

*n+1*  
solve 2021

# ANNUAL REPORT

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As I reflected on 2021, I could not help but grieve for the state of many nations. Myanmar broke into civil war between the Junta and its people, the 2020 Beirut explosion led the nation of Lebanon into an economic and political crisis, the Taliban took over Afghanistan, and of course, a global pandemic has raged on for over 2 years with continuing severe impact. Even as I am penning my reflections, Russian-Ukraine tensions have just escalated into a full scale invasion, with a million refugees displaced within a 7 day period. Yet many of these crises are merely scratching the surface of the colossal iceberg our globe is facing.

## What does this have to do with Solve n+1?

Solve n+1 was first started to serve communities, specifically those in developing nations. But with COVID-19 arriving on our shores, as with other entities around the world, we were faced with a unique set of tensions and dilemmas. In particular, global crises tend to conflict with the ideals of free trade economics, and as borders closed for a full year, we had to accept these limitations and adapt accordingly. Being based in Singapore, we had the chance to serve our local communities and were privileged to serve in more creative and collaborative ways.

We completed Phase 1 of our Social Integration Project (SIP) with St Andrew's Autism Centre, and we will further our collaboration. With the completion of Phase 1, we progressed to sharing insights of our proof-of-concept with other SPED schools as well. We have also published *Beneath the Rug* in Nov 2021, which has inspired conversations about our social sectors in many communities. A huge milestone was hit in Feb 2020, when we sold more than a thousand books. There are other highlights that we would like to celebrate with you, which have been included in the Annual Report. I am proud to say that these continue to affirm our mandate to serve communities.

Over the past year, we have developed our capabilities in organisational development, strategy design, and business development, effectively expanding the suite of problem-solving skills that Solve n+1 can offer. In turn, we grew and learnt that we were able to stay more financially sustainable by offering these same skills to corporates and other agencies on the business front. We are glad to serve our clients well and have a strong relationship with them too. As a social enterprise, it can be a challenge to balance our corporate work alongside our mandate. Some days, it can feel like we are neither social nor an enterprise. As we wrestled together as a team, we gradually built confidence and strengthened our conviction as an organisation.



Solve n+1 has and always will be designed to serve communities. Being industry-agnostic allows us to play a strategic role in facilitating collaborations and designing holistic solutions that will benefit the community and the broader ecosystem in the long haul. As you read this, I hope you'll consider Solve's role to not merely be limited to our social mandate, but as a partner to advance business objectives whilst continuing to create substantive value for our communities.

There will come a time when many of these nations will need help rebuilding their economy, infrastructure and community. I believe that my team will be ready to step forward and lead in some of these projects when the time comes.

Serving with you,  
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## ADVISORY BOARD

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### WILBUR LUA

Wilbur is a practising lawyer at Covenant Chambers LLC, where he specialises in dispute resolution work. Wilbur also has a passion for teaching, which he pursues by serving as a legal skill instructor at NUS and a legal clinic instructor at the NUS Centre for Pro Bono and Clinical Legal Education.



### IVY TSE

Ivy is the Chief Executive Officer of Halogen Foundation Singapore. She is also the National Council for Social Service (NCSS) 40 under 40 young leader as well as Advisory Board member of My Working Title, NewYork.sg and Solve n+1.



### CHRIS SIRISEREEPAPH

Chris has been in the tech ecosystem for the last 9 years of his career, having been involved in policy making, venture capital and operational roles. Currently he is a partner at Saison Capital, heading teams based out of SEA and India.

# Where problems come undone.

## Who We Are

Solve n+1 is a **community-based management consultancy**, providing consulting and implementation support to companies, government agencies, and non-governmental organisations.

Our suite of services—research, ideation, strategy, project management, & corporate governance—facilitate the building, pilot testing and implementation of innovative solutions and strategic multi-sector partnerships that empower organisations to achieve the impact they desire.

In the private sector, we work with companies towards achieving organisational clarity, distinct competitive advantage, and a sustainable growth model. In the public sector, we work in partnership with government agencies and non-governmental organisations on capacity building projects—piloting innovative and scalable solutions.

We are also recognised as a Business for Good and a Social Enterprise Member of raiSE.

## Our Mission

Turning every challenge into an opportunity for innovation, growth and impact.

## Our Consulting Ethos

The foundation of our consulting ethos is to strive for the best for our clients/stakeholders. As we co-create solutions with our clients, we strive to be candid with our insights and reliable in following through with execution support. We aim to create the most fitting and sensible value for our clients/stakeholders.

# OUR SERVICES

We offer a suite of consulting and implementation services—research, ideation, strategy, project management, & corporate governance—to both private and public sector clients.

There are no cookie-cutter answers or solutions with us. Every recommendation we make is based on the context of our client and customised towards unique objectives. We also ensure the sustainable advancement of solutions through offering implementation and deployment support.



## PUBLIC SECTOR SERVICES

### SECTOR/CLIENT PROFILE

- Government Agencies
- Social Services Agencies
- Educational Institutes

### SERVICES

#### 1. Solve a Problem

- Research & Analysis
- Hypothesis Development
- Piloting Solutions

#### 2. Pilot a Project

- Hypothesis Development & Viability Testing
- Strategy Planning
- Pilot Implementation
- Project Review
- Scalability Assessment

## PRIVATE SECTOR SERVICES

### SECTOR/CLIENT PROFILE

- Hospitality
- Finance & Technology
- Media & Production

### SERVICES

#### 1. Business Consultancy

- Product & Service Development
- Market Analysis (TAM, Market Segmentation, Know-Your-Customer, etc.)
- Rapid Prototyping of Business Solutions

#### 2. Venture Building Services

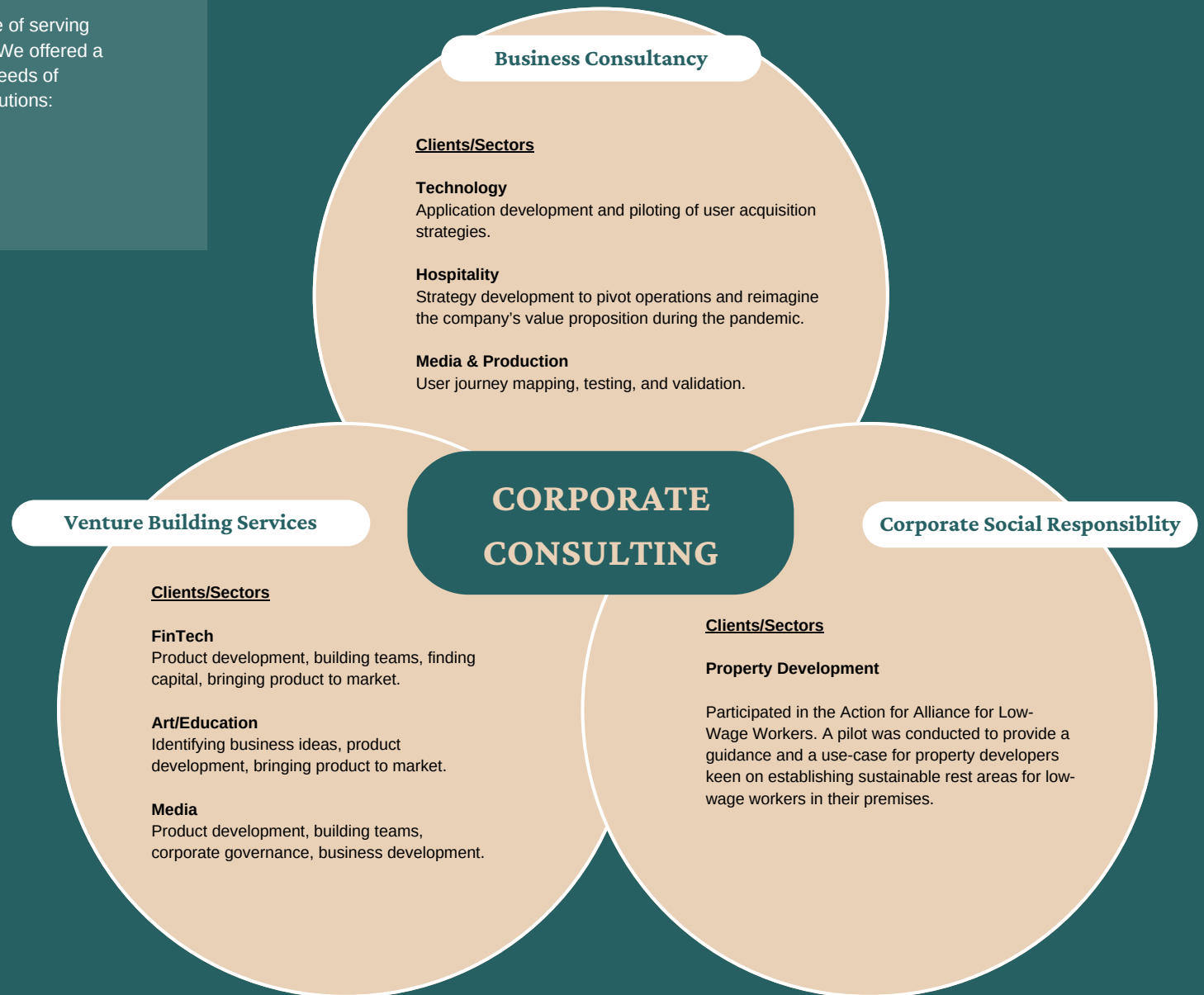
- Identifying Business Ideas
- Building Teams
- Pitching for Capital
- Product-to-Market Viability

#### 3. Corporate Social Responsibility

- Business Alignment with UN SDGs
- Impact Assessment
- Corporate Social Responsibility Strategy & Programmes

In the last year, we have had the privilege of serving corporate clients in a number of sectors. We offered a range of services to support the unique needs of clients and the robust development of solutions:

- **Business Consultancy**
- **Venture Building Services**
- **Corporate Social Responsibility**





At Solve n+1, we pursue our social mandate by applying our talent and strategic consulting expertise to address pressing social issues. We collaborate with community partners to design and build solutions that effect change - bringing these solutions from concept to scale.

## ALLIANCE FOR ACTION FOR LOWER WAGE WORKERS

*Ministry of Manpower*



A pilot project with CapitaLand and Frasers Properties to co-create sustainable rest areas for lower wage workers.

## SOCIAL INTEGRATION PROJECT

*St. Andrew's Autism Centre*



Facilitating social integration of persons-with-autism through technology, curriculum innovation, and community engagement.

## BENEATH THE RUG

*Solve n+1*



Uncovering Singapore's social impact sector through 30 stories written by practitioners, beneficiaries, and advocates.

## Alliance for Action for Lower Wage Workers

*Ministry of Manpower*

Alongside like-minded individuals from the business sector, grassroots organisations, and unions, we worked to mobilise passionate and action-oriented Singaporeans in a whole-of-society effort to uplift lower-wage workers.

As the Project Lead for the theme “Co-creating Sustainable Rest Areas for LWWs”, we achieved two key objectives :

- a) To identify key components that make a rest area sustainable; and
- b) To provide guidance for property developers keen on establishing sustainable rest areas in their premises

To ensure that these recommendations were feasible, the team engaged in a pilot project with CapitaLand and Frasers Properties. The knowledge acquired from the team’s research and implementation process has thus been further documented in a handbook, which can be utilised by other property developers to co-create a sustainable rest area for LWWs.



## Social Integration Project

*St Andrew's Autism Centre (SAAC)*



Our **objectives** for the Social Integration Project (Autism) were to:

1. **Explore avenues for curriculum or programme innovation**, to alleviate the strain on autism educators and professionals and empower them with new and impactful ways/tools to help PWAs achieve their curriculum/learning and development goals.
2. **Establish the right platforms to get to know Persons With Autism (PWAs)**, so that greater understanding and patience—which are key ingredients for sustainable and meaningful social integration—for the PWA, as a person, can be fostered. This is anchored by the idea that personal familiarity with PWAs will help to enrich relationships.

This particular pilot project with SAAC is phase 1 (out of 3) of the broader Social Integration Project, experimenting with the use of technology to assist with curriculum development and skill acquisition for PWAs. Phase 2 is positioned to kick start in the last quarter of 2022, and will explore establishing the right programmes for social integration that enable volunteers to foster personal familiarity and have meaningful interactions with PWAs.



## Beneath the Rug



In November 2020, Solve embarked on an ambitious project with the intention of bridging the knowledge gap, so as to foster a greater understanding of the social sector.

**Beneath the Rug**, a book documenting 30 stories from practitioners in the social impact sector, took a year to conceptualise and execute. Through uncovering the complexities of the social impact sector, we hope to spark more conversations about the social impact sector and inspire more people to become change-makers in our community.

By taking the opportunity to understand the issues on the ground, we hope to engage with individuals and corporations to redefine and reimagine the way we engage communities and volunteering.

"Beneath The Rug is a timely reminder that the various social issues can neither be addressed by the Government alone nor individuals or organisations."

*Parliamentary Secretary for Social and Family Development, Mr. Eric Chua*



Since the book was launched, more than 1800 copies of the book have been sold. We are extremely grateful for the support from all levels of society, including corporates, non-profit organisations, government ministries, statutory boards, and schools.

Local media have also lent their support, namely The Straits Times and Berita Harian, whilst partners like The Pride (Singapore Kindness Movement) as well as Singapore Association of Social Workers (Social Dimension, Jan 2022) have reviewed and written articles about the book.

**Beneath the Rug is a launchpad for Singaporeans to engage in conversations about the social impact sector. Through these conversations, we engage in a process of growth by becoming sensitive to the needs of those around us, and gathering sufficient perspective. Our hope is that Beneath the Rug is but one step in the right direction, enabling us to make informed decisions on the co-creation of solutions that serve others meaningfully and mindfully.**

## "The Uncle Downstairs"

An illustrative children's book highlighting the nuances of homelessness within Singapore, this book utilises an open-ended style of storytelling to spark a child's curiosity and intrigue about their community. This book is also part of a multi-prong strategy with the aim of galvanising the community towards civic-mindedness through deeper understanding of issues in our society.

## Social Integration Project (SIP)

The SIP is premised on what a healthy society should be. It centres around social integration of all members of the community - especially elderly, disabled, and low-income persons. This is crucial to facilitating the well-being of a community. By complementing existing measures with micro initiatives that uplift vulnerable communities, social integration enables ecosystem building, innovation, collaboration and co-creation within the communities.

## Open Home Network 2.0

The Open Home Network 2.0 pilot is about exploring a community-based model of care for persons-in-crisis (PICs) facing housing instability. Such a model of care is meant to provide temporary shelter and community support during periods of crisis so that PICs and their social workers can work on facilitating long term goals and housing stability. The PICs/beneficiaries include rough sleepers, victims of family violence and abuse, displaced youth and mothers, etc.

In 2020, Homeless Hearts of Singapore and Solve n+1 explored a community-based model of care for PICs facing housing instability. PICs included rough sleepers, victims of family violence and abuse, displaced youth and mothers, etc. This first iteration focused on families and individuals living in 4-room or 5-room HDB flats, as well as private housing. One of our project learnings was that this demographic needs much preparation, education, assurance, and answers regarding hosting a PIC. This is likely due to a lack of proximity, familiarity, and resonance with the issues faced by PICs and vulnerable communities. While we continue to explore how to bridge the gap and empower this demographic to extend care towards those in crisis, other approaches to plug this care gap need to be considered. One possibility is to explore a different demographic of hosts.

Consultations with partners on the ground have revealed that certain occupants of one to two-room rental flats have the potential to be mobilised as assets to provide temporary refuge to those in crisis & facing housing instability (i.e., PICs). This is due to their proximity, familiarity, and resonance with the issues faced by Persons-in-Crisis. This pilot aims to explore a hosting arrangement within this context.



# OUR COMMITTED PROJECTS

## Business Model

Solve n+1 is structured as a management consultancy that provides our services to both the public and private sector. In 2021, we expanded our work in the private sector to strengthen our business model. This provided us with flexibility to invest more resources into social impact work, and enabled us to bring insights from our experience in corporate strategy and innovation into social impact work.

Specific to public sector projects, we have committed to seeing the projects to the end and waiving off any budget shortfalls in the circumstances where monies raised are shy of the actual valuation of the project.

## Utilisation of Funds

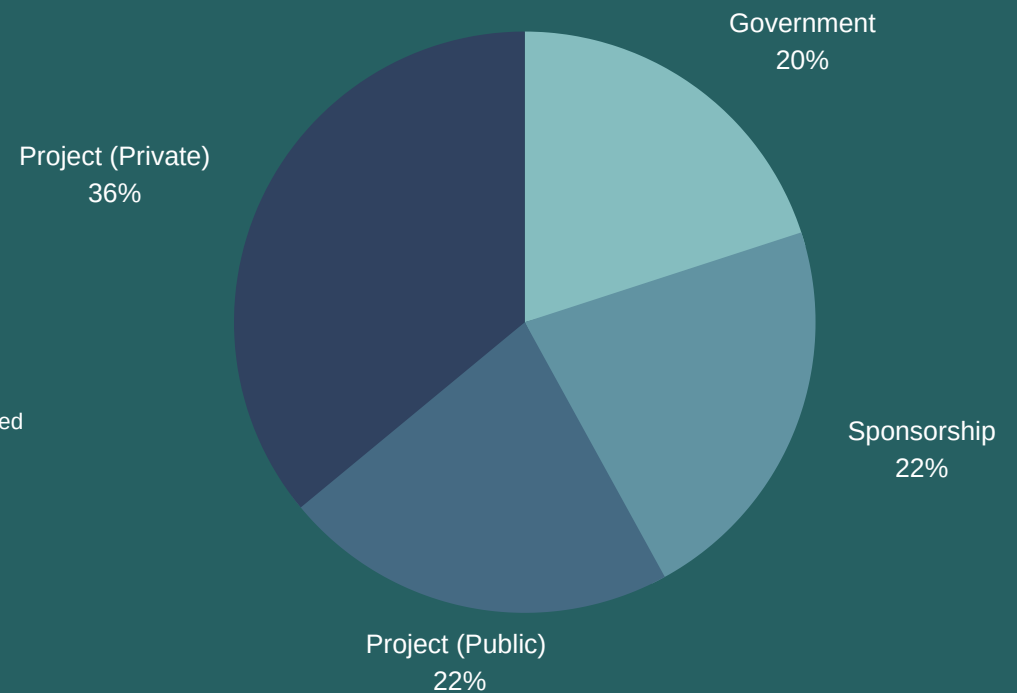
General funds are utilised by the organisation to:

- o Maintain our working capital
- o Make room for flexibility to respond to opportunities and challenges that are unexpected
- o Fund strategic plans not within our normal operations
- o Provide a cushion against seasonal variations in income and expenditure

## Source of Funds for the Year

Solve n+1's total revenue for the year can mainly be segregated into four categories:

- o Private Sector Projects
- o Public Sector Projects
- o Government Funding
- o Sponsorships

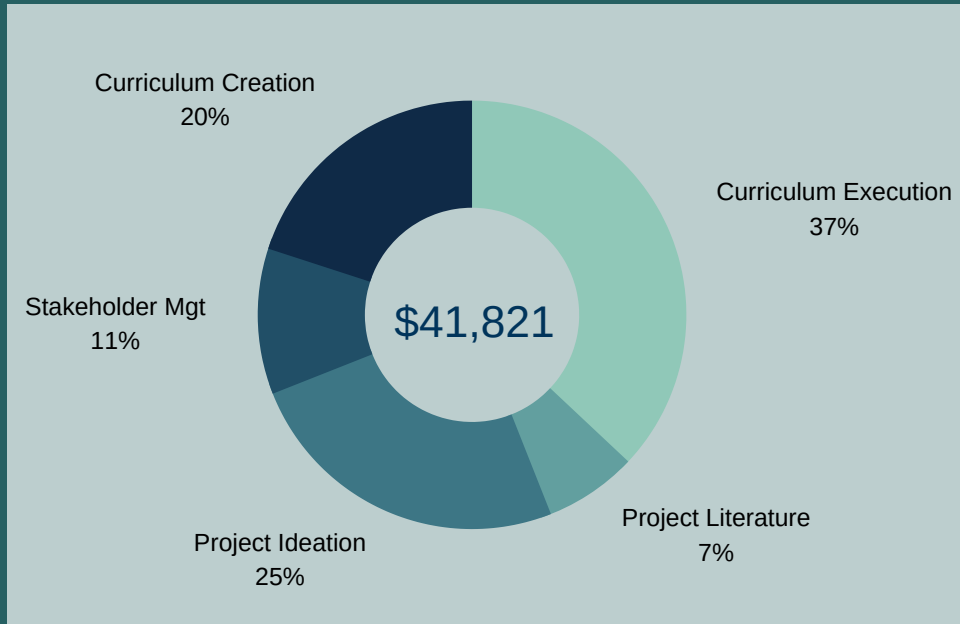




## Pro-bono Projects

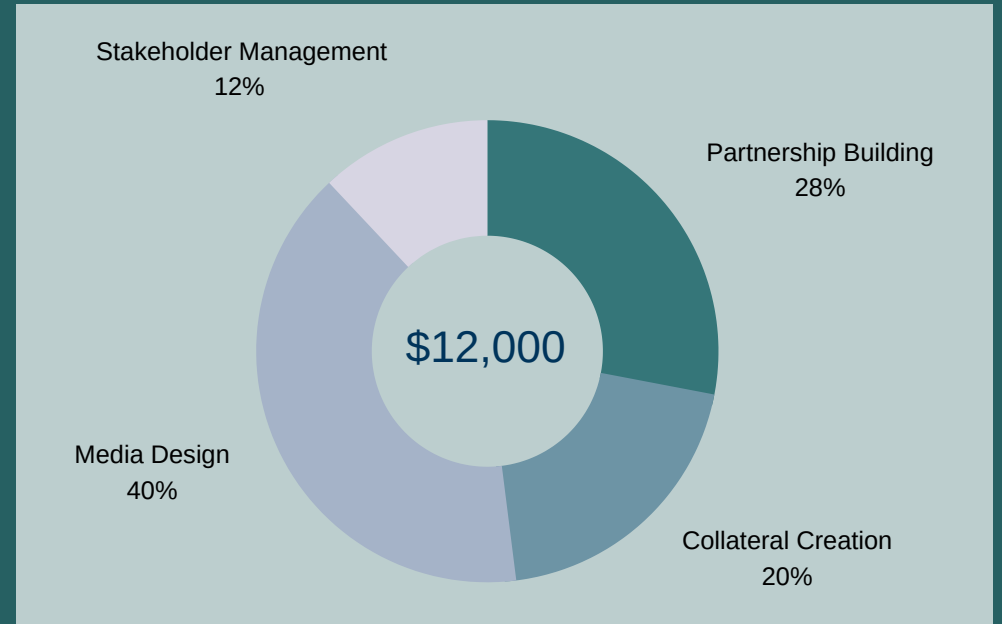
In alignment with our commitment and vision for social impact, our organisation undertook the following projects on a pro bono basis.

### Social Integration Project (Feed 52)



The Social Integration Project (Feed 52) is a project to empower people with autism (PWAs) by equipping them with valuable skills, to interact and grow together with society.

### #MayWeCare Project



The #MayWeCare Campaign was launched, in partnership with several organisations, including Salvation Army, SG Kindness Movement, Big Red Button and NTUC, to foster and deepen relationships between Singaporean families and their foreign domestic workers.



**LEWIN LOW**  
Project Consultant

**JOSEPHINE GOH**  
HR & Finance

**KENNETH HENG**  
Founder & Director

**VIKKI LIM**  
Community Manager

**EMMA TANG**  
Project Consultant