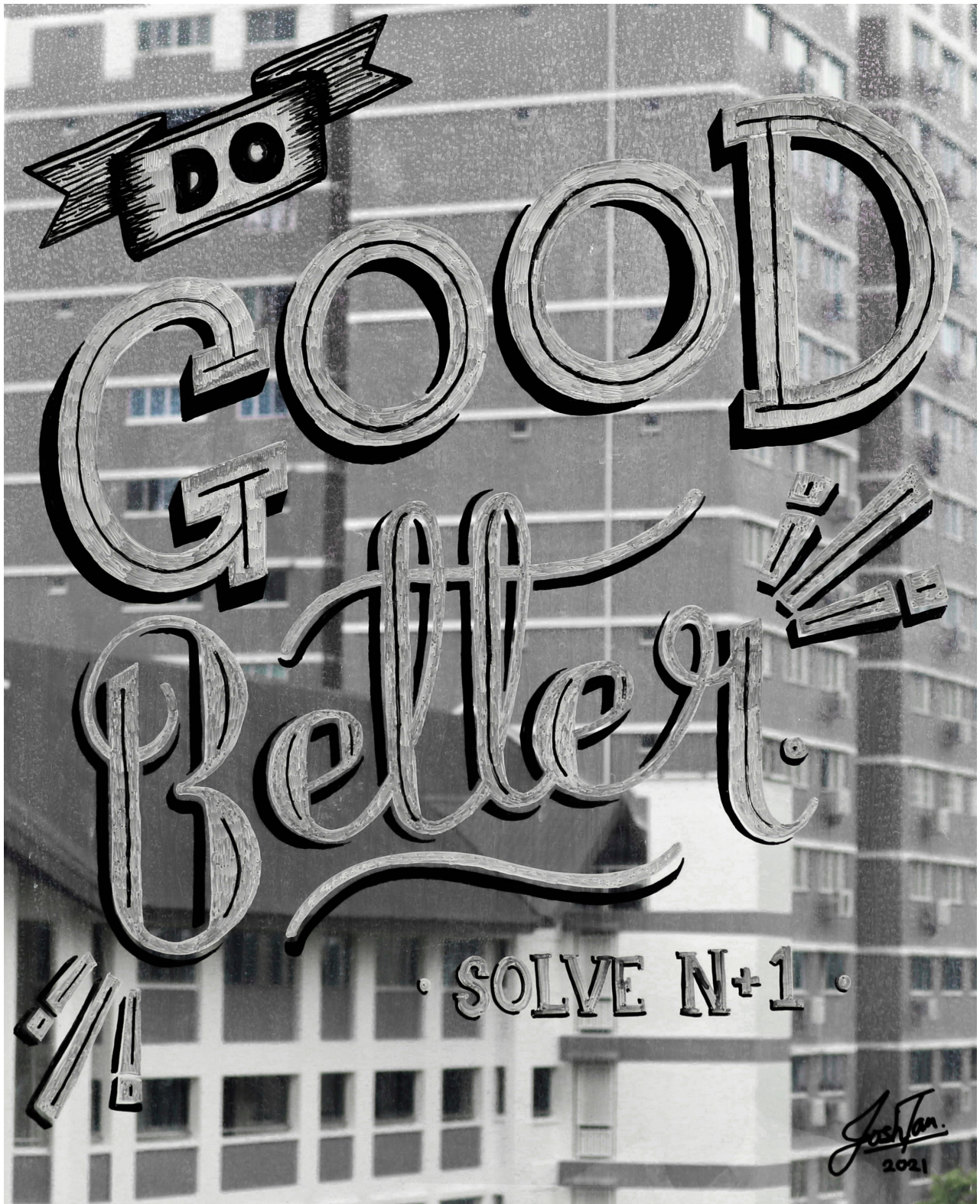


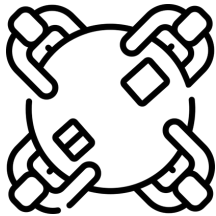
ANNUAL REPORT



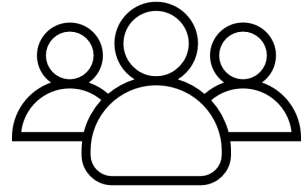
2020
COVID-19 EDITION

BEHIND THE SCENES
OF AN IMPACT START-UP:
SOLVE N + 1

HIGHLIGHTS OF OUR YEAR



FORMED AN ADVISORY BOARD

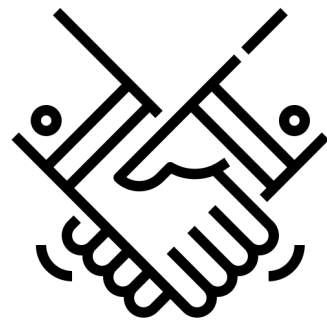


TEAM EXPANSION

**BUSINESS
FOR GOOD**

.....
Social Enterprise Member of **raiSE**
SINGAPORE

RECOGNISED AS OFFICIAL
SOCIAL ENTREPREISE



CORPORATE WORKSHOPS



LAUNCHED MILESTONE
PROJECT

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FROM THE FOUNDER

2020 has been a bizarre one for Solve n+1. We began the year with a line-up of local and international projects, with a small team that worked on researching and building the necessary pilots. As a growing organisation, this was our chance to prove ourselves. We were hopeful and motivated, raring as we prepared for each project.

Then COVID-19 happened.

The global pandemic had severely affected our partners. For many developing countries, a global crisis like this often defies the rules of economics. Many businesses were affected; governments scrambling, and communities panicking, our partners (current & potential) had to reposition themselves for emergency relief work. We too, pivoted our projects to support and fundraise for a number of them.

What role could Solve n+1 play in a time like this? In March 2020, we had the chance to collaborate with Homeless Hearts of Singapore. During which, we worked with 160 families and connected with 22 Social Services Agencies including MSF PEERs and Fostering departments. This enabled us to engage with the community and supplement the great work supported by our partners in the social sector. We are thankful for the impact it has created.

We had opportunities to conduct speaking engagements with several organisations and we challenged the public by sharing our insights on digital platforms. In December 2020, we officially became an approved member of raiSE Singapore.



2020 was the year that pushed and stretched us beyond our imagination. While we faced many obstacles, we also found many moments to be grateful for. 2020 emboldened us to dream bigger, to pursue community development collaborations with more partners (enterprise and non-profits) with greater purpose.

This Annual Report outlines our past work and provides us a glimpse of the potential of what we can do. As you read through this document, I'd like to invite you to dream alongside us. To imagine partnerships together and co-create opportunities that will facilitate meaningful and mutual value for people we care for. Thank you for your love and support, it has and will continue to enable us every step of the way.

Stay safe, stay connected, and we wish you a better 2021.

Behind the Founder's desk,
Kenneth Heng

ADVISORY BOARD



Ivy Tse 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.

At 25 after some time at Procter and Gamble, Ivy decided to put a couple of years in her early career into non-profit social impact work. That couple of years became almost a decade at Halogen Foundation Singapore.

Beyond Halogen, Ivy also is involved in giving back to the Sector and the Social Development Network Council. Ivy has been a tremendous asset in developing staff, interns and volunteers alike. Not simply because of her role but rather, her passion for people. She's loyal, authentic and a passionate individual who places others before self. With that, she garner a sense of loyalty, authenticity and passion in her team that she leads.



Chris Sirisereepaph 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. Saison Capital is a multi-stage fund investing across Pre-Seed to Series B stage start-ups globally (<https://saisoncapital.com/>). Prior to Saison Capital, he was with Grab Financial Group launching and heading financial services in the Philippines. On the side, he is an amateur development economics nerd and tries to be a champion for financial inclusion in emerging markets whenever possible.



Wilbur Lua 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. Outside of work, Wilbur is a proud father of 2. He enjoys cooking and having a good meal with his friends and family.

OUR BEGINNINGS

Solve n+1 began with the need to reconcile connections between different disciplines to effect a systemically holistic solution for the community. We realised the importance of every stakeholder and the value that they contribute in the larger ecosystem.

n+1
Do good, better.

Structured as a management consultancy, our specialty is in community development. The goal is simply: to do good, better. It has been a humbling journey that began in 2018, learning and navigating deeply challenging problems, to co-create possibilities with various community leaders. Since then, we've grown not only in size but in experience and we are grateful for the trust that those have placed in us.

It is always about the people we serve and work with. We want to do whatever it takes, put whatever we can on the table, to serve the community - especially the vulnerable. People matter, period. We want to be deliberate in creating opportunities/platforms/collaborations for the community. Whether it is through social service organisations and/or businesses, to ensure meaningful and mutual value for every stakeholder involved.

Building Communities in a Time of Covid-19



How do you stay at home when home is not a safe place to be?

The Covid-19 pandemic was a huge wakeup call to many. In Singapore, it highlighted many systems of inequality, ranging from migrant issues to housing complexities. We had to suspend the operation of our projects overseas, making multiple decisions and adjustments in order to adapt to the new challenges that surfaced.

Together with the help of several communities, we held the ground to create opportunities for some to survive. One of such projects was the Open Home Network (OHN), a system we designed to help society accommodate homeless individuals and people in need of a safe space (Read more on our website). Towards the end of 2020, we embarked on another project, "The Open Up, Can?" to help people process their year.

Also over the course of the year, we recruited 4 contract staff, and 3 interns. However, as we reconsidered our resource strategies, we took the risk and decided to utilise this chance to grow and develop our internal expertise, by hiring full-timers instead of contract-based staff.

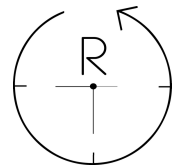
As of today, we have a team of 4 full-time staff and multiple interns.

PROJECT HIGHLIGHTS





REDEEMING TIME



Poverty is a complicated social issue involving all areas of life – physical, psychological, social, cultural, and spiritual. It involves individuals, institutions, and whole systems that do not work towards the well-being of those in poverty.

We believe that transformational change is a process involving many players and parts, but it starts with the person. People, not programs, are the key to real and lasting change.

Hence through 'Redeeming Time', we intend to test the hypothesis that those experiencing poverty can be built up through the areas of:

- Identity
- Vocation and Gifts
- Relationships

Working with partners, House of Hope- we were in the midst of working with families to help them identify the issues that persistently cause them stress, and support them to work out and pilot solutions to address these issues.

However, when the Covid-19 crisis hit, House of Hope shifted their focus to crisis-management. In that situation, Solve n+1 saw the urgent need to reposition and support their operations, as well as raise funds alongside them. This tested and highlighted our stand on prioritising the actual needs on the ground, and to be able to value the well-being of our beneficiaries more than the intended project outcomes.



YAZIDIS IN IRAQ

Yazidis are experienced in agriculture but do not have the resources to run their own farms as Internally Displaced Persons (IDPs) in Iraqi Kurdistan. To tap on the strengths of the community and create opportunities for livelihood, we planned to partner with farmers from China to recruit six Yazidi IDPs living in camps in Zakho to work on a 10-acre farmland in Duhok (a neighboring area to Zakho) that the Chinese farmers recently established. The effects of Covid-19 limited how much interactions IDPs could have between camps.



Equipping women on more optimal caretaking methods

"Yazidi women traditionally bind their infants up very tightly, which can lead to hip displacement that requires a surgery to correct. We taught women from the camps about this and how to swaddle their babies so that they avoid this problem altogether."

The effects of Covid-19 limited how much interactions IDPs could have between camps. We quickly transitioned to an empowerment-based strategy, when physical access to the camps were limited. We explored partnering with young, driven IDPs as change agents in their own communities, supporting them with a range of skills, resources and connections to a larger global community, and journeying with them (in person and online) as they take the lead to design and implement local solutions.

The relationship forged and the learnings of not just culture, but partnership, has enabled one of our project leads to spin off and start Habibi Singapore.



Educating children on basic symptoms to identify when feeling unwell



Check-ups in a mobile clinic set up in the community

"One thing I've been doing this past week is help run a mobile clinic at various villages and camps. It turned out a bit more complicated than I initially thought it would be - you have to really think through patient flow, crowd control for a flood of people who all think they (and their whole extended family) should be seen first, all within spaces you're not familiar with, while taking care of the team's needs, and etc."

**- Project Lead,
Heidi-**



OPEN HOME NETWORK

To contain the spread of the Covid-19 virus, the Singaporean government enforced the Circuit Breaker regulation. As a result, many were displaced from their homes and came forward to seek shelter and assistance. Upon hearing this news, Solve n+1 partnered with Homeless Hearts of Singapore (HHOS) to create the OHN.



The Open Home Network (OHN) was a movement and system to create communities that care across Singapore by encouraging Singaporeans to open up their homes and extend their hospitality to people in need.

The goal of the OHN was to build a network of care and support around Persons-in-crisis (PICs) and rough sleepers. We envisioned a re-energised 'kampung spirit' - neighbourliness in action, where resources get pooled together to help the needy in an organic manner. To do so, we built a team of volunteers and came up with a framework consisting of host families, community representatives, case managers, social workers and our beneficiaries - the PICs. 160 families signed up for this pilot, and we found 10 families suitable.

We created an Open Home Toolkit to equip host families to better engage and care for themselves during their time hosting. We then called for host families to open up their homes and matched them according to the needs of our PIC referrals. Follow-ups and regular check-ins were conducted to ensure the well-being of both host family and PIC.

"I felt inadequate due to my lack of experience in volunteering, but I was inspired to see many young people actively volunteering despite their youth. As OHN was doing something quite new, there weren't any SOPs (Standard Operating Procedures) or roadmaps. We all had to just do and learn along the way. This was strangely liberating, and we are grateful to see how everything fell into place."



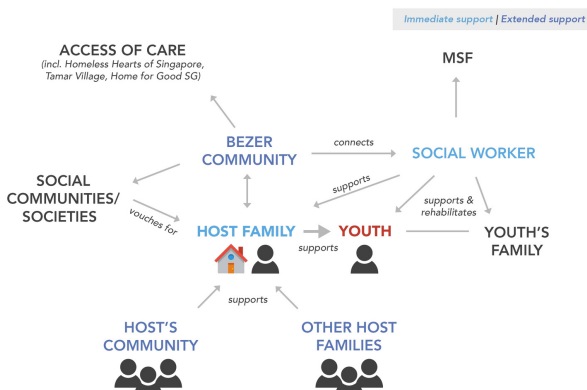
During this period, the OHN worked to prepare and ready 10 families to be matched with potential guests. OHN managed to process:

- 6 successful matches
- 3 potential matches
- 37 referrals whom we have either found alternative support or not matched.

Throughout the process of facilitating housing arrangements for the constant stream of PICs referred to us, our work caught the attention of mainstream media. We were featured by our local newspaper, The Straits Times and other news agencies such as Vulcan Post, Stacked Homes, and social media page, @ThisisSG. We believe it was a necessary and timely push to advocate for more families in Singapore to open up their hearts and homes for our PICs.

However, as anticipated, the idea would only succeed with a shift in culture and mindset, alongside habitual practices of being hospitable in Singapore. We announced the closure of OHN in February, and put our referrals on hold due to the insufficient number of host families. However, its legacy lives on as NGOs such as Safe Place have adopted our processes and begun integrating them into their systems. We are also glad to hear of ground initiatives taking shape in the form of 3 organic communities from different parts of Singapore, hosting people in crisis or are exploring the possibilities of hosting.

The onset of the OHN project has compelled many NGOs to better engage members of the public in the work they do. As such, the *Beneath The Rug* Project was birthed as a continuation and a mark of innovation for the Singaporean public to be more involved in social issues like these.



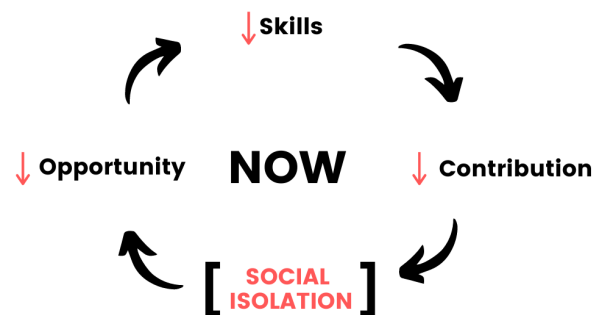


FEED 52

"Building Familiarity through Food"

Persons With Autism (PWAs) are often stuck in a vicious cycle of social exclusion, often lacking the necessary opportunities or ability to leave the cycle. This cycle arises from an underlying social issue.

This form of social exclusion creates less opportunities that a PWA has, negatively impacting their daily life. A lack of **opportunity** also perpetuates a cycle of social isolation, a lack of **skills** and the inability to **contribute** meaningfully to society. The consequence of social isolation is an increased mental strain on both the individual as well as the caretaker.



THE VICIOUS CYCLE

In partnership with St Andrew's Autism Centre (SAAC Sengkang), 'Feed 52' was thus piloted to facilitate social integration for PWAs. In the process of engaging community stakeholders to cook together with the PWAs, we want to test if **increasing familiarity** towards PWAs could strengthen the community's acceptance towards them. At the same time, introducing the use of technology to supplement their skill acquisition process, adding a novel innovation to existing teaching curriculums.



PG GIVES BACK

With the intention to gain exposure in the corporate space, we secured the opportunity to ideate alongside Partners Group (PG) staff over a two-day workshop conducted by us. We were honoured to be able to share our mandate and heart behind what we do. In the process, we received valuable insight - especially through the lenses of corporate experience.



Through tackling uncomfortable and complex issues together, we were able to co-create practical solutions that Solve n+1 could execute.



OPEN UP, CAN?



In collaboration with our creative partners from Yellow Octopus, Antalis and KPP, the “Open up, Can?” project and product was brought to life. This was part of a collective desire to encourage many businesses and friends who have been deeply affected by the effect of Covid-19.

This interactive box was designed to allow participants to intentionally unpack and process what 2020 was like for them through 6 questions.



By allowing people to process and articulate their thoughts with one another, it would act as a form of therapy, while creating a social support system around them.

Many were moved during the experience of opening the box and reflecting on the questions. Read their responses on our blog.

2020 SERVED US A CAN OF WORMS...

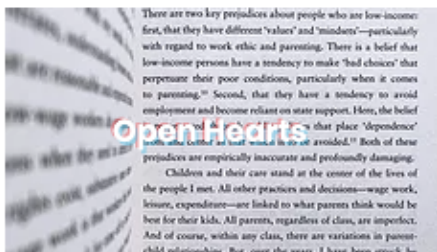


1. What was the most painful thing for you in 2020?

2. Describe a dream that has come true.



3. In the coming year, what do you hope or fear might happen?



4. Do you feel like you lost something this year?

5. What did you find unexpectedly in 2020?



6. Name something that recently brought you joy.

LET'S MAKE 2021 DIFFERENT!





FINANCIAL REVIEW

FINANCIAL VIEW

PROJECTS

FUNDS & COSTING

Solve n+1's financial model is largely based on securing funds through projects. In the circumstances where monies raised are shy of the actual valuation of the project, we have committed to prioritise seeing the project to the end.

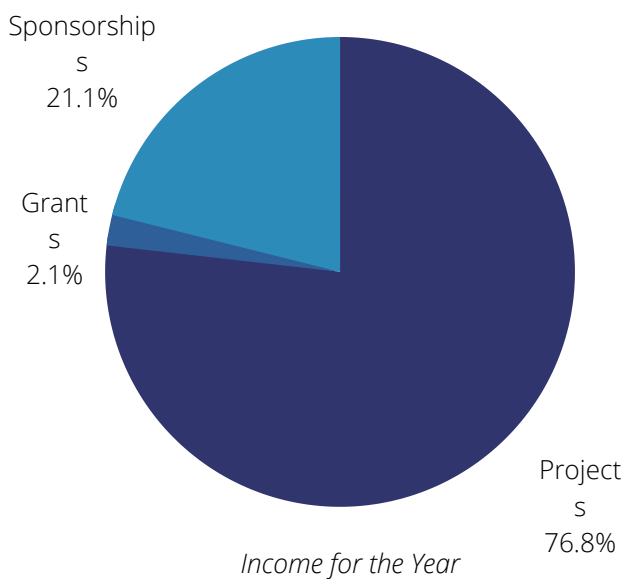
Thus, aligned with our priorities, we have chosen to see the projects through the end, while waiving off the budget shortfall.

INCOME AND EXPENDITURE

Solve n+1's total revenue for 2020 managed to enable the team to complete our intended projects. This was reassuring in the light of the difficult climate for fundraising as a result of the uncertainty caused by a global pandemic.

Highlights also include a 12 per cent increase in a relatively new revenue space, when we started exploring collaborations with corporate clients.

Total expenditure in the year increased by threefold, due to more projects being executed. The emergency funds having to be dispensed to wrap up and shift operations in our international projects also contributed to the year's stark expenditure increase.



GENERAL FUNDS

General funds are utilised by us to:

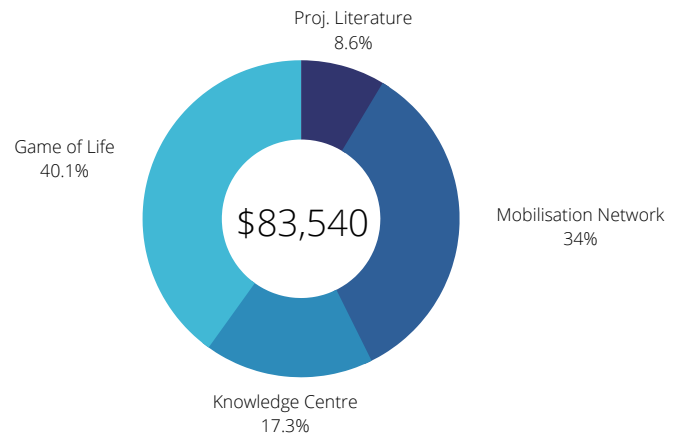
- Maintain our working capital
- Make room for flexibility to respond to opportunities and challenges that are unexpected
- Fund strategic plans not within our normal operations
- Provide a cushion against seasonal variations in income and expenditure

OPEN HOME NETWORK

Structure of Utilised Funds

By nature of how Solve n+1 obtains funds from sponsors via fundraisings, we have managed to raise a total of \$60,000 for The Open Home Network.

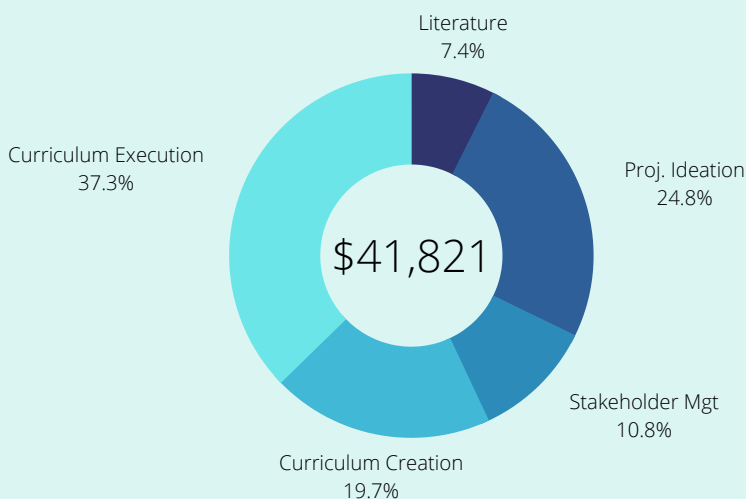
Understanding that the monies raised are shy of over 20% of the actual expenditure of the project, we are still committed to the success of the project. Thus, aligned with our priorities, we have chosen to see the project through the end, while waiving off the budget shortfall.



FEED 52

Structure of Utilised Funds

Being also classified as a Keystone Project similar to that of the 'Open Home Network', Feed 52 was undertaken by Solve n+1 in collaboration with non-profit organisations (NPOs). Hence, the means of obtaining funds was mainly through fundraising as well. Before the initiation of Feed 52 in April 2020, Singapore announced a nationwide 'circuit breaker', and we were forced to put the project on hold. Nevertheless, we used the time to engage with stakeholders who were still interested for potential collaboration, and started building relationships with critical partners, so that we could commence once measures were lifted.



To date, we have managed to secure an official partnership with St Andrew's Adult Home (SAAH) Sengkang, and raised a total of **\$5,000** for Feed 52. Being committed to the success of the project, we have similarly chosen to see the project through the end, while waiving off any of the budget shortfall at the expense of Solve n+1.



WHAT'S NEXT?

2021

How can we do good, better?



NON-GOVERNMENTAL ORGANISATIONS

NGOs are an essential part to serving the community better. Solve n+1 will continue to maintain our commitment to serve the community, especially the vulnerable, through partnerships and enablement of NGOs.

We will be looking at the creation of a suite of resources that looks at capacity building for NGOs. This sets out to enable and expand their organisations in a meaningful and sustainable way. open for corporate usage as well



CORPORATES

Solve n+1 has been in community building since 2018. We found that when businesses seek to serve the people better, you create more value in the products and services you offer.

This approach has the potential to feed the hungry, end poverty and create space for a much healthier society.

Moving forward, Solve n+1 is now a Community-Based Management Consultancy (CBMC), specialising in research, ideation, project management and corporate governance. We believe in changing the world by engaging in meaningful community building work through multi-sector collaborations.

THE TEAM

Josephine Goh
Finance & HR

Andrea Ko
Marketing &
Communications

Kenneth Heng
Founder

Lewin Low
Project Consultant



n+1

Do good, better.