

MOTIVES AND BARRIERS TO CITIZENS' PARTICIPATION IN CORPORATE COMMUNITY DEVELOPMENT PROJECTS (CCDPS): EXAMINING THE REGIONAL EXPERIENCE IN RUSSIA

Elena Plotnikova (plotnikova1958@yandex.ru),
Julia Markova

Perm State National Research University, Perm, Russia

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Abstract. This article explores the motives and barriers to citizens' participation in corporate community development projects (CCDPs) funded by large industrial enterprises in Russia. It presents the results of a research conducted in Perm Krai in 2019-2020. This research employs a classic version of the case study — a study of a settlement. Furthermore, it represents an extended case method in which the selected municipalities are considered not as isolated objects, but as subsystems that are part of the regional and national systems. This study examines the corporate community development projects funded by one of the largest industrial enterprises in Perm Krai — LLC LUKOIL-PERM. This analysis is based on 40 in-depth interviews with participants of CCDPs and a survey of 1,200 citizens in four municipal districts in Perm Krai where CCDPs were implemented. Drawing on these empirical data, this article argues that those CCDPs are an evolving innovative channel for citizen participation in community development. In comparison with traditional Corporate Social Responsibility (CSR) practices, the goal and results of such projects go beyond the provision of social benefits to local communities. Such projects support the active involvement of community members and encourage the development of new social practices, such as taking initiative and responsibility for addressing social problems at the local level. To ensure the sustainability of CCDPs projects and community members' active and continuous involvement, we suggest that supporting mechanisms which are currently offered to participants by the local authorities and the company's management should be strengthened and developed further taking into account the citizens' needs and existing participation barriers in such projects.

Keywords: social projects, citizen participation, corporate social responsibility (CSR).

Introduction

The role of corporate social programs in community development has been an area of ongoing debate in the academic discourse (McLennan & Banks 2019; Muthuri 2007; Li et al. 2019; Ślezak 2020). Although some studies recognize the significant role and capacity of corporate actors in addressing poverty issues primarily in developing contexts (Muruviwa et al. 2018; Sarmila et al. 2013), the positive outcomes of Corporate Social Responsibility (CSR) practices have been predominantly presented and discussed in business and management literatures. These literatures primarily discuss corporate best practices and the strategic functions of such programs (McLennan & Banks 2019). Meanwhile, the studies which focus on issues around community development rather than corporate performance expose articulate criticisms of CSR programs. As argued by Yuliasari (2020), some CSR initiatives are primarily used as a tool for managing public relations rather than supporting community development. Likewise, McLennan and Banks (2019) note that, in some cases, the primary goal of CSR programs is to mitigate conflicts between corporate actors and local communities rather than to respond to communities' priorities and needs and strengthen their capacity and socio-economic sustainability. With reference to corporate paternalism, Muthuri (2007) questions the corporate role in community development, noting a lack of community involvement in the decision-making process. This issue has also been brought up by Wopara (2017), observing a lack of community empowerment and community ownership in social projects funded by corporate actors. Finally, the environmental impact of large industrial enterprises, including the health consequences for local communities, remains a critical question and arguably could be considered a factor undermining the corporate contribution to community development (Frynas 2005).

The role of corporate actors, particularly large industrial enterprises, in community development in Russia has mainly been discussed in the context of traditional CSR practices (Chernysh 2004; Chirikova et al. 2005; Galimova & Hairullina 2016; Kopytova 2017; Izmailova, 2019). Traditional CSR practices include 1) internal social programs providing social support and professional development to corporate employees, and 2) corporate philanthropy and charity initiatives aiming to support local communities. Such CSR programs are mainly based on the 'donor-recipient' model of interaction between corporate actors and community members, where the latter are involved as passive recipients of various social benefits and services (Zorina 2015).

As part of CSR programs, community development social projects, which aim to actively involve community members in the project design and implementation, are a relatively new practice that has only been implemented

by some business actors in Russia (Klimov & Klimova 2015). One of the first industrial enterprises to initiate such projects in Russia was the LCC LUKOIL-PERM (Lukoil 2021a). Since 2002, the company has supported various social and cultural initiatives in the Perm Krai region involving more than 10,000 citizens (Lukoil 2021b). The distinctive feature of these projects is the active involvement of community members in the development of project proposals and their implementation. The company and local authorities jointly provide financial and administrative support.

Controversy in the international literature about the role of corporate programs in community development, as well as a lack of previous research examining citizens' experiences of participation in corporate community development projects in Russia, have informed the rationale and the purpose of this research. Thus, this study explores, from the perspective of community members, the motives for citizens' active involvement and the barriers to effective implementation of these community development projects in Perm Krai.

Methods

Perm Krai was chosen as a case for the sociological research¹ as it was the first region in Russia where the LUKOIL Group (Lukoil 2021b) initiated Corporate Community Development Projects (CCDPs). Empirical data were collected in four areas of Perm Krai, namely: Dobryansky, Chernushinsky, and Ilyinsky urban okrugs, and Permsky municipal district. The choice of these local areas was informed by the research objectives, which aimed to examine citizens' participation and challenges in the implementation of CCDPs in areas with different levels of socio-economic development. In terms of the socio-economic development of municipalities in Perm Krai, according to the rating compiled by Invest-audit in 2020, Perm municipal district was on the third place, Chernushinsky urban district – the sixth place, Dobryansky urban district – the seventh place out of forty-five districts. Ilyinsky urban district was significantly behind, and compared to the previous year, its position went down by six points (Rating of municipalities of the Perm Territory 2020). Following the requirements of the case study regarding the methodological triangulation, when describing the sociocultural characteristics of territories, both qualitative and quantitative methods were used, namely a formalized survey of the population and in-depth interviews with residents, i.e. leaders and members of the project teams. In the survey of the population in the municipalities, a formalised interview in households was used. The sample is represented by 300 respondents in each

¹ This study is funded by the Russian Foundation for Basic Research (RFBR), project number 19-011-00369.

municipality (the total sample is 1200 people). A regional sample was used to ensure the representation of the opinions and assessments of main social groups of the population of the territories selected for this study. The sample was built on the basis of quota selection, representing the selected territories by sex and age in each of the four municipal districts. The survey data was analyzed using SPSS software. Conducting formalised interviews with the local residents allowed to determine their values, define patterns and standards of behavior. In the formalized interviews, the set of problems and parameters of socio-cultural risks in territories were structured according to the areas of socio-cultural life of the territory. In-depth interviews were conducted to identify the modernization effects of the social projects funded by the enterprise. The study participants for in-depth interviews were recruited using the purposive sampling approach (Cresswell & Plano Clark 2011). We aimed to reach community members who actively participated in community development projects funded by the company.

This method allowed to develop a narrative about the residents' involvement in social projects: their motives, risks, channels, and ways of developing innovative ideas. The key idea was to identify information about the most significant nodes of mutual understanding/misunderstanding between the project participants. In each municipality, 10 residents were interviewed — those who participated in social projects. In total, 40 in-depth interviews were conducted. A thematic analysis was employed to analyze data from the qualitative interviews. To analyze the qualitative data, the Grounded Theory method (Strauss, A., Corbin, J. 2001) was used, the coding schemes were developed based on the selected categories in accordance with the codes. Also, as an element of the case study in compiling the socio-cultural portrait of the municipality, the statistical component of the methodological model "Socio-cultural portrait of a Russian region" is included (Lapin, Belyaeva, 2010). In accordance with the available statistics and the opinion of experts, a revision of the methodology was carried out, existing indicators were supplemented and refined, new indicators were introduced to study socio-cultural risks, types of participation of local residents in the implementation of social projects at the municipal level. Based on the statistical analysis, the most acute areas of sociocultural risks were identified in each municipality included in the study (Plotnikova, Markova, Germanov, Balezina, 2021).

Results

What are Corporate Community Development Projects (CCDPs)?

Corporate Community Development Projects (CCDPs) are social and cultural citizens' initiatives which are supported by some large industrial

enterprises in Russia, including the LLC LUKOIL-PERM. As mentioned above, the distinctive feature of this initiative is the active involvement of community members in the process of development and implementation of these projects. Community members are invited to write and submit project proposals to the annual corporate competition of Social and Cultural Projects. As described by the company: *"The main objective of the competition is to provide support to the local community projects and initiatives designed to address pressing issues of their territories, and help active citizens or entities implement their audacious social ideas in their regions"* (Lukoil 2021b).

The project proposals are invited in three major categories: "Environment", "Spirituality and Culture" and "Sports", and could be submitted by individuals as well as community groups and organizations. At the regional level, the competition is administered by the company's charity fund together with representatives from the local authorities. Prior to submitting their project proposals, citizens of the municipal areas are invited to discuss their ideas with coordinators from the local authorities and with corporate representatives to receive further advice and guidance on the application process. *"Lukoil assigns a coordinator who looks at the draft proposals and can advise here and there. This is very handy"* (Ilynsky urban okrug).

Apart from such advisory meetings, some local authorities (for instance, in Dobryansky urban okrug) organize training workshops where further information is provided about proposal writing, i.e., how to present the project aims and objectives, how to plan and describe the implementation stages, and required resources and costs.

Furthermore, the local authorities help to coordinate the application process and ensure that the relevant information, including the application requirements and deadlines, is widely disseminated and reaches the interested community groups and community organizations: *"...we have coordinators who disseminate the information about the projects through their channels"* (Dobryansky urban okrug).

Also, in some areas, the local authorities offer mentorship and consultancy to the project teams: *"The curator [from the local administration] looks after the projects from the start till their completion, and during the project, if there are any issues with funding or if something goes wrong, then [a project curator from the local administration] joins in and helps the project lead to complete the project"* (Dobryansky urban okrug).

The local authorities keep a record of all proposed projects and keep in contact with community members who have either submitted a project proposal or intend to do so in the future. As noted by some of our research participants who were actively involved in the development of project proposals: *"the local*

administration supported us during all stages” (Permsky municipal district) and helped to *“find the experts and professionals from other organizations to help with the project implementation*” (Ilynsky urban okrug).

In addition to receiving support from the local authorities, community members who initiate project proposals actively engage with representatives from local community and non-government organizations, professional associations, and small businesses. These stakeholders are involved at the early stages of proposal writing as well as during the project implementation.

“Almost all of our community councils participate in CCDPs” (Dobryansky urban okrug).

“The local school and the Council of Veterans were our partners. We also involved small business. All supported us” (Permsky municipal district).

Once submitted, the regional corporate management reviews these proposals in consultation with the local authorities. Thereafter, the decision is made about the number and types of projects which will receive funding. The following criteria are considered in this assessment process: the relevance and importance of the social issues addressed in the project proposals, project sustainability, and the active involvement of community members.

The types of projects funded so far include improvements in social infrastructures, development of community areas, renovation of community centers, sports facilities, and playgrounds, support to voluntary organizations, organization of community festivals, and youth development initiatives.

Citizens' awareness of and involvement in CCDPs

The majority of the survey participants (95 %) expressed positive views about the community development projects funded by LLC Lukoil-Perm and acknowledged their contribution to solving important social problems in their communities (88 %). Among specific positive outcomes of these projects, respondents identified the following: cultural development and education (48 %), the organization of leisure activities (46%), improving living conditions (28 %), supporting local traditions and strengthening a sense of community belonging (26 %). They also noted that these projects offered new employment opportunities in their local communities (19 %), the involvement of citizens in solving important social problems (19 %), assistance in developing social networks and trust within communities (18 %) and help in strengthening dialogue between community members and local authorities — 14 % (see Table 1).

There was a statistically significant difference observed across these territories regarding the perception of the social effects of community development projects. Residents of Chernyshinsky (37%) and Ilynsky (31%) urban districts more often identified social projects as a mechanism for

Table 1

**Positive outcomes of CCDPs as recognized by community members
(% of respondents who are aware of the social projects funded
by the enterprise)**

Outcomes	Districts				Total
	Permsky	Dobryansky	Chernyshinsky	Ilyinsky	
Contribute to cultural development and education	38	27	62	64	48
Organisation of leisure activities	33	47	59	46	46
Improve living standards	28	32	22	28	28
Support traditions, strengthen the sense of community belonging	21	18	37	31	26
Create jobs	29	15	20	12	19
Encourage community members to take an active position and help resolve local problems	14	6	20	35	19
Support a sense of trust within communities	16	14	21	22	18
Strengthen links between community and local authorities	13	8	15	19	14

addressing cultural risks and, in particular, their role in the formation of patriotism. Also, residents of these municipalities and the Dobryansky urban district more often indicated that LLC LUKOIL-PERM projects aimed at creating leisure activities, which was arguably less important for residents of the Perm Municipal District (which is located closer to the regional centre with a developed social infrastructure).

Among the most recognized benefits of CCDPS noted by the survey respondents, are projects improving the social infrastructure such as: building playgrounds and sports facilities (40 %), the renovation of social community centers, local schools, hospitals, and nurseries (25 %); the organization of leisure activities and cultural events such as festivals and exhibitions (10 %); roadworks (13 %), and the renovation of historical monuments (5 %).

To assess the cumulative social effect of projects funded by LUKOIL-Perm, an index is calculated that takes into account not only the contribution of these

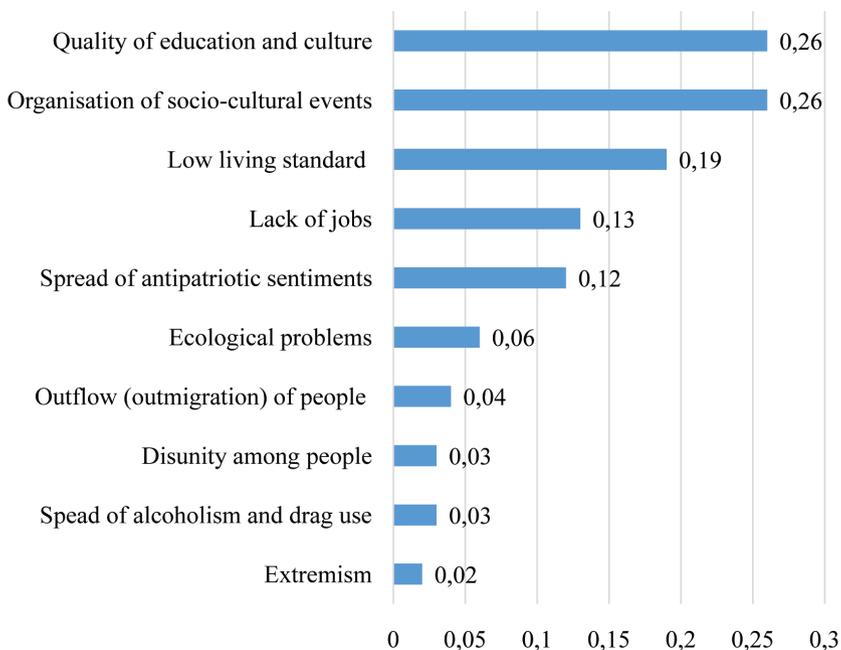


Fig 1. The Role of social projects in addressing acute local issues (index value).

projects to solving local problems, but also the importance (relevance) of these problems to the survey participants¹.

Figure 1 demonstrates that according to the residents of the surveyed municipalities, LUKOIL-PERM's social projects primarily contribute to the organisation of cultural leisure events and improve the quality of education and socio-cultural development of the local residents. The index values for these positions are more than 0.25 points (see Fig. 1). This is followed by a positive effect of such social projects on enhancing a standard of living (0.19), addressing unemployment (0.13), and decreasing the spread of anti-patriotic sentiments

¹The index is the sum of points assigned for answers to the question "What problems are solved by the projects of OOO LUKOIL-Perm?". In the event that the respondent noted a positive contribution to the solution of a problem that was relevant to them, two points were assigned; if the company's projects contribute to solving a problem that is irrelevant for them, one point was assigned. In all other cases, 0 points were assigned for a positive answer to the specified question. The index value changes within the following range [0; 1], where 1 means that all respondents who noted the acuteness of the corresponding problem note a significant contribution to its solution by the company.

(0.12). In relation to other acute local issues, the contribution of social projects funded by the enterprise is noticeably lower: environmental problems (0.06), outflow of the population (0.04), disunity, spread of deviations and extremism — (0.02–0.03).

The study participants identified various types of local problems. Residents of the Ilyinsky urban district, which has a comparatively lower socio-economic status, emphasized the lack of jobs. Environmental problems were perceived as the most acute by the population of the Chernushinsky urban district, which could be linked to the problem of using the local municipal landfill for waste disposal. In the Perm municipal region, the participants noted insufficient cultural and leisure programs. In the Dobryansky urban district, the problem of unsatisfactory quality of leisure activities for children and adolescents has been identified as well. Residents of the Ilyinsky urban district noted the lack of programs aimed at preserving historical memory, namely the history of small settlements. Among other problems, the population of the Chernushinsky urban district noted the low standard of living, poverty and lack of support for socially vulnerable categories of citizens.

Key information channels, for the projects, referred to by 32 % of the study participants was mass media (TV, radio, and newspapers) as well as personal networks (family members and friends). Social networks were named among other information channels by only 10 %. Meanwhile, the corporate website and local authority sites were mentioned by only 2 % of the respondents (see Table 2). When the research participants were asked about their preferred channels of receiving information about the future CCDPs they referred to mass media (74 %), outdoor banners and leaflets (42 %), and social media platforms (36 %).

Table 2

**Information channels about CCDPs
(% of respondents who are aware of social projects
funded by the enterprise)**

Information channel	Currently used	Most preferred
Mass media (TV, radio, newspapers)	32	74
Outdoor banners and leaflets	-	42
Friends	32	-
Social media	10	36
Previous involvement in CCDPs	6	-
Websites of local authorities and the company	2	17
Other	17	3

With reference to participation rates, 84 % of respondents did not take part in CCDPs. However, every tenth respondent was aware of such projects. Meanwhile, only 1% of the survey participants were actively involved as a project lead, and only 3% — as a project team member (see Table 3).

The most active participants of CCDPs were citizens of Dobryansky urban okrug, where 22 % took part in social events organized through the framework of CCDPs. This comparatively high participation rate in the Dobryansky urban okrug could possibly be linked to the active support provided by this local authority to community members who developed and implemented such project proposals. The support included effective dissemination of relevant information about the application process and supporting the project teams at all stages of the project development and implementation.

Table 3

Types of involvement in CCDPs
(% of those who responded to this question) across local areas

Types of involvement	Local areas				Total
	Permsky	Dobryansky	Chernyshinsky	Ilyinsky	
Project lead	0	0	1	2	1
Project team core member	1	3	3	4	3
Invited participant (joining at some stage of the project implementation)	1	1	1	6	3
Participant of social events organized by the project team	4	22	4	4	9
Did not participate	94	73	90	83	85

Among the main priorities for future CCDPs, the study participants noted such areas as infrastructure improvement (with the focus on sport facilities — 26 %); the organization of social and cultural events, particularly for children, adolescents, and young people (22 %); and improving street lightening, developing green zones and leisure parks (22 %).

Participation motives

Our study reveals three key factors motivating the participation of community members in social and cultural projects funded by LLC LUKOIL-PERM. These factors are 1) a commitment to support the local community and facilitate a social change, 2) personal development, and 3) social recognition. Firstly,

an opportunity to support the development of local communities was one of the main factors that encouraged people to participate in social projects funded by the company. As indicated in the interviews by our study participants:

"It was natural for me to do something in my village" (Dobryansky urban okrug).

"I understand that [these projects] are some sort of volunteering and that it is important to help people, and I just want to do this" (Chernyshensky urban okrug).

A related motive that encouraged people's participation was the factor of social change. These projects were perceived by community members as an opportunity to address existing social problems in their local areas. For instance, study participants hoped that taking part in these projects would change their lives and the life of their community. Our study participants state that they take part in CCDPs to: *"change their lives..., the quality of live, ... to do something in our area"* (Dobryansky urban okrug).

Personal development was another reason for community members to get involved in the CCDPs. These projects were perceived as a way of gaining new knowledge and skills. For instance, as noted in the interview with one project participant:

"We gained a lot while we were writing up the project proposal. We had to dig out a lot of information. We had to search the Internet..., so all these IT skills, we used various sources, designed logistics for our project" (Dobryansky urban okrug).

Finally, social recognition and the development of social networks was an important factor that motivated citizens to take part in the community development projects. Through participation citizens felt that it was important for them to receive acknowledgement from their friends, family members, and colleagues. They also valued the opportunity to meet new people and make new contacts. Community members acknowledged that CCDPs: *"open new horizons and [lead to] new acquaintances"* (Dobruansky urban okrug) and *"Also [allow] meeting and working with new people"* (Chernyshinsky urban okrug).

Our survey results support these data from the qualitative interviews. For instance, as noted by 48 % of respondents, their key motive to participate in the CCDPs was an opportunity to develop new social networks; 34 % of survey participants responded that it was important for them to take part in the process

of finding solutions to existing social problems in their community. Furthermore, personal development and learning new skills were acknowledged as an important motive for participation in the CCDPs by 29 % of the respondents.

Barriers to the effective implementation of CCDPs

Our research identified three groups of barriers to the effective implementation of CCDPs. The first category includes a lack of relevant knowledge and experience amongst community members, as well as a lack of relevant skills to develop the project proposals. A few participants noted the challenges they faced:

“We experienced challenges at the very first stage when we were writing the proposal. It has been returned to us a few times, and we had to rewrite it over and over again” (Dobryansky urban okrug).

Another participant noted that their project was focused on supporting children with disabilities and that for its implementation they required professionals who were qualified to work with this group:

“Issues came up...we had to find additional resources for the personnel training as only qualified cadres can work with this group of children” (Permsky municipal district).

In some cases, as illustrated by one of the study participants, the lack of specialist knowledge and professional skills led to many challenges:

“This was our first project and we had little experience in this area... moreover, we were lacking basic skills in IT, economics, and logistics, and there were many other issues” (Dobryansky urban okrug).

As noted by another study participant, they had to overcome many barriers on their own as institutional mechanisms aimed at supporting citizens in writing up and putting their project proposals into practice were not sufficient. Our study participants recognized that: *“We had issues... and we did not have any training”* (Ilynsky urban okrug).

Apart from a lack of knowledge, community members noted that financial constraints were another limitation which had negative implications for their projects: *“Our project has not been completed as we were limited by our budget”* (Dobryansky urban okrug).

In some cases, participants faced financial issues in the process of implementing their projects as their initial proposals were not fully funded and there were also delays in receiving the money.

“We submitted our proposal with a budget, but we received three times less, therefore we had to curtail our project from its original idea” (Dobryansky urban okrug).

“Of course, as always, the money did not come as fast as we expected... we tried to find our own money” (Ilynsky urban okrug).

In addition, economic factors such as price fluctuations led to issues with project budgeting.

“It was difficult to calculate the initial project budget as the prices for services and resources were changing” (Permsky municipal district).

In some cases, a lack of support and involvement from local authorities and the wider community was another barrier to the effective implementation of CCDPs. As noted by one of the study participants, they faced a lack of support and trust from local authorities:

“There were difficulties, [they — in the local authority] did not even believe that I won the project grant from the company” (Ilynsky urban okrug).

A further challenge recognized by community members involved in CCDPs was cadre rotation and structural changes in some of the local authorities and institutions. These factors presented difficulties in establishing strong relationships and in the provision of sustainable funding:

“There were difficulties at the implementation stage when some people from our district administration left” (Permsky municipal district).

“We do not have money at the moment due to ongoing reorganization in our administration” (Ilynsky urban okrug).

Furthermore, most of the work in developing the project proposals and their subsequent implementation was conducted on a voluntary basis, and therefore very few community members were willing to contribute and support these projects in long-term, as explained by one of the study participants:

“It is always the same community members who are taking part in these projects. Perhaps, people say that it is great what we are doing, and that they are willing to help, but then it is rare that anyone new comes to join us” (Permsky municipal district).

An external factor that negatively impacted project implementation was the restrictions introduced in response to the Covid-19 pandemic, as many projects involved face-to-face interaction.

“Of course, all this situation with the lockdown made it difficult to run our art studio because it is impossible to move it entirely online. Classes with children should be conducted face-to-face as they should use specific equipment. Therefore, our work here has slowed down a bit” (Permsky municipal district).

With reference to the main barriers, our survey data reflects some of the key themes which emerged during the qualitative interviews with participants of CCDPs. Firstly, the lack of information about CCDPs was noted by the survey participants as the key barrier to their involvement in these projects (see Table 4). Every third respondent revealed that they knew nothing of the projects, and more than 20% of the survey participants noted that they either had did

Table 4

Reasons for community members' non-participation in CCDPs by local area
(% of those who responded to this question)

Reasons	Local areas				Total
	Permsky	Dobryansky	Chernyshinsky	Ilynsky	
I don't know about these projects	55	22	17	50	37
I don't know who to contact	9	12	18	9	12
I think, I don't have sufficient knowledge and skills	5	16	17	5	11
I don't like to take part in any social initiatives. I am not interested	7	10	9	12	10
I am not sure these projects make a difference	2	1	3	0	2
Other	16	33	27	14	22

insufficient information about the application process (12%) or insufficient knowledge and skills to develop and implement the projects (11%). Some survey participants (10 %) acknowledged that they were not involved in these projects as they are not interested in social initiatives. Among other reasons, some citizens noted that they perceive the projects as the company's charity initiatives, where citizens' active involvement in their implementation is not needed.

To sum up, the main barriers to the effective implementation of CCDPs relate to a lack of information and resources, primarily educational and financial, among community members who are interested and would like to be involved in the development and implementation of social projects. Moreover, sometimes the challenges reflected a lack of trustworthy and sustainable relationships between active participants of these community development projects, representatives of the local authorities and other local stakeholders who might be willing to support these projects.

Discussion

With reference to previous research exposing the limitations of community development programs funded by corporate actors, this case study of CCDPs implemented in Perm Krai demonstrates some distinctive features of such programs and their future potential.

As discussed in previous studies, some CSR programs rarely respond to communities' priorities and needs but rather pursue different goals, for instance strengthening the corporate image and improving the corporate public relations (McLennan & Banks, 2019). Furthermore, some authors criticize corporate community initiatives for poorly developed participatory mechanisms and a lack of community involvement in the decision-making process regarding which social issues should be addressed (Alabi & Ntukekpo 2012; Muthuri 2007; Wopara 2017). The latter results in weak community ownership of these projects and a lack of community engagement in their implementation.

We argue that the CCDPs, implemented in Perm Krai, address some of these criticisms. The active participation of community members in the development and implementation of CCDPs supports personal development and enhances such individual characteristics as creativity, leadership, 'social entrepreneurship, and responsibility for resolving social problems at the local level. Thus, as previously discussed by Yuliasari (2020), corporate community development projects demonstrate a potential to enhance human and social capital within communities and the capacity of local stakeholders towards independence. Most importantly, our case study illustrates that CCDPs offer a distinctive implementation mechanism where the projects are initiated by community members and are developed in close collaboration with the local

authorities and corporate representatives. One can argue that these projects led to the formation of a new type of relationship between the company, local administration, and residents of local areas. Such relationships indicate a transition from the traditional 'donor-recipient' model of social benefits provision to a 'collaborative partnership' model (Roussos & Fawcett 2000; Makaros & Zehavi 2008) in which residents are not passive recipients of social benefits, but they are actively involved in the development and implementation of social projects. However, having said this, it is important to note that there is a scope for strengthening the role of community members in the development and implementation of such projects. This strengthening requires addressing the gaps in existing training programs, and also introducing other institutional mechanisms to support and enhance the capacity of community members who develop CCDP.

Strengthening the role of the local community in CCDPs

As described earlier, our research identified several barriers to the active involvement of community members in CCDPs and their effective implementation. These barriers are a) a lack of financial resources, relevant knowledge, and skills to develop project proposals and ensure their effective implementation, b) a varying level of support from local authorities, and c) insufficient awareness among the residents of local territories about the community development projects and the application process.

To mitigate these barriers, the following recommendations should be considered by local authorities and corporate representatives. Firstly, to raise community members' awareness about the opportunities to develop and implement social projects in their territories, it is important to increase the effectiveness of existing information channels. As our study revealed, in addition to traditional tools such as mass media, other channels such as social network platforms and the websites of community groups and organizations, as well as local administrations and the company, should be used more actively. In addition, raising awareness and publicity around already implemented projects and their outcomes through various channels could effectively inform and possibly motivate the broader community to participate in CCDPs.

Secondly, as identified in this study, one of the key barriers is a lack of knowledge and skills among community members to develop and submit their project applications. Therefore, there is a need to consider the provision of relevant training programs to community members who are interested in developing and implementing social projects. In addition to the workshops which are already provided by some local authorities (for instance, Dobryansky urban okrug), this practice could be scaled up and introduced in other local

areas. Furthermore, the topics covered in such training programs could be extended to leadership skills, project management, business networking, budgeting, IT skills, and entrepreneurship skills. Arguably these skills may become an important asset for local communities to develop and strengthen their independence and ability to carry out their projects if the corporate funding and administrative support is not sufficient or no longer in place.

Thirdly, the involvement of more active participants willing to initiate social projects also depends on changing the attitudes of the broader community towards these projects. We suggest that to attract more community members to participate in CCDPs the following issues should be addressed, transparency in the decision-making process and funding, and strong support and involvement from the relevant local authorities and other local actors. Transparency in the decision-making process and funding depends on the openness and availability of information about how the projects are selected and how the funding is distributed, which topics get priority, and who defines these priority areas? To strengthen the transparency of the selection process, we suggest that the project assessment results become publicly available once the evaluation process is complete and that feedback is offered on all proposals, including those, which did not receive funding. Increasing transparency in the decision-making process and funding may positively affect the motivation and willingness of community members to participate in CCDPs.

Furthermore, as our research findings reveal, local authorities play an important role in the successful implementation of projects initiated by community members. As it was illustrated earlier in the paper, some community members reported very positive experiences from their collaboration with local authorities, while others noted that existing tensions affected the implementation of their projects. Thus, as illustrated in this study, the various levels of involvement and support provided by local authorities across the four municipal areas have visible implications for community members' awareness of and willingness to participate in CCDPs.

Finally, some of our study participants expressed concerns about the future and continuous implementation of their projects once the company's funding reaches its limit. This raises a critical question about community dependency (Muthuri 2007) and the sustainability of community development projects which may be strongly (if not entirely) dependent on corporate willingness to invest in community development initiatives. Therefore, continuous investment in strengthening the human and social capital of community members and their capacity to develop collaborative partnerships, as discussed by Makaros & Zehavi (2008), with local authorities and other stakeholders, who might be interested in supporting CCDPs, for instance, non-governmental social organizations and

small businesses, is critical for insuring the sustainability of these projects in the future.

Study limitations

This study presents a single case study of one company with corporate social programs in community development. Furthermore, although such projects are implemented in 30 administrative districts of Perm Krai, due to the limited resources, only four municipal areas in Perm Krai were included in this study. Thus, the research findings should be interpreted with caution, taking into account the explorative nature of the study, which could be further developed into a comparative analysis with other municipal territories in Perm Krai as well as other administrative regions in Russia where CCDPs take place.

Conclusion

This paper concludes that CCDP is an evolving channel for citizen participation in community development processes in Russia. In comparison with traditional CSR practices, community development projects supported by industrial enterprises have a few distinctive features. Firstly, these projects employ an implementation mechanism that involves community members, local authorities, corporate actors, and NGOs, indicating a transition from the traditional donor-recipient model to the cooperation model of community development. Secondly, the goals and results of such projects go beyond the provision of social benefits to local communities. These projects support the development of new social practices in communities, such as taking initiative and responsibility for solving local problems.

As identified in this study, the main motives leading to citizens' active involvement in such projects are commitment to supporting the local community and to facilitating social change, personal development, and social recognition. Overall, these projects have been positively perceived by those community members involved. However, barriers to citizens' involvement have been identified, namely a lack of awareness of CCDPs and a lack of relevant knowledge and skills required to develop and successfully implement the project proposals. Such limitations could be addressed by strengthening support to community members from the local authorities and other stakeholders at the stage of the project proposals development and implementation.

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МОТИВЫ И БАРЬЕРЫ УЧАСТИЯ ГРАЖДАН В ПРОЕКТАХ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ: ОПЫТ ООО «ЛУКОЙЛ-ПЕРМЬ» В РАЗВИТИИ МУНИЦИПАЛЬНЫХ СООБЩЕСТВ

Елена Плотникова (plotnikova1958@yandex.ru),
Юлия Маркова

Пермский государственный национальный исследовательский университет,
Пермь, Россия

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Аннотация. Исследуются мотивы и барьеры участия граждан в проектах муниципальных сообществ, финансируемых одним из крупнейших промышленных предприятий Пермского края ООО «ЛУКОЙЛ-ПЕРМЬ». Представлены результаты кейс-стади, проведенных в Пермском крае в 2019–2020 гг. В работе применен вид развернутого кейс-стади, в котором выбранные муниципальные образования рассмотрены не как изолированные объекты, а в качестве подсистем, которые выступают частью региональной и национальной систем. По критерию объекта исследования использован классический вариант организационного кейс-стади: кейс-стади населенного пункта. Анализ основан на формализованном опросе 1200 граждан и 40 глубинных интервью с участниками социальных проектов в четырех муниципальных районах Пермского края. Основываясь на этих эмпирических данных, в статье показано, что социальные проекты являются развивающимся инновационным каналом для участия граждан в развитии сообщества. По сравнению с традиционной практикой корпоративной социальной ответственности (КСО) цель и результаты таких проектов выходят за рамки предоставления социальных благ местным сообществам. Проекты поддерживают активное участие

членов сообщества и поощряют развитие новых социальных практик, таких как проявление инициативы и ответственности за решение социальных проблем на местном уровне. Чтобы обеспечить устойчивость социальных проектов промышленных предприятий и активное постоянное участие членов муниципальных сообществ, рассмотрены механизмы поддержки, которые в настоящее время предлагаются участникам местными властями и руководством компании с учетом потребностей граждан и существующих барьеров для участия в таких проектах.

Ключевые слова: социальные проекты, участие граждан, корпоративная социальная ответственность (КСО).