

Table 4.3. Build and Sustain Networks to Maintain Relationships, Communications, and Leveraging of Resources<sup>3</sup>

Community Coalition Action Theory	Principles of Community Engagement	Structural Capacity Needed
<p><b>Propositions:</b></p> <ol style="list-style-type: none"> <li>5. Coalitions are more likely to form when the convening group provides technical/material/networking assistance and credibility.</li> <li>6. Coalition formation is more likely when there is participation from community gatekeepers.</li> <li>7. Coalition formation usually begins by recruiting a core group of people committed to resolving the issue.</li> <li>8. More effective coalitions result when the core group expands to include participants who represent diverse interest groups.</li> <li>9. Open, frequent communication creates a positive climate for collaborative synergy.</li> <li>12. Strong leadership improves coalition functioning and makes collaborative synergy more likely.</li> <li>13. Paid staff with interpersonal and organizational skills can facilitate the collaborative process.</li> <li>15. Satisfied and committed members will participate more fully in the work of the coalition.</li> <li>16. Synergistic pooling of resources promotes effective assessment, planning, and implementation.</li> <li>17. Comprehensive assessment and planning aid successful implementation of effective strategies.</li> </ol>	<p><b>Principles:</b></p> <ol style="list-style-type: none"> <li>3. To create community mobilization process, build trust and relationships and get commitments from formal and informal leadership.</li> <li>7. Sustainability results from identifying and mobilizing community assets and from developing capacities and resources.</li> <li>9. Community collaboration requires long-term commitment.</li> </ol>	<p><b>People Skilled in:</b></p> <ul style="list-style-type: none"> <li>• Network analysis and affiliation processes, engagement processes that respect diverse populations and viewpoints, collaborative leadership, network formation and ethical management of asymmetrical power relationships, resource identification and leveraged resource management, and communications development and delivery.</li> </ul> <p><b>Information/Data on:</b></p> <ul style="list-style-type: none"> <li>• Network demographics and socioeconomic status.</li> <li>• Network cultural beliefs, attitudes, and behaviors regarding health and other aspects of community life.</li> <li>• Network structures and opinion leaders within these structures.</li> <li>• Network “boundary-spanners” who provide linkage across population and system segments of the community.</li> </ul> <p><b>Organizational Structures to:</b></p> <ul style="list-style-type: none"> <li>• Recognize and reward personnel who effectively perform community engagement network duties.</li> <li>• Identify and understand the patterns of communication, influence, and resource flow.</li> <li>• Establish information systems to manage and maintain trusted two-way network communication.</li> <li>• Encourage personnel to affiliate with formal and informal organizations and groups across the community and leverage those affiliation points to support the organization’s network structures (communication, power/influence, and resource flow).</li> <li>• Establish information systems to support network formation and affiliation processes, network planning and implementation, and network resource identification and leveraged management.</li> <li>• Oversee communications and policy-related activities needed to leverage resources within the network structure.</li> <li>• Establish, use, and monitor resource exchange systems that support network interactions and coordinated community collaborative work.</li> </ul> <p><b>Fiscal and Physical Support for:</b></p> <ul style="list-style-type: none"> <li>• Personnel budget for network development and maintenance.</li> <li>• Personnel budget to support and reward personnel performance in network development and maintenance.</li> <li>• Office space for staff engaged in network development and maintenance.</li> <li>• Communication and computer hardware and other office equipment to support mobilization activities.</li> </ul>

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References: Butterfoss, 2007; Butterfoss et al., 2009.

<sup>3</sup>CCAT 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.