Table 4.4. Mobilize Communities and Constituencies for Decision Making and Social Action[4]

Community Coalition Action Theory	Principles of Community Engagement	Structural Capacity Needed
Propositions: 6. Coalition formation is more likely when there is participation from community gatekeepers. 7. Coalition formation usually begins by recruiting a core group of people committed to resolving the issue. 10. Shared and formalized decision-making helps make collaborative synergy more likely through member engagement and pooling of resources. 11. Conflict management helps create a positive organizational climate, ensures that benefits outweigh costs, and achieves pooling of resources and member engagement. 12. Strong leadership improves coalition functioning and makes collaborative synergy more likely. 13. Paid staff with interpersonal and organizational skills can facilitate the collaborative process. 14. Formalized rules, roles, structures, and procedures make collaborative synergy more likely. 15. Satisfied and committed members will participate more fully in the work of the coalition. 16. Synergistic pooling of resources promotes effective assessment, planning, and implementation. 17. Comprehensive assessment and planning aid successful implementation of effective strategies. 18. Coalitions that direct interventions at multiple levels are more likely to create change in community policies, practices, and environments.	*Principles:* 4. Remember and accept that community self-determination is the responsibility and right of all people who comprise a community. No external entity should assume it could bestow to a community the power to act in its own self-interest. 5. Partnering with the community is necessary to create change and improve health. 6. Recognize and respect the various cultures of a community and other factors that indicate its diversity in all aspects of designing and implementing community engagement approaches. 7. Sustainability results from identifying and mobilizing community assets and from developing capacities and resources. 8. Be prepared to release control to the community, and be flexible enough to meet the changing needs of the community. 9. Community collaboration requires long-term commitment.	*People Skilled in:* • Mobilization and engagement processes, execution of mobilization strategies, initiative planning and implementation, collaborative organizational formation and participatory governance, listening, appreciating diverse populations and viewpoints, collaborative leadership to ethically manage asymmetric power relationships, resource identification, and leveraged resource management, and communications development and delivery. • Technical assistance and training to build partner capacity to participate in community actions. *Information/Data on:* • Emerging or new competitive viewpoints and cultural beliefs, attitudes, and behaviors regarding health and other aspects of community life. • Shifts in community structures and opinions of leaders within these structures. • Impacts of engagement and mobilization efforts *Organizational Structures to:* • Collectively govern the collaborative process and communicate effectively with community partners. • Establish information systems to manage and maintain trusted two-way network communication. • Establish information systems to support affiliations and mobilization process of engagement initiatives, contingency planning to adapt implementation of collaborative interventions, and feedback on use and management of network resources. • Deliver technical assistance and training. • Establish information systems to provide feedback loops to evaluate impacts of engagement and intervention mobilization efforts. • Track personnel affiliated with formal and informal organizations and groups across the community. • Leverage affiliation points to support the organization's network and mobilization activities (communication, power/influence, resource flow, and collaborative interventions). • Oversee communications and policy-related activities network and mobilization activities. • Manage resource exchange needed to accomplish coordinated community collaborative work. • Recognize and reward personnel that effectively perform community engagement and social mobilization duties. *Fiscal and Physical Support for:* • Personnel budget for managing and evaluating mobilization activities that address active communication, power relationships, resource flow and use, and other collaborative processes. • Personnel budget to support and reward personnel performance in managing and evaluating mobilization activities. • Office space for staff engaged in managing and evaluating mobilization activities. • Communication and computer hardware and other office equipment to support mobilization activities.

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References: Butterfoss, 2007; Butterfoss et al., 2009.
[4]CCCAT propositions and the principles of community engagement are numbered in accordance with their order in their original context, not according to their position in this table.