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SPEECH BY PROF. WONG LIN KEE, MINISTER FOR HOME AFFAIRS
AND M.P. FOR ALKINTEL, AT TANGLIN TECHNICAL SCHOOL
ANNUAL SPEECH AND PRECELEBRATING DAY ON SATURDAY, 25TH
SEPTEMBER, 1971 AT 4.20 P.M.

Let me congratulate you for another successful year. The successful running of a school is invariably the result of collective enterprise. The necessary ingredients are: good administrative leadership, dedication from teachers, and, finally, hard work by the students. My congratulations also go to the prize-winners and those awarded certificates of commendation.

The Tanglin Technical School has now done 6 years. It was built as part of the programme to develop technical education to provide skilled workers for our industrialisation programme. It was 10 years ago that the first substantial beginnings were made in industrialising our country. Today, we begin to see the results of our efforts. Ten years' ago, in fact, even five years' ago, we were worried about unemployment because of the large numbers of school-leavers annually. To-day, some of our industries cannot operate without non-citizens. In fact, we have some 70,000 on work permits. The kind of situation we are in to-day did not come about by chance. A great deal of forward planning, hard work, and massive injections of money were put in before we reached our present position. As an illustration of the financial cost of creating jobs, let me cite some statistics about Jurong, our largest industrial estate, and now a household word in Singapore. 10 years' ago, Jurong was a swamp and work to convert it into an industrial estate began in earnest. To-day, there are about 36,000 workers. To create the infrastructure for industries to be set up, the Jurong Town Corporation has spent in the last 10 years, \$216 million. In addition, another \$365 million has been invested to set up factories and shipyards. This capital. It includes \$50 million invested by the Singapore Government. \$265 million consists of paid-up/government, and \$473 million by private investors, and the rest of the money, loans from various financial institutions. This is a lot of money. To provide a job for one worker, a total of \$30,000 has been invested jointly by the Jurong Town Corporation, the government, private investors and financial

institutions. Put it differently, a total of \$1,061 million have been sunk into Jurong before 36,000 jobs can be created. This amount of money equals slightly more than 25% of the total revenue collected by the government in the fiscal year 1970-71, and more than the revenue collected each year before 1970. This figure does not include the amount of money invested in the Economic Development Board, and all the other Economic Development Board Offices set up in various parts of the world to induce foreign investors to come to invest in Jurong.

In Jurong, new forms of enterprise are being tried, like the profit sharing scheme of Jurong Shipyard, Ltd. As we industrialise, we should not be afraid in importing new forms of industrial organisations or in trying out our own industrial innovations. The success of our industrialisation programme is not dependent on slavish copying of organisations worked out elsewhere. We can industrialise without our society developing along the social cleavages of western societies, where the divisions between management, investors and workers tend to be clear-cut. Profit sharing between financiers and workers has a history in this part of the world. For example, the tin mines in Malaya were opened up in this manner. Imaginative industrial organisations that combine efficiency with joint stake on the part of workers, management, and investors in their success deserve every encouragement. We can break new grounds in industrial organisations, just as we are turning a landless working and lower-middle classes into property-owners.

Social mobility is one of the most attractive characteristics of our society. Those who are hard-working, and intelligent have always received their rewards. Men of humble origins can become millionaires, and children of humble families can move up into the professions by way of higher education. This kind of social mobility goes on all the time. I see these happening even in my constituency. In my Meet-the-people session 2 years ago, a considerable proportion of people who saw me were looking for jobs. In the past 6 months, I have had very few such cases. Indeed, most of the people who come to see me in the Meet-the-people sessions, nowadays, are people who have applied for flats. They want to move from 1-room to 2-room flats; 2-room to 3-room flats, and 3-room to point block flats. All this shows that even among Housing Board flat-dwellers, there is social mobility, because of improvement in job opportunities and also income. All these are healthy signs, but it is important to remember it took us 10 years to reach this kind of position.

We only began to make good when the forces for order and stability prevailed over the forces for disorder and instability. Domestic order and stability make it possible for the bulk of our energies to be devoted towards economic development. We can continue to prosper if we maintain this state of affairs, but while we can control our domestic situation, we cannot say the same for external developments. But the people of Singapore can be assured that the government will always think ahead for the welfare of the Republic.

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