**Community Organization Management for Community Development ASSIGNMENT**

**1. How you are Understanding Community.**

**Ans. Community has been a central focus of social work practice since its inception. Communities are one of the many social systems that touch peoples’ lives and shape their individual and group identities. People are born in social contexts, they grow, mature and learn about and form perceptions of social structures. They also develop individual and group identities through associations that connect them to life-long community experiences. Community provides the context and setting for social work at all levels of intervention. For social workers engaged in direct practice at the micro level there is need to understand the macro environment in which their client groups live and work, how the resources are made available to them and how community dynamics affect individual behavior.**

**Robert Bellah defines community as “a group of people who are socially interdependent, who participate together in discussion and decision making, and who share certain practices that both define the community and are nurtured by it”**

**According to Foundation for Community Encouragement “A community is a group of two or more people who have been able to accept and transcend their differences regardless of the diversity of their backgrounds (social, spiritual, educational, ethnic, economic, political, etc.). This enables them to communicate effectively and openly and to work together toward goals identified as being for their common good.”**

**Three frameworks are said to be useful to look at a community from a social work practitioner’s perspective. These are: a) as a social system, b) as an ecological system, and c) as a center for power and conflict. Let us discuss each of the above.**

**a) Community as a Social System: General systems theory is used by social workers to understand many of the phenomenon they encounter in social reality. A system is viewed as being composed of multiple interacting components that relate to one another in an orderly, functional manner. Moreover systems are embedded within larger systems, thus providing a framework for understanding the connection between different levels of the systems. For example an individual might be viewed as one element within a family or kinship group, the kinship group exists within a community, the community within a stagnation or society, thus a system perspective provides a useful framework for understanding the structure of community and the processes that tie the structural elements together.**

**b) Community as an Ecological System: In this community is seen as having close interrelationship with the environment in a symbiotic manner. There are regular exchange relationships that occur between the various parts of the community where each part gives and receives in symbiotic relationships with others in the system. There is a definite interdependence between various parts so that equilibrium is achieved.**

**c) Community as a Seat of Power and Conflict: The perspective goes beyond the social systems perspective that sees community as constituting of subsystems that have their functional role cut out for them. The conflicts of interests and disagreements as well as domination are not emphasized. In the ecological system even though there is acknowledgment of power processes of domination, concentration and centralization, there is not much thought provided on how to deal with the differences and the inequitable distribution of resources. How can social workers work to bring about changes in the community to enable those with less power to better meet their needs.**

**Characteristics of a Community**

**Community is a group of individuals having shared space, values and practices. They are seen to be integrated in a network of relationships that foster commonness and spirit of togetherness. Communities are seen to be homogenous entities with a degree of relationship that is seen to be the very essence of community. Community can be seen to have the following characteristics:**

**1) Human Scale: Communities have individuals engaging in face-to-face interactions. They are in that sense primary groups who are in direct contact with one another. People know each other and in this sense are in control of the range of interactions they are engaged in. Social structures are sufficiently small and people are able to own and control them.**

**2) Identity and Belonging: There is feeling of belonging and acceptance of each other as well as security Thus one feels a part of the community or a member of a community. Membership involves acceptance by others, allegiance or loyalty to the aims of the group concerned. This sense of belonging is significant and positively regarded. Community can become the person’s self concept. Identity also plays a role in the person not only feeling a sense of belongingness to one community but a sense of difference from the other groups. Institutions within community and shared practices also a play a role in identity formation and foster a sense of belonging. It also means that people can face a change in the sense of belonging to changing institutions. These can be seen to erode the togetherness within a community.**

**3) Obligations: The belongingness carries with it certain sense of rights and responsibilities. There is a mutuality of trust and reciprocity involved firstly in maintaining community life in terms of participating in the collective activities of community, sharing and interacting with others. Participating in community events with adherence to customs and traditions are ordained by collective will of the members**

**4) Gemenischaft: This implies that the people have a wide variety of roles in which they interact with each other. These interactions are not contractual but are obligatory. These are important for selfenhancement of individuals as well as for fostering the use of a range of talents and abilities for the benefit of others and the community as a whole.**

**5) Culture: A community has a specific culture that is reproduced and continuously being shaped by the members of the community, through its social structures, economic systems and power relations. A culture in that sense is all encompassing and all embracing the way of life of a group of people.**

**2. Describe the various models of social action and their characteristics.**

**Ans. The literal meaning of ‘Model’ is the modality or style or pattern of doing a particular thing, which is replicable. Conceptually, a model is an aid to complex theoretical activity and directs our attention to concepts or variables and their inter-relationships. A ‘model’ of social action means a peculiar way or process of achieving set goals with certain identifiable stages and characteristics. Stated differently, social action, in its process of achieving its objectives, adopts certain manner or modality, which is termed as ‘model of social action’.**

**Models of Social Action There are two main models of social action as given by Britto (1984). They are:**

**1) Elitist Social Action**

**2) Popular Social Action**

**When social action is carried out by the elite exclusively or with marginal participation of the masses, it is termed as ‘elitist social action’. Elite social action is essentially a group action. The other model of social action is termed ‘popular social action’ in which either the elite incorporate the clientele in the process or the beneficiaries themselves carry it out. Three sub-models can be identified in each type of social action.**

**Elitist Social Action: It is the action initiated and conducted by the elites for the benefit of the masses. In this model of social action, general public or the target group is not involved.**

**The three sub-models of elitist social action are:**

**1) Legislative Social Action Model: It is a process in which elite groups conduct studies on the gravity, extent and urgency of the problems, create public opinion and lobby to try to modify the social policy.**

**2) Economic Sanction Model: In this type of social action, the elites, by gaining control over some economic, social, political or religious weapon try to obtain benefits for the society. In this process, the elites gain control over some economic resources and use it as a threat to obtain benefits for their clientele.**

**3) Direct Physical Model: It is a process where elites take the law in their own hands and punish those responsible for the cause of injustice and thus try to bring about benefits to their clientele.**

**Popular Social Action: It is the second type of social action model given by Britto. In the popular social action model, a large section of people with or without elite participation is involved. They aim their confrontational/conflictive action against the unjust and dehumanizing structures, agencies, policies, procedures or oppressive agents. Direct mobilization model, dialectical model and the conscientization models are the sub-types of social action.**

**1) Conscientization Model: It is based on Paulo Friere’s concept of creating awareness among masses through education. Paulo Friere developed the concept of conscientization, which means educating the people about the oppression, oppressed and the oppressor (their own position in the two groups), their inter-relationship, the power structure and ways to liberate from the oppressed or oppressor class.**

**2) Dialectical Mobilization Model: It helps in promoting conflict to exploit the contradictions in a system, with the belief that a better alternative system will emerge as a result. Dialectic means the art of logical disputation. This process involves an initial proposition (thesis), which is inadequate and generates a counter proposition (antithesis) and the rational context of both are taken up into the synthesis.**

**3) Direct Mobilization Model of Popular Social Action: In direct mobilization model, specific issues are taken up by the social actionists and the masses are mobilized to resort to protests and strikes to achieve the objectives. In this process, the leaders or elites pick up specific grievances or issues that are affecting the people at large. They analyse the causal factors, which are at the root of the injustice. They formulate the alternative policies and procedures and mobilize the masses for protest activities for the purpose of achieving the set objectives.**

**Characteristics of Social Action**

**a. Social action is concerned with a change in current social practices.**

**b.Social action involves a goal accepted as desirable and worthwhile by the social actionists.**

**c. Social action always consists of an attempt to bring about action by people other than the social actionist.**

**d.Social action includes methods such as education, propaganda, persuasion or pressure, but it does not recommend physical coercion or compulsion.**

**e. Social action to be identified with specific methods and procedures.**

**3. Answer any two of the following questions in about 300 words each:**

**c) Differentiate Between Community Organisation and Community Development.**

**Ans.  There are many similarities between a community organization and community development. But for the theoretical purpose, it is possible to differentiate community organization and community development.**

1. **) Community organization is a method of social work but community development is a program for a planned change.**
2. **Community organization emphasizes the processes, but community development emphasizes the end or goals**
3. **Community organizers are mostly social workers and social change agents, But community development personnel can be from other professions including agricultural experts, veterinary experts, and other technical experts**
4. **Community organization is not time-bound. It is achieved step by step according to the pace of the people. But community development is time-bound and time is specified for achieving the development objectives.**
5. **In community organizations people’s participation is important. But in community development people’s development is important.**
6. **In community organization governments and external agencies, assistances are not important or needed. But in community development, external assistance from the government or other agencies is considered important.**
7. **Community organization is a method of social work and this method is used in many fields. But unlike community organizations community development is considered as a process, method, program, and movement for planned change.**
8. **Community organization is used in all the fields but community development is used mostly in economic development and for the development of living standards of the people.**
9. **In the community, organization planning is initiated by the people through their participation. But in community development planning is carried out by an external agency mostly by the government.**
10. **In community organizations, people are organized to solve their problems. But in community development goals have to be achieved and for that people are organized.**
11. **Community organization is universal to all communities. But community development programs differ from person to person depending upon whether the area is rural, urban or tribal, and other characteristics of the area.**

**d) What do you understand Gandhian Model of Social Action.**

**Ans. Gandhian Model of Social Action:**

**Social action of the Gandhian tradition emerges as a class by itself because of its emphasis on spirituality, purity of means and ends, non-violence as a creed, austerity (limitation of want), and moral re-armament of people. Constructive thinking, mobilization, organisation and action are the essential ingredients of this model. People’s power remains the basis in all the three types of social action of this tradition.**

**This model has three sub-types:**

**Militant non-violent tradition: With non-violence still the base, this tradition or approach calls for political and revolutionary character to the social action. It aims at forceful intervention to bring about radical changes in the social system. It does not rely totally on the peaceful and mere constructive work done at the grassroots level. It believes in redistribution of power and resources and to achieve this aim it intends to mobilize masses to take action. For example, chipko movement emerged out of the protest against rampant deforestation in the Himalayan hills caused by indiscriminate deforestation for commercial consumption.**

**Gentle non-violent tradition: The Satyagraha done by Vinoba Bhave for satyagraha and village and community reconstruction explains gentle non-violent form of Gandhian social action. It blends the components of the social (populist-movemental) and the grassroots-institutional (constructive work). Bhudaan (donation of land) and gram-daan (donation of villages) for reconstruction of the Gandhian socialist community are the fine examples of this tradition.**

**Citizenship model of constructive work: This type of social action concentrates mainly on the grassroot level of social action (citizenship) through the means of education. This type of social action relies on constructive work and believes that necessary changes in the social system would take place in due course of time. It rejects coming in conflict with the authorities, protests and boycotts to achieve the desired objective of social change. It prefers to lay stress on consensus (Lok-sammati), citizenships role (model) and through it visualizes a revolution in thought and method (Bichar kranti and paddhati kranti).**

**Gandhian approach further subscribes to the view that the government depends upon the people and not the people on the government. That all exploitation is based on cooperation-willing or forced– of the exploited and therefore there is a need to generate social power – a capacity to control the behaviour of others, directly and indirectly, through action by groups of people which impinges on other groups. Non-violent action is not only a policy for a true Gandhian worker but also a creed, and the constructive programme is considered to be the core of such action.**

**In all the three traditions of Gandhian social action, people’s base is considered primary; a parliamentary approach is regarded as inadequate; and while the last two types concentrate on the solution of social and economic problems, through people building and action, militant non-violent tradition model also adds political dimensions to them. The role of institutions is considered enabling, people-based and supportive in all the three forms–which aims towards the creation of a caring and welfare society as contrasted with welfare state.**

**4. Attempt any four of the following in about 150 words each:**

**b) Discuss The Roles of Community Organiser.**

**Ans.** **Roles of Community Organizer**

**The diverse roles of a community organizer are discussed here. These roles are neither exhaustive nor mutually exclusive.**

**1) Guide**

**The primary role of the community organizer is that of a guide who helps the community to discover the ways and means of achieving its own goals. As a guide, he helps the community to move effectively in the direction which it sets for itself. While the organizer has some responsibility to help the community choose this direction wisely, based on the many factors which may operate in the given context, the choice of direction and method of movement must ultimately be that of the community.**

**2) Communicator**

**The community organizer transfers or transmits information and knowledge to the community. Often community members demonstrate an ignorance of information and ideas. Sharing of information enables the community to use this information to meet its needs or resolve its problems. Thus, the organizer being an essential link between the community and the outside world is expected to play the role of an effective communicator.**

**3) Enabler**

**The community organizer plays the role of an enabler by facilitating the community organization process.**

**4) Expert**

**As an expert, the organizer’s role is to provide information, knowledge and advice in a number of areas about which he has specialized expertise. Often, the organizer has to provide research data, technical experience, and resource material, advice on methods     which the community may need and require in the process of achieving its goals.**

**5) Counsellor**

**The community organizer initiates work by developing an intensive understanding of the community. Often he is expected to enable the community to understand itself in terms of its multiple dimensions. It may entail diagnosis and treatment of the community as a whole.**

**6) Animator**

**The organizer as an animator helps the people to come forward and participate in all phases of the process, from planning to evaluation. By raising suitable questions/issues, he assists in conscientising the community and stimulating people to overcome their attitudes and blocks to participation.**

**7) Collaborator**

**The community organizer collaborates with his colleagues, co-professionals and other organizations working in the community. In contemporary context, the importance of maintaining collaborative partnerships with other organizations is well recognized.**

**8) Consultant**

**The community organizer enjoys the trust and confidence of the people and is often relied upon to advise them about matters of vital importance to them. His expertise and experience is relied upon by the people, who often seek his guidance and expert advice. As a consultant, he makes himself available to people, who are in need of his inputs. He is also able to furnish his expertise to community groups and community organizations.**

**9) Model**

**The community organizer is often perceived as a role model and a source of inspiration by the people. He needs to be conscious of the influence that he is able to exert on the community.**

**10) Innovator**

**The community organizer innovates, performs and constantly strives to improve upon the techniques through the process of community organization. This gives a lead to the people of the community and enables them to try out new ways and means to find solutions to their needs and problems. Community organization is not merely for solving problems, but the broader goals of capacity building of individuals, groups and the community as a whole have to be meaningfully achieved.**

**11) Motivator**

**The community organizer stimulates and sustains active interest among the people for reaching a solution to their needs and problems. The community organizer encourages the community to take up a minor task and complete it successfully. This in turn enables the people to take up more difficult tasks. In such a process, the people at times may not take any initiative or may be content to live with the existing situation.**

**12) Catalyst**

**In the process of community organization, the community organizer enables the people to become empowered by gaining accessibility and control over resources and acquiring skills in decision making. He/ she accelerates the actions and reactions of people so that they are able to achieve the desired results. As a catalyst, the organiser is able to increase the response level of the people. The catalyst role further enables the people to become independent and become better equipped in responding to their own needs and problems.**

**13) Advocate**

**The role of the advocate is to represent or persuade the members of the community and prepare them to represent their issues to the concerned authorities in order to bring about an effective solution to their unmet needs. The advocacy role is an important one in the present context of community work. The needs and problems of the people have to be presented at appropriate forums and the required support and networking obtained in order to increase the pressure on the oppressive forces.**

**14) Facilitator**

**A facilitator provides support, encouragement, and suggestions to the community so that people may proceed more easily and skillfully in completing tasks or solving problems. A facilitator assists the community in finding coping strategies, strengths and resources to produce changes necessary for realizing goals and objectives. A facilitator helps client systems to alter their environment in the desired direction.**

**15) Mediator**

**The community organizer intervenes in disputes between parties to help them find compromises, reconcile differences, or reach mutually satisfying agreements.**

**16) Educator**

**The community organizer as an educator conveys information to the community and those in the broader environment.**

**c) Describe the models of social action. 5**

**d) Explain The Various kinds of Social Welfare Organizations.**

**Ans. Social welfare organizations play a vital role in rendering Social Services in every country, especially in developing and underdeveloped countries.**

**Formal Organizations**

**Formal Organizations refer to a structure of well-defined jobs, each bearing a definite measure of authority, responsibility and accountability. Formal Organization lays down the pattern of relationship between individuals and the rules and regulations, which guide the behavior of individuals. Formal organizations follow the functions of POSDCoRBEF in its working.**

**Informal Organization**

**Informal Organization is an outcome of social interaction between individuals in a formal organization. Whenever people work together, they evolve informal groups bound together by common, social, technological interest. Such groups constitute informal organization.**

**The informal Organizations have the following characteristics:**

* **Customary and not enacted.**
* **No written rules and regulations.**
* **Does not follow an organizational charts in its working.**

**It must be noted that the informal organization is based on formal structure and cannot exist without it. The informal organization allows an organization a measure of flexibility, which is a functional necessity. However, the greatest weakness of the informal organization is its instability; its changeability and its unpredictability.**

**Structured Organizations**

**Structured organizations are those, which are formed, and functioning with a clear structure or framework of relationship. As structure, organization is a network of internal authority, responsibility and relationships. It is the framework of relationships of persons, operating at various levels, to accomplish common objectives.**

**Thus, a structured organization has got three major elements:**

* **Formal structure**
* **Definite authority**
* **Clear responsibility**

**When we think about structured organizations in a social work context, there are many organizations falling under this category. All these organizations have a clear structural framework, be it formal or informal organization. For example, registered social service organizations, social welfare departments and cooperative societies all have a defined structure.**

**Unstructured Organizations**

**Unstructured organizations do not have a clear structure or framework. Various committees, community organizations, social action groups are some of the examples of unstructured organizations.**

**e) What are the Strategies and Tactics in Social Action?**

**Ans. Social action involves collaboration, motivation, negotiation, mediation, persuasion, confrontation and conflict resolution in its process and, in order to show its dissent against the authority, may adhere to sit-ins, hunger strike, protest march, boycott, slogan display, and other such strategies and tactics. Strategies and tactics form the core of social action practice. A look at the meaning of strategies and tactics, which, more often than not, are used interchangeably, may be beneficial to understand the concept better. Strategies and tactics provide dynamism to the process of social action. Therefore, forming a consensus on the strategies that are possible and available is quite difficult as newer strategies and tactics are being used with changing times in various stages of social action. Lees has described following main strategies:**

**1) Collaboration: In this, the underlying assumption is that to bring about change in power equation, resorting to conflictive strategies are not always necessary. The authority may be responsive and bring out necessary changes to provide equitable resource sharing to the marginalized groups too.**

**2) Competition or bargaining, negotiation, advocacy: The second set of strategies are based on the premise that one anticipates some resistance to change, and the activity of the change agent may have to be accompanied by tactics which are not exclusively persuasive but rather seek to affect change through pressure. In this strategy, contending parties utilize commonly accepted campaign tactics to persuade, to negotiate and to bargain, with the willingness to arrive at a working agreement.**

**3) Disruption or conflict/confrontation: Third set of techniques are based on the premise that in the struggle between those who are pro status quo and those who are pro change, resistance is an aspect of the change effort and therefore the dynamic of conflict is inherent in the social action effort. This strategy signifies a more militant approach and it may include strikes, boycotts, fasts, tax-refusal, ‘sit-ins’ etc. Lees also includes riots and guerilla warfare though these may be omitted by many other social workers as any use of violence will be unacceptable to values and ethics of professional social work.**

**Hornstein has classified these strategies or tactics of social action as: 1) Direct action tactics: Picketing, marches, fraternization, haunting, leafleting and renouncing honours. 2) Non-cooperation: Strikes, boycott, tax-refusal. 3) Intervention: Sit in, reversal strike, obstruction.**

**f) Elaborate on Social Welfare Administration as a Profession.**

**Ans. Social welfare administration is both scientific and professional activity. It promotes social work practice in administration. Therefore, it is also called social work. It administers or implements special programmes intended for vulnerable, disadvantaged and weaker sections of the population such as women, disabled children, chronically ill, the aged, scheduled caste/ scheduled tribes etc. through social work processes. It also organises programmes for sustainable social development. It also aims at the effective implementation of the regular and special programmes of social welfare agencies.**

**A variety of functions are performed by the social welfare administration. These are-**

**ü  Determining the aims and objectives;**

**ü  Shaping the organizational structure;**

**ü  Developing the program;**

**ü  Budgeting;**

**ü  Staffing;**

**ü  Directing the activities;**

**ü  Coordination;**

**ü  Supervision;**

**ü  Public relations;**

**ü  Research and evaluation.**

**5. Write short notes on any five of the following in about 100 words each:**

**a) Urbanisation**

**Ans.** **Urbanisation means the removal of rural characteristics of a town or an area, a process associated with the development of civilization and technology. Demographically, the term denotes redistribution of population from rural to urban settlements. Urbanisation is associated with industrialization and the growth of industrial centers that attract large scale population from rural areas previously engaged in agriculture to work in manufacturing and service related activities. But urbanisation is not a product of industrialisation; it predates industrialisation by centuries. Industrialisation has only accelerated the process of urbanisation. Urbanisation involves a complex process of social change affecting both people and places. There is a progressive concentration of people and activities in towns and cities.**

**b) Slums**

**Ans. Slums may be characterized as areas of substandard housing conditions within a city. A slum is always an area. The term housing conditions refers to actual living conditions rather than mere physical appearance of the area. The substandard is to be taken not in an objective or technological but rather in a relative social sense i.e. compared with the recognized standard at a given time in a specific country. The cave dwelling of prehistoric people, the dugouts etc. of pioneers are all substandard according to our notion, but they do not create slum conditions.**

**There are three main types of slums – (i) The first type is original slum. It is an area which from the very beginning, consisted of unsuitable buildings, these sections are beyond recovery and need to be razed. The example of this type is the Mexican slum in Wichita. (ii) The second type of slumsconsists of slums created by the departure of the middle class families to other sections and subsequent deterioration of the area. The example of this type is South End slum in Boston. (iii) The third type is the most unpleasant type of slum. It is mainly a phenomenon of transition**

**c) Locality Development 4**

**d) Assumptions Regarding Method 4**

**e) SWOC (Strength, Weakness, Opportunity and Challenges) Analysis 4**

**f) Social Auditing**

**Ans. Social auditing is a process by which an organizations/government undergo for a impact realization of its work by its stakeholders and take measures to improve its social performance. Social audit as a concept was envisaged by Charles Medawar in 1972.**

**A social audit on at ground level helps to narrow down the gaps between what is envisioned and what is outcome in reality. It helps the government to take citizen friendly measures, to improve the social performance of any welfare government efforts.**

**Social Auditing is quite different from the developmental auditing. While the social audit focuses the on-ground neglected issue and is citizen-centric, the developmental audit has a broader vision which aims towards higher GDP growth along with welfare programs. Development audit is concerned with ‘efficiency’ while the social audit is concerned with ‘effectiveness’.**

**g) Fund Raising**

**Ans. Fund raising is a valuable part of the strengthening of NGOs and communities. The contribution in the form of cash and in kind is needed by them to carry out their desired and planned activities. The obtaining of resources is therefore a desired and honourable task; fund raisers should be ac:knowledged and praised. Fund raising is a job to which all should contril~ute, and for which all should be responsible. Many of the techniques aind skills of fund raising can be or have been adapted from the commercial profession of "marketing". While marketing and sales skills can be valuable, they must always be applied in an ethical manner. Every fund raiser must first and foremost be completely convinced of the value, integrity and benefits of ,,) the organization, and the activities for which the raised funds will be used.**

**The following are some of the time tested methods by which the NGOs world over raise funds for their projects. They are as followa**

**1) Individual donors**

**2) Fundraising events**

**3) Corporate donors**

**4) Trusts, foundations and other grant-making agencies;**

**5) Overseas non-resident communities;**

**6) Tourists and Visitors .**

**7) Government sources**

**h) Capacity Building**

**Ans. Capacity-building is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.**

**The steps are:**

* **Engage stakeholders on capacity development. An effective capacity building process must encourage participation by all those involved. ...**
* **Assess capacity needs and assets. ...**
* **Formulate a capacity development response. ...**
* **Implement a capacity development response. ...**
* **First know the context • Then define what you need to achieve • Adapt to the local conditions • Seek sustainable /affordable solutions • Add value • Beware unknown unknowns! Evaluate capacity development.**