

ACTIVITY 11:

The Power Matrix

Materials: Handouts: *The Power Matrix worksheet*

One of the case studies:

UBUNTU: Rural women mobilise in South Africa

PEKKA: A grassroots women's movement in Indonesia

COPINH: Guardians of the River in Honduras

Alternatively, draw on the group's own issues.

Using flipcharts, participants recreate and apply the matrix to their issues or the case studies.

Step 1. The Power Matrix

Plenary: Begin with a quick check in. Ask:

- How do you understand the process of developing a strategy for movement-building, as distinct from project or campaign planning?

With the handout, briefly introduce the Power Matrix. Draw examples of issues and strategies from participants' own experiences as outlined in previous activities.

Apply the Power Matrix to a particular issue. Ask:

- How do the dynamics in each of the four arenas of power contribute to the problem or situation?
- How might power in each arena be contested, countered, used, or changed to help address the problem?
- What strategies are needed to contest and change power in each arena? (For example, policy change or court cases in relation to visible power)

Download the [Power Matrix Worksheet](#).

Step 2. From analysis to strategy

Small groups: Review the case study you've chosen or the issues and strategies you have identified in your own context. For the case studies, imagine that 'you' are directly involved as you discuss these questions.

- How and where are you mobilising and focusing on aspects of visible power? Directly or in alliance? Through advocacy, using laws or courts, challenging decision makers, and/or reprioritising and improving implementation/enforcement?
- How and where are you focusing and mobilising on hidden power? By exposing collusion or corruption? By directly blocking or confronting those acting behind the scenes?
- How and where are you focusing on invisible power? By creating processes for constituents to gather information or deepen critical analysis as part of organising? Through counter-narratives, communications work, or framing agendas?
- How and where are you focusing on systemic power? Drawing on, promoting and practising different belief systems or ideologies (such as feminism or the commons) that challenge dominant logics?
- How is your strategy building power *to, with, within, for*?

Plenary: Groups post their flipcharts or digital matrices and take turns sharing their findings. Build on each other's contributions rather than repeating points. Draw out the different kinds of strategies in relation to each arena of power.

- In what ways do these strategies connect and support one another?
- Which strategies are ongoing, and which are tactical, short, and medium term?
- Do you see any gaps in your strategy in relation to how power operates?
- Do you see any opportunities to build alliances with groups doing complementary work?
- In what ways do your strategies catalyse or build transformative power – power to, within, with, for? How might you strengthen this aspect of your strategies?
- Have your strategies experienced backlash or have they been met with violence? What have you done to anticipate reversals and defend your efforts?

Invite general conclusions. Ask: What new insights have you gained about strategy development and movement-building through the lens of the four arenas of power?