

Vol 3 Issue 1 Oct 2013

ISSN No : 2249-894X

---

*Monthly Multidisciplinary  
Research Journal*

*Review Of  
Research Journal*

---

Chief Editors

---

**Ashok Yakkaldevi**  
A R Burla College, India

**Flávio de São Pedro Filho**  
Federal University of Rondonia, Brazil

**Ecaterina Patrascu**  
Spiru Haret University, Bucharest

**Kamani Perera**  
Regional Centre For Strategic Studies,  
Sri Lanka

## Welcome to Review Of Research

RNI MAHMUL/2011/38595

ISSN No.2249-894X

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

### Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Horia Patrascu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Delia Serbescu Spiru Haret University, Bucharest, Romania	Ruth Wolf University Walla, Israel
Ecaterina Patrascu Spiru Haret University, Bucharest	Xiaohua Yang University of San Francisco, San Francisco	Jie Hao University of Sydney, Australia
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Catalina Neculai University of Coventry, UK	May Hongmei Gao Kennesaw State University, USA	Loredana Bosca Spiru Haret University, Romania
Anna Maria Constantinovici AL. I. Cuza University, Romania	Marc Fetscherin Rollins College, USA	Ilie Pinte Spiru Haret University, Romania
Romona Mihaila Spiru Haret University, Romania	Liu Chen Beijing Foreign Studies University, China	
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [ M.S. ]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

More.....

Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India  
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.net



## RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY DEVELOPMENT

V.V.KULKARNI

Asso. Professor, Social Science Centre, Bharati Vidyapeeth, Pune.

### Abstract:

*Improving living conditions in community needs substantial efforts in integrated way. Health, Education, internal infrastructure etc are the various dimensions of living conditions. Though there are various approaches adopted for locality development or the community development, the ultimate goal remains common in all approaches. For any development unless people come together for solving their own problems, the situation will never improve. The professional social worker always makes the effort for bringing people together under one umbrella of community development. Various groups, their interests, relations, plays very predominant role in community dynamics. Community dynamics and power politics are the two sides of development. Articulating issues, planning and action, strong communication are the various dimensions of community dynamics. Effective strategy in community organization will evolve only after the differences between various groups are minimized. In this view organization for locality development, social planning, social action, coalition etc are the key aspects. Generalist practice with various organizations and communities and involving people with specific responsibilities are the key dimension of community dynamics. In every community there are influential persons who have to be tackled very consciously, these aspects are discussed in detail.*

### KEY WORDS:

community engagement, strategies of organization, involvement of people, responsibilities, locality development, tools locality development, community resource.

### INTRODUCTION

There are different ways to improve the living conditions in community, and how to do all of the tasks, small and large, that make an organization work. But in broader view how does all of this work? What are the overarching strategies that work to improve our communities? Why do some grassroots organizations fail, while others do great things and flourish? Like this there are several questions concerning community development. Community development and community organization are the two sides of one coin. While taking any action for community development one has to organize the community first before initiating programme. The roots of development will take place if community is well organized. There are many suggestions that are "right" ways to approach community work. Almost all activities are based on the beliefs that the equality of all people, is not a topic of specific sections, but make up the foundation of what we do. These beliefs and ideas are at the base of community organization work. One such idea is that of community organization the idea that people can and should come together to talk about what matters to them, and then work together to successfully change their communities. As this idea is a common thread throughout our work, this chapter is focused on to make it explicit, and try to explore it more fully. The following text will explain the process of community organization what it is and how you do it. A brief explanations of different ways of looking at community organization is also highlighted in this

## RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

section. Although all of the strategies discussed in this chapter have quite a common thread of thought, it may be helpful to separate out and compare different approaches to get more clarity of community organization work.

### **Significance Of Organizing Community**

Community organizing is the process about working collectively with people to solve problems joining or forming organizations to address issues that concern people in their community etc. Community organizers work with others to: improve the social conditions of a community, enhance the quality of life of people, and bring people into the development process. Sometimes, they work directly with oppressed and disadvantaged groups in the society, e.g. the homeless children, the poor, tribes, economically weaker sections, slum dwellers, etc.. Organizers' jobs have many facets. Depending upon the agency or organization for whom they work, they could be involved in: stopping a domestic violence or social exploitations in a community, planning an alternative development model, developing a housing plan for the weaker sections, bringing funds to develop a senior citizen program, changing a law, stopping discriminating against poor, organizing a campaign to clean up the environment, coordinating social services and so on.

### **Community Development as a Profession :**

The community organizing within social work has contributed its knowledge, & skills, these causes, and also has its own tradition. The early social workers were leaders in the social reform struggles and helped to build community institutions, such as settlement houses and social services to meet people's needs. Beginning with Jane Addams who founded one of the first settlement houses in Chicago (Hull House), they have been among the leaders of the movements for social security, labor reform, and health care, as well as shapers of the social programs. To carry out developmental activities organizers wear many hats and are called enablers, advocates, facilitators, leaders, planners, resource and program developers, coordinators, reformers, and social change agents. The terms associated with the field of community organization include community development and social planning. Within social work and other human service disciplines, it is also called community work or community practice. Successful organizers work toward the goal of empowerment helping people to mobilize, the resources, and develop strategies that promote their interests or causes. These humanistic to values include: social and economic justice, equality, democracy, and peace.

Individuals usually get started in this field because of personal commitments, volunteer experiences, or hopes for jobs. Career paths in community organizing are vast and varied. Experience has demonstrated that, regardless of the job title, the community organizing approach to problem solving and the involvement of people always exists. The community organizing specialization in social work allows for a diversity of career opportunities. The revitalization of community organizing within social work is mainstreaming of the profession. Those interested in pursuing careers in organizing within social work will have to find or establish their own support group and seek comfort in the social missions grounding their work. Community organizing is the process by which people come together to identify common problems or goals, mobilize resources, and, in other ways, develop and implement strategies for reaching the objectives they want to accomplish and it's really a way of looking at all of the work that we do. Effective community organization will generally include: gaining an understanding of the community knowledge and organizing and co-ordinating skills.

In Community Organization generating and using power is one of the significant dimension of community practice.

There are many types of power; depending on the nature of organization and goals, your organization may have (or need) different types of power eg.  
Political or legislative power that you could work to pass laws and rules consumer power. Your organization might organize a boycott against a programme whose policies are unsound  
Legal regulatory power — your organization might take a anti legal actions to court  
Disruptive power — employees of an organization might go on strike as part of a demand for better working conditions etc.

### **The community organiser works for**

a) Articulating issues. A crucial part of effective organizing is being very clear about what people find important, and what you feel should be done about it.

b) Planning purposeful action. Action planning is central to effective community organization. Involving other people. Community organizing works in large part because of the strength that exists in numbers. The idea that “what we can't do alone, we can often accomplish together” is what community

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

organization is all about.

c) Generating and using other resources. While involving many people is at the central place of any community organizing effort, a group will need to obtain other resources as well. These may include cash, gifts in kind, and other forms of donations or support.

d) Communicating with your community. There are many ways to communicate effectively to the community at large that what you are doing, why you are doing it, and why they should be a part of it.

An important point to remember is that community organization is a grassroots process. It's not about an outside "expert" telling a community what it should work on. Instead, it's about community members getting exercised about something, and using that energy to create change. In short, community organization is all about empowering people to improve their lives. A fundamental lesson for the community organizer is that you don't organize people to do something you think should be done; instead, that you find out what is important to people in the community, and then help them reach their goals. Many times, community organization is done among those who have traditionally been denied a voice, or whose needs have been ignored — the poor, the homeless, certain minority groups, etc. This process generate power or strength to solve their own problems hence this process has advantages of engaging in community for

a) A greater ability to bring about the changes you want to see. The collective voice of many people working together on a problem is usually much more powerful than a single voice.

b) Empowerment. Involving people (especially those who haven't traditionally had much power) in improving the conditions which shape their lives can increase people's sense of their own worth and capabilities, helping them to live more fulfilling lives.

c) Increased self-sufficiency among community members. Organizing people to bring about change helps maintain a high level of ownership by people for their own destinies. Ultimately, this reduces the amount of outside help that will be needed.

d) Increased social support. By bringing together diverse groups of people who are working for the same cause, people get the chance to talk and learn with others they may not have met otherwise. Both professionally and socially, community organization offers ample opportunity for growth and enjoyment among those who come together.

e) Greater equity in the society. When people gain control over the forces that shape their lives, it changes the balance of power in the community, spreading it more broadly and distributing it more nearly equally. That, in turn, changes for the better the circumstances of those with the least power, making for a more just society.

#### Effective strategies in community organization

There are many different ways for a community to bring about the changes it wants. In this text detailed elaboration on people come together to improve life in their communities is given. This occurs in different ways, and for different reasons. Thus, there can be slightly different ways of looking at the process of organization. The four ways that follow will be discussed in more detail in the subsequent sections of this chapter.

1. Organization for locality development. Also known as community development, locality development focuses on community building by improving the process by which things get done. For example, it emphasizes the ideas of community competency the ability of the community to solve its own problems by learning skills such as group facilitation and critical thinking that are crucial to community work and through working to build harmonious relationships among people from different community. The idea of "helping people help themselves" is key to this concept. Organizations such as the developmental group offer good examples of what we mean by locality development.

2. Social Planning- A second type of community organizing is what may be termed social planning or policy change. The locality development focuses primarily on the process of working together & social planning focuses on getting results. It emphasizes solving specific social problems, such as a lack of adequate drinking water or the problem of very high school dropout rate. Delivering goods and services and avoiding the duplication of those services are important ends in this type of organizing. It is often initiated by community officials or planners, or as the result of state programs.

The method it is driven primarily by statistics and other types of data, social planning may be seen as more "scientific" than locality development. For example, an organizer might point out that, "Records from the health department show that only about 65% of the children entering kindergarten are fully immunized; we need an initiative to make sure all of our children receive the immunizations that will safeguard their health." The use of "experts" may be considered a necessary part of this approach because of the importance placed on statistics and other data.

3. Organizing for social action- When people think about community organizing, the picture that

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

emerges is often that of the third type of organizing — organizing for social action, or systems advocacy. The civil rights demonstrations or AIDS activists conducting awareness. In this process the concept of social justice is a dominant ideal. In social action organizing, members of a certain group often those who are discriminated on various grounds and thus have little voice as individuals, come together in order to make demands on the larger community for increased resources or equal treatment.

4. Finally, the use of coalitions is very popular, and can be a very effective way to organize the community to bring about change. Coalitions are broad groups that bring together people and organizations from throughout the community, including many groups that may not normally work together. For example, a coalition working to increase AIDS awareness in the community might bring together officials from the health department, representatives from the faith community, young people, business leaders, and members of the community groups that sometimes don't see eye-to-eye. The power of coalitions comes from the idea of strength in numbers bringing together many diverse people gives you the power you need to make the changes you want.

When looking at these four strategies for community organization, it's very clear that these approaches are not completely distinct from one another. A group that is mostly concerned with the processes of locality development will nonetheless have, some results they want to be achieved, and they may well use the more strident tactics of social action to achieve those results. And certainly, a coalition might choose to use any (or more likely, all) of the other three strategies at some point during its operation. However, our hope is that by separating these ideas. We can help organizers to think systematically about their desired ends and the means it will take to get there, as well as to organize their work in accordance to their values thus the Community Development programme provides leadership to professionals and citizens across the spectrum of community. Members have multiple opportunities to learn what's new in the profession, to exchange ideas, to obtain the most current research and reference information available and to share professional expertise.

#### **Generalist Practice with Organizations and Communities**

Assumes a multiple level approach to intervention. For any problem a generalist practitioner might intervene with individuals, families, groups, organizations, or communities. Social Workers must have skills to work with any of these entities.

MICRO - The most basic system, referring to an individual's immediate environment. It is the application of generalist practice skills in a macro (organizational or community) context to pursue planned change.

MEZZO - A more generalized system referring to the interactional processes between multiple microsystems (i. e., effects of spousal relationships on parent-child interactions).

MACRO - The most generalized forces, affecting functioning at broader level political, cultural, economical, social. It is the practice of helping individuals and groups to solve social problems and make social change at the community, organizational, societal, and global levels.

Community organization can be done in many ways; how you do it will depend on where you are working and what your specific goals are. More detailed “how-to's” are found in each of the strategy. However, some of the basics are pretty much the same, whatever your ultimate goals might be. What follows then, is simply a general overview to get you thinking about the fundamentals.

#### **Involve the people in work with responsibilities**

First of all, and most obviously, you need to involve people in your community efforts. This is the central point of community organizing. This may be done in many ways from informal conversations, to going door-to-door, to using more formal methods of recruitment offers helpful suggestions in this area. The strategies for involving the key influential persons are explained in the following text. So much of what we do in community work involves attempts to influence people to continue healthy behaviors, to stop (or at least cut down on) unhealthy behaviors, to volunteer their time or make a financial donation, to attend our events and fundraisers, and so on. When someone has influence, he has some level of ability to sway or induce people into doing what he wants them to do. Influence is something we're always trying to gain. We can often find people who already have this strange and wonderful quality and use their influence to our own advantage. Every community, no matter what size it is or how long it's been around, has its influential people elected officials, business people, religious leaders, or just ordinary citizens who have a lot of influence when it comes to what decisions get made and how things happen.

#### **Influential people or opinion leaders**

These are the people in your community whose opinions are respected, whose insights are valued, and whose support is almost always needed to make any big changes. Generally, they're regarded as having

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

a finger on the pulse of the community, able to express the point of view of the public (or some significant portion of the public) and usually having some influence over community opinion. An influential person may be a formal leader, such as a city commissioner or a well respected minister, but may also be someone whom people in the community pay. As you might imagine, there are many benefits having people like these supporting your initiative.

#### **Need of involvement of the operation leader**

Opinion leader may be able to let you know what concerns are held by people in the community.  
Opinion leader may be able to let you know how the community will react to your initiative.  
Opinion leader may have access to community history you're unaware of that might affect the course of your initiative.  
Opinion leader may be able to garner participation in and acceptance and support for your initiative in the community.  
Opinion leader may lend some credibility to your cause by being associated with you and your group.  
Opinion leader may help you work out specific problems you're having in the community.  
Opinion leader may be able to convince people who might otherwise be against your group to support it.

The crucial element at all stages of this process is personal contact. That means that if you hope to involve opinion leader, you and other members of your organization need to be active in different sectors of the community, meeting as many people as possible. As you make contacts, particularly among those in the categories above, you should be asking them "Who else should I be talking to?" Most people are eager to be helpful, and will bend over backwards to demonstrate their knowledge of the community and to help you identify and meet the appropriate people. And it's personal contact with opinion leader themselves that will ultimately get you their support.

#### **The situation for involving influential people**

This depends largely on how involved you want in opinion leader to be, but for most purposes you should get them involved early and often. The earlier they are involved, the more sense of personal investment they will have in your organization or initiative and the more fiercely they will fight for your issues and needs. If your initiative is already well under way, however, don't worry. It's never too late to get opinion leader involved in your work. No matter at what point you bring opinion leader into the picture, they can make a positive difference for your work.

#### **Aspects to encourage involvement**

1. Special events : This can include things like a day of events celebrating or emphasizing your issue; a fund raising event, such as a tournament; a trip to the other projects all these can be excellent times to involve key people. In some cases they might advocate directly for your cause. In others e.g., participating in a money raising tournament their mere presence and their contact with others in their peer group might have more impact than what they actually say. In any case, special events are a good time to ask for help from influential people.
2. Critical points for your organization or issue. : These are the times when a lot is at stake, and when influential people can be extremely helpful. They can advocate with legislators, help inform the community of the problem, defend your organization from attack, rally community support, and, sometimes, actually produce funds to stave off a financial crisis.
3. Concentrated campaigns, either for public awareness of the issue, or for funds. : Here's where your influential friends' influence comes into play. Depending on their sector of the community, they can help lend credibility to your message or organization, help to get the message out to parts of the community you might otherwise have difficulty reaching, and convince their friends that you're a worthy recipient of their contributions.

#### **Method of involvement of influential people**

1. Consider who the influential people are that you'd like to get proper committee: Think about the opinion leader who are already involved or who have shown themselves to be supportive of your work. Brainstorm about ways you can get them more involved as well as ways you can make connections with opinion leader you haven't yet met. One thing you can do in figuring out who opinion leader are is to use the "snowball" technique. This simply means asking the people you know who are influential people to suggest other influential people in the community with whom you might consider connecting. Some influential people might include:  
Local agency board members

**RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....**

Local law enforcement officials  
Religious leaders  
Representatives of local government and political figures  
School administrators, teachers, SHG members, school board members  
People involved in political campaigns  
Health and human services agencies  
Local media representatives  
Local business people—goodwill, opportunities for name recognition, and product promotion, exposure to other business people in the community.

2. Determine their interests and how you can appeal to those interests. : Find out what's important to these folks. Later on, you can use this information in persuading them to get involved in your organization or coalition. The simplest way is by asking them what's important to them, of course. You might also want to pay close attention to what other types of organizations and coalitions these people have been involved in. Find ways of relating your goals and activities to what's important to those who hold influence. Appealing to their particular vested interests can be done by showing them how your program can help them accomplish their own goals. Can parallels be drawn between what your organization or coalition does and what's important to the key influential? What sort of “sales pitch” can you use to draw this person into your organization? Coming up with a list of common goals can help you make your “pitch,” but you will also need to clearly outline what sort of support you need and make sure that what you're asking for is unambiguous.

Another important strategy in enlisting influential people is to educate them as much as possible about your issue, and to establish yourself as an expert who can be helpful to them. If they see you as someone they can come to for reliable information, they're far more likely to be helpful to you. The same is true for policymakers, who might be the same people, or who might be legislative committee staffers, scholars, or members of think tanks or policy organizations. If necessary, you can use your own constituents as a pressure group to enlist the support of lawmakers. Business people and bankers are generally willing to meet and to be helpful, but they have to have a compelling reason. How will your issue affect their business or the future of the community? What will it mean to them and their families, especially if they live in the community where their business or institution is located ?

3. Contact the influential community members and ask for their participation. : This can be as simple as making a phone call, in cases where you already know the person, or it might involve meeting someone for a working lunch, sending a formal written invitation to become involved, an introduction out of people you know who are familiar with the influential person. Generally, more formal methods of contacting people are better when you don't know them as well, or when you're asking for a big favor. Whatever method you choose, be prepared to persuade that person.

**Be ready to explain or answer questions about any of the following:**

How that person can become involved.  
What level of involvement he or she can expect to have.  
Why getting involved in your coalition or organization would fit with the individual's own personal goals and ideals.  
When they can expect to get started this should be as soon as possible; if you wait too long before having the individual start he may become uninterested or frustrated.

4. Explain the many ways in which they can become involved : There are a number of possible ways that these key people can support your organization or your cause. For example,  
They can become members of your Board of Directors or of an advisory board.  
They can act as spokespersons for the organization in particular situations.  
They can help raise money.  
They can perform specific tasks for the organization free of charge legal work, accounting, etc.  
They can act as liaisons to particular sectors of the community where they have influence the population, the business community, people in public housing, etc.  
They can advocate with local and state government for funding or support.  
They can lend their names to and help organize events around your issue.

5. Maintain their involvement : There are many ways this can be done, but first and foremost you must show your appreciation to any key influential who takes the time to get involved with your work. Giving public recognition to your supporters is important. Here are some other general tips on attracting and keeping



**RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....**

support:

Be helpful to others! That way, later on, you can collect on those favors by asking for support.

Be sure to give supporters lots of feedback about their efforts. This helps them know how they are being most helpful and ways that they can improve.

Most of all, impress them with by showing how good your cause is and how effective your program is in helping that cause. This means showing that your program is needed and effective. Influential people are often busy people, so if they're going to take the time to get involved with your work, they will want to see results. Strategies include letting supporters see that the people the program serves are pleased with the results, being as involved in high-level decision making as possible.

1. Opinion leader can provide an immense boost to the work we do in improving our communities. The simple fact is: to make real changes, we need to involve the people with the power. By understanding who they are and how to include them in our efforts, we greatly improve the chance that our work will succeed. And that puts us on the road to becoming in opinion leader ourselves the kind people come to when they want to get things done. Public meeting on the occasion of cultural events is a classic tactic in community organizing that is still used regularly by community activists. Going door-to-door in the area that interests you with a short script like the following can do a lot to spark original interest. Be careful here. There may be some members of your group not comfortable going door-to-door as a way to get the word out. They may be unsure about the safety of the neighborhoods they are visiting. It may also be illegal for your organization to communicate with community members through door-to-door visits. So, before you begin your campaign, check the comfort level of your members and examine local laws to make sure that a door-to-door campaign is safe and legal.

2. Next, from the comments and suggestions you have heard from community members, identify the issue that seems to be of the greatest concern. Three questions are especially important to consider when deciding to tackle a problem:

Is it important enough to people that they're willing to take action about it?

Is it specific?

Can something be done to affect it in a reasonable amount of time?

3. Then, those who want to do something about the problem should reframe it as a goal. That gives people something positive to strive for, and enlists them in building the community, rather than simply eliminating something harmful or annoying. It not only makes working on the current issue more compelling, but prepares people to continue the community-building process in the future. It also allows you to narrow down the issue to something clearly achievable. There are a number of possibilities. e.g. public distribution system

4. Developing your strategy is the next step in community organizing. What your strategy will be will vary greatly, depending on what type of organizing you are doing. However, in all types of organizing, members of your group will want to come together and develop agreed-upon answers to the following questions.

What are your long and short term goals?

What are your organizational strengths and weaknesses?

Who cares about this problem?

Who are your allies?

Who has the power to give you what you want?

How can we make our work enjoyable for community members to be a part of?

It's important to build your organization's strategy in a logical manner. People like to look upon themselves as being reasonable. Thus, organizers should develop the strategy in such a way that each escalation of activity makes sense, so that neither members of the group nor the larger community see what is being done as overblown or reactionary.

5. From strategies, your organization should develop specific tactics for the strategy you have chosen. Examples of tactics include boycotts, demonstrations, meetings with people with power, and so on. As we discussed in the last step on developing strategies, members of the group must be sure that the tactics fit the situation that they aren't too extreme (or too weak!); that they target the appropriate people; and that they have a good chance of being effective.

6. The next step in community organizing is to choose specific actions to carry out the strategies and tactics you have developed. These action steps are the bread and butter of your community work. They should be very explicit, specifying who will do what in what way by when.

7. The organizer should set goals for immediate, short ending wins, and these wins should be celebrated. Most community work takes a long time; some of it is never done. Your organization's goals may be very large ending child abuse; or an end to all forms of discrimination. These are goals that will take a long time to reach; they may not even be completed in our lifetime.

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

8. Finally, the organization needs to keep on going. As we said above, community work never ends. Your group may be organizing people to work on specific goals. But when your group has won (or when you have decided it's time to bow out gracefully), then it's time to rest, regroup, and move on to the next campaign.

The power of an organized community working together to reach agreed-upon goals is nothing short of spectacular. There is no more important step to take than organization when trying to improve life in our communities. And so, it is crucial for those of us working for our communities to understand how to do so effectively. Mahatma Gandhi was a tremendously powerful organizer. He rallied listeners with the words, "Let us rise up tonight with a greater readiness. Let us stand with a greater determination. And let us move on in these powerful days, these days of challenge, to make India what it ought to be. We have an opportunity to make India a better nation." You work to organize people for a better community, a better nation, and finally, a better world.

Checklist for involving people is given below.

Here, you'll find a checklist summarizing the major points contained in the text.

- You understand the fundamentals of community organizing.
- You can name the basic tasks that encompass community organizing.
- You have chosen an issue important to the entire community.
- You have selected a strategy such as locality development, social planning, systems advocacy, or coalition building.
- You will involve the community in all stages of the development and enactment process of your organization.
- You will select action steps and create short end wins that allows your organization to celebrate success and continue to move the project forward.

#### **Part II: Community Development**

In order to understand community development is it important to understand that it means different things to different people in different places and that our understanding about what constitutes effective or appropriate community development has expanded considerably in the past few years. What we do know is founded on voluntary and healthy interdependence, mutual benefit and shared responsibility. In recent years, community development has involved local people seeking and taking advantage of opportunities or working together to solve problems. Our interest in community development is not new but something to which we are returning. And returning to it we are, with interest being generated in all sectors and by a wide variety of people in each sector. Along with this increased interest comes some confusion about what community development is and what it is not. While different approaches and a variety of ideas exist about community development, there remains an underlying assumption that it is familiar to us and that we have a part to play in it.

The fact is that, just as individual people vary, communities differ and no one approach will work in all situations. Therefore, a flexible process and general information are being offered in this text to be adapted to your own situation. This text is an introductory guide to community development and capacity building. It is designed primarily for those who have an interest in community development but who may not have an in depth understanding of the concept, the process or the resources available. For those already possessing knowledge about the topic and/or experience in the field, this text provides a resource for exploring and initiating community development and reviewing the basics of the community development process.

Community development and community capacity building are not the same thing. Some might argue that you can't have one without the other or that one is a result of, or leads to the other and they would probably be correct. It's much like the chicken and the egg. There is an obvious relationship between the two, but there is also confusion about which is which and what is involved in each one. The primary focus of this text is on community development. The text will outline a community development process that builds upon and results in increased community capacity. Both community development and community capacity building are being viewed and discussed as community based and participatory. In actual fact, community development does not have to be driven by community members and, in many instances, it isn't but when it is not, very little community capacity building occurs. An example of this could happen when government and industry are in control of the economic and social development of a community. Jobs are created, programs and services are provided and yet the local residents often have little input. In this situation, the community's economic wealth may be improved (and some might consider its capacity increased) but sacrifices are made in the community's ability to manage itself, make decisions, sustain long term well-being or prepare for a future that might not include that particular industry.

The result is that the community's overall capacity is not built, although the community appears to

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

be developing. Another example where capacity is built but community development may not occur (or at least not right away) is in marginalized communities. Some are in social and economic paralysis and are dependent on outside expertise and assistance. Sometimes communities remain damaged and unhealthy for a very long time. They need to heal, become safe and build personal and community wellness. Opportunities may be present, but the community is unable to identify or take advantage of them. Leadership is required, long range thinking and strategic plans are needed, skills must be developed, attitudes often have to change and resources must be acquired. It is important that capacity be built before community development can take place. Most communities, however, experience a healthy relationship between community development and capacity building and, as a result, it is useful and practical to consider them together as complimentary processes.

#### **Principles and values of community development**

Principles and values are a key part of both community development and capacity building, particularly when they are being considered as participatory or inclusive processes. They should be based on respecting people, improving the quality of living, appreciating and supporting cultural differences and being good stewards of the land, water and wildlife. What we do now in communities has an impact on future generations. In order to honor one of the overriding values in community development, which is to leave a positive legacy, care must be taken to add value to everything that is done. The desire is to build capacity and develop communities in a way that enhances all aspects of the community (the total ecology) and is appropriate for today as well as for tomorrow. Community development is primarily concern with outcome of community development with improved quality of life. Effective community development results in mutual benefit and shared responsibility among community members and recognizes :

- The connection between social, cultural, environmental and economic matters;
- The diversity of interests within a community; and
- Its relationship to building capacity.

Community development requires and evolution of all aspects of community well-being (economic, social, environmental and cultural). It is a process whereby community members come together to take collective action and generate solutions to common problems. The scope of community development can vary from small initiatives within a small group, to large initiatives that involve the whole community. Regardless of the scope of the activity, effective community development should be: a long-term endeavor, well planned, inclusive and equitable, and holistic and integrated into the bigger picture,

It is a “grassroots” process by which communities:

- Become more responsible;
- Organize and plan together;
- Develop healthy options;
- Empower themselves;
- Reduce ignorance, poverty and suffering;
- Create employment and economic opportunities; and
- Achieve social, economic, cultural and environment goals.

Community development helps to build community capacity to address issues and to take advantage of opportunities, to find common ground and to balance competing interests. It does not just happen it requires both a conscious and a sustained effort to do something (or many things) to improve the community. Often when we think of the term community, we think in geographic terms. Our community is the location (i.e. city, town or village) where we live. The concept of community is an organization which is initiated and supported by community members for the benefit to the community, and grounded in experience that leads to best practice. When community is defined through physical location, it can be defined by precise boundaries that are readily understood and accepted by others. Defining communities in terms of geography, however, is only one way of looking at them. Communities can also be defined by common cultural heritage, language, and beliefs or shared interests. These are sometimes called communities of interest.

Even when community does refer to a geographic location, it does not always include everyone within the area. For example, many Aboriginal communities are part of a larger non aboriginal geography. In larger urban centers, communities are often defined in terms of particular ethnic group. Most of us belong to more than one community, whether we are aware of it or not. For example, an individual can be part of a particular ethnic group of the community, a religious community and a community of shared interests all at the same time. Relationships, whether with people or the land, define a community for each individual. The term development often carries with it an assumption of growth and expansion. During the industrial era,

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

development was strongly connected to increased speed, volume and size. Many are currently questioning the concept of growth for numerous reasons. There is a realization that more is not always better. Increasingly, there is respect for reducing outside dependencies and lowering levels of consumerism. The term development, therefore, may not always mean growth; it does, however, always imply change. The community development process takes charge of the conditions and factors that influence a community and changes the quality of life of its members. Community development is a tool for managing change and, therefore, is not: a quick fix or a short term response to a specific issue within a community, or a process that seeks to exclude community members from participating, or an initiative that occurs in isolation from other related community activity.

Community development is about community building as such, with the process as important as the results. One of the primary challenges of community development is to balance the need for long-term solutions with the day-to-day realities that require immediate decision and short term action. The term resources is used in many contexts. It is often understood to mean money; however, in the context of community development it can mean far more than that. Community development includes natural, human, financial and infrastructure resources. Natural resources are all the things that nature provides. Oftentimes, community development focuses on the natural resource industry that extracts the natural resource, creating jobs and wealth but, if not managed properly, may not be sustainable over time. Part of effective community development is to be good resource of the land and maintain a healthy balance between the environmental, economic and social undertakings in the community.

#### **Natural resources include things such as:**

land, air and water;  
minerals and surface/subsurface metals and ores;  
trees and other plants;  
wildlife; and  
the standards, legislation and policies relating to the above.

Human resources are about people. People are at the heart of all community matters and, as such, they are critical to success. But just having people involved is not enough. In community development, it is important to have the right people in the right jobs with the right skills, knowledge and abilities. This is not an easy matter as often we are not sure who should be doing what, what the required skills are, or where to get the necessary skills if they are missing. Placing people into the right roles and building skills or developing human capacity is called human resource development. Occasionally it is referred to as building or increasing social capital. Either way, it acknowledges the value of people and their talents and recognizes that this type of development is as important as natural resource development. Unlike many of the natural resources on the planet, people are renewable and should be treated as the most valuable resource in a community. Human resources include things such as :

healthy families and lifestyles;  
skills building, education and training;  
career planning and employment;  
effective and legal hiring practices;  
workers compensation and pensions; and  
human rights and labour laws.

The term financial resources is well understood. We know that it means money and it often implies having the ability to acquire it. What gets complicated is how to locate and successfully attract the type and amount of financial resources to community development initiatives. Just like having the right people doing the right jobs, it is important to have the right money at the right time. Traditionally, community development is funded (in part or in total) through economic development channels, taxes or government grants. This leaves little power or control in the hands of the people who want or need to do things that are not on the government or private sector agenda. Fundraising and the seeking of grants have become full-time jobs for many organizations and groups involved in community service and development. Financial resources include things such as :

fundraising and grant-seeking;  
banks and other financial institutions;  
community loan funds and lending circles;  
access to capital and investment funding;  
government loans and program funds;  
cooperatives and other forms of investment; and

#### RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

policies and guidelines related to finance lending and reporting.

Infrastructure is part of the resources needed to be effective in community development and includes such obvious things as:

physical buildings and structures;  
transportation and access;  
communication systems; and  
electrical, hydro, sewage, garbage and heating.

However, infrastructure also refers to the political systems and leadership needed to support a community, as well as the policies, standards and laws established in the community. Without infrastructure there would be no physical community. When considering resourcing a community development initiative it is important to consider what infrastructure is required, what the relationship is to what currently exists and whether or not there are policies or existing support systems to which contact or adherence are required. A community development undertaking often has its own infrastructure, such as leadership or a physical building, but it should exist within a healthy relationship to that which exists. To summarise the concept of community development it is to state :

There are many ways to define community.

We may belong to more than one community

Community development follows a planned process that is long-term and integrated.

Community development is not a quick fix for the day-to-day operations of the community.

Planning the resources for community development includes considering all the resources people, money, infrastructure and the environment in which it will operate.

Community development is a way to enhance the resources of a community and often has sustainability and increased quality of life as its primary focus.

Developing an understanding of and acquiring access to resources is often difficult and requires specific skills. Community development helps to build them.

**The process of Community development :** Community development can be both an occupation (such as a community development worker in a local authority) and a way of working with communities. Its key purpose is to build communities based on justice, equality and mutual respect. Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives. It starts from the principle that within any community there is a wealth of knowledge and experience which, if used in creative ways, can be channelled into collective action to achieve the communities' desired goals. Community development practitioners work alongside people in communities to help build relationships with key people and organisations and to identify common concerns. They create opportunities for the community to learn new skills and, by enabling people to act together, community development practitioners help to foster social inclusion and equality. The challenge in defining community development is how to capture its essence when it is so multi faceted. Community development is a challenging process because it requires the following ingredients :

**1. A long term process which goes at local residents' pace:** Community development has to take the necessary time to help communities develop themselves, including:

Bringing people together to explore their lives and issues, and understanding the root causes of their concerns;

Identifying which other organisations, agencies or influential people might be supportive or targets for change;

Helping communities to identify the changes that they would want to achieve;

Encouraging communities to feel they can make a difference;

Exploring previous attempts to change things, and what can be learnt;

Supporting the communities in agreeing shared visions and priorities for action;

Agreeing a useful way to assess their progress and evaluate their impact (outcomes and indicators);

Providing user friendly frameworks to help the communities make plans and build their own organisations;

Delivering training or finding appropriate learning opportunities;

Finding all the resources they need;

Challenging communities where necessary, so that they are inclusive towards all community members;

Supporting individual residents so they can stay onboard (welfare);

Helping the communities reflect and learn

## RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

This long-term approach is essential to ensure changes are sustainable and long-lasting.

**2. A value based process :** The key purpose of community development practice is to challenge disadvantage and inequality, and to build communities based on the principles of social justice, equality and mutual respect. Community development has to tackle power issues to be effective in supporting communities to achieve positive social change. Community development's notion of positive social change is rooted in community development's core values: social justice, equality and anti-discrimination, collective action, community empowerment and working and learning together.

**3. Social Change outcomes :** Community development is seeking to address power imbalances in society and help communities to empower themselves without oppressing others. So here is the newly coined definition of community development, enshrined in the newly-adopted National Occupational Standards (NOS) for Community Development Work (2009) :

“Community Development is a long-term value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion.”

Community development's values: Community development is distinct from other ways of working with communities because it is underpinned by a specific set of values. When people or organisations join community development process, they agree to work towards these values.

Equality and Anti-discrimination : Community development practice challenges structural inequalities and discriminatory practices. Community development recognises that people are not the same, but they are all of equal worth and importance and therefore entitled to the same degree of respect and acknowledgement.

Social Justice : The aim of increasing social justice is an essential element of community development practice. It involves identifying and seeking to alleviate structural disadvantage and advocating strategies for overcoming exclusion, discrimination and inequality.

Collective Action : Community development practice is essentially about working with and supporting groups of people, to increase their knowledge, skills and confidence so they can analyse their situations and identify issues which can be addressed through collective action.

Community Empowerment : Community development practice seeks the empowerment of individuals and communities, through using the strengths of the community to bring about desired changes.

Working and Learning Together : Community development practice promotes a collective process which enables participants to learn from reflecting on their experiences.

What community development isn't about

It isn't just for community development workers. Anyone can perform in a community development role if they are given the training, resources and support to work with communities on the communities' own priorities from the start

It isn't a “quick fix”. Community development is a long-term process, focusing on people and their needs and aims. This long-term approach is essential to ensure changes are sustainable and long-lasting.

It isn't a “numbers game”. If five people turn up to a public meeting, these are the five people that the work starts with and grows from.

It isn't a euphemism for “Partnership working”. Community development is the activity which enables many people to get to the partnership table in the first place. It is the way of working which challenges unrepresentative voices: talking with three 'community representatives' is not representative of the needs of the wider community if the representatives are not accountable to the communities and delegated to express the collective views of these communities. Community development enables many more voices to be heard and ensures they represent the diversity of opinions.

It isn't merely “Consultation” : Community development is much more than consulting on decisions already made. It is about residents exploring their own needs and seeking the services which meet their differing needs.

**It isn't “Tokenism” :** It won't provide the answer to all problems, such as a cheap way of providing services, demonstrating management efficiency or validating funding bids.

**It isn't just “Volunteering” :** Volunteering does bring many benefits, including the opportunities to develop teamwork, community spirit and personal growth. But many people become involved in voluntary community activity because they cannot get the service they want, and have to provide it themselves. It is not necessarily because they want to be volunteers.

**It isn't the same as “Community Engagement” :** Community engagement is generally initiated by agencies or people in positions of power to seek community involvement in planning and reviewing services or engaging in democratic life. It can be empowering if it leads to communities having an effective say in service provision or political decisions. It will also benefit from community development which builds the road of organised groups which others may find useful to reach people. However community

## RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....

development isn't merely a tool for community engagement; it starts from communities' own concerns. Community development helps communities reach out to agencies and other influential people when the issues require their involvement. Community development helps communities to develop clear ideas about what they want to say and the changes they are seeking from others, and then to consider which forums and networks will help them pursue their interests through their collective voices.

Suppose the quality of life in your community is declining. The major industrial employer has packed up and moved the workers to a place where labor demand is more. Many people have found other jobs, but have to commute long distances to get to them. In some of the worst situations, individuals and families have become homeless, and are living in slums and squatters. Social disorganization has increased, because those long commuting times leave many youth unsupervised during off school hours, partially because of increasing uncontrolled behaviour brought people in difficult circumstances. The community has turned into a depressed and depressing place, and most citizens feel powerless to do anything about it. How can you change this situation so that people start to take action to improve their lives? One answer is to convince people that they can make a difference and get them to work together in thinking out what they can do, and then doing it. But what if there are serious divisions in the community, or what if most people don't see themselves as able to change anything? Perhaps some groups discriminated against economically or socially. Perhaps the many diverse groups in the community have little contact with or knowledge of one another. Before you can get people working together, you have to help them make contact with and begin to trust one another.

This is a situation when locality development is desperately needed. If community members can learn to communicate across class, ethnic, and to set up organizations, systems, and policies to take advantage of their resources and address their problems, they can make life better for everyone. In this section (and the two that follow) we'll discuss three different but overlapping approaches to community organization and community change. In this section, we'll discuss how to lay the groundwork and create a foundation for such a community-wide cooperative effort. An important part of planning is considering what's possible and what will help to keep the development process going. It's wise, for instance, not to try to reach your ultimate goals all at once, but to work in stages. Aim first for something that's achievable, so that the effort will have an initial success to build on. When that goal is met, strategize again and set your next, somewhat more difficult, goal. With each stage of the effort, people will become more confident and more committed to reaching the ambitious goals set out in the strategic plan.

Step 10. Implement your plan. Here's where all your organizing and hard work pay off. The community takes action to achieve the results it wants, based on the plan that's been developed.

Step 11. Continually monitor and evaluate your work. The Community organization considers these functions so important to any effort to evaluating community organizations and initiatives. Monitoring and regularly evaluating your work gives you the opportunity to change what's not working and to respond to changes in the community. It also tells you what you're doing well, and may give you ideas about how to build on your successes.

You should be looking at both the process and the results of what you're doing. How successfully have you brought in all sectors of the community? How invested are they in making or causing changes that will improve people's lives? How well is your organization running, and does it meet the community's needs? Is the action you're involved in effective at keeping you moving toward your goals? Are you achieving the outcomes you're aiming for? Locality development is the facet of community organizing that concentrates on building an infrastructure of relationships, processes, and systems that makes it possible for the community to solve its own problems and respond to its own needs through planning, action, and advocacy. The development process should be inclusive of all sectors and participatory, and leadership should be encouraged and nurtured from within. Locality development is the basis for any organizing effort. It is the process by which community members are recruited to the effort and asked to identify and address community needs and problems by using community resources and the clout that comes from many people speaking with one voice. That may mean that all members of a large community unite to address such major community issues as economic development or public health, or it may mean that members of a more closely-defined community (Hispanics, workers in a particular trade or plant, Muslims, welfare recipients, tenants of a housing project) unite to address more specific concerns, or to demand fair treatment.

Tools & Checklists of Community (Locality) Development: Here you will find a checklist summarizing the important points of the section.

### **What is locality development?**

Locality development is community-building through improving the process by which things get done. Locality development creates an infrastructure for community activism and action.

#### **RELATIONSHIP OF COMMUNITY ORGANIZATION, COMMUNITY DEVELOPMENT & LOCALITY .....**

Locality development emphasizes positive action on the part of a whole community.

Why should you engage in locality development?

Locality development breaks down barriers within the community by encouraging and improving communication among all individuals and groups in the population.

Locality development brings together people who normally have no contact, and defines the community as including all of them.

Locality development lays a solid base for community support of activism around issues of importance.

Locality development helps individuals and groups acquire new skills and knowledge.

Locality development brings forth the natural leaders from within the community.

Locality development encourages the community to identify its own resources and understand its own strengths.

Locality development makes the community self-sufficient and able to identify and solve its own problems.

Locality development gives voice to everyone, and makes participatory democracy the normal method of community decision-making.

Locality development builds a foundation for real community and equity, leading to a healthy community and long-term, positive social change.

#### **When should you engage in locality development?**

Locality development is appropriate at almost any time in almost any community.

Who should be involved in locality development?

Locality development should be inclusive and participatory, involving people from all sectors and areas of the community.

#### **How do you engage in locality development?**

Get to know the community by learning its history, spending time experiencing it, and establishing relationships with its members.

Determine what will motivate the community to organize.

Identify opinion leaders and other trusted individuals and groups, and work with them.

Recruit people to the effort and Establish a communication system.

Encourage leadership from within the community.

Create a structure as a focus for the development effort.

Define the most important issues that relate to the community's overall concerns.

Develop a strategic plan and Continually monitor and evaluate your work.

Make the locality development effort self-sustaining and community-run, so that it's established as a permanent fixture.

#### **RESOURCES**

Internet resources <http://www.igc.org>

1. Berkowitz, W. R. "Community and neighborhood organization". Chapter for Handbook of Community Psychology. 1997.

2. Bobo, K., Kendall, J., Max, S. "Organizing for social change: A manual for activists in the 1990s". Minneapolis, MN., Seven Locks. 1996.

3. Fawcett, S. B. "Some lessons on community organization and change". In J. Rothman Ed., Reflections on community organization., Enduring themes and critical issues. Itasca, IL., F. E. Peacock Publishers. 1999.

4. Rothman, J., Erlich, J. L., & Tropman, J. E. Eds.. "Strategies of community intervention". Itasca, IL., F. E. Peacock Publishers. 1995.

5. Rothman, Jack., "Approaches to community intervention". In Rothman, J., Erlich, J.L., and Tropman, J.E., Strategies of Community Intervention 6th edn.. Itasca, IL., F.E. Peacock, 2001, pp. 27-64.



# Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished research paper.Summary of Research Project,Theses,Books and Books Review of publication,you will be pleased to know that our journals are

## Associated and Indexed,India

- ★ International Scientific Journal Consortium Scientific
- ★ OPEN J-GATE

## Associated and Indexed,USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal  
258/34 Raviwar Peth Solapur-413005,Maharashtra  
Contact-9595359435  
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com  
Website : www.isrj.net