

Warm Meals Warm Hearts

Food made from the Heart

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This report proposes the collaboration between Neo Garden and The Majority Trust for the “Warm Meals, Warm Hearts” programme, outlining the cause, execution plan, timeline and potential benefits for involved stakeholders. Primary (surveys) and secondary (online) research were used to ascertain key issues within our target community and support the creation of our execution plan.

Situational Analysis

The Majority Trust is a philanthropic organization that catalyzes collaboration with partners to build a thriving and sustainable community for Singaporeans. The group is proposing to set up a community kitchen programme (“Warm Meals, Warm Heart”) to rekindle the Kampong Spirit and alleviate food insecurity for underserved communities while providing a variety of options that are fresh and nutritious. Through surveys, The Majority Trust confirmed that the pain points of the selected beneficiaries (Senja Road rental flats residents) were aligned with its key motivations. Online research identified key success factors of various local community/soup kitchens, such as the “Pay What You Can” initiative and the concept of food and physical spaces as a key tool for community bonding, which will be adopted by the programme.

Proposed Partner

The Majority Trust is proposing a collaboration with Neo Garden to leverage on its industry connections, culinary expertise and kitchen design experience. Neo Garden will benefit from higher levels of community engagement, Economic, Social & Governance participation and positive marketing effects.

Proposed Action Plan

The proposed programme is expected to launch within 7 months to cater to the underserved food insecure community and foster stronger bonds. Awareness will be raised through door-to-door promotions and Facebook/Instagram updates. The Majority Trust has also proposed sustainability and expansion plans. Evaluation metrics such as attendance rate and volunteer sign-up rates will be collected through pre and post surveys that will assess the social impact.

Conclusion

Singapore as a wealthy nation has immense potential to eliminate food insecurity and become a more homely and liveable place. Together with Neo Garden’s expertise, the “Warm Meal, Warm Hearts” programme will not only provide gains for Neo Garden in terms of corporate social responsibility but also for the greater good of Singapore. Join us today to make Singapore a better place!

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*“Our Vision Is A Thriving And Sustainable
Community For All In Singapore”*



About The Majority Trust

TMT is a philanthropic organisation established in 2018 to rally support of like-minded peers in the advancing of welfare of all in Singapore. TMT's main mission is to be the catalyst of collaboration and creativity for the common good of all Singaporeans. The three key arms of TMT are gleaning, giving and galvanising. As part of TMT galvanising arm, TMT would like to facilitate corporate partners like Neo Garden to meet the needs in the community.

Introduction

The following report is a proposal by The Majority Trust (TMT) to Neo Garden (NG) for an opportunity to collaborate on an initiative in rekindling Kampung Spirit among Singaporeans. TMT hopes to bring Singaporeans together through a community kitchen initiative supported by Neo Garden.

The report will first identify TMT's motivations behind the project, followed by an analysis of successful case studies of community kitchens implementation around Singapore. Thereafter, survey and short chats are conducted to determine the key issues and sentiments of the chosen service users. Reasons for choosing Neo Garden will also be highlighted. Following which, an action plan will be proposed, with the respective timeline and budget plan highlighted. Lastly, key social impact metrics that will be used to highlight the success of the plan will be discussed.

1. Lack of Kampung Spirit

“Kampung Spirit” refers to a strong sense of belonging, of camaraderie, of community. It’s a value, not an object of heritage that is relevant only in the past (Chia, 2021). Due to the changing social structures of modern Singapore and as Singapore continues to prosper into a globalised and digitised city, Singaporeans are found to have increasingly weaker relationships with their community.

Reason 1: Lack of Time/Preference for Privacy

Singaporeans are interacting less with their neighbours, often because of **a lack of time or a privacy preference**. With smartphones, we prefer to concentrate on our smartphones rather than people around us (Chia, 2018). The “open door” policy in kampongs encourages trust, frequent communication, and gatherings take place. However, such culture does not occur in HDBs as Singaporeans are increasingly becoming more private.

Reason 2: Changing Structure of Neighbourhoods

Another notable reason for the weakening of this “neighbourliness” is the **structure of the neighbourhood** (Lagman, 2019). Common spaces like void decks that have originally been created to encourage residents to interact informally, have largely been unsuccessful (Au-Yong, 2017). Void decks are shared, wide open and reserved Singaporeans are unlikely to have interaction in void decks spontaneously. Strict rules that ensure that public spaces do not generate noise and activity such as the banning of ball games further stifles interaction (Sam Jo, 2016). Currently, the structure of HDBs unlike kampongs **lacks such avenue and opportunities for social interaction** (Liang, 2019). These factors result in residents not having a shared sense of belongingness to their neighbourhood. Our programme hopes to intentionally create a safe space, which serves as an area for residents to mingle every other Saturday. A community space for residents to form meaningful connections, through the idea of collective idling (Chua, 1994).

2. Food Insecurity among Underserved Communities

Despite Singapore's national reputation as an affluent nation and its known status as a cheap food paradise, however, some 4.1% of Singaporeans face moderate-to-severe food insecurity (Tong, Yip, Tiah, 2020a). One of the primary reasons is the **rising food cost** in Singapore squeezing household budgets. A study shows that more than half of the surveyed who experienced severe food insecurity received infrequent or no support at all (Alexander, 2020). Food insecurity continues to persist even with 125 food support organizations serving food-insecure individuals due to **misalignment of food support** where some areas being **underserved while others being over-served**. Currently, there is no central database for food charity organizations in Singapore to know who's getting help and who isn't (Alexander, 2020). The lack of an integrated system results in duplicated aid in overserved areas while underserved Singaporeans remain hungry. Thus, the programme hopes to provide food expense relief and alleviate food insecurity for these **Singaporeans living in these underserved rental flats**.

3. Gaps in Social Provision

Lack of Freshness, Nutrition & Variety of Food

Most food rations pack provided by food support organisations lack variety, freshness and nutrition. This is because, many food support organisations **rely on donated food items** to give out to beneficiaries. **Transporting fresh food** has also been a significant issue faced when giving out food rations. This results in food rations containing the same kinds of non-perishables with a long shelf-life such as instant noodles and a variety of canned foods. Beneficiaries are unable to personalise their ration and packed food, resulting in a mismatch of the needs of beneficiaries and the food distributed. This leads to a pile-up of rice, instant noodles, biscuits, and canned sardines and baked beans which are eventually forgotten or discarded causing food wastage. (Tong, Yip, Tiah, 2020b).

Similarly, residents who frequently received packet meals from food support organizations mentioned the **lack of variety and nutrition** as they have been having the **same type of food for years**. The food is frequently cooked the same way to ensure efficiency of cooking. Due to the stigmatised food aid environment, beneficiaries are unable to provide feedback as there's a perceived notion that they are the receiving end and should not complain about what's provided (Tong, 2020a).

Brief Idea of Plan

TMT has proposed the idea of a community kitchen foster space for the community to come together to bond. At the same time, ensuring the food security for the proposed community.

Proposed Beneficiaries

Residents staying in rental flats along Senja Road, Blocks 632A and 632B will be the recipients of the first run of the community kitchen as it has one of the few community gardens in Singapore which we hope to utilise in our solution. From the team's primary research, Senja Road low-income community is not widely served in Singapore as compared to other areas like Jalan Kukoh. By targeting an area that has not been well reached, the impact on the community would be greater compared to somewhere that's overserved as the residents are most likely the ones who are food insecure.

Goal 1: Building a community

Traditionally, basic needs of humans consist of food, water, and shelter. Interpersonal food behaviors, such as food sharing and food offering, are associated with closeness between people and thought to facilitate the formation and strengthening of social bonds (Gregersen & Gillath, 2020). Our programme aims to bring Senja Road residents together through **cooking and sharing of food in a community kitchen**.

In a multiracial nation like Singapore, food will be an excellent method to further promote the sharing of cultures among residents with different backgrounds living in the same estate. Social cohesion is fostered through these interactions, fostering a ‘Kampong Spirit’.

Goal 2: Providing Warm Meals for Food Insecure Residents

Our programme aims to target families living under the HDB Rental Scheme along Senja Road, Blocks 632A and 632B. Families living under the scheme has total household gross income not exceeding \$1,500 every month. We hope to assist the underprivileged families through **providing warm meals** and minimizing their struggles of sourcing food for their family.

2.0 Situational Analysis – Proposed Beneficiaries & Goals

Goal 3: Supply Variety of Nutritious Food

Good intentions of food assistance groups across Singapore sometimes fall short of meeting needs of beneficiaries. Through the community cooking sessions, we strive to help residents **establish a say in the classifications of food they will be consuming**. In this trial programme, we will be targeting a smaller social group and it enables a higher customizability for special needs such as low sodium, low sugar or soft diets. As the ingredients and menus are subjected to the daily fresh produce and expertise from Neo Garden, we look forward to the variety of delicious meals residents will be receiving.

Goal 4: Cultivating Culinary Skills

We recognize the importance of sustainable help and hence wish to impart **lifelong skills to residents**. Through the utilization of community kitchen, we provide a platform for residents to pick up basic culinary skills. The skills will extend beyond just preparing food, but also in budgeting and eating healthy through helping residents to learn about nutrition guidelines and make healthier food choices.

Acquiring basic culinary skills could be beneficial for residents passionate or currently employed in the Food and Beverage (F&B) industry. We hope to turn cooking into a creative outlet for residents, especially young residents who are discovering their career paths. We aim to motivate them to pick up a lifelong hobby they would have otherwise never imagined.

Motivations

Goals

Lack of Kampung Spirit

Goal 1:
Building a Community

Food Insecurity among Underserved Communities

Goal 2:
Providing Warm Meals for Food Insecure Residents

Gaps in Social Provision

Goal 3:
Supplying Variety of Nutritious Food

2.0 Situational Analysis – Secondary Research Key Success Factors

We researched on three different initiatives across Singapore. One strives to **bond seniors through food**, one strives to **encourage paying kindness forward**, and the last one strives to **alleviate hunger of underprivileged social groups**. We can learn from their success and integrate their goals to better serve beneficiaries in our programme.

GoodLife! Makan at Marine Terrace



Figure 2.2 – Seniors at GoodLife! Makan
Source: The Straits Time

Krsna's Free Meals



Figure 2.3 – Workers collecting meals
Source: The Straits Time

Free Food For All



Figure 2.4 – Food being prepared
Source: Ricemedia

Goodlife! Makan community kitchen was started in January 2016 by Montfort Cares at a void deck. The initiative encourages stay-alone seniors to come out of their homes to participate in cooking for their neighbors and friends. The popular gathering spot for seniors has helped boost **physical** and **mental wellbeing** of seniors and **foster social cohesion among seniors**. This case study highlights the importance of **physical spaces and food** as a catalyst for social cohesion.

Krsna's Free Meals serves free vegetarian breakfast and lunch to 1,000 people daily. Little India was chosen as the area of service as there are many migrant workers gathering with no food aid. The initiative believes that **food can be free and delicious**. Beneficiaries are encouraged to make **small donations** of any amount or volunteer to give back to the community. This case study highlights the “Give it Back” movement which gave beneficiaries a **sense of dignity through contribution to their meals**.

Free Food For All (FFFA) was started in 2014 by Nizar, a retired businessman. It serves 1,000 – 2,000 beneficiaries each month. It collaborates with caterers and kitchens to prepare Halal food for beneficiaries and focuses on food quality. FFFA positions itself as a project **for the Community, by the Community**. This case study highlights the underlying desire to **rekindle kampong spirit** through **fostering strong ties** between neighbors and the community.

We conducted a short multiple-choice questions survey and short chats with residents living at Senja Road Block 632A and Block 632B. Based on the survey, we gathered key insights on the amount and type of food aid that the residents are currently receiving. The survey highlighted that this is an underserved area.

47%

Of respondents' food aid packages are dried goods

62%

Of respondents has never receive cooked food or meals from charities

Figure 2.1 : Response from Survey

Respondents' Sentiments on Establishing a Community Kitchen in their estate

“Community Cooked Meals Are Cost Effective”

Residents found that purchasing of fresh produce and food ingredients in bulk to prepare meals are cheaper and could benefit more residents and their families. Some residents found it wasteful and expensive to cook for themselves as ingredients are always sold in a portion bigger than their needs.

“Willing And Excited To Interact With Neighbors”

Residents expressed interests to expand their social circle and find activities to utilise their time. Majority of respondents who felt this way are retired senior citizens living alone or spending their time alone at home during the day while their family member's work.

“Will Participate To Cook Better For Their Children”

Some residents hope to pick up new recipes through the programme to experiment and whip out nutritious meals for their growing children.

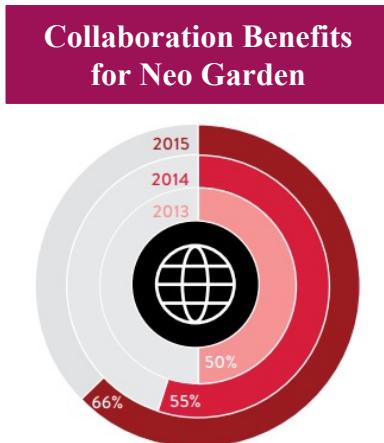


Fig 3.1 Consumers willing to pay more for sustainable brands

Source: Nielsen 2015 Global Corporate Sustainability Report

ESG isn't just a nice thing to do. It is becoming a critical element in gaining market share, engaging employees and raising capital.

Fig 3.2 Bain & Co's views on ESG
Source: Bain & Company, 2021

Higher Levels of Community Engagement

With the original format of learning and preparing warm meals, participants stand to gain **long term benefits** as they can better provide for themselves and become more employable. Through continued participation, Neo Garden **engages the community at a higher level** on top of its other initiatives (e.g., “Neo Seed Fund” and “Begin with Love”).

Positive Marketing Effect

Neo Garden can **build goodwill** with participants through continued participation. As we expand, this effect and the resultant positive marketing will follow too. Since consumers lean towards corporate citizenship (Fig 3.1), the accumulated goodwill represents a **competitive advantage** over Neo Garden’s competitors.

Rising Trend of Environmental, Social and Governance (ESG) Investing

ESG investing is a rising investment trend (Fig 3.2) and has become a priority for corporations. Neo Garden will enjoy the **benefits of ESG participation** and therefore generate value as investors find the company more attractive. This fulfils the duty of shareholder wealth maximization and increases the company’s growth potential.

Neo Garden will **provide raw ingredients** used in meal preparations. This ensures food quality and safety with Neo Garden's stringent standards. It also removes the cost barrier that may discourage participation.



Neo Garden will also provide its **culinary expertise** and **kitchen interior design expertise**. Neo Garden's certified chefs will ensure that participants learn professional and safe food preparation skills. In addition, to maximize the efficiency of TMT's kitchen funding, we hope to leverage on Neo Garden's experience in designing professional kitchens.



TMT's will **fund the community kitchen**, covering all related expenses including essential facilities and appliances (\$4,500), with funds from donations and our built-up reserves.

We will also **lay the groundwork for sustainable operations** by leveraging on our existing charity connections to explore improvements and push the programme towards longer term sustainable operations.



Casewh Zone 4
Residents' Committee

Cashew Zone 4 Residents' Committee (RC) will **Maintain social order** by acting as crowd control during the actual programme and tending to residents with special needs, such as the elderly or handicapped individuals.

RC staff/volunteers will also **facilitate meal distribution** with customized portioning to reduce waste and minimize contamination arising from self-service.

4.0 Execution Plan – Proposed Timeline



In **April**, TMT will enter the final planning phase, where we confirm the construction details with contractors, finalize the list of equipment with suppliers and obtain permission from authorities.

In **May**, kitchen construction and marketing efforts will kick off. The construction is estimated to be fully functional by **July**.

In **August**, TMT launch the community kitchen alongside the programme. After 2 months, we will conduct a post-survey for further reviews.

The above constitutes the **Initial Phase** of our long-term plan. As the programme grows and stabilizes, we will eventually train sufficient Resident Committee staff and participants to take over further operations in the **Independent Phase**. In the even longer term ahead, we look to expand the programme to other residential areas across Singapore it gathers enough momentum in the **Expansion Phase**.

Current

Initial Phase

Programme Implementation @ Senja Road

Future

Independent Phase

Participants and Resident Committee takes over

Future

Expansion Phase

Expansion to other residential areas

Fig 4.2 "Warm Meals, Warm Hearts" Future Phases

4.0 Execution Plan – Proposed Marketing Efforts



Fig 4.3 Promotional Flyer

In marketing our programme, we will mainly employ **door-to-door** promotions alongside **social media updates**. There will be no need for any media buys as we are reaching out to a limited group of audience that is accessible to us



For our **door-to-door promotions**, volunteers will approach residents during non-peak hour timings (i.e., 9AM – 11AM, 2PM – 5PM, 7PM – 9PM) to share the details of our programme by passing out promotional flyers (Fig 4.1). This will start in May and we will cover most of the residents come July.



For our **social media** efforts, we will set up a Facebook and Instagram page, posting the relevant details and updates of our programme (Fig 4.2 & 4.3) and showcasing Neo Garden's participation as well.

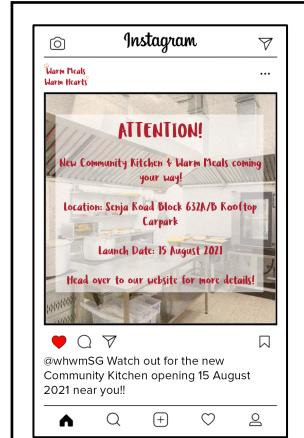


Fig 4.4 Instagram Post



Fig 4.5 Facebook Post

*All marketing materials can be found in full size under Appendix B

“Warm Meals, Warm Hearts” Schedule

Fig 4.6 “Warm Meals, Warm Hearts” Bi-weekly Schedule

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Week 1	TMT finalises Menu	Neo Garden receives menu	Neo Garden confirms chef roster with TMT	-	Neo Garden Trial Cook	-	-
Week 2	Mon	Tue	Wed	Thu	Fri	Sat	Sun
	-	-	-	-	-	Actual Programme + Food Delivery	-

Time	Activity
0900	Cleaning + Delivery
1000	Preparation (Lunch 1)
1100	Preparation (Lunch 1)
1200	Distribution (Lunch 1) + Preparation (Lunch 2)
1300	Distribution (Lunch 1) + Preparation (Lunch 2)
1400	Distribution (Lunch 2)
1500	Distribution (Lunch 2)
1600	Cleaning
1700	Cleaning
1800	Closing

Scheduling

As shown above, we intend for the programme run on a **bi-weekly schedule** (i.e., 2nd and 4th Saturday every month). Preparation works such as menu finalization and chef rostering will be conducted over the week prior to the actual cooking day.

On the day of the programme, there will be **2 food distribution sessions** (1200 for early lunch and 1400 for late lunch).

Menu

Food will be served in accordance with the **My Healthy Plate** guideline (Fig 4.4), where healthy portions of different food groups are advised for a balanced meal.



Fig 4.7 Health Promotion Board's “My Healthy Plate”

4.0 Execution – Proposed Budget

Fig 4.8 Kitchen Construction Budget

Item	Cost
Renovation & Construction <i>Flooring, Ceiling, Gas, Water & Electricity Works</i>	30,000
Kitchen Set-Up <i>Metal Works and Cooking Equipment</i>	10,000
Marketing <i>Brochure Printing, Social Media</i>	1,000
Total	41,000

*All costs are denominated in SGD

Fig 4.9 Per Cost Session Budget

Item	Cost
Raw Ingredients	1,800
Manpower <i>Delivery Logistics & Kitchen Management</i>	200
Gas & Electricity	50
Expendables <i>Packaging and Cutlery for 900 pax</i>	90
Total	2,140

*All costs are denominated in SGD

Borne by: THE 

The setup and construction of the kitchen on the rooftop carpark at Block 632A/B is estimated to cost around **\$30,000**.

Professional cooking appliances and equipment will incur another **\$10,000** (Ho, 2016).

A one-time marketing effort through door-to-door promotions and social media is estimated to cost about **\$1,000**.

Borne by: 

For each session, raw ingredients is estimated at **\$2** per pax (Straits Clan, 2018)

Neo Garden's manpower costs for delivery logistics and kitchen management is estimated at **\$200**.

Gas and Electricity for each 4 hour session is estimated at **\$50**, with disposable food packaging and cutlery estimated at **\$90**.

Cost-Benefit Analysis

According to a research by Lien Centre For Social Innovation, most low-income families in Singapore experience the need to not consume a meal or go hungry for an entire day once every 12 months (Glendinning, Shee, Nagpaul, & CHEN, 2018). Our programme aims to run twice a month within the same residential area, to **reduce the frequency of low-income families going hungry**.

Another benefit of this programme is the environment and situation to allow for bonding between the neighbours of the blocks. Hawker Centre like settings of our programme plays which has an important role in community bonding (Kong, 2007). As such, the large costs going into setting up the physical space for this programme allow **better environment for bonding between the beneficiaries of the programme**.

The initial cost per meal of the programme for the first session will be 24.16 SGD however within the span of two years of the programme, the price per meal will have fallen to 2.29 SGD due to economies of scale for the initial fixed costs used to set up the kitchen. By the time this programme has reached its two-year mark in 2023, it will have costs **103,000 SGD** to run but have served up **45,000** warm meals to the community, impacting the approximate **375** low-income families in the area **30 times**.



Fig 5.1 – Price per meal over two years

By creating such an impressive impact on the lives of the community, Neo Garden can obtain **positive public opinions and marketing** with a diminishing cost of return in the long run, making it a **cost-effective way of improving its branding**.

Metrics for measure of social impact created on the community

The goal of our programme is to forge and strengthen social bonds through food as well as creating a “Kampong Spirit” in the community. In order to measure the metrics for our goal we must look at the amount of people attending the various sessions.

The **attendance rates** of the sessions will help to measure the acceptability of our programme, to **show if residents in the area are willing to attend** such social events held within the area.

The **volunteer rates** of the programme are also a good measure as it can show if our programme has **managed to influence more people to engage in helping their communities**.

We will also be conducting a **post-session survey** in October of 2021, 3 months into the programme to **get general feedback** from the community about the programme.

1. How many times have you attended the “Warm Heart Warm Meals Programme?”
2. Why have you attended/Not attended the programme?
3. Have you volunteered to help-out in programme?
4. Why have you volunteered/Not Volunteered in the programme
5. How do you find the food provided through the programme?
6. Do you think the programme has helped you in any way(s)?
7. Do you now know more people in the community around you than compared to before the programme was implemented in August?

The survey will help the team identify the effectiveness of the programme through community feed back, whether it **has achieved the goals the team has intended for the programme to reach**.

A. Ensuring Sustainability

To reduce the reliance on Neo Garden and TMT burden for providing for the programme. Several initiatives will be rolled out during the **independent phase** of the programme to alleviate the cost of the programme.

1. “Pay What You Can” Initiative

A donation box will be placed at the entrance of the kitchen and beneficiaries can choose to pay if they like to. By allowing beneficiaries to pay, also helps to give them a sense of dignity and belonging where they too have participated in their meal in some way. However, there will be no obligations to pay.

2. Donations from Surrounding Communities

Surrounding residents are also able to drop by the community kitchen to drop off their donation to show support for the initiative.

3. Donations from Bukit Panjang Community Garden

The chosen community is located near the Bukit Panjang community garden (Fig 5.2). The community kitchen will accept fresh produce (i.e. herbs and spices) from residents who are keen to donate. Depending on the amount donated, Neo Garden chefs will come up with an appropriate plan for that week.



Fig 5.2 – Bukit Panjang Community Garden

B. Expansion Plans to Other Parts of Singapore

As mentioned in the situational analysis, majority of the food insecure Singaporeans is because of the over-serving of certain communities and undeserving of other communities. Thus, the team aims to expand the scope of this project to other underserved food insecure areas in Singapore that have not been covered by food support organisations. This will likely be carried out in the **expansion phase** of the programme.

Not Enough Volunteers for Cooking	Poor Reception	Dietary Restrictions of Residents	Low Levels of Enforcement
<p>Not enough certified volunteers to help cook during the sessions. Food preparations for mass in Singapore require the cooks to be certified by the Agri-Food and Veterinary Authority of Singapore (AVA). Additionally, to provide Halal food in Singapore, there needs to be a Halal Team Leader of Muslim Representative and all involved in the cooking process must complete a Halal Training programme by an appointed MUIS-appointed training provider. As such, the number of cooks compliance with the different laws and regulations in Singapore for the programme might be limited. We can overcome this challenge by introducing a sign-up form and scheduling for the various volunteers who wish to participate and send them for the relevant training. Once they have completed their training, they will be obliged to serve the programme for a minimum of 10 sessions to cover up the costs</p>	<p>Low take-up rate might potentially hinder the cost effectiveness of the project. Residents around the area might be sceptical about the legitimacy of the programme and not turn up. This can result in a lot of wasted food and other resources during each session. We can overcome this challenge through our marketing efforts to boost the acceptance rate of the programme. Invite prominent public figures to come promote this social programme as well (MPs, grassroot leaders)</p>	<p>Dietary restrictions of various residents in the area such as allergies, religious practices and personal choices might cause the food provided to not be suitable for everyone in the area. To counter this, we can do a general survey to the people in the area and using the data, identify a set of preparation guidelines that is able to serve the majority of the people in the area.</p>	<p>This programme requires the residents of the area to have a high levels of consideration to each other, to only take what they need and not hog the limited food that we are going to be giving out. It is beyond our control to enforce this as the programme wishes to instil a “Kampong Spirit” within the community. However, we can put up signages and posters to remind residents to be considerate and only take what they need.</p>

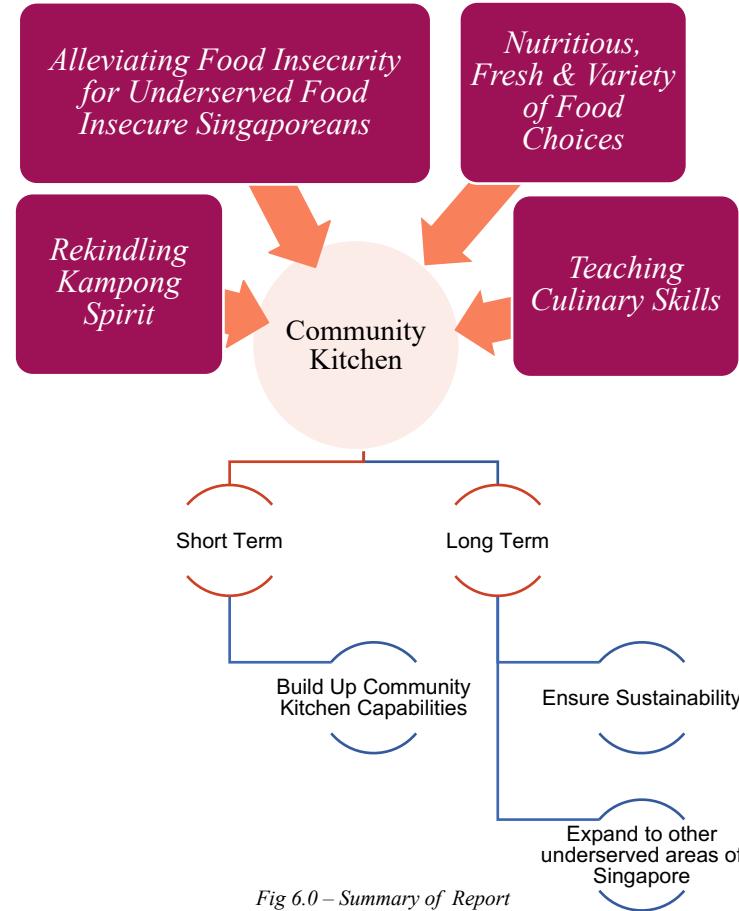
6.0 Conclusion

In this report, TMT proposed a collaboration with Neo Garden to implement a Community Kitchen initiative for the food insecure and underserved residents staying in Senja Road. We hope the proposed community kitchen will rekindle the kampong spirit among residents, serve underserved and food-insecure residents, ensure that nutritious, quality and fresh food are available even to the food insecure. Last but not least, equip interested residents with culinary skills which may come in handy in the future (Fig 6.0).

In the short term, we hope to build up the capabilities of the community kitchen. The residents of Senja Road will serve as a testbed for the programme.

In the long-term, various measures will be in place to ensure its sustainability. The success of the programme will provide significant gains to the community in Senja in terms of skills, sense of belonging, and being food secure. This success will also contribute towards future similar projects to improve food insecure communities, where the initiative can be expanded to other underserved food-insecure areas of Singapore.

We sincerely wish that Neo Garden will join TMT in this change making journey to bring people together and to bring joy to the people. Neo Garden's role in 'Warm Meals, Warm Hearts' will be a valuable contribution towards the underprivileged residents. If the team has any further clarifications, feel free to reach the TMT team at warmmeals@TMT.com.



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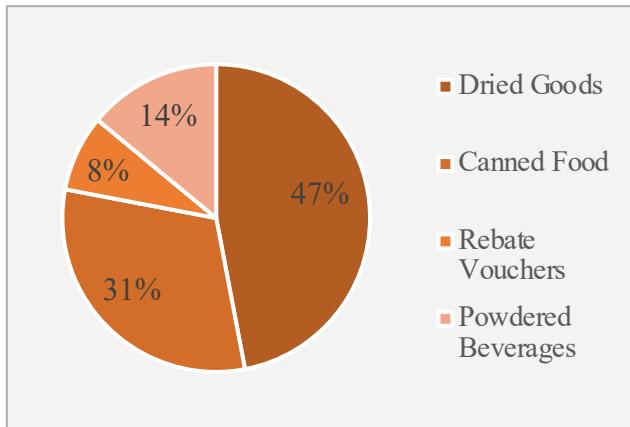
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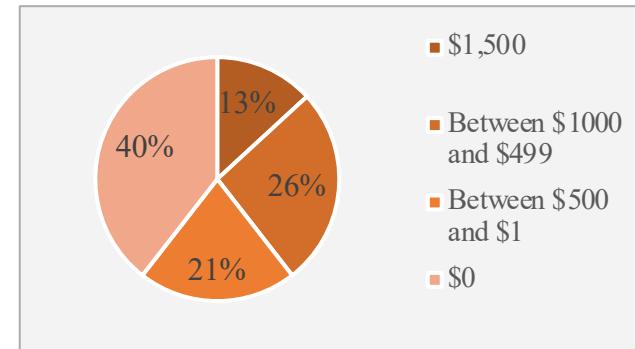
Primary Research: Pre-Survey

Number of Respondents: 30

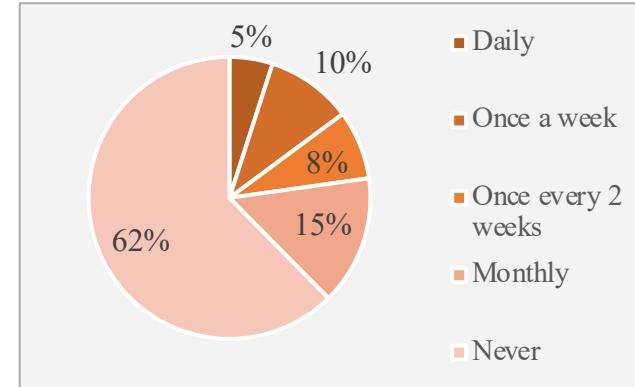
What kind is in your food aids/ food assistance package, if you and your neighbors received any?



What is your household Per Capita Income?



How often are cooked food or meals distributed to you and your neighbors?



Marketing Efforts: Facebook & Instagram Posts



Promotional Flyer



Example of Facebook Post



Example of Instagram Post