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Community Development Endeavours Indian And Global Companies: Its role and realism

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Abstract: The Community Development of a society plays significant role in ensuring the improvement and development of economy. This study is made an attempt to access the elements of community development, benefit for company and their outline at Indian and Global context. The paper reports on Qualitative Research. The author has conducted research to help us understand how community development in Indian and internationally provide development services especially help their community and company at large. The growing framework of community development programmes has significant relation with improvement of economy. Thus community developments strengthens the background at Indian and Global level. And Indian companies plays commendable role in development of our community.

Keywords: Community Development (CD), Community-driven development (CDD), Social Capital, Economic Capital, Community Empowerment.

I. INTRODUCTION

In the global arena, there is a growing expectation that resource companies should contribute positively to the long-term development of impacted communities, regions and nations. For some countries this expectation has been expressed as a regulatory condition in which companies are formally required to engage in delivering social and economic benefits. Community development has its roots in several academic disciplines, including sociology, economics, political science, planning, social work, and even architecture. The interdisciplinary approach of community development has many advantages, but it also presents analytical problems. It lacks a common language, a conceptual framework, or a set of agreed-upon issues and problems. This review of literature gives an idea to concentrate on the unexplored area and to make present study more distinct from the other studies. Review of related literature helps one to establish the research problem and can provide guidance on a particular topic undertaken for research. Without doing so, the researcher extracts relevant information to get acquaintance with the subject. By throwing light on the footprints of earlier researchers can effortlessly develop research questions and subsequently paves a way to carry out new research. There is no dearth of literature related regarding individual component such as community development programmes which are considered to play pivotal role for development of society. Somehow, researcher has not come across any such study, which has studied the applicability of community development programmes in India. This chapter begins by examining the concept of Community Development followed by significance of Community development for community and company in Indian and Global context.

II. MEANING OF COMMUNITY DEVELOPMENT

Community Development is seen as a dynamic process involving diverse social groups (Wilkinson, 1991; et al , 1995; Luloff et al, 2003). The deliberate attempt by community people to work together to guide the future of their communities, and the development of a corresponding set of techniques for assisting community people in such a process (Bennett, 1973). Community Development has always had a diverse set of objectives: solving local problems e.g. unemployment and poverty,

addressing inequalities of wealth and power, promoting democracy and building a sense of community (Rubin et al, 1992). According to Paul (1987: 2), “participation has no meaning unless the people involved have significant control over the decisions concerning the community to which they belong”.

III. ELEMENTS OF COMMUNITY DEVELOPMENT

A community’s assets include the human, social, physical, financial, and environmental or taken together called “community capital” (Haines et al, 2002).

Various researchers have proved the same. Some of these are as follows:

- ✓ Effective communication is an essential tool for establishment and maintenance of a good social and working relationship. It involves constant change of ideas and interactions among people for the solution of their problems and they see effective communication as essential prerequisite for every aspect of group functioning. (Brimoh 1988). In communication for development ,rural people are at the centre of any given development initiative and so communication is used in this sense for people’s participation and community mobilization, decision making and action, confidence building for raising awareness, sharing knowledge & changing attitudes, behavior & lifestyles (FAO, 2006).
- ✓ Community Development is a recognized discipline that has interest from both community practitioners and academicians. Academicians view community development as a process that provides individuals of a community the ability to act collectively and enhances the capacity of members within a community to improve the situation in their local area. Practitioners view community development as an outcome that improves the physical, social, economic and environmental conditions in a community. In both cases, the end result is collective action in which local decision-makers & residents work together to improve the critical social, economic, and environmental conditions in their communities (Philips et al, 2009).
- ✓ Community Development Centres provides services to disadvantaged families (including special services for lone – parent families, young fathers and other identified groups) , including parenting skill training, advice, counseling and childcare. They do this community development model that emphasis local participation and ‘the principles of personal development, adult education and community empowerment’ (FSA, 2005:4). Continuing Education and rural leadership development programs need to take larger structural sources of problem into account, and these programs then could be combined with efforts to attack community structural problems directly (Wilkinson, 1986). Extension activities focusing on community resource development are important within communities both with and without primarily agricultural production economies (Ahern et al, 2003).
- ✓ One of the major developmental functions of local government provided for in the Constitution is to structure and manage its administration, budgeting and planning processes to prioritise the basic needs and socio-economic development of communities (DPLG, 2004). The intention of community specific strategies is to provide individual, tailored and asset based responses that create minimum disruption but maximizes benefit (Karimi, 2012:13).
- ✓ In Andhra Pradesh, India, in 2010, many individuals’ feelings of shame for non-payment were exacerbated by harassment at the behest of loan officers, leading to multiple suicides (Warnecke, 2013). Women can also be detained for not paying, leading to reclaimed property and exacerbated domestic violence (Brett et al, 2006). Furthermore, communities are not all equal in status, resources, and power, and formal bank finance trumps microfinance in these areas.
- ✓ Community based planning is a form of participatory planning that is designed to promote community action. It is a process that builds, strengthens and supports community structures. In the context of this paper, community based

refers to “face-face interactions within community working essentially at their own initiative” (Kent, 1981: 74). Community based planning is firmly founded on the meaningful inclusion of citizens in the planning process. It is meant to support the governance, planning and capacity building efforts of local government (Cook, 2009) through the inclusion of communities in the difficult task of creating diverse, balanced and integrated settlements. Community based planning, like other participation tools, provides a broad range of strategies to guide the conceptualisation of community values, needs and aspirations, which in turn become the drivers of plans that reflect and advance the community’s vision for the future (Davis et. al, 2013: 1). Community based planning mobilises and integrates people into contributing meaningfully to the development of their specific areas as well as feeding into the agenda of national development (Abiona et al, 2013).

- ✓ Researchers tend to combine the concept of sustainable tourism development with community participation. Local involvement helps the community to control the pace of development, integrate tourism into the economy and produce a more ‘individualistic tourist product’ (Murphy, 1985). Community involvement can also foster local people hospitality attitude to tourists. Murphy (1985) claims that a community approach should be adopted in rural tourism development. Such an approach is developed on the basis of comprehensive, small-scale community development, which facilitates local economic growth and social transformation (Lynn, 1992). Community participation has been commonly recognized as an essential requirement for healthy and sustainable tourism development (Woodley, 1993; Simmons, 1994; Taylor, 1995; Din, 1996; Tang, 1998; Tosun and Jenkins, 1998; Liu, 2000). (McIntosh et al, 1986) argue that community participation involves at least two issues: the decision-making process and tourism benefit sharing. (Mitchell et al, 2001) discuss three key issues: community awareness, community unity and power relationships.
- ✓ Development practitioners and agencies consider sport to play a valuable role in social development. Sport for development—the use of sport to contribute to achieving development goals—focuses specifically on providing access to and involving all people in sport and physical activities for the benefit of individuals, communities and societies (Kidd, 2008). Development is understood as a long-term process of economic, social, cultural, and environmental changes that provide basic human needs of access to food, water, shelter, and health, and address education, employment, human rights, infrastructure, and services (Canadian International Development Agency, 2013; International Institute for Sustainable Development, 2007). Sport managers face development issues in their own communities and not solely by working in other communities (Hums, 2010). Community-based programs using sport as a vehicle for development should include knowledge, skills and experience from various sport and development related disciplines within their intervention, regardless of geographic location.
- ✓ Community Development involves the coming together of a group of people in a community planning and acting together to bring about the satisfaction of their needs with a view to bringing about desirable change in the lives of people through their cooperative efforts and by actively taking part in measures designed to improve their conditions of living (Adedokun, 2008). Hence, Community Development relies on interaction between people and joint action, rather than individual activity – what some sociologists call “collective agency” (Flora et al, 1993).
- ✓ According to (McKnight et al, 1993) is one key to building healthy communities. Healthy communities and healthy families create a self-strengthening bond. Asset based community development is an approach to working at the community level influenced by theory and practice in areas of: community mobilizing (McKnight et al, 2003) asset based community development grew out of the findings of a study of communities that had spontaneously and dramatically improved their economies and social conditions over a period of several years (McKnight et al, 1993).

IV. SIGNIFICANCE OF COMMUNITY DEVELOPMENT FOR COMPANY

The socially responsible investing (SRI) market enables investors to have a positive return on their investments while also bringing positive impacts to society (**International Finance Corporation, World Bank Group, 2011**). Building social capital and reputation may experience stages of both increasing and diminishing (\$) returns (**Svensen et al., 2002**). According to a **2011 McKinsey Survey**, 76 percent of CEOs consider that strong sustainability performance contributes positively to their businesses in the long term.

Various researchers have proved the same. Some of these are as follows:

- ✓ Reputation is defined as “a collective representation of a firm’s past actions and results that describes the firm’s ability to deliver valued outcomes to multiple stakeholders.” (**Fombrun, 1999, p.10**). According to surveys of public opinion and community relations the industry has a poor, although recently improving, reputation (**Chene et al, 2003**); poor reputation costs the industry millions of dollars and holds up projects of commercial and national importance. Reputation with host communities is an absolute and relative phenomenon, facilitating better working and investment relationships, but in competitive markets (for capital, planning permission, and skilled labour) it is how the firm is relatively perceived in the industry, that is critical and ceteris paribus will influence corporate performance (**Roberts et al, 2002**).
- ✓ A study by **Carroll and Buchholtz (2000)** demonstrates that CSR has a significant relationship with company reputation. Reputation represents how reliable and honest the firm is in creating positive CSR actions (**McWilliams and Seigel, 2000**). All these research clearly indicate that there is relationship between CSR and Corporate Reputation and gaining of the competitive advantage in the market. However, the empirical evidence for such claim is not between all the three variables. So, there is a need to explore it in this research.
- ✓ **Cheney and Christensen (2001)** have expressed that the great challenge for company is gaining credibility and legitimacy through Corporate Identity Management. **Deephouse, Suchman (2008) and Scott (2008)** have emphasized greater focus on institutionalism. **Friedman (2009)** states that better Corporate Legitimacy can lead to long term competitive advantage and enhanced corporate reputation. **Abdullah and Aziz (2013)** have related CSR to Corporate Legitimacy positively which indicates that better CSR should lead to strengthening of Corporate Legitimacy.
- ✓ According to **Miler and Darroch (2006)** there are three alternative approaches, or premises of competitive advantage that include:-
 - i) The firm’s resources (**Barney, 1991**);
 - ii) Ii) the firm’s ability to identify an advantageous opportunity and establish a superior market position. (**Von Mises, 1966 ; Porter: 1985**) and
 - iii) The firm’s decision rules and processes that drive the pursuit of opportunities (**Eisenhardt and Sull, 2001**).
- ✓ Corporate sustainability is defined as “aligning of an organisation’s products and services with stakeholder expectations, thereby adding economic, environmental and social value.” (**Cottrell et al, 2000, p.1**). For mining companies, sustainability raises a number of issues (**Warhurst, 2003**), there are important impacts on cost and efficiencies, an organisations licences to operate, shareholder value, and the trade-off between dealing with environmental impacts and social issues through prevention or retrofit and corrective measures. Access to new sites at competitive cost is critical for mining companies, and hence, for these companies sustainability has moved from having a primary focus on mineral and environmental resources, to a wider focus on economic and community sustainability (**Eggert, 2001**).

- ✓ In essence, as technology and information make mining more predictable; the physical and human assets of mining companies are less likely to be the critical resource in a Resource Based View model of competitive advantage (**Barney, 1991**). (**Porter et al, 2002**), suggest corporate philanthropy is ‘unfocused and piecemeal’ but that strategic philanthropy, properly conceived, can give companies a significant competitive advantage. Corporate citizenship as well as competition and adherence to regulation may promote innovation in processes and community outcomes, through the pressures on cost structures and the interactions with stakeholders (**Porter, 1998**).
- ✓ Community relations and reputation management are important issues throughout the life of a mine but particularly at closure (**Elliot, 2003**). Post closure issues increasingly focus on jobs, business opportunities and community capacity to sustain itself after operations have ceased (**Eggert, 2003**).
- ✓ Community-driven development (CDD) is not a new approach in Pakistan. This program covers institutional development, skill development, saving mobilisation, and infrastructure (**Khan, 1999**). This approach is more likely to reach the poor, to scale up quickly, to have high rates of return, and to have faster and more efficient disbursement (**Araral, 2009**). Later studies found more encouraging results of active community participation. Expanding the role of the community to contribute to capital costs can increase the sense of ownership to manage the infrastructure, even when the contribution is limited and can be as small as 5% (**Pinfold et al, 1998**). An active community involvement also supports poverty reduction through effective training programs to channel the time savings from fetching water into income-generating activities.
- ✓ A company regarded as socially responsible can also benefit from its reputation within the business community by having increased ability to attract capital and trading partners. Companies perceived to have a strong Community Development commitment often have an increased ability to attract and to retain employees (**Turban et al, 1997**) which leads to reduced turnover, recruitment, and training costs.
- ✓ The study examines the relationship between some measure of corporate social performance (CSP) and measures of *long term* financial performance, by using accounting or financial measures of profitability. (**Cochran et al, 1984**) located a positive correlation between social responsibility and accounting performance after controlling for the age of assets. (**Carroll et al, 1985**) detected no significant relation between CSP and a firm’s risk adjusted return on assets. In contrast (**Waddock et al, 1997**) found significant positive relationships between an index of CSP and performance measures, such as ROA in the following year.
- ✓ A recent report produced by Volunteer Now has argued that good volunteer management in the context of a social enterprise makes good business sense because volunteers are providing a key function that impacts on the success i.e. profit making of the business (**Volunteer Now, 2012**)
- ✓ In the post-Cold War era, the concept of civil society became increasingly popular among the development professionals Active civil society is then thought to produce ‘social capital’, defined by **Putnam (1993:167)** as ‘features of social organisations, such as networks, norms, and trust that facilitate action and co-operation for mutual benefit’. The concept of social capital has entered into mainstream development discourse as the ‘missing link’ in promoting economic growth and democratic institution building (**Grootaert, 1998**). **Pekkanen (2006: 125)** refers to the kind of social capital generated through participation.
- ✓ In Japan’s NHAs as state sponsored social capital in that ‘the state promotes social capital both by fostering an organizational form and by utilizing that organizational form for its own (administrative) purposes’. According to **Yamagishi (2003: 289)**, this sense of social, capital has more to do with the assurance of security (anshin), obtained through ‘stable social relations in which social uncertainty is low’, than general trust in people.

V. COMMUNITY DEVELOPMENT PRACTICES IN INDIA

- ✓ ONGC has supported the physically or mentally challenged children and youth for bringing close to the nature and Roorkee School for the deaf by providing a grant and also for conducting educational programme to wipe off the socio-economic deprivation and vulnerability of Kashmiri migrant children and youths and also educational programme on corruption in thirty one states of rural India (**Nargis Salim, 2014**).
- ✓ Rural Development Billionaire Mukesh Ambani- run Reliance Foundation has undertaken a CSR initiative on rural transformation, which covers 24 of the poorest pockets across 10 states, engaging 20,000 farming households from 250 villages. For the initial phase, 24 pockets across Gujarat, Rajasthan, Madhya Pradesh, Chhattisgarh, Odisha, Jharkhand, Maharashtra, Andhra Pradesh, Karnataka and Tamil Nadu were selected (**Dr. M .Ramana Kumar, 2014**).
- ✓ Tata Steels opened Self-Help Groups (SHG's) and Over 500 self-help groups are currently operating under various poverty alleviation programs; out of which over 200 are engaged in activities of income generation through micro enterprises. Women empowerment programs through Self-Help Groups have been extended to 700 villages.. For providing portable water to rural communities 2,600 tube wells have been installed for the benefit of over four Lakh people (**Kumar et al, 2012**). A program aiming at economic empowerment through improvised agriculture has been taken up in three backward tribal blocks in Jharkhand, Orissa and Chhattisgarh. An expenditure of Rs 100 crore has been estimated for the purpose and this program is expected to benefit 40,000 tribal living in over 400 villages in these three States (**Negi et al, 2012**)
- ✓ Economic Capital in Lucknow by Tata Motors with two Societies - Samaj Vikas Kendra & Jan Parivar Kalyan Santhan has been formed for rural development & for providing healthcare to the rural areas. These societies have made great efforts for health, education and women empowerment in rural areas (**Mishra et al, 2012**).
- ✓ Many companies like Tata Steel, Lupin India, NTPC, Dr.Reddy's Labs, Satyam Computers, Ambuja Cement Ltd, have set up dedicated foundations for implementation of CSR initiatives for rural development. Most of these foundations encourage participation of local communities while planning and implementation of their CSR activities (**Pradhan et al, 2010**).
- ✓ In Andhra Pradesh, in partnership with Hyderabad Urban Development Agency, local village communities and NGOs, Coca Cola India has helped 16,000 villagers of 'Saroor Nayar' restore existing "Check Dam" water catchment areas (**Ranjan et al, 2010**).
- ✓ Tata steels Mid-day meal programme, run in partnership with Government of Jharkhand, running Camp School programme in two schools at district of Jharkhand where drop-out girls in the 9-14 years age-group undergo a nine month bridge course, coaching programme for Class 8, 9 and 10 which aims to strengthen the basic concepts and improve performance in subjects like English, Mathematics and Science, adult literacy programme for rural women and Project Aakanksha for education of tribal children (**Kaur , 2015**).
- ✓ Model steel villages SAIL has adopted 79 villages across 8 states (Chhattisgarh, West Bengal, Orissa, Bihar, Jharkhand, Karnataka, Tamil Nadu, and Madhya Pradesh) to develop them as Model Steel Villages (MSVs) in a phased manner. The developmental activities include medical & health services, education, roads & connectivity, sanitation, community centers, livelihood generation and sports facilities (**Kaur, 2015**).

VI. CONCLUSION

Community Development is a global emerging programme, especially in developing countries including India. There exists a good community development activities in the rural areas of the society. Communication, Local Leadership and Community Participation plays an essential role in developing 'social capital' at India and also at Global level. Different companies adopted

different means for investing in different community development programmes i.e. rural development, sports development, sustainable tourism development, health programmes, women entrepreneurship, education, personal development, community empowerment and so on. Effective and efficient implementation of these activities by organisations results in improving the economic and social capital worldwide. Thus, results in having significant impact on development of economy.

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