

ANNUAL REPORT 2024

1 July 2023 -
30 June 2024



A GOOD
SPACE.



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About A Good Space Co-operative Limited

About Us



Why We Exist

We believe that every citizen can be a changemaker to create a better society and in doing so, discover their purpose and humanity.

What We Do

A Good Space Co-operative (AGS) started as an informal movement in 2017 and was formally incorporated as Singapore's first co-operative for changemakers, under the Co-operative Societies Act (Chapter 62) of the Republic of Singapore on 31st March 2020, UEN: T20CS0002H.

We have 3 main social impact aspirations:

- Improve cooperation amongst diverse changemakers so that they can harness each other's strengths and resources to create meaningful projects
- Mobilize diverse changemakers to ideate, prototype and implement solutions that respond to pressing and complex social issues which are specifically identified
- Inspire students and employees to care about social issues and harness their resources to create social change, thereby increasing the number of changemakers for Singapore

Committee of Management (COM)



Ashokan Ramakrishnan

Chairperson

Mr Ashokan Ramakrishnan (Ash) served in the first and second COM and was re-elected on 16 December 2023. Ash believes that communities play a key part in change. He is the Chief Marketing Officer at iWOW Technology Limited - a local Internet-of-Things technology provider and serves as the honorary secretary of SPARK – a Singapore-based charity helping families living with Attention Deficit Hyper Activity (ADHD) thrive.



Ranganayaki Thangavelu

Secretary

Ms Ranganayaki Thangavelu (Ranga) served in the first COM, and was elected on 16 December 2023. Ranga has been in the charity sector for more than 20 years. She is an accredited social worker and community development practitioner, especially in the rental housing neighbourhoods in Singapore. Recently, she stepped down from her role as deputy executive director at Beyond Social Services to explore new opportunities and challenges. Ranga is a lecturer in social work at the Potsdam University of Applied Sciences (Fachhochschule Potsdam) in Germany. She sits on the Board of The Constellation, an international network of practitioners focused on community-led change, and ArtsWok Ltd, a locally registered charity focused on Arts-Based Community Development.



Toh Kian Beng

Treasurer

Mr. Toh Kian Beng, re-elected to the second COM on 16 December 2023, co-founded The Ubuntu Space, a social enterprise fostering connection and growth through play and behavioural science-backed programs. With over 20 years of community work, he has raised awareness on food loss, supported disadvantaged groups, mentored youths via Voices Of Asia, and served in its Executive Committee. A passionate volunteer with OnePeople.sg, he facilitates inter-racial conversations and received a long service award in January 2024.



Adrian Tan

COM Member

Mr Adrian Tan was elected to the COM on 16 December 2023. Adrian, as co-founder of SG Assist, embodies a profound commitment to caregiving. Through collaborative efforts, he spearheads initiatives to bolster support for seniors and their caregivers. Adrian's inspiring journey invites others to join in nurturing a culture of compassion and empowerment. With his vision and empathy, SG Assist strides forward, empowering caregivers and fostering healthy aging in communities.



Daniel Tay

COM Member

Mr Daniel Tay served in the second COM, and was re-elected on 16 December 2023. Daniel is a food waste activist who adopted a freegan lifestyle in 2017. This allowed him to retire at age 40, which gives him the time and energy to take on meaningful projects where he uses his three gifts of connecting people, organising information, and writing. Some of these projects include writing books, giving two TEDx talks, co-founding communities that apply the principles of freeganism, helping to build the A Good Space community, and even raising the issue of food waste in Parliament.



Evelyn Khoo

COM Member

Ms Evelyn Khoo served in the first COM, and was elected on 16 December 2023. Evelyn is a passionate aphasia advocate and the founder of Aphasia SG, the first non-profit organisation supporting persons with aphasia and their caregivers in Singapore. Aphasia is a communication disorder that occurs to individuals after a brain injury. She is a practising speech and language therapist who has experience across clinical settings and specialises in working with clients with neurological conditions. Evelyn hopes to make the world a better place for all persons with communication and swallowing difficulties through her professional and volunteer work.



Louis Puah

COM Member

Mr Louis Puah was elected to the COM on 16 December 2023. Louis has been working towards educational change since 2015, with his social enterprises Praxium, and Crater. He is a certified career coach, supporting youth in discovering their passions, purpose, and aspirations in order to chart their own education and career path. He is a strong believer that each of us must choose to pursue meaning and purpose, and work together as a collective to achieve positive social impact. He also enjoys board games and meeting new people.



Douglas O'Loughlin

COM Member

Dr Douglas O'Loughlin is the Principal of The Dao of Thriving, as well as being an Associate Consultant with Civil Service College (CSC). Originally from the US, he has been living in Singapore since 1993, and has worked across all sectors and in more than 20 countries. His passion is to support impactful and joyful organisations and communities, with a focus on the public sector, health care, and non-profits. He serves a couple of boards, co-founded several OD Networks, and has written numerous articles and blogs in the field. He has spoken at many conferences, and has written two books, Facilitating Transformation and ANDlightenment.

Chairperson's Message

This year has marked a transformative shift for A Good Space (AGS) as we transitioned to a fully volunteer-run organization guided by sociocratic principles. Embracing curiosity and innovation, we redefined our role as a cooperative for changemakers.

In last year's report, I concluded my Chairperson's Message with the aspiration of making AGS the "gold standard for collaboration in the social sector." I am proud to share that we have made significant strides toward this goal, establishing structures and nurturing relationships that position us as a leader in collaborative change.

I am immensely grateful to our members who dedicated their time and ideas to co-creating AGS. By participating in our circles and taking on leadership roles, they have helped shape an organization where every voice is valued, fostering decisions rooted in collective wisdom and mutual respect.

Among our many initiatives this year, I am particularly proud of:

- Focus Group Workshops for SNCF: We collaborated to design sessions that reimagine the cooperative movement for the next century, highlighting our role in facilitating impactful conversations.
- Volunteer Opportunities for ITE Students as part of GIC Sparks & Smiles: This initiative strengthens our connection with future changemakers and amplifies our shared impact.
- Non-Violent Communication (NVC) Workshop: We launched this program to promote empathy, understanding, and healthier dialogues within our community.

Our greatest achievement lies in the systems we've established, including foundational sociocratic processes and a compensation policy that fairly recognizes members' contributions, ensuring sustainability while upholding our values of equity and collaboration.

On a personal note, this year has deepened my understanding of true collaboration. Our commitment to consent-based decision-making has transformed my perspective; it promotes inclusivity and thoughtful outcomes rather than slowing progress.

With our foundation firmly established, I eagerly anticipate AGS's future. I am confident we will achieve positive cash flow and solidify our role as Singapore's cooperative for cooperation, setting the benchmark for collaborative impact. Thank you for being part of this journey. Let's continue building something extraordinary together.

Ashokan Ramakrishnan

Chairperson

A Good Space Co-operative Limited

Corporate Governance

Introduction

A Good Space Co-operative (AGS) adopts a high standard of corporate governance consistent with best practices in line with the regulations and guidelines set forth by the Co-operative Societies Act and its by-laws.

AGS recognises the importance of having a set of well-defined corporate governance processes to enhance performance and accountability, sustain business integrity and safeguard the interest of its members and stakeholders. The promotion of corporate transparency, integrity and accountability at all levels of the organisation is led by the Committee of Management (COM) and assisted by the management team.

COM Roles and Responsibilities

The COM oversees the affairs of the Co-operative, including setting its strategic direction and long-term goals and reviewing its performance. As per the by-laws and the Co-operative Societies Act, the principal duties of the COM can include:

- To consider and approve or reject applications for membership in AGS
- To consider and approve or reject applications for additional shares in AGS
- To call for and regularly examine reports from committees or sub-committees or employees which will disclose the true position of AGS, its operations and financial conditions
- To appoint committees or sub-committees
- To keep members informed of the progress of AGS and encourage interest and a sense of ownership on the part of the members
- To present to the Annual General Meeting of AGS an annual report on the activities of AGS during the preceding financial year, together with the audited financial statements of AGS, the auditor's report for the year and other documents as the Registrar may direct
- To prepare and present to the Annual General Meeting of AGS a proposal for the distribution of any net surplus accrued during the preceding financial year, in accordance with the Co-operative Societies Act and the by-laws

- To make a report to the Annual General Meeting of the work of the COM during the preceding financial year with recommendations that it deems necessary
- To consider and take immediate action on matters reported by the Registrar or the auditor
- To sanction additional expenditure up to a maximum, as may be prescribed by members at a general meeting, in excess of the approved budget for any one year
- To carry on the business of AGS generally and to frame rules for the conduct of such business as may be necessary

Matters which require specific COM approval / endorsement include, but are not limited to, the following:

- Material acquisition and disposal of assets
- Amendments to the by-laws
- Share issuance and dividend declaration
- Appointment of directors and key executives
- Opening of bank accounts and authorised signatories to operate the accounts
- Authorised signatories for documents executed under common seal
- Investments, risks, capital expenditure, borrowings, forgiveness of debts
- Endorsement of a petition or statement in the name of AGS
- Any other matter as required under the by-laws and applicable laws and regulations

The COM exercises stewardship in directing the Co-operative towards achieving its objectives. It ensures that the Co-operative adopts sound corporate governance practices, complies with applicable laws and regulations, and has the necessary measures in place to achieve its objectives.

It monitors management performance and emphasises professionalism and honesty in all dealings, and at all levels in the organisation, so as to sustain the Co-operative's standing, image and reputation.

COM Composition

The COM for FY23/24 comprises of 8 members as follows:

Chairperson	:	Mr Ashokan Ramakrishnan
Secretary	:	Ms Ranganayaki Thangavelu
Treasurer	:	Mr Toh Kian Beng
COM Member	:	Mr Adrian Tan
COM Member	:	Mr Daniel Tay
COM Member	:	Ms Evelyn Khoo
COM Member	:	Mr Louis Puah
COM Member	:	Dr Douglas O'Loughlin *

They were all elected at the Third Annual General Meeting of the Co-operative held on 16 December 2023 and will serve for two years until the Annual General Meeting of FY24/25.

***At the time of publication of this Annual Report, Dr Douglas O'Loughlin has stepped down from the COM, with his last day of service being 13 May 2024.**

COM Meetings and Attendance in FY23/24

The COM met on a regular basis to review the Co-operative's financial performance, corporate strategy, business plan, strategic and operational issues, policies as well as the major issues and challenges that the Co-operative may face in the future.

Name of COM Member	Number of Meetings Held	Number of Meetings Attended
Mr Ashokan Ramakrishnan	5	5
Ms Ranganayaki Thangavelu	5	5
Mr Toh Kian Beng	5	4
Mr Adrian Tan	5	5
Mr Daniel Tay	5	5
Ms Evelyn Khoo	5	2
Mr Louis Puah	5	5
Dr Douglas O'Loughlin	5	4

Honorarium Policy for COM

It was agreed amongst members of this COM that no member of this COM shall receive an honorarium or remuneration for their service to the Co-operative as a COM member.

Communication with Members

Members of the Co-operative can access relevant information on the Co-operative at its website at www.agoodspace.org. Members are also given the opportunity to participate actively at the Co-operative's Annual General Meeting where they can ask questions and communicate their views. The COM are present at these meetings to address queries and concerns raised by members.

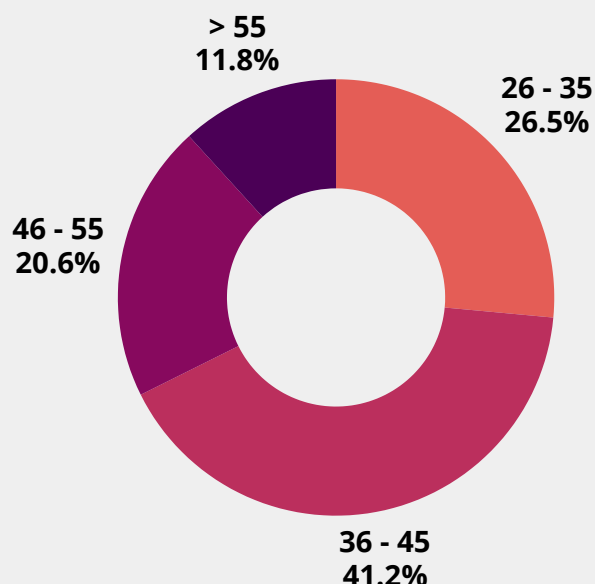
Ordinary Members	Number of Shares
34 Ordinary Members	5,500
Total Shareholding Value	\$55,000

Important Notes

- Shareholding value is calculated based on the share value of \$10 per share, as per the Co-operative's by-law 7.3.
- At the first Annual General Meeting of the Co-operative on 27 November 2021, a resolution was passed to remove Associate Membership from by-law 4.2 of the Co-operative. Therefore, there is only one category of individual membership available, which is the Ordinary Membership.

Membership Information

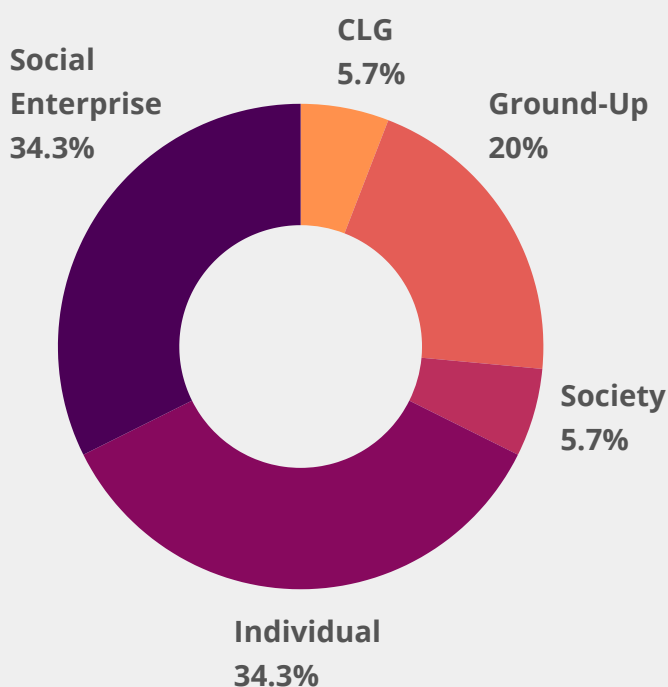
Age Distribution of Members



Of the 34 changemaker members in A Good Space, a majority of members are within 36 - 45 years old. The numerical breakdown of their ages is:

16 - 25 years old:	0 member
26 - 35 years old:	9 members
36 - 45 years old:	14 members
46 - 55 years old:	7 members
> 55 years old:	4 members

Entity Distribution of Members



Of the 34 changemaker members in A Good Space, a majority of members are either individuals or social enterprises.

Individual refers to members who don't represent any projects

Ground-Up refers to members who have started informal ground-up movements

Society refers to members who are part of or have registered as a Society

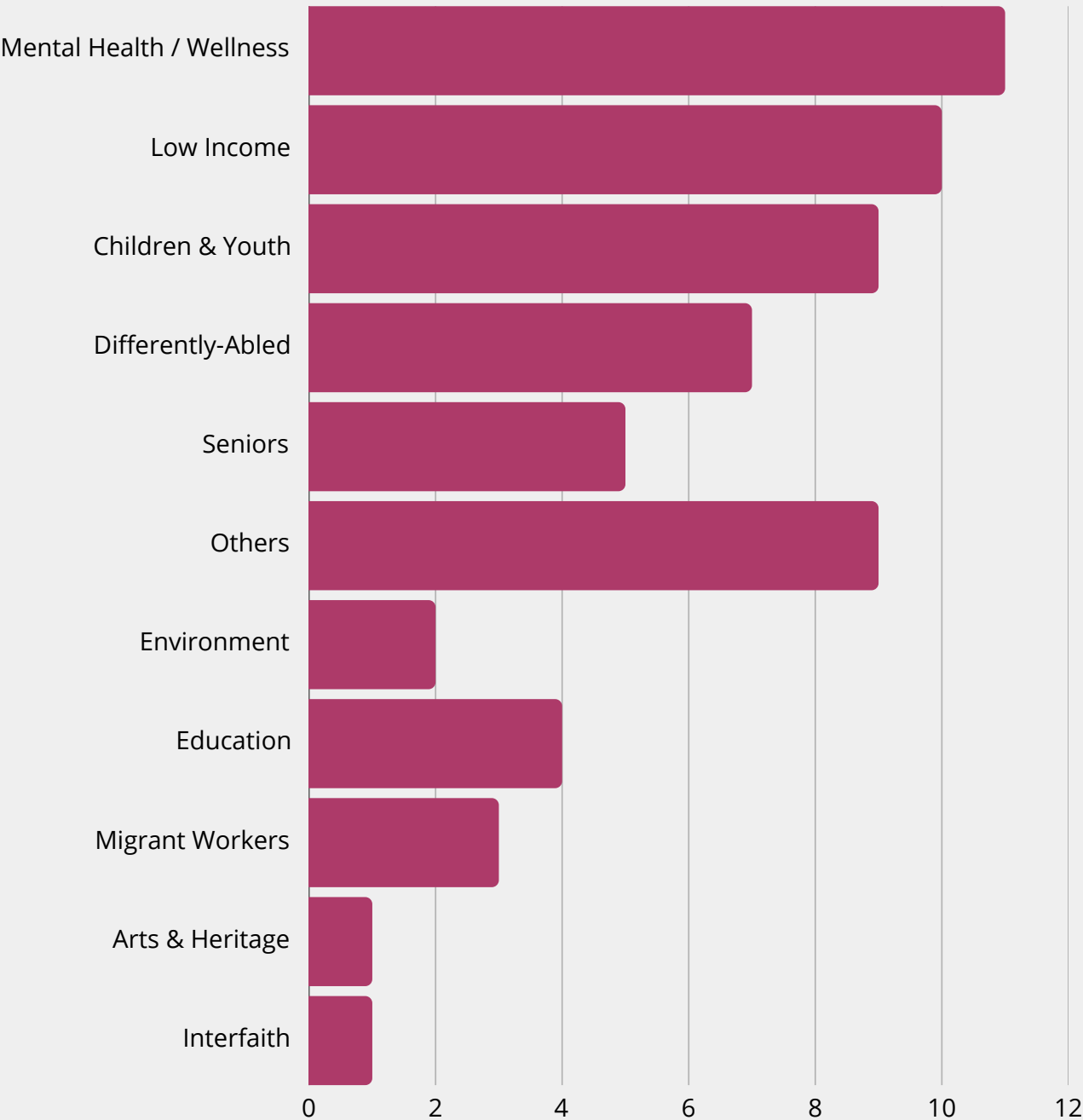
Social Enterprise refers to members who are part of or have started a social enterprise

CLG refers to members who are part of or have started a Company Limited by Guarantee

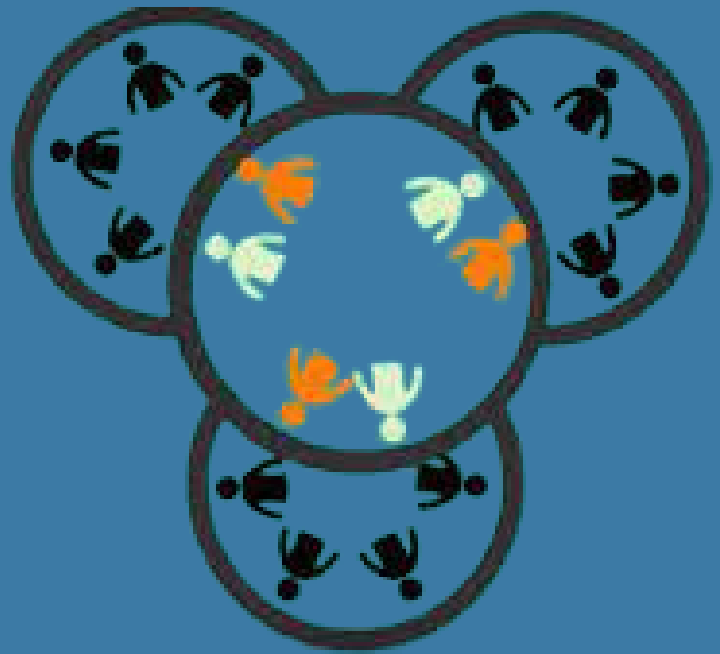
Membership Information

Breakdown of Social Issues/Communities

The following is a breakdown of the 11 social issues and communities that our changemaker members care about. Because each member may care about multiple issues/communities, they may be represented more than once.



**Others include issues/communities such as: addiction recovery, ex-offenders and community facilitation and freeganism*



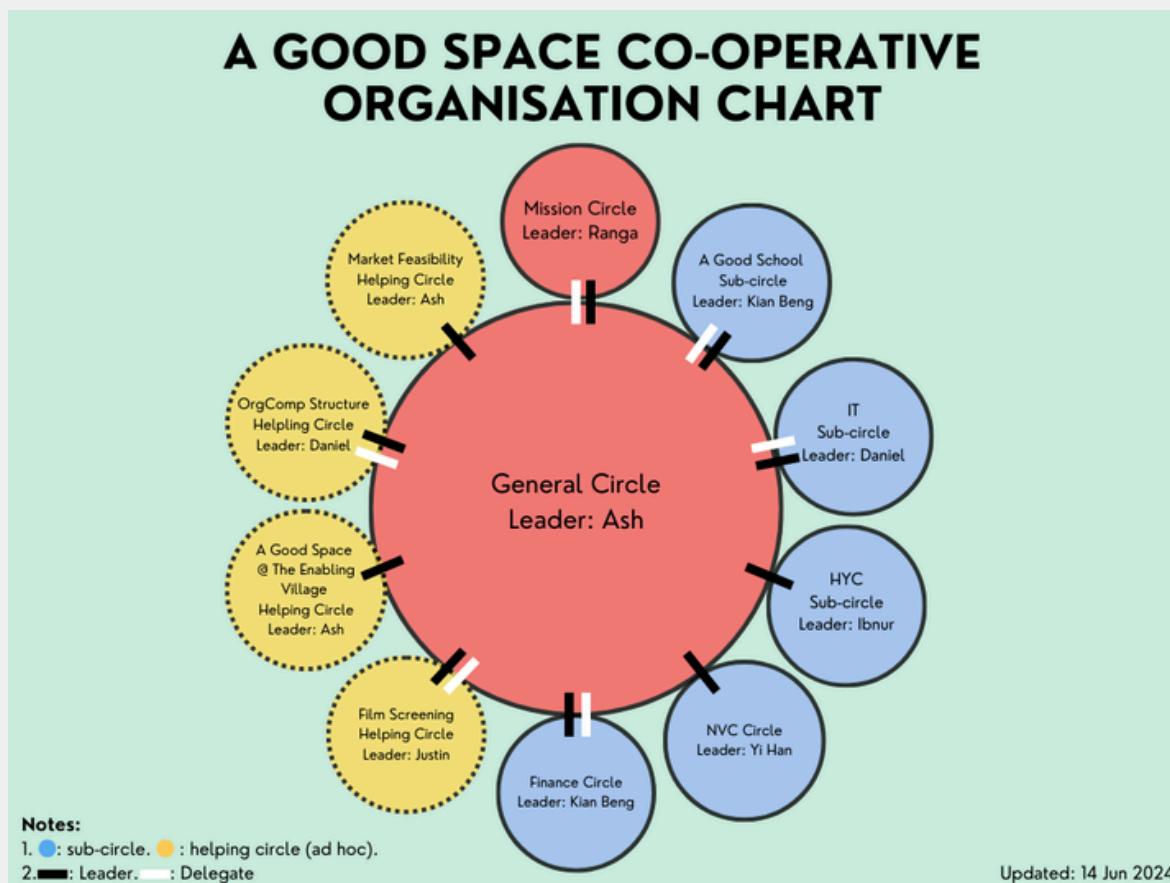
Our Transformation

This year has marked a transformative shift for AGS as we transitioned to a fully volunteer-run organization guided by sociocratic principles.

New Organisation Structure

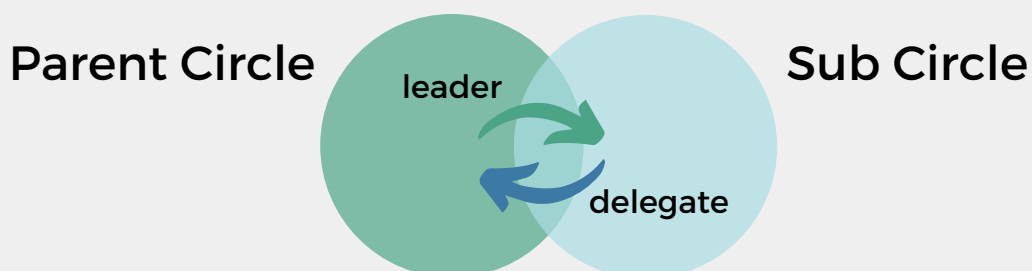
Besides the COM, the day-to-day running of A Good Space Co-operative is done by a general committee (or General Circle) and sub-committees (or Sub-circles). This included organising events, conducting training workshops, conducting research, and managing operations.

This is a snapshot of the organisation structure in June 2024.



Double-Linking

Each Sub-circle has two members that are connected to the rest of the organisation via the General Circle, which coordinates the work across the organisation. The two members are the sub-circle leader, who is selected from the General Circle; and the sub-circle delegate, who is selected from the sub-circle. The circle leader carries information from the General Circle to the sub-circle, while the delegate carries information from the sub-circle to the General Circle. This ensures that no circle becomes a silo of activity, and that information can flow smoothly through the organisation.



Helping Circles

Temporary sub-committees (or Helping Circles) were formed on an ad hoc basis, usually to conduct some form of research or put together some form of recommendation for the organisation, after which they were closed.

Sub-Circles

Each sub-committee (or Sub-circle) has a clearly defined aim (what the circle does), and domain (what the circle is responsible for). This is consistent with the principle of ensuring a balance of responsibility and authority.

Circles have both responsibility and authority so that those who do the work in that domain also have the authority to act and make decisions within that domain. This decentralised decision-making allows the organisation's circles to act in their area of responsibility without having to repeatedly check with a higher authority in the hierarchy. This allows quicker decision-making for operations.

However, decisions that fell into the domain of more than one circle were made in the General Circle.

General Circle

The General Circle is the main circle that coordinates the work of the organisation. It is comprised of two members of each of the sub-circles — the leader and delegate of each sub-circle. It is responsible to ensure that the work of the organisation is carried out smoothly, and supports the work of the sub-circles by providing guidance and resources.

The Aims of the General Circle are:

To encourage a culture of mutual aid, citizen action and community building in Singapore by -

- Recruiting, empowering and nurturing changemakers (through peer support, resource sharing, mentorship, networking and training)
- Bringing together changemakers to solve complex problems no one can solve alone (short-term collaborative projects, long-term multi-stakeholder projects)
- Making changemaking financially sustainable through organising events and selling products & services in schools, workplaces and public spaces (dialogue sessions, workshops, human libraries, seminars, film screenings, consulting services).

Mission Circle

The Mission Circle comprises the COM which held regular meetings to discuss matters of business strategy and corporate governance. Like all sub-circles, the Mission Circle is double-linked with the General Circle.

The Aim of the Mission Circle is:

- To do long-term strategic planning and keep AGS true to our mission.

A Good School Sub-circle

The A Good School Sub-circle is responsible for the business development and execution of training and education-related revenue-generating opportunities in the organisation.

The Aims of A Good School Sub-circle are:

- Engage in strategic planning and business development of training and education-related revenue generating opportunities for sub-circle members by leveraging on their respective skill sets and expertise
- Build up and manage a pool of training facilitators from AGS and other service providers, including aspiring changemakers and freelancers for projects
- Market and sale of training and education services of AGS to potential customers (e.g. schools, corporations, non-profits and government agencies)
- Bid for training and education related projects which require at least 2 AGS members' expertise to provide
- Implement training and education projects

IT Sub-circle

The IT Sub-circle was formed to be responsible for the various IT resources of the organisation, and to streamline our IT operations and make them more accessible.

The Aim of the IT Sub-circle is:

- Managing and making IT resources accessible to circle members and/or co-owners

HYC Sub-circle

The HYC Sub-circle was formed to manage our organisation's co-working space for the benefit of our co-owners.

The Aim of the HYC Sub-circle is:

- To manage the AGS co-working space in Tzu Chi Humanistic Youth Centre

Finance Sub-circle

The Finance Circle was formed to assist the Treasurer in managing the financial aspects of our organisation, as well as to develop and be responsible for our various finance policies.

The Aims of the Finance Sub-circle are:

- To ensure timely and documented incoming and outgoing payments of the co-operative
- To give clarity on the co-operative's finances

NVC Sub-circle

The NVC Sub-circle was formed from the recommendation of a now-closed, temporary NVC Helping Circle, to introduce to AGS the theory and practice of non-violent communication within our organisation.

The Aim of the NVC Sub-circle is:

- Organise activities and develop resources to nurture a culture of non-violent communication (NVC) within and beyond AGS

Circle Roles

Within each circle, there are four roles that are filled by circle members. The Leader oversees the operations of the circle in relation to the rest of the organisation. The Delegate is selected by the sub-circle from among its members to represent its interest in the parent circle. These two roles form the double link between circles and facilitate the flow of information from the circle to rest of the organisation, and vice versa.

The Facilitator guides circle meetings and ensures equivalence among circle members, while the Administrator is responsible for ensuring accurate and approved meeting minutes are stored.

Decision Making

AGS uses sociocratic decision-making. This means that decisions are not made by a single individual, or even by majority vote. Rather, all stakeholders need to give consent (not the same as consensus) before a decision can be passed.

While this process may seem slow at first, it allows our teams to address all concerns raised by all members. This increases member engagement and participation, improves the quality of decisions made, increases stakeholder buy-in, and reduces polarity and tensions between individual members.

TRANSITION TO SOCIOCRACY

When AGS incorporated in 2020, we chose a co-operative as the legal entity that best represented what our community stood for — a business co-owned by multiple changemakers.

Our vision was to turn every citizen into a changemaker in order to create a better society and, in doing so, discover their purpose and humanity. We wanted to do this by:

- Improve cooperation amongst diverse changemakers so that they can harness each other's strengths and resources to create meaningful projects;
- Mobilise diverse changemakers to ideate, prototype and implement solutions that respond to pressing and complex social issues which are specifically identified;
- Inspire students and employees to care about social issues and harness their resources to create social change, thereby increasing the number of changemakers for Singapore.

After incorporation, we appointed a founding member as General Manager (GM) to oversee daily operations, supported by the COM. This structure allowed us to move quickly but was not sustainable over time.

With co-owners focused on their own initiatives, much of the responsibility for running AGS fell on the GM, which became overwhelming for any single person. Financial constraints further limited our ability to hire additional support. Reflecting on our centralized operating model, we realised it unintentionally limited shared ownership and we learnt that over-relying on a single individual is not ideal for fostering a sense of shared ownership and building a resilient co-operative. When we finally received news that the grants that we had hoped would come in did not, we reached a decision point, prompting us to re-evaluate and adapt.

Our turning point

Led by the COM, we consulted all our co-owners and laid out our options in a town hall we convened in May 2023. The collective decision was to pivot to a volunteer-run organization based on sociocracy. We hoped that this shift would foster inclusivity, shared responsibility, and stronger collaboration, aligning with our vision of teamwork and collective strength. Additionally, transitioning to a volunteer-driven model would reduce costs, extending our runway to build sustainable revenue streams and solidify AGS's long-term impact. As the saying goes, "If you want to go fast, go alone; but if you want to go far, go together." We are committed to going far—together.

Introduction to Sociocracy

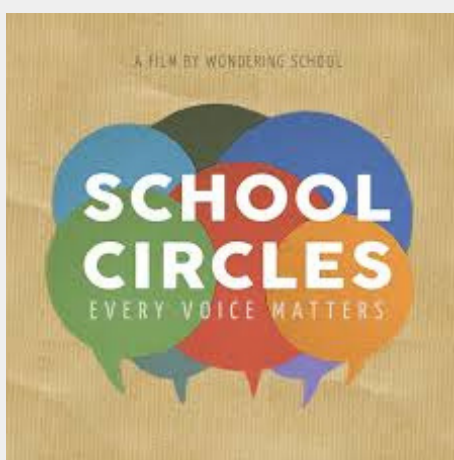
In August 2022, AGS had organised a film screening of 'School Circles', a documentary of 6 democratic schools in the Netherlands that operate using sociocracy. What was intriguing about this system was that the schools allowed the students to decide for themselves what they wanted to learn while they were in school, instead of having the teachers decide for them.

For our co-owners, this was the first time we heard of the term 'sociocracy', and we were intrigued by the possibility of such a governance model being applied here in Singapore.

Following the film screening, our GM organised a visit to a private school in Singapore that operated on the principles of sociocracy, and allowed the students themselves to decide what they wanted to learn. Several of our co-owners also experimented with using elements of sociocracy, both within AGS and within our respective organisations, with differing levels of success and lessons learned. It was a positive experience for most of us who tried it.

Hence when we came to our crossroads in May 2023, several co-owners mooted the idea of reorganising AGS into a volunteer-run sociocracy. This meant that instead of having just one individual or team decide for the whole co-operative our direction and what we did, we could have a structure that allowed all co-owners to step forward in their area of interest and capability to help steer the organisation towards the direction they wanted.

Without full-time staff, our burn rate would be greatly reduced, and we could survive for at least another 2 more years. This gave us sufficient time to pivot from having full-time staff to being volunteer-run. More importantly, it gave us the time that we needed to create for ourselves an operating model that better aligned with our values and principles as a co-operative of changemakers.



Transition to Sociocracy

Starting in July 2023, we established the General Circle to replace the General Manager role, taking on their responsibilities and redefining AGS's structure. We updated our mission, set clear aims and domains, and delegated work through sub-circles and helping circles.

Initially, we prioritized revenue generation, mistakenly believing that higher earnings would solve our challenges. However, we realized that deeper structural issues—particularly around fair and accountable revenue distribution—needed to be addressed first. This led us to focus on restructuring AGS's systems and processes to foster collaboration and shared responsibility.

We gradually implemented key processes, including:

- Shared decision-making authority
- Decentralization of power
- Equivalence among co-owners
- Stakeholder consultation
- Greater transparency and information flow
- Increased buy-in and engagement
- Better decision documentation and tracking
- Regular policy reviews

One significant example of increased engagement that we experienced came from the election of the third COM during the AGM for FY 22/23. Prior to the AGM, we held two information sessions explaining the COM's role and conducting open nominations, where participants shared why nominees deserved consideration. This process led to the largest COM in AGS's history, with eight co-owners stepping forward—demonstrating the impact of sociocratic elections.

During the same AGM, we also announced support for co-owners with new initiatives. Yi Han, one of our co-owners, introduced the idea of integrating Non-Violent Communication into AGS, marking another step toward strengthening collaboration within our community.

“

“I thought that sociocracy would work well in a structure of a co-operative, where members are peers. Worker-owned co-operatives are challenging to set up and thrive, because democracy is hard. People have different views and it's hard to align them. But with this kind of governance structure whereby decisions can be made in a decentralised manner, it feels like the magic sauce that can drive worker-owned co-operatives, and potentially changemaker co-operatives. I think we have the right model of governance for the kind of membership organisation that we intend to run.”

— Justin Lee, General Circle Facilitator

”

Introduction to Non-Violent Communication

Non-Violent Communication (NVC) is a structured, accessible framework that helps individuals navigate personal and interpersonal challenges, such as:

- Empathy fatigue and burnout from absorbing others' emotions
- Resentment from neglecting personal needs while giving too much
- Conflicts with colleagues, volunteers, or family that escalate into hostility
- Depression and anxiety fueled by self-criticism

Yi Han, a strong advocate for NVC, personally experienced its benefits—reducing his inner critic, developing self-compassion, and handling conflicts with greater calm. Inspired by its impact, he wanted to introduce NVC to a wider audience in Singapore.

With AGS's support, he formed an NVC Helping Circle to organize a two-day "Introduction to Nonviolent Communication" workshop (May 18-19, 2024), attended by 20 participants, including AGS co-owners. This marked NVC's introduction to AGS.

If sociocracy is the engine driving AGS, NVC is the oil that keeps it running smoothly. Following the workshop, the Helping Circle recommended deeper integration of NVC, leading to the formation of a dedicated NVC Sub-circle. This group now facilitates regular practice sessions for co-owners.

Additionally, AGS established a Restorative Circle—a structured process to resolve conflicts and mend relationships strained by collaboration. Recognizing that passionate changemakers may face conflicts, AGS incorporated NVC into its Conflict Resolution Policy, ensuring that disputes are addressed constructively and that all voices are heard.

“

Through the NVC course (organised by Yi Han and team and generously taught by Boon Ling), I experienced how recognising feelings and needs is not just a way of caring for others, but more importantly, caring for oneself too. We can only fill others as much as we are filled ourselves. I also appreciate the generous support post-course to continue to practice what we learnt ! I would strongly recommend this course and Boon Ling as a teacher ❤️

- Choo Yuan Ting (AGS NVC Workshop participant)

”

Restorative Circle — A Case Study in Strengthening Trust

During a customer project, tensions arose among team members, raising concerns about future collaboration and relationships within the AGS community. To address this, the team held two Restorative Circles, facilitated by one of our co-owners who was NVC trained, to restore trust among four co-owners.

Using Non-Violent Communication (NVC), the team created a safe space for open dialogue. Participants first identified key facts and areas of conflict, ensuring a clear distinction between subjective judgments and objective observations. For instance, one member felt AGS's profit from the project was too low but later acknowledged that AGS had no predefined profit guidelines, making their concern a personal judgment rather than an objective issue.

Each participant then shared their feelings and the unmet needs behind them. This helped uncover deeper personal challenges. One co-owner, for example, revealed past trauma related to “managing upwards,” which unconsciously led him to avoid responding to messages when facing delays.

This process fostered greater understanding and empathy, strengthening relationships and improving communication. The team emerged from the conflict with renewed trust, clearer expectations, and a stronger commitment to working together.

“

The restorative circle helped me to identify my own blind spots and build empathy for those affected by my actions or inactions. I was able to get ideas from the group on how to improve. Hearing from the other parties helped me gain insight into their point of view and the negative consequences of my actions or inactions and how severe they were.

- Muhd Ibnur Rashad, HYC Sub-circle Leader ”

“

As someone who values group harmony and shuns conflict, I approached the NVC Restorative Circle with some apprehension. I came into the session carrying a grievance against someone I deeply respected. However, the facilitated process allowed me to express my concerns fully, in a space that was deeply respectful and empathetic. I never felt pressured to ‘win’ or “beat down” the other party. Instead, I walked away feeling truly heard, without losing my sense of connection with the other person.

Ashokan Ramakrishnan, General Circle Leader ”

Redesigning Our Compensation System

Prior to adopting sociocracy in AGS, we employed a full-time staff to handle the day-to-day operations of our co-operative. One constant worry we had was that we had to earn enough to ensure that we had enough revenue to pay our employee and cover our fixed costs. Besides being a constant financial and emotional strain on our leadership team, it also prevented us from making good long-term decisions for our co-operative.

The result was costly decisions, because we did not have the freedom of time and money to make alternative decisions. We found ourselves trapped in a never-ending cycle, and we knew that something had to change.

Manpower costs were our top cost, hence when we transitioned to a volunteer-run model, we greatly reduced our overheads for the time being. This bought us time to pivot and change our operating model, without having to worry about survival for a period of time. As a business entity, it is not our intention to remain a volunteer-run organisation permanently. However, our compensation system needed to undergo a complete overhaul and be redesigned to one that aligned with our values and principles of shared ownership.

We created an OrgComp Structure Helping Circle of co-owners to research, design, and recommend the implementation of a new compensation system. This new revenue-sharing system allowed us to share the earnings of the co-operative, net fixed expenses, with all the individuals who contributed to the work of the co-operative, in proportion to the volume and value of their contribution.

This system helped all of us to find alignment in both increasing the co-operative's revenue while decreasing the co-operative's expenses, since all of us were incentivised to have more to share. No longer was the responsibility of the co-operative's financial health left to only the leadership team to bear, and it was now our collective responsibility to work on. If no one was paying attention to our earnings, then there would be nothing to share, but our co-operative could still survive almost indefinitely, so long as we earned enough to cover our fixed expenses.

This new compensation system has allowed us to increase the survivability of our co-operative. Hence, as co-owners, we share both the upsides as well as the downsides of the co-operative's financial journey.

Engagement Since Adopting Sociocracy

Since we adopted sociocracy, our co-operative has experienced higher engagement levels among co-owners. In FY 2023/24, 17 co-owners (50%) and 4 Friends of AGS (non co-owners) have been members of circles, contributing to the work of our co-operative. We do not have data on the engagement levels of previous years as it is a new indicator we have started tracking this year.

Since AGS transitioned to sociocracy, the number of manhours we have spent in various circle meetings are:

People in AGS are very passionate people and wear multiple hats. It is a challenge for people to prioritise AGS when there is conflict between multiple commitments. Maybe it's not about involving everyone. Maybe it's about making it personal. So that people feel the values of sociocracy are aligned with their personal values. Whatever mission that AGS has, people have to adopt it and make it their own mission. Now they will start to advocate for it."

Quek Wan Ting, AGS co-owner

No.	Circle	Man-hours
1	A Good School Sub-circle	64
2	Finance Sub-circle	24
3	General Circle	256
4	HYC Sub-circle	13
5	IT Sub-circle	47
6	Mission Circle	98
7	NVC Sub-circle	22
8	Sociocracy Learning Sub-circle	11
9	HR Sub-circle	20
10	Operations Department Circle	16.5
11	Annual Report Helping Circle	4
12	Film Screening Helping Circle	10
13	OrgComp Structure Helping Circle	52
14	NVC Helping Circle	33
15	Learning Festival Helping Circle	7.5
Total		678

“

"I feel like whoever is involved now ends up feeling a lot more invested or has a greater sense of ownership in the organisation. I don't know whether it's a chicken-and-egg thing, in the sense that those who participate because they already have a sense of ownership; or if they get a better sense of ownership because of their participation. I feel like I have grown in my sense of ownership because of my participation. Perhaps before sociocracy, I wanted to have more ownership, but I couldn't then and now I can, and this has allowed me to play a bigger part in the organisation."

— Louis Puah, Operations Department Circle Delegate

”



Our Collab Projects

Collaboration is the heart and mission of AGS. We strive to foster cooperation among different changemakers so that we can harness each other's strengths and resources to create more meaningful projects. Here are some of the projects that we have collaborated on in AGS in the past year.

Collaboration Since Adopting Sociocracy

SNCF Focus Group Discussions

One of our highlights this year was working with SNCF (Singapore National Co-operative Federation) to organise 3 focus group discussions for its member co-operatives to better understand the landscape of co-operatives. This has allowed AGS to play a role in collaborating with SNCF to shape the co-operative movement in Singapore.



Human Library for Evergreen Secondary School

AGS organised a Human Library session for 80 student leaders from Evergreen Secondary School as part of their Leadership in Action camp to cultivate empathy in student leaders by exposing them to different communities and realities in Singapore. We brought together 8 changemakers that represented a wide spectrum of social issues such as differently-abled, seniors, mental wellness, environmental sustainability, education, youth career exploration & growth, children's education and special needs.



NVC Workshop

A team of 6 changemakers co-organised an in-person 2-day “Introduction to Non-Violent Communication” workshop for 20 participants who learned how to use empathy to understand their own, and others’, true needs, and to use these together with feelings to gain clarity in communication. Participants reported having learned how to “practise self-empathy”, and “learning to be gentle and non-coercive in conversations” with themselves and with others.



Design Consultancy for Youth Integrated Wellness Centre

AGS convened 8 changemakers representing 8 organisations to form a consortium with multi-disciplinary expertise in mental well-being, youth engagement, design thinking, spatial design, organisational development, futures thinking, branding, collective impact, and community organising. The consortium collaborated to deliver a project plan commissioned by the National Council of Social Service (NCSS) for the design phase of a new Integrated Wellness Centre for youths.



GIC Sparks & Smiles Award

Since February 2023, A Good Space has partnered with GIC to curate meaningful volunteering experiences for 60 ITE students under the Sparks & Smiles Scholarship Program. Collectively, they have contributed over 1,500 hours of service, engaging with diverse beneficiaries and applying their skills for social good. We sincerely thank the 17 community partners, many connected to our Co-owners and Friends of A Good Space, for making these impactful experiences possible.

1. Social Gifting
2. Little India Veggie Collection
3. Parabowls Singapore
4. Fridge Restock Community SG
5. Migrant Writers of Singapore
6. HealthServe Ltd
7. ItsRainingRaincoats
8. SPARK
9. The Giving Collective
10. GUILD
11. Youth Corps Development Team
12. SASCO Senior Citizens' Home
13. Stroke Support Station
14. SHINE Children and Youth Services
15. En Community Services Society
16. Singapore Children's Society
17. Hey, You Got Mail!



Collaborations Beyond AGS

The trust and relationships built within AGS have led co-owners to collaborate beyond the co-operative.

- **‘Do You See Me?’ (Nov 2023):** A collaboration between IAMinVISIBLE, Tzu Chi Humanistic Youth Centre, and AGS, featuring 34 changemakers, 77 stories of inclusion, and a panel on workplace and societal inclusion. Ningpei gathered seven co-owners to make this happen.



- **PlayForward (June 2024):** Kian Beng organized this event for the UN International Day of Play, with Sherman, Louis, and Ibnur contributing as panelists and play-booth hosts, engaging 50+ business leaders and educators.



- **Lego® Serious Play® (Nov 2023 - July 2024):** Ashokan & Kian Beng co-created a program using LEGO® SERIOUS PLAY® and Collaborative Problem Solving, to help parents and children learn to work together better.



- **Social Impact Research (March 2024):** Louis, Ibnur, Kian Beng, and Daniel guided 40 students in home visits to 10 seniors in Sennett Estate to empathise with the elders and learn from them about their daily routines, relationships, challenges, skills and experiences.



- **Buddy of Parents (BOP):** Ashokan and Adrian collaborated to bring to market a life-saving age-tech solution that combines IoT technology from iWOW with trusted human touch from SGAssist's 24/7 response center.



Looking Ahead : Where do we go from here ?

FY 2023/24 has been a period of transition for AGS, shifting from a full-time staff model to a volunteer-run organization governed by sociocracy. This transition has strengthened our systems and processes, aligning them with our values as a changemaker cooperative focused on collaboration.

With this foundation in place, we are now focused on creating and sharing innovative, collaborative solutions for society while ensuring AGS remains financially sustainable, enabling us to fund our impact work in the long term.

Key initiatives ahead include:

- **IT Learning Exchange:** A peer-learning platform launched in October 2024, where changemakers exchange insights on leveraging IT for greater impact.
- **IT Shared Services & Co-working Space:** Helping co-owners reduce overheads by pooling common IT services and shared workspaces.
- **AGS Learning Festival:** Bringing non-profit leaders together to explore new, collaborative ways of working.
- **NVC Practice Group:** Establishing a shared language through regular Non-Violent Communication (NVC) practice sessions.
- **Sociocracy Consulting Service:** Developing a competency framework for sociocracy facilitators and supporting organizations in adopting sociocracy in their operations.

We invite you to join us in harnessing our collective strengths to tackle pressing social issues in Singapore. Changemaking is a journey best traveled together—let's continue building AGS as a cooperative where true collaboration drives lasting impact.

 Learn more: www.agoodspace.org





Appendix

This section contains information on the following:

- List of Members of A Good Space
- Key Partners

List of Members

As at 30 June 2024



**Abhishek
Bajaj**
6th Sense



Adrian Tan
SG Assist



Anthea Ong



**Ashokan
Ramakrishnan**
SPARK



Bill Bannear



Christine Sim



Chua Ningpei
IAMinVisible



Daniel Tay



Dean Ng
The Affirmative
People



**Douglas
O'Loughlin**



Een Yuan Long
SerendipET



Evelyn Khoo
Aphasia SG



Toh Kian Beng
The Ubuntu
Space



Jennifer Lim
Thy Dreams
Matter



Justin Lee



Keith Wang
Bonfire



Lee Zhong Han
We Tell Stories



Leon Toh



Lily Goh
EO Horizons



Louis Puah
Praxium



M. Ibnur Rashad
GUILD



Melissa Kwee



Michael Cheng
Tapestry Playback
Theatre



Michelle Leong

List of Members

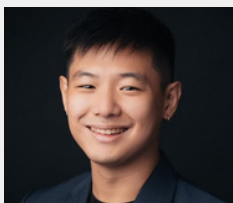
As at 30 June 2024



Quek Wan Ting
Authentic
Relating



Ranga T.
Non-profit Leader



Rayner Tan
Greenhouse
Community
Services



Sherman Ho
Happiness
Initiative



Tan Ding Jie
Humanist Society
Singapore



Tan Yi Han
NVC Practitioner



**Tines
Anbarasan**
SerendipET



Velda Wong



Vincent Ng



Vincent Chong
SPARK

“

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that ever has.

Margaret Mead
Cultural Anthropologist

Acknowledgements

It takes a village to raise a child and we think the same can be said for a community. We have come a long way, on the back of inputs, friendships, advice and contributions from many unsung heroes and key partners. Here is a special mention for the people and organizations who were part of, contributed to, or helped to build AGS in FY23/24:

Organization Partners



Tzu Chi Humanistic Youth Centre

HYC has been a key partner for AGS since 2020. Over the years, our members have partnered it to create many meaningful programs and our office is based there too. We are grateful for the friendships we've made with the team and the many possibilities we continue to see, together.



GIC

We are grateful for the continued partnership with GIC to curate over 1,500 hours of volunteering opportunities for the 60 student awardees in their Sparks & Smiles program. We are inspired by their efforts to contribute to active citizenry and look forward to more fruitful collaboration in the years to come.



SNCF

SNCF has been a key part of AGS' story from the beginning, when they advised us on our incorporation. We are grateful for the team's trust in us to design and facilitate the focus group discussions of its member co-operatives, which helped to reimagine the co-operative movement for the next century. We look forward to working more closely with the team in our time together.



The Majority Trust

We are grateful to the team at TMT for constantly finding innovative ways to support social impact organisations. We benefited from the SG Strong Grant which helped to fund our Digital Inclusion Listening Living Lab.



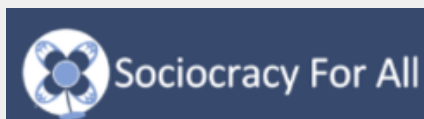
National Council of Social Service

We are grateful to NCSS for your trust in commissioning the consortium that we assembled to deliver a project plan for the design phase of the new Integrated Wellness Centre for youths. We look forward to working together again in the years to come.



Impact

Impact are our accountants, assisting us to keep good financial records for governance purposes. Special thanks to Johnny, Janyn, Wee Tiong and Budi for their good support over the years.



Sociocracy For All

SoFA is a non-profit that helps organisations, communities, workplaces and collectives to learn how to organise in a decentralised way and make their decisions with equity, efficiency, empowerment, trust and transparency using sociocracy. We thank SoFA for the valuable resources that they have produced and that we have used and applied in adopting sociocracy in AGS.

Together, we can do more for the social issues and communities we care about.



A Good Space Co-operative Limited

Registered under the Co-operative Societies Act (Chapter 62) of the Republic of Singapore

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