



ANNEX 1: SCENARIOS AND CASE STUDIES



**JUST TRANSITION
A UNION TRAINING GUIDE**

The content of these training modules was prepared for the International Trade Union Confederation (ITUC) by the Solidarity Center (<https://www.solidaritycenter.org/>), in collaboration with ITUC Africa.

*This Annex contains **Scenarios and Case Studies** to accompany **Modules 2-4 in the Guide**.*

For the purposes of this Guide, Scenarios are fictitious, while Case Studies are summaries of actual experiences.

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SCENARIOS

The following scenarios are referenced and can be used in Module 2.

TEACHING SCENARIO #1

No One Left Behind? The Just Transition Journey of Ismail Okechukwu Balogun [Oil&Gas] [UnionMember] [Reskilling]

Ismail Okechukwu Balogun is a 39-year-old technician with Alpha Marine Energy Company Port Harcourt - Nigeria, an oil and gas servicing firm in Nigeria. For 15 years, he has performed both onshore and offshore duties, specialising in marine safety and hydrocarbon systems maintenance. Ismail's income supports his wife, three children, and extended relatives in Port Harcourt. Like most families in the Niger Delta, their livelihood is tied to oil and gas wages. But the global shift to clean energy, and Nigeria's Energy Transition Plan (ETP 2022) are creating uncertainty. Oil contracts are shrinking, overtime is reduced, and Alpha Marine has hinted at possible restructuring.

Ismail is facing job uncertainty and employment risk due to declining offshore contracts that would lead to a possible job loss. Now there is a recruitment freeze blocking younger technicians from entering the workforce. The Nigeria safety nets such as unemployment insurance and retraining grants remain weak. Losing his job would leave Ismail's family vulnerable. Without negotiated agreements, restructuring may mean sudden layoffs without adequate severance. Workers lack clear information on their future role in the transition. Ismail's technical expertise is in hydrocarbons, not renewables. Reskilling requires costly training (e.g., US\$200 (₦350,000) for a solar certification programme), and access to national programmes such as that run by the National Power Training Institute of Nigeria (NAPTIN) is limited by distance and awareness. Port Harcourt's local economy (food vendors, transport, small traders) depends on oil wages. Meanwhile, job losses ripple outwards, worsening poverty and insecurity. Ismail's union, the National Union of Petroleum and Natural Gas of Nigeria (NUPENG), has pushed for tripartite dialogue involving government, employers and workers: In 2023, it secured an agreement in Warri - Delta State for oil technicians to be redeployed into hybrid energy projects instead of retrenchment. Labour representatives now sit on the Energy Transition Plan Steering Committee, advocating for retraining schemes and protection of worker rights.

Discussion questions for participants

1. What are the biggest risks facing Ismail and his community in the transition away from oil?
2. How can unions, employers and the government work together to protect workers like Ismail?
3. If you were designing a retraining programme, what specific skills should be prioritised for Ismail and his colleagues?
4. What role should community development projects play in cushioning the impact of transition on local economies?

5. How does this case demonstrate the principle of ‘no one left behind’ in Just Transition?

TEACHING SCENARIO #2

Aminatou Salma – Migrant domestic worker and the challenges of a Just Transition

[Migration] [CareEconomy]

Aminatou Salma, a 23-year-old woman from Abéché, Republic of Chad, migrated to Lagos, Nigeria, in search of better opportunities. Like many young women in the Sahel region, limited economic prospects, poverty and insecurity in her hometown pushed her to cross borders. She found employment as a live-in domestic worker with the Baba-Baba household. Her employer, Mr. Baba-Baba, works for a multinational fertiliser blending plant. The company itself is facing economic shifts due to global calls for climate action and the restructuring of high-emission industries. These changes ripple down to households like the Baba-Babas’, and to vulnerable workers like Aminatou. There is no formal letter of employment, no contract, no clear terms of engagement. She works 17 hours daily (4am – 11pm), six days a week. Her wage is about 100US\$ (N155,000) per month, inconsistent, and sometimes delayed due to the instability of her employer’s company paying Mr. Baba-Baba on time. She is subjected to occasional sexual abuse by her employer. She is physically harassed and verbally abused by his wife, Mrs. Faith Baba-Baba, who uses demeaning and degrading language. Aminatou’s family depends on her remittances, especially as they try to cope with the impacts of extreme flooding.

Discussion questions for participants

1. What are the key gender-based challenges that Aminatou faces in her work?
2. How does Aminatou’s migration status affect her vulnerability and rights at work?
3. What does her case teach us about the ripple effects of climate change on care economy workers?
4. Which international and national policies could improve Aminatou’s situation?
5. How can trade unions, civil society organisations and government ensure that workers like her are not left behind?

TEACHING SCENARIO #3

Ali Musa – A farmer at the crossroads of Just Transition in Borno State, Nigeria

[Agriculture] [InformalEconomy]

Ali Musa is a 47-year-old rural farmer from Borno State, in northeast Nigeria. For generations, his family relied on the fertile lands surrounding the Lake Chad basin, once a lifeline for irrigation, fishing and crop production. But today, the basin tells a different story: as desertification has

advanced, Lake Chad has shrunk by nearly 90 per cent over the past six decades, and climate-induced floods now routinely wash away farmlands. Ali's most recent harvest was destroyed by flooding, leaving him without income to feed his family, pay school fees, or reinvest in farming. This cycle of drought, desertification and flooding, compounded by insurgency and terrorism in the region, has pushed Ali and thousands like him into deep uncertainty.

Farming is Ali's sole livelihood. When his crops are lost to floods or when insurgency restricts access to land, he has no fallback employment. Climate transition policies aimed at reducing carbon emissions and expanding green energy are unintentionally displacing smallholders like Ali, unless targeted support is provided. For instance, government incentives for large-scale solar farms in the northeast risk taking over land that rural farmers depend on, thereby squeezing smallholder agriculture further. Ali has no crop insurance, pension or savings scheme. When he loses his harvest, he also loses his entire income base. Programmes such as the National Agricultural Insurance Corporation (NAIC) exist in policy but often fail to reach rural farmers due to lack of awareness, bureaucratic bottlenecks and corruption.

Ali's rights as a worker in the informal agriculture sector are poorly defined. There are no enforceable minimum wage standards, no health and safety protections for farm work, and no voice in policymaking. Land rights are insecure. Insurgency has displaced thousands of farmers, and military restrictions often limit access to fertile lands for safety reasons. Ali lives with the constant threat of losing his plot. Farmers like Ali are rarely invited into discussions about climate adaptation policies. Decisions about irrigation, crop diversification and disaster response are made at state or federal levels, with minimal consultation. Farmer cooperatives and associations in Borno, such as the All-Farmers Association of Nigeria (AFAN), have limited presence in rural conflict zones. Without strong representation, Ali's voice is absent from the table.

Nigeria has adopted policies such as the National Adaptation Plan (NAP, 2020–2030) to integrate climate adaptation into agriculture. However, poor coordination means farmers like Ali rarely feel its impact. In Borno, some farmers have received training under the Great Green Wall Initiative, but Ali's village remains untouched. Farmers like Ali are forced to adapt on their own, leaving them with precarious choices, including incurring excessive debt, migrating for work, or moving into unsafe employment.

The Central Bank of Nigeria's (CBN) 'Anchor Borrowers Programme' is designed to provide loans to smallholder farmers, but Ali has never benefited because collateral requirements and urban-based cooperatives dominate the process.

Discussion questions for participants

1. How has climate change (desertification, flooding, drying up of Lake Chad) affected Ali Musa's work as a farmer?
2. What does his situation reveal about the vulnerability of informal agricultural workers in Nigeria?
3. In your view, who is responsible for supporting farmers like Ali? Why is social protection (e.g., crop insurance, cash transfers) important for farmers like Ali Musa?
4. Ali was excluded from compensation after the floods; what does this say about implementation gaps in existing programmes?
5. How can policy better reach vulnerable rural communities in conflict zones?
6. Do you think Ali Musa enjoys his rights as a worker? Why, or why not?
7. How does insecurity and lack of land rights affect farmers' dignity and livelihoods?

8. What reforms could help strengthen the rights of peasant farmers?
9. Why are Ali and other smallholder farmers often excluded from climate policy decisions?
10. What forms of social dialogue could ensure their voices are heard? (E.g., cooperatives, unions, village councils, digital platforms.)
11. If you were a policymaker, how would you include Ali in national climate adaptation planning?

TEACHING SCENARIO #4

Mwende Yusuf – Informal migrant worker from Kitui County, Northern Kenya

[Migration] [Subcontracting] [Energy]

Mwende Yusuf is from Kitui County in northern Kenya. For the past three years, the Lower Eastern part of Kenya has experienced persistent drought due to lack of rain, and like many regions in Africa, climate change is affecting weather patterns in Kenya. Kitui is slowly turning into a desert. Mwende's family's subsistence farming has collapsed due to drought, and she has been forced to migrate to Isiolo County, hoping to find work in the growing off-grid solar energy production company.

Two years ago, she was employed informally by a subcontracting company to work in this solar energy power production company as a cleaner. She is paid a daily wage of approximately US\$ 4 (Kenya shillings 500). Mwende does not have a contract that shows she works for her employer, and she is paid in cash, so there are no records of her employment. She is not provided with any protective gear or health insurance.

Sometimes, Mwende is forced to clean inside the powerplant, which is very risky. Her shift begins at 6am and ends at 8pm, seven days a week. Her request to take leave to go back to Kitui to visit her family was denied, and she is sure to lose her job if she pushes back. Mwende's workplace is dominated by men, and she faces a lot of sexual harassment. She is not allowed to join the union, because she is not formally employed by the company. She needs this job because she cannot find a job in her county and her family is surviving on the little money that she sends home every month.

Discussion questions for participants

1. What climate factors pushed Mwende to migrate from Kitui?
2. Why are migrant workers often excluded from Just Transition processes?
3. How can Kenya's climate policies better include workers who are forced to migrate due to climate change?
4. What role can unions play in protecting migrant and subcontracted workers?
5. What should the government do to ensure Just Transition includes all workers, including migrants and those in precarious employment?

CASE STUDIES/EXAMPLES

The following scenarios are referenced and can be used in Module 3.

Collective bargaining – CBAs at the workplace

Social dialogue in policymaking

Dakar, Senegal: Mobilising for Inclusion

Advocacy campaigns

Strikes

Broad social and coalition-building campaigns

Workplace and union organising and political education

Collective bargaining – CBAs at the workplace

[One COTU affiliate has a JT clause in a CBA]

Social dialogue in policymaking

[Africa] [Policy work/Advocacy]

South Africa: A supportive policy environment for Just Transition

In South Africa, support for a Just Transition is not new. The concept was brought to the fore by the Congress of South African Trade Unions (COSATU) in its 2011 policy brief. This called for the participation and leadership of organised labour in demanding a Just Transition and requesting government support for climate-related jobs and renewable energy. This policy brief was instrumental in kickstarting the discussion around a Just Transition in South Africa. More than a decade later, labour unions continue to advocate for a Just Transition, particularly in coal-intensive regions, ensuring the concept of social dialogue is part of national planning, while laying a foundation for the whole-of-society to engage.

Starting with South Africa's National Development Plan (2012), the concept of a Just Transition to a low-carbon economy is firmly rooted in South Africa's policy environment. Illustrating the influence of COSATU's 2011 policy brief, the National Development Plan dedicated a chapter to Just Transition titled, 'Ensuring Environmental Sustainability and an Equitable Transition to a Low-Carbon, Climate Resilient Economy and Society'. In addition to South Africa's first Nationally Determined Contributions (NDC) — Intended Nationally Determined Contribution (INDC) — and enhanced NDC supporting Just Transition, the country's Long Term Strategy (LTS) sets net zero goals by 2050. A set of policies and incentives are in place to facilitate the shift away from coal-power generation to renewable electricity. The recently approved Framework for the Just Transition Process in South Africa provides concrete guidance to support the transition.

In 2017, to elaborate on the Just Transition guiding framework set out in the National Development Plan, the National Planning Commission launched the 'Social Partner Dialogues on Pathways for a Just Transition'. These dialogues led to the establishment of the Presidential Climate Commission

in 2018, mandated to oversee and coordinate socially-inclusive pathways to net zero. This Commission led the development of the Framework for a Just Transition in South Africa.

The impact of a low-carbon transition will have serious implications on national GDP, the livelihoods of those employed in the coal industry, and the local economies that have grown to support them. The substantive changes that the energy transition will bring, not only in the coal industry, require common agreement on the social compact needed to move towards a green, low-carbon economy.

With the newly approved Framework for the Just Transition Process in South Africa providing guidance on this social compact, it will be vital to bring civil society, academia, trade unions and private sector stakeholders together to support this common vision. The conversation in South Africa surrounding a Just Transition is advanced thanks to a conducive policy environment and high stakeholder engagement. From 2017 to 2019, the National Planning Commission, with the support of the United Nations Development Programme (UNDP) and the Wits School of Governance, hosted multi-stakeholder roundtable dialogues with the goal of strengthening the social compact for Just Transition pathways to a low-carbon, climate-resilient economy and society.

–adapted from *Country ‘Case Studies’* from [COTU-K Training](#)

Kenya, Kipevu power plant shutdown

Kenya’s Kipevu 1 Diesel Plant was to be decommissioned at the end of 2023 when its Power Purchase Agreement (PPA) expired. The plant was part of the government’s plan to shut down two diesel plants in Mombasa to make way for cheaper geothermal power from Olkaria. The closure of Kipevu 1 was intended to allow the country to use more renewable energy sources, such as hydro, geothermal and wind.

Shutting down the Kipevu 1 power plant translated to the layoff of workers from the station, who were members of the Kenya Electrical Trade Allied Workers Union, which is an affiliate of the Central Organization of Trade Unions, Kenya (COTU-K). The union negotiated with the employers in response to the shutdown of the Kipevu 1 power plant. This negotiation facilitated the redeployment of workers, who faced potential layoffs, to alternative power stations. Consequently, an agreement was secured, guaranteeing that no worker was left unemployed, epitomising the essence of a Just Transition.

The COTU-K actively combats climate change by educating its affiliates on the environmental impacts of their sectors, advocating for green jobs and sustainable development, and engaging in partnerships for climate resilience. Through workshops, advocacy for policy change, and community mobilisation for environmental projects, COTU-K integrates climate action with workers’ rights. Its approach demonstrates a comprehensive commitment to ensuring both environmental sustainability and the welfare of workers, showcasing the vital role of unions in addressing climate challenges.

–From the EATUC [Climate Change and Just Transition Training Manual](#)

Dakar, Senegal: Mobilizing for inclusion

Mbeubeuss landfill has existed since 1972, and many of those working on it are now organised in the waste pickers' association, Bokk Diom.

Although the preparation work started in 2018, in 2021 the national government launched the Project for the Promotion of Integrated Management and Economy of Solid Waste (PROMOGED) to improve solid waste management, with the goal of restructuring and eventually closing the Mbeubeuss dump. With an emphasis on privatisation, the project is financed by the World Bank, the Spanish Agency for International Development Cooperation (AECID) and the French Development Agency (AFD).

Three years into the project, and following advocacy and mobilisation by waste pickers, the President of Senegal pledged in 2021 the integration of waste pickers into the new waste management plans.

The idea is to close the landfill in 2026, but the changes towards privatisation are moving at a fast pace, among them, the transformation of the state agency responsible for waste management into a private company. This could pose a threat to waste pickers' livelihoods as it might increase competition for the very few jobs that will be created in the new facilities in Mbeubeuss, and in the provision of doorstep collection services. Waste pickers are also finding increasing obstacles to accessing good-quality materials. Waste pickers in Dakar have been advocating for their inclusion in PROMOGED, and assurances that their livelihoods will be preserved. With support from WIEGO and the International Labour Organization (ILO), they established a cooperative. The waste pickers are also working towards creating a trade union, supported by Women in Informal Employment: Globalizing and Organizing (WIEGO) and the Confédération Nationale de Travailleurs du Sénégal (CNTS), to strengthen their position when engaging with authorities.

Similar to the project in Accra, waste pickers are raising awareness about their role in waste management and, amid insecurity about inclusion in the government's plans, are exploring alternative livelihood options, such as doorstep collection.

– From WIEGO *Waste Pickers Demand Livelihood Protection During Dump Closures: Learnings from 3 Cities* www.wiego.org/blog/waste-pickers-demand-livelihood-protection-during-dump-closures-learnings-3-cities/

[Non-Africa] [Tripartite negotiations/advocacy]

In Denmark, the Food Workers' Union (NNF) has been working with the Danish Agriculture and Food

Council, meat and dairy companies Arla and Danish Crown, and other stakeholders, using tripartite negotiations to lobby the Danish government to tackle the climate crisis in the agri-food sector. Following many months of lobbying, in 2021 the Danish government and parliament reached an agreement that commits the agricultural sector to reduce greenhouse gas (GHG) emissions from livestock production systems, with clearly identifiable goals. The agreement will now be turned into binding legislation, which contains measures to strengthen legislation if the goals are not reached. The measures in the agreement include commitments for the sector to reduce water pollution, for wetlands to be shifted out of use for livestock production and to become nature reserves, to increase production of organic foods, and the development of more plant-based green food products. The agreement also includes government support for raising new forests to increase

biodiversity and help store CO₂, funds for research into climate solutions for the agri-food sector, and an agreement to reduce exports of some animals. The agreement means that Danish agri-food production can now plan and develop in a green direction, without losing current production or jobs within the sector.

–From *Fighting for our Future: An IUF Guide on Tackling the Climate Crisis in Intensive Livestock Production* [here](#)

Advocacy campaigns

[Non-Africa] [Advocacy and Coalition Building]

In the US, the Covid-19 pandemic exposed the fragility and unsustainability of the meat supply chain. This was already vulnerable after a series of droughts, which had contributed to a decline in the cattle herd and some losses in meatpacking jobs. Recent decades have also witnessed increased production of cheaper poultry products, an industry characterised by exploitative working conditions.

The United Food and Commercial Workers Union (UFCW) has been taking action on the unsustainable and exploitative livestock production system. The union is advocating for rebuilding the US cattle herd to make supply chains more resilient, to improve labour standards and to take action for climate mitigation. Rebuilding the cattle herd would strengthen local livestock production systems and make possible the promotion of sustainable pasture rotations for cattle. This would make the industry more resilient in the face of more frequent and more severe droughts and floods. A stronger domestic cattle herd also reduces reliance on cattle raised in land subject to deforestation. Fair prices and access to the market for farmers is also essential to the UFCW's climate mitigation strategy. But most of the meat production market in the US is controlled by a small number of transnational corporations (TNCs) that drive down the price of meat products. So the union has also been advocating for stronger antitrust (competition law) enforcement to deal with unequal market access and to stop the predatory pricing, to ensure local farmers are able to get a fair price for the livestock products they produce.

In recent years, deregulation of the US system has resulted in the overproduction of feed grain. This has driven feed grain prices far below the cost of production, which has resulted in a substantial indirect cheap feed subsidy to industrial meat production because feed is the single biggest cost of producing meat. This has made it impossible for local farmers to compete with intensive production. So the union is also advocating for a reintroduction of supply management to ensure farmers are paid a fair price in the market without direct government payments. This would curtail intensive mass overproduction and thereby remove the indirect feed subsidy to concentrated animal feeding operations, opening an economically viable path to agroecological production methods.

The union is also building alliances between farmers and unions to strengthen rights and working conditions in the industry. The union will support fair prices for farmers by advocating for supply management, anti-trust enforcement and for reform of procurement processes (with the preference for government food procurement contracts to be given to farmers and farmer-worker-owned co-op food processors that respect labour standards and the environment, and recirculate profits into local and regional economies.) In exchange, farmers are asked to support workers' right to

organise. This strategy has the potential to raise labour standards in meatpacking, by ensuring union contracts, better wages, and healthier and safer workplaces.

“Intensive livestock production is a big contributor to the greenhouse gas emissions which are overheating the planet. The crises that working women and men face are interconnected. We cannot address the climate crisis without addressing the injustices of the global food system when so much of the world’s food is grown and processed by people who lack social and economic security and are plagued by poverty. Empowering farmers to get a fair price, and workers to get a fair wage, is a trickle-up economic strategy. Short term dividends to shareholders at the expense of fair prices to farmers and fair wages to workers is unsustainable. Our strategy will make Main Street the priority over Wall Street and a stable planet the priority over maximizing shareholder returns.” - Mark Lauritsen, IUF President and Head of the UFCW Food Processing, Packing and Manufacturing Division, UFCW, USA

–From *Fighting for our Future: An IUF Guide on Tackling the Climate Crisis in Intensive Livestock Production* [here](#)

Strikes

[Non-Africa] [Informal]

In 2016, the government of the Philippines promoted the modernisation of public transport to reduce carbon emissions in cities around the country, but it came with a cost. The National Confederation of Transport Workers Union (NCTU) in Cebu City, Philippines, was determined to save the jeepneys, the Philippines’ most traditional form of public transportation. Thanks to the NCTU, since 2018, thousands of jeepney workers have organised through a Just Transition into transport cooperatives that are now part of the jeepney modernisation project, aimed at curbing climate change, formalising informal jobs, democratising transport and providing a model to transform public transport.

Watch [this video](#) about the jeepneys in the Philippines, an important example of a union going on strike, and pursuing broad Just Transition through worker cooperatives for informal workers. Or read on below, in a case study from the ITF:

In 2016, the government of the Philippines announced it would push for a Public Utility Vehicle (PUV) Modernisation programme. Announced as a “comprehensive system reform that will entirely change the public land transportation industry”, the programme aims to restructure all land transportation to reduce carbon emissions in cities across the country.

Although the programme refers to all land transportation, the government focused especially on the jeepneys, a popular mode of transportation based on the jeeps left by the US military after the Second World War. Jeepneys represent almost half the trips in Metro Manila, and they carry between 18 and 30 passengers. Despite the reputation of jeepneys and buses as smoke belchers, they are efficient in terms of carrying capacity and thus lead to a reduction in traffic, fuel cost, greenhouse gas emissions and air pollution. In the largest cities, private vehicles outnumber public utility vehicles by a factor of 25:1. Jeepneys comprise only 2 per cent of all registered vehicles.

The PUV Modernisation programme focused first on the phase-out of 240,000 traditional jeepneys, putting almost 500,000 jobs at risk of displacement. The government pushed for a policy that will see the complete phase-out of internal combustion engine jeepneys and force a mandatory replacement by electric or cleaner engines (Euro IV, V or VI), as well as a concentration of the operator's market. Around 70 per cent of jeepneys in the Philippines are small operators (fewer than four units per operator). The modernisation programme originally established that the new jeepney franchises would need to have at least 30 units.

In 2017, organised jeepney workers from different unions went on a concerted national strike, demanding that the modernisation programme should include a Just Transition. The NCTU called for:

- A five-year moratorium before the phasing out of old jeepney units as a preparation period.
- An end to imports of surplus or used vehicles from other countries
- State subsidy or some form of financial assistance to modernise transportation.
- A Special Certificate of Public Convenience (CPC) for climate-friendly vehicles and engines.
- Pilot-testing of government alternatives, such as electric public transport vehicles and engines.

Jeepney workers accepted clean vehicles were necessary but said they needed a Just Transition into the new operations, as well as a broader transition that allowed for local manufacturing of new units to be part of it, and for publicly-run alternatives to be developed.

The strike won partial and temporary concessions from the central government:

- A three-year moratorium, pushing the phase-out to the end of 2020.
- A drop in capitalisation to US\$ 415 (20,000 PHP) per unit, allowing for the formation of transport co-ops and giving them priority in bids over their present routes. This last element will be essential to a worker-run public transport, through the organisation of NCTU members into worker co-ops around the country.

The strike for a Just Transition opened the door to an idea and a transformation that shaped the process into a worker-run and -controlled public transport alternative.

“The co-ops were challenging because most of the members were single operators and they have had bad experiences with co-ops in the past. This was their bread and butter for the longest time. We had to do a lot of work to explain that this was our only chance to transition, that the co-operatives would provide stability to workers and that collective ownership (and struggle) was the only way we were going to keep our livelihoods.” - Angie Mata, NCTU leader from Cebu

After an initial hesitation, the co-operative activities picked up to prepare for the deadline for the phase-out. The NCTU has formed 18 co-operatives in nine cities and provinces, with 4,392 members. In the city of Cebu, the NCTU has organised 12 different workers' co-operatives so far. More than 2,000 workers are part of them.

“So many things have changed. Workers went from an individualised working day, when they did not interact with their peers more than to compete over passengers, to a system of collective organising. They are now part of a common, collective project.” - Angie Mata, NCTU leader from Cebu

—Adapted from [ITF A Just Transition for Urban Transport Workers](#)

Broad social and coalition-building campaigns

Nigeria: Partnership between labour organisations and social movements

The Nigerian Labor Congress (NLC) is working to develop concepts and frameworks for Just Transition in the petroleum and agricultural sectors in Nigeria. One of its main objectives is also to strengthen the partnership between labour organisations and social movements. The NLC and the social movement organisation Environment Rights Action (ERA) are the two implementing partners in a new Just Transition project in Nigeria. The project is supported by the Just Transition Centre, the Dutch union FNV's solidarity fund, and Friends of the Earth Netherlands. The project gives the NLC an opportunity to understand the knowledge base of workers, the community and policy makers on the issue of Just Transition.

Across Africa and especially in Nigeria, land-grabbing, destruction of livelihoods, and the introduction of GMOs by transnational corporations are displacing tens of thousands of small-scale farmers, with implications for farm workers and impacted communities. In particular, deforestation, livelihood destruction, and impacts on communities from the extractive activities of transnational oil and gas corporations contribute to environmental degradation and human rights violations.

Hence defending communities' rights and climate justice struggles have some resonance with labour struggles for rights of workers to a decent job and decent conditions of work. The collaboration between civil society and labour aims to ultimately lead to both a just outcome for workers and communities in the transition away from fossil fuels, and for the transition to happen more quickly. ERA has been involved with the local communities in the Niger Delta for a number of years, working on agricultural plantations and palm oil plantations while the NLC works with its local union representatives on the ground to identify key issues affecting workers in the Niger Delta.

Working with Just Transition in a developing country differs from the process in industrialised countries. The concept and the goal that we want to achieve remains the same. But one thing that is essentially different is the pace at which the different countries move. In addition, the resources and capacity required for a successful transition are not the same. We are far apart in terms of the capacity and the resources that are available to get us towards a low-carbon economy through Just Transition.

Both ERA and the NLC appreciate that Nigerians are not yet fully aware of the various opportunities that are available even in the course of transition towards a low-carbon economy, noting that social dialogue is fundamental to Just Transition. While the NLC reports that it has not reached the required level of social dialogue between the trade unions, the communities and the policy makers, it is however optimistic when discussing the opportunities for good and decent jobs in a greener future. As a first-of-its kind project, it is hoped the project will provide a concrete example to inspire, inform and mobilise other unions and environmental organisations in developing countries on undertaking a Just Transition process in similar circumstances. The Nigerian government has asked the NLC to develop a national roadmap for Nigeria outlining action plans for domesticating the International Silesia Declaration on Just Transition to chart a new low-carbon economy and build workers' perspective on the implementation of the Nigerian Nationally Determined Contributions (NDC) and related domestic policy instruments.

–Country 'Case Studies' from [COTU-K Training](#)

Workplace and union organising and political education

[Africa] [Informal economy]

Nairobi is a leading city in Africa in tackling the climate crisis through its public transportation policies. Despite the challenges of low rollout of electric vehicles in Kenya, significant progress has been made compared with neighbouring countries:

- The decision by Kenya Power and Lighting Company (KPLC) and Kenya Power Generating Company (KenGen) to roll out a country-wide network of electric charging stations at strategic locations will not only increase the number and coverage of electric vehicle usage within Nairobi City and its environs but also gradually across the country. This should preferably be done in consultation with public transport workers' unions.
- The decision by the government to reduce excise duty on importation of electric vehicles from 20 per cent to 10 per cent to increase the uptake of electric vehicles in the country.
- The collaboration between Meta electric Kenya and Neo Kenya Mpya will see the introduction of electric matatus (privately-owned minibuses) along the Thika Superhighway as a pilot project. Matatus are the primary means of public transport in the country.
- The city government is moving towards electric-bus-only BRT lines. SACCOs (minibus operating companies) have made several announcements on their intention to bring electric buses to the matatu industry.

Workers are sceptical about some of these changes, however:

“In the transition to electric vehicles, we could lose a lot of jobs due to lack of training, especially in sectors like vehicle maintenance. We need a guarantee that current workers won't lose their jobs and will be considered a priority in retraining the workforce.” -Matatu worker, Nairobi, Kenya

“Transport workers have not been involved in city planning. Our needs in the context of climate change are not adequately provided for or given any consideration. [So, for example,] although most of us hang around bus terminals, there are no structures which can protect us from heavy rain and extreme heat.” - Informal transport worker, Nairobi, Kenya

The lack of formal labour relations, especially, creates scepticism since it could lead to more displacement of informal transport workers. Recent experience with the introduction of the BRT system informs this scepticism. Nevertheless, because of the impacts of climate change on their daily work, the unions that congregated to be part of the Just Transition project have been supportive of decisions such as introducing electric vehicles.

Three unions came together to discuss and put together a collective statement and plan:

“We acknowledge that the need to transition from petroleum run motor locomotives to electric vehicles as proposed under climate action is a move in the right direction that will significantly reduce greenhouse gases from the public transport sector. However, [we] note that such a move will also have a potential negative effect on public transport workers, if not well taken care of. To this end, we affirm the need to come up with appropriate mitigation measures before the situation gets worse, . . . to ensure a transition within the sector.” – A collective statement by the unions (TAWU, RAWU and BOTTAX) involved in the Just Transition workshops.

The unions agreed to take the following courses of action:

1. Educational workshops to connect with the membership and consolidate their understanding of a Just Transition.
2. Pressuring the local and national governments to incorporate workers in the planning and implementation of policies to tackle the climate crisis.
3. Engaging employers in each of the sub-sectors (minibuses, railways, taxis, boda boda bicycles and motorcycle taxis) over the processes of electrification that will be taking place in the city.

–Adapted from [ITF A Just Transition for Urban Transport Workers](#); *Nairobi, Kenya: Workers Prepare for an Electric Transformation*, pg. 40-42 of ITF guide

[Training and Awareness Raising] [Informal economy] [Africa]

In West Africa, market gardeners are key players for ensuring food security. But many of these workers work in precarious conditions and lack formal education. Numerous health scandals, including poisonings in the region, have highlighted the danger of pesticide use for market gardeners, consumers and the environment. Between 2010 and 2019, the IUF's Ecosanté programme encouraged 3,917 vegetable growers — including 1,384 women — from seven West African countries to stop using conventional agriculture methods, including the use of agrochemicals, and to instead adopt sustainable and organic farming methods. The programme also provided training to assist the transition to organic farming and agroecology.

“This program is fundamental because it allows us to take concrete action to improve the working and health conditions of our members, as well as to further the goals of achieving food security and improving the health of communities alongside the preservation of the environment. This is a major challenge for sustainable development. For more than 10 years, the IUF has been a pioneer in this field.” - Guillaume Tossa, Chair of IUF's Ecosanté programme

–From *Fighting for our Future: An IUF Guide on Tackling the Climate Crisis in Intensive Livestock Production* [here](#)

[Training and Awareness Raising] [Africa]

In Kenya, the Kenya Union of Sugar Plantation and Allied Workers (KUSPAW) union has been raising awareness of the climate crisis and building the capacity of all workers to take action. As part of the IUF Women's Project, KUSPAW conducted a workshop on the climate crisis. Workshop participants identified several impacts of the climate crisis including irregular menstrual cycles, children dropping out of school, displacement of families, low crop yields, malnutrition, domestic violence and loss of salaries. In response, the women made the following climate change declaration:

“We the women of Chemelil Sugar Company decree and declare that we shall plant 100 trees every month by the support of management to curb climate change.”

The group also agreed resolutions including:

- The Kenyan Climate Change Act to be made operational.
- Promotion of green jobs.
- Reduction in use of fossil fuels.
- Climate change clauses to be proposed in the collective bargaining agreement.
- To act as ambassadors of climate change both at the workplace and in the community.
- To incorporate climate change in all sessions, workshops and seminars at the workplace.
- Sensitisation and awareness creation.
- To develop a climate change training manual to train workers.

–From *Fighting for our Future: An IUF Guide on Tackling the Climate Crisis in Intensive Livestock Production* [here](#)

Advancing Just Transition in Nigeria (written by NLC; edited)

[Training and Awareness Raising] [Africa]

The Nigeria Labour Congress (NLC) has achieved great milestones with the draft Just Transition Guideline and Action Plan (JT-GAP). All the demands made by the NLC were mainstreamed in the draft, including the inclusion of workers' demand for a Just Transition Commission or Committee with trade unions statutorily represented. The core decent work pillars of fundamental principles and rights at work, social dialogue, full and productive employment in the green economy and social protection were recognised in the draft.

Strategies

The NLC has taken proactive steps to engage its membership and affiliates on the urgent challenges posed by climate change and the importance of a Just Transition. With workers often excluded from climate policy processes and decisions, the NLC recognised early on that meaningful engagement would require dedicated effort to build awareness, enhance capacity, and ensure that worker voices are reflected in national and international climate frameworks.

Awareness building on climate and Just Transition

First, the NLC set up a network of Climate Change Focal Persons drawn from affiliate unions. These focal persons were trained on Climate Change, Just Transition, Social Protection Measures and Green and Blue Economy. Some of these trainings were executed through workshops, side events and special training sessions organised by the ILO. The delivery format included virtual and physical meetings.

In addition, three years ago, the NLC developed a set of climate change fact sheets tailored specifically for workers. These materials aimed to provide a basic but comprehensive introduction to climate change and its intersection with labour, recognising that workers across various sectors had differing levels of exposure and understanding of the issue. To kickstart this initiative, the NLC organised a two-day side event that brought together climate change focal persons from affiliated unions. The training not only addressed the science and impacts of climate change, but also

emphasised the economic and trade implications that directly affect workers' livelihoods.

The NLC printed and distributed copies of the fact sheets. Focal persons were trained on how to disseminate this information to their unions. They were also asked to hold further meetings and cascade knowledge gained to their members. This approach ensured that climate education was not confined to the top levels of union leadership but began reaching the grassroots level after the last Delegate Conference of the NLC.

Building on the momentum of the initial efforts, the NLC expanded its outreach by conducting a series of virtual training sessions with the network of focal persons. These sessions allowed for deeper discussions, experience sharing and reflection on lessons learned. Importantly, they also prepared participants to begin engaging more actively with national processes, particularly the country's Nationally Determined Contributions (NDCs). The trainings introduced workers to international climate governance structures and helped frame climate change as a workers' rights issue.

To ensure that the initiatives remained grounded in real worker concerns, the NLC introduced a structured feedback mechanism. Questionnaires were distributed across affiliates to gather insights into how workers perceived climate change, what concerns they had, and what types of training they would find most useful. This participatory approach helped the NLC refine its programming and identify specific areas where further technical knowledge and support were required.

Institutionalisation and International and national policy engagement

Having established a foundational awareness and training infrastructure, the NLC moved towards institutionalising its climate education efforts. The NLC is planning to develop a core education module on climate change and Just Transition, delving deeper into technical issues identified by its members. Alongside educational efforts, the NLC has identified collective bargaining as a key lever for advancing climate-related worker rights at the enterprise level. By encouraging affiliates to incorporate climate and Just Transition demands into collective bargaining agreements, the NLC aims to generate immediate, practical impacts on the shop floor. This strategic focus aligns with the Congress's broader objective of ensuring that climate policy translates into tangible benefits for workers and their communities.

Policy engagement

In the policy arena, the NLC has taken a front seat in two critical national processes: the development of Nigeria's updated NDC 3.0 and the drafting of the national Just Transition Guidelines. The NLC actively participated in the final validation process of the NDC and has consistently advocated for the mainstreaming of worker perspectives in the document. With the Just Transition Guidelines, the NLC's involvement has spanned from the inception report and stakeholder consultations to regional meetings held across the country. The National Council on Climate Change (NCCC) has sought the NLC's input on how best to disseminate the document to workers and the public at large.

On 22 September 2025, Nigeria submitted its NDC 3.0 to the United Nations Framework Convention on Climate Change (UNFCCC). For the first time, trade union perspectives were adequately mainstreamed in the NDC. Apart from copious mention of trade unions as representatives of workers, the NDC 3.0 identified decent work as a key element for climate justice

in Nigeria and as critical for a successful delivery of NDC 3.0. The most significant marker of the labour movement's success was the dedication of a whole chapter in the NDC to Just Transition.

Ministry engagement and advocacy

The NLC was proactive in developing a robust relationship with the Federal Ministry of Labour and Employment and the Federal Ministry of Environment. For example, the NLC invited the ministries to be part of the research on Just Transition for workers in Nigeria, and the ministries were invited to the validation sessions after the research was executed and presented.

Establishing relationships with policy gatekeepers has been a long-term, intensive process, but it has also been one of the most defining aspects of our climate justice work. Building trust, credibility and mutual understanding takes time, yet these relationships are critical for influencing policy decisions and advancing just climate solutions. This behind-the-scenes engagement often determines the success of more visible advocacy efforts. We have developed very strong professional institutional and desk officers relationships through robust stakeholders mapping and engagement.

Coalition building with non-labour groups

In September 2025, the Citizens Free Services Forum, with the support of the International Labour Organisation, organised training for top media executives, civil society organisations, and trade unionists. Members of the NLC Climate Change Network were invited as participants and facilitators. After presenting the milestones already recorded by the NLC in mainstreaming workers' voices in key public climate change documents, the meeting decided to form a Coalition of Trade Unionists, Media and progressive CSOs. The Alliance with nearly 100 members has already been formed and is active as a WhatsApp Group under the name 'Nigeria Trade Unions, Media and CSOs Alliance for Climate and Socio-Economic Justice'.

In another example of coalition building, the NLC and the social movement organisation Environment Rights Action (ERA) are the two implementing partners in a new Just Transition project in Nigeria. The project is supported by the Just Transition Centre, the Dutch union FNV's solidarity fund, and Friends of the Earth Netherlands. The project gives the NLC an opportunity to understand the knowledge base of workers, the community and policy makers on the issue of Just Transition.

JUST TRANSITION CASE STUDIES

The ITUC Just Transition Database is a global repository of practical examples of worker-centered Just Transition initiatives. It showcases projects, policies and lessons learned from around the world and across sectors, allowing unions to adapt and scale practices to their own local realities.

Link to the Database: <https://just-transition-database.ituc-csi.org/>

For translation purposes, a Word version of this document is available for download at the following link: [Annex 1_ Scenarios & Case Studies.docx](#)

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