Chapter 8

Summary and Implications

8. Introduction
This thesis has involved an empirical investigation of the phenomena of community commitment and its guiding factors in a developing regional context for the provision of infrastructure through comprehensive public participation. This summarizes theoretical reasoning from three basic economic theories in a research setting. The central research question supporting this thesis is: What are the backgrounds of community’s commitment to service provider and how do they influence the community commitment? The basic objectives of this research are to deliver urban infrastructure for the cities/towns using land as a resources and public participation as a basis to support above concept. To develop a conceptual framework showing the possible impact of backgrounds of community commitment to service provider for experiential testing. To address this research question and to achieve the research objective, a comprehensive review of potential theories and theoretical literature was conducted and all relevant directions towards identifying the predictors of community commitment are consolidated in Chapter 2. Inclusion the review streams in Chapter 3, a quantitative research model is developed and a qualitative model is proposed for better insight into the trust and commitment building process. Further, a competing quantitative model is also developed to verify the mediating effect of trust in the commitment building process. As this research has attempted to investigate contributory phenomena, both quantitative and qualitative research approaches have been integrated in Chapter 4. The quantitative models are tested and compared in Chapter 5 with collected primary data, and the results discussed in Chapter 6. In addition, the findings and discussion of the qualitative investigation are also presented in Chapter 7. The findings are summarized in this present chapter in an attempt to address the theoretical and practical implications as well as contributions of the study. The chapter concludes with a discussion of the limitations of the study and future research directions and a case study of infrastructure development by using land as a resource.

8.1. Summary of the Report
It is often viewed that commitment is a central issue in establishing, developing and maintaining a successful community-service provider relationship (Skarmeas et al., 2002). Commitment in the regional community-service provider relationship plays a significant role in continuing the relationship as well as maximizing comparative occupational advantage for both the parties. However, in regard to the community as the central counterpart in the regional occupational, understanding their commitment to the community/service provider relationship is important. It is also revealed that there are some driving factors behind commitment which could be contemplated in a model to verify the debates.

To narrow the research question, source of three basic theories are utilized, namely, internationalization process theory, transaction-cost theory and resource-based theory. Further, abroad review of the literature is conducted to specify the backgrounds of community commitment to service provider in many different contexts including those specific to a developing country context.
The possible backgrounds are identified as informative equilibrium, knowledge and experience, the service provider's competencies, public consultation/participation, trust, opportunism, political volatility, and investment. A research model is developed to validate the proposed effects of these backgrounds of community commitment relationship with service providers. Some interrelationships between these factors and the mediating role of some of the factors are also proposed in the model for empirical testing. An additional attempt is made to inquire into the disagreement of different views of the trust and commitment building process in the community-service provider relationship. Accordingly, a conceptual qualitative model is developed incorporating the five most relevant factors to validate the model with richer in-depth interview data. As discussed in Chapter 3 (section 3.3), a quantitative competing model is also developed with the same backgrounds to verify the contention of the mediating role of trust in the community-service provider commitment relationship. The proposed competing model interconnected four additional paths to demonstrate the mediating role of trust on community commitment.

To achieve the research objective, methodological appropriateness is an important consideration to test the proposed models. Therefore, as an empirical setting, primary data are collected from a cross-section of servicing firms in a regional context. The two step post and/or mails and follow-up phone calls yielded 232 usable responses (38.67% response rate) from two basic categories of community s (service provider and land owner) Dholera, Bharuch, Gandhinagar in Gujarat.

The proposed and competing models are tested using AMOS with the help of experts and the proposed model with some modification is found to be improved than the competing model in terms of cost-conscious model acceptable and explanatory power. The fit indices of the modified proposed model show very good model fit (CMIN=1.493, IFI=.938, TLI=.931, CFI=.937, and RMSEA=.046). The result of this model is discussed in Chapter 6. Among the hypothesized paths in the modified proposed model, ten paths (including three new) are found to be significant and theoretically justified. In brief, the results of the modified proposed model output indicated that the service provider's competencies, knowledge and experience, public consultation/participation, and trust are the positive predictors of community commitment to the infrastructure service provider (supporting H6, H8, H10, and H11 respectively). Moreover, as predicted, political volatility is negatively associated with the community commitment (supports H5). By contrast, the study did not find any support for the suggested positive impact of informative equilibrium and investment on community commitment, and the negative direct impact of service provider opportunism on community commitment (H12, H13 and H14). The non-significant impact of informative equilibrium and service provider opportunism on community commitment is due mainly to co-sharing of variances with other IVs in the complex model. However, it is revealed that service provider opportunism has a significant indirect effect on community commitment. The other proposed and additional interrelated hypotheses are also significant (supporting H4, H9, H12, H13 and H14 respectively) except the impact of political volatility on service provider opportunism (H2).

Furthermore, to explore the trust and commitment building process in more detail, twelve in-depth focused group discussions are conducted with key informants from a sample of land owner and service provider communities in Gujarat. The model is
verified and interpreted with cross-case analyses in Chapter 7. The analyses revealed a situation where some of the findings affirmed the theoretical assertions, some of them disconfirmed them, and new directions are revealed in some cases. Specifically, while the effect of public consultation/participation on the knowledge and experience gathering process is unanimously supported, the effect of informative equilibrium on public consultation/participation is only partially supported. Some respondents even indicated a reverse influence of public consultation/participation where public consultation/participation is claimed to reduce traditional barriers between parties. Findings also revealed that informative equilibrium has both direct and indirect effects on trust. In terms of additional insights, public participation for example are found to instigate the knowledge gathering process as well as directly influence both community trust and commitment. In terms of the effect of learning and knowledge, while some of the respondents agreed on its direct impact on trust, others emphasized its impact on commitment. Similarly, respondents are divided into two groups in terms of the ultimate cause and effect relationship between trust and commitment (that is which affects which). While the majority of the respondents (seven) strongly agreed on trust as the ultimate outcome of the committed relationship, five respondents agreed on the proposed trust-commitment relationship. It should be noted that though results of the competing model are not discussed in this thesis due to its relatively weak fit to the data and lower explanatory power compared to the original model, the reported qualitative findings on the trust and commitment building process are in fact supportive of that model.

8.2. Conclusion

To answer the basic research question and to achieve the research objective, this study attempted additional basic conceptual model, a competing model and a framework for conceptual insight. Based on sound reasoning of modification indices in SEM analysis, both (the proposed and competing) models are tested as modified models and compared with the overall measurement model to identify the better fitted model. This identified the modified proposed model as parsimonious and comparatively better with explanatory power as well as fitting the data and the theory. In this model it is found that trust, public consultation/participation, knowledge and experience, political volatility, and service provider’s competencies are the significant backgrounds of community commitment. Evidently, the mediating role of trust in the model is established. While the effect of service provider opportunism on community commitment let go the theoretical expectation, its direct impact on trust and indirect effect on commitment are significant as expected. By compare, investment is found to be an insignificant factor for the overall sample but it is found as a significant factor in determining land owner-community commitment.

In addition, the qualitative findings are consistent which stimulate richer unfolding information in the process of developing trust and commitment. The quantification of qualitative data revealed mostly harmonious findings with quantitative analyses while adding some distinctive insights in terms of informative equilibrium, trust, and commitment. In this analysis, informative equilibrium is evident with some support for public consultation/participation and gathering knowledge and experience toward building trust and further commitment which is appropriate with the
findings of the competing model (Appendix-8). The overall findings of this study extended the use of three basic theories: Internationalization process theory, Transaction theory, and resource based theory of the firm in a new context by using these as theoretical bases of the tested variables. Further, this thesis signifies the extended usefulness of these theories in the understanding of community commitment as a remarkable endeavor in global occupational theory supported by the proven practice/model for the delivery of urban infrastructure through comprehensive consultative process, i.e. Town planning scheme mechanism.

Based on research analysis the community commitment and its influential factors need to be sought and set forth in the specific context of the community-service provider relationship so as to tackle infrastructure development & implementation issues & challenges on a priority. Accordingly, nationwide Infrastructure development & implementation best practiced models that has truly shaped policy reforms could be investigated & explored further as a part of a roadmap for time bound creation of next generation infrastructure through the best use of available resource and full participation by all.

Urban Land Policy as the basis of development is a tool of public-private participation & partnerships, which should be evolved on the premise of ensuring social responsibility by the public and private sector. This includes provision of land for physical and social infrastructure, greens, services, and affordable shelter for the urban poor. Innovative techniques for the provision of infrastructure should be developed. Planning, participative, and regulatory systems should be evaluated in efficient and flexible way.

This study has provided a relatively rare opportunity to assess the impact commitment on service provider performance in the context of community – service provider relationship. In addition, the results also suggest that infrastructure is the key determinant of strategic organizational development required to achieve through public participation and partnership by winning the trust of community. Simultaneously efforts are needed to motivate people/community to directly participate in planning, particularly plan implementation processes. Various channels are open for the people to do so. One of course is that of the people's organizations such as neighborhood committees, NGOs and CBOs. Other avenues lie in engaging people in consultations at various stages of planning and development processes and vigorous campaigns in media to inform people about development alternatives. Participatory approaches such as action planning need to be popularized to evolve interventions that have the backing of the people. A careful assessment of these possibilities should be carried out and a suitable framework should be established to involve all the peoples' organizations.

Research also points the way to future research issues. It is the foundation of a potentially different paradigm for managing the growth of entrepreneurial organizations.

Conclusion of study is based upon information drawn from research of the relevant segment, discussions with the respective stakeholders and researcher's very own subject knowledge.
8.3. Theoretical and Decision-making Implications

The findings of the study as reported in Chapters 6 and 7 and summarized in the previous section have several theoretical and managerial implications.

Implications for the Literature: In principle, theoretical developments describing the reinforced arguments in the literature have provided push for investigating the backgrounds of commitment in regional context. By combining the theoretical approach from present theories, an extended theoretical model has been tested. The result suggests that expected involved determinants are no doubt important to enhance commitment (Goodman and Dion, 2001), specifically community commitment in the present context. From a developing country perspective, this study makes an absolute contribution to the literature. The results and analysis further imply that all of the identified backgrounds extended the directions of use of three basics theories in a new research setting. Theoretical assertions on informative equilibrium between community and service provider did not work in a theoretical manner in one way as a predictor of community commitment but it has emerged with more robust evidence in other way into the effect on knowledge (Hussler, 2004) and public consultation/participation (Conway and Swift, 2000). In this regard, the practitioners may gain an additional insight as well as direction in the academic body of knowledge which is rooted in the global theory.

Service provider's competency is a valid evidence of the theoretical argument of Masella and Rangone (2000) which lends support to the resource-based theory of the firm (Barney, 1991; Wernerfelt, 1984). They argued that service providers' resources and capabilities are attractions assessed by the community to seek competitive advantage from the service source. This research clearly found that the community's high degree of relative advantage derived from the service provider's resource competencies that significantly influence their commitment in the relationship. In fact this predictor is one of the strongest factors in the model. Its unique effect is of modest strength, even after controls for the other variables. Therefore, future researchers can use this finding in generalizing the resource-based theory of the firm in the community-service provider relationship context.

While transaction-cost theory suggests how factors such as trust, public consultation/participation, opportunism, political volatility and asset specificity are likely to influence community commitment, the theoretical reinforcements of the factors authenticated the assertions in this connection directly or indirectly. More precisely, the result for trust implies that social governance in the contracting parties' (i.e. community and service provider) relationship depends on the scale of service provider trustworthiness measured continuously by community to continue the committed relationship. This is a significant factor in the community - service provider relationship driven by other factors such as public consultation/participation (Coote et al., 2003; Zineldin and Jonsson, 2000) and opportunism (Morgan and Hunt, 1994; Zineldin and Jonsson, 2000). While public consultation/participation have a positive impact on trust, service provider opportunism is a significant negative factor of it. The negative result indicates that a more trustworthy community - service provider relationship is beneficial to a better safeguard against the service provider's opportunistic state of behavior (Geyskens et al., 1996). However, trust is a significant positive predictor of community
commitment in all circumstances. This further implies that trust is a vital perceptual factor in the relationship measurement process assessed by community.

By contrast, transaction-specific investment as rooted in the transaction/investment approach implies that this is more a contextual factor than a generalized factor to measure its impact on community commitment.

As in the quantitative approach, the two basic theoretical statements have been synthesized in the qualitative part to explore and validate the trust and commitment building process and complement findings of the quantitative analysis with richer insights. This attempt reveals a dilemma whereby opinion of the key respondents justified some of the theoretical arguments in terms of the effects of informative equilibrium on public consultation/participation, and learning and knowledge building as well as the effect of public consultation/participation on learning and the knowledge generating process. Also, some of the evidence is not conclusive. More obviously, informative equilibrium as perceived by most of the key respondents is a valid factor facilitating public consultation/participation and, further, the learning and knowledge building process. Regardless, some of them disagreed with this flow in the community - service provider relationship. Focusing on this process, some of the clarifications add insight and show that informative equilibrium is a facilitating tool to increase trust (2 cases support this direct impact) and public consultation/participation (6 cases support this impact) as well as learning and knowledge (8 cases support this indirect impact) that has both a direct and an indirect impact on trust and commitment. The findings on ultimate effects are also incompatible with the theoretical confirmation. Since trust and commitment have been used and addressed in the literature as distinctive different factors, the varying qualitative findings suggest that global business researchers address this issue in a variety of ways in different contexts. However, these two hypotheses are measured separately in the literature using two separate sets of items. This study followed that trend which is validated by CFA analysis and clearly demonstrates these two are separate though strongly correlated (r = .53).

**Decision-making Implications:** The decision making implications largely emerged from both qualitative and quantitative findings in terms of what factors are significant in community commitment to continue the relationships and how to maximize the occupational advantage. In terms of the quantitative findings, the SEM output contradict the direct and indirect effect of informative equilibrium on community commitment although these two are moderately correlated (r = .42). Based on the SEM findings, the null quantification of informative equilibrium and commitment implies that diversified community efforts by servicing firms are not limiting them within a social proximal market while they are exploring their business horizons around the domain. The servicing manager should gather more diversified technical and non-technical business knowledge because it is the root of overall service level success. It is important to note that managers involved in servicing should recognize that the behavioral and perceptual backgrounds of commitment are crucial in the process of developing sustainable high levels of commitment (Goodman and Dion, 2001) to community service provider. More indicatively, results suggest that the community managers should consider that as a fundamental principle of the occupational relationship, trust plays a significant role, where opportunistic inclination affects trust in the relationship (Morgan and Hunt, 1994). This implies that opportunistic tendency of the service providers very likely to...
diminish at the higher level of relationship. Trust mediates the public consultation/participation that establishes commitment and is an insurance against the opportunistic behavior of the service provider. Supplementary to this, as the qualitative findings partially support, trust mediates knowledge-experience which is driven by informative equilibrium with a high degree of public consultation/participation towards building community commitment. Admittedly, this implies that management of an effective community-service provider relationship requires core attention to building and managing a trustworthy relationship. Identically, the negative significant effect of public consultation/participation on service provider opportunism suggests that effective and frequent public consultation/participation between parties helps reduce service provider opportunistic attitude. Therefore, both parties should emphasize public consultation/participation to avoid any adverse effect of misunderstanding of opportunistic inclination to continue the relationship. Correspondingly, the in-depth insight of the qualitative analysis conclusively revealed that the community managers’ frequent direct and indirect public participation are a significant factor of success in any business. This helps to gather knowledge and experience and also influences community trust and commitment in their service provider relationship. This further suggests that to achieve business goals, community should acquire the latest public consultation/participation tools and techniques, and adopt effective cross-informative public consultation/participation skills to build a tie-up relationship with their service provider.

The findings also suggest that service provider’s competencies based on service providers’ resources and capabilities is a strong predictor of community commitment. The service provider offered resources and capabilities differentiate themselves in the service market which captivate the community’s intention to gain competitive advantage not only from the service source but also in the target market through the service providers’ distinctive capabilities.

While the impact of investment on community commitment is not consistent with the theoretical expectation of this study, a supplementary analysis (based on land owner community data) revealed that only land owner investment is a significant factor for their committed relationship. Results clearly suggest that the land owner eccentric investment is a necessary for the committed long-term relationship between the community and service provider. This further may imply that the service provider can encourage land owner to invest in such assets and facilities by providing support through reciprocal procurement and forward integration into development activities. Community managers and the local governments should explore this aspect in business and attract potential investors to investment either in a joint venture, subsidiary, or franchising agreement. As further support, a study of implemented infrastructure work in Gujarat revealed that most of the infrastructure investment in Gujarat is highly successful where local partners provide valuable support in managing the local workforce and other business links. A case study of Town planning scheme mechanism to validate above outlook is explained at the end of chapter as an approach “Way Forward “.

8.4. Overall Contributions

Fundamentally, from the theoretical perspective, the current study has used three basic economic theories and their causal arguments as a basic framework to gain a
better understanding of community's commitment and its leaders. As discussed earlier, factors such as public consultation/participation, opportunism, trust, investment, and political volatility are found to have extended their analytical horizon in explaining community commitment building from the approach of investment economics. As this theoretical coherence is used to explore these variables in the community-service provider relationship studies, this study explicitly extends the use of this theory in the community side of the service provider-community context. Further, while internationalization process theory has been used in exploring and fostering organizations’ service activities, this study extends its arguments in investigating community commitment in terms of informative equilibrium, and knowledge and experience. This study has attempted to reveal apparent approval for the variable of service provider's competencies as a valid involved contributory determinant of community commitment in the proposed model which is rooted with the resource-based view of an organization. Hence, this research contributes to an understanding of the nature of generalizability of the theories by extending their tenets into an additional area – the community side.

The review of the literature (as summarized in Appendix 2) appears to indicate variations, and want for of consensus among researchers on the possible backgrounds of commitment. Although a large number of variables (in total 69) have been considered by researchers in community-service provider commitment studies, most of those (54) appeared characteristic and ad hoc, exclusive of integration into a comprehensive framework. Therefore, this study attempts to contribute to the literature by validating some of those explanatory variables in a comprehensive model. Further, some of the variables found to have instrumental rationale are incorporated in the present theoretical model toward empirical examination from a different perspective to the community service context.

Essentially, as most of the present commitment studies investigated service provider perceptions; this has contributed to the literature by examining both service provider and land owner community in terms of comparing and contrasting commitment relationships to their service providers specifically in the investment context.

Most significantly, the qualitative interview data contribute to an understanding of the development of trust and commitment which is enhanced by knowledge and experience, and sometimes facilitated by proximal public consultation/participation in a similar community programming. However, while the data contribute to validating the conceptual groundwork, it is only partial as well as reverses directional in some connections. Most of the qualitative findings are complementary to quantitative findings (Granitz, 2003), and they validate and supplement the results of the competing model as set out in Appendices 7-D and 8, which has not been appraised in this thesis.

Moreover, the study has also contributed to methodology by redeveloping and validating some of the extended reliable and valid hypothesis measures in such academic practices. In particular, while informative equilibrium is measured by using the informative index in past studies (e.g., Swift, 1999), this study extended a hypothesis measure using item scales covering style of business practice, legal formalities, standard of ethics, and the use of contracts and agreements in occupation to capture involved leaders' perceptions of similarity on a 7-point Likert
scale. The item scales are drawn from related literature and refined through the nomological channel for its reliability and validity as discussed in Chapters 4 and 5. Moreover, measures such as service provider's competencies as well as knowledge and experience are only tested for alpha reliability (Shahadat, 2003) and regression analysis (e.g., Celly and Frazier, 1996) in past studies in the different context. This study adopted these measures after a comprehensive pre-testing and careful reliability and validity tests with the help of experts to achieve the nomological validity of the measures. The other hypothesis measures in the proposed model are also contributory findings which are well-regulated and fit appropriately to the data and the theory. Finally, through model specification and the measurement model in the Structural Equation Modeling (SEM) technique, it is acknowledged that these factors are valid and reliable (Schumacker and Lomax, 1996) and explain theoretical reasoning constructively in the proposed commitment model.

The study attempted to fill the contextual gap in the present literature. As summarized in Appendix 1, the theoretical development and empirical testing of the theories in this field has been based on the developed country/region context. Nevertheless, understanding the community behavior of organizations from less developed and developing countries/regions are equally important for clear comprehension of the phenomena for academics, managers, and policy makers. These contributions are briefly summarized in Table 8.1.
### Table 8.1 Contributions of the Study

#### A. Theoretical Contribution

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<tr>
<th>To</th>
<th>Use of the Variables</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Internationalization Process</td>
<td>Informative equilibrium, Knowledge and Experience</td>
<td>Extending the use of internationalization process theory in Examining the community commitment to service provider of community-service provider context.</td>
</tr>
<tr>
<td>Transaction Cost Theory</td>
<td>Trust, Public consultation/participation, Opportunism, Investment, Political volatility</td>
<td>These are integral variables of Transaction cost theory. The use of these variables within the theoretical background in its application to the community commitment behavior of community-service provider context is solid documentation for the new theoretical paradigm.</td>
</tr>
<tr>
<td>Resource-Based Theory of the Firm</td>
<td>Service Provider's Competencies</td>
<td>The concept of service provider’s competencies within the resource-based theory of the organization is used for investigating community commitment of community-service provider context.</td>
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#### B. Contribution to the Body of Knowledge: Quantitative

<table>
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<th>Relationships between</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Trust and community commitment; public consultation/participation and commitment; political volatility and commitment; public consultation/participation and trust; and opportunism and trust</td>
<td>This validates the extant findings from different research setting to a new global/regional business context toward generalization.</td>
</tr>
<tr>
<td>Service provider’s competencies and commitment; knowledge and experience and commitment</td>
<td>The study provides extended empirical affirmation in the literature from a new context of investigation.</td>
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#### C. Contributions to the Body of Knowledge: Qualitative

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So far, these are the extended contributions from the qualitative findings validated by the result of modified competing model which has not been debated in this thesis (Appendix 9). However, significant (+) impact of public consultation/participation on knowledge and experience revealed common support from all cases.

### D. Methodological Contributions

#### Hypothesis Measure

| Informative Equilibrium, Service Provider's Competencies, and Knowledge and Experience | An extended hypothesis measures are developed for these variables and validates in CFA which are reliable as well as converged into the respective hypothesis. |
| Commitment, Trust, Public consultation/participation, Opportunism, Political Volatility, and Investment | This validates these hypotheses through operationalizing in an extended context and achieved their generalizability. |

### E. The Additional Paths Directions: Quantitative

| Public consultation/participation and Opportunism; Informative Equilibrium and Opportunism; Service Provider's Competencies and Opportunism | The empirical evidences of the study are theoretical justified, that could be verified in any further research contexts. |

### F. Contextual Contributions

| Developing Country/Regional Data | The study contributed to the literature by incorporating a developing country perspective with theoretically valid recognition as well as apprehension. This may offer support to the vast developed country/region based extant scholarly activities. |

### Additional Insights

| Informative Equilibrium, Public consultation/participation, Knowledge Generating Process, Relationship Development in Practice | These insights provide an extended realistic viewpoint of underpinned concepts with their different directions articulated by the community as they perceived from their long experience. |
8.5. Limitations

This study examined the specific community commitment to service provider. Despite the effectiveness, the findings of this study have to be thought-through with some caution as such an empirical attempt is unusual in the present research setting. This also deserves future research attention as to how these can be incorporated and considered in a conceptual model. In addition, this study has investigated a limited subset from a large group of behavioral and contextual aspects of servicing organizations. Therefore, problems arise in what should be included and what should be excluded. With these concerns in mind, the following important issues in any attempt of generalization of the findings would need to be verified carefully:

- The findings rely on respondents' self-reported cross-sectional data, rather than longitudinal data. This may not reflect changing situations and the series of relationship phenomena between community and service provider over time. The cross-sectional data may be affected by the respondent's disposition of any events that have happened in the past or by the mental position at the period of filling in the questionnaire.

- The data have been collected from Dholera & Bharuch, Gandhinagar Gujarat. This facilitated data collection and controlling diversity but also limited the generalizability of the findings.

- The data have been collected only from community rather than service area. This might not explore the total picture of community commitment in all aspects, because community and services are the indicators of occupational performances and both may play a strong role in the community-service provider relationship. However, both of the categories could be equally important in terms of evaluating commitment relationship between community and their service provider.

- The data have been collected with respect to the community's most significant service provider (Dholera Special Investment Regional Development Authority (DSIRDA), Gujarat Petroleum, Chemical, and Petro-chemical Special Investment Regional Development Authority (GPCPSIRDA), both have offices at Gandhinagar, Gujarat) which might not reflect commitment to others.

While acknowledging such limitations, this research exhibits an effective comprehension of community commitment. Accordingly, the study validates the extension of developed framework. This also highlights how community should strive to build their relationships in a regional background.

8.6. Future Research Directions

As this thesis research contemplated a developing country/regional context as an overlooked area in the extant academic research, this provides some insights and directions for regional business academics for future research as well. More specifically, as this research strived to take some new challenges using extant as well as extension of hypothesis measures with quantifying quantitative and
qualitative data, this provides a foundation for many research avenues and hence several suggestions are made for further research.

First, from the contextual aspects, this research envisaged a demanding context with theoretical assertions and validates the findings from the developed to developing region context. However, some of the findings are not only challenging new evidence but also tentative unless verified in any follow-up studies. Therefore, a research avenue is open for further validation in different regional contexts. It can also be noted that as this research explores only a regional perspectives, any similar developing regional context locally and/or internationally or any other cross country comparative study could be worthwhile to validate the findings. Further, as this study is a more extended approach of Skarmeas et al.’s study (2002), replicating in any developed regional might provide a more comprehensive research setting for generalizing the present findings.

Second, the study of community – service provider commitment relationship could be more comprehensive when both perspectives are incorporated in the study. Therefore, in any future research direction it may be appealing to compare and contrast the findings. In addition to this, longitudinal data might be more authentic to validate the findings.

Third, as the informative equilibrium issue has been emphasized in the present literature, this research developed a measure for informative equilibrium for the first time. This could be included in any future research model by specifically drawing a sample categorizing community from socially similar markets and dissimilar markets to compare and contrast the findings. This might be interesting from the theoretical perspectives of the Internationalization process.

Fourth, service provider and community in general are included in this study to examine the backgrounds of community commitment. However, more indicatively it is found that some of the findings are affected due to plugging the generalized approach of randomly incorporated sample from two basic categories of community. Therefore, a separate analysis of service provider and community commitment could be a more robust approach in any future research direction. In other words, a comparative study with a large sample from these two groups may be a constructive approach in any future research framework.

Fifth, as both inventions and services are equally important to assess occupational performances of the organizations, this study only focuses on community’s perspectives in terms of outcomes rather than services. Therefore, any future study could be handling with both of these two aspects to capture the overall picture of community commitment. This might be appealing to compare whether there is any difference in the perception of community commitment on the basis of outcomes and services. This is likely to be a more robust understanding of community commitment.

Sixth, while this study only emphasized the community’s’ perception with respect to the most significant service provider, this certainly overlooked the reflection of commitment to others. Therefore, any future research direction could be important to incorporate other regular or casual service providers’ behavioral aspects to compare and contrast the findings. This is important because there may be a
significant difference between the major service provider and other service provider.

Finally, and more precisely, the study has developed/extended some of the hypothesis measures and all of those are found to be consistent and valid in the present context but these are tentative unless verified and refined in a new research context. In particular, using the informative equilibrium measurement is a new challenge because all existing studies have so far used the social index, so that this represents a significant attempt to verify and refine this measure. Further, measurement of the service provider’s competencies, and knowledge and experience also represent new research directions and these are found to be reliable and valid in the present context. Any similar research direction should include these measures to test further reliability and validity.

8.7. A Case Study: Land as a resource for the infrastructure Planning & management through public participation and partnership

8.7.1. The Challenge of Urbanization

India faces a truly tough challenge in managing the rapid process of urbanization and the growth of its cities and as result infrastructure need for growing population. Pressures of rapid growth and years of neglect have severely stressed the condition of India's cities and towns. This is evident in the innumerable challenges facing them especially infrastructure services- large areas not serviced by roads, water supply, sewerage and storm water networks, inadequate health and education amenities, traffic congestion, ineffective and inadequate public transportation systems, unregulated and chaotic growth, housing for all class of people.

8.7.2. The Need to Effectively Manage New Growth

To manage the transformation of India's cities and towns and effectively manage new growth requires effective planning protocols, processes, and institutions underpinned by effective legislation with public participation. To effectively manage the new growth, a land being limited in nature can be rationally utilized as resources for the provision of infrastructure and generating financial resources for urban local bodies, corporations, and urban development authorities. As a land being privately owned, public participation and partnership is equally important to win the confidence of the community/private land owners so that trust and commitment can be guaranteed between community and service providers.

8.7.3. Approaches to Managing New Growth through community Participation: The Gujarat Model

There have been, by and large, two approaches to manage growth globally. The first approach is to acquire large portions of land and then replan them in a desirable or appropriate manner. This is referred to as the "land acquisition" method, which is backed by Act-1894. Most states in India use the method of bulk Land Acquisition. In this method land is acquired in bulk under the Land Acquisition Act and compensation is paid to the land owners on the basis of prevailing price. Development of State Capitals like Chandigarh in Punjab and Gandhinagar in Gujarat are classic examples in implementation of Urban Plans and Urban designs. The second approach, "Land pooling & readjustments". By pooling
privately/Government owned lands required for preparing roads and sites for socio-economic infrastructure at the micro level development (called Town Planning Schemes). Popularly practised and successfully implemented in Gujarat for last 97 years. In India, majority of the states have got Town Planning Legislation for Preparation of Development Plan (DP) at a macro level & few states have got Legislation for the preparation of Town Planning Schemes (TPS), No state other than Gujarat is now practicing on TPS for the Implementation of DP.

8.8. Urban Planning Process in Gujarat

Gujarat has a fairly good and robust legislative framework for urban planning as compared to other states in India. This is, the Gujarat Town Planning and Urban Development (GTP & UD), Act 1976, & Rules 1979. Urban planning in Gujarat is a two-step process and is prescribed in the Act.

The first step is to prepare a “Development Plan”-Macro Plan (DP) for the entire city or development area. It is a macro strategic plan document that defines the direction of growth and envisions the citywide infrastructure for the entire development area. It is a comprehensive document that looks at all components of development and makes specific proposals with respect to land use zoning, Road network and transportation, Water supply, Sewerage, Storm water drainage, Open spaces, green areas, Environment and pollution control, Reclamation of areas for the period of 10-20 years horizon.

The second step is to prepare “Town Planning Schemes” –Micro Plan/sector plan (TPSs) for smaller portions of the development area by incorporating the Development Plan proposal prepared at macro level.

In this method, Lands are pooled only to the extent of requirement of road network and sites for socio-economic infrastructure. Fiscal requirement for pooling will be comparatively low and in addition this cost is so adjusted against the betterment levy on the land owners as would make it zero or negligible. Land owners are allotted back a substantial portion of their original holding in a planned manner with provision of socio-economic and physical infrastructure. In Gujarat, preparation and implementation of Town Planning Schemes under the Gujarat Town Planning and Urban Development (GTP & UD) Act 1976 are preferred to such implementation by taking recourse to Land Acquisition Act 1894. Gist of this technique is as follows:

- Idea is to provide Serviced land prior to the development takes place.
- Constitutionally valid piece of legislation and at the same time it doesn’t violate the constitutional rights of individuals.
- It is the Social act, frame for the welfare of the society.
- It provides the ample support to meet with the cost of scheme including cost of infrastructure and cost of compensation paid to the land owners for offering portion of their land.
- Classic and proven example of public participation and partnership model

It is quite evident that the land pooling and readjustment method is far more equitable, rationale and democratic when compared to the method of bulk land acquisition.
This has worked extremely successfully and has many crucial lessons to offer to not only other parts of India but globally, how land can be utilized as resources for the provision of infrastructure and generating financial resources for urban local bodies, corporations, and urban development authorities through public participation and partnership, where; Government acts as facilitator/Service Provider and not as a developer.

The DP is a broad-brush development vision for the city—a dynamic document which then is detailed gradually. Most importantly, the new areas for growth to be opened up for development are clearly marked and divided into smaller areas of about 50 to 10,000 hectares. Each such area is called a TPS. The TPS are micro plans prepared for about 100 to 10,000 hectares typically involving 100 to 10,000 numbers of Landowners.

8.9. Implementation & statutory History in Gujarat & Ahmedabad

Most of Ahmedabad and now several portion of Gujarat including Gandhinagar have been planned, developed and using the DP & TPS mechanism. Portion of Tier-I, II & III towns, /Class – A, B, C, D municipalities of Gujarat are active follower of the process. Upcoming “Dholera” near Bhavnagar in Dhandhuka Taluka, District: Ahmedabad having an area of 880.0 Sq. Km. is planned and will be developed using the DP & TPS mechanism. There have been continuous improvements in the content of the proposals over the years.

The draft TP scheme is being prepared under the provisions of GTP & UD, Act 1976. This act has been amended in the recent past with a view to help the appropriate authority preparing such TP schemes. Amendments, thus made are, in the matter of speedy transfer of lands for roads to the appropriate authorities to facilitate laying of infrastructure, preparation of realistic estimates for cost of works which are required to be executed in the TP scheme area, so as to make town planning schemes more or less self-finance, consequently reduction of financial burden of the cost of works on the appropriate authority. By permitting those to sell lands reserved for residential, industrial, and commercial purpose. It is therefore very pertinent to mention these amendments which would materially affect finalizing the draft TP scheme and thereby bring about the results of planned development.

These amendments are briefly described as under:

Draft Town Planning Scheme is sanctioned by the Government under section 48 of this act. This act has been recently amended in its provision of section 48 such that as soon as the draft TP scheme is sanctioned by the Government, all lands required by the appropriate authority for the purposes of layout of new streets or roads, drainage inclusive of sewerage, surface or subsoil drainage and sewerage disposal, lighting and water supply, vest absolutely in the appropriate authority free from all encumbrances. This would immensely help the appropriate authorities in enabling them to get possession of lands falling in roads and thereby to lay there on the developmental infrastructure such as roads, water supply, sewerage, storm water drainage, and street lighting. This execution of development works by the appropriate authority considerably boosts up the building and other developmental activities in the area of the TP Scheme.
Another important amendment in the Act-1976 (section 40(3)) relates to the extent to which lands would be devoted to roads, parks, playgrounds, and open spaces, sites for providing social infrastructure and also for plots for sale for residential, commercial, and industrial purpose etc. This has definitely given a guideline to the appropriate authority in making their proposals of the draft scheme. This amendment further permits the appropriate authority to dispose of the saleable lands for residential, commercial, and industrial purpose, sale proceeds of which they can use for the purpose of providing infrastructural facilities in the area of the TP scheme and thereby lessen their financial burden in laying the infrastructure.

Clearly, there is a long history of implementation of the TPSs, which has made the process acceptable to the people. The achievements are as follows:

- First TP was made in 1915 in Jamalpur, Ahmedabad, TP act was modified in 1954, present act is of 1976
- More than 900 TPS are prepared in @ area of 200 sq. Kms,
- More than 500 TPS are sanctioned by the Government & implemented on site
- This has generated Revenue of @ RS. 5000 crore by using land as resources.
- With the Help of revenue generated, Government has delivered better quality of infrastructure and as a result better life to @ 15 lac people.

Table 8.2 & Table 8.3 mentioned below shows the total number of TPSs effectively completed over a period of time from prevailing legislation

Table 8.2 Gujarati Having Town Planning Schemes & DP

<table>
<thead>
<tr>
<th>SR. NO.</th>
<th>NAME OF TOWN</th>
<th>NO. OF PRINCIPAL SCHEMES</th>
<th>NO. OF VARIED SCHEMES</th>
<th>DEVELOPMENT PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>TOTAL IN SAURASHTRA REGION</td>
<td>102</td>
<td>3</td>
<td>Nos. 40, Area 700</td>
</tr>
<tr>
<td>B</td>
<td>TOTAL IN NORTH GUJARAT REGION</td>
<td>389</td>
<td>135</td>
<td>Nos. 30, Area 600</td>
</tr>
<tr>
<td>C</td>
<td>TOTAL IN SOUTH GUJARAT REGION</td>
<td>229</td>
<td>42</td>
<td>Nos. 60, Area 900</td>
</tr>
<tr>
<td></td>
<td>TOTAL SCHEMES IN GUJARAT</td>
<td>720</td>
<td>180</td>
<td>Nos. 130, Area 2200</td>
</tr>
<tr>
<td></td>
<td>GRAND TOTAL</td>
<td>900</td>
<td>130</td>
<td>Nos. 50</td>
</tr>
</tbody>
</table>

D.P OF SPECIALLY CONSTITUTED AUTHORITIES : 13, OTHER AUTHORITIES : 142, AREA COVERED : BUUU SQ. KMS
- TOTAL AREA COVERED UNDER DP = 10,000 SQ.KMS
- TOTAL AREA COVERED UNDER TP = 1,100 SQ.KMS (INCLUDE DSIRDA & PCPSIR)

Source: Researcher’s Analysis
Table 8.3 Summary of Schemes Sanctioned In Last Decade

<table>
<thead>
<tr>
<th>Sr. NO.</th>
<th>Year</th>
<th>DRAFT SCHEMES</th>
<th>PRELIMINARY</th>
<th>FINAL SCHEMES</th>
<th>TOTAL SCHEMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2000-2001</td>
<td>4 5</td>
<td>9</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>2001-2002</td>
<td>4 5</td>
<td>9</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>2002-2003</td>
<td>30 4</td>
<td>34</td>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>2003-2004</td>
<td>31 0</td>
<td>31</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>2004-2005</td>
<td>16 7</td>
<td>23</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>2005-2006</td>
<td>19 10</td>
<td>29</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>2006-2007</td>
<td>46 12</td>
<td>58</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>2007-2008</td>
<td>16 1</td>
<td>17</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>2008-2009</td>
<td>16 1</td>
<td>17</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>10</td>
<td>2009-2010</td>
<td>7 15</td>
<td>22</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>189 60</td>
<td>249</td>
<td>80</td>
<td>17</td>
<td>97</td>
</tr>
</tbody>
</table>

Source: Researcher’s Analysis

In addition, portion of DMIC influence area passing through Gujarat, where Government of Gujarat has Planned Investment Region (IRs) & Industrial Area (IAs) will have honor added to the success story of planning, implementation of large areas with the help of legal tool of DP, TPS. This is described in approaching sections

8.10. Dedicated Freight Corridor (DFC) – Delhi-Mumbai Industrial Corridor (DMIC)

8.10.1 Background Of The DFC:

Government of India has announced the Dedicated Freight Corridor (DFC) between Delhi (Dadri) and Mumbai (Jawaharlal Nehru Port near Mumbai), covering an overall length of 1483 km and passing through 6 states of Uttar Pradesh, Delhi, Haryana, Rajasthan, Gujarat and Maharashtra as shown in Map 8.1.

Map 8.1 Dedicated Freight Corridor

(Source: http://dholerasir.com/, March 2013, 8.0 pm)
### 8.10.2 Delhi-Mumbai Industrial Corridor (DMIC):

Proposed high-speed connectivity between Delhi and Mumbai offers immense opportunities for development of an industrial corridor along the alignment of the connecting infrastructure. A band of 150 km (influence region) has been chosen on both the sides of the freight corridor to be developed as the Delhi-Mumbai industrial corridor as shown in Map 8.2.

**Map 8.2 Delhi-Mumbai Industrial Corridors**

(Source: http://dholerasir.com/, March 2013, 8.25 pm)

The vision for DMIC is to create a strong economic base in this band with globally competitive environment and state-of-the-art infrastructure to activate local commerce, enhance foreign investments, and attain sustainable development. In addition to the influence region, DMIC would also include development of requisite feeder rail/road connectivity to hinterland/markets and select ports along the western coast of India.

#### 8.10.2.1 Integrated Corridor Development Approach for DMIC:

High impact/market driven nodes integrated Investment Regions (IRs) and Industrial Areas (IAs) have been identified within the corridor to provide transparent and investment friendly facility regimes. These regions are proposed to be self-sustained industrial townships with world-class infrastructure, road, and rail connectivity for freight movement to and from ports and logistics hubs, served by domestic/international air connectivity, reliable power, quality social infrastructure, and provide a globally competitive environment conducive for setting up businesses. An Investment Region (IRs) would be a specifically delineated industrial region with a minimum area of over 200 square kilometers (20,000 hectares), while an Industrial Area (IAs) would be developed with a minimum area of over 100 square kilometers (10,000 hectares). 24 such nodes - 9 IRs and 15 IAs spanning across six states have been identified after wide consultations with the stakeholders.

#### 8.10.2.2 Dholera Special Investment Region (DSIR)-Preparation of DP & TPS

Out of total 1483 km length of DFC, 38% length passes through Gujarat state, which covers 62% area (18 out of 26 districts) of state within the influence area of
DMIC. Looking to the investment potential for Gujarat i.e. @ US $ 30bn (33 % of total investment potential in DMIC).

To plan & implementation portion of DMIC passes through Gujarat and its influence area, Government of Gujarat has enacted Gujarat Special Investment Region (SIR) Act: 2009, empowering Regional Development Authority (RDA) to prepare DP & TP under GTP & UD ACT in four tier system as follows:

- The SIR Act 2009: a four tier administrative mechanism to establish, develop, operate, and regulate SIRS.

- The administrative mechanism - an Apex Authority – Gujarat /Infrastructure Board (GIDB) - highest policy making body with single window system approval process

- Regional Development Authority (RDA) for each SIR will look after construction, development & regulation

- Project development agency / special purpose vehicles (SPVS) - Gujarat Industrial Corridor Company (GICC) to promote public private partnership (PPP) in infrastructure with help of Gujarat Infrastructure Development Act (GID) – 1999.

The Government of Gujarat is Developing Dholera Special Investment Region (DSIR) at Dholera & Gujarat Petroleum, Chemical & Petrochemical Special Investment Region (GPCPSIR) at Bharuch as a first two flagship project. This will be supported by world class infrastructure. (GIDB Report: 2009). The development plan prepared is approved by the Apex Authority for the area of 880.0 Sq. km as shown in Map 8.3.

Map 8.3 Development Plan of Dholera

(Source: http://dholerasir.com/, March 2013, 8.40 pm)

To implement above prepared Development plan, Government of Gujarat has decided to implement urbanized area of about 550.0 Sq. Kms with the help of legal
tool of Town Planning schemes. Area delineation of six draft town planning schemes for Dholera special investment Regional Authority (DSIRDA) is as shown in Map 8.4

Map 8.4 Area Delineation of Six Draft Town Planning Schemes, DSIRDA

DSIRDA has planned six town planning schemes for the region, spread over an area of 550.0 sq.km out of six town planning schemes, scheme no. 1 & 2 is sanctioned by the apex body and road demarcation is under active progress and remaining draft town planning schemes expected to be approved by the end of May'2013. (Researcher's particular work accomplished for DSIRDA, GOG).

8.10.2.3. Potentials of the TPS

The TPS has tremendous potential that needs to be demonstrated effectively to the community involved in the public & private sectors. This will considerably strengthen the development process as it takes in to considerations trust, public consultation & participation, exchange of Information in transparent way, scan service provider’s competencies & opportunism, present investment opportunities, share the knowledge & experience, articulate political will. All through commitment building process that creates base for win-win situation for community and service provider/facilitator.

8.11. Case specific depiction of Draft Town Planning Scheme no. 02

(Researcher’s particular work accomplished for Government of Gujarat/DSIRDA, Approval of the Apex Authority by notification in Government Gazette, Extra Ordinary published in, Vol. LIII, Thursday, October 11, 2012, Notification vide no. SIRAA/04/2012/566-B date: 03.10.2012, 323-2)

Tps-02 covers a total of area of 102.34 sq.km approximately. It consists of parts of 10 villages as listed under as shown in Map 8.5:
As per approved D.P., 250m wide state expressway divides the whole scheme into 2 parts- east and west. Draft town planning scheme no. 02 is the biggest town planning scheme in the history of Gujarat state till now. It consists of various zones like industrial, residential, mixed use, knowledge and it, entertainment, recreation, sports, tourism related, services and logistics, solar energy park, agricultural, mega industrial park & integrated township. It is proposed to develop the whole of the scheme area by providing infrastructure services such as pucca roads, street light, drainage, water supply, gas lines, telecommunication system etc. So that the development that takes place in the scheme area is in planned & healthy manner. It is also planned to develop the whole of the scheme area by tree plantation & by developing garden and open space for recreational purposes so as to create healthy environmental conditions for residence of the scheme area. The existing water tanks have been allotted for the specific use of tank only after reconstituting the plots as shown in Map 8.6:

Map 8. 6 Final Facility Plan
The distribution of land and the cost component of the whole scheme area work out as under.

**Table 8.4 Salient Features**

<table>
<thead>
<tr>
<th>Srl No</th>
<th>Particulars</th>
<th>Unit</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Total Area Of The Scheme</td>
<td>Sq. Kms</td>
<td>102.34</td>
</tr>
<tr>
<td>2</td>
<td>Total No. Of Original Plots</td>
<td>Nos.</td>
<td>2173</td>
</tr>
<tr>
<td>3</td>
<td>Total Number Of Owners And Interested Persons</td>
<td>Nos.</td>
<td>7323</td>
</tr>
<tr>
<td>4</td>
<td>Total Area Of Public Purpose Plots Allotted To DSIRDA</td>
<td>Sq. Kms</td>
<td>39.20</td>
</tr>
<tr>
<td>5(a)</td>
<td>Total Cost Of Engineering Works (Road, Railway, Electrical, Drainage, Water, Storm Water Drainage)</td>
<td>Rs. (Crore)</td>
<td>2380.00</td>
</tr>
<tr>
<td>5(b)</td>
<td>Total Compensation Payable (For 50% Deduction Of Op)</td>
<td>Rs. (Crore)</td>
<td>316.99</td>
</tr>
<tr>
<td>5(c)</td>
<td>Total Cost Of Administration &amp; Legal Charges</td>
<td>Rs. (Crore)</td>
<td>6.00</td>
</tr>
<tr>
<td>5</td>
<td>Total Cost Of The Scheme (Sr No 6(a) + 6(b) + 6(c))</td>
<td>Rs. (Crore)</td>
<td>2702.99</td>
</tr>
<tr>
<td>6</td>
<td>Total Area Of Roads (DDP &amp; DTPS Roads)</td>
<td>Sq. Kms</td>
<td>11.46</td>
</tr>
</tbody>
</table>

(Source: Researcher’s Analysis-Published work, DTP No: 2, As per the provision of SIR Act-2009, GTP & UD: Act, 1976)

**8.12. Finance of the Draft Town Planning Scheme:**

The financial aspect of the scheme has been worked out; accordingly, the total cost of the scheme is estimated to be Rs. 2786.0 crore including the cost of infrastructure as per prevailing schedule of rates (SOR). As an unique decision in the history of town planning scheme an authority has resolved not to calculate incremental value and not to levy incremental contribution to give relief to the owners and thus make them partners in development of the scheme enabling them to get 100% benefits of incremental value according to the plots with the making of the scheme. The total cost of the scheme is completely borne by the authority. The cost component and Revenue that is likely to be generated by using land as resources is worked out as follows:

**Table 8.5 Cost v/s Revenue Comparison**

<table>
<thead>
<tr>
<th>Expenditure : cost</th>
<th>Revenue :</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Compensation for deduction</td>
<td>• Incremental contribution - towards expected price rise, provision of physical &amp; social infrastructure. (waived in DSIRDA TPS – historical decision)</td>
</tr>
<tr>
<td>• Physical Infrastructure</td>
<td>• Income from sale of residential, commercial plots</td>
</tr>
<tr>
<td>• Administrative &amp; legal expenditure</td>
<td></td>
</tr>
</tbody>
</table>

The Town Planning Schemes are prepared on similar planning concept of TPS under the provisions of the GTP & UD Act, 1976, with active support of the land owners/communities, under the provisions of the Gujarat SIR Act, 2009 Section 15 and 17.

**Table 8.6 Proposed Infrastructure Cost and Expected Revenue Generation**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Expenditure</th>
<th>Amount (Rs.) in Crore (A)</th>
<th>Revenue-Item</th>
<th>Amount (Rs.) in Crore (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compensation to land owners against deduction</td>
<td>316.99</td>
<td>Incremental contribution not charged from land owners against expected rise in value in developed condition</td>
<td>0.00</td>
</tr>
<tr>
<td>2</td>
<td>Infrastructure cost (Roads, YUV, Drainage, SWD, ST Light)</td>
<td>2800.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Administrative &amp; Legal Expenditure</td>
<td>0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Cost of Scheme Area to Authority - (A)</strong></td>
<td>2704.99</td>
<td>Revenue to Authority in Scheme Area</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

**Net Cost of Scheme Area to Authority (A)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (Rs.) in Crore (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Area of Public Purpose Plot 8,91,96,688 SQMT (Land as a Resource)</td>
<td></td>
</tr>
<tr>
<td>(A) Public Purpose Plot Area proposed for sale (50 % of Sr. No. 1) 1,956,65,094 x $25/-</td>
<td>4900.00</td>
</tr>
<tr>
<td>(B) Land Available to RDA for various purposes other than saleable land can be offered on premium (25 % of Sr. No. 1) 97,99,147 x $500/-</td>
<td>40,33,85,850</td>
</tr>
<tr>
<td>(C) Land available for O/Garden, Recreational, S &amp; EWS etc. (25 % of Sr. No. 1)</td>
<td>-</td>
</tr>
<tr>
<td>2</td>
<td>Total Area of Final Plots held by DSRDA 90,66,870 x $75/-</td>
</tr>
<tr>
<td><strong>Total Estimated Yields from PP (Sale) &amp; DSRDA, Premium Plots in DTPS No 2</strong></td>
<td>(+) 27,29,00</td>
</tr>
<tr>
<td><strong>Surplus (Revenue from DSRDA Plots)</strong></td>
<td>(+) 24,09</td>
</tr>
</tbody>
</table>

(Source: Researcher’s Analysis - DTP No: 2)

**8.13. Paybacks from TPS Mechanism**

From above case study (Table 8.6), it clearly shows that provision of infrastructure cost comes out to approximate Rs. 2400.0 crore for the area of 102.34 Sq. kms. The cost of providing infrastructure along with cost of the scheme (about 2705.0 crore) can be easily recovered by taking a route of Town Planning scheme mechanism by way of soliciting public participation and partnership, taking in to account various variables defined in conceptual frame work of research study, i.e. trust, public consultation & participation, exchange of information in transparent way, scan service provider’s competencies & opportunism, present investment opportunities, share the knowledge & experience, articulate political will. The whole process takes in to considerations route of commitment building process that creates base for win-win situation for community and service provider/Facilitator. Land pooling and readjustment coupled with cost recovery in the form of contribution (in kind or cash) from beneficiaries is thus extensively being used in number of countries (Australia, Taiwan, Korea etc.). Urban economists acclaim it as very efficient tool for urban land management. Its special features are - national achievement to gain control over extensive areas, readjustment of land boundaries, procurement of public sites “without tears” and cost recovery from beneficiaries resulting into development with little cost to the local authority)

To present practical validation of model supported by realistic information of TPS preparation mechanism as compared with defined variables (Chapter-3) is presented and related here.

In proceedings of development activities undertaken by the facilitator community’s presence is call for. Community contributes directly or indirectly towards success/failure of the development activities depending upon the adopted route. Now days, community participation has become very vital & important, one can’t ignore community’s involvement in decision making process to reach common consensus for deciding priorities, vision and finally achieve results so as to create win-win situation for all.

While relating all defined variables as described (Chapter-3) with the process of preparation (Planning, Implementation) of TP scheme mechanism, together both compliments and supplements each other throughout the process. While putting all variable in place as follows:

**Trust:** In preparation & implementation of Town Planning Scheme (TPS), mutual trust is extremely important and taken care, where; Governing authority acts as facilitator. In the process; all beneficiaries involved contributes certain portion of their land for public purpose uses, observing faith in Governing authority supposing that land contributed by him is utilized for the appropriate purpose for the betterment of the society/community. Land owners get compensation at the prevailing Jantry rate for contributing certain amount of land, here again; authority creates situation to win the confidence of contributors by compensating him with right prices at appropriate time.

**Public participation:** To achieve trust building process, community/stake holder participation is promoted at the various stages to grasp community’s view point, priority, need, requirement, & phasing. The complete process of preparation of Town Planning Scheme right from concept to completion takes place in very rational, transparent, and democratic way. To solicit public opinion, win the confidence and trust of community by following public consultation/ participation process at various stages is being followed.

**Information equilibrium:** To progress with process of TPS, the information, data, /details are supplied by the land owners and /or received - collected by the service provider. Both the parties inform and exchange the same in transparent way during the process and keeps informed about all the changes in land tenure rights, changes in name, ownership etc. so that either parties are aware about the changes that has taken place. At the same time, Facilitator keeps community informed about the decision, rules, guidelines, latest development that is going to take place /plan by the Government from time to time.

**Service Provider’s Competency, Knowledge & Experience:** During the process, Authority/Service provider acts with full competency level. Knowledge & experience of both the parties play an important role and provides proper backing to understand each other’s requirement. Facilitator thrives competency level at all stages of T.P.S. preparation process while carrying out various stages & process in
terms of efficiency, legality, delivery, subject knowledge, experienced team, and troubleshooting knowledge. These really help to establish trust of community and build the confidence level. Having varied experience in the similar field for planning and implementation, while working with community.

**Opportunism:** Neither party gives any indication of opportunism or tries to fetch any undue advantage of situation, data on technical & financial aspects. Both the parties invest in terms monetary aspects, time, and resources throughout the process.

**Investment:** it is always anticipated that the community gets the best return out of their investment. Land owner, who contributes towards the development gets reasonable return on investment in a given time frame at the same time service provider is in position to manage his investment in such a way that expenditure incurred is met with the provision of revenue resources.

**Political Situation:** Political situation plays an extremely important role throughout the process. Influence from either way has lot of impact from the political side. Gujarat has proven history that elected leaders have remain committed for growth, development and services that is in demand and it has really nurture & synergies the whole process due to positive signal on political will side, wherever; development has taken place.

**Commitment:** Above all aspects really substantiate commitment from the both ways. Pre-defined guidelines (as described in the prevailing Acts & Rules) about the time line, revenue generation possibility, expenditure, roles, and responsibilities of facilitator, duties of community, and both parties remain committed to achieve common goal in rational, democratic & transparent way.

All above variables as defined in conceptual frame work are absolutely unified and inbuilt in the process of TPS mechanism. Compliance of above defined variables in the process has guaranteed required results in time bound manner, which is apparent in section 8.9.