< http://bookshop.iseas.edu.sg >

Index

Abadi, P.T., 79, 82 n.30, 157 n.9 Benteng policy, 186 Absolute cost advantages, 53, 182 Berdikari, P.D., 71, 81 n.20 Ad Hoc Tariff Committee (1959), 159, 161, "Bintang" ships, 116 n.30 167, 172 Bitung, 105 Adiguna, P.T., 116 n.32 Bodjo, p.l.m., loss of, 115 n.3 Admiral Line, P.T., 70 Boeke, J.H., 182 Adpel (port administrator), 34-35, 98-99, BOPBERPAN, 54, 127, 136 Bouraq, P.T. (airline), 81 n.11 Air transport, competition from, 52, 90 BPP (badan pengusahaan pelabuhan), 99 Alfred Holt & Company, 37 n.11-12, 115 n.9 British India Steam Navigation Company, 5 Alir Menjaya, P.N., 116 n.27 Bulk shipping, 41-42, 118-19, 137, 139 n.1; Ambon, 13, 25; see also Berdikari, P.D.: see also Khusus shipping Pemal, P.T. BULOG, 136 Anambas-Natuna Islands, 134 Burger, D.H., 183 Ancillary shipping, 118 Aneka Tambang, P.N.: see Angkutan Cabotage policy, 35, 145 Pertambangan, P.T. Cakung warehouse, 34 Angkutan Pertambangan, P.T., 40 n.77, 50, Calo muatan, 176 71, 81 n.17 "Caraka Jaya" ships, 111, 114-15, 152, 188 Arab shipping, 10-11; see also Molukken Cargo-handling rate, 163-64 Kustvaart Maatschappij Cattle trade, 85, 90, 147 Armed Forces, commercial shipping of, 25; Celebes Kustvaart Maatschappij (CEKUMII). late payment of bills by, 100; on 11, 13 management commission of KPM, 39 Central Bureau of Statistics, 103 n.58; requisitioning of ships by, 25, Chartering of foreign ships, 24, 26-27, 120, 172; retired officers of, 96-97, 184; 137, 144 transfer of ships from, 144 Cigading scrapyard, 153 Arafat, P.T., 157 n.7 Cilacap, 115 n.23 "Collector Ports", 105, 129 Badan musyawarah pelabuban, 99 Company: see Firm Bahan pokok: see Essential commodities Concentration: see Market power Bahari, P.T., 70, 74 Confrontation, 24-26, 30, 32, 40 n.72, Bahari Bahtera, P.T., 70-71, 74, 80 n.6 109-10, 146, 157 n.7, 168 Bahtera Adhiguna, P.N./P.T., 50, 71, 81 n.16. Container trade with Singapore, 40 n.77, 50 86, 116 n.13 Containerization, 33, 119 Balikpapan, 105 Copra, accumulation of, 10-11 Banjarmasin, 105, 108-109 Copra Fund, 39 n.33 Bank Indonesia, 149 Cores de Vries, 37 n.4 BAPELUMA, 29, 126 Corruption, 2, 32, 91-93, 95 n.27, 98, BAPINDO, P.T., 85, 122, 145-50 103-104, 145, 150-151, 168, 182 BAPPENAS, 96, 190 Cost functions, 161-63 Baruna Raya Logistics Inc., 81 n.10 Credit on freight, 54, 174 Basic commodities: see Essential Crew sizes, 61 commodities Cross-subsidization, 9, 10, 125, 138, 167-69 Batavia Freight Conference (BVC), 7, 10, 37, Cumawis, P.T., 81 n.9 Customs controls, 29, 34, 102-105, 108, 168 Belawan, 7, 33, 99, 105, 108, 116 n.25; see also Medan Daiichi Tora Maru, 9, 38 n.14 Bengkulu: see Pulau Baai Deli, tobacco trade of, 6-7

Deli Madju, P.T., 80 n.5 Delta Baru, P.T., 122 Department of Communications: see Ministry of Communications Department of Finance, 97, 103, 187, 190 Department of Industry, 111 Department of Justice, 121 Department of Mining, 71 Department of Shipping, 14 Department of Trade, 136, 167 Depression (of 1930s), 10, 12 Deregulation, 184-91 Deutsch-Australische Dampfschiffs-Gesellschaft (DADG), 37 n.11 Devaluation, 161 Development as ideology, 185 Directorate of Navigation, 97, 108-109, 111, 131, 134 Directorate of River, Lake and Ferry shipping, 97 Directorate of Shipping, 97-98 Directorate of Traffic and Sea Transport (DIRAL), 29, 123, 126 Directorate-General of Sea Communications, 29-33, 42-43, 54, 80, 82 n.25, 83, 96–105, 108–111, 114–31, 134–41, 144-92 passim Dirigisme, 183-87 Diseconomies of scale, 52–53, 71–74, 138 Djakarta Lloyd, P.N./P.T., 116 n.13 Diawa Madura Veem, 39 n.47 Djuanda, Ir., 14 Docking: see Ship repair Dok Surabaya, P.N., 109, 116 n.25, 116 n.27 Dok Tanjung Priok, P.N. 109, 116 n.25, 116 n.27, 116 n.29 Dredging, 109, 116 n.21 Droogdok Mij. "Soerabaia", N.V.: see Dok Surabaya, P.N. Droogdok Mij. "Tandjong Priok", N.V.: see Dok Tanjung Priok, P.N. Dutch advisers: see Foreign advisers Dwi Bakti group, 70, 81 n.10 Eastern Indonesia, 18, 23-25, 90, 134, 147, 188 Economic integration, 1-2 Economies of scale, 10, 52-53 Effective protection: see Protection Efficiency, Economic, 1-2, 80, 101, 123, 137, 147, 177, 181-82, 188-91; definition of, 58; dispersion of, 58-62, 65, 156; as government objective, 186-87; indicators of, 90-94, 154; of perintis

services, 134; of ship repair, 100; of shipbuilding, 114–15; of terminals, 101 Eja, P.T., 60-62, 79, 147, 157 n.10 EMKL firms: see Forwarders, freight Entry to industry, 62-63, 66, 80, 123, 189, 191; barriers to, 52-53, 185-86 Essential commodities, 26, 90, 105, 118, 135-37, 147, 159, 165-71, 174-75, 178-79, 184 Etherington, A.G., 25-27 Ethical Policy, 183 Excess capacity, 30-31, 152-57, 172-73, 175-77, 186, 188 Exit from industry: see Firms, life cycle of; turnover of; Transfer mechanism Export-Import Bank, 16 Exports, cross-subsidization of, 167-68, 201 Exports, promotion of non-oil, 37, 190; see

Family firm, 69, 73–74, 78–80
Feeder services, 10–11, 13, 18–19; see also
Lokal shipping; "Mosquito fleet";
Rayonvaart

also Inpres No. 4/1985

Fertiliser, shipment of, 42; see also PUSRI, P.N.; Essential commodities

Financing, cost of, 65–66, 76, 145, 150–51; see also BAPINDO; Interest rate subsidies; PANN, P.T.

Firms, 50–82, 118–25; capitalisation of, 76–79; competition between, 54–55; concentration of, 50–51; legal structure, 68; licensing of, 120–23; life cycle of, 75–79; turnover of, 62–65; see also Family firm; Kongsi; Management, weaknesses of; PELNI; Pribumi policy; Share capital; State enterprise 90–91

Foreign advisers, 30–31, 85–87, 90–91, 93, 97, 123, 125, 129–30, 138, 146–47, 152, 154, 161, 186–87; see also Integrated Liner System Team; Integrated Sea Transport Team; Netherlands Shipping Team; Team Shipping Kerjasama Teknik; World Bank

Foreign aid, 31, 36, 87, 97, 109, 149–50, 155; see also Japan, foreign aid from; Norway, foreign aid from; World Bank

Foreign exchange, shortage of, 26, 30, 76, 110, 144, 146, 157 n.6, 167, 172, 189–90

Foreign exchange regulations, evasion of, 18, 22, 27, 120; liberalization of, 184 Forwarders, freight (EMKL), 29, 34, 53, 54,

Guided Economy, 25-27, 30, 36, 40 n.62, 98, 103, 115 n.10; tariffs 179 n.1; see also Customs; GAVEKSI 159, 167, 184 Freight rates, 19, 22, 54-55, 90, 158-79; on essential commodities, 135-37; see also Habibie, J.E. (Director-General of Sea Freight tariff, official Communications), 97 Freight tariff, official, 26, 39 n. 51, 158-79; Harbour master: see Syabbandar see also Freight rates Harvard Advisory Group, 97 Hasan, Moh, 70, 81 n.10 Gapsu, P.T., 70, 157 n.4 Heap Eng Moh S.S. Company, 8, 38 n.15 Garam, P.N. 56 n.4, 110, 144 "High cost economy", 115; see also Inpres Garsa Line, P.T., 81 n.10 No.4/1985 Garuda Indonesian Airways, 15 Hongkong, cattle trade to, 85, 90 "Gateway" Policy, 33-35, 37, 188 Hughes, D., 43 "Gateway" ports, 99, 105, 129; see also "Gateway" policy Immigration, 98 GAVEKSI, 176 Import of ships, restrictions on, 31, 114, Geertz, C., 77 144-45, 149-52, 155, 172 German shipping, 6–7 Independence, 1, 4, 14-15 Gesuri Lloyd, P.T. and group, 70, 74, 80 n.7, Indobaruna Bulk Transport, P.T., 80 n.7 82 n.25 Indonesian Classification Society (PTKI): see Godowns (port warehouses): see Klasifikasi Indonesia, P.T. Stevedoring Indonesian National Bulk Carrier, P.T., 80 Golongan ekonomi kuat, 186; see also n.7 Pribumi policy Indonesian National Corporation (INACO), Gorontalo, 10 Indonesian National Shipowners' Association Government cargo, 19, 26 Government of Indonesia, 12-19, 22-37, (INSA), 30, 33, 35, 54, 75, 82 n.25, 115 83-87, 90-105, 108-111, 114-31, n.7, 123-24, 126-27, 136-37, 147, 134-41, 144-92 passim; Inpres 163-64, 173, 176-77, 187 No.4/1985, 2, 34-35, 98, 101-102, 104, Indonesian Oriental Lines (IOL), P.T., 81. 115, 164, 177, 179, 184; Regulation 149, 157 n.9-10 Indonesian S.S. Company, proposals for, No.61/1954, 18, 100, 105; Regulation No.47/1957, 120; Regulation 14-15 No.12/1962, 29; Regulation No.5/1964, Indonesianization, 18, 29 "Industrial carrier", licence category of, 118 29–30, 35, 62, 76, 81 n.9, 91, 100, 118, 120, 126; Regulation No.1/1969, 30, 99; Inflation, 26, 29, 144, 147, 150, 158-59, 161 Regulation No.2/1969, 30, 35, 41, 50, Inggom, P.T., 116 n.32 68, 120–23, 185; Regulation INKOPAL group, 70 No.18/1974, 148; Presidential Intan Sekunyit, P.T., 116 n.32 Instruction No.5/1984, 138; see also Integrated Liner System (ILS), 129-30, 188 Central Bureau of Statistics; Department Integrated Liner System Team (ILS), 32, 125, of; Directorate of; Directorate-General 129-30, 192 n.13 of Sea Communications; Minister of; Integrated Sea Transport Study (ISTS) Team, Ministry of 129, 192 n.13 Interest rate subsidies, 114, 120, 141, 144, Government of Netherlands Indies, 5-7, 13, 140, 158 146, 149-52, 189; see also Financing, Government of Singapore, 33 cost of Great Archipelago Contract, 13, 38 n.30 Interisland Sea Tariff Committee (1968), Great East (Groote Oost): see Eastern 159-60 Interisland shipping, definition of, 43 Indonesia Guan Guan Shipping, 74 Invoerpas, 168; see also Customs IPERINDO (Shipbuilders' Association), 110 Guided Democracy, 27, 40 n.62, 92-93, 99; IPPA Gaya Baru, P.N., 114 n.27 see also Guided Economy

Liner shipping, definition of, 42 Irian Jaya, provincial government of, 122 Lloyds of London, 24 Iskandar Muda Lloyd, P.T., 39 n.48 Load factors, 26, 59, 162-64, 178 Loen Tjoen Kongsi, 9 Jajasan Kopra, 110, 141 Lokal Shipping, 29, 38 n.21, 42-43, 50, 53, Jakarta, 99; see also Tanjung Priok 56 n.6, 62, 67 n.3, 97, 108, 116 n.20, Japan, foreign aid from, 24, 87, 108, 149 118–19, 121, 123, 128–29, 134, 153, 160 Japanese Occupation, 12 Japanese shipping, 9-10 Long-Term Fleet Development Team Java-China-Japan Line, 15, 115 n.9 (LTFDT), 30, 71-72, 108, 129, 192 n.13 Jayawijaya Shipping, P.T., 71, 122-23, 139 n 4 Mahakam, P.T., 39 n.45, 70, 122 Joint Operations Board, 136 Mail contracts, 5-6; see also Great Archipelago Contract Kali Baru, 114 n.20 Makassar: see Ujung Pandang Kalimantan, P.T., 16 Maluku, communications in, 25, 82 n.20 Kambuna, m.s., 86 Management, weaknesses of, 72-74, 146, Karana Lines, P.T., 70, 81 n.10 152, 155; in PELNI, 91-93 Karimata, P.T., 70, 157 n.4 Kayu Lapis, P.T., 80 n.7 Managment Advisory Team (MAT), 192 n.13

Management training, need for, 189 Kebijaksanaan, meaning of, 187 Kedapel (navigation district head), 67 n.3, Marabunta, P.T., 81 n.12 97-99, 121, 136 Market Failure, 182, 191 Market power, 50-52, 55, 185, 191 Kelompok (groups), 124-25 Maskapai Kapal Sulawesi Selatan (MKSS): Kerinci, m.s., 86, 94 n.19

Kodja, P.N./P.T., 114 n.27

Komodo Marine, 150-51

91, 110, 115 n.9, 125, 140, 142, 177;

Krakatau Steelworks, scrap monopoly of,

Licensing of shipping, 27, 29, 41-43, 50, 62, 67 n.3, 97, 118-23, 137-38; rationale

Laissez-faire capitalism, 183

Life cycle of the firm, 75–79 Lighterage, Indonesianization of, 18

Lijnenstelsel, 18, 29, 30, 126, 141

Lian Soon Shipping, 74

for, 185–86

competition with PELNI, 17-19, 22-23,

39 n.51, 84; takeover of, 23–25, 39 n.58, 39 n.60; tariffs, 158, 164–65, 167, 172

KOTTAL, 160

153

Lasem, 116 n.25 Leasing of ships, 150

Khusus shipping, 41-42, 50, 118, 121 see PPSS Maskapai Pelayaran Nusantara (MPN), 13, 39 Kie Hock (Shipping Co.), 22-23, 74 n.45, 122, 147, 157 n.10 Klasifikasi Indonesia, P.T. (PTKI), 60, 98

> Maskapai Pelayaran Sumatra (MPS), 37 n.45, 122

Medan, 99; see also Belawan Kongsi, 69, 72-73, 80 n.2; see also Firm Kongsi Tiga, 37 n.11 Menado, 10, 13, 108, 116 n.25; see also **PERINDO** Konperensi Segi Tiga (1954), 17–18, 141

Menado Produce Company, 10 Korean War boom, 22, 171 Menara Bachtera Lines, P.T., 70-71, 74 Menunda Kapal Tunda Bara, P.N.: see KPM (Koninklijke Paketvaart Maatschappij), Bahtera Adhiguna, P.N./P.T. NV., 6-19, 22-25, 30, 36, 38 n.15, 79,

Meratus, P.T., 61, 157

Mergers, forced, 29, 32, 124, 189; see also Government of Indonesia, Regulation No. 5/1964

Minister of Communications, 27, 83, 87, 96-97, 137, 161, 172, 177

Minister of Trade, 177

Ministry of Communications, 31, 96–98, 100, 161–63, 178, 187

Ministry of Research and Technology, 111, 114, 156

Ministry of Shipping, 25, 36, 126, 141, 159, 190

Mobil Tambang I, m.s., 82 n.25 Modernization of interisland fleet, 148-49, 152, 155-56; see also PANN, P.T. Moges Shipping, P.T., 80 n.7

Molukken Kustvaart Maatschappii Padang, 99, 101, 108, 116 n.23 (MOKUMIJ), 11, 38 n.23 Pahoka, P.T., 81 n.9 "Mosquito Fleet", 8-12 PAKIN (Pabriek Kapal Indonesia), Myrdal, G., 93, 183 P.N./P.T., 110, 116 n.26 PAL (Pabrik Kapal Indonesia). P.T., 114 Nadjamoeddin Daeng Malewa, 38 n.32 Palembang, 9, 99, 109, 116 n.25 Naga Laut, P.T., 33, 71, 74, 81 n.15 PANN (Pengembangan Armada Niaga Navigation aids, 108 Nasional), P.T., 31, 32, 66, 68, 76, 79. Navigation districts (dapel): see Kedapel 110-11, 114, 145, 148-56, 157 n.10, NEDECO, 30, 100-101, 105, 192 n.13 173, 186, 190, 192 n.13 Nederlandsch Stoomvaart Maatschappij Pantja Bakti, P.D.: see Pelsutra, P.D. 'Oceaan' (NSMO): see Alfred Holt & Panurjwan, P.T., 70, 74, 81 n.9 Company Parliament, 17 Negara Indonesia Timur, 13, 38 n.32 Partai Komunis Indonesia (PKI), 184 Netherlands Maritime Institute, 192 n.13 PASMINDO, P.T., 176-77 Netherlands Indies Steam Navigation Passenger trade, 18–19, 51–52, 87, 90–91, Company (NISN), 5-7, 9 98-99, 134, 146-47; safety of, 98-99; Netherlands Shipping Team, 30, 129, 144, tariff, 179 n.1 152, 192 n.13 Paternalism, 183-84 Netherlands Trading Society (NHM), 38 n.15 Patronage, powers of, 186 New Order government, 2, 27-37, 84, 93, Pejaka, P.T., 122 99, 178, 184-85 Pelabuhan, P.N., 99 Nimpuno, Rear-Admiral Haryono, 97, 121, Pelita Bahari, P.N./P.T., 116 n.27 136, 185 PELNI, P.T./P.N., 25-27, 36, 50-51, 83-87, NISHM, 81 n.16, 115 n.9 90–95, 110, 116 n.13, 116 n.29, 126, Noord Celebes en Molukken Kustvaart 134-35, 169, 178; competition with Maatschappij (NOCEMO): see KPM, 18-19, 22-23, 39 n.51; financial **PERINDO** situation, 32, 39 n.42, 84–86, 90, 93, 94 North German Lloyd (NDL), 37 n.12; see n.4; fleet, 30-31, 63-64, 87, 140-141, also German shipping 144, 146-47, 148-49, 153; formation of, Norway, foreign aid from, 31, 87, 149-50 16-17, 83-84; freight rates, 158-59, Nurimba, Adil, 70, 80 n.6 167, 172, 177, 179 n.1, 179 n.18; legal Nurjadin, Air Marshal Roesmin (Minister of status, 68, 84–85 Communications), 97 Pelpn, P.T., 154 Nurlina VII, p.l.m., loss of, 115 n.3 Pelsutra, P.D., 71, 82 n.20, 139 n.4 Nusa Tenggara, P.T., 70, 147 Pelumin, P.T., 74, 81 n.14 Nusantara shipping, competition in, 54-56; Pemal (Pelayaran Maluku), P.T., 23, 39 definition of, 50; licensing of, 120–125; n.45, 70, 122, 147, 157 n.4 performance of, 58-67; see also RLS Penang, 18, 43 Penny, D.H., 183 Oei Tiong Ham, 38 n.15 Pepalba, P.T., 70, 74, 80 n.6 Oil industry, 41-42; see also PERTAMINA Pepana, P.T., 122 Old Order government: see Guided PEPUSKA, 16-17, 18, 36, 39 n.39, 39 n.46, Democracy; Guided Economy; 84, 140-41 Soekarno PERINDO (Pelayaran Rakyat Indonesia), Oligopoly, 52, 55 13, 23, 25, 38 n.33, 39 n.45, 69, 123, OPS (Organisasi Perusahaan Sejenis), 184 139 n.4, 157 n.4 Outer Islands, 1, 4-8, 168; see also Eastern Perintis Line, P.T., 70, 74, 80 n.6, 122 Indonesia; "Gateway" Policy; Perintis services, 90, 111, 131, 134-35, 190 **Transhipment** PERMESTA, 25, 75, 139 n.4 Outport services, 189; see also Perintis Perpelin, P.T., 16, 39 n.45 Overtonnaging: see Excess capacity Personal connections: see Political connections Pacific International Lines, 74 PERTAMINA, P.N., 33, 41, 50, 56 n.3, 71, 75, "Pacification" (of Outer Islands). 7 81 n.15, 85, 111, 116 n.32, 118, 144, 172

Pertamina crisis, 152, 155, 172 Rice distribution crisis (1973), 136, 144; see Perum Pelabuhan, 99-100 also Essential commodities Planning, 184; see also Dirigisme *Rinjani*, m.s., 86 PMKL (perusabaan muatan kapal laut). RLS (Regular Liner System), 2, 30, 33, 42–43, 31, 115 n.10, 120, 124; see also 51-52, 74-75, 110, 124, 126-30, 134, Government of Indonesia, Regulation 136-37, 157 n.13, 176, 188-89; No.5/1964; Stevedoring deviations from, 128; replacement by Political connections, importance of, 2, 53, ILS 129-30; see also Lijnenstelsel 75, 120, 122, 141, 182 Road transport, competition from, 52, 190 Pontianak, 109, 116 n.25 Rotterdamsche Lloyd (R.L.), 5–7, 115 n.9 Round Table Conference, 4, 14 Pool agreements, 8-9; see also KPM Royal Interocean Lines, 15, 39 n.60 Population, 1 Porodisa Raya Shipping Lines, P.T., 70, 75, Rubber trade, 8–10, 22; during Confrontation, 40 n.72 81 n.11 Ruys, Willem, 37 n.4 Port turnaround, 26, 60-61, 73, 78, 108 Ports, 7-8; administration of, 34-35, 98-102; Sabang, 116 n.25 facilities of, 104-105, 108-109; tariffs Sadikin, Ali, General and Minister of for services in, 99-100, 108, 163; see Shipping, 27, 29, 36, 120-21 also Adpel; Customs; "Gateway" Policy; Sail shipping, replacement by steam, 5; see Stevedoring also Prahu shipping PPSS (Perusabaan Pelayaran Sulawesi Selatan), 13, 23, 25, 38 n.32, 39 n.45, Salam Sedjahtera, P.T., 154 Salim, Dr Emil, 96, 137, 161 69, 141, 147 Salt, shipment of, 42; see also Garam, P.N. PPUD (Pemberitahuan pemuatan barang Samapta, P.T., 70, 74, 81 n.11, 122 untuk dipakai), 103; see also Customs Samudera Indonesia, P.T., 70, 75, 81 n.9 Prahu shipping, 5, 8, 9, 10, 12, 25, 42-43, Samudera Jaya, P.T., 148 98, 108, 116 n.20, 118-19, 134-35 Prahu layar motor (auxiliary prahu), 115 Samudera Perdana, P.T., 81 n.9 Samudra (deepsea) shipping, 29 n.3, 118-19 Pribumi policy, 31-32, 65-66, 76, 138, 140, Sandang-pangan commodities: see Essential commodities 149-52, 155, 186, 189 Sang Saka, P.T., 122 Price controls, 26, 178, 184 Sastroamidjojo, Ali, Cabinet of, 18 Probosutedjo, 71 Satuan Harapan, P.T., 81 n.9 Productivity of fleet: see Utilization of Scheepvaart Verordening, 38 n.21 Capacity; Efficiency Protection, 110, 114-15, 168, 171, 188 Scheffer, P., 4-5, 12 Scrapping policy, 2, 32, 114, 152-56, 186, Pulau Baai, 101 PUSRI, P.N., 56 n.4, 118, 136–37 188 "Screening" of licences, 121-23; see also Quality of service, 10, 54–56, 59–60, 73, Licensing Seaworthiness, 98-99, 154, 191 77-78; of KPM, 12, 22 Quarantine, 98 Seda, Frans, 160 Semarang, 99, 105 Serikat Buruh Karyawan Maritim Indonesia Rational Bureaucracy, 83, 93 Rayonvaart, 17-18, 141 (SBKMI), 102 Regulation, political economy of, 182–88 Share capital, 69–70; see also Financing Ship Repair, 26, 60, 109-10, 146 Rehabilitation, of ports, 2, 30, 105; of ships, 2, 30-32, 65, 145-49 Shipbuilding (domestic), 32, 110–11, REPELITA I, 30, 108, 146, 159 114-15, 141, 149, 155-56, 188; see also REPELITA II, 31-32, 110, 148-49, 152 "Caraka Jaya" class REPELITA III, 32, 116 n.21, 156 Shipping, sectors of, 41–43; licence REPELITA IV, 33, 97, 105, 109, 111 categories of, 118 Repelita tariff, 164, 172 Shortsea trades, 43 Republik Maluku Selatan (RMS), 25 Singapore, 4-10, 18-19, 22, 34, 43, 75, 188;

and Confrontation, 24, 26, 29, 30 n.72,

Riasco, P.T., 39 n.45

168; Docking in, 60, 109-10, 146; and Sutowo, Ibnu, 75, 81 n.14, 116 n.32 RLS 32-31, 43, 126-27; Shipping firms Syabbandar (harbour master), 93, 98 of 5-8, 74, 154, 157 n.13; see also Singapore Shipowners' Association; Tampomas, m.s., 87, 90-91, 141 Transhipment Tampomas II, m.s., loss of, 32, 85, 87, 90, Singapore Shipowners' Association (SSA), 99, 150-51 33, 35, 43, 126 Tandjung Bunga, P.T., 157 n.4 Sirontalo, P.T., 80 n.5 Tando family, 81 n.14 SKFA (Surat keterangan fiskal antar-Tanjung, P.T., 70, 74, 81 n.12, 122 pulau), 103-104 Tanjung Perak: see Surabaya SKU (surat keagenan umum), 33, 35 Tanjung Priok, 7, 33, 34, 99-102, 105, Smit, Fop, 37 n.4 109-10, 116 n.13 Societé Générale de Surveillance, S.A., 34 Tanjung Selatan, P.T.: see Wasaka, P.T. Soedarpo, Sastrosatomo, 75, 81 n.9; see also Team Shipping Kerjasama Teknik (TSKT), Samudera Indonesia, P.T. 30, 103, 192 n.13 Soedarpo Corporation, P.T., 81 n.9 Teluk Bayur: see Padang Soekarno, Ir. (President), 24–25, 27, 40 n.62, Terminals: see Stevedoring 184 Ternate, 9 Soerapoetra, R. Soenar, 17 Through bill of lading, 7, 22; revival of, 33, "Soft state", 93 168; see also Transhipment Soon Bee S.S. Company, 8 Timber, shipment of, 42–43 South Pacific Line, P.T., 39 n.45 Tong Djoe, 33, 71, 81 n.15 Spare parts, shortage of, 26, 30, 146 Trade unions, 101-102; and seizure of KPM, Sriwijaya Raya Lines, P.T., 50-51, 60-62, 144, 23-24, 39 n.58 154, 157 n.10 Tramp market, 128, 137, 179 Staffing levels, 61, 91–92 Transfer mechanism 58, 62–67, 80, 157, 186 State enterprises, 68, 71, 84, 94 n.7, 99; see Transhipment, 6-8, 10, 29, 33-34, 37, 43, 74, also Angkutan Pertambangan; Bahtera 168, 188 Adhiguna; Garam, P.N.; Pelabuhan, Trans-Sumatran Highway, 52 P.N.; PELNI; PERTAMINA; PUSRI Tri Usaha Bakti group, 70, 81 n.12, 122 Stevedoring, 18, 29, 34–35, 98, 100–105, 108, Trikora, 25 115 n.10, 125, 157, 189; tariffs, 54, 179 Tripartite Conference (1954): see Konperensi Segi Tiga Stichting Gemeenschappelijk Schepenbezit Tug/barge shipping, 42, 118 (SGS), 13, 16, 69, 140 Tunas group, 71, 81 n.15 Stoomvaart Maatschappij 'Nederland' (SMN), 5-7, 115 n.9 Ujung Pandang, 7, 10, 12, 13, 33, 99, 108, Stowage factor, 165–66, 176 116 n.25; see also PPSS Straits S.S. Company, 22-23, 38 n.12, 38 n.15 Umsini, m.s., 86 Subsidies, 5-6, 90, 114, 125, 148, 155; see Unie Perusahaan Pelajaran Indonesia also Cross-subsidization; interest rate (UPPI), 17 subsidies; Perintis service United Nations, defeat in, 23; withdrawal Sudharno, Mustafa, 86 from, 30 Suez Canal, impact of opening of, 5 United Shipping Organisation (U.S.O.): see Sugar, shipment of, 174–75; see also SUSINMA, P.T. Essential commodities Utilization of capacity, 26-27, 50, 58-61, 79; Sulawesi, 10-11, 13, 139 n.4, 141 see also Efficiency Sumadipradja, Moh. Ma'Moen, 17 Sumber Sakti, P.T., 80 n.5 Van der Capellen, s.s., 5 Sumendap, J.A., 70, 75 Vegetable oils, shipment of, 41–42, 137 Vehicle ferries, 52, 90, 104, 190 Sunda Kelapa, 43, 108, 116 n.20 Surabaya, 7-8, 33, 99, 101, 105, 108-10, 116 Vereenigde Prauwen Veren, N.V.: see PAKIN n.20 Wage structures, 73 SUSINMA, P.T., 80 n.5 Waiame Dock, 147

Walters, A.A., 182 Wapoga, P.T., 122 Wasaka, P.D., 81 n.19 Wasesa, P.T., 70, 74 Wilopo Cabinet, 17

World Bank, 30-31, 65, 97, 100, 105, 122, 145-50, 154, 156, 186-87, 192 n.13

YUKA (Yayasan Usaha Karya), 35, 101-102