英军撤离

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1967年和1968年的宣布

1967年7月18日，英国政府宣布将于20世纪70年代中期前从新加坡和马来西亚撤军，原因是英国经济已无力负担维持远东基地的费用。六个月后，伦敦加快了时间表。据新加坡方面记录，英国于1968年1月17日宣布其武装部队将在1971年前撤离。[1]这一决定结束了英国在苏伊士以东的军事角色。对新加坡而言，它同时失去了主要的防务依靠和最大的雇主之一。

据报道，李光耀（Lee Kuan Yew）听到消息后大为震惊。温斯敏（Albert Winsemius）则相反，视撤军为一次机遇，后来形容它不过是“水面上的一道涟漪”。[2]事实证明，他的判断比1968年的种种担忧更接近最终结果。然而在当时，没有人能确定经济能否承受这一损失。

衡量冲击

当时和后来对基地经济比重的估计各不相同，因此有必要把这些差异列明。新加坡政府的官方记述称，军方约占经济的20%，提供超过30,000个就业岗位。记述还指出，仅1966年英军就支出约4.5亿新元，基地占地约15,000英

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亩，相当于新加坡土地面积的11%。斯托林加（F. Stoelinga）记录了一系列关于经济占比的数字：吴庆瑞（Goh Keng Swee）1976年的回顾性估计为14%，1967年一位EDB官员的估计约为20%，温斯敏本人的估计则为25%。[3]这些差异部分取决于是否计入间接影响，例如军人及其家属在本地经济中的消费。

再度出任财政部长的吴庆瑞把这一冲击转化为一项目标。他估计，撤军意味着每年须额外创造18,000个就业岗位。两年后，他得以报告：英国军费开支已从1967年的4.899亿新元降至1969年的4.154亿新元，而贸易和工业的扩展已“绰绰有余”地抵消了这一减少。[4]

转型：三巴旺、土地与基地经济转型署

政府设立了基地经济转型署（Bases Economic Conversion Department），负责管理英国设施的移交工作。该署由韩瑞生（Hon Sui Sen）领导，在英国支持下对被裁员工进行再培训，使其转入船厂和制造业工作。英国还提供了5000万英镑的财政援助，其中四分之一为赠款，四分之三为须用于购买英国商品和服务的贷款。[5]

三巴旺海军船坞于1968年12月17日移交新加坡，并改建为商业船厂。英国造船商斯旺亨特（Swan Hunter）根据一份五年合同负责管理，政府则持有新公司的多数股权。樟宜空军基地后来成为国际机场的所在地，绝后岛（Blakang Mati）则被开发为圣淘沙度假胜地。政府还于1968年9月创办吉宝船厂（Keppel Shipyard），并于1968年12月成立国家航运公司东方海皇航运（Neptune Orient Lines）。[6]第G部分第III章将探讨船厂和港口如何为新加坡在船用燃料供应领域的地位奠定基础。

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从危机到催化剂

历史学家Loh Kah Seng指出，官方描述这一事件所用的词汇，如“撤离”“撤出”和“缩减”，都暗示着收缩，而这一事件实际上推动了发展、转型和动员。统计数据支持这一解读。1968年新增约16,500个就业岗位，1969年新增26,000个，1970年新增20,000个；制造业就业人数从1965年的47,344人增至1970年的120,509人。失业率从1968年的7.3%降至1971年的4.9%。[7]

撤军也强化了要求纪律的政治论据。政府可以把有关劳工、土地和投资的每一项措施，都说成是对外部紧急状况的回应。下一节将探讨的这种叙事框架，使一些在较平静时期会激起强烈反对的法律更容易获得通过。

注释

1. SG101, “British Military Withdrawal: From Crisis to Catalyst for Growth”（2026年11月访问）：英国1967年的一份白皮书宣布撤军；基地费用估计为“£70 million a year”；F. Stoelinga, *Albert Winsemius*，前引书，第333页：1967年7月18日宣布；Wikipedia, “1968 in Singapore”（2026年11月访问）：1968年1月17日，“Britain announced plans to withdraw its armed forces from Singapore by 1971”。↩
2. F. Stoelinga, *Albert Winsemius*，前引书，第336页，引用Loh Kah Seng, “The British Military Withdrawal from Singapore and the Anatomy of a Catalyst”, in Derek Heng and Syed Muhd Khairudin Aljunied (eds), *Singapore in Global History*, Amsterdam, 2011，第195–215页，见第199页，以及温斯敏口述历史访谈（第11卷）。↩
3. SG101, “British Military Withdrawal: From Crisis to Catalyst for Growth”，前引文：约占经济的20%，超过30,000个就业岗位；1966年支出4.5亿新元；约15,000英亩，即土地面积的11%；F. Stoelinga, *Albert Winsemius*，前引书，第10页和第335页，引用Rodan, *The Political Economy of Singapore's Industrialization*，第87页，1970年财政预算案演讲，以及Chua Soo Tian,

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"How MNCs helped Start-Up SMEs", in *Heart Work*，前引书，第54–59页，见第55页。↩

4. Mothership, "Goh Keng Swee's 1967 Budget prepared S'pore for British military withdrawal"，2018年2月：吴庆瑞估计每年须多创造18,000个就业岗位；英国军费开支1967年为4.899亿新元，1969年为4.154亿新元；引文出自吴庆瑞1970年财政预算案声明。↩

5. SG101, "British Military Withdrawal: From Crisis to Catalyst for Growth"，前引文：BECD负责管理基地移交，由韩瑞生领导，并对被裁员工进行再培训，使其转入船厂和制造业；F. Stoelinga, *Albert Winsemius*，前引书，第337–338页，引用英国外交及联邦事务部档案FCO 24/114, "Negotiations on Aid with Malaysia and Singapore"，1968年3月8日。↩

6. Wikipedia, "1968 in Singapore"（2026年11月访问）："17 December: Sembawang Shipyard was handed back to Singapore"；SG101, "British Military Withdrawal"，前引文：海军船坞改建为商业船厂；F. Stoelinga, *Albert Winsemius*，前引书，第338页：Sembawang Shipyard Pte Ltd，政府持股75%，由Swan Hunter根据五年合同管理；SG101, "British Military Withdrawal"，前引文；Wikipedia, "1968 in Singapore"（2026年11月访问）：吉宝船厂（1968年9月1日）；东方海皇航运于1968年12月30日成立。↩

7. F. Stoelinga, *Albert Winsemius*，前引书，第338页，引用Loh Kah Seng, "The British Military Withdrawal from Singapore and the Anatomy of a Catalyst"，前引文；SG101, "British Military Withdrawal"，前引文，引用Loh Kah Seng (2011)；F. Stoelinga, *Albert Winsemius*，前引书，第368页，引用*Singapore Year Book* 1964–1968及*Yearbook of Statistics Singapore*；Kim Seah Teck Kim, "Singapore's National Wages Council"，前引文，见第52页，引用*Singapore Annual Key Indicators 1968–1977*, Department of Statistics, 1978。↩

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