

## THE BASICS: WHAT'S ESSENTIAL ABOUT THEORY FOR COMMUNITY DEVELOPMENT PRACTICE?

By Ronald J. Hustedde and Jacek Ganowicz

### ABSTRACT

The major point of this article is that the multidisciplinary field of community development needs some common theoretical concepts for community development practice. The authors examine three major limitations of theory for community development and discuss why theoretical frameworks are important for the field. There are three major concerns that encompass community development practice: structure, power and shared meaning. These concerns are related to three classical theoretical frameworks: structural functionalism, conflict theory, and symbolic interactionism. These seemingly disparate theories take on a deeper meaning when tied to Giddens' structuration theory. Giddens' theoretical perspective is essential for practitioners because of its link between macro and microstructures and the ability of the community to influence macro and micro changes through cultural patterns and norms (modalities). The article includes case studies and examples to illustrate the applicability of key theoretical insights.

**Keywords:** community development theory, definition of community development, solidarity, agency, structuration theory, modalities, conflict theory, structural functionalism, symbolic interactionism.

## COMMUNITY DEVELOPMENT PRACTICE: THEORY IN ACTION

By Allen B. Moore

### ABSTRACT

What are the guides to community development practice? Thirty-three practitioners from five different countries participated in a grounded-theory qualitative study to investigate what guides their practice. From the interviews, observations, and materials, it was evident that practitioners held strong values and beliefs about involving people in the process of community change. They developed practice-based, theories-in-action that guided their day-to-day work. They also shared ideas and learned from colleagues, as well from the literature, about community development and related issues, such as culture, history, environment, group process, and reflection. A framework for examining the practice of community development is posed for further discussion and study.

**Keywords:** community development, practitioners, theory, and practice

## COMMUNITY PSYCHOLOGY PERSPECTIVES ON SOCIAL CAPITAL THEORY AND COMMUNITY DEVELOPMENT PRACTICE

By Douglas D. Perkins, Joseph Hughey, and Paul W. Speer

### ABSTRACT

Concepts and research from community psychology can inform community development practice by reframing social capital theory. Social capital (SC) is generally defined and measured at the interpersonal, community, institutional, or societal levels in terms of networks (bridging) and norms of reciprocity and trust (bonding) within those networks. SC should be analyzed in a multi-level ecological framework in terms of *both* individual psychological and behavioral conceptions (sense of community, collective efficacy—or empowerment, neighboring, and citizen participation) *and* institutional and community network-level conceptions. Excessive concern for social cohesion undermines the ability to confront or engage in necessary conflict, and thus, it dis-empowers the community. Instead of emphasizing social cohesion, “network-bridging” opportunities to increase power, access, and learning should be emphasized. Institutional and community network analysis shows how SC operates at those levels and where to target service resources and develop mediating structures. Psychological and behavioral factors point to factors that motivate individuals to engage in building SC and methods to maintain and improve that engagement.

**Keywords:** community psychology, social capital theory, sense of community, collective efficacy, empowerment, neighboring, citizen participation, community institutions, networks, mediating structures

## TOWARDS A THEORY OF STATE-COMMUNITY PARTNERSHIPS: INTERPRETING THE IRISH MUINTIR NA TÍRE MOVEMENT’S EXPERIENCE

By Tony Varley and Diarmuid Ó Cearbhaill

### ABSTRACT

This paper begins by outlining two very different models or ideal-types of partnership relations between community movements and the state. What we call the optimistic model of partnerships suggests that community interests are central to the partnership approach and that they can expect to be empowered by their participation in partnerships. The pessimistic model of partnerships, in contrast, draws our attention to the manner power imbalances can skew partnership-type relations to the advantage of the state and to the disempowerment of community interests. How well these optimistic and pessimistic models fit the phenomenon of partnership as experienced by the Irish community movement, *Muintir na Tíre*, is then considered. The Muintir case poses numerous interpretative challenges, as elements of both models are relevant to understanding it, though pessimistic model assumptions turn out to be especially relevant. Finally, the possibility that community interests may seek to exploit the opportunities the optimistic model sees contributing to empowerment, and to resist the disempowerment the pessimistic model sees flowing from co-optation, allows us to push beyond our pessimistic and optimistic models to propose a third model of partnership. What we call the activist model focuses on the abilities of community interests to assert their own capacity for collective agency by devising strategies to exploit the opportunities and negotiate the constraints associated with partnerships more to their own advantage.

**Keywords:** partnership, empowerment, co-optation, capacity for collective agency, optimistic, pessimistic, and activist models

**THEORY AND PRACTICE OF COMMUNITY  
DEVELOPMENT:  
A CASE STUDY FROM THE  
UNITED KINGDOM**

**By Keith Popple and Anne Quinney**

**ABSTRACT**

This paper considers the current concept of community and provides a brief overview of the historical context of British community work with reference to “top-down” and “bottom-up” approaches. The top-down approach has roots in Victorian benevolent paternalism, while the bottom-up approach is associated with radical neighborhood action. Community development is considered in the context of current British government initiatives aimed at addressing social exclusion<sup>1</sup> and health improvement targets. The strategic objectives for these include empowering local communities, developing effective partnerships, working as multi-agencies, and becoming learning organizations. A case study is presented, the ACHIEVE project, a community-based health improvement project in Bournemouth, UK. The conclusion draws attention to the manner in which community development is embodied in the government’s attempt to engage in social engineering in economically disadvantaged communities.

**Keywords:** Community development, health improvement, social exclusion

**“WHOLE COMMUNITY ORGANIZING”  
FOR THE 21<sup>ST</sup> CENTURY**

**By Stephen M. Aigner, Victor J. Raymond, and Lois J. Smidt**

**ABSTRACT**

Two elements constitute the core meaning of community—face-to-face social interactions and social relationships. The global era of the 21<sup>st</sup> century presents new challenges to the practice of community change that empowers a community. McKnight articulates a model of community practice, “whole community organizing” which addresses the core elements of community: social interactions and relationships. We believe this new approach to community change and empowerment answers the challenges of the 21<sup>st</sup> century. This article first reviews frequently-cited frameworks of approaches to community change and empowerment as well as the dilemmas and contradictions those interventions pose. We then briefly review asset-based community development from the “inside out” and present whole community organizing, weighing its strengths against dilemmas and contradictions of obsolete frameworks. Finally, we introduce empirical support from our own work that compares and analyzes communities’ strategies to transform their social relationships, their economies, and their communities.

**Keywords:** asset-based community development, community, community transformation, organizing, participation, acting locally

## THREE FACES OF EMPOWERMENT: EXPANDING THE THEORY OF EMPOWERMENT IN COMMUNITY DEVELOPMENT

By Kenneth E. Pigg

### ABSTRACT

Empowerment as a process in leadership education is seen as fundamental to community development. Often, empowerment is considered only from the individual, psychological perspective in community development interventions. That is, practitioners may argue that individuals basically empower themselves through personal knowledge, attitudes, and behavior (self-empowerment). The extensive literature on empowerment also makes clear that empowerment is an outcome of interpersonal (mutual empowerment) and collective social action (social empowerment). The extent to which community developers are incorporating these dimensions into their interventions via leadership education is explored. The results of the literature review indicate that these interventions fall short of fully utilizing what we know about empowerment and its role in community development.

**Keywords:** empowerment, leadership development, community organizing, self-efficacy, power, influence

## TOWARDS THE MEASUREMENT OF EMPOWERMENT: THE EVALUATION OF COMMUNITY DEVELOPMENT

By Gary Craig

### ABSTRACT

Community development is enjoying something of a revival worldwide. At the same time, however, governments are increasingly concerned to evaluate the effectiveness of community development programs. While the literature has grown concerning the *evaluation* of public spending programs in general, in the recent context of a mixture of a financial squeeze on public expenditure, consumer-led service responses, and a managerialist approach to service provision, much of the language and techniques of these evaluative approaches is inappropriate to community development given its particular emphases on *process* and *participation*. The article reviews current debates on evaluation of public services, identifies the elements of most relevance to community development, and suggests a framework for moving towards a model of best practice.

**Keywords:** evaluation; process; participation; community development; best practice

## COMMUNITY-BASED SOCIAL MARKETING: INVOLVEMENT IN HEALTH PROGRAMS

By Frank L Farmer, Leslie L. Clarke, Joan D. Flocks, Carol A. Bryant, Camilla S. Romund, and Stan L. Albrecht

### ABSTRACT

Social marketing is a strategy that uses marketing approaches developed within the business arena to design, implement, and evaluate socially beneficial programs. This approach can be an effective social change strategy for groups working in the profession of community development. This paper describes two community-based projects that employed social marketing to design and implement interventions to promote health in Arkansas and Florida. We describe the stages of the research, as well as the limitations and strengths of this approach.

**Keywords:** community-based social marketing, community services, health

## BUILDING CAPACITY FOR COMMUNITY EFFICACY FOR ECONOMIC DEVELOPMENT IN MISSISSIPPI

By Domenico Parisi, Steven Michael Grice, Michael Taquino, and Duane A. Gill

### ABSTRACT

In the present political environment, there is an interest in developing policies aimed at building *capacity for community efficacy*: the ability of a local population to come together and act collectively in pursuit of a generalized interest. In this study, we examine the extent to which variation in local conditions might account for variation in community efficacy for economic development in Mississippi. Drawing on multiple sources of data, the results clearly indicated that capacity for community efficacy rested on four major characteristics: (1) community social capital; (2) local civic physical infrastructure; (3) human and economic characteristics; and (4) community spatial characteristics.

**Keywords:** civic physical infrastructure, community efficacy, human and economic characteristics, key informants, social capital, spatial scale

**ECOSYSTEM RESTORATION AS  
COMMUNITY ECONOMIC DEVELOPMENT?  
AN ASSESSMENT OF  
THE POSSIBILITIES**

**By Michael Hibbard and Kristen Karle**

**ABSTRACT**

The decline of the primary economy over the past two decades has had devastating socio-economic effects on rural communities and people across the American West. However, it has also opened up an opportunity to restore ecosystem health while rebuilding local communities – by organizing resource management efforts so that their objectives include not only environmental health but also the creation of jobs and wealth and promotion of strong local social institutions. It is an approach that has implications for agricultural and resource-based communities throughout the industrialized world.

This paper describes an assessment of a three-year demonstration project to test the possibilities of ecosystem restoration as a tool for community development. The assessment uses a quasi-experimental design to compare the socio-economic climate and community problem-solving capacity among four demonstration (“experimental”) communities and two control communities. Baseline socio-economic data were collected on all six communities in 1998 and follow-up data in summer, 2001. Data sources include existing demographic, social, and economic statistics; household surveys; and in-depth interviews.

**Keywords:** civil society, community capacity-building, community economic development, ecosystem management

**SPONSORSHIP OF COMMUNITY LEADERSHIP  
DEVELOPMENT PROGRAMS:  
WHAT CONSTITUTES AN IDEAL PARTNERSHIP?**

**By Mitchell R. Williams and Vickey M. Wade**

**ABSTRACT**

Leadership development programs help communities to address today’s complex challenges. Such programs frequently emphasize the importance of collaborating with others to effect long-term, positive change. The costs and demands of operating effective programs make partnerships essential. This raises a question: What groups should be actively engaged in sponsoring leadership programs? A survey of those who design and implement leadership programs across the United States asked respondents to identify their current partners and those they consider ideal partners. The responses support the need for modifications in program sponsorship. That is, institutions of higher education should work more closely with community-based organizations to plan and administer these valuable community development programs.

**Keywords:** partnerships in community leadership development, community leadership development, higher education and community development

**COMMUNITY DEVELOPMENT  
AND ENVIRONMENTAL QUALITY:  
BENEFITS AND CHALLENGES USING A SERVICE  
LEARNING MODEL FOR UNIVERSITY ENGAGEMENT**

**By Wendy A. Kellogg**

**ABSTRACT**

Urban neighborhood-based organizations have long played an important role in mobilizing resources and resident participation to revitalize communities. Today, these organizations seek information about environmental hazards and assets that affect the health and quality of life of residents as part of the revitalization efforts. University students and faculty can contribute to these community development activities if they become cognizant of the neighborhood's needs and challenges. This paper describes the use of a service learning framework to guide faculty and students who engage in community development activities and capacity-building in the community. The paper presents a case study that describes several projects focused on access to and use of environmental information for environmental problem-solving in a Cleveland neighborhood. Guiding principles, design, implementation challenges, and lessons learned from the projects are described.

**Keywords:** service learning, community capacity-building, environmental information, Internet

**UINTA COUNTY:  
A CASE STUDY IN WYOMING  
LAND USE PLANNING**

**By Katherine Inman, Donald M. McLeod, and Roger H.  
Coupal**

**ABSTRACT**

Many Rocky Mountain States are experiencing unprecedented conversion of agricultural land to residential use. An early 1980s oil boom in Uinta County, Wyoming, set a precedent for rapid, unmanaged growth. Recent population growth and recreation pressures in neighboring Utah have again brought growth to rural Uinta County, though at a slower rate than during the oil boom. This paper examines issues relevant to rural land use and planning in Uinta County. Data are from county focus groups and responses to a 1999 mail survey. Most respondents see growth as a problem and support preservation of environmental quality and working ranch landscapes. Rural landowners may clash with respondents, concerned with growth management, over property rights issues. Findings in Uinta County, though unique in some ways, are useful for understanding Rocky Mountain residents' preferences for rural land use and policy.

**Keywords:** Agricultural land, development, land use policy, resident preferences, rural communities.

**COLLABORATION,  
NEW GENERATION COOPERATIVES AND LOCAL  
DEVELOPMENT**

**By Norman Walzer and Christopher D. Merrett**

ABSTRACT

Local public officials and development practitioners are struggling to find ways to revitalize their communities. This article examines an expanded role for agricultural businesses in the development process. Three main issues are addressed. Findings from a national survey of 117 New Generation Cooperative managers show the reasons for starting these ventures including an interest in creating local jobs, the roles played by development organizations, and how successful they have been. The relative importance of social capital in starting the NGCs is also statistically tested. A survey of 43 development agencies in Illinois is then examined to determine the interest in working with agribusiness ventures, the types of incentives available, and whether the presence of agricultural interests on the board of directors affected the industries contacted. The article concludes with a discussion of the experiences in Renville, Minnesota, which has worked with five NGCs in a local revitalization program.

**Keywords:** value-added, New Generation Cooperatives, social capital, local economic development, collaboration