

ACTIVITY 5:

What shapes strategic choices?

This process builds on Activity 3: Mapping the movement ecosystem and Activity 4: COPINH's strategies. The aim of this next activity is to identify and explore factors to consider – particularly trends and forces in a given context – in developing strategy and choosing tactics that build organisational power as well as advancing an agenda. You will draw on what was learned from the COPINH case study to analyse your own experiences and the constraints and possibilities in your context which inform your justice work.

Materials: Case study COPINH: *Guardians of the River in Honduras*; handout *Factors shaping strategic choices*; flipcharts, sticky notes

Make a large copy on a flipchart of the graphic [Components of a movement-building strategy](#).

Individually: Reflecting on the key factors that shaped COPINH's strategies and choices, ask:

- What do you see as the most important factors about the context and moment that your own organisation must consider in making strategic choices?

Write two or three-word answers, each answer on a separate sticky note. Post your sticky notes on the flipchart, clustering them with other, similar ones.

Plenary: View the stickies together and discuss themes briefly.

Small groups: Discuss:

- What opportunities and enabling factors most influence your strategic choices and actions?
- What key limitations, constraints and risk factors shape your strategic choices?

Record your thoughts, one or two words each on sticky notes.

Plenary: Groups report and build on each other's input. They place each sticky near the most suitable of the Components of a movement-building strategy. Ask:

- How do these factors influence the choice of strategy?
- How do these factors shape the way your organisation builds and leverages its own sources of power?
- What do these factors mean for risk and safety?

Use the handout *Factors shaping strategic choices* to build on the discussion and the list you have generated.