

## **THESIS SUMMARY**

**Tamás Veress**

**Community-based Organizations and the Challenges of the Anthropocene**

Ph.D. dissertation

### **Supervisors:**

**Dr. László Zsolnai, DSc**  
Professor and Director

**Dr. Alexandra Köves**  
Associate Professor

Budapest, 2023



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## 1. Research background and rationale

The Anthropocene is characterized by the dominance of social arrangements prioritizing material growth over other concerns, such as human and non-human well-being or the ecosystems' capacity to sustain life. This raises at least two questions. The first one is how to change a system which incentivises and rewards extraction — but cannot recognize and reward the wealth created by generative activities — towards a system which is able to reward and incentivize generative practices (Bauwens and Pazaitis, 2019:8). The second question is about the ethical legitimacy and social contract of organizations. How to change the priority and fetishism of material considerations (such as private wealth, profit maximization, or maximizing economic growth), and to give greater importance to social and ecological concerns, values and goals (Banerjee, 2020). This dissertation is an attempt to – unavoidably to an incomplete degree – answer these questions.

While the majority of the indicators reflecting various socioeconomic and ecological trends signal the deepening of ills and degradation in the Human-Earth systems, there are high leverage potentials that could reduce the harms done on the global scale by a significant extent. Millward-Hopkins et al. (2020) created a model to determine the minimal energy needed to ensure a good quality of life for everyone globally. Their findings suggest that by 2050, despite a larger population, global energy consumption could return to 1960s levels. By prioritizing basic material needs and utilizing efficient technologies alongside significant demand-side changes, energy needs in 2050 could be over 60% lower than the current levels. In high consumption countries, reductions of up to 95% are feasible while maintaining decent living standards. Rao and colleagues (2019) found that countries like South Africa, Brazil, and India could offer decent living standards using about 90% less energy per person than affluent countries. This research bolsters the idea that increasing energy for poverty alleviation does not inherently conflict with global climate change mitigation. Low-cost actions like vegetarianism, avoiding flights, and car-sharing can reduce individual carbon footprints by around 25% in France (Dugast and Soyeux 2019). Relatively high-cost actions like enhancing the energy system, utilizing better technology, and modifying consumption habits, carbon footprints could decrease by 87% in Finland and 79% in Japan (IGES 2019). The 'négaWatt 2050 scenario' for France envisions a 65% energy consumption reduction by 2050, compared to 2010 levels, while ensuring quality energy services. This plan could halve final energy consumption by 2050, transition to 100% renewables, and phase out nuclear energy. The envisioned transition highlights the importance of land use, agriculture, biomass inputs, and ecological health (Piques

and Rizos 2017). Sydney suburb's hold potential for local self-sufficiency, as with significant restructuring, inhabitants could drastically reduce current costs, potentially by 90-95%, though such changes would need major economic and cultural shifts (Trainer, 2016). Lockyer (2017) analyzed an eco-village in Missouri, USA. The village significantly outperformed national averages in several sustainability metrics, including reduced car and electricity usage and waste generation. However, Lockyer argues that while rural eco-villages alone are not the answer to sustainable living, their innovations can be adapted to broader settings (Lockyer, 2017). Why do such descaling potentials remain non-capitalised?

Part of the answer certainly has to do with the question of power and the ideology of growthism. In their review, Stoddard et al. (2019) highlight that despite three decades of political efforts and a wealth of research on the causes and catastrophic impacts of climate change, global carbon dioxide emissions have continued to rise and are 60% higher today than they were in 1990. Exploring this rise through nine thematic lenses—covering issues of climate governance, the fossil fuel industry, geopolitics, economics, mitigation modeling, energy systems, inequity, lifestyles, and social imaginaries—draws out multifaceted reasons for the failure to bend the global emissions curve; however, a common thread that emerges across the reviewed literature is the central role of power, manifest in many forms, from a dogmatic political-economic hegemony and influential vested interests to narrow techno-economic mindsets and ideologies of control (ibid.: 653). In economics and organizational management scholarship, a significant ratio of mainstream theories and concepts are blind to socioecological considerations. Even their benevolent application can easily lead to detrimental real world outcomes.

The aim, research questions and methodology of the current research are formulated against such background. Community economies (or 'Diverse economies' (Gibson-Graham and Dombroski, 2020)) is an analytical framework, which incorporates aims, objectives, questions and methodologies to understand prevailing economic activities, their ethics and practices, and opens up a space to influence them. Community economies research and practice is mainly built on J.K. Gibson-Graham's (Julie Graham and Katherine Gibson) feminist critique of (the capitalist) political economy. The starting point of the community economies approach is that there is a fundamental issue of representativeness that allows for certain activities to be highlighted and thus valued (ones that generate monetary gains), and others to be made less visible (ones that don't such as care or sharing). The aim of community economies research and practice is to disempower the currently dominant 'capitalocentric' framings and replace them with new ones, which could serve as starting points to imagine and enact radically different, sustainable, postcapitalist futures enabling more-than-human flourishing. Within this framework 'community' stands for an active, ongoing negotiation of interdependence with all

life forms, human and nonhuman alike. In the context of this research, communities are perceived to possess shared interests as a vital component of their identity (Crowther and Cooper 2002). Such identities can be rooted in territorial foundations or be based on relational ties (Gusfield 1978). Peers in CBOs are self-organising around “substantive” (Polanyi, 1977), that is socioecological concerns and aims. This formulation of the concept of CBOs aligns closely with notions of community-driven initiatives and grassroots innovations (Middlemiss and Parrish, 2010). Within these structures, members pool their capabilities and assets to collaboratively establish and execute actions that deliver benefits to their community. Notably, the community members dictate the objectives, resources, and execution of their endeavors (Edelenbos et al., 2021). Gibson-Graham's approach adopts an anti-essentialist perspective, meaning that community is not an entity with fixed boundaries, but coexistence is constantly reproduced in complex relations of power through a multitude of interactions. The preferred ethics in this framework is one of explicit and open negotiations on the issues relevant for all stakeholders. In the framework of community economies, the term “economy” is used in a much broader sense than the system of formal commodity production and monetary exchange. As such, the economy refers to all the practices embedded in the web of life.

The aim of the dissertation is to explore how, in the context of the Anthropocene, community-based organizations (CBOs) arrange collective actions prioritising socioecological concerns. To support this aim, the two research questions were formulated:

- (RQ1) Which organizational characteristics support the community-based organizations to prioritise socioecological concerns?
- (RQ2) What helps and what hinders the spreading and/or the adaptation of the existing models of community-based organizations in today's world?

## **2. Methodology**

### **2.1. Sampling strategies**

In order to research how community-based organizations in various fields are actually working, two sampling strategies have been applied. One is purposive sampling, while the other one is maximum variation sampling (Miles, Huberman and Sdana, 2014; Ashby, 1963). The two sampling strategies support the aim to illustrate how in a given field, area of activity can collective action be organized in a community-oriented way. Accordingly, the selected CBOs represent a high degree of diversity regarding their size (number of members and outreach),

ownership structure (for-profit, non-profit, foundations, non-formal, etc.) and fields of activity (as energy, housing, food, etc.).

## **2.2 Methods of collecting and analysing data**

Primary data were collected through semi-structured interviews (see Section 11.1). The length of the interviews ranged from 45 minutes to 90 minutes, most of the interviews took approximately 60 minutes. Five of the interviews were in Hungarian, while fifteen in English (due to language difficulties one interview was a written interview where the questions were sent and received in a written form). Except one, all interviews were online. The interview questions were constructed based on the literature, and with the aim that by receiving answers to those questions, following the analysis of the data, a relatively rich picture would emerge regarding how CBOs organize prioritizing socioecological concerns. In the case of each interview, I took into consideration that the selected CBOs vary significantly regarding the amount of publicly available information, therefore before each interview I prepared which questions could be at least partially answered through secondary data collection, and which questions should be raised during the interview. Webpages, archives, social media, and published studies served as secondary data sources.

## **2.3 Data analysis**

Data analysis followed an abductive process (Van Maanen et al., 2007; Dubois and Gadde, 2002) of data collection and data interpretation, a continuous interplay between theory and empirics. The interviews were recorded and transcribed with the permission of the interviewees. After each interview a memo was created where case-specific and synthesizing notes were taken, building on the previous notes. Transcribed interviews were coded using the Nvivo software. Codes were assigned to each factor or theme (Miles et al., 2014) that was deemed as an important element to understand the context and the inner/outer dynamics of the respective CBO. The combination of both deductive and inductive coding was applied (Strumińska-Kutra and Koładkiewicz, 2018), as data collection and analysis should go on simultaneously (Coffey and Atkinson, 1996). After the first three interviews, a coding scheme was designed. Using the data of the three interviews, two coders discussed each code; where coding differed, the coders agreed how to treat (code) similar occurrences, themes in the future. Finally, the 20 interviews were coded into 57 different codes; at one point of the data collection period there were 80+ codes, but as the research proceeded many codes were merged together.



Following the coding process, when all the input data had been organized/structured, in order to make it easier to work with this large dataset, and also for the purpose of illustration, the coded data was organized into a systems map (see description in Chapter 8.) Denzin and Lincoln (2018) highlight that qualitative research/inquiry is endlessly creative and interpretive, which are constructed as there is no single interpretative truth. The results presented reflect my interpretation of the data that is guided by the research aim.

## **2.4 Validity and limitations**

The idiographic nature of the current research does not mean that this research has not produced potentially useful insights for non-CBOs; on the contrary, I will argue, that many organizations could and should adopt some elements of CBOs to shift priorities towards socioecological concerns.

The scarcity of the available resources and also the social effects of the COVID-19 pandemic could not allow conducting on-site observations nor further interviews with other stakeholders of the sampled organizations. Therefore, acknowledging these limitations, the inter-coder agreements and the method of triangulation served as tools enhancing the validity of the findings.

One of the limitations of this research is that only one interviewee was interviewed from each studied organization and only one occasion in each case. It is most likely that if more stakeholder views could have been collected, and/or interviews could be repeated over time, then additional data could be gathered, suggesting new insights.

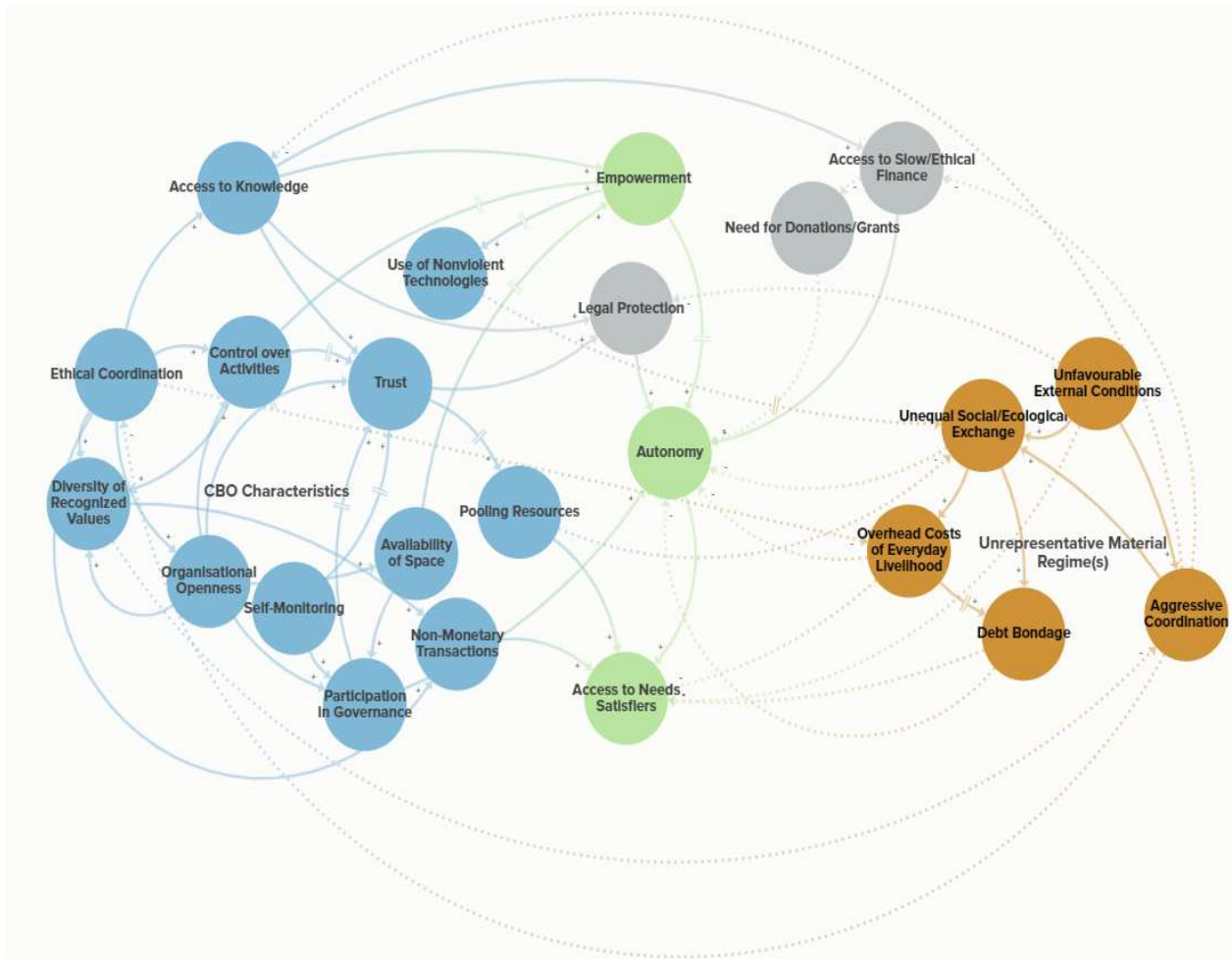
Further, data could have been generated through personal involvement, for example through field visits and other types of involvement. This was restricted partly due to the globally dispersed organizations in the sample, and also due to the Covid-19 pandemic. The limited availability to contact the stakeholders of the studied CBOs may also affect the validity of the results, as their feedback regarding the researcher's interpretation could be discussed and - if necessary - revised.

Further limitation is that the systems map constructed builds on the data of all 20 CBOs, which carries the risk that such map has factors that are not relevant for any given CBO. This limitation was addressed by drawing a map close to an irreducible one as it was possible without losing important information or factors affecting the system.

### 3. Results

In order to address the research questions the method of systems mapping (Barbrook-Johnson and Penn, 2022) is used as a tool to handle and to illustrate the large amounts of qualitative data in a comprehensive way. The presented map visualizes the variables, links, and feedback loops of the various concepts and factors which emerge from the data. The map could be structured and drawn in multiple ways. The presented layouts reflect my interpretation of the data (supported by intercoder reliability discussions), where the concepts and variables of autonomy, access to needs satisfiers, and empowerment take the central positions (green nodes in the middle of the map).

Figure 1 - Systems Map: Complete Picture



(RQ1) Which organizational characteristics support community-based organizations to prioritize socioecological concerns?

CBOs operate in their respective context dominantly structured by Unrepresentative Material Regime(s) (UMRs), that is through a set of arrangements prioritize concerns regarding material growth and/or of ownership/top management's wealth and control concerns. UMRs are driven

largely by aggressive coordination, that is based on unequal social and ecological exchange, which drives debt bondage, and raises the overhead costs of everyday livelihoods.

In such contexts, well-functioning CBOs steer collective actions through ethical coordination mechanisms informed and influenced by a wide range of stakeholders' socioecological concerns. On their own terms, this, the prioritisation of socioecological concerns, is what makes them successful. Accordingly, when successful, CBOs are vehicles and spaces of collective action, where collective action is organized through peer empowerment, in autonomy supportive settings, prioritizing access to basic needs. CBOs are community-oriented in as much as peers have genuine control/influence over the way collective actions are organized: what kind of surplus is generated, how it is distributed, what are the rules guiding community efforts.

Due to the open organizational design, peers can influence the goal and value systems of the given CBO. Decisions are often slow to emerge due to consent-oriented approaches. Besides rules making, peers can participate in the establishing and overruling the rules of monitoring, take part in the monitoring efforts and enforce the rules when deemed necessary. The fruits of collective action can be accessed through relatively low barriers, either through fair prices and/or through various non-monetary transactions. The open organizational setting that allows involvement and participation in governance supports the emergence of trust. The autonomy-supportive characteristics of CBOs are maintained through peer empowerment, which are driven by open access to knowledge. CBOs prioritize nonviolent technologies that support the community-oriented goals and are in line with their values. Often CBOs can be spaces of appropriate technology innovation, prioritizing access, long-term usability (opposed to planned obsolescence), repairability and customization. Well-functioning CBOs are driven by leadership that allows and prioritizes such empowerment-led and autonomy-supportive settings. At the core of the sampled CBOs are autonomy, access to needs satisfiers and empowerment; this set of interlinked organizational characteristics is what makes CBOs - in contrast to UMRs - representative material regimes.

*(RQ2) What helps and what hinders the spreading and/or the adaptation of the operational models of community-based organizations?*

Depending on their context specific circumstances, such as core activities and the contextual factors influencing them, the respective CBOs named the following factors/dimensions as the ones with the biggest leverage when it comes to spreading their activities.

Material conditions, such as access to land, access to space. Legal conditions, such as favourable tax options, low administrative burdens; the availability of legal organizational forms supporting the open, community-oriented efforts, and helps to safeguard its mission, its community-oriented purpose of existence. Financing, such as access to purpose and autonomy-supportive slow/ethical finance (for example through flexible grant systems or ethical banks), and/or helping with marketing efforts to generate monetary incomes. The access to knowledge is another key factor, which is often restricted through proprietary arrangements. A cornerstone of successful, well-functioning CBOs is whether a significant size of the stakeholders (both on individual and organizational levels) possess collaborative competences and capabilities to allow them to get involved, to take part.

CBOs also could be helped both on organizational and on policy level by reducing or eliminating the drivers which are leading to socioecological degradation, indebtedness, loss of capabilities, reduction of autonomy and hindering access to needs satisfiers.

Many of the studied CBOs represent a successful replication and/or adaptation of a previously established CBO, therefore standing as evidence of the respective model to be fit for spreading and/or scaling. For example, the health services provider social enterprise Buurtzorg India has been successful to adopt the autonomy-supportive team-based model of the original idea coming from the Netherlands, from a significantly different policy (insurance systems, health and emergency protocols, nurse and doctor training, etc.) and social environment (the social status of elderly care, social stratification, etc.); the member-owned and operated food store Coopalim is one of the dozens of locally adopted replicas inspired by Park Slope Food Coop's model, originating from the United States; the non-profit, democratically managed real estate developer SZAKI is the Hungarian spin-off of Mietshäuser Syndikat originating from Germany; and so on.

The access to the accumulated experiences of the various CBOs, to their socioecologically-concerned arrangements are all major potential supportive elements of any amplification efforts. However, access to knowledge in itself is no guarantee that a new initiative will be successful, as no CBO can be decontextualized (copy-pasted from one locality to another), and no community-based arrangement can do without genuine and meaningful institutions of listening and involvement. Which in turn require time and space for the community to form, to

work out rules, habits, and conflict resolution arrangements, to have the possibility to re-arrange after failures, to have the opportunity to customize the models and other sources of inspirations for their own locality.

### **3.1 Implications for Organising Economic Activities**

There are organizational principles and patterns of CBOs that have important implications for organizing economic activities that could be adopted by economic organizations and other agents.

First, priority should be given to meet needs (over generating and fulfilling desires) in a socioecologically concerned way. This contains that the various arrangements should be developed to avoid or minimize the generation of negative externalities, shifting costs, and should not prioritize profit or rent seeking over the provision of access to basic needs. Second, listening to and providing voice for those concerned should be a core attribute of economic organizations and practices. Economic actors have a one-way, non-reciprocal duty caring for the beings (humans and non-humans alike) which are under the impacts of their functioning (Zsolnai, 2006). Economic organizations could be autonomy supportive spaces that promote a prosocial ethos. Third, define success on a broad sense, exceeding the narrow prioritization of monetary value. Fourth, introduce enforceable limits to individual opportunism and private wealth accumulation. Fifth, use non-violent (appropriate) technologies. These organizational principles and patterns can be supported by creating appropriate ownership and governance models.

### **3.2 Implications for the Organizational Management**

Mainstream management theories and concepts, even if led by benevolent motivations, are ill-suited to guide and support the efforts to overcome the social and ecological problems of the Anthropocene. One reason is that organizational management scholarship operates from a position of epistemic blindness, obscuring its socioecologically violent origins. This builds and maintains a purified, dehistoricized and depoliticized canon, that rationalizes and supports socioecologically violent practices, while inhibits the production of knowledge that would have emancipatory potentials; making it invisible and difficult to imagine alternative ways of knowing and being (Banerjee, 2022).

As Marglin's (1974) work on the evolution division and control of work processes shows, the social function of hierarchical work is not technical efficiency, but accumulation; discipline and supervision could and did reduce costs without being technologically superior. The origins of management sciences are important since its cognitive frameworks and the tools derived from them were created in the first place to control and to exploit, without socioecological concerns. In contrast, the studied CBOs are operating on qualitatively different grounds, mainly, by prioritizing access, dignity, care, empowerment, sharing through mutualization and socioecological concerns – factors that are potentially fit to avoid or overcome a significant proportion of the negative arrangements driving the Imperial Mode of Living and Unrepresentative Material Regimes. It would be naïve not to recognize that control is a normative and integrative aspect of any organization (Mir et al. 2003), the studied CBOs included. However, in contrast to the mainstream approaches, in the case of CBOs, power and control is rather exercised in its empowering, nonviolent forms.

Buber (1923/1958) differentiates two mutually exclusive existential models: “I-It” and “I-Thou”. In the I-It mode, one sees the other person as a discrete object, a composition of objective and measurable properties to be judged by his/her potential value or usefulness. In the I-Thou mode, one beholds the other person in the fullness of his/her being and with regard for his/her inalienable human dignity. Organizational management scholarship is predicated around the I-It mode of relations and focuses entirely upon the objective, instrumental, and impersonal (Leicht-Deobald et al., 2021). Buber claimed that he does not have a 'prescription', a 'formula' regarding what is to be done (Biemann, 2002:254 cited in Leicht-Deobald et al., 2021:222). However, the results of the current research imply that CBOs are fit to provide space for relationships of I-Thou mode.

CBOs could serve as a source of inspiration to adopt and create socioecologically concerned organizational models and relationships. When alternative models and relationships are lacking, individuals tend to replicate the pattern of power dynamics in their personal relationships, communities, and institutions. This tendency is also observed in individuals and groups who have been exploited through “Power over” arrangements, who may adopt behaviours resembling to those of the oppressors when they attain leadership roles. Hence, the experience of exclusion does not necessarily equip individuals to become socioecologically concerned leaders. To encourage the spread and amplification of socioecologically concerned arrangements, it is crucial to show examples and practice those (Rowlands, 1999; Freire, 1970).

### 3.3 Implications for Social Change

The concepts of Imperial Mode of Living and Unrepresentative Material Regimes are containing the arrangements structured by dominant entities, such as governments and corporations, that sustain unsustainable institutions and ways of life (see Section 5.1.) Therefore, radical changes spreading, amplifying socioecologically concerned practices of production and consumption should certainly be introduced. However, the popularity of the Attitude-Behaviour-Choice (ABC) framework is an indication of the extent to which responsibility for responding to the Anthropocene is thought to lie with individuals whose behavioural choices will make the difference. Here appears the issue of the value-action gap (Blake, 1999), or behaviour-impact gap (Csutora, 2012), where despite the presence of socioecological concerns, individuals often fail to act impactfully according to their values (Shove, 2010). Such externalization of context and overemphasis on individual agency is what amounts to individual or ‘consumer scapegoatism’ (Akenji, 2014), as it fails to consider the systemic drivers.

A reframing, or even a resolution is offered by Social Practice Theory (SPT). The reason why I think SPT and CBO literature could have a fruitful synergy is that SPT theorizes social change not only considering the individual but also the meso (community, organization) and macro (policies, infrastructure) levels. In the framework of SPT social practices are made of three types of elements: (1) materials as objects, tools, infrastructures, (2) competence as knowledge and embodied skills, and (3) meanings as cultural conventions, expectations and socially shared norms (Shove et al. 2012). In SPT, to change social life neither technological innovations nor the persuasion of individuals to choose different, ‘better’ behaviours will catalyze sufficient change; but the settings, environments have to be structured appropriately to support the socioecological concerns (Keller et al. 2016).

In SPT literature the area of social interaction and communication is insufficiently theorized (Keller et al. 2016). This research at least partially lessens this theoretical gap, by highlighting that the cases where CBOs prove to be spaces and vehicles of innovation, spreading and amplifying socioecologically concerned arrangements and practices. These processes are based on empowerment that are either peer-to-peer, or technological extensionism based. Either way, due to the prioritization of access proved to be effective (regarding reach and speed) to spread meanings and competences required for socioecologically concerned practices, and in cases to create the appropriate infrastructure. Current research shows that certain organizational features are supportive of the crowding-in of socioecologically concerned practices (see Sections 8.1., 8.2.) Community-based approaches to social change are promising as - given the supportive

setting -, in many instances the personal relationships can provide relatively low-cost and self-organizing medium for amplifying socioecologically concerned practices.

In order to research how community-based organizations in various fields are actually working, two sampling strategies have been applied. One is purposive sampling, while the other one is maximum variation sampling (Miles, Huberman and Sdana, 2014; Ashby, 1963). The two sampling strategies support the aim to illustrate how in a given field, area of activity can collective action be organized in a community-oriented way. Accordingly, the selected CBOs represent a high degree of diversity regarding their size (number of members and outreach), ownership structure (for-profit, non-profit, foundations, non-formal, etc.) and fields of activity (as energy, housing, food, etc.). A short description of the main problem and the given CBO's community-oriented approach towards this central issue can be found below in Table 1.

*Table 1 - The Selected Community-Based Organizations*

<b>Organization</b>	<b>Community-based approach to central issue</b>	<b>Established</b>	<b>Outreach</b>
(1) ZEF Ethical Bank - a network of a nonprofit and a cooperative	Member-owners have direct control over their money, and access to ethical crowd funding arrangements.	2014, Croatia	1200 members, organizations and individuals
(2) ANAP Cuba – cooperative federation	The adaptation of agroecological methods spreads through farmer-to-farmer interactions.	1961, Cuba	In total there are 4,331 cooperatives that bring together 331,874 members
(3) Buurtzorg India – a cooperation of a for and nonprofit	Providing low-cost access to healthcare, and organising healthcare personnel training.	2017 in India, 2006 in Netherlands	Presence in 5 Indian cities
(4) Coopalim – cooperative	Through a labour cooperative arrangement radically lower fixed costs.	2017	300 member owners, 3 employees
(5) Deccan Development Society – village network	Voluntary village level associations of the poor, helping in livelihood creation and land regeneration.	1983, India	Presence in about 75 villages
(6) Farm City Detroit – non-profit	The urban farm serves as an educational hub where produce is grown on common parcels.	2017, USA	Several hundred
(7) Distributed Cooperative	This adaptable cooperative model helps to account and incorporate	2014, Spain, international	Multiple organizations are using the model



Organizations – cooperative model	non-monetized and qualitative contributions.		
(8) Health in Harmony Indonesia – non-profit	The organization provides access to healthcare and helps create livelihoods which are non-reliant on forest destruction.	2007, Indonesia, international	approx. 73 villages in 23 districts near Gunung Palung National Park; since start over 75,000 patients have been treated
(9) Jelka house, Habitat Austria – housing association	Access-based ownership models and practices are designed and adopted. Low-interest financial models are being designed and adopted.	2018 the house and 2014 the association (the original model in Germany in the 70s)	approx. 30 people in the national umbrella organization and 8 people living in Jelka House
(10) Lumituuli - customer owned wind power producer	It is the first nationwide, customer-owned wind power producer in Finland.	1998, Finland	approx. 1200 shareholders
(11) Krisna Valley – network of organizations	The community is close to self-sufficiency in (organic) food, in fresh water, wastewater management, wood heating and meets a significant part of its electricity demand by PVs.	1993, Hungary	approx. 300 people
(12) Cargonomia – informal organization	Organises the connection between an organic farm and its urbanite customers. Spreads knowledge and practices about non-fossil mobility and access to healthy, local food.	2015, Hungary	5 people
(13) Ouishare – non-profit	Connecting actors for socioecological goals. Helps to improve both public and business services.	2012, France, international	At least hundreds of people affected
(14) Pecs Food Association – association	Largely through voluntary contributions provides access to local and healthy food, while helping to establish a short chain food system.	2020, Hungary	150 consumers
(15) SZAKI – housing association	Access-based ownership models and practices are designed and adopted. Low-interest financial models are being designed and adopted.	2010, Hungary	10-20 people

(16) Transition Campus – nonprofit	Designs higher education curriculum with ethics and sustainability at the core. Faculty, students, local residents and administrators are genuinely involved in the governance of the organization.	2017, France	30 people full time (educators and others), plus students
(17) Edith Maryon Foundation	Remove land from speculation and provide access for housing and regenerative land use.	1990, Switzerland	At least hundreds of people affected
(18) Rigac – Alsomocsolad village’s own currency	Own currency has been issued to keep financial resource in the local loop.	2013, Hungary	300+ people,
(19) Health Center Cecosola - cooperative	Organises communitarian healthcare where all stakeholders are allowed to practise care and/or healing actively, placing humanistic-ethical concerns over profitability.	The roots go back to the 1967, the health center opened in 2009	Prior to the COVID pandemic, an annual average of 200,000 people
(20) Auroville - foundation	Residents are expected to contribute towards collective welfare by practising Karma Yoga (the practice and spirituality of unselfish action). A safety net meets everyone’s basic needs. Appropriate technology is being innovated and adopted.	1968, India	3,300 residents and about 5,000 villagers working in Auroville

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## **5. Relevant publications of the author**

### **Book chapter in English**

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