



Creation of Singapore, 1963 (SINGAPORE)

MUNUC 34



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CHAIR LETTER

Dear Delegates,

Welcome to MUNUC 34 and to the Creation of Singapore, 1963. My name is Jiayi Yue and I am thrilled to be serving as your chair for this committee. Arthi and I cannot wait to see the variety and the depth of debate in this committee as we move across 40 years of modern Singaporean history in 4 days of conference.

A little bit about myself - I am a second year at UChicago double-majoring in Economics and Political Science. I have been involved in Model UN ever since my freshman year of high school and I am thrilled to be serving as a MUNUC committee executive this year. In the past year, I have been involved in MUNUC as a Moderator in the United Nations Human Rights Commission and as an Assistant Chair in the General Motors Board of Directors (1950). I am also involved in hosting ChoMUN, UChicago's collegiate Model UN conference, and I am a competing member on our traveling MUN team as well. Outside of the MUNiverse, I work as a campus tour guide in our Admissions Office and I am also a consultant in CampusCATALYST, a consulting club at UChicago that does pro-bono consulting for NGOs around the Chicago area. In the free time that I pretend to have, you can find me petting all the dogs around campus, constantly on the search for spicy food, and learning to longboard (with limited success, but I'm getting there).

As your chair, I will be running the frontroom of the committee. This is where you will be making speeches, writing notes, and collaborating with your fellow delegates. Because we are a hybrid committee, you will be writing both draft directives for the crisis portion of the committee, and draft resolutions for the traditional portion. We will explain the specific mechanisms of the hybrid committee in more detail in the committee mechanisms portion of this background guide. What I am looking for in the frontroom includes content, collaboration, and commitment. I hope to see this come through not just in your speeches and submitted documents, but also in the way you go about interacting with other delegates within the committee. I also wish to see you rise up to the challenge of being in a hybrid committee. Unlike traditional or crisis committees, we will be exploring different subtopics, time periods, and styles of committee at an accelerated pace. However, this should not be

an obstacle, but rather an opportunity for you to be flexible and creative in the materials that you present both in the frontroom as well as in your crisis notes. I hope to see you take full advantage of and to have fun with the hybrid elements of this committee.

Finally, don't be afraid to put yourself out there, whether you are a first-timer or a Model UN veteran. At MUNUC, we believe that Model UN is a learning experience. Arthi, the assistant chairs, and I are all here to support you and make sure that you can make the most out of this experience. If you have any questions, feel free to reach out to me. I am looking forward to meeting all of you and hearing all of your ideas at MUNUC 34!

Best,

Jiayi Yue

Chair, Creation of Singapore, 1963

jiayiyue@uchicago.edu

CRISIS DIRECTOR LETTER

Dear Delegates,

Welcome to MUNUC 34 and, more specifically, the Creation of Singapore, 1963! My name is Arthi Macherla, and I cannot wait to serve as your crisis director. Jiayi and I are so excited to watch you bring this important and chaotic historical period to life over the span of four days. Regardless of your crisis or Model UN experience, this committee will have something to offer you as there is so much to learn.

As your crisis director, I will be running the backroom of the committee. My goal is to wreak havoc on your plans behind the scenes and potentially in the front room. This is a hybrid committee; therefore, you will get to experience the best of both worlds (mechanics are described in a later portion of the background guide). Committee will begin with a crisis break which outlines outside information that presents problems that you must fix. There will be traditional or typical crisis breaks in addition to timed crisis breaks. However, I implore you to look beyond traditional crisis resolutions. Creativity and looking at broad yet tangible solutions to the issues we present is not only suggested, but encouraged. Feel free to explore unexpected solutions to the crises we present in committee. This is your opportunity to help build a nation and tackle some of the greatest challenges that Singapore still faces today! If you are new to crisis/hybrid committees or have any questions about it, please feel free to reach out! I am more than happy to provide insight on how to improve crisis notes if you want extra practice.

Beyond researching the tumultuous creation of Singapore, I am a second year at UChicago planning on double-majoring in Neuroscience and Economics on a pre-med track. This past year, I served as an Assistant Chair in MUNUC 33 on the Roman Republic Committee. I am a competing member of UChicago's MUN team and am involved in ChoMUN, UChicago's collegiate Model UN conference. Outside of the MUN, I am involved in research on campus, am a member of UChicago's Neuro club, and volunteer as a tutor for students around Hyde Park. In my free time, I teach yoga, attempt to run more than half a mile, make smoothies, and play the violin.

More than anything, make sure to have fun at MUNUC. MUNUC is a time to grow as a delegate, learn a lot about MUN and Singapore, and share ideas with some incredibly talented and intelligent people. Regardless of experience level, MUNUC has something for everyone. Jiayi, the assistant chairs, and I cannot wait to help you make the most of this experience. We hope that this will allow you to gain insight into an incredibly unique and important historical moment. I am looking forward to meeting all of you and hearing your incredible plans to build the great nation of Singapore at MUNUC 34!

Best,

Arthi Macherla

Crisis Director, Creation of Singapore, 1963

arthim@uchicago.edu

SENSITIVITY LETTER

Dear Delegates,

We are looking forward to meeting you all during conference. We know that you will bring innovative and tangible solutions to the challenges ahead as you embody your characters. As you begin conducting research, you may notice that we have specifically eliminated the 1964 Race Riots from our background guide. Racial tensions and relationships in Singapore were incredibly strained, culminating in one of the most tragic events in Singaporean history. The Race Riots were a direct result of racist rhetoric and ideology and resulted in serious damages to property, loss of life, and injuries to multiple individuals. Segregation and distrust riddled Singapore and required extensive reform and integration by the government to ensure that some semblance of peace was reached by the end of the year. The effects of the Race Riots are still felt to this day. We will not be discussing this issue in committee, nor will we be attempting to simulate it. We ask that you refrain from doing so as well.

Furthermore, even though historically, racism, sexism, and homophobia may have been tolerated, such practices are unacceptable in a Model UN conference. No racist, sexist, homophobic, or bigoted act of any sort shall be exhibited within committee or at conference, even if you are trying to be historically accurate. Many of the issues discussed require particular attention to kindness. Please use modern standards to guide you in the way you interact with one another, even if these events have taken place in the past. We know that you will use your best judgement to ensure that every member of the committee feels safe, heard, and comfortable.

Sincerely,

Arthi and Jiayi

COMMITTEE STRUCTURE & MECHANICS

Important Note

This is a **hybrid** committee. As such, it will have neither the traditional structure of a General Assembly nor that of a Crisis Committee. We urge all delegates to pay close attention to this portion of the background guide to prepare yourself for the conference.

The Structure of Committee

The first three sessions of the committee will have solely crisis elements, while the last two sessions will align with a more traditional General Assembly committee style. Below we will detail the structure and expectations for each of our committee sessions. If you have any questions about either crisis or GA committees, please refer to the MUNUC website, where there are resources to help familiarize you with both styles of committee. If you have any questions about the session breakdown for this committee in particular, feel free to reach out to us.

Session 1

Session 1 will be run in a crisis format. Session 1 considers issues beginning in 1965 and running until 1975. This session will emphasize nation building, economic development, and establishing a Singaporean cultural identity.

Session 2

Session 2 will be run in a crisis format. Session 2 will begin where Session 1 left off and cover issues that arose until 1981. During this session of the committee, there will be an emphasis on transportation/public housing infrastructure and a continuation of economic development.

Session 3

Session 3 will be run in a crisis format. Session 3 will pick off where Session 2 left off, and cover issues up until 1987. This session will delve into unemployment, sanitation, and if needed, a continuation of the topics discussed in the previous sessions.

Session 4

Session 4 is the first GA session, which will take place in 1990. Please note that as we switch to a GA format the backroom will end so expect to wrap up your arc by the end of the third session. In this session, we will cease regular crisis breaks in the frontroom. Here, the topics of debate will be delegate-driven. We hope to see delegates address issues in all three topics covered within the previous crisis sessions, and go more in depth within each of them to produce feasible, substantive, and long-lasting solutions in the form of a capstone draft resolution. We also wish to see delegates delve into issues of cultural unity and inclusivity within Singaporean society and government. We expect to see these ideas represented in working papers at the end of session 4.

Session 5

During session 5, delegates are expected to produce Draft Resolutions that revise their existing solutions within the working papers. We will end the committee by reviewing and voting on the finalized Draft Resolutions.

Special Mechanics

It should be noted that there will be special mechanics within this committee. There will be a **time jump** within the committee. The time jump will take place at the beginning of the fourth session, the first more traditional GA session. The last two GA sessions will take place in 1990, as Lee Kuan Yew, the Prime Minister of Singapore, prepares to pass on the position to Goh Chok Tong.

Though this is the only place where years will be skipped, many years will be covered in this committee. **Please note that your character will be the same throughout the committee.** We

understand that for some individuals this may not be historically accurate, but for ease of backroom arcs, please act accordingly.

The passage of time in this committee also takes effect in the backroom. That said, time will not be a tremendous factor in the backroom or frontroom. In other words, time is only passing so that multiple issues can be covered, but the general flow of your backroom arc will be like a normal committee—even if historically, multiple years would have passed between two events, such passage of time will not affect your backroom arc. If you have further questions, reach out to Joseph Pinto, the USG, at usg.hybrid@munuc.org. Do not hesitate to reach out, as this is an incredibly important part of how the committee will function!

HISTORY OF THE COMMITTEE

The history denoted within the background guide explains what *actually* happened in Singapore from its independence in 1963 to the early 1990s. In other words, the history that is presented in the background guide will cover the timeline of the committee as it occurred in real life. The events covered in the background guide should give you a better understanding of the hurdles Singapore had to overcome before it could establish itself as a successful nation state. We hope that the early history of Singapore can spark your creativity, allowing you to have a greater appreciation and curiosity of Singaporean history while also thinking about ways you may have acted differently if you were part of the team that built the nation from scratch. We expect committee to take unexpected turns and potentially take a different path than that established in history; however, the understanding of former events allows you to better comprehend why policy within the nation unfolded as it did. Without seeing potential mistakes or ineffective policy, you as delegates may repeat history. Please note that we do not want you to base your actions entirely off of what happened historically. Rather, we want you to use the real history as a foundation for your actions in committee, allowing you to seek to improve the reality. Therefore, we hope that you learn from the past and implement changes as you see fit to help Singapore establish itself globally. The Background Guide will provide insight into what we are looking for in committee both in terms of content and structure, thereby allowing you to prepare effectively for our conference.

TOPIC A: ECONOMIC DEVELOPMENT

Statement of the Problem

Previously known as the Federation of Malay, the nation of Malaysia and Singapore merged as one. This merger was part of a larger reconstitution in which Malaysia federated with British Territories. For several years, the entwined nations faced economic, cultural, and political differences which resulted in the executive call to split the nation into two independent countries: Malaysia and Singapore. This decision, made in Parliament in 1965, did not involve Singaporean representatives and passed via a unanimous vote. Economic disagreement between the respective nations heavily contributed to the separation. Thus, Singapore began its journey of establishing itself as an independent nation by tackling the numerous economic burdens associated with building a new nation.

Unemployment in Singapore

One of the greatest hurdles that Singapore had to overcome in its early years was the unemployment crisis. Singapore's president Lee Kwan Yew had based his economic planning in 1960 on the relationship between Singapore and Malay; therefore, the dissolution of the Federation of Malaya contributed to a lack of job opportunities and severely impacted the GDP of the nation.¹ The Battle of Singapore and struggle for independence from the United Kingdom resulted in economic struggle for the nation over the span of 15 years.² Lee Kwan Yew not only had to rebuild the nation but also tackle the various ways a poor economy manifests itself, such as through a housing shortage and unhygienic conditions for the Singaporean people.³

¹ "The Singapore Case." The Singapore case. Accessed August 16, 2021.

<https://archive.unu.edu/unupress/unupbooks/uu11ee/uu11ee1a.htm>.

² Kästle, Klaus. "___ History of Singapore." History of Singapore - Nations Online Project. Accessed August 16, 2021. <https://www.nationsonline.org/oneworld/History/Singapore-history.htm>.

³ <https://thefield.asla.org/2018/09/06/from-slums-to-sky-gardens-singapores-public-housing-success/>

Industrialization and Globalization in the 1960s

One of Singapore's most notable accomplishments was its ability to rapidly industrialize. Throughout the 1960s, Singapore was able to drastically increase its GDP while actively decreasing its unemployment rate by implementing labor intensive import-substitution.⁴ The nation of Singapore was largely built on a re-export economy until 1959 and was able to operate under that system due to its relationship with Malay. After the People's Action Party came into power in 1959, the World Bank and the United Nations proposed an industrialization program with the goal of alleviating the immediate unemployment program, which spanned ten years.⁵ The two organizations, in conjunction with one another, noted that there was declining manufacturing activity as a result of the political instability, competing industrial promotion policy of the Federation of Malaya, the unstable entrepôt trade specifically in relation to Indonesia, and the state of industrial relations.

The Economic Development Board established in the 1961-64 Development

Plan formulated by the Ministry of Finance put together the Winsemius Report which detailed the struggles of Singapore and plan of attack going forward. The 1961-64 Development Plan was projected to increase the labor force by 10,000 in the early years of the 1960s, 15,800 in 1962-67, and 21,000 in the 1967-72 period.⁶ This appeared to mitigate the poverty crisis that Singapore was facing as the unemployment rate plummeted. The development plan itself indicated that developing infrastructural facilities and financial institutions could allow for further manufacturing and development within the nation.⁷

The aforementioned plan noted that there was a large pool of entrepreneurs and owners of capital who were willing to be involved in short-term risks and quick profits utilizing raw materials which, up

⁴ Chien, YiLi. "How Bad Can It Be? The Relationship between Gdp Growth and the Unemployment Rate." Economic Research - Federal Reserve Bank of St. Louis. Accessed August 16, 2021. <https://research.stlouisfed.org/publications/economic-synopses/2020/04/16/how-bad-can-it-be-the-relationship-between-gdp-growth-and-the-unemployment-rate>.

⁵ Tan, Andrew T. H. "Singapore's Defence Industry: Its Development and Prospects." Security Challenges 9, no. 1 (2013): 63-86. Accessed August 16, 2021. <https://www.jstor.org/stable/26461969>.

⁶ Perry, L. J. "SINGAPORE'S RAPID INDUSTRIALIZATION: A Re-assessment." *Crossroads: An Interdisciplinary Journal of Southeast Asian Studies* 10, no. 1 (1996): 67-76. Accessed August 16, 2021. <http://www.jstor.org/stable/40860550>.

⁷ "Industry." Singapore - industry. Accessed August 16, 2021. <http://countrystudies.us/singapore/35.htm>.

to this point, were not being effectively utilized. The Industrial Promotion Board, which only had \$1 million of capital, was in charge of promoting industrialization by lending money to industrialists and assisting and joining them in setting up and running factories.⁸ Following the recommendation of the Economic Development Board, the promotion board was given \$100 million capital for the 1961-64 period of growth. This led to approximately 44,000 new jobs being created by the end of the four year period.⁹

The Economic Development Board (EDB) was established to promote new industries and accelerate the growth of established ones. It had the power to provide financial support by enabling industrial enterprises which would allow it to obtain funds from the public or from itself.¹⁰ This played a large part in the power of the EDB over the past fifty years. It was a one-stop investment agency for every manufacturer and acted as a bridge between various government sectors and private companies. This allowed it to facilitate the implementation of numerous projects.¹¹ Under the Economic Development Board there are four divisions: Investment Promotion, Finance, Projects and Technical Consultation Service, and Industrial Facilities.¹²

The Investment Promotion Division served the purpose of enhancing Singapore's image as an industrial site for both domestic and foreign investors. It established overseas offices beginning with a liaison office set up in Tokyo in 1962. By the end of 1976 there were twelve offices located in numerous financial centers spanning the globe.¹³

The Finance Division provided financial support by guaranteeing industrial loans and investing and giving loans to enterprises. The finances of the EDB were taken over in 1968 by the Development Bank of Singapore, a public company that has the government as the largest shareholder.¹⁴

⁸ "The Singapore Case ." The Singapore case. Accessed August 16, 2021.

<https://archive.unu.edu/unupress/unupbooks/uu11ee/uu11ee1a.htm>.

⁹ "Industry." Singapore - industry. Accessed August 16, 2021. <http://countrystudies.us/singapore/35.htm>.

¹⁰ "The Singapore Case ." The Singapore case. Accessed August 16, 2021.

<https://archive.unu.edu/unupress/unupbooks/uu11ee/uu11ee1a.htm>.

¹¹ YiLi Chien, "How Bad Can It Be? The Relationship between GDP Growth and the Unemployment Rate," *Economic Synopses*, No. 16, 2020. <https://doi.org/10.20955/es.2020.16>

¹² Pek, Sara. "Economic Development Board." Infopedia. National Library Board Singapore, January 7, 2018. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2018-01-08_135544.html.

¹³ Ibid.

¹⁴ Ibid.

The Projects and Technical Consultation Service division eventually split into two different sectors; however, they primarily controlled quality tests. This position was later taken over by the Singapore Institute of Standards and Industrial Research. This was followed by the engineering industries Development Industry. These transformations took place over the span of 10 years. The most notable accomplishment of this division was the establishment of the National Productivity Board which was established to raise the level of productivity in the manufacturing sector.¹⁵

The Industrial Facilities Division developed and managed estates. This allowed the government to build a transportation network, standard factory buildings for sale or rent, utilities, and housing for workers. The GDP of Singapore doubled as a result of these efforts over the span of 10 years.¹⁶

¹⁵ Perry, L. J. "SINGAPORE'S RAPID INDUSTRIALIZATION: A Re-assessment." *Crossroads: An Interdisciplinary Journal of Southeast Asian Studies* 10, no. 1 (1996): 67-76. Accessed August 16, 2021. <http://www.jstor.org/stable/40860550>.

¹⁶ Ibid.

History of the Problem

Ancient Singapore

Civilization in Singapore existed long before the British crown colonies, the Federation of Malaysia, or independent Singapore were established. While the earliest records of Singapore remain unclear, the island has been inhabited since the 7th century under the Srivijaya empire that covered much of modern day Singapore and Indonesia.¹⁷ Just like modern day Singapore, the island and its surrounding regions thrived as the center of international trade as the island served as a trading port under the Srivijaya empire, which flourished from maritime trade.¹⁸ The Srivijaya empire controlled two major passageways between China and India—the Strait of Malacca and the Sunda Strait—which made the empire a powerful economic player in the region.¹⁹ In the 13th or 14th century, the region broke away from the Srivijaya empire and became its own settlement under the name of Tamesek.²⁰ Later, the island was known as Singapura, which means “lion city” in Sanskrit.²¹ The Kingdom of Singapura flourished as a trading port for passing ships such as Chinese junks, Portuguese battleships, Indian vessels, and Arab dhows.²² Singapura ultimately met its end after an invasion from either the Majapahit empire or the Siam empire in 1398.²³

¹⁷“Srivijaya Empire.” Encyclopædia Britannica. Encyclopædia Britannica, inc. Accessed August 16, 2021. <https://www.britannica.com/place/Srivijaya-empire>.

¹⁸ “Singapore-History.” Singapore - history. Accessed August 16, 2021. <http://countrystudies.us/singapore/3.htm>.

¹⁹“The Srivijaya EMPIRE: Trade and Culture in the Indian OCEAN (ARTICLE).” Khan Academy. Khan Academy. Accessed August 16, 2021. <https://www.khanacademy.org/humanities/world-history/medieval-times/cultural-interactions-along-trade-routes/a/the-srivijaya-empire-trade-and-culture-in-the-indian-ocean>.

²⁰“Temasek/Singapura.” eresources.nlb.gov.sg. Accessed August 16, 2021. <https://eresources.nlb.gov.sg/history/events/d24d6da6-0013-4a12-a6bc-68ad1497148e>.

²¹ Ibid.

²² Hays, Jeffrey. “Early History of Singapore.” Facts and Details. Accessed August 16, 2021. https://factsanddetails.com/southeast-asia/Singapore/sub5_7a/entry-3170.html.

²³ “Kingdom of Singapura.” Heroku. Accessed August 16, 2021. <https://id.herokuapp.com/login>.



Map of the Srivijaya Empire

Singaporean Economy Before Independence

The island faded from prominence after the siege of Singapura until the 19th century. In 1819, Stamford Raffles, the Lieutenant-Governor of Bencoolen, arrived at the island and established it as a trading post for the British, which lasted until 1959.²⁴ At the time, British presence in Asia was expanding as they saw an increase in trade with China and growing influence in India. This made Singapore a highly advantageous position for passing British merchant fleets and other ships and carriers.²⁵ The British ran Singapore as a free port with free trade, such that the lack of taxes and fees made it highly desirable compared to other ports in the region.²⁶ As a result, the port began to earn revenue in just a year.²⁷ By World War I, Singapore became the world's seventh busiest port by the amount of goods handled.²⁸

²⁴ Kästle, Klaus. "___ History of Singapore." History of Singapore - Nations Online Project. Accessed August 16, 2021. <https://www.nationsonline.org/oneworld/History/Singapore-history.htm>.

²⁵ "A Brief History of Singapore." GuideMeSingapore. Accessed August 16, 2021.

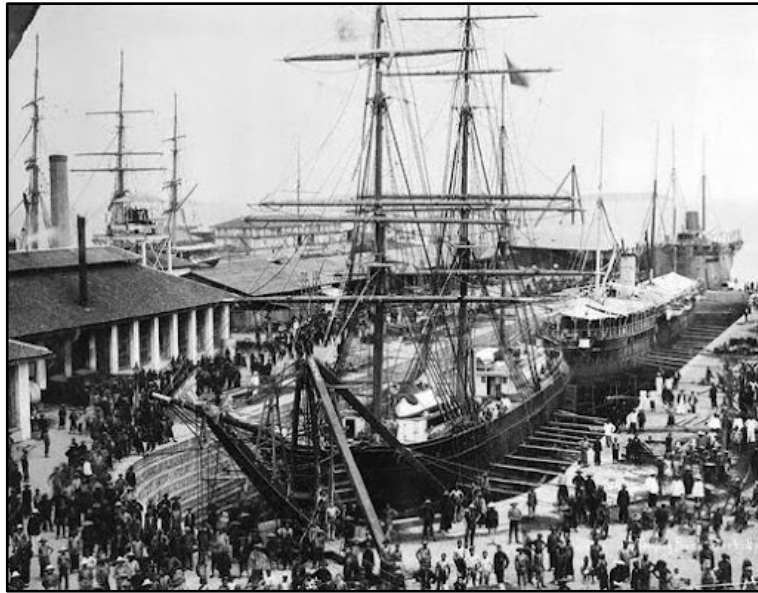
<https://www.guidemesingapore.com/business-guides/immigration/get-to-know-singapore/a-brief-history-of-singapore>.

²⁶ Professor Tommy Koh, By, and Professor Tommy Koh. "The British Rule of SINGAPORE: An Evaluation." The Singapore Law Gazette, July 20, 2019. <https://lawgazette.com.sg/feature/the-british-rule-of-singapore-an-evaluation/>.

²⁷ "Brief History of Singapore, Singapore Growth & ECONOMY • about Singapore." Singapore Expats. Accessed August 16, 2021. <https://www.singaporeexpats.com/about-singapore/brief-history.htm>.

²⁸ Huff, W. The Economic Growth of Singapore: Trade and Development in the Twentieth Century. Cambridge: Cambridge University Press, 1995.

<https://books.google.com/books?id=4fVQtMnnn6oC&pg=PA98&lpg=PA98&dq=singapore+distribute+eu>



Victoria Dock, a naval and commercial base, in the 1890s

By the beginning of the 19th century, Singapore expanded beyond simply being a port and began to develop its own goods and manufacturing industries. Between 1873 and 1913, Singaporean trade expanded eightfold for a number of reasons, including the development of the steamship in the 1860s.²⁹ The construction of the Suez Canal in the 1860s also decreased travelling time for ships going between Europe and Southeast Asia by a third.³⁰ However, the primary reason for Singapore's immense growth was the rubber industry boom. In the 19th century, a number of inventions including rubberized fabrics and vulcanized rubber were invented.³¹ The new products along with the blooming automobile industry created a rubber shortage, and the British sought to have its own rubber production in their Southeast Asian colonies.³² In the 1870s, rubber tree seedlings from the Kew Gardens in England were introduced to Singapore's Botanic Gardens.³³ As the rubber industry grew, more and more farmers across Malaya switched from growing coffee, the main crop in the

ropean+goods+1900&source=bl&ots=47UQxoV-mN&sig=ACfU3UodhKq64nP-p6yMkvQHizQyUox-OA&hl=en&sa=X&redir_esc=y#v=onepage&q&f=false.

²⁹ "Brief History of Singapore, Singapore Growth & ECONOMY • about Singapore." Singapore Expats. Accessed August 16, 2021. <https://www.singaporeexpats.com/about-singapore/brief-history.htm>.

³⁰ Tan, Joanna. "Arts." Infopedia. Accessed August 16, 2021. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2018-04-20_085007.html.

³¹ "Destination Singapore: Ridley's Rubber Farms." Ridley's rubber Farms. Accessed August 16, 2021. <https://pslc.ws/macrog/exp/rubber/bepisode/malay.htm>.

³² Ibid.

³³ "First Rubber Trees Are Planted in Singapore." eresources.nlb.gov.sg. Accessed August 16, 2021. <https://eresources.nlb.gov.sg/history/events/a8ceea4c-1c8b-4c9a-885c-b85038b39e4c>.

region at that time, to rubber trees, such that Malaya produced over half of the world's rubber by the 1920s.³⁴³⁵ Singapore soon became a major center for the rubber industry and exported processed rubber to the United Kingdom, United States, and other European countries.³⁶

The Singaporean economy developed alongside its rubber industry. As the island became more and more central to the rubber industry, business and finance surrounding the industry also began to develop.³⁷ The island needed business systems in place for managing the large amount of rubber as well as tin exports, managing rubber estates and mines, managing shipping and insurance, and for raising capital.³⁸ As a result, Singapore developed into not only a successful shipping port, but also a financial center, which ultimately set the foundations for Singapore's financial dominance. Due to its financial infrastructure, advantageous location, and connection to the British, Singapore also became a regional hub for the distribution of imported European goods.³⁹ For example, British imports accounted for three quarters of Singapore's cotton piece goods.⁴⁰ European goods that were imported into Singapore were then sold and resold by Singaporean merchants and dealers in increasingly smaller amounts.⁴¹ Singapore also became a regional provider for services such as warehousing and banking for Southeast Asia, which benefited its rise to becoming a regional power.⁴²

³⁴ Ibid.

³⁵ "1888: Ridley and the Malayan Rubber Industry (from 1896)." 1888: Ridley and the MALAYAN rubber industry (FROM 1896). Accessed August 16, 2021. <https://www.nparks.gov.sg/sbg/about/our-history/1888-ridley-and-the-malayan-rubber-industry-from-1896>.

³⁶ Syn, Michael. "A Century of Rubber Trade in Singapore ." *businessstimes.com.sg*, April 19, 2018. <https://www.businessstimes.com.sg/energy-commodities/a-century-of-rubber-trade-in-singapore>.

³⁷ Lee, Soo Ann. "Governance and Economic Change in Singapore." World Scientific. *The Singapore Economic Review* . Accessed 2021. <https://www.worldscientific.com/doi/abs/10.1142/S0217590815500289?journalCode=ser>.

³⁸ Ibid.

³⁹ "Singapore-Patterns of Development ." Singapore - economy - patterns of development. Accessed August 16, 2021. <http://countrystudies.us/singapore/28.htm>.

⁴⁰ Huff, W. *The Economic Growth of Singapore: Trade and Development in the Twentieth Century*. Cambridge: Cambridge University Press, 1995. https://books.google.com/books?id=4fVQtMnnn6oC&pg=PA98&lpg=PA98&dq=singapore+distribute+european+goods+1900&source=bl&ots=47UQxoV-mN&sig=ACfU3UodhKq64nP-p6yMkvQHi2QyUox-OA&hl=en&sa=X&ved=2ahUKEwjwucTT4__xAhWmAZoJHUpnC9EQ6AEwEHoECBoQAw#v=onepage&q=european%20goods&f=false.

⁴¹ Ibid.

⁴² "Singapore." Google Books. Google. Accessed August 16, 2021. https://books.google.com/books?id=t13ODQAAQBAJ&pg=PT107&lpg=PT107&dq=singapore%2Bdistribute%2Beuropea n%2Bgoods%2B1900&source=bl&ots=mYyD6Y7_Vm&sig=ACfU3UoNVsoNqhkpsXYO2-oclAotJsVS3Q&hl=en&sa=X&ved=2ahUKEwjwucTT4__xAhWmAZoJHUpnC9EQ6AEwEXoECBsQAw#v=onepage&q=singapore%20distribute%20european%20goods%201900&f=false.



Rubber factory in Singapore

The end of British rule in Singapore came about after the Battle of Singapore during World War II. While Singapore—and Southeast Asia—emerged from World War I generally unscathed, it was the site of a major conflict during the second World War. Singapore was the biggest British military base within the Pacific, making it a target for Japan.⁴³ The Japanese military attacked the British Royal Air Force bases on December 8th, 1941,⁴⁴ sinking British battleships and leaving the British unable to defend or retaliate against the Japanese via air or sea.⁴⁵ Despite Japanese forces being less than half the size of Allied forces, the combination of Japan's successful strategy and Britain's mismanagement and lack of preparation led to their success.⁴⁶ The Battle of Singapore, which began on February 8th, 1942, ended in Britain's largest surrender of forces in history on February 15th, 1942.⁴⁷ Afterward, Singapore entered Japanese control from 1942 until the end of the war in 1945. The defeat was both demoralizing for the British and politicizing for Singaporeans, as Britain lost its status of being an impenetrable force in the minds of local citizens.⁴⁸ After the war, the island underwent political awakening as anti-colonial and nationalistic sentiments were on the rise amongst the local population.⁴⁹ Simultaneously, the British also began increasing the degree of self-

⁴³ "The Fall of Singapore." Encyclopædia Britannica. Encyclopædia Britannica, inc. Accessed August 16, 2021. <https://www.britannica.com/event/World-War-II/The-fall-of-Singapore>.

⁴⁴ "The Fall of Singapore." Historic UK. Accessed August 16, 2021. <https://www.historic-uk.com/HistoryofBritain/The-Fall-of-Singapore/>.

⁴⁵ Ibid.

⁴⁶ "Battle of Singapore." HistoryNet. Accessed August 16, 2021. <https://www.historynet.com/battle-of-singapore>.

⁴⁷ "The Fall of Singapore." Historic UK. Accessed August 16, 2021. <https://www.historic-uk.com/HistoryofBritain/The-Fall-of-Singapore/>.

⁴⁸ "Aftermath of War ." Singapore - aftermath of war. Accessed August 16, 2021. <http://countrystudies.us/singapore/9.htm>.

⁴⁹ "A Brief History of Singapore." GuideMeSingapore. Accessed August 16, 2021. <https://www.guidemesingapore.com/business-guides/immigration/get-to-know-singapore/a-brief-history-of-singapore>.

governance in the region through the resolution of the British Military Administration in 1946 and the introduction of mechanisms such as the establishment of elections in Singapore starting 1948.⁵⁰ Ultimately, Singapore became an official self-governing state in 1959, marking the end of 140 years of British rule in Singapore.⁵¹

Split From Malaysia

After the fall of British Rule in various South Asian countries, the Prime Minister of Malaya suggested that a merger between modern-day Malaysia, Singapore, Sarawak, Brunei, and North Borneo was not only possible, but desirable.⁵² Britain looked favorably upon this union, leading to it being organized and chaired in both London and Kuala Lumpur. As such, British appointees were incredibly active within the decision making of the Federation during its three year term.⁵³ As Sarawak, North Borneo, and Brunei were politically less mature than Malaya and Singapore, their influence was not felt to the same degree.⁵⁴ It should be noted that Brunei was a tentative member of the federation while the other four nations were involved in the merger since it was announced in 1961.

The demographics of the Federation varied greatly; however, three distinct factions emerged in all given territories: Malay, Chinese, and Indian.⁵⁵ Cultural and racial tensions began to grow, due to religious differences amongst other reasons. Ultimately, the tensions led to economic turmoil, racial riots, and distress across the federation.⁵⁶ This will be covered in more depth in Topic C.

The Singapore military after independence was incredibly small, consisting of two infantry regiments. Much of the Singapore military, in particular its armed forces, was tied to Britain as the

⁵⁰ "Aftermath of War ." Singapore - aftermath of war. Accessed August 16, 2021.
<http://countrystudies.us/singapore/g.htm>.

⁵¹ "A Brief History of Singapore." GuideMeSingapore. Accessed August 16, 2021.
<https://www.guidemesingapore.com/business-guides/immigration/get-to-know-singapore/a-brief-history-of-singapore>.

⁵² "Malaysian Federation: Union of Convenience." CQ Researcher by CQ Press. Accessed August 16, 2021.
<https://library.cqpress.com/cqresearcher/document.php?id=cqresrre1963072400>.

⁵³ Tilman, Robert O. "Malaysia: The Problems of Federation." The Western Political Quarterly 16, no. 4 (1963): 897-911. Accessed August 16, 2021. doi:10.2307/445849.

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ "Singapore Separates from Malaysia and Becomes Independent." eresources.nlb.gov.sg. Accessed August 16, 2021.
<https://eresources.nlb.gov.sg/history/events/dc1efe7a-8159-40b2-9244-cdb078755013#:~:text=On%209%20August%201965%2C%20Singapore,in%20July%20and%20September%201964>.

existing regiments were commanded by British officers.⁵⁷ Much of the military was made up of non-Singaporean residents which led to greater issues in terms of independence. With British and foreign support diminishing as a result of the separation and the independence, the nation had the difficult task of rebuilding its military.⁵⁸

Furthermore, the Vietnam War was an incredibly pressing issue as foreign policy and foreign interest was vital when looking at rebuilding Singapore following the split from modern day Malaysia.⁵⁹ The Federation of Malay allowed for Singapore to follow its lead and have the United Kingdom play a heavy hand in the formation of economic relationships between Singapore and other nations. Singapore was pressured to choose between the support of China and the United States, a difficult decision given the impact this would have on the economy, political relations, and military development of Singapore.⁶⁰

Conclusion

The newly independent nation of Singapore faced several economic challenges following its split from the Federation of Malaya. As a committee, we expect you to use the information we have provided to think about creative solutions to the various economic crises that have not only been outlined above but also are yet to come. The solutions and policies you employ may involve previously existing projects, but we encourage new policy to be explored as well. During the initial crisis sessions, solutions may need to focus on the short-term; however, please prepare tangible long-term solutions as well for the traditional GA sessions towards the end of conference.

⁵⁷ Singapore - recruitment and training of personnel. Accessed August 16, 2021. <http://www.country-data.com/cgi-bin/query/r-11917.html>.

⁵⁸ National Library Board, Singapore. "British Withdrawal from Singapore." British withdrawal from Singapore | Infopedia. Accessed August 16, 2021. https://web.archive.org/web/20120621034333/http://infopedia.nl.sg/articles/SIP_1001_2009-02-10.html.

⁵⁹ Guan, Ang Cheng. "Singapore and the Vietnam War." *Journal of Southeast Asian Studies* 40, no. 2 (2009): 353-84. Accessed August 16, 2021. <http://www.jstor.org/stable/27751567>.

⁶⁰ Ibid.

TOPIC B: URBAN HOUSING & TRANSPORTATION INFRASTRUCTURE

Statement of the Problem

The separation of Malaysia and Singapore led to a collapse in Singaporean infrastructure. Some of the greatest issues that Singapore faced were poverty, unhygienic conditions, and a diminishing quality of life. Luckily, many of these factors could be solved by attending to the housing crisis. As the number of homes available for purchase decreased and the prices of housing increased, homelessness soared. This, coupled with the economic crisis that the nation was experiencing, contributed to an overwhelming sense of hopelessness within the nation. The crisis is extremely pressing, and solving it may involve creating labor-intensive work through building a strong transportation infrastructure for the nation and establishing a strong government-funded housing program to ensure that Singaporean people are able to receive shelter.

History of the Problem

Singapore Improvement Trust, 1920s

The early 1920s in Singapore brought about a time of growth and development. While rapid growth in Singapore marked a new era in terms of economic development, it also contributed to a population boom that eventually led to a severe housing shortage. The number of Singaporeans who were unhoused was escalating rapidly, leading to small settlements in the central city area.⁶¹ These conditions were not only dangerous to those who lived in them due to poor hygiene, but were also illuminating the lack of housing infrastructure in Singapore. As a result, in 1918, the Colonial Administration established a Housing Commission designed to study the housing problem in the central area.⁶² The study found that a lack of infrastructure, government regulation, and rising costs of housing contributed to the housing crisis in the 1920s. As such, the Singapore Improvement Trust (SIT) was established in 1927 to tackle the concerns found in the study.

The main function of the SIT was to house those who were homeless in Singapore.⁶³ In addition, the Trust was tasked with planning roads, regulating sanitary conditions of buildings, and drawing up schemes for land acquisition. However, the trust was not allowed to engage in large-scale construction. The trust was funded from an improvement rate levied on houses and lands within the area with an equivalent contribution from the government.⁶⁴ The trust was also allowed to use a 10 million dollar government fund set aside to aid in providing more sanitary conditions to those living in the city center settlements.⁶⁵

In its early years, the SIT was more involved in planning than direct action as it was authorized to carry out tasks outlined in the General Improvement plan. The trust was able to add to the plan by

⁶¹ Editor:Lim, Fiona, Jamie Editor:Han, and Stephanie Ho. "Singapore Improvement Trust." Infopedia. National Library Board Singapore, March 13, 2016. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2016-03-14_142655.html.

⁶² "Singapore Improvement Trust Flats." ROOTS. Accessed August 16, 2021. <https://www.roots.gov.sg/Collection-Landing/listing/1183902>.

⁶³ Yuen, Belinda. "Squatters No More: Singapore Social Housing." Singapore social housing. Accessed August 16, 2021. <https://globalurban.org/GUDMag07Vol3Iss1/Yuen.htm>.

⁶⁴ "Singapore Improvement Trust ." Agency details - government records. Accessed August 16, 2021. https://www.nas.gov.sg/archivesonline/government_records/agency-details/24.

⁶⁵ Editor:Lim, Fiona, Jamie Editor:Han, and Stephanie Ho. "Singapore Improvement Trust." Infopedia. National Library Board Singapore, March 13, 2016. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2016-03-14_142655.html.

developing new roads and open spaces in addition to widening pre-existing paths. The trust was also able to construct backlanes as the government believed it would reduce the congestion of back-to-back houses allowing for better ventilation, more light, and increased access to public infrastructure.⁶⁶ Work on the backlanes intensified in the 1930s before dying down in the 1940s, as it appeared that the reconstruction of a house in order to allow for a backlane would lead to overcrowding and rehousing issues. The trust was provided the authority to declare buildings unsanitary and order their demolition. However, it was difficult for the SIT to actually take action against towns as its poor structure caused the SIT to have very little influence.⁶⁷ Property owners frequently took the SIT to court as, due to a lack of manpower, it appeared that the SIT was not able to fully inform and help owners transform their conditions. Initially, the SIT was not able to mandate the construction of public housing; however, with the SIT beginning to build low-cost public housing, amendments to the ordinance were made. Despite strong efforts on the trust's part, the lack of power given to them proved to be incredibly difficult in the 1930s to early 1940s.⁶⁸



Singapore Improvement Trust Flats, Tiong Bahru

Postwar, the need for public housing became increasingly pressing. As such, the Housing Committee of 1947 recommended an intermediate construction program to ensure that the housing shortage was mitigated. Despite the committee recommending the creation of government housing and

⁶⁶ *ibid.*

⁶⁷ Cheng, Cheng Seow. "THE Singapore Improvement Trust and Pre-War Housing." NUS, January 1, 1995. <https://scholarbank.nus.edu.sg/handle/10635/153078>.

⁶⁸ "Singapore Improvement Trust Flats." ROOTS. Accessed August 16, 2021. <https://www.roots.gov.sg/Collection-Landing/listing/1183902>.

development, the SIT was asked to implement the program.⁶⁹ The government granted a loan to the SIT as a result of the report to help support a public housing program. The housing program aimed to provide homes to lower-income groups. Construction costs were initially incredibly high, but by 1953 the trust was able to develop low-cost rental housing that was affordable for the low-income group.⁷⁰

Given the success of the project, the trust wished to build its first satellite town which would house approximately 70,000 people.⁷¹ The town would be self-sufficient, having its own amenities. However, the trust encountered numerous challenges including debate over which income groups were eligible to buy the new flats, which thwarted the development of the town. However, the SIT was able to push through and finish the project.

The SIT was tasked with developing a master plan for Singapore which was exhibited in 1956 and government-approved in 1958. This was introduced as the Planning Bill and the Housing and Development Bill which was introduced into legislation in 1959.⁷² This ultimately led to SIT being dissolved in 1960 as Prime Minister Lee Kuan Yew believed that there should be smaller, more focused boards for each task covered by SIT.⁷³

The Housing and Development Board & the housing crisis

The year 1960 marked a tumultuous time within the nation of Singapore. Plans to merge with Malaysia were coming into order. Simultaneously, a housing crisis had erupted within the nation. Many were living in unhygienic conditions and crowded settlements. Approximately nine percent of Singaporeans lived in government flats.⁷⁴

⁶⁹ Cheng, Cheng Seow. "THE Singapore Improvement Trust and Pre-War Housing." NUS, January 1, 1995. <https://scholarbank.nus.edu.sg/handle/10635/153078>.

⁷⁰ *ibid.*

⁷¹ *ibid.*

⁷² *Ibid.*

⁷³ Editor:Lim, Fiona, Jamie Editor:Han, and Stephanie Ho. "Singapore Improvement Trust." Infopedia. National Library Board Singapore, March 13, 2016. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2016-03-14_142655.html.

⁷⁴ Hwa, Cheng Siok. "Economic Change in Singapore, 1945-1977." *Southeast Asian Journal of Social Science* 7, no. 1/2 (1979): 81-113. Accessed August 16, 2021. <http://www.jstor.org/stable/24490038>.

The Housing and Development Board (HDB) was installed by the Singapore government in 1960 to directly combat this issue and, upon their establishment, developed a five-year plan with the mission to build as many low-cost flats as possible for rent. The architectural style that the board tried to emulate was high rise buildings and high density flats. Most staff working at the SIT were transferred to the HDB in 1960 which was led by Lim Kim San, who prioritized quantity over quality.⁷⁵ There was some initial backlash in the first two years of the board's existence, as many citizens did not want to leave the settlements. However, after a terrible fire, the importance of strong housing infrastructure became clearer.⁷⁶

The Housing and Development Board was able to construct and expand nine development towns and estates in the first ten years of its existence. In the first three years, the board had built 21,000 apartments. Just two years later, that number had more than doubled to 54,000 apartments.⁷⁷



HDB Flats, Singapore 1960s

Economic Development Board and the JTC

The Economic Development Board was given the task of building an infrastructure conducive to industrial development. This included housing and industrial estate development. It was given a

⁷⁵ Yuen, Belinda. "Squatters No More: Singapore Social Housing." Singapore social housing. Accessed August 16, 2021. <https://globalurban.org/GUDMago7Vol3Iss1/Yuen.htm>.

⁷⁶ "Introduction." Singapore - Introduction. Accessed August 16, 2021. <http://countrystudies.us/singapore/2.htm>.

⁷⁷ Yuen, Belinda. "Squatters No More: Singapore Social Housing." Singapore social housing. Accessed August 16, 2021. <https://globalurban.org/GUDMago7Vol3Iss1/Yuen.htm>.

capital of 100 million dollars for its industrial development plan.⁷⁸ However, as the decade progressed, the Economic Development Board was spread thin, not having the ability to focus its efforts on industrial development. The EDB was looking to expand outwards to ensure that the goal of globalization was achieved, establishing offices abroad. As the mission of the EDB shifted, power was handed over to another corporation.⁷⁹

The JTC, otherwise known as the Jurong Town Corporation, was formed in 1968 to manage Singapore's industrial estates and other amenities related to them from the Economic Development Board.⁸⁰ The first, and arguably most arduous task the JTC was given, was to expand the Jurong industrial estate through reclaiming swamplands. The reclaimed swamplands would then be used for the construction of various industrial facilities including factories. Within three years, the Jurong estate was converted to a self-contained and self-sustaining satellite town with various amenities for residents and workers. The transformation provided jobs and housing to an extent that no previous project was able to. As such, the JTC began to work with the housing and development board, establishing a new industrial estate known as Senoko in 1969 and expanding on two previously established industrial estates. The JTC was able to reclaim and make available an additional 4.8 square kilometers of industrial land within the Jurong Industrial Estate, increasing the overall acreage immensely.⁸¹ This ultimately led to a boom in operational factories within the region. While this was happening, the JTC improved social and recreational amenities for the inhabitants of the town including the Jurong Bird Park, a town centre with shopping and commercial factories, new executive housing, and a Japanese Garden. In conjunction with the HDB, the JTC was able to establish a residential estate for over 30,000 residents by the end of 1972.⁸²

Given the success of the Jurong estates, the JTC was given authority to develop facilities for oil refineries on three of the islands as Singapore's economy began to branch out. The JTC was able to expand development so rapidly that the EDB began assigning additional development and

⁷⁸ Pek, Sara. "Economic Development Board." Infopedia. National Library Board Singapore, January 7, 2018. https://eresources.nlb.gov.sg/infopedia/articles/SIP_2018-01-08_135544.html.

⁷⁹ "Economic Development Board Is Formed." [eresources.nlb.gov.sg](https://eresources.nlb.gov.sg/history/events/509d1656-8fc5-405f-8eec-ado58d8a540c). Accessed August 16, 2021. <https://eresources.nlb.gov.sg/history/events/509d1656-8fc5-405f-8eec-ado58d8a540c>.

⁸⁰ "Our Journey - 1960s - 1970s." JTC. Accessed August 16, 2021. <https://www.jtc.gov.sg/about-us/our-journey/Pages/default.aspx>.

⁸¹ Ibid.

⁸² Ibid.

expansion products to the company.⁸³ This led to the JTC initiating a master plan in the 1980s to help attract industries that produce high-value-added products to Singapore, including establishing the Singapore Science Park. The corporation was able to establish it within the span of five years while also continuing to support and develop the petrochemical industry by developing more islands off the coast of Jurong.⁸⁴

Midway through the 1980s, the JTC established Singapore's first petrochemicals plant on Pulau Ayer Merbau in 1984. This led to a boom in Singapore's economy and allowed it to better globalize. As companies began to adopt technology in the 1990s, the JTC built estates that combined commercial, industrial, and office uses.⁸⁵ These included the International Business Park and the Changi Business Park. By the early 1990s, the JTC had headed the merger and development of seven offshore islands into a chemical and petrochemical complex. Overall, its influence greatly shaped the economy and housing complexes of Singapore.



Changi Business Park, 1990s

Central Provident Fund

The Central Provident Fund (CPF) is one of the most important components of Singapore's social security system. The CPF was first introduced as a concept in 1953 before being implemented on the

⁸³ "Jurong Town Corporation." Infopedia. National Library Board Singapore, September 9, 2014. https://eresources.nlb.gov.sg/infopedia/articles/SIP_553_2004-12-31.html.

⁸⁴ "Our Journey - 1960s - 1970s." JTC. Accessed August 16, 2021. <https://www.jtc.gov.sg/about-us/our-journey/Pages/default.aspx>.

⁸⁵ Ibid.

island in 1955.⁸⁶ The CPF system is a compulsory savings program which requires all employers and employees to contribute a small portion of their monthly gross salary to the fund. The introduction of the fund was a direct result of individuals not being given retirement benefits by their employers.⁸⁷ Other than those in the civil service and those in power at larger companies, workers in Singapore were not given the means to retire comfortably, which began to contribute to a spike in poverty.

While the bill was first introduced in May of 1951, the CPF was not passed by the Legislative Council until 1953. Delays were due to a multitude of factors including that the appointment of the committee was dependent on whether the Retirement Benefit Commission was approved.⁸⁸ This proposal suggested that a pension system was established in which employers and employees must make a weekly contribution of 60 cents until retirement. Upon retirement, the employee would receive a monthly pension of 30 dollars.⁸⁹ However, the Legislative Council found this to be ineffective. As such, they opted for the CPF scheme recommending the establishment of a statutory board to manage the fund. The board was established in 1954 following the CPF Ordinance.

The Central Provident Fund Ordinance saw that all workers earning less than 500 dollars were required to make a 5 percent monthly CPF contribution, with their employers contributing roughly the same amount.⁹⁰ However, they found that this was difficult for those making low wages, so in 1955, workers earning less than 200 dollars were exempt from contributing to the CPF, while their employers continued to pay their share.⁹¹ Currently, for those who earn more than 50 dollars a month in Singapore, there are no exceptions.⁹²

Since it was implemented, the CPF has undergone numerous significant changes. A Special Account amendment was added in 1977 and a Medisave Account was added in 1984. Furthermore, the liberalization of the usage of CPF funds for other purposes including housing was implemented in

⁸⁶ "Central Provident Fund Is Introduced." [eresources.nlb.gov.sg](https://eresources.nlb.gov.sg/history/events/c2330166-bd07-4266-a073-11e8d8efa4e8). Accessed August 16, 2021. <https://eresources.nlb.gov.sg/history/events/c2330166-bd07-4266-a073-11e8d8efa4e8>.

⁸⁷ Ibid.

⁸⁸ "CPF Board: History of CPF." Central Provident Fund Board (CPF Board). Accessed August 16, 2021. <https://www.cpf.gov.sg/Members/AboutUs/about-us-info/history-of-cpf>.

⁸⁹ Ibid.

⁹⁰ Ibid.

⁹¹ "Singapore's Central Provident Fund." New America, April 7, 2009. <https://www.newamerica.org/asset-building/policy-papers/singapores-central-provident-fund/>.

⁹² Ibid.

1981 and investments in 1986.⁹³ The Medisave account was established to allow CPF members to save for their own hospitalization expenses. The total contribution of wage decreases as age increases.

The Housing and Urban Development Company

The Housing and Urban Development Company (HUDC) was established by the Singapore Government in 1974 to provide housing for middle-income families in Singapore.⁹⁴ Upper-class families were able to buy private housing which was unaffordable to those in middle-income families and the HDB exclusionary clauses ensured that middle-income families were not eligible for the low-income flats. As such, the HUDC was built to combat the issue and put an end to the housing crisis once and for all.

The HUDC was established as a private company owned by the Housing and Development Board, the Urban Redevelopment Authority, and the Primary Industries Enterprises Private Limited. The objective was to build residential properties for sale as opposed to rent for non-property-owning middle-income families. In addition, housing would be provided to certain categories of permanent residents who qualified.⁹⁵

The flats were developed over four phases from 1974 to 1987. Phases I and II were overseen by the HUDC Private Limited and took place from 1974 to the early 1980s.⁹⁶ Phases III and IV lasted from 1982 to 1987 and were overseen by the HDB. HUDC flats were incredibly large compared to those previously developed by the HDB, which made them stand out to buyers.⁹⁷ Furthermore, the projects had better amenities, such as covered parking and landscaping. The HUDC was incredibly effective in the late 1970s as housing was still unaffordable for middle-income families and they were not able to qualify for government housing. However, as the economy of Singapore stabilized and

⁹³ "CPF: History of CPF." Central Provident Fund Board (CPF). Accessed August 16, 2021.
<https://www.cpf.gov.sg/Members/AboutUs/about-us-info/history-of-cpf>.

⁹⁴ Anuar, Mazelan. "Arts." Infopedia. Accessed August 16, 2021.
https://eresources.nlb.gov.sg/infopedia/articles/SIP_2021-04-26_133629.html.

⁹⁵ "End of Era FOR Normanton Park, and Other HUDC Estates." Remember Singapore, May 24, 2021.
<https://remembersingapore.org/2018/11/12/housing-urban-development-company-estates/>.

⁹⁶ Ibid.

⁹⁷ Ibid.

grew, the policies regarding HDB units changed, raising the family income ceiling to 6,000 dollars a month.⁹⁸ This requirement was lifted for applicants from the civil service as well as statutory boards as they fell under the government's special housing program, aiming to give priority to civil servants and employees of statutory boards. This meant that many began to shift to HDB housing from HUDC as it was much more affordable.⁹⁹

Those who bought HUDC flats were able to use their savings from the CPF, similarly to HDB homebuyers. During the initial years, homebuyers only had to use their CPF to pay up to half of the initial 20 percent and up to half of each subsequent payment. In 1983, an amendment to this policy was made allowing buyers of new HUDC flats to use all of their CPF savings in the ordinary account as a means to pay for tier comes. This was extended to buyers of resale HUDC flats in 1986 as well.¹⁰⁰

In 1982, both the HUDC and JTC were transferred to the HDB as they were considered to be government housing. This allowed the HDB to be the national housing authority which allowed for better social integration in the development of housing estates. Approximately 8,000 units were built as a result of this corporation.¹⁰¹

Changi National Airport

Changi National Airport is located on the eastern part of Singapore Island, approximately 20 kilometers from the city center. Changi National Airport was previously known as Paya Lebar Airport which was established in 1959.¹⁰² By 1960, it became a busy airport which many visited due to the industrial power that the Federation of Malaya and Singapore were gaining. By 1967, Paya Lebar was beginning to hit its stride due to the industrial boom in Singapore. By the early 1970s, the Singaporean government was paying attention to the transportation sector and its pitfalls within the

⁹⁸ "13 Former HUDC Estates: How Are They Doing Now?" Property Blog Singapore - Stacked Homes, February 1, 2021. <https://stackedhomes.com/editorial/13-former-hudc-estates/#gs.8etnml>.

⁹⁹ Yuen, Belinda. "Squatters No More: Singapore Social Housing." Singapore social housing. Accessed August 16, 2021. <https://globalurban.org/GUDMago7Vol3Iss1/Yuen.htm>.

¹⁰⁰ "End of Era FOR Normanton Park, and Other HUDC Estates." Remember Singapore, May 24, 2021. <https://remembersingapore.org/2018/11/12/housing-urban-development-company-estates/>.

¹⁰¹ Ibid.

¹⁰² "Our Story: Changi Airport Group." Our Story | Changi Airport Group. Accessed August 16, 2021. https://www.changiairport.com/corporate/about-us/our-story.html#taborange__y1990.

country.¹⁰³ Simultaneously, there was rapid growth in international aviation spanning the globe meaning that the demand on Paya Lebar was exponentially increasing. By 1972, large aircrafts such as the Concorde, created by British Airways, began arriving in Singapore which led to the Paya Lebar Airport outgrowing its original structure in 1975.¹⁰⁴

In 1977, the reclamation of land for Changi Airport began and took two years to complete. By 1979, the foundation of Terminal 1 of the new airport was laid. This airport was designed to be much larger than Paya Lebar with capacity for expansion. In addition to expansion, the airport was equipped to handle a larger number of flights and passengers, giving Singapore the ability to become a transportation hub.¹⁰⁵ From 1979 to 1980, Singapore also established air links with China. This proved to be pivotal heading into the next decade, allowing Changi and Singapore to thrive. In the year 1980, as the airport was preparing to be opened to the public, Changi started a series of firsts which allowed them to become well-known around the world.¹⁰⁶ Changi National Airport was the first to introduce the concept of airport gardens, a facet they are still well-known for. Further, they were the first airport to allow passengers to make free local telephone calls in transit. Taxi queues were located indoors to optimize the experience of passengers as they were provided with a completely air-conditioned experience from the moment they disembarked from their planes to the time they entered their taxi. This was revolutionary within the field of air travel as no other large international airport had done this beforehand.¹⁰⁷

¹⁰³Fan, Henry S.L. "Ground Access to Singapore Changi Airport." OnlineLibrary. Journal of Advanced Transportation. Accessed August 16, 2021. <https://onlinelibrary.wiley.com/doi/epdf/10.1002/atr.5670240104>.

¹⁰⁴ Ibid.

¹⁰⁵ Ibid.

¹⁰⁶"Singapore Changi Airport Turns 40 Years Old." A VISUAL HISTORY OF THE WORLD'S GREAT AIRPORTS. Accessed August 16, 2021. <https://www.airporthistory.org/blue-concourse/singapore-changi-airport-turns-40>.

¹⁰⁷"Our Story: Changi Airport Group." Our Story | Changi Airport Group. Accessed August 16, 2021. https://www.changiairport.com/corporate/about-us/our-story.html#taborange__y1990.



Changi National Airport's Early Success, July 1981

June 30, 1981 was one of the most important dates in Singapore history following the separation from Malaysia. The official airport of Singapore moved from Paya Lebar to its new location at Changi. The next day, Terminal 1 was open for business. The first flight carrying passengers and the first flight departing from Singapore took place within the same hour of the day, proving that the new airport could not only be as efficient as the previous one but also a force to be reckoned with in the future. Within the first two weeks of operation, approximately 250,000 visitors visited the airport. Changi offered paid tours to the restricted areas after immigration was conducted, costing each person approximately \$0.50.¹⁰⁸ The next several years were incredibly busy and promising for the new airport, turning a leaf for transportation infrastructure in Singapore. Despite the incredibly large terminal built in 1980, Changi was no longer able to accommodate all of its passengers by the year 1985.¹⁰⁹ The airport had surpassed the 10 million passenger mark which is not a margin they projected to hit within this decade upon the initial construction of Changi. This called for expansion in 1986. Hence, Terminal 2 construction began as they needed to keep up with the growing number of passengers and tourists the airport was accommodating. Within 7 years of Changi first opening its doors, it was given the "Best Airport" Award, allowing it to be recognized as the world's leading airport.¹¹⁰

¹⁰⁸ Ibid.

¹⁰⁹ Ibid.

¹¹⁰ Pak, Peter Yew Guan, and Bonny Tan. "Changi Airport." Infopedia. National Library Board Singapore, April 8, 2014. https://eresources.nlb.gov.sg/infopedia/articles/SIP_574_2004-12-23.html.

With all of the claim and praise the nation of Singapore was receiving, the Singaporean Government decided to invest in a company willing to begin the Singapore International Airlines (SIA). In 1989, the SIA became the first airline to operate a B747-400 on a commercial flight across the Pacific Ocean.¹¹¹ This was monumental for the nation. Within the span of a decade, Singapore had not only revolutionized air travel through its newly established airline but also the quality of airports and the transportation sector as a whole. The new airport allowed for tourism to be much more accessible to the public. International travel and the establishment of relations with other nations due to the building of Changi National Airport allowed it to play a pivotal role in Singapore's overarching goal of globalization.

Mass Rapid Transit

The Singapore Mass Rapid Transit (MRT) was first proposed in 1967 by individuals on the State and City Planning Project.¹¹² The State and City Planning project had been initiated in 1967 to aid in the physical development of Singapore. While initially proposed in 1967, there were other aspects of physical development and transportation that needed the attention of the Singapore government. As such, the MRT proposal was not incorporated into the project until 1970.¹¹³ The MRT proposal found its home in the Ring Concept Plan, otherwise known as the 1971 Concept Plan, which specifically emphasized transportation infrastructure. The MRT aimed to be an island-wide public transportation system which would improve the connectivity between the city center and residential areas. Commuting from different regions of the city was incredibly difficult due to traffic congestion.¹¹⁴ Air pollution and state cleanliness was another problem that the government wanted to alleviate as state hygiene due to congestion and pollution was deteriorating rapidly. Therefore, fixing the transportation sector and alleviating some of these conditions were necessary for the health and well-being of Singaporean people.¹¹⁵

¹¹¹Ibid.

¹¹² "History of the Singapore Mrt." Land Transport Guru, June 29, 2018. <https://landtransportguru.net/history-of-the-singapore-mrt/>.

¹¹³ "The Mass Rapid Transit." ROOTS. Accessed August 16, 2021. <https://www.roots.gov.sg/stories-landing/stories/the-mass-rapid-transit/story>.

¹¹⁴ "History of the Singapore Mrt." Land Transport Guru, June 29, 2018. <https://landtransportguru.net/history-of-the-singapore-mrt/>

¹¹⁵ "A Journey into Singapore MRT's Past." Remember Singapore, March 21, 2016. <https://remembersingapore.org/2013/07/23/singapore-mrt-history/>

The feasibility of creating a system that would serve the entire island was unknown. As such, an eight-year collection of studies on mass-transit took place between 1972 and 1980. This was done with the help of the United Nations Development Programme and the World Bank. The first study conducted between 1972 and 1974 hypothesized that a rail-based MRT system would allow traffic congestion to lessen and provide higher mobility to people around the island. This study was done again between 1974 and 1976 to confirm the findings from the previous study.¹¹⁶ The second study also looked into the cost of building the MRT system which was estimated at 1.75 billion dollars. The recommended system coming out of this study suggested that two rail lines running from east to west and north to south would be a tangible solution to implement in a short amount of time.¹¹⁷ The final study conducted between 1979 and 1980 found that if the proposed MRT system was expanded to serve more locations, the estimated cost of the system would be adjusted to 3.9 billion dollars.¹¹⁸

While these comprehensive studies were well-respected by professionals within the field and the United Nations, the Singaporean government was hesitant to agree to the MRT plan due to the potential financial burden, thus the government opted to launch further studies to explore potential alternatives to the MRT. These alternatives included building a second business district and implementing a high-performance bus system.¹¹⁹ The proposed bus system would be paired with feeder routes and a policy restraining car usage, estimated to cost 5 billion dollars after further study. The cheaper and more effective alternative was the proposed MRT system.

The approved MRT system would have three lines: the North-South line from Yishun to Marina Bay, the East-West line from Pasir Ris to Boon Lay; and the Western Line linking Jurong Town and Bukit Panjang. The Mass Rapid Transport Corporation Limited was established by the Singaporean government in 1983 to oversee construction and management of the project.¹²⁰

¹¹⁶ "History of the Mrt System." SGTrains. Accessed August 16, 2021. <https://www.sgtrains.com/network-history.html>.

¹¹⁷ Ibid.

¹¹⁸ Ibid.

¹¹⁹ "History of the Singapore Mrt." Land Transport Guru, June 29, 2018. <https://landtransportguru.net/history-of-the-singapore-mrt/>.

¹²⁰ "MRT System Begins Operations." eresources.nlb.gov.sg. Accessed August 16, 2021. <https://eresources.nlb.gov.sg/history/events/e926e24f-gc14-482b-b278-d582b535deb6>.



Map of Approved MRT Lines

Four years later, the MRT system began its service with five stations. Approximately a month after the initial service, nine more stations were added.¹²¹ Approximately three months after that, the official MRT system was launched along with the opening of six other stations. By the end of 1990 the construction of the MRT system was completed and served nearly the entire island making transportation within Singapore more efficient and convenient than ever before.¹²²

Conclusion

While this section has documented the actual history of housing and transportation infrastructure throughout this period in Singapore, there is much to be explored. Numerous challenges and struggles arose as the aforementioned committees and boards struggled to mitigate the concerns of the Singaporean people. The efforts made did tackle the issues at hand, but not as effectively as they could have. In committee, you have the opportunity to learn from these mistakes and are provided with a fresh start to tackle the early stages of the housing and infrastructure crises. The future success of Singapore is in your hands.

¹²¹ Ibid.

¹²² Ibid.

TOPIC C: SINGAPORE'S CULTURAL IDENTITY

Statement of the Problem

Another factor in the dissolution of the Federation of Malaya was the lack of cultural unity and state identity. These issues and worries did not dissipate after the separation of the states, but rather continued to grow under the newly-formed, independent nation of Singapore. There was a lack of cultural identity and the population was fragmented due to past racial tensions, riots, and civil disturbances. Furthermore, before the union with Malaysia existed under the rule of Britain, Singapore took most of their cultural norms from Britain as opposed to forming their own cultural norms.¹²³ Given the amount of government turnover, changing demographics, and lack of autonomy leading up to 1963, Singapore lacked a core identity or means of unifying the nation. Furthermore, tensions resulting from the dissolution of the Federation of Malay were escalating rapidly, posing a severe threat to the stability of the nation. As such, the Singaporean government had to work quickly and efficiently to not only mitigate these differences but also to establish a unified cultural identity to keep the peace of the nation¹²⁴.

¹²³ Ee, Joyce. "Chinese Migration to Singapore, 1896-1941." *Journal of Southeast Asian History* 2, no. 1 (1961): 33-51. Accessed August 16, 2021. <http://www.jstor.org/stable/20067318>.

¹²⁴ Lee, Soo Ann. "Governance and Economic Change in Singapore." *World Scientific. The Singapore Economic Review*. Accessed 2021. <https://www.worldscientific.com/doi/abs/10.1142/S0217590815500289?journalCode=ser>.

History of the Problem

Early Immigration

Until the early 19th century, Singapore had been home to a little under 5,000 residents. This changed when the British East India Company made its way to Singapore. The company established a trading post on the island in return for an annual payment to the Sultanate at the time of occupation. Three years later, the population of Singapore had grown to 11,000 residents as numerous immigrants had migrated as a result of trade as inhabitants from Malaysia, China, Bugi, India, the Middle East, Armenia, Europe, and more had migrated to Singapore after hearing how promising the post could be economically. At this time, 1822, the British Administration drafted a set of Town Plans assigning specific neighborhoods to the different ethnic groups that had settled. Many of these ethnic enclaves remain today. In 1824, the Dutch signed a treaty with Britain acknowledging Singapore as a permanent British colony. As such, Singapore was incorporated with Melaka and Menang into what was known as the Straits Settlements.¹²⁵

Within the first 40 years of its existence, Singapore became a boomtown. Thousands were coming to Singapore from various countries, but especially China, India, and Malaysia to take part in entrepôt trade. From 1838 to 1839, approximately 3,000 immigrants had entered the country. However, this number rose between 1840 and 1850 to nearly 11,000. By 1890, the annual number of immigrants had risen to 95,400 and by 1895, the trading post had made Singapore a popular destination, leading to almost 200,000 people immigrating to Singapore.¹²⁶ The astronomical rise in the latter half of the 19th century was due in part to incredibly poor conditions in China: floods, droughts, famines, rebellions, and overpopulation. Singapore was an escape for many, and to allow for trade to flourish, the city of Singapore had instituted a free immigration policy. The ease of entering Singapore and

¹²⁵ Singapore Expats. "Brief History of Singapore ." Singapore Expats , 2019. <https://www.singaporeexpats.com/about-singapore/brief-history.ht>.

¹²⁶ Kästle, Klaus. "___ History of Singapore." History of Singapore - Nations Online Project. Accessed August 16, 2021. <https://www.nationsonline.org/oneworld/History/Singapore-history.htm>.

the promise of a better life both economically and socially made it incredibly appealing to a large portion of immigrants.¹²⁷



Immigration in the Late 1890s to early 1900s as Seen by Eye Witnesses

Singaporean Identity Under Britain

The impact of British colonization is still felt throughout Singapore. While the colonization of Singapore first took place in the 1500s by Portugal, transfer to British rule in 1819 has been a defining feature of modern-day Singapore. In 1819, the British East India Company established a trading post on the island of Singapore which led to the complete colonization of Singapore in 1826 along with various other islands in South Asia.¹²⁸ These islands became known as the Straits Settlements. As Singapore was the capital of the Straits Settlements, it had the largest port.¹²⁹ The port of Singapore attracted thousands of migrants from China, India, Indonesia, and other parts of Asia, leading to Singapore as a fruit salad of cultural identities.¹³⁰ The legal system was established during this time, modelling itself after Britain. The social hierarchy favored British officers while all other ethnicities within Singapore were subjugated. As the influence of Britain became more pronounced in Singaporean society, it became a crown colony of the British empire and ultimately the main British

¹²⁷ "The Early Communities." ROOTS. Accessed August 16, 2021. <https://www.roots.gov.sg/stories-landing/stories/the-early-communities/story>.

¹²⁸ "Singapore Profile - Timeline." BBC News. BBC, May 10, 2018. <https://www.bbc.com/news/world-asia-15971013>.

¹²⁹ "Singapore - History Background." StateUniversity.com. Accessed August 16, 2021. <https://education.stateuniversity.com/pages/1343/Singapore-HISTORY-BACKGROUND.html>.

¹³⁰ Ibid.

naval base in East Asia.¹³¹ Singapore was a crown colony ruled directly by a British governor, meaning that it had the least autonomy. National identity was entwined with allegiance to the crown regardless of ethnicity, origin, or religious identity.¹³²

Singapore continued to exist under Britain until 1942, when the colony fell to Japan during World War II. After the war ended, Singapore continued to exist under British military rule.¹³³ Since it was difficult financially for Britain to continue maintaining its rule of Singapore and Singapore wanted more autonomy from the crown, it shifted into a separate crown colony. In 1960, the Federation of Malaya was formed with British aid and influence. During Singapore's independence, British military officers continued to reside in the nation providing support and aid legislatively. It was not until 1971 that the last British military forces were withdrawn.¹³⁴ For over 100 years, Singaporean identity was guided by British rule; therefore, despite different ethnic backgrounds and a diverse population, there was homogeneity in thought and political belief, as dictated by the British elected governor.



Singaporean People Celebrating the Crown, Early 1900s

¹³¹ Dziedzic, Stephen. "Singapore's Quarrel OVER COLONIALISM." The Interpreter. The Interpreter, February 11, 2020. <https://www.lowyinstitute.org/the-interpreter/singapore-s-quarrel-over-colonialism>.

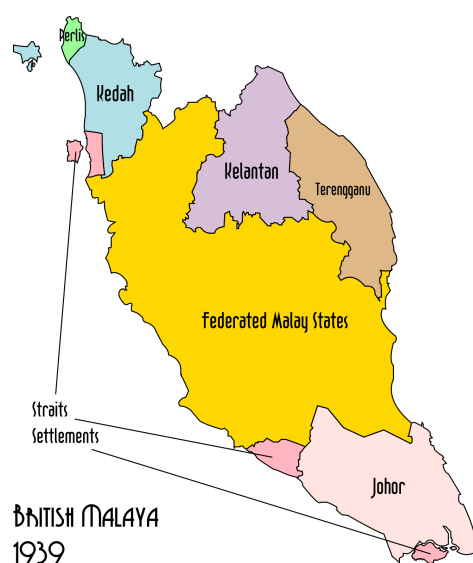
¹³² Ibid.

¹³³ Kästle, Klaus. "___ History of Singapore." History of Singapore - Nations Online Project. Accessed August 16, 2021. <https://www.nationsonline.org/oneworld/History/Singapore-history.htm>.

¹³⁴ Luyt, Brendan. "Colonialism, Ethnicity, and Geopolitics in the Development of the Singapore National Library." Libraries & the Cultural Record 44, no. 4 (2009): 418-33. Accessed August 16, 2021. <http://www.jstor.org/stable/20720617>.

Tensions between Malaysia & Singapore

During the unification of Singapore and Malaysia to create the Federation of Malaysia, tensions rose between the two countries, due predominantly to an uneven power dynamic within the newly founded state. Those within the People's Action Party, Singapore's political party, were not able to impact the legislature that would have allowed Singapore to thrive economically, leading to increases in poverty, unemployment, and congestion.¹³⁵ On top of the existing tensions between the two leading political parties, an emerging communist organization continued to impact both islands' ability to carry out economic policies as the government had to deal with occasional insurgencies.¹³⁶



Federation of Malaya

The merger initially seemed to be beneficial to both parties. It appeared that both Singapore and Malaysia, along with the other nations forming the Federation of Malay, were able to coexist politically.¹³⁷ Policy which was reviewed by the British and the United Nations was passed effectively

¹³⁵ Jones, Matthew. "Conflict and Confrontation in South East Asia 1961-1965." magistersenius. Cambridge, 2002. http://www.magistersenius.com/uploads/1/8/0/0/1800340/buku-matthew_jones-conflict_and_confrontation_in_south_east_asia_1961-1965.pdf.

¹³⁶ Fletcher, Nancy McHenry. "The Separation of Singapore From Malaysia." Cornell. Cornell Southeast Asia Program, 1969. <https://ecommons.cornell.edu/bitstream/handle/1813/57542/073.pdf>.

¹³⁷ Jones, Matthew. "Conflict and Confrontation in South East Asia 1961-1965." magistersenius. Cambridge, 2002. http://www.magistersenius.com/uploads/1/8/0/0/1800340/buku-matthew_jones-conflict_and_confrontation_in_south_east_asia_1961-1965.pdf.

and the GDP of the newly formed nation seemed to be on an upward trajectory. This peace existed for approximately six months before the two defining powers in the state, Singapore and Malaysia, began to see disparities in policies, with new legislation appearing to favor Malaysian citizens. Malaysia's transportation and housing infrastructure were addressed in depth, whereas the proposed policies would not be favorable to the other islands. It appeared that policies would not allow the other islands to thrive in the eyes of the PAP, worsening political tensions. Economically, they had different visions for the Federation of Malaya and that became more apparent as time passed.¹³⁸ The differences between the parties were quickly becoming irreconcilable.

In addition to burdens of internal conflict within the Federation of Malaya, external pressure from Britain was causing problems.¹³⁹ Foreign policy and globalization continued to wear down the relationship between the islands, as competition grew into resentment. It was difficult for the islands to coexist under one union, and so they were left with no option but to split.¹⁴⁰

Race Relations within Singapore

In the early 1960s, racial prejudice was prevalent in Singapore, manifesting as wealth and health disparities between the different ethnic groups.¹⁴¹ Unequal housing distribution saw ethnic minorities within Singapore often get housed in low-income neighborhoods, which trickled over to fewer job opportunities. This became increasingly pronounced when the Federation of Malaya dissolved, as many Singapore citizens blamed Malaysia and those of Malaysian descent for the economic and political strain the nation now faced.¹⁴² Segregation within Singapore in the early 1960s contributed in large part to the unrest that was being seen and the tense race relations. These

¹³⁸ Fletcher, Nancy McHenry. "The Separation of Singapore From Malaysia." Cornell. Cornell Southeast Asia Program, 1969. <https://ecommons.cornell.edu/bitstream/handle/1813/57542/073.pdf>.

¹³⁹ Milne, R. S. "Singapore's Exit from Malaysia; the Consequences of Ambiguity." *Asian Survey* 6, no. 3 (1966): 175-84. Accessed August 16, 2021. doi:10.2307/2642221.

¹⁴⁰ Ibid.

¹⁴¹ Chua, Beng-Huat. "RACE RELATIONS AND PUBLIC HOUSING POLICY IN SINGAPORE." *Journal of Architectural and Planning Research* 8, no. 4 (1991): 343-54. Accessed August 16, 2021. <http://www.jstor.org/stable/43029053>.

¹⁴² Singapore. "Racial Prejudice Rears Its Head in Singapore." *The Economist*. The Economist Newspaper, 2021. <https://www.economist.com/asia/2021/07/29/racial-prejudice-rears-its-head-in-singapore>.

segregated neighborhoods directly resulted from the poor housing and transportation infrastructure.¹⁴³

Unfortunately, the Singaporean government first acted by taking many steps in the wrong direction. They implemented policies aiming to please their constituents, which resulted in bigotry towards the Malaysian population through unfair housing policy, potential resettlement, further wealth inequality, and more.¹⁴⁴

The Housing and Development Board (HDB) eventually played a large part in easing racial tension in Singapore.¹⁴⁵ Much of housing in Singapore is dependent on the HDB; therefore, the government is able to intervene in other aspects of social life by tying social policies to housing policy. As the HDB is monopolistic, citizens had to accept the constraints in order to receive housing.¹⁴⁶

Cultural Board

To combat the Singaporean identity issue stated above, a cultural board was created in the hopes of bringing the different cultures of Singapore together. The Ministry of Culture was established to aid in building a unified national identity.¹⁴⁷ By drafting and implementing cultural policies that helped protect the various ethnic minorities and religious minorities in Singapore, the board was moving the nation towards a form of political and social stability that it had not seen in centuries.¹⁴⁸

The board was named the National Heritage Board (NHB) and is housed under the Ministry of Culture. The NHB was established with the hopes of preserving and celebrating the shared history of

¹⁴³ Chua, Beng-Huat. "RACE RELATIONS AND PUBLIC HOUSING POLICY IN SINGAPORE." *Journal of Architectural and Planning Research* 8, no. 4 (1991): 343-54. Accessed August 16, 2021. <http://www.jstor.org/stable/43029053>.

¹⁴⁴ Singapore. "Racial Prejudice Rears Its Head in Singapore." *The Economist*. The Economist Newspaper, 2021. <https://www.economist.com/asia/2021/07/29/racial-prejudice-rears-its-head-in-singapore>.

¹⁴⁵ Chua, Beng-Huat. "RACE RELATIONS AND PUBLIC HOUSING POLICY IN SINGAPORE." *Journal of Architectural and Planning Research* 8, no. 4 (1991): 343-54. Accessed August 16, 2021. <http://www.jstor.org/stable/43029053>.

¹⁴⁶ Ibid.

¹⁴⁷ Liang, Sim Jui. "The Singapore Story through a History of Arts and Cultural Policies ." NUS . Institute of Policy Studies . Accessed 2021. https://lkyspp.nus.edu.sg/docs/default-source/ips/7_the-singapore-story-through-a-history-of-arts-and-cultural-policies_1-161214_v2.pdf?sfvrsn=1ca0740a_2#:~:text=When%20Singapore%20attained%20self%2Dgovernment,conscious%2C%20deliberate%20and%20organised%20effort.

¹⁴⁸ Ibid.

the diverse communities of Singapore.¹⁴⁹ The NHB, founded in 1993, serves as a pillar for the modern-day Singaporean identity.¹⁵⁰ Presently, much of Singaporean pride and identity is rooted in the nation's ability to rapidly develop, overcome immense difficulty, and quickly revolutionize several fields during its short period of independence. The NHB curates heritage programs as well as art exhibitions throughout a myriad of museums and heritage institutions.¹⁵¹ Cultural heritage has now become an incredibly important aspect of the Singaporean identity as the ability to highlight and celebrate each unique culture has become something that Singapore boasts about. The ability of each identity to coexist marks something special with Singaporean tradition as the nation allows for unity having learned from the past.¹⁵²

Conclusion

During the early years of the independent nation of Singapore, cultural unity and identity were not effectively managed. In order for the country of Singapore to thrive, you must consider the best ways to promote Singaporean culture as one that has learned from past errors and is looking to move forward as a unified nation. The citizens of Singapore need to modernize and move forward, adopting a culture that celebrates each individual culture as a part of the melting pot that is the nation of Singapore. Singapore provides many with the opportunity for a fresh start. Help guide citizens to truly appreciate what makes Singapore a uniquely wonderful place to live.

¹⁴⁹ Ken, Tan J. "Singapore: Where Cultures Come Together." Travel. National Geographic, May 3, 2021. <https://www.nationalgeographic.com/travel/article/partner-content-cultures-come-together-in-Singapore>

¹⁵⁰ "About Nhb." print page, November 24, 2017. <https://www.nhb.gov.sg/who-we-are/about-us>.

¹⁵¹ Ibid.

¹⁵² Ken, Tan J. "Singapore: Where Cultures Come Together." Travel. National Geographic, May 3, 2021. <https://www.nationalgeographic.com/travel/article/partner-content-cultures-come-together-in-Singapore>

CHARACTER BIOGRAPHIES

*Some characters may undergo changes in position, or even livelihood, during the time frame of this committee. However, we will progress through the entire committee with this roster; your **given** character and position will not change. You are, however, welcome to adopt your character's future passions and focuses when developing your character arc. You are also welcomed to develop new powers and capabilities for your character throughout the 30 year period we will be discussing. Feel free to use your creativity to go beyond the confines of history—so long as you explain your reasons and abilities to carry out these actions!*

1. Ong Pang Boon, Minister for Home Affairs

Ong Pang Boon is a prominent member of the People's Action Party. He was born in Kuala Lumpur in 1929 and attended the University of Malaya. There, Ong began his political involvement by becoming the treasurer for the University of Malaya Socialist Club from 1952 to 1954. In 1956, Lee Kuan Yew offered Ong a position in the People's Action Party as party organizing secretary. In 1959, Ong was appointed as the minister for home affairs.

Ong is invested in ridding Singapore of its crime and degenerate activities like gambling and smoking. Within the People's Action Party, Ong is valuable for his multilingual abilities; he is fluent in English and many Chinese dialects, and subsequently facilitated communications between English and Chinese speaking party members. Ong is also recognized for his organizational skills, and was a noteworthy first generation member of the party.

2. Goh Keng Swee, Minister of Finance

Often referred to as the "economic architect" of Singapore, Goh Keng Swee is an influential figure in bringing Singapore to economic prosperity. Goh started out with an early career in civil service in 1939, during which his excellence earned him the opportunity to attend the London School of Economics and graduate with honors in 1951. During this time, Goh came in contact with many peers seeking independence for Malaya including Abdul Razak, Toh Chin Chye, and Lee Kuan Yew.

Returning to Singapore, Goh served as the director for the Social Welfare Department from 1956 to 1968. He formed the Council for Joint Action together with K. M. Byrne which calls for equal pay for civil servants during this time. After resigning from this position, Goh entered the 1959 general elections and was elected to the Legislative Assembly, and promptly appointed as the Minister of Finance. During this time, Goh focused on bringing the Jurong district to industrial prosperity, creating more jobs, and establishing the Economic Development Board. Goh's connections and expertise should make him a powerful voice within this committee.

3. K.M. Byrne, Minister of Law & Health

Kenneth Michael Byrne, or K.M. Byrne, is Singapore's first minister of Labor and Law, and later Health and Law. He attended Raffles College in 1933, where he was the editor for the Raffles College magazine, and the president of its student union. Byrne then obtained a Bachelor of Arts and Bachelor of Civil Law at Oxford University. During this time, Byrne joined the Malayan Forum—an anti-colonial group seeking independence for Malaya—and met Lee Kuan Yew. After returning to Singapore, Byrne formed the Council for Joint Action together with Goh, which focuses on fighting against discrimination and for the interests of public employees.

In 1959, Byrne was appointed the minister of Labor and Law, and in 1961, the Minister of Health and Law. Byrne is passionate in being on the workers' side, and welcomed union officials' direct contact with him. Byrne also introduced the Women's Charter in 1961 which gave women the right to purchase and operate businesses under their maiden names, among other changes. Byrne later found an interest in promoting tourism in Singapore.

Note: Historically, Byrne no longer served in his ministerial position after 1963; however on this committee, the delegate shall assume this position for the duration of conference.

4. Lim Sian Han, Minister of Defense

Lim Sian Han holds a powerful position in maintaining safety in Singapore and fending off both internal and external threats. From a young age, Lim admired those who served in the military, hoping that one day he could defend his nation and allow Singapore to flourish as an independent

state. Growing up in a rural Hokkien village, Lim attended Raffles College for engineering on a scholarship. Lim then served in the Straits Settlements Volunteer Force, which later became the Singapore Armed Forces. During this time, Lim rose through the ranks to come in contact with many generals and officials within the force.

Lim took the position of Minister of Defense as a member of the People's Action Party. Now, Lim is in charge of overseeing the Republic of Singapore Air Force, Navy, Army, and the SAF Military Police command. Lim is also passionate about improving the technology behind Singapore's national defense, and seeks for ways to establish Singapore as a strong state during its early years of independence.

5. Ong Eng Guan, Minister for National Development

Ong Eng Guan was one of the pioneering members of the People's Action Party, and later the founder of the United People's Party. Ong holds an anti-communist and anti-colonial stance. In his childhood, Ong studied at the Batu Purat Government English School and a private Chinese school. This dual track of education made Ong fluent in both English and Mandarin, in addition to Malay and Hokkien, and made him a popular figure for gaining grassroots support. Ong served as mayor of Singapore from 1957 to 1959. During this time, he worked on setting up the Public Complaints Bureau and starting "Gotong Royong"—or mutual help—initiatives, where council staff helped out on public projects like building roads and sweeping streets.

Ong was appointed the Minister for National Development in 1959. He is in charge of tackling Singapore's housing problem. Ong served as chairman of the Singaporean Improvement Trust and oversaw its transition to the Housing and Development Board. During this time, Ong developed conflicts with Lee Kuan Yew over personal and governmental issues like the abolition of the City Council. Ong later resigned from his position in the PAP and began forming the United People's Party. Ong may seek to deviate further from his initial PAP affiliations and challenge the currently seated government.

6. Ta Kia Gan, Succeeding Minister for National Development

Tan Kia Gan succeeded Ong Eng Guan's former position as the Minister for National Development in 1960. Born in Singapore, Tan was educated in both Chinese and English during his childhood. His ability to speak multiple languages allowed him to learn and communicate with many influential people throughout his life. Tan developed a passion for engineering and became an aircraft engineer working with Malayan Airways. At this position, Tan served as the Malayan Airways Local Employees' Union from 1955 to 1959.

Entering his position of Minister for National Development in the People's Action Party in 1960, Tan had to navigate the tumultuous political atmosphere of not only a newly formed party but also an abrupt change of position. Tan is presently faced with challenges of the housing crisis, infrastructure safety and quality, water resources, and transportation. The committee will wait to see what changes Tan brings to the position and to improve Singapore.

Note: Historically, Tan no longer served in his ministerial position after 1963; however, on this committee, the delegate shall assume this position for the duration of conference.

7. Yong Nyuk Lin, Minister for Education

Yong Nyuk Lin serves as the Minister for Education in the People's Action Party. Yong attended Raffles College and led the Raffles College alumni association. It was during his time in college that he realized the impact that a teacher could have on someone's life. Therefore, he developed a passion for education, hoping to spend his life inspiring young students everyday. Yong then worked in Singapore's Overseas Assurance Corporation, the largest and oldest insurance company in Singapore, where he served as general manager. His expertise in this position gives him connections to many powerful organizations and figures. In 1947, Yong also took on the role of an executive committee member of the Malayan Democratic Union.

Yong entered his position as the Minister for Education in the PAP in 1959. During this time, Yong pursued his goal of universal primary education and worked to increase the number of both students

and teachers. Yong also sought to reform language education in Singapore but he will have to face the cultural challenges that it brings.

8. S. Rajaratnam, Minister for Culture

Sinnathamby Rajaratnam, born in 1915 in Sri Lanka, grew up with a passion for reading and debating. His passions brought him to the Left Book Club and other intellectual circles during his time at King's College London. Rajaratnam then began working as a journalist at The Malayan Tribune, the Singaporean Standard, and became an editorial staff for the Strait Times from 1954 to 1959. His articles with anti-colonial and anti-communist stances brought him to the attention of other pro-independence figures and together they formed the People's Action Party in 1954. It was these experiences that shaped Sinnathamby's passion for installing cultural unity and harmony within the nations of Singapore and Malaysia.

In the PAP, Rajaratnam served as the Minister for Culture. Rajaratnam campaigned against far left political groups in Singapore during this time. He also envisions Singapore as becoming a global city and sought to bring Singapore in contact with the rest of the world as a leader. His actions in the coming 30 years can make this dream a reality.

9. E. W. Barker, Minister for Law

Barker is a European Singaporean, whose grandfather is among the first Europeans to settle in Singapore. Sports played a huge part in Barker's youth; Barker played everything from cricket to rugby and he was the athletic champion of Raffles College in 1940. Later at Cambridge University, Barker studied law while playing as part of the hockey team called "Harimau," or tiger. After returning to Singapore, Barker practiced law and specialized in civil litigation.

Barker served as the Minister for Law starting in 1964 and was a significant figure in Singapore's separation from Malaysia. This position gives Barker many connections to both Malaysian and Singaporean officials from independence negotiations. Barker also has the power to introduce new legislation and drastically change the judicial landscape of Singapore, as it is starting out as a new nation.

10. Hon Sui Sen, Secretary to Ministry of Finance

Hon Sui Sen is heavily involved in uplifting Singapore's economic conditions. Hon grew up in a rural village in Balike Pulau, with a father that invested heavily in tin mining and coconut and rubber estates. Hon's passion for economics was found through watching the rubber industry begin to flourish in his town. Hon then earned a scholarship to study at Raffles College, where he befriended many influential independence figures. After World War II, Hon worked in the Land Office, and was appointed permanent secretary to both the Ministry of Local Government, Lands and Housing and the Economic Development Division of the Ministry of Finance.

During this time, Hon was heavily involved in the establishment of the Economic Development Board. In 1960, Hon also had the opportunity to be attached to the World Bank for an economic management course. Hon is faced with issues of tackling Singapore's massive unemployment and stagnant economy. The committee waits to see what measures Hon will pursue to change Singapore's current economic state.

11. Woon Wah Siang, JTC Chairman

Woon Wah Siang takes on a pivotal role as the first chairman of the Jurong Town Corporation. Woon grew up with a passion for science and experimentation. He received his education in chemistry from Raffles College, and can often be found conducting chemical and physical experiments, and exploring different chemical reactions and compounds. During his time at Raffles, Woon was able to attend engineering and architecture classes, despite not majoring in the fields. Ultimately these courses proved to be invaluable as he tackled his position on the JTC going forward.

Woon brings his inquisitive and experimental attitude with him to his new position as the chairman of JTC, established in 1968. Building an industrial district—one of many JTC projects to come—is an unprecedented task that Woon has to take on. Woon has goals to improve the industrial facilities and infrastructure of Singapore. On his shoulders rest great responsibility but also great potential, as the committee waits to see what innovation Woon brings to Singapore.

12. Tan Kar Meng, EDB Executive, Vice President overseeing Environmental Sustainability

Tan Kar Meng was born on April 21, 1928, in Singapore. He attended Cornell University, where he graduated with honors at the top of his class with a degree in environmental sustainability and economics. He was an avid botanist, having an in-home garden throughout his childhood. His love and passion for plants drove him to study environmental sustainability, hoping to preserve that which he loved. During this time, he was roommates with Lim Tze Qiang. Both of them were incredibly interested in working in government back in Singapore.

Upon returning home, Meng began working with the government, aiding with economic development and aid as Singapore began to merge with Malaysia. After the merger fell apart, Meng was appointed to be Executive VP overseeing Environmental Sustainability on the Economic Development Board. He recognized that Singapore needed to preserve the natural beauty of the island while making strides towards globalization and industrialization. His work along with others on the EDB proved to the world that sustainability is something that can be worked into the plans of any blossoming nation.

13. Lim Tze Qiang, EDB Executive, Vice President overseeing Manufacturing and Agriculture

Lim Tze Qiang was born on August 5, 1928, in Singapore. He attended Cornell University receiving a degree in agriculture and economics. As a young child, Lim hoped to make a difference, believing that he was destined for greatness. It was not until he met his roommate Tan Kar Meng that he understood what he wanted to do in the future. Tan introduced Lim to the joys of in-home gardening, propelling Lim to major in agriculture at Cornell. He graduated with honors from the university after working extensively on agricultural policy. He, along with Tan Kar Meng, wished to make a difference for Singapore, foreseeing the future of independence for the country.

After graduating, Qiang returned home to work with the Economic Development Board of Singapore. He was appointed to the position of Executive VP overseeing Manufacturing and Agriculture. During his time in office, he worked extensively with the various other VPs on the EDB to ensure that the growth and development of Singapore was managed effectively.

14. Lim Kim San, Head of Housing and Development Board

Lim Kim San was born on November 30, 1916, in Singapore. He attended the National University of Singapore where he received a Bachelor of Arts in Economics. His entrepreneurial spirit manifested throughout his career, and despite some initial difficulties (the world was not ready for his electronic dish sponge), San became a millionaire at the age of 36 after he designed a machine which produced sago pearls cheaply. His ingenuity and understanding of economics was invaluable to the HDB. Despite economic prowess, Lim was truly drawn to the board due to his love for housing and architecture. His hobby became his job as he recognized that the nation of Singapore needed someone with this insight and level of expertise.

Lim's career began in 1958 when he was appointed to the Public Service Commission. In 1960, he was appointed to be the first Chairman of the Housing and Development Board. San's organizing and planning skills allowed him to push the limits of the HDB, making it one of the most successful committees run by the Singapore government.

15. Liu Thai Ker, CEO of Housing and Development Board and Urban Redevelopment Authority

Liu Thai Ker was born on February 23, 1938, in Malaysia. He attended the University of South Wales, receiving a Bachelor of Arts in Architecture. Liu was passionate about architecture. As a child, he used to dream of living in a skyscraper. As he grew up, he found himself critiquing the designs of buildings he passed by. This drove him to want to pursue a career in architecture. He furthered his education at Yale University with a masters in urban planning shortly after. Due to his excellent work at Yale, he was offered a position at Loder and Dunphy in Sydney, one of the largest architecture firms in Australia at the time.

After Singapore was expelled from Malaysia in 1965, Ker was called to "change the fate of Singaporeans." Shortly after, he was offered a position with the Housing and Development Board by Teh Cheang Wan to lead the Design and Research Unit. He is excited to use his architectural prowess to shape the future of Singapore's urban centers.

16. Teh Cheang Wan, Urban Redevelopment Authority Chief Architect

Teh Cheang Wan was born on March 3, 1928, in China. From a young age, Wan was interested in architecture. He studied at the University of Sydney in Australia, graduating at the top of his class. During Wan's time at the University of Sydney, he took several urban development courses. He realized that within the field of architecture, urban redevelopment was his niche. He began actively seeking out jobs that supported his passion. Shortly after, he became an architect at PWD, an architectural firm in Australia.

Shortly after, he moved to the Housing Commission in New South Wales before moving to Kuala Lumpur and serving in the Penang City Council on the Housing Trust. Before the partition of the Federation of Malaya, Teh was appointed to the Singapore Improvement Trust, and was later promoted to the chief architect of the Housing and Development Board in the new nation of Singapore.

17. Hong Cheng Cao, Urban Redevelopment Authority Member

Hong Cheng Cao was born in Malaysia in 1930. He attended the University of Pennsylvania, where he studied Political Science and Economics. Hong was an avid tennis player. Through the urban redevelopment of his hometown, his city was able to build several tennis courts. This inspired Hong to enter the field in order to bring small joys like this to anyone that he could. Cao took time to receive a masters in Urban Development from Harvard University. Both of these degrees gave Cao the opportunity to work in Malaysia as a member of the Development Board during the merger.

Shortly after the partition, Cao began to work for the Singapore government, spending short amounts of time on various boards in the early years. Finally, Cao found his home in the Urban Redevelopment Authority as a key member.

18. Reginald Quahe, Deputy Chairman

Reginald Quahe was born on August 22, 1926, in Singapore. From a young age, he was incredibly organized and innovative. Reginald was passionate about economics and expansion. He was a member of his middle school's student government. His organization allowed him to plan extra activities for his classmates throughout the year. It was through this experience that he realized he was destined to help his nation going forward. He attended the University of Malaya, Singapore, which is now the National University of Singapore. He received a degree in architecture and economics, providing him the background needed for the rest of his career.

Quahe was appointed to be Deputy Chairman of the Urban Redevelopment Authority (URA) after extensive work for the government of Singapore. As the city of Singapore began to expand and industrialize, space and land usage became an issue. Quahe loves innovative policies that relate to his collegiate background, and hopes to utilize them in some way for Singapore.

19. Cheng Kai Shu, Director of Urban Redevelopment Authority

Cheng Kai Shu was born on May 30, 1921, in Singapore. From a young age, he was incredibly driven and passionate, showing strong leadership skills. He attended the University of Malaya, Singapore, where he received a degree in Economics. Cheng specialized in Urban Redevelopment as he believed that the nation of Singapore needed a helping hand in re-establishing previously existing cities. By giving Singapore a nudge, Cheng believed that he would be able to help Singapore establish itself on the global stage. Shortly thereafter, he began working on local policy for the city of Singapore.

His excellent work on a small local level allowed him to flourish at his country-wide position after the partition of the Federation of Malaya. There were numerous issues facing the nation as it was beginning to build out while working with a small area of land. Therefore, Shu was appointed to be Director of the URA, giving him the authority to direct and control development within the state of Singapore.

20. Fond Kim Heng, Executive in Urban Redevelopment Authority

Fond Kim Heng was born on March 22, 1927, in Singapore. Heng attended the University of Malaysia, Singapore, graduating with degrees in both architecture and engineering. In addition to taking architecture and engineering courses for his majors, Fond took several sustainability courses. He believed that repurposing land and finding creative ways to establish cities without disturbing the natural environment was necessary for a nation to be successful. Heng was found to be an incredibly promising student during his years in college; therefore, his professor recommended that he join the Singapore government, providing him with the ability to use his talents for the greater good.

After working on various development projects, in particular the merger with Malaysia, Heng began to feel like his work did not mean anything. Therefore, the government offered him the opportunity to be an executive on the URA, allowing him the opportunity to repurpose land and use the creativity he had not been able to for several years.

21. Lim Chong Keat, Architect on Singapore Heritage Board

Lim Chong Keat was born in 1930 in Malaysia. During his early years, he expressed interest in architecture, design, engineering, and botany. This ultimately led him to study at the University of Manchester, receiving a degree in both architecture and engineering. Lim was known to be indecisive; therefore, it took him six years to graduate instead of four. He used his extra time at the University of Manchester to enhance his understanding of natural architecture. He believed that buildings should look and feel natural within their surrounding area. After Manchester, he trained at the Massachusetts Institute of Technology, completing a masters program in architectural design.

Shortly thereafter, he returned to his home of Malaysia, working at small corporations. Eventually, after the partition of the Federation of Malaya, he began to work for the town of Singapore, aiding in their developmental plans. He believed in the future of Singapore as it proved to be incredibly promising under the rule of Lee Yew Kuan. He was responsible for designing the KOMTAR Tower and Jurong Town Hall.

22. Howe Yoon Cheong, Chairman of the Development Bank of Singapore

Howe Yoon Cheong was born on August 12, 1923, in Singapore. He attended the University of Malaysia in Singapore in 1953, graduating with a Bachelor of Arts with Honors in Economics. He worked in the civil service for nearly 30 years, beginning his career as a teacher. He taught several subjects, believing that teaching was the most important profession, as the youth had the power to change the world. It was during this time that he discovered that he could bring change to Singapore through means other than being a teacher. Watching his students grow up and change the world inspired him to join the Singapore government, launching his incredibly successful career.

Shortly thereafter, he was appointed as a police magistrate before becoming secretary to Singapore's Public Service Commission. In 1960, he was appointed to be the first CEO of the HDB. Given his success with the board, he was promoted to chairman of the Development Bank of Singapore, the Port of Authority, the Permanent Secretary to the Prime Minister's Office, and the head of the Singapore Civil Service.

23. Ng Tan Tong, Executive at SMRT Corporation

Ng Tan Tong was born in Malaysia on November 11, 1930. He attended the University of Malaysia, receiving degrees in both Economics and Engineering. He took time to receive a Masters in Engineering shortly after from the University of Melbourne. Ng was incredibly interested in transportation as several corporations around the globe began to look towards high-speed trains as an effective means of transportation. He believed that public transportation was the future of the world and found the industry fascinating. He spent several years working for a development company in Melbourne until he decided to return home to Malaysia.

When the merger fell apart, Tong decided to work for the Singapore government after being offered a position on the Economic Development Board. Eventually this disinterested him, so he left his government position working in economics to work for SMRT Corporation, a privatized company which the Singapore government holds stock in. Note that the SMRT Corporation was in charge of the MRT's infrastructure and design.

24. Albert Winsemius, Dutch Economic Adviser

Dr. Albert Winsemius, who is the founding father of the Dutch postwar industrialisation program, is the chief economic adviser to the Singapore government. He holds ample knowledge and expertise about industrialization, and hopes to use his skills for Singapore to build its public housing sector, develop the financial sector, and establish the island nation as a regional and economic hub.

Dr. Winsemius works closely with the Economic Development Board and holds influence in the EDB's decision making. He might look to create an economic merger with neighboring Malaysia, or perhaps advise to build strong economic ties with the West.

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