

BUILDING OUR MOVEMENT OF MOVEMENTS:

TRANSLOCAL,
RESILIENCE-BASED
ORGANIZING
CURRICULUM



CLIMATE JUSTICE ALLIANCE

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BUILDING OUR MOVEMENT OF MOVEMENTS

TRANSLOCAL RESILIENCE-BASED ORGANIZING CURRICULUM

“People are really hungry for healthier, more equitable, thriving local economies, local communities. People are coming together from small towns, rural areas to some of the biggest cities.”

- Lisa Abbott, Kentuckians for the Commonwealth

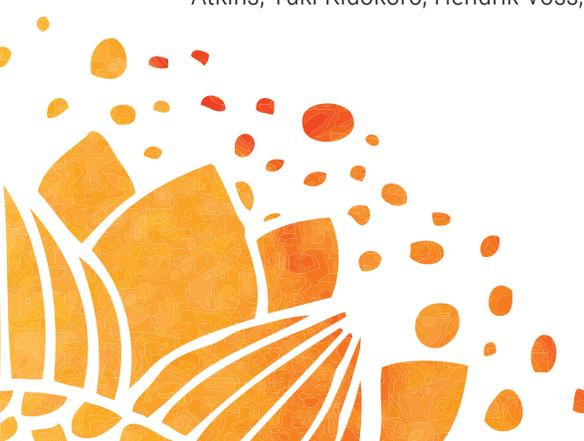
BACKGROUND

The development of this training evolved from grounded work, deep discussions, and visionary thinking over many years of relationship building rooted in the environmental justice, social and economic justice movements. In the spring of 2017, CJA contracted with Carla M. Pérez from Movement Generation to work in collaboration with a curriculum committee of CJA members: UPROSE, Southwest Workers Union, Center for Story-based Strategy, Ruckus Society and PODER, to draft a workshop introducing the Just Transition Framework.

In the Fall of 2017 and Spring of 2018, the Southwest Workers Union hosted two trainings for trainers to pilot the popular education tools and grapple with adaptations for local needs. At the CJA Membership Convening in 2019, The Our Power Communities, East Michigan Environmental Action Council (Resiliency Based Organizing), PODER (Community Planning Tool, Southwest Workers Union (Just Transition Framework), anchored piloting the tools and gathered input from members for further adaptations and interest in receiving the entire training. Carla drafted 2 training pieces (Being the Change, Resilience Based Organizing) with the committee. Movement Generation provided feedback in a back and forth process that occurred over the next two years when these trainings were piloted at a number of CJA convenings. In 2020 CJA staff (Yuki Kidokoro, Monica Atkins, Hendrik Voss) and Just Transition Curriculum fellow Moñeka De Oro teamed up to get this curriculum designed and to print with Design Action Collective.

ACKNOWLEDGEMENTS

The Climate Justice Alliance would like to extend love, appreciation and an enormous amount of gratitude to those who contributed to developing these critical resources with the leadership of our members. We honor your commitment to supporting our members in making Just Transition real on the ground and your role in our movement family! The Just Transition Curriculum committee members were: Ana Orozco (UPROSE), Sandra Garcia (SWU), Hannah Jones (CSS), Eva Cardenas (Ruckus), Jacqueline Gutierrez (PODER), Carla M. Pérez (Movement Generation), and Yuki Kidokoro (CJA staff). The publishing team included: Moñeka De Oro, Monica Atkins, Yuki Kidokoro, Hendrik Voss, Chloe Henson, Mark Chavez, Marion Gee and Design Action Collective.



INTRODUCTION:

Building Our Movement of Movements is a foundational training tool introducing the concept of Just Transition. It is the second of three trainings that make up the *Grounding in Just Transition* toolkit.

These trainings employ the framework of **popular education**. Popular education is a technique designed to raise the consciousness of its participants and allow them to become more aware of how an individual's personal experiences are connected to larger societal problems.

The three tools that make up the *Grounding in Just Transition* tool kit are: Being the Change, Building Our Movement of Movements and A Guide to Community-Driven Just Transition Planning. Each curriculum clearly outlines the time and materials needed to complete the training. There are handouts, graphics and other visuals that accompany the curriculum that are used in the activities.

The Just Transition is not just a theory, it is an ongoing process that requires not only a deep analysis of existing oppressive structures, but real actions and community centered solutions to dismantle them while we embolden systems to serve us all.

Given the historic times we find ourselves in, facing the crises of pandemics, economy, democracy, racism and climate change, we hope that this curriculum and framework will help strengthen your local efforts for systemic change. From systems of food sovereignty to energy democracy, from zero waste to housing for all, from just recovery from climate disasters to alternative economies, the just transition framework helps us talk about how these are all interconnected and important elements for building the future we need.



These tools were designed for in-person training sessions led by a facilitator. It is meant to be highly interactive and to encourage full group participation, ideally with 20-30 participants. The activities within these toolkits can be used in a piecemeal fashion, however it is recommended the whole curriculum is used to be most effective. This is meant to be a guide and, although a script is provided, there is freedom to be creative and adapt the information to a specific context and cause.

We are aware that there may be activities in these tools which may not be accessible for people with physical limitations, or may not be appropriate during times of pandemic. We acknowledge we are on a learning curve with this respect. We welcome feedback and suggestions for making it more inclusive to everyone.

PROTOCOLS FOR USING CJA CURRICULUM

CJA aims to be diligent about acknowledging the hard work and labor of those who contributed to each and every resource we share. This curriculum, and all content and images (unless otherwise credited) in it, are licensed under Creative Commons [CC BY-NC-ND 4.0](https://creativecommons.org/licenses/by-nc-nd/4.0/). You are free to copy and distribute the material with attribution for non-commercial purposes only. If you remix, modify or build upon the material, you may not redistribute it. More information on the specifics [can be found here](#).

For questions, concerns or feedback contact media@climatejusticealliance.org.



2019, CJA Membership Convening, Detroit Michigan



DESCRIPTION

This workshop is an introduction to the key concepts and elements of Resilience-Based Organizing (RBO) as a power-building model, as well as Trans-local Organizing (TLO) as a way to increase the scale of our impact. This workshop is designed for communities that are striving to move a unified vision and strategy for ecological justice, climate justice and a Just Transition towards local, living, loving economies.

WORKSHOP GOALS

- ▶ To distinguish Resilience-Based Organizing from conventional campaign-based organizing and cultivate a more comprehensive way to build power with our communities
- ▶ To highlight the use of Translocal Organizing as a way to apply Just Transition at scale while staying rooted in place and building local power.



MATERIALS INCLUDED

- Resilience-Based Organizing Handout
- RBO example video links
- Resilience-Based Organizing Worksheet
- Translocal Organizing Handout



SUPPLIES NEEDED

- Blank butcher paper
- Markers
- Masking tape
- Projector
- Screen or blank wall for video screening



AGENDA

TIME: 3 HOURS

Time	Item	Description	Materials
15 min	Opening and Introductions	Introduce workshop and participants	
30 min	Organizing for Power and Liberation	What is RBO and how is it distinct from conventional campaign-based organizing?	<ul style="list-style-type: none">• RBO Handout and RBO worksheet• JT Framework visual
50 min	RBO in Action	3 Videos that illustrate RBO in action	<ul style="list-style-type: none">• Video links or downloaded video files• Computer and projector
10 min	BREAK	Encourage people to get fresh air and use the restroom	
45 min	Scaling Our Impact	What is Translocal Organizing (TLO)?	<ul style="list-style-type: none">• TLO handout
15 min	Building our Movement of Movements	Bringing RBO and TLO together	
15 min	Closing	What everyone is taking away	





OPENING AND INTRODUCTIONS

15 MIN

- ▶ Begin by introducing yourself as Facilitator(s). Provide an introduction to the space, physical location and/or host organization. [If the facilitator(s) are not from the host community-based organization, let someone from the host organization introduce the organization and the space, if applicable]
- ▶ Introduce the training topic: today we'll talk about our understanding of 'economy', the way our economy affects the conditions of our communities, a vision of how things could be better, and strategies that can help us get there. [Tailor to your specific community context]
- ▶ Let's have all of our participants introduce themselves so we know who is in the room, and get ourselves ready for the rest of our conversation today. Invite everyone to share:
 - Name + where you live
 - One word or short phrase that comes to mind when you think of 'organizing'
- ▶ After everyone has introduced themselves, briefly summarize and synthesize the one-word answers about 'organizing'. Some responses you may get from your group include:
 - Bringing people together to make positive change
 - Working together towards a common goal
 - Pressuring decision makers to vote our way
 - Winning local victories
- ▶ Let everyone know we will refer back to these ideas in the following activity.



ORGANIZING FOR POWER AND LIBERATION

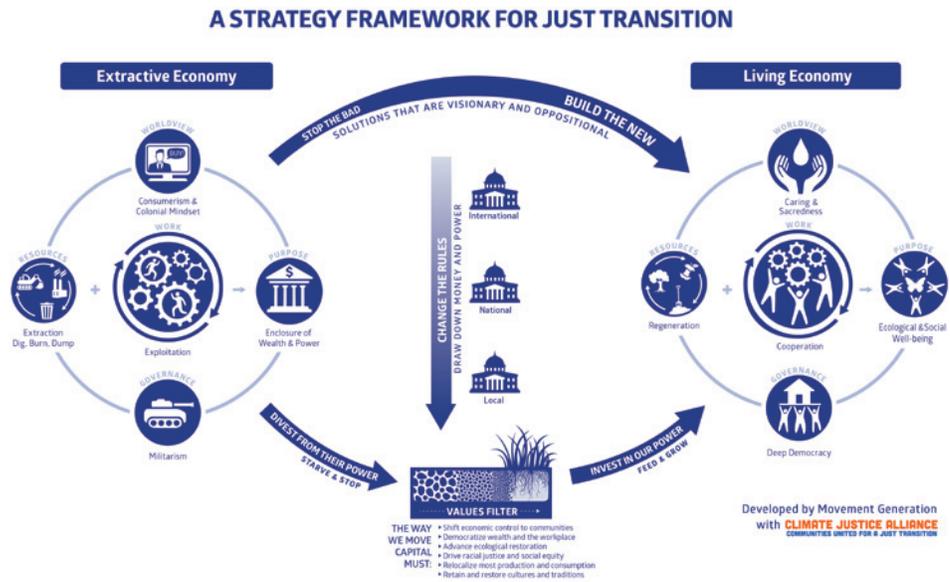
30 MIN

- ▶ We are experiencing a depth and complexity of crisis that calls for a particular response to the oppressive conditions that our communities are experiencing. We need to engage in deep, long-term power building that also materializes basic needs for marginalized and oppressed peoples. One that relates through artistic and cultural expression, is rooted in cultural wisdom and love, and one that highlights and applies the strengths and talents present in our families, neighborhoods and our comrades.
- ▶ In traditional **campaign-based organizing**, we are working with a particular base (e.g. casino workers, tenant, day laborers), which faces certain problems or injustices (e.g. low wages, unaffordable rent, evictions, deportations). We craft solutions, demands and asks (e.g. union recognition, affordable housing, the DREAM Act) that we deem politically realistic or winnable, even if it's a stretch. We then go to the people in power, decision makers (e.g. the company, housing developers, city council, the Senate, etc.) to demand that they do what we are asking, which they won't unless/ until we amass enough social, political, economic, electoral power to make them. What that normally looks like: gathering at a decision-maker's space with signs saying what we want.
- ▶ This type of organizing experience can be disempowering to local residents seeking to make change, as it ultimately reinforces the power dynamic that already exists between elected officials and the public, as well as often leads to partial or unsatisfactory decisions that mandate our intense follow up to ensure that what was decided actually gets implemented.

Briefly summarize and synthesize people's responses about their notion of "Economy".



Place a visual of the Just Transition framework on a visible wall space, or show the framework using a Power Point slide.



- ▶ In order to apply some of the JT strategies we have learned about, such as Change the Rules, Draw Down the Resources, etc., we must move our trusted community leaders into elected decision-making positions and pressure the government to provide what our communities' self-identified needs are. This is needed to institutionalize reforms and changes that improve our quality of life.
- ▶ Campaign-based and electoral organizing is essential and often wins incremental gains and reforms that make the difference in the lives of countless everyday people. And yet, a strategic approach to organizing that is new or different (for many of us today) is growing among communities deeply steeped in ecological consciousness.
- ▶ We are going to explore an approach to organizing that is complementary to campaign-based organizing and is truly needed in order to make a just and successful transition from the current Extractive Economy to the Regenerative Economy and way of life we all need and deserve. This particular model for organizing and building power is referred to as **Resilience-Based Organizing**.



Post the definition of Resilience-Based Organizing on the wall. Ask someone to read it out loud and answer and clarifying questions.

Resilience Based Organizing is a strategy for meeting community needs through shared work that contests for power and broadcasts a transformative narrative.

- ▶ With Resilience-Based Organizing, or RBO, we use our collective labor to meet our collective needs, in a way that publicly exposes illegitimate laws/power, and instead asserts our right to self-govern. Rather than asking a corporation or government official to act in our interest, we use our own labor to do whatever we need to do to survive and thrive as a people and a planet, knowing that our actions may conflict with legal and political structures that are set up to serve the interests of the powerful. This forces the question of whether we have permission to take right action in our collective interests.

Hand out the RBO Handout to all participants. Read each of the 3 Core Ingredients.

- ▶ **Reclaim Our Labor.** *“What you feed grows.”*

Ask: What does this mean for you?

If we only put our work into opposing what we don't want, we will come to love the fight, and still be left with only longing for our vision.

- ▶ At the root of ecological degradation is the exploitation of human labor. The ruling class (the 1%) has stolen our labor out of the web of life (e.g. meeting our own needs for food, water, housing, health care, education, etc.) and wielded it like a chainsaw against the rest of the natural world (i.e. building dams, mines, logging, pipelines, refineries, etc.).

So the first order of ecological restoration is to take back our labor from the chains of the market, return it to the web of life and use it to meet our community's needs, instead of serving the concentration of wealth and ecological destruction.



- ▶ **Contest for Power, Create a Crisis of Governance.** *“If it’s the right thing to do, we have every right to do it.”*

Ask: What does this mean for you?

Our actions must assert a new right – the right to directly and democratically meet our own needs, the right to self-govern – and in doing so, expose and denounce the existing laws and structures set up to concentrate power and wealth in the hands of the few at the expense of the collective needs of the many.

- ▶ **Lead With Vision.** **“People will not go someplace we have not first traveled to in our minds.”**

Ask: What does this mean for you?

Our actions must paint for people an irresistible vision of the future - one based not on our fear of the worst, but rather a bold vision of a future (the *buen vivir*) worth fighting for.

- ▶ RBO is a strategy for democracy, a strategy for the struggle to remake governance from one that centers power in the illegitimate authority of multinational corporations, military states, global financial elites and the governments that serve them, to the people themselves. RBO exposes illegitimate authority and organizes our people to take visionary right action to self-govern.
- ▶ This organizing model is not new. Movement Generation has drawn on movements that pair resistance and resilience, and expanded on what we have observed. There are past movements that have paved the way for this approach, such as the Black Panther Party and the Landless Workers Movement in Brazil:



‘The Black Panthers - Although the legacy of the Panthers is usually associated with its militant street patrolling, (which was itself a form of resilience based organizing for a community under constant, direct attack by the police state) the Panthers also had at least 65 other community programs

designed for the Black community and its allies to meet their needs at a time when Black people were under attack by every arm of the government. These included teen and senior support programs, health clinics and medical research committees, community schools including a GED program, free transportation and support



for families of incarcerated people, counseling services, free clothing, dental and furniture programs, and of course the well known free breakfast program for school children. The Black Panthers continued to protect their community with arms, despite the state outlawing open carry in direct response to their practice, because it was the right thing to do. They built the infrastructure to provide their own services, and did it all in a very public way, thus shining the light on this radical and honorable way of reclaiming power and building resiliency.



The MST (Landless Workers Movement) - over the past 30+ years has built 30,000 communities of landless workers/peasants totaling 2 million people living on land that was taken through direct action. Using a model of occupying underutilized land of the wealthy large landholders, and immediately making them more productive by working the

land, the MST then uses their productivity to contest for the title to land using land-reform laws in Brazil. More than just driving land reform, the MST communities are organized from the family level on up in communities that work collectively. *Their idea of land reform is NOT the conversion of a few large landowners to many small landowners, but from a few large land owners into many collectively organized landed communities.*

- ▶ In addition to what these have taught us, we suggest a popular **redefinition of 'economy'**, and an explicit priority of **ecological restoration**, as well as the presence of **ancestry and spirituality** in the culture of visionary/liberatory organizing.

- ▶ **Ask** if there are any clarifying questions, and offer the following additional reflection:

RBO is a strategy for democracy. It is a strategy for remaking governance from one that centers power in the illegitimate authority of multinational corporations, military states, and corrupt governments, to the people themselves.



RBO IN ACTION

50 MIN

CURRENT EXAMPLES OF RBO

- ▶ Explain to the group that we are going to watch 3 short videos that illustrate RBO in action.
- ▶ It is rare to find examples of organizations and communities that are aligning all 3 Core Ingredients of RBO, however the following examples are strong prototypes, in particular around the most challenging Ingredient to RBO – contesting for power in an open way.

Make sure your computer and projector are turned on and ready to play the following 3 short video. Play the videos in whatever order will resonate most with your group:

- [A 7-minute video that captures a contemporary work on the Black Panther's 10-point plan and plethora of "Feed the People" type community programs that they created / espoused.](#)
 - [A 3-minute video called "Take Tha House Back"](#) set in Detroit, MI. This music video features Will Copeland of East Michigan Environmental Action Council (EMEAC) together with community members who are taking the Detroit housing crisis into their own hands and using culture and music to broadcast a transformative narrative.
 - [A 3-minute video on Occupy The Farm in the SF East Bay.](#) Like the previous video, it captures imagination on what direct action at scale could look like.
- ▶ Once you have watched all 3 videos, let everyone know we will be splitting up into groups of 3 to consider some questions about what we saw.

Post the following reflection questions on the wall:

- In what ways did these communities diverge from conventional campaign-based organizing or logic?
- Which elements of the actions / campaigns embody RBO?
- Which RBO ingredients might have been missing or not fully realized?



REFLECTION ON RBO IN ACTION

- ▶ Ask the group to self-select into triads for *10 minutes of discussion* on the reflection questions, reminding them to refer to the handout with the 3 Core Ingredients of RBO.
- ▶ Once the groups have completed the 10 minutes of discussion, call everyone back to the full group and ask people to share a few highlights from the small group discussions. Note any questions or comments that may be useful for the group in considering their own work and how it aligns with RBO.

Post a blank piece of butcher paper and solicit examples of work/campaigns from the organizations present that may apply RBO.

- ▶ Apply similar questions to this discussion, such as how they diverge from conventional campaign-based organizing and what ingredients of RBO are not yet realized in their work?
- ▶ Once a few examples have been offered and there has been some discussion about local/current work represented by people in the room, explain that there is one more important thing to understand about Resilience-Based Organizing:

Providing a needed service is not always Resilience-Based Organizing. We must assess who's power is being built/affirmed in the process:

- **WHO** is taking action? Is the vision and work being led by the people directly affected by the problem?
- **HOW** is it being done? Are the skills housed/embodied in community members (not only organizational staff)? Is the organizing process non-hierarchical, democratic and care for the needs of all involved? Is it being done in a way that provides an opportunity to practice self-governance?
- At what **SCALE**? Bigger is not always better, and bigger does not always imply a large centralized system. Scale should be **appropriate to Place** and the people in that place. Scale that truly challenges the system must go beyond our local context.



Pass out copies of the Resilience-Based Organizing Worksheet to each participant. Encourage everyone to use this worksheet with their organizations and community members to find opportunities to practice RBO with their community issue or campaign.

- ▶ Briefly explain that the worksheet offers a step-by-step brainstorming platform, starting with Step 1 and ending with Strategic Questions in Steps 4 and 5.
- ▶ Now we are going to look at a specific way to apply RBO towards a Just Transition that achieves scale without the necessity of a large, centralized organization, called Trans-local Organizing.



Created by Jackie Fawn
for the Indigenous
Environmental Network

SCALING OUR IMPACT

45 MIN

WHAT IS TRANSLOCAL ORGANIZING?

- ▶ When we think about “scaling up” the impact of our social change work, we often conceive of scale in one of two ways:
 - Organizational size – organizations that have multiple locations in different cities, regions or state and have large budgets and staff that are all working under one organizational mission and model.
 - Arenas of decision-making – the various levels of government, such as local/ city/town, regional, state or national. We sometimes think of “national” organizing as organizing that seeks change at the federal level of decision making, such as winning a national Green New Deal that truly provides the resources and opportunities our communities need for a Just Transition.
- ▶ However, there are very few examples of frontline base-building-led organizing campaigns that succeed in winning changes at the federal level, and large centralized organizations tend to be hierarchical in nature and force uniform protocols and structures on diverse local contexts which keeps local work from building on specific cultural or social norms of that place.

Post a list of the CJA Just Transition Principles on the wall and point to the relevant principles as they are mentioned below.

- ▶ If we are to uphold self-determination, retain culture and tradition and redistribute resources and power, we must approach scaling up our impact in a different way.



Post the following definition of Translocal Organizing and ask someone to read it aloud.

Translocal Organizing is autonomous and place-based organizing that is tied together across communities with a unifying vision, shared values, aligned strategies and common frames.

- ▶ Expand on this definition: through Translocal Organizing, we seek to build to scale not by creating larger and larger organizations with greater and greater concentrated power, but by **aggregating to scale** by uniting across places. Rather than creating one big (and clumsy) bowling ball, we are amassing a weighty, yet nimble, bag of marbles. This makes it harder to stop or disrupt us.
- ▶ By **decentralizing** our organizing in this way, we can create more diverse structures for organizing based on local context and capacity (we are not forced to all use the same organizing or decision-making models, or depend on the same structures, such as 501c3 non profit status). We do not require top-down direction, and can lean into a leader-full movement more effectively this way. Being decentralized we can create greater diversity, more rapid innovation, and can propagate ideas more quickly.
- ▶ This, of course requires some shared infrastructure, what we think of as “connective tissue.” We do not seek to build “super structures” that *direct* local organizing, but rather *living webs of relationship* through which information, interventions and innovations can be shared. And though the connective tissue is important, the least amount of decision-making and power should be held there, and the greatest amount should be held at the local level.
- ▶ Take a moment to ask if there are clarifying questions or comments. Then let everyone know that we are going to do an exercise to illustrate Translocal Organizing.



TLO EXERCISE – SAY IT LOUD

- ▶ Explain that we are going to split up into 4-5 small groups (depending on the size of the group).
 - The first of these groups (Group 1) will represent the voice of those who believe the market and technology will solve our economic and ecological problems, and who believe in social hierarchy. If possible this group should have one more person than the other groups to represent the corporate, financial and government backing of this perspective.
 - The other 3 or 4 groups (Community Groups) will represent communities working towards a Just Transition with a vision of local, living, loving, regenerative economies for Life.
 - Once we split up each group will have *5 minutes* to huddle and develop their “message” regarding how to survive and thrive through our current economic-ecological crisis.
 - For example, Group 1, representing the mainstream voice, may say things like, “we need clean fossil fuels!”, “technology will save us!”, etc. The other groups may say something like, “community control of local resources!”, “moratorium on petroleum exploration!” or “no more pipelines, no more prisons!”, etc.
 - The groups will then arrange themselves with Group 1 in the center and the Community Groups surrounding it, staying in their distinct groupings.
 - **The goal** is for the Community Groups to find a way to coordinate their messages in order to drown out the ‘business as usual’ voice of Group 1 while remaining distinct groups.
 - Community Groups should be creative about how to use “connective tissues” to coordinate and align their voices to represent shared messages or frames.
 - After the groups have huddled for 5 minutes and arranged themselves as mentioned above, the facilitator will blow a whistle or give a signal that it’s time to ‘say it loud’.
- ▶ Ask if there are any clarifying questions, and then prompt the group to count off into groups of 4 or 5, assigning an extra person to Group 1.



- ▶ Allow the exercise to go on for a few minutes until the Community Groups succeed in building a Translocal voice and drown out Group 1. You may stop the exercise after a few minutes if the Community Groups need support.
- ▶ Once the exercise is complete, congratulate everyone with a round of applause and call the group back together.
- ▶ Use the following questions to debrief the exercise and solidify the understanding of Translocal Organizing.
 - How was that experience in general?
 - What did you find challenging about it?
 - What did the Community Groups do in order to drown out the voice of Group 1?
 - How were you able to draw upon our understanding of Translocal Organizing to help you?
- ▶ Remind everyone that Translocal organizing is diverse by nature. Communities reflect their local and historical context and culture through diverse organizational structures, organizing models, messaging and types of events and actions, including levels of riskiness. However, using connective tissues such as network or alliance relationships, we can come to a unifying vision together, use messaging that conveys our shared values, and apply our common strategies at scale while still engaging decision-makers where communities have the most leverage – at the local level.
- ▶ The Climate Justice Alliance (CJA) is one example of a national alliance that is working to build a Translocal Movement. CJA has member organizations that all adhere to a shared vision and values, and through local, regional and national convenings creates the connective tissue needed for communities across the US to share and align strategies towards the unified vision of a Just Transition. This curriculum is being used with CJA member organizations across the country to generate common language, political analysis and strategies that can be applied in the many specific localities. At the same time, several local cities that are using a common frame and 'saying it loud' can get the attention of national decision-makers and create pressure to make institutional change at the national level.



BRAINSTORM

Pass out copies of the Translocal Organizing handout to everyone in the group.

- ▶ The Translocal Organizing handout has much of the information we just covered together. Review the handout briefly with the group, asking participants to read the “Unifying Vision”, “Shared Values”, “Common Strategies and Frames” and “Connective Tissue” sections.

Post a blank butcher paper and draw a line down the center to create 2 columns. Label the 2 columns “TLO strengths” and “TLO needs”.

- ▶ Then lead the group in a brainstorm around which elements of TLO they are already engaged in or feel strong in, and what elements they would need to develop in order to build Translocally around Just Transition and/or their main issue area.

Scribe people’s responses into the appropriate column using these guiding questions:

- Do you have alignment around vision with allies in other places?
 - Where do you share values with other organizations, not only in theory, but in practice?
 - Where can you identify having common strategies with others, or with what other communities would a common strategy make sense to apply?
 - What kinds of infrastructure or “connective tissue” do you already use to connect and build power with other communities?
- ▶ When the group has generated a good list, synthesize the responses and encourage everyone to continue using the TLO handout to help them identify ways to build Translocally with important allies.



BUILDING OUR MOVEMENT OF MOVEMENTS

15 MIN

- ▶ A strong and successful movement for Just Transition is going to require building community power and resilience, as well as growing the scale and impact of our work.
- ▶ While accomplishing this may seem like a daunting task, it is possible and our communities have cultural resources, passion for liberation and a clear vision. We must practice seeing ourselves in the future we want to build.
- ▶ Let everyone know that we are going to embody this practice by creating an image of our communities practicing Translocal Resilience-Based Organizing.
- ▶ **Please note:** This activity may not be accessible to people with physical limitations. If this is true for folks in your group, please make creative adjustments to ensure inclusion of everyone in your group.
 - We will split the whole group in half to form 2 groups.
 - One group will be assigned Resilience-Based Organizing and the other Translocal Organizing.
 - Both groups will have 5 minutes to create a 'human sculpture' representing their assignment. To create a human sculpture participants pose together in a way that creates a snapshot, or sculpture, of what they aim to represent. Human sculptures are still and silent, but you may want to allow your groups to incorporate a repetitive motion or sound.
 - You may consider modeling with a volunteer participant.
 - When the 5 minutes are up ask one group at a time to show their sculpture to the other group.
 - Now give the whole group 3 minutes to work together to combine the 2



sculptures and create a representation of Translocal Resilience-Based Organizing (TL-RBO). Encourage everyone not to overthink it or spend time coming up with new forms, as TL-RBO is about collaborating with what we have the resources to do.

- Time the group, and when 3 minutes are up ask the group to take it's final pose. If appropriate and desired, you may want to photograph it and show it to the group, or send a copy to participants after the training.

**Make sure everyone is comfortable being photographed before taking a picture.*

- ▶ Encourage cheering and applause.



CLOSING

15 MIN

- ▶ Invite everyone to stand and gather in a large circle. Depending on the familiarity and ability of the group, you may also want to invite participants to hold hands.
- ▶ Start by acknowledging that this was a long day of intense learning, and that you hope the frameworks and tools that we shared today truly support our collective work for a just transition.
- ▶ Let everyone know that we will do a 'go around' and ask everyone to share a word or short phrase that expresses either something new that they learned, or the most valuable thing they are taking away from this workshop.
- ▶ When everyone has had an opportunity to express themselves, thank everyone for their time and energy!



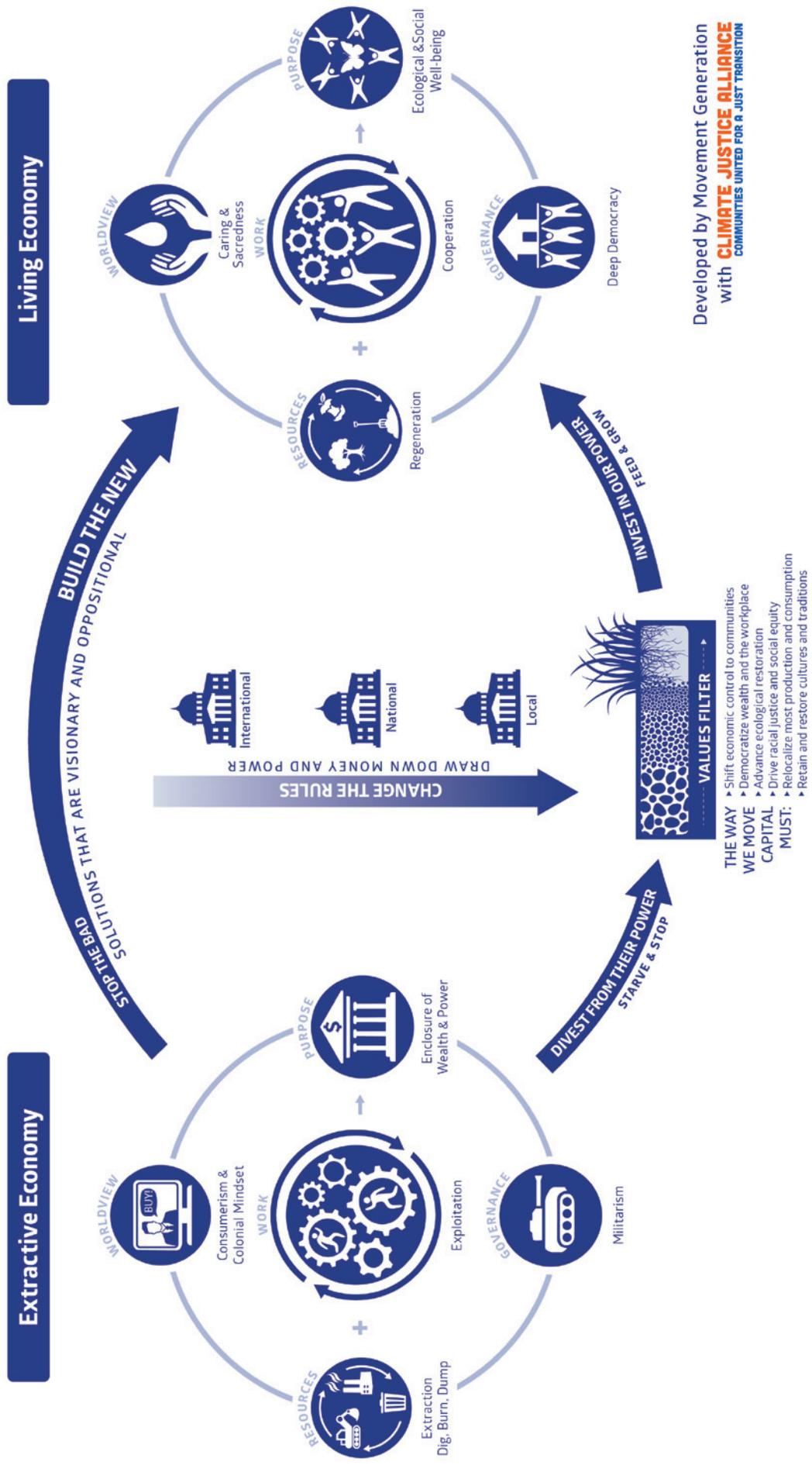
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APPENDIX

1. Just Transition Strategy Framework visual, pg
2. Resilience-Based Organizing Handout, pg
3. Resilience-Based Organizing Worksheet, pg
4. Translocal Organizing Handout, pg



A STRATEGY FRAMEWORK FOR JUST TRANSITION



Developed by **Movement Generation**
with **CLIMATE JUSTICE ALLIANCE**
COMMUNITIES UNITED FOR A JUST TRANSITION

RESILIENCE-BASED ORGANIZING

In traditional campaign-based organizing, communities identify a problem/issue and then target a political figure with decision-making power to provide resources, change rules or implement regulations in order to address that problem. This type of organizing is absolutely essential, and often wins incremental gains and reforms that make the difference in the lives of countless everyday people. And yet, a different (for many of us) strategic approach to organizing is growing among communities deeply steeped in ecological consciousness.

Using **Resilience-Based Organizing**, or RBO, we use our **collective labor** to meet our **collective needs**, in such a way as to publicly **expose illegitimate laws/power**, and instead **assert our right to self-govern**. Rather than asking a corporation or government official to act, we use our own labor to do whatever we need to do to survive and thrive as a people and a planet, knowing that our actions conflict with legal and political structures set up to serve the interests of the powerful. This forces the question of whether we have permission to take right action in our collective interests. We call this **creating a crisis of governance**.

THERE ARE 3 CORE INGREDIENTS THAT MAKE RESILIENCE-BASED ORGANIZING EFFECTIVE:

1. Reclaim Our Labor.

"What you feed grows."

If ecological collapse is rooted in the exploitation of our labor, the first rule of ecological restoration is to restore our labor: to put it back to use serving our communities, not the concentration of wealth.

2. Contest for Power, Create a Crisis of Governance.

"If it's the right thing to do, we have every right to do it."

Our actions must assert a new right – the right to directly and democratically meet our own needs, the right to self-govern – and in doing so, expose and denounce the existing laws and structures set up to concentrate power and wealth in the hands of the few at the expense of the collective needs of the many.

3. Lead With Vision.

"People will not go someplace we have not first traveled to in our minds."

Our actions must paint an irresistible vision of the future for people – one based not on our fear of the worst, but rather a bold vision of a future, (the *buen vivir*) worth fighting for.

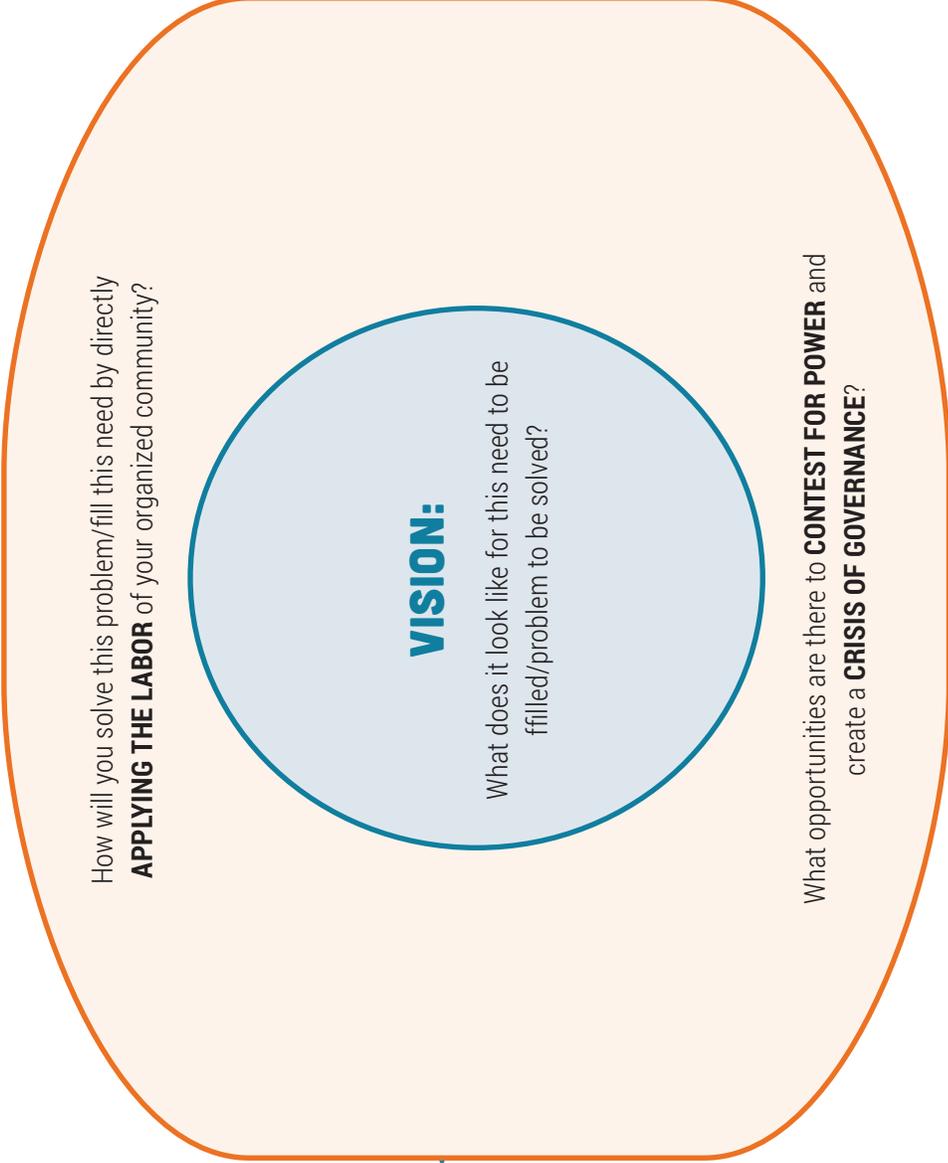


RESILIENCE-BASED ORGANIZING

1 What NEED to you seek to fill, or what PROBLEM do you seek to resolve?

3 Based on your chart, answer the question of WHO, HOW, and at what SCALE?

2 Fill in the chart below, starting with your vision



5 STRATEGIC QUESTIONS:

- Assess your resources (material & human)
- Assess your needs (resources, capacity, training, etc)
- How do your planned actions allow for escalation?

4 ORGANIZING QUESTIONS:

- What is the **entry point** for people you want to organize into this effort?
- How is your base organized in order to **maintain and defend** the outcome of your actions?

TRANSLOCAL ORGANIZING

Translocal organizing is **autonomous** and **place-based** organizing that is tied together across communities with a unifying vision, shared values, aligned strategies and common frames. Through Translocal Organizing, we seek to build to scale not by creating larger and larger organizations with greater and greater concentrated power but by **aggregating to scale** by uniting across places. Rather than creating one big (and clumsy) bowling ball, we are amassing a weighty yet nimble bag of marbles. This makes it harder to stop or disrupt us.

By **decentralizing** our organizing in this way, we can create more diverse structures for organizing based on local context and capacity (we are not forced to all use the same organizing or decision-making models, or depend on the same structures, such as 501c3 non profit status). We do not require top-down direction, and can lean into a leader-full movement more effectively this way. Being decentralized we can create greater diversity, more rapid innovation, and can propagate ideas more quickly.

This, of course requires some shared infrastructure, what we think of as **“connective tissue.”** We do not seek to build “super structures” that direct local organizing, but rather *living webs of relationship* through which information, interventions and innovations can be shared. And though the connective tissue is important, the least amount of decision-making and power should be held there, and the greatest amount should be held at the local level.

UNIFYING VISION:

What is the vision that unites us? For Just Transition, we believe that a core set of rights (Rights of Mother Earth, New Economic Rights - and, of course, the human rights that are codified but not afforded or are violated) is the foundation of the unifying vision. Our vision is the destination on the road we are all on.



SHARED VALUES:

What are our shared Values that guide the way we fight for our rights and access to resources? Some of our shared Values may be:

- Sharing and Caring
- Equity
- Reverence for the Sacredness
- Collective Wellbeing
- Deep Democracy
- Reparations
- The Commons
- Centering the leadership of those most impacted by the system which violates our rights

OPTION: you may add a little time and excitement by instructing the groups to keep their pillar secret, and having the audience guess which pillar each group is representing.

ALIGNED STRATEGIES:

Our aligned set of strategies are an evolving set of maps and pathways we forge together to move us toward our vision.

- Shared points of intervention (point of production, distribution, consumption)
- Shared targets (Police Officer Unions, Chevron or a common developer operating in different communities)
- Shared tactics (direct action land reclamation, divestment, occupy, BLM style direct action)
- Some set of shared goals (though always rooted in the local context)
- Shared policies or policy instruments (Rights of Nature ordinances or Local Energy and Climate Action Plans, green zones/JT zones, Divest-Invest policies, eminent domain over underwater mortgages, Community Choice Energy Aggregation, municipal policies to hand over unused parcels to neighborhood groups, land-trusts)



COMMON FRAMES

Common frames project our stories with a greater force and an irresistible transformative narrative. Some common Frames may be:

- Common messages, memes, songs, chants, poems, hashtags, and visuals (“Take more land,” the “pitchfork” as the shared symbol of land reform or banging on pots, hands-up, #BlackLivesMatter, “I Can’t Breathe,” “We Got All Our Medicine,” sanctuary)
- Common dates/moments (Juneteenth, Reclaim MLK, Earth Day)
- Joint principles or platforms (Jemez Principles for Democratic Organizing, Just Transition Framework, Reparations Framework, 5 D’s*)

CONNECTIVE TISSUE:

Connective tissue supports innovation as well as coordination and propagation. It is facilitative rather than directive.

- Communications infrastructure that is facilitated but not directed – shared communications platforms, channels, chat rooms, text groups, etc.
- Information and Strategy Commons - sharing curriculum, policies, successes, challenges and lessons, etc.
- Mobile squads - folks willing to pollinate across communities to propagate lessons and share skills.
- Gatherings and convenings that bring folks together. (PMA processes, transformative training spaces, strategy sessions)

* Movement Generation uses the 5 D’s to describe what real solutions do: Democratize, Diversify, Decentralize, Dampen Down, and (re)Distribute through Reparations



Climate Justice Alliance (CJA) formed in 2013 to create a new center of gravity in the climate movement by uniting frontline communities and organizations into a formidable force. Our translocal organizing strategy and mobilizing capacity is building a Just Transition away from extractive systems of production, consumption and political oppression, and towards resilient, regenerative and equitable economies. We believe that the process of transition must place race, gender and class at the center of the solutions equation in order to make it a truly Just Transition.

Our members have won significant victories against polluting and extractive industries, preventing new carbon emissions from reaching our atmosphere. We are building local alternatives that center traditional ecological and cultural knowledge and create a pathway for a regenerative future.



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