



Values-based solidarity

A structure to support a decentralised network of networks

ANTHROPOCENE ACTIONS

1. Introduction

“La tragedia de nuestro tiempo es que la dominación está unida y la resistencia está fragmentada.” *Boaventura de Sousa*

(The tragedy of our time is that domination is united and resistance is fragmented.)

This project is the initiative of a small group of people. We are based in the United Kingdom and between us have spent many years working on community led projects, social and commercial enterprises, environmental sustainability and nature conservation interventions in the UK and internationally. Whilst our primary focus is on tackling climate change and loss of biodiversity, we believe that we share values with millions of others concerned with different issues.

We share a desire to see fundamental shifts towards more loving and ecologically regenerative societies. We also share a fear that human societies are descending into increasingly destructive patterns that are irreversibly undermining our living planet’s capacity to support all forms of life.

As people living in the United Kingdom we recognise we have materially benefited from a colonial past and the subsequent imposition of global systems of development rooted in exploitation and the ongoing wielding of power and privilege. We are also mindful of our own assumptions in ascribing as facts assumptions embedded in a Eurocentric worldview that emerges from colonial cultures.

It is also important to recognise that there is a long history of class struggle in the UK, linked to international movements, that have a history of challenging power with some success. We see the continued ‘class struggle’ (e.g. Unions and Cooperative movements) as important elements that connect with the many other social and environmental justice approaches growing all around us.

Such perspectives inform our view that there is an urgent need, identified by many others, to shift cultures that we live within away from promoting values such as social status, competition and power over others (extrinsic values) towards, for example, social justice, equality, unity with nature and self-acceptance (intrinsic values). There are many cultures and worldviews with which we seek to engage where these values are intact and prioritised.

This project seeks, in an emergent way, to increase awareness of the role that shared intrinsic values can play in building and sustaining solidarity between people at ever increasing scale. We hope that this initiative will demonstrate that connections rooted in our shared intrinsic values has the power to transcend issues, change cultures and, ultimately, change the systems our societies depend on.

2. Background

Great gains in material wealth for many people in recent decades has come at the expense of many, many other peoples and living things. The financial industrial systems that dominate so much of the globe have brought with them a series of systemic challenges, described by some as the E4 crises (Ecological, Energy, Economic and Equity).

All over the world millions of people are already responding to the E4 crises. Whilst the response is at times based on fear, isolationism and othering - the rise of the far right is a startling reality with which we must contend - there are also many millions of people responding from a basis of love, compassion, empathy and connection. Despite this extraordinary energy, passion and commitment being manifested, we are a very long way from seeing proportionate or sufficiently urgent changes.

This implies that responding to these challenges requires more than changing the rules or parameters of the existing political and economic systems. Our proposition is that it requires transformative change that challenges dominant paradigms, particularly the values upon which they are largely based. By fostering greater solidarity based on our deeply held intrinsic values, evidence suggests we can strengthen and direct a rising tide of change towards a more compassionate collaborative future.

Enabling more explicit values-based connection between people and networks whose work is already rooted in intrinsic values, will, we propose, lead to the emergence of unexpected collaborations and alliances across sectors, cultures and experiences. Shared values will further support the more rapid spread of ideas and practices responding to our many crises because they foster compassion and connections, further strengthening and promoting widely shared and deeply held intrinsic values. The values-based spread of ideas and practices will support proliferation across myriad settings and locations, stimulating new practices.

This may seem ambitious, but there are some key factors in our favour. Evidence suggests that most people prioritise intrinsic values, and therefore cooperation and collaboration is written deep in human nature. This paper sketches out an intervention for fostering intrinsic values-based connections between social change practitioners and activists who, whilst working in different places in different ways on a range of issues, nevertheless have a shared desire for urgent systems change.

We envisage many challenges, but there is nothing to be lost, and potentially an enormous amount to gain, through trying an untested approach with unpredictable, emergent outcomes. If successful we will work with the growing community of practice to guide the development of any missing functions necessary to support those working on rapid changes in the face of anticipated resistance from power within the status quo.

3. Systems change needs culture change

Our world will not be healed with time. We don't have enough of it. The way to mend the world is through intention - through radical and outrageous acts of solidarity that defy what was possible in its brokenness. (@SydneyAzari) [06/10/2018, 19:10](#)

Despite the actions and desires of many, it appears to us that dominant global cultures and power structures sustain and lock in systems that successfully prevent the emergence or spread of loving and ecologically regenerative societies. We propose that intrinsic values offer a way of enabling cultural shifts to address this, and further the growing appetite for such cultural changes.

We see systems driving the E4 crises have cultural norms preventing and slowing changes at the scales necessary to respond more urgently and appropriately to the crises. These norms emerge out of overarching cultural narratives including that humans are separate from the living world; the natural world is a resource to be exploited; people are hard-wired to compete with each other for access to resources; progress is defined in terms of increased material wealth and cultural-political dominance; identity and status is achieved through paid work and things we own; and human ingenuity puts us outside the normal bounds of nature, allowing for endless material/economic growth.

Within these norms, changes to behaviours that will lead to cultures more able to respond to the scale of the crises can feel socially costly, even mad or dangerous. Greater solidarity between those seeking or bringing change can address this, but requires the sharing and developing of cultures rooted in narratives that celebrate connections with other living things, and promote collaboration in a spirit of mutual love and respect. Fortunately, these narratives do exist, and the values that underpin them are very widely held.

We lean heavily on a body of work compiled by Common Cause Foundation which presents key evidence and insights into human psychology and sociology. Central to this is the lens of common human values (Figure 1) and how they influence identities and behaviours. We pick up on four key insights (Adapted from Crompton et. al. CCF, [No Cause is an Island 2014](#)):

1. *Intrinsic bias*: Most people attribute greater importance to intrinsic values over extrinsic values (based on survey data from 70 countries)
2. *SeeSaw effect*: Different values are more or less related to each other and the closer the relationship they have the more they foster each other. When values are further apart in psychological terms they work to actively subdue each other.
3. *Reinforcement*: The more a particular value is elicited the 'stronger' or more influential it becomes over which values predominate.

4. *Perception gap*: Most people incorrectly assume that others have a bias towards extrinsic values when the reverse is the case and so are less likely to express intrinsic values and lessening their influence.



Figure 1. The Values Map indicating values categories. The closer they are on the map the more they act to reinforce each other, if far apart they act to subdue each other (from Crompton 2014, after Schwartz 2006)

As an initiating group with a certain worldview, we are intentionally seeking to engage with other worldviews, anticipating some shared values as a basis for exploring how these values can promote greater solidarity across worldviews and cultures. Our proposition is that addressing the systems and structures that have led us to multiple crises requires collaboration and cooperation at scale between people willing to act outside of many current cultural norms. We believe this is achievable if we understand that:

- Cultures and systems change are inherently linked. Systems emerge out of cultures and operate to sustain and buttress them.
- The globally connected nature of the dominant financial and industrial systems and associated crises are already being responded to by a global array of actions from change makers.
- For many people there is a growing dissonance between people’s lived experience and the established narratives and cultural norms: these norms increasingly fly in the face of our witnessing of the destruction of the living world and the intrinsic values the majority of us prioritise.

- Significant systems change requires only a small proportion of a population to be mobilised. Some have observed that, historically, non-violent movements require a small fraction of the population to be mobilised.
- There is an opportunity to build a powerful connection between people based on a more resonant set of emerging narratives and identities, underpinned by commonly held intrinsic values and a shared recognition of the need for systems change.
- New narratives and norms will emerge and spread when the feelings, ideas and actions coherent with these values are widely shared and experienced.
- Culture change will at times feel hard even for those driving it: each of us involved in culture change is also a product of our existing culture and not necessarily aware of how this shapes our feelings and behaviours.

Current narratives and cultures are promoting and accelerating often very divergent responses to the changes we are experiencing, including those based on fear and othering. Our belief is that we can instead turn to compassion, empathy and connection. The opportunity is there to connect, communicate and to organise based on intrinsic values that underpin an emerging set of cultural norms which resonate more powerfully with how the majority of people feel and how they see themselves.

Our contribution to the cultural shift we seek is to focus on supporting existing networks of change makers who recognise common goals of systems change. Networks of people linked and supported to develop solidarity could help bring about, and give direction to, rapid social shifts that are already underway. To miss this opportunity is to allow fear and isolationism to determine the direction of social change, already evident in the rise of the far right and neo-fascism.

4. Our approach

Our approach assumes that rapid cultural shifts are already occurring in the context of the ongoing E4 crises. We are setting out to support the already emerging cultures by developing networks of change makers connected by two things: their commonly held intrinsic values and a recognition of the need for systemic change.

Our approach also assumes that positive responses to today's most pressing challenges are achievable when a broader and deeper demand for these changes becomes more visible. Whilst there is already valuable work underway promoting understanding of intrinsic values, we see an untapped but clear opportunity in combining these core insights with networking principles and practical tools to unleash a wave of relationships intentionally based on intrinsic values. At scale this change in dynamics and expressed values within and between existing networks supports much needed cultural shifts.

Such a guided and supported meta-movement for change can emerge with greater awareness of the intrinsic values that motivate cooperation and collaboration across the diverse issues many of us are passionate about, and the sectors we work within, wherever we live. Beyond this starting point, we also see a need for tools and specific expertise around governance and communication models that foster collaboration and democratic decision making across silos.

It is not enough to say no to systemic challenges – we need to articulate what we want to see and the values that we share. We postulate that in an environment where people are explicit about their intrinsic values, we will increase solidarity between people, countering any ‘perception gap’ which arises when people are unaware or unsure whether others share our values.

A values-based approach to creating social change exists based on evidence from social sciences, psychology and practice around values. Our proposed interventions build on how values can be shaped and how their promotion influences people’s responses to profound challenges. The hegemonic strength of the existing system is also its greatest weakness - the efficiency of hyperconnected global networks is matched by a global array of people responding to its damaging impacts. Change makers supported to co-create practices and cultures rooted in shared values, and to share learning and behaviours with and between their own networks, can spread change more quickly and effectively, targeting the weak points in existing systems.

Our starting point is intrinsic values enabling collaboration between change makers across movements. From this solidarity and capacity to collaborate will flow many things, including the connectivity to see and tackle systemic issues.

Aligned and supported, collaboration between people and movements can flourish. Whether through the sharing of resources and ideas, or through supporting acts of non-cooperation, greater solidarity can create broader movements to challenge existing power and wealth structures. Solidarity based on intrinsic values can unite apparently disparate groups of change makers. The movement for change broadens and deepens, becoming more aware of itself, visible to others, and more difficult to resist. Solidarity rooted in intrinsic values could be a superpower, giving millions the ability to stand up to power and privilege and to change systems.

To achieve the more ambitious culture shift, rather than piecemeal benefits for individuals gaining new insights, it is our intention to create a means for rapidly propagating intrinsic values via a broad range of network environments. It is our experience that network environments typically reflect the wider cultural norms (for example the narrative that people are predominantly competitive) and subdue our capacity to feel and act from compassion and universalism - in solidarity.

It is also our understanding that there is a great appetite for the social spaces that networks create to support greater expression of the intrinsic values the majority of people value most. Such network environments present a significant opportunity to spread rapidly cultures embedded with intrinsic values. We think this is most effective through participation and the direct experience of very different dynamics between people when intrinsic values are expressed. In short our intervention will focus on using intrinsic values to qualitatively shift the types of connections people make with each other and to do this at scale by working simultaneously within many existing networks.

5. What we will do

We will work with people who are already making change happen. In the first phase we will pilot our approach with an intimate cohort of social change practitioners and activists to explore how we promote values-based solidarity as a way of accelerating the transition to fair, loving and ecologically regenerative

cultures. Our intention is to move as quickly as possible to a second phase with a wider range of actors, moving then to an inclusive, organic and open source phase, building self-supporting communities of change makers able to mindfully sustain and evolve intrinsic values-based change on an ongoing basis.

This process of collaborative inquiry will run alongside action research with participants to develop and refine the knowledge, learnings, tools and techniques that enable and support their collaboration and cooperation across diverse movements and sectors with the two in constant dialogue. Success for us will be the emergence of communities and networks of change makers coalescing around shared intrinsic values rather than connections being undermined by feelings of competitiveness between issues. Working cooperatively in this way we think drives change by transforming practices and shifting cultures towards fair, loving and ecologically regenerative ways of being. Ultimately success will also be measured in how this approach can both counter the rapid expansion of fear based responses to the E4 crises while also building intrinsically motivated responses to them.

5.1 Pilot Phase

Over six months we will aim to bring about values-based solidarity and behaviours in a small group of change makers selected or self-nominated through their involvement in diverse social and environmental issues in different global locations and operating from different positions within systems and hierarchies. We will bring them together virtually for up to two days each month in a facilitated space designed for collaboration and co-creation.

We invite participants to bring their own experience of positive cultures and worldviews as well as a willingness to learn, practice, share and co-create knowledge and ways of working. Themes we will explore include:

- Values and their role in supporting and enabling cross-issue, ideological collaboration and for movement building.
- Governance that supports emergence and enables collaboration, is mindful of power and privilege, having the characteristics suited to evolving organizations with emergent features.
- Networks theory - the components and characteristics of healthy, successful, impactful networks.
- Narratives and stories and how they inform, maintain or change cultures.
- The emotional and psychological dimensions in the work of activists and social change practitioners, and how our inner and outer worlds are entwined.
- Technology that fosters humanity and the role of technology, more broadly, as an amplifier and enabler.

The purpose of the pilot is to test and further develop an understanding of the role values play in solidarity, and to demonstrate that the pilot members can start to achieve more impact through participation and collaboration by:

- Developing relations between members under a specific set of principles that, appropriately resourced, fosters significantly stronger connections and conditions for cross-silo collaboration.

- Fostering appetite for the development of networks of networks between change makers, whose work may be in different sectors, to bring about systems change.

5.2 Pilot monitoring and evaluation

We want to assess impact of the pilot with each participant through self-assessed qualitative feedback on:

- Any changes in how they see themselves located in a movement for change: for example, how they feel about their role; shifts in their identity; changes in how they interact with others; and changes in motivation and ambition.
- Any change in the quality of their connections and interactions with those within and beyond the pilot.
- Any barriers and challenges of connecting or working with intrinsic values.
- Any changes in willingness to act outside of their normal channels, and beyond their current authority to challenge their own, and others, power, privilege, assumptions and bias.

5.3 Phase 2

This is more difficult to scope since we will be learning during the Pilot phase, and we cannot know what will emerge. We can, however, identify activities and resources we think necessary to establish a baseline of change makers adopting values-based solidarity in order to build sufficient momentum for launching a more rapid spread of the approach through organic expansion (Phase 3).

A sufficient baseline level means achieving enough scale and diversity of change makers who have experienced and recognised benefits from a values-based approach; and that what they have experienced is significant enough to change the way they interact with others in their own or other's networks. This includes, for example, increased opportunities for collaborations, feelings of greater solidarity, increased awareness of shared intrinsic values across silos.

We anticipate that this level of adoption will need focused resources and guided activities involving diverse change makers operating within targeted network groupings. This stage of support will last for approximately 18-24 months, with ongoing feedback and learning, before what emerges moves into a more organic growth or 'viral' dissemination phase.

Detailed development depends on learning from the Pilot, but we envisage needing to explore at least the following:

- Identification of phase 2 collaborators (representatives of existing networks) that together deliver sufficient cross silo diversity and scale.

- Development of culturally appropriate models for onward adoption in Phase 2 and 3, initially based on pilot outcomes for example replication and/or viral adaptation. There may, over time, be different phases of this approach being applied in parallel in different places, with culturally specific and contextual adaptations emerging and spreading in different ways and at different speeds.
- Resourcing of the co-creation and delivery of programmes of activities with collaborators.
- Creation of adaptable dissemination materials appropriate for diverse partners based on Pilot Phase output as well as any gaps identified during that phase.
- Design of flexible training programmes that include reflexive learning.
- Refinement of approach for introducing participative design processes and democratising access to key materials.
- Identification of further resources/support for spreading and supporting culture shifts, such as caring for activists, or handling challenges from existing power structures (legal, policing, co-option).

5.4 Phase 3

We have a very high level vision for phase 3, as it is highly dependent on the previous phases and influence of diverse people and groups we anticipate taking part in phase 1 pilot and phase 2. However, we have aspirations that what emerges allows for an international meta movement sustained by values-based solidarity.

On a practical level we might hope to see supportive structures emerge (meta network level functions) that support collaborations across issues and boundaries of all kinds. We hope to see increased understanding at institutional levels, including how partnerships are formed and how resources from funders are allocated. The emergent cultures we think can sustain a greater level of intelligence flowing along the connections and channels that values-based solidarity creates. We will look for these opportunities to foster more rapid systems change.

For example, we are already seeing children around the world striking in support of the movement for climate change, and conservation organisations [supporting gay marriage in Australia](#). Historically there are many inspiring examples which give us a glimpse of what is possible when we act in solidarity.

An [alliance forged](#) between the lesbian, gay, bisexual, and transgender (LGBT) community and British labour groups in support of striking miners in the UK during the strike of 1984–1985, for example, is now regarded as an important turning point in the progression of LGBT issues in the United Kingdom. Examples of cross cultural solidarity include the 1974 Scottish factory workers who refused to carry out repairs on warplane engines [in an act of solidarity with Chileans](#) living through the violent military coup in Chile, and Irish store

workers [who went on strike](#) in 1984 for nearly three years in support of a colleague suspended for refusing to handle South African goods at the height of that country's apartheid regime.

In a more connected age, with the dominant economic systems ever more dependent on the global cooperation of millions of people, there is a chance to mobilise effective people power as never before.

5.4 Monitoring and evaluation

We will continue to track the impact of any changes in behaviours by following up with participants in the Pilot and Phase 2 with self-assessment and qualitative research. We will be focused on measuring how participants feel and reflect on how this impacts on their ways of working, and the impact they are able to have.

Thereafter attempting to measure correlations and causality in changes in processes which are complex and messy becomes difficult, time-consuming and, potentially, counter-productive, since the process of measurement can of itself be a means of control within a system seeking to reassert the status quo. We will apply what is learned to build the values-based skills and behaviours that will enable change makers to work with the uncertainty, ambiguity and challenge of bringing cultures of solidarity to networks and movements involved in changing complex systems.

5.5 Outcomes

Our broad aim is to influence significant culture shifts within a five year time frame. By the end of our six month Pilot we will, with our cohort of change makers, have developed an initial network support architecture and how to work with, and spread, the values that underpin collaboration and solidarity between people. We will have co-created an intervention to support the short term outcomes in the table below. After Phase 2, we expect these changes to spread and accelerate towards achieving more systemic impacts over the longer-term, also outlined in the table.

Short-term (Pilot phase)	Medium-term (Phase 2 and 3)	Long-term
<ul style="list-style-type: none"> ● Change makers have experienced and felt the benefit from working together through a values lens to build cross-silo solidarity within the pilot group. ● Identify the structural support needed to establish wider adoption of the emergent approach outside of the group in phase 2. ● Identify and initiate dialogues with delivery partners for phase 2 including networks and other ‘channel’ partners, funders and ‘key sector’ advocates. ● Cohort of change makers working to bring their values underpinning collaboration to the fore: achieving a healthier balance between intrinsic and extrinsic values and committed to working in this way in their own spheres of influence and activity. ● Creation of transparent and open source processes, tools and techniques to enable adaption and acceleration of values-based solidarity and collaboration. ● Cohort of change makers more aware of each other’s and their own power through feeling solidarity from and towards others. ● Replicable, spreadable approaches for overcoming fragmentation and revealing the change movement to itself and others. 	<ul style="list-style-type: none"> ● Acceleration and spread of experience, techniques, tools and technical solutions to supporting networks of change makers to collaborate and work in solidarity. ● Securing and delivering resources to support advocates of the model and development of meta-network architectures including governance models and IT infrastructures. ● Reflexive learning by doing, and iterative development leads to improved model and increased value for participants, more rapid spread. ● Growing density of visible networks of change makers wanting and seeking values-based collaboration enabling more and more people to engage with change. ● Availability of open source support materials. ● Growing solidarity between change makers, supporting emerging movements that cross sectors, issues, hierarchies and regions. ● Funders and governments supporting through investment and participation to foster more intrinsic spaces to nurture the change makers they support. 	<ul style="list-style-type: none"> ● Emergence of a new social norm or ‘common sense’ that values collaboration and cooperation over competition and recognises and works to achieve tolerance across diversity. ● Fragmentation of movements for change and change makers overcome, with more diverse, cross-issue and cross-sectoral movements for change revealing and accelerating change at a more visible level. ● Widespread and explicit acceptance of and appetite for creating large systemic changes to achieve fair, loving and ecologically regenerative societies as the desirable social norm. ● Tools and techniques that enable collaboration are part of the cultural norm, nurtured, renewed and strengthened over time.

6. How we will work

Initially, as we facilitate and support the pilot group, the project team will hold the process, developing some of the trainings and insight that underpin working with frames and values, the development of networks, and some of the technologies, tools and tactics that we believe support the sharing and spreading of ideas and practice. As the pilot progresses, there will be time and space to work with what emerges from within the group. Of necessity, the project team for the Pilot will develop the initial governance to provide a framework to enable diverse people to come together and begin to collaborate.

The pilot will support:

- Participation that allows development of co-creation and ownership of the values-based narratives and tools and tactics that will enable participants to build solidarity with each other and with their wider eco-systems.
- Emergence of new ways of working, but always through an intrinsic values lens
- Transparency and the development of inclusive and open-source processes, materials, trainings, tools and technologies that can be adopted and adapted, developed and improved to support change on an ongoing basis.
- Responsiveness to challenge, particularly around behaviours and ways of working, biases and assumptions, power and privilege.
- Reflection on the barriers and challenges to equity and enabling challenge of others when equity is undermined.
- Accountability by participants to commit to acting on their learning and insights and to become part of an emerging network of change makers working with a values-based approach.
- Evaluation and learning through self-reflection by participants, using methodologies that assess shifts in behaviours.

Success for us will be a qualitative shift in existing dynamics between change makers in their own spheres of influence and change. We want their existing networks and relationships to be transformed into opportunities to foster values-based solidarity. The aim is not the creation of new networks of change makers. It is a change in the quality of relational links between change makers, and the knock on effect this can have on their own networks and relationships.

Subsequently the emergence of communities linked through solidarity based on intrinsic values will, we propose, lead to greater spread of responses to our many challenges because they are rooted in widely shared values rather than specific ideology or practice. At scale this can effectively challenge the preponderance of extrinsic values and related behaviours in current cultures that underly and lock-in the 4E crises, and the fear-based response to these.

Ultimately we believe this will accelerate cultures shifting towards fair, loving and ecologically regenerative ways of being.

7. Challenges

We anticipate a number of challenges to working in the way we describe, including eliciting and sustaining values-based behaviours over time, and remaining mindful of power and privilege and the lure of the status quo. We highlight some of the challenges in the table below.

		Phase 1 & 2
Phase 1	<ul style="list-style-type: none"> ● difficulty of testing a wide-spread viral model in a small pilot ● depending on a theory of change that is non-linear and outcomes that are socially emergent (non-mechanistic) ● enabling an adaptive design and accepting mistakes/learning 	<ul style="list-style-type: none"> ● engaging busy people in a novel approach ● resources including funding ● sustaining engagement and momentum of participants throughout the pilot and beyond into the establishment phase ● evaluation of impact/improving the approach ● linking evidence of theory to causality in practice ● initiating teams lack of diversity ● awareness of power & privilege, unconscious assumptions of initiating team, cultural differences ● fair funding/payment in different parts of the world ● assumption of universality of values map and theories of change associated with non-violent resistance ● multiple languages ● boundaries between co-design/emergence and coherence/momentum (e.g. re governance) ● accepting trial/mistakes and feedback/challenge ● burnout for early adopters: if it starts to work it will feel difficult and challenging work, especially at the pilot and establishment phase when it may not be balanced by the solidarity we expect to emerge.
Phase 2	<ul style="list-style-type: none"> ● balance between viral and fractal approaches (and other?) ● hostile attacks on security and/or tech ● operating in hostile/closing spaces 	

8. Why is this approach worth trying?

We have thought hard about what kinds of interventions justify our time, our creativity and the use of funding in such extraordinary times of escalating interlinking crises, and with limited time for proportionate responses.

We believe that there is nothing to be lost, and potentially an enormous amount to gain, through trying an untested approach with unpredictable, emergent outcomes. There is some [useful evidence](#) that working to elicit intrinsic values can have rapid and substantive impact. Similarly, there is [evidence](#) that a surprisingly low proportion (3.5%) of a population involved in non-violent resistance will suffice to catalyse significant changes. On the other hand, we have known for decades - and done little meaningful - about many of the issues that we face, with ongoing government, institutional and corporate [denial and obstruction](#) remaining obdurate.

In the face of environmental, social and political stressors and fractures, we propose that working at the level of intrinsic values and solidarity networks, so as to seek to enable rapid cultural changes, could lead to massive change. And when the lens of systemic causes is applied, then it is coherent and compelling to combine forces across many groups that are resisting economic injustices which have the same root causes as those leading to ecological destruction.

Many questions are unanswered. For example, could networks of networks, linked by change makers working with intrinsic values and solidarity, lead to rapid and positive cultural changes while spreading virally? Could such work be place based as well as working across cultures, issues and geographies? Could these remain coherent and inviting without ending up mired in infighting and 'othering'? Will [draft governance](#) models work out in practice?

While the phases that we're proposing will help to answer some of these questions, at least in part, we have no doubt new ones will become apparent as we proceed. This proposal is deeply ambitious without offering certainty, and therefore funding or partnering with us is, in some ways, a significant risk.

Against that, it has been said that "we must do something radical, or something radical will be done to us". When our current trajectory so clearly leads to accelerating planet wide environmental and social breakdown, we believe that supporting this untested intervention is actually reasonable common sense. This is not a moment to temper ambitions, but instead to extend and scale them to meet the very rapid pace of challenges around the world.

9. Comparators

Since we began working on this concept, we've been looking at precedents and comparators. We set out below a brief summary of some of the more relevant networks/organisations with which we are, or are planning, to engage (see core project team biographies for an outline of our relevant personal experience, which has helped to inform this analysis). There is a rapidly growing ecosystem of organisations delivering support for change makers and networks of change makers but, as far as we know, no-one is attempting to link both across sectors and geographies either in a decentralised way or using a values lens or with a primary focus on supporting and catalysing the changing of cultures through enabling cross sector, cross geography solidarity.

Those with whom we have an existing relationship and the opportunity to collaborate, sharing resources and learning, include:

[Wellbeing Economy Alliance](#)

Worldwide network for wellbeing economics

[PeoplesHub](#)

US community training and support

[Netcentric Campaigns](#)

Network analysis, building and maintenance ("doctoring") tools and services

[Presencing Institute](#)

Worldwide capacity building and action research

[Wechange](#)

Cross-sector support network, primarily focused on activity in Germany

[Transition Network](#)

Worldwide network of communities working on resilience

[Rapid Transition Alliance](#)

Academic action research network looking at how to enable rapid transitions in line with the demands of climate breakdown

[Radical Ecological Democracy](#)

Worldwide ecological sustainability and equity network

[EDGE Funders](#)

US and European funders network

[Thriving Resilient Communities](#)

US meta-network of resilience leaders of communities working across issues and cultures

[The Rules](#)

A global collective of activists, writers, artists, researchers, coders and others who work to expose the root causes of our current crisis.

[Global Tapestry of Alternatives](#)

Seeking to create solidarity networks and strategic alliance at local, regional and global levels

Those with whom we plan to develop relationships include:

[Climate Action Network International](#)

Worldwide network of over 1300 NGOs in more than 120 countries, working to limit human-induced climate change to ecologically sustainable levels

[Global Action Networks](#)

Multi-stakeholder networks organised around specific issue

[Sheila McKecknie Foundation – Change Network](#)

UK forum for campaigners and change makers

[We Don't Have Time](#)

Launching in April 2019, and aiming to be the world's biggest social media network for climate action

10. Core Project Team

Peter Lipman brings a wide depth and breadth of experience in a range of relevant areas, including:

- 15 years' experience in sustainable transport NGO Sustrans, at executive level, designing and successfully delivering ground-breaking practical programmes together with influencing and policy work in collaboration with local authorities, national governments and other stakeholders (and with Secretaries of State, senior civil servants and a range of government departments). During this period Sustrans grew from approx. 50 employees to a peak of over 700.
- Long term engagement in bottom up movements at local, regional, national and international, in particular as the founding chair (and for over 5 years, acting chief executive) of Transition Network, which now supports a movement operating in over 50 countries. Also significant experience in facilitating the co-ordination and linking such movements, as founding chair of the Communities and Climate Action Alliance, a network of networks.

- Building links between bottom up and top down approaches, as the chair of the UK Department of Energy and Climate Change's Community Energy Contact Group and chair of the Local Energy Assessment Fund [LEAF] established by DECC.
- Delivering programs and influencing across various sectors including transport and the built environment (Sustrans), energy (various, including as chair of the Centre for Sustainable Energy), economics (chair of the Real Economy Lab, member of the advisory board of Friends Provident Foundation) and law (former intellectual property lawyer).
- Working on systemic change through strengthening and giving voice to compassionate values as chair of the Common Cause Foundation.

Ciaran Mundy has started and run various organisations and been involved in a range of relevant initiatives, including:

- Founder director of the Bristol Pound, a local currency in the UK he was MD until 2018. The Bristol Pound was developed at a city scale with a network of around 2000 members it is the only local currency in the UK used to pay local taxes, energy services and public transport.
- A founding director at One World Wildlife, working across many countries and cultures including collaborating with indigenous people in South America and institutional partners such as Zoological Society London and Oxford University.
- Volunteer Director at Transition Bristol which helped to foster multiple projects across Bristol including Bristol Energy Network, Bristol Green Doors and the Bristol Pound. Transition Bristol helped Bristol become Green Capital of Europe in 2015.
- Bristol Green Capital Momentum Group Chairs - Sustainable Transport Group, New Economy Action Group.
- Soil Ecologist with a PhD focused on invertebrate communities and their role in ecological pest control in arable crops.
- Founder director of an international mobile phone trading company
- Property developer working in the Bristol, London and Budapest.

Melissa Henry brings a range of experience, including:

- Working to implement an intrinsic values-based approach to developing place-based identity in a city setting whilst working at Common Cause Foundation.
- 12 years' working with a range of stakeholders, from communities to government, to influence policy, practice and public sentiment around low-carbon travel as Director of Communications and Marketing at NGO Sustrans
- Exploring and researching the role of governance and systems leadership in working with complexity and change for my MBA dissertation.

For this pilot we look forward to working with **Emma Biermann** as facilitator, who is an experienced coach, trainer, and facilitator working professionally with individuals, groups and communities to empower themselves to work towards liberation and transformation. Her training approach is participant centred, creative and challenging, and uses a variety of learning methods to cater for collective and individual needs, adapting to cultural contexts.

Over the last decade she has primarily worked in the climate change field and its intersections with issues such as gender, sexuality, economic, race, and migration justice, including as:

- Head Trainer and Justice and Equity Lead for 350.org Europe leading trainings - internally and externally based upon direct education theory and using a variety of kinesthetic, visual and audio learning techniques.
- Co-founder and Facilitator for Diffraction, a French training collective supporting grassroots groups in improving group dynamics; quick-decision making; empowering escalated actions; diversity and self-care.
- Non-violent direct action trainer and queer-feminist organiser, for mass international actions, training international climate activists, particularly women and non-binary participants.