From Community Organizing to Youth Development Training and Study Visit in London
(15-20 June)

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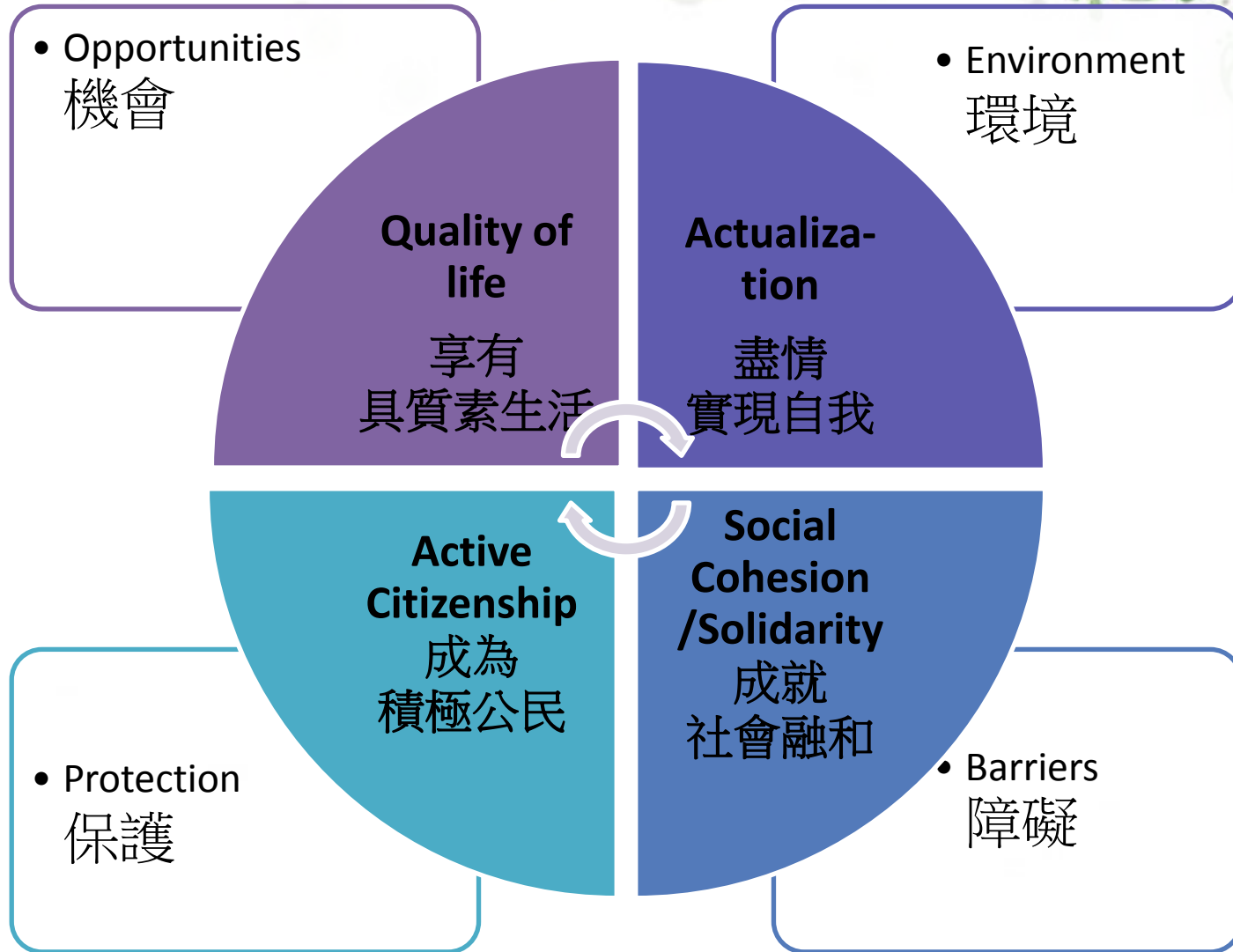Louisa Yau (HKCSS)

Overview

- A brief on youth development framework
- An alternative model: community organizing
- Local adaptation and application: possibilities and challenges
- Critical reflections

Youth Development Framework

Proposed Youth Development Framework

- Opportunities
  機會

- Environment
  環境

Quality of life
享有
具質素生活

Actualiza-tion
盡情
實現自我

Active Citizenship
成為
積極公民

Social Cohesion /Solidarity
成就
社會融和

- Protection
  保護

- Barriers
  障礙

4

An Alternative Model from London Citizens: Community Organizing

Work Model of London Citizens

Video (4 mins 30 sec)

[https://www.facebook.com/video.php?v=50232 6783237164&set=vb.301537236649454&type= 2&theater](https://www.facebook.com/video.php?v=502326783237164&set=vb.301537236649454&type=2&theater)

Community Organizing Process

1. Diverse membership alliance 建立受訓的多元組織聯盟
2. Community listening 聆聽地區人士需要
3. Teams building 建立有關他們關注的議題的隊伍
4. Action 發展公共行動的藝術
5. Recognition爭取有權力的人士的認同
6. Negotiation與有權力的人士商討要求

Community Organizing Strategies

Process	Strategies
Diverse membership alliance	• Power analysis (money power, relational power, the most influential groups, positional power, official decision-making process, real decision-making process, me)
Community listening	• One-to-one conversations • Stick person and self interest (relationships, institutions, defining moments, ambitions, fears and anxieties, time, energy, money)
Teams building	• Building up relational power (people in a relationship with a plan to act and to effect change) • Training leaders (who can bring people into public life) • Holding house meeting to prioritize issues
Action	• Research and power analysis • "action is in the reaction" • creating a win/win • fun and creative ideas

Community Organizing Strategies

Process	Strategies
Recognition	• organizing power (broad-based) • presenting demands • sharing good testimony
Negotiation	• demonstration of power • agenda setting • relational activities • presentation of good testimony • identifying self-interests and suggesting how to achieve a win/win • tension

Rationale behind the Model

- Between **the world as it is** where power is unevenly distributed and **the world as it should be** which is shaped by ideals like equality, justice and love.

- Society is composed by ***the state, the market and people***. Given that the state and the market are very organized under the present social arrangements, there is a need to build power by organizing people.

- Stronger relationships between people and their institutions give community more power to make change.

- London Citizens, therefore, believe that change can only take place with careful **power analysis** and **strategic power organizing**.

- **POWER – TENSION - CHANGE**

Local Adaptation and Application: Possibilities and Challenges

- Advocacy on Inclusion

- Working with Drug Users

Community Organizing and Advocacy on Inclusion - Integrated Youth Ambassadors Training Scheme

Background of Integrated Youth Ambassadors Training Scheme

- launched since 2006

- over 1,040 young people with diverse abilities and backgrounds had participated and trained as TREATS Youth Ambassadors in 9 months

- trained as an ambassador to promote an equal and inclusive Hong Kong

Background of Integrated Youth Ambassadors Training Scheme

"Discover an Inclusive Hong Kong"

Part I: A Community Investigation Action

Part II: Press Conference

Topic: Socially Inclusive Play Space

Adaptation of Community Organizing Model at Integrated Youth Ambassadors Training Scheme

Impact:

- To make social change in the aspect of social inclusion in longer term
- To empower the participants to solve their own problems

Diverse Membership Alliance

Power Analysis

- Explore potential youth leaders over the 10 years
  (including 2 special needs and 2 typical youths from each year)

- Explore potential principals, teachers or social workers over the 10 years
  (around 3 from special schools and 3 from typical schools)

- Explore potential volunteers include TREATS volunteers and corporate volunteers (around 3 TREATS and 3 corporate volunteers)

Teams Building

Building up relational power

• Explore their common interests and concerns especially their interests on the issue on social inclusion by one-to-one conversation

(Stick Person: Relationship, Institution, Ambitions, Energy, Fears, Defining moments, Time, Money)

• Build-up a platform for them to communicate

• Prioritize their issues

•Create a common goal and build-up a advocacy team in social inclusion

Teams Building

Training leaders

• Develop their knowledge on the issue they concern (e.g. research/testimony)

• Develop leadership, communication and negotiation skills

Action

- Power analysis & negotiation
- Press conference
- Community education
- School education
- Create a "Socially Inclusive Place Space" Logo

The Differences in Adapting Community Organizing Model

- Build power of citizens to make social change

- Enhance the sustainability

- More effective to affect the public or related parties by using their own testimony

Community Organizing and Working with Drug Users -

The Practice of Peer Counselor Training

in a CCPSA

Who is our client ?

- Drug abuser
- Rehabilitate
- Family Member
- Friend
- District Organisation
- Church
- NGOs

Power Analysis

- World as it is – World as it should be
- Power – Relational Power – Justice

- Principal client of a CCPSA: Illegal drug takers, shame, social stigma, minority, need treatment (World as it is)
- Civil rights to receive support, power to influence, power to participate, power to voice out needs, employment and opportunities (World as it should be)
- Build up relational power to achieve social justice

Building Relational Power

- **Stick Person**: Relationship, Institution, Goals, Fears, Turning Points, Time, Money
- Building **Testimony** of peer councellors, parents, church leaders

Building Relational Power

- **Self Interest** of other parties and people in power
- Understanding your own interest
- **Common Interest**

- Employment
- Social support
- Family Relationship
- Drug Testing

Building Relational Power

- The **One-to-One Conversation**
- Showing curiosity and positive recognition
- To build up collective leadership, the job is to develop leaders

- Training of Peer Counsellors
- Parent Groups
- Drama Theatre

Action is the oxygen of Organizing

- Parent supportive network
- Theatre Education
- On Show !

- Power to voice out needs and difficulties, to contribute to society, and to negotiate with power for more opportunities, space, support and recognition

Traditional Social Workers vs Community Organizers

Traditional Social Workers vs Organizers: (1) Issue Identification

Social Worker	Organizer
Problem define / Need assessment - figures - significant people - workers observation	Community Listening - 1 to 1 conversations - self interest Example: lighting of basketball court

Traditional Social Workers vs Organizers: (2) Drawing People Together

Social Worker	Organizer
Program recruitment - school/center -Newsletter -Example: OLE voluntary services	Self interest -> Common interest - bringing people together - powerful to change Example: housing, sport center

Traditional Social Workers vs Organizers: (3) Process

Social Worker	Organizer
Task-oriented Participants - social worker always be a leader - debriefing	Change-oriented Participants + Explore potential leaders/Leader training Example: Integrated Youth Ambassadors Training Scheme

Traditional Social Workers vs Organizers: (4) Outcomes

Social Worker	Organizer
General leaders (abilities to plan/implement/evaluate; abilities to communicate, etc)	Public leaders (individuals concerned about public issues)
Networking for resources (financial/social)	Networking for relational power (parties / individuals are connected in a relationship with a plan to act and to effect change)
Change primarily at individual level	Change at structural level

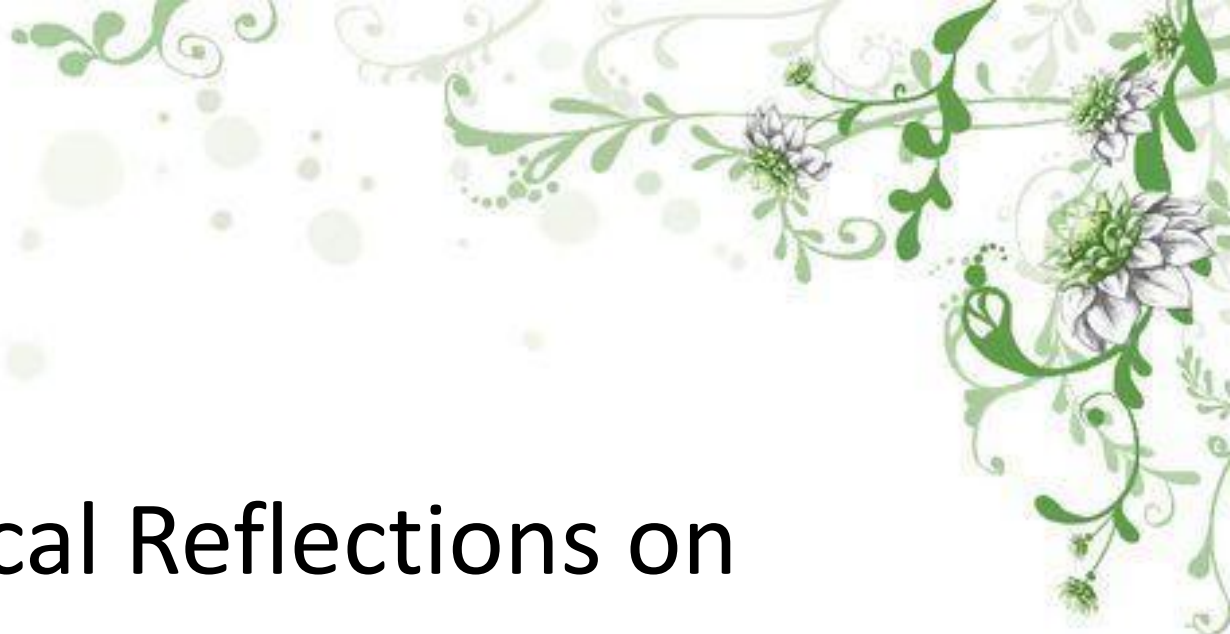# Local adaptation and application: possibilities and challenges

- Youth participation
  - Motivation (self-interest)
- Development of volunteer
  - Leader development
- Networking
  (linking with POWER)

Local adaptation and application: possibilities and challenges

- Personal change vs social change
- Participation in different setting
- Action is not the end, but is in the reaction

Open Discussion

Critical Reflections on Community Organizing and Youth Development

Critical Reflections

- Effective in nurturing **public leaders/people** – both a process to prepare young people to be active citizens and a process to exercise citizenship (a process of becoming and being)

- Effective in creating the possibilities / conditions to bring about changes

- Possible challenge to the conventional approach to working with youth

♥ ♥ *Thank you* ♥ ♥