Strategies connecting a city.
Case study of Singapore, a model for Prishtina

Key words / Best Practices, Success Factors, UrbanPlanning, Infrastructure, Policies

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Abstract
It is easier to replicate the success stories of another than to start with fresh ideas, whether it is on micro or macro scale. This is no exception regarding the case of developing a city. Replicating best practices of a developed county to a developing city will be an effective approach, though no model can be applied in totality to any circumstances.
At the time of its independence in 1965, Singapore was lacking in infrastructure and natural resources, had poor sanitation and housing, high unemployment, education concerns, and was urgently in search of strategies to connect its people to the country.
Believing in its people and public spaces to connect the country, Singapore started investing in physical infrastructure, developing large public housing estates and putting emphasis on public education. It worked on a combination of government initiatives, public policies and private sector participation.

Singapore is a unique multi-racial society with a culture of self-reliance and mutual support which the government strongly advocated. Faith between government and the people were built over the years through upholding of meritocracy, pragmatism and honesty. Once the expectation of basic food, shelter, health, education and employment were taken care of, Singapore proceeded to engage culture and heritage to connect its citizens and thereafter to promote tourism.
Similarly, in order to transform a developing city, it may be worthwhile to adopt the key primary factors Singapore has relied on. The strategies discussed may be applicable to Prishtina, capital of Kosova , where there are plans to develop it to another capital city of Europe. Prishtina has a land size of 572km2 which is almost similar to Singapore. It is also a multi-ethnic country, rich in history, heritage and monuments.
The objectives of this paper are to examine the success factors of Singapore in its development roadmap since independence and to apply the relevant factors in molding Prishtina as the upcoming capital of Europe.

State of art

City Profile

Singapore's land size was 587km2 before its land reclamation efforts which started 20 years ago. A size which was very close to that of Prishtina. Singapore was a British colony and part of the Federation of Malaysia.
On 31st August 1963, the Federation of Malaysia gained independence from Britain, and on 9th August 1965 Singapore separated from Malaysia.
Prishtina became the capital of Kosova after WWII and Kosova was declared independent on 17th February 2008. It is the central spot for politics, media, student life and the international
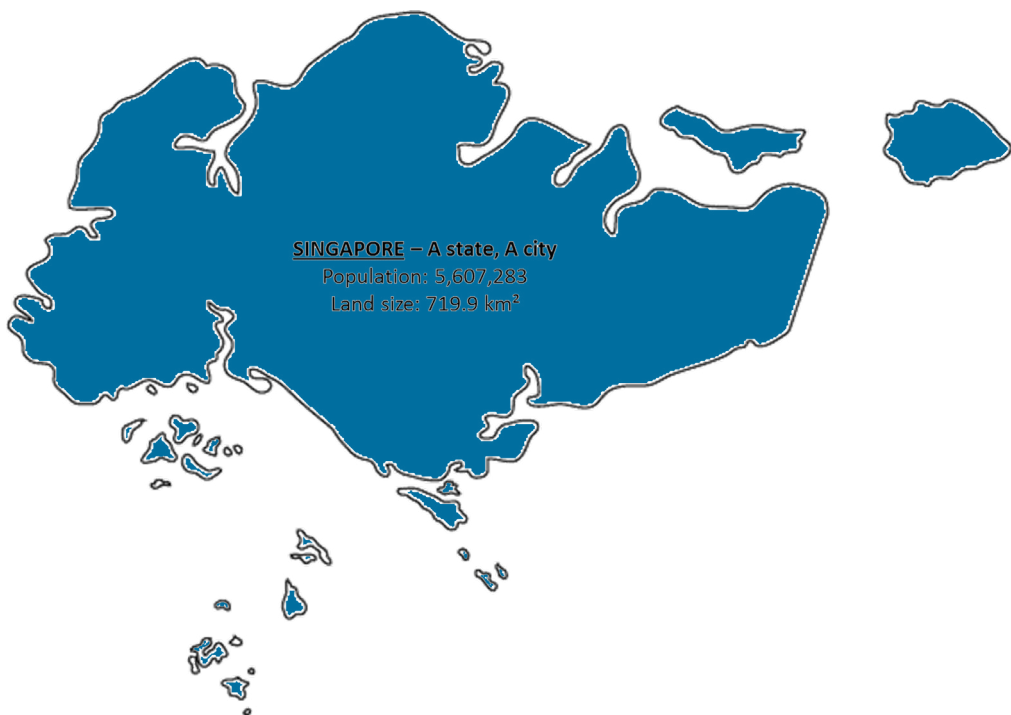
SINGAPORE – A state, A city
Population: 5,607,283
Land size: 719.9 km²

Fig1 / Map of Singapore
Source / Statistical Yearbook of Singapore

KOSOVO   ● **PRISHTINA**
                 City
         Population: 207,708
         Land size: 572 km²

Fig2 / Map of Kosova
Source / Republic of Kosova 2017

community. (Kosova Info Prishtina, 2018)

Observation of Prishtina in february 2018

There were many abandoned buildings and spaces. Iconic churches and historical buildings such as schools were left "abandoned" without any restoration efforts. Infrastructure was not effectively maximized. Railway station was in place, but it was not put to its best use.

The Youth Centre Building which is deemed one of an eventful venue, was not put to its effective use as well. There

were areas that needed urgent repairs. If efforts are put in to refurbish it, the building, with its strategic location and the events that it can host, could be fully utilized to promote Prishtina.

Many residential buildings are in a dilapidated state and building maintenance evidently absent or not well carried out. Air pollution was quite apparent, and it appeared that efforts taken in waste management were at its minimum.

Singapore urban planning

At the time it gained independence, Singapore had no natural resources, no industrial and public infrastructure, and a population split among ethnic groups that shared no common language. As Singapore developed and the population grew, it increasingly faced congestion, poor sanitation and over-crowding. High unemployment and ethnic conflicts. Such situations that Singapore faced back then are similarly faced by third world countries today.

In 1958, with the assistance of the United Nations, the Singapore government came out with the first statutory Master Plan for urbanization. The 1st Master Plan was developed not only for the purposes of optimization of land use for the citizens, but its objectives were also to attract foreign investment and business, especially in the manufacturing and finance sector.

The Master Plan guided Singapore's development in the medium term over the following 10 to 15 years and it is reviewed every 5 years and translating the broad long-term strategies of the Concept Plan into detailed plans to guide the development of land and property. (Master Pan: Urban Redevelopment Authority, 2018) The Master Plan is supported by Special and Detailed Control Plans (SDCP).

The Concept Plan maps out the long-term plans for strategic land use and transportation. Its main aim is to ensure there is sufficient land to meet the long-term needs, while ensuring that the citizens continue to enjoy a quality living environment. (Concept Plan: Urban Redevelopment Authority, 2018) It is a strategic land use and transportation plan that guides Singapore's development over the next 40-50 years.

Singapore offers a case analysis of a single, central land use planning authority that handles every aspect of planning from strategic long-term planning to day-to-day development control. (Yuen, 2007)
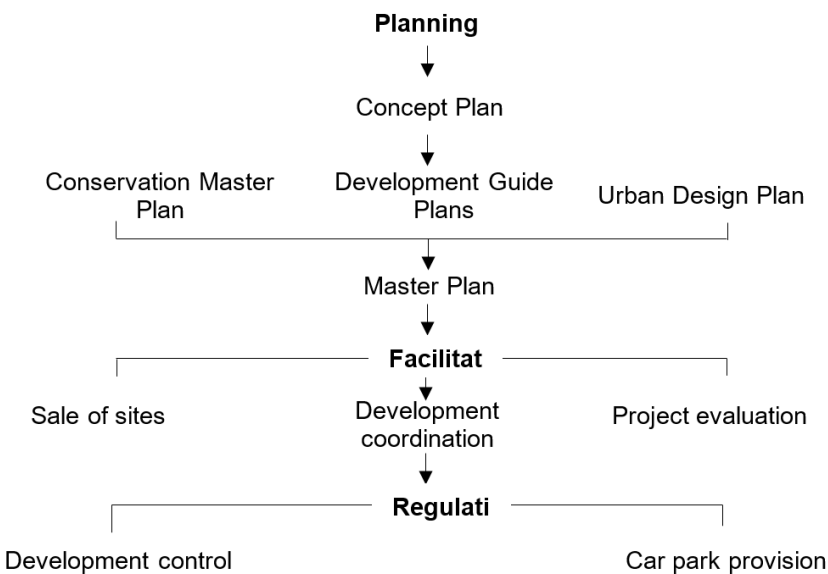
Different countries and cities are

Fig3 / Function of Singapore's National Planning Authority
Source / Urban Redevelopment Authority website, http://www.ura.gov.sg

Fig4 / A map tracing the Singapore government's export of developmental knowledge to other govern-ments. Source / Singapore Cooperation Enterprise website: http://sce.org.sg/our-reach.aspx

faced with different challenges and complexities which are unique to their respective history and stage of development. Hence, no two cities would exactly be the same. However, "best practices" could be extracted for others to adopt.

Singapore's urban development "models" have increasingly served as a learning model for cities looking at master planning, public housing, urban transport and some other social initiatives. (Chye, 2018) Examples include development of Amaravati, a new capital city in the Indian state of Andhra Pradesh, and the Tianjin Eco-City, a bilateral Sino-Singapore collaboration in China. The master plan[1] for Rwanda's capital city of Kigali that included planned systems of transportation and affordable housing was also an evidence of replicating Singapore's success in Central Africa.

Puerto Rico is also modeling itself after Singapore's example. (Singapore's Economic Success - A Model to Emulate, 2017)

Urban planning in Prishtina
It was only after Year 2000 that Kosova has two levels of planning (local and national level). Prishtina, at its local level, has an urban development plan, but it does not have a municipal development plan (until July 2013), which covers all the territory of Prishtina.

There was high density of population in Prishtina after the 1999 Kosova war and with the changing landscape of urban planning in Kosova in a post-conflict context, there were great changes in the development trends in the cities. Loose control by the authorities, with a lack of municipal development plan, caused expansion of the city in an uncontrolled manner. This gave rise to problems in the areas of environment, infrastructure and property rights. Illegal construction was evidenced.

After the Kosova war in 1999, there was a high level of instability in the administrative environment. Prishtina lacked a proper legal framework. (The Lawless Municpality, 2017) The public spaces and sidewalks were un-utilized, there were damaged streets, absence of parking lots and green spaces. There was air pollution and the waste disposals were done illegally. The housing market was not regularized, and many apartments and houses were built illegally. The sports stadium was not properly maintained, and its amenities were not complete.

Organizations of ministries in singapore and municipal departments in Prishtina
Prishtina is the administrative, political, economic and cultural center of Kosova . The municipality has 11 departments and close reference could

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be drawn with respect to Singapore's various Ministries bodies which govern the respective field.

From the table above, we could deduce that there was no existence of departments for communications, defense, law and manpower in Prishtina.

Singapore as a role model for Prishtina methodology.

Drawing references from how Singapore urban management had taken place, the below table outlines

SINGAPORE	PRISHTINA: MUNICIPAL PROFILE[2]
Ministry of Culture, Communication and Youth (MCCY)	Culture, Youth and Sports
Ministry of Education (MOE)	Education
Ministry of Finance (MOF)	Finance and Property
Ministry of Foreign Affairs (MFA)	Economy and Development
Ministry of Health (MOH)	Health and Social Welfare
Ministry of Home Affairs (MHA)	Public Services, Protection and Rescue
Ministry of National Development (MND)	Finance and Property + Urbanism, Construction and Environment protection + Cadastre
Ministry of Social and Family Development (MSF)	Health and Social Welfare
Ministry of Environment and Water Resources (MEWR)	Urbanism, Construction and Environment protection
Ministry of Trade and Industry (MTI)	Economy and Development
Ministry of Transport (MOT)	Local infrastructure
Prime Minister's Office (PMO)	Administration
Ministry of Communications and Information (MCI)	
Ministry of Defence (MINDEF)	
Ministry of Law (MINLAW)	
Ministry of Manpower (MOM)	

Tab1 / Organizations of Ministries in Singapore and Municipal Departments in Prishtina

the various factors at different stages.

Primary level: hard factors
Infrastructure

Infrastructure improvements are important in any economic development. This would include high standards of housing, buildings for commerce and retail, and health and sanitation systems among other infrastructure needs.

There were debates that the main destruction of Prishtina took place after the war through unregulated construction. Situations of conflicts arose from balancing reconstruction efforts with general infrastructure, social institutions and housing. For international expertise that came forward, housing and office complexes became the priority. This international presence contributed to the rise of prices for both housing and general consumption and it became a situation of power suppression for individual benefits.

With the existence of the Department of Finance and Property; Urbanism, Construction and Environment protection; and Cadastre, the relevant Municipality could assist

	Hard Factors	Soft Factors
PRIMARY LEVEL	Infrastructure - Housing - Transport - Utilities Sanitation	Employment Education Social Spaces Legislation Anti-Corruption
INTEGRATION & ENHANCEMENT	Public Private Partnership Information and Communication Technology	
SECONDARY LEVEL	Green Mark buildings Sustainable Development	Cultural & Heritage Foreign investment

Tab2 / Consideration factors in developing a city at the various levels

in drafting a long term roadmap for the city/ country development. The transportation network should be taken into consideration when drafting a Master Plan for Prishtina.

In Singapore, more than 80% of the citizens own their own homes, built by the government and bought at government-set prices, often with grants.

Affordable and decent housing provides citizens with a sense of ownership and security, which in turns forms the basis for social cohesion. This would avoid giving rise to slums and incidences of homelessness, situations which plague many other developing countries.

Sanitation
Singapore's transformation from a developing country with poor sanitation to one of the world's cleanest countries is a model that others can all adopt for better environmental quality and public health. (50 years of sanitaiton in Singapore: World Toilet Organization, 2015)

Emphasis placed on public health based on a "clean and green" policy is one of the important factors that contributed to Singapore's advancement.

It took Singapore 10 years to clean up the polluted Singapore River from heavy boat traffic and untreated animal and human waste. By the 2000s, Singapore advancement in water treatment technologies and innovative water management turned the rivers into reservoirs for sustainable water supply.

In Prishtina, there are still villages of the capital that are not linked to the water supply system. It would be important for the municipal to increase efforts to do research on developing drinkable water supply systems.

Primary level: soft factors.
Connecting the city embraces social inclusions which would include social protection, healthcare, education, and provision of basic needs, social engagement and human rights observation policies.

Whilst addressing the concerns of a developing country, it would also be worthwhile to engage in "soft factor" at the same time to connect people in the process.

Employment
Unemployment was one of the main challenges for Singapore in its early years. The Ministry of Manpower

was set up in 1959 to formulate and implement labor policies related to the workforce.

After independence, about two-fifths of the Kosova labor force was unemployed, with rural areas significantly affected and about one-third of Kosova 's citizens lived below the poverty line. ("Kosova ". Encyclopaedia Britannica, 2018)

Based on the 3rd quarter of the Labor Force Survey 2017, 29.8% of the unemployed in Kosova were young people (aged 15-24years). In Prishtina, the unemployment rate remained high. Welfares of the people were low and many live-in poor conditions. The group who benefitted was the international construction tycoons who were opportunists; and corruption was not unusual. Nepotism could be one of the reasons that attributed to the unemployment rate.

From the summary tabulated in table 1, there was no department of law and manpower in Prishtina. To address this, the municipal could step in to set up a department to administer the manpower/ employment issues. This would be akin to the Ministry of Manpower in Singapore.

Education

Before Singapore gained independence, there was a diverse range of spoken languages and dialects due to the presence of multi-ethnic groups namely Chinese, Malay and Indian.

When the Peoples' Action Party[3] (PAP) was elected to power in 1959, a policy was introduced to use of English as the first and common language of Singapore. Mandarin for the Chinese, Malay for the Malay community and Tamil for the Indians, these are known as the mother tongue languages and students can take them as second

languages which are meant to foster an individual's values and sense of cultural belonging to their respective ethnic group. This bilingualism policy was implemented and enforced primarily through the education system.

In Prishtina, most of the schools and institutions provided lectures in Albanian language only.

Given its importance as a common tool for interaction at international level, English could be cultivated as a compulsory subject and gradually becoming a teaching language at all educational levels. A common knowledge and use of English would enable people to connect and communicate with one another. At national level, the use of English as a common language would also help in bonding the different ethnic groups. This would be an important strategy in shaping Prishtina as a European Capital.

Integration & enhancement platform between the hard & soft factors
Public Private Partnership (ppp).

An effective partnership between the public and private sectors is crucial to bring together the hard factors and soft factors. These will determine the livability and sustainability of the city. (Koh M., 2017).

For long term infrastructure projects, besides funding, it would be practical and sensible to tap on the expertise and knowledge of private companies. PPPs combine the skills and resources of both the public and private sectors through sharing of risks and responsibilities.

A good example of a PPP infrastructure project in Singapore is the Singapore Sports Hub[4]. Singapore has also engaged PPP in the water sector and the partnerships have delivered water at a cost-effective price to the residents.

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3 / PAP, a political party who has been the ruling party since then till today
4 / This is a 25 year contract between the private Sports Hub and the Government's Sport Singapore to design, build, finance and operate the sports complex.
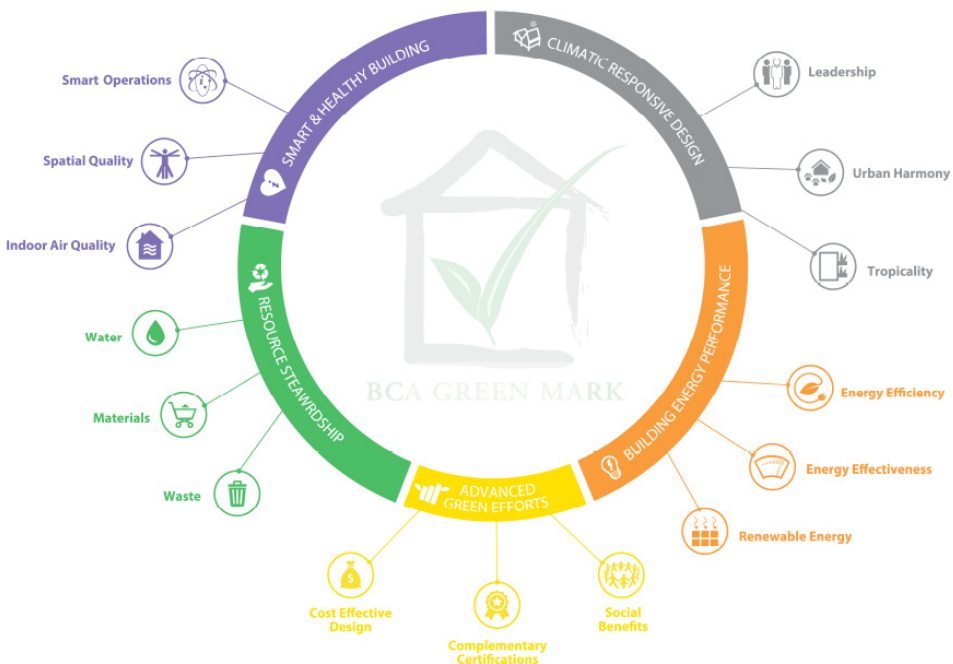
In its 1st Annual Investment Conference 2016, The Municipality of Prishtina set the following as a priority for infrastructure investment through PPP (Investment: PrishtinaOnline, 2016):

"Olympic swimming pool" behind the palace of youth

"Underground parking" close to the faculty of philology

"Old bazaar" in the center of Prishtina

"Housing and business complex" on "B" street

"Central station" at the city entrance.

Till to-date, none of the above have seemed to be accomplished. Concerted efforts are needed to fulfil the above vision.

Information and communication

Ensuring transparencies and readily available information would give potential local and foreign investors the confidence level in their investment. In Singapore, clear legal framework and a reliable judicial system have contributed to its rapid economy growth. A data sharing platform made available among the various agencies would be beneficial for productivity.

Secondary level

Green buildings / green mark scheme

In Singapore, the Public sector is taking the lead by undergoing major retrofitting works to achieve Green Mark Platinum rating, and at the same time, incentivizing the private sector to do like-wise.

Singapore's criteria for Green Mark has been structured into 5 sections, with 16 criteria and 52 sustainability indicators, as illustrated in the diagram above.

On a similar note, Prishtina could adopt a rating system to encourage initiatives from both the public and private sectors.

Barely 10 years into independence, Prishtina has already embarked into energy savings initiatives by installing a system of LED streetlights. At the same time, many municipal buildings has undergone major retrofitting to achieve energy efficiency. Institutions such as schools, hospitals, cultural centers have been retrofitted with new materials and energy efficiency appliances.

By adopting best practices of other cities, Prishtina could speed up the growth of its building and infrastructural sectors compared to

the past.

Cultural & heritage
As a British colony in the 19th and 20th centuries, Singapore attracted many immigrants from India, China and all around the Malay Archipelago. Even though it is a place with a wide variety of cultures, ethnicities and religions, Singapore celebrates the respective festivals as one.

Besides Singapore, from a case study (Koh, 2017) of the Spanish city of Bilbao, we learnt that a city can be successfully regenerated through the use of art and culture. Social issues and quality of life should be focused instead of focusing just on economic growth. To date, more than 50 cities across Europe have been designated as the European capital of culture. A successful city provides adequately for its citizens' basic needs.

For Prishtina, as the cultural center of Kosova , it would be an easier task to tap on its current status and maximize it to bring people together.

The objectives will be to connect the city, promote inclusion, create a sense of belongings and build cultural bridges. With this being achieved, tourism would be a by-product.

Arts, music and crafts could be tools to bring the people together. Organizing concerts and art exhibitions at nominal or no costs to the people, would be a good way to bring the people together at a common venue.

Restoration of significant historical buildings and monuments and promoting them would bring pride in them to its people. Historic buildings will help to make a city's urban landscape distinctive and monuments reflect the history and the identity of a city. Physical and social spaces within historic districts could be created for people to gather.

Events/ activities could be held at the various public open spaces and this would create a sense of belonging in them. Community spaces could be used for all sorts of activities. Shared public spaces will encourage interactions that nurture a thriving communal life and social integration. Organizing festivals, art markets and heritage trails in the historic districts would also help to build up awareness and a sense of community.

Conclusions
Singapore experienced a major transformation over the past three decades of its existence. Its model covers growth at different stages of development which would be relevant to various countries at different levels of political and economic advancement. (Rastin, 2003)

Although Singapore gained its independence more than 4 decades before Kosova , there are many basic lessons and considerations that could be applicable in the aspect of urban planning for a long-term development of Prishtina. In fact, Prishtina will have an added advantage in learning from proven factors which are relevant to its development.

Generally, housing, infrastructure, education, legislation and employment would be keys to a strong foundation of city development. This is in line with Global Competitiveness Index and its framework, where institutions, infrastructure, education form three of the most important basic requirement sub index.

Having said that, political factors appear to be a main impediment. Stable politics provided clear developmental direction in Singapore after independence, but unstable politics in Kosova after independence may be an impediment. Still, Kosova can learn from Singapore, specially Urban Planning, Singapore's Urban planning policies would be a good model for Prishtina to emulate. From there, employment opportunities

would also be created to build the infrastructure boundary. Further, as Prishtina has already embarked on energy savings initiatives in some of its buildings, the process could be accelerated by adopting Singapore's various Green Mark schemes and criteria to encourage such initiatives. Policies formulation does not happen overnight, henceforth, soft factors such as culture and heritage, could be the immediate focus to connect the people in the city to bring about political stability. Prishtina could adopt the same mind-set as Singapore in believing in its people and public spaces to connect the city.

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