricane belt’ zone, the country’s weather is occasionally affected by the tails of hurricanes. There is a growing concern of increasing local storm events characterized by heavy rain and bursts of strong, localized rotating wind.<sup>104</sup> In combination with coastal erosion, destruction of mangroves, unplanned or inappropriate spatial development, and inadequate drainage of residential areas, the sea level rise, storm surge, and intense rainfall remain of significant challenge for the capital and its population.

Not only hurricanes but also strong winds are of high risk for the wooden buildings in the inner city of Paramaribo. The progressively reduced timber sections in the wooden constructions as well as down-sized “exterior siding” (namely horizontal cladding or rabat) from 12” to 10”, renders those constructions increasingly susceptible to winds, gusts and storms. The latter is predicted to increase over time due to changing climate globally and in the region. Also, due to unjustified logging of the trees along the streets in Paramaribo, the wooden constructions become highly susceptible to winds, gusts, and storms.

**Health hazards** - Suriname is considered as an area at risk for yellow fever<sup>105</sup> and requires a yellow fever vaccination certificate at the entry for travelers over one year of age. In 2017 there was the first case of yellow fever since 1972.<sup>106</sup> While this is not a direct threat to the Paramaribo WHS, it is a threat to the population of the WHS and therefore, needs to be fully considered.



Figure 47 – Flooding remains a serious risk, Paramaribo, April 7, 2018 (Edward Troon, 2018)

<sup>104</sup>[http://sdwebx.worldbank.org/climateportal/countryprofile/home.cfm?page=country\\_profile&CCode=SUR&ThisTab=NaturalHazards](http://sdwebx.worldbank.org/climateportal/countryprofile/home.cfm?page=country_profile&CCode=SUR&ThisTab=NaturalHazards)

<sup>105</sup> Yellow fever is an acute viral hemorrhagic disease that has the potential to spread rapidly and cause serious public health impact in unimmunized populations. Vaccination is the most important means of preventing the infection

<sup>106</sup> <https://reliefweb.int/report/suriname/yellow-fever-suriname-disease-outbreak-news-28-march-2017>

### Understanding Vulnerabilities of Paramaribo World Heritage City

To understand the vulnerabilities of Paramaribo, it is important to understand the specifics of the city. There are 291 listed monuments in Paramaribo, and in the past three decades, only a few have been disappeared in favor of new developments.<sup>107</sup> The constructions are of the 16-17th century and predominantly wooden, and this is exactly one of the reasons why Paramaribo was nominated for the World Heritage Site.<sup>108</sup> About 50% (including the most important ones) are located inside the designated Conservation Zone and about 15% inside the two designated Buffer Zones. Outside the designated Conservation Zone and Buffer Zones, there are still a relatively great number of historical buildings, some of them formally protected (about 35%), others not. Approximately 20% of the buildings and associated lots of the Historic Inner City of Paramaribo is owned by the National Government or governmental institutions. In the evenings and during the weekends the city is largely empty. Many of the buildings are abandoned and in poor condition, not maintained or conserved. The heart of the city is located at the left bank of the Suriname River, the so-called waterfront, which is an area for many homeless and junkies. Only a few buildings are residential or for commercial purposes (i.e., hotels, café/restaurants, museums, etc.). The buildings are located in close proximity to each other. In often cases, if in private ownership, the building might be divided into multiple ownership with very unclear liabilities for the maintenance and protection of the property. Streets are very narrow and with a lack of parking space, which is a huge problem for the city. During the weekdays and working hours, traffic congestion is very high.

**Fire** - Fire remains a major threat to the historical city of Paramaribo. This is explained not only by the high exposure to fire due to wooden constructions but also to high vulnerability to fire due to low maintenance of the electricity systems in the wooden buildings, lack of and low maintenance of the fire control equipment and water supply system, as well as the significantly reduced accessibility of the sites for the fire services during the working hours due to traffic congestion. Little attention is paid to building capacities of the fire services in Paramaribo – fire stations remained poorly equipped, there is lack of qualified personnel, lack of personal protection equipment, no drills or exercises are organized on a regular basis. In 2009 there was a ‘fire control’ survey organized to assess the conditions and vulnerabilities of historical monuments. Unfortunately, due to multiple problems (ranging from lack of financial resources to legal obstacles, meaning, having no legal grounds to hold owners accountable especially when ownership is divided among multiple agents), there was no follow up on the findings of the survey.

**Insects-related hazards** - As indicated in the Retrofit manual for historic buildings of the Historic Inner City of Paramaribo WHS report, although wood species currently used in the WHS have good overall resistance, all wood types are vulnerable, especially under damp conditions.

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<sup>107</sup> <https://whc.unesco.org/en/list/940>

<sup>108</sup> <https://whc.unesco.org/uploads/nominations/940rev.pdf>



**Security risks: criminality, homeless, and drug addicts** - The perceived and actual levels of security risk usually vary from one another. The situation with security risk in Paramaribo is not an exception either. All stakeholders consulted for the development of this Plan referred to a large number of homeless and junkies constantly present in the inner city of Paramaribo and the associated strong sense of insecurity for those who visit, work, or live in the area. Similarly, any tourism website would warn against a large number of homeless and junkies in the inner city, who would be bothering those passing by for food or money. Because many of the wooden buildings in the inner city are not occupied, they are easy targets for the homeless people, which in some cases might lead to fire due to careless behavior.<sup>109</sup>

While no official resources are available to reveal the exact number of homeless and junkies in the inner city of Paramaribo and their dynamics over time, the IDB-commissioned study *Restoring Paradise in the Caribbean: Combatting Violence with Numbers* (2017)<sup>110</sup> on crime victimization in The Bahamas, Barbados, Jamaica, Suriname, and Trinidad and Tobago could serve as a good proxy and provide some evidence-based sources for conclusions. The study concluded that violent crime rates in the Caribbean are among the highest in the world. Specifically, in Paramaribo the vehicle theft is measured as 0,6 (out of 1,9 Caribbean average), burglary – 4,5 (exceeding the 4,1 of Caribbean average), robbery – 1,5 (out of 2,7 Caribbean average), theft – 3,3 (out of 3,9 Caribbean average), and assault and threat – 4,9 (out of 6,8 Caribbean average).

Also, the percentage of use of knives and guns in threats/assaults in Paramaribo is higher than average among the world regions, 13 (out of the world average 11 for threats) and 13 (out of the world average 8) for assaults. Moreover, while Paramaribo has the lowest victimization rates in the region, more city residents reported feeling their neighborhood was

<sup>109</sup> <https://www.waterkant.net/suriname/2019/06/08/onbewoond-pand-in-paramaribo-in-brand/>

somewhat or very unsafe than any other capital cities in the survey. These numbers suggest that the security-related concerns of the stakeholders consulted have some very strong grounds.

**Risk Register: Paramaribo WHS** - The abovementioned hazard, vulnerability, and exposure information have been translated into specific risks the Paramaribo WHS is facing. Table 1 below presents the safety and security risk register of the Paramaribo WHS.



Figure 48 – Fire is the most serious risk in the historic inner city. Recently restored homes adjacent to high-risk abandoned structures makes insurance impossible (Eppich, 2019)

<sup>110</sup> <https://publications.iadb.org/en/restoring-paradise-caribbean-combatting-violence-numbers>

**Table 1: Safety and Security Risks to Paramaribo World Heritage property**

<b>Risk</b>			<b>L</b>	<b>I</b>	<b>Score</b>	<b>Comments</b>
<b>Causes</b>	<b>Risk Description</b>	<b>Consequences</b>				
Wooden construction Outdated electricity lines Lack of maintenance Negligence, lack of safety culture No liability for the damage to the owner	Fire in the historic buildings	Significant damage or complete destruction of the building	High	High	<b>High</b>	
The close proximity of wooden constructions Wooden constructions Strong wind Negligence, lack of safety culture	Fire spreading from one building to another	Significant damage or complete destruction of multiple buildings	Medium	High	<b>High</b>	In most streets in Paramaribo the natural protection against wind and spread of fires, i.e., the mahogany trees, has been cut down, increasing thereby the vulnerability of wooden constructions to fire spread.
Annual <i>Owru Yari</i> – New Year's Eve which has become known as Carnival in the Caribbean region where people use massively the huge strings of firecrackers, also known as .Pagaras	Fire in the buildings around waterfront	Significant damage or complete destruction of multiple buildings	High	High	<b>High</b>	While the response forces are on stand-by regime during the festivities, the risk remains high, and in case of the significant event, the consequences could be disastrous whereby response forces would have only limited if any control over the situation.
The increased river level in high tides	Flooding in the inner city	Substantial flooding in the inner city	Low	Low	<b>Low</b>	After reinforcement of the waterfront, the risk of flooding has been minimized
Heavy rains The poor drainage system in the city	(localized) Flooding in the inner city	Significant damage to WHS	High	Medium	<b>Medium</b>	Efforts are directed to improve the urban drainage system, reducing thereby the risk of localized floods from heavy rain in the near future
A large number of homeless and drug addicts present in the area Lack of police forces patrolling the area Poverty	Criminality in the waterfront area	Abandoned historical inner city The attractiveness of the WHS for developers No or limited number of visitors Lack of safety Abandoned houses	High	High	<b>High</b>	The high-end hotels are located in close proximity to the waterfront. The owners of the hotels have created a 'neighborhood police' forces that patrol the area on cars and bicycles. This helps to reduce but not to eliminate the risk of criminality in the waterfront area.
Poverty Lack of oversight from the government	Homeless people in the inner city	Damage to the buildings Reduced safety and security in the historical city	High	High	<b>High</b>	

Lack of social protection measures						
Not sufficient attention to safety at schools Lack of ownership over WHS on behalf of various groups of the general population Insufficient reinforcement of safety and security regulations	Poor culture of safety	Incurred avoidable damage to historical monuments	High	High	<b>High</b>	
No data available	Oil refinery plants impact on Paramaribo WHS*	No Data available				While there is no data on the impact of the oil refinery plants on the Paramaribo WHS, it is critically important to monitor the situation and commission various research activities to inform decision-making about man-made disaster risk to Paramaribo WHS
Not vaccinated  Lack of protection measures on the broader	Yellow fever	Critical impact on human health  Impact on the attractiveness of Paramaribo WHS for tourists	Low	Medium	<b>Low</b>	Suriname introduced the yellow fever vaccination into the routine program for all children aged one-year-old in 2014. The estimate of national immunization coverage is 86% and only includes children aged one-year-old. <sup>111</sup> But if no adequate measures were taken against the risk of travel-associated cases, the risk of yellow fever could grow (for instance, in Brazil the neighboring to Suriname country, there was an outbreak of yellow fever in 2017). <sup>112</sup>
Insufficient funds	Lack of overview of the safety and security requirements for the Paramaribo WHO	Lack of compliance and follow up  Lack of clear guidance on safety and security for the Paramaribo WHS	Medium	High	<b>Medium</b>	
Changing climate	Strong winds, gusts, and storms, flooding	Significant structural damage to the wooden construction	Medium	High	<b>High</b>	This consideration needs to be factored in the retrofitting of the wooden construction
Changing climate	Insect infestation	Structural degradation and failure	High	Medium	<b>High</b>	This consideration needs to be factored in the retrofitting of the wooden construction

Figure 49 –Safety and security risks to Paramaribo World Heritage property

**Legends:** L – likelihood, I – impact, \*- this risk has a very high level of uncertainty both with respect to its causes and its consequences.

<sup>111</sup> <https://reliefweb.int/report/suriname/yellow-fever-suriname-disease-outbreak-news-28-march-2017>

<sup>112</sup> This must be verified with the Health Department

### 9.3 A brief overview of the legal and institutional frameworks

**Legal framework** - The Constitution of Suriname<sup>113</sup> has no specific provisions for disasters, but it mandates the President to declare the state of emergency to maintain external and domestic security in case of danger or threat in any part of Suriname, subject to previous consent of the National Assembly (Art. 102 paragraph 3).<sup>114</sup> There is currently work in progress to develop the national strategy on DRM/DRR in Suriname, which is expected to be in Parliament in the first half of 2019. This is one of the priorities stated under the 2017-2021 Policy Development Plan<sup>115</sup> that sets out the development priorities for Suriname. No specific sectorial legal requirements that explicitly required disaster risk reduction. However, as it is mentioned in the Observatory on Strategies and Mechanisms for Effective Public Management<sup>116</sup> considering an increase in interest by foreign companies in new largescale mining, the Government aims at improving regulatory environment of the sector and developing disaster risk management and climate change adaptation policy. It should be mentioned that the oil refinery plant is located in close proximity to the Paramaribo WHS, with its Tout Lui Faut refining complex about 12 miles south of Suriname's capital city of Paramaribo on the right side of the Suriname River.<sup>117</sup> There are no studies or data available to suggest about the risk of the oil refinery plant to the Paramaribo WHS. There are no specific budget lines allocated for disaster risk management within the local District authorities. There are, however, provisions that the District authorities can use funds from their own revenues for multiple purposes,

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<sup>113</sup> <http://extwprlegs1.fao.org/docs/pdf/sur127523.pdf>

<sup>114</sup> <http://dipecholac.net/contenido/final-country-report-suriname.pdf>

<sup>115</sup> <http://www.planningofficesuriname.com/wp-content/uploads/2018/02/2017-2021-DEVELOPMENT-PLAN.pdf>

<sup>116</sup> <https://www.oas.org/es/sap/dgpe/gemgpe/suriname/suriname.pdf>

<sup>117</sup> <https://www.ogj.com/articles/2016/09/staatsolie-wraps-suriname-refinery-expansion.html>

including disaster relief.<sup>118</sup> These funds are extremely limited. There is Act of Regional Bodies that gives the District Commissioner (DC) a specific mandate to demand the use of building and vehicles as well as demand the assistance of capable residents in case of disaster.<sup>119</sup> The Fire Act (i.e., *Wet Brandweer Suriname*) was issued back in 1993 and needed substantial revision.<sup>120</sup>

**Institutional framework** - While all governmental agencies have a role to play in disaster management, there are institutions that are called to play a more visible role for policy-making and/or operational support before, during, and after emergency situations. In Suriname, it is primarily the National Coordination Center for Disaster Relief (NCCR) under the President of Suriname which includes crisis response center, professional rescue services, and is mandated to coordinate all response and disaster risk prevention activities with the national government and all other stakeholders. Firefighting service is under the subordination of the city authorities. Also, different ministries are mandated with various aspects of disaster management, including prevention, preparedness, response, and recovery. The criticality of emergency guidance to ensure coordinated efforts of multiple agencies in preparedness and response to a potential emergency situation is palpable. However, there are no emergency protocols or guidelines, as well as evacuation plan(s) developed for a possible emergency situation in the inner city of Paramaribo. Particularly, during mass gatherings, there is a need for a well-defined and tested (through drills) mass evacuation plan.

<sup>118</sup> Ahmadali 2005

<sup>119</sup> Act of Regional Bodies S.B. 1989 no. 44, revised as SB 2000 no. 93 and as SB 2002 no. 5444

<sup>120</sup> <http://www.dna.sr/wetgeving/surinaamse-wetten/geldende-teksten-tm-2005/wet-brandweer-suriname-1993/>

## 9.4 SWOT analysis

While all governmental agencies have a role to play in disaster management, there are institutions that are called to play a more visible role for policy-making and/or operational support before, during, and after emergency situations. In Suriname, those organizations include, first of all, National Coordination Center for Disaster Relief (NCCR) under the President of Suriname and which has crisis response center, professional rescue services, and mandated to coordinate all response and disaster risk prevention activities with the national government and all other stakeholders.

Firefighting service is under the subordination of the city authorities. Also, different ministries are mandated with various aspects of disaster management, including prevention, preparedness, response, and recovery.

<p><b>Strengths</b></p> <p>NCCDR has a good reputation in the country and in Paramaribo</p> <p>NCCDR is also well connected to the Caribbean Disaster Emergency Management Agency (CDEMA)<sup>121</sup> and receives support from CDEMA in building its capacities</p> <p>NCCRD has strong incentives to build viable working relationships with international partners and build its operational capacities</p> <p>Firefighting services are operational</p> <p>Disaster management is articulated in various sectorial programs</p> <p>Coordination among response services (NCCRD, firefighters, ambulance services, city authorities, police) is quite strong during mass events</p>	<p><b>Weaknesses</b></p> <p>Institutional coping capacities are quite low (5.8 of INFORM index)</p> <p>Lack of governance among relevant response agencies (5.8 INFORM index)</p> <p>Coordination among response agencies could be improved based on Joint Emergency Services Interoperability Principles (JECIP)</p> <p>Financial support of the response services is weak</p> <p>Human and technical capacities of firefighters are significantly limited</p> <p>Absence of oversight over fire prevention and protection measures in WHS, including the availability of evacuation plans in the monumental buildings</p> <p>Lack of well-trained monument restoration constructors;</p> <p>Lack of competition between big contractors on monumental restoration</p>
<p><b>Threats</b></p> <p>Ongoing and regular (i.e., annual) festivities in Paramaribo WHS</p> <p>Absence of centralized and accountable decision-making authority for Paramaribo</p> <p>Extremely high costs of restoration which are offered by established contractors (2600usd/m<sup>2</sup> at 90% restoration needs)</p>	<p><b>Opportunities</b></p> <p>The commitment of donors (i.e., WB, IDB, others) to support building disaster resilience in Paramaribo WHS</p> <p>Several ongoing projects supported by IDB and WB</p> <p>Traditional knowledge systems for disaster mitigation (i.e., in building construction and periodic maintenance)</p>

<sup>121</sup> <https://www.cdema.org>

## 9.5 Recommendations for Disaster Risk Mitigation

The DRPMP is complemented with the set of recommendations on how to strengthen disaster risk management of the historical city of Paramaribo based on the approach defined in the *UNESCO Strategy for Risk Reduction at World Heritage Properties*. While analyzing the disaster risk profile to cultural heritage, it is important to bear in mind that disaster risk management (DRM) must address the risks that may originate inside the property or in the surrounding environment. Therefore, DRM has a significant role to play also in buffer zones of the World Heritage properties

This section provides recommendations to strengthen the capacities and actual implementation of disaster management measures. The recommendations could be geared to tackle the causes (i.e., disaster risk prevention) or to tackle the consequences (i.e., disaster mitigation) of identified disaster risks. The recommendations are translated into a list of projects that can be implemented separately but cumulatively can ensure the heightened effect on the level of safety and security of the Paramaribo WHS. The recommendations are grouped as *governance, legal, risk financing, and operational*.

### **Governance**

1. Organize annual multi-stakeholder consultation/conference for Building Resilience of the Paramaribo World Heritage property with the purpose to discuss and identify strategies and optimal solutions to the existing and emerging disaster risks in the inner city.
2. Set up three expert teams to address main drivers of disaster risk in the inner city of Paramaribo: (a) fire, (b) climate-induced disaster risk, and (c) safety on streets. Guide and facilitate the discussions within these teams to shape shared understanding and course of actions on how to address the existing and emerging needs within each priority area.

### **Legal**

1. Review national development strategies, action plans, and programs to recommend how best the risk mitigation needs of the Paramaribo WHS could be integrated and addressed.
2. Develop and advocate to adopt a legal amendment that ALL public properties in the inner city of Paramaribo (e.g., museums, properties of ministries, banks, etc.) have emergency plans, including a formally approved evacuation plan.
3. Ensure the disaster risk reduction efforts are sufficiently reflected in the Disaster Law of Suriname, which is in progress. If necessary, propose amendments to ensure the law reflects the safety and security considerations of the World Heritage property.

### **Risk Financing**

1. Since there are no specific funds allocated to disaster risk-related activities in Paramaribo, and there are strong financial constraints across all government agencies, carry out a study to explore disaster risk financing options, and propose feasible recommendations.
2. Ensure there are funds allocated for disaster risk management activities within the IDB-funded Urban Rehabilitation Program.

### **Operational**

1. Ensure all properties of exception heritage value have been assessed against their fire risk.
2. Design and implement specific (meaning, tailored to the need of the property itself) fire risk mitigation activities for each property of exceptional heritage value in the inner city of Paramaribo.
3. Organize regular workshops for decision-makers (experts, policy-makers, representatives of various ministries and non-governmental organizations) to raise their awareness about disaster risk management in general and the added value of disaster risk management.

4. Monitor and be actively engaged in the WB's activities related to structural and nonstructural measures to improve the resilience against flooding in the greater Paramaribo and specifically, those related to the improvement of the drainage system in the city, flood monitoring, and forecasting. Ensure there is a shared understanding of the possible impact of the flood on historical buildings, and this understanding is factored into the program activities adequately.
5. Monitor and be actively engaged in the protection of mangroves, which are a natural buffer for potential flooding of the inner city.
6. In close cooperation with all relevant agencies, organize semi-annual drills with response forces on different scenarios (e.g., fire during the mass gathering, fire in one of the heritage properties, flood in one of the streets in the inner city, etc.).
7. Develop one multi-agency evacuation plan for mass gatherings. This would require coordinated efforts between various response agencies (e.g., police, fire-fighters, ambulance) as well as national and local authorities (e.g., ministry of transport, etc.). The evacuation plan should include inter alia, the routes, the transportation means, the existing and missing capacities of the response agencies, the shared communication lines, the agreed coordination mechanism and order of command, etc.
8. Design and implement Greening of Paramaribo project to build trees along the main roads, while creating relevant partnerships.
9. Design and implement a broad public awareness campaign to ensure appreciation and support to WHS and culture of safety and security among the local population.
10. Organize awareness-raising events, classes, and festivals for the schools. Develop a Green Patrol of higher-level school children to watch after the WHS: develop initiatives, advocate for safety and security, organize mitigation activities, etc. In partnership with the NCCR and UNESCO organize a training course on First Aid for Cultural Heritage sites.

## New Year's Paramaribo party in travel advice CNN

Ellézer Pross, 02/01/2010

**Paramaribo - CNN has on its official website labeled the Paramaribo pagara relay on New Year's Eve as one of the 'fantastic' year-end activities in the world. In the article 'Fantastic New Year's Eve Desitinations', travel journalist Robert Reid describes that Paramaribo, normally a city asleep, is awakened in a spectacular way on New Year's Eve.**

"People come together in the center of the city to witness who can create the longest ribbon of fireworks. Strikers are strung together; a string of 100 can continue for ten seconds after the fuse has blown off, while others can be heard for minutes. Everyone is dreaming about hearing the fireworks. Afterwards it is a sea of red paper "says Reid.



The crowded mass on the Domineestraat looks like a colorful ant colony from the roof of Krasnapolsky. Apart from the absolute highlight, the pagara relay, the Big Truck of South South West is also a crowd puller. -DWTfoto / Paul San.

The tolerance between the various population groups is also praised. In addition to Paramaribo's cultural and religious diversity, according to the journalist, it is a plus that there are no tensions. "The inhabitants are known to be able to get along well with each

other. In addition to Dutch, several languages are spoken, because immigrants from all over the world have come to settle. "

It is a pity, therefore, that on New Year's Day a blemish is laid on the so popular pagara relay. This may come under pressure due to what eyewitnesses call an "unforeseen circumstance" that has almost led to a fire. "In no time, the fire brigade and the police were on the scene and the situation could quickly be brought under control with fire extinguishers before panic broke out," says eyewitness Saskia Karg, who witnessed up close how suddenly an advertising cloth wrapped around the balcony of the building besides the Blokker business on the Domineestraat, it was completely unexpectedly on fire. "Nobody expected it, because everything was done according to the rules.

Figure 50 - Owru-yari pagara estafette, New Year's Eve Festival – in 2010, there was an incident that during the fireworks festival, one of the buildings caught fire [www. Nickerie.net](http://www.Nickerie.net)

## 9.6 DRPMP Monitoring Plan

The DRPMP monitoring plan should be revised on an annual basis in order to inform the implementation, and each revision should cover the next 2-year period. The proposed monitoring plan is designed for 2019-2020 years. The revision of the monitoring plan should reflect the 2020-2021 period, respectively.

Indicator	Target	Completion date
Expert working groups	3 inaugural meetings	Q2 2019
Workshops for decision-makers	2 events per year	Q4 2019 / Q4 2020
Greening Paramaribo project designed and financed	3 streets per year	Q4 2019 / Q4 2020
Multi-agency evacuation plan for mass gatherings	1 plan	Q3 2019
Emergency drill	1 drill	Q3 2020
Project document developed for fire risk assessment of the wooden buildings in the inner-city Paramaribo	Project document including budget	Q4 2019
Fire risk assessment of the wooden buildings in the inner city Paramaribo	1 report	Q2 2020
Hire a consultant and produce a Review of the national development strategies, action plans, and programs to recommend how best the risk mitigation needs of the Paramaribo WHS could be integrated and addressed.	1 Analytical report + recommendations	Q4 2019
Amendments introduced in the national development strategies, action plans, and programs to address disaster risk mitigation needs of the Paramaribo WHS	3 amendments	Q4 2020
Design and implement events in the schools to improve safety culture	2 events per year	Q4 2019 / Q4 2020



## 10 Heritage Tourism Strategy & Public Awareness

UNESCO 1972 International Convention Concerning the Protection of the World Cultural and Natural Heritage, the 'World Heritage Convention' governs the Paramaribo World Heritage City. It is obligatory to conserve as well as to promote the heritage for tourism. Articles 4 and 5 of this Convention require Suriname as State Party to ensure the "identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage." Also, the 1996 International Cultural Tourism Charter Managing Tourism at Places of Heritage Significance developed by the International Council of Monuments and Sites (ICOMOS) reinforces heritage interpretation and education programs among the people as the host community. Programs are to promote knowledge and respect for the heritage and encourage locals to take a direct interest in heritage care and conservation, including to act as local site interpreters.

Therefore, this updated Management Plan endorses the desire of the PIU-PURP to seek a consultancy for a Tourism Development Strategy. This is to establish a Strategic Tourism Marketing and Branding Plan for 2018-2022 (STMBP) for the PWHC.

The Ministry of Trade, Industry and Tourism had produced a "*Strategic Tourism Plan: Suriname 2018 - 2030 Nature and Culture Hotspot of the Region*". It is a comprehensive document that elaborates natural heritage tourism and forest reserves; however, unfortunately, it omits the Paramaribo World Heritage City. That Plan also stated that in the year 2018, a master plan would have to be developed for a tourism industry policy and master plan.

Recognizing that the targets in the "*Strategic Tourism Plan*" remain outstanding, the proposed PIU-PURP tourism consultancy asks to:

- Develop a Strategic Marketing and Branding Plan for the period 2018-2022 for the Historic Inner City of Paramaribo as a World Heritage Site;
- Take into account tangible and intangible cultural heritage;
- Improve the competitiveness of Paramaribo's old city center in the national and international tourism markets;
- Aid sustainable development and conservation;
- Develop an Operational Plan for the implementation of the Strategic Tourism Marketing and Branding Plan.

Some of the main stakeholders targeted under this proposed consultancy include:

- Tourism Union Suriname (TOURS),
- Association of Tour Operations in Suriname (VESTOR),
- Suriname Hospitality and Tourism Association (SHATA),
- Association of Travel Agents in Suriname (ASRA),
- United Tour Guides Suriname Foundation (UTGS),
- Department of Culture – Ministry of Education, Science and Culture, Monuments Commission, SBHF/PIU-PURP,
- Department of Tourism of the Ministry of Trade, Industry and Tourism, Waterfront Management Board,
- The Back Lot,
- Port Authority (NV Havenbeheer).

Finally, some expected deliverables are:

1. Logo and corporate identity designs for branding the Historic Inner City of Paramaribo as a new tourism destination
2. Slogan similar to *Bon Bini* on Curacao, *Pura Vida* in Costa Rica, and One Happy Island on Aruba
3. Interpretative Plan for signage and heritage stemming from that strategy
4. Social media activities to harness the use of digital technologies to bring the Historic Inner City of Paramaribo to life, including possibly

sharing existing initiatives via a smartphone application such as the Suriname Tourism App

5. Website, or other media for digital marketing and promotional strategies
6. Tourism products with activities to increase inner-city revenues and jobs in the tourism industry
7. Development and implementation of a 'Lighting Plan' for heritage buildings especially at some pilot areas such as Independence Square, Fort Zeelandia Area, part of Henck Arronstraat, part of Waterfront and Mirandastraat
8. Enhancement of the sense of place, identity, pride, and security

### 10.1 Sustainable Tourism International Paradigm and Stakeholder Awareness

This updated Management Plan communicates tourism values for the Historic Inner City of Paramaribo in a way that is readily understood and explains its significance within a local, national, and international context. It recommends a framework for Sustainable Tourism.<sup>122</sup> Additionally, it follows the 2012 UNESCO World Heritage, and Sustainable Tourism Programme developed to contribute to a new paradigm guided by the World Heritage Convention, where,

- Conservation, presentation, and transmission of World Heritage properties are fully served by tourism; and
- Potential opportunities and challenges are harnessed and mitigated for the purpose of sustainable development.

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<sup>122</sup> These were reinforced at Stakeholder Workshops, where on April 2, 2019 the sessions flowed directly into each other from (1)Shared Values; (2)Historic Urban Landscape Approach; (3)Adaptive Use Criteria; into (4)Youth Engagement

<sup>123</sup> McNally 2014, p.16

<sup>124</sup> <https://ich.unesco.org/en/what-is-intangible-heritage-00003>

This framework encapsulates all the various terms that have been in continuous use interchangeably for tourism and heritage discourse.

1. Cultural Tourism / Heritage Tourism /Cultural Heritage Tourism – requires success through projects that must attract tourists, preserve heritage spaces and places, and engage community residents.<sup>123</sup> Additionally, it should include Intangible heritage for (a)oral traditions and expressions, including language; (b)performing arts; (c)social practices, rituals, and festive events; (d)knowledge and practices concerning nature and the universe; (e)traditional craftsmanship.<sup>124</sup>
2. Community Tourism --requires meeting people in their own communities, while conserving the national heritage, protecting the environment and contributing to an improvement in the quality of life in local communities.<sup>125</sup>
3. *Ecotourism*, --requires exercising 'green tourism' or nature-based tourism.<sup>126</sup>
4. *Geotourism* --requires sustaining or enhancing the distinctive geographical character of a place—its environment, heritage, aesthetics, culture, and the well-being of its residents.<sup>127</sup>
5. Sustainable Tourism –requires current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities.<sup>128</sup>

The agenda for tourism at heritage sites are sometimes tied to poverty alleviation. Associated values of the heritage property for its wholesome interpretation is a vital part of any tourism presentation for cultural diversity, where pro-poor tourism can be an effective means of escaping from poverty when tourism genuinely benefits local communities by

<sup>125</sup> <https://www.jamaica-no-problem.com/community-tourism.html>

<sup>126</sup> Buckley 2009, pp.6-9

<sup>127</sup> <https://www.nationalgeographic.com/maps/geotourism/>

<sup>128</sup> UNWTO sustainable Tourism; <http://sdt.unwto.org/content/about-us-5>

improving their living conditions and revitalizing their local cultures and connecting them to the global marketplace. It may involve new and emerging concepts such as new museology or 'ecomuseology' in countries such as Vietnam — based on the recognition of the interdependencies between sustainable development and cultural diversity.<sup>129</sup>

**Therefore, the World Heritage OUVs of Paramaribo should contain community values paramount in the tourism dialogue. These should reflect diversity in all forms and complexity. Values should foster interculturality and develop cultural interaction to build bridges among peoples and promote respect for the diversity of cultural expressions and raise awareness at the local, national, and international levels.**

The tourism product for the Historic Inner city of Paramaribo must:

- Be inclusive of the rich diversity of the history and development of its heritage,
- Showcase the urban context of the city, its architecture, and its people, and
- Express the full spectrum of the urban culture with its expressions.

“Cities are home to many of the world’s greatest monuments, although the subtler features of the urban milieu (e.g., sewers, cemeteries, brothels, and bars) have been ignored for a very long time in overall heritage and tourism discourse” (Timothy 2017, 33)

The tourism product must associate this diversity as an important identity for the nominated Outstanding Universal Value, which must have a rich cultural interpretation as a modern living city while being:

- *a former Dutch colonial town from the 17th and 18th centuries,*
- *planted on the northern coast of tropical South America, with its*
- *original and highly characteristic street plan, of the*
- *historic center remaining in intact, and Its*
- *buildings are illustrating the gradual fusion of Dutch architectural influence with traditional local techniques and materials under continuous development inside its original urban pattern.*

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<sup>129</sup> UNESCO (2009 Investing in cultural diversity and intercultural dialogue: UNESCO world report. France, Paris: UNESCO, p.201

Travel ▶ UK Europe US

Adventure travel

## Less is more: Gunnar Garfors on his favourite 'least-visited' countries

Suriname



▲ Historic houses, Paramaribo.  
Photograph: Tracy Lee-Maino/Getty Images

### World's 57th least-visited country; 278,000 tourists a year

The smallest and only Dutch-speaking country in South America, Suriname is the size of England and Wales but 80% of the country is covered with rainforest and the population is only just over half a million. These are white



Figure 52 – Party buses are a common feature and tour along the Waterkant (Eppich, 2019)

Figure 51 – Recent Guardian article on the hidden charms of Paramaribo (Guardian, 2018)

**STAKEHOLDER RESPONSES AS HOST COMMUNITY FOR SUSTAINABLE TOURISM DEVELOPMENT FOR THE HISTORIC INNER CITY OF PARAMARIBO**

Related excerpts from 1999 ICOMOS Cultural Tourism Charter (emphasis in bold)	Guidelines for Sustainable Tourism Development of the PWHC (stakeholder discussion summary)
<p>1. The natural and cultural heritage is a <b>material and spiritual resource, providing a narrative of historical development</b>. It has an <b>important role in modern life</b> and should be made physically, intellectually, and/or emotively accessible to the general public. (Principle #1.1)</p>	<ul style="list-style-type: none"> <li>• Place all historic names alongside modern names on buildings and streets, etc.</li> <li>• Add to the value of Paramaribo the inclusion of wider stories and identity of persons from the Indigenous people in the development of the city into the modern 21<sup>st</sup> century on all historic architecture, buildings, streets, open public spaces, and waterways.</li> </ul>
<p>2. Before heritage places are promoted or developed for increased tourism, management plans should assess the natural and cultural <b>values of the resource</b>. They should then establish appropriate <b>limits of acceptable change</b>, particularly in relation to the <b>impact of visitor numbers</b> on the physical characteristics, integrity, ecology, and biodiversity of the place, local access and transportation systems and the social, economic and cultural <b>well-being of the host community</b>. (Principle #2.6)</p>	<ul style="list-style-type: none"> <li>• Pedestrianize areas to restore the walkability value of the historic urban center and its buffer zones, by removing the negative impact of vehicles, etc., in the development planning of Paramaribo.</li> <li>• Establish respectful boundaries and limits of operation for government offices, private residences, institutions, etc., while still making them accessible to visitors that would generate income back into tourism developments.</li> </ul>
<p>3. Conservation and tourism programs should present <b>high-quality information to optimize the visitor's understanding</b> of the significant heritage characteristics and of the need for their protection, enabling the visitor to enjoy the place in an appropriate manner. (Principle #3.1)</p>	<ul style="list-style-type: none"> <li>• Place tourism interpretive centers integrating modern GIS technology to convey the value and accessibility of Paramaribo diverse heritage.</li> <li>• Ensure accurate information conducted through research written and oral for use in signage, tour guiding, brochures, information booth, etc.</li> </ul>
<p>4. While the heritage of any specific place or region <b>may have a universal dimension, the needs and wishes of some communities or indigenous peoples to restrict</b> or manage physical, spiritual or intellectual access to certain cultural practices, knowledge, beliefs, activities, artifacts or sites <b>should be respected</b> (Principle #4.2)</p>	<ul style="list-style-type: none"> <li>• Develop cultural routes/itinerates inside Paramaribo that may be connected to others in Suriname or wider internationally.</li> <li>• Establish open places spaces, including those inside government-owned compounds for use for public festivities and holiday celebrations.</li> </ul>
<p>5. Heritage <b>interpretation and education</b> programs among the people of the host community should encourage the involvement of local site interpreters. The programs should <b>promote knowledge and respect for their heritage, encouraging the local people</b> to take a direct interest in its care and conservation. (Principle #5.5)</p>	<ul style="list-style-type: none"> <li>• Foster a range of micro-level community tourism enterprises themed around the authentic Paramaribo World Heritage diversity including for youth and children, around food, other intangible cultural heritage components, etc.</li> <li>• Promote restoration skills and techniques, food preparation, and other local skills as a tourism attraction related directly to the Paramaribo wooden heritage and its wider heritage context.</li> </ul>

The Management Plan proposes some UNESCO initiatives which were established and implemented in the Caribbean. Additionally, there are other initiatives that would add value to sustainable tourism for the benefit of its community. These initiatives form a part of UNESCO priorities that are critical for activities at World Heritage properties, namely:

a. **Cultural Routes/Itineraries** for Paramaribo Sustainable Tourism: through the UNESCO Asia-Pacific ‘Silk Route’, also the UNESCO Africa/Caribbean “Slave Route Cultural Tourism Project” (1994-2014) that lead to the Proclamation of the United Nations over the International Decade for People of African Descent (2015-2024).

b. **Underwater Cultural Heritage** for Paramaribo Sustainable Tourism: through the UNESCO 2001 Convention on the Protection of the Underwater Cultural Heritage.

c. **Associated Intangible Cultural Heritage** for Paramaribo Sustainable Tourism: through the UNESCO 2003 Convention for the Safeguarding of the Intangible Cultural Heritage. This should integrate the significance of (a)oral traditions and expressions, including language as a vehicle; (b)performing arts; (c)social practices, rituals, and festive events; (d)knowledge and practices concerning nature and the universe; (e)traditional craftsmanship.

d. **UNESCO Creative City** of “Gastronomy” for Paramaribo Sustainable Tourism: through the UNESCO 2004 Creative Cities Network (UCCN) to promote cooperation with and among cities that have identified creativity as a strategic factor for sustainable urban development covering seven creative fields (1)Crafts and Folk Art, (2)Design, (3)Film, (4)Gastronomy, (5)Literature, (6)Media Arts, and (7)Music.

e. **Festivals and diverse Cultural Expressions** for Paramaribo Sustainable Tourism: UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions surrounding rich ethnic and cultural evolution.

## 10.2 Shared Value: Historic Urban Landscape Approach linking Sustainable Tourism Approach

This Management Plan as an update recommends adopting the strategies under the UNESCO World Heritage and Sustainable Tourism Programme, as “a new approach based on dialogue and stakeholder cooperation where planning for tourism and heritage management is integrated at a destination level, the natural and cultural assets are valued and protected, and appropriate tourism developed”.<sup>130</sup> This new paradigm for an inclusive World Heritage and UNESCO Sustainable Tourism Programme contains a Draft Action Plan that appears ideal for use on the Paramaribo Tourism Strategy.

Considering Paramaribo as Historic Urban Landscape (HUL) in order to help promote the urban values would also impact policy, governance and management concerns to involve a variety of stakeholders, including local, national, regional, international, public and private actors in the urban development process.

**Therefore, enjoined with HUL, the World Heritage and Sustainable Tourism Programme as UNESCO approaches would offer an integrated strategy for the Historic Inner City of Paramaribo urban heritage architectural conservation and tourism product. These approaches would position Paramaribo as a city in SIDS, using critical tools to protect the OUVs along with community values.**

**HUL is therefore recommended here as an anchor for both architectural conservation and sustainable tourism.**

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<sup>130</sup> UNWTO sustainable Tourism; <http://sdt.unwto.org/content/about-us-5>

**This updated Management plan recommends a destination approach for this sustainable tourism paradigm. Paramaribo would become the World Heritage stop as a geographical space in which the entire tourism experience would take place. This should encompass the World Heritage core and its existing and proposed buffer zones with their surrounding areas. The World Heritage core would become the primary driver of tourism, by realizing its full value as a broader destination slanted to reflect local conditions, needs, and cultural diversity.**

Efficient collaborative partnerships involving the key community and tourism stakeholders would be needed to enhance the sustainability of the destination. This enhanced tourism strategy would, therefore, guide the destination package with its integrated heritage values (OUVs), and act as an impetus for preservation and conservation interventions both within the core and the buffer zones to protect the entire city as a long-term tourism enclave. This Recommendation<sup>131</sup> becomes important, recognizing that the last two should be considered for elaborations inside the upcoming Paramaribo Tourism consultancy:

- Implement Paramaribo UNESCO Historic Urban Landscape (HUL) approach;
- Publicize the Paramaribo OUVs across all age and culture groups, to determine what value they attach to it for local, regional, and international visitors;
- Encourage the range of people groups to develop creative industries;
- Devise an effective system of direct returns of tourism income for conservation activities;
- Determine carrying capacity strategies, current and projected.

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<sup>131</sup> Introduced and elaborated at a Paramaribo Stakeholder Workshop, April 2, 2019

<sup>132</sup> Stakeholders frequently repeated this refrain during workshops

The HUL approach would extend the monuments, architecture and building fabric into the wider environmental context of the Paramaribo World Heritage City by including streets, open public spaces, and waterways intrinsically as a single unit, and this unity would auger well for Sustainable Tourism.

### 10.3 Sustainable Tourism Recommendations

“Paramaribo is more than it's rich architecture, Paramaribo is also its people and diverse culture.”<sup>132</sup> Evidence of this is widely researched and published, and the authors of the thesis *A Garden of Different Flowers - A Study on cultural heritage and national identity in Suriname* by M. Veen & E. Veen (2007) represent one source of the rich mixture of ethnicities that built the city, including the extension of the canal system and a railway in the early 20<sup>th</sup> century. These all form the continuous heritage of Paramaribo that should be framed inside a Paramaribo Sustainable Tourism product.

A former resident of Paramaribo of Javanese ancestry, now in his 80s, who lives in the Netherlands was visiting and desired to see some sort of signage on the building that formerly housed the Ministry of Education. He wanted to re-trace his memories with his son who was born in the Netherlands. He had to create his own his personal walking tour of where he lived and worked prior to his migration 60 years ago. “I come to this city because it has trees” said another European visiting from the Netherlands; “It is unique to see a city with so many trees and I love the way the natural environment is tied to the architecture”.

<sup>133</sup>

<sup>133</sup> Personal experiences from stakeholder meetings during the preparation of this Management Plan, 2019

**The tourism product should aim therefore to package personal and intimate ancestral connections and stories that integrate the physical and the natural setting as a single context with architecture, street, open public spaces and the waterways for a complete experience along with the associated people stories.**

Recommendations to fulfill some expected outcomes:

- a) Develop an increased awareness, understanding, and appreciation among stakeholders of the concept of OUV and protection of World Heritage.
- b) Promote broad stakeholder engagement in the planning, development, and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities.

There is a need to establish awareness building for the host community because they have an important role to play in advancing the tourism value of Paramaribo. This needs to be a collective input, working together towards the identification of an appropriate Sustainable Tourism product:

- Highlight World Heritage in the tourism management context, of a shared value strategy including Outstanding Universal Value (OUV);
- Identify conservation for the social and economic benefits to the local communities as the HUL Approach;
- Emphasize high quality and low impact, authentic visitor experiences, as adaptive-use criteria.

Sustainable Tourism requires host community initiatives with each participant playing specific roles in developing the product for Paramaribo. In conclusion, it is important that the community is empowered:<sup>134</sup>

1. Think holistically about the touristic vision
2. Recognize that their own small starts are important such as the pop-up restaurant held April 2019 on *Heerenstraat*
3. Extend the perception of the heritage as a tourism product beyond being only buildings, but into the fuller context of the Paramaribo historic urban landscape.
4. See the need for awareness building about the history of their city.
5. Desire more than the history of the architecture; the human stories of the continuous development of the buildings are also important.
6. Understand the need as the host community to work together because there is a great deal required in order to achieve a holistic approach.
7. Research through oral and written history to be able to tell the complete story.
8. Find and collect local stories, such as through host community memories.
9. Publish, and for this UNESCO National Commission has offered to assist with research, publication, and educational material to support host community initiatives.<sup>135</sup>

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<sup>134</sup> During the conclusion session of the workshop in April 2019, stakeholders announced that now they better understood that the work belonged to them as well, and was not only the responsibility of the Government of Suriname

<sup>135</sup> The Secretary General of the Suriname UNESCO National Commission made this offer at the stakeholder workshop held in April, 2019.



Recommended Guidelines for Sustainable Tourism Development of the PWHC in relation to the UNESCO World Heritage Sustainable Tourism Programme		
World Heritage Sustainable Tourism Programme (WHSTP) for possible appropriateness	Connection to Architectural Conservation + Heritage Tourism (bold for emphasis)	Recommended Paramaribo Management Strategy
#8 WHSTP	The overarching goal of the <i>World Heritage Convention</i> is the protection of cultural and natural properties of Outstanding Universal Value (OUV). This cultural and natural heritage, in turn, represents resources for economic activities such as tourism and the accrual of benefits for the local communities living in proximity to or associated with the World Heritage property. Therefore, in order to achieve long-term economic, environmental and social sustainability, <b>heritage values and associated assets</b> - tangible and intangible - should be considered by State Parties as <b>significant cultural capital</b> which needs to be <b>preserved</b> and maintained through appropriate and <b>responsible tourism</b> in order to fulfil the ultimate responsibility set out by the World Heritage Convention.	Encourage the range of people groups to develop creative industries <sup>136</sup>
#10 WHSTP	the concept and significance of the <b>OUV of World Heritage properties are less well understood</b> . Making tourism stakeholders aware of and appreciate the heritage values is key to presenting the World Heritage properties An informed appreciation of <b>OUV and the implications</b> of potential adverse impacts through tourism on heritage values are <b>essential to decision-making by a broad range of tourism stakeholders</b>	Publicize the Paramaribo OUVs across all age and culture groups, to determine what value they attach to it as local, regional, and international visitors, for internal and external tourism.
#12 WHSTP	<b>Inadequately managed tourism can have severe consequences compromising the OUV</b> of the properties, depriving the local communities of benefits, and potentially degrading the destination itself.	Determine carrying capacity strategies, current and projected
#16 WHSTP	The new World Heritage and Sustainable Tourism Programme will seek to contribute to a <b>new paradigm</b> that is guided by the World Heritage Convention and whereby the <b>conservation, presentation, and transmission of World Heritage properties is fully served by tourism</b>	Implement Paramaribo UNESCO Historic Urban Landscape (HUL) approach

<sup>136</sup> UNESCO defines cultural and creative industries as “sectors of organised activity whose principal purpose is the production or reproduction, promotion, distribution and/or commercialisation of goods, services and activities of a cultural, artistic or heritage-related nature.” <http://www.unesco.org/new/en/santiago/culture/creative-industries/>

#18 WHSTP	<b>World Heritage and tourism stakeholders share responsibility for the conservation</b> of our common cultural and natural heritage of Outstanding Universal Value and <b>for sustainable development through appropriate tourism management</b>	Determine effective systems of direct returns of tourism income for conservation
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**A destination approach** - A World Heritage destination is a geographical space in which the entire tourism experience takes place. For World Heritage destinations this encompasses the World Heritage property itself and the surrounding area. As World Heritage properties are primary drivers of tourism, to realize their full value requires a broader destination approach that reflects local conditions and needs. Efficient collaborative partnerships involving key stakeholders are needed to enhance a destination's sustainability. The Programme will therefore encompass ways of guiding destination development towards preservation of heritage values (OUV), acting as an impetus for interventions in favour of conservation and the enhancement of heritage values both within and outside the protected properties and to ensure that the tourism development does not compromise the value and potential contribution of World Heritage to sustainable development in the long term. Destination planning must be preceded by an assessment of the capacity of the World Heritage property in terms of the number and kinds of visitors it can receive, as well as in terms of the related infrastructure, it can accommodate. (Item 25(e) WHSTP)

<b>Recommended Guidelines for Sustainable Tourism Development of the PWHC in relation to the ICOMOS Cultural Tourism 1996</b>		
<b>Cultural Tourism (CT) ICOMOS 1996 Charter</b>	<b>Connection to Architectural Conservation + Heritage Tourism (bold for emphasis)</b>	<b>Recommended Paramaribo Management Strategy</b>
#1.1 CT/ICOMOS	The natural and cultural heritage is a <b>material and spiritual resource, providing a narrative of historical development</b> . It has an <b>important role in modern life</b> and should be made physically, intellectually, and/or emotively accessible to the general public.	Mitigate the negative impact of vehicles, etc., also issues of Climate Change
#2.6 CT/ICOMOS	Before heritage places are promoted or developed for increased tourism, management plans should assess the natural and cultural values of the resource. They should then establish appropriate <b>limits` of acceptable change</b> , particularly in relation to the impact of visitor numbers <b>on the physical characteristics, integrity, ecology, and biodiversity of the place</b> , local access and transportation systems and the social, economic and cultural <b>well being of the host community</b> .	Prepare residents to become owners of the tourism strategy so they will see it as "ALAKONDRE" <sup>137</sup> space

<sup>137</sup> Originating from the Sranantongo language in Suriname, 'alakondre' is an adjective that means 'consisting of a variety of colors or things, intended to represent connectivity of Suriname thought /language (discussed and recommended at the stakeholder workshop 2019April02)

#3.1 CT/ICOMOS	<b>Conservation and tourism programs should present high-quality information</b> to optimize the visitor's understanding of the significant heritage characteristics and of the need for their protection, enabling the visitor to enjoy the place in an appropriate manner.	Ensure accurate signage, correct interpretation of history, continuous capacity building , etc.
#4.2 CT/ICOMOS	While the heritage of any specific place or region <b>may have a universal dimension, the needs and wishes of some communities or indigenous peoples to restrict</b> or manage physical, spiritual or intellectual access to certain cultural practices, knowledge, beliefs, activities, artifacts or sites <b>should be respected</b>	Establish respectful boundaries and limits of operation
#5.5 CT/ICOMOS	Heritage interpretation and education programs <b>among the people of the host community should encourage the involvement of local site interpreters.</b> The programs should promote knowledge and respect for their heritage, encouraging the local people to take a direct interest in its care and conservation.	Foster a range of micro-level community tourism enterprises themed around the diversity of Paramaribo World Heritage City
<p>Since <b><i>domestic and international tourism is among the foremost vehicles for cultural exchange</i></b>, conservation should provide responsible and well-managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand. ... The relationship between Heritage Places and Tourism is dynamic and may involve conflicting values. It should be managed in a sustainable way for present and future generations. ... Conservation and Tourism Planning for Heritage Places should ensure that the Visitor Experience will be worthwhile, satisfying, and enjoyable. ... Host communities and indigenous peoples should be involved in planning for conservation and tourism. ... Tourism and conservation activities should benefit the host communities ... Tourism promotion programs should protect and enhance Natural and Cultural Heritage characteristic. (Principles 1-6 CT/ICOMOS).</p>		



Figure 53 - Owru-yari pagara estafette, New Year's Eve Festival<sup>138</sup> (Popular Places, 2016)



Figure 54 - 11th edition of the CARIFESTA regional cultural festival was held in Suriname in 2013<sup>139</sup> (Carifest)

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<sup>138</sup> <https://www.popular-places.com/owru-jari-new-years-eve-suriname/>

<sup>139</sup> <http://arcthemagazine.com/arc/2013/08/caribbean-journal-reports-suriname-celebrates-carifesta-xi/>

## PART 3 IMPLEMENTATION

“The challenge for us today is to conserve the Historic Inner City of Paramaribo World Heritage property for present and future generations, whilst ensuring that the city *continues to function as a living city*”<sup>1</sup>”

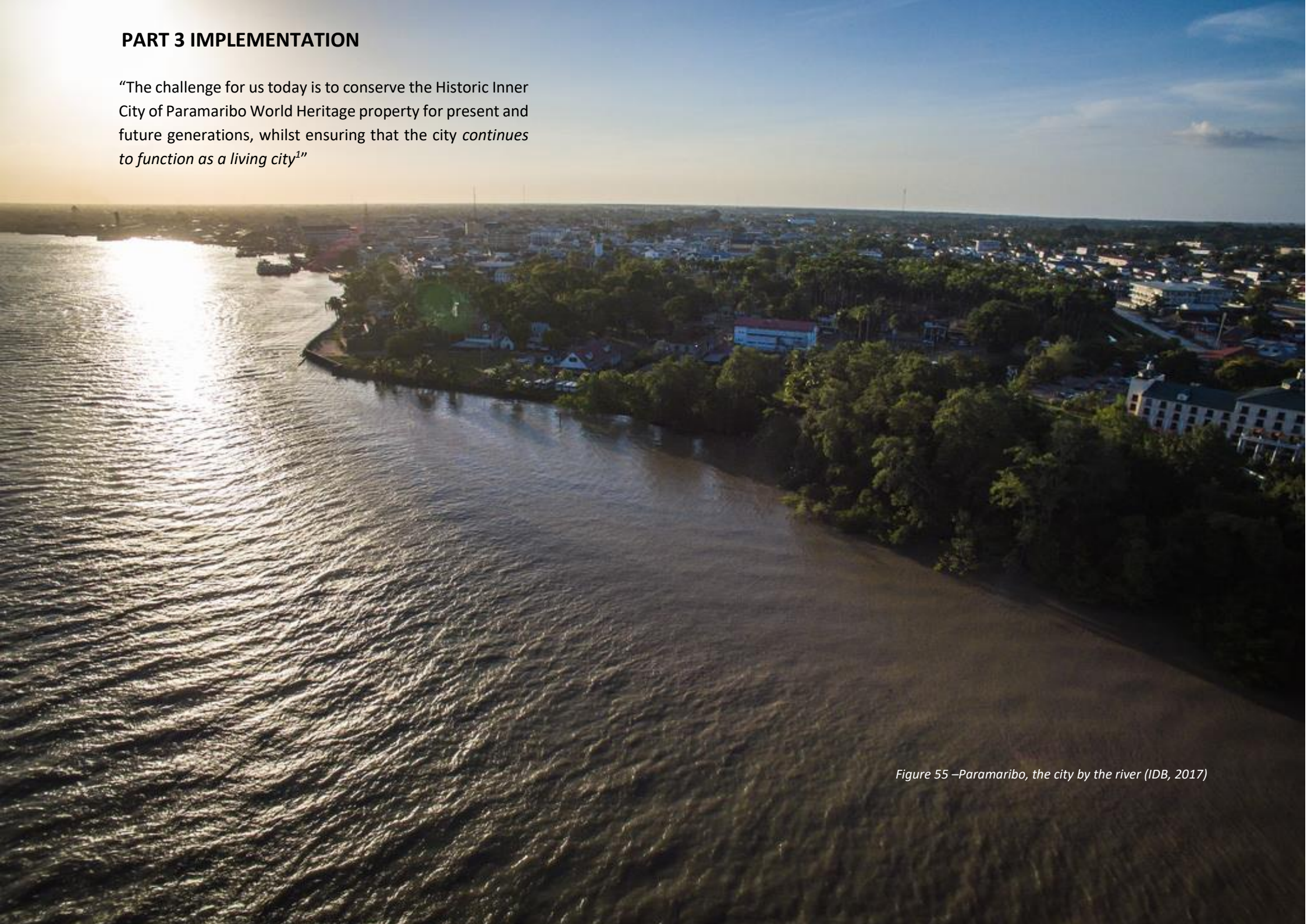


Figure 55 –Paramaribo, the city by the river (IDB, 2017)

“Effective management involves a cycle of short, medium and long-term actions to protect, conserve and present the nominated property. An integrated approach to planning and management is essential to guide the evolution of properties over time and to ensure maintenance of all aspects of their Outstanding Universal Value.”

Operational Guidelines World Heritage Convention

## 11 The Way Forward

### 11.1 Implementation

This Management Plan is not useful without adoption by the authorities in Suriname and implementation. This was one of the key criticisms of the 2011 plan that it was only adopted incrementally, and while it had an ambitious yet reasonable action plan, many of the actions were not implemented. Therefore, this section presents and recommends a practical implementation of the tasks, objectives, and goals in order to fulfill the vision established earlier. These address the vision derived from the stakeholder meetings, address concerns over problems communicated and reflects priorities. The section also outlines partnerships and responsibilities and is organized, beginning with a subchapter on Implementation followed by Monitoring and Periodic Review to ensure that the objectives are being targeted. The section concludes with a Prioritized Action Plan (in a separate table for easier comparison) and finally a ten-year budget.

As outlined earlier in this Plan in the chapter on Vision, Goals, and Objectives, the process of implementation is built upon smaller tasks which support objectives, which in turn target larger goals. This process seeks to fulfill the larger, inspiring vision. Without this hierarchy, the long-term vision or goals would seem unobtainable and possibly frustrating. But by dividing the work into manageable, achievable discrete portions, it will be possible to obtain the goals. This subchapter will begin in reverse order, starting with tasks to reach the objectives and goals.

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<sup>140</sup> Some stakeholders did voice a strong vision... Stakeholder meeting notes

### 11.2 Vision, goals, objectives & tasks

“Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency. Let your watchword be order and your beacon beauty”<sup>1</sup>.

Burnham, 1907

A city, just like professionals or companies, needs a vision. What will Paramaribo become in 5, 10 or 50 years? This was the first topic first introduced during the stakeholder meetings – and a concerning response that emerged. When *most* stakeholders were asked to describe their vision of Paramaribo, they responded with a description of problems and their frustrations<sup>140</sup>. This is understandable given that problems are more tangible, present every day, and easier to focus on.

However, a city must have a vision.

This quote above by Architect and Planner Daniel Hudson Burnham was made in the midst of the late 19th century during rapid and uncontrolled growth and disorder. “Burnham offered a powerful vision of what a civilized American city could look like.” “His work sought to reconcile things often thought the opposite: the practical and the ideal, business and art, and capitalism and democracy. At the center of it all was the idea of a vibrant urban community.”<sup>141</sup>

<sup>141</sup> Allen, McBrien, & The Archimedia Workshop 2010. <http://www.pbs.org/programs/make-no-little-plans/>

Such should be the vision for Paramaribo. But, cities are complicated as there are multiple stakeholders, different political parties, the often overwhelming task of just keeping a city operating – and divergence of visions. A vision must outlast those who are working today. It must be a vision for the long term. It must be something *most* everyone can agree upon but *also not vague or obscure*. It is a difficult task.

**Fortunately, for cities such as Paramaribo, there is the pride of place that transcends small differences.** This is a critical component of the updated Management Plan and must be explored, described, and reinforced.

It is not enough to decide upon a vision; there must be multiple concrete steps to achieve that vision. These steps build upon one another to continuously improve and move toward the vision. Commonly called goals, objectives, strategies, and actions. Often these terms are used interchangeably, but they have distinct definitions:

- A Vision is an idealistic-grand-overall-inspiring idea
- A Goal is a long-term view toward obtaining that vision, a broad primary outcome
- Objectives are in the measurable medium-term steps to achieve a strategy and must contribute toward the goal
- Tasks (defined assignments) are short terms of specific actions, strategies and programmatic approaches on how to obtain the objectives
- The strategy is the approach taken to achieve the goal through objectives and tasks

It is helpful to think of these as a pyramid with the individual actions forming the foundation with the objectives in the middle and the goal the capstone on top. A contingency plan is also important, should several

actions, tasks or even objectives change or falter. This structure not only helps in achieving the vision it also helps align people in the present to work toward discrete, defined tasks given their responsibilities, roles, and talents. It ensures that individual initiatives contribute toward the longer term stated goal and vision.

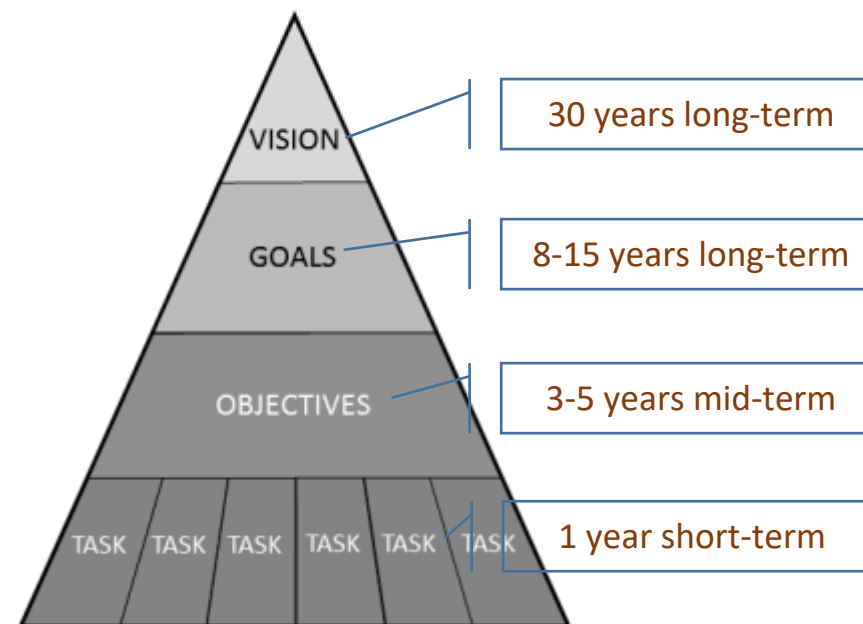


Figure 56 –Vision, Goals, Objectives, and tasks

It is also important to keep in mind the guiding texts for drafting a Management Plan.

According to the *Operational Guidelines* article 109, “the purpose of a management system is to ensure the effective protection of the nominated property of present and future generations.”<sup>142</sup> The *Guidelines* also state

<sup>142</sup> The Operational Guidelines 2017 retrieved from <https://whc.unesco.org/en/guidelines>



that the “documented management system which must specify how the Outstanding Universal Value of a property should be preserved, preferably through participatory means.”<sup>143</sup>

Quite a broad scope for management, but nevertheless, targets the core of what a Management Plan should accomplish – ultimately protecting the carefully thought out and articulated values that make a place unique. Just as important, with the active involvement of others. This seems a laudable and uncomplicated goal, but it is anything but. While the values which make a place special may have been agreed upon at one point in time how to protect them is a complicated and complex problem. Political leaders may have changed, economic values apply additional pressures, and original architectural fabric deteriorates. Therefore, it is necessary to outline how this Management Plan is designed to protect the Outstanding Universal Values for now and the future with community involvement. Given the wide range of World Heritage properties, from natural heritage to single monuments or cities, combined with the incredible diversity of cultures managing them, the *Operational Guidelines* are quite broad in defining the structure of a management plan. However, they do offer some advice on the “common elements of an effective management system” (111). These are paraphrased below to inform this portion of the management plan.

- a) Through shared understanding by all stakeholders
- b) The cycle of planning, implementation, monitoring, evaluation, and feedback
- c) An assessment of the vulnerabilities – social, economic and impacts of interventions
- d) Development of mechanisms for involvement and coordination of activities between partners and stakeholders
- e) Allocation of resources
- f) Capacity building
- g) Accountable description of how management works

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<sup>143</sup> ibid

The *Operational Guidelines* go on to state that the cycle involves short, medium, and long-term actions to protect the evolution of properties over time and ensure the maintenance of Outstanding Universal Value.

With this fundamental review in mind, an analysis previous plan’s aims, and incorporation of the current context and stakeholder input the vision for the future of Paramaribo is presented here:

**Vision – To create a lively, beautiful, safe, and welcoming city of Paramaribo that enhances the quality of life for all Surinamese while openly sharing with visitors and protecting the World Heritage City’s Human and Outstanding Universal Values.**

### 11.3 Paramaribo Urban Rehabilitation Program

A number of infrastructural, conservation and study projects have been begun or are in process through the Paramaribo Urban Rehabilitation Program (PURP) in collaboration with SGES. These have been included in the Operational Action Plan (see 11.4), as tasks because it is important to understand how they fit into contributing toward the vision and their relationship to other tasks. It is also important that other audiences unfamiliar with Paramaribo are informed of these projects.

The PURP projects are listed here with a short description but will not be described in detail as there is additional information available from PURP and SGES.

(The numbers behind the project refer to the Operational Action Plan)

#### **Component 1: Urban Interventions**

- Rehabilitation Waterfront & Transit Corridors: (E.1)  
Green and recreational areas in the waterfront implemented, transit corridors to and from historic city center improved, inclusive bicycle lanes & pedestrian streets built & street furniture & green.
- Rehabilitation of Heritage Buildings (B.3)
- Reconstruction Parliament Building (E.2)
- Model for PPP parking developed +Parking policy and strategy (E.3)

#### **Component 2: Business and residential development**

- Comprehensive Survey + inventory / Economic Analysis (I.1)
- Financial Instruments for Private Owned Buildings: Financial scheme to incentivize the participation of the private sector in the renovation of deteriorated buildings for residential and/or commercial use, and complementary instruments designed (I.4)
- Pilot Housing Project: Private residential building renovated (H.2)

- Pilot Business Development Projects: Private historic buildings renovated for business (I.6)

#### **Component 3: Institutional Strengthening**

- Strengthen Management Agency (SGES) (A.1)
- Update World Heritage Site Management Plan SGES (B.1)
- Develop a Tourism plan for the Historical Center (J.3)
- Revise Special Building Codes for the WHS and buffer zones (B.4)
- Develop IT/GIS System - database and land use maps (A.5)
- Develop Communication Plan - (Publications, workshops, and seminars to promote awareness of the cultural heritage of the historic center) (K.1)

In order to execute these projects, a number of **studies and reports** were generated and consulted:

- 1) Retrofit Guidelines for Historic Buildings 29, 12, 2018 Dennis Rodwell
- 2) Paramaribo Urban Lab – A Housing and Mixed-Use Strategy for the historic city center, Urban Design Lab
- 3) Sustainable Urban Mobility Plan, March 2018
- 4) IDB Sustainable Cities Initiative University of Antwerp and IBT Civil Engineering Consultants
- 5) A financial tool to promote the preservation of historic properties
- 6) Environmental and Social Scoping Assessment, IDB, 2017
- 7) Stakeholder Engagement Plan, IDB, 2017

## 11.4 Operational Action Plan

The Operational Action Plan below is divided into four main parts, intended to support the overall long-term vision for Paramaribo.

These parts are:

- Protect Outstanding Universal Values
- Enhance Public Spaces – Historic Urban Landscape
- Improve Liveliness – Encourage Social & Economic Development
- Build Public Awareness

The actions are limited to 47 tasks. Tasks which are prioritized, realistic, and feasible to execute. Although the period of this Management Plan 2020 – 2024 covers a five year period, several of these tasks will take longer to complete.

Within the Operational Action Plan, the projects which have begun or are in process through the Paramaribo Urban Redevelopment Program (PURP), and identified for IDB funding, are also included.

These are the **bold projects**.

### 7 Short term tasks

From the Operational Action Plan, seven projects have been identified as short- term prioritized tasks (❶ - ❷), and which are developed in greater depth. Feasible tasks to be carried out by SGES, excluding the IDB funded projects, and which can start soon after the Management Plan is approved. Projects which can be identified by the outside world as an actual implementation and execution of the Management Plan. These are known as “the low-hanging fruit.”

Within the Operational Action Plan, the Strengthening of the Suriname Built Heritage Foundation is mentioned as a task, together with the establishment of three new heritage organizations (Paramaribo World Heritage Authority, Monuments Bureau, and Suriname Monument Fund).

In 11.6 Institutional Plan, these organizations are further explained.

<b>Goal - PROTECT OUTSTANDING UNIVERSAL VALUES</b>							
<b>OBJECTIVES</b>	<b>#</b>	<b>TASKS (Actions)</b>	<b>RESULT/Indicator</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	<b>Short</b>
<b>Strengthen SURINAME BUILT HERITAGE FOUNDATION (SGES)</b>	<b>A.1</b>	<b>Increase capacity of the SGES to meet their mission and objectives</b>	<b>1 architectural historian</b>	<b>SGES</b>	<b>12/2020</b>	<b>Ministry of Edu. Scien. &amp; Culture</b>	
			<b>1 grants manager</b>				
			<b>2 courses annually for staff/mgmt.</b>	<b>SGES</b>	<b>12/2020</b>	<b>Existing SGES</b>	
			<b>Study visits (1-week) to foreign heritage institutions every 2 years</b>	<b>SGES</b>	<b>2020 -</b>	<b>Grants</b>	
			<b>2 graduate interns per year, list of universities, contact established</b>	<b>SGES/University</b>	<b>2019</b>	<b>Existing SGES</b>	
			<b>Establish public heritage (digital &amp; hardcopy) library &amp; annual purchase of materials</b>	<b>SGES</b>	<b>2021-2022</b>	<b>Existing SGES / grants</b>	
	<b>A.2</b>	<b>Develop sustainable financial plan to fund activities, increased capacity</b>	<b>Financial plan written and delivered</b>	<b>SGES</b>	<b>12/2020</b>	<b>Existing SGES</b>	
			<b>increased income of SGES</b>	<b>SGES / PURP</b>	<b>12/2025</b>		
	<b>A.3</b>	<b>Strengthen Board to guide SGES</b>	<b>3 international advisory members</b>	<b>SGES</b>	<b>06/2020</b>		
			<b>Increased expense reimbursement</b>	<b>SGES</b>	<b>12/2020</b>	<b>Existing SGES</b>	
<b>A.4</b>	<b>Create membership organization to support SGES</b>	<b>300 contributing members, database of corporate sponsors</b>	<b>SGES</b>	<b>8/2019</b>	<b>Existing SGES</b>		
		<b>15 volunteers registered per year</b>	<b>SGES</b>		<b>Existing SGES</b>		
<b>A.5</b>	<b>Develop IT / GIS system</b>	<b>Completed GIS, published on-line, updated annually</b>	<b>PURP / SGES</b>	<b>12/2019</b>	<b>IDB</b>		
<b>A.6</b>	<b>Establish new headquarters</b>	<b>Short list of locations</b>	<b>SGES</b>	<b>12/2020</b>			
<b>BUILT HERITAGE Improvement</b>	<b>B.1</b>	<b>Adopt Management Plan</b>	<b>Management Plan adopted by the Surinamese Government</b>	<b>Director Culture/IDB</b>	<b>12/2019</b>	<b>IDB</b>	
	<b>B.2</b>	<b>Develop Monument Watch &amp; foundation with a legal provision through a ministerial Resolution, defined responsibilities</b>	<b>Hire and train two monument workers, conduct pilot project</b>	<b>Monuments Commission SGES</b>	<b>2021 - 2022</b>	<b>Ministry of Education, Science. &amp; Culture</b>	<b>1</b>
			<b>List of subscribers</b>	<b>Monuments Commission SGES</b>			
	<b>B.3</b>	<b>Rehabilitate Heritage Buildings</b>	<b>4 buildings conserved</b>	<b>PURP</b>		<b>IDB</b>	
	<b>B.4</b>	<b>Improve guidelines/Retrofit Manual for Rehabilitation/Tourism branding</b>	<b>Retrofit manual adopted</b>	<b>PURP</b>	<b>TBD</b>	<b>IDB</b>	
<b>Graphic guidelines, branding</b>							
<b>B.5</b>	<b>Review design guidelines for new structures, enact legislation</b>	<b>Graphic design guideline manual</b>	<b>Building Department</b>	<b>TBD</b>	<b>Building Dept. Public Works</b>		

OBJECTIVES	#	TASKS (Actions)	RESULT/Indicator	RESPONSIBLE	TIMELINE	RESOURCES	
<b>Create PARAMARIBO WORLD HERITAGE AUTHORITY</b>	C.1	Establish office with official mandate, defined responsibilities, and staff with sufficient capacity and resources to manage World Heritage property	Bylaws written, scope described, adopted by ordinance	Dept. of Culture/SGES / Cabinet of the President	12/2020	Cabinet of the President	
			Staff with 3 professionals	Paramaribo WH Authority	12/2021	Cabinet of the President	
			3 courses on HUL, conservation, planning and tourism management	Paramaribo WH Authority	12/2021	Cabinet of the President	
	C.2	Train staff in codes, conservation, management plan	1 course on conservation, 1 course on managing historic cities	SGES	12/2021	Cabinet of the President	
	C.3	Conduct inspections of the city (in cooperation with Monuments Bureau) include tourism impact assessment	4 inspections per year inner city, 4 inspections/year buffer zone, defined inspection form	Paramaribo WH Authority			
	C.4	Write reports to UNESCO, host missions	1 State of Conservation report submitted per year by deadline, respond to all correspondence	Paramaribo WH Authority	12/2020, every year		
<b>Create Monuments Bureau</b>	D.1	Establish a Monuments Bureau office at Department of Culture to function as the executive department of the Monuments Committee	Monuments Bureau established w/ 1 conservation architect 1 assisting structural engineer 1 field inspector	Monuments Committee in cooperation with SGES	12/2021	Ministry of Education, Science, and Culture	
			Monitoring all listed buildings regarding state of conservation, conservation permits, etc.				
<b>Implement Disaster Risk Mitigation Plan</b>	X.1	Improve governance, establish legal strategy, allocate funds, form operational objectives	Organize annual multi-stakeholder consultation/conference to identify strategies and optimal solutions, set up three expert teams  Review national development strategies, action plans Develop and advocate to adopt a legal amendment	Ministry of Public Works	12/2020, every year	Ministry of Public Works	

<b>Goal - ENHANCE PUBLIC SPACES – HISTORIC URBAN LANDSCAPE</b>							
<b>OBJECTIVES</b>	<b>#</b>	<b>TASKS</b>	<b>RESULT/ Indicator</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	
<b>STREETSCAPE</b> upgrade and improve	<b>E.1</b>	<b>Rehabilitate Waterfront &amp; Transit Corridors</b>	<b>Renovated Waterkant as an attractive, safe, family place</b>	<b>PURP guidance from SGES</b>	<b>TBD</b>	<b>IDB</b>	
			<b>Create plan for replanting of street trees</b>	<b>Ministry of Public Works</b>	<b>TBD</b>	<b>IDB</b>	
			<b>Install new street furniture improvements</b>	<b>Paramaribo WH Authority</b>	<b>TBD</b>	<b>IDB</b>	
	<b>E.2</b>	<b>Reconstruction Parliament Building</b>	<b>Reconstructed Parliament</b>	<b>PURP</b>	<b>TBD</b>	<b>IDB</b>	
	<b>E.3</b>	<b>Model for PPP parking developed +Parking policy and strategy. Ensure Urban Mobility Plan (traffic &amp; parking) is implemented</b>	<b>New mobility plan implemented</b>	<b>PURP / Ministry of Transport</b>	<b>TBD</b>	<b>IDB</b>	
<b>OPEN PUBLIC SPACES</b> care for and create new green areas	<b>F.1</b>	Develop informal pocket parks in unused public and private spaces	New green areas within Inner City	Public Works	2021 - 2023	Ministry of Public Works	<b>2</b>
	<b>F.2</b>	Continue revitalization of canal, develop pedestrian/bicycle paths	Alternative forms of transportation	Paramaribo WH Authority	2020	IDB	
	<b>F.3</b>	Improve Palm Park, remove diseased trees, plant new trees	Improved palm park, 30 new trees planted, 20 removed, president set	Paramaribo WH Authority	2020	Ministry of Public Works	
<b>SAFETY -</b> Improve safety in the city	<b>G.1</b>	Increase police presence, develop police resident / tourism protocol	Hourly patrols on foot of entire inner city, including Waterkant	Police department		Police Dept.	
	<b>G.2</b>	Develop city lighting plan/design, add additional energy efficient lighting,	Lighting plan adopted, fixtures selected	Paramaribo WH Authority		Ministry of Public Works	

<b>Goal - IMPROVE LIVELINESS – ENCOURAGE SOCIAL &amp; ECONOMIC DEVELOPMENT</b>							
<b>OBJECTIVES</b>	<b>#</b>	<b>TASKS</b>	<b>RESULT/Indicator</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	
<b>RESIDENTS</b> Develop cultural attractions, housing	H.1	Increase demand for residents outside to visit between festivals	6 small events hosted annually	Back Lot w/ other NGOs	3/2020	Backlot/ sponsoring	
	H.2	<b>Execute Pilot Housing Project, Follow Urban Labs housing plan</b>	<b>Conserved structure for small apartments</b>	<b>Department of Housing</b>	<b>TBD</b>	<b>IDB</b>	
<b>OWNERS &amp; BUSINESSES</b> Encourage the establishment of businesses	I.1	<b>Comprehensive survey &amp; inventory / Economic analysis</b>	<b>Financial report delivered</b>	<b>PURP</b>		<b>IDB</b>	
	I.2	Research divided property laws, plan for implementation	Plan adopted into law for divided property	Monuments Commission w/ SGES	2020-2023	SGES	<b>3</b>
	I.3	Implement tax incentives	Tax incentives adopted into law	SGES	2020-2021	Min. of Finance	<b>4</b>
	I.4	<b>Create Financial Instruments for Private Owned listed Buildings (Monument Fund Suriname)</b>	<b>Monument Fund for subsidies &amp; loans to support owners who renovate their listed monuments</b>	<b>PURP</b>	<b>12/2021</b>	<b>IDB/Suriname financial inst. / Int'l Funds</b>	
	I.5	Research Real Estate Investment	Prospectus delivered to investors	SGES	2021-2022	Pvt. investors	<b>5</b>
	I.6	<b>Pilot Business Development project</b>	<b>Private historic buildings renovated for business</b>	<b>PURP</b>	<b>TBD</b>	<b>IDB</b>	
<b>VISITORS TOURISM</b> Local visitors and international tourists Share the historic center	J.1	Encourage visitation, highlight historic Inner City in all tourism promotions	Inner city included in National Tourism Strategic Plan	Tourism Dept.		Ministry of Trade & Tourism	
			4 international tourism fairs with Inner City featured	Tourism Dept.			
			Reopen tourism interpretation center, 2 staff members	Tourism Dept.			
	J.2	Create new signs World Heritage	10 signs strategically placed	SGES		SGES / sponsors	
	J.3	<b>Develop a Tourism plan</b>	<b>Comprehensive plan delivered</b>	<b>PURP</b>		<b>IDB</b>	
	J.4	Develop heritage education program for professional tourist guides	1 course every 2 years, develop & enhance Suriname heritage knowledge of professional guides.	SGES with Ministry of Tourism/UTGS		IDB	
	J.5	Develop walking tour, self-guided and volunteer, Enhance website	Website updated every 3 months. Printed guide map, 6 volunteers	SGES		SGES	
	J.6	Safely Open the Presidential Palace, Tower of Finance, Cathedral Towers and other public buildings for visitors	Permanently open except for official use, times posted, tickets sales policy established	Cabinet of the President, Catholic Church	2020		
J.7	Develop joint museum policy	Unify opening times, single ticket, cross-marketing plan	Department of Culture	1/2020	Ministry of Edu. Scien. & Culture		

<b>Goal - BUILD PUBLIC AWARENESS</b>							
<b>OBJECTIVES</b>	<b>#</b>	<b>TASKS (Actions) = RESULT</b>	<b>RESULT/Indicator</b>	<b>RESPONSIBLE</b>	<b>TIMELINE</b>	<b>RESOURCES</b>	
<b>Promote public engagement and positive perceptions</b>	<b>K.1</b>	<b>Develop Communication Plan</b>		<b>PURP</b>	<b>TBD</b>	<b>IDB</b>	
	K.2	Continue Monument Day Tours annually	1000 total participating per year and an increase of 50%	Friends of <i>Stadsherstel</i> Suriname	2020	Sponsoring	
			Incentives developed to attract more participants	Friends of <i>Stadsherstel</i> Suriname	2020	Sponsoring	
			5 advertisements, popular media coverage 1 month before event	Friends of <i>Stadsherstel</i> Suriname	2020	Sponsoring	
	K.3	Engage youth in heritage activities	Information package to be distributed to visiting school group teachers including text, walking tour, images	SGES	12/2019	Ministry of Edu. Scien. & Culture /Private	
	K.4	Establish a Heritage Education Program on two levels – Heritage professionals, general public	Yearly courses No preparatory training needed for admission	SGES cooperation with Anton de Kom University	5/2021	Ministry of Edu. Scien. & Culture /Private	<b>6</b>
	K.5	Establish Heritage Interpretation Center within the Visitor Information Center	A center with extensive information about World Heritage and Paramaribo in particular	SGES	2021-2023	Ministry of Edu. Scien. & Culture /Private	<b>7</b>
K.6	Target youth and children (also for promotion of tourism)	School children and young persons have specific tours and activities inside Paramaribo	Ministry of Tourism and Ministry of Edu. Scien. & Culture	1/2020	Ministry of Tourism and Private Sector		
	K.7	Develop a Cultural Tourism Plan as outlined in this document		Ministry of Tourism with SGES and PWHA	ongoing	Ministry of Tourism	



## 11.1 Detailed short-term tasks

Project Name	<b>DEVELOP MONUMENT WATCH SURINAME</b>	<b>I</b>
Number	B - 2	
Program	Protect Outstanding Universal Values	
Responsible	Monuments Commission in cooperation with SGES	
Stakeholders/Partners	Monuments Bureau, SGES, <i>Stadsherstel Suriname</i> NV, Office of Public Works	
Reason	Preventive maintenance of monuments hardly takes place, while this is urgently needed for sustainable conservation of the monuments and improving tourism. Even the maintenance of recently restored buildings receives too little attention, despite the often high restoration costs.	
Purpose	Bring and maintain the built heritage of Suriname in a good state of repair by further developing the concept of a monument watch. An organization which yearly inspects the building and does small maintenance work. Makes a report of the technical state of the building	
Description	The preparation of the objectives, guidelines, and organizational structure for a "Monuments Watch Foundation Suriname." Making proposals with regard to multi-year maintenance programs for monuments.	
Output/Result	A Monument Watch foundation with private members. An independent service institution that regularly carries out inspections for subscription holders / monument owners and issues advice on the maintenance of their monuments. Eventually systematic and preventive maintenance of the Suriname monuments on the basis of periodic inspections and maintenance advice from a monument guard and multi-year maintenance programs.	
Activities	The establishment of a foundation "Monuments Watch Suriname." Hire and train 2 monument workers and conduct a pilot project. Promote the foundation at monument owners to become a member. Acquire pick-up and building inspection equipment.	
Planning	2021 - 2022	
Financing	Total: \$ 75.000 Government \$ 25.000 Private co-financing \$ 50.000	

Project Name	<b>CREATE INFORMAL POCKET PARKS</b>	<b>2</b>
Number	F - 1	
Program	Enhance Public Spaces	
Responsible	Public Works	
Stakeholders/Partners	Office of Public Works; Open lot owners; Sponsors	
Reason	In the Core and Buffer zones of WH Paramaribo, there are various spots within the urban structure, where buildings disappeared. These vacant lots most of the time are being used for parking. To improve the appearance of the area and these plots, temporary informal parks can be created. This will also improve the appearance of the city to promote tourism related activities	
Purpose	Improving the public living environment in the center of Paramaribo	
Description	Enhance 3 to 4 public spaces within Paramaribo with trees, plants, benches, and children play yards to improve the area. To be used until the lot owner wants to redevelop.	
Output/Result	New green areas within Inner City. Within the urban area of Paramaribo, shady, safe, small parks where the Paramaribo residents and the internal and external tourists can spend pleasant hours with play options for children.	
Activities	Select 3 to 4 empty lots within the city in an area which can use improvement. Consult with the owner if he/she wants to give permission to temporary use the lot, so a small informal park can be created. Develop the plot into a small park, making use of mainly sponsor funding and volunteers from the neighborhood.	
Planning	2021 - 2023	
Financing	Total: \$ 25.000 Government \$ 10.000 Private co-financing \$ 15.000	

Project Name	<b>RESEARCH DIVIDED PROPERTY, LAWS, PLAN FOR IMPLEMENTATION</b>	<b>3</b>
Number	1 - 2	
Program	Improve Liveliness – Encourage social & Economic Development	
Responsible	Monuments Commission in cooperation with SGES	
Stakeholders/Partners	Ministry of Justice, Notary offices, Lawyers	
Reason	Many divided properties are found in historic Paramaribo. Real estate property that is not legally divided for one or more generations, so that there are several, sometimes many, owners. This entails decay since no one feels responsible anymore for maintaining the building.	
Purpose	For the restoration of derelict buildings in Paramaribo, which is caused by the fact that it concerns a divided property, the problem of the divided property must be tackled. This is only possible if new legal instruments are created.	
Description	Design and implement legislation. A few years ago, such legislation was implemented on Curacao. Judicial judgments have resolved various divided estates using these new laws. After which the monuments could be restored by the new owners.	
Output/Result	The plan adopted into law for the divided property	
Activities	Research concerning judicial necessities and possibilities, in cooperation with law-making lawyers design and propose to parliament. Prepare a pilot project implementing the new laws.	
Planning	2020 - 2023	
Financing	Total: \$ 20.000 Government \$ 10.000 Private co-financing \$ 10.000	

Project Name	<b>IMPLEMENT TAX INCENTIVES</b>	<b>4</b>
Number	I - 3	
Program	Improve Liveliness – Encourage social & Economic Development	
Responsible	<i>Stichting Gebouwd Erfgoed Suriname</i>	
Stakeholders/Partners	Ministry of Finance, Tax advisors	
Reason	Restoring built heritage in Paramaribo is expensive. High taxes and high-interest rates on loans makes it extremely difficult to implement financially feasible conservation projects. These financial burdens are an important reason for the partial decay of historic Paramaribo.	
Purpose	With various tax incentives, it becomes financially possible to restore, by owners or new potential investors in heritage preservation — buildings which can be used for residential and commercial purposes, such as tourism-related projects.	
Description	A variety of tax incentives should be implemented to make it interesting for various types of investments. Like significant investments allowances of the value of the investment; exemptions of interest income from profit tax; exemption of interests paid to debt holders, etc.	
Output/Result	Tax incentives adopted into law	
Activities	Design and implement legislation in cooperation with tax advisors.	
Planning	2020 - 2021	
Financing	Total: \$ 25.000 Government \$ 10.000 Private co-financing \$ 15.000	

Project Name	<b>RESEARCH REAL ESTATE INVESTMENT FUND</b>	<b>5</b>
Number	I - 5	
Program	Improve Liveliness – Encourage Social & Economic Development	
Responsible	Stichting Gebouwd Erfgoed Suriname / IDB	
Stakeholders/Partners	Local and foreign financial institutions. Investment advisors, Central Bank, Suriname Stock Exchange, Tax attorneys, RR Consulting	
Reason	Little is being invested in real estate in the historic center of Paramaribo. This is partly due to the high-interest rates for loans and high taxes. Initiatives are being taken to reduce various tax rates, making investing in the center more attractive. After the taxes are reduced, a real estate investment fund makes it possible and easier for both institutional and private investors to invest in the historic city center.	
Purpose	Improve the investment climate and return on investment thus making it easier for local and foreign investors – among them the Surinamese abroad - to contribute to the recovery of the World Heritage City Paramaribo. Make it attractive to invest in the city center, for residential and commercial purposes, like tourism-related investment opportunities and projects.	
Description	The possibilities and restrictions for setting up an investment fund must be investigated. The Willemstad Investment Fund on Curacao can serve as one of the examples for investing in built heritage.	
Output/Result	Prospectus delivered to investors	
Activities	Compile a team from mainly the private sector with various financial expertise. This team will have the task of preparing an investment fund for the historic city.	
Planning	2021 - 2022	
Financing	Total: \$ 50.000 Government \$ 0 Private financing \$ 50.000	

Project Name	<b>HERITAGE EDUCATION PROGRAM</b>	<b>6</b>
Number	K – 4	
Program	Public Awareness building	
Responsible	SGES/ Anton de Kom University of Suriname	
Stakeholders/Partners	Anton de Kom University of Suriname; Ministry of Education, Science, and Culture	
Reason	The Suriname community, in general, is not very aware of their built and archaeological heritage. Awareness building regarding the Suriname heritage is one of the greatest necessities for sustainable preservation of the heritage. Owners and the general public who are aware of their heritage will also be more willing to maintain it.	
Purpose	Awareness building by education programs on different levels	
Description	<p>Prepare and organizing heritage courses on different levels</p> <ol style="list-style-type: none"> <li>1. In-depth courses for professionals working in the various fields of heritage preservation</li> <li>2. General courses for the public who showed interest and want to know more about the various aspects of built and archaeological heritage</li> </ol> <p>No preparatory training is needed for admission</p>	
Output/Result	Annual courses where topics such as the urban development of Paramaribo, the historical architecture, the technical aspects of the buildings, archaeological matters, laws, and regulations in the field of heritage, the restoration of historic buildings, etc. are treated at different levels and depth	
Activities	In cooperation with the University AdK, and various heritage professionals developing courses in the different fields of heritage	
Planning	2021 - 2023	
Financing	<p>Total: \$ 20.000,-</p> <p>Government \$ 10.000,-</p> <p>NGO's / Private co-financing \$ 10.000,-</p>	

Project Name	<b>WORLD HERITAGE INTERPRETATION CENTER</b>	<b>7</b>
Number	K - 5	
Program	Public Awareness building	
Responsible	<i>Stichting Gebouwd Erfgoed Suriname</i>	
Stakeholders/Partners	Ministry of Education, Science, and Culture; Ministry of Trade & Tourism; Tourism Associations.	
Reason	There is no site in Paramaribo where the Suriname people and the visitor can obtain information regarding the World Heritage City of Paramaribo.	
Purpose	To appreciate and understand the built heritage of Paramaribo, by the local people and tourists, it is necessary to present the site in a comprehensive way	
Description	To understand the significance of Paramaribo World Heritage status, the importance should be explained in a vibrant and visual way. Use audio and visual technology	
Output/Result	An appealing center for the interpretation of the World Heritage status of Paramaribo	
Activities	In cooperation with the Department of Culture, Ministry of Trade & Tourism and the private tourism sector, create a location, develop and furnish the interior where the Suriname people and visitors can obtain information.	
Planning / Deadline	2021 – 2022	
Financing	Total: \$ 100.000 Government \$ 50.000 NGO's / Private co-financing \$ 50.000	

## 11.6 Institutional Plan

1. ***Stichting Gebouwd Erfgoed Suriname***
2. **Paramaribo World Heritage Authority**
3. **Monuments Bureau (*Monumenten Bureau*)**
4. **Monument Fund Suriname**

In order to execute the Operational Action Plan, there must be a description of the organizations and their responsibilities. The *Stichting Gebouwd Erfgoed Suriname* (SGES) has so far been virtually the main organization established to deal specifically with Surinamese built heritage and in particular the preservation of the monumental values and the OUV of Paramaribo. SGES is currently acting as the World Heritage Site Management Authority.

Since it was established in 1997, it has been able to carry out a respectable number of matters in the broad field of heritage conservation. Among heritage professionals, in Suriname and abroad, the organization and its director are highly respected for its commitment and professionalism.

However, as a foundation, SGES has insufficient opportunities and legal authority to fulfill all the duties. A new institutional plan is required to manage the World Heritage property, including the establishment of a dedicated Paramaribo World Heritage Authority. This would allow the SGES to focus on their broader mandate.

Besides SGES, it is proposed to **establish three new entities**. This also brings diversification of activities in the broad field of heritage. Although new organizations are proposed, they have their own tasks and responsibilities.

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<sup>144</sup> For intangible heritage there exists a specific institution named the Department of Cultural Studies of the Directorate of Culture

**It is very important to accommodate all heritage organizations in one office building.** This results in better coordination with mutual activities and better cooperation.

**Of the organizations mentioned above, only SGES currently exists. This means that the initiatives and implementation of the first tasks of the Operational Action Plan will have to come primarily from SGES. Including, in collaboration with the stakeholders mentioned, and taking the first steps to establish the three new organizations.**

**Although this will mean an extra effort for this foundation, it fits in with the leading role that SGES has played since its foundation in preserving the heritage of Suriname.**

The responsibilities of the various agencies and their relationship are described below.

### ***1. Stichting Gebouwd Erfgoed Suriname***

The reorganization would allow the SGES to focus on policy issues, advocacy, education, and research for tangible cultural heritage for the entire state of Suriname<sup>144</sup>.

Recently, the Foundation Board reviewed the purpose of the Foundation and established a set of priorities.

- A. Education & Awareness building
  - Supervision of students and offering internship places to enhance the appreciation of built heritage and to build up expertise;



- Promotion of awareness of the preservation and economic value of built heritage in order to generate a willingness to restore and preserve the heritage;
- B. Advise on heritage issues
- Serve as a source of information for monument owners, students and other stakeholders about all sorts of information about Suriname built heritage;
  - Participate in the Building Commission of the Ministry of Public Works, which is responsible for reviewing new construction plans within the UNESCO World Heritage property of the historic city center of Paramaribo and adjacent buffer zones;
  - Participate in the Association for 'Sounding' Heritage Suriname (VKES);
  - Provide advice (solicited and unsolicited) to, among others, the Monuments Commission, the Minister of Education, Science and Culture and the Director of Culture
- C. Research
- Promote and conduct research in the field of monument conservation;
  - Create an inventory and document the built heritage by setting up a database
  - Formulate practical guidelines for the restoration and re-use of monuments;
- D. Advocacy and Initiator
- Act as a watchdog function to monitor the preservation and protection of the built heritage;
  - Mediate the tax system is used as an instrument to support the preservation of monuments in Suriname;

As SGES has been the initiator of many actions, and an active player in the field of the Suriname heritage preservation, SGES is proposed to be the

organization responsible for various actions mentioned in the Operational Action Plan.

A significant aspect of this management plan was the completion of a needs assessment of SGES in order to fulfill the priorities set by the Board as well as the needs identified during investigations. This revealed certain aspects are lacking including establishing increasing capacity, a sustainable source of financing, and, perhaps the most important, additional time. In the following paragraphs, these needs will be described.

#### SGES - organization

The foundation is guided by a board of which the chairman, treasurer, and secretary are responsible for the daily board activities.

The daily tasks are performed by the director, assisted by a secretary and a financial administrator (currently vacant). According to the bylaws, the staff should consist of a member for public awareness, research and documentation, and a second staff member for project management. However, SGES has been operating for many years, with only one staff member.

To improve foreign contacts, which can be important for networking, obtaining grants, and prestige in general, it is advised to strengthen the Foundation with international members, dedicated to Suriname heritage. Such an international member can, for example, also be a well-known Surinamese abroad who acts as an ambassador for Surinamese heritage and SGES in particular.

To accomplish the priorities set by the board, but also the tasks proposed in the Operational Action Plan, the staff of SGES needs to strengthen their professional skills:

**1 architectural historian (MSc).** Especially for the priorities A and C., This historian should also become a member of the Monuments Commission, especially to look after the authenticity and integrity of the reviewed conservation plans.

**1 professional (part-time) grants manager.** In various countries, like the US, a common staff member. Responsible for finding local and international external, non-governmental funding.

To assist the staff members on a project basis, two local and/or foreign graduate interns per year can be contracted.

To assist the staff for the execution of various projects, volunteers are a possibility. A program should be developed to attract volunteers and specify their capacities in a database. But also it should be determined what the volunteers can be offered in return for their input, like tours, regular digital information bulletins, booklets, etc.

#### Permanent Capacity building

It is important to keep upgrading the knowledge and capacity of both staff and management by annual courses. Local, but especially international heritage courses and conferences. Also study visits of one or two weeks, every two or three years, to heritage institutions abroad are important to keep up with international trends and widen the knowledge and vision of the SGES staff. Another possibility is to invite institutions abroad to organize heritage courses in Suriname for professionals periodically. Like the University of Antwerp – Department of Heritage Studies or the Heritage Academy (*Erfgoed Academie*) from the Netherlands. The latter, for example, organized in the past specific courses in Aruba and Curaçao for heritage professionals; financed by Dutch heritage institutions. Subjects as,

Outstanding Universal Value, Authenticity, Integrity, Historic Urban Landscape, international heritage conservation perceptions in contrast and relation to local insights, Charter of Venice, Nara Document on Authenticity, etc., etc. should regularly be thought and discussed during local courses and workshops for Suriname professionals.

An up-to-date library must be part of the knowledge upgrade. A purchase plan and budget are needed for literature and periodicals (partly virtual), together with a digitized index of the library. As stated already, the aim should be to accommodate the existing and new heritage organizations in one office building. Needs can be combined, like a central library. Such a library can also be used by local students, doing heritage projects.

#### Sustainable financing

Until 2016, SGES received financial support (subsidy) from the government to finance the daily operations. Fortunately, the staff of the foundation are civil servants and paid by the government. Presently, the daily operations are being funded by PURP, which ends by 2022. After this period the Foundation will need some type of subsidy again. This is not a sustainable situation. A new staff member, the grants manager, should develop a sustainable financial plan to fund activities and write grant requests and request contributions from commercial sponsors. Other possibilities to gain funds should be investigated.

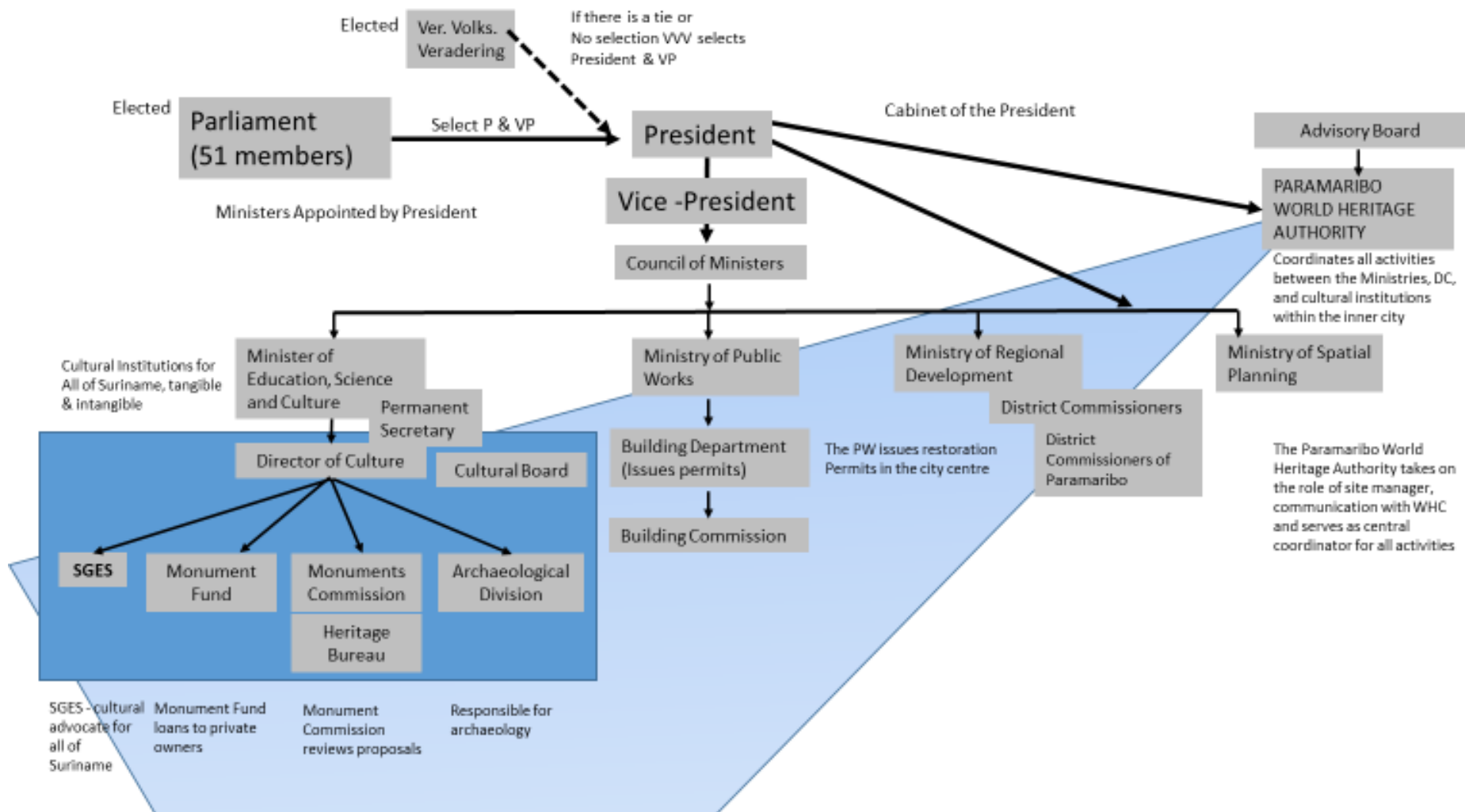


Figure 57 –Proposed new organizational structure showing the city Management Authority and Monuments Fund

## 2. Paramaribo World Heritage Authority

One of the original mandates of the in 1997 established Suriname Built Heritage Foundation (SGES) was preparing the nomination dossier for the World Heritage list. In 2002 Paramaribo was inscribed. The director of the SGES is currently acting as the site manager for the World Heritage property. Nevertheless, acting as a site manager is not a statutory task of the foundation, and there is no legislative support or political backing for the Site management at SGES. In the first Management Plan of 2011, it is proposed to create site management under the responsibility of the President of Suriname.

During the two missions to evaluate the Management Plan, the lack of overall management of the city was frequently mentioned. The Outstanding Universal Values of the World Heritage City of Paramaribo are vulnerable, given the lack of a specifically designated authority responsible for management and coordination. Authority does not currently align with responsibility. Constraints consist of the current state organization with two branches of government and multiple ministries leading to numerous overlaps in authority as well as significant gaps in responsibilities. A solution is to designate an Authority to coordinate between agencies, plan changes, promote visitation, and protect the city's historic resources.

A Paramaribo World Heritage Authority is needed to coordinate the various activities by governmental, semi-governmental, non-governmental, and private entities. But to function adequately, the Paramaribo World Heritage Authority needs to have a legal basis, authority, and the highest governmental and political backing. The establishment of a dedicated authority directly under the President of the Republic, for the coordination

and planning of future and day-to-day tasks of site management within the historic inner city of Paramaribo, would accomplish a number of objectives. The first of which would ensure that the management body has designated authority. Currently, something that the SGES does not have. Secondly, it would secure a source of permanent funding and, most importantly, a sole focus on the historic inner city. This authority must be located within the World Heritage property for easy access and communication with building owners and projects.

Additional responsibilities include writing the required State of Conservation reports to be submitted to the World Heritage Center of UNESCO, hosting any advisory missions, and ensuring the historic building code. In order for the Paramaribo World Heritage Authority to execute this mandate, an office in the historic inner city must be established and staffed.

A key requirement is for increased capacity of the personnel in this office in executing this Management Plan, includes courses in architectural conservation and enforcement in a historic building code.

The main responsibilities of the Paramaribo World Heritage Authority:

- Implementing the approved Management Plan
- Establishing regular consultation and coordination between most players in the historic city
- Ensuring open communication between all stakeholders in the city
- Ensuring the Paramaribo Outstanding Universal Value (OUV) is preserved

- Assessing all development plans for the historic inner city to ensure the protection of the OUV
- Planning and giving direction with regard to the socio-economic development of the historic inner city. This will prevent ad-hoc plans that can have a negative impact on the OUV.
- Maintaining contacts with the World Heritage Center regarding the World Heritage status of Paramaribo

#### Paramaribo World Heritage Authority - an organization

The Paramaribo World Heritage Authority is set up directly under the President, at the Cabinet of the President. SGES and the Department of Culture should be the initiators to prepare the bylaws and have the ordinances approved by a State Resolution. Such a State Resolution can be made which needs approval by the Council of Ministers and the Advisory Council (*Staatsraad*).

The course of the Paramaribo World Heritage Authority is directed by an Advisory Group, chaired by the President, which meets bi-annually and approves the annual working plan. The Advisory group is compiled of most of the governmental and non-governmental stakeholders in the city.

The staff of the Paramaribo World Heritage Authority is limited.

- **Director (MSc)**

The director should be a person with natural preponderance and authority who knows the ins-and-outs of political and non-political Suriname. And who is able to convince the community of the importance of a prosperous historic Paramaribo.

- **Project manager / policy officer (BSc)**

Assisting the director with specific tasks, like implementing specific parts of the Management Plan

- **Technical expert (BSc)**

Coordinating and executing field work, like inspections regarding the OUV of Paramaribo, in cooperation with the Monuments Bureau

#### **Secretary**

The staff of the Paramaribo World Heritage Authority will be civil servants, and therefore on the payroll of the Cabinet of the President. To execute the duties as Paramaribo World Heritage Authority, the Cabinet of the President will make an annual budget available.

#### Permanent Capacity building

It is important to continue adding to the knowledge and capacity of both staff and management through annual courses; to start with specific courses regarding the requirements of the World Heritage Centre for the management of World Heritage properties. A key requirement for increased capacity of the personnel in executing this Management Plan includes courses in architectural conservation and enforcement in a historic building code.

Other capacity building activities, as mentioned for SGES, can also be of importance for the staff of the PWHA.

### 3. Monuments Bureau (*Monumentenbureau*)

The Monuments Committee is established by law in the Monuments Act. It has the tasks: a) to advise the Minister of Education, Science & Culture regarding the execution of the Monuments Act, b) to advise the Minister regarding the protection and listing of monuments, c) to report on the physical condition of the monuments and d) to administer the National Register of Monuments.

In the World Heritage Management Plan 2011-2015 (p.62), it is already stated that the Committee is dealing with some serious constraints in carrying out its duties. Firstly, there is no technical staff available, which put all workload on the unpaid Committee members, who all have a full-time job.

On the part of the government, the Department of Culture, an executive body must exist to perform a number of heritage tasks. A Monument Bureau (*Monumenten Bureau*) should be established at the Department of Culture to function as the executive department of the Monuments Committee. The Bureau will be responsible for tasks that do not belong to SGES or the Paramaribo World Heritage Authority.

These include:

- The preparatory work for the selection and designation of buildings as protected monuments
- Enforcement of the Monuments Act
- An important task of the Committee is to provide the Monument Permit for restorations. The Bureau should do the preparatory work for the

deliberations of the Committee and handling monument permits approved by the Monuments Committee.

- The Bureau will be responsible, together with the Paramaribo World Heritage Authority, monitoring all listed buildings regarding their state of conservation. The staff of the heritage bureau will, therefore, have to have mainly architectural expertise.

#### Monuments Bureau — organization

The staff of the Bureau will be limited to 2 professionals and two field inspectors.

- Conservation architect (MSc)
- Structural engineer (BSc)
- Two Field inspectors (Secondary vocational education / *MBO*)

The staff will be civil servants, and therefore on the payroll of the Department of Culture. To execute the duties, the Department of Culture will make an annual budget available.

#### Permanent Capacity building

It is important to keep upgrading the knowledge and capacity of both staff and workers. In the first place courses that are given at the AdKom University in the context of Heritage education (see Operational Action Plan (K.4). Other capacity building activities, as mentioned for SGES, can also be of importance for staff and workers of the Monuments Bureau.

#### 4. Monument Fund Suriname

After various consultations and discussions, it is clear that major financial efforts are needed by private monument owners to restore their building. Without a considerable own financial contribution by the owner, it is almost impossible to make a project feasible. Interest rates for bank loans are high, as are taxes. Besides easing the tax regime in the future by implementing special tax incentives for the historic district of Paramaribo and listed monuments in Suriname (see project I-3 in Operational Action Plan), extra financial support is necessary for owners to restore the Paramaribo heritage. This support should consist of a mix of subsidies and low-interest loans. A fund is required to provide these favorable forms of financing. This fund can be set up following the example of the National Restoration Fund in the Netherlands and/or the Curaçao Monument Fund Foundation (CMF). The latter had played a major financial role in restoration projects and the city rehabilitation in the World Heritage city of Willemstad. Since its founding in 1992, the Curacao Monument Fund financed in the first 25 years of its existence about 220 restoration projects on the island. More than US\$ 62 million was invested through grants and loans. On Curaçao, the grants and loans are connected. To obtain a grant, an owner of a listed building is also obliged to take partial a low-interest loan for the restoration of the building. This was, a revolving-fund, is created over the years. A large part of the money comes back. In the first 5 years of its existence, the Curaçao Monument Fund got considerable external funding, and the revolving-fund could develop. After 25 years the CMF is completely self-supporting for providing loans. Only a small contribution is annually financed by the government for grants. To receive funding of the CMF, administration, and assistance costs have to be paid to

the fund. Adding the interest on the loan part, the CMF receives sufficient and sustainable income to function. It is clear from the consultations and earlier reports that a Monument Fund is necessary.

Creating the Fund - It should be investigated how the fund can be created. Most likely in a partnership between the IDB, local financial institutions and the Government. One of the PURP IDB projects in Component 2 (Business and residential development) is *“Financial Instruments for Private Owned Buildings: Financial scheme to incentivize the participation of the private sector in the renovation of deteriorated buildings for residential and/or commercial use, and complementary instruments designed.”* This contribution could be used for creating the fund. Besides that, local financial institutions should be incorporated. For them, it can be interesting to be contributing with low-interest loans. Besides that, it can be seen as a social and economic responsibility. The Curaçao Monument Fund can be invited to share its expertise.

Monument Fund Suriname – organization - It is important that the Monument Fund has an independent status in order to convince non-governmental organizations to participate in the fund. A foundation is, therefore, the most obvious organizational form. The foundation is managed by board members with expertise in the field of finance, architectural knowledge, and members with an affinity with heritage. The director of the foundation must have thorough knowledge in the field of financing and assessing projects on their financial feasibility. Additional expertise in the field of technical assessment of construction projects and the budget thereof is necessary. The client administration of outstanding loans can be outsourced to a local financial institution, like a bank.

## 11.7 Partnerships

The establishment of a Paramaribo World Heritage Authority, Heritage Bureau, and a Monument Fund working in close cooperation with SGES is, nevertheless, still insufficient for management of a complex historic city such as Paramaribo. Protection of historic cities, particularly World Heritage properties, while attempting to promote social and economic development, are complex undertakings that require coordination of multiple players over a wide variety of activities. Many levels of government (often with asymmetrical power relationships), civil society, businesses, and numerous stakeholders need to be involved. Often each organization has their agenda and desired level of involvement and require coordination to contribute effectively.

This section will outline the various partnerships that are required to execute the vision, their responsibilities, and how they should or can be managed. “Partners in the protection and conservation of World Heritage can be those individuals and other stakeholders, especially local communities, indigenous peoples, governmental, non-governmental and private organizations and owners who have an interest and involvement in the conservation and management of a World Heritage property.”

It is important to recognize that there is a spectrum of involvement ranging from organizations that simply wish to be informed and give consent to others that want to express their ideas to government agencies that, by the directive, must be fully engaged. Within this spectrum are various stakeholders that desire semi- or full engagement can be counted on to become partners and contribute in various ways (or worse present

obstacles). It is also important to mention that the level of engagement will also change over time.

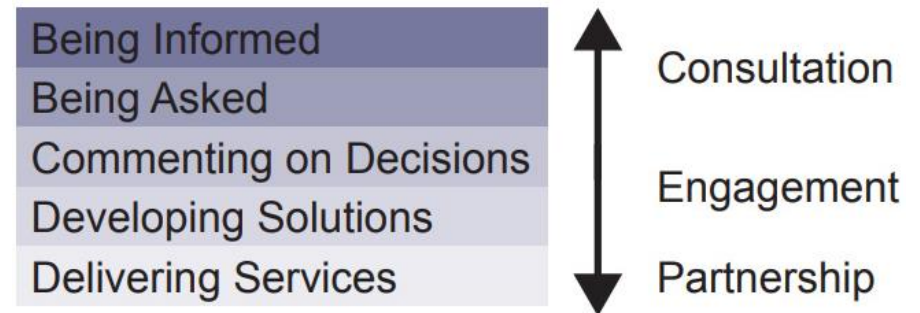


Figure 58 –Scale of involvement

**International partners** – Within this spectrum are the international stakeholders - once Suriname signed the World Heritage Convention and the Outstanding Universal Values of Paramaribo were acknowledged, and the city was placed on the World Heritage List, it became the concern of the international community. While this group may be difficult to identify or manage as a partner, nevertheless, it must be considered.

UNESCO WHC. While the World Heritage Center is often viewed as a regulatory body, this is far from reality. Yes, they do have the responsibility of maintaining the standard of the World Heritage List and must report to the World Heritage Committee and upholding the World Heritage Convention. But they are most likely the best-placed partners for



international consulting and advice in this regard. Likewise, ICOMOS<sup>145</sup> is made up of dedicated professionals that are often willing to come to the aid of a World Heritage property. In fact, the Operational Guidelines clearly define the role of ICOMOS in section 35. “The specific role of ICOMOS in relation to the Convention includes...: monitoring the state of conservation of World Heritage cultural properties, reviewing requests for International Assistance submitted by States Parties, and providing input and support for capacity-building activities”<sup>146</sup>. One of the most helpful international partners is the Inter-American Development Bank, while they may not have expertise in conservation, they have proven expertise in urban revitalization, transportation, and infrastructure, and finance. Finally, the last of the international partners are the visitors. It may seem strange to consider tourists as partners, but they bring with them a powerful economic component, what they wish to see and experience. Although the list is overly simplified, it is just a beginning and a means of tapping into these networks.

**Diaspora, Ex-pats, and Visitors** – Another international group are the diaspora of Suriname with many living in the Netherlands or the nearby Caribbean. Also within this group are the ex-pat community from other places living within Paramaribo. The final often untapped groups are visitors or tourists. Given Paramaribo’s World Heritage status, it can expect a certain level of interest, especially from visitors. While it is difficult to identify and coordinate these groups, nevertheless, they can be a powerful force in protecting the inner city.

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<sup>145</sup> International Council on Monuments and Sites

**Development Banks** – The final critical international partner includes development and funding institutions such as the Inter-American Development Bank. This partner has been the principal force in the Paramaribo Urban Rehabilitation Program and can be counted on for more than just financing. Their expertise in social and economic development from across the hemisphere can be focused on Paramaribo, even after the PURP project is completed.

In order to tap these international groups, a vision for Paramaribo must be strong, consistent, and unmistakable as these international partners are unaware of the local day-to-day situation. These stakeholders, as potential partners, can aid, to various extents and depending on their capabilities, the execution of tasks and objectives to aim for the vision. This Management Plan is the first step in outlining the vision with a concrete action plan and presenting it to these international groups.

**Local Civil Society & Business** – are usually the most vocal and focused on specific topics and include Stadsherstel Suriname, Archaeological Division of Suriname, Department of Cultuurstudies, University, NATIN, Chair Spatial Planners Association Suriname (SPASU), De West, and the SANTOUR Foundation. Other businesses include DMA RK Bisdom, Suriname, Ready Tex Art Gallery, Heiligenweg, Vereniging Vrienden van Stadsherstel Suriname, UAS, KDV Architects, Sunecon, Ilaco NV, Chamber of Commerce, Suriname Manufacturers Association (ASFA), RR Consulting, United Tour Guides Suriname Foundation, The Back Lot Foundation, Red Cross Suriname. One of the most potent civil society organization that can serve

<sup>146</sup> The Operational Guidelines 2017, article 35 retrieved from <https://whc.unesco.org/en/guidelines>

as a partner includes the Backlot. This non-profit organization has been promoting life in the inner city and has successfully executed a variety of social activities and contributed to the restoration of historic structures.

**Government** – This is the segment that is usually considered partners in historic cities. Public Works, Traffic Department/Utiliteitsbouw, Waterfront Management Board, Ministry of Finance. District Commissioner, Central Bank, Police, Traffic Division Police, Fire Department, and Building Department. Although the government is not usually considered a partner, their mandates and responsibilities oblige them to assist in the execution of this Management Plan.

**Stadsherstel Suriname** – is one of the principal partners and was established in 2011 as *Stadsherstel* Paramaribo Foundation, largely through the efforts of the SGES through the Twinning Project Monument Care with *Stadsherstel* Amsterdam. This joint project between SGES and *Stadsherstel Amsterdam N.V.* established SP for urban recovery as a restoring organization that buys, restores, and utilizes historic buildings in a sustainable manner. The goal is to preserve the unique buildings of Suriname. *Stadsherstel Paramaribo* focuses not only on monuments but also on characteristic historic buildings with no monument status, but which do support the image within the historic inner city. The foundation is not focused on maximizing financial profit but will pay a socially responsible return to the providers of capital. The profits are primarily intended for the further expansion of a healthy real estate portfolio. In 2013, *Stadsherstel* Suriname, Ltd. was established as a parent company with the Foundation as a subsidiary.

The activities of the foundation are partly incorporated therein. The idea is that the focused and business-like approach of a public limited company can achieve the social objectives more effectively. This model has already proven itself extensively in other countries.

*Stadsherstel Suriname* has numerous stakeholders, including the major banks and insurance companies which have contributed because of their concern and social responsibility. *Stadsherstel Suriname* is able to borrow from the banks at 3% interest, which makes acquiring property and conservation efforts financially attractive. They have acquired and conserved five properties in the historic center, one of which was sold to a responsible owner, and the other four are in the rental.

## 11.2 Monitoring and periodic review

The best of Management Plans are destined to fail without some guidance correction in the form of monitoring and periodic review. This section of the Management Plan addresses not only monitoring of the plan itself, but also, monitoring of the conditions of the World Heritage property and protection of Paramaribo's Outstanding Universal Values.

### Management Plan

Tourism statistics, number of buildings at risk, building vacancy, number of visitors to cultural institutions, visitor survey (needed), In the Action Plan there are a number of tasks each with its own monitoring indicator of success.

### Paramaribo, World Heritage

The Operational Guidelines require active monitoring: "Protection and management of World Heritage properties should ensure that their Outstanding Universal Value, including the conditions of integrity and/or authenticity at the time of inscription, are sustained or enhanced over time. A regular review of the general state of conservation of properties, and thus also their Outstanding Universal Value, shall be done within a framework of monitoring processes for World Heritage properties, as specified within the Operational Guidelines<sup>147</sup>. In addition, UNESCO, along with professional consultation from ICOMOS, regularly conducted Reactive Monitoring Missions (RMM). Should it be determined that the OUV are under threat, the World Heritage Center or the World Heritage Committee may indicate the need for a RMM. The most negative outcome of this would be listing Paramaribo on the World Heritage in Danger List which

may be seen as an embarrassment. Should the city remain on the Danger List without reaction, Paramaribo could eventually be de-listed<sup>148</sup>.

Therefore, below and within the Action Plan are key indicators to assist management in monitoring the progress toward the objectives and goals.



Figure 59 - Weekdays and during festivals, the city center is crowded with cars from government offices and businesses and passing through traffic (Waterkant)

<sup>147</sup> The Operational Guidelines 2017 retrieved from <https://whc.unesco.org/en/guidelines>

<sup>148</sup> This has only happened twice

## 12 Financing Change

In order for there to be a meaningful and lasting change in Paramaribo, a financial solution must be found to attract investment, businesses, and families back to the city center. While this is only one aspect of management, nevertheless it is a key component alongside creating a safe, comfortable, and visually appealing environment. Financing change is one of the most difficult aspects of management given that a combination of incentives combined restrictive regulations must be crafted together, often on a trial and error basis. Even though there are numerous examples in nearby cities, what works outside Suriname may not work in Paramaribo. It is also difficult in that political leaders must be convinced of long term benefits while foregoing immediate financial gains. Finally, when financial incentives do begin to work, there must be in place appropriate and consistent management to control development and guide conservation. This portion of the Management Plan will address the situation in Paramaribo, including a description of significant barriers and offer possible solutions.

### 12.1 Situation

**Income tax** - The income tax in Suriname is a flat personal income tax with rates at 38%, including a 4% old age premium, and corporate tax rates at 36%<sup>149</sup>. These rates are collected from individuals and imposed on different sources of income, including labor, pensions, interest, and importantly, dividends. The tax revenues from the personal income tax rate are an extremely important source of income for the government.

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<sup>149</sup> <https://tradingeconomics.com/suriname/personal-income-tax-rate>

**Sales tax** – there is an 8% sales tax on services and a 10% tax on goods in Suriname with no special city tax in Paramaribo. This is understandable in a nation with one major city. While in itself this tax rate is not high, combined with the relatively high-income tax, it places an additional burden on purchasing supplies and services for rehabilitation in the historic center.

**Value Added Tax** – there is currently no VAT in Suriname, but there are ongoing discussions to implement this tax.

**Property tax** – Property taxes are extremely low in Suriname, to the point of non-existence. This is understandable given the low population and large land mass.

**Property transfer tax** – this tax is levied during the transfer between parties of a property and is estimated to be about 6% plus fees to approximately 11.5% of the value of the property. How fair value assessment takes place is difficult to understand, but this could be one explanation for the low turnover in ownership, absence of properties for sale (<10) and the legacy multiple ownership issues.

**Tax avoidance** – In general, given the high-income tax rates and other taxes, coupled with weak enforcement, payment avoidance is common and widespread. The central government has not addressed the issue of lower taxes with consistent enforcement, which would lead to greater compliance and possibly higher tax revenues.

**Tax amnesty** – is an idea to offer a limited-time opportunity to invest or contribute to the inner city in exchange for forgiveness of a tax liability

(including interest and penalties) related to a previous tax period without fear of criminal prosecution.

**Interest rates** – the current rates for a loan on US Dollars in Suriname is between 9-11%, and on Suriname Dollars between 16-20%. While there is no data available on construction or bridge loans, the high borrowing rates are indicative that a loan for renovation would be similarly high. These rates are prohibitively high and prevent meaningful change in ownership in the historic center. This, perhaps, is one of the most significant barriers for attracting new investment into the center. Any person or business wishing to renovate a historic property must rely on savings, informal or family loans – not often available to most.

## 12.2 Insurance

In addition to the high tax rates in Suriname, insurance is extremely difficult for private owners or businesses to obtain in the historic center given the wood construction, number of empty and abandoned properties in close proximity, narrow streets and blocks, and high risk of fire. It is estimated that less than 10% of private structures in the city center have insurance and the government buildings are not insured with the exception of the SGES offices near Fort Zeelandia. This is a significant barrier to investment, especially for families, small business, or non-profit foundations. In order to obtain a mortgage on a property, there must be sufficient guarantees to the lender for compensation in the event of a disaster. This is non-existent in Paramaribo.

## 12.3 Possible solutions

Given these significant barriers to attracting investment in the historic center the Management Plan, as outlined in the Action Plan, calls for additional research and investigations in this field. Possible ideas include:

Income tax reduction incentives – reduction in income tax for people living or businesses operating within the historic center. Additional investigation is necessary for determining the appropriate reduction, but given the extremely high-income rate, even a small reduction of 5%-10% may be sufficient to retain the remaining businesses and attract new companies and families.

Elimination of the transfer tax is another tax incentive. While only 7%, it is still significant and would facilitate the creation of a market and possibly aid in reducing the unresolved legacy of multiple owners.

Another tax incentive is the reduction or complete elimination of sales and service tax for renovation in the city center. This would reduce yet further the tax burden on businesses – up to a maximum of 18%.

Loan assistance or loan guarantees – this would enable families or businesses to borrow in order to purchase properties. It has been proven that buildings which are owned are better maintained than buildings rented.

Loan Guarantees – are another way to attract investment. This could range from the State simply guaranteeing a loan against default, the government providing a reduction in the lending rate or direct loans provided from the government.

Insurance assistance – This could function similarly to the loan guarantees and could be provided by the state or supplement to existing insurance companies.

Creation of a (reverse) Business Improvement District or BID – usually a BID is a special extra tax or levy imposed on the businesses or properties to supplement the city services such as additional infrastructure, cleaning, or marketing a district. But a reverse BID is a combination of the above incentives to attract and retain businesses with the addition of business assistance, consulting to businesses.

REIT – Real Estate Investment Trust is a collective investment vehicle that purchases property and offers shares for sale to the public. A modified REIT could be created within the center with some combination of the above-mentioned incentives. The company could be an independent or state initiative.

There is no one solution for financing change in the historic city center. It will take a combination of all of the previously mentioned efforts to different degrees as well as new innovative solutions. It must be accepted that this process takes time. It is beyond the scope of this Management Plan to address non-compliance or the overall tax policy, but it is within the scope to acknowledge that financial incentives are absolutely necessary. Naturally, there must be laws and ordinances carefully drafted to ensure compliance and mechanisms to prevent fraud.

Perhaps the most difficult aspect of creating an environment financially attractive is generating the political will to enact change. Fortunately, the city center of Paramaribo is very small in comparison to the larger city, and such incentives will make little difference to the overall state budget.

However, they will make a large difference for the historic properties. In addition, given the high tax rate, such incentives should immediately attract interest.

## 13 Five Year Budget

It is notoriously difficult to plan a five-year budget given the numerous ministries, agencies, private owners, and other actors operating within the complex inner city. To quantify the financial resources needed for the protection of Paramaribo is almost impossible given the changing political situation, frequent staff reappointments, and the overall economy. In addition, the various actions outlined in this Management Plan are to be implemented by different Ministries that must buy into the plan. Their staff costs and expenses are part of the existing national government budget, which is closely tied to export commodity prices and a volatile currency.

Nevertheless, a five-year budget must be proposed in order to be prepared for the implementation of the various actions necessary as outlined in the Management Plan. Only the tasks from the Operational Action Plan are included for the budget of this management plan. The costs are divided into annual costs and non-recurring costs for the government, non-governmental organizations, and sponsors. The projects funded by the IDB, are mentioned, excluding the budget for specific projects. Finally, some tasks in the Operational Action Plan do not depend on the availability of financial resources. Following is the five-year budget with the same categories as the action plan in U.S. Dollars.

PROTECT OUTSTANDING UNIVERSAL VALUES				US\$			US\$			IDB	Resources
TASKS (Actions)	Result/indicator	Responsible	Annually			Non-recurring			proj.		
			Government.	NGO's	Sponsors	Government.	NGO's	Sponsors			
<b>Strengthen SURINAME BUILT HERITAGE FOUNDATION</b>											
A.1	Increase capacity of the SGES to meet their mission and objectives	1 architectural historian 1 grants manager	SGES SGES	15,000 12,000						Min.Edu.Sc.&Cult. Min.Edu.Sc.&Cult.	
		2 courses annually for staff & management Study visits abroad	SGES SGES		5,000					SGES	
		2 graduate interns per year Set up digital heritage library and purchase books	SGES/Univ. SGES		3,000 2,000					SGES SGES	
A.2	Develop sustainable financial plan	Financial plan written and delivered	SGES								
		Increased income SGES	SGES / PURP								
A.3	Strengthen Board to guide SGES	3 international advisory members Increased expense reimbursement	SGES SGES			1,000				SGES	
A.4	Membership organization support SGES	300 contributing members, database etc. 15 volunteers registered per year	SGES SGES				500			SGES SGES	
A.5	Develop IT / GIS system	Completed GIS, published on-line, updated annually	PURB / SGES						◆	IDB	
A.6	Establish new headquarters	Short list of locations	SGES								
<b>BUILT HERITAGE improvement</b>											
B.1	Adopt Management Plan	A Management Plan adopted by government	Dep. of Culture						◆	IDB	
B.2	Develop Monument Watch	Hire and train two monument workers, pilot project. List of subscribers	Mon.Com SGES	12,500			25,000	50,000		Min.Edu.Sc.&Cult.	
B.3	Rehabilitate Heritage Buildings	4 buildings conserved	PURB						◆	IDB	
B.4	Improve guidelines/ Retrofit Manual	Retrofit manual improved, adopted Graphic design guidelines	PURB PURB						◆	IDB	
B.5	Review design guidelines new structures	Graphic design guideline manual	Building Dep.				10,000			Min.Edu.Sc.&Cult.	
<b>Create PARAMARIBO WORLD HERITAGE AUTHORITY</b>											
C.1	Establish office with official mandate, defined responsibilities, and staff with sufficient capacity	Bylaws written, scope described, adopted by ordinance Staff with 3 professionals	Dep.Cult/SGES PWHA	45,000			20,000			Cabinet President Cabinet President	
C.2	Train staff in conservation, man. plan	3 courses on HUL, conservation, planning	PWHA				1,500			Cabinet President	
C.3	Conduct inspections	1 course on conservation, 1 course on managing hist.cities	SGES				1,000			Cabinet President	
C.4	Write reports to UNESCO, host missions	4 inspections per year core inner city & buffer zone 1 State of Conservation report submitted per year	PWHA PWHA								
<b>Create Monuments Bureau</b>											
D.1	Establish Monuments Bureau (Monumenten Bureau)	Monuments Bureau established with 1 conservation architect 1 assisting structural engineer. 2 field inspectors	SGES(initiator) Dep.of Culture Dep.of Culture Dep.of Culture				20,000			Min.Edu.Sc.&Cult. Min.Edu.Sc.&Cult. Min.Edu.Sc.&Cult.	
<b>PROTECT OUTSTANDING UNIVERSAL VALUES</b>			Total:	125,500	11,000	-	77,500	50,500	-		

ENHANCE PUBLIC SPACES – HISTORIC URBAN LANDSCAPE				US\$			US\$			IDB	Resources
TASKS (Actions)	Result/indicator	Responsible	Annually			Non-recurring			IDB proj.	Resources	
			Government.	NGO's	Sponsors	Government.	NGO's	Sponsors			
<b>IMPLEMENT DISASTER RISK MITIGATION PLAN</b>											
X.1	Improve governance, establish legal strategy, allocate funds	Organize annual multi-stakeholders consultation/confer. to identify strategies and optimal solutions etc.	Min. Public Works	20,000						Min. Public Works	
<b>STREETSCAPE upgrade and improve</b>											
E.1	Rehabilit. Waterfront & Transit Corridors	renovated waterkant as an attractive, safe, family place	PURP/SGES						◆	IDB	
		Create plan for replanting of street trees	PublicWorks						◆	IDB	
		Install new street furniture improvements	DG						◆	IDB	
E.2	Reconstruction Parliament Building	Reconstructed Parliament	PURP/SGES						◆	IDB	
E.3	Model for PPP parking developed	New mobility plan implemented	PURP/Min.Tr.						◆	IDB	
<b>GREEN SPACES care for and create new green areas</b>											
F.1	Develop informal pocket parks	New green areas within Inner City	SGES				10,000	15,000		Min. Public Works	
F.2	Continue revital. canal, develop pedestr.	Alternative forms of transportation	DC						◆	IDB	
F.3	Improve Palm Park	Improved palm park, 30 new trees planted, 20 removed	DC				20,000			Min. Public Works	
<b>SAFETY - Improve safety in the city</b>											
G.1	Increase police presence, etc.	Hourly patrols on foot of entire inner city, including Waterkant	Police Dep.								
G.2	Develop city lighting plan/design	Lighting plan adopted, fixtures selected	DC				30,000			Min. Public Works	
<b>ENHANCE PUBLIC SPACES – HISTORIC URBAN LANDSCAPE</b>			Total:	20,000	-	-	60,000	15,000	-		



IMPROVE LIVELINESS – ENCOURAGE SOCIAL & ECONOMIC DEVELOPMENT				US\$			US\$				
	TASKS (Actions)	Result/indicator	Responsible	Annually			Non-recurring			IDB proj.	Resources
				Government.	NGO's	Sponsors	Government.	NGO's	Sponsors		
<b>RESIDENTS Develop cultural attractions, housing</b>											
H.1	Increase demand residents inner city	6 small events hosted annually	Backlot a.o.			18,000					Sponsors
H.2	Execute Pilot Housing Project,	Conserved structure for small apartments	Dep.Housing							◆	IDB
<b>OWNERS &amp; BUSINESSES Encourage the establishment of businesses</b>											
I.1	Comprehensive survey & inventory	Financial report delivered	PURP							◆	
I.2	Research divided property laws	Plan adopted into law for divided property	Mon. Commis.				10,000	10,000			SGES
I.3	Implement tax incentives	Tax incentives adopted into law	SGES				10,000	15,000			Min. Finance
I.4	Create Financial Instruments for Private	Monument Fund established,	PURP							◆	
I.5	Research Real Estate Investment	Prospectus delivered to investors	SGES						50,000		Private investors
I.6	Pilot Business Development project	Private historic buildings renovated for business	PURP							◆	
<b>VISITORS TOURISM Local visitors and international tourists share the historic center</b>											
J.1	Encourage visitation, highlight historic	Inner city included in National Tourism Strategic Plan	Tourism Dep.								Min.Tr. & Tourism
	Inner City in all tourism promotions	4 international tourism fairs with Inner City featured	Tourism Dep.	100,000							Min.Tr. & Tourism
		Reopen tourism interpretation center, 2 staff members	Tourism Dep.				75,000				Min.Tr. & Tourism
J.2	Create new signs World Heritage	10 signs strategically placed	SGES						10,000		Sponsoring
J.3	Develop a Tourism plan	Comprehensive plan delivered	PURP							◆	IDB
J.4	Develop heritage education program	A course to enhance the heritage knowledge of tourist guides.	SGES							◆	IDB
J.5	Develop walking tour, self-guided	Website updated quarterly. Printed guide map, 6 volunteers	SGES				10,000	10,000			Min.Edu.Sc.&Cult.
J.6	Open presidential palace, Tower of Finan	Permanently open except for official use	Cab.Pres.e.o.								
J.7	Develop joint museum policy	Unify opening times, single ticket, cross marketing plan	Dep.Culture				5,000				Min.Edu.Sc.&Cult.
<b>IMPROVE LIVELINESS – ENCOURAGE SOCIAL &amp; ECONOMIC DEVELOPMENT</b>				Total:	100,000	-	18,000	110,000	35,000	60,000	

<b>BUILD PUBLIC AWARENESS</b>				US\$			US\$			IDB	Resources
TASKS (Actions)	Result/indicator	Responsible	Annually			Non-recurring			proj.		
			Governm.	NGO's	Sponsors	Governm.	NGO's	Sponsors			
<b>Promote public engagement and positive perceptions</b>											
K.1	Develop Communication Plan		PURP						◆	IDB	
K.2	Continue Monument Day Tours annually	1000 total participating per year and increase of 50%	Friends Stads.h.			10,000				Sponsoring	
		Incentives developed to attract more participants	Friends Stads.h.			10,000				Sponsoring	
		5 advertisements, popular media coverage 1 month before	Friends Stads.h.			3,000				Sponsoring	
K.3	Engage youth in heritage activities	Information package to be distributed to visiting schools	SGES	20,000						Min.Edu.Sc.&Cult.	
K.4	Establish a Heritage Education Program	Yearly courses	SGES/AdK Univ.				10,000	10,000		MinESC./Sponsors	
K.5	Establish Heritage Interpretation Center	A center with extensive information about World Heritage	SGES				50,000	50,000		MinESC./Sponsors	
K.6	Target children and youth	Children & youth have specific tours and activities	MinTourism	10,000		10,000				Min.Tourism/Spons	
K.7	Develop a Cultural Tourism Plan		MinTourism w.SGES/PWHA				30,000			Min.Tourism	
<b>BUILD PUBLIC AWARENESS</b>			Total:	30,000	-	33,000	90,000	60,000	-		
<b>TOTAL OVERVIEW</b>											
FIVE YEAR BUDGET OPERATIONAL ACTION PLAN				TOTAL in US\$			TOTAL in US\$				
				Governm.	NGO's	Sponsors	Governm.	NGO's	Sponsors		
<b>PROTECT OUTSTANDING UNIVERSAL VALUES</b>				125,500	11,000	-	77,500	50,500	-		
<b>ENHANCE PUBLIC SPACES – HISTORIC URBAN LANDSCAPE</b>				20,000	-	-	60,000	15,000	-		
<b>IMPROVE LIVELINESS – ENCOURAGE SOCIAL &amp; ECONOMIC DEVELOPMENT</b>				100,000	-	18,000	110,000	35,000	60,000		
<b>BUILD PUBLIC AWARENESS</b>				30,000	-	33,000	90,000	60,000	-		
				Annually			Non-recurring				
				275,500	11,000	51,000	337,500	160,500	60,000		
Five Year Budget in US\$ - (excl. IDB funded proj.) Total:			2,245,500	1,377,500	55,000	255,000	337,500	160,500	60,000		

Current maps

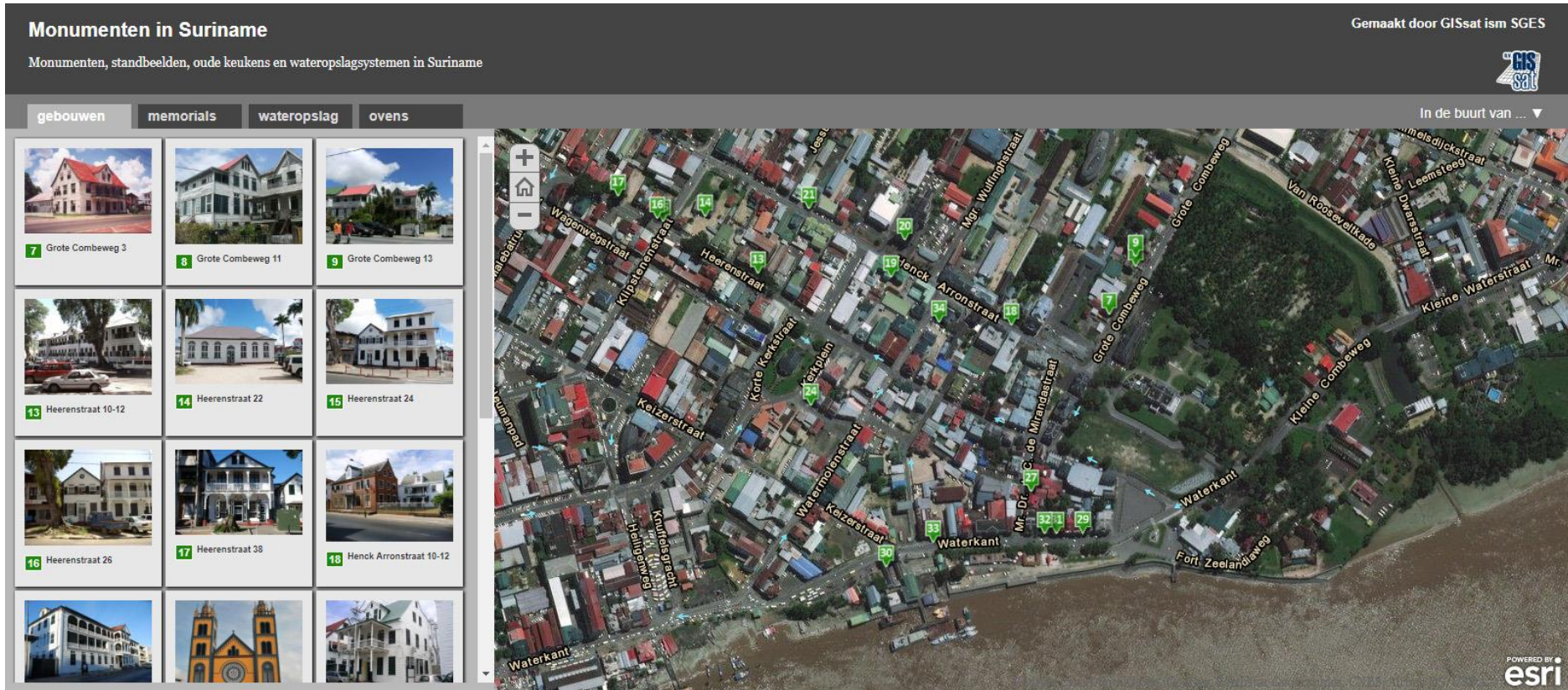


Figure 60 – Online Geographic Information System (GIS) by SGES <https://gissat.com/gissat/sges/> A full GIS system is in development through PURP for managing the inner city

Map of The Paramaribo World Heritage Site (PWHS) with the Bufferzones

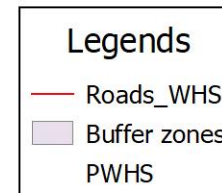
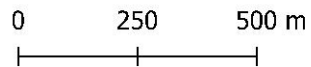
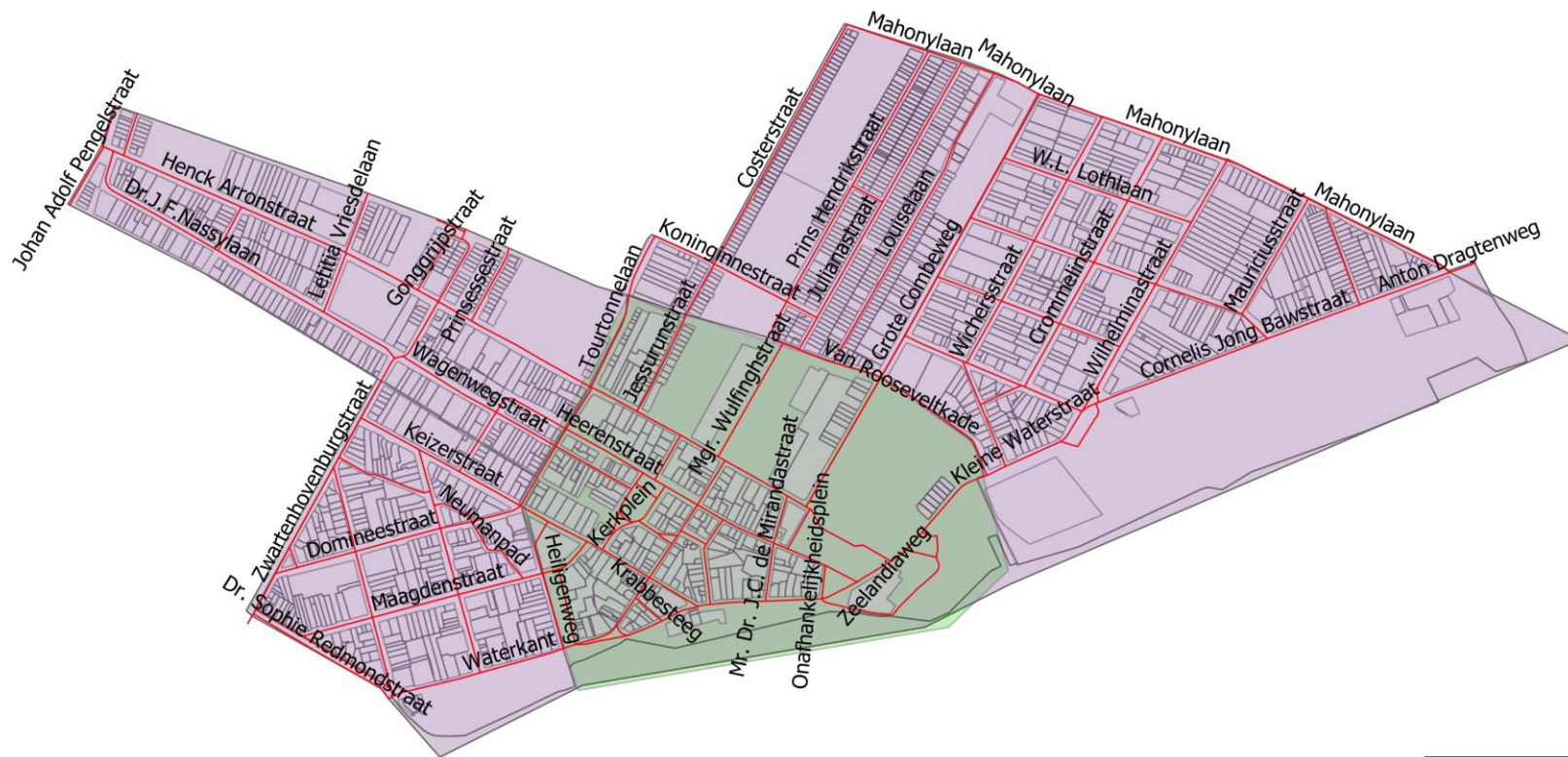


Figure 61: Paramaribo World Heritage Site New GIS Map showing street names in Core Area with extending streets into existing plus proposed Buffer Zones (Dean Refos SGES Intern 2019April)

Map with Open Public Spaces



Figure 62: Paramaribo World Heritage Site New GIS Map showing Public Open Spaces in the Core Area and existing plus proposed Buffer Zones (Dean Refos SGES Intern 2019April)

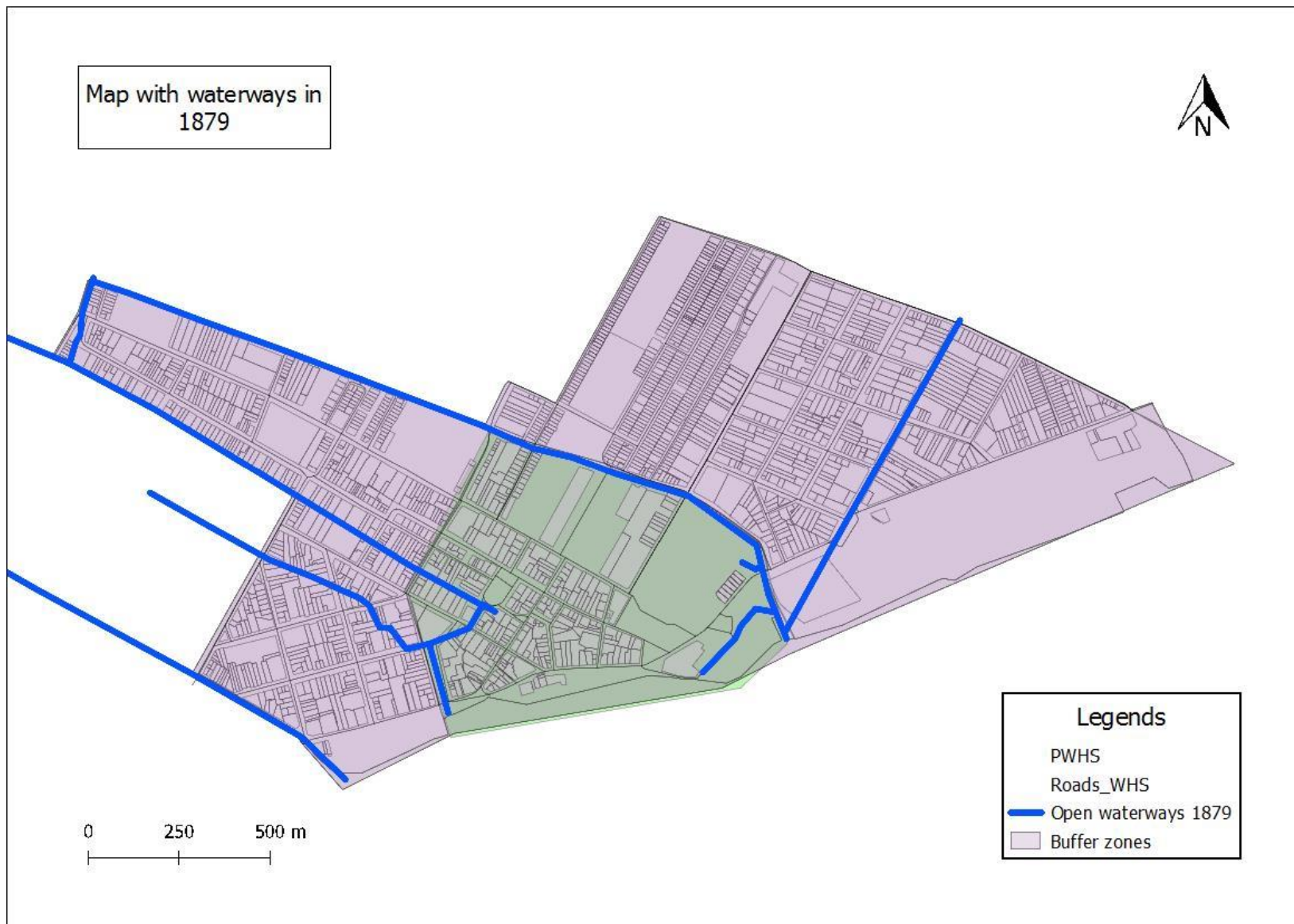


Figure 63: Paramaribo World Heritage Site New GIS Map showing Waterways in 1879 in Core Area and existing plus proposed Buffer Zones (Dean Refos SGES Intern 2019April)

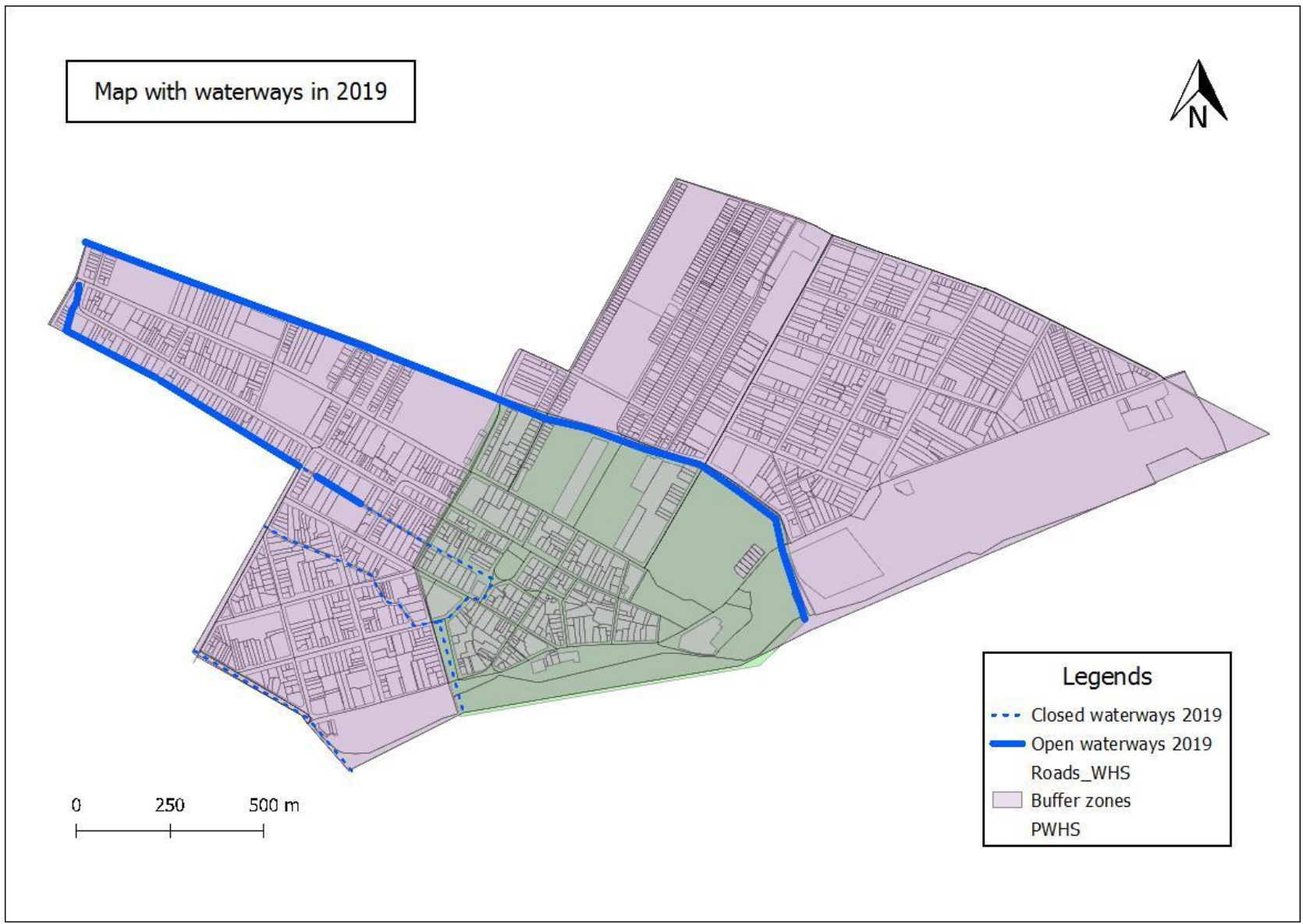


Figure 64: Paramaribo World Heritage Site New GIS Map showing **Waterways in 2019** in Core Area and existing plus proposed Buffer Zones (Dean Refos SGES Intern 2019April)

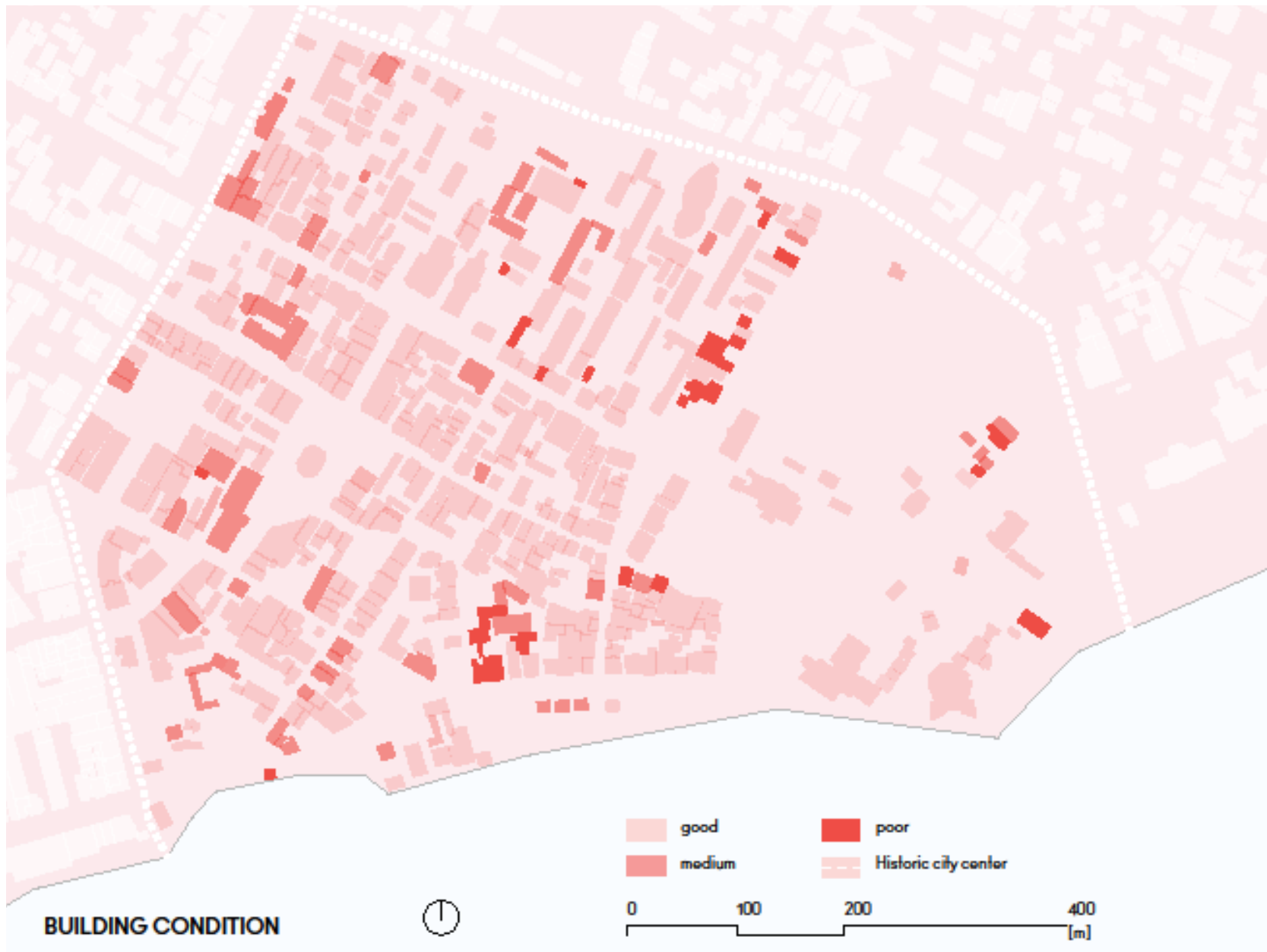


Figure 65 – Building condition as reported in 2019 (Urban Lab Final Report, 2019)



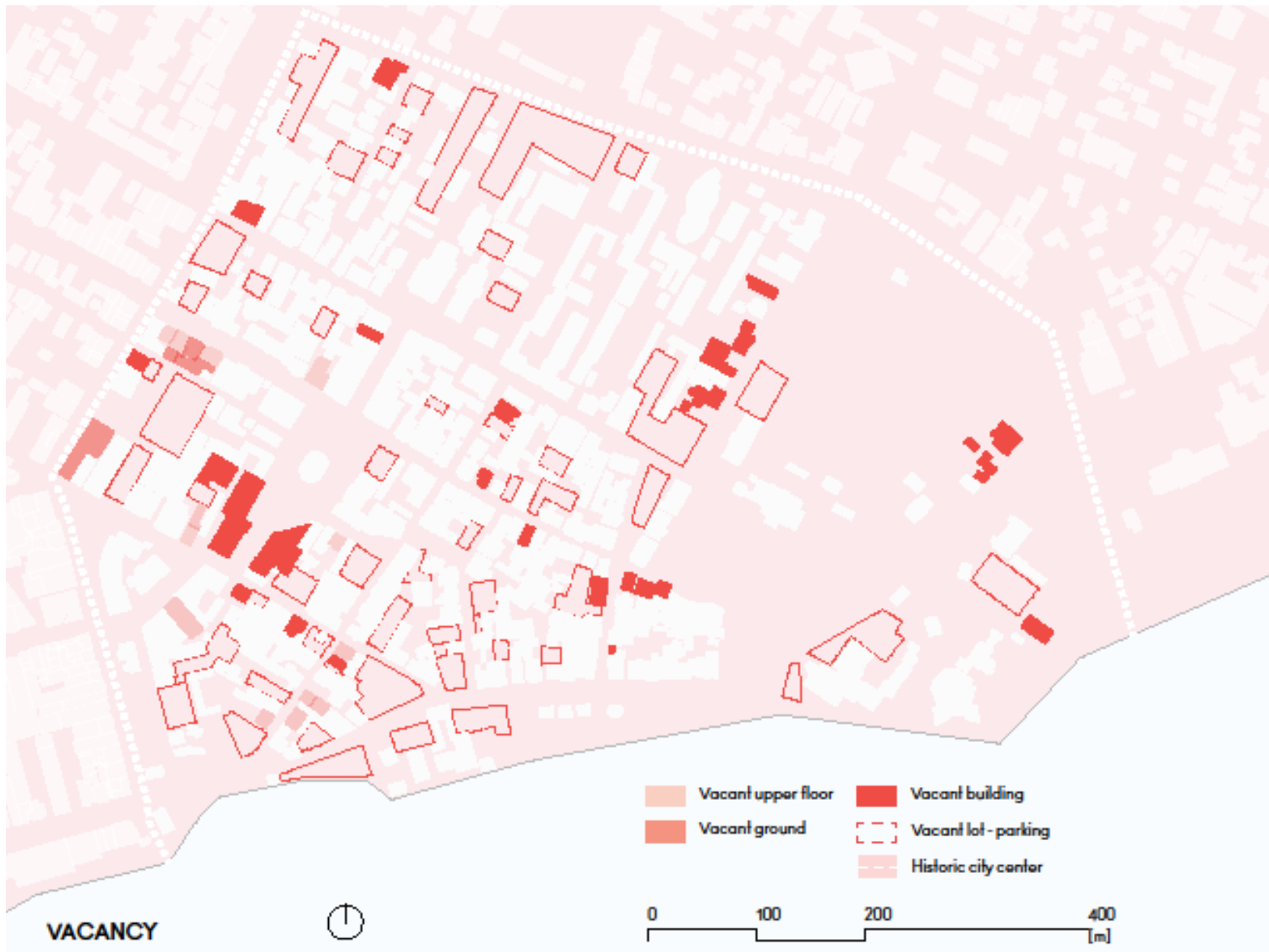


Figure 66 – Building vacancy as reported in 2019 (Urban Lab Final Report, 2019)



Figure 67 – Existing Housing as reported in 2019 (Urban Lab Final Report, 2019)

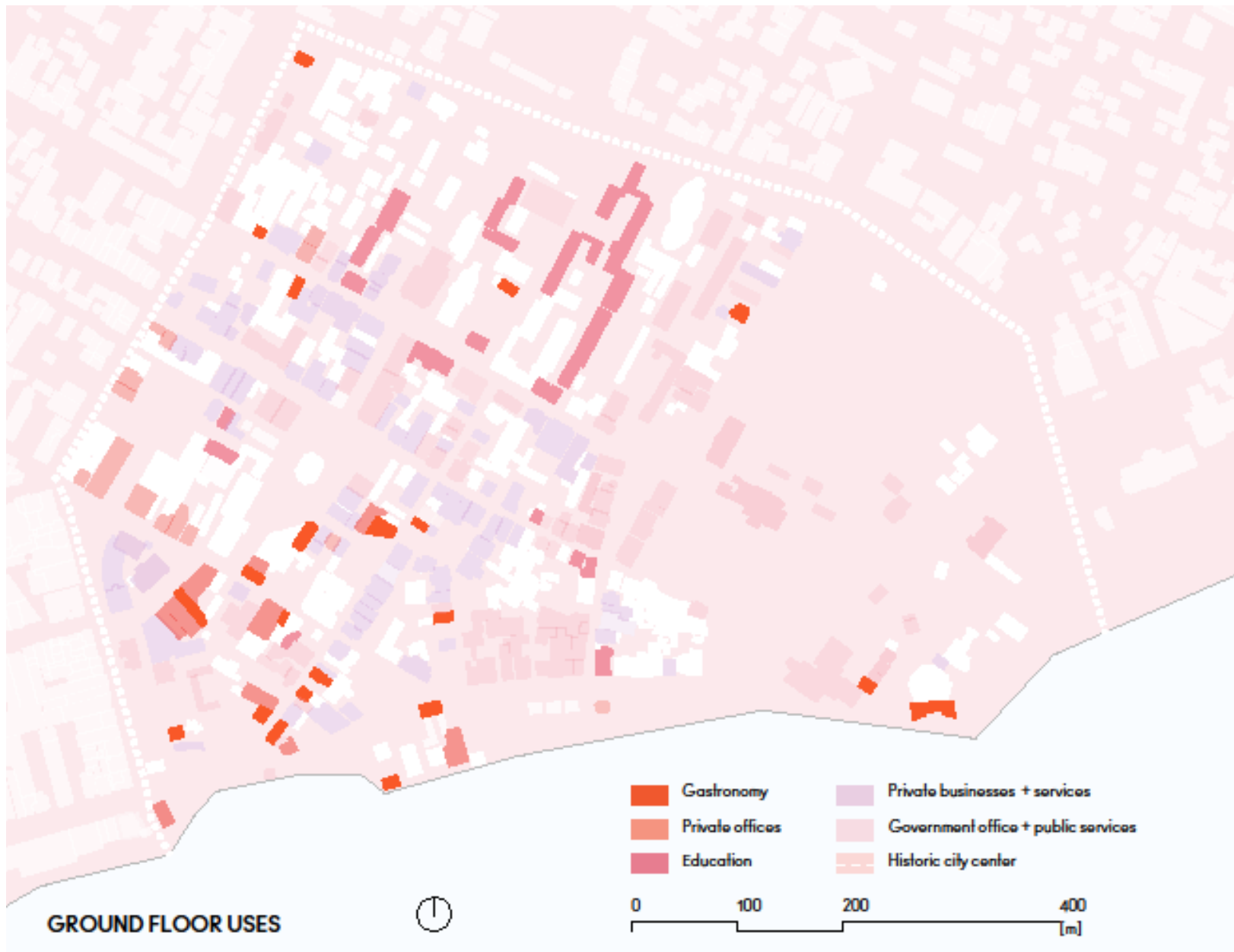


Figure 68 – Ground floor uses as reported in 2019 (Urban Lab Final Report, 2019)

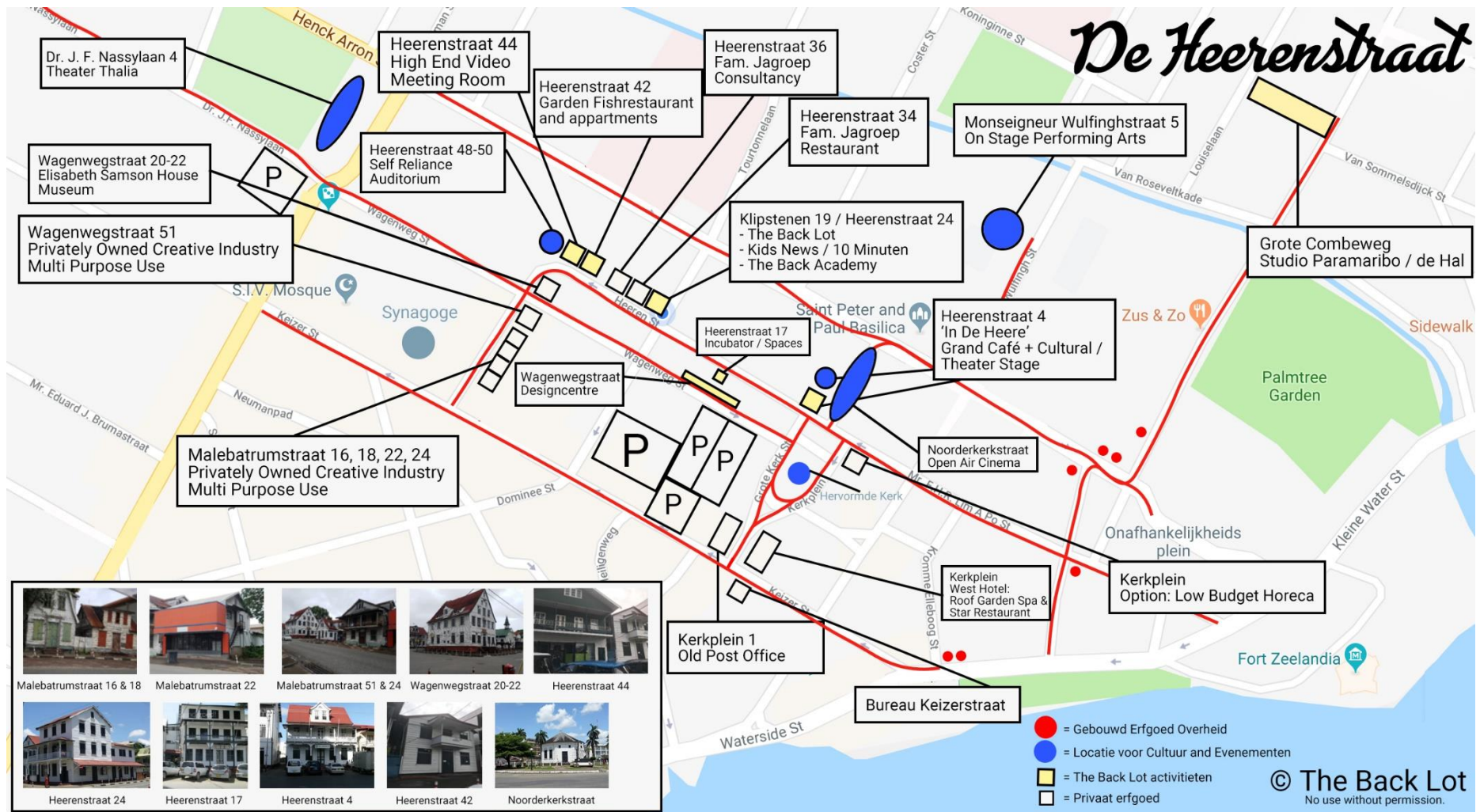
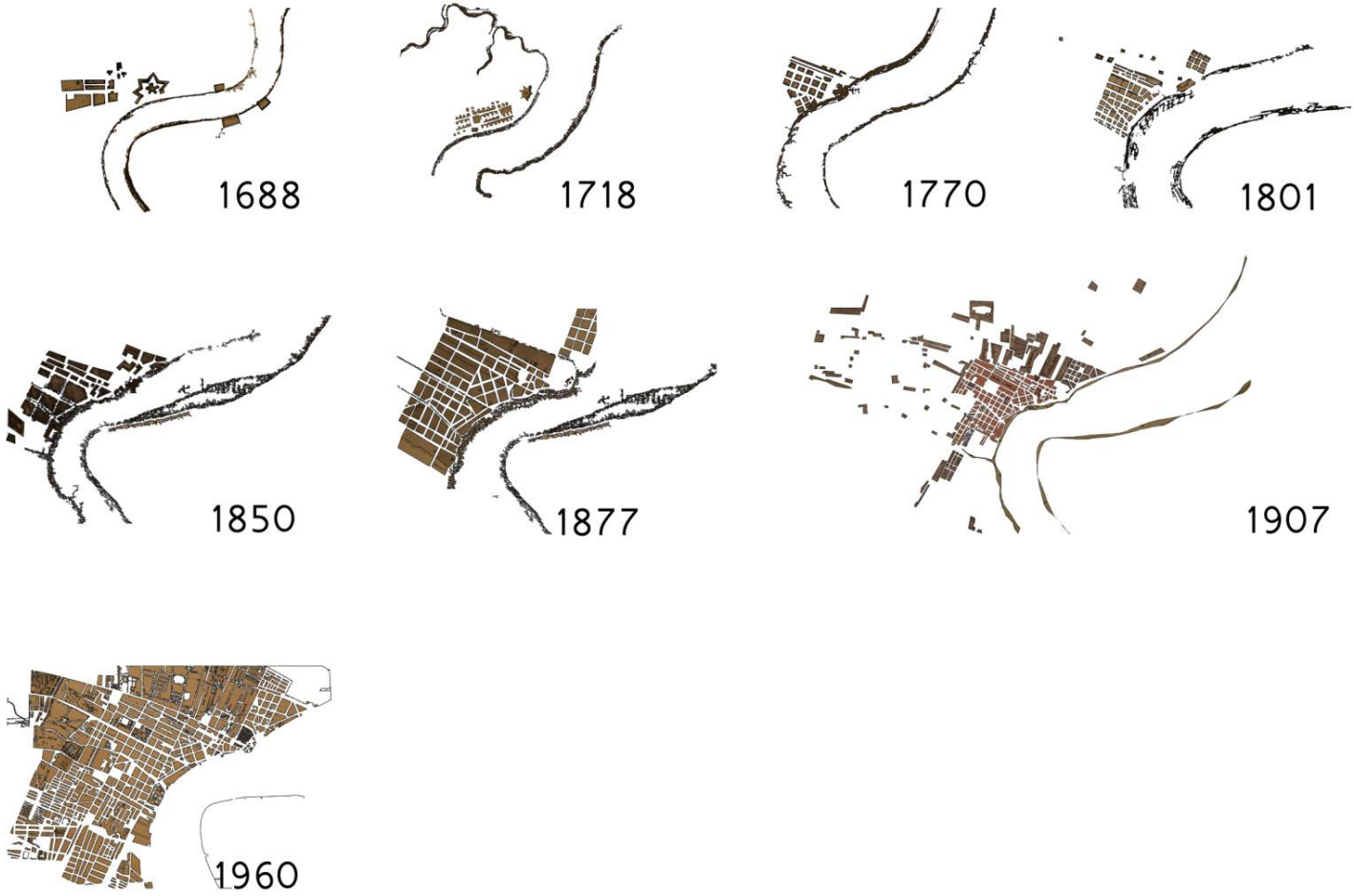


Figure 69 – De Heerenstraat social development efforts by the Back Lot (used with permission)



Suriname Paramaribo Architecture Building Technology

Figure 70 – The growth of Paramaribo from 1688-1960, TU Delft



Figure 71 – Suriname River, John Carter Brown Library at Brown University

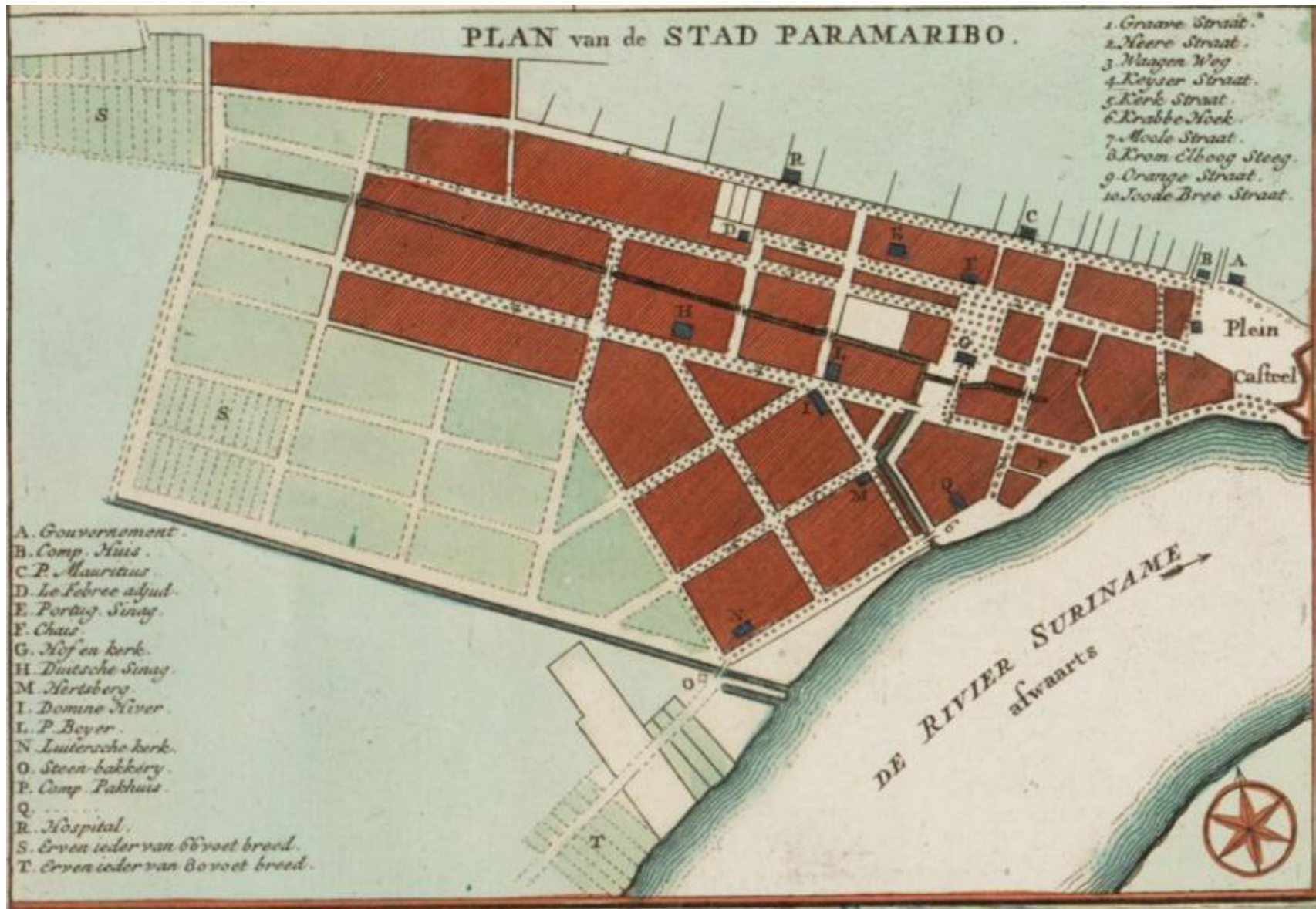


Figure 72 – Paramaribo 18<sup>th</sup> century, Lavauz de Leth

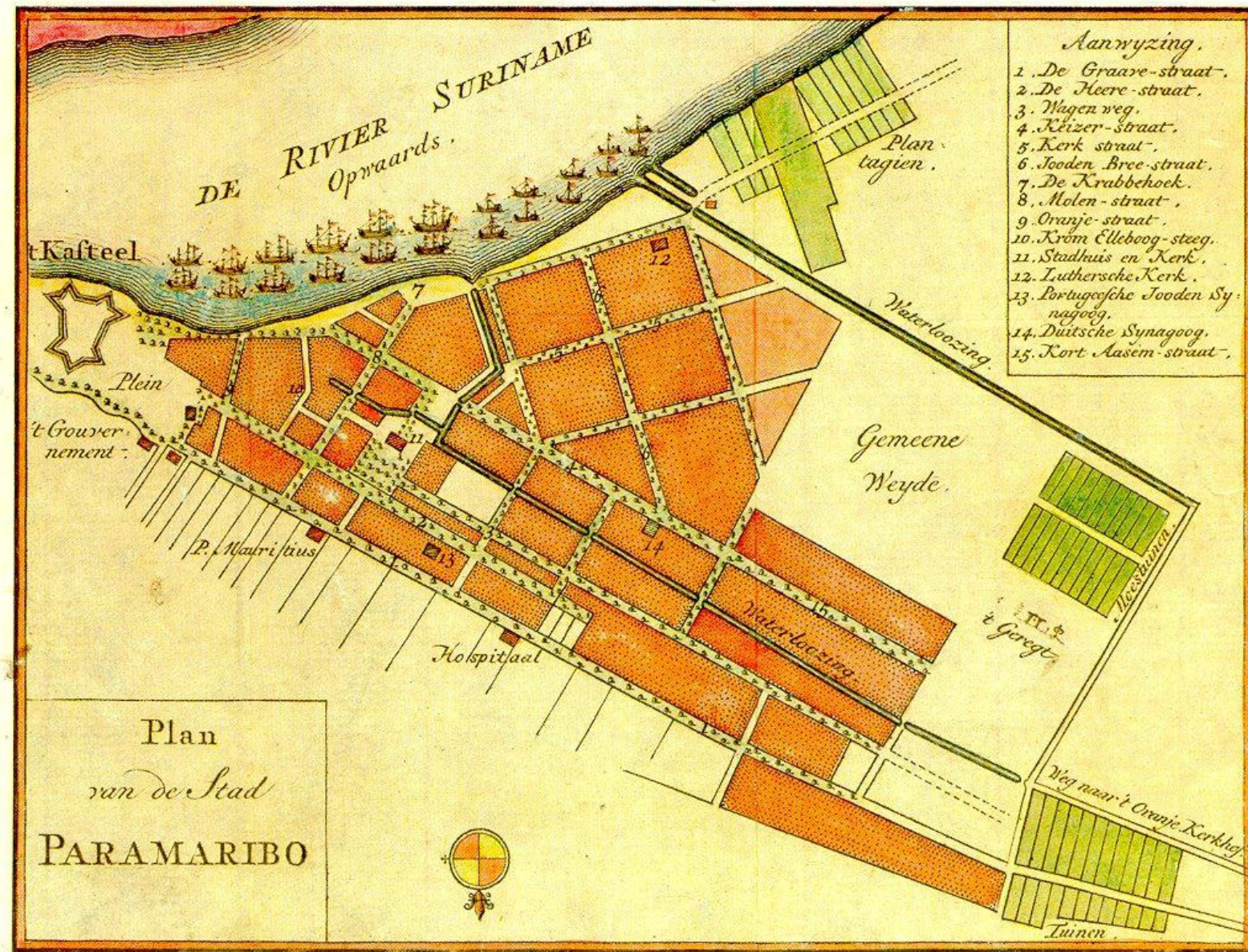


Figure 73 – 1760, Tirion



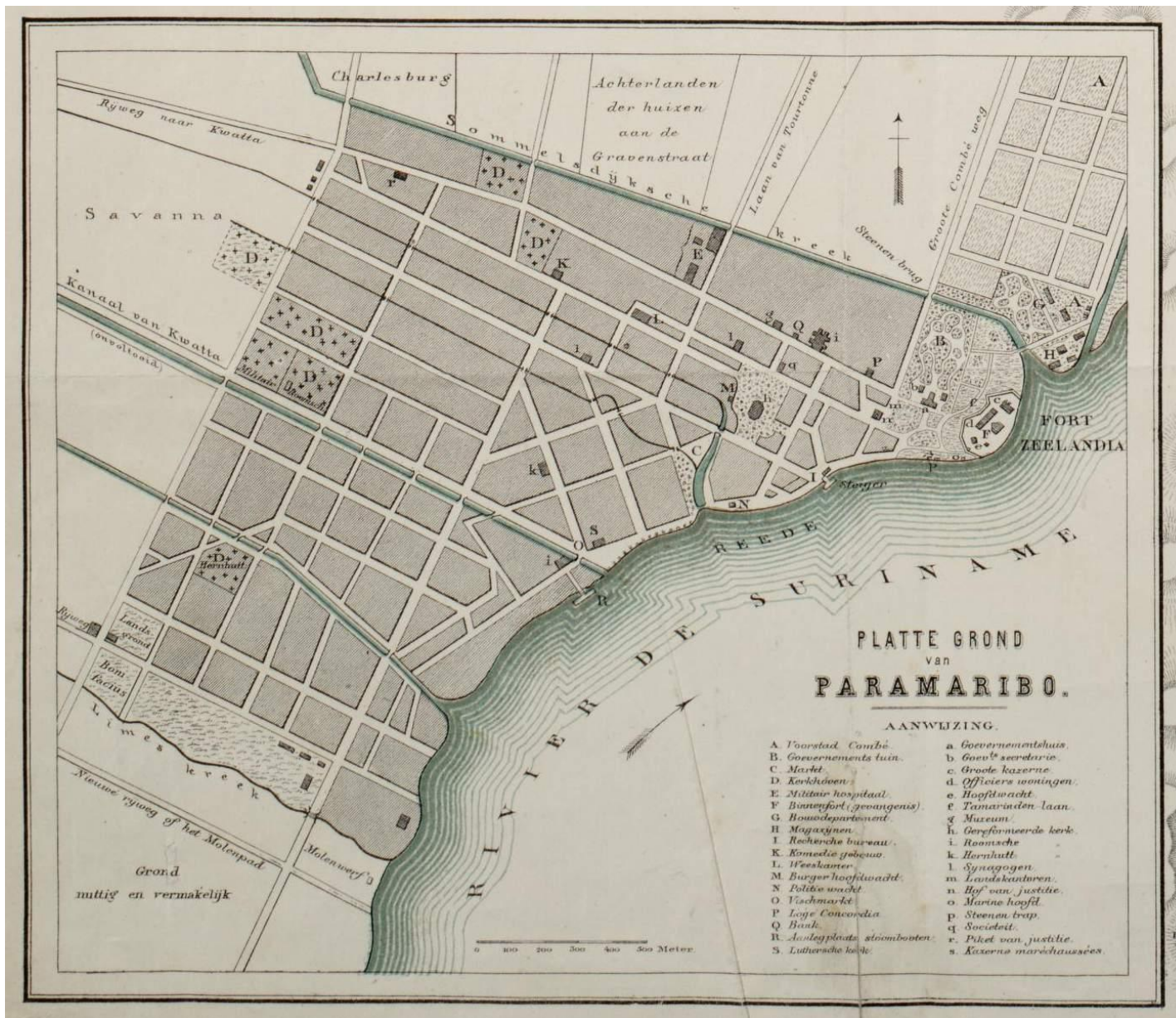


Figure 74 – Zimmerman 1877



Figure 75 – Arts and cultural locations within the World Heritage property, from the 2011 Management Plan

### Arts and culture locations in the WHS

1. Fort Zeelandia premises
2. Nola Hatterman Art Education Institute
3. Fort Zeelandia Museum
4. Cultural Studies department
5. Waterfront "Marinetrap" and Wilhelmina statue
6. Suriname Soldiers square and War Monument
7. Flag Square
8. Presidential Palace
9. Independence Square with statues of Pengel and Lachmon
10. Corner House
11. Dixie bar
12. Suzanna Du Plessis House
13. Mamabon memorial tree
14. Congress Hall
15. Palm Garden with Indigenous site and Arron statue
16. Baba and Mai statue
17. UNESCO Suriname and Culture department headquarter
18. Zus en Zo
19. Academy for Higher Art and Culture Education
20. Central Bank
21. Waterfront music booth
22. SMS Pier
23. De Waag
24. Broki
25. Revolution Square
26. Kodjo, Mentor and Present Square
27. Ghandi square
28. Vaillant Square
29. Chung Fa Foei Kong
30. Lim A Po institute
31. Numismatic Museum
32. Nationale Volksmuziekschool
33. St. Paul and Peter Cathedral
34. Theater On Stage
35. Elisabeth School
36. Louise school
37. Dutch Embassy exhibition site
38. Surinaamse bank
39. Hendrikschool
40. Helstone monument
41. Reformed Church
42. Ons Huis
43. YWCA
44. Zedek ve-Shalom Synagogue
45. Self Reliance Expo Hall
46. Neve Shalom Synagogue and Visitor Center
47. Krasnapolsky
48. Grote Stadskerk
49. Readytex Art Gallery
50. Kong Ngie Tong San
51. Kwakoe statue
52. Gratitude statue at Siva square
53. Central market and Vreedzaam market
54. Thalia Theater
55. Oranjetuin
56. Noorder Stadskerk
57. Stähelinschool
58. Cultural Center Suriname
59. Ons Erf exhibition premises
60. Het Park exhibition hall
61. V-Tunnel
62. Café Lindeboom: expositions
63. Combekerk
64. Torarica Pier, Banquet Hall & Royal Ballroom
65. 't Vat

## Stakeholders

A number of stakeholders participated in the meetings to inform the update of this Management Plan. These are listed along with the institutions they represent and their contact information.

### **General Stakeholders SGES offices**

Judith Victorishoop, Department of Cultuurstudies 473725  
juvic1506@yahoo.com

Irene Meulenberg, Archaeological Service of Suriname 8968635  
i.r.m.m.meulenberg@gmail.com

Dick Wesenhagen, Board Suriname Built Heritage Foundation (SGES)  
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Stephen Fokké, PIU-PURP-Program Coordinator, piu.purp7@gmail.com

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Rachel Robles, Student rachelrobles86@gmail.com

Kia Priscilla De West

Johan de Ramdanie, De West

Earl Djodjokasiran, Ministry RGB e\_djojo@yahoo.com

Rajcomar Rajesh, Ministry RGB raj\_ray@live.com

Harrold Sijlbing, SANTOUR Foundation 8884425  
harold.sijlbing@gmail.com

### **Ministry of Public Works, Building Department**

Vidjay Doergamisier, Public Works-Acting Permanent Secretary of Building Works 8521924 vidjaydoergamisier@gmail.com

Henk Wip, Public Works/Traffic Department henkwip@hotmail.com

Clifton Amoida, Public Works/Traffic Department cjamoida@gmail.com

Rishi Natha, Public Works/Utiliteitsbouw 8567139  
rishi1385@hotmail.com

Joyce Blokland, Public Works/Permanent Secretary of Transport  
joyce\_blokland@hotmail.com

## **Government Stakeholders**

Representatives from the Ministry of Finance, District Commissioner and the Ministry of Trade, Industry & Tourism. There were also representatives from the Parish Management, Administration Unit and Administration services and the ministry of Spatial Planning

The district of Paramaribo is administratively divided into two districts: the Southwest and Northeast, the historic core lies in the Northeast District.

Bradley Fraser, Secretary Beheersraad Waterkant (Waterfront Management Board) bradley.r.fraser@gmail.com, bradley.fraser@minhi.gov.sr

D. Sabajo, ADS Paramaribo North East 473111 secad715@gmail.com

S. Jameson, District Secretary. Paramaribo North East

Jennifer Abdoelrahiman, Districts Commissioner Paramaribo South West

Rosanna Naarden, Districts Commissioner Paramaribo South West 8500513 rosannanaarden@gmail.com

R. Ramsukul, Policy Advisor Ministry of Finance 8522732

B. van Hamme, Senior Policy Advisor 8771752 vanbjhamme@gmail.com

## **Professional Stakeholders, Architects, and Engineers**

Representatives from the architects, engineers, building professionals and others concerned with the city center. The chamber of Suriname and local manufactures

Derrick Emanuels, Chair UAS, Union of Architects in Suriname, 8611064 das-ema@sr.net

Philip Dikland, KDV Architects info@kdvarchitects.com

John Tai-Foek, jotafo2@gmail.com

Marcel Meyer, SUNECON sunecon@sr.net

R. Patandin, ILACO NV r.patandin@ilaconv.com

R. Sagoenir, Chamber of Commerce (KKF) 8508613chamber@sr.net

Wilgo Bilkerdijk, Suriname Manufacturers Association (ASFA) billy@sr.net

Hillebrand Ehrenburg, EHR Consult h.ehrenburg@wxs.nl

## **Owners**

Owners with property or businesses within the city center. There were Friends of Stadsherstel Suriname, the Central Bank (a large owner/tenant), and the Roman Catholic Diocese (one of the largest property owners)

Drs. P.H.A. de Bekker, Interim Manager DMA RK Bisdom pimdebekker@hotmail.com, managerdma@bisdomparamaribo.org

M. Satimin, Central Bank Suriname - Owner Waterkant 26, Mirandastr. 1 en Lim A Postraat 9 msatimin@cbvs.sr

A. Tjin A Kiet, Owner Heiligenweg 33 atak@cq-link.sr,  
ataktrue@gmail.com

Y. Gonsalves, CI-Suriname - Owner Kromme Elleboogstraat 20  
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Monique Nou Chaia, Ready Tex Art Gallery  
moniquens@caribbeaninvestmentgroup.com

Astrid Currie Vereniging Vrienden van Stadsherstel Suriname,  
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D. Pinas, Central Bank Suriname - Owner Waterkant 26, Mirandastr. 1 en  
Lim A Postraat 9 dpinas@cbvs.sr

Lilian Krishnadath, PIU-PURP-Operations Specialist piu.purp7@gmail.com

### **Tourism Stakeholders**

United Tour Guides of Suriname and the Director of the Back Lot and IDB  
funded business recently relocated into the historic center that focuses on  
creative industries.

Yves Tjon Chair United Tour Guides Suriname Foundation  
info@bondrutourssuriname.com; info@utgs.org

Esperanza Bodeutsch, The Back Lot Foundation 8868409  
esperanza@thebacklot.sr

### **Disaster and Risk Reduction Stakeholders**

Humphrey Blinker, Red Cross Suriname

R. Weidum, Fire Fighter

D. Watamaleo, Fire Fighter 8746523 mitranga2010@hotmail.com

I. Rijn Traffic Division Police

### **Architectural Conservation Tourism**

Mrs. Anuradha Kamtasing, Secretary General Suriname National  
Commission for UNESCO, tel.: (597) 471081/471535; email:  
natcom.suriname@gmail.com / natcom@education.gov.sr; with Stephen  
Fokké and Patricia Green

Mr. Yves Tjon, United Tour Guides of Suriname with Patricia Green and  
Madga Stepanyan

### **Climate Change**

Prof. Sieuwnath Naipal, climate change and water expert from the  
University of Suriname

Mr. Jerry Slijngaard, the Head of Coordination Center for Disaster Relief  
(NCCR).

## References

This list of references has been used extensively in preparing this Management Plan and is a combination of the authors' own investigations, previous bibliographical material collected by the authors of the previous plan and materials provided by SGES. It is by no means comprehensive but sufficient to understand the situation in Paramaribo and write this plan. Any omissions are unintentional and should there be missing references; please bring this to the attention of the authors and SGES.

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**The Historic Inner City of Paramaribo  
World Heritage Property  
Management Plan 2020-2024**

Stichting Gebouwd Erfgoed Suriname  
(Suriname Built Heritage Foundation)  
Ministry of Education, Science and Culture  
Republic of Suriname

