

# Community Capitals: A Tool for Evaluating Strategic Interventions and Projects

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To understand how communities function, Flora and Flora (2004) developed the Community Capitals framework. Based on their analyses of entrepreneurial communities, they determined that the communities that were successful in supporting healthy sustainable community and economic development (CED) paid attention to seven types of capital: natural, cultural, human, social, political, financial and built. Beyond identifying the capitals and their role in community economic development, this approach focuses on the interaction among these seven capitals and how they build upon one another.

This framework is used not only as a tool for analysis, but also as a way to assist project managers in identifying key boundary partners. By identifying which agencies or organizations link to each of the community capitals, project managers can determine which organizations with which to partner. Once partners are identified, the framework can then be employed to determine what each partner may need to do in order for the partnership to be successful.

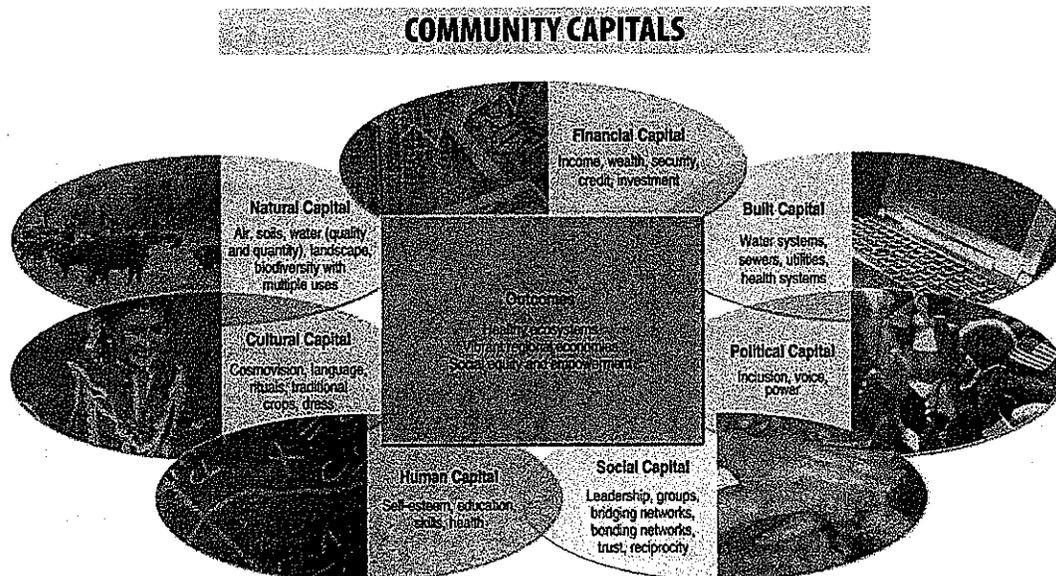
Using the Community Capitals framework, project managers and evaluators can trace how an investment in human capital, for example leadership training, might impact financial capital as leaders use their skills to acquire new funds and better manage existing funds. Social capital may then be impacted as members of the leadership program develop new bonds among themselves

and new bridges among the groups with whom they interact. The same leadership course might consequently expand political capital by providing information about how the political system works and how to access resources within the community; it could also help participants develop key linkages to other sources of political power.

Finally, the interaction with representatives from different community groups may expand the cultural capital in the community as people learn to value the voices and heritages of others.

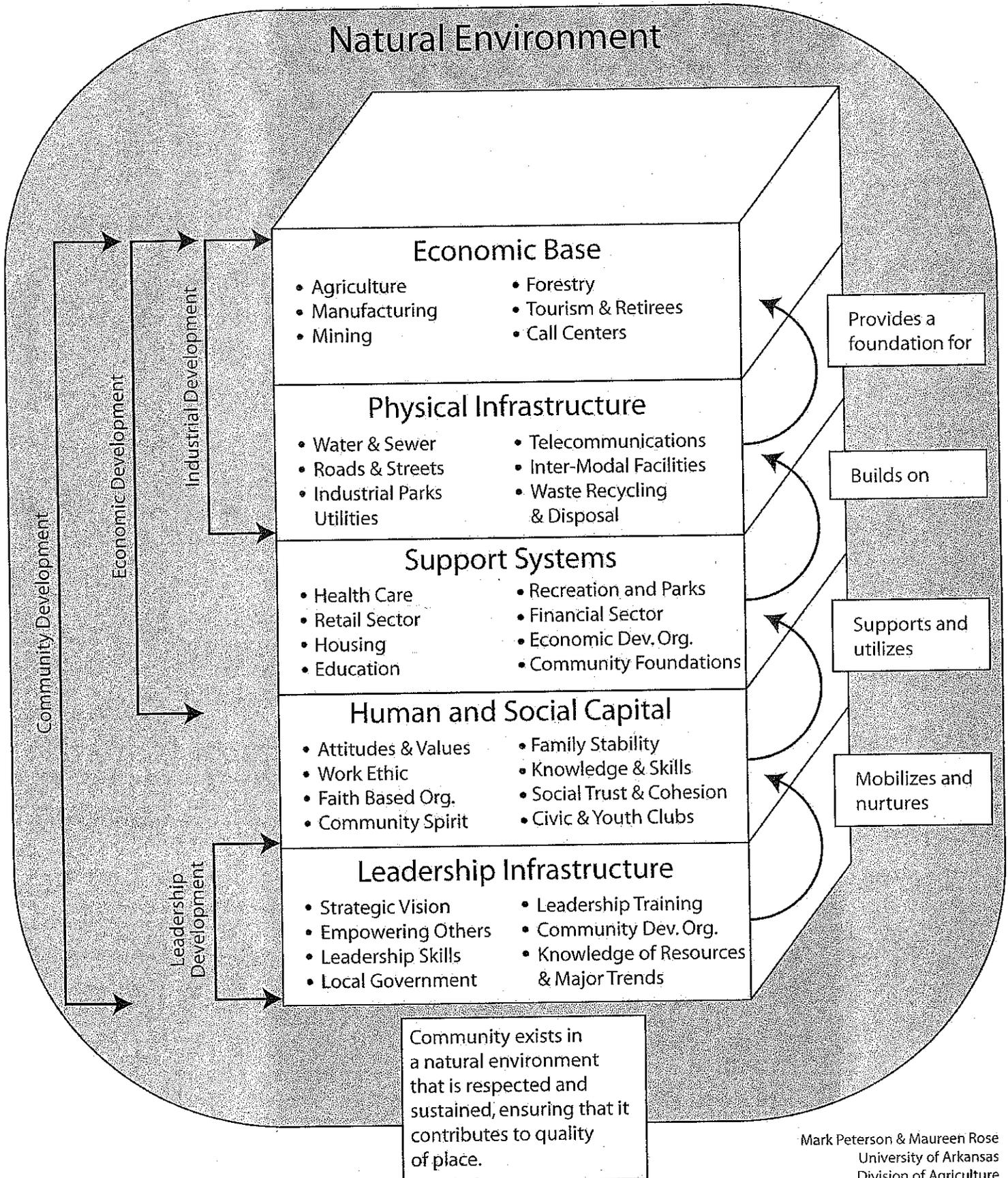
The Community Capitals model has become an invaluable tool in the North Central Regional Center for Rural Development's work with the National Rural Funders' Collaborative.

This framework helps project staff and funders better understand the strategic nature of the funded programs and their impact on reducing poverty, creating wealth, supporting family self-sufficiency, and expanding local leadership. NCRCRD's research focus with the Benedum Foundation addresses the question: Is CED possible in rural communities with populations less than 10,000 people? By measuring the investments in each of the capitals and the changes resulting from that investment, the framework provides a means by which researchers begin to understand the impact of CED on rural people and places.





# Total Community Development Model



# Principles of Good Governance

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Principles <sup>1</sup>	Application and Description
<b>1. Legitimacy and Voice</b>	<p><b>Participation</b> – all men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.</p> <p><b>Consensus orientation</b> – good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</p>
<b>2. Direction</b>	<p><b>Strategic vision</b> – leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</p>
<b>3. Performance</b>	<p><b>Responsiveness</b> – institutions and processes try to serve all stakeholders.</p> <p><b>Effectiveness and efficiency</b> – processes and institutions produce results that meet needs while making the best use of resources.</p>
<b>4. Accountability</b>	<p><b>Accountability</b> – decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organizations and whether the decision is internal or external.</p> <p><b>Transparency</b> – transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.</p>
<b>5. Fairness</b>	<p><b>Equity</b> – all men and women have opportunities to improve or maintain their wellbeing.</p> <p><b>Rule of Law</b> – legal frameworks should be fair and enforced impartially, particularly the laws on human rights.</p>

<sup>1</sup> Principles organized and presented by, Graham, John, Bruce Amos and Tim Plumptre (2003) *Principles for Good Governance in the 21st Century*, Policy Brief No.15. Ottawa, Canada: Institute On Governance as based on United Nations Development Program “*Governance and Sustainable Human Development*” (1997), <http://mirror.undp.org/magnet/policy/>