Platform to share the civil society organizations' knowledge assets

Abstract:

The civil society players co-create significant knowledge however this often remains tacit and un(der)- utilized. These valuable assets can be mobilized through 'extended' community-based or participatory action research projects facilitating their identification and sharing. These innovative methods enable to (re-)generate mutual trust among community members and researchers and amplify their motivation to cooperate. Their extension can enable to carry out pilot projects of establishing and operating platform(s) facilitating self-organizing knowledge sharing among (members of) different civil society organizations - the paper assumes. These pilots can rely on sound and empirically founded methodological background by capitalizing on previous research on the civil society organizations' transformational capacity (Veress, 2016) and capability to contribute to transformative social innovation (Transit, 2017). The pilot(s) on platforms enabling knowledge sharing can contribute to enhance knowledge creation and management in civil society players. Such improved mobilization of un(der-)utilized knowledge assets of the civil society can catalyse social innovations and their aggregation into broader societal changes. Through these feedbacking tendencies the civil society players can affect also the knowledge (driven) societies' emergence patterns – the paper recalls.

Keywords:

knowledge sharing, enabling platforms, community-based and participatory action research, networking pilots, social innovation, alternative value creation

1.Introduction

The civil society organizations are domains of valuable knowledge assets, which however frequently remain un(der)-utilized since even their members are unaware of them – indicate researchers experienced in community-based or participatory action research (PAR). These innovative research patterns can provide further added value by promoting the identification and re-enactment of such un(der-)utilized knowledge assets - participants of the 8th Living

Knowledge conference[1] indicated. The enhanced knowledge production and sharing has growing significance for the civil society's self-empowerment feed backing with broader, also societal transformations[2] - as emphasized the keynote speakers of the 2018 conference of International Society for Third Sector Research (ISTR)[3]. It is possible and worth to facilitate the mobilization of such valuable but often remaining tacit knowledge by transforming into explicit and sharable - researchers pointed out in conversations on margin of the above-mentioned conferences. Academicians carrying out trustful cooperation with volunteering community members acting as co-researchers can perceive even as moral obligation of contributing to facilitate sharing these un(der-)utilized assets - several researchers indicated during informal discussions.

The civil society organizations frequently 'doom themselves' on recursively 'reinventing the wheel'[4] by letting significant and valuable assets invisible even for themselves and inaccessible for others. The issue is that (inter-)organizational knowledge co-creation and sharing require significant time, resources, and expertise to carry out challenging task(s) similar to creating effective mechanisms and awareness, mobilizing due resources, handling ethical issues, as well as finding solution to very pragmatic tasks requiring practical skills. The members of civil society organizations who volunteer to act as co-researchers focus on solving daily issues that can menace even the mere survival of their communities. The partnering researchers can also feel obliged focusing on solution of challenges which members of the cooperating community must tackle. Consequently, also innovative methods like PAR or community-based research have to be extended and upgraded in new dimensions in order to identify and mobilize the tacit or even 'invisible' but valuable knowledge which the partner communities can possess.

The contribution to mobilization of such frequently remaining tacit knowledge can provide often significant additional resource for communities and facilitate simultaneously to increase the effectiveness of PAR and community-based research – the paper assumes. The proposed pilot(s) of knowledge sharing can enable to co-create added value in multiple ways and dimensions and ultimately can contribute also to empowerment of the organizations and the entire civil society. Before elaborating on possible 'extension' of PAR or community-based research enabling to simulate to establish and operate knowledge sharing platforms it is worth to consider related methodological issues.

2. Methods and Data

The exploration of the civil society's transformational dynamism (Veress 2016) and capability to facilitate transformative social innovation (Transit 2017) provides useful findings also in methodological context to pilot(s) on platforms enabling knowledge sharing - the paper assumes. The experience these research offer implies in methodological context to implement (i) process approach and ontology, to follow an (ii) extended realist approach on science

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[1] The 8th Living Knowledge conference took place in the Corvinus University in Budapest from 30 of May till 2 of June 2018.
[2] Ultimately it can affect the knowledge societies and shape the pattern and trajectory of their emergence – the study assumes.
[3] The 2018 conference of the International Society for Third Sector Research (ISTR) hosted the Vrije Universitet Amsterdam (10-13 of July 2018).
[4] Surprisingly also civil society organizations frequently turn to be conservative and have a tendency to non-cooperate and non-share by forcing themselves to continuously re-invent the wheel as a Finnish expert indicated in a research interview.

(Bhaskar, 1978; Tsoukas 1989)[5], and to deploy (iii) methodological pluralism (Van de Ven and Pool, 2005). Such pluralism enables combining (i) process narratives[6] to describe feed backing multidimensional transformations (Van de Ven and Pool, 2005), (ii) case study driven generality focused concept creation (Eisenhardt 1989, Eisenhardt and Graebner, 2007; Tsoukas, 1989)[7], (iii) resource driven approach (Veress 2016)[8], and to implement (iv.) structuration theory as analytical tool (Stillman, 2006)[9]. This setup enables to capitalize also on the SECI model of interactive, relational, emerging and iterative knowledge (co-)creation Nonaka and Takeuchi (1995) argue for. This model facilitates to consider the robust relational character of knowledge (creation processes) while designing, establishing and operating the proposed platform capable to store and share knowledge. Since the knowledge sharing can unfold through vivid interactions among members of separate communities in frame of PAR or community-based research projects their 'extension' requires (re-) generating and amplifying trust and motivation.

The PAR and the community-based research methods consciously disagree and break with dominant approach explicitly attempting to avoid any disturbance into the "agents' activity". Upon traditional views the researchers have to perceive the agents and their activities as objects of (and for) impartial observation providing objective and relevant data. For the sake of reproducibility of findings, they have to achieve and maintain (the maximum of) objectivity, non-interference, distancing, and impartiality. The researchers have consciously avoiding personal – and even more any kind of emotional – 'resonance'.

By contrast the PAR and community-based research emphasize the importance of participation and action. The intense collaboration among researchers and community members is crucial - in fact this cooperation is the very research process. The co-operators aim to identify and solve challenges generated by the community members' daily life. The success of the research efforts presupposes that the researchers consciously engage themselves with everyday life of the community and that the research activities become an integral part of the community members' daily life. The volunteering community members perceive themselves and act as co-researchers. Their self-investigation through collaborative experimentation is important part of cooperative knowledge co-creation. Consequently, the researchers and the community members carry out

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[5] This extended variant considers and explores also a fourth (quasi-)future domain besides the empirical, actual and real domains. This (quasi-)future domain allows generating Weberian ideal-type concepts and projecting long-term trends by exploring nascent, emerging phenomena, tendencies which are frequently detectable only as weak signals (Ansoff 1975).

[6] The process narratives are "process studies of organizing by narrating emergent actions and activities by which collective endeavours unfold"(Van de Ven and Poole, 2005:1387). These enable to carry out "…narrative describing a sequence of events on how development and change unfold…" (Van de Ven and Poole, 2005:1380).

[7] Tsoukas (1989) argues for following realist approach (Bhaskar, 1978) what enables to distinct and consider the interplay "...between (a) causal laws and empirical generalizations and (b) real structures, actual events, and experienced events"(Tsoukas, 1989:559). Additionally, considering "structure related concrete contingencies" (Tsoukas, 1989) facilitates to shed light on the interplay among mechanisms, structures - structuration processes - and causal relations. It allows going beyond to simply explore pattern repetition in cases (Eisenhardt 1989).

[8] The proposed resource-driven approach offers an alternative to complementary concepts of resource based view (Wernerfelt, 1984; Rumelt, 1984; Penrose, 1959) and relational view (Dyer and Singh, 1998). It emphasizes the resources' relational, transformational, and process character (Sewell, 1992). This consideration enables to analyse changes in resource identification, accession, mobilization, sharing, and multiplication and also their feedbacks with qualitative shifts that have impact in individual, inter-personal, and community context.

[9] The structuration theory deployed as analytic tool enables to examine how one's - intertwined individual and social - existence unfolds through simultaneous enactment of cultural schemas (Sewell, 1992) and resources and how this interplay is patterned, shaped by power relations.

vivid interactions and their engaged cooperative pursuits allow simultaneous problem solving, intense and mutual learning – by replacing observation and strict neutrality.

Such vivid and engaged cooperation potentially enables to simultaneously identify the available knowledge that the community (members) co-created however which often remains tacit or even fully hidden. The collaboration among academicians and community members who volunteer to work as (co-)researchers can consciously identify and map these valuable but un(der-)used assets. The conscious extension of their collaboration can also embrace the transformation of this knowledge from tacit into explicit allowing its transferability and sharing. Consequently, the proposed extension of PAR projects can facilitate to identify and enact the often tacit or 'invisible' knowledge assets of the community.

Such extension of the action research through interactions among participants from 'donor' and 'recipient' communities requires to consciously re-generate and amplify trust and motivation, i.e. to accumulate social capital which re-creates trust and (re-)establishes its radius (Fukuyama, 1999). These interactions can mobilize 'external sources' and their aggregation into (quasi-) networking what enables to expand the collective resource base (Veress 2016). Such networking can play important role as way of scaling up multiple, probably geographically dispersed - but consciously collaborating – pilots and initiatives into emerging platform(s) enabling self-organizing knowledge sharing among multiple, also distanced entities of the civil society.

The proposed extension of PAR or community-based research project(s) enables and presupposes storytelling mainly by members of the 'donor' community[10] and co-creation of ideal-type constructs (Weber 1949) primarily by members of the 'recipient' community. The peer-to-peer storytelling (Croxson and Barker, 2018) scan serve as primary data source for the proposed pilot(s) and probably also for the continuous operation of knowledge sharing platform(s). It enables volunteering members of the 'recipient' community to co-create ideal-type description of actions and changes enabling to solve a concrete problem they must tackle.

These peer-to-peer stories can serve simultaneously as process narratives describing (feedbacking patterns of) changes (Van de Ven and Poole, 2005) as well as (quasi-) case studies enabling construct creation (Eisenhardt 1989; Eisenhardt and Graebner, 2007; Tsoukas, 1989). These stories can contain descriptions of contextual aspects that successful social embedding of the proposed constructs requires by minimizing the probability of un-intended side effects with negative consequences. 'Extended' PAR or community-based research project(s) combining methodological pluralism feedbacking with storytelling as primary data source and with co-creation of Weberian (1949) ideal-type constructs can serve as pilot project(s) of platforms enabling knowledge sharing – the study assumes. The next section elaborates on expected results of a pilot project to be carried out in Hungary.

3. Expected results

The paper aims to initiate collaboration to establish a platform enabling empowering knowledge sharing among civil society players. The study exhibits initial proposal for potential partners experienced in PAR or community-based research, who can mobilize their partner communities for collaborative knowledge sharing. A pilot in Hungary is seen as first step to initiate, design

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[10] The importance and positive potential of peer-to-peer storytelling rightly emphasized Megan Haddock from the Johns Hopkins University in discussions on margin of the 2018 ISTR conference.

and carry out further projects serving as pilots for international cooperation to facilitate knowledge sharing among civil society organizations.

Various technology related aspects of designing, establishing, and operating platforms enabling knowledge sharing is worth to discuss with researchers participating in activities under the umbrella of the SAP Next Generation Laboratory recently established in the Corvinus University - the paper supposes.

A project team of interested partners have chances to succeed in applying for seed money to the Research Committee of the Corvinus University - the study assumes.

It is worth to simultaneously check potential sources of funding (including EU funding similar to Transit project, initiate collaboration with possible ISTR and EMES contribution, etc.) which can facilitate gradual extension of the proposed pilot. Cooperation with experts of Research Directorate of the Corvinus University can help to identify feasible funding sources and to contact potential partners.

Already during the preparation of a pilot in Hungary it is worth to (re-)contact interested partners, especially those expressing their opinion about and / or willingness to contribute to research on diverse aspects (criteria, mechanisms, effects) of knowledge sharing among civil society players. Their feedbacks can help to finetune (various aspects of) a Hungarian pilot. Based on previous discussions it is worth to contact in the 'first wave' researchers from the University of Limerick, Johns Hopkins University, Roskilde University, University of the Western Cape, City University of New York, networks such as the Society for Third Sector Research (ISTR) and the Research Network for Social Enterprise (EMES) and participants of other international including EU(-funded) projects similar to Transit (2017). Their indications can also prepare gradual 'escalation' of networking, broad, international research activities. Furthermore, the cooperating peers and researchers can carry out a joint audit of 'collectively finetuned' pilot in Hungary (probably while in process and after its closing). It allows for more detailed analysis of whether the extended PAR can enhance the problem-solving capacity of members of the 'recipient' community - whether and how an enabling platform can improve the effectiveness of knowledge sharing.

Attention should be paid also to issues of future (platform) governance especially to ways enabling the active and continuous participation of the (potential) civil society users – the paper emphasizes.

The more consciously interacting pilot projects can take place, i.e. the more "dense" the networking aiming knowledge (identification and) sharing becomes in longer run, the more finetuned and effective can become the emerging knowledge-sharing platform(s). The more frequent and effective the knowledge sharing among the civil society organizations becomes probably the stronger their empowering effects can be. The stronger the civil society organizations' self-empowerment becomes the more robust transformational effects its cooperative dynamism can exhibit on their surroundings (and across social fields) by amplifying collaborative - rather than colliding - dynamics. The research on such interplaying trends can facilitate to improve practical details – including services, tasks, design, and technology - that can contribute to successful establishing and operation of a proposed knowledge sharing platform.

The initiated pilot in Hungary can provide primary empirical feedbacks facilitating to check the validity of the perception upon which (i) the civil society organizations frequently possess significant but tacit and un(der)-utilized knowledge that (ii) can be transformed into valuable assets facilitating (individual and collective) empowerment. The pilot can contribute also to verification whether (iii) the knowledge sharing can improve the effectiveness of resourcing of civil society organization(s) and whether (iv.) the improved (effectiveness of) resourcing feeds back with enhanced capacity to facilitate agency, including social innovation? The next part discusses (a number of the) salient challenges that the proposed pilot project has to tackle.

4. Discussions

The paper assumes that an 'extended' (version of) community-based or participative action research enables to pilot and to simulate - how to establish and operate - a platform enabling to share knowledge among civil society players. Such extended PAR has to handle and amplify trust and motivation among members of diverse (separate) communities (and the researchers regularly cooperating with them). The issue is that the knowledge sharing requires generating and extending the radius of cooperative dynamism across and beyond the community boundaries. It generates imbalances, aims (promises) to bring solution for the 'recipient' community, but it requires significant contributions from the 'donor' community. Therefore the initiated extended PAR has to establish and maintain motivation to contribute to collective efforts which aim to bring solution for 'non-members' belonging to other community.

The initiated 'extension' of the PAR proposes a 'dual approach' what aims to contribute to establishing and amplifying motivation to carry out trustful cooperation also with 'non-community members' – the study argues. Trusted relations can emerge and sustain among members of different commons partly because motivation to cooperate and contribute to collective efforts has multiple sources (Veress 2016). Such crossing of the community boundaries of the trust and motivated collaboration can enable to identify and mobilize knowledge through self-organizing cooperative efforts piloting (the emergence of) platform(s) enabling knowledge sharing.

Since in frame of PAR and community-based research the academicians (have to) 'invest' significant time and resources to establish and nurture trustful relationships with volunteering community members it makes them potential candidates for pilots of knowledge sharing. The trust, which is the (reciprocal) expectation that the interacting agents are ready to cooperate, has strong process character and is highly dynamic (phenomenon) (Veress, 2016, 2017). The mutual advancement of trust is imperative to (start to) communicate (Luhmann, 1995a)[11] and 'calibrates' the content (Stahle, 2009)[12]. The radius of trust establishes the range of the volunteers' self-communication (Castells, 2009)[13] which in turn provides their capacity of

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[11] Experiments connected the prisoners' dilemma, one of the basics of game theory, indicate (Rapoport, 1980; Axelrod, 1984) that following tit-for-tat approach provides simple mechanism favouring to establish and maintain cooperation.

[12] "A person who shares a lot of trust also enhances his or her scope of action... Trust is not based on reported factual information, but information serves as an indicator of trust..." - points out Stahle (2009:17).

[13] The "…mass self-communication…multiplies and diversifies the entry points in the communication process. This gives rise to unprecedented autonomy for communicative subjects to communicate at large. Yet, this potential for autonomy is shaped, controlled, and curtailed by the growing concentration and interlocking of corporate media and network operators around the world. Global multimedia business networks (including government-owned media)…integrate the networks…, platforms…and channels of communication in their multilayered

enhanced autonomy. The mutual advancement (of duly high-level) of trust enables to communicate, share sensitive (personal) information.

Such trustful setup is intertwined with and provides enhanced capacity to communicate (at least relatively independently from the mainstream media[14]). The volunteers' self-communication unfolds through recurring enactment of association-prone institutional settings[15]. (The enhanced autonomy allows following cooperative patterns even in environments dominated by competition and colliding relational dynamism.) The vivid self-communication feeds back with abundance of social capital which in turn re-generates and amplifies mutual trust among participants by establishing and regulating its radius (Fukuyama, 1999).

The interplay between trust and cooperation can become self-reinforcing[16] (at personal and at team level) and can enhance voluntary cooperation unfolding through sharing of resources, efforts, and outcomes. The self-reinforcing (process of) self-communication[17] interplays with the volunteers' communicative interactions (Habermas, 1974, 1987, 1995) and catalyses their aggregation into continuous self-organizing (which carries out patterned re-emergence of the volunteers' community) (Veress 2016). Such sustained self-organizing collaboration facilitates (and also capitalizes on) the accumulation of (collective) knowledge assets although previously these often remain tacit or even 'invisible'.

In an extended participatory action research project such self-communication can play focal role – the paper assumes. Members of a 'donor' community through storytelling can provide information about their experiences on solving challenges which members of a recipient community feel relevant. Such peer-to-peer storytelling can unfold through vivid self-communication (Castells, 2009) among volunteering members of 'donor' and 'recipient' communities. Based on these stories members of the 'recipient' community can (co-)create 'ideal-type descriptions' (Weber, 1949)[18] of interactions and expected changes which they aim to carry out in order to solve the challenge(s) their community has to tackle.

The researchers can simultaneously use these stories as primary case descriptions (in empirical domain) and as case studies enabling to identify constructs and change agents (in actual domain). They can study the case studies and - by using methodological pluralism – to identify how the required multidimensional changes can emerge as resultants of interplaying patterned process feedbacks (in actual domain). The simultaneous analysis of underlying causal relations and contextual patterns enables to identify the pre-conditions needed to achieve successful social embeddedness of the proposed constructs (in real domain).

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organizations, while setting up switches of connection to the networks of capital, politics, and cultural production…"(Castells, 2009:135).

[14] As recent developments connected with social media indicate the self-communication simultaneously enables (i) enhancing the participants' autonomy and also (ii) their exposure to robust (alienating) mass-manipulation.

[15] The issue is that the volunteers follow the institutional dual primacy of the non-zero-sum approach and interdependence (what replaces the institutional twin-dominance of zero-sum paradigm and resource scarcity view – characteristic for the market and public-sector players).

[16] The repeated abuse can turn trustful relationships into self-extinguishing as well.

[17] The self-communication is the process of aggregation of the participants' intertwined intra- and interpersonal dialogues carrying out sense- and decision making (Stacey 2000, 2010), enabling their communicative interactions.

[18] Such 'ideal-type' constructs necessarily remain partial, blurred, incomplete and 'utopic'. They synthesize, as Weber (1949:90) points out, "…one-sidedly emphasized viewpoints into a unified analytical construct (Gedankenbild). In its conceptual purity, this mental construct cannot be found empirically…in reality".

The initiated 'extended' PAR project presupposes that the 'donor' community members' are ready to (prepare and provide) stories describing their previous efforts elaborated and carried out in collaboration with their partner-researchers in order to solve challenges their community had to tackle. The peer-to-peer storytelling can facilitate to engage the most possible members from 'recipient' community[19] into voluntary cooperation to elaborate 'ideal-type descriptions' (Weber, 1949) and carry out their recursive scrutiny serving as (quasi) simulations (in future domain). The simulation – the gradually altered constructs iterative (re-)running - allows identifying longer-term potential consequences of yet nascent, emergent and feed backing change tendencies whose interplay and aggregation contribute to and shape the future development trajectories.

A major challenge of the initiated extended PAR is created by the fact that the knowledge identification, enactment and sharing require significant contributions, resources and motivation, but does not create for members of the 'donor' community the 'usual reward' of solving their concrete daily problem. The proposed 'dual approach' of peer-to-peer efforts includes feed backing (i) storytelling and (ii) co-creation of Weberian (1949) ideal-type constructs. It can facilitate to involve the possible largest number from 'donor' and 'recipient' communities' members into intense and sustained cooperation among peers as well as with researchers from both communities. This design of the 'extended' PAR or community-based research can simultaneously capitalise on and amplify the relationships' trustful character and expand their radius by re-generating motivation to carry out interactions with 'non-members' including researchers belonging to another community.

The issue is that the peer-to-peer storytelling interplaying with co-creation and recursive scrutiny of 'enhanced' ideal-type descriptions[20] enable to fulfil higher-level needs including the self-esteem, self-activation and self-transcendence (Maslow, 1943; Koltko-Rivera, 2006) of the 'donor' community's contributing members. The participation in and contribution to the collaborative efforts helps satisfying their "psychological needs for autonomy, competence and relatedness" (Transit WP3:17) by catalysing their empowerment and individuation (Grenier, 2006)[21]. Furthermore, the peer-to-peer self-communication creates awareness that the networking provides access to additional resources from external sources by enabling to extend the collective resource base (Veress 2016). In longer run and in optimal case the knowledge sharing platform can also mobilize and capitalize on enhanced reciprocity characteristic for the civil society organizations (Veress 2016). Among cooperating volunteers such elevated reciprocity can follow asynchronous, asymmetric, open-ended and multiparty patterns by allowing mutual provision of unilateral contributions. Such altered, enhanced reciprocity does

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[19] The more vivid and extended self-communication such peer-to-peer storytelling can trigger the higher become the probability to achieve the constructs' successful embeddedness, i.e. to identify even weak signals of (potential) un-intended and potentially destructive side effects.

[20] The enhanced ideal-type descriptions (aiming to improve the proposed constructs social embeddedness by incorporating feedbacks from case studies and the analytic descriptions) emerge through cooperative efforts among volunteers and researchers from the 'recipient' community.

[21] "…There is an important distinction between…- what could be called selfish individualism - and what is sometimes referred to as individuation …Beck and Giddens…argue. Individuation is the freeing up of people from their traditional roles and deference to hierarchical authority, and their growing capacity to draw on wider pools of information and expertise and actively chose what sort of life they lead. Individuation is…as Beck points out… about the politicization of day-to-day life; the hard choices people face …in crafting personal identities and choosing how to relate to issues such as race, gender, the environment, local culture, and diversity" (Grenier, 2006:124-125).

not 'stick to' exchange of (projected) equal values characteristic for market and public-sector players. The more vivid and sophisticated becomes the networking among members of diverse communities the higher can be the probability that members of different communities start to provide also unilateral contributions (at least in longer run).

The more vivid and successful interactions unfold among peers and with researchers from both ('donor' and 'recipient') communities the more effective the knowledge sharing can become. The (facilitation of) high 'density' and variability of peer-to-peer interactions plays important role in establishing and ensuring sustained operation of the proposed enabling platform[22]. Consequently, the matchmaking function facilitating to establish direct contacts, to launch and amplify self-communication and networking among members of donor and recipient communities team(s) has crucial importance for successful enabling. The peers' vivid communicative interactions and their aggregation into networking can facilitate in multiple ways to (re-) generate and enhance readiness and motivation to carry out cooperation with their peers and with researchers also from 'external' communities by enabling the success of extended PAR project(s).

However, besides intensive match making among potential co-operators such platform must provide also continuous "coaching" enabling proper interpretation and practical implementation (translation) of the shared knowledge. Such coaching has to enable to identify and overcome contextual (dis-)similarities among the two ('donor' and 'recipient') communities and to facilitate cooperative capability creation in the 'recipient' community. It is important to identify dis-similarities which could cause un-intended negative side-effects by preventing the proposed constructs' successful social embedding - the study emphasizes.

Consequently, to catalyse effective knowledge sharing the enabling platform has to establish and operate simultaneously multiple channels of communicative interactions. Besides catalysing enhanced peer-to-peer self-communication and collaboration it is important to facilitate the peers' communicative interactions with researchers from both their 'own' and from the partner community. The storytelling of the 'donor' community members can provide 'direct channel' for interacting with broad audience among members of the 'recipient' community. The interplaying conversations can aggregate into (intensifying) networking facilitating the 'recipient' community members' efforts to elaborate and upgrade the primary versions of Weberian (1949) feed backing ideal-type constructs and can carry out their recurring simulation. The broader and more intense is the networking the higher is the probability to feed (growingly sophisticated) amendments into the primary ideal-type constructs. These allow increasing the probability to avoid un-intended side effects with destructive consequences[23] by facilitating their deployment and successful social embeddedness.

The emerging network of communicative interactions among members of various (potentially even far away in space-time contexts) civil society players by following (the logic of) the SECI model (Nonaka and Takeuchi, 1995[24]) can turn their tacit into - explicit and 'transferable' -

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[22] The inter-actions and relationships in line with the SECI model play decisive role in transforming the tacit knowledge into explicit as well as in carrying out in practice the knowledge sharing platforms' various functions including mechanisms enabling to store and transfer knowledge.

[23] Such recurring simulation can help to identify the contextual characteristics of the 'recipient' community, and (re-)shape patterns of process feedbacks bringing about necessary interplay among the multi-dimensional changes.

[24] Nonaka, Ikujiro; Takeuchi, Hirotaka (1995), The knowledge creating company: how Japanese companies create the dynamics of innovation, New York: Oxford University Press, p. 284,

knowledge by turning it into collective assets of high value. Such networking can operate as catalytic platform simultaneously facilitating knowledge sharing and the civil society entities' networking self-upgrading into quasi-fields of enhanced cooperation following new dialectics, i.e. actively catalysing the civil society players' self-empowerment (Veress, 2016).

The initiated 'extended' PAR project aims to facilitate and catalyse motivated and trustful cooperation among volunteering members of (donor and recipient) communities. The proposed 'dual approach' helps 'stretching' peer-to-peer collaboration by extending it across and beyond the boundaries of different ('donor' and 'recipient') communities. The extended and upgraded self-organizing unfolding (in empirical domain) as mass collaboration among peers from different civil society entities can carry out, operate (in actual domain) as diverse functions including match making and coaching of a platform enabling (in real domain) effective knowledge sharing and enactment.

5. Conclusions

There is an ongoing global associational revolution (Salamon et al., 2003) feed backing with the civil society's increasing share in value, GDP, and employment creation. These trends interplay with the civil society organizations' transformational dynamism (Veress 2016), their increased capacity to produce and share knowledge (Della Porta, 2018; Fenton, 2018) and to catalyse transformative social innovations (Transit 2017). From time to time news appear about 'miracles' that provide viable alternatives tackling locally or regionally often even impacts of global challenges these mostly remain out of scope of the 'mainstream' mass and social media and the individuals 'consuming it'. In the aftermath of the 2008 global crisis multiple attempts aimed to enable the aggregation and scaling up of such initiatives through their self-organizing networks facilitating and capitalizing on the civil society's self-empowerment. These efforts aim to co-create an operational non-market type counter economy and socio-economic system oriented on establishing and amplifying genuine environmental and social sustainability at systemic level. The proposed attempts enable value creation providing practical alternative for the logic of dominant capital accumulation (Bauwens and Kostakis, 2016a; Transit 2017) and contribute to cooperative, sharing, and (genuinely) sustainable patterns and dynamics of the knowledge-driven society's emergence.

The research literature from time to time indicates that these feedbacking phenomena signal about larger-scale alterations which can contribute to systemic shift(s) in the long run (Toffler 1995; Perlas, 2000; Boyle, 2002; Benkler 2006, 2011; Hess and Ostrom, 2007; Bollier, 2007; Rifkin, 2004, 2011; Reichel, 2012; Chase, 2012; Rowe and Bollier 2016; Della Porta, 2018; Fenton, 2018). These authors frequently point out at the growing importance of knowledge creation, management, and commons of the civil society (organizations) in this broader context. These indications however receive only limited attention from both the research and the public opinion. Attempts of researchers to give these issues and tendencies due weight remain fragmented without reaching critical mass in the academy similarly to the civil society - at least for the time being.

These phenomena due to their context dependence frequently contribute simultaneously to diametrically opposite tendencies - for example to overcome as well as to significantly strengthen mass alienation. The (i) empowering potential of the recent global associational revolution (Salamon et al., 2003) and (ii) the current upswing of the political populism transforming into authoritarianism are intertwined with robust disempowering trends. These are

simultaneously unfolding and interplaying phenomena. Moreover, the today authoritarianism frequently supports the individuals' vivid participation in multiple civil society organizations involved in any kind of activity - but politics! The authoritarian attempts aim to achieve and maintain active des-activation at mass level[25] buy supporting citizens to "busy themselves" with numerous colourful activities, but to limit their political activity on voting during recurrent elections. These trends aim - through growing diversity of non-political pursuits – 'prevent' citizens from participating in political actions[26].

However, simultaneously the civil society organizations become characterized with growing 'social movementizaiton'[27] tendencies and demonstrate growing capability of knowledge management – a constellation that deserves increased research attention (Della Porta, 2018; Fenton, 2018). The enhanced knowledge production and management may become important factor of the civil society's (i)self-empowerment, (ii) socio-economic transformational capacity, and capability (iii) transformative social innovations, and (iv.) capacity to impact and shape the emergence of knowledge(-driven) societies. The civil activism can play significant role in preventing and overcoming growingly sophisticated second-enclosure attempts aiming to re-transform the commons' knowledge - and other soft resources - 'back' into rivalrous and depletable, i.e. to enforce the exclusivity of the proprietary form[28].

The civil society players, which co-create robust knowledge resources, frequently remain however unaware of and 'systematically un(der)-utilize' the rapidly growing and (potentially) extremely valuable assets which they possess. The volunteers frequently are overloaded with efforts to find solutions for challenges perceived as menacing their mere survival or often focus on certain activities in which the members are interested. This setup makes them unequipped, moreover unprepared and unwilling to improve the management of their valuable knowledge assets.

There is however a growing number of initiatives and cooperative efforts aiming to identify and mobilize the common knowledge remaining tacit or completely 'invisible'. Initiatives similar to 'extended' PAR or community-based research can contribute to turn such knowledge into valuable collective assets – seem to agree the academicians dealing with third sector and social innovation research, often focusing on responsible approach.

The current paper proposes a (pre-)concept discussing - components, methodological, organizational, and ethical aspects of - a platform enabling effective self-organizing knowledge

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[25] While from the end of the XX Century a "global associational revolution" (Salamon et al., 2003) connected to vivid participation in various civil society organizations became observable. However, the growing participation frequently were directed toward organizations providing access to various services rather than those enabling participation in public affairs and taking an activist stance. The consumption of the democratic services became more popular than the active participation in the exercising of the democratic rights – as aptly indicated in a research interview a Finnish expert.

[26] This approach goes into diametrically opposite direction compared to the XX Century totalitarianisms which aimed the achieve and maintain overarching politicization and control of the most possible aspects of the individuals' daily life in the name of a single monolithic ideology.

[27] This apt expression indicates the controversial interplay of these trends with robust institutional isomorphic pressures (DiMaggio and Powell 1983) attempting to marketize and monetize the activity of the civil society.

[28] Paradoxically the nominal gratuity of the innovative – mostly ICT and digital technology - related services became powerful and very effective tools to establish and maintain corporate property on 'processable' data and on the outcome data and knowledge emerging from its processing. The business model, which Google made the most well-known, ensured free corporate access to the 'new oil', the most important raw material of the emerging socio-economic system.

sharing among civil society organizations. The properly designed and deployed 'extended' PAR or community-based research projects can facilitate to establish and simulate the operation of enabling platform(s). The preparation and deployment of 'extended' participatory action research projects serving as quasi-pilot of multi-phased knowledge sharing can capitalise on findings from previous research on transformative social innovation (Transit 2017) and the civil society organizations transformational dynamism (Veress 2016). The proposed 'extended' PAR concept capitalizes on indications of academicians experienced in similar innovative and experimental research which presupposes and enables trustful cooperative relations with volunteering community members perceived and acting as co-researchers.

The growing popularity of the community-based and participatory action research and other innovative research methods can propose another chance to effectively 'incorporate' also knowledge identification and sharing. The conscious re-generation and amplification of trustful atmosphere and motivation to collaborate through vivid peer-to-peer communication and cross-community interactions among volunteering community members and researchers can facilitate (networked and self-organizing) knowledge sharing – the paper assumes.

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