

Communities: Let's Get Started!





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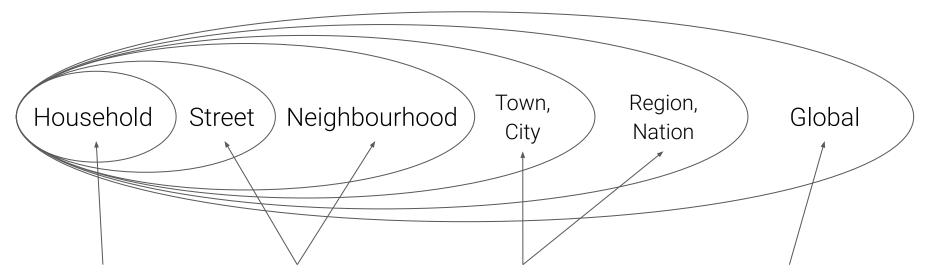
Doughnut Economics covers so much that it can feel overwhelming! Use this tool to find ways to get started in putting the ideas into practice with your community.

Use it as a signpost to see things you would like to...

- 👍 do straight away
- ∠→ do in future
- 分 share with others



What do we mean by 'communities'? *



Learning about the ideas & taking action in your life & home

Connecting and taking action with neighbours locally

Connecting with others over wider scales to work towards deeper systemic change Connecting and learning with people applying the ideas in all sorts of places and contexts



What's in this tool?		<i>1</i> What is Doughnut Economics?	<i>2</i> How can I learn about Doughnut Economics with others?
<i>3</i> How can I introduce the ideas of Doughnut Economics to my community?	4 How can we apply the ideas of Doughnut Economics within our community?	5 How can I apply the ideas of Doughnut Economics in my own life?	6 How can I connect with others locally to create a network for change?
7 How can we take action for deeper systemic change?	8 What is the DEAL Community and how can I connect with others globally?	<i>9</i> How can I ask other questions, find out more, or contribute a story?	



Click the DEAL logo bottom left of every page to come back to this menu page

7 What is Doughnut Economics?



Let's start by introducing the Doughnut - the idea at the heart of **Doughnut Economics – and some tools** you can use to learn more about it, including translations in your language.



We have a world in crisis

Financial meltdown

Climate breakdown

COVID lockdown



New York, US



Sofala, Mozambique



Kuala Lumpur, Malaysia



Athens, Greece

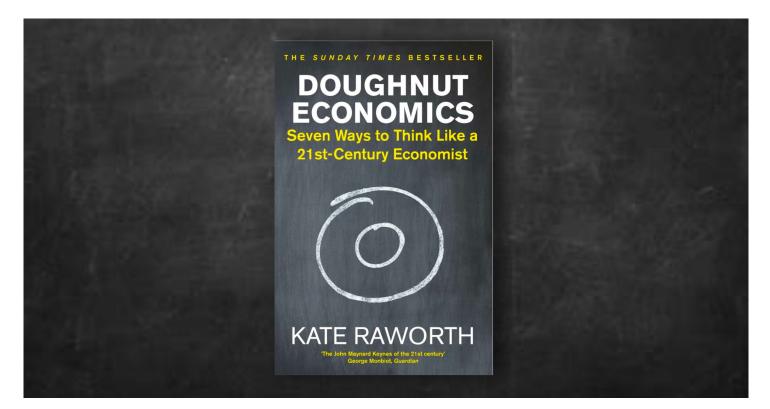




Bogotá, Colombia



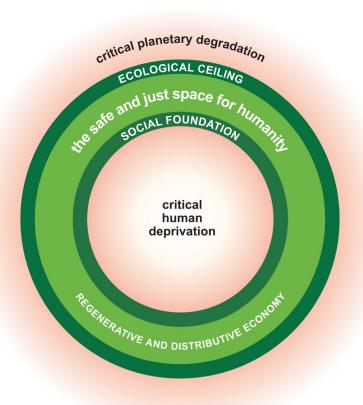
It's time for new economic thinking





Doughnut Economics offers a **goal** for the 21st century:

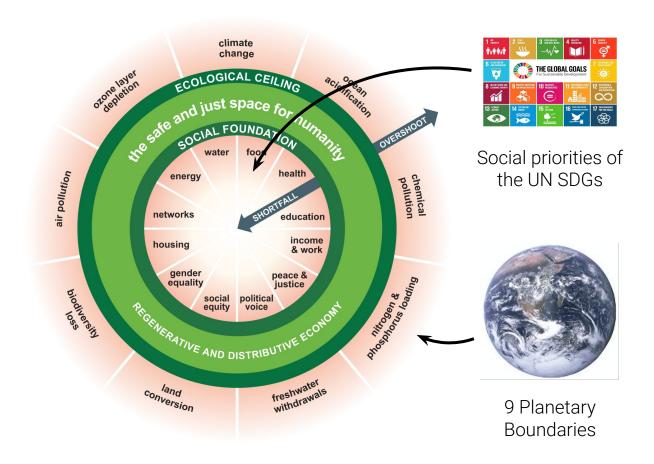
"To meet the needs of all people within the means of the living planet"





A **compass** for human prosperity:

Based on the social priorities of the UN <u>Sustainable</u> <u>Development Goals</u> and the nine <u>planetary boundaries</u> of Earth Systems Science

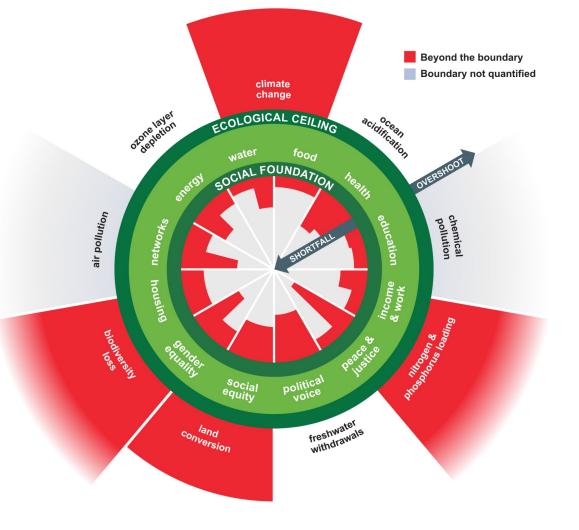




A **mirror** for humanity:

Showing a world perilously out of balance.

So how can we design our economies to come back into the space of the Doughnut?

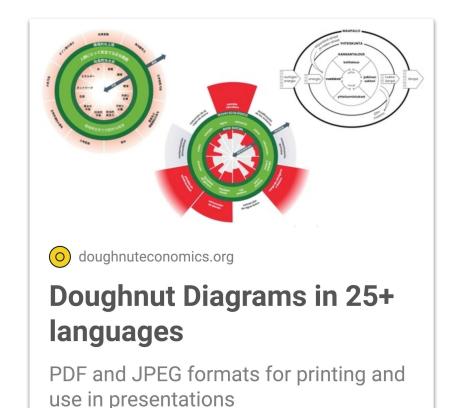




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Download the Doughnut diagrams and Embedded Economy **diagrams** in your own language so you can share them in presentations, print them as posters, or use them in workshops.





15 minutes



Watch Kate Raworth's TED Talk from 2018 that introduces the idea of the Doughnut and invites us to think again about goal of the economy: from endless growth to thriving in balance.





Doughnut Economics TED Talk

Kate Raworth's TED Talk from 2018



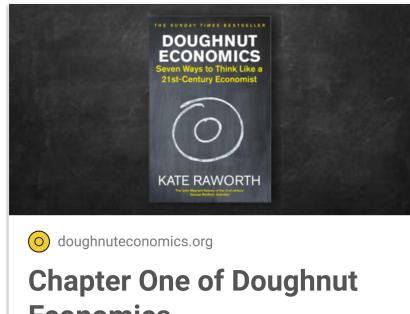


60 minutes 🕻



Read chapter one of

Doughnut Economics that more deeply explores the goal of the economy, the origin of GDP and how we might reimagine the goal to be thriving in balance.



Economics

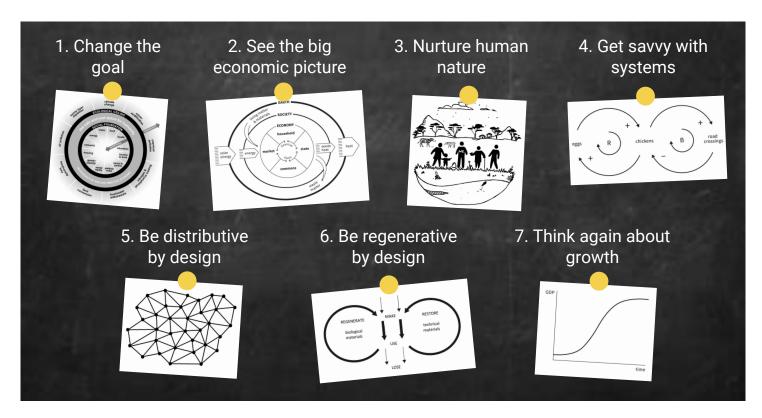
Change the Goal: From GDP to the Doughnut



The following pages introduce the seven ways of Doughnut Economics, with some questions you can reflect on with your community. There are then some tools you can use to explore them in different ways.

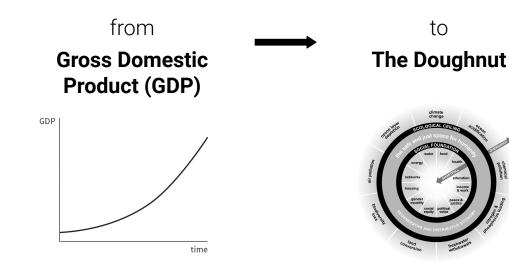


Doughnut Economics offers seven ways to think like a 21st century economist





1. Change the goal



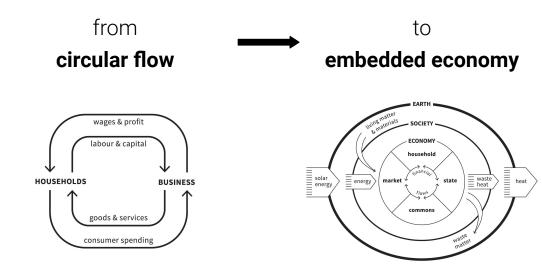
Maximising the monetary value of all goods and services sold through the market or the state Meeting the needs of all people within the means of the living planet What is the purpose of the economy and what should be its goal?

What do you think and feel about the current purpose and goal of the economy? What and whom does it serve?

The Doughnut offers the goal of meeting the needs of all people within the means of the living planet. What do you think and feel about this as a goal for the 21st century?



2. See the big economic picture (1 of 2)



The economy as a closed loop of money and resources flowing between households and businesses The economy as both diverse and embedded (within society and the living world, upon which it depends) What we choose to make visible powerfully impacts what we notice and what we ignore.

How does the economy depend upon and impact the living world?

How is the economy shaped by society - by law, politics, media, civic organisations, and more?

How could all four modes of provisioning (market, state, household and commons) serve humanity well together?



2. See the big economic picture (2 of 2)

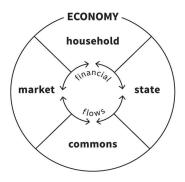
The household

The unpaid activity within the household that sustains the essentials of family and social life with the universal human resources of time, knowledge, skill, care, empathy, learning and reciprocity. Where you can be parent, child, partner, relative, carer ...or kinless.

The market

The mechanism by which goods & services are bought and sold according to an agreed exchange value and terms, and the people, groups and organisations that are involved in that exchange. Where you can be *consumer*, *producer*, *labourer*, *owner*...or destitute.

Within the economy there are four **systems of provisioning** for our needs, and many *economic roles*.



Which roles do you play in each?

Which of these roles feel valued to you?

Where do you see examples of these working well (and not so well) together?

The state

The local, regional and national governments that provision public goods and services to meet people's needs, and create the legislative framework for all other forms of economic activity. Where you can be *resident, service user, public servant, regulator, voter, protester …or stateless.*

The commons

The process and forms of stewarding a shared resource by a self-organising and governing community, outside the direct governance of the market or state, for the shared benefit of the community and place. Where you can be *member*, *co-creator*, *volunteer*, *steward* ... *or excluded*.



3. Nurture human nature





Alone, self-interested, calculating and competitive, with nature at his feet to social adaptable humans

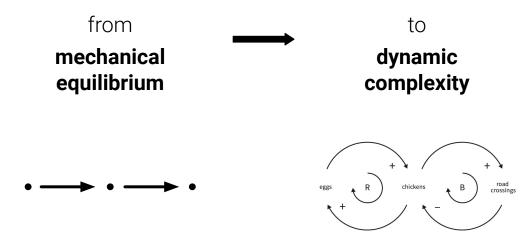
Caring, reciprocating, compassionate community that is part of the web of life Who we tell ourselves we are, shapes who we become.

What do you think should be the core characteristics and qualities of humanity in a 21st century economic model?

What could happen if the economy actively nurtured the best of human nature, fostering our innate capacity for cooperation, collaboration and mutual aid?



4. Get savvy with systems



Simplifying systems with the aim of predicting and controlling outcomes Embracing the unpredictability of complex systems and their interconnections What examples of systems can you think of in your daily life and what are the relationships and feedback loops that exist?

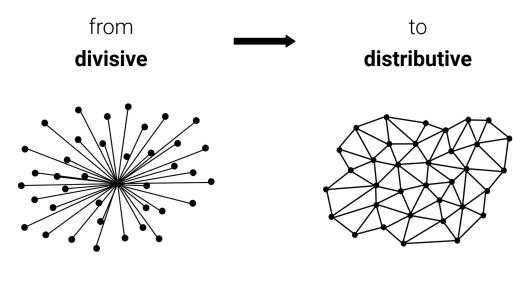
What are some examples of feedback loops and tipping points in the economy?

If the economy is a 'complex system' that can't be controlled but only stewarded, what is the role of the economist?

What are the skills required to be a good economist?



5. Be distributive by design



Capturing opportunity and value in the hands of a few

Sharing opportunity and value with all who co-create it

Who owns the sources of wealth creation where you live, such as land, housing and businesses?

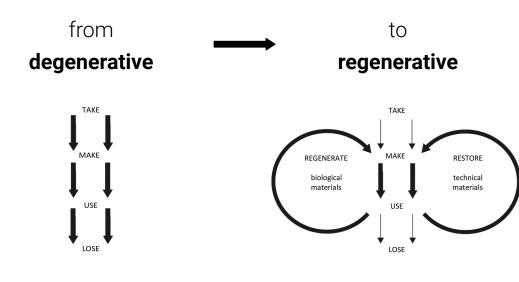
Who determines how land is used, who has access, what housing is built, who benefits from the value created?

Who creates and controls the businesses, and who benefits from the value they create?

What are the laws, regulations, infrastructure, technologies, privilege and inheritance that shape these things?



6. Be regenerative by design



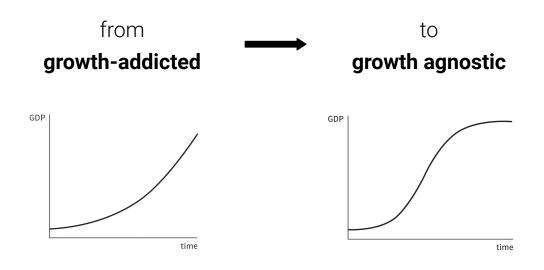
Running down Earth's lifesupporting systems, and pushing us over Planetary Boundaries Restoring and working within the cycles of the living world, and bringing us back within Planetary Boundaries How can we collectively restore, rewild and regenerate living ecosystems, both locally and globally?

Nature has no waste, so how can we learn from nature to be more regenerative by design: to repair, refurbish, restore, reuse and remake the technical materials we use (such as synthetics, plastics, ceramics and metals) that cannot be returned to nature's cycles?

Can you think of examples?



7. Think again about growth



We have economies that need to *grow*, whether or not they make us thrive We need economies that enable us to *thrive*, whether or not they grow There are many 'hooks' to growth, including: debt-based money creation, consumerism, shareholder-driven business, employment risks, politics captured by wealth, geopolitical power, tax income and fear of public debt.

How could economies end these structural dependencies upon endless growth?

What would need to change to make that possible?

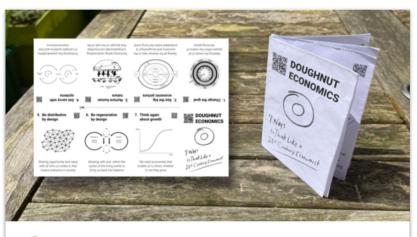




15 minutes 🕒



Print this A4 page and turn the seven ways into a **zine** booklet; something you can keep, make with others or share with others.



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Doughnut Economics Seven Ways Zine

Turn an A4 print-out into an 8-page booklet showing each of the seven ways to think like a 21st century economist





15 minutes 🕒



Watch seven short video animations that summarise each of the Seven Ways. You might like to introduce these videos to others and discuss the questions in the previous slides.



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Get Animated! Introducing the Seven Ways

Seven short animations to introduce the Seven Ways to Think Like a 21st-Century Economist









Explore this Miro world,

created by Mona Ebdrup and Magda Petford, that has lots and lots of rich content relating to each of the chapters of the book Doughnut Economics.



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Renegade Economists Miro World

An organic, playful home to an abundance of Doughnut resources, inspiration, and spaces for collaboration and reflection

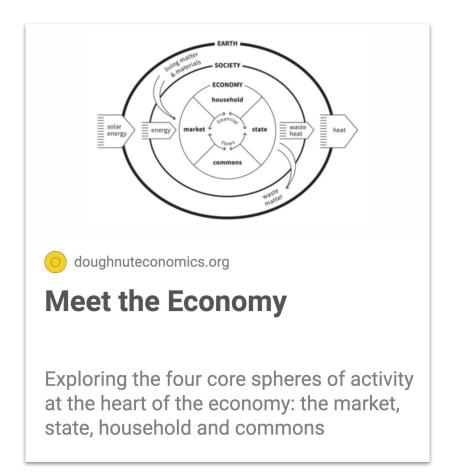




10 minutes 🕒



Watch this video introducing the Embedded Economy diagram (from chapter 2), including all the roles and relationships within the economy.







10 minutes (L



Watch this fun Puppet Rap Battle **video** about assumptions behind economics' model of humanity 'Rational Economic Man' (from chapter 3).





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Economic Man vs Humanity: A Puppet Rap Battle

A lesson plan that playfully introduces the limitations of the model of humanity at the heart of mainstream economics





10 minutes



Watch these short videos

introducing regenerative and distributive design - the two design dynamics needed to help get humanity into the Doughnut (from chapters 5 and 6).





Introducing Regenerative and Distributive Design

Three short videos introducing the design dynamics at the heart of Doughnut Economics



2 How can I learn about Doughnut **Economics** with others?



Learning with others helps bring the ideas of Doughnut Economics to life. In this chapter there are a couple of tools and a story about the power of peer-to-peer learning... ('What feels *more* possible now?' they were asked. 'Anything!' they answered)







Start or join a book club with

others to explore the chapters of the book and what they might mean for you, your family, your work and your community.



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Doughnut Economics Book Club Guide

A co-created guide to help you design and host your own book club or study group around Doughnut Economics





15 minutes 🕒



Read how CIVIC SQUARE and Huddlecraft supported people to learn about the ideas of Doughnut Economics as peer groups mutually supporting each other to apply the ideas in their lives and communities.



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Renegade Economists Assemble

Renegade Neighbourhood Economists from across the UK & beyond assembled in Ladywood to launch 12 peer learning journeys









Use this **Miro** world, created by Mona Ebdrup and Magda Petford, to support your learning journey through the book Doughnut Economics, with others.





Renegade Economists Miro World

An organic, playful home to an abundance of Doughnut resources, inspiration, and spaces for collaboration and reflection



3 How can I introduce the ideas of Doughnut **Economics to my** community?



Here you'll find some activities and workshops you can run, and stories of how other people, groups and organisations have introduced the ideas in their community.



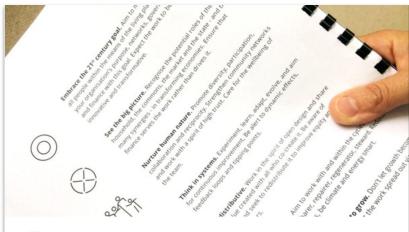


15 minutes (I



Firstly, **please read** the

principles and guidelines of putting Doughnut Economics into practice, so you can become stewards (like the DEAL Team) to safeguard the integrity of the ideas, to retain their transformative potential.





DEAL's Principles & Guidelines

Putting the ideas of Doughnut Economics into practice with integrity to recognise their full transformative potential







Introduce the Doughnut with the interactive workshop Step into the Doughnut. When we explore the ideas through movement and personal stories, our capacity to engage in their implications increases enormously.



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Step into the Doughnut

A simple and accessible way to introduce the Doughnut to any community

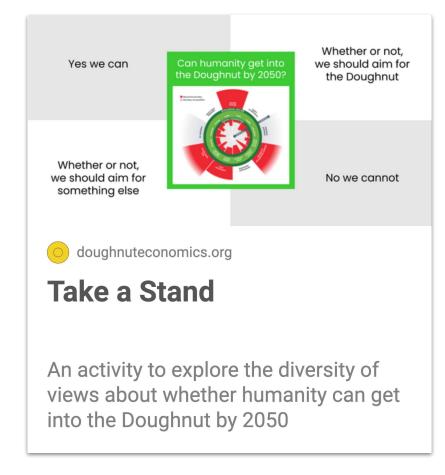




30 minutes



Explore the diversity of perspectives within your community with this workshop that asks 'Can humanity can get into the Doughnut by 2050?' and invites us to try other perspectives on for size.











Explore the connections between the dimensions of the Doughnut with this fun and energising activity. Connecting with one person after another, rapidly accelerates both individual and collective understanding.



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Sparking Connections

A set of 37 cards to explore the connections between the dimensions of the Doughnut and the Four Lenses







Invite the imagination of your community - of people of all ages - with this activity that invites people to dream what they want a world in the Doughnut to look and feel like. Connect the dreams together to create a Dream Spiral!





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Doughnut Dreams and the Dream Spiral

An activity to imagine your vision of a future when we are all living in the Doughnut









Play the fun and fast **game** Ring Rescue, to get people working together round a common goal - to rescue someone from the hole in the middle of the Doughnut!





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Ring Rescue

A fast and fun Doughnut-shaped game that explores systems and collaboration





Read the story of how people in Amsterdam Nieuw-West created the Donut Bakery to connect changemakers and host a neighbourhood **festival** to introduce the ideas to residents and build momentum for change.



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Taking the metaphor a step further: Donut Bakery

Neighbourhood organisations and citizens collaborating to let the local donut emerge





Read the story of how people in Berlin organised a street festival to engage passers-by with the ideas, and how this fits within the work of an open group of changemakers called Donut Berlin.



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Donut Berlin journey so far

A group of people from various backgrounds that enjoy being ambassadors of Doughnut Economics





Read how the Zero Carbon Guildford - a UK Climate Emergency Hub - are introducing the ideas to school children and residents of diverse perspective in their place.



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Zero Carbon Guildford's journey with Doughnuts

How a Climate Emergency Hub is engaging residents and young people with the Doughnut





Read how the Irish Doughnut Economics Network introduced the ideas through a **Movement Lab**, at a climate festival at the Irish Museum of Modern Art.



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Hosting a DE Movement Lab at a climate festival

How the Irish Doughnut Economics Network introduced the ideas of Doughnut Economics with movement and personal stories



4 How can we apply the ideas of Doughnut **Economics to our** place?



In this chapter, we'll introduce 'Doughnut Unrolled' and the framework of the four lenses, with some tools you can use and some stories for inspiration about how to apply this to your community.





30 minutes



Read the Doughnut Unrolled

method for applying the Doughnut to your community, which introduces the *four lenses* as a holistic thinking compass to explore local, global, social and ecological perspectives.

Doughnut Unrolled	♀ Local	Global
	ECOLOGICAL CEILING	
Introducing the four lenses	can our place be as generous as the wildland next door?	How can our place respect the health of the whole planet?
	· Local aspirations ·····	···· Global responsibilities ··
	How can all the people of our place thrive?	How can our place respect the wellbeing of all people?
	: SOCIAL FOUNDATION	

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Doughnut Unrolled: Introducing the four lenses

An introduction to the four lenses and the set of tools you can use to help your place bring humanity into the Doughnut





30 minutes



Read about the all the **dimensions** of the four lenses in this tool. You can also turn this into an interactive activity with the tool *Sparking Connections*.



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Doughnut Unrolled: Dimensions of the four lenses

An overview of each of the dimensions of the four lenses on life





several months



Create a **Community Portrait**

of Place with anything from an introductory workshop to a deep ongoing process. This tool offers an introductory guide and you can read examples of this in practice on the following pages.



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Doughnut Unrolled: Community Portrait of Place

A selection of participatory workshop approaches you can use to explore the four lenses for your place









Read how CIVIC SQUARE created a Neighborhood Doughnut Portrait in Ladywood in Birmingham, UK. Along the way they developed lots of tools you

can use, that you can see on the following pages.



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Neighbourhood Doughnut Portrait Launch

We're excited to introduce you to the first Neighbourhood Doughnut Portrait, painted by many people together in Ladywood





2 hours 🕻



Explore your local neighborhood through all your senses with this 'walkshop' and canvas developed by CIVIC SQUARE. See how many different groups you can go on a walkshop with!



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Four Lenses Walkshop Canvas

Go on a journey through your neighbourhood, bringing your curiosities and using the Four Lenses framework to guide you







Uncover the stories of change and Doughnut activity already underway in your place - and the people behind them - with CIVIC SQUARE's Doughnut **Story Canvas**.



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Doughnut Story Canvas

A canvas that invites the Doughnut pioneers of your place to share their stories, perspectives and dreams



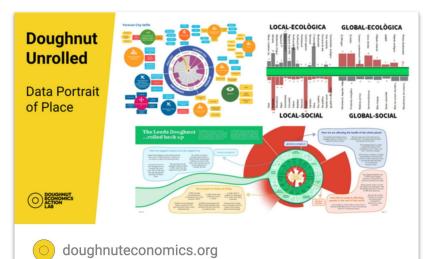


several months



Build a Data Portrait of Place

by gathering local data, targets, indicators and policies and mapping them to the four lenses. Time to connect the data-enthusiasts in your community!



Doughnut Unrolled: Data Portrait of Place

A handbook of approaches for collecting targets and indicators across each of the four lenses for your place





Read how Leeds Doughnut Coalition created the Leeds Doughnut, which inspired CIVIC SQUARE's approach to their data work as part of their Neighborhood Doughnut Portrait.



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Leeds Doughnut: one year on from launch

A summary of our journey since our launch event in April 2022



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Read how Shibaura House community created a Data Portrait of their ward in Minato City, Tokyo, and how they shared this with their community as an exhibition.



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Launching our Data Portrait as an exhibition

A platform for lots of conversations with people and expanding our network in Minato Ward





Read London Doughnut Economy Coalition's *City Portrait and Call to Action* for all Londoners and London institutions to engage in a positive discussion about the future of the city.

Doughnut Economics in London

A City Portrait and Call to Action

A Report by the London Doughnut Economy Coalition Produced by: Carolina Eboli, Chris Paddock, Anna Jezewska, Sam Franks,

Edition 1 - June 2022

Rosa Sulley and Leena Kang





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London City Portrait and Call to Action

The London Doughnut Coalition (LDEC) has published its first City Portrait





90 minutes



Explore a specific **topic** with the four lenses in a holistic and interconnected way, whether a community project, initiative, object, organisation, possibility or idea.



Exploring a topic

A selection of approaches to explore a specific topic through the Four Lenses be it a policy, project or possibility



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Read how Swannanoa Watershed Action Network (SWAN) explored their **local** bioregion using the four lenses and some of the tensions that emerge when thinking about how to do this with others.





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Bringing Doughnut Economics to a Bioregion

How a a self-organizing network of individuals and local organizations is exploring a bioregion with the four lenses





Read how Gavargh People's Forest using **Participatory** Budgeting to foster new relationships with each other, the community and the commons of the local forest and its 'oxygen catchment area'.



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Garvagh People's Forest Project

Using Participatory Budgeting to foster new relationships with each other, the community and the commons of the forest





Read how the Balochistan Youth Action Committee (BYAC) was able to **redefine their goals** and path using Doughnut Economics, to delve to the interconnected root causes of poverty.





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Using the doughnut in rural Pakistan

BYAC is a story of youth-driven movement to help the most isolated communities







Read about how people from the DEAL Community across **global South contexts**

explored the four lenses in this co-creative process. There were lots of insights that emerged that are valuable to everyone!



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Co-creating methods to downscale the Doughnut in the global South

Introducing a co-creative process hosted by DEAL that adapts the City Portrait to reflect global South priorities



5 How can I apply theideas of DoughnutEconomics to my life?



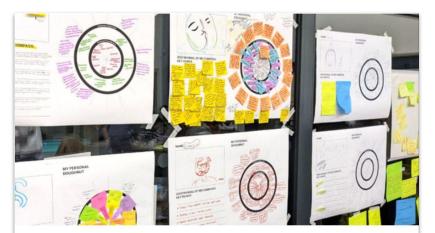
In this chapter you'll find two Personal Doughnut tools that have been made by members of the DEAL Community and a third tool called 'Take the Jump' that invites you to take actions that reduce negative impact on the planet.







Explore the foundations of what you need to thrive with the **Personal Doughnut** Canvas created by CIVIC SQUARE.



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Personal Doughnut Canvas

The foundations we need to thrive, without taking more out of the ecosystems that we are part of than we put back in





60 minutes 🕒



Explore what your own Personal Doughnut might look like with this Personal Doughnut Template created by DEAL Community member Zoe Gilbertson.



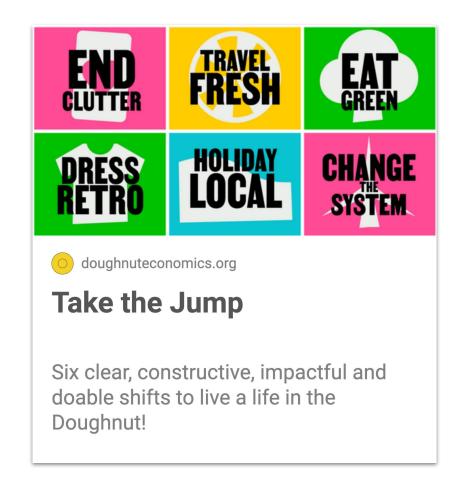




several months



Join the community of people taking actions towards a life in the Doughnut with this sociable way of exploring the many ways to 'Take the jump'. Created by the organisation The Jump.





6 How can I connect with others as a network for change?



In this chapter there are lots of stories of how people, groups and organisations are connecting as networks for deeper systemic change in their place. You can find out how to start your own group or network, and join learning calls.





15 minutes 🕒



Learn about place-based groups and networks that are connecting the people in their place around Doughnut Economics for deeper systemic change. Discover their practice and the guidelines to safeguard integrity.





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About Open Groups & Networks

Self-organising, place-based groups and networks that are putting the ideas of Doughnut Economics into practice in their locality.







Read how changemakers are connecting and taking action across Brasil as the network **Donut Brasil**



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Donut Brasil bursts into life!

Connecting diverse communities of practice around the idea and principles of the Donut





Read how the changemakers of **Boro Doughnut** in Middlesbrough LIK Jaunched

Middlesbrough, UK, launched their network to raise awareness and invite people to join. CONNECT PEOPLE TAKE ACTION NOW FOR A THRIVING MIDDLESBROUGH



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Boro Doughnut: COMMUNITY-CONNECT-ACTION!

A story of a story of communication and collaboration across the communities of Middlesbrough





Read how Regen Sydney is building a coalition for

change and exploring what else might be needed to shift the city's course towards a future that's inspiring for us all.





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Regen Sydney: our story so far

A network for change, rewilding and rewiring everything that makes us who we are and how we view the world





Read how the conveners of the Israel Doughnut Economics Community are responding to increasing interest in Doughnut Economics across Israel, particularly in education.



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Advocating for Doughnut Economics in Israel

The formation of The Israel Doughnut Economics Community and spreading the ideas to many audiences across society





Read how the Amsterdam Donut Coalition built on the the success of the *Donut Days in 2021* to hold a distributed festival across the city to make *Donut Deals* for collaborative action!





doughnuteconomics.org

Amsterdam Donut Deal Day!

A city-wide festival of people, groups, organisations and the municipality making Donut Deals for collaborative action



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Read about the inspiring journey of Regen Melbourne from a small informal community of people and organisations to a convener and catalyst for systemic change across the city of Melbourne.





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Regen Melbourne: an evolving journey

From small community get togethers to bold system demonstrators





Read how Doughnut Economics provides a framework to help the Tricolor Coalition focus on what the main sustainability challenges are in Mexico City, including water and energy.



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La historia de la Coalición Tricolor

Tricolor Coalition, promoting sustainability transitions in Mexico City





Read how the California Doughnut Economics Coalition are exploring ways to apply Doughnut Economics ideas and tools at the state scale.





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California Doughnut Economics Coalition

'The sky is the limit' for this creative and agile group of people working for systems change at state scale





Read how the core team behind Smultring Tønsberg are connecting people across Norway to the ideas of Doughnut Economics with a national festival, appreciative inquiry, and dialogue.



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Smultringfestivalen: a national Doughnut festival!

Building the breadth and depth of relations we need to work towards the safe and just space of the Doughnut



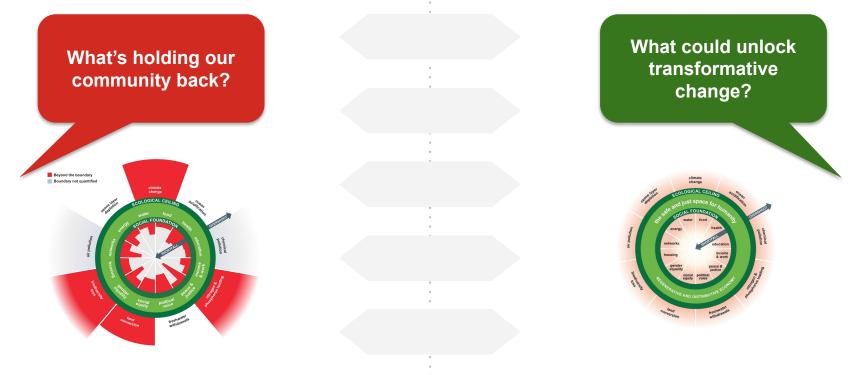
7 How can we take action for deeper systemic change?



Why is it that many community projects struggle for survival? In 2023 we will be developing a tool to help communities act on these issues to unlock the deeper systemic changes needed to create the future we want. Here is a preview...

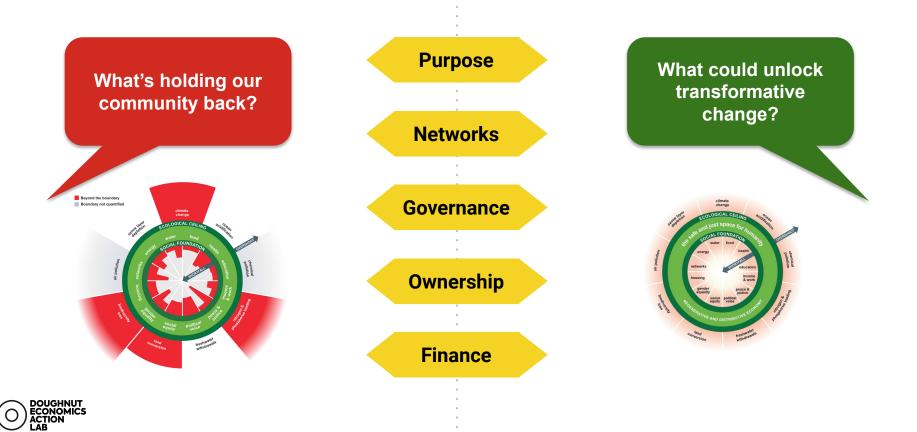


We have power to shape which direction we take

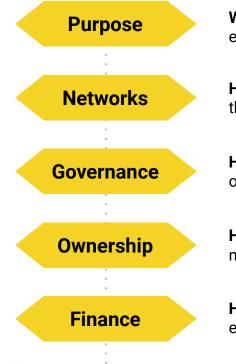




These five design layers help reveal that power



Some starting questions to help reveal our powers to act



What is a community group, initiative, project or organisation's purpose? Why does it exist? What about the other organisations that provision for your communities' needs?

How are these groups, initiatives and organisations networked? What relationships does the organisation hold, and how does it bring to live its purpose and values through them?

How are these entities governed? Who has voice in decision making? What are the metrics of success? What are the hard rules, and unwritten culture, of how things are done?

How are they owned? What are the essential assets that provision for your communities' needs? Who owns, controls or has access to them? What laws uphold these?

How are these entities financed? What is that finance expecting and demanding? What is extracted and to where? What is reinvested into the community?



Read how the Powers to Act tool applies these five design layers to city institutional design to unlock transformational change.

In 2023 we will be developing a version of this tool for community application.



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Powers to Act: Deep Design of Cities and Places

Workshop tool inviting local governments to reflect on the deep design of their organisation



8 What is the DEAL **Community and how** can I connect with others globally?

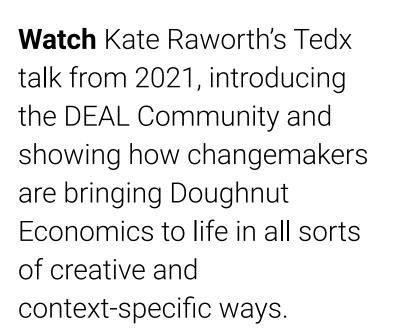


The DEAL Community is the pioneering changemakers worldwide – in communities, education, cities and places, business and government and more – who are turning the ideas of Doughnut Economics into action.













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TEDx Talk celebrating Doughnut Practitioners

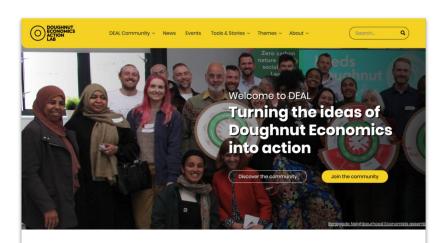
A TEDx Talk by Kate Raworth on how changemakers are bringing Doughnut Economics to life







Join the DEAL Community by becoming a member (for free!) so you can connect with others and share stories



- doughnuteconomics.org
- Join the DEAL Community

An growing community of people who are turning the ideas of Doughnut Economics into transformative action





90 minutes 🕒





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Communities: Let's Get Started meet-up

Meet others who are interested in neighbourhood and place-based network organising with Doughnut Economics





15 minutes (L



Read DEAL's Cities & Regions theme homepage and learn about the 9 pathways municipalities and local governments are taking to put Doughnut Economics into practice at the city and regional scale.





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Downscaling the Doughnut to reimagine and remake the places where we live







Read DFAI's Business & Enterprise theme homepage and learn about the five design layers of Enterprise Design within Doughnut Design for Business.



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Business & Enterprise

Transforming the deep design of business to enable regenerative and distributive action





15 minutes



Read DEAL's Schools & Education theme homepage and learn how students and educators are bringing Doughnut Economics into the classroom and other places of learning.







15 minutes



Read DFAI's Research and Academia theme homepage and learn how students and academics are deepening and furthering the scholarship of Doughnut Economics, both in theory and in practice.



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Research & Academia

Deepening the concepts and applications of Doughnut Economics through scholarly collaboration





15 minutes 🕒



Read DFAI's Government & Policy theme homepage and learn how DEAL is engaging with national governments and international institutions to reframing economic narratives and influence strategic policy.



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Engaging with national and international policymakers to bring about systemic transformation



3 How can I ask other questions, find out more, or contribute a story?

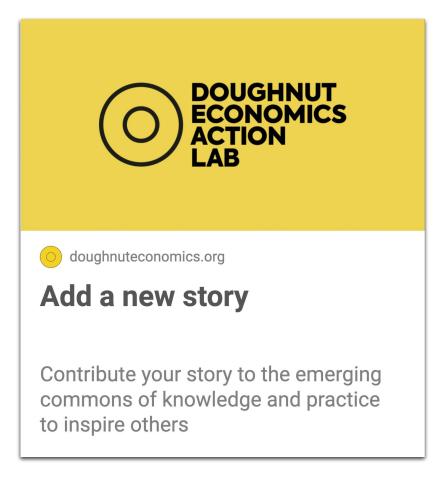


We hope you've enjoyed reading through Communities: Let's Get Started. In this final part, you can find out how to share your own story, or contact the DEAL team, or see even more stories on the DEAL platform!





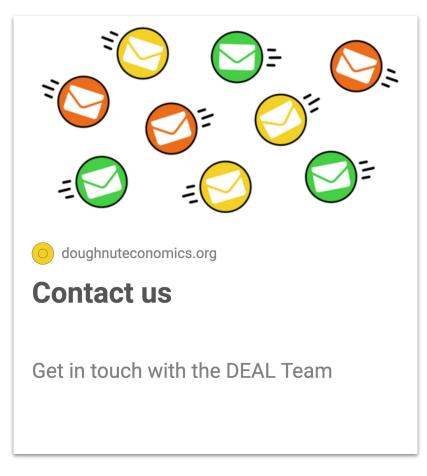
Write your own story of action, and contact us if you would like your story featured in *Communities: Let's Get Started* (see next page for how to contact DEAL)







Contact us with any questions or feedback you may have; any requests to add your story; or offers to make translations in your own language.







You can also **discover** even more stories on the Communities page of the DEAL Community Platform.



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Communities & Art homepage

Co-creating playfully serious ways of turning Doughnut Economics into transformative action.







Communities: Let's Get Started!

Version 1.0 (May 2023)

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