

## MODULE 3

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# Taking collective action

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 **Prereading:** Pick any one of the resources for Module 3 that can be found on the [course website](#) and browse through it to get ideas and tools for building movements, developing strategies and undertaking campaigns.

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# Welcome and recap



In the first workshop (Module 1) we learnt about why we need an urgent climate-friendly transition and what changes are necessary – while making sure that the transitions are just and create the development we need.

In the second workshop (Module 2), we learnt about what some governments, unions and civil society organisations are doing about the transitions to a climate-friendly economy and society. We also need to know what business is doing. The [Climate Action Pathways](#) developed under the UNFCCC Climate Champions, and the “Fast facts: Key ILO findings relevant to the climate transition” in Session 1.3 gives you information on this.

In this last workshop (Module 3) of the training course, we are going to start the process of organising ourselves and building people’s power to make sure the transitions are just. <<

## Session 3.1

# Getting going with a just transition alliance

This session is designed to get people going on building a just transition alliance or movement. The activities in the session can provide experiences of how they might go about this or the workshop could itself be part of the process of starting.

After this session, participants will be able to:

- Make decisions about whether a just transition alliance is the best way forward in their context and for their organisation.
- Develop proposals for goals of an alliance, and campaigns the alliance could take up, for discussion by a collective of organisations hoping to start an alliance.
- Design a programme for a meeting to get an alliance started.

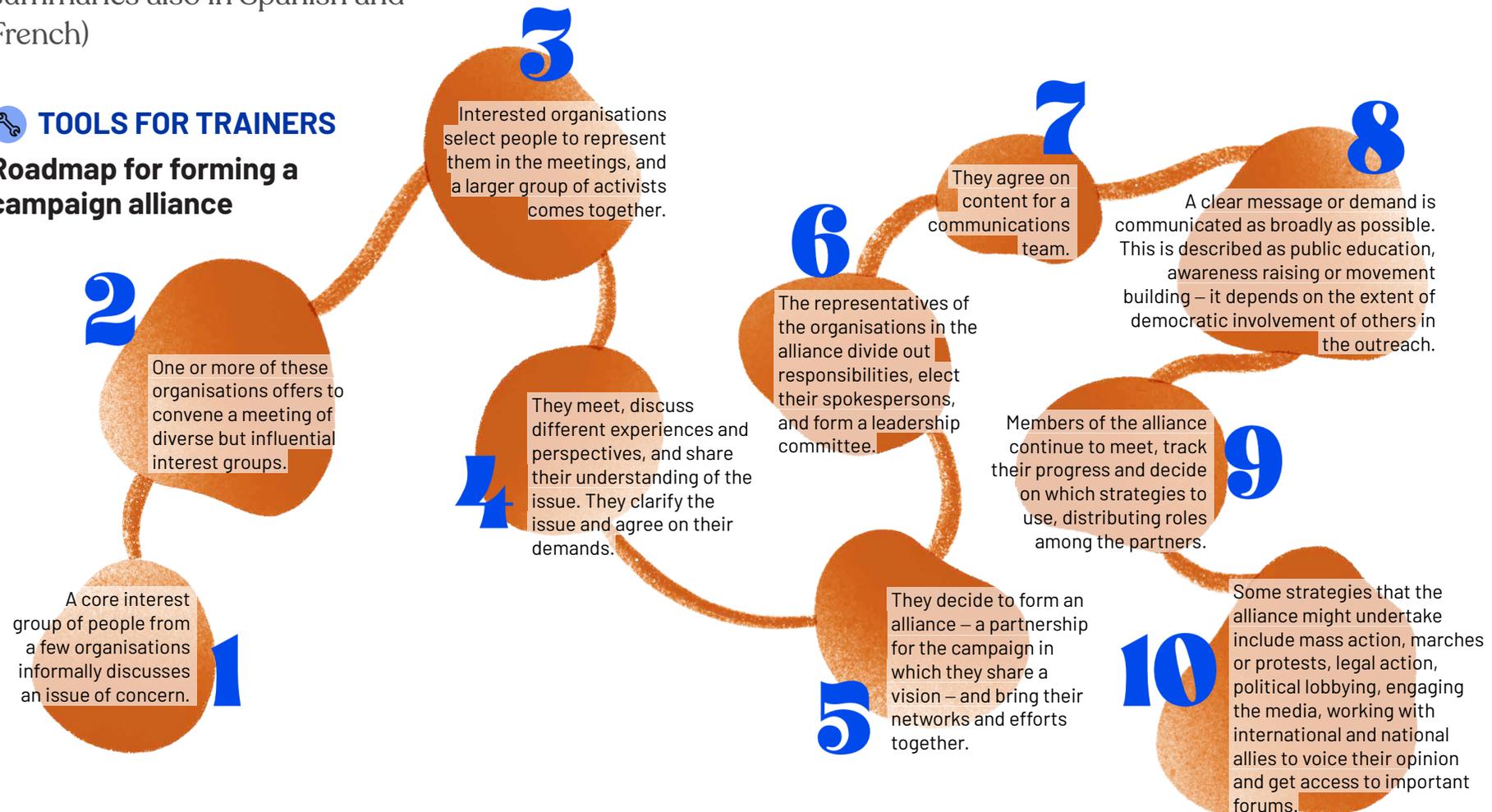
# Welcome and recap

» The Olof Palme International Center and SOLIDAR produced a study called [A Just Transition for the Global South: Learning from Alliances and Movements in the Philippines and South Africa](#).<sup>[1]</sup> (In English, with summaries also in Spanish and French)

There, activists from the Philippines shared a process that they have used to form alliances around campaigns. This is not the only process that can be followed to build an alliance, but we are going to use it as a broad guide in this Session.

Have a look at the “Tools for Trainers – Roadmap for forming a campaign alliance” below.

## TOOLS FOR TRAINERS Roadmap for forming a campaign alliance



Look at **Step 1**. We can assume that people are attending this training course because they want to take up some or other issue about just transitions. In Module 1, Activity 1.3.1, each participant or participating organisation spoke of an issue of justice in the climate transition that is a focus for them. So we are past Step 1, and we are thinking about taking collective action.

Activity 3.1.1 here in Module 3 helps us decide in what form we should organise. This could happen before **Step 4** or be part of Step 4 in the roadmap. In Module 1, Activity 1.3.3, we discussed what our shared principles are. That would also be part of Step 4.

Now Activity 3.1.2 in this module looks at starting a movement which links unions and civil society organisations in the concrete contexts of participants, and explores what the common campaigns could be. Agreeing on these would complete Step 4. In practice, it may take several meetings and processes to agree on shared principles, a vision of what the alliance wants to work towards, and common campaigns.

In Activity 3.3.1 we end the training course by considering whether the goal of a social compact (a Just Transition agreement between the social partners—trade unions and business and in some countries government and civil society too) might be a good idea for the alliance. <<

## Activity 3.1.1:

# Debate the way to organise for a just transition

Hold a debate on the question: Do we need a just transition alliance or do we need to build just transition work into existing structures?

1. There are two debate teams, each with two participants. One team is proposing that we need a just transition alliance. The other team is proposing that we must incorporate work on a just transition into existing structures. They speak in this order:

- **Team A Speaker 1 (Proposer):** Motivates that we need to build an alliance focused on a just transition.
- **Team B Speaker 1 (Proposer):** Motivates that we need to use existing structures and alliances, and include just transition work in their programmes. This person is not supposed to counter the arguments that Team A's speaker put forward, just to make their own case.
- **Team A Speaker 2 (Rebutter):** Raises arguments against what Team B's speaker said.

- **Team B Speaker 2 (Rebutter):** Raises arguments to counter what Team A's speaker said.

2. After all the speakers, participants from the floor can make their own points or raise questions to any of the teams, and the speakers can answer.

3. Participants (including the speakers) vote for which team was the most convincing.

After the debate, participants will need to reach real consensus about the way forward, as in any meeting.

## TIPS FOR TRAINERS

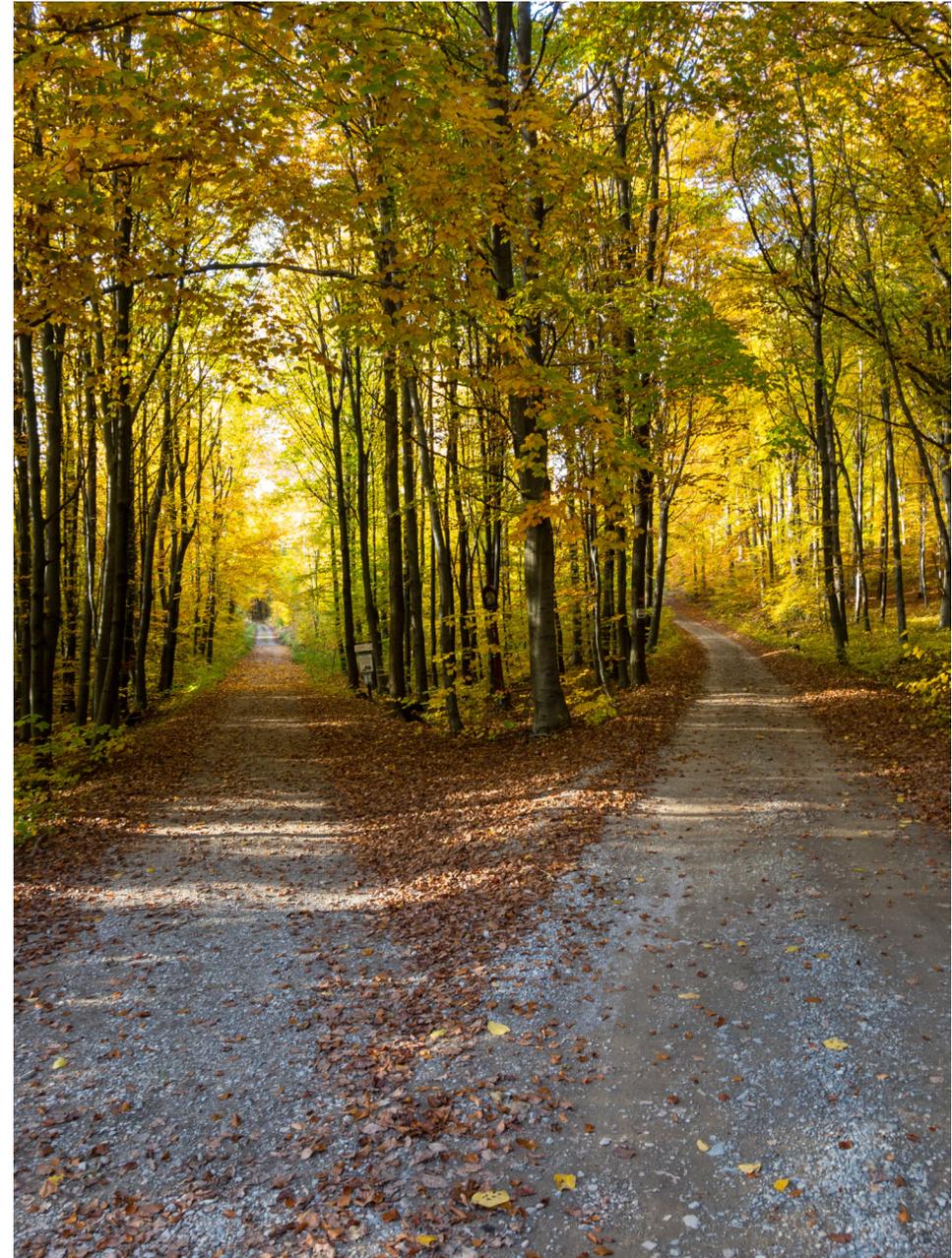
Before the workshop, get volunteers from among the participants to be the four speakers. Each team should meet before the workshop to brainstorm their arguments. The Proposer speakers will need to prepare their motivations. The Rebutter speakers can't prepare, because they are reacting to what the other team's Proposer said.

The voting is just for some fun, and to give the teams some feedback. Voting is not always a good way to make a decision that builds unity.

Organisations who have come together to tackle a just transition will need to persuade each other and come to a consensus decision about the way forward.

### If the workshop is online

You can use an app like [Mentimeter](#) to do the voting and show the results.



Which is the best way to organise for Just Transition in your context?  
Photo: Damian Siodlak, Unsplash

## Activity 3.1.2: Starting a movement which links unions and civil society organisations

1. At the end of Module 2 was a written assignment. Participants who chose the topic 'Building a movement' present what they wrote.
2. Everyone discusses the ideas from the inputs.

### TIPS FOR TRAINERS .....

Once you have received the Module 2 assignments, before the workshop alert participants to be ready to present what they wrote. Participants who chose the topic 'Building a movement' present in Activity 3.1.2. Participants who chose the topic 'Building a national just transition agreement' will present in Activity 3.3.1.

If there are too many presenters to fit into the time you have for the workshop, decide how many you do have time for. Then select that number of essays and alert only those writers. Select essays for diversity of contexts and ideas.

Each person who wrote on this topic can present their whole essay. Or you can go through the headings in the assignment, and let each writer present on that heading. Then move to the next heading and repeat.

You can also let different writers present on each heading, and ask the others to add what was different in their essay under that heading.

A checklist of the headings, which each relate to the writer's own context:

- Why trade unions and civil society organisations need to work together on a just transition
- Sketch of trade unions and civil society organisations
  - List of possible common campaigns
  - Steps your own organisation can take to get this movement going



**POSSIBLE CAMPAIGN ACTIVITIES**

To be inspired in your advocacy and opinion building, have a look at <https://beautifultrouble.org/toolbox/tactic/> (available in English, French, Spanish, Portuguese, Russian and more)

Or at [198 methods for non-violent action](#) (in English)

## Activity 3.1.3: Plan a meeting which achieves Steps 4 and 5 in the alliance-building process

You will now plan a meeting to start an alliance for just transition.

1. Break into four groups, called “Agenda”, “Principles and Goals”, “Demands and Campaigns” and “Outreach”.
  2. Choose someone in each group to take notes and report back, and someone to chair. Do not choose someone who just made an input under Activity 3.1.2.
- **The Agenda group** must plan the programme of the meeting. What is the content of the meeting? Note that you must cater for sessions to discuss the proposals coming from the Principles and Goals group, and the Demands and Campaigns group. For each item on the programme, they must think about how the meeting will cover that item. Is a chairperson needed? How then to select that person (you don’t have elected leadership yet). An input? Plenary discussion? Group discussions? Time for

different constituencies to speak among themselves? Some ideas from the activities in this training course may be useful.

- **The Principles and Goals group** must develop a proposal about what the alliance wants to achieve within say 5 years. What is the overall purpose of the alliance? They must propose no more than two goals. From the worksheets and discussion of Activity 1.3.3, are there three principles that are essential and/or that will create unity?
- **The Demands and Campaigns group** must develop a proposal about one campaign the alliance can take up together in its first year. What outcome or change will the alliance campaign for? How might that be achieved? Who must be targeted to change what?
- **The Outreach group** must make a list of which organisations must be invited to the meeting, and how they will be reached. What are you going to do about organisations who get cross because they were not invited? Are there any organisations you want to keep out? What are the criteria for inclusion and exclusion?

What arguments will you make to the different kinds of organisations so they are motivated to join?

3. Come back together. Each group reports their proposal.
4. All discuss.
5. Participants can reflect on whether this activity has helped them prepare to host an actual meeting to achieve Steps 4 and 5.

### TIPS FOR TRAINERS .....

**This activity will serve different purposes depending upon what process your workshop participants are in. If they are training on how they might execute building an alliance or movement, then the activity gives them an experience of how they might go about planning a meeting to form an alliance and what is involved. If they are activists who are already getting going with actually building an alliance or movement, then the outputs of this activity are real things they can use.**

**If you have people from different countries or regions around the world in the workshop, group participants by country, region or language. The aim would be to have people together in a group who might in fact decide to do something together in their region.**

**If the workshop is in person, have sheets of newsprint and marker pens for people to write up their proposals.**

### If the workshop is online



**Create a shared Google Document for all groups where each of the groups have their own page, that they can type into while they meet. Then everyone can see what is being decided and what will be in their proposal. Teach them how this works before you send them into their groups.**

**You can use a Mentimeter graph or wordcloud to get participants' responses on whether the activity was useful.**

# Session 3.1

## Reflection

- Which works best for your organisation's goals and ways of working: building a just transition alliance or incorporating just transition work into existing structures and programmes?
- In terms of the roadmap for forming an alliance, at which step are organisations in your country? And your own organisation?
- Jot down three good ideas you gained for taking a just transition alliance or movement forward with other organisations in your context.

➤ On [the course site](#) you will find relevant studies, videos and sites for further exploration of the topics in this session. You'll also find all references.

## Session 3.2

# Analysing stakeholders

This session provides a set of tools that participants can use to analyse stakeholders in low-carbon and climate-resilient transitions.

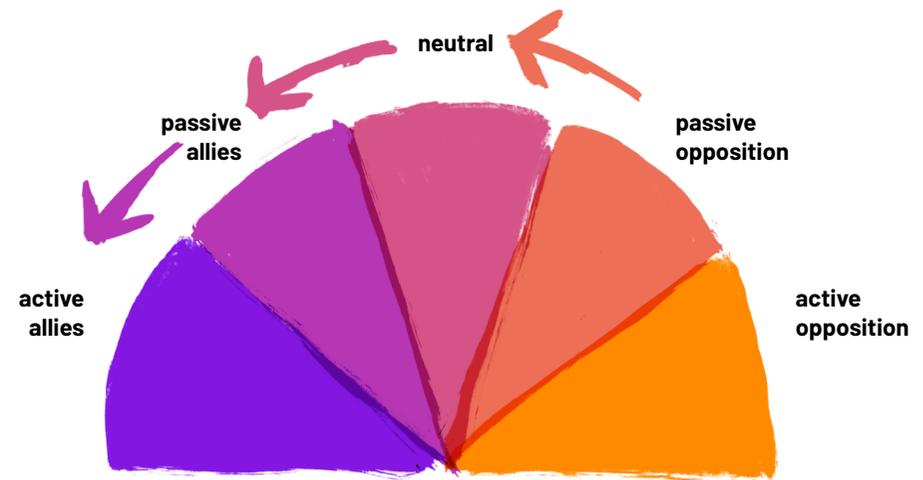
After this session, participants will be able to:

- Use tools to map the positions of different actors in relation to just transition goals.
- Strategise about how to relate to various actors.



In order to make a just economic transformation happen, we need an understanding of the landscape of actors that are relevant and where they sit in relation to our agenda for a just transition. This will show us which actors it is important to try to shift. Then we can design strategies to shift or recruit them. We are going to explore three tools: Spectrum of Allies, Pillars of Power, and Interest/Power Matrix.

An "actor" is an entity which has the ability to take action in society, the economy or governance. That action may be helpful or a barrier to our just transition mission. You need to gather information about who is out there, having what positions, doing what and advancing their own interests how. You can't just be in a bubble of like-minded organisations. <<



## Activity 3.2.1: Exploring a set of stakeholder analysis tools

1. The facilitator explains each of the three tools below. Explain the thinking behind them, what they are good for, and how to use them.
2. Break into three groups. Each group is going to try one of the tools. They will take back into their organisation's work.
  - Choose someone who is going to present your analysis back to the main group.
  - Brainstorm actors in your context and plot them into the tool.
  - Once you have done that, discuss what you are going to do about each category of stakeholders, if anything.
3. Back in the main meeting, each group presents their analysis and says what they found useful or not about the tool they used.

### TIPS FOR TRAINERS

The reasoning behind the Spectrum of Allies tool and how to use it is provided at [Beautiful Trouble](#).

Similarly for the Pillars of Power tool; [read about it here](#). (Both are available in English, Spanish, Portuguese, Arabic, Russian and more)

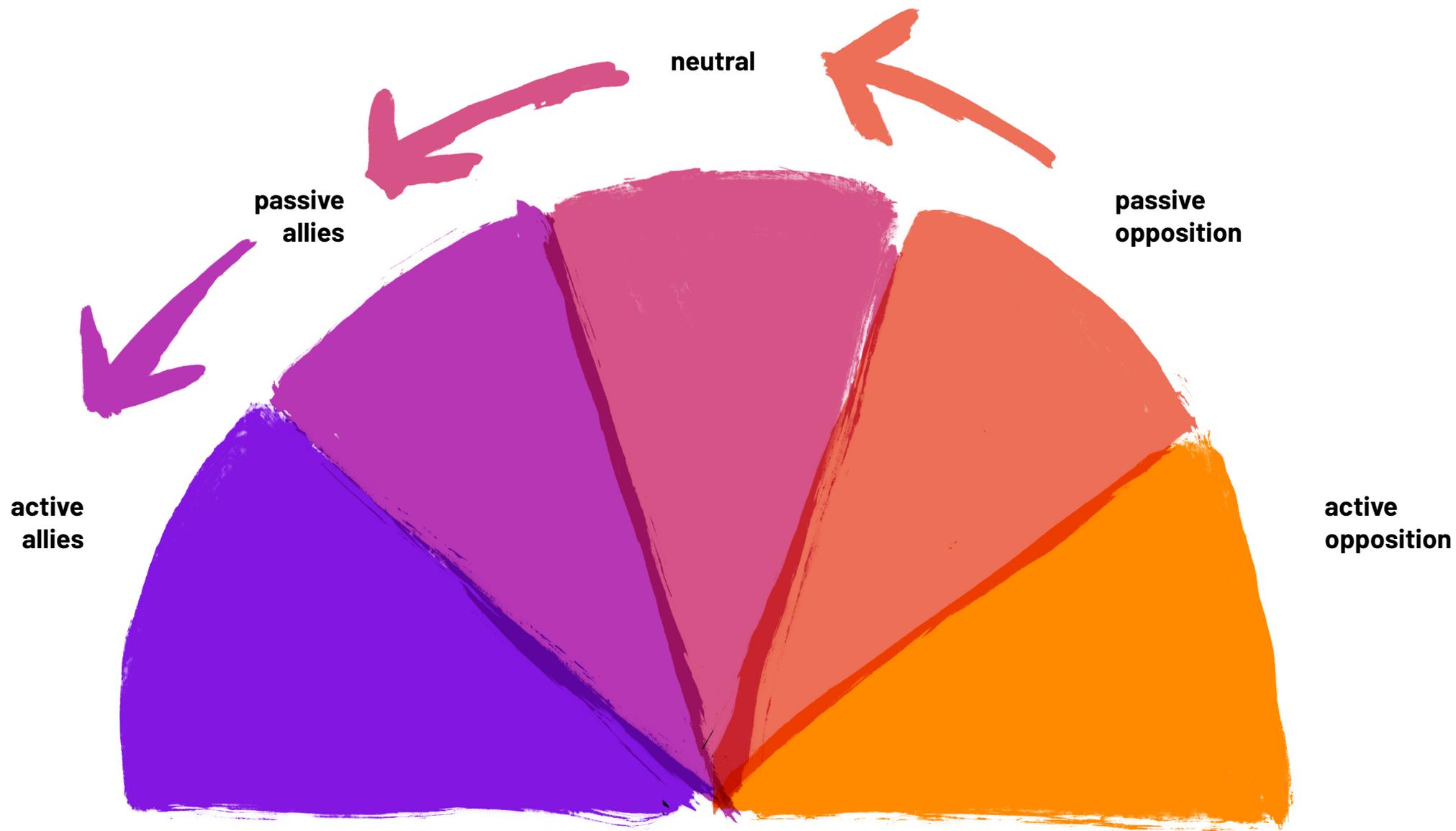
The guidelines for using the Interest/Power Matrix are provided with its Tools for Trainers, below. This tool provides a three-dimensional picture of the actors relevant to your goal, based on their power to determine outcomes, their interest in the matter, and their alignment with your agenda. What is useful is you end up with a picture of where all entities relevant to the goal are positioned in the landscape of actors.

If you have participants from different countries or regions in the workshop, send people back into the same groups they were in for Activity 3.1.3.

### If the workshop is online:

Use online whiteboards like Mural or Google slides, where you have already drawn the tools and people can write onto them virtually. The easiest way is to screenshot the models from this handbook.

## Spectrum of Allies



Adapted from: <https://beautifultrouble.org/toolbox/tool/spectrum-of-allies/>, which also explains why and how to use it.

## Pillars of Power



Adapted from: <https://beautifultrouble.org/toolbox/tool/pillars-of-power/>, which also explains why and how to use it.

# Interest/Power Matrix

**POWER  
(POLITICAL AND  
ECONOMIC)**

How much power does the stakeholder have to influence developments and outcomes of the transition?



**(MATERIAL)  
INTEREST**

How important does the stakeholder find the transition to be for itself?

**The stakeholder's  
position in relation to  
our goals**

-  Opposed
-  Neutral
-  Allied

## TOOLS FOR TRAINERS

### Guidelines for using the Interest/Power Mapping tool

1. Use one of the goals proposed by the Principles and Goals group in Activity 3.1.3 as your goal. Or if you want to be quite focused, use the campaign proposed by the Demands and Campaigns group.

2. In relation to that goal, brainstorm who the stakeholders are. Not just who you are working with, every actor relevant to the goal.

3. As you do so, plot stakeholders into the matrix. Plot them against the axes of Power, Interest, and use colours for Affinity.

- **Power** represents the ability of a stakeholder to influence developments and outcomes in relation to your issue. If you want to get precise, you can score it from 0–10, where 0 will put it at the bottom of the axis, and 10 at the top.
- **Interest** represents how important your issue is to the stakeholder. You can score from 0–10, where 0 will put it at the leftmost of the axis, and 10 at the rightmost.

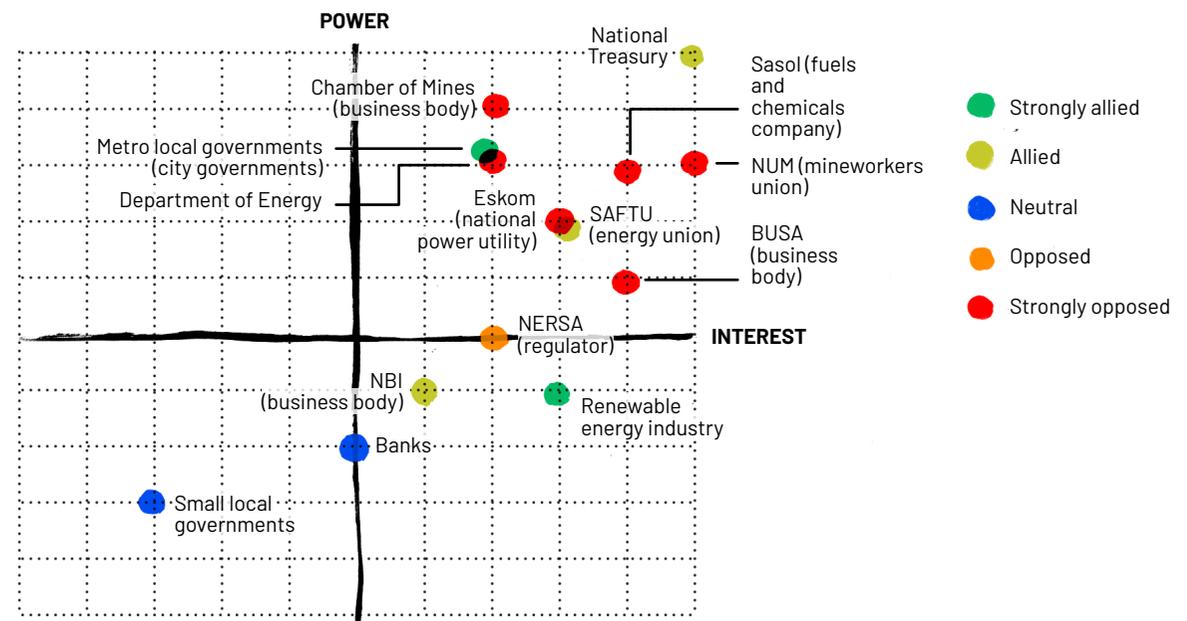
- **Affinity** represents whether the stakeholder supports your agenda or goal or opposes it. You can score it -1 for Opposed, 0 for Contested (they go either way sometimes), or +1 for Allied.

Together, Power and Interest result in a position on the stakeholder grid.

For Affinity, colour-code stakeholders like this:

-  **OPPOSED TO OUR AGENDA** (score -1)
-  **NEUTRAL** (score 0)
-  **ALLIED TO OUR AGENDA** (score +1)

A rough South African example, where the goal in mind was a low-carbon energy system:



# Session 3.2

## Reflection

- **What did you learn from other participants about actors in the transition that you didn't know before?**
- **Which stakeholder analysis tool works best for you and why?**
- **How might using this tool change how your organisation tackles transition issues?**

➤ On [the course site](#) you will find relevant studies, videos and sites for further exploration of the topics in this session. You'll also find all references.

## Session 3.3

# Considering a social compact

This session provides an opportunity to consider the idea of a just transition alliance working towards a national “social compact”, and hear from each other how one might go about it.

After this session, participants will be able to:

- Make a decision about whether a national or more local social compact would work in their context.
- Come up with ideas on how to go about this, if they want to.
- Draft a step-by-step plan for how to take just transition issues forward in their organisation and with allies.

## Activity 3.3.1: Building a national social agreement between the major actor groups



A **social compact** is a negotiated agreement between trade unions and business and in some countries civil society and government too, to bring about a transition through working together and each playing their part, despite differences they may have. It can be at national or subnational level. Whether the agreement creates a just transition or not depends upon the strength and persuasiveness of the forces standing up for justice. The idea of a social compact is based on a worldview that says we can negotiate and come to agreements, even if we have very different agendas. Others would argue that such agreements cannot dissolve the underlying material interests at play, and we rather have to overthrow regimes or the economic system.

Some of you thought it was a good idea to aim for a social compact in your context, and we are going to hear from them. <<

1. At the end of Module 2 was a written assignment. Participants who chose the topic 'Building a national just transition social agreement' (compact) present what they wrote.
2. Everyone discusses the ideas from the inputs.

### TIPS FOR TRAINERS .....

**Each person who wrote on this topic presents their whole essay. Because the issues around a social agreement between government, trade unions, business and civil society are highly specific to a national context, it will not work for this activity to go around by subheadings.**

**If there are too many presenters to fit into the time you have for the workshop, decide how many you do have time for. Then select that number of essays and alert only those writers. Select essays for diversity of contexts and ideas.**

**During the discussion time, it will be interesting to hear from people who do not think this will work in their country and why.**

## Activity 3.3.2: Closing the workshop

1. People can reach out to other participants they want to connect with, by exchanging contact details. If the workshop is in person, this will happen informally in breaks.

**If the workshop is online:** ..... 

**Do this in the Chat.**

2. Go around all participants. Each person says one sentence about one thing they will take away from the training course and implement.

3. Closing remarks by the training organisers.

# Session 3.3

## Reflection

- **Have you made up your mind whether a social agreement between government, trade unions, business and civil society is a meaningful goal for a just transition alliance in your context?**
- **With or without such a goal, how do you see your organisation or alliance engaging with government and business?**

➤ On [the course site](#) you will find relevant studies, videos and sites for further exploration of the topics in this session. You'll also find all references.

# Module 3

## Assignment

- Write one page about your plans to take just transition issues forward in your organisation and with allies. Be specific about steps and who you will reach out to. Remember to think about the global and regional organisations covered in Module 2 (both from the trade union side and from civil society). Share it with the course organiser.
- Fill in the training course evaluation form and send it to the course organiser.

### TOOLS FOR TRAINERS

#### “Building alliances on just transition” training course evaluation form

Find an example evaluation form [on the course website](#) under Resources for Module 3.

## TOOLS FOR TRAINERS

### Holding this training in your own networks

The idea of this training of trainers is that you can now hold this training, or parts of it, yourself. Use the sessions you find meaningful to train activists and to organise a Just Transition alliance in your country or region.

On the [course website for this training of trainers](#), at the very end under the heading “Hold this training yourself” you will find some resources that you can use when organising this training. There you will find an invitation and sign-up form for inviting people to the course as well as tools to hold the training: the programme for each of the three workshops with suggested times for each activity, slides for each module, etc.

Do reach out to us at the [Olof Palme International Center](#) and [SOLIDAR](#) if you have feedback or if there’s anything you need to spread this training! Find our contact details at the training website (link above).

**Good luck in your organising efforts for a Just Transition!**



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