

Master's Thesis for the Environment and Society Studies Programme

**Nijmegen School of Management**

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# **The collaboration of environmental justice & women's rights actors**

As a strategic alliance to support transformative pathways towards  
sustainability and equity



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## Colophon

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# Preface

This Master's thesis can be considered the last step within the Environment & Society program. Indeed, finalizing my thesis was a personal as a professional accomplishment that brought me a Master's degree. Nevertheless, I embrace the Master's thesis process as a first step. It is the start of growing interest to contribute to not sustainable but overall, fair processes. The program enhanced my knowledge of environmental governance, the dichotomy of private and public perspectives, and the dynamics between the global and local levels. I learned how to analyze the most complex issues in our globalizing world, paying attention to both the social and the environmental dimensions. At a first sight this might seem a two-sided story, but rather it is built upon the same foundation – one cannot be restored without the other. Leading to a high need to collaborate. To embrace our diverse perspectives, to strengthen action through collaborations and to leave no one behind.

I am grateful the freedom and support to select courses and themes matching my interests during my studies. To follow additional courses without any restraints when I needed to gather more knowledge on political sciences and gender studies. Because the transboundary aspect of my studies is highly valued, my thesis builds forth on the interdisciplinary concepts by coupling equitable aspects to transitions towards sustainability. Thereby integrating my interest in gender studies and advocating human rights.

The ongoing support of professors and family has enabled me to get to this point where I am ready for the next step in my academic career. Special thanks to prof. dr. I.J. Visseren-Hamakers, for her flexible attitude, listening ear, and on-point feedback. Also, I would like to thank my fellow students for their inspirational stories and entertaining debates. Last, this thesis would never have been created without the guidance of Both ENDS. Also the input of the interviewees of WEDO, Mama Cash and 350.org is highly appreciated.

After all, I hope you enjoy reading this paper.

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Joëlle Kragting

## Summary

Our globalizing world comes along with complex and dynamic challenges, such as climate change, biodiversity loss and rising inequalities among others. For the sake of transforming our world into a more just and sustainable place, humanity must go beyond the current state of development. This includes acknowledging some are more vulnerable than others. Women, especially in the global South, are typically unfairly impacted by these negative consequences of environmental change. This emphasizes the need for an integrative approach to focus on inequality and power relations when advocating for pathways towards a more sustainable and equitable future. Both, environmental justice and women's rights organizations, make efforts to achieve human well-being and to protect the environment. It was explored how their integrative approach could enhance transformations towards sustainability and equity.

First, the perspectives of a selection of women's rights and environmental justice organizations were analyzed. This led to a description of eight leverage points to enhance transformations. Through collaborative actions, the integrative perspective of women's rights and environmental justice organizations may be strengthened, which in return increases the opportunity to address all leverage points simultaneously and to create a sustainable and equitable future for all – human and non-human life. Second, within the collaboration of environmental justice and women's rights organizations various roles were discovered. Some organizations' strengths can be found in externalizing values and thereby creating a strong position for advocacy and lobbying activities. Others focus on delivering support to the local level, by prioritizing the voice and needs of change agents and mobilizing movements. The latter provides legitimization and contributes to further institutionalizing proposed solutions. Thereby, all organizations seem to prioritize network building. These complementary and shared strengths enhance the collaboration to achieve transformative change because all roles are required to create systematic change. Next, a discussion of the differences in roles and perspectives explains how multiple entry points to create transformations were activated. Emphasizes can be found on the empowerment of women - to become agents of change and to overcome their vulnerabilities - in the practical sphere, the strong political agenda which promotes a shift in economic and political systems to center social and environmental justice in the political sphere, and last, the integrative perspective and visions towards a more equitable and sustainable world in the personal sphere.

The three manners above, focusing on the leverage points, the transformative actor roles and the spheres of transformation explain how a collaboration of environmental justice and women's rights could support transformations. If the actors live up to their proposed strategies, missions, and visions it is likely that the collaboration will lead to actions which support transformations towards sustainability and equity.

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## List of Acronyms and abbreviations

|        |   |
|--------|---|
| CBOs   | Community Based Organizations                                       |
| EJ     | Environmental justice   |
| FCAM   | Fondo Centroamericano de Mujeres                                    |
| GAGGA  | Global Alliance for Green and Gender Action                         |
| NGO    | Non-Governmental Organization                                       |
| SDGs   | Sustainable Development Goals                                       |
| UN     | United Nations  |
| WEDO   | Women's Environment and Development Organization                    |
| WR     | Women's rights  |
| LGBTQ+ | lesbian, gay, bisexual, transgender, and queer (and/or questioning) |

# 1 Introduction and context

## 1.1 Need for pathways towards sustainability and equity

Our global environment is changing rapidly, and our society has yet to fully understand its catastrophic impact while already encountering problems such as among others, climate change and biodiversity loss (Steffen et al., 2015; O'Brien WSSR, 2013). Many scientists indicate that human activities are threatening our earth system to the degree that affects the resilience to persist human pressures and shocks, forming a risk for human and non-human life on earth (IPCC, 2014; Steffen et al., 2015; IPBES, 2019). Especially in the light of globalization, our global society should reconsider the need to pursue unbounded economic growth in relation to the negative effects (Guevara de Molina & Pla Julián, 2013) and engage in more sustainable pathways (Leach et al., 2018; Steffen et al., 2015). Simultaneously, our society is experiencing rising and globalized inequities that have far-reaching consequences (Leach et al., 2018; IPBES, 2019). In order to 'leave no-one behind' and ensure a 'better future for all', attention must be paid to inequalities and inequities (Leach et al., 2018). These inequalities are rooted in societies and systems and exacerbate when adopting a global lens; marginalized communities often experience double exposure to social and environmental issues (UNEP, 2005; Guevara de Molina & Pla Julián, 2013). Therefore, humanity must acknowledge, in a globally collective sense, that extreme forms of inequity are intolerable and incompatible (Leach et al., 2018).

The UN perspective offers some handholds to the concepts of sustainable development and equity (UN SDGs, 2020; UN RES 70/1, 2015). However, these definitions emphasize a human-centric approach and are designed to be universal and acceptable on a global scale. Thereby, what is perceived to be equitable and fair varies across cultures and over time. Thus, there is need for emphasizing the socioeconomic and cultural contexts (Leach et al., 2018; Pearse, 2017). Therefore, scaling up and down continuously between the local and global levels is essential to discover pathways favoring a sustainable and fair future for all. Fortunately, as Hackmann, Moser, and Clair (2014) indicate, societies creating the problems also hold the key to the solutions. New approaches recognize that the interlinkages, multiple perspectives, and dimensions are essential to the intertwined character of human and ecological systems (Leach et al., 2018). These new approaches highlight the complexity of changing systems. According to Schot and Steinmueller (2018) responding to our global environmental crises and widening social inequality requires systemic societal change to keep humanity within a 'safe operating space', indicating the need for transformative change. Although transformations do not necessarily implicate a change into a more sustainable and equitable world (O'Brien and Sygna, 2013). This research discusses transformations conducive to sustainability and equity as it is the normative dimension of the environmental justice and women's rights actors as discussed in the next sections.

## 1.2 Social and environmental interlinkage

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### 1.2.1 Environmental justice

Often, environmental challenges are the result of inequality in access to resources and institutions of power, as well as along the axes of for example race, gender, class, sexuality, caste, ethnicity (Ekins et al., 2019) or species (IPBES, 2019). When adopting an environmental justice lens the inequitable distribution of environmental qualities and risk exposure becomes apparent. Thereby, as Moseley et al. (2014) state, “disadvantaged groups often bear the least of the responsibility for causing environmental degradation while they bear the brunt of its negative consequences” (Moseley, Perramond, Hapke & Laris, 2014, p.161). Besides, climate change is one of the most significant environmental challenges that we currently face (Steffen et al., 2015; Moseley et al., 2014). Both environmental justice and climate justice advocates aim to protect vulnerable communities from the impacts of climate change (among others) and implement policies that provide a just transition (Moseley et al., 2014). This entails considering double exposure whereby societies face biophysical climate changes and, at the same time, the pressures of economics and globalization (Leichenko & O'Brien, 2008).

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### 1.2.2 Women's rights

Whilst zooming in on sustainable development and gender equality, the current need for individual and collective leadership to ensure that women and girls are not further left behind is increasing in all spheres - economic, educational, social, political, health and safety (IGC, 2021a). Talking about women's rights, one devotes itself to the broader debate of democratization of power relations and 'feminine' and 'masculine' perceptions (Guevara de Molina & Pla Julián, 2013). Gender is manifested in social constructs, and no assumptions about 'masculine' and 'feminine' behavior may be taken for granted because they shift over time and vary across societies. Thus, gender is not a static variable (Detraz, 2017; Pearse, 2017). Rather, gender is a multidimensional social structure concerned with complex patterns of relations among groups. Namely, gender relations are enacted in everyday life and shape a large-scale structures and systems (Pearse, 2017; Guevara de Molina & Pla Julián, 2013). Also the UN indicates gender disparities create an unfair society, wherein women and girls do not have the same access to opportunities, but also are under-represented in political and economic decision-making processes (UN SDGs, 2021). Next to this, gender inequality is an essential driver of population growth and inequitable natural resources management (Chan et al., 2020). For this reason, addressing societal inequalities such as gender inequality is not only important to address fundamental rights but also to protect nature and to achieve sustainable development.

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### 1.2.3 The intersection of gender and environmental justice

Fair and sustainable solutions thus require multiple perspectives to address its complexity. According to Pearse (2017), gender relations are an integral feature of social transformations associated to climate change. And, adopting a gender lens illuminates specific gendered manifestations of injustices and different dimensions of the human-environment relationships (Detraz, 2017; Pearse 2017). Thereby, an intersectional approach to gender equality and environmental justice outlines the fact that women and men have different experiences based on their identity, which often includes many factors such as race, social class, ethnicity, sexual orientation, religion, and age among others (IGC, 2021b; Ekinse et al., 2019). The various experiences and needs related to gender stresses the importance of a gender analysis in the scope of environmental social dimensions. Feminist work has focused on gendered implications of environmental change for marginalized populations in society, and indicate that women in the global South are in particular vulnerable to climate related dangers and resource scarcity (Detraz, 2017; Pearse 2017). Indicating that the same systems that contribute to the marginalization of women are also treating the non-human world as inferior (Detraz, 2017). Intersectional ecofeminist scholars explain how gendered power in climate governance marginalizes also lesbian, gay, bisexual, transgender, and queer (and/or questioning) (LGBTQ+) people (Gaard, 2015). Somera (2009) states that the link between climate change and LGBTQ+ communities stems from “the fundamentalist desires to dominate and control other people’s environment, resources, contexts and desires” (as cited in Gaard, p. 28/29, 2015). Feminist and environmental justice advocates thus address the systems that affect both human and non-human species in the face of environmental challenges, without assuming that environmental change impacts everyone similarly, or that it impacts the marginalized in the same ways. Applying gender lenses is beneficial to assess the impact of injustices on complex human-nature relations, however women should not automatically be viewed as victims of environmental change (Detraz, 2017), nor as virtuous environmentalist (Pearse, 2017). Pearse (2017) continuously emphasizes female vulnerability reinforces gender dualisms in a manner that undermines gender and sexual diversity. Therefore, the social construction should go beyond women’s vulnerability, marginalization and fixed gender roles, and instead focus on agency, resilience and empowerment (Detraz, 2017; Pearse 2017).

The arguments stipulated above provide instrumental and ethical motivation for including gender lenses in the environmental debate. This entails a focus on gender mainstreaming, intersectionality, and power relations and an integrative approach (Pearse, 2017). When environmental justice and women's rights actors collaborate, the integrative approach can be applied to address a multitude of injustices and their root causes (Moseley et al., 2014). Therefore, in this research, a collaboration of women’s rights and environmental justice actors will be explored.

## 1.3 Research purpose

The power of changing our world to become more equitable and sustainable can thus, among others, be linked to the efforts of women's rights and environmental justice organizations. In cooperation with Both ENDS - an environmental justice organization - a case study was selected, namely the Global Alliance for Green and Gender Action (GAGGA). The rationale to further research GAGGA builds on their holistic perspective that blends gender justice and environmental justice. As stated in the programme proposal "the gendered impacts of climate change add to the complex forms of inequalities which excluded and vulnerable women already face due to intersecting oppressions and the violence they experience. Intersecting oppressions can include those based on gender, sexual orientation, race, class, ability, and geographic location such as urban/rural and Global South/North" (GAGGA programme proposal, 2020, p.4). This highlights that a multitude of global development viewpoints are taken into account originating from both, environmental justice and feminist perspectives. Therefore, GAGGA is a suitable case to explore how an integrative approach may enhance transformations towards sustainability and equity.

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### 1.3.1 Research aim and question(s)

The transformations' transdisciplinary nature to enhance pathways towards sustainability and equity thus motivated a research project wherein women's rights, and sustainable development intersect. Focus was emphasized on what can be done to enhance transformations. This has led to the following research objectives: **The aim is to explore how an integrative approach of women's rights and environmental justice organizations could support transformations leading to pathways conducive to sustainability and equity.**

Different kinds of knowledge are required to explore the above research aim. Therefore, the following research question has been established:

**How can a collaboration enable environmental justice and women's rights organizations to support pathways to sustainability and equity?**

Three specific questions focusing on the dynamics within the collaboration have been formulated to answer the research question. The sub-questions are:

- 1. Which shared values and perspectives of the EJ and WR actors can support the leverage points to transform systems?**
- 2. What kind of transformative actor roles can be found within the collaboration of EJ and WR organizations?**
- 3. In which manners do the shared values and actor roles complement each other to deliver transformative change?**

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### 1.3.2 Scientific relevance

First of all, Leach et al. (2018) state there is remarkably little systematic work to address the interlinkage of sustainability and equity, in specific on what can be done (Moseley et al., 2014). Chan et al. (2020) indicate that only a few scenarios and pathways were found that address the barriers to transformative change that arise from substantial inequities in power. This emphasizes the need to increase opportunities to address power disparities. This project contributes to this scientific knowledge by exploring what can be done by adopting an integrative approach of environmental justice and women's rights actors. Second, actors and agency are often underrepresented in the literature on transformative change (Hölscher, Wittmayer & Loorbach, 2018; O'Brien, 2018; Rotmans, 2014; Geels & Schot, 2007). Efforts within this research project have been made to underline the importance of actors by placing the actors and the collaboration in the center of the research project. Third, theoretical literature focusing on transformations of de Haan and Rotmans (2018), which were designed to comprehend mainly the formation of pathways towards sustainability, are used for a broader purpose expanding the equitable constituents. This calls for additional literature often originating from a feminist perspective to tailor the frameworks to the specific needs of this research project.

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### 1.3.3 Societal relevance

The rapid environmental changes and exacerbated inequalities affect our world negatively on a global scale, highlight the urgency of these issues. Thereby, in order to 'leave no one behind' emphasizes the relevance to focus on the actors, such as environmental justice and women's rights organizations, especially as agency (and empowerment) are essential to achieve gender equality as previously explained. Last, based upon the insights of how the integrative approach of women's rights and environmental justice actors contributes to fair and sustainable transformations can support strategies of the respective actors to create more effective solutions for our society.

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### 1.3.4 Reading guide

So far, an introduction to the research has been given. Chapter 2 proceeds by discussing the scientific literature on transformative theories. The connections between pathways, actors and systems will be explained. Chapter 3, the methodology, discusses the research steps, the research philosophy, and the research strategy. Chapter 4 presents the findings and analysis from empirical research and discussion. Finally, in chapter 5, conclusions are provided, and in chapter 6, 7, 8 and 9, opportunities for further research, reflection and recommendations of the thesis can be found.

## 2 Theoretical framework

First of all, transformative change in the socio-ecological field is discussed. Next, in section 2.2, the interplay between actors, pathways, and systems provides an understanding of the playground. Building upon this knowledge, three methods to explore transformative change can be enhanced will be discussed in section 2.3, 2.4 and 2.5. These methods are visualized in the conceptual model in section 2.6 and last, the operationalization is discussed in section 2.7.

### 2.1 Transformative change

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#### 2.1.1 Definition of transformative change

Transformation compasses multiple definitions and diverging interpretations; generally, in social sciences, transformation implies shifts in structures and agency. In environmental sciences, transformation refers to fundamental shifts in human and environmental interactions and feedbacks in reference to large-scale changes in whole societies on multiple levels (Brown, O'Neill & Fabricius, 2013; Hölscher, Wittmayer & Loorbach, 2018). Whereas 'transition' primarily refers to fundamental social, technological, institutional, and economic change from one societal regime to another (Hölscher et al., 2018). Hackmann and St. Clair state transformation is “a process of altering the *fundamental* attributes of a system, including structures and institutions, infrastructures, regulatory systems, financial regimes, as well as attitudes and practices, lifestyles, policies and power relations” (as cited in Brown et al., p. 101, 2013). The notion of fundamentally changing systems distinguishes transformations from scaling-up existing sustainability initiatives, as the latter entails an outcome that is incremental rather than fundamental (Chan et al., 2020). Transformation involves a radical change in all elements of the configuration; this fundamental approach involves altering macroeconomics, deep cultural patterns, and macro-political developments, among others, which usually consumes decades (Shot & Steinmueller, 2018; Geels & Schot, 2007). The authors continue that therefore creating transformative change is extremely challenging and usually involves multiple spatial and temporal scales, conflicts, contestations, power struggles, or dedicated translations. Also, the interplay between fast and slow drivers causes an unpredictable and chaotic process, and transformation is seldom a flip-over from one system to another (Brown et al., 2013). As UNFCCC (2016) states, the goal outlined in the Paris agreement of limiting global warming to 2 degrees Celsius - ideally to 1.5 degrees - requires a significant transformation. However, what needs to be transformed, how it should be transformed, and who is responsible remains unclear. The same is true for facets of social and environmental justice. As there is no predetermined equitable and sustainable worldview, nor is there a fixed path to take, within this thesis, focus is

emphasized on the process of transformation itself rather than its outcome; thus, how the integrative approach can enhance transformations towards sustainability and equity.

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### 2.1.2 Collective agency

Actors - change agents - can play a key role in shaping transformations through transformative agency and governance (Geels & Schot, 2007). O'Brien (2018) states "activating conscious human agency that is critically reflective of individual and shared assumptions, beliefs and paradigms is a powerful way to shift norms and institutions in ways that support the roadmaps and pathways consistent with the Paris Agreement" (p. 158). Next to intentions 'to act otherwise', the capabilities and knowledge about the possible outcomes are important (Giddens, 1984). Centering actors as objects of change focuses on conscious collective actions leading to transformations; since every change agent has a sphere of influence, resulting in more rapid, broader and deeper transformations (O'Brien, 2018; Rotmans, 2014). The focus on the collective power of agency emphasizes our society's capability to 'make a difference' and should not be underestimated. De Haan and Rotmans (2018) explain that change agents mainly have a strategic and explanatory role, when multiple actors connect to particular values within our society, they can form collaborations, and it then becomes possible to attribute agency to the social structure. Not all actors are change agents; some actions are guided by institutions from which actors have little power to deviate (de Haan & Rotmans, 2018). This is in line with the notions of Giddens (1984) that actors need to have the capability to intentionally produce a particular outcome to exert their agency. However, this research project will focus on women's rights and environmental justice actors that do have the intention and power to create change. Feminist and environmental justice scholars focus on social and economic inequalities and system change (Martin, 2003) through various lenses. As Guevara de Molina and Pla Julián (2013) mention, power relations and values underpinning the socio-ecological systems that we - human beings and nature - constitute must be revised. Therefore, within this thesis, women's rights and environmental justice perspectives are equally important resulting in a holistic standpoint focusing on the integrative approach. Furthermore, a holistic approach enriched by accumulated experiences of a variety of actors and perspectives, motivations and priorities fosters a better understanding of the challenges that we face and the need for cross-cutting chains in the process of transformative change (Guevara de Molina & Pla Julián, 2013; Shot & Steinmueller, 2018). Therefore, collaborations encompassing a variety of perspectives - favoring sustainable and equitable outcomes - should be embraced.

## 2.2 Exploring transformative change

### 2.2.1 Actors, pathways and systems

Agency in transformative change is important (de Haan & Rotmans, 2018; O'Brien, 2018), but whose responsibility is it to take action to decide over our futures? This question is highly debatable, some may say it is up to the respective governments to address our world problems, others might point in the direction of multinational corporations. Lately, more attention is given to the part that society has to play (Leichenko & O'Brien, 2019). According to de Haan and Rotmans (2018) the motivation of actors to create change can be found in their efforts to transform a system to match their values. Values are beliefs referring to desirable goals that motivate action and a system is an institutionally coherent set of solutions to meet societal needs (de Haan & Rotmans, 2012; 2018). The actors' values and beliefs thus motivate solutions leading to systemic change. In figure 1, the actors offering solutions are presented in green. The model also visualizes collaborations based on shared values and specific actor roles (de Haan & Rotmans, 2018) this will be explained in more detail in section 2.4. By offering solutions, the values of the actors are externalized and shape pathways (red stream). Within a pathway, the actors promote solutions to either change a system or provide an alternative system. The model of de Haan and Rotmans (2018) illustrates how an old system (dark circles) is replaced by an alternative system (brighter circles) through the actions of multiple actors.

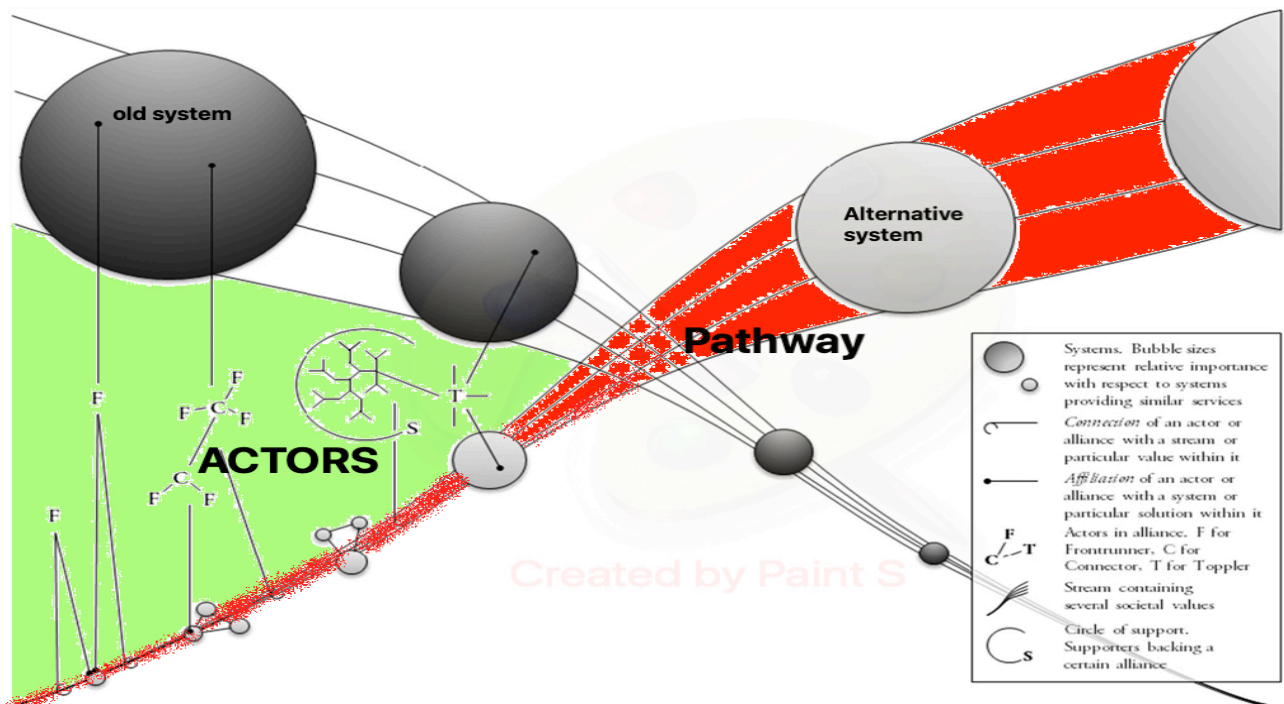


Figure 1: Dynamics on a transformative stage, with an incumbent (old) system being replaced by an emerging alternative system. Actors, streams of values and systems as well as connections, affiliations and alliances are shown. Colored adjusted by author for clarification Source: de Haan and Rotmans (2018)

De Haan and Rotmans (2018) note it is the goal of actors to break path dependency and change systems by offering new solutions that benefit society. Three concepts have been chosen to explore how an integrative approach enhances transformative change towards sustainable and equitable pathways.

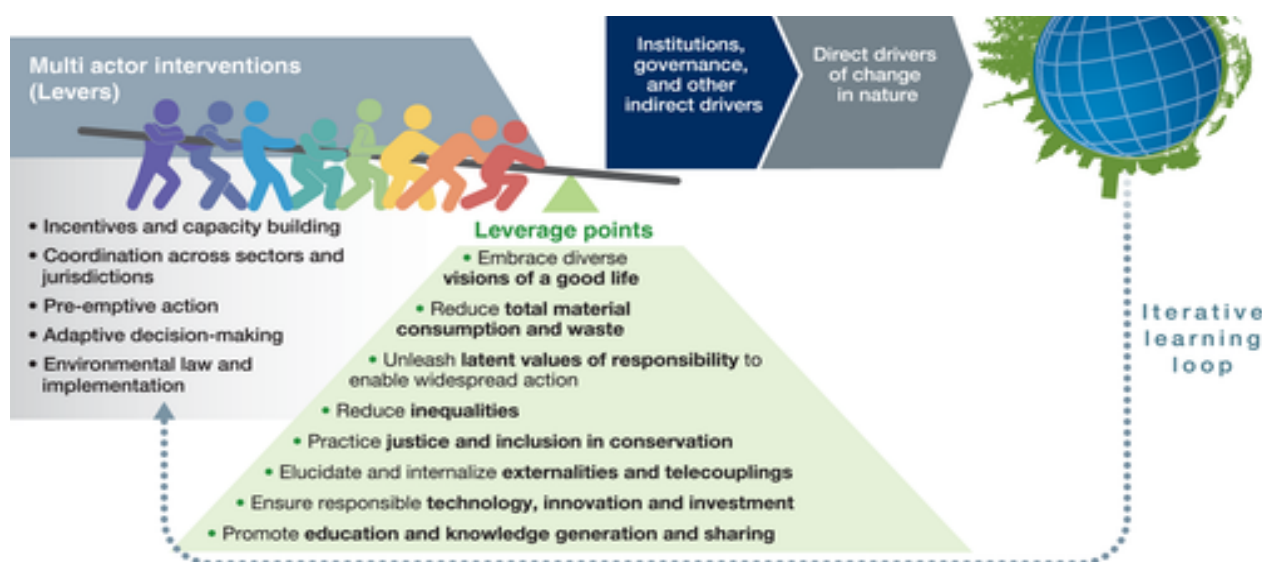
- Leverage points for pathways towards sustainability (Chan et al., 2020)
- Transformative actor roles and collaborations (de Haan & Rotmans, 2018)
- Spheres of transformation (O'Brien & Sygna, 2013; O'Brien, 2018; Leichenko & O'Brien, 2019)

First, the framework of Chan et al. (2020) explains how the leverage points - key places to intervene in systems - create opportunities for transformative change towards sustainable and equitable pathways. In section 2.3 the leverage points are elaborated to research the needed values to enhance the leverage points. Second, according to de Haan & Rotmans (2018) breaking path dependency requires a suitable position and specific places within influential actor networks. The influence of various actor roles, networks and collaborations on transformations will be addressed in section 2.4. Last, various scholars among which O'Brien and Sygna (2013) emphasize all spheres of transformation need to be addressed simultaneously as discussed in section 2.5. This supports the analysis on how the diverse values and actor roles contribute to transformative change via various entry points.

## 2.3 Leverage points

### 2.3.1 Values of actors related to transformative change

Values are beliefs that form the basis of worldviews and paradigms, shaping not only actions but also the perceived options to create change (Haan & Rotmans, 2018; Leichenko & O'Brien, 2019). The process of transformation involves exploring the social and environmental goals and underlying values and embedding them in the systematic change (Shot & Steinmueller, 2018). In short, actors' values drive their actions and connection to - or create - specific pathways. Also, actors may form an alliance and collaboratively advocate a specific set of solutions to transform systems to match their values (Haan & Rotmans, 2018). However, values are co-produced in the process and are further shaped and consolidated over time. Thereby diversity, dissension, and conflicting worldviews should be recognized for their contributions (Shot & Steinmueller, 2018). Full consensus among collaborations is thus not a strict necessity. Therefore, it is explored which (shared) values of actors form a foundation for collaboration and stimulate transformative change. This raises the question: on which (shared) values of WR and EJ actors enhances their integrative approach to establish transformations towards sustainability and equity? Chan et al. (2020) researched a broader literature on indirect drivers, social change, and sustainable transformations as a component of the IPBES Global Assessment. Environmental, equality, and inclusiveness constituents are thereby addressed, considering our complex and multi-scalar global social-ecological systems. As a result, Chan et al. (2020) developed a set of eight leverage points which indicate where to intervene to change social-ecological systems, as can be viewed in figure 2.



**Figure 2** Collaborative implementation of priority interventions (levers) targeting key points (leverage points) could enable transformative change from current trends towards more sustainable ones. Source: Chan et al. (2020)

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### 2.3.2 The eight leverage points

Chan et al. (2020) state, addressing barriers to transformative change that arise from power disparities remains a challenge, this is unfortunate because social inequities play an important role in protecting nature and achieving sustainable development. Literature expanding on power disparities is added to the explanation of the eight leverage points of Chan et al. (2020) to provide a deeper understanding and to create more context to explore how the leverage points can be addressed - especially inequalities and justice and inclusion - by environmental justice and women's rights actors. Values, beliefs and actions which may enhance the leverage points conducive to more sustainable and equitable pathways are discussed below.

1. **Vision:** diverse ideals of a good life and reformed worldviews focusing on the quality and characteristics of human relationships and harmonious relationships with non-human nature (Chan et al., 2020). To change society, pathways may be chosen admits sometimes conflicting values and worldviews, demanding robust deliberative methods, whereby disparities in power form a barrier and become critical challenges (Chan et al., 2020).
2. **Consumption and waste:** values should promote a stop to endless increasing consumption. Society's ongoing demand for natural resources and its affect on our planet should be addressed, taking global capabilities and needs into account (Chan et al., 2020). Undesirable consumption and waste rates are coupled to population growth; as a solution, Chan et al. (2020) propose that eradicating poverty and hunger, when coupled with education and women's empowerment, may decrease high rates of population growth.
3. **Unleash latent capabilities** and relational values to enable widespread action. Sustainable pathways are often enabled by context-specific social initiatives that foster and facilitate social norms conducive to sustainable behavior (Chan et al., 2020; Leach et al., 2018; Pearse, 2017). An efficient effort is the broadening of existing norms or the co-evolution of values with changes in practice (Chan et al., 2020). Therefore bottom-up initiatives, collective and community-based actions have the potential to contribute transformative change towards greater equity and sustainability (Leach et al., 2018).
4. **Reducing inequalities** and inequities. Inequalities emerge through excessive control and usage of resources and power at the expense of others (Chan et al., 2020). Equity focusses on just outcome regardless of the required share of input, integrating equity with sustainability calls for addressing the 'equity of what' and 'equity between whom' (Leach et al., 2018); the latter will be discussed in the next section. The equity of 'what' includes economic, social, political, spatial, environmental, and knowledge factors (Leach et al., 2018). Social inequality, specifically gender

inequality, is an important driver of population growth and natural resource management underling the importance for gender mainstreaming as Pearse (2017) also emphasized.

5. Practicing **justice, inclusion** and diversity takes into account the 'equity between whom'. Leach et al. (2018) indicate that class, occupation, gender, ethnicity, geography, and identity should be considered. Focussing on marginalized and indigenous communities and all genders is essential to be inclusive. Also the visions of young people, who will probably experience most of the future should be included (Leichenko & O'Brien, 2019). Just actions should consider historical wrongs and transgressions of rights, indigenous peoples and local community-led decision-making and consent. Thereby link local efforts to a broader scale, and last, renegotiate local efforts when they do not align with the global sustainable development goals (Chan et al., 2020).
6. Elucidate and internalize **externalities and telecouplings** relate to socioeconomic and environmental interactions between distant coupled human and natural systems and have become more extensive and intensive in our globalized world (Hull and Liu, 2018). Chan et al. (2020) indicate that the distant effects of actions need to be revealed and internalized. Improved traceability and transparency are necessary steps to take responsibility for the indirect effect of our actions. Also, multi-leveled analysis of the local, regional and global levels is a starting point for indicating spillovers and indicating distant feedback (Hull & Liu, 2018) as the interconnections between people from different parts of the world and between human beings and ecosystems is necessary to dismantle dualisms (Moseley et al., 2014).
7. Ensuring **responsible technology, innovation, and investment** can reduce negative environmental impact and promote activities with a net-positive impact (thus including distant effects, see point 6). This addresses that technological and social innovations can be proactive, not just reactive, beyond the scope of traditional environmental protection policies and stimulate transitions (Chan et al., 2020). Thereby this leverage point has a positive effect on leverage point 2 by fostering responsible production.
8. **Education and knowledge** generation and sharing are key for appreciating diverse values. It can have a fundamental role by broadening and changing existing values and worldviews. Transmissions of indigenous and local knowledge and experiences (leverage point 5) can provide benefits supporting adaptive decision making and environmental law and implementation as it supports the collective identity, cultural integrity, and endorsement of actions; this can be supported by nurturing knowledge transmissions and education systems for sustainability in management and citizenship (Chan et al., 2020).

## 2.4 Transformative actor roles and collaborations

The actors' shared values and solutions are externalized through their individual and collaborative power to change systems; the ability to exert power can be significantly amplified when actors form alliances and act in concert (de Haan & Rotmans, 2018). Collaborations, also named alliances, between transformative actors or supports can thus be considered one of the most straightforward strategies to achieve transformative change (de Haan & Rotmans, 2018).

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### 2.4.1 Transformative actor roles

De Haan and Rotmans (2018) present four fundamental roles of transformative change agents which can be adopted simultaneously and vary over time. First of all, **frontrunners (F)** are solution-driven and focussed on making alternative solutions known and available early on. They offering alternatives provide systems with diversity. Frontrunners act in favor of their personal values and do not necessarily align with any system. However, becoming part of an alliance may explicitly connect and align them and their efforts to a stream of values (de Haan & Rotmans, 2018). **Connectors (C)** focus on connecting solutions to systems; they institutionalize solutions, making them established options for society. In addition, connectors link actors with other actors based on sets of shared values, aligning them with a stream. Therefore, the role of connectors is crucial in the formation of alliances (de Haan & Rotmans, 2018). **Topplers (T)** are mobilizing and system-oriented in their actions in contrast to the solution-driven frontrunners. They focus on introducing, changing, and phasing out institutions to make way for alternative solutions. A typical characteristic of topplers is articulating the values that connect their alliances to a rising stream and making them explicit. When expressing their values, they can attract more supporters. Topplers also shape systems and provide coherence to the alliances and changed systems (de Haan & Rotmans, 2018). **Supporters (S)** facilitate transformations and are essential to institutionalize solutions, but supporters themselves are not considered transformative actors. Their adoption and endorsement provide legitimization and indicate the societal need for new solutions and changed systems (de Haan & Rotmans, 2018).

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### 2.4.2 Collaborations

Collaborations can be shaped as initiatives, networks, and movements (de Haan & Rotmans, 2018). **Initiatives** are considered the most straightforward; they aim to make alternatives solutions know or available. Frontrunners are typically dominant, but also connectors, topplers and supporters may be involved. Initiatives are different from other organized endeavors in their aim to provide new or alternative solutions; alignment with a particular stream usually only occurs accidentally. As a result, the systemic consequence of a successful initiative is establishing a so-

called single-solution system. **Networks** are related to the initiatives of connectors, conscious alignment with a stream is essential for a network. Networks can be loose affiliations of transformative change agents with the same values and beliefs and more formalized organizations with more restrictive policies concerned memberships., for example knowledge networks and advocacy groups. Successful networks bring together various initiatives and connect actors with shared value sets, allowing networks to simultaneously address several single-solutions systems (de Haan & Rotmans, 2018). **Movements** are linked to the actions of topplers. It is a typical topplers trait to articulate and advocate the value sets that connect actors to a rising stream. By expressing shared values, a transformative movement can emerge and gather supporters; movements also consist of frontrunners and connectors, and consequently, initiatives and networks can become part of movements. Unlike the networks, supporters do not need to connect to the transformative actors within the alliance directly, instead the supporter can be connected through a shared set of values embodied by the movement on a more abstract level. The impact of movements can be found in alternative systems, a single-solution system that is further institutionalized. Also, several small systems can merge and form a more extensive new system, possibly phasing out the incumbent system or the new solutions after an existing system (de Haan & Rotmans, 2018).

## 2.5 Spheres of transformation

As Schot and Steinmueller (2018) indicate, transformations implicate the co-production of social, behavioral, and technological change. Thereby, transformative change is a multi-facet process that cannot be reduced to a single dimension; the dimensions are interrelated (Schot & Steinmueller, 2018; Leichenko & O'Brien, 2019). In this section three spheres of transformation are discussed (O'Brien & Sygna, 2013; O'Brien, 2018; Leichenko & O'Brien, 2019). This allows an explanation of how various strategies, values and actor roles complement each other to support transformative change.

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### 2.5.1 Multiple entry points for transformative change

The **practical sphere** represents actions, interventions, strategies and behaviors directly contributing to desired sustainable outcomes and has been the primary focus of climate change mitigation and adaptation research, policies, and actions (O'Brien, 2018). For example green transitions - an umbrella term for changes that typically favor techno-managerial and behavioral solutions - can be related to the practical sphere (Leichenko & O'Brien, 2019). Two shortcomings are mentioned. First, the focus on sustainable practices can lead to the risk of overstating the role of technologies and reducing the problem to the individual or corporate behaviors rather than acknowledging sustainability as a collective challenge incorporating social, economic and political systems (Leichenko & O'Brien, 2019); whereby individuals are treated as objects to be changed rather than subjects or agents of change (O'Brien, 2019; Rotmans 2014). This can be linked to other environmental and social issues that represent the root causes of risk and vulnerability and eventually lead to the maintenance of prevailing social and economic inequalities and failure to initiate the large-scale change towards sustainability (O'Brien, 2018). Second, practical solutions often fall short to allow for changing patterns in the future, such as a change in resources available and changing climate conditions (O'Brien 2018; Leichenko & O'Brien, 2019).

The shortcomings of the practical sphere emphasize the need to promote structural change and a deliberate decision-making process in the **political sphere** (Leichenko & O'Brien, 2019). In the political sphere the 'rules of the game are set' (O'Brien & Sygna, 2013), interest groups lobby and existing norms are challenged as social movements arise to address structural injustices (O'Brien, 2018). These efforts address power relations and humanist ideals of emancipation (Manuel-Navarrete, 2010). Also, cultural, economic, and governance institutions can play a vital role in preventing or enabling transformations (O'Brien & Sygna, 2013); however the role of these institutions is beyond the scope of this thesis. According to O'Brien (2018), the power to influence rules is critical therefore political agency is a crucial driver of transformations. Especially climate change activism finds its roots in the disagreement and desire to challenge a prevailing view, policy,

practice, decision, institution, idea, or assumption that appears to be contributing to climate change (Leichenko & O'Brien, 2019), also environmental justice and women right's activists seek to push for a wide range of ethical, justice and equity strategies.

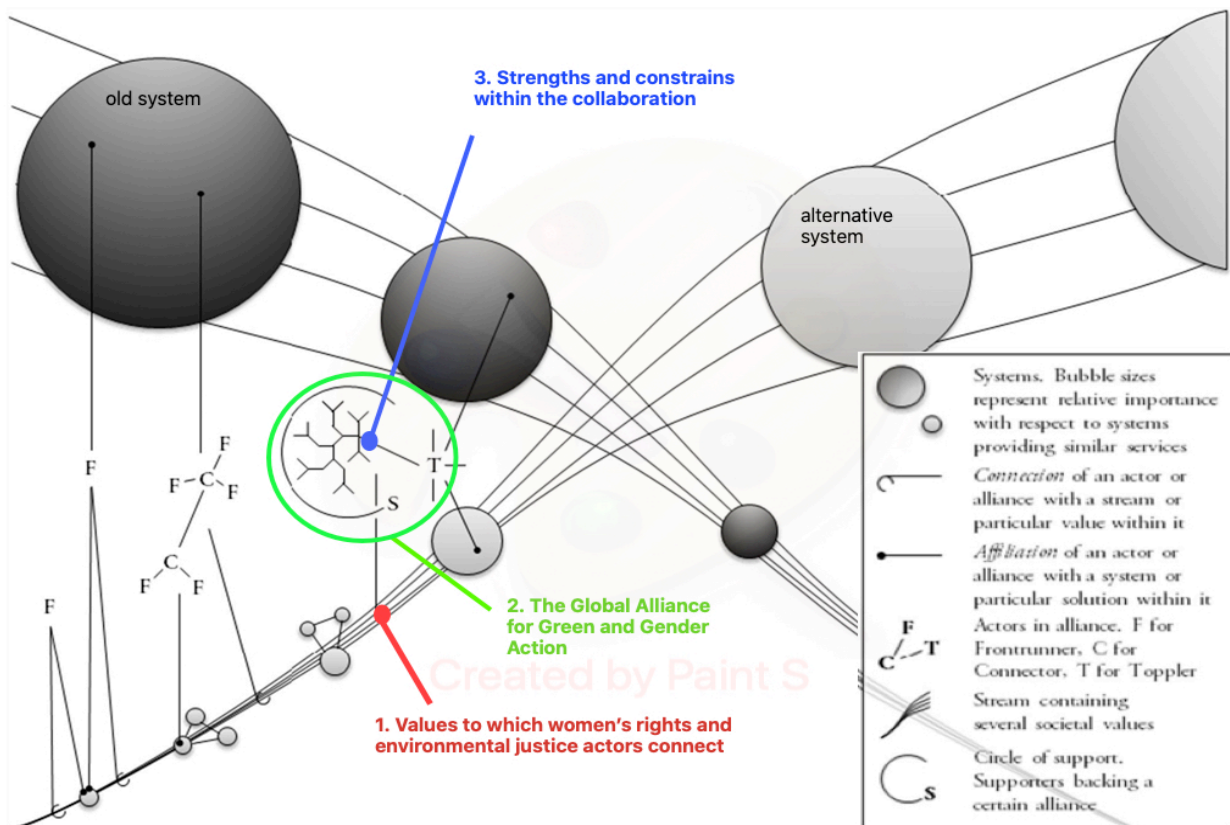
The **personal sphere** of transformation includes changes in individual and shared beliefs, values, worldviews and paradigms that influence how people perceive and define systems, structures, and behaviors (O'Brien, 2018). In section 2.3 the leverage points discussed values and beliefs conducive to sustainable pathways. This dimension is subjective and affects the perceptions of agency, leadership and power (Leichenko & O'Brien, 2019; O'Brien, 2018). The personal sphere has in high impact on the practical and political sphere as it influences how people and resources are treated, both in the present and future (O'Brien, 2018). Rotmans (2014) indicates a trend of losing trust in the top-down bureaucracy of multinationals and government and advocates bottom-up citizen initiatives. Thereby the foundation of transitions is never found in covenants, but the real breakthrough originates from pioneers that go against the current stream (Rotmans, 2020). Frontrunners determine the speed of transitions and change day-to-day practices and most critical they have the ability to alter cultures (Rotmans 2014; 2020). Changes in paradigms in the personal spheres are key to speed up, broaden and deepen transformations (O'Brien 2018; Rotmans 2020). Thus, social movements acting as pioneers against the current situation are, among others, great change agents to alter our existing paradigm and accelerate transitions.

Cornwall (2016) states: The feminist slogan 'the personal is the political' roots the process of empowerment in an expansion of women's consciousness and capacity to act to transform their worlds (p. 356). Thus it becomes possible to bring about positive social change when change agents are conscious of their ability to make a change, become critical of the (political) obstacles they currently face, and act collaboratively to tackle injustice and inequalities. As a result, the overall focus from altering people's behavior shifts into creating conditions that promote the development and expression of social consciousness and future consciousness in all three spheres (O'Brien, 2018). In the end, it is the interaction across the spheres where the tremendous potential for generating non-linear transformation lies (O'Brien and Sygna, 2013).

## 2.6 Conceptual model

Two broad focal points are leading in the conceptual design. First of all, the coupling of sustainable transformations to equitable transformations, resulting in an integrative perspective and second, the role of actors and their power to create pathways. Converging the focal points has led to the decision to focus on women's rights and environmental justice organizations operating within the GAGGA alliance. In the conceptual model below, the green circle represents the GAGGA alliance. The following transformative processes in the framework below, figure 3, are researched;

1. **Pathways:** are streams consisting of several societal values to which actors may connect. It is explored which leverage points are enhanced by the women's rights and environmental justice actors' externalized values.
2. **Actors in an alliance:** the organizations may adopt various actor roles which support transformative change in different manners. It is researched which roles are present within the GAGGA alliance.
3. The impact of the alliance is influenced by the varying values and actor roles. It is explored how the **differences complement** each other and enhance transformative change.



**Figure 3** framework of de Haan and Rotmans (2018) adjusted by the author. Dynamics on a transformative stage, with an incumbent system being replaced by an emerging system. Actors, streams and systems as well as connections, affiliations and alliances are shown.

Figure 3 does represent the interaction between systems, actors, and pathways in detail. However, this research only focusses on a section of the model, as can be reviewed in the sub-questions below:

1. Which shared values and perspectives of the EJ and WR actors can support the leverage points to transform systems?
2. What kind of transformative actor roles can be found within the collaboration of EJ and WR organizations?
3. In which manners do the shared values, perspectives and actor roles complement each other to deliver transformative change?

The conceptual model can therefore be simplified, as presented in figure 4. The actors within the GAGGA alliance remain in the center of the framework. Their values, leading to specific sets of solutions have the ability to alter systems and thereby shape pathways to become more sustainable and equitable. Also, the actor roles towards creating transformative change are researched. Understanding based upon which transformative actor roles the partner organizations collaborate makes it possible to define complementing strategies. The various strategies can be related to the spheres of transformation and discuss the various entry points to contribute to transformative change. The found answers eventually explain how the formation of the alliance can be considered a strategic decision to shape pathways towards sustainability and equity. This answers the research question: **How can a collaboration enable environmental justice and women's rights organizations to support pathways to sustainability and equity?**

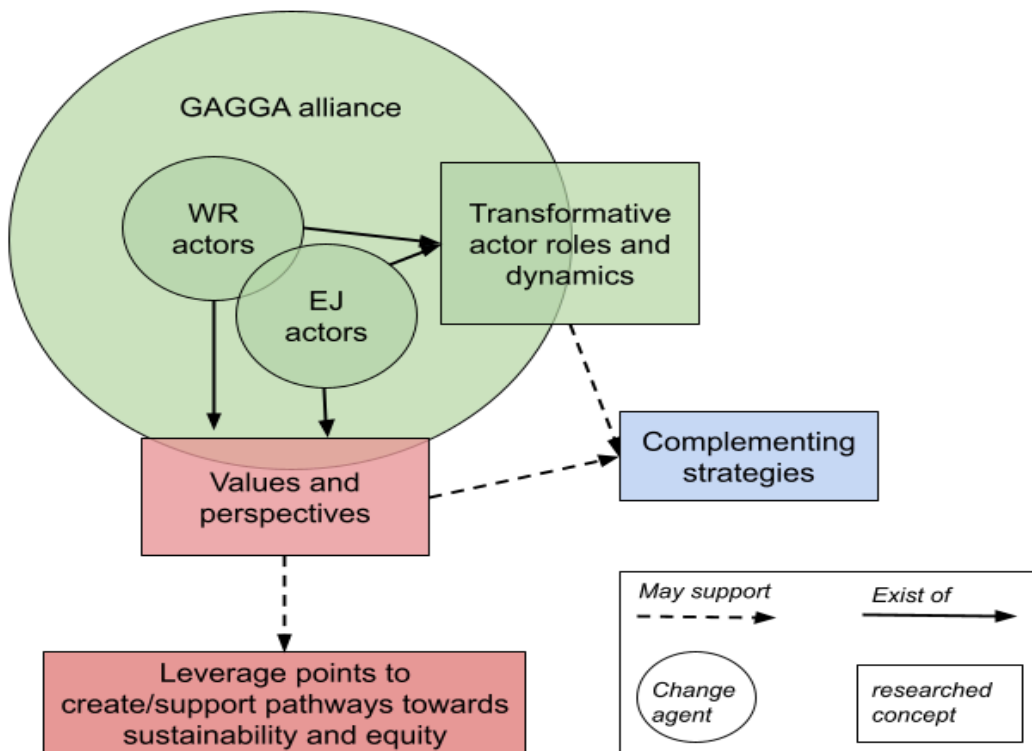


Figure 4: simplified conceptual framework created by the author of this research

## 2.7 Operationalization

Concepts explained in section 2.3 are described by concrete indicators to support the creation of codes and qualitative analysis, as can be viewed in table 1. The indicators serve as a suggestion on what to look for during the document analysis to discover values that motivate action regarding the leverage points; many variations may occur. The generic indicator code name is used for coding purposes in Atlas.TI, the specific organizations' perspective/value is linked to this indicator. The indicators thus structure the exploration to answer the first research question; **Which shared values of the EJ and WR actors can support the leverage points to transform systems?**

| <b>Leverage points</b>                           | <b>Indicators of values/ approaches which may enhance the leverage points</b>  | <b>generic indicator code Atlas.TI</b>                                 |
|--|--|--|
| 1 Vision   | A. Visions of good life beyond material consumption / address overexploitation of nature /planetary boundaries<br>B. Quality and characteristics of human relationships<br>C. Harmonious relationships with natural world<br>D. Leaving to individuals the choice about their actual way of living | A. Foster nature<br>B. Human relationships<br>C. Coupling<br>D. Agency |
| 2 Consumption and waste                          | A. Protect planetary limits, natural resources management<br>B. Decrease consumption/ population growth: eradicate poverty/hunger thereby provide education and empowerment of women   | A. Planetary limits<br>B. poverty & empower                            |
| 3 Unleash latent capabilities, relational values | A. Bottom-up, collective, community-based approaches<br>B. Promote context-specific social initiatives   | A. Bottom-up<br>B. Promote context-specific                            |
| 4 Reducing inequalities                          | A. Address power disparities: resource management<br>B. Equity of 'what': economics, social, gender, political, spatial, environmental and knowledge   | A. Power disparity<br>B. Equity of what                                |
| 5 Inclusion and diversity                        | A. Inclusive and diverse decision-making: gender diversity<br>B. Empower: indigenous, youth, activism, civil society, marginalized and local communities   | A. Inclusion<br>B. Empowerment   |
| 6 Global responsibility                          | A. Multi-level analysis: local, regional, global levels.<br>B. Interconnections: globalization, North-South relations, ecosystems<br>C. Reveal distant effects: traceability, transparency, spillovers   | A. Multi-level<br>B. Globalization<br>C. Distant effects               |
| 7 Technology, innovation investment              | A. Reduce negative impact through transitions  | A. Transitions   |
| 8 Education and knowledge                        | A. Broadening existing values and worldviews<br>B. Transmission of indigenous and local knowledge and experiences<br>C. Sharing knowledge and education systems for sustainability   | A. Broadening<br>B. Local<br>C. Sustainability                         |

**Table 1:** possible indicators of the leverage points of Chan et al. (2020) favoring pathways towards sustainability, created by the author based on the literature review

Second, the ways actors contribute to transformative change is reviewed. Based on de Haan and Rotmans' (2018) transformative actor roles, various activities leading to particular roles can be discovered. An overview of the actor roles and their correspondence to values/pathways, systems, and collaborations is provided in table 2. These descriptions support a word list (appendix 10) used to navigate to specific activities and roles of organizations within texts to answer the second sub-question: **What kind of transformative actor roles can be found within the collaboration of EJ and WR organizations?**

| Actor role  | Values  | System  | Example  |
|-------------|---|---|--|
| Frontrunner | <ul style="list-style-type: none"> <li>• Pioneering</li> <li>• Entrepreneurial</li> </ul>             | <ul style="list-style-type: none"> <li>• personal values are dominant</li> </ul>                          | <ul style="list-style-type: none"> <li>• Solution driven</li> <li>• Provide alternative solutions (diversity)</li> <li>• Grassroots initiatives</li> </ul>                                 |
| Connector   | <ul style="list-style-type: none"> <li>• Crucial in formation of alliances</li> </ul>                 | <ul style="list-style-type: none"> <li>• Connect actors based on shared values</li> </ul>                 | <ul style="list-style-type: none"> <li>• Connect values to system</li> <li>• Provide institutionalization</li> <li>• Make solutions available</li> <li>• advocacy organizations</li> </ul> |
| Toppler     | <ul style="list-style-type: none"> <li>• Establish coherence</li> <li>• Attract supporters</li> </ul> | <ul style="list-style-type: none"> <li>• Externalize values by affiliating with rising pathway</li> </ul> | <ul style="list-style-type: none"> <li>• Introduce new systems</li> <li>• Change current systems</li> <li>• Global organizations</li> </ul>  |
| Supporter   | <ul style="list-style-type: none"> <li>• Not considered change agent</li> </ul>                       | <ul style="list-style-type: none"> <li>• Express need for societal change</li> </ul>                      | <ul style="list-style-type: none"> <li>• Further institutionalization and legitimization</li> <li>• donors / funds</li> </ul>  |

**Table 2:** Transformative actor roles based on de Haan & Rotmans (2018)

Last, the previous findings are brought into connection with the spheres of transformation to discuss their complementary effect within the collaboration, see table 3. This will answer the third sub-question: **In which manners do the shared values, perspectives and actor roles complement each other to deliver transformative change?**

| Sphere of transformation | Strengthening transformative change  |
|--------------------------|--|
| Practical                | <ul style="list-style-type: none"> <li>• Empower change agents to directly contribute to sustainable outcomes</li> </ul> |
| Political                | <ul style="list-style-type: none"> <li>• Power to influence rules is a critical driver</li> </ul>                        |
| Personal                 | <ul style="list-style-type: none"> <li>• Shaping worldviews to speed-up, broaden and deepen transformations</li> </ul>   |

**Table 3:** importance of multiple entry points, created by the author based on literature review

Knowing which values connect the actors to sustainable and equitable pathways and motivate collaboration, which roles are present within the collaboration, and how they complement one another, it becomes possible to answer the research question: **How can a collaboration enable environmental justice and women's rights organizations to support pathways to sustainability and equity?**

### 3 Methodology

This chapter explains how empirical data was gathered, before going into detail, an overview of the research phases is provided. Next, in section 3.2, the research philosophy is described, followed by the research strategy in section 3.3. Then, section 3.4 explains the research methods and in section 3.5 the validity and reliability. Last, ethical considerations are indicated in section 3.6.

#### 3.1 Research phases

The research consists of four phases and various research methods, as visualized in figure 5. In the first phase, understanding is created on why sustainability is coupled to equity. Therefore, literature concerned women's rights and environmental justice is emphasized. Unstructured interviews with Both ENDS supported the development of the research aim. This allowed for more focused literature review in the second phase, wherein the theoretical framework was created, and the case selected, thereby a conceptual model and interview questions were created. In the third phase, the empirical case study, semi-structured expert interviews took place with GAGGA partner organizations. The interviews were helpful for two reasons; first of all, to support the document analysis by providing direction concerned the leverage points, actor roles, and collaboration. Second, additional information was provided during the interviews, which could not have been found within documents. Desk research was necessary to obtain strategic documents and additional literature on transformative actions. This literature strengthened the theoretical framework. In the fourth phase, also part of the case study, a document analysis was performed to research the interviews and strategic documents, which led to specific findings of the respective partner organizations. Based upon desk research and the empirical findings, the research questions were answered.

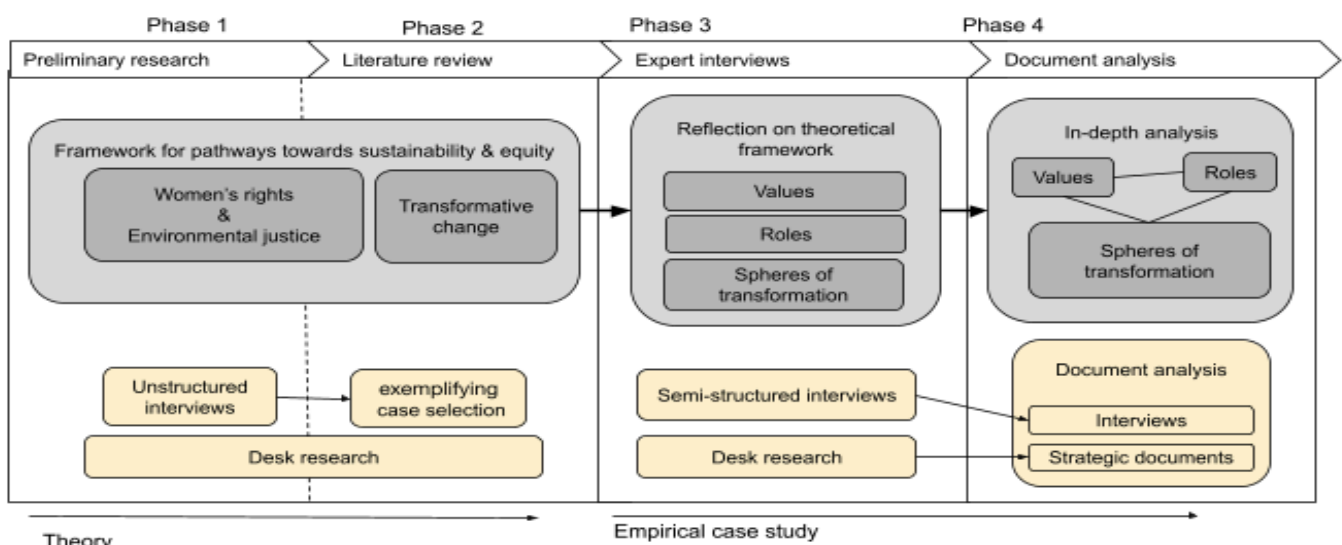


Figure 5: Overview of research phases created by the author of this research. The grey boxes visualize the theoretical framework, the yellow boxes indicate the methods used.

## 3.2 Research philosophy

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### 3.2.1 Critical theory & post-positivism

The research philosophy defines the specific connection of the world and influences the data collection methods and analysis (O'Brien & Sygna, 2013; Guba & Lincoln, 1994). Critical theory forms the research philosophy of this project. Within critical theory, multiple streams can be found, including neo-marxism, feminism, and materialism (Guba & Lincoln, 1994); they originate from the Frankfurter Schule's critique that positivism lacks "*dialectical imagination* [ability to view the world in terms of its potential to be changed] *that enables social scientists to look beyond the appearance of given social facts toward (and as a way of achieving) new social facts-the end of class society, patriarchy, racism, and the domination of nature*" (Agger, p. 109, 1991). This critique underlines our ability to transform the world rather than accepting the world as it is; a fundamental position within this thesis. For example, references to conscious human agency explain individuals should be treated as conscious decision-makers rather than puppets reacting to external social forces and being subjected to power (O'Brien, 2018). Simply put, within critical theory, reality is considered a product of power relations and produced through these tensions. Focus can therefore be found on WR and EJ actors' collective agency to transform systems and thus change power relations.

The within actions of WR and EJ actors to transform systems power disparities and gender are key, this places importance on feminist theory. Thereby, there is not a single 'real' world, but various realities shaped by social, political, cultural, economic, ethnic, and gender values shaped over time (Guba & Lincoln, 1994). Identifying how transformative change is created can only be understood if we identify the structures at work that generate the events and discourses that the social world holds (Bryman, 2008). The acknowledgement of structures and crystalized of time indicate historical realism as the ontological approach. While the indication of not having a single real world and many worldviews refers to a post-positivist philosophy and critical realism as ontology; 'real' reality exists but only imperfectly and probabilistically apprehendable (Guba & Lincoln, 1994). For example, de Haan and Rotmans (2018) stress individuals have different ways of perceiving the world based upon the contextual factors, and it is the awareness of constraining structures that create the deliberate intention for individuals and groups in society to offer solutions. Within critical theory, the value-determined nature of inquiry is fundamental, indicating a subjectivist and transactional epistemology (Guba & Lincoln, 1994). The researcher and the interviewees' values in this project are interactively linked, findings will be value mediated and highly dependent on the interaction. What can be known and the reality we operate in are therefore intertwined, which challenges the demarcation of ontology and epistemology. Thereby what is known cannot be assumed to be a full comprehension of the reality as a post-positivist epistemology indicates that the findings are an approximation and limited by what we perceive (Guba & Lincoln, 1994).

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### 3.2.2 Methodology

According to Guba and Lincoln (1994), the aim of inquiry of critical theory is to critique and transform the social, political, cultural, economic, ethnic, and gender structures that constrain and exploit humankind by engagement in confrontation and even by creating conflicts. As a researcher, I would like to emphasize the need for addressing the change in the structures mentioned earlier by exploring the approaches of environmental justice and women's rights actors. As Guba and Lincoln (1994) indicate, judgment for the needed transformations should be reserved to those whose lives are most affected by transformations, and the researcher should adopt the role of investigator and facilitator. The methodology of critical theory is centered around dialectical interactions to support the creation of knowledge (Guba & Lincoln, 1994). In this project, the methods lead to discovering which values and actor roles complement each other within the collaboration. Through this dialectical process of revision of how collaborations are formed and challenged, knowledge can grow, and more informed insights can be formed. Theoretically speaking, generalization could occur when the mix of social, political, cultural, economic, ethnic, and gender circumstances and values are similar across settings (Guba & Lincoln, 1994). However, as the context is specific it seems unlikely that the same findings will be found among other collaborations. Therefore, I suggest, the shared values and the actor roles are used as sources of inspiration of what could occur when researching the creation of pathways and collaborations rather than a fixed outcome.

### 3.3 Research strategy

The research strategy served as a guideline to support the research phases, presented in figure 5. It can already be noted that an empirical case study was chosen. This section will explain in more detail why a case study existing of qualitative methods is suitable for this research project.

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#### 3.3.1 Exemplifying single case study

Bryman (2008) recommends a basic case study for detailed and intensive analysis of complex single cases. Therefore in cooperation with the organization Both ENDS, the Global Alliance for Green and Gender Action (GAGGA) was selected. This project's complexity is high because of the transdisciplinary nature, multilayered analysis of the actors and actions, and the local and global scales. To allow for generalization to a certain extent, the chosen case contains multiple contexts, perspectives, and actors. Within exemplifying case studies, vital social processes are examined (Bryman, 2008), whereby the objective is to capture the circumstances and conditions (values, actor roles, complementing strategies) of everyday or commonplace situations. The case was not chosen because of extreme or unusual characteristics but because it illustrated a broader category of cases of collaborations within the environmental justice and women's rights field.

### 3.3.2 Case selection: Global Alliance for Green and Gender Action

GAGGA is a network consisting of multiple women's funds, environmental justice funds, NGOs, and women-led community-based organizations (CBO) collaborating to strengthen the nexus of women's rights, climate and environmental justice. From 2016 onwards, GAGGA has supported the expansion of women's leadership in locally rooted environmental justice and women's rights movements in the Global South. The collaboration is led by Nicaragua-based Fondo Centroamericano de Mujeres (FCAM) with partners Both ENDS, a global environmental justice Non-Governmental Organization (NGO), and Mama Cash, a global women's fund, both based in the Netherlands. Strategic partnerships with Women's Environment & Development Organization (WEDO) and 350.org, a global climate advocacy organization, were recently established in addition to the strategic partnerships with Prospera - the international network of women's funds and Global Greengrants Fund (GGF) as can be viewed in figure 6.

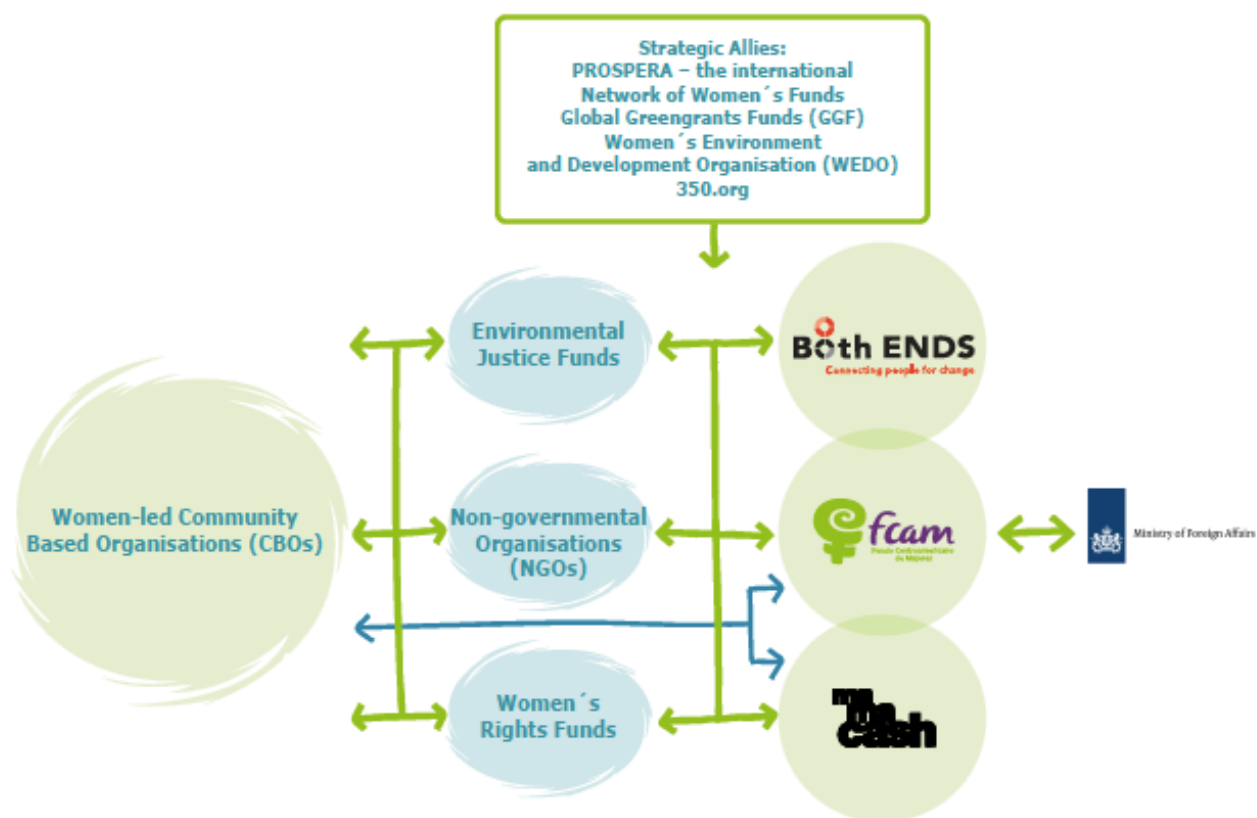


Figure 6: GAGGA's network. Source: GAGGA programme proposal (2020)

The vision of GAGGA is to create “environmentally sustainable and gender-just societies in which people thrive” and the networks of environmental and women’s funds, NGOs, and women-led CBOs in Africa, Asia and Latin America, GAGGA works towards “an inclusive, just and sustainable global society that avoids dangerous climate change and builds the resilience of people and

*ecosystems*” (GAGGA programme proposal, 2020, p. 22). Their program is designed to enhance collaboration among women's rights and environmental justice oriented organizations at the global and local level. Their lobbying and advocacy agendas on climate mitigation and adaptation solutions aim to strengthen women's leadership, resilience, and agency and promote women's rights. A rights-based approach including the full achievement of the SDGs forms essential elements to address the urgency of climate crisis intertwined with viable, inclusive and gender-just climate approaches.

Because this research focuses on the integrative approach of the collaboration, it was chosen to investigate the actors who were involved in strategic and network building decisions-making processes. Crucial is thus the deliberation of actors in expanding or joining the cross-movement collaboration. For this reason, the focus for gathering insights and expertise is drawn on the alliance members and strategic alliance partners responsible for the creation of the alliance. The local initiatives, CBOs, and the partners related to influencing the donor strategy are therefore not included in the sample.

The alliance members that are currently leading GAGGA are Fondo Centroamericano de Mujeres (FCAM), Both ENDS and Mama Cash. Also, strategic alliances are set up with 350.org and Women's Environment & Development Organization (WEDO), which bring additional specialized expertise in movement strengthening, advocacy, implementation of policies, and funding. Therefore, the five organizations are diverse and offer a good representation of climate justice, environmental justice, and women's rights values. Due to access to resources, interviewees and a language barrier FCAM was not part of the case study, the sources used for this project and analysis methods are explained in detail in section 3.4.

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### 3.3.3 Qualitative methods

The value-driven characteristics of this research demand a qualitative research strategy (Bryman, 2008). First of all, under guidance of Both ENDS an empirical case was selected. As the research quality can be enhanced by taking all contextual structures of the case into account (Guba & Lincoln, 1994), the last phase entails an intensive analysis of strategic documents. In order to guide the document analysis, expert semi-structured interviews were organized in the third phase. This can be viewed in figure 5. Guba and Lincoln (1994) suggest research related to critical theory should be dialectical in nature to transform ignorance and misapprehensions into more informed consciousness. This entails forming an understanding of how historically mediated structures may be altered by actions of the women's rights and environmental justice organizations. Also, it remains essential to reflect on the findings by considering relevant literature and adopting a critical standpoint. Therefore, desk research can be found among all phases of the research.

## 3.4 Research methods

Because the usage of multiple sources will increase validity and reliability a mix of exploratory interviews, expert interviews and the document analysis was chosen. This section explains the execution of the various methods including the data collection and analysis methods.

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### 3.4.1 Exploratory interviews

During the first phase of the research, under guidance of Both ENDS the project was shaped. The unstructured interviews provided information regarding the case and supported the development of the research aim. The interviews took place with online video calls supported by the platform Zoom. Notes were taken during the interviews and became part of the research proposal.

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### 3.4.2 Expert interviews

The expert interviews were conducted in the third phase of the research. The goal was to gather additional information that could not be gathered during the document analysis and to guide the document analysis. In appendix 1, an overview of the questions could be found. Note that this is an example and that the questions were slightly adapted based upon the organization's position within the GAGGA alliance. The semi-structured nature of the interviews entails that the three dominant topics (values, roles, complementing strategies) guided the interviews and varied based upon the interaction. As explained in section 3.3, four partner organizations of the GAGGA alliance were researched. Two experts of Both ENDS were interviewed, and one expert of Mama Cash, 350.org and WEDO, as can be viewed in table 4. The expert interviewees were contacted via e-mail to schedule the interviews and provide additional information. All interviews took place online using video calls and took about 30 min to one hour. The meetings were recorded with the permission of the participants and transcribed for further analysis. The interviews were conducted in either Dutch or English, depending on what was most comfortable for the interviewees.

| <b>nr.</b> | <b>Organization</b> | <b>Function</b>   |
|------------|---------------------|---|
| 1          | Both ENDS           | <ul style="list-style-type: none"><li>• Strategic coordinator GAGGA</li><li>• Women's rights &amp; Environmental Justice expert</li></ul> |
| 2          | Mama Cash           | <ul style="list-style-type: none"><li>• Programme Officer for Money - Environmental Justice</li></ul>                                     |
| 3          | 350.org             | <ul style="list-style-type: none"><li>• Managing director</li></ul>   |
| 4          | WEDO                | <ul style="list-style-type: none"><li>• Director</li></ul>  |

Table 4: overview of expert interviews created by the author of this research

The interviews' main goal was to support the document analysis. The expert interviews' anonymity entails that quotations are not directly connected to the interviewees within the findings, rather references will be made to the set of expert interviews. This does not affect the research as the knowledge of which organization quoted a specific activity or emphasized a specific approach does not enhance the research outcome. Instead, the expert interviews' input placed importance on specific elements within the document analysis to which the researcher may refer. The expert interviews were extremely valuable for indicating trends that appeared during the coding of the documents. The interviews also served as a check to reflect if the individual driving values named by the interviewees were discovered in the analysis of the documents. Next to the interviews' guiding and reflection purposes, additional information was provided. Because values and situatedness play a central role in critical theory (Guba & Lincoln, 1994), all revealed outcomes found by the researcher should be taken into account to be ethically correct, hence the indication of both strengthening and constraining roles in the third sub-question. The information regarding the constraints of the collaboration was mainly provided during the interviews. The transcribed interviews were also part of the document analysis performed using the software Atlas.ti which is explained in the next section.

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### 3.4.3 Limitations of the interviews

The two exploratory interviews were sufficient to design and guide the research, however the expert interviews did not answer all the research questions fully. Ideally, I would have been present for at an organization full-time to observe how people work within GAGGA, to build a network and to perform more interviews. Unfortunately, this did not play out due to circumstances beyond the researcher's control. Taking into account only a small number of people are involved in the decision-making process of the strategic partnerships of GAGGA the interview opportunities were limited. Speaking to five experts within GAGGA was already a great opportunity. But hypothetically it would have been preferred to perform interviews until repetitive answers occurred. So, the expert interviews were not sufficient to answer the research questions, but they were sufficient to guide the research and support the discovery of the needed answers. As a solution an intensive document analysis was performed to gather the needed answers. The document analysis provided sufficient information on the actors driving values and actor roles. As previously indicated answering the third sub-question, the complementing roles within the collaboration, was mostly based on the interviews as this question was highly subjective and context specific. Opinions of how the organization complement one another is not something emphasized in such detail in strategic reports. Therefore, during the expert interviews the complementing strategies were thoroughly addressed.

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### 3.4.4 Document analysis

The fourth phase consisted of the document analysis, wherein the interviews and strategic documents - collected in the third phase - were researched by applying the conceptual framework. The number of documents available per organization did not play a role, as they quickly became repetitive, rather the detail in which the approaches were discussed, and the sources' publication date determined the variety of documents chosen; the most up-to-date documents and website pages were included. As 350.org did not publish a strategic report, but rather works with videos and webpages to explain their vision, driving values and actions, the webpages of 350.org were an important source. During the interviews with Mama Cash and Both ENDS references were made to articles and blogs, therefore these were also included in the document analysis. An overview of the analyzed sources can be viewed in table 5.

| <b>nr.</b> | <b>Organization</b> | <b>Name strategic document</b>                 |
|------------|---------------------|--|
| 1          | Both ENDS           | Strategy report 2020 - 2025                    |
| 2          | Both ENDS           | Blog 10 lessons learnt 2020                    |
| 3          | Mama Cash           | Annual report 2019                             |
| 4          | Mama Cash           | Strategic plan 2015 - 2020                     |
| 5          | Mama Cash           | Make way for feminist climate activism 2019    |
| 6          | Mama Cash           | Environmental justice is a feminist issue 2019 |
| 7          | 350.org             | Website: value statement                       |
| 8          | 350.org             | Website: annual report video                   |
| 9          | WEDO                | Strategic plan 2016 -2020                      |
| 10         | WEDO                | Website: value statement                       |
| 11         | GAGGA               | Programme proposal 2020                        |

Table 5: overview of documents used for analysis, created by the author

The strategic documents and expert interviews formed the input for the in-depth analysis of the conceptual model. As showed in figure 5 (research phases), the three sub-questions are characterized by three different concepts. As explained in section 2.7: operationalization, each concept is discussed by different research indicators. This also required different approaches in the data analysis, as is explained next.

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### 3.4.5 Data analysis question 1: leverage points

As the actors' perspectives are powerful forces within the academic and political debate to shape our understanding and concerns (Detraz, 2017). Thereby as Fairclough (as stated in Bryman, 2008) explains it is vital to understand how particular perspectives convert into shared perspectives resulting in shared strategies pursued by actors to create change into a certain direction. Therefore, it is crucial to understand what drives the individual organizations - the values that motivate change - before analyzing the shared approaches and dynamics within the collaboration. How particular perspectives and values on sustainable and just transformations come together is expressed through the shared values of the actors. Thus, when women's rights and environmental justice organizations form an alliance, individual strategies need to be aligned into collaborative actions and strategies, steering the collaborative transformation into specific pathways s explained in chapter 2.

A deductive approach was adopted during the first step to test which values occurred. The eight leverage points of Chan et al. (2020) describe which solutions based upon societal values could be addressed to enhance sustainable and fair pathways. The leverage points' indicators are explained in section 2.7 and supported the coding to answer the first research question. The coding process (step 1 to 5) and analysis (step 6 and 7) appeared as followed and was executed for each leverage point, thus eight times:

1. Study the indicators of a single leverage point as described by Chan et al. (2020)
2. Create a code group to which the codes for a single leverage point may be added
3. Search for indicators within the strategic documents and code the specific quotation; the codes names are based on the indicators and describe individual values more specifically. Codes are added to the respective code group
4. Create an network (overview) based upon the code group of a single leverage point
5. Color the codes to represent one of the partner organizations for clarification
6. Summarize quotations and codes to identify the individual organization's value that enhances a specific leverage point
7. Compare the individual values, indicate trends and differences guided by the interviews

A simplified representation of a network is presented in figure 7, on the next page. In the appendix, the detailed networks and code books can be found, it can be reviewed that each leverage point included up to 61 codes and a code may represents up to 14 quotations. Abbreviations BE referring to Both ENDS and MC referring to Mama Cash are used to simplify the networks.

### 3.4.6 Example of network creation

The simplified network (figure 7) illustrates exploration of a single indicator for leverage point 2.

1. Select leverage point and indicator. Indicator 2A: 'Planetary limits: natural resources demand and pollution' is explored in this example.
2. Name code group. This is based on the leverage point, being 'Leverage point 2: waste and consumption' as can be viewed in the grey box in the network below.
3. Quote in text based on indicator description. In this example four quotations and their relations to one or multiple indicators/codes can be viewed in the colored boxes.
  - The actual network exists of a total of 32 codes, whereof; Both ENDS: 8 codes based on a total of 32 quotations; Mama Cash: 8 codes based on a total of 24 quotations; 350.org: 7 codes based on a total of 15 quotations; WEDO: 9 codes based on a total of 10 quotations
  - In the actual networks only the codes are visualized to enhance clarity, the quotations were viewed by clicking on the codes when additional context was needed.
4. Create a network; simply by adding the respective code group to a new network all codes and quotations linked to a certain leverage point automatically appear.
5. Color codes. Based upon the source (organization) the codes were given different colors.
6. Summarize how a specific leverage point is enhanced by the individual organization based on quotations. As the codes represent the perspectives and values of a given organization regarding a researched leverage point. The findings are presented in chapter 4.
7. Next, the individual perspectives and values could be compared to indicate shared values as also presented in chapter 4.

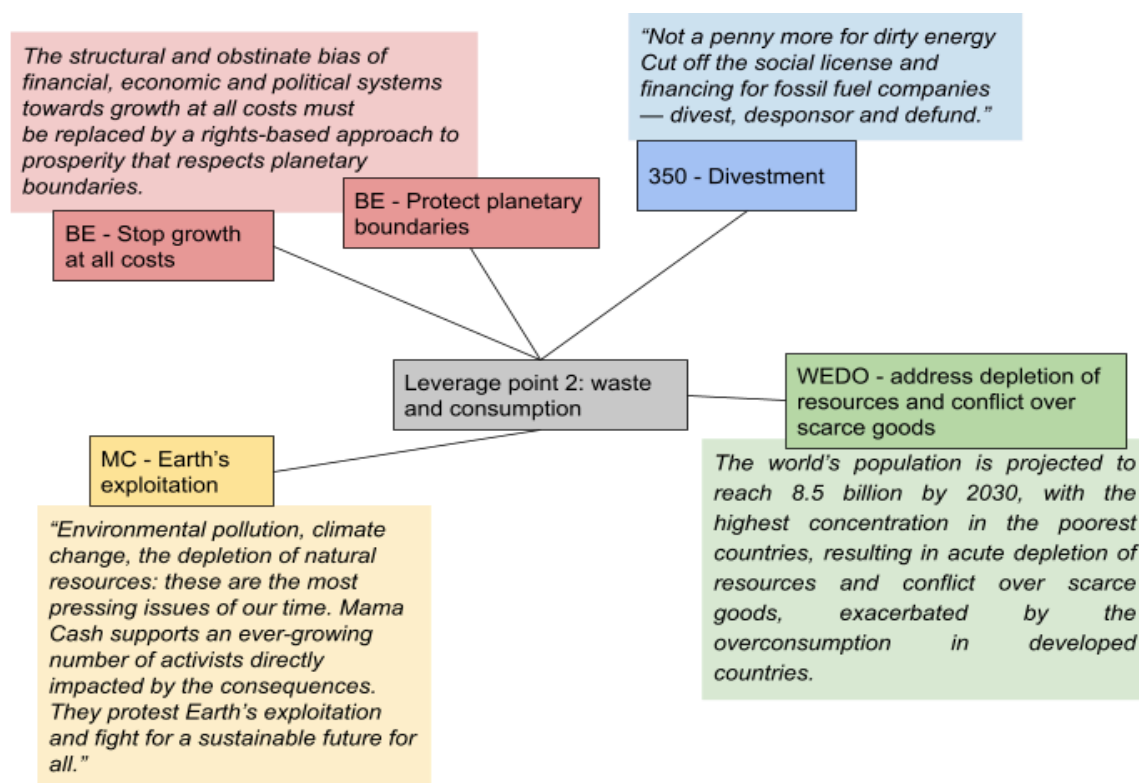


Figure 7: simplified network of leverage point 2 including quotations, created by the author

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### 3.4.7 Data analysis question 2: discovering the actor roles

A deductive approach was adopted to answer the second sub-question. Driven by specific criteria set by the literature of de Haan and Rotmans (2018) as summarized in table 2, a specific word list was created, see appendix 10. The word crusher function of Atlas.ti shows the frequency of the words occurring per document. This outlines if and how often specific actor roles or activities appear within the strategy reports, specific website pages, and interviews. When creating the 'go list' it is important to take into account variations of the words such as conjugations and capital letters. Using the Regular Expressions (RegEx) settings modifications can be made to generate a complete dataset. Using this list as a starting point, it can be reviewed which actor roles the partner organizations practice and prioritize. These roles were analyzed per organization, and by clicking on the occurring words (roles and activities), the researcher can easily navigate the texts. To visualize appearing the roles and activities, a word cloud was created by using the website worditout.com. The frequency of a role or activity occurring cannot be directly linked to the dominant actor role. It remains essential to interpret the meaning behind the words for further analysis. Also, during the interviews, the positions of the partner organizations within the collaboration were thoroughly discussed. This allowed for further reflection between the transformative actor roles and the partner organizations describing themselves as either an NGO or a fund.

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### 3.4.8 Analysis question 3: Discussing complementing strengths

Women's rights and environmental justice organizations operate based on a multitude of perspectives, strategies, and interactions that may be the same or differ. This stage explores how these differences and similarities within the shared values, approaches, and efforts (actor roles) influence the collaboration. This is done by connecting the findings to the spheres of transformation. First of all, the interviews have a section focusing on the opportunities and challenges within the collaboration. This provides the first insights. Next, additional strengths and constraints are elaborated based on the previously found shared values and actor roles, and collaboration structure. Last, the literature may indicate common strengths and constraints within collaborations and the women's rights and environmental justice fields; these will be reviewed as well. Having an overview of the strengths and various entry points, it can be concluded how the various organizations complement each other by providing specific strengths.

### 3.5 Validity and reliability

According to Lincoln and Guba (1985), as mentioned in Bryman (2008), qualitative research should focus on trustworthiness as a criterion of how good a qualitative study is. This is evaluated by discussing the credibility, transferability, dependability, and confirmability of the research.

The **credibility** of the research parallels the research's internal validity and how believable the findings are by elaborating on the causal relationships. By evaluating the credibility, it is assessed if what is measured reflects the chosen models and variables (chapter 2). To increase the credibility, respondent validation and triangulation will be applied. Triangulation within this thesis entails that the findings will be gathered through document analysis, interviews, and literature, resulting in greater confidence in the findings and integration of various methods. Thus, increasing the internal validity. Respondent validation ensures good correspondence between the findings and the interviewees' perspectives and experiences (Bryman, 2008); to obtain validation, the main findings will be presented and discussed with the organizations to allow for modifications. The **transferability** can be evaluated by identifying the external validity when discussing if the research can be generalized beyond the specific research context. According to Bryman (2008), the presentation of the sample will indicate to which extent the context must be similar and how generalization could occur. As mentioned before, the GAGGA case is chosen because it represents a large sample of women's rights and environmental justice advocates from various contexts within the Global South. The representation of multiple contexts and perspectives will allow for generalization of the main findings to a certain extent; this is, however, bounded to environmental justice and women's rights field in the Global South. The **dependability** of the research parallels the reliability, reflecting if the findings are likely to be replicated. The detailedness of the steps taken within the research will increase the likelihood that reliability can occur. This can be viewed in the research methods section. Nonetheless, the subjective reality the researcher limits and determines what can be found. As explained in the critical theory section, the researcher's findings depend on the subjective and transitional knowledge creation through interaction, which means that when other researchers go through the same research steps, different results may appear. The extent of objectivity is presented as the **confirmability** of the research. By discussing the researcher's relationship with the project, it becomes clear to which extent the investigator allowed for values to intrude the execution of the research.

Overall strong efforts were made to increase the validity of the research. Due to the choices of research methods and allowance for subjective interpretations, the reliability of the research is low despite all efforts made. The limited reliability often appears in qualitative research and is sacrificed to a certain extent for greater validity (Bryman, 2008). This does not affect the quality of this research project but does require caution for comparison and further research building upon the findings.

### **3.6 Ethics and politics in social research**

Also important is the sensitivity to the context in terms of theoretical positions and ethical issues (Bryman, 2008), especially as collaborations among the interviewees within the context of environmental justice and women's rights can be delicate, and no harm is intended. As could be viewed in chapter two, certain elements have been chosen within theories and enriched with other theories because the socio-ecological field demands a foundation from various perspectives. Ethical conflicts will be limited because anonymity will be provided by not quoting interviewees directly and reconciliation of previous statements through the respondent validity process.

To evaluate the political impact of the research, Lincoln and Guba (as cited in Bryman, 2008) suggest four criteria: fairness, ontological authenticity, educative authenticity, catalytic authenticity, and tactical authenticity (Lincoln and Guba, as cited in Bryman 2008). First of all, the research's fairness can be enhanced by taking into account a fair amount of different viewpoints among the members of the social setting. Choosing an integrative approach increases the fairness of this research project. The two dominant perspectives provide various insights and demarcate the project; this also indicates more possible viewpoints through which the research can be framed. This research's ontological authenticity is high because it contributes to a better understanding of the current social and environmental challenges we face nowadays. Also, various perspectives are addressed, which contributes to the educative authenticity of the research. The catalytic authenticity, the motivation for action, is high within this research as the findings clearly define the current situation and opportunities for interventions. Last, the tactical authenticity, which elaborates on the empowerment of members related to the research, is high as the findings provide an academic foundation for further expanding the strategic collaboration and individual actions.

Women's rights and environmental justice perspectives are just the tip of the iceberg on ways of approaching environmental issues. Next to gender and environmental justice, other perspectives are taking into account age, race, sexual orientation, ethnicity, and disabilities that could be researched concerning environmental change and fair and sustainable transformations. To be truly holistic, it would be beneficial to take all these perspectives into account when doing research; unfortunately, I have to restrict the research to an environmental justice and feminist perspective due to limited resources. Therefore, a case is chosen that demarcates the research to two perspectives.

## 4 Results and analysis

The exploration of the collaboration is structured by a three-layered process. First, the values underlying the approaches of women's rights organizations and environmental justice organizations are presented. Second, the actor roles within the collaboration are analyzed. Last, the opportunities and constraints within the collaboration are discussed by analyzing how the organizations complement each other and which challenges may arise. Having researched the above it can be explained why women's rights organizations and environmental justice organizations form a strategic alliance which connect to sustainable and equitable pathways.

### 4.1 The shared values and perspectives of EJ and WR actors

As explained in chapter 2, eight leverage points described by Chan et al. (2020) may be addressed to support pathways conducive to sustainability and equity. Based upon the perspectives and underlying values organizations can initiate change towards sustainability and equity. To explore how environmental justice and women's rights actors enhance the leverage points, it is analyzed if, and how the indicators (table 1) relate to the actors' values and perspective to initiate transformative change. Therefore, in this section the individual and shared values are presented to answer the first sub-question:

#### **1. Which shared values of the EJ and WR actors can support the leverage points to transform systems?**

The results and analysis of the eight leverage points will be presented using the following structure; first the network which provides an overview of all codes representing the indicators is provided (this includes analysis step 1 - 5 as explained in section 3.4). Note that in Atlas.ti it is possible to click on the codes and review all linked quotations. For clarification also a table representing all codes and their number of quotations is provided. Second an interpretation of the codes - individual values and perspectives - for a given indicator is elaborated (step 6). Next, juxtaposing the individual values, it is discussed which shared or complementing values may enhance the respective leverage point (step 7).

## 4.1.1 Leverage point 1: Vision

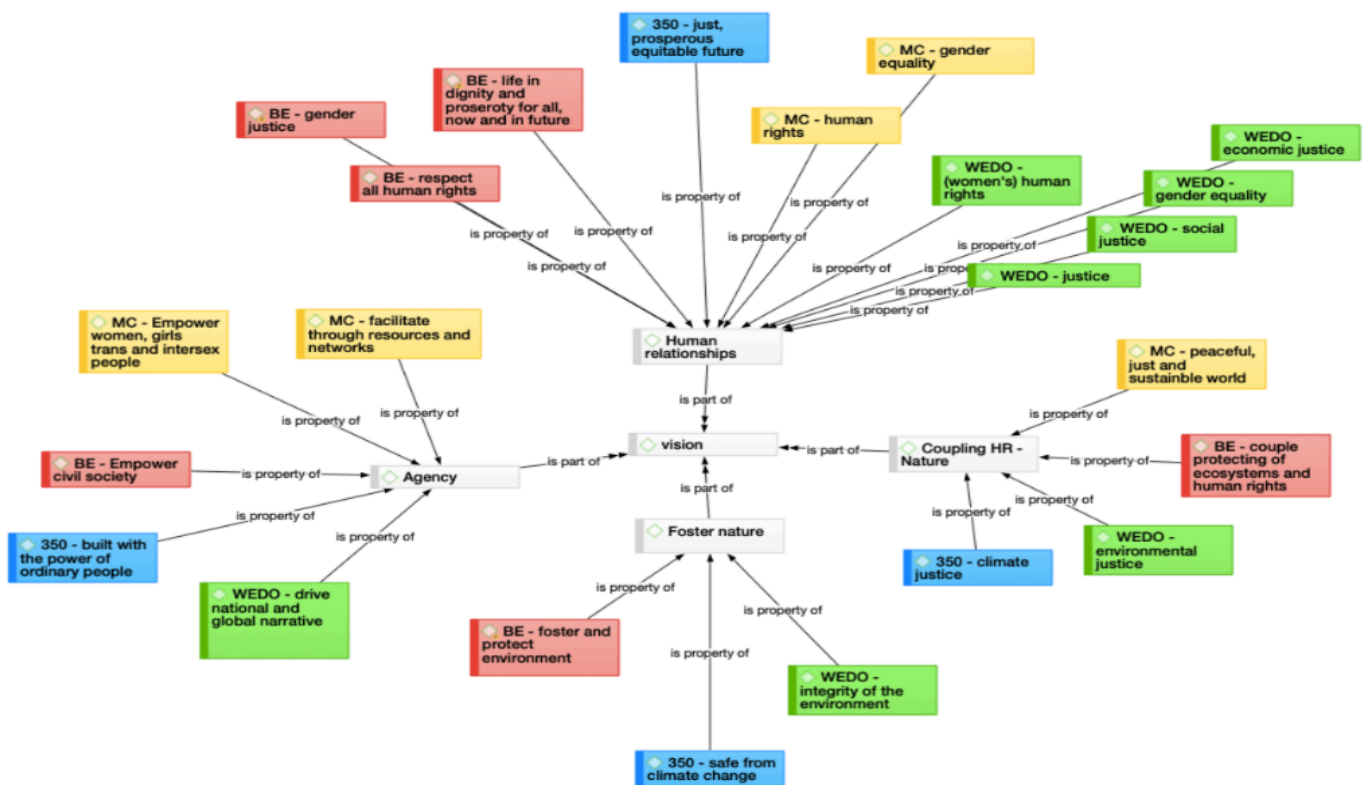


Figure 8: Network of codes linked to leverage point 1, created by the author in Atlas.TI, see appendix 2 for full size

| 1 | Vision indicators    | Code individual value / perspective                       | number of quotes |
|---|----------------------|---|------------------|
| A | Foster nature        | BE - foster and protect planetary environment             | 7                |
|   |                      | MC - sustainable world                                    | 1                |
|   |                      | 350 - Safe from climate change                            | 1                |
|   |                      | WEDO - Integrity of the environment                       | 1                |
| B | Social relationships | BE - Respect all human rights                             | 1                |
|   |                      | BE - Gender justice                                       | 4                |
|   |                      | BE - life in dignity and prosperity for all               | 1                |
|   |                      | MC - Human rights   | 3                |
|   |                      | MC - Gender equality                                      | 2                |
|   |                      | 350 - Just prosperous equitable future                    | 5                |
|   |                      | WEDO - (women's) human rights                             | 4                |
|   |                      | WEDO - economic/social justice                            | 14               |
|   |                      | WEDO - gender equality                                    | 13               |
| C | Coupling             | BE - coupling protection ecosystems to human rights       | 1                |
|   |                      | MC - peaceful, just and sustainable world                 | 1                |
|   |                      | 350 - climate justice                                     | 2                |
|   |                      | WEDO - environmental justice                              | 9                |
| D | Agency               | BE - empower civil society                                | 12               |
|   |                      | MC - empower women, girls, trans and intersex people      | 7                |
|   |                      | 350 - built with people with the power of ordinary people | 1                |
|   |                      | WEDO - drive global and national narrative                | 6                |

Table 6: overview of indicators and codes connected to leverage point 1

**1A. Foster nature:** References are made by the partner organization to *foster and protect nature* (Both ENDS strategy, 2020), promote a *sustainable world* (Mama Cash AR, 2019), the *integrity of the environment* (WEDO strategic plan, 2016) and last, a *safe climate* and better future (350.org, 2020). Thus both, the environmental justice and women's rights organization address the exploitation of nature and envision a world of human well-being and lower environmental impact.

**1B. Quality and characteristics of human relationships:** Prioritizing alternative relational conceptions of a good life with a lower environmental impact might be sustained by providing social conditions for a good life (Chan et al., 2020). Both ENDS (2020) and WEDO (2016) contribute to this by envisioning a world where *human rights* are respected and *gender justice/equality* is realized. Also, Mama Cash' vision (2019) includes *gender equality* and a *peaceful* and *just* world. Whereas the vision of 350.org (2020) states equity and justice in broader terms, thus not coupled to gender. Thereby 350.org (2020) and Both ENDS (2020) envision a world that is *prosperous*.

**1C. Harmonious relationships with natural world:** In Both ENDS' mission it is stated that efforts are made to “guaranteeing that society fosters and protects ecosystems while ensuring respect for all human rights” (Both ENDS strategy, p. 5, 2020). The references of WEDO and 350.org. to environmental justice and climate justice respectively, and as previously mentioned Mama Cash envisions a world that is not only just and peaceful, but also sustainable (WEDO, 2016; 350.org, 2020; Mama Cash, 2019). These references indicate a coupling of human well-being to the state of the environment, though it is not possible indicate to which extent this coupling is harmonious.

**1D. Agency:** Leaving the choice about the actual way of living is important to enhance leverage point 1 (Chan et al., 2020). Therefore, it is important to empower civil society (Both ENDS, 2020), women, girls and trans people (Mama Cash, 2019), women (WEDO, 2016) and ordinary people (350.org, 2020). The main difference that can be indicated is the role that the feminist perspective plays in the formation of the vision. Whereas the women's rights organizations state very specifically that, amongst others, women, girls and trans people, indigenous women, women with disabilities, women of color, LGBTQI and young feminists/women's rights activists (WEDO, 2020; Mama Cash, 2019). While gender plays a less dominant role for the environmental organization, they empower, among others, women's rights, indigenous people, youth-led organizations and movements (Both ENDS, 2020) and students, workers unions, human rights and social justice groups; from marginalized communities and faith groups, to universities, business owners (350.org, 2020).

**Shared values/perspectives enhancing leverage point 1:** The interlinkage of a prosperous human life in balance with the environment can be found among both EJ and WR organizations. This explains the motivation to engage in both equitable and sustainable approaches. Thereby, approaches enhancing agency - the individual choice about the actual way of living - is represented by approaches favoring empowerment of individuals and groups.

## 4.1.2 leverage point 2: total consumption and waste

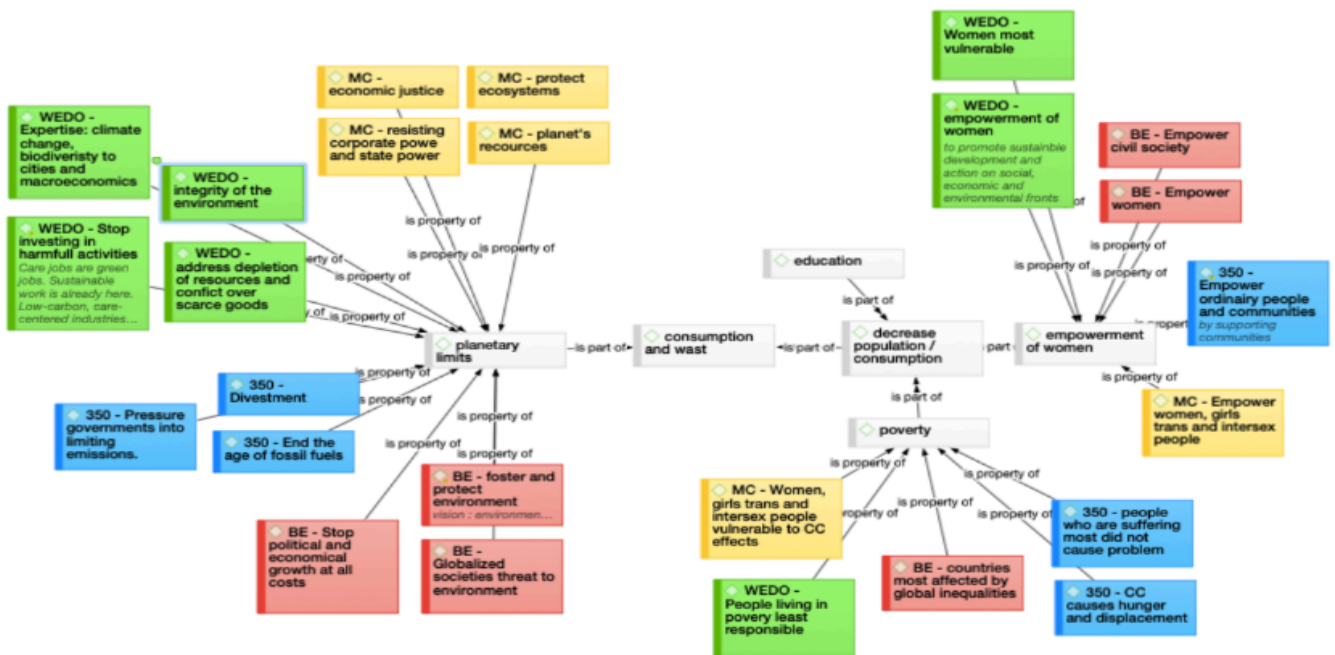


Figure 9: Network of codes linked to leverage point 2, created by the author in Atlas.TI, see appendix 3 for full size

| 2 Consumption & waste indicators   | Code individual value / perspective                           | number of quotes |
|------------------------------------|---|------------------|
| A Protect planetary limits         | BE - foster and protect environment                           | 7                |
|                                    | BE - globalized societies threat to environment               | 3                |
|                                    | BE - stop political and economic growth at all costs          | 6                |
|                                    | MC - planet's resources & ecosystems                          | 5                |
|                                    | MC - economic justice   | 6                |
|                                    | MC - resisting corporate power and state power                | 1                |
|                                    | 350 - Divestment  | 2                |
|                                    | 350 - End the age of fossil fuels                             | 5                |
|                                    | 350 - Pressure governments into limiting emissions            | 1                |
|                                    | WEDO - Integrity of the environment                           | 1                |
|                                    | WEDO - Address depletion of resources and conflict ...        | 1                |
|                                    | WEDO - stop investing in harmful activities                   | 1                |
|                                    | WEDO - Expert on climate change, biodiversity ...             | 1                |
| B poverty & empowerment (of women) | BE - Countries most affected by global inequalities           | 2                |
|                                    | BE - empower women  | 2                |
|                                    | BE - empower civil society                                    | 12               |
|                                    | MC - Women, girls trans intersex people most vulnerable to CC | 7                |
|                                    | MC - Empower women girls trans and intersex people            | 7                |
|                                    | 350 - People who are suffering most did not cause the problem | 1                |
|                                    | 350 - CC causes hunger and displacement                       | 1                |
|                                    | 350 - Empower ordinary people and communities                 | 4                |
|                                    | WEDO - people living in poverty least responsible             | 2                |
|                                    | WEDO - women most vulnerable                                  | 1                |
| WEDO - empowerment of women        | 2   |                  |

Table 7: overview of indicators and codes connected to leverage point 2

**2A. Protect planetary limits and natural resources management:** According to the WR and EJ organizations exploitation of the earth and climate change is caused and exacerbated, among others, by globalization (Both ENDS strategy, 2020), abuse of corporate power and state power, capitalism (Mama Cash AR, 2019), burning fossil fuels (350.org, 2020), global inequality, greed and unsustainable development (WEDO strategic plan, 2016). As a solution the organizations propose: that growth at all costs should be stopped and replanned by a rights-based approach (Both ENDS strategy, 2020), economic justice efforts which create social and ecological balances (Mama Cash AR, 2019), divestment and renewable energy activities and pressuring governments into limiting emissions (350.org, 2020), that the future economy should focus on care job and stop investing in harmful activities (WEDO strategic plan, 2016).

**2B. Eradicating poverty and (women) empowerment** to decrease waste and consumption is linked to the partner organizations' efforts to create prosperous and sustainable future as indicated in the previous section. All organizations state - while prioritizing various change agents as explained in 1D - that the most affected should be empowered. Both ENDS' (2020) top priority is to empower civil society organizations especially in countries most affected by global inequalities because a strong civil society can advocate for fair and ecological responsible policies and challenge structural inequalities in decision-making. Also, Mama Cash, 350.org and WEDO state that people living in poverty are the least responsible for the problems caused by climate change and environmental degradation. Despite this burden, those most affected are, through their resistance, initiatives, unique knowledge and solutions suitable change agents (Mama Cash, 2019; WEDO, 2016).

**Shared values/perspectives enhancing leverage point 2:** To protect our planet EJ and WR organizations state to address the negative effects caused by capitalism and globalization inherent in current economic and political systems. Therefor they propose structural economic and political reforms. Thereby, a strong focus can be found on empowering the communities who bear the burden while they are often least responsible for climate change, global inequalities and inequities.

### 4.1.3 Leverage point 3: Unleash latent capabilities and relational values

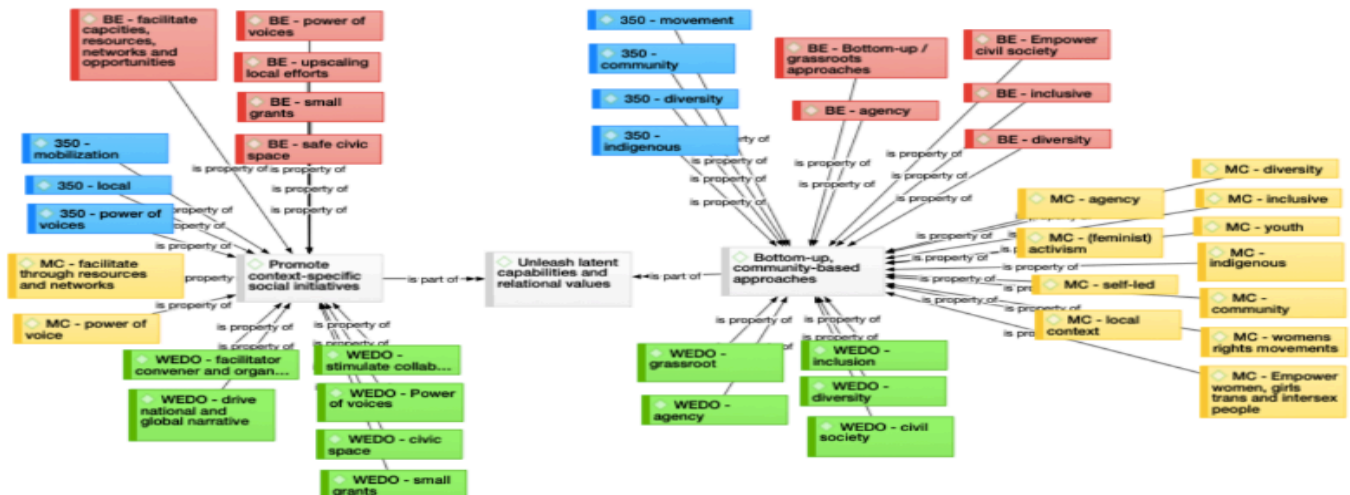


Figure 10: Network of codes linked to leverage point 3. created by the author in Atlas.TI. see appendix 4 for full size

| 3                            | Unleash latent capabilities                       | Code individual value / perspective                 | number of quotes |
|------------------------------|---|---|------------------|
| A                            | Bottom-up, collective, community-based approaches | BE - bottom-up / grassroots approach                | 6                |
|                              |   | BE - agency   | 5                |
|                              |   | BE - empower civil society                          | 18               |
|                              |   | BE - inclusive                                      | 5                |
|                              |   | BE - diversity                                      | 3                |
|                              |   | MC - agency   | 3                |
|                              |   | MC - (feminist) activism                            | 8                |
|                              |   | MC - self-led                                       | 5                |
|                              |   | MC - local context                                  | 9                |
|                              |   | MC - diversity / inclusive                          | 6                |
|                              |   | MC - youth  | 1                |
|                              |   | MC - indigenous                                     | 7                |
|                              |   | MC - community                                      | 6                |
|                              |   | MC - women's rights movements                       | 15               |
|                              |   | MC - empower women, girls trans intersx people      | 7                |
|                              |   | 350 - movement                                      | 8                |
|                              |   | 350 - community                                     | 6                |
|                              |   | 350 - diversity                                     | 2                |
|                              |   | 350 - indigenous                                    | 2                |
|                              |   | WEDO - grassroots                                   | 3                |
| WEDO - agency                | 2   |   |                  |
| WEDO - inclusion / diversity | 7   |   |                  |
| WEDO - civil society         | 5   |   |                  |
| B                            | Promote context-specific social initiatives       | BE - facilitate capacities, resources, networks ... | 12               |
|                              |   | BE - power of voices                                | 6                |
|                              |   | BE - upscaling local efforts                        | 4                |
|                              |   | BE - small grants                                   | 2                |
|                              |   | BE - safe civic space                               | 2                |
|                              |   | MC - facilitate through resources and networks      | 9                |
|                              |   | MC - power of voices                                | 8                |
|                              |   | 350 - mobilization                                  | 8                |
|                              |   | 350 - local   | 4                |
|                              |   | 350 - power of voices                               | 3                |
|                              |   | WEDO - Facilitator, convener and organiser          | 9                |
|                              |   | WEDO - stimulate collaborations                     | 2                |
|                              |   | WEDO -power of voices                               | 7                |
|                              |   | WEDO - Civic space                                  | 2                |
| WEDO - small grants          | 2   |   |                  |

Table 8: overview of indicators and codes connected to leverage point 3

**3A. Bottom-up, collective, community-based approaches:** As indicated in 1D and 2B those most vulnerable are empowered by the organizations. These actors believe in the power of a strong civil society (Both ENDS strategy, 2020), local feminist environmental justice groups (Mama Cash, EJ, 2019), climate justice movements (350.org, 2020) and (women-led) grassroots initiatives (WEDO, 2016) among others. Because “*are the experts in their field, they know the cultural and political landscape, they speak the local language, and they are trusted by the local communities they support*” (Both ENDS strategy, p. 4, 2020). The unique, traditional and local knowledge and practices are indicated to be key to the solutions in moving towards sustainability (WEDO, 2016; Mama Cash AR 2019; 350.org, 2020). This explains why both, EJ and WR organizations embrace bottom-up approach and thereby contribute to leverage point 3.

**3B. Promote context-specific social initiatives:** As Mama Cash states in their annual report “*the voices of those they [voice grantee partners] represent are elevated rather than shut down*” (p. 9, 2019) underlines that within their efforts the voices of the local level are amplified. Also, Both ENDS goal is to make civil society’s voices heard to influence decision making on ecosystem challenges and matters of environmental justice and human rights (Both ENDS strategy, 2020). 350.org (expert interview, 2020) mentions their movement generosity further expands on the empowerment of society by providing space and platforms and thus opportunities to partners who do not have the same access to being heard. WEDO (2016) states through facilitating and connecting diverse movements to global processes, ensuring that women’s voices are heard and taken into account in the global spheres. Amplifying the voices of the local level and those most vulnerable is a bottom-up approach executed by both EJ and WR organizations; this strengthens leverage point 3.

**Shared values/perspectives enhancing leverage point 3:** A bottom-up approach is proposed by both EJ and WR organizations. The local communities, movements and other groups are acknowledged for their knowledge and experiences within their respective fields and ability to provide context-specific solutions which are conducive to sustainable outcomes. All partners organizations aim to amplify voices of the local level. This underlines the how the local level is stimulated to increase their impact and how the latent capabilities and relational values are enhanced

## 4.1.4 leverage point 4: Equality and equity



Figure 11: Network of codes linked to leverage point 4. created by the author in Atlas.TI. see appendix 5 for full size

| 4 | Equality and equity                            | Code individual value / perspective                       | number of quotes |
|---|--|---|------------------|
| A | Address power disparities: resource management | BE - Fair management of ecosystems                        | 3                |
|   |  | BE - solidarity   | 1                |
|   |  | BE - countries most affected by global inequalities       | 2                |
|   |  | BE - prioritize the integrity of people and planet        | 1                |
|   |  | BE - rights based approach                                | 3                |
|   |  | BE - power relations                                      | 2                |
|   |  | MC - remote places  | 1                |
|   |  | MC - indigenous   | 7                |
|   |  | MC - distribution of resources                            | 1                |
|   |  | MC - resisting corporate power and state power            | 1                |
|   |  | MC - planet's resources                                   | 4                |
|   |  | MC - inequalities   | 1                |
|   |  | MC - power of voices                                      | 8                |
|   |  | MC - solidarity   | 2                |
|   |  | MC - women's rights movements                             | 15               |
|   |  | 350 - people who are suffering most did not cause problem | 1                |
|   |  | 350 - corporate resistance                                | 3                |
|   |  | 350 - new solutions                                       | 3                |
|   |  | 350 - divestment  | 2                |
|   |  | WEDO - root causes  | 2                |
|   |  | WEDO - power relations                                    | 5                |
| B | Equity of 'what'                               | BE - environmental justice                                | 4                |
|   |  | BE - gender justice                                       | 4                |
|   |  | BE - equity   | 2                |
|   |  | BE - respect all human rights                             | 1                |
|   |  | BE - social justice                                       | 1                |
|   |  | MC - human rights   | 3                |
|   |  | MC - social justice                                       | 2                |
|   |  | MC - reproductive justice                                 | 1                |
|   |  | MC - gender justice                                       | 2                |
|   |  | MC - justice  | 3                |
|   |  | MC - environmental justice                                | 3                |
|   |  | MC - climate justice                                      | 2                |
|   |  | MC - labour rights  | 1                |
|   |  | 350 - climate justice                                     | 2                |
|   |  | 350 - just clean energy transition                        | 1                |
|   |  | 350 - just prosperous equitable future                    | 5                |
|   |  | WEDO - justice  | 9                |
|   |  | WEDO - climate justice                                    | 1                |
|   |  | WEDO - social justice                                     | 4                |
|   |  | WEDO - environmental justice                              | 9                |
|   |  | WEDO - (women's) human rights                             | 4                |
|   |  | WEDO - gender equity                                      | 13               |

Table 9: overview of indicators and codes connected to leverage point 4

**4A. Address power disparities and fair resource management:** According to Both ENDS (2020) major structural changes are needed before 2025 to prevent escalating global inequalities. The EJ and WR organizations state to challenge the power of corporations and governments by supporting movements: which transform power relations favoring a rights-based approach over financial, economic and political systems towards growth at all costs (Both ENDS strategy, 2020), and that *“resist abuses of power, exploitation and rampant extraction by corporations and governments”* (Mama Cash AR, p. 8, 2019). Also WEDO (2016) reviews the debates on trade, corporate power, technology development and financial flows as an opportunity to take action for justice and equality. 350.org (2020) states that through collective power society can put pressure on governments and built resistance towards the fossil fuel industry. Thereby WEDO states to promote *“a transition [of energy and economic systems] which is just and supports the fulfillment of human rights”* - underlining the need for just and fair processes in systematic change (WEDO strategic plan, p. 4, 2016).

**4B. Equity of ‘what’:** According to Both ENDS (2020) the broader narrative of transformative change should include environmental sustainability, human rights and gender justice. From their feminist standpoint, Mama Cash addresses human rights, labour rights, reproductive justice, economic justice and environmental justice, social justice and gender justice. During the expert interview it was stated *“With groups, with movements, with activists there's no environment, there's no women's rights. We are all for social justice, we want to live, be able to eat. It's about human rights”*. Also, 350.org states *“The climate crisis is not just an environmental issue, or a social justice issue, or an economic issue — it’s all of those things at once”* (350.org, website, 2021). Last, WEDO indicates that injustices anywhere is a threat to justice everywhere, therefore WEDO approaches justice and equality broadly on a global scale, and to achieve environmental and climate justice, they center social justice.

**Shared values/perspectives enhancing leverage point 4:** Global inequalities are indicated to be a major driver for the partner organizations to change our world. Whether it is to fight for environmental, social, economic or gender justice it are the inequalities rooted in corporate, political and other institutional systems that the partner organizations want to address. In addition, on a local level there is no demarcation of gender, environmental or climate justice, people just want to live in a fair way, it’s about their human rights. Therefore, multiple forms of injustice need to be addressed simultaneously.

## 4.1.5 leverage point 5: Inclusion and diversity

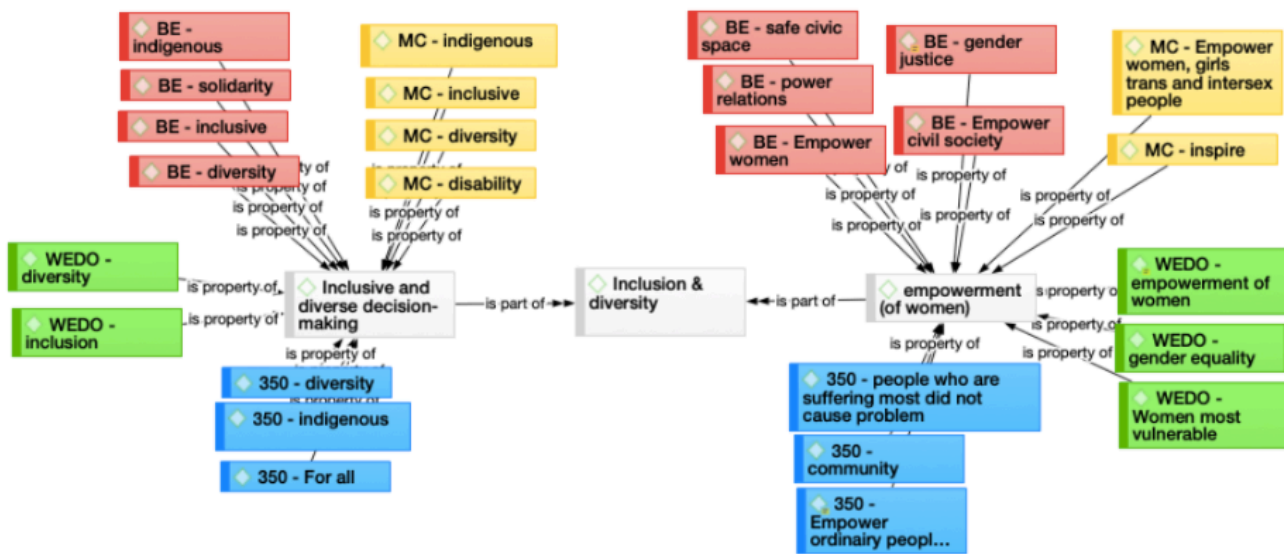


Figure 12: Network of codes linked to leverage point 5, created by the author in Atlas.TI, see appendix 6 for full size

| 5 | Inclusion and diversity               | Code individual value / perspective                       | number of quotes |
|---|---------------------------------------|---|------------------|
| A | Inclusive and diverse decision-making | BE - indigenous   | 1                |
|   |                                       | BE - solidarity   | 1                |
|   |                                       | BE - inclusive  | 5                |
|   |                                       | BE - diversity  | 3                |
|   |                                       | MC - inclusive  | 4                |
|   |                                       | MC - indigenous   | 7                |
|   |                                       | MC - diversity  | 1                |
|   |                                       | MC - disability   | 2                |
|   |                                       | 350 - diversity   | 2                |
|   |                                       | 350 - indigenous  | 2                |
|   |                                       | 350 - For all   | 2                |
|   |                                       | WEDO diversity  | 4                |
|   |                                       | WEDO - inclusion  | 3                |
| B | Empowerment                           | BE - empower civil society                                | 18               |
|   |                                       | BE - empower women  | 2                |
|   |                                       | BE - gender justice                                       | 4                |
|   |                                       | BE - power relations                                      | 2                |
|   |                                       | BE - safe civic space                                     | 2                |
|   |                                       | MC - empower women, girls trans and intersex people       | 7                |
|   |                                       | MC - inspire  | 1                |
|   |                                       | 350 - community   | 6                |
|   |                                       | 350 - people who are suffering most did not cause problem | 1                |
|   |                                       | 350 - empower ordinary people                             | 4                |
|   |                                       | 350 - Empower ordinary peopl...                           | 2                |
|   |                                       | WEDO - empowerment of women                               | 13               |
|   |                                       | WEDO - gender equality                                    | 1                |
|   |                                       | WEDO - Women most vulnerable                              | 1                |

Table 10: overview of indicators and codes connected to leverage point 5

**5A. Inclusive and diverse decision-making and gender diversity:** Both ENDS states that in order to create equity an inclusive civil society is essential. Also, Mama Cash aspires to build a thriving feminist funding ecosystem that is autonomous, diverse, resilient and inclusive and special attention can be found for women with disabilities. 350.org emphasizes the importance of community-led energy solutions based on local resolutions and community resistance. To realize a fast & just transition to 100% renewable energy for all, 350.org proposes that people need to be brought together and diverse solutions need to be built, this includes, among other, that indigenous people and women are all beneficiaries of 350.org's strategy. To practice inclusion, WEDO underline the participation of indigenous women, women with disabilities, women of color, LGBTQI and young feminists / women's rights activists, particularly from developing / least developed countries. Thus both EJ and WR organizations are sensible to inclusion and diversity within their approaches. Whereas Both ENDS and 350.org focus more broadly on an inclusive civil society, Mama Cash and WEDO bring attention to women and intersectionality in specific.

**5B. Empower indigenous, youth, activism, civil society, marginalized and local communities:**

Both ENDS promotes safe, enabling and inclusive civic space for organization to operate freely and independently. Therefore, they state to provide capacities, resources, networks and opportunities so community-led, youth-led and women-led organization can create a change. Mama Cash indicates that self leadership is important to ensure that whoever is affected is part of the decision making, and leading the group to create inclusive leadership. To achieve climate justice, 350.org listens to the communities that are hit hardest, their voices are amplified and making them the leaders for transformative change. According to WEDO, those who are often left out of society and decision making processes, need to be brought back into the game and become the leaders to bring about the shift that is needed. WEDO suggests a gender lens that validates women's agency and input and promotes their human rights, as well as recognizes the consequences of not engaging fully with women and diverse communities needs to be adopted.

**Shared values/perspectives enhancing leverage point 5:** In order to create an equitable society Both WR and EJ make references to the importance of inclusion and diversity; they propose this can be enhanced by creating self-leading groups.

## 4.1.6 Leverage point 6: Global responsibilities

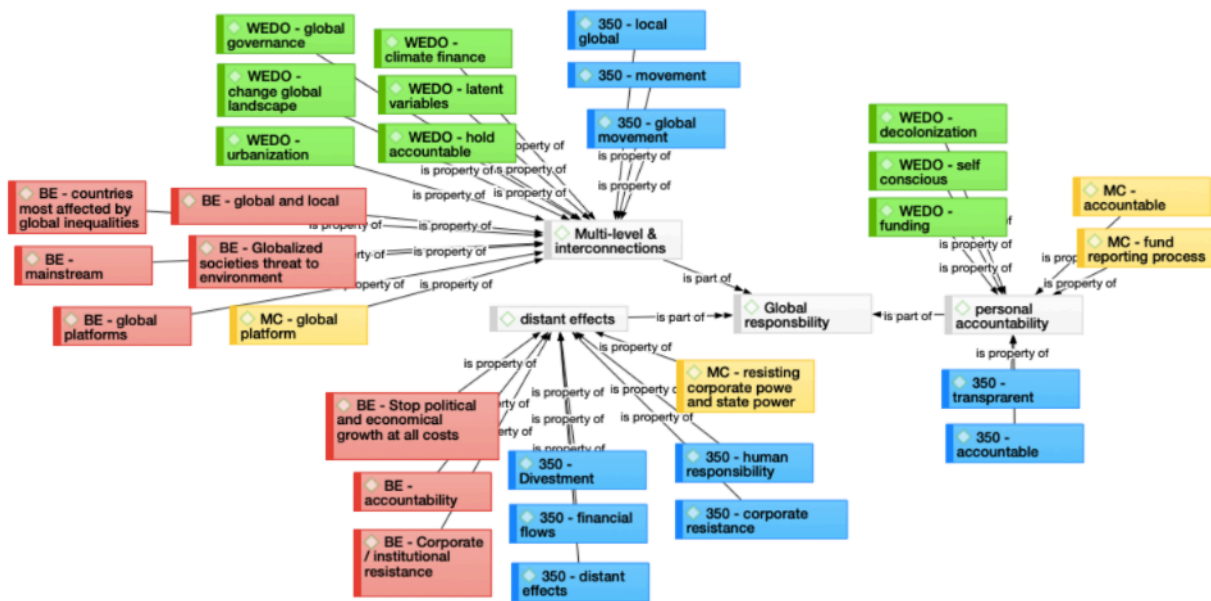


Figure 13: Network of codes linked to leverage point 6, created by the author in Atlas.TI, see appendix 7 for full size

| 6                          | Inclusion & diversity  | Code individual value / perspective                  | number of quotes |
|----------------------------|--|--|------------------|
| A                          | Multi-level analysis & Interconnections                        | BE - countries most affected by global inequalities  | 2                |
|                            |  | BE - global and local                                | 1                |
|                            |  | BE - global platforms                                | 5                |
|                            |  | BE - globalized societies threat to environment      | 3                |
|                            |  | BE - mainstream                                      | 1                |
|                            |  | MC - global platform                                 | 3                |
|                            |  | 350 - global movement                                | 2                |
|                            |  | 350 - local global                                   | 1                |
|                            |  | 350 - movement                                       | 8                |
|                            |  | WEDO - change global landscape                       | 10               |
|                            |  | WEDO - global governance                             | 4                |
|                            |  | WEDO - climate finance                               | 2                |
|                            |  | WEDO - hold accountable                              | 1                |
|                            |  | WEDO - latent variables                              | 1                |
|                            |  | WEDO - urbanization                                  | 1                |
| C                          | Reveal distant effects: traceability, transparency, spillovers | BE - accountability                                  | 3                |
|                            |  | BE - corporate / institutional resistance            | 3                |
|                            |  | BE - stop political and economic growth at all costs | 6                |
|                            |  | MC - resisting corporate power and state power       | 1                |
|                            |  | 350 - corporate resistance                           | 3                |
|                            |  | 350 - distant effects                                | 2                |
|                            |  | 350 - divestment                                     | 2                |
|                            |  | 350 - financial flow                                 | 1                |
| 350 - human responsibility | 2  |  |                  |
| D                          | Personal accountability  | MC - accountable                                     | 1                |
|                            |  | MC - fund reporting process                          | 2                |
|                            |  | 350 - accountable                                    | 2                |
|                            |  | 350 - transparent                                    | 2                |
|                            |  | WEDO - decolonization                                | 1                |
|                            |  | WEDO - funding                                       | 2                |
|                            |  | WEDO - self-conscious                                | 1                |

Table 11: overview of indicators and codes connected to leverage point 6

**6A/B/C. Multi-level analysis & interconnections to reveal distant effects:** Both ENDS' local partnerships are formed to contribute to a strong civil society that can check *"the power of both state and corporate actors, holds decision-makers accountable, and defends the rights of those marginalised"* (Both ENDS strategy, p. 8, 2020). Both ENDS (2020) promotes the use of accountability and judicial mechanisms to ensure that public development institutions uphold human rights and ecological values as fundamental norms. Mama Cash (2019) states that providing a global platform to local activists, provides the opportunity to draw worldwide attention to the impact of exploitation on life and living environment. 350.org's (2020) efforts aim to reveal the impact of the industry and put a stop to the industry's deceiving claims regarding their contribution to climate change. Therefore, 350.org (2020) states to put pressure on governments and to stand up to the fossil fuel industry. WEDO states that their power of advocacy is to call out the hypocrisy that some systems uphold, - systems that still perpetuate inequalities - to really promote gender equality and human rights. As they *"Advocate for transparent, democratic, accountable and effective global governance that provides space for civil society input at all levels"* (WEDO strategic plan, p.5, 2016). In addition, through monitoring efforts WEDO (2016) states to hold governments and international institutions accountable for their commitments to stimulates global responsibility.

**6D. Responsibility, accountability and transparency concerned their own role:** Both ENDS (2020) describes itself as an open organization that allows for quick response to opportunities as they arise. Also, their advocacy efforts towards accountability illustrates the importance placed on responsible action. However, reflective statements concerned their own position within processes are not included in the strategy report. Mama Cash (2015) indicates to be committed to be accountable and to evaluate and communicate the outcomes of their grant-making. This entails that the grantees are directly brought into contact with the donors, to share their own stories of success. Also, Mama Cash (2015) states to be aware of the power between funder and grantees. Therefore, the participatory grant-making is expanded to shifts power towards the grantees through collective decision-making. 350.org (2020) states to place a lot value on transparency and accountability to ensure the integrity of their work, while respecting everyone's right to privacy and ensuring people's safety. During the expert interview WEDO indicates to be self-aware about their position in global climate financing towards the grantees; especially when it comes to the conditionality. They state to be careful not to reproduce neocolonial structures and to be guided by the principles of equity and justice at different levels.

**Shared values/perspectives enhancing leverage point 6:** The partner organizations all insist on revealing harmful impact and demanding responsibility. First of all, focus on changing institutions and systems directly is strongly present among WEDO and Both ENDS. Second, indirect approaches entail strengthening local actors by providing them access to a global platform through which they may hold systems and institutions responsible.

#### 4.1.7 Leverage point 7: Technology, innovation and investments

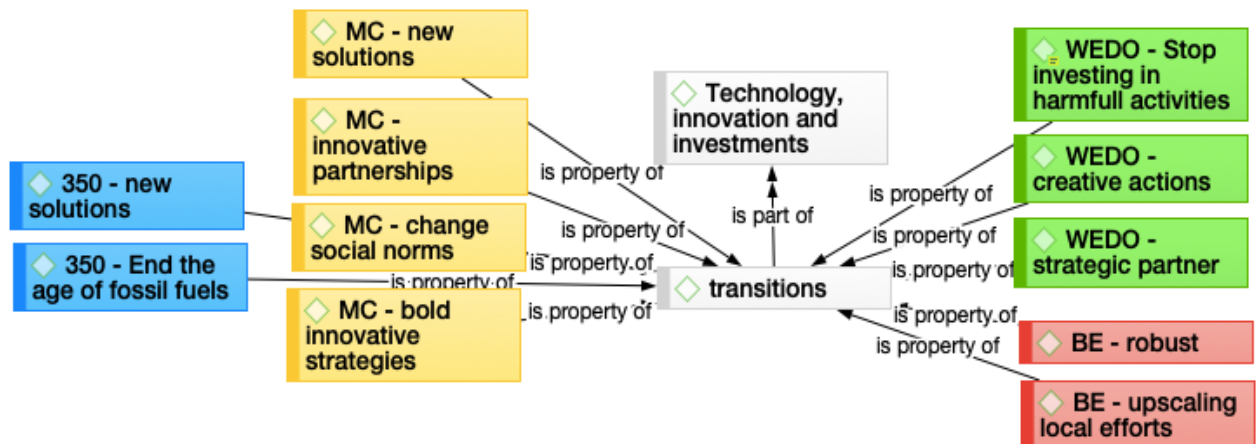


Figure 14: Network of codes linked to leverage point 7, created by the author in Atlas.TI, see appendix 8 for full size

| 7 Technology, innovation and investments | Code individual value / perspective | number of quotes |
|--|-------------------------------------|------------------|
|--|-------------------------------------|------------------|

|  |   |   |
|--|---|---|
| A Reduce negative impact through transitions | BE - Robust                                 | 1 |
|  | BE - Upscaling local efforts                | 4 |
|  | MC - Bold innovative strategies             | 1 |
|  | MC - Change social norms                    | 3 |
|  | MC - innovative partnerships                | 1 |
|  | MC - new solutions                          | 2 |
|  | 350 - new solutions                         | 5 |
|  | 350 - end the age of fossil fuel            | 3 |
|  | WEDO - Creative actions                     | 1 |
|  | WEDO - stop investing in harmful activities | 1 |
|  | WEDO - strategic partner                    | 1 |

Table 12: overview of indicators and codes connected to leverage point 7

**7A. Reduce negative impact through transitions:** Both ENDS (2020) mission mentions contributions to transformative change. One of their goals is: *“a massive upscaling and mainstreaming of bottom-up, planet-friendly practices, supported by favourable governance systems and availability of financial resources”* (Both ENDS strategy, p. 12, 2020). Both ENDS states that on a local level, actors are enabled to upscale their transformative practices. On a global level, Both ENDS aims to mainstream and integrate these transformative practices in a broader narrative that takes environmental sustainability, human rights and gender justice as the starting point. Mama Cash (2015) strategy is described as bold and innovative, aiming to transform social norms and attitudes, and to secure fundamental social change. Thereby, Mama Cash (2015) states that sustainable lasting change is brought about by collective action that addresses the root causes of inequality and injustice. Therefore, they support activists who introduce alternatives for the dominant oppressive structures and systems, especially communities vulnerable to capitalism, colonialism, patriarchy and racism. 350.org (2020) states to be bold, creative and strategic. They indicate to embrace experiments and new solutions, recognizing the need for innovative ways of problem solving. Their efforts are focused on accelerating the transition to a new, just clean energy economy to support 100% renewable energy for all. WEDO (2016) states to not only responds but also drive the narrative within the changing global landscape. By promoting *“a transition of our energy and economic systems — a transition which is just and supports the fulfillment of human rights — and solutions that shift focus away from climate change as a technical or market-based threat to a social and existential one, shifting the narrative from incremental to systemic change”* (WEDO strategic plan, p. 4, 2016).

**Shared values/perspectives enhancing leverage point 7:** EJ and WR organizations show that social and technological innovations can be proactive and go beyond the traditional ways of doing to stimulate transitions. The value that they have in common is the fact that they embrace transformative change. Whether it be transformation of the energy sector, social norms or other systems, the organizations all take a proactive approach towards promoting transformative systematic change.

## 4.1.8 Leverage point 8: Education and knowledge

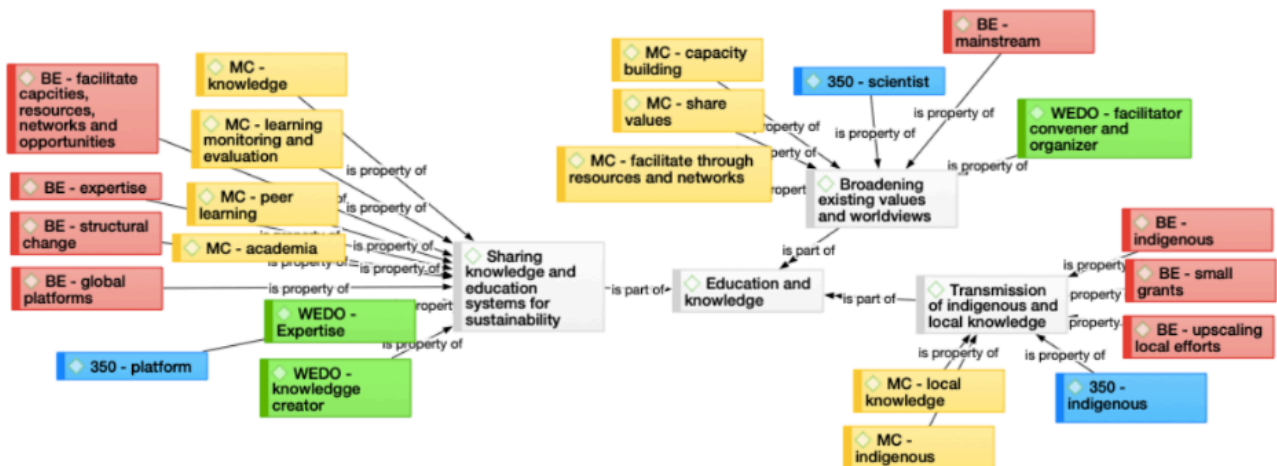


Figure 15: Network of codes linked to leverage point 8, created by the author in Atlas.TI, see appendix 9 for full size

| 8 Education and knowledge  | Code individual value / perspective                        | number of quotes |
|--|--|------------------|
| A Broadening existing values and worldviews                      | BE - mainstream  | 1                |
|  | MC - Capacity building                                     | 1                |
|  | MC - facilitate through resources and networks             | 9                |
|  | MC - share values  | 2                |
|  | 350 - scientist  | 1                |
|  | WEDO - facilitator, convener and organizer                 | 9                |
| B Transmission of indigenous and local knowledge and experiences | BE - indigenous  | 1                |
|  | BE - small grants  | 2                |
|  | BE - upscaling local efforts                               | 4                |
|  | MC - local knowledge                                       | 3                |
|  | MC - indigenous  | 7                |
|  | 350 - indigenous   | 2                |
| C Sharing knowledge and education systems for sustainability     | BE - expertise   | 1                |
|  | BE - facilitate capacities resource networks opportunities | 12               |
|  | BE - global platforms                                      | 5                |
|  | BE - Structural change                                     | 2                |
|  | MC - Academia  | 1                |
|  | MC - knowledge   | 3                |
|  | MC - learning monitoring evaluation                        | 3                |
|  | MC - peer learning   | 4                |
|  | 350 - platform   | 1                |
|  | WEDO - expertise   | 6                |
| WEDO - knowledge creator   | 2  |                  |

Table 13: overview of indicators and codes connected to leverage point 8

**8A. Broadening existing values and worldviews:** Both ENDS states *“To mainstream these concrete and feasible approaches and the norms they [local actors] promote, they must be integrated in a broader narrative of transformative change that takes environmental sustainability, human rights and gender justice as the starting point”* (p. 12, 2020). Also, Mama Cash (p. 17, 2019) states: *“We learn from our work and the work of our grantee-partners so we can improve our practice and contribute to knowledge that influences others to support feminist activism”*, this emphasizes the focus on broadening existing values and to share knowledge (8C). 350.org (2020) aims to broaden existing worldviews by shifting the focus on information the fossil fuel industry to information created by scientists and frontline communities. WEDO (2016) states to train and empower women to become decision-makers and to strengthen movements.

**8B. Transmission of indigenous and local knowledge and experiences:** According to Both ENDS local actors are supported to upscale their practices because as knowledge and experiences are appreciated, for example *“indigenous peoples and forest communities all over the world have proven to be the best protectors and managers of forest landscapes”* (Both ENDS strategy report, p. 6, 2020). Also, Mama Cash (2015) states to appreciate and support the local knowledge of women’s movements, as *“ideas also emerge from communities that have continued living in a sustainable way since before the arrival of extractive industries and destructive agriculture and development projects”* (Mama Cash, EJ, 2019). 350.org continues *“it’s also important to listen to indigenous, traditional and local knowledge. In many places of the world elders and community leaders are sharing their understandings of how ecosystems are changing”* (350.org, 2020).

**8C. Sharing knowledge and education systems:** According to Both ENDS (2020) civil society actors need capacities, resources, networks and opportunities to be successful. Therefore, they state to deliver support that included access to financial resources, expertise, networking, and alliance building. Mama Cash (2019) also aims to share experiences with women, donors, and policy makers, and to contribute to research using a gender lens. 350.org (2020) states to support the global movement with, among others, infrastructures that partners make use of. WEDO (2016) indicates to have built a broad expertise varying from climate change and biodiversity to cities and macroeconomics and to share this expertise with many partners. Also, WEDO (2016) makes efforts to maintains knowledge related to gender equality, women’s rights, sustainable development and environmental issues, to ensure targeted and effective outreach and information sharing.

**Shared values/perspectives enhancing leverage point 8:** A bottom-up approach which promotes solutions offered by the local level through an inclusive process (point 5) is important for all the partner organizations. This includes that the existing values and local knowledge are fostered and shared. Thereby additional knowledge is shared and education systems are nurtured by both WR and EJ organizations.

#### 4.1.9 The shared perspectives and values

Within alliances actors find each other because of their shared beliefs, worldviews and paradigms according to de Haan and Rotmans (2018). The similar notions of an equitable and sustainable world therefore indicate a solid common ground for collaborations between the researched WR and EJ organizations. The notions of a prosperous society in balance with nature is thus reflected within both the individual visions and the shared vision. The similarity in worldviews is an obvious motivator for actors to connect to the same pathways. But more interesting is the nuanced approaches and underpinning values and perspectives of the organizations that lead to these visions and enabled the collaboration. Therefore, it is important to look beyond the vision and examine the additional arguments for engaging in this alliance. Having an overview of the shared values (table 14) it can be reflected in which manners transformative change towards sustainable and equitable pathways might be enhanced. The perspectives, approaches and visions conducive to sustainable and equitable outcomes discussed explains based upon which common values the organizations develop collective strategies. Thereby these values may enhance the leverage points and increase the opportunity to support pathways towards sustainability and equity. To answer the first sub-question - **Which shared values and perspectives of the EJ and WR actors can support the leverage points to transform systems?** - the following shared values and perspectives were discovered which might enhance the leverage points:

| Leverage points                                  | values/approaches which may enhance the leverage points  |
|--|--|
| 1 Vision   | Integrative approach based on environmental justice and women's rights couples human well-being to non-human prosperity and protection                   |
| 2 Consumption and waste                          | Promotion of structural economic and political reforms, thereby, support communities that are least responsible and who bear the burden                  |
| 3 Unleash latent capabilities, relational values | Favoring bottom-up approaches; bringing the voices of the local level to the global level to unleash latent capacities and relational variables.         |
| 4 Reducing inequalities                          | Shift global power from corporations and governments to civil society; address multiple forms of injustice simultaneously to create equitable approaches |
| 5 Inclusion and diversity                        | Self-leadership is important and contributes to inclusive transformations  |
| 6 Global responsibility                          | Creating a global platform to reveal structural externalities on vulnerable communities  |
| 7 Technology, innovation investment              | Go beyond the traditional ways of doing, promote alternatives to stimulate transitions   |
| 8 Education and knowledge                        | Sharing and nurturing of local knowledge and accumulated expertise through building networks and supporting movements                                    |

**Table 14:** possible indicators of the leverage points of Chan et al. (2020) favoring pathways towards sustainability, created by the author based on the literature review

## 4.2 The transformative actor roles

The transformative nature of the partner organizations is clearly visible within their perspectives and values as they propose fundamental changes in systems. The manner in which those values are expressed and lead to action determines the actor role of an organization. And within collaborations the combination of actor roles present has an impact on the dynamics. As described by de Haan and Rotmans (2018) organizations can adopt various roles simultaneously. In this section, first, the individual actor roles of the partner organizations will be presented these answers are based on their contributions to the collaboration as indicated in the interview and through in-depth document analysis. Second, the dynamics within the collaboration will be discussed, this is based upon the interviews wherein the actors reflect on each others presence. These two steps allow for an answer of the second sub-question:

### **2. What kind of transformative actor roles can be found within the collaboration of EJ and WR organizations?**

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#### 4.2.1 The actor roles of Both ENDS

Both ENDS (2020) states to engage in global and international networks, platforms and alliances. In addition, references can be found to the people that they serve, being the global communities and problems addressed, such as global inequality (Both ENDS, 2020). This emphasizes their presence on a global level. The systemic and structural change that Both ENDS desires to create is also frequently discussed. One of Both ENDS' long-term goals is "*Systemic change in public institutions that works for people and planet*" (Both ENDS strategy report, p. 7, 2020). Therefore Both ENDS (2020) developed proposals for structural changes in policies, financial systems and development agendas and contribute to the creation of new systems and changes in current systems. According to Both ENDS systemic change in public institution "*requires policy coherence and consistent decision-making across all sectors*" (Both ENDS strategy report, p. 10, 2020) which is supported through their lobbying and advocacy efforts. These descriptions of global presence, contributions to system change and creation of coherence within transitions indicates the Toppler role.

Connecting people for a change is the slogan of Both ENDS (2020). "*For over 20 years, Both ENDS has been instrumental in co-founding and upscaling regional and global networks of CSOs*" (Both ENDS strategy report, p. 12, 2020). Through their work with civil society organizations and other strategic allies they lobby and advocate for change. With these efforts they make solutions available for society and connect the solutions to systems, as a true connector would do according to de Haan and Rotmans (2018). These qualities are also externalized: Both ENDS (2020) states to

supports partners by providing facilitating access to financial resources and expertise, networking and alliance building among others. This could strengthen their network by enabling their partner organization to adopt a connector role as well. The role of connector is thus prominently present within Both ENDS.

As can be viewed in the word cloud the word support occurs frequently, this is a good example that the meaning behind the words is critical. Indeed, Both ENDS (2020) does state to provide financial resources to the local level, and thereby enact the role of a supporter to a certain extent. But the overall supportive actions of Both ENDS can be linked to the role of a transformative change agent that is directly involved in political and practical processes, such as alliance building and lobbying and advocacy activities therefore the chosen dominant actor roles are Toppler and Connector.



Figure 16: Both ENDS actor roles based on frequency of occurring roles and activities used to navigate to the specific actor roles within the strategy report.

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#### 4.2.2 The actor roles of Mama Cash

Mama Cash (2019) is a global fund and states to bring together stakeholders and (feminist) activists. The facilitation efforts are indicated as essential to ensure that partners' activities are successful. As explained in the expert interview, often this entails indirect contributions whereby the presence of Mama Cash is not required as they themselves do not directly engage in policy making with governments. Delivering support to emerging as well as existing groups is of high importance to Mama Cash, this is often done through financial support, as outlined in their annual report (Mama Cash, 2019). Mama Cash believes in supporting *“the collective action of women, girls, trans and intersex people will effect profound social and environmental change – change that is urgently required for a just and joyous world”* (Mama Cash, p. 6, 2019) thereby *“dynamic movements require*

*more and better funding for their crucial, transformative and often risky work” (Mama Cash, p. 4, 2019). As previously indicated Mama Cash is self-aware of the power dynamics between funders and grantees within the feminist movement (leverage point 6D). Therefore they promote that funding decisions are made by the movements they serve, “because activists are very well positioned to identify the challenges they face and the support they need” (Mama Cash, p. 4, 2019). Mama Cash thus contributes indirectly to transformative change within the role of a Supporter. Their mission is to help “to build the partnerships and networks needed to successfully defend and advance women’s, girls’, trans and intersex people’s human rights globally” (Mama Cash, p. 3, 2019) indicating an additional role as a Connector.*

Mama Cash thus positions themselves as a strong Supporter by funding and providing legitimization of proposed solutions. In addition, they adopt a Connector role by linking their grantees to global networks and encouraging them to build alliances.



Figure 17: Mama Cash actor roles based on frequency of occurring roles and activities. Used to navigate within the strategy reports.

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### 4.2.3 The actor roles of 350.org

During the expert interview 350.org was described as a bridge builder that connects movements. Also, references were made to trust building efforts and high value was placed on operating in the middle - thus in between other movements. Thereby 350.org states to embrace an intersectional approach by bringing a diversity of movements together. Through facilitating social movements and ‘people power’ 350.org states to be involved in the transformative process in an early stage, making them aware of what is going on inside the movements (350.org expert interview, 2020). By asking what sets 350.org apart from other environmental organizations, it was explained that they

often support movements without being on the forefront (350.org expert interview, 2020). Meaning conscious deliberations are made in terms of the presence; sometimes 350.org is very visible and sometimes they decide to operate more on the background. Rather than leading, 350.org (2020) states to provide the infrastructures, coordination and support. For example space, platforms and amplifications are given to partners who do not have the same access to being heard as the more traditional organizations have (350.org expert interview, 2020). Thereby, 350.org (2020) indicates to invest a lot in leadership building and grassroots organizations and the term movements generosity was used during the expert interview to describe this approach.

The document analysis of 350.org further illustrate formation of partnerships and networks with local climate movements, activists and organizations. Also, an high impact on a global level and success of their approach were outlined as “350 quickly became a planet-wide collaboration of organizers, community groups and regular people fighting for a fossil free future” (350.org, 2020).

The organization 350.org can thus be characterized by their ability to empower other movements from behind the scenes, this underlines their role as Supporter. In addition, their indication to be a bridge builder, and references to be involved in early stages of transformative processes indicates the role of Connector.



Figure 18: 350.org actor roles based on frequency of occurring roles and activities. Used to navigate within documents

#### 4.2.4 The actor roles of WEDO

The organization WEDO has a clearly defined vision of system change centered by social justice on a global level outlined in their strategic plan; “a transition which is just and supports the fulfillment of human rights — and solutions that shift focus away from climate change as a technical or market-based threat to a social and existential one, shifting the narrative from incremental to systemic

change” (WEDO, p.4, 2016). Through their advocacy, leadership and capacity building efforts (WEDO, 2016) their vision and values are externalized. WEDO explains during the expert interviews that for over 35 years they have partnered with both environmental justice as women’s rights organizations, thereby their focus has been on how to bridge and operate as an intersecting organization. The interviewee continues that in global politic spaces the focus has been on addressing these intersecting needs and centering them in the decision making processes, making sure that those spaces are not being siloed. In terms of spaces that WEDO is present in they state to be confident to have a real strength as global policy organization (WEDO expert interview, 2020). WEDO’s strategic plan indicates the aim to continue to play a leading and facilitating role. For example, through their work with civil society partners, from local to international levels, WEDO states to have brought wide attention to the intersection of gender and climate justice and influence global policy agendas. According to WEDO (2016) their actions respond and drive the narrative within the changing global landscape.

WEDO thus describes itself as a multidimensional organization, supporting both feminist and environmental justice movements by connecting their local needs to global processes. This indicates the role of a Connector. Thereby their advocacy work and role to drive the narrative within transformative change indicates the position of the Toppler.



Figure 19: WEDO actor roles based on frequency of occurring roles and activities. Used to navigate within documents

## 4.2.5 Actor dynamics within GAGGA

The partner organizations thus bring various strategies to the table when it comes to creating transformative change. Table X provides an overview of the discovered actor roles which were discovered in the previous section. During the expert interviews multiple references were made to an organization either being an NGO or a fund and adopting therefore a different role. The organization type can also be viewed in table 15.

| <b>Organization</b> | <b>dominant actor roles</b>  | <b>Organization type</b>                   |
|---------------------|--|--|
| Both ENDS           | <ul style="list-style-type: none"> <li>• Toppler</li> <li>• Connector</li> </ul>   | Environmental justice NGO                  |
| Mama Cash           | <ul style="list-style-type: none"> <li>• Supporter</li> <li>• Connector</li> </ul> | Women's rights fund                        |
| 350.org             | <ul style="list-style-type: none"> <li>• Supporter</li> <li>• Connector</li> </ul> | Climate justice non-profit organization    |
| WEDO                | <ul style="list-style-type: none"> <li>• Toppler</li> <li>• Connector</li> </ul>   | Women's rights & Environmental justice NGO |

**Table 15:** overview of actor roles within the GAGGA alliance

Based upon the actor role descriptions it can be concluded that Mama Cash being a fund and 350.org identifying itself as a movement, adopt a more indirect approach when it comes to creating transformative change. Their qualities can mainly be found in empowering others to create transformative change, they support the movement, underline the societal need for change and provide legitimization to the transformative processes. As de Haan and Rotmans (2018) explained, the role of supporters are not considered transformative actors within the alliance but instead crucial actors that facilitate change agents within the processes. To stay within the concepts of de Haan and Rotmans (2018) they are backing the alliance existing of Topplers, Connectors and Frontrunners by being a Supporter. Also during the expert interviews it was indicated that, a fund, is in nature more of a facilitating organization than NGOs. This also entails that the values and perspectives of the grantees (possible Frontrunners) seem to play larger role in determining the course of the pathway and the the (political) perspective of the funds are not leading (expert interviews, 2020). The NGOs, Both ENDS and WEDO, differ in their strategic approach by focussing more on externalizing their values, perspectives and consciously shape the transition, as fits the Toppler role. During the expert interviews it was indicated that their individual political perspectives therefore play a larger role. In section 4.3 it will be elaborated in which manners these differences may strengthen the collaboration.

Besides the differences, also a similarity can be noted. Namely the role of Connector is strongly present in each partner organization. Connectors play a fundamental role in the formation of alliances (de Haan & Romans, 2018), as the partner organization are responsible for establishing and continuing the GAGGA alliance this fits their position well. The purpose of the GAGGA alliance is to connect WR and EJ organizations; the Connector role accentuates the ability to connect actors based on shared values therefore it is a role of high value for the strategic partnership.

To answer the second sub-question - **What kind of transformative actor roles can be found within the collaboration of EJ and WR organizations?** - first of all, it should be acknowledge that the GAGGA alliance includes more organizations than the researched strategic partnership between Both ENDS, Mama Cash, 350.org and WEDO. The local grassroots initiatives that GAGGA supports included women-led community based organizations (CBOs) as can be viewed in figure 15. These CBOs can are primary formed by Frontrunners which are characterized by their solution driven and entrepreneurial nature (de Haan & Rotmans, 2018). Becoming part of GAGGA entails that the grassroots initiative evolves from a single-solution system to alignment with a broader stream. Through the actions of the Connectors, (Both ENDS, Mama Cash, 350.org and WEDO) multiple single-solution systems are addressed simultaneously leading to a multiple-solution approach. This supports the integrative approach that is needed to create and facilitate sustainable and equitable pathways. Thanks to the involvement of Topplers (primary Both ENDS and WEDO) the values are externalized and the multiple-solutions start to shape among other political and economic systems. Supporters (Mama Cash and 350.org) the movement provide legitimization and further institutionalization of the proposed alternative systems.

## 4.3 Discussion of the values, perspectives and actor roles

In this section it is reviewed how the similarities and differences among the partner organizations can strengthen (or constrain) the collaboration. Discussion of the findings of the previous sub-questions and their correspondence to the spheres of transformation - as explained in section 2.5 - will support answering the third sub-question:

### 3. In which manners do the values, perspectives and actor roles complement each other to deliver transformative change?

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#### 4.3.1 Practical sphere: behaviors and technical responses

The practical sphere represents actions, interventions, strategies, and behaviors directly contributing to desired sustainable outcomes (O'Brien, 2018) thereby, and as outlined in sections 2.1.2 and 2.5 the role of collective agency and change agents is crucial. This raises the question: in which manners are change agents supported?

First of all, environmental justice and women's rights organizations state that the people least responsible for issues related to the environment and inequalities often carry most of the burden (shared value 2). As de Haan and Rotmans (2018) and Giddens (1984) explain actors need to have the capability to intentionally produce a particular outcome to exert their agency to make a difference. To protect and empower the most vulnerable a strong civil society is prioritized and a bottom-up approach supporting various local communities and movements can be found among the strategies of women's rights and environmental justice organizations (shared value 3). Small differences can be found in the specification of which vulnerable people should be empowered, an overview of who is empowered can be reviewed in section 4.1.1 (1D Agency). Whereas the environmental justice organizations focus on a broader variety of change agents, the women's rights organizations' empowerment is focused on primary women and intersecting social categories. To address the root causes affecting issues related to gender and the environment an integrative approach should, according to Detraz (2017), go beyond women's vulnerability, marginalization, and fixed gender roles, and instead focus on agency, resilience, and empowerment. Therefore the expertise of Mama Cash and WEDO which focuses on women as change agents and self-leadership (section 4.1.5) could be of high value. During the expert interviews, the environmental justice organizations stated to embrace the opportunity to learn better how to apply a gender lens and to really prioritize women as change agents.

Second, Leichenko and O'Brien (2019) explain the future changing patterns of the environment - such as a change in resources available and changing climate conditions - should be taken into account when supporting green transitions. The expertise of Both ENDS supports change agents

to perform and upscale sustainable transformative practices (section 4.1.7), this can support green transitions. Also during the expert interviews, the expertise of Both ENDS on environmental justice and sustainable agricultural practices was indicated to be a learning opportunity for women's rights organizations. In addition, the expertise of 350.org to facilitate mobilization and to scale-up movements provides an opportunity to increase impact in the practical sphere. However, next to scaling up existing sustainable initiatives, also alternatives should be promoted (Both ENDS, 2020), this enhances the fundamental dimension of transformative change (Chan et al., 2020).

As WEDO explains during the expert interview, good programming has always been about approximately 80% direct finance to support grassroots gender-just solutions in communities and to direct services. This can be related to the empowerment of change agents and the practical sphere. WEDO continues that the remaining 20% of the programming should be focused on analyzing the ability, building connections between the impact that people are facing in certain communities, and addressing the root causes of those challenges. The later focus can be related to WEDO's efforts to create fundamental systemic change, this will be elaborated in the next section.

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### 4.3.2 Political sphere: systems and structures

In the political sphere, the question is raised: what systems and cultures should be shifted and how can you influence these shifts? Thereby the power to influence decision-making processes is indicated to be a crucial driver (Leichenko & O'Brien, 2019). The shared values and perspectives indicate that political and economical structures should be reformed (section 4.1.2) and, to accomplish this shift, the global power should shift from corporations and government towards civil society (section 4.1.4).

As indicated in section 4.2.5 WEDO and Both ENDS, externalize a strong political agenda and engage more directly in lobbying and advocacy activities than Mama Cash and 350.org. Both ENDS states to “develop proposals for structural changes in policies, financial systems and development agendas that prioritise people and planet over corporate profits” (Both ENDS, p. 11, 2020). And WEDO states to be “Leading global advocacy for women’s human rights and environmental justice across policy spaces” (WEDO, p. 5, 2016). Through these efforts, the ‘rules of the game’ are challenged to shift power relations and to incorporate humanist ideals. Therefore Both ENDS and WEDO are valuable partners to enhance transformative change in the political sphere.

Next, through collaborations, a greater influence in the practical sphere can be created (Leichenko & O'Brien, 2019). Each WR and EJ organization has its connections and networks, the sphere of influence increases (section 4.1.8C). Therefore, the shift needed can be advocated on a greater scale, which may increase the impact. Also, as 350.org indicates during the expert interview, that

by forming the alliance, funding opportunities are expanded. The increased funding enables the GAGGA collaboration to provide more support to local groups and movements. This can indirectly contribute to shifting power (Leichenko & O'Brien, 2019). The collaboration, therefore, creates the opportunity to obtain a stronger and greater position in the political sphere of transformation.

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### 4.3.3 Personal sphere: beliefs, values, worldviews and paradigms

The personal sphere represents the values an organization stands for, and their perspectives regarding change (Leichenko & O'Brien, 2019). The values and perspectives were extensively analyzed in section 4.1, in this section the relation to the personal sphere will be discussed.

First of all, the belief that civil society can make a difference, thus prioritizing human agency and collective action (Leichenko & O'Brien, 2019), which results in empowering change agents, enhances transformative change. This is a belief that both, the women's rights and environmental justice organizations embrace (section 4.1.1D and 4.3.1).

Second, cross-cutting chains in the process of transformative change are essential (Guevara de Molina & Pla Julián, 2013; Shot & Steinmueller, 2018). As explained in section 2.1.2, combining the feminist and environmental justice lenses create an integrative discourse focussing on social, economic, political, and environmental inequalities (Martin, 2003). When addressing these global inequalities the demarcation of gender, environmental, and climate justice should be addressed simultaneously (section 4.1.4). This forms a better understanding of the challenges, the root causes that need to be addressed, and collaborative action that is needed to achieve pathways towards both, sustainability and equity.

According to Detraz (2017), and as indicated during the expert interview with WEDO, environmental scholars tend to overlook patriarchal systems and masculinity and how they are reproduced. The presence of women's rights organizations in the collaboration could prevent by sharing their expertise on how to apply a feminist analysis. As became apparent during the expert interviews, the organizations state to highly value the differences in perspectives - as the women's rights organizations represent a feminist perspective, the environmental justice organizations embrace this as an opportunity to learn. Likewise, Mama Cash acknowledges the differences in values and perspectives as overall positive and the opportunity to learn how to integrate sustainable approaches in their feminist agendas. Thereby the openness to learn from one another is highly appreciated by Mama Cash.

Third, Guevara de Molina and Pla Julián (2013) indicate the power relations and values underpinning the socio-ecological systems that we - human beings and nature - constitute must be revised. This can be seen as an appeal for an entirely new paradigm and ways of thinking about relationships

between humans, non-humans, and the environment (Leichenko & O'Brien, 2019). WEDO states they promote “solutions that shift focus away from climate change as a technical or market-based threat to a social and existential one, shifting the narrative from incremental to systemic change” (WEDO strategic plan, p. 4, 2016). This worldview that WEDO presents limits the risks of overstating the role of technologies and reducing the problem to the individual or corporate behavior in the practical sphere (Leichenko & O'Brien, 2019). Thereby it emphasizes a more foundational approach, as WEDO states to drive the narrative to center social justice. In the same manner, Both ENDS (2020) advocates that transformations should center human rights and ecological values as fundamental norms.

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#### 4.3.4 Complementing values, perspectives and actor roles

While in the previous sections three differing entry points were highlighted, transformations need to be promoted and activated from with the practical, political, and personal spheres simultaneously as they are highly interconnected (Leichenko & O'Brien, 2019). Thus to answer the third sub-question - **in which manners do the values, perspectives and actor roles complement each other to deliver transformative change?** - the answer can be found in the differences among the organizations which support the activation and promotion of transformative change from three entry points.

In the practical sphere, the women’s rights organizations strengthen the strategies and programs to empower women to become change agents. And the environmental justice organizations provide expertise and alternatives to enhance sustainable outcomes (Both ENDS) and mobilize movements (350.org) to accelerate transitions.

In the political sphere, the presence of WEDO and Both ENDS strengthen the direct impact through their political agenda and advocacy and lobbying actives. In addition, the power to includes is increased as the collaborations expand the sphere of influence. This results in a stronger position to promote the political agenda and increase funding opportunities.

In the personal sphere, the variety of perspectives leads to an integrative approach. Mainly WEDO and Both ENDS directly drive the narrative and paradigm of transformations to center social and environmental justice. Thereby, the feminist perspective of WEDO and Mama Cash can support the prevention of the reproduction of patriarchal systems (in the political sphere). Last but not least, both, women’s rights and environmental justice organizations, prioritize human agency and collective action, this strengthens the belief that society can make a change and contribute to sustainable and equitable outcomes (in the practical sphere).

## 5 Conclusion

The analysis shows three manners through which the integrative approach of women's rights organizations and environmental justice organizations may support transformations to pathways conducive to sustainability and equity. Thus, to answer the research question - **How can a collaboration enable environmental justice and women's rights organizations to support pathways to sustainability and equity?** - the following three ways may support transformations towards sustainability and equity.

First of all, the shared values and perspectives of women's rights and environmental justice organizations, enhance the eight leverage points (Chan et al.2020) needed to create transformative change towards sustainability and equity in the following ways;

1. The combination of environmental justice and feminist perspectives leads to an integrative coupling of human well-being to non-human prosperity and protection.
2. Structural economic and political reforms are promoted, thereby, empowerment of the most vulnerable and least responsible communities and groups is prioritized.
3. The organizations' strategies favor bottom-up approaches; they bring the voices of the local level to the global level to unleash latent capacities and relational variables.
4. Efforts have been made to shift global power from corporations and governments to civil society. Also, multiple forms of injustice are addressed simultaneously.
5. Self-leadership is prioritized as it may contribute to inclusive transformations
6. Global platform are established/supported to reveal structural externalities on vulnerable communities
7. The efforts go beyond the traditional ways and promote alternatives to stimulate transitions
8. Local knowledge and expertise are enhanced/shared through building networks

Second, the presence of various transformative actor roles - Supporter, Connector, Toppler - strengthens the collaboration to contribute to transformative change. All organizations being strong Connectors increases the impact and entails that multiple single-solution systems are addressed simultaneously leading to a multiple-solution approach. The Toppler roles (primary Both ENDS and WEDO) ensure that the values resulting in multiple solutions are externalized and made available to society through actively shaping systems. Thereby, the Supporters (primary Mama Cash and 350.org) provide legitimization and further institutionalization of proposed alternative systems.

And third, the variety in values, perspectives, and roles leads to complementary actions in the three spheres of transformation. In the practical sphere, the expertise on empowering women of the women's rights organization strengthens strategies to focus on agency and center women as powerful change agents to overcome vulnerabilities. The expertise of the environmental justice organization on promoting alternatives and upscaling sustainable outcomes supports change

agents to overcome their vulnerabilities and also, to become more resilient. In the political sphere, the strong political agenda of WEDO and Both ENDS directly promotes a shift in economic and political systems to center social and environmental justice. Mama Cash and 350.org, indirectly shift power within structures by supporting movements that provide resistance to current power disparities. Both environmental justice and women's rights organizations push power from corporations and governments towards civil society. In the personal sphere, the complementing perspectives of all organizations enhance the development of an integrative approach and vision to support transformations towards both, sustainability and equity. Addressing these spheres simultaneously is essential to support transformations towards sustainability and equity.

## **6 Reflection on the literature**

Two contradicting discourses on gender equality can be found in the introduction. The UN statements such as 'a fair future for all' and 'to leave no one behind' were given as handholds to the concepts of sustainability and equity. Thereby the UN indicates gender disparities as a driver of inequality (UN SDGs, 2021). Next, it was explained how women's rights organizations and feminist scholars identify that the LGBTQ community as marginalized communities and should therefore be empowered to overcome the gender disparities. Zooming in on UN SDG 5: Gender equality, no references are made to LGBTQ people. Rather there is an explicit focus on women and girls. In my opinion, the UN perspective on gender equality is not fully in line with the perspectives of the women's rights and environmental justice organizations, as the latter organizations aim to be more specific and inclusive in their approach to include all marginalized communities of gender disparities.

Also, in the theoretical framework, contrasting discourses can be found. O'Brien states that "the personal shows up in the political and practical spheres in material and non-material ways, influencing how people and resources are treated, both in the present and future" (O'Brien, p. 156, 2018). The non-human nature is in the previous statement marginalized to a resource, which automatically indicates the function of non-human nature to serve humanity. This underlines a human-centric approach taken by O'Brien (2018). Personally, I would favor the description of the personal sphere as the dimension wherein human relationships and (harmonious) relationships with non-human nature are envisioned, as done in the IPBES report (2019).

## 7 Limitations of the research

First of all, how the leverage points can be enhanced and which actor roles are performed are based on statements of the women's rights and environmental justice organizations. These statements are derived from strategy reports, websites, and interviews and are therefore highly biased as they mainly emphasize favorable outcomes. Therefore, it cannot be assumed or guaranteed that all the conducive conditions created through collaborating actually create the sustainable and equitable world as envisioned. However, the opportunities to enhance transformations are present and now it is up to the organization to follow up their own goals and strategies. The second limitation is the small amount of performed interviews as already discussed in section 3.4.3.

## 8 Suggestions for further research

Chan et al. (2020) developed a framework - levers and leverage points - with the aim of enabling civil society, among others, to create transformative changes towards a more just and sustainable world. One of the cross-cutting insights of Chan et al. (2020) is that barriers to transformative change that arise from substantial disparities in power remain a challenge. Thereby it is also power disparities that drive gender inequality. Within this research various suggestions to overcome power disparities have been indicated, such as empowering groups and movements that provide resistance to oppressive systems (practical sphere), advocating a more right-based approach (political sphere), and a reformed world view based on equity (personal sphere). However, these are still very general and vague approaches. Therefore I would suggest further research with a more explicit focus on how to overcome the power disparities to achieve transformative change and/or gender equality.

According to Rotmans (2014), the downside of rapid transformations is that vulnerable people cannot always keep up with the changes. This results in disparities within our society and needs to be addressed to move forward most sustainably and fairly (Rotmans, 2014). The advantage of the empowerment of change agents and efforts in the practical sphere is that through this bottom-up approach vulnerable people are part of the transformations and transition, which would allow them to keep up with the changes. However, the advocacy and lobbying efforts within the political sphere may require more attention to creating inclusive transformations. Further research on how to simultaneously addressing transformations in the practical and political sphere to achieve inclusive transformations might be interesting. Thereby focus can be brought to which extent the organization's individual political agenda represents the local concerns and practices (practical sphere) and to which extent the agenda contributes to a wider paradigm (personal sphere) to create inclusive transformations.

## 9 Recommendation to the GAGGA alliance

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### 9.1 Embracing the differences

During the expert interviews it was indicated that, due to having different (world)views, it may be very time-consuming to establish a collaborative approach, also, that different terms and languages were used, and disagreements may arise. Especially, in terms of having a (political) agenda differences can be noted. However, the variety of being directly or indirectly involved strengthens the alliance. This results in enhancing transformations on multiple indicators in multiple spheres simultaneously. Thus, by being different - having different strategies, approaches, and actor roles - the alliances is strengthened. The first recommendation is, therefore: to embrace the differences of one another and extend your individual expertise to one another without aiming to fundamentally change one another. For example, the more direct engagement of WEDO and Both ENDS in the political sphere could strengthen the collective aim to enhance policies to incorporate gender-sensitive responsive approaches. While the more indirect approach of Mama Cash and 350.org prioritizes the focus on the change agent which is essential within bottom-up approaches.

### 9.2 Expertise on gender and sustainable transformative approaches

Both, the environmental justice organization and women's rights organizations, stated to look forward to gathering more expertise. Through collaborating a learning opportunity arises to gather more expertise on how to apply gender lenses and how to support transformative sustainable alternatives. This enhances the opportunity to address the root causes of vulnerability in social, cultural, economic, and political dimensions. Supporting the creation of sustainable and gender transformative approaches on a larger scale. Eventually, this could lead to more effective output and enhance sustainable and equitable outcomes in the practical sphere. Therefore, it is recommended to clearly develop a clear learning plan and to actively provide feedback to indicate where one another's blind spots are within programs and proposals.

### 9.3 Collective power

Last, the opportunity to enhance funding is increased because donors may request integrating gender mainstreaming in program proposals. Also, as the network and sphere of influence increase, the opportunity to gather funding is enhanced. More funding may improve their own capacities and result in expanding the support on the local and global levels. Therefore, it is recommended to continue to apply collaboratively for funding.

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# 11 Appendix

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## 1. Interview guide

Goal of the interviews is to find out **Why environmental justice and women's rights organizations consider working together/collaborative action as a strategic decision to attain their goals towards just and sustainable transformations.**

### 1. Driving values of Both ENDS

What are the key change that you would like to see in the world?

What is the mission and vision of Both ENDS?

Which key values drive Both ENDS to change the world?

In which ways can the better world that you just described be achieved? (What is your Strategy/ToC?)

### 2. The role of Both ENDS within the collaboration

What motivated Both ENDS to cooperate with women's rights movements and climate justice movements?

Which values and goals do you feel you share most strongly with WR movements? In which ways do they differ?

Which values and expertise do you represent that can support other partner organizations when cooperating? On which areas do you learn from other organizations?

### 3. Collaborative interventions

Which collaborative strategies, outcomes and/or interventions leading to just and sustainable transformative change are most important to you?

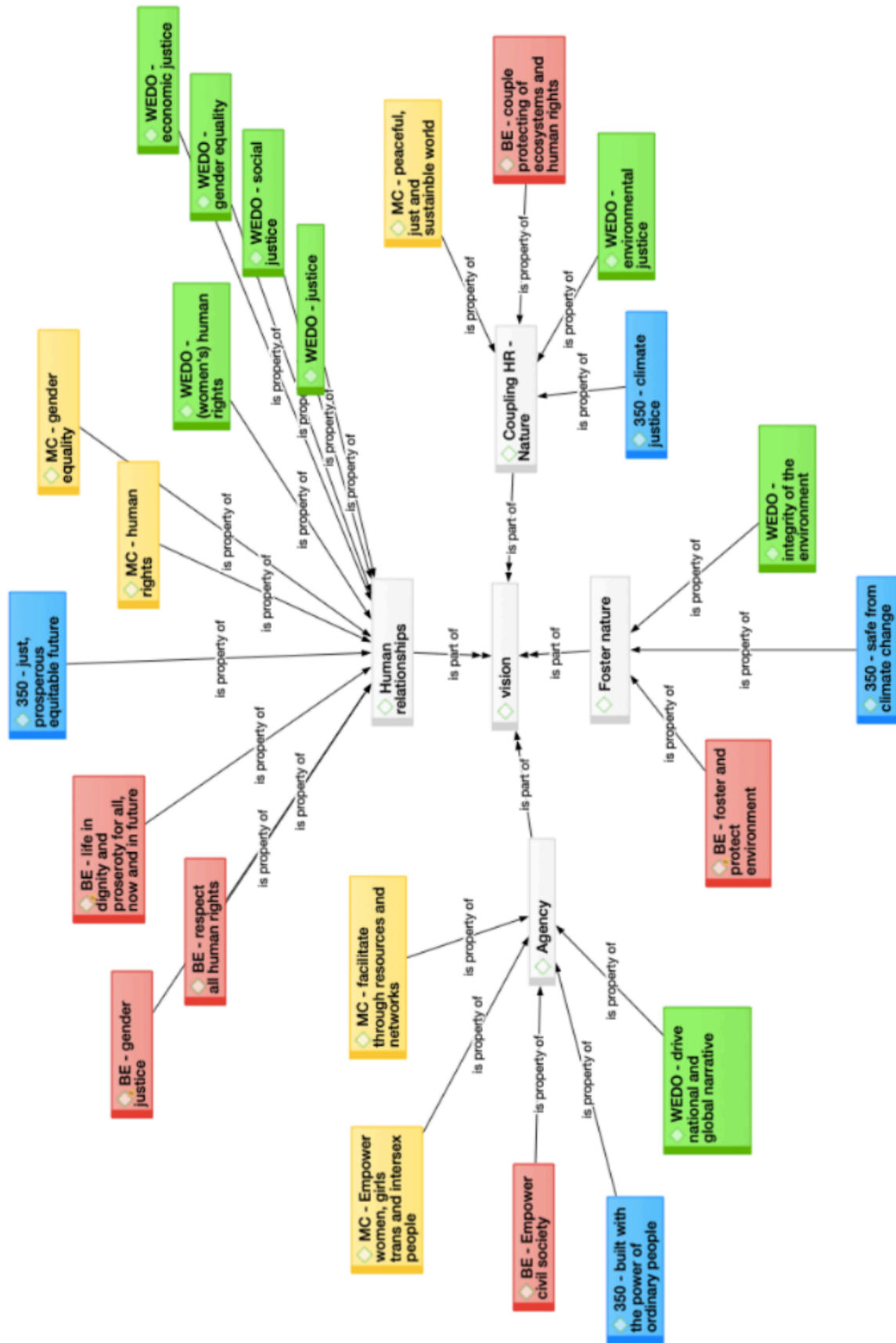
How does the collaboration with WR organizations enhance to these interventions?

Which additional challenges may arise because of collaborating across various sectors with multiple strategic partners and how do you deal with those challenges?

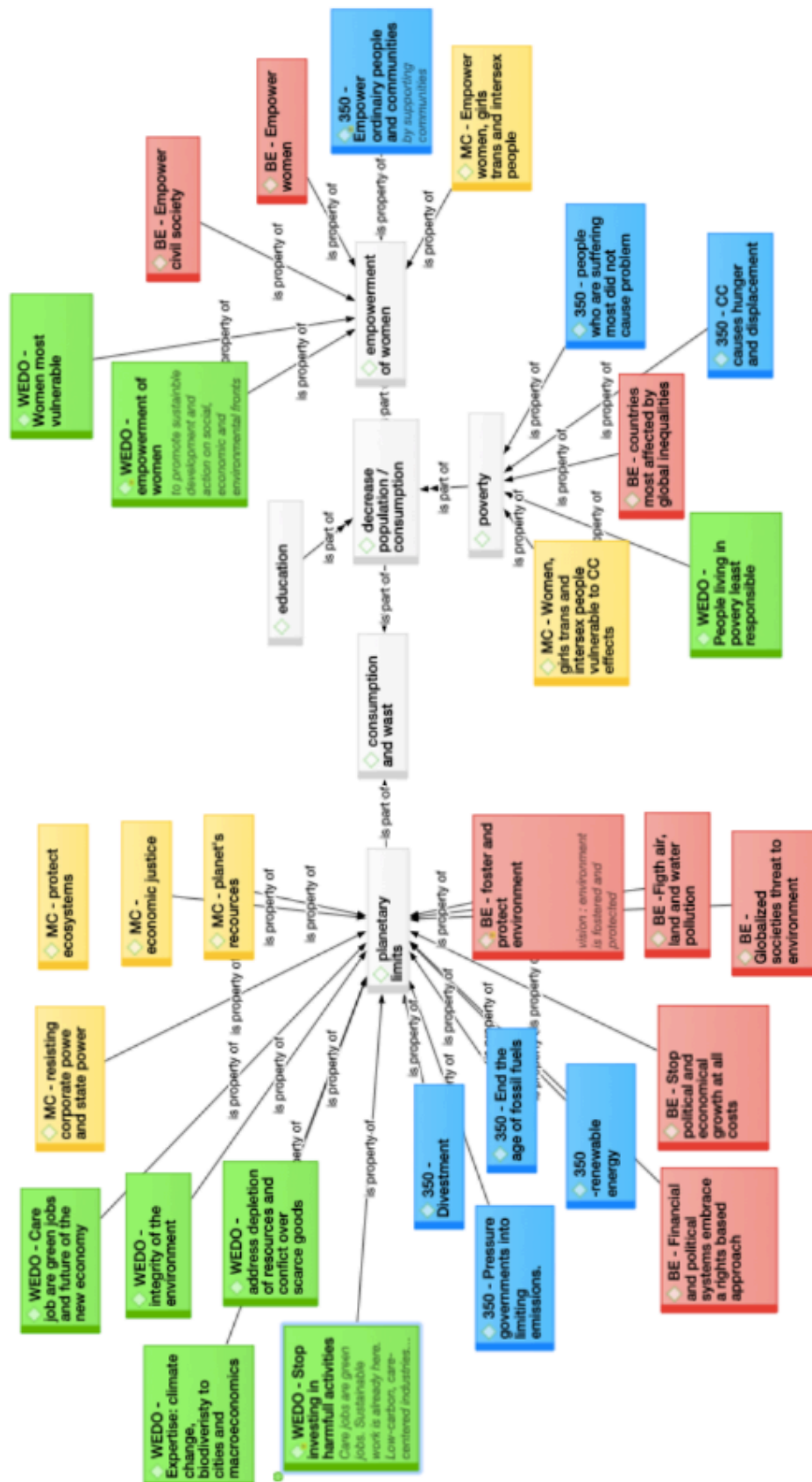
What became possible through collaboration in the GAGGA alliance that could not have been possible before?

Which additional opportunities for successful interventions do you hope the collaboration will bring in the future?

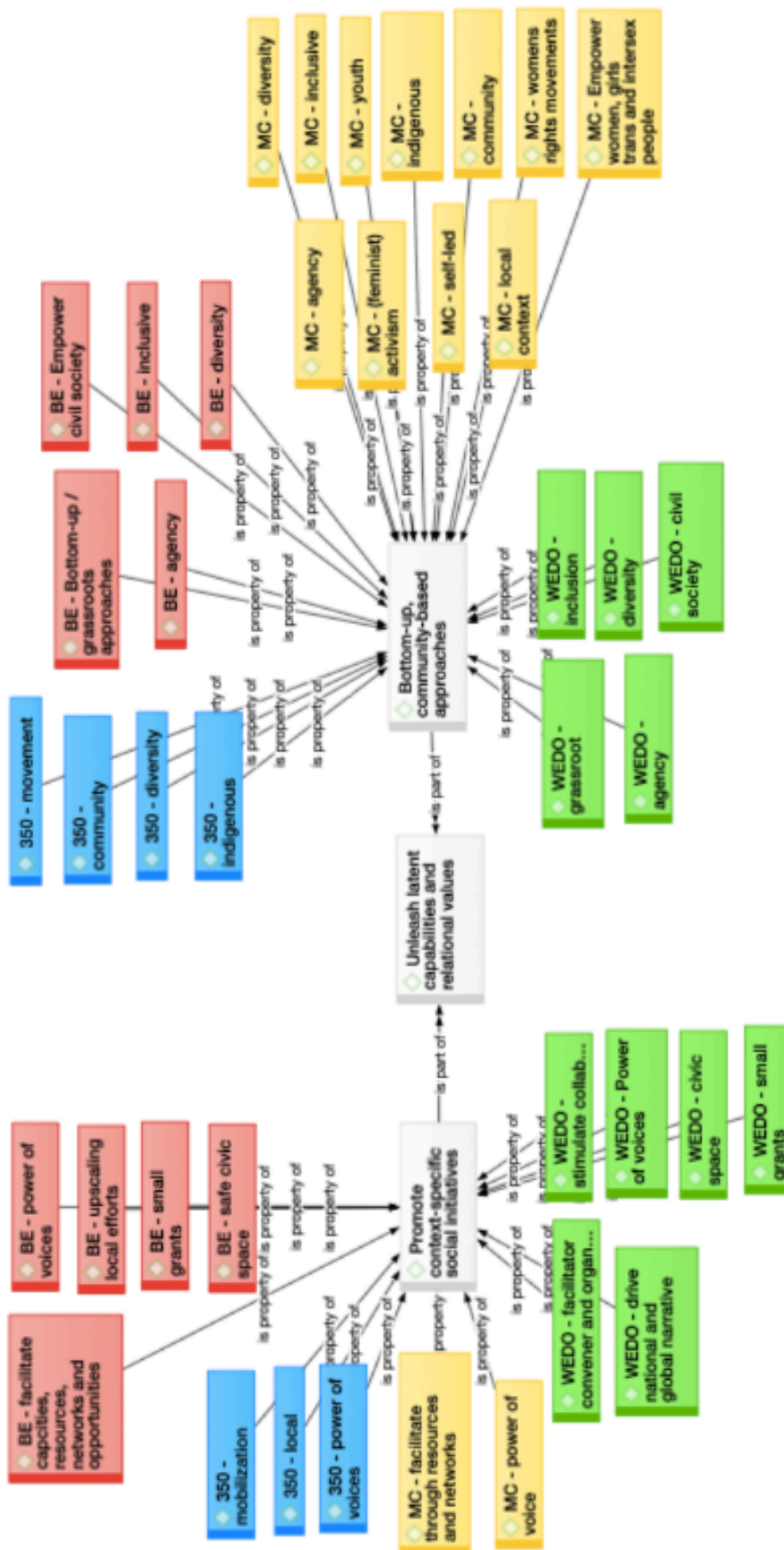
## 2. Network of codes connected to vision



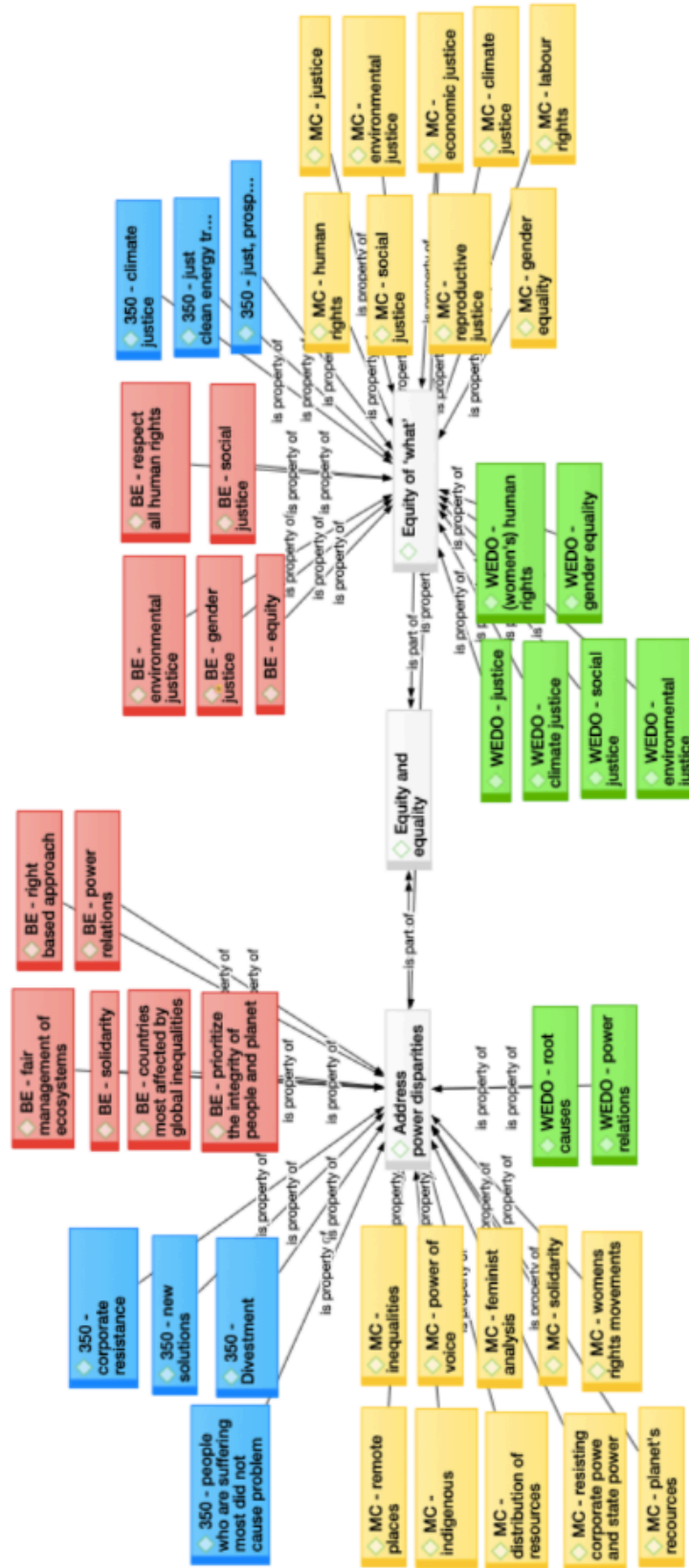
### 3. Network of codes connected to consumption and waste



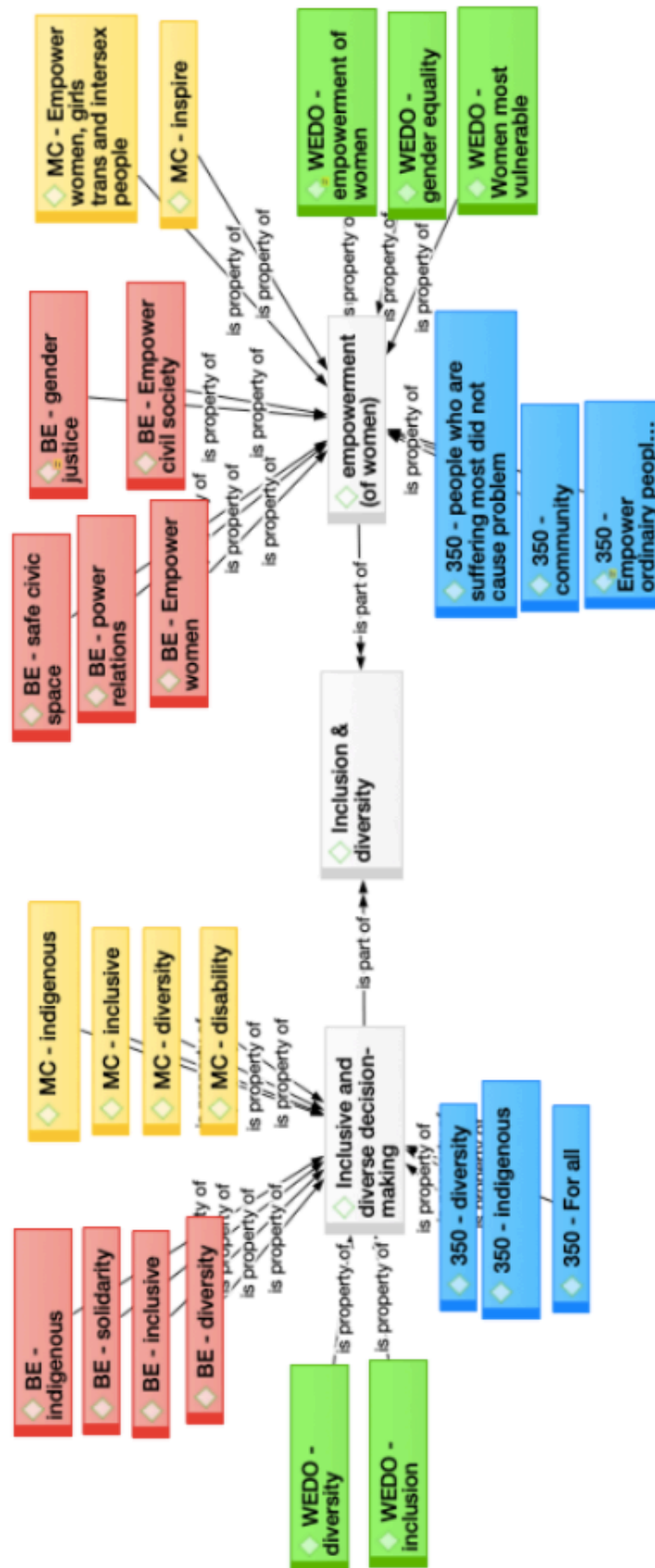
#### 4. Network of codes related to bottom-up approach



## 5. Network of codes related to equality and equity

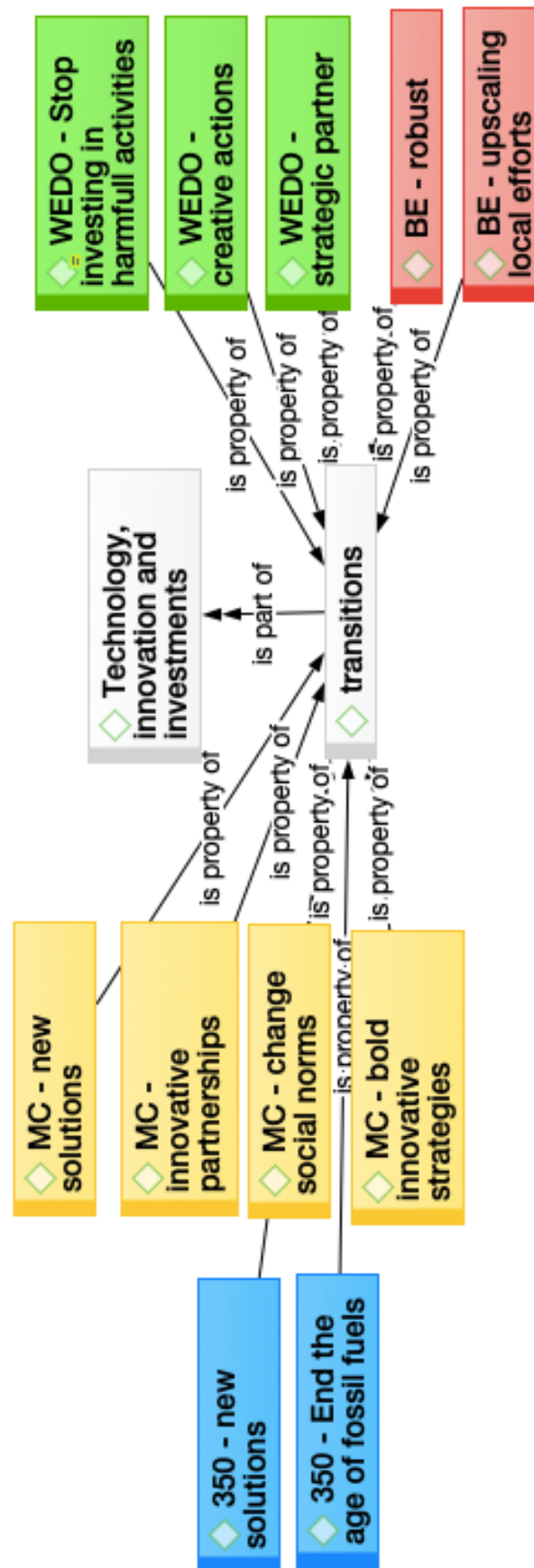


## 6. Network of codes related to inclusion and diversity

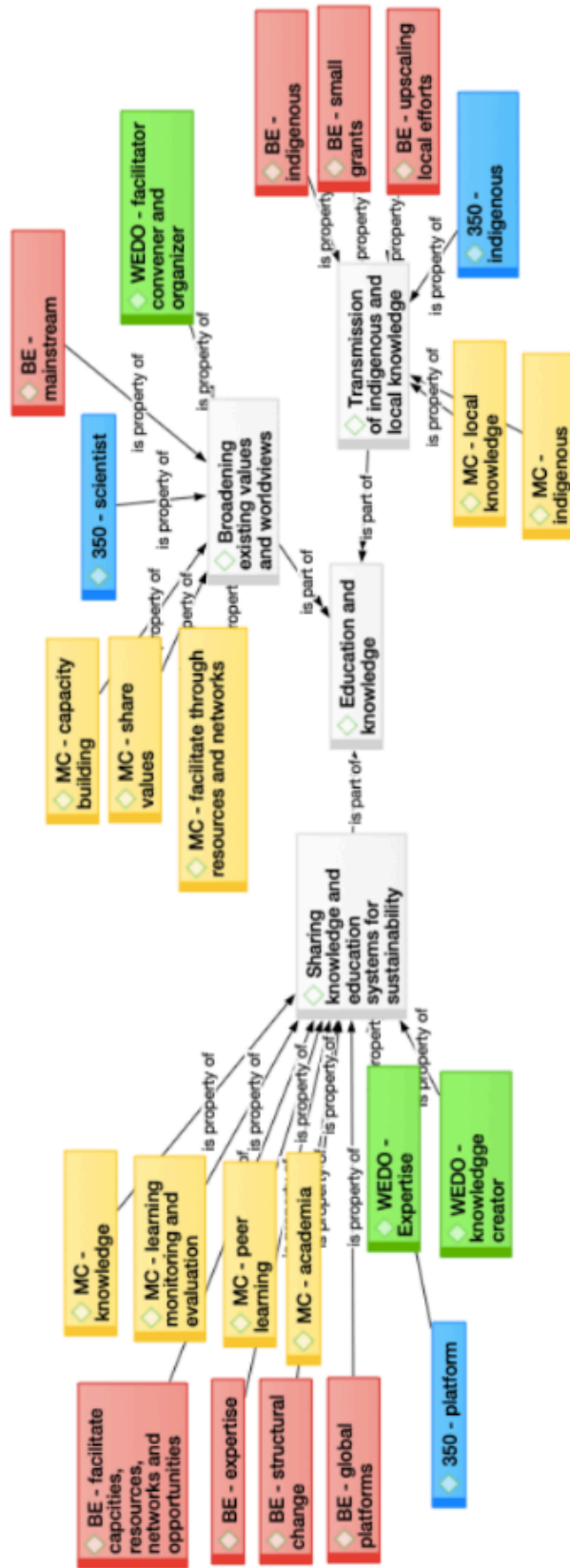




## 8. Network of codes related to technology, innovation



## 9. Network of codes related to education and knowledge



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## 10. Word cruncher: go list

In Atlas.ti the word crusher analysis is used to review the frequency of occurrence of words and to navigate to the texts. Making use of a personalized 'go list' as is provided below it becomes possible to highlight specific words. When creating the 'go list' it is important to take into account variations of the words such as conjugations and capital letters. Using the Regular Expressions (RegEx) settings modifications can be made to generate a complete dataset.

| Words: | Enabled                             | Text                      | RegEx                               | Comment |
|--------|-------------------------------------|---------------------------|-------------------------------------|---------|
|        | <input checked="" type="checkbox"/> | advoca(te cy)             | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | alliance( s)              | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | alternative( s)           | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | chang(e es ing)           | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | collaborat(e es ing ions) | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | connect( ing s or)        | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | cooperat(e es ion ing)    | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | coordinat(e ing es)       | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | facilitat(e es ing)       | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | fora                      | <input type="checkbox"/>            |         |
|        | <input checked="" type="checkbox"/> | global                    | <input type="checkbox"/>            |         |
|        | <input checked="" type="checkbox"/> | grassroot( s)             | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | initiative( s)            | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | international             | <input type="checkbox"/>            |         |
|        | <input checked="" type="checkbox"/> | movement( s)              | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | network( s ing)           | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | platform( s)              | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | share( d)                 | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | solution( s)              | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | structur(e al s)          | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | system( s atic)           | <input checked="" type="checkbox"/> |         |
|        | <input checked="" type="checkbox"/> | transformat(ion e ive)    | <input checked="" type="checkbox"/> |         |
|        |                                     |                           |                                     |         |
|        |                                     |                           |                                     |         |
|        |                                     |                           |                                     |         |