

ANNUAL REPORT FY 2024/25

1 JULY 2024 — 30 JUNE 2025



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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
- 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.

Chairperson's Message



Dear Members of A Good Space,

As I conclude my term as Chairperson after two terms, I am filled with deep gratitude and pride for what we've built together. A Good Space has always been about something larger than any one of us — it is about what becomes possible when good people come together with trust, empathy, and courage to make a difference.

Our journey has been one of evolution and adaptation more than by intelligent design. We started as a physical space for changemakers, then pivoted to a virtual community during the Covid pandemic, and more recently transformed into a volunteer-led organization grounded in **Sociocracy** and **Nonviolent Communication (NVC)**. This resilience (in spite of constraints), conviction to collaborate, and openness to innovate are what I am both grateful and proud of.

Collaboration can take many forms. Most often, organizations default to hierarchies, where decisions flow from the centre and a few people call most of the shots. But in AGS, we aspire for a more **distributed model of leadership**, where everyone feels empowered to step up, contribute, and co-create both our revenue and impact projects together. This is what I like to think of as **Collaboration 2.0**. I know it sounds utopian, but I have seen enough moments of success to believe it's worth striving for. Through the efforts of many, we have laid firm foundations, both in the systems and processes shaped by **sociocratic principles**, as well as the culture where we communicate non-violently even when we disagree.

Our work this year can be grouped into 2 main areas: creating impact through social projects and collaborating to support our financial sustainability goals. I will share both our triumphs and challenges.

In the area of impact, I am grateful that we secured SNCF grants for our community projects like **Good Stories** and **Good Neighbours**. Each one reflects what happens when our members come together to co-create something none of us could achieve alone. For example, **Good Stories** blends the strengths of different members — tech, human connection, and reminiscence facilitation — to help 100 seniors turn their memories into life stories. **Good Neighbours** empowers communities to support vulnerable neighbours through NVC-inspired empathy tours and sociocracy-inspired collaboration circles. I am excited that these projects give our members meaningful opportunities to collaborate and make impact together — something we had previously held back on to prioritise revenue-generating work.

In the area of revenue-generation, we faced a tough decision this year to close our **A Good School Circle** after two years of experiments. It may look like a setback, but it is really a part of our entrepreneurial learning journey; to try, fail, learn & pivot. I am hopeful that our next chapter will bring new products & services that are a better fit for the market. One possibility that I am very excited about is sharing what we have honed within AGS — our collaboration practices and conflict-resolution skills — with other organizations, so they too can work together with more clarity, empathy, and trust.

With the foundation in place, it is time to gather a new team who will lead us into our next chapter of our AGS story. I am confident that with your support and passion, we will continue to thrive and make a meaningful difference in addressing the wicked problems of our times.

Thank you for the privilege of serving as your chairperson. I look forward to seeing how AGS continues its journey to become a beacon for collaboration.

With gratitude,

Ashokan Ramakrishnan

Chairperson

A Good Space Co-operative Limited

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 interests 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 subcommittees.

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 FY24/25 comprises of 7 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

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.

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 served in the second COM, and was re-elected on 16 December 2023. Kian Beng is the co-founder of The Ubuntu Space, a social enterprise fostering personal and organisational development through play and behavioural science-backed programs. Describing himself as a “kampung boy with a city guy’s heart”, Kian Beng is guided by simplicity and gratitude as he serves others. With over 20 years of community work, he has raised awareness on food loss, supported disadvantaged groups, mentored youths and young leaders 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.

Committee of Management (COM)



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.

Committee of Management (COM)



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.

COM Meetings and Attendance in FY24/25

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	8	8
Ms Ranganayaki Thangavelu	8	8
Mr Toh Kian Beng	8	6
Mr Adrian Tan	8	2
Mr Daniel Tay	8	8
Ms Evelyn Khoo	8	3
Mr Louis Puah	8	6

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.

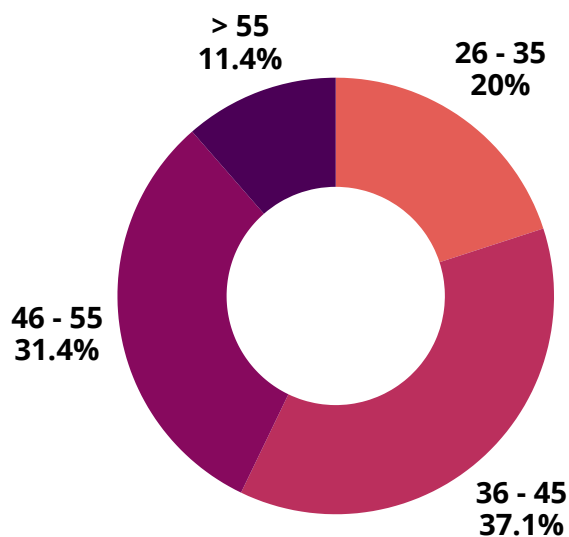
Ordinary Members	Number of Shares
35 Ordinary Members	5,600
Total Shareholding Value	\$56,000

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 35 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: 7 members
36 - 45 years old: 13 members
46 - 55 years old: 11 members
> 55 years old: 4 members

Of the 35 changemaker members, a majority of members are individuals, part of/have started a social enterprise or founders of ground-up movements

Individual refers to members who do not represent any projects

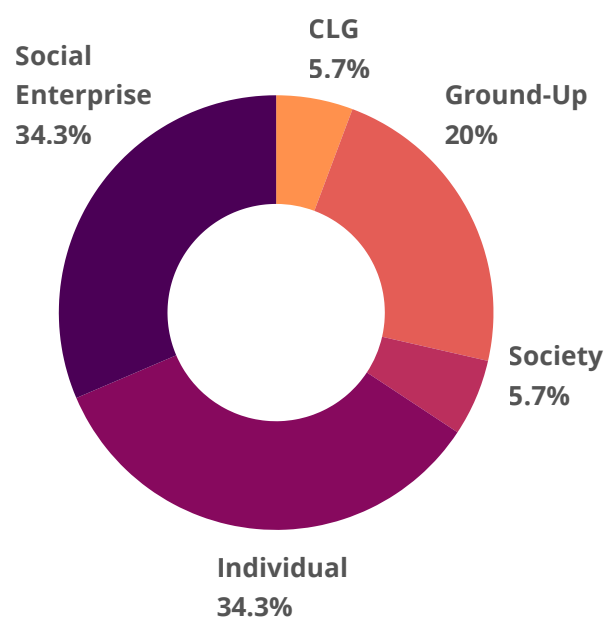
Ground-Up refers to members who have started informal ground-up movements

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

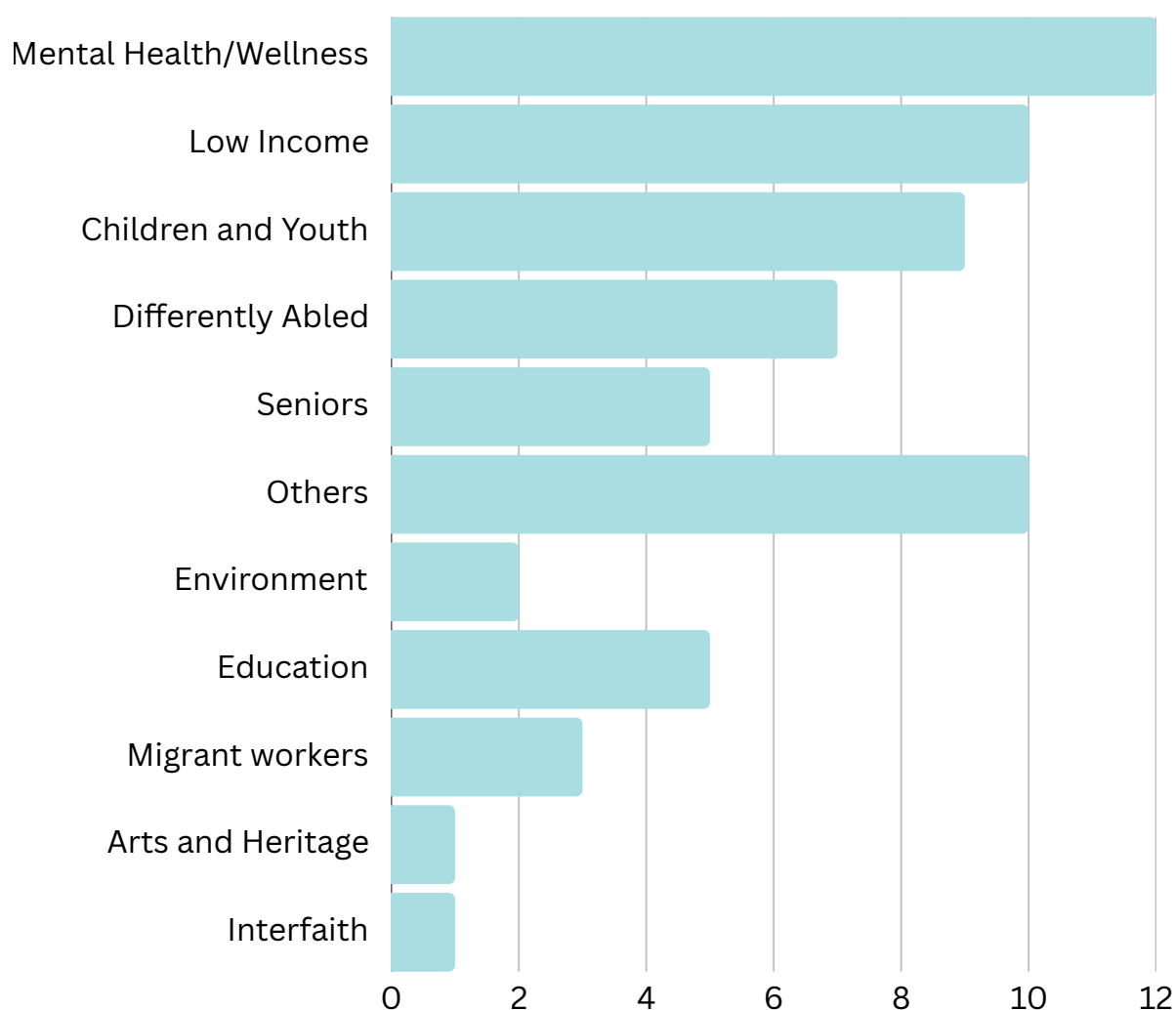
CLG refers to members who are part of or have started a Company Limited by Guarantee

Entity distribution of Members



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.*



Overview of Our Organisation



*Committees are where collaboration meets purpose,
and where our collective energy drives meaningful change.*

General Committee & Subcommittees (FY24/25)

Decision Making

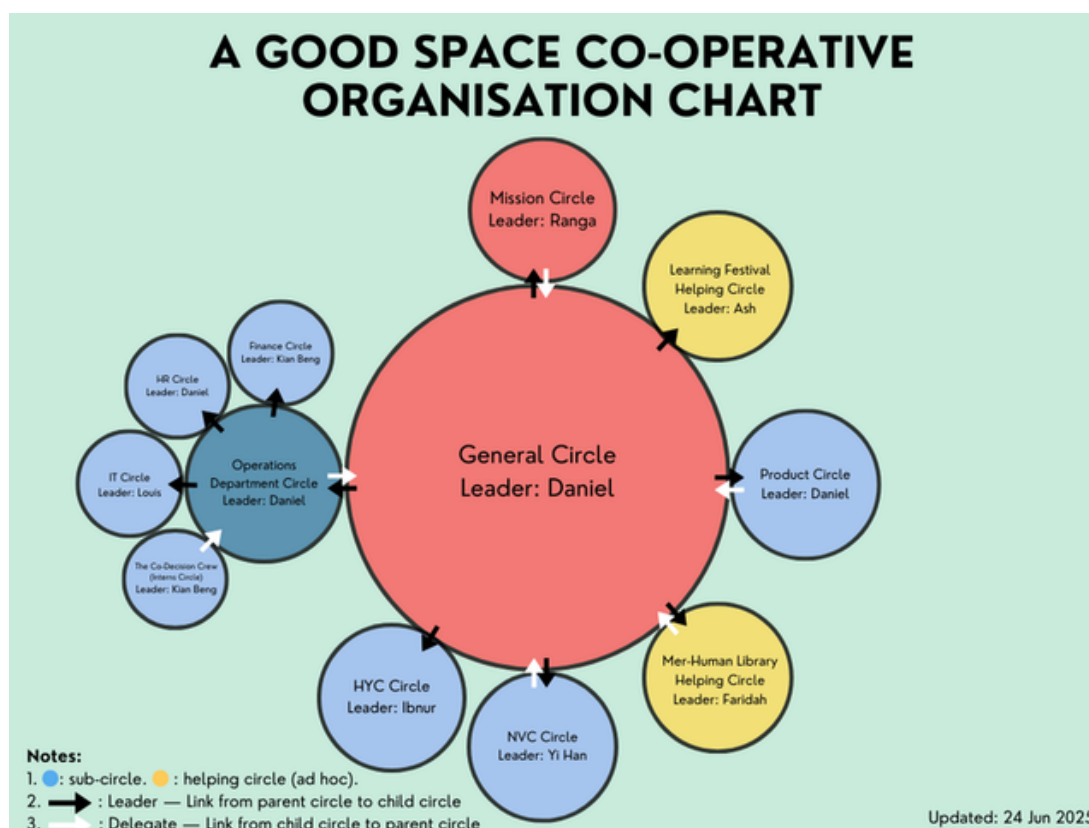
AGS uses sociocratic decision-making. This means that decisions are not made by a single individual, or even by majority vote. Rather, all stakeholders need to give consent (not the same as consensus) before a decision can be passed.

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.

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 as of end June 2025.

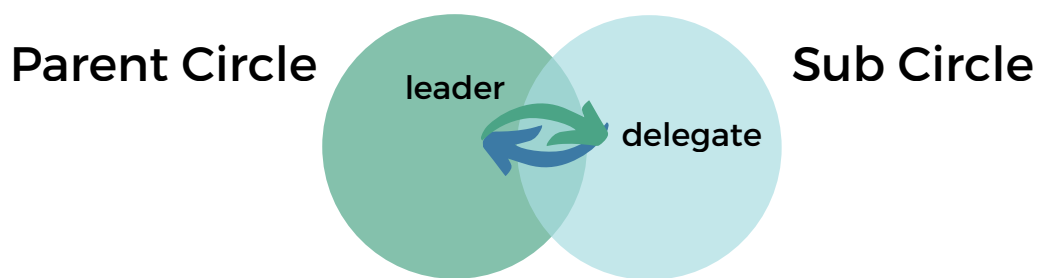


Circles have both responsibility and authority so that those who do the work in that domain also have the authority to act and make decisions within that domain. This decentralised decision-making allows the organisation's circles to act in their area of responsibility without having to repeatedly check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

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, which is selected from the General Circle; and the sub-circle delegate, which 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.



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 the 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.

**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.*

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.*

The following list provides a brief description of the circles as of end June 2025.

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 work of the General Circle and the Mission Circle are distinct and separate, with a clear division of responsibility and authority.

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).



General Circle meeting

Mission Circle

The Mission Circle comprises the COM which holds 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.

Operations Department Circle

The Operations Department Circle was formed to coordinate, support, and strengthen the non-revenue generating circles of AGS and to ensure that the co-operative runs smoothly and sustainably from within.

The Aim of the Operation Department Circle is:

- To create, support and coordinate the circles that carry out the internal operations of the cooperative

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

HR Sub-Circle

The HR Sub-circle was formed to manage new membership applications and to strengthen our people systems.

The Aims of the HR Sub-Circle are:

- To operationally process new membership applications for AGS Co-owners for COM approval
- To develop and maintain processes for mediation and conflict resolution among circle members and co-owners
- To develop a code of conduct for AGS for Mission Circle to approve, and then to implement it
- To implement and manage the compensation system for AGS

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



IT Exchange Session organised by IT Sub-circle

The Co-Decision Crew Sub-Circle

The Co-Decision Crew Sub-circle was formed to model a culture of shared leadership and self-directed growth, giving interns a meaningful voice in how they work and how their well-being is supported within the co-operative.

The Aims of The Co-Decision Crew Sub-Circle are:

- Allow interns to be the most productive by proposing their own working style and tasks they prefer to work on
- Allow interns to advocate for themselves to allow their well-being and growth

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 Aims of the HYC Sub-Circle are:

- Grow a thriving homebase for changemakers
- Optimise use of HYC Space
- Decide fair use policies

NVC Sub-Circle

The NVC Sub-circle was formed to introduce to AGS the theory and practice of nonviolent 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



NVC Sub-Circle meeting

Product Sub-Circle

The Product Sub-circle is responsible to research, co-develop, validate, and maintain AGS products.

The Aims of the Product Sub-Circle are:

- Research and develop AGS products which require at least 2 AGS members' expertise to provide
- Validate AGS products and test market
- Develop sales aids, maintain product catalogue & provide training to Solutions Consultants & facilitators

Learning Festival Helping Circle

The Learning Festival Helping Circle was formed to explore the organising of a learning festival for non-profit and community leaders who are seeking to enhance their teams' ability to collaborate and innovate more effectively.

The Aims of the Learning Festival Helping Circle are:

- To showcase possible training & consultancy products (in area of collaboration & innovation) that AGS can offer
- To test demand for these products in NPO customer segment
- To showcase AGS' journey innovating through collaboration

Mer-Human Library Helping Circle

The Mer-Human Library Helping Circle was formed to plan and organise a series of public sharing sessions to feature our members' experiences and resilience stories.

The Aims of the Mer-Human Library Helping Circle are:

- Organise a series of in-person Human Libraries to celebrate AGS members' stories of resilience, overcoming challenges, and inspiring people to go out and take risks
- Create a series of podcasts for Merlion Project X AGS from the Human Libraries



Key Collaborative Efforts



Collaboration is not just what we do.

It is who we are.

Together, we turn individual strengths into impact no one can achieve alone.



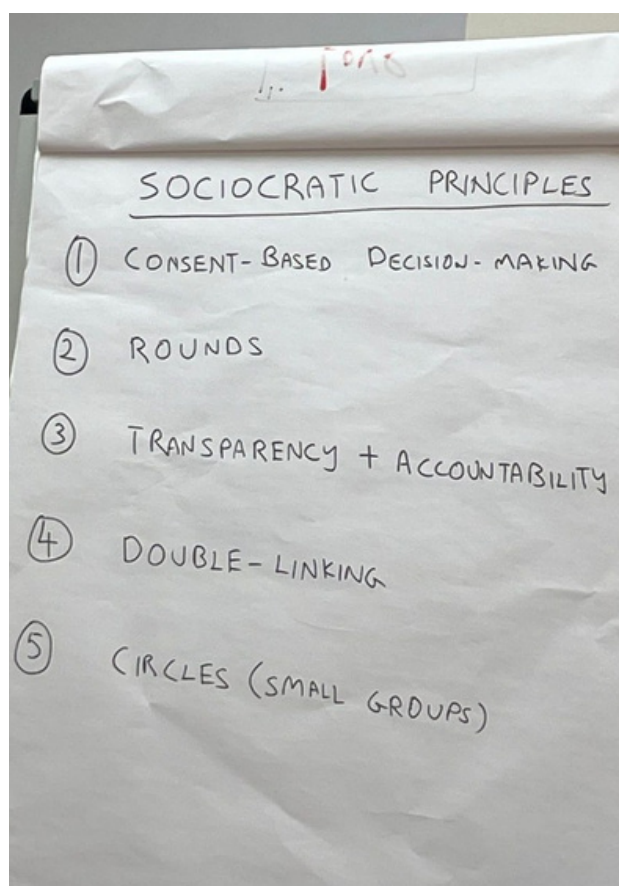
Strengthening Collaborations

Collaboration as our identity - not just our intention

Collaboration has always been the heart of A Good Space (AGS). It is the reason we exist - to help changemakers to work better together, harnessing each other's strengths, lived experiences, and resources to create impact no one can achieve alone. In the past year, we deepened this commitment by strengthening the systems, skills, and culture needed for true shared leadership.

Strengthening the Engine: Sociocracy + NVC

Since July 2023, sociocracy has formed the backbone of AGS' shared leadership - a governance system that distributes decision-making, ensures transparency, and allows every voice to matter. If sociocracy is the engine, then Nonviolent Communication (NVC) has become the oil that keeps the engine running smoothly, helping us communicate with empathy, clarity, and connection.



"One benefit to AGS in adopting sociocracy has been to take turns and ensure everyone is heard. In group settings, dominant voices often take over. But taking turns maximises contribution and engagement. When people feel engaged, team potential increases leading to more inclusive and thoughtful decision-making."

— Toh Kian Beng, COM Member

Deepening Our Practice of Nonviolent Communication (NVC)

Following the successful “Introduction to NVC” workshop in May 2024, NVC has become a cornerstone of our collaboration culture. In 2025, we launched the first AGS NVC Practice Group - a three-month journey combining monthly 2-hour face-to-face sessions and 1-hour online sessions. Four participants (three members and one Friend of AGS) joined this pilot run from April to June 2025.

Participants shared that consistent practice allowed them to internalise the concepts, gain new insights, and experience the emotional safety to share struggles and receive empathy - a reflection of the community we are building.

Our restorative practices also evolved. After successful Restorative Circles* conducted internally in 2024, Yi Han offered to facilitate Restorative Circles for members and their communities. One notable example was when an AGS member took up the offer to address a conflict in a non-profit organisation he was part of - the conflict was threatening to tear apart two of the directors of the organisation which would likely have led to the dissolution of the organisation. After the first circle session, the two embraced - a powerful moment showing what NVC and compassion could bring to people and groups.

Looking ahead, our NVC Circle will continue nurturing this culture of compassion through:

- a second “Introduction to NVC” workshop with Choy Boon Ling in November 2025
- regular NVC Advocates Gatherings to strengthen the wider NVC community in Singapore

Our vision is for NVC to be a powerful enabler, elevating collaboration within and beyond AGS into the next stage of our collective journey.



"NVC practice group is a safe space to practise NVC for myself, and the people there allow me to practise these skills as well as air my frustrations."

— Xie Xueling

*A Restorative Circle is a structured process to handle conflicts in a community through facilitating mutual understanding and connection

Elevating Our Social Impact through the Empowering Communities

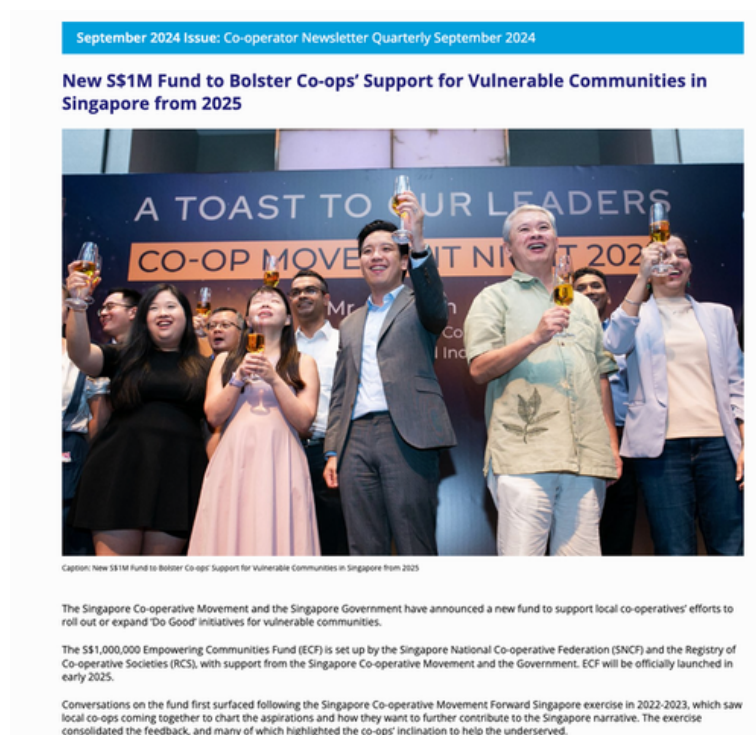
Fund

Over the past five years, AGS has brought together diverse members to co-create multiple social impact initiatives. When the Empowering Communities Fund (ECF)* was launched in March 2025 by Singapore National Co-operative Federation, we rallied our members to brainstorm projects that reflect our shared values and strengths.

At the time of this report, we are proud to have secured approval for two major projects - the Good Stories Project and the Good Neighbours Project - under ECF.

These collaborations reveal the heartbeat of AGS' ethos for Singapore's social compact

- When diverse changemakers come together, we don't just cooperate; we lift one another up, combining strengths, resources and ideas to bring meaningful projects to life.
- We see what becomes possible when we dare to ideate and act together, transforming our wild ideas and passion into real solutions that otherwise anyone of us would not be able to achieve alone



Source: Singapore National Co-operative Federation (SNCF) website

- Announced at the Co-operative Movement Night 2024, the \$1m Empowering Communities Fund (ECF) is set up by the Singapore National Co-operative Federation and Ministry of Culture, Community and Youth, with the funding support from the Central Co-operative Fund, Government and Singapore Labour Foundation (SLF). The fund aims to support co-operatives to kickstart ground-up initiatives or programmes that benefit vulnerable communities in Singapore. The fund complements Government's efforts in strengthening Singapore's social compact and building a more resilient and inclusive society

Merlion Project x AGS

Faridah, founder of the Merlion Project, has been a long-time supporter of AGS's events and initiatives. When she formally joined AGS in January 2025, several members recognised the potential for deeper collaboration with Merlion Project.

A helping circle was then formed to plan for and organise a human library series celebrating resilience and amplifying the work of AGS members and their community initiatives.

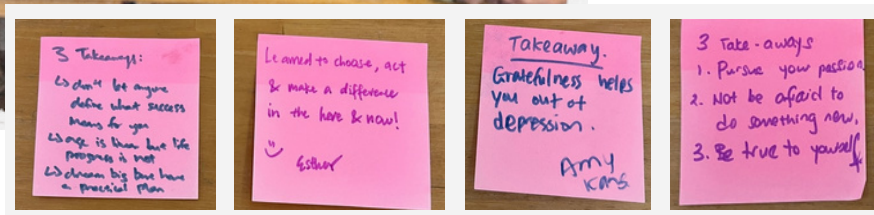
Five sessions were planned across six months from May to October 2025, for ten AGS members to come together to share personal stories, and create conversations that inspire empathy, resilience and changemaking.



We even co-created a new word during one session:



'Tahanability' showcases the grit and perseverance that we humans have in the face of challenges and difficulties, and the importance of being adaptable.



*As of end June 2025, 2 sessions were completed, with the other 3 sessions to be held between July to October 2025

The helping circle also extended their support to run four additional human library sessions for caregivers of persons with disabilities (PWDs) at Enabling Village. This collaboration reflects the AGS spirit - stepping forward when someone in the community has a meaningful idea, and shaping it together into something bigger.



"This experience was really eye-opening. I had been so used to taking the reins for all the different parts of each event, that it was actually harder to let them go and allow other members to shape the sessions. But I realize that other members also have their own perspectives of what makes a successful event - and it's worthwhile to let go of the reins so we can all co-create something that everyone can enjoy."

— **Faridah Wu**

"We need a voice to be heard, we need support together as a community."

— **Azidah Kamis, Caregiver**

"Ever so grateful to learn deeper from a caregiver's perspective. This is so important for me to know. This has helped to increase awareness as well. Thank you!"

— **Participant**

**As of end June 2025, 2 sessions were completed, with the other 2 sessions to be held in August and November 2025*

The changemaking journey of Faridah Wu

A story that showcases how AGS nurtures individual passion into community impact through shared leadership & collaboration.



"In 2019, I was introduced to a community called A Good Space. Back then, it was not yet established as a co-operative, but as an informal movement by people who dreamed of better social future.

In 2022, I started my own changemaking project called Merlion Project, organising a series of human libraries centred around learning from failure and challenges. During that time, several AGS members came in as event helpers. Although I did not know it then, the strings of my changemaking journey were becoming strongly intertwined with AGS.

I became a Friend of AGS (someone who is not officially a member of AGS). It gave me an insight to the missions of several members, and to the organisation as a whole.

In March 2025, I was nominated by AGS for a social media feature by Singapore National Co-operative Federation (SNCF). During the interview with SNCF, I was reminded again of the AGS members who sacrificed their time and effort to support Merlion Project's events in 2022.

This was very significant to me, as it showed me that people who dedicated their time to my initiative meant that they believed in my vision to help inspire the community with positive stories.

I officially joined AGS as a member because their mission to support changemakers resonates with me. When we began planning our Merlion Project x AGS human library series, it was a learning process as I had been so used to handling most things myself. But I found it meaningful when everyone helped to co-create a better session than I could by myself.

What I've found very meaningful is the sense of community within A Good Space. As someone who did not grow up in a kampung, the elusive "kampung spirit" seems very difficult to find! But we can still build that sense of togetherness, and I feel that A Good Space is one such space that seeks to build that community. Their overall mission is something bigger than myself but together, we can cultivate the right environment for a Merlion (Project) to swim in Singapore's rich tapestry."





Merlion Project x AGS



Sociocracy with AGS

A Stronger Collaboration

Across all these initiatives -

Sociocracy, NVC, ECF projects, and Merlion Project x AGS

- a clear storyline emerges:



NVC Practice with AGS

AGS is building a community where collaboration is not just encouraged but enabled, practiced, supported, and lived.

We are designing the systems, nurturing the skills, and holding the space for people to co-create impact across social causes, sectors, and identities.

And together, we are becoming a powerful example of what cooperative leadership can look like in Singapore.



Shaping the Future with AGS



The future we're shaping is not owned by any one of us.

It is co-created by all of us who dare to imagine what's possible.



Photo Source: Singapore National Co-operative Federation (SNCF) website



Growing Through Collaboration, Learning, and Shared Purpose

As a relatively young and evolving co-operative, A Good Space (AGS) believes that co-operatives do not grow in isolation - we grow because we are part of a larger movement that shares its wisdom, opens its doors, and walks alongside us.

Our involvement in the Singapore co-operative movement deepened in meaningful ways this year. Through conferences, leadership development programmes, and cross-co-operative collaborations, we strengthened our identity, sharpened our governance, and reaffirmed our belief that doing good is a collective journey.

Doing the Right Things, Together - Insights from ACLC 2024

Attending the Annual Co-operative Leaders' Conference held in Penang, Malaysia from 6 to 9 November 2025, was deeply grounding for us as a relatively young and evolving co-operative. The conference theme **“Doing the Right Things | Doing Things Right”** reminded us that meaningful impact requires both a clear sense of purpose and strong internal foundations.

The speakers emphasized the importance of institutionalisation; creating systems, governance structures, and shared practices that enable an organisation to thrive beyond the leadership of any one individual.

This struck a deep chord for us at AGS, where we have been building our sociocratic governance model and embedding Nonviolent Communication (NVC) into our culture.

The insights from ACLC affirmed that our investment in distributed decision-making & leadership culture and structured communication practices is not just “good to have”; it is essential for long-term resilience, accountability, and collaborative leadership.



AGS representatives in ACLC 2024 - Kian Beng, Ibnur and Vincent (from left to right)

We also learnt how co-operatives across the region are leveraging digital media, community engagement, and youth empowerment to deepen participation and strengthen the co-operative identity. These examples inspired us to reflect on our own work at AGS - especially in mobilising diverse changemakers, developing and nurturing spaces like NVC Practice Groups and Restorative Circles.

The conversations in Penang reaffirmed that our approach of combining shared leadership with intentional community-building is aligned with global best practices. More importantly, they encouraged us to continue refining our governance processes, developing leadership pipelines, and growing platforms that allow members to co-create solutions for complex social issues.

As we move into our next chapter, the lessons from ACLC 2024 serve as both a compass and a confidence boost: AGS is on the right path, and with stronger structures and deeper collaboration, we can scale our impact with clarity, unity, and purpose.

Photo Source: Singapore National Co-operative Federation (SNCF) website





Nurturing Future Leaders - Emerging Leaders Programme 2025

The Emerging Leaders Programme (ELP), launched in 2023, reflects a powerful belief within the Singapore co-operative movement: the future depends on leaders who are exposed, stretched and shaped through real-world collaboration. Beyond skill development, ELP cultivates relationships across co-operatives - relationships that strengthen the movement as a whole.

In 2025, AGS nominated Toh Kian Beng to join the third and largest ELP cohort, comprising 19 participants from 14 co-operatives. From 21 to 23 February, the group set off for Bintan Island for a leadership camp facilitated by Republic Polytechnic and SNCF. What began as an intensive 3D2N experience soon grew into a four-month journey of teamwork, reflection, and real-world problem-solving.

Kian Beng's project team, comprising members from three other co-operatives, explored a shared challenge faced by both AGS and POLWEL:

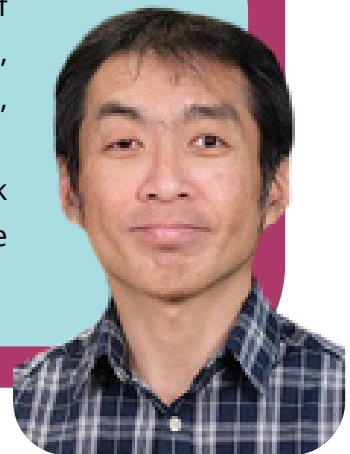
How might our co-operatives deepen member engagement in meaningful, sustainable ways?

Together, they analysed the diverse operating environments of their respective co-operatives, identified common barriers, and proposed strategies to strengthen member participation. This project became a living example of the co-operative spirit: learning from one another, contributing across boundaries, and building solutions collectively.

“Having the opportunity to discuss the different operating landscape of the various co-operatives and the challenges they have experienced and are experiencing were insightful. While most co-operatives serve different target groups, I learnt there are similar key challenges faced by many of us - lack of visibility of co-operatives' services to existing and prospective members, ensuring the services are still relevant to changing needs & demographics, and recruiting and retaining young talents.

Certainly, the relationships built during the camp are valuable as we seek further collaborations and learning from one another in the co-operative space.”

— **Toh Kian Beng, COM Member, ELP 2025 Participant**



Together, our participation in ACLC 2024 and the Emerging Leaders Programme 2025 reaffirmed a core belief: AGS is part of a larger ecosystem of co-operatives that learn from, support, and uplift one another. These experiences expanded our perspectives, strengthened our governance practices, and reminded us that building a resilient co-operative is a long-term, collective endeavour.

As we carry these lessons forward, we remain committed to deepening partnerships across the movement, investing in the growth of our members, and nurturing a collaborative culture that reflects the true spirit of co-operation.

With clearer structures, stronger relationships, and a shared sense of purpose, AGS enters the future ready to contribute confidently to the Singapore co-operative landscape and beyond.

Where Young People Grow, Lead, and Create Good

For much of AGS' co-operative early journey, interns played a meaningful role in amplifying our work and bringing new energy into our ecosystem. Between 2021 and 2023, they supported our programmes, contributed fresh ideas, and helped strengthen our community of diverse changemakers. When AGS transitioned into a fully volunteer-run organisation in July 2023, we paused the internship programme to focus on reshaping our internal structures, governance, and culture.

By February 2025, with stronger foundations in place, we felt it was the right moment to welcome young people back into our fold. This time, the intention was bigger than operational support - it was about creating a space where youths could stretch their imagination, hone their collaborative muscles, and experience firsthand what participatory, community-led work looks like.

Our interns from February to July 2025 took on responsibilities that reflected both AGS' evolving needs and its commitment to youth development. They helped brainstorm new content ideas and crafted social media posts to communicate our stories. They sourced partnership opportunities and assisted in preparing proposals. They supported community-led initiatives and learnt how co-creators work together in a distributed leadership environment. In many ways, they stepped into the very heart of AGS: a place where ideas are welcomed, voices matter, and everyone is invited to contribute to collective impact.



One intern shared how the internship opened up an unexpected world:

"I worked with various groups of people, ranging from students to the elderly... and even helped organise Human Library sessions. I was exposed to a completely different world that I had previously not known. I learnt that setbacks are just stepping stones in life, and I felt really inspired..."

Another reflected on the personal transformation that unfolded through community work:

"...I learnt more about myself as someone who values meaningful connections and thrives when my work creates impact for others. Working in the social sector allowed me to see firsthand the challenges faced by different groups and the importance of empathy, patience, and active listening... It deepened my understanding of how community work requires collaboration and adaptability."



Their stories capture why AGS is committed to nurturing young changemakers. Beyond equipping them with skills, we aim to expose them to real community needs, invite them into shared leadership, and help them discover the values that will guide their future contributions to society.

As we continue growing our volunteer-led model, the internship programme remains one of the ways we plant seeds for the next generation of leaders and changemakers - leaders who not only do meaningful work, but who also become the kind of people who uplift others, build trust, and create good together.



Looking Ahead: Writing the Next Chapter Together



Our next chapter is not about doing more.

*It is about growing deeper roots, stronger connections,
and a culture where every member can thrive together.*

Looking Ahead: Writing the Next Chapter Together



As A Good Space enters its next chapter, we remain guided by a simple belief: **good things happen when people come together with compassion, clarity and courage**. Over the coming year, we aim to strengthen the foundations that make collaboration possible, while reigniting the spirit of changemaking that first brought our community to life. Our focus will be on four key areas:

1. Returning to Our Impact Roots

We aim to reconnect with the collective passion that inspired AGS from the beginning - the desire to create meaningful, community-driven impact. As a fully volunteer-run organisation with low operating expenses, we now have the opportunity to pursue both impact and revenue generating work concurrently. The success of our Empowering Communities Fund (ECF) applications reaffirmed our belief in securing grants and donations to fund our impact projects, and in what our members can co-create together. In the year ahead, we will continue exploring new impact pathways, guided by the conviction that our role is to catalyse changemakers and nurture ideas that matter.



2. Expanding the Circle of Impact

As we step into our next chapter, we also recognise the importance of welcoming more passionate changemakers into AGS. Our strength has always come from the diversity of people who gather around our table, each bringing different lived experiences, skills, and dreams for a better society. This year, we aim to intentionally reach out to individuals and groups who resonate with our values, offering meaningful pathways for them to contribute, collaborate, and grow with us. By expanding our community, we not only broaden our impact, but also deepen the collective wisdom and resilience that will guide AGS into the future.



3. Enhancing Peer Support and Cross-Learning

Changemaking is powerful, but it can also be lonely. We want AGS to be a space where no one walks their journey alone. This means building stronger networks of support, spaces where members can exchange ideas, seek advice, pool resources, and celebrate wins together. Beyond projects and meetings, we aim to create more opportunities for friendships, social connection, and recharge.

By strengthening peer support and cross-learning, we hope to reduce burnout, spark more collaborations, and help every member grow not just their initiatives, but their sense of belonging in the AGS community.

4. Deepening Our Foundations in Sociocracy and NVC

Our sociocratic structure and Nonviolent Communication practices are the backbone of how AGS works - but as with all living systems, they require care, pruning, and refinement. In the coming year, we will simplify and strengthen these practices, making them easier to step into and more intuitive to use. Through regular training and accessible resources, we hope to build a culture where every member feels confident in shared decision-making, and where empathy and clarity shape how we relate to one another. Ultimately, we envision a community where collaboration is structured yet human, and where every voice truly matters.



As we step into the year ahead, we are reminded that A Good Space is part of a larger ecosystem of changemakers, where collective effort and shared leadership make impact possible. Our strength lies not in individual action, but in the connections we forge, the ideas we co-create, and the trust we build across our community. The journey ahead calls for each of us to contribute our unique skills, perspectives, and energy, working together in true co-operative spirit. By aligning our efforts and embracing collaboration as a guiding principle, we are ready to turn vision into action, creating meaningful, lasting change for AGS, our members, and the communities we serve.

We invite you to work with us in harnessing each other's strengths and resources to create meaningful projects that can respond to the pressing and complex social issues in Singapore society.

Changemaking is a long journey best travelled together. Let's continue to build AGS as a co-operative where true co-operation drives us forward toward lasting impact.

For more information about A Good Space Co-operative, please visit our website at <https://www.agoodspace.org>.



Appendix



This section contains information on the following:

- List of Co-owners of A Good Space Co-operative
 - Key Partners
- 

List of Co-owners



**Abhishek
Bajaj**
6th Sense



Adrian Tan
SG Assist



Anthea Ong



**Ashokan
Ramakrishnan**
SPARK



Bill Bannear



Christine Sim



Chua Ningpei
IAMinVisible



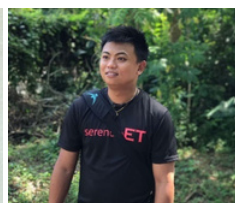
Daniel Tay
Fridge Restock
Community SG



Dean Ng
The Affirmative
People



**Douglas
O'Loughlin**



Een Yuan Long
SerendipET



Evelyn Khoo
Aphasia SG



Faridah Wu
Merlion Project



Toh Kian Beng
The
Ubuntu Space



Jennifer Lim
Thy Dreams
Matter Pte Ltd



Justin Lee



Keith Wang
Bonfire



Lee Zhong Han
Host Lab



Leon Toh



Lily Goh
EO Horizons



Louis Puah
Praxium



M. Ibnur Rashad
GUILD Asia



Melissa Kwee
Queenstown
Kakis



Michael Cheng
Tapestry Playback
Theatre

List of Co-owners



Michelle Leong



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



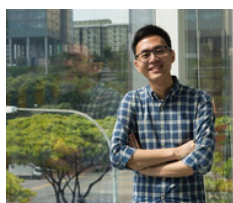
Tan Yi Han
NVC Practitioner



**Tines
Anbarasan**
SerendipET



Velda Wong
A Kind
Workplace



Vincent Ng



Vincent Chong
SPARK

“

When we hear the other person's feelings and needs, we recognize our common humanity.

”

— *Marshall Rosenberg*

Acknowledgements

It takes a village to raise a child, and 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 organisations who were a part of, contributed to, or helped to build AGS in FY 24/25:

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 shared working space is also based there. We are grateful for the friendships we have made with the team and the many possibilities we continue to see together.



GIC

We are grateful for this second year of 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 collaborations in the years to come.



Singapore National Co-operative Federation

SNCF has been a key part of AGS' story from the beginning, when they advised us on our incorporation. In this year, we are grateful to SNCF for inviting us to participate in a pilot program of strengthening governance through shared services during which we received guidance and support to review and improve our purchasing policy. We also appreciate the opportunity provided by SNCF for one of our members to attend the Emerging Leaders Program in 2025. We look forward to working more closely with the team in our time together.

Acknowledgements



Give.Asia

Give.Asia is our new partner this year. They supported us in the series of Merlion Project x AGS events in venue aspects and we also benefited from the Give.Back grant. We are grateful to this new partnership.



***SCAPE**

We thank *SCAPE for the venue sponsorship in the Merlion Project x AGS events. *SCAPE is a non-profit organisation that offers programmes, communities, and spaces to support youths' interests, ideas, and aspirations.



Empact

Empact are our accountants, assisting us to keep good financial records for governance. Thank you for your support over the years.



Sociocracy For All

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

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