

1.2.2

SERIES 1

Establishing Resilience Principles



Activity 1.2.2

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Power Relationships

In this activity, you will use Chapati diagrams to explore the power relationships between the organizations you identified in Activity 1.2.1. The name of the Chapati diagram (also called Venn Diagram) comes from the shape of wheat flatbread common throughout many parts of Asia and East Africa, which are referred to as chapati in Hindi. Chapati diagrams are useful ways of visualizing which are the most powerful or important in making policies and laws or the provision and maintenance of particular city services or functions. Knowing who are the most powerful organizations, government agencies, community groups, etc. is important for a number of reasons:

- Because these agents are so powerful, they currently dominate your city's decision-making processes and need to be involved in some way in the resilience process, otherwise they might become barriers to building resilience.

IN THIS ACTIVITY YOU WILL:

- ✓ Figure out the power relationships between the organizations identified in Activity 1.2.1 to know who has the most influence over how services or functions are provided, and how decisions are made in your city.
- It helps you identify agents that are politically or socially weaker, such as informal community groups in a slum area, who provide critical services or functions in your city, but do not have formal legal or political recognition. While these agents might be weaker, they are very important to the functioning of your city. Part of building your city's resilience should involve engaging with weaker groups, seeking to build their capacity and recognition, which will in turn strengthen their ability to provide the services and functions they already provide.
- It helps you identify potential sources of conflict and power struggles between agents. If you know that certain government agencies or community groups, for example, have differences in opinion, it is easier for you to devise strategies for dealing with conflict between the groups. You will need multiple players to work together to build your city's resilience, and they won't always be in agreement. If you are aware of potential sources of conflict beforehand, it is easier to facilitate dialogue between groups and smooth difficulties.

ACTIVITY 1.2.2: CHAPATI DIAGRAM, POWER RELATIONSHIPS

INSTRUCTIONS: In the space provided (p.12 of this handout), create your diagram, or recreate the diagram on a white board or flip chart. An example of a Venn/ Chapati Diagram is provided on the following page.

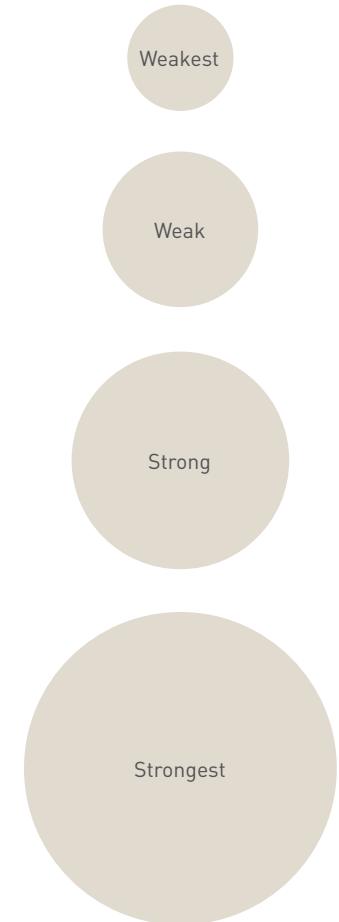
1. Pick one city service or function. If you have enough time, you can repeat this exercise for another city service or function.
2. Using the agents and organizations identified in Activity 1.2.1, discuss with your colleagues which you think are the most powerful or most influential in relation to that city service or function.
3. Once you have reached an initial consensus, rank each agents and organization and assign each organization a power status circle using the guide below. Write the name of the organization in the circle of the corresponding power size.
4. Arrange the shapes to show the relationships between each of the organizations. One possible suggestion is to arrange the organizations according to the following categories:
 - Whether they make the laws or policies regarding the city service or function

- Whether they own the resource rights or infrastructure connected to the service or function, such as the water rights or electricity grid
- Whether they just manage and operate the infrastructure or service, but do not own the infrastructure or have the ability to make policies.

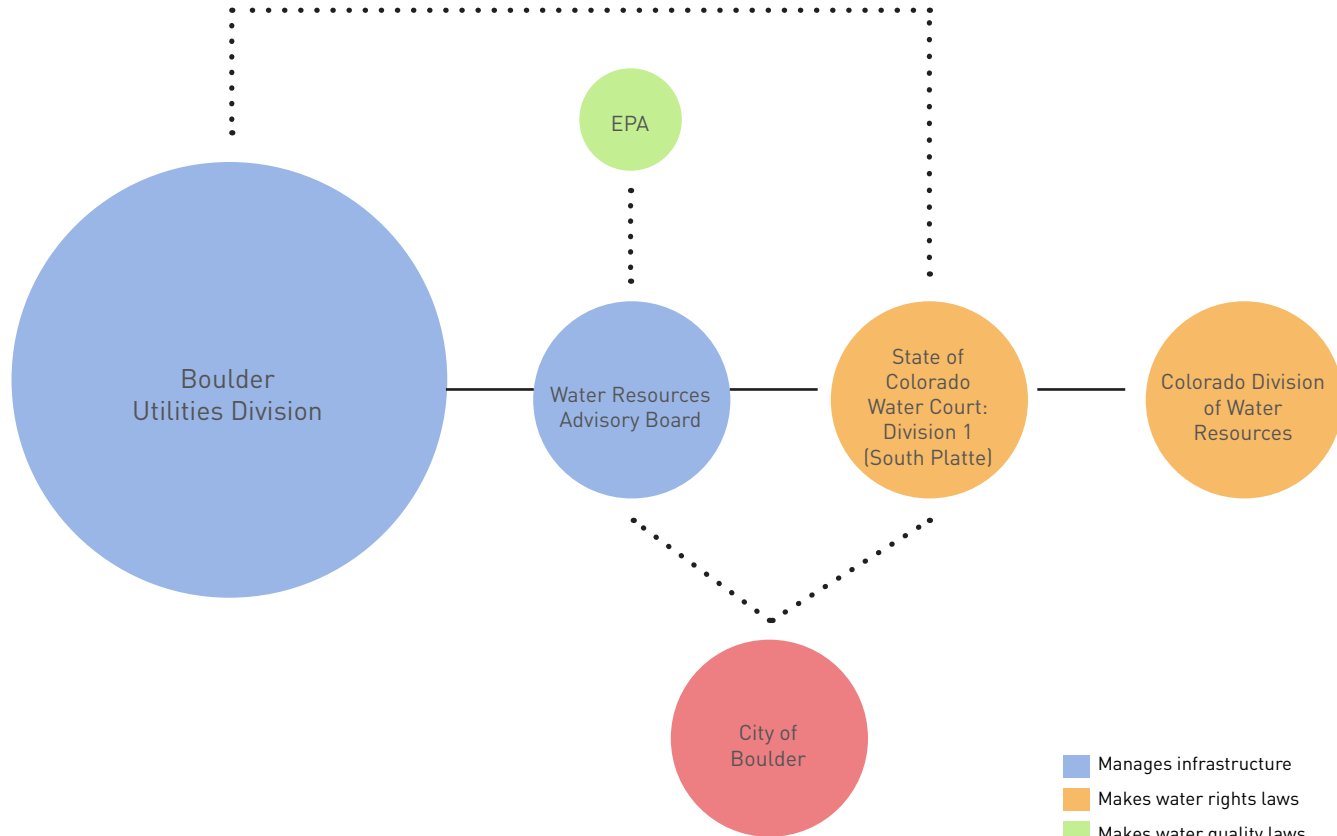
Use colors to differentiate the organizations according to their categories.

Draw connecting lines between your shapes to create a sociogram. The lines are a way of representing which organizations are linked together and influence each other's work.

Arrange the shapes to reflect the organizational power structure you think exists around a particular city service or function. There is no 'correct' way to arrange the organizations. It is also common for your perceptions of organizational structures within your city to change as you move through various steps of the resilience process. The same applies to the lines you might draw between organizations to see who is connected.



Chapati Diagram Example



!! TIP: If an organization has many lines connecting it to many other organizations, this can be another indication that this organization has a lot of influence and should be considered for inclusion in the vulnerability and risk assessments and resilience processes.

- Manages infrastructure
- Makes water rights laws
- Makes water quality laws
- Owns infrastructure & water rights
- Direct Relationship
- Indirect Relationship

Chapati Diagram

INSTRUCTIONS: Please use the space below to complete your Chapati Diagram.