

An Introductory Guide on

# How to Start and Run an Inclusive Neighbourhood Group (ING)



A Collaboration Between IPS and Solve n+1

**IPS** Institute of  
Policy Studies

**solve** <sup>n+1</sup>



# Contents

<b>Contents</b>	<b>2</b>
<b>Glossary of Terms</b>	<b>3</b>
<b>A. Introduction</b>	<b>4</b>
<b>B. What is an ING?</b>	<b>5</b>
<b>C. Important Considerations Before the Formation of an ING</b>	<b>9</b>
<b>D. Life-cycle of an ING</b>	<b>12</b>
<b>E. Operations Manual: How to Form and Run an ING</b>	<b>14</b>
Step 1: Discover-ING	14
Step 2: Connect-ING	16
Step 3: Organise-ING	26
Step 4: Close-ING or Continue-ING?	34
<b>F. Summary of ING and Purpose</b>	<b>37</b>
<b>G. Additional Resources</b>	<b>38</b>





## Glossary of Terms

**Inclusive Neighbourhood Group (ING):** A small group of individuals who are interested in improving relationships within a specific local neighbourhood, especially with people who may be vulnerable and who may not currently be connected to the mainstream of communal life.

**ING Champions:** Individuals who are part of the ING and are interested in improving inclusion in the neighbourhood.

**Targets of Inclusion (TOIs):** Vulnerable individuals who may be at risk of being marginalised or overlooked in the neighbourhood's communal life, with their needs often being unconsidered. They may be people with physical or mental disabilities, elderly living in isolation, foreigners, etc.

Additionally, some of them may be vulnerable in 'non-traditional' ways. For example, an elderly person living in a purchased flat with his/her family may not be traditionally classified as being socially isolated. However, he/she may still experience estrangement and isolation, and lack meaningful social connections due to strained relationships.

**Stakeholders:** Any individual or organisation in the neighbourhood that the ING may connect with such as residents, volunteers, non-governmental organisations (NGOs)/ social service agencies (SSAs), businesses, grassroots organisations (GROs), institutions, etc.

**Assets:** Resources that are helpful to the community and targets of inclusion (adapted from McKnight and Russell (2018)).

They may consist of the following:

1. **Contributions of residents:** These refer to the gifts, skills, and passions of residents, who share them with other neighbours or the community.
2. **Associations:** Formal or informal clubs, groups and networks of unpaid citizens.
3. **Local organisations or institutions:** Institutions that are community-oriented, such as NGOs/SSAs who support communities, including the vulnerable.
4. **Local places:** Places that enable connections between people, thereby building shared community experiences (e.g. the playground is a place where kids hang out and create fond memories of their childhood).
5. **Exchange:** Non-monetary exchange that strengthens communal life and encourages hospitality. It can come in the form of intangibles (e.g. companionship, happiness), tangibles (e.g. food, caregiving), and alternative currencies (e.g. time-banking).
6. **Stories:** Every community has norms and culture that can be expressed through stories of people and the community. These stories are part of the cultural assets of the neighbourhood.





## A. Introduction

In 2024, the Institute of Policy Studies (IPS) engaged Solve n+1 to pilot a project that forms, trains and supports small community-led groups to develop and implement activities to improve the inclusion of vulnerable individuals in neighbourhoods, including people with disabilities and isolated seniors.

These groups are known as ‘Inclusive Neighbourhood Groups’ (INGs). An ING focuses on building and strengthening inclusive relationships within a neighbourhood community, and the group may conduct various activities to foster such relationships.

One such activity is a neighbourhood tour, where people from the community can uncover hidden gems in the neighbourhood while connecting with other neighbours. ING Champions may also play the role of a ‘Local Area Connector’, matching people who require support to people who can meet it. INGs may also establish a circle of support if they discover individuals who require it, or even start a time banking to encourage volunteering or mutual aid.

The ‘How to Form and Run an ING’ Operations Manual in [Section E](#) is written based on Solve n+1’s findings and experiences in setting up and running multiple INGs. We hope that the Operations Manual aids people who are interested in inclusion by providing practical tips on how to form and organise an ING. The Operations Manual will also be useful for those who have broader community aims within their neighbourhood and wish to work with others.





## B. What is an ING?

A small group of individuals who are interested in improving relationships within a specific local neighbourhood, especially with people who may be vulnerable and not connected to the mainstream of communal life, can be referred to as an ING.

### Who can be part of an ING?

An ING can be made up of various stakeholders in the neighbourhood. Anyone can be part of the ING, but what is important is that the ING is based within the neighbourhood.

### Possible Stakeholders in the Neighbourhood

The following is a non-exhaustive list of common stakeholders that you can consider approaching or inviting to join the ING.

Stakeholder	Definition
<b>Resident</b>	Anyone who lives in the neighbourhood.
<b>Volunteer</b>	Anyone who volunteers with an organisation (e.g. NPO/SSA/GRO) in the neighbourhood. He/she may or may not live in the neighbourhood.
<b>Non-profit organisation (NPO) / Social Service Agency (SSA)</b>	<p>NPOs/SSAs have an element of benefiting society or serving the community they are in.</p> <p>An example of an NPO is <i>Ground-Up Initiative</i>, a volunteer-driven non-profit community seeking to spread environmental awareness and sustainability through programs such as the Sustainable Living Kampung.</p> <p>An SSA example would be <i>Montfort Care</i>, an agency committed to improving the lives of individuals, families, and the community facing transitional challenges.</p>
<b>Grassroots Organisation (GRO)</b>	<p>GROs organise a wide range of programmes for residents to meet and interact, and to strengthen the racial harmony and social cohesion in our community.</p> <p>They encourage community involvement, raise awareness about community issues, explain government policies, gather feedback from residents, and also help those in need.</p> <p>An example of a GRO is the Residents' Committee (RC). RCs promote neighbourliness, racial harmony and community cohesiveness amongst residents within their respective RC zones in Housing and Development Board estates. RCs are resident-led.</p>





<b>Business</b>	This can be any shop in the neighbourhood. It could include the home-based pastry business in your estate, your <i>kopitiam</i> stall owner, or that minimart owner-uncle who watched you grow up. Such businesses tend to develop relationships with the people living in the neighbourhood.
<b>Institution</b>	This can refer to religious institutions (e.g. churches, mosques, or temples) or governmental organisations, such as a ministry or statutory board. Departments or divisions within the government are also considered as institutions (e.g. Social Service Offices, which are part of the Ministry of Family and Social Development).

### How does an ING seek to improve inclusion?

- Through connecting with and building relationships with targets of inclusion
- Through carrying out common but intentional activities with targets of inclusion (e.g. walkabouts, games, daily exercises – refer to the [ING Activity Ideas Bank](#))
- Through connecting with local stakeholders (e.g. residents, social service agencies, grassroots organisations, etc) and discovering which of them may be a helpful resource for targets of inclusion

Fostering inclusion in your everyday life within your neighbourhood is an open and exploratory endeavour! Each ING can focus on different outcomes and differ in their approach to achieve those outcomes. At the end of the day, every ING will look slightly different as they intentionally listen, explore, and respond to the opportunities that arise.

### Why does inclusion in a neighbourhood matter?

In our nation, many people often go out of their way to volunteer with organisations or participate in programmes to serve vulnerable groups. However, there are many vulnerable individuals living within our neighbourhood who may be excluded socially, whose needs are overlooked, or who are ‘vulnerable’ in non-traditional ways. They are also our neighbours. So why not start at the very place where we live and spend the majority of our time?

As we intentionally get to know people in our neighbourhood and build a relationship with them, inclusion can happen. We hope people will practise **‘unremarkable’ inclusion** in their everyday lives and within their neighbourhoods.





**‘Remarkable’ inclusion:** People are often reminded or encouraged through an inspiring, obvious, or ‘remarkable’ manner that inclusion ought to be practised.

Examples:

- Reserved seat stickers on our MRTs
- Signs that state a certain venue is disability-friendly
- Volunteering programmes and charity work (e.g. meal distribution to low-income families)
- Disability-awareness events or campaigns

**‘Unremarkable’ inclusion:** People building relationships with others in their neighbourhood who may be different from them, and becoming attuned to their needs and looking out for them in their everyday lives.

Examples from the 4 INGs that Solve n+1 has piloted:

- Two elderly residents look out for one another and rely on each other for companionship – one lives alone and has hearing and financial difficulties, while the other lives with family but has strained relations
- A young adult goes on a morning walk with an elderly neighbour whom they often see at the *kopitiam*, providing a listening ear and learning the importance of having frequent public seating areas for people with mobility issues
- A *mamak* shop owner delivers free food to a wheelchair-bound neighbour staying in his block, whom he has known for years
- A lady regularly befriends and opens up her house to her neighbours, and one of them, a female cleaner, displays mutuality and helps to tidy up her garden in front of her HDB terrace house when she travels overseas
- An elderly resident with mobility issues and living alone often cooks extra food to share with her neighbours. In turn, they check in on her when she doesn't show up at her usual haunts in the neighbourhood.

‘Unremarkable’ Inclusion is often characterised as:

### 1. **Non-intrusive (to your lifestyle)**

While looking out for others still requires you to be intentional and even take a small step out of your comfort zone, ‘unremarkable’ inclusion can be practised in your everyday life and in your neighbourhood, such as chatting with your neighbours in common spaces and checking up on vulnerable/familiar individuals when you suddenly stop seeing them around.





## 2. Mutual

Building relationships with neighbours or vulnerable individuals should not be viewed as you stepping in to 'fix' their problems or that you are superior to them. Recognise that all of us have something to learn or gain from others, even if they may be intangibles.

Additionally, the relationship with individuals in your neighbourhood should not be viewed as a one-sided effort. While you may have to initiate the first step to get to know the other party, it is also important to embrace the differences between both of you and recognise that everyone is able to contribute uniquely to the relationship with time and growing trust.

*If you are an individual interested in forming an ING and pursuing inclusion in your neighbourhood, you may refer to [Section E](#) of the Operations Manual on 'How to Form and Run an ING'.*







## C. Important Considerations Before the Formation of an ING

Before forming an ING, here are some questions for you to assess your starting point and suitability. As you consider them, we encourage you to pen your answers down. It can be a meaningful exercise and a way to have conversations with like-minded individuals.

### a. Consider your level of interest and involvement in your neighbourhood

- What is your wish for your neighbourhood?
  - Is there an issue (e.g. Autism, Dementia, or Caregiving) that is close to your heart, and why? It could be an issue faced by a personal contact (e.g. a relative or a friend) or a group of people, or it could be your desire to be included if you have experienced exclusion.
  - Why are you passionate about the idea of inclusion?
  - How would you imagine inclusion looking practically in a neighbourhood?
- How can I participate as a resident/NPO/SSA/GRO to look at inclusion within my neighbourhood?
- What are some of the available resources you can offer?
  - Time or manpower
  - Connections
  - Skillsets or lived experiences

### b. Consider inclusion in your neighbourhood

Often in society, we raise awareness of inclusion through means that are attractive and 'remarkable' to remind people that inclusion ought to be practised. We do that through campaigns and events, like parades or booths with big standees to shine a light on issues such as disability. While these activities do achieve the necessary exposure and awareness of specific issues, meaningful change also requires people to intentionally seek to understand and build relationships with others different from us.

As an ING, we hope for residents like you to take an 'unremarkable' approach to foster inclusion in your everyday lives, where you will simply build relationships with others who are vulnerable or excluded in your neighbourhood, and learn about their life, their stories, their needs, as well as their strengths and contributions.

- What are some needs you have observed in your neighbourhood?
  - What are the different demographics that exist, and what are the possible issues that these groups may face?





- What are some strengths that your neighbourhood has? Think about existing stakeholders and assets, or do a quick online search about your neighbourhood.
  - How have residents, organisations (e.g. SSAs or GROs), institutions or businesses contributed back to the neighbourhood or to make the community more inclusive?
  - Do you know people who can share insights about your neighbourhood, or can provide resources or opportunities (e.g. for work, connection or care) to others?
  - Are there local places that allow people to gather and connect, which can create shared community experiences?
  - Are there non-monetary exchanges (e.g. companionship, food, caregiving) between people that strengthen relationships in your neighbourhood?
  - What are some stories or shared community experiences in your neighbourhood that residents resonate with and would share with others?
- What is the level of trust within the community?
  - Do you trust your neighbours, and if so, what do you trust them with?
  - Do you think your neighbours trust you? What would you like them to trust you with?
- Do you have a means of connecting with others in your neighbourhood?
  - What is the frequency of this connection?

### c. Consider the benefits and potential challenges of starting an ING

We believe pursuing inclusion and starting an ING is a worthwhile endeavour, but it is also important for you to count the costs and weigh them.

Here are some potential challenges you may face in pursuing inclusion:

- **Building relationships takes time and intentionality.** Do not expect overnight success. In the beginning, you may find yourself undertaking this journey alone. It takes time to find like-minded people who share similar convictions or neighbours who trust you. If you intend to connect with stakeholders, you will also need time to gain their trust and share about the ‘unremarkable’ inclusion that you hope to pursue.
- **You may face rejection.** When you invite others to join you in your endeavour, you may encounter setbacks and rejections. However, recognise that it is not a personal rejection, but rather, a misalignment of goals and priorities.
- **You may have to mediate differences.** When gathering a diverse group of individuals or organisations together, differences in opinions will arise, and this could lead to increased tension. In such a situation, you may have to step in to facilitate understanding and remind people of the broader objectives of coming together. It is never easy to align the interests of everyone, but pursuing inclusion as a community or with multiple individuals can be beneficial.





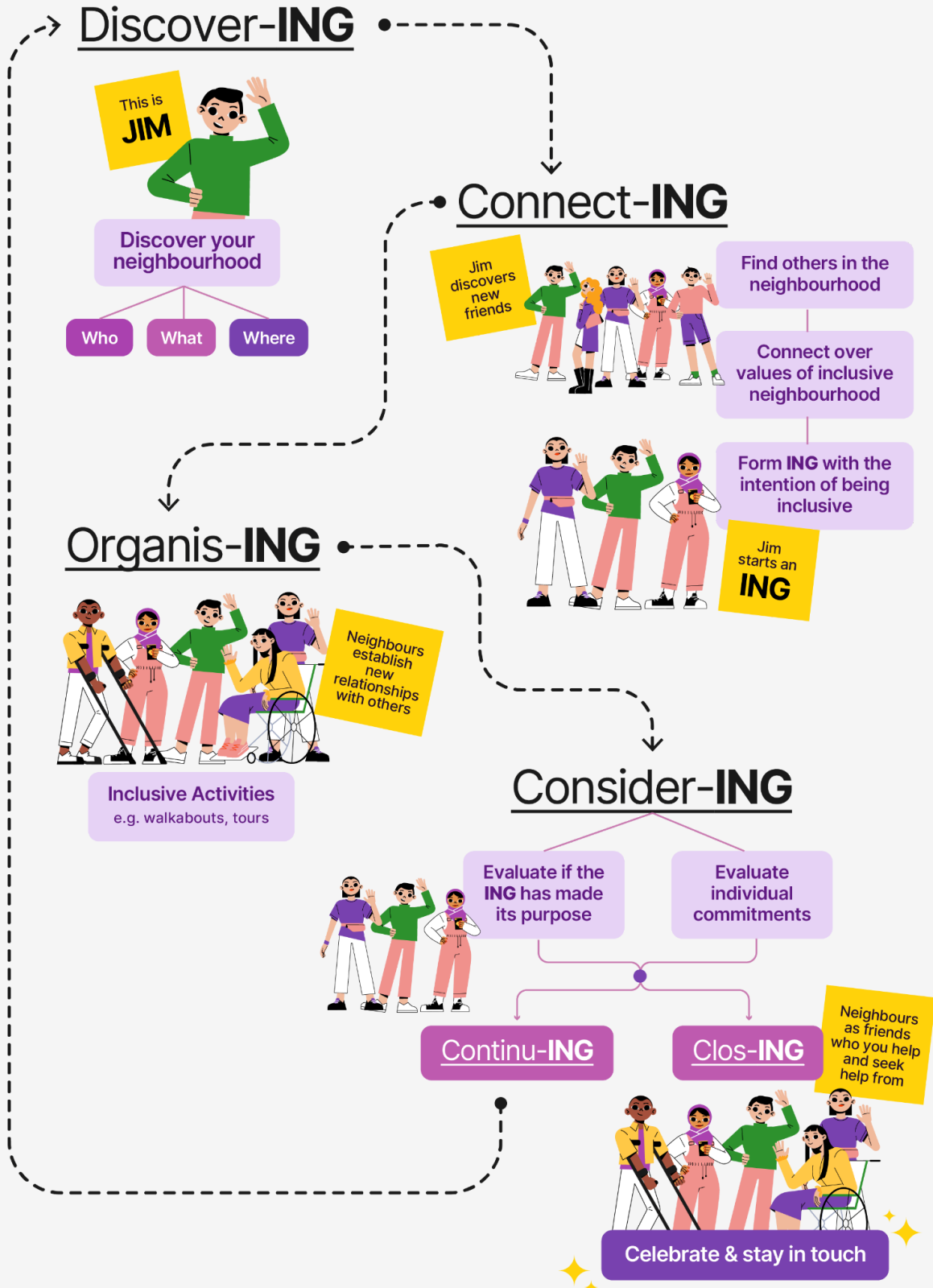
Despite the challenges, why is pursuing inclusion a worthwhile endeavour? Here are some potential fruits of your labour:

- **You get to enjoy friendships in close proximity.** As you get to know your neighbours and targets of inclusion, some may turn into genuine friends – and it's always fun to have friends living nearby to hang out with frequently, or rely on if you need help!
- **Your neighbourhood develops a stronger '*Kampung*' Spirit, and becomes more inviting and homely.** Imagine being able to count on neighbours to support you in times of need (e.g. helping to water your plants when you go overseas, child-minding, borrowing cooking tools), letting your children play at each other's houses with trust established, or chatting with neighbours-turned-friends after coming back home.
- **Your neighbourhood becomes more compassionate and vulnerable individuals become more integrated.** As you forge relationships with targets of inclusion or connect them with assets in the neighbourhood, the community can help to look out for them, and the targets will also be able to receive more informal support from the community, alleviating their personal burdens and challenges in life. You may also discover these individuals giving back to the community in ways that are beneficial to you.
- **'Unremarkable' inclusion becomes a way of life for you.** In your daily life, you start to become more open to neighbours or look out for those who may be excluded from communal life. You start to foster 'unremarkable' inclusion in a manner that is sustainable for yourself and has almost become second nature.





## D. Life-cycle of an ING





## Summary of ING Stages

### **Discover-ING**

The formation of an ING typically begins with someone like yourself, an individual, or a group of individuals interested in making the neighbourhood more inclusive. You can be a resident, a member of an NPO/SSA/GRO/business in the neighbourhood, or even a professional '*kaypoh*'.

In this initial stage, jolt down the uniqueness of your neighbourhood, the things you appreciate about it, and the places of significance to you. Next, find out about other stakeholders and assets – they could include individuals, organisations, institutions or businesses who have a stake in your neighbourhood and could contribute to the residents' well-being and inclusion. The key focus is to learn more about your neighbourhood and the richness of contributions that everyone in the community has to offer.

### **Connect-ING**

Once you've gained a better understanding of your neighbourhood, it will be essential to start connecting with different stakeholders involved in your community. When you have found others who are keen on improving inclusion in the neighbourhood, the formation of an ING begins.

### **Organis-ING**

With the ING formed, your group can start to consider various group activities and techniques that facilitate inclusion. It can be as simple and 'unremarkable' as having meals with your neighbours, playing sports, going for evening walks together, or organising an intentionally planned activity such as a neighbourhood tour that highlights the stories and relationships of the neighbourhood to others. These activities should be organised with the goal of connecting various individuals from the community to bridge the insights required to be inclusive.

### **Clos-ING or Continu-ING**

Your group can now celebrate the impact that you have facilitated! As a group, consolidate the experiences of the team, and consider documenting it down to share with other INGs to facilitate a learning community. If there is limited bandwidth or changing priorities, you can also discern whether to continue or close the ING, whilst still maintaining the relationships you have built with one another. Remember, closing an ING does not constitute a failure. It is commendable that all of you have come together for a season to pursue 'unremarkable' inclusion in your neighbourhood.

Ready to run an ING? The next section covers a detailed step-by-step guide on how to do so.





## E. Operations Manual: How to Form and Run an ING

### Step 1: Discover-ING

#### What's in your neighbourhood?

1. **Start by identifying what is unique or special in your neighbourhood.** It could be the things you appreciate, places that are significant to you, or even people you noticed that have talents, such as the aunty with gardening expertise. Recall if you have noticed actions of inclusion taking place, such as a *kopitiam* cleaner carrying plates for another uncle in a wheelchair.
2. **Observe the existing demographics of residents in your neighbourhood.** Does your neighbourhood have more elderly, or young families? Are there rental flats near you? Have you seen adults or children with special needs?

Different demographics will have different needs that you can look out for. If there are many elderly, mobility issues and a lack of social connections may surface more than estates with younger families. What have you noticed that could potentially be a gap that requires more inclusive efforts?

#### Who's in your neighbourhood?

Previously, we shared about **possible stakeholders** in the neighbourhood. Below is a table of resources and tips on how to identify and locate them.

Who are they?	Where can they be found?
<b>Residents</b>	Some estates have WhatsApp chats, Telegram groups or Facebook groups. Search for them and join them to find out what's happening in your neighbourhood. They often have names related to your estate or neighbourhood's names.
<b>Volunteers</b>	<p>You may observe that some residents are active volunteers in the neighbourhood, while others help in an informal manner such as cooking for a neighbour in need.</p> <p>An easy way to find more volunteers is to be one yourself! This way, you can connect with others who are like-minded. Find the nearest volunteer centre at <a href="http://www.sg/sgcares/volunteer-centres">www.sg/sgcares/volunteer-centres</a> and find out about existing organisations near you that support causes that you care about.</p>





<p><b>Non-profit organisation (NPOs) / Social Service Agency (SSAs)</b></p>	<p>Do a quick search on Google Maps to look for NPOs and SSAs near you.</p> <p>For SSAs like Family Service Centres and Active Ageing Centres, use these locators to find them:</p> <ul style="list-style-type: none"> <li>• Find Family Service Centres near you: <a href="https://supportgowhere.life.gov.sg/services/SVC-FSCF/family-service-centre-fsc#sp-header">supportgowhere.life.gov.sg/services/SVC-FSCF/family-service-centre-fsc#sp-header</a></li> <li>• Find Active Ageing Centres near you: <a href="https://supportgowhere.life.gov.sg/services/SVC-AACAAACHASACS/active-ageing-centres-aac">supportgowhere.life.gov.sg/services/SVC-AACAAACHASACS/active-ageing-centres-aac</a></li> </ul>
<p><b>Grassroots Organisation (GROs)</b></p>	<p>Use these locators to find GROs:</p> <ul style="list-style-type: none"> <li>• Find your GROs: <a href="http://www.pa.gov.sg/our-network/grassroots-organisations/grassroots-organisations/">www.pa.gov.sg/our-network/grassroots-organisations/grassroots-organisations/</a></li> <li>• Find your Residents' Committee (RC) or Residents' Network (RN): <a href="http://www.onepa.gov.sg/rc">www.onepa.gov.sg/rc</a></li> </ul>
<p><b>Businesses</b></p>	<p>You can do a quick Google search for home-based businesses or small businesses in your neighbourhood. If they have an online presence, read up on them before approaching them.</p> <p>Be mindful that not all businesses (especially small, local ones) in the neighbourhood may not have a website or social media presence, and the best way to know them more is by visiting their stall and striking up a conversation.</p>





## Step 2: Connect-ING

After brainstorming on who is in your neighbourhood, tap on cold or warm leads to connect with 1) possible stakeholders and 2) vulnerable individuals who may be targets of inclusion.

### Types of Leads

- Cold leads: People/organisations with which you have no previous contact
- Warm leads: People/organisations with which you may have an existing contact, or you are in contact with someone who has an existing relationship with them

### Connect-ING with Stakeholders

As outlined in [Step 1](#), stakeholders in the neighbourhood may include residents, volunteers, NPOs/SSAs, GROs, businesses, or institutions. While it may be daunting to connect with stakeholders that you are unfamiliar with, we encourage you to do so for the following reasons:

- Gain the support of the community for sustained impact.** Your burdens are shared when you work with people who share similar interests in community building and social inclusion. In the best possible scenario, they may be interested to join your ING.
- Provide you with different perspectives.** Some stakeholders may work closely with vulnerable individuals and have specialised expertise and insights on their needs as well as how to relate to them.
- Connect you to more resources and vulnerable individuals.** These stakeholders may be able to link you up with others, extending your social network.

Things to consider in your conversation with stakeholders:

- It can be helpful to share about your personal interests and reasons for pursuing inclusion within your neighbourhood.
- Keep in mind your stakeholder's interests and needs. While you may approach them to gain access to their resources and their help, think: What's in it for them? What can they gain from partnering with you?
- Be on the lookout for like-minded people and organisations to join you in forming an ING.







Here is a possible script for you to start a conversation with stakeholders to share your interest in inclusion, but we encourage you to customise it as you deem fit.

*Hi [stakeholder/organisation], I'm a resident from [your neighbourhood] and I'm interested in fostering a spirit of inclusion among neighbours, such that we look out for one another. In particular, I hope to look out for vulnerable individuals within our neighbourhood. I'm trying to learn more about various organisations or people in the neighbourhood to understand what they/you do, and if there are opportunities, explore how I can contribute as well. I would love to meet for a chat with you to find out what areas of support you/your organisation may need from residents. [Provide your contact details and availability]. Thank you and I look forward to hearing back from you!*

## Experiences of Connect-ING with Different Stakeholders

In the next section, we will be sharing the pilot INGs' experience in approaching various stakeholders and tips on how to do so.

### 1. With Residents

In modern-day Singapore, there is a high emphasis on protecting our privacy. However, it has led to an unintended culture of closed doors and high self-reliance. Back in the older generations' *kampung* days, it was normal to leave doors open, share food with neighbours, or rely on them for help. Today, befriending with our neighbours has become a rare phenomenon. We find it unnecessary or awkward to speak to them in the same lift, and more people buy privacy shields or keep their doors shut as much as possible.

To foster 'unremarkable' inclusion, we have to take small steps to increase our openness to our neighbours. It may be counter-cultural, but getting to know someone doesn't have to be difficult!

Our Clementi ING Champion shares how she gradually befriended her neighbours over time:

When my husband and I moved into Clementi, I wanted to be intentional in getting to know my neighbours – starting with my next-door neighbours. When we bumped into them or passed by their door (which they often left open, thankfully!), we would strike up conversations with them and their children – until one day, we felt comfortable inviting their family to our home for a housewarming dinner. Since then, a friendly relationship has been built. Just the other day, my neighbour's mum cooked too much food and she hand-delivered dishes to us!

During Christmas, we also seized the festive opportunity to invite our same-floor neighbours to our place for a casual gathering to share coffee and cakes. Because of that, we got to know another family with young children and we really hit it off! Since then, we would randomly pass by their place to say hi, and our friendship has grown. They would sometimes offer us food cooked by their helper, or we would help tutor their





son and babysit their daughter. Our faces always light up when we bump into each other in the estate. It's wonderful to have neighbours as friends in close proximity!

Recently, when my husband was injured, we texted in our estate's Telegram/WhatsApp group chats to ask if anyone had a spare wheelchair we could borrow. One neighbour replied and loaned it to us, so we didn't have to buy another one! What's even more amazing is that another neighbour reached out to share that she was a physiotherapist, and though she did not have a wheelchair, she could teach my husband rehabilitative exercises to speed up recovery. We are so grateful to have helpful neighbours!

### **Tips on Connect-ING with Residents**

- Join social media platforms created for your neighbourhood estate (e.g. Telegram channels, Facebook Groups). If there are interest groups for residents, joining them would also allow you to meet more people.
- Be open to offering a friendly nod or smile to your neighbours, or initiating conversations when you see them in common spaces (e.g. lift landing, benches, coffee shops, playgrounds). Over time, frequent small and quick interactions may lead to deeper connections.
- Sharing food or gifts with your same-floor or next-door neighbours, especially during festive occasions, gives you a reason to initiate a conversation with them. You can also consider hosting an informal gathering of neighbours at your place during festive events.

There is much beauty to be discovered from building a community where you live. As you build deeper bonds with some neighbours, invite those that you think may be interested to learn about inclusion with you. Don't be afraid to share with them what you have discovered about your neighbourhood as part of the earlier stage.

## **2. With Volunteers**

As you get connected with different organisations, you may meet volunteers. Conversations with a volunteer will likely be less intimidating as both of you seek to contribute to the community.

### **Tips on Connect-ING with Volunteers**

- Find out how long they have been volunteering with their volunteer organisation.
- Ask them about their passions for causes, or why they decided to volunteer. You may be able to find some alignment in interests with them!





### 3. With NPOs/SSAs

NPOs/SSAs exist to support the needs of a particular vulnerable group. They are often a key asset and can help to connect you with vulnerable groups. However, they are often short on resources and manpower, hence it's important to humbly approach them, seeking to understand their needs, and if possible, offering help or support to them.

We (Solve n+1) assisted the Queenstown ING in connecting with a key SSA in the neighbourhood, which led to many connections being formed. Find out how we approached them and built rapport:

In Queenstown, the Lions Befrienders (LB) plays a vital role in organising gatherings and activities for elderly residents. We emailed LB, expressing our interest in fostering inclusion in Queenstown and exploring potential collaborations, which led to a meeting with LB's management team.

In our exchanges, we kept in mind that LB's mandate is to reach and serve a large number of elderly in neighbourhoods. Being aware that they were tight on manpower, we also often assured them that the ING's initiatives would not add to their staff's workload.

Between our first meeting and the subsequent one, there was a long pause in between. This may happen at times when working with different stakeholders for reasons including each party having different demands and timelines. In this case, Solve n+1 was in the midst of setting up the ING in Queenstown and wanted to approach LB after there was more clarity on how they could be involved in the ING. When our plans were confirmed, we reconnected with LB.

In the subsequent discussions, we emphasised how our collaboration can lead to mutual benefit – as the Queenstown ING fosters relationships with the elderly at LB, the ING Champions could also help to check in on their senior friends as supportive neighbours and volunteers.

Later on, we also learned about LB's initiatives, such as a walking interest group. Recognising their need for volunteers, the ING joined a few of their monthly walks, leveraging on that platform to connect with elderly residents. By participating in their existing programs rather than creating new ones, the ING tried its best to support and integrate into LB's existing ecosystem to avoid creating additional work for the staff.

LB served as a helpful platform for the ING to connect with other elderly volunteers and residents, as we had a shared goal of creating a flourishing neighbourhood for residents including our seniors.





### Tips on Connect-ING with NPOs/SSAs

- Start by sharing with them your desire to foster inclusion within the neighbourhood. You may also share your personal convictions and hopes for the neighbourhood (refer to the reflection questions in Section C).
- Find out more about the vulnerable individuals that they serve, as well as their existing programmes or interests. Look for ways that you may be able to join their activities, which could help to offload their work in supporting their beneficiaries.
- Enquire about their organisation's needs, or the needs of the vulnerable individuals that they work with. Remember to assure them that you're coming in to offer help (as opposed to starting a new initiative with them).

## 4. With Grassroots Organisations (GROs)

GROs, such as Residents' Committee (RC) or Residents' Network (RN), have networks with a wide range of residents, and they may be able to help you connect with other assets. Their mandate is to serve residents and bring them together to foster social cohesion and neighbourliness. As such, they often organise events and initiatives for residents.

In the Clementi ING, the ING Champions are new residents who did not have many existing connections with stakeholders and hence, they tried to get connected with their estate's RN. Read about how they gradually met and spoke with more people from the RN:

After joining WhatsApp/Telegram groups for my estate, I discovered that my RN had created interests-based chat groups and I decided to join a walking interest group for a monthly walk. That was where I met Lily\*, an RN Executive Committee member, who led the group. While I was eager to find out more about the RN, I was also interested to get to know her as a neighbour. Our conversation quickly led to a personal connection as we shared common worldviews, interests and values.

A few days later, I shared with Lily my interest in fostering 'unremarkable' inclusion in our estate, and she connected me with the RN Chair and Vice-Chair. My husband and I met both of them for a drink to learn more about the RN's needs, interests, and if any of their initiatives were related to social inclusion. Beyond discussing initiatives, we got to know them as fellow neighbours and discovered mutual acquaintances, which laid the foundation for deeper trust.

Eventually, they invited us to share about our interests at one of their RN's Executive Committee meetings. The RN was supportive of our efforts, as it benefited them to have residents helping to connect with targets of inclusion and expanding their social network. As a call-to-action, we requested for them to connect us with vulnerable neighbours that they may know of in the neighbourhood.





The Vice-Chair, who is an avid befriender, also sat with me at the kopitiam to introduce me to various individuals from the neighbourhood whom she knows, so that I could initiate conversations with them in future if I see them.

While no concrete initiatives were developed with the RN, it is helpful to have established a connection with a key asset, should we need to work together for future initiatives.

\*Pseudonyms used to protect identities.

### Tips on Connect-ING with GROs

- Get involved with some RC/RN activities. Through the activities, you may get to know RC/RN members and learn more about the RC/RN's interests and needs.
- Email or text the RC/RN and share with them that you are a resident interested to learn about the neighbourhood or the inclusive activities or practices done by the RC.
  - If such practices are currently not present but there is interest by the RC/RN to foster inclusion, invite them to join you as part of the ING. This may make grassroots events more accessible, and potentially bring together groups of “unreached residents” who have never attended grassroots events before.
- Suggest possible opportunities where your ING's activities and endeavours may align with the RC/RN's interests. For example:
  - Your ING may seek to connect with vulnerable individuals who are reclusive and the GROs would benefit as the ING helps to expand their resident database and social networks.
  - If your ING is planning to organise ground-up events and initiatives, GROs may also be interested to lend their support or get involved. In exchange, they may be able to provide resources or venues for you to do so.





## 5. With Businesses

Each neighbourhood is home to businesses such as the *kopitiam*, supermarket, provision shop and local barbers. As you get to know the business owners, you may be surprised to discover that some of them are seeking out ways to contribute back to the community.

In Queenstown, the ING met several businesses who were contributing back to the community, including a *kopitiam* owner who provides drinks for the elderly from Lion Befrienders after their group walks.

One of the Queenstown ING Champions also got to know the owners of a social enterprise. Hear from him how he got acquainted with them and explored ways to collaborate on initiatives to revitalise the neighbourhood:

I first struck up a conversation with the business owners of The Interchange, Nic and YT, when I was taking a walk and noticed that a particular shop had a lot of plants and gardening materials and tools outside. As an avid gardener, my curiosity was piqued.

As I spoke to them, I found out that this was their office and they were a social enterprise that combines research, design & fabrication to develop sustainable circular economy solutions for communities! They were involved in a myriad of research and development projects and business ideas related to upcycling, edible gardening and off-grid sustainable farming.

Over time, I struck up conversations with them whenever I passed by their office and learned that *The Interchange* had a strong interest in contributing back to the Mei Ling neighbourhood. They looked out for their elderly customers, volunteered at Lions Befrienders to teach the elderly how to upcycle, and contributed to Queenstown Kakis, a ground-up resident group, where they imparted gardening skills to residents.

Nic and YT's contributions to the neighbourhood also went beyond the physical, to include the digital space. They generously availed The Interchange's Shopee Store to residents and groups (e.g. seniors from Lions Befrienders) within Mei Ling to sell their crafts and designs, allowing them to tap on The Interchange's existing customer base.

As I shared a similar passion to contribute back to the community, I began to brainstorm with Nic and YT on ways to revitalise the 'dying' Mei Ling neighbourhood and hawker centre, which has seen a decrease in footfall over the years. Knowing that Nic and YT were former filmmakers, I mooted ideas of holding rooftop cinema screenings for residents or organising an event at the Mei Ling Hawker Centre to change residents' perspective of the importance of the communal space. While this initiative did not take off, we learned a few things in the process of brainstorming and engaging with the residents:





1. For Nic, YT, and I, we valued sustainable activities and initiatives.
2. Involving the larger community/neighbourhood in our discussions was critical as it helps us refine our ideas and initiatives. In the case of the cinema screenings, our neighbours discerned with us that there was insufficient ground traction for this idea to be sustained.

Today, I continue to share a friendship with Nic and YT. I appreciate meeting people who share similar passions in community building and I know I can always count on them to join me in pioneering new community initiatives!

It is important to recognise that not every business will prioritise inclusion or actively seek out ways to contribute to the community. In approaching such businesses, consider what their needs are and how residents can support them too!

#### **Tips on Connect-ING with Businesses**

- Start by seeking to know more about the business and the owners. For instance, why did they set up a business in this neighbourhood? If their business model or products are unique, what motivates them to do what they do?
- Find out more about their needs or struggles as a business owner. Think about how you can provide support to them or connect them with others who have the necessary skills to support them.
- Share about opportunities, trends or gaps in the neighbourhood that you have observed (e.g. increasing elderly population, rise in social isolation), and how the business can contribute or help in practical ways.
- Consider how the business can benefit by being inclusive or working with your ING, and if you feel comfortable, share about your interest in building a community in your neighbourhood or fostering inclusion. Find out their thoughts and if they share similar interests as you.
  - If you have observed that the business has been inclusive or if you've heard from others about how they have been part of the community, share with them your observations and ask about their motivations.
- If the business is ready to commit and embark on a project with you, plan the next steps together, such as connecting them with other stakeholders, or discussing how to launch and manage the initiative.
- Continue to drop by to strike up conversations with them. It will take time to build relationships with them!







## Connect-ING with Targets of Inclusion

The best way to learn about a target of inclusion is by getting to know them like a friend, hearing about their stories and understanding their needs!

- If you know someone who may be a target of inclusion, reach out to them and continue to develop your relationship with them. A suggestion would be to join them on their day-to-day activities or invite them to join activities that you partake in (e.g. weekly badminton or meals). Consider inviting your fellow ING Champions along to meet them.
- If you do not have an existing relationship with a target of inclusion, reach out to someone who may work with or be in contact with possible vulnerable individuals, and other stakeholders in the neighbourhood.

It's also important to bear in mind how to relate to others who may be different from you, especially if you do not have prior experience interacting with them.

### **Appreciate Differences**

Differences can be:

- Obvious and visible upon first impression (e.g. gender, age, race, or physical disability)
- Less obvious/invisible (e.g. personality, experiences, preferences, hobbies)

Such differences will shape how each person thinks, speaks, and acts. A characteristic when used in the appropriate setting can become a strength. For example, being hyperfocused on details can be perceived as a quirk when an individual overly scrutinises words spoken by others, but advantageous when checking the accuracy of financial statements. Therefore, it is important to learn to embrace everyone's uniqueness.

### **Manage Differences**

With differences, it's normal to be confronted with feelings of discomfort occasionally.

1. Catch yourself when judgemental thoughts start to fester.
  - Write them down.
  - If you need a moment to regulate your emotions, it is fine to excuse yourself temporarily.
2. Be curious. Instead of assuming, ask "why" and clarify.







3. It's ok to feel bad if an unfortunate incident occurs. You can extend forgiveness or apologise if necessary.





## Step 3: Organising-ING

After forming an ING, it's time for your ING to consider how to organise activities for neighbours and include vulnerable individuals in their communal life.

The activities that an ING can do are endless and exploratory. From our pilot project, we started building an [open-sourced ING Activity Ideas Bank](#), where ING Champions can exchange possible activity ideas. If the activities have been executed before, they are welcome to add on guidelines, feedback, or potential challenges faced when organising the activities.

### Neighbourhood Tours & Local Area Connections (LAC)

For our pilot project, the INGs were equipped to test out two central activities – neighbourhood tours and LACs.

There are two parts to the **neighbourhood tours**:

1. The first part is a **'walkabout'** where the ING will walk around the neighbourhood led by a Target of Inclusion (TOI). It could be a long walk or a short walk from one destination to another.
  - Walking with a TOI allows the ING to **step into their daily lives and understand how the TOI experiences their neighbourhood**, such as the places they frequent, the amenities they often use, the people they interact with, and how they navigate their neighbourhood. This is especially insightful for understanding how individuals with disabilities (e.g. wheelchair-bound individuals) take unconventional routes to get around.
  - They also provide an opportunity for **conversations to occur organically** and for the ING to learn more about the TOI's stories and circumstances.
  - It acts as a kind of unobtrusive 'needs assessment' and 'accessibility audit' without calling it as such. The ING can also thus obtain feedback and elicit ideas for improving the neighbourhood.
2. After understanding the TOI's needs, mapping out assets in the community, and rediscovering the neighbourhood from the perspectives of TOI, the ING will conduct the second part – **neighbourhood orientation tours**.
  - The tours can feature a variety of local hosts in the neighbourhood (e.g. general practice clinic, a hawker, a specific resident, etc) and highlight places and stories that are significant to residents. Ideally, the tour should also involve targets of inclusion – whether they are participants or hosts – so that their perspectives can be included.
  - These tours are simply framed as community events where residents can simply participate as a member of the community. They do not have to call out what they





do as an 'inclusive' or disability-related initiative, which may draw attention to people's marginalised statuses.

- As more tours are conducted, the local community will get to know one another in a natural manner, and the ING will also gradually develop a more comprehensive picture of various local assets and understand their strengths and interests.

When the ING better understands the needs of marginalised groups and the locals and assets who may be able to lend informal support, they will facilitate **Local Area Connections (LAC)**. Ideally, the ING will connect marginalised individuals to relevant people, so that they can meet one another's needs and collectively resolve problems within the community. For example, a retiree may be glad for an opportunity to read to a neighbour's child with autism, having acquainted themselves by participating in the local tours. LACs can help marginalised groups receive informal support in the community, but can also refer them to formal services where required.

## Our Learnings from the Pilot Project

In this section, we will share our experience in conducting these activities, including some guidelines for your consideration.

### Walkabouts

#### Guidelines & Steps

This activity would require you to have an existing connection with a TOI. If you do not have one, reach out to neighbours or stakeholders who work with vulnerable groups. For case studies and tips on approaching stakeholders, refer to [Step 2: Connect-ING](#).

#### 1. Initiating the Walkabout

After building a relationship with the TOI, at a suitable time, request for them to bring you on a walkabout in the neighbourhood. Here are some different ways to raise the idea to them:

- "I'm new to the neighbourhood. Since you've lived here for a long time, could you bring me to your favourite places in the neighbourhood? They can be places you like to eat or go to to relax, shops that you like to frequent."
- "I'm interested in understanding the neighbourhood from a different resident's perspective, and I would like to follow you on a short walk to learn about the places you frequently visit within the neighbourhood."





- “I’m trying to pool together a sense of the neighbourhood gems, and I want to find out from you where you frequent in the neighbourhood and which parts of it you like or appreciate.”

Alternatively, if they already have certain daily routines that involve walking around the neighbourhood, you can ask if you can join them for their walk! It could be a short morning exercise walk, or just them simply walking from home to a nearby *kopitiam*.

## 2. Executing the Walkabout

During the walk, chat with them about their lived experiences and interactions with the estate, including amenities, services, and neighbours, as well as their thoughts on their neighbourhood.

Here are some conversation starters for your consideration:

- Residential Background
  - Are there any places in the neighbourhood that you like to frequent? Why?
  - Are there any activities you did in the neighbourhood previously that you find yourself missing now or doing less of these days? Why is it significant?
  - When did you move to our neighbourhood? How long have you stayed here?
  - Where do you normally go if you need to unwind and relax?
  - What are some things you like/dislike about our neighbourhood?
  - What are some positive experiences or memories you have in the area?
- Communal Life & Relationships
  - Are you active in the neighbourhood? Do you know many neighbours? How did you get to know them?
  - If you ever had an emergency and needed someone to care for your child, is there anyone within walking distance from you besides family that you would reach out to for help?
    - Why
    - Why not?
  - Have you eaten a meal or shared food with your neighbours before? Why or why not?
  - Do you wish to be close to your neighbours etc? What would that look like?
    - What can be done to draw you closer to your neighbours?
    - What does it look like to be close to your neighbours?
  - Do you feel a sense of belonging in this neighbourhood? Why?
    - If not, what’s missing?
    - If yes, how do you allow others to feel what you’re feeling?
  - What role do you think you can play in cultivating a sense of belonging?
  - What is an ideal neighbourhood you aspire to build for your child to live in?





- Personal Life
  - Do you live alone or with anyone else?
  - [For TOIs] What kind of (day-to-day) support do you hope to receive or are willing to contribute to?

### 3. Documenting the Walkabout

We encourage you to jot down the observations and assets you have mapped out during the walk. This list of assets may come in handy if you need to work with other stakeholders or conduct a Neighbourhood Tour in the future.

Do also reflect on how inclusion may have occurred during the walkabouts. Here are some thought-starters to reflect on:

- Did the openness or trust between you and the target gradually increase as you went on the walkabout?
- Did the target of inclusion feel safe to share personal information with you? Did you feel safe sharing with them about yours?
- Did you learn any unexpected and surprising information about them? Did they learn about you?

Here is a template you can use to document your walkabouts:

<b>Date &amp; Time</b>													
<b>Location(s)</b>													
<b>Target of Inclusion</b>													
<b>Attendees</b>	<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 20%;">Name</th> <th style="width: 20%;">Residents / Organisation</th> <th style="width: 60%;">Profile Summary (e.g. Age, Gender, Length &amp; Location of Stay, Living Conditions, Job, Interests, Needs etc)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td style="text-align: center;">●</td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">●</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Name	Residents / Organisation	Profile Summary (e.g. Age, Gender, Length & Location of Stay, Living Conditions, Job, Interests, Needs etc)			●			●			
	Name	Residents / Organisation	Profile Summary (e.g. Age, Gender, Length & Location of Stay, Living Conditions, Job, Interests, Needs etc)										
			●										
			●										
<b>Observations &amp; Journaling of Walkabout</b>	Asset Mapping (McKnight and Russell (2018)): <ol style="list-style-type: none"> <li>1. Contributions of residents</li> <li>2. Associations</li> <li>3. Local institutions</li> <li>4. Local places</li> <li>5. Exchange (of intangibles, tangibles, and alternative currencies)</li> </ol>												





	<p>6. Local Stories</p> <p>About the Target of Inclusion:</p> <ul style="list-style-type: none"> <li>• Background and history of the TOI</li> <li>• Interesting facts about the TOI (e.g. job, history)</li> <li>• Needs, mentioned or observed</li> </ul> <p>Other Notes:</p>
<b>Insights</b>	
<b>Any other outcomes</b>	
<b>Any call to action</b>	

## Neighbourhood Orientation Tours

### Guidelines & Steps

#### 1. Before the Tours

Apart from going on walkabouts with TOIs, we would also encourage you to connect with other neighbours and stakeholders, or even ask them to bring you on walkabouts. They may have new perspectives and insights to share about the neighbourhood that can enrich your tours.

#### 2. Designing the Tours

While the overarching objective of the tours is to allow the local community and your ING to meet new people and assets organically, you can creatively and intentionally design to achieve other specific objectives that you may have, such as:

- To foster conversations and new neighbourly relations between participants, hosts and/or targets of inclusion
- To connect a specific TOI with a specific asset through the tour (i.e. facilitating LACs)
- To inspire residents to become more open and inclusive by sharing stories of relationship-building between your ING (or other assets) and TOIs that have occurred within the neighbourhood
- To attract residents who may not typically be involved in the community





### 3. Getting Participant for the Tours

Consider how to position the tour to encourage participation. You could present it explicitly as a chance for participants to meet other neighbours, hear untold stories, and connect with the community. Alternatively, you could subtly frame it as a thematic tour – e.g. a tour that focuses on the neighbourhood’s history, local businesses, or communal spaces – while designing it with a hidden agenda of fostering connections between neighbours and inspiring them to become more inclusive.

Read more about the Dover ING’s experience of organising walkabouts and subsequently, neighbourhood orientation tours:

As we went on walkabouts with residents, it yielded surprising information about the estate that we had not known about. Some of the elderly who have stayed in Dover for over 40 years shared that prior to the development of the Dover estate, the area was a plantation. They also shared history and facts about the businesses in the neighbourhoods, such as the origins of two coffee shops and a provision store that are owned and managed by a family. This particular family has been very generous to the Dover residents, even allowing familiar neighbours to pay on credit if needed!

Additionally, we witnessed how some neighbours looked out for one another e.g. checking in on an elderly resident if she was not at her usual haunt; retired elderly neighbours hanging out together at the *kopitiam* to provide companionship for one another.

The knowledge on places and stories in Dover that were gleaned from the walkabouts then guided the design of a customised neighbourhood tour. For the tours, we opened it to people who had an interest in Dover, such as residents who live in Dover and institutions who are interested in facilitating an inclusive Dover neighbourhood. During the tour, the participants reflected that they enjoyed the sharing of Dover’s history and how the estate developed, how the various social services agencies such as “KopiStop” operated by St Andrew’s Active Ageing Centre (Care) (Dover) and Heartfriends Student Care Centre were set up and its impact on the community, as well as witnessing the relationships forged between old neighbours. All in all, it gave them a renewed sense of appreciation towards their neighbourhood.





## Local Area Connections

### How can the ING conduct the activity?

Consider compiling a list of resources and assets in the neighbourhood. This could include both formal support from organisations and informal resources from neighbours with specific passions, skills and talents who are willing to use them to help others.

For example, as you get to know people in the neighbourhood, you might meet someone who is an avid gardener. In future, you might come across another neighbour who is keen to pick up gardening or is having trouble keeping their plants alive. The LAC can then facilitate a connection between both parties, as they share a common interest!

Examples of how connecting people might look like:

- Asking a neighbour if they have extra eggs to spare because you ran out and do not have the time to purchase it
- Introducing a neighbour who needs a job to another neighbour whom you know is hiring
- Linking up a neighbour who requires extensive support to the local Social Service Office or Family Service Centre to seek help.







Here are two examples where the ING facilitates LACs:

#### Dawson ING

During a walkabout done at Dawson with a parent of an Autistic child, the Dawson ING had the chance to hear about some of the common concerns and challenges faced by parents raising children with special needs. One concern that was raised included “Where will my child stay after I pass away?” The parent shared that there is currently a lack of facilities to train and equip higher functioning autistic adults to live in the community, either independently or with minimal supervision. About two weeks after the walkabout, Nigel from the Dawson ING came across an article highlighting the exact discussion that surfaced during the walkabout, as well as resources existing caregivers can turn to. He went on to share the resource with the parent, serving as a Local Area Connector.

#### Clementi ING

The Clementi ING Champions got to know an elderly couple who often frequented the *kopitiam* in their HDB complex. The husband, who has cancer and primarily travels in a wheelchair, relies on his wife. The wife was also previously a caregiver for her late father. The demands of caregiving have taken a toll on her, resulting in tight muscles, nerve compression, and a fear of falling, affecting her mobility. The ING Champions then connected her with a neighbour, who is a locum physiotherapist interested in providing services to elderly in the neighbourhood. The neighbour paid her a visit, conducted a basic assessment and taught her simple stretches that she could incorporate into her daily routine.





## Step 4: Clos-ING or Continu-ING?

As your ING continues to build relationships with diverse groups of people and targets of inclusion, it is important to have checkpoints to evaluate if your ING has achieved the intended outcome of inclusion. After evaluation, your ING can assess whether to continue or close.

Here are 3 broad categories you can use to assess:

### 1. Outcome of inclusion:

#### Target of inclusion

- Has there been any positive impact on the targets of inclusion?
  - Do they feel a sense of belonging, or at least, feel welcomed?
  - Do they express a desire to join in your activities or gatherings?

#### Stakeholders

- Have stakeholders become more mindful of the various people and their respective needs in the community?
- Is there support from stakeholders:
  - To adopt inclusive practices?
  - To avail their resources, such as space, time, manpower etc?
- Do you spot signs of community integration? Examples:
  - Residents stepping up to offer support/help to others
  - Residents exchanging personal numbers to continue the relationship
  - Targets of inclusion contributing back to the community (mutuality)

#### ING

- Have the ING Champions gained a better appreciation of the neighbourhood, and an understanding of what inclusion looks and feels like?
- Has the ING adopted inclusive practices?
  - Have these practices been sustainably integrated into your routines and way of life?

### 2. Affinity

- Is there good teamwork within your ING?
- Is there communication synergy?
- Is your ING aligned on how it views inclusion, and what it hopes to see happen?





### 3. Capacity

- Has the ING uncovered challenges that the team is ill-equipped to deal with?
  - Is that anyone else that can help?
- Has priorities shifted for any of the ING Champions?
- Do the ING Champions still have sufficient bandwidth and resources to continue?
  - If not, can the resources be supplemented by others?

Running through some of the aforementioned questions can lead the ING to two possible outcomes: Clos-ING or Continu-ING.

#### 1. Clos-ING

In Clos-ING, we acknowledge the difficulties that may have surfaced as you ran the ING. This may include challenges in coming together as a team, and the difficulties in trying to align with various stakeholders.

In spite of these challenges, do take time to celebrate your journey, including looking at your learnings and impact that have been made collectively. Do keep in touch with the people you've met too, whether through casual greetings when you bump into them in your neighbourhood, or via intentional meet-ups.

An ING that we closed was in Kebun Bahru:

The Kebun Bahru ING was formed when a resident noticed that her dad and his friends had few amenities near their estate that could keep them socially engaged. She also realised that many of them had mobility issues which prevented them from travelling to an active ageing centre.

As a result, she wanted to explore how the community could come together to support fellow caregivers like herself to engage the senior at risk of isolation. With the support of friends and fellow neighbours, she prototyped fortnightly activities/exercises across two months, and invited elderly residents from the estate to join her.

However, during this period, her dad suffered from a fall and required the use of a wheelchair. As a result, her caregiving duties intensified, and the resident needed to shift her priorities to focus on her dad. This left her with less capacity to prototype activities for other residents with her friends. The decision was then made to close the ING, and to focus on providing her with support instead.





## 2. Continu-ING

On the other hand, in Continu-ING, you may have found promising opportunities, ideas, or relationships to develop, or feel that your ING can continue to do more with the existing structure and activities that you have conducted. Continue to strengthen the trust and collaboration with existing partners, and be open to new ING Champions joining or current ones leaving, if they have other commitments that require their immediate attention.

Remember to look back as an ING to celebrate the impact of your work!





## F. Summary of ING and Purpose

An ING provides us with a structure to pursue inclusion within our neighbourhoods – however, it is important to remember that fostering inclusion in our everyday life is an open and exploratory endeavour!

We learn from the people around us, and we respond accordingly to their needs in the same way we hope others will reciprocate when we need help. In an ING, we seek to foster ‘unremarkable’ inclusion, and in doing so, build genuine relationships and experience a sense of mutuality.

Our Clementi ING Champions share their joy of running an ING:

The *kopitiam* below our block has become a place where we have grown an attachment to. When we head there for meals, the stall owners and cleaners smile and greet us – we have become a familiar sight to one another. The drink stall owner, in particular, has become a dear friend. As time passed and with more extensive conversations, we got to learn more about his personal life and his family back home in Vietnam. Often, he would also give us free drinks or let us try his new concoctions!

A few months ago, we also started chatting with a new Vietnamese stall owner – largely because I love her food and have been ordering from her weekly! Our frequent casual conversations led to her one day opening up about how she came to Singapore and her life now as a single mum to a young son. On another occasion when she was closing her shop early, she saw my husband who was injured and in a wheelchair, and insisted on wheeling him back to our home! Just yesterday, she needed someone who could help supervise her son with his homework and I agreed. As I did so, I firsthand witnessed her difficulties of taking care of him while running a stall.

Because of these friendships, we often look forward to heading down for meals to meet our friends. It’s amazing how relationships can be deepened slowly over time, just by being open and present, and having frequent small interactions.

As you go about Discover-ING, Connect-ING, Organise-ING, and Consider-ING, don’t forget to adopt an intentional approach to listen, explore, and respond to the opportunities that arise in your pursuit of inclusion within your neighbourhood.

Should you need additional resources refer to the section below. Alternatively, if you want to share your experience of setting up an ING, or bounce off an idea or two, feel free to reach out to us at [hello@solvenplus.one](mailto:hello@solvenplus.one).





## G. Additional Resources

As you embark on this journey of setting up an ING, you may also tap on other resources:

### 1. Solve n+1

Solve n+1 is a community-based consultancy that supported the formation of 5 INGs as part of a pilot project. They assisted the ING Champions with navigating various stakeholders, as well as brokering partnerships and garnering stakeholders' buy-in to the INGs' initiatives. That said, the ownership of the ING still lies with local stakeholders and ING Champions.

For instance, ING Champions would identify potential targets of inclusion, and Solve n+1 would come in to guide how they may approach these individuals to learn more about them. Solve n+1 also went with the ING to map out community assets, and supported them in identifying opportunities where inclusion can happen.

Where necessary and possible, Solve n+1 also reached out to their friends within the ING location to connect ING Champions and various targets of inclusion. This helped to speed up trust-building when building new relationships.

### 2. Playbook on 'Unremarkable' Inclusion

IPS and Solve n+1 conducted a previous pilot project to unpack the concept of inclusion, and it has led to a rich understanding that inclusion should ideally be 'unremarkable'. This forms the basis of the formation of INGs.

The insights on 'unremarkable' inclusion have been translated into this [playbook](#), which also outlines the different stages of inclusion and 'unremarkable' inclusive activities that can be conducted in a neighbourhood.

### 3. Past and Current INGs

INGs such as those in Kebun Bahru, Clementi, Dover, Mei Ling, and Duchess have a wealth of knowledge you can tap into as you embark on your ING journey. The respective ING Champions may have encountered situations that you may face, and might have a tip or two on how to navigate them. Should you require a link-up, email Solve n+1 with the request to connect.

