**Temasek Foundation Leaders in Urban Government Programme (TFLUGP)**

**20th – 24th November 2023, Singapore**

**INTRODUCTION**

The Temasek Foundation Leaders in Urban Governance Programme (TFLUGP) is an annual, 5-day practitioner-focused and action-oriented programme that allows participants to learn how Singapore overcame its urban challenges through a whole-of-government approach to create a highly dense yet highly liveable city. The programme comprises sessions on topics such as urban governance, integrated master planning and development, land management, urban water management, sustainable environment, and financing a city among other topics. Delivered through exclusive dialogue sessions with Singapore’s past and present leaders, participants will get insights into the city’s development strategies. A key feature of the programme is an expert-mentored-action plan session where participants can workshop on their priority urban challenge with Singapore’s experts and develop a one-year implementation strategy road map.

The TFLUGP will be held in Singapore **between 13th – 17th November 2023.**

**GENERAL INFORMATION**

| **Title** | **Temasek Foundation Leaders in Urban Governance Programme** |
| --- | --- |
| **Date** | 20th – 24th November 2023 |
| **Location** | Singapore |
| **Participants’ Profile** | Mayors and city leaders, as well as top office holders of Asian cities  (up to 3 persons per agency). |
| **Language** | English |
| **Objective** | By the end of the course, participants will be able to:   1. Understand the principles and approach applied to solve complex urban challenges and extract lessons from case studies for policy development. 2. Gain insights into the management of key urban development sectors and a deeper appreciation of the close relationship between sectors. 3. Apply lessons learnt from the programme to address current urban challenges in their respective cities. |
| **Requirements** | Cities are requested to submit completed application forms and outlines of a project to be implemented over the next 12 months. This project would be discussed in detail during Action Planning sessions. Topics should be related to urban development, such as Planning, Housing, Transport, Greening, Water and others. |
| **Cost** | Approved applicants will be sponsored\* by the Temasek Foundation and the Centre for Liveable Cities. Sponsorship includes funding for the participant’s accommodation, official meals and official ground transport for duration of the programme.  \*Sponsorship does not include the cost of return flights, visa or insurance or any other item not stated.  Applicants are encouraged to apply early to be considered for sponsorship. |
| **Deadline** | 11 August 2023 (Friday) |
| **Contact Points** | Mr Cedric Choo, [cedric\_choo@mnd.gov.sg](mailto:cedric_choo@mnd.gov.sg) OR  Ms Grace Lau, [Grace\_Lau@mnd.gov.sg](mailto:Grace_Lau@mnd.gov.sg) |

**PROGRAMME DESIGN**



The practitioner-based, outcome-oriented programme is designed based on the Singapore Liveability Framework (*right*) which distills the urban development principles for liveable, high-density cities[[1]](#footnote-1). The purpose of the Singapore Liveability Framework is to provide a lens through which city leaders can analyse their cities and outline alternative actions and approaches to adopt to achieve high liveability.

The framework captures the three outcomes of a liveable city – a competitive economy, a high quality of life, and a sustainable environment. The framework also outlines two key underpinning components - integrated master planning and development, and dynamic urban governance – that are key to ensuring and sustaining these liveability outcomes.

**COURSE MODULES AND SESSIONS**

The TFLUGP will cover several modules related to high-density/high-liveability urban development, reviewed through the lens of the Singapore Liveability Framework. Modules may include:

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| --- | --- | --- |
| * Integrated Master Planning * Dynamic Urban Governance * Sustainable Environment * Greening a City | * Transport and Mobility * Housing * Financing Development * Water and Waste Management |  |
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Participants will also have the opportunity to work on a specific urban challenge in their city at the dedicated **Action Planning Sessions**. These sessions are peer-to-peer **learning** sessions to discuss how lessons learnt from the programme can be adapted to each city’s local context. During these sessions, participants will have the opportunity to consult with senior practitioners and leaders from Singapore’s agencies on their submitted urban challenges.

HOW TO COMPLETE THE APPLICATION FORM?

1 There are 3 sections in this application form:

* Section 1 – Instructions
* Section 2 – Application Requirements
* Section 3 – Application Form

2 Applicants are required to:

* Read the instructions (Section 1) and application requirements (Section 2) carefully; and
* Complete and submit all required materials stated in the Application Checklist.

3 Every participant in the team should complete one application form.

4 As acceptance to the TFLUGP is by teams, applications will only be processed when ALL members of the team have submitted their applications.

# Application Checklist

I have completed and attached the following:

CV or bio-summary (Section 1)

Copy of relevant page of passport (Section 1)

Schedule A – Letter of Undertaking (Section 2, Application Requirement 1)

Urban Challenge Concept Paper (Section 2, Application Requirement 2), one per team

Application Form (Section 3)

Indemnity Declaration

# Section 1: IMPORTANT INSTRUCTIONS

1. All parts of Section 2 must be completed. Participants must share personal information and sign a declaration of undertaking. Participants are also required to share an urban challenge concept paper as detailed in Application Requirement 2.
2. **Deadline for receipt of completed application form is 11 August 2023 (Friday).**
3. Please also ensure that you attach the following together with your application:
4. Urban Challenge Concept Paper (1 paper per city team),
5. Your CV or bio-summary; and
6. Copy of the relevant page of your passport

**Please e-mail your application and the above documents requested to:**

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| --- |
| Mr Cedric Choo,  [Cedric\_choo@mnd.gov.sg](mailto:Cedric_choo@mnd.gov.sg)  Ms Grace Lau,  [Grace\_Lau@mnd.gov.sg](mailto:Grace_Lau@mnd.gov.sg) |

1. **Successful applicants** will receive a confirmation email from the programme organizers **by 6 October 2023**. The organisers reserve the right to decide on the selection and final acceptance of all TFLUGP participants.

# Section 2: Application Requirements

**APPLICATION REQUIREMENT 1:**

ELIGIBILITY CRITERIA and sponsorship terms

Temasek Foundation is pleased to sponsor the programme fee for all eligible participants. This is inclusive of programme materials, official meals, airport transfers, and six-night accommodation in Singapore. Applicants interested in sponsorship of programme fee must fulfil all eligibility and funding criteria as listed below. **Please read the criteria carefully, sign and return Schedule A – Letter of Undertaking, if you wish to be considered for sponsorship.**

1. Participants from the following Asian countries are eligible for sponsorship;

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| **East Asia** | **Central Asia** | **South Asia** | **Southeast Asia** |
| China  Mongolia | Kazakhstan  Kyrgyzstan  Tajikistan  Turkmenistan  Uzbekistan | Bangladesh  Bhutan  India  Maldives  Nepal  Pakistan  Sri Lanka | Brunei Darussalam  Cambodia  Indonesia  Lao PDR  Malaysia  Myanmar  Philippines  Thailand  Timor-Leste  Vietnam |

1. Sponsored participants are required to attend the programme as a team, comprising the city leader (mayor, deputy mayor or equivalent with executive responsibilities in urban management) with one to two members of senior management;
2. Sponsored participants shall agree to pay for their own expenses for travel to and from Singapore, visa and insurance fees, own meals and any other expenses not covered under the programme fee;
3. Applicants must be able to bring an urban challenge that seeks to address a challenge or problem that they are currently facing in their home city/country (To be stated in the urban challenge concept paper. Refer to Application Requirement 2 for details). Acceptance of applicants into the programme is also subject to submission of completed application documents and space availability. The organizers reserve the right to decide on the selection and final acceptance of all TFLUGP participants;
4. Sponsored participants are to undertake to share the learning points from the programme with other officials upon return to their respective cities;
5. Sponsored participants are to undertake to implement the twelve-month action plan developed during the programme and to share updates on the implementation with the Centre for Liveable Cities during the follow-up reviews after the programme; and
6. Sponsored participants consent to allow CLC/TF to utilise the personal data provided in the application form for the purposes of programme-related information and activities, and for communication materials by CLC/TF.

**SCHEDULE A – LETTER OF UNDERTAKING**

I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (applicant), have read and understood the eligibility and criteria and sponsorship terms for the Temasek Foundation Leaders in Urban Governance Programme as stipulated in Application Requirement 1.

I understand that the sponsors and organizers would like to support real change and positive outcomes in the city I represent and I undertake to do my part to fulfil the commitments of the programme.

Date Name and Signature

**APPLICATION REQUIREMENT 2:**

SUBMISSION OF URBAN CHALLENGE CONCEPT PAPER

**Each team** is required to **submit one urban challenge concept paper**. The concept paper should have the following:

1. Be of maximum length 3 pages, using “Times New Roman” font size 11 with 1.5 line spacing, in word document.
2. Include:
   1. Description of the city (e.g. demography, city size, density, GDP etc.)
   2. Photograph(s) of the city and its urban issues/challenges
   3. Describe one urban challenge faced in the team’s city and describe a project that the team plans to implement over the 12 months following the TFLUGP. The project must be on an urban theme, including (but not limited to) Planning, Housing, Transport, Greening, Water etc.
3. Write a statement of purpose that outlines the specific outcomes that the participant is hoping to achieve both during and after the programme;

**Please note that if selected, the participating city will be required to submit a short presentation in PowerPoint (PPT) format describing the urban challenge. Instructions for preparation of slides will be communicated upon selection to the programme.**

# Section 3: Application Form

Attach soft-copy of photo to e-mail

**Personal Information**

Please type or write clearly in capital letters. All fields are compulsory to be filled. Use “Nil” or “N/A” where applicable. Please use additional sheets if necessary. One application form should be completed for each participant.

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| **Team/City** | | | |  | | | | | | | | | | | | | | | | | |
| **Salutation** | | | | Dr/Mr/Mrs/Ms/Others (Please specify) | | | | | | | | | | | | | | | | | |
| **First Name** | | | |  | | | | | | | | | | | | | | | | | |
| **Last Name** | | | |  | | | | | | | | | | | | | | | | | |
| **Gender** | | | |  | | | | | | | | | | **Date of Birth (dd/mm/yy)** | | | | |  | | |
| **Designation** | | | |  | | | | | | | | | | | | | | | | | |
| **Organisation** | | | |  | | | | | | | | | | | | | | | | | |
| **Office Term** | | | | From (dd/mm/yy) | | | | | | | |  | | | | | To (dd/mm/yy) | | |  | |
| **Address** | |  | | | | | | | | | | | | | | | | | | | |
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|  | | City/Region/Province | | | | | | | | |  | | | | | | | | | | |
|  | | Postal Code | | | | | | | | |  | | | | | | | | | | |
|  | | Country | | | | | | | | |  | | | | | | | | | | |
| **Nationality** | | |  | | | | | | | | | | | | | | | | | | |
| **Passport** | | | Number | | | |  | | | | | | | | | Date of Expiry (dd/mm/yy) | | | | |  |
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| **Contact Details** | | | | | Country Code | | | | | Area Code | | | | | Telephone Number | | | | | | |
| **Mobile** | | | | |  | | | | |  | | | | |  | | | | | | |
| **Office** | | | | |  | | | | |  | | | | |  | | | | | | |
| **Fax** | | | | |  | | | | |  | | | | |  | | | | | | |
| **Email** | 1st Email | | | | |  | | | | | | | | | | 2nd Email | |  | | | |
|  | | | | | | | | | | | | | | | | | | | | | |
| **Personal Assistant** | | | | | | Name | | |  | | | | | | | | | | | | |
| **Contact Details** | | | | | | Telephone Number | | | | | | |  | | | | | | | | |
| Fax | |  | | | | | | | | | | | | | |
| Email | |  | | | | | | | | | | | | | |

**English Language Skills: Kindly indicate your fluency by checking the relevant boxes below.**

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| **Spoken** | Excellent | Good | Fair | Basic |
| **Written** | Excellent | Good | Fair | Basic |

**If not English, please indicate your preferred language of communication: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Please state briefly your job role and responsibilities in your city/organisation**

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| *(Kindly indicate how you are involved in the city’s urban projects. You may wish to highlight some of the urban projects under your purview)* |

**Previous training programmes attended in Singapore**

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| **Programme Title** | **Organiser** | **Year** |
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**Please state your expectations from the programme or additional comments**

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**To enable us to improve our marketing efforts, please let us know how you came to know about this programme (please cross where applicable:**

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| **Source** |
| Internet |
| CLC website or publications |
| World Bank/ Asian Development Bank |
| Singapore Ministries (e.g. MND, MFA or MTI) |
| Singapore Statutory Boards (e.g. IE Singapore, EDB) |
| Others (please state) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

I certify that all the information provided is true and accurate to the best of my knowledge. I understand that this application will be reviewed and participation is subject to space availability. By signing, I agree to abide by such terms and conditions set by the host government in respect to this programme.

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name and Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Indemnity Declaration**

**To: The Government of the Republic of Singapore**

Dear Sir,

In consideration of your allowing me to do my training with the relevant Government departments/statutory boards/institutions in Singapore, I\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, of Passport number\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(country), hereby agree that I shall indemnify and keep the Government of the Republic of Singapore indemnified against:

1. All claims any third party may have for all types of liabilities, losses, damages, costs and expenses arising partly or fully out of or by reason of my carelessness, negligence, omission or default during my training with the relevant Government departments/statutory boards/institutions in Singapore, and
2. All liabilities, losses, damages, costs and expenses the Government of the Republic of Singapore may incur arising out of my acts or omissions in relation to the capability development programme. This includes all liabilities, losses, damages, costs and expenses the Government of the Republic of Singapore may incur should I bring a legal claim against any person.

To the extent permitted by law, I agree and acknowledge that the Government shall not be liable for any loss or damage arising from the training unless the loss or damage is caused by the wilful default, or negligent act or omission of the Government, its servants or agents. I further agree and acknowledge that the Government shall not be liable for any incidental, indirect, special or consequential damages and in no event shall the liability of the Government, whether in contract or tort, exceed the course fees paid by me.

Dated: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (DD/MM/YY)

Signed by:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_            \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

                                Signature of applicant                                                       Name of applicant

1. For more information, see <http://www.clc.gov.sg/documents/books/CLC_CSC_Liveable_&_Sustainable_Cities.pdf> [↑](#footnote-ref-1)