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Community Organization Process And Professional Social Work

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Abstract: Community Organizing is a term widely used in our society, in spite of this situation it has never had a widely accepted definition. Consequently, when someone says "I am a community organizer," it is often difficult to determine what they mean. Some of the most common practices that community organizing is confused with include advocacy, community development, and service delivery (Dave Beckwith, and Cristina Lopez,1997). The differences between community organizing and these other practices are summarized in Table 1.

Keyword: Community Organization ,Professional , Social work , organizing.

INTRODUCTION

	Who Decides?	What Goals?	With or For?	Conflict or Cooperation?
Advocacy	Pros	Change Rules	For	Conflict
Service Delivery	Pros	Reduce Suffering	For	Cooperation
Development	Pros & People	Change Space	Either/both	Cooperation
Organizing	People	Build Power	With	Conflict

A. COMMUNITY ORGANIZING COMPARED TO ADVOCACY

There are a number of important differences between community organizing and advocacy. Perhaps the most important difference is that advocacy is a practice of professionals working on behalf of or for a group, while community organizing involves the group itself advocating for itself. There are times when that can actually disempower a community. The lobbyist meets with the legislator, rather than the community members gaining the sense of power and skill by meeting directly with the legislator. There are times, however, when advocacy serves a crucial function for such groups as undocumented workers (who cannot act as public figures), children (who cannot legally represent themselves), and other similar groups.The similarity between community organizing and advocacy is that both see the rules as unfairly benefiting the powerful, and see themselves in a struggle to change those rules. Thus, they see themselves in conflict with the powerful.

B. COMMUNITY ORGANIZING COMPARED TO COMMUNITY DEVELOPMENT

The main difference between organizing and development is in their focus. Community organizing focuses on building power, while community development focus on building buildings. As a consequence, community development is more limited to a strategy of cooperation with the powerful compared to community organizing, though there are exceptions(Randy Stoecker, 2001).Community organizing and community development can share a number of characteristics. Both can be community controlled, as the most sensitive CDCs have shown. But that is extremely challenging, as the need for technical expertise in community development can easily disrupt community-based decision-making.

C. COMMUNITY ORGANIZING COMPARED TO SERVICE DELIVERY

Service delivery, in many ways, is the least similar to community organizing. Like advocacy, service deliver is done to or for a community, though, as we will see below, at least one community organizing model is attempting to change that. But unlike both advocacy and community organizing, service delivery does not have a social change emphasis. Service delivery also, like community development, requires technical expertise and cooperation with power holders. That often makes community-based decision-making difficult. This also differs from community organizing, which emphasizes community-based decision-making.

D. COMMUNITY ORGANIZING

So what is community organizing? Even if we don't count advocacy, community development, and service delivery, there is still much diversity in the definition. But one of my favorite definitions is the following:

Community organizing is the process of building power that includes people with a problem in defining their community, defining the problems that they wish to address, the solutions they wish to pursue, and the methods they will use to accomplish their solutions. The organization will identify the people and structures that need to be part of these solutions, and, by persuasion or confrontation, negotiate with them to accomplish the goals of the community. In the process, organizations will build a democratically controlled community institution - the organization - that can take on further problems and embody the will and power of that community over time(Dave Beckwith,1996).

TYPES OF ORGANIZING AND THEIR SKILL REQUIREMENTS

These days everyone is doing community organizing. There are national networks such as the Industrial Areas Foundation (IAF) founded by Saul Alinsky many years ago, or the Association of Community Organizations for Reform Now (ACORN) that grew from the Civil Rights and Welfare Rights movement. There are regional and city-wide organizations. And there are independent neighborhood organizations(http://comm-

org.wisc.edu/orgs.htm .There is also the resurgence of what is being called "faith-based" or "congregation-based" community organizing that is supported through churches(Mark Warren,1998).The best way of distingui shing different types of organizing, however, is by their structure, strategy, and style. While looking at the differences between the models, it is important to remember that most community organizing efforts combine aspects of different models. Table 2 summarizes the different types discussed below.

Table 2 Community organizing efforts of different models.

Power model		Information model	
Institution-based	*Individual-based*	*Popular education*	*Participatory research*
Main features			
1. *Organization of organizations.*	1. Organization of individuals.	1. Pre- or post-organizational.	1. Pre- or post-organizational.
2. *Exclusive within community.*	2. Exclusive within community.	2. Usually exclusive within community.	2. Usually exclusive within community.
3. *Focus on external targets.*	3. Focus on external targets.	3. Focus on external issues and internal skills.	3. Focus on external issues and internal skills.
4. *Conflict (demonstrations, protests,) and negotiation tactics.*	4. Conflict (demonstrations, protests,) and negotiation tactics.	4. Links issue education with "literacy" or other skill development.	4. Links issue campaign or organization building with research skill development.
5. *Goals are policy change and community power.*	5. Goals are policy change and community power.	5. Goals are skill and knowledge preparation for action.	5. Goals are using research to support action.
Organizer skills			
1. "bloc" recruitment.	1. Individual recruitment	1. Individual recruitment and organization building.	1. Individual recruitment and organization building.
2. Coalition maintenance.	2. Organization building.	2. Participatory education.	2. Research methods.
3. Leadership/ relationship development.	3. Leadership/ relationship development.	3. Community presentation and event organizing	3. Community presentation and event organizing
4. Strategic confrontation.	4. Strategic confrontation.	4. Relationship building.	4. Relationship building.
5. Strategic negotiation.	5. Strategic negotiation.	5. Linking personal understanding and action.	5. Linking information methods and action.

Table 2 Community organizing efforts of different models(Contd…).

Development model		
Community building	*Asset-based*	*Consensus-based*
Main features		
1. Organization of individuals, may Be informal.	1. Coalition organization, may be informal.	1. Organization of individuals.
2. May cross community boundaries.	2. May cross community boundaries.	2. May cross community boundaries.
3. Focus on internal development	3. Focus on internal development	3. Focus on internal development
4. Builds family and other primary group relationships.	4. Identifies skills and resources (assets) in community.	4. Service activities and individual skill development
5. Goals are self-help and planning for development.	5. Goals are internal community planning and development.	5. Goals are individual empowerment and internal community development.
Organizer skills		
1. Individual recruitment.	1. *Individual recruitment and coalition maintenance.*	1. Individual recruitment and coalition maintenance.
2. Relationship building.	2. Asset- identification.	2. Conflict management
3. Skill building.	3. Asset mobilization and project management	3. Cross-boundary relationship and project management
4. Self-help strategies.	4. Organization- building.	4. Service delivery.
5. Social change strategies.	5. Self-help strategies.	5. Self-help strategies.

A. Power Models of Community Organizing

The models in this section are structured around the idea that there are "haves" and "have-nots" in society, and that the haves will usually not willingly give up their advantage(Saul Alinsky1971). These are the traditional community organizing models made famous by Saul Alinsky, and the model defended by many as the only "true" community organizing. It is because of this have vs. have not perspective that power models of community organizing tend to be exclusive to a community. The members of such an organization are drawn from a geographic community (such

as a neighborhood) or a cultural community (such as gays, or alternative cultural groups). Common to all power models of community organizing is a focus on the organization as opposed to an issue. The power model is about building and sustaining a community organization that can take on multiple issues and eventually become a player in local and regional politics(Donald C. Reitzes,1987).As such, relationships become key. The organization becomes a new source of friendships and community support networks. It becomes a place where people who never had the chance to develop leadership skills get to run meetings, put together events, and negotiate with the powerful. And it is only because there is a strong and continually growing organization that this is possible.

Also common to these models is a culture of confrontation. Protests, demonstrations, and street actions of various kinds are part of the legend this model has created. But while power model community organizing maintains the idea of confrontation, the actual practice of confrontation varies, and some power model community organizing groups may only rarely use confrontation tactics(Joan Lancourt,1979).Even when groups do use confrontation, it is only to gain access to negotiations, and groups prefer to achieve negotiation without confrontation. The have vs. have-not philosophy, the focus on the organization, the exclusivity of the membership, and the confrontational tactics, can all be understood as part of the social change emphasis of this model. Those who promote this model believe that the structure of power is out of balance, and this approach is designed to but the system back into balance. This model sees the problems as originating outside the community. The problems of the community come from unfair treatment from government, discrimination or disinvestments from corporations, insensitivity from developers. The focus of the organizing effort, then, is to change external conditions in order to change internal community conditions. Variations on the Model is as follows:

Institution-based: This was the original power-based model used by Saul Alinsky(David Finks1984). He thought it would be much more efficient to pull together the existing organizations in a neighborhood than to go out and recruit individuals to a brand new organization. So he went to the bowling leagues, the social clubs, the veterans' organizations, and other groups to build an "organization of organizations." This model also has the advantage of avoiding "turf battles" that a new organization may face if it is seen as an invader. The model is even used in communities where there is not a strong pre-existing organizational structure.

Individual-based: The Association of Community Organizations for Reform Now (ACORN) probably made this variation most famous(Gary Delgado,2000).In the ACORN model, the organization is built literally from the ground up. Organizers start by knocking on every door in the community, learning what issues are of concern to people. The next step is to organize small block meetings, then multi-block meetings, and then neighborhood-wide meetings. The

advantage of this model is that it is not encumbered by traditional organizational cultures. Many such organizations do not have democratic practices, or opportunities for new leaders to rise up through the group, and may hesitate to associate themselves with confrontational tactics.

Organizer Skills : In the power model, the organizer's main job is to build, maintain, and grow the organization. They need to be very good at both the technical and the human side of community organizations. On the technical side they need to understand how to structure roles and tasks in the organization to balance democracy with efficiency. On the human side they need to be good at building relationships between people to support the organization. They also need to know how to help members develop leadership skills, using individual mentoring of members to lead meetings and actions. In addition, in the institution-based variation of the power model, the organizer has to manage the sometimes challenging relationships between the member organizations.

Recruitment is very important to the power model. This model strongly emphasizes member involvement. In the individual-based powermodel the organizer is initially responsible for getting people to join, go to meetings, and carry out organization tasks. As the organization develops some initial stability the organizer's job is to see that members take increasing responsibility for the organization. Members gradually move into positions of recruiting other members to join, go to meetings, and do the work of the organization. In the institution-based power model the organizer is additionally responsible for getting member groups to participate in building leadership and involvement in the coalition effort, as well as to help fund it. Tactical skill is the other expertise the power-based organizer needs to have. They need to be comfortable using confrontation tactics like demonstrations, and need to be good at helping members get comfortable with those tactics. They also need to use and teach negotiation skills to members. This can be trickier than it at first seems. It is not just helping members learn how to negotiate, but learn how to not be intimidated by powerful and/or rich policy makers when they are meeting face to face.

B. Development Models of Community Organizing

Development models of community organizing are fairly new on the scene, and are quite a contrast to the power model. It has only been the in last decade or so that this model has developed, mostly through the efforts of John Kretzmann and John McKnight and their "asset-based community development" or ABCD model(John Kretzmann), and Mike Eichler's "consensus organizing" model (http://www.consensusorganizing.com/). These models focus on rebuilding the social fabric of a community, but not in the service of getting the bad guys "out there." Quite the contrary, this model emphasizes building coalitions with the good guys outside of the community. It is a self-help model, emphasizing the importance of the community finding its own resources to solve its internal problems. Organizations are not as important in this model as issues and activities. These models emphasize developing programs and services.

As a consequence, much of the emphasis seems to be on developing individual skills. That is why it is called a development model. The development model of community organizing is about building individual capacity through social services, job training, and education. And it can even be about physical development, which sometimes makes it very close to community development described above..

The focus on services and community development doesn't mean, however, that this model should be considered service delivery or community development. There is still a strong emphasis on gathering the community together to decide what it needs, as well as what it already has available to help itself. Depending on the issue, service providers could be brought together with community organizations, and even with individuals. Consequently, coalitions that partner the community with outside resource organizations, including banks, governments, and others, are common in this model. And like with the power model, the development model also values relationships. In the case of the power model, however, the focus is more on primary group relationships--relationships between family members or close friends (Susan Stall1998). Planning is also an important part of this overall model. The development model also values people's involvement in the political process, but in a much different way from the power model. Instead of building a strong community organization, the development model focuses on building strong individuals who can participate as individuals in the political process. This model also sees that participation in less politicized ways, preferring to emphasize a spirit of volunteerism or civic engagement in contrast to a spirit of social activism. Variations in this model is as follows:

Community-Building: This is probably the least formal of all the variations on the development model. The emphasis here is on bringing people togetherto build primary group relationships, often in a small group setting. This model is also often used in community planning or visioning processes. It is also the least distinct of the variations, bringing in aspects of the asset-based model, consensus model(Doug Hess1999).

Asset-Based Community Development: This is the new famous model developed by John Kretzmann and John McKnight(John Kretzmann,1993). The most important characteristic of this model is in its organizing process. They have developed a very sophisticated method for doing asset mapping in a community. Asset mapping is a documentation and assessment of all the individual, organizational, and institutional resources in a community. It's not just a research project though. One main purpose of asset-mapping is to use the information for relationship-building, both between the identified assets and between the community and outside resources. The next step in the process is planning for development, which is also to be a community-controlled process, and then implementing the resources for the project. Probably more than all of the others, this variation is closest to community development.

Consensus Organizing: This variation is also becoming well known. Its name is quite consciously chosen. Proponents of this model see the power-based model as unnecessarily antagonistic and conflict-oriented. This model also most

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emphasizes individual skill development and education, and places a greater emphasis on developing social services than the other models. This is done, however, through a process of developing pragmatic leadership that is less concerned with taking a position than with developing and an accomplishing a goal. Programs are developed through a process of bringing community leaders together to custom design the program. Thus, consensus organizing pays careful attention to personality styles of potential leaders. Because of its distaste for conflict, consensus organizing also emphasizes conflict resolution and healthy relationship building.

Organizer Skills :In the development model, the main tasks are to build relationships, develop plans, and implement programs or projects. Furthermore, these tasks often need to be done in collaboration with a broad cross-section of a community, and with outsiders. Organizers using this model need to highly skilled at conflict resolution. With the exception of the community-building model, they also need to be skilled in maintaining coalitions that may involve major institutions, corporations, and governments. So much of the emphasis in the development model is on building small group relationships and individual communication and other skills that the development organizer also needs to be part teacher and part counselor. This model is about getting community members to set aside their anger and antagonisms and focus on programs and projects. Doing that requires a lot of listening and emotion management. Actually doing projects as part of a self-help philosophy creates a demand for technical skills as well. Especially for the asset-based and consensus variations, project management skills are crucial. That means making sure the paperwork gets handled, project tasks get accomplished, funds get raised, and the budget gets kept.

C. Information Models of Community Organizing

Information models of community organizing are probably the least recognized in the United States, though employed commonly in other parts of the world. The founders of this model are many, but probably Paulo Freire and Myles Horton are the most famous. Paulo Freire was the famous Brazilian educator who linked literacy training with political action. Myles Horton was the founder of the Highlander Center, in the United States, that was so important to the union movement and the Civil Rights movement. Popular education and participatory research (the two main information models) have not always been considered community organizing, but a 1990 book documenting discussions between Myles and Paulo helped to make clear just how much of their work is community organizing(Horton,1990). It is often true, however, that information models are pre- or post-organizational. That is, an organizer will start a popular education project or a participatory research project before an organization is in place, or an organization will initiate such a project. By the same token, popular education and participatory research are forms of community organizing because they often build organizations and even social movements.

The information model is an interesting mixture of focus on the community and the individual. Like the power model, information models very often focus on external

actors, studying the causes of a cancer cluster, or the impacts of unfair banking practices. And the focus is on building internal community relationships through such practices as community theatre that helps the community to express its concerns in its own local culture. But like the development model, it also focuses on building individual capacity through language literacy programs, computer literacy programs, research practices, and other technical training. Most importantly, this model is not information for information's sake. It is always about building community power and capacity for affecting policy. It can be about countering biased media images of a community. It can be about countering inaccurate or incomplete corporate and government information that is harming the community. Variations in the model is as follows:

Popular Education: This is the most developed of the two variations, as it has been used in community organizing for decades. It emphasizes education and community theatre practices that provide new understanding of the problems the community is experiencing and organizes the community to action. This variation often uses a process where a popular educator will enter a community to conduct an education program. Rather than having a pre-set curriculum, however, the educator listens to what people in the community say they want and need, and organizes those people into a learning group where they bring their skills and knowledge into the learning process. They begin to teach other, developing relationships and leadership skills in the process. They also begin to develop a broader understanding of their community's issues through this process, and their place in the broader political economic system. Out of this process, then, people organize for social change.

Participatory Research: This variation is not always associated with community organizing, as more and more professional and academic researchers develop new variations that emphasize research rather than community organizing. It has also gone by names, including "participatory action research," "action research," "community-based research," and others(Randy Stoecker 1999). Participatory research is the label that has most often been associated with community organizing. The community organizing process of participatory research is quite similar to popular education. The main difference is that people organize to do sophisticated research as part of a social change campaign. The famous Highlander-led Appalachian land ownership study, showing the negative impacts of coal companies on the region, may be the most famous.

Organizer Skills :In the information model, the organizer is also an educator or researcher. It is possible for a community organizer and a popular educator/participatory researcher to partner in this model, but the organizer still needs some familiarity with these methods. Particularly important in this model is the organizer's ability to link more traditional community organizing tactics to the education and research practices. It is important for organizers in this model to understand just how important and different education and research are. Maintaining commitment to a self-education or research process can be difficult. Making sure that people

keep track of the ultimate goal of social change is also challenging. Organizers using this model also need to pay special attention to events--whether that is the performance of the community theatre group or the multi-media presentation of the research results. These events are both educational and are important sources of recruitment. Doing them in a way that can communicate information and excite people to get involved is not easy. Finally, organizers in this model must also have the skills of the power organizer. The goal is ultimately to build a strong community that can gain influence over policy decisions so recruitment and organization building skills, as well as conflict and negotiation tactics, are important. The action that comes from education and information is the most important part of the process.

COMMUNITY ORGANIZATION: AS A METHOD OF SOCIAL WORK

Community Organization is one of the primary methods of social work. It deals with intervention in the communities to solve the community problems. As a method of social work community organization can solve the problems of many people in the community through their collective involvement. Community organization and community development as are the two sides of the same coin are closely integreted. The community organization includes other methods of social work, that is, group work, and casework. The power structure plays a role in the community organization. The social workers need to know the community power structure to practice community organization method. Community organization method is used for empowering people for their development. The details are provided for social work student to understand and practice community organization effectively.

COMMUNITY ORGANIZATION AS A METHOD OF SOCIAL WORK

Community organization is considered as a Macro method of practice in social work (Arthur E. Fink 1978). It is used for solving community problems. The term Macro is used because of its ability to involve a large number of people in solving the social problems. Community organization is a macro method because; community organization can be successfully implemented at local level of community, or at state level of community, or at regional level of the community or at very large international level of community. For example, community organization is possible for pollution control at local, state, regional national and international levels. It is a macro method because; casework deals with only one person, group work deals with limited number of participants. But community organization deals with number of people and so it is called as macro method. For example, Poverty cannot be solved by using individual approach like casework as there are many people affected by poverty. Individual approach is not practical due to the magnitude of the problem. We have to use a method, which can help a large number of people. While comparing other methods of social work community organization as macro method is useful for solving social problems like poverty.

COMMUNITY ORGANIZATION AS A PROBLEM SOLVING METHOD

In community Organization method the community is the client. Community organization solves the Community Problems and fulfills the needs of the community. Many of the community problems like social injustice, poverty, inadequate housing, poor nutrition, lack of health, lack of medical services, unemployment, pollution, exploitation, bonded labor system, illicit arrack, dowry, female infanticide, women and children trafficking, drug trafficking etc. can be solved by using community organization method. In problem solving generally we use three basic aspects. They are study, diagnosis, and treatment. The problem has to be studied. For this we have to collect information regarding the problem. From the information collected we have to find out the causes. This is called as diagnosis. Based on the findings or diagnosis a solution is evolved that is called as treatment. We consider this model as medical model because doctors study the patient find out the causes for illness and based on findings, treatment or medicine is provided. Similar model is used in community organization method. Problems are solved with involvement of people. The resources are mobilized to solve the problems. This method is applicable for Indian situations because in India a large number of people are affected by poverty or other poverty related problems. They need solutions. For this community organization as a problem solving method can solve community problems. For example people in the dry area suffer due to lack of water for their cultivation. With the help of the community organizer and people's participation watersheds can be made and ground water level is increased. Water stored during rainy season can help the people to continue cultivation. Here the whole village problem is related with water for irrigation and drinking purpose, which is solved by using community organization method.

Community Organization method is used for the following :

a.To meet the needs and bring about and maintain adjustment between needs and resources in a community.

b.Helping people effectively with their problems and objectives by helping them to develop, strengthen, and maintain qualities of participation, self-direction and cooperation.

c.Bringing about changes in community and group relationships and in the distribution of decision-making power.

d.The resources of the community are identified and tapped for solving the community problems.

Community Organization as a method of community Development

Community Organization and community Development are interrelated. To achieve the goals of community development the Community Organization method is used. According to United Nations, community development deals with total development of a developing country that is economic, physical, and social aspects. For achieving total development community organization is used. In community development the following aspects are

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considered as important. The same aspects are also considered as important by community organization. They are,

a. Democratic procedures
b. Voluntary Cooperation
c. Self help
d. Development of leadership
e. Educational aspects.

All the above aspects are related with community organization

A. Democratic procedures deal with allowing all the community members to participate in decision-making. It is possible to achieve this by community organization. The selected or elected members or representatives are helped to take decisions. Democratic procedures help people to take part in achieving community development goals. Community organization method permits the democratic procedures for people's participation

B. Voluntary cooperation means the people are suppose to volunteer for their participation. For this they are convinced. They should feel that they should involve in the process of development without hesitation. This is supported by community organization method. People's emotional involvement is necessary according to community organization method. If discontentment is created properly then people will volunteer for participation. Community organization emphasizes the discontentment and people's participation.

C. Self-help is the base for community development. Self-help deals with the capacity of mobilizing internal resources. Self-help is the basis for self-sufficiency and sustainable development. In community organization self-help is emphasized. Community organization is relevant to community development because both emphasize the self-help concepts.

D. Development of leadership is an important aspect in community development. Leadership deals with influencing people to achieve the goals. Community organization also emphasizes leadership. With the help of leaders the people are motivated to participate in action. Community organization is a relevant method to develop and use leadership. So it is applicable for community development.

E. Educational aspects in community development means helping people to know, learn, many of the aspects like, democracy, cooperation, unity, skill development, effective functioning etc. In community organization the above mentioned aspects are considered as important. The process of community organization emphasizes education of the community. Thus both are emphasizing educational aspects of the community. Thus community organization and community development are interrelated and relevant. There are no opposing aspects in between community organization and community development and both emphasize the same aspects. Thus they are relevant. So in all community development programmes community organization method is used as implementing method.

Distinction between Community Organization and Community Development

There are many similarities between community organization and community development. But for theoretical purpose it is possible to differentiate community organization and community development.

a. Community organization is a method of social work but community development is a programme for a planned change.

b. Community organization emphasizes the processes, but community development emphasizes the end or goals

c. Community organizers are mostly social workers and social change agents, but community development personnel can be from other professions like economics, Agricultural experts, veterinary experts, and other technical experts.

d. 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.

e. In community organization people's participation is important. But in community development people's development is important.

f. In community organization government and external agencies assistances are not important and needed. But in community development external especially assistance from the government is considered as important.

g. Community organization is a method of social work and this method is used in many fields, but unlike community organization community development is considered as process, method, programme, and movement for planned change.

h. Community organization is used in all the fields but community development is used in mostly economic development and for the development of living standards of the people.

i. In community organization planning is initiated by the people participation. But in community development planning is carried out by an external agency mostly by the government.

j. In community organization people are organized to solve their problem. But in community development goals have to be achieved and for that people are organized.

k. Community organization is universal to all communities. But community development programmes differ from people to people and according to the nature of the country.

Even though there are differences, both are interrelated. The relationship is so close, so that community organization process and principles are accepted fully. Both are like two sides of same coin. The ideal community development is where community organization method is used without any mistake.

Working with Individuals, families, and Groups within the community

The goal of the Social Work & Community Programs is to help people achieve the highest wellbeing. Social workers offer individual and group counseling along with a wide range of developmental support system, counseling etc.

Objectives of Community Organization in view of

Social Work

Social work as a profession is a product of this century. Although its roots are well established in history from the time when people 1st began to take responsibility for their neighbors through activities which were called charity, poor relief, philanthropy and social reform.

OBJECTIVE:

To remove social injustice
To relieve social injustice
To reduce redress
To prevent suffering
To assist the weaker sections
To rehabilitate the distress class people

Board areas of social work in community organization process: It's an organized group process solving general social problems & furthering social welfare objectives by legislative, social, health or economic progress. The term community organization refers to organized & legally permitted activities designed to mobiles public opinion, legislation & public administration in favor of objectives believed to be socially desirable. Social welfare research systematic critically investigation of questions in the social welfare field with the purpose of yielding answers to problems of social work & of extending generally social work concept. The methods applies in social work research have been to a large extent derived groom those used in sociology & social psychology as well as in history and Anthropology. Social welfare administration process is to organize & to direct a social agency. The administrative aspects of social work have to do with the organization & management of social agencies public & private, including in those terms general administrative relationships among units of the same organization, personal problems, questions of finance & so on. Social work we mean work for the society. Social work is a work by which a social worker can aware individual about their problems, identify their worth & dignity & give a satisfactory and independent life which they can't get by their own effort. The first school of social work was set-up in Bombay in 1936. According to Prof. Friedlander," Social work is a professional service based upon scientific knowledge & skill in human relations which assists individuals alone or in groups to obtain social & professional satisfaction & independence."

Scope of Social work at community level

1.Child development
2.Medical social work (Public health and hygiene)
3.Social work administrative & management- Management and administration of various social work organizations
4.Social work as community organizer
5.Child development:

Children are the most vital part of our Nation. They are the foundation of any nation. For progress of any country their development is necessary. Their mental, physical, emotional, psychological, social development is important hence care has to be taken for their Right to education, Right against exploitation, Right for rehabilitation and Right to speech & expression. In this connection government policies and programmes must be monitored critically.

MEDICAL SOCIAL WORK

The medical social work provides assistance to patient & their family who are coping with many problems. A social worker has the potentiality to aware the Doctor about the problem and collects & analyzes patient's detail information to help other health professions to understand the needs of the patients & their family. In fact when a doctor come into any conclusion in a minute, a social worker diagnosis a problem thoroughly. The clinical social work provides a full range of Mental Health Services including assessment, diagnosis & treatment. It provides referral service to individuals, couples, families & groups. Assist clients in adjusting to measure life style changes due to death of loved one, disability, divorce or loss of a job.

Social work in an acute psychiatric hospital -A social worker can help to a psycho patient very trick fully because of her/his professional quality. She/he can provide :

Complete Intake
Psycho-social assessment
Participate in the treatment plan
Provide patient & family education & support
Provide individual treatment family & group therapy
Provide discharge & after planning

4. Social work administration & management -To manage a programme planning is most important. The important of social worker related to Fund raising & making grants
Budget management
Monitoring & evaluation of public & social policy
Co-ordinate activities to achieve the agencies goal
Staff co-ordination

Individuals join together and constitute groups and families. Families and groups join together and form communities. While working with communities we have to work with individuals, families, and groups. In actual practice of social work distinction between different practice of social work methods do not have clear boundaries. All are carried out based on the situation. In community organization the organizer has to work with individuals. Individual contact strategy is used to create awareness. Individually people are motivated to accept community goals through education and awareness. Working with individuals takes much time but it is very effective and successful. Working with families and groups cannot be avoided in community organization.

Working with many groups is considered as community organization. In the community there are many groups. For achieving the common goals we have to work with different groups. There are many groups in the community involved in different activities. They are dependent on each other for their functioning. The community organizer works with the groups in order to articulate with one other to achieve the goals of the community. Thus the community organizer takes deliberate efforts to influence the unity among individuals, families,

and groups. When they unite together they collaborate to achieve the common goals. Groups are considered superior than Individuals in problem solving and action. The groups are better than the average individual but they are not better than the best individual. They may not perform well when compared to one expert. While working with groups there is a possibility of getting variety of opinions and information for community organization. The group members can eliminate the unwanted opinions by group decisions. The individuals can work fast in a group but to involve in work takes some time. Consensus is considered as an ideal way to select among alternatives while working with groups because; the group members commit themselves for the cause or decision. When there are controversial issues among the group members, it is possible to reach a decision by modifying the original decision. Then it is acceptable to all the group members. Thus a community organizer can work with individuals and groups to achieve the community goals. The organizer should know casework and group work skills apart from community organization skills to work with individuals and groups in the community.

Community organization and Concept of power

Power means an ability to influence, in community organization. That is influencing community members to act up on as directed by the leaders to achieve the community goals. The community power aspects can be studied. This is called as power structure of the community. The power structure of the community varies according to the community.

The Dimensions of Power in Community organization

Power is the ability to influence the beliefs and behavior of others according to wish or plan. In other words, power is the ability to make things happen. Power appears in numerous forms and in a variety of combinations. Power flows from many sources. The money, votes, laws, information, expertise, prestige, group support, contacts, charisma, communication channels, media, social role, access to rewards, position, titles, ideas, verbal skill, ability to gratify important needs, monopoly of essential resources, alliances, energy, conviction, courage, interpersonal skills, moral convictions, etc. are some of the sources of power. The accumulation of power in a specific area is called as a power center.

Power is always distributed either between groups or within groups. It is not confined within the power center. It is present at every level of the society. The powerless people do have power. They have to discover their power. Power may be ascribed by formal delegation or by title. Power may be achieved by many ways. For example, through competence, ability, or by personality etc. power can be achieved. Generally groups of people are at the top of the community. They are called as power centers at the top of the power pyramid. They influence the community through formal and informal connections. They influence through sub-ordinate leaders who do not participate in community decision-making process. The rich people are mostly powerful. In some communities multiplicity of power structure is noticed. Power structure is also flexible in nature.

The community Organizer has to study the following 'How do some people influence the action of others? Who wields the power? How? What are the issues? What are the results? These aspects are to be analyzed by the organizer for effective practice of community organization. This is called as community power structure analysis. It is called as power because some people are capable of action in spite of the resistance of others who are participating in the action. Some people are powerful because they knew each other personally and they interact frequently making them involve in joint efforts in community affairs. People with power, make major community decision where as others are active in implementing such decisions. An organizer who is able to study the power structure well can practice community organization effectively. For example, the village traditional leader is a powerful person. The leader can influence other people to act. Many times this leader is motivated to involve in achieving the goals of the community. The leader is capable of influencing people effectively. When there is opposition from a few men, it can be tackled by the leader because the leader has power.

In the community power is distributed. Each power center tries to expand its influence over the distribution of resources and rewards. The various power centers enter into an alliance. They share power, enter into a contract and discharge obligations. Power does not come to the passive, timid, defeated, persons. Energetic, courageous, persons wield it. The people with power tend to join together based on issues. The basis for alliance are ideological, personality similarities, needs, or to achieve the goals. Power possessed is always used. It can be used for achieving the goals. The power can be intellectual, political, social, and psychological power. To retain power there is a need for self-awareness and self control. The decision-making is the source and outcome of the power. Sometimes there is a possibility of many number of power centers. Each power center may be autonomous. The organizer needs knowledge, and ability to mobilize the power in the community for achieving the goals of the community.

There are techniques for mobilization of power

a.Appealing to the persons with power, who are related with achieving the goal
b.Relating the power centers directly to the goal
c.Developing interdependence among power centers for fulfilling the goals.
d.Formation of new groups by including members of power centers to achieve the goals.
e.Encouraging members of power centers to join with other members of power centers to achieve the goal
f.By using group work methods, new larger power centers can be strengthened to achieve the goals.

Saul Alinsky and Richard Cloward used the changing of power centers (1960). The power center change is achieved by institutional changes. Saul Alinsky gave importance for grass-root approach. In grass-root approach lower level people should get deciding power. Power and authority are connected. Authority is the legitimatization of power. These details are used in community organization to

achieve people's participation and successful achievement of the goal.

The Relevance of power in Community Organization

Development is influenced by power structures of the community. People who are influential can mobilize a major segment of the community. For example; in fund raising drive some people can move behind other people and institutions. There are two models of community power structure. The stratification model and the pluralist mode are the two models of power structures. Stratification model suggests that social class principally determines the distribution of community power. According to this model the power structure in community is composed of stable upper class elite whose interest and outlook on community affairs are relatively homogeneous. According to pluralist model, it rejects the idea that a small homogeneous group dominates community decision-making. But there are numerous small special interest groups that cut across class lines, which are represented in the community decision-making. These are interest groups with overlapping memberships, widely differing power bases, have influences on decisions.

Community decisions are the result of the interactions of these different interest groups. This theoretical orientation can help the community organizer in his action. The organizer has to identify the members of the power structure for community organization. The basic procedure is to ask a group of informants who are knowledgeable about the community to list the people they believe to be most influential in the community affairs. There may be variations on this procedure with regard to how informants are selected, and how questions are put in. By tallying those people most frequently named as influential leaders we can identify the core of the community power structure. Position approach is another method of locating the members of the power structure based on the assumption of stratification model. This approach assumes that people holding the highest office in the community are at the top of the power structure. By scanning the executive lists of the important social political and economic organizations in the community, one can quickly compile a list of members of the power structure. This approach requires fewer efforts than the reputation approach.

Community power is directly related with Community Organization. Participation of people is related with power. In Community Organization community power holders are involved to induce people's participation in order to achieve the organizations objectives. Sometimes if the existing power centers are not for Community Organizational objectives, then a new center of power is created to get people's commitment and mass participation. The organizer needs to study power structure and Community Organization process is carried out successfully through leaders. For example, people are organized to implement family planning. For this the leader is motivated for people's participation. In some villages the leader opposes family planning. In this situation the community organizer has to identify a new powerful leader to implement family planning. Otherwise it is not possible to implement

family planning in the village.

Barriers in empowerment through community organization

Generally poor people have the feeling of powerlessness. These people can be helped to feel powerful to decide their own affairs using community organization. When they learn to solve their problems they feel powerful. We can develop confidence and capacity building so that they feel that they can solve their problems by themselves. In community organization, the people carry out decision-making. This provides them with a sense of empowerment. Empowerment deals with providing disadvantaged groups with a powerful instrument for articulating their demands and preferences by awareness, decision-making capacity and to achieve their goal with freedom. Community Organization results in empowerment of the people. But there are some hindrances like fatalism, illiteracy, superstitions, and caste divisions etc. Sometimes the vested interested groups may be a hindrance or barriers for empowerment. The Community dependence, long time effect of poverty, and wrong beliefs etc., act as barriers to empowerment. When people are organized, they get the power. There are leaders in the community, they are united, they can work together, and they can co ordinate with each other. This makes them feel powerful. Thus community organization results in empowerment of people. The empowerment helps the community to stand against exploitation, ability to solve problems, and to achieve the desired goals. Many of the economic problems can be easily solved by community organization and empowerment of community.

Community Based Social Work

The profession of Social Work is a mixture of several actions. It is usually practiced by government civil servants directly or indirectly while many NGOs have social workers on their staff. The clientele of social work are often called the vulnerable, i.e. People whose special conditions or circumstances put them in positions of weakness or vulnerability in comparison with the mainstream of a society. Typically, these include the people with physical or mental disabilities, persons who are not able to work for a living or not able to care for themselves. In special cases, these may include elderly persons, children without parents to support them, or who are being mistreated. The tasks of a social worker mainly include administration and counseling, along with a little bit of medical (and psychological) intervention and advocacy. The social worker provides her or his clients with little bits of wisdom, advice, information, counseling, as needed.

The government (or NGO) social worker provides services to vulnerable group that are usually provided by elders and family members in other countries. The word "social work" is mainly deals with the social aspects of the human being. The social worker does not work with a whole society, or even with a community or a group but the social worker usually handles "cases," and a case is usually about an individual or family or community. The social work is taught, in a university in a department or schools of social

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work often are attached to sociology departments. Such schools or departments, in turn, are then usually also where community development is also taught. Community development, in contrast, is an activity aimed at social institutions, such as communities or groups, rather than at individuals. Developed Rich countries can usually provide social work services (on an individual or family or community basis), and poor countries rely on the advice, experience and knowledge of elders and family members. So where would it be appropriate to place a community based social work programme? Community based social work services are needed where they cannot be provided by elders and families, but where there is not enough finance available to provide it on an individual basis. There are large sizes of population who need such services especially in poor countries. Due to inadequate social support services their lives gets interrupted, losing livelihood resources, assets etc. This is a good situation in which to consider organizing a community based social work programme. In these situation community perceptions becomes very crucial and needs to understand in proper perspectives. A professional social worker can appraise the situation, prescribe appropriate interventions, and monitor. Community mobilizes can work with the community members to identify hidden and suffering of vulnerable population, recruit community level social workers, arrange for their training and supervision, organize CBOs to manage and operate the CBSW programme at community level, and ensure an effective flow of information. Local residents, on a volunteer basis or with some incentives, can provide the care and stimulation to the children in need, and keep the mobilizes informed about changing conditions and further needed training. This is only one of many kinds of situations involving vulnerable. The organization should take care that resources should not spend on expenses for few people. The goal in community based social work, then, is to organize a cadre of community members who can be given low level training (i.e. not requiring university education) to treat a limited number of social conditions of vulnerable community members. Their interventions will not be as flexible or a sophisticated as those of social workers with university level education and extensive social work training, but they will be able to reach a wider proportion of the population than if only highly skilled and relatively costly professionals are employed.

Structure of community based social work

What is a possible structure for a community based social work programme? Where you have a population of vulnerable population or others who have had severe disruptions in their community lives, where they are able to access support for their immediate needs (food, shelter, water, housing) but no social welfare. Where you have a situation conducive to organizing voluntary community groups. You can establish community based social work. The professional social workers need to make needs analysis to determine the limited number of conditions that can be addressed by community workers with low level training. They then need to train and to supervise the training of a cadre of community workers who have access to the client community or communities. Both the needs assessments and

the training would not be once-off, but ongoing. They and the community workers (mobilizes) need to identify, recruit, and train community members, as community leaders of the programme, as practitioners of social work interventions in their communities, and as monitors of the changing situations in their respective communities. Members of the community groups conduct the social work interventions. They need to be supported with training and guidance by the mobilizes and (more indirectly by) the professional social workers. What results in effect is like a social work pyramid, with the professional social worker(s) at the apex, possible social work trainers (temporary or long term) supervised by the social workers, mobilizes, community leaders and managers of the community groups and community and community based organizations social work members who conduct most of the interventions.

Training and Support

In general, community mobilizes should never be trained once-and-for-all, but need regular support, encouragement, and a forum in which to ask questions that arise in the field. In community based social work this is even more a requirement. First, mobilizes without formal training needs continued support and professional inputs. Second, the tragedies witnessed in community based social work require field workers to meet with their colleagues to share experiences and to be re-energized and re-infused with enthusiasm and positive attitudes. A community based social work programme as described above needs a routine and predictable forum for getting mobilizes together to share experiences, to ask questions arising from the field, and to obtain inputs from more highly trained and educated social workers. A training unit could be an answer to this need. How it is to be set up depends upon available finances and circumstances. The community based social work programme needs to be defined and generated by the professional social workers, after they make their initial appraisal of the situations, and will be modified as new information comes in.

SUMMARY

In this paper author has discussed about community organization as a macro method of social work, the relevance of community organization for community development. The differences between community organization and community development are listed. The importance of working with individuals' families and groups has been discussed. Toward the end of the unit, the power structure, and its relevance to community organization are discussed. All these information will be useful for successful community organization. Where there are only one or two highly trained professional social workers for a large population, perhaps involving several communities (as in refugee and similar situations), so that no social work interventions would reach the majority of the population, and where that population has extra need of such interventions. Community based social work may be the answer. It requires rearranging available resources, putting the available social workers into positions of appraisal, monitoring and guidance, using mobilizes to organize

community groups to do the daily work, setting up a training programme, concentrating on a few of the most common situations that affect the greatest number of persons, and maintaining the training, encouragement and guidance of the mobilizes and community workers. In the appropriate situations, such a programme can be effective and useful.

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