

Community Toolkit for a Better Living Environment

Your Guide in Starting Projects to Address
Municipal Issues in Your Neighbourhood

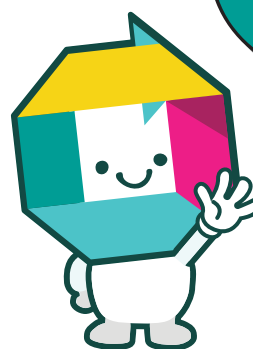


CONTENTS

Types of municipal issues and how this toolkit can be used	3
The U.S.E. (Understand, Solve, Evaluate) Framework	5
Overview	6
UNDERSTAND	7
Define your issue	8
Fact-finding for your issue	10
SOLVE	13
The K.I.D. (Know, Inspire, Do) Framework	14
Implement the solution	16
EVALUATE	17
Why evaluate?	18
What to evaluate?	19
How to evaluate?	21
What's next?	22

**Welcome to your
Community Toolkit!**

This toolkit is designed to help you develop projects to build a better living environment in your neighbourhood.



*Hello, I'm Kaki!
I will guide you
through turning your
ideas into solutions.*

*This toolkit is brought to you by the Municipal Services Office (MSO),
in collaboration with Temasek Polytechnic.*

MUNICIPAL ISSUES

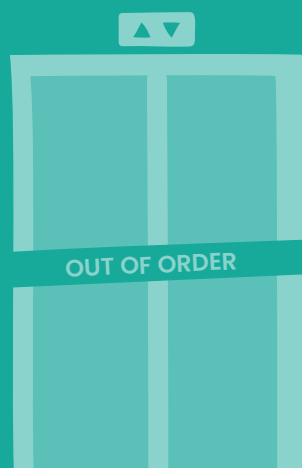
are matters that affect the upkeep of the communal living environment. They can be split into two categories.



THINGS

Issues involving “things”:

These are matters that require relevant agencies to provide the services to resolve, such as broken lifts, fallen tree branches or damaged pavements.



NEXT STEPS

Report on the OneService App or Kaki chatbot.

SCAN HERE



BEHAVIOUR

Issues involving people’s behaviours:

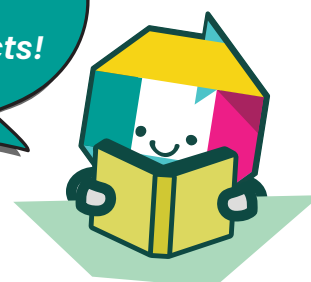
These are issues caused by people’s everyday actions, such as cluttering corridors or feeding pigeons. Unlike issues involving “things”, addressing behavioural issues requires us to understand why people act in a certain way, and encourage positive changes in habits.



NEXT STEPS

Community project to change behaviour.

Use this toolkit to help you start municipal projects!





THIS IS MARY.

She notices excessive items left in the corridors of her HDB block.

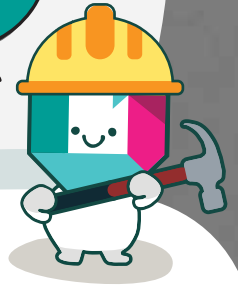
Through the community toolkit, Mary first seeks to **understand** the issue on cluttered corridors.

Through a good understanding of the issue, she creates a plan to **solve** it.

Then, she works with relevant stakeholders to carry out and **evaluate** her project, ensuring she achieves clutter-free corridors.

UNDERSTAND, SOLVE AND EVALUATE YOUR MUNICIPAL ISSUE.

*U.S.E. this
framework!*



UNDERSTAND

Why A good understanding ensures you create the most efficient solution that addresses the root cause of the issue.

What + How This toolkit helps you to better define your issue, and support you in conducting fact-finding through observation and interviews.

SOLVE

Why Solving a behavioural issue effectively means creating a solution that addresses the findings uncovered from your understanding of the issue.

What + How This toolkit guides you from understanding the issue, to brainstorming for ideas, and implementing the solution.

EVALUATE

Why Evaluating the solution helps to ensure you are moving in the right direction in solving the issue.

What + How This toolkit shows you some techniques and tips to develop an evaluation plan to work with.

OVERVIEW

UNDERSTAND

Define your issue:

Is it Specific,
Relevant and
Time-Bound?



Explore your issue:

- Observe the environment
- Speak to stakeholders
- Speak to residents

SOLVE

Organise your
findings



K.I.D. framework for
organising, analysing
and brainstorming

KNOW

INSPIRE

DO

Brainstorm your
solutions



Partner relevant stakeholders
to execute solution.

When you
define the issue,
you should also think
about how it affects
your evaluation.



EVALUATE



Decide on **WHAT** and **HOW** to evaluate.



WHAT:

Use data to understand the attitudes among residents.

HOW:

Decide how you want to compare data to evaluate the effectiveness of your project.



Partner MSO and relevant stakeholders
to evaluate solution.

A recap!



UNDERSTAND

Why



A good understanding ensures you create the most efficient solution that addresses the root cause of the issue.

What + How



This toolkit helps you to better define your issue, and support you in conducting fact-finding through observation and interviews.

1

Mary refines her issue on cluttered corridors into a statement that is **Specific, Relevant and Time-Bound**:

In Block 123, residents are not adhering to SCDF's guidelines to maintain a minimum clear width of 1.2m in the corridors.

Multiple households have placed items like shoe racks, bicycles and potted plants along the corridors, making it difficult for residents, especially those using wheelchairs, to pass through.

Her goal is to achieve clear corridors in Block 123 in 3 months, and to ensure they are maintained for at least a year.

2

Mary conducts observations of corridors and has individual interviews with residents and stakeholders.

Through her observation, Mary discovers that there is a lack of awareness of the regulation on corridor clutter, the importance of keeping the corridors clutter-free, and the services available to clear clutter.



DEFINE YOUR ISSUE

Your first step should always be to define the issue. This focuses your efforts and ensures that a real change will occur.

A well-defined issue statement is

- 1. Specific**
- 2. Relevant**
- 3. Time-Bound**

E.g. For Mary's issue on cluttered corridors

1

In Block 123, residents are not adhering to SCDF's guidelines to maintain a minimum clear width of 1.2m in the corridors.

2

Multiple households have placed items like shoe racks, bicycles and potted plants along the corridor, making it difficult for residents, especially those using wheelchairs, to pass through.

3

Her goal is to achieve clear corridors in Block 123 in 3 months, and to ensure they are maintained for at least a year.



SPECIFIC

What exactly is the behaviour you want to address?

Ask yourself:

How do people's actions or inactions create the issue?
Can they be observed?

Kaki:

Being specific about behaviour here will also make your evaluation easier to plan and execute.



RELEVANT

Why does your issue matter?
Does it affect the community?

Ask yourself:

Why does this matter?
Who will benefit?
Who will you need help from?

Kaki:

Remember, this goes beyond residents - think about other stakeholders such as Town Council and government agencies.



TIME-BOUND

When do you want to achieve your goal?

Ask yourself:

By when do I want to see changes?

Kaki:

Change in mindset is not enough; we want to see real change in actual behaviour.



FACT-FINDING FOR YOUR ISSUE

SPEAKING TO **STAKEHOLDERS**

Understanding the perspectives of relevant stakeholders (e.g. officers from Town Council and government agencies, and grassroots leaders) will give you insights about how they have been managing the issues, including the practices and regulations.

Suggested Questions

- How have the relevant Town Council and agencies been managing the issue?

- What may have caused the behaviour?

- How can we encourage residents to adopt considerate behaviours?

- What solutions have you tried in encouraging residents to adopt considerate behaviours? Have these solutions worked?

- How can we encourage residents to sustain considerate behaviours?



SPEAKING TO RESIDENTS

Understanding your residents will give you insights into their awareness, attitudes, motivations, past experiences, and behaviours.

Suggested Questions

- Have you seen or heard about (the issue)?

- What do you think about (the issue)?

- Have you tried to address (the issue)?

- How have you tried to address (the issue)?

- What more can be done to address (the issue)?



OBSERVE THE ENVIRONMENT

Observation allows you to understand the environment and how it affects the residents.

**Kaki:**

Observations can be made of both the physical and online environments.

Online forums count as environment just as much as void decks!

Suggested Observation Points

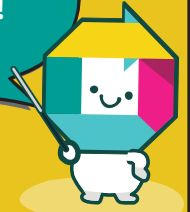
- Are there signs around the environment to encourage residents to adopt considerate behaviours?
- What would encourage residents to adopt considerate behaviours?
- What makes it easy for residents to adopt considerate behaviours?
- How do residents feel after adopting considerate behaviours?

SOLVE

Why

Solving a behavioural issue effectively means creating a solution that addresses the findings uncovered from your understanding of the issue.

A recap!



What + How

This toolkit guides you from understanding the issue, to brainstorming for ideas, and implementing the solutions.

Mary uses the K.I.D. (Know, Inspire, Do) framework to organise the insights she gathered and to brainstorm solutions.

KNOW	INSPIRE	DO
Data		
Ideas		

Mary decides to work with relevant stakeholders to run a campaign to encourage residents to declutter their corridors.

ORGANISING FACT-FINDING

THE K.I.D. FRAMEWORK

Insights are obtained from speaking to stakeholders and residents, as well as observation of the environment.



	Why is this issue happening?	What can be done to address it?
KNOW	<p>They do not know what to do.</p> <p>Use insights to understand why residents are unaware.</p>	<p>What can be done to increase visibility and knowledge? (i.e. what to do, how to do)</p> 
INSPIRE	<p>They are not motivated to do it.</p> <p>Use insights to understand why residents are unmotivated.</p>	<p>What can be done to persuade and/or reward residents?</p> 
DO	<p>They are unable to do it.</p> <p>Use insights to understand why residents are not doing it.</p>	<p>What can be done to make it easier and/or more pleasant to do?</p> 

FROM INSIGHTS TO SOLUTIONS

1 Mary's insights show a lack of knowledge of how and why residents need to declutter corridors, as well as the awareness of services that can help.

KNOW

- Many residents are not aware of the 1.2m rule (SCDF guidelines).
- Many residents are not aware that cluttered corridors can be a fire hazard or may hinder deployment of emergency services.
- Many residents are not aware of Town Councils' services to remove bulky items.

INSPIRE

- Many residents are not motivated because they have no other place to put their belongings.
- Many residents feel that it doesn't matter if they declutter their belongings, because some of their neighbours are not doing it too.

DO

- Many residents do not know how to start decluttering their corridors.
- Many residents feel that there are more important things to do than to declutter their corridors.
- Many residents think decluttering their corridors is a massive undertaking and needs to be well planned.
- Many are not sure how to go about decluttering (e.g. where do they throw some of the stuff? For stuff still in good condition, can they donate it and where to donate it?).

2 She brainstorms a solution centred around a campaign to encourage residents to declutter their corridors.

KNOW

Large posters at the void deck of Block 123 to inform residents of rules, fire hazard risks, and services that can help in decluttering corridors.

INSPIRE

Social media campaign showing the short-term and long-term benefits of clutter-free corridors, demonstrated with an influencer decluttering the corridors.

DO

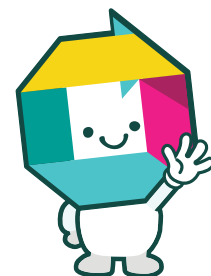
Monthly corridors decluttering contest with residents and relevant stakeholders.

IMPLEMENT THE SOLUTION

- 1 Seek approval from the relevant authorities for your project.**
e.g. Mary approaches the Town Council for approval to implement her project.
- 2 Develop a plan and identify potential stakeholders to achieve intended outcomes.**
e.g. Mary needs to work with grassroots leaders to organise a contest for Block 123 to encourage residents to declutter their corridors.
- 3 Develop a budget for the agreed plan with partners.**
e.g. Mary needs \$10,000 to implement her contest. She applies for relevant funding from an agency or a local grassroots organisation.
- 4 Implement the project based on agreed timelines with partners.**

Kaki:

MSO is here to help you with your project! Approach us if you need guidance on your solution or advice on possible partners. If you require funding, you can tap on various sources such as community grants from various agencies or sponsorships and community funds administered by local grassroots organisations.



EVALUATE

Why — Evaluating the solution helps to ensure you are moving in the right direction in solving the issue.

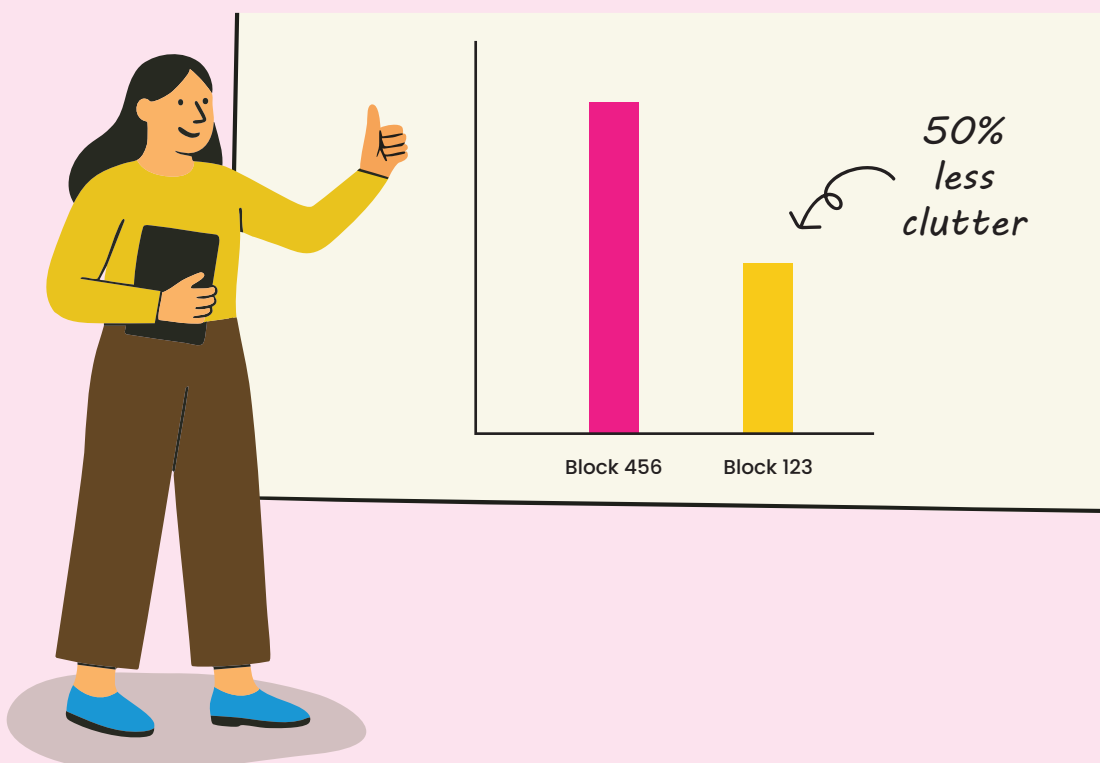
What + How — This toolkit shows you some techniques and tips to develop an evaluation plan to work with.

A recap!



1 Mary decides to evaluate her project by measuring corridor clutter (number of objects along corridors that obstruct the required 1.2m clearance), and awareness of residents (measured through survey).

2 Mary compares the findings between Block 123 (where she conducted the campaign) and Block 456 (where no campaign was conducted). Her data shows 50% less clutter in Block 123 compared to Block 456.



EVALUATE THE SOLUTION

Evaluation helps to ensure you are heading in the right direction.



Evaluation **always** involves a comparison with a community / situation where the solution is not implemented.

EVALUATE THE SOLUTION – WHAT TO MEASURE

Your issue statement from UNDERSTAND, and your organised fact-finding data from SOLVE, will give you clues on what to measure.

[RECALL PAGE 9] Mary's Issue Statement

SPECIFIC

In Block 123, residents are not adhering to SCDF's guidelines to maintain a minimum clear width of 1.2m in the corridors.

RELEVANT

Multiple households have placed items like shoe racks, bicycles and potted plants along the corridors, making it difficult for residents, especially those using wheelchairs, to pass through.

TIME-BOUND

Her goal is to achieve clear corridors in Block 123 in 3 months, and to ensure they are maintained for at least a year.

Measure clear corridors

[RECALL PAGE 15] Mary's Fact-Finding

Mary's insights show a lack of knowledge of how and why residents need to declutter corridors, as well as the awareness of services that can help.



Measure awareness and understanding of decluttering and services

EVALUATE THE SOLUTION – WHAT TO MEASURE

Try to collect a wide range of data for comparison.

Measure clear corridors

**Measure awareness and understanding
of decluttering and services**

Outcomes
Measure by looking and counting
items in actual corridors.

Understanding and Attitudes
Measure by asking residents how
much they know and understand.



Kaki:

You could collect clear data on the outcomes in your issue statement. Also, you should check if residents understand the changes, feel positive about them, and if the changes can last.

EVALUATE THE SOLUTION – 2 OPTIONS

1 Community A vs Community B

Compare data from communities where **the solution is implemented vs where the solution is not implemented, at the same time.**

Community A



No Solution

Community B



Solution

✓	Data shows that there are better outcomes in Community B compared to Community A.
✗	Data shows that the situation remains the same in both communities.

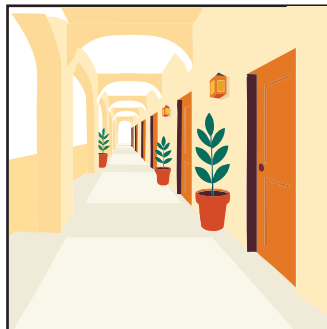
2 Before-After Comparison

Compare the data **before** you trial your solution to the data that is obtained **after** you have tested your solution.

Time →



Before Solution



After Solution

✓	Data shows that there are better outcomes after implementing the solution.
✗	Data shows that the situation remains the same after implementing the solution.

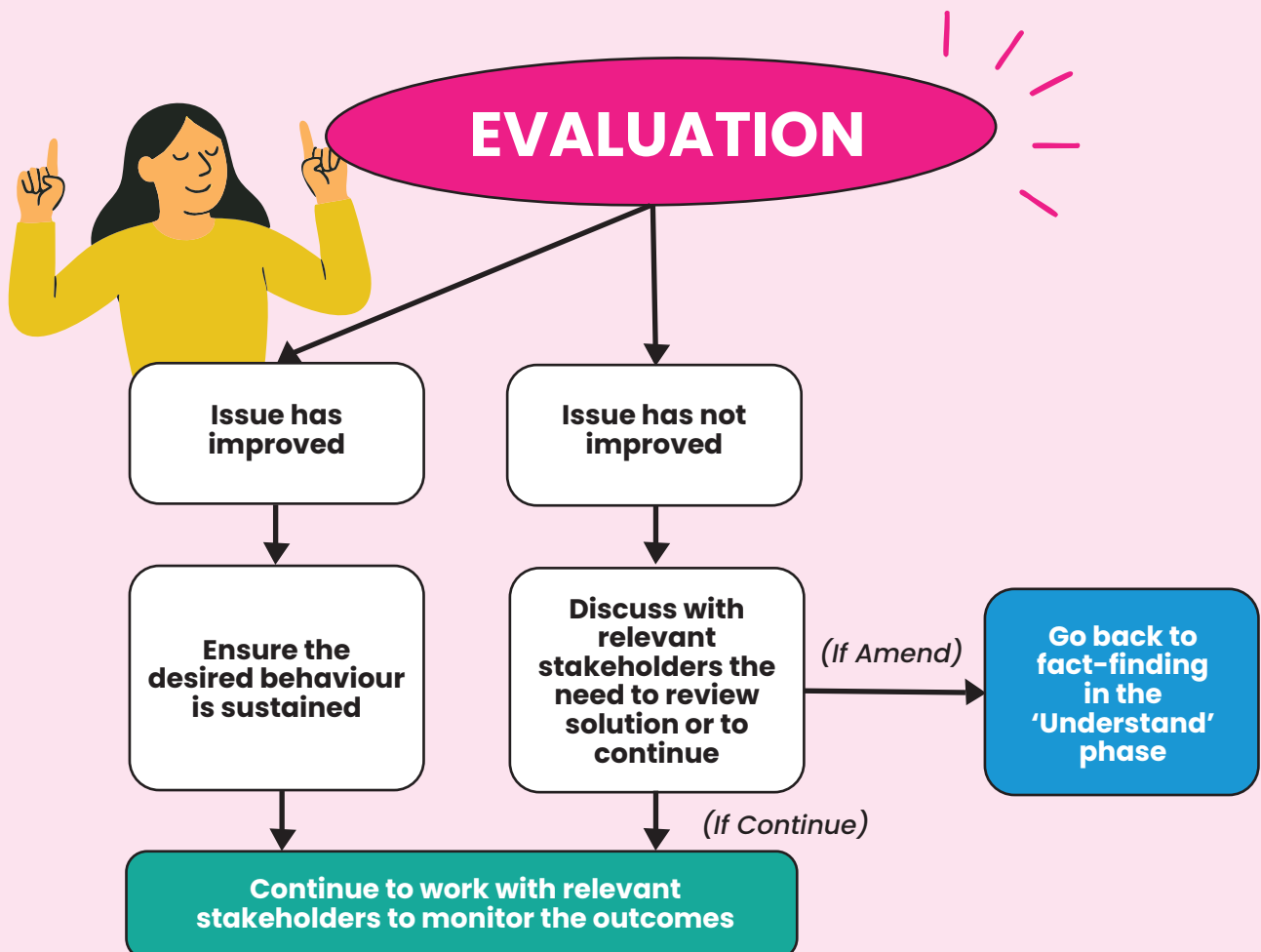
WHAT'S NEXT?



Kaki:

Community projects are not quick fixes. They help nudge things forward over time.

You've understood and solved your issue, and evaluated the results. What's next? Change takes time and effort. The key is to help residents sustain the new behaviour over the long-term.



And that's a wrap!

Now you know enough to run your project. Be sure to **understand the issue, **solve** it, and **evaluate** your project to ensure you have met your outcomes.**

For more assistance, you can reach out to MSO at OneService_Community@mnd.gov.sg.



Kaki:

You have reached the end of this toolkit.
You are now ready to take action!

