

## **COMMUNITY DEVELOPMENT WORK AND YOUTH**

### **EMPOWERMENT**

The role of radio media in capacity building at the Helping the Poor and Needy Organization (H-PAN) in Manchester United Kingdom

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## ABSTRACT

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The phenomenon of `youth voice` in the United Kingdom is under threat from two different fronts. On one hand, financial cuts across the public sector have put many youth initiatives on hold. On the other hand, the lack of a coordinated policy mechanism between both public and private sectors portrays images of fragmentations that threatens functions and efficiency of community development youth work.

The aim of the thesis is to explain the concept of community development youth work using media project as a tool of empowerment of young people. It highlights social interaction and youth behavior from a participatory observation and action research perspective. It focuses on democracy and tolerance with emphasis on capacity building, participation and inclusion from an anti-oppressive methodology and advocacy approach. The method of data acquisition is that of qualitative approach. The thesis depicts young people as equal contributors in terms of social capital within their communities with an equally important `voice` to be heard providing an input that needs to be taken into consideration in the overall decision making process.

The subject of the project is the Helping the Poor and Needy a charitable Organization based in Manchester, the United Kingdom. The project analysis and evaluation are based on aspects of empowerment and capacity building of young people. This is a project thesis and it was conducted during my international placement in the United Kingdom, in Manchester in autumn of the year 2011. The results show that community development work is needed in this postmodern society. For further evolvement of approaches and tools of empowerment, constant review of the already existing tools is necessary to achieve continuous development.

Key words: Youth empowerment, Community development work, youth, Community work, project, H-PAN, Media, Capacity building

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## 1. INTRODUCTION

Community development work with the youth is an essential cord in the provision of social services and thus poses a tremendous challenge for community development practitioners and social workers. As part of community work, caring for young people is increasingly a policy priority for both government and private sector organizations. Young people are societal priorities, because they constitute an important source of social capital for the future of communities and societies. In terms of human resources their wellbeing, skills development and empowerment for community safety and sustainable progress is of serious concern to many social work theories and community development policies. It is therefore necessary to open windows of opportunities and provide services that aid in capacity building and improve empowerment skills.

The right of young people to have their voice heard is enshrined in the UN Convention on the Right of the Child, so that every young individual is protected in forming opinions of their own in matters that affect them.( Convention on the Rights of the Child, Article 12.)The reasons for my interest in community development work are that community work is very much needed in my country of birth, Kenya and also my personal involvement with a community work organization in the United Kingdom inspired me to study this issue more detailed internationally. During my international placement at the Helping the Poor and Needy (H-pan) in Manchester United Kingdom, I arrived at a conclusion that one purpose of social workers is to work within whichever communities they inhabit to constantly improve the standard of living of the people in that community.

## 1.1 Motivation and Background

While undertaking my international placement in autumn in Manchester, I had the opportunity to be a part of an organization that promoted community work in various levels and also enabled the creation of tools for capacity building amongst the marginalized in the society. Those classified as the marginalized in this context were the minority groups such as immigrants from different continents, who have moved to the United Kingdom in search of a better life and due to language or educational barriers, find themselves in a place of need. These people are the vulnerable in that society. My motivation was the interest in being a part of community project and the H-pan Organization ran various projects and one of the projects that I learnt about was the media project, specifically radio, that had been initiated a year or so prior to my arrival but had not been brought to completion. The idea hence existed but due to the length of time that had passed it was an almost extinct project.

## 1.2 Problem Statement

Manchester is culturally a football and radio city in that part of the culture is to have a deep devotion for football and quest to hear the latest. The inhabitants also enjoy affiliation with radio stations as show of identity and hence find a sense of belonging through it. A research was carried out among young people in that society by a website poll established that though sports is integral, media was a popular and respected career. Media of all types topped the results, radio and television shows and print media.

There are various challenges in establishing oneself in the job market in Manchester. Some of these are lack of adequate training for certain jobs due to shortage of funds hence lack of job opportunities; other

reasons are lack of mentorship and motivation to get busy in other ways among the jobless. The people in Manchester, many of whom are young adults are rendered jobless for long period of time after school due to the challenges mentioned above.

Other groups affected by this crunch are the minority groups of immigrants from different continents, who moved to the United Kingdom in search of a better life. This includes adults who due to the language barrier are unable to further access the same services as those born in the United Kingdom because they do not know their rights and are not able to express themselves in the language not to mention the lack of jobs. Majority of these people migrated as adults to the UK and hence have found it difficult to blend in to the society. This resulted in an increase in the number of the jobless and homeless in that community. A large number of these homeless, jobless and not so well educated people in this community are youth. It was then decided that a community development project would be necessary and beneficial.

### 1.3 Objectives

This is a project thesis; it will center on the experience of a project that was undertaken during my time in Helping the Poor and Needy Organization (H-pan) in Gorton, Manchester. The project was a media project that set up a station for the youth around Gorton. This radio station was not entirely new, it had been initiated but not finalized; my task then was to bring it to completion by approaching it from a different perspective. The thesis will explore some participatory approaches for the development of skills what was done practically during the project process, capacity building and empowerment of these young adults in a suburb of Manchester. The study will reflect on some practical aspects of being an effective youth development worker. The aim of the thesis is to explain the concept of community

work and the methods that were applied in Manchester H-pan Organization to be specific.

The source of empowerment tool highlighted is media. In the thesis it is used to promote opportunities in career and personal development to maximize positive output among the youth. The thesis also illuminates the history and predisposition of community work, why it exists and how Helping the Poor and Needy Organization (H-pan) reflects community work using projects set ups.

A lot has been said about the involvement of charity organizations and other NGO's in community development practices. There is a lot of debate about the purposes of participatory democracy and group involvement, which is the core advocacy of community development work. Community engagement and empowerment are often used Inter-changeably. However, each of these concepts support that the members of local communities have a "right" role to play in the community's decision making. (Bailey 2010, 317-332.)

It is in this spirit of rights and advocacy in promoting capacity buildings and obligations to basic social needs that the thesis is formulated. The reflections and project process can be used in the pursuance of careers in the discipline of social services and community development in future. Finally, the thesis highlights on project process in line with community youth work. These tools and approaches used in H-pan are multi-usable but in this project set up are cultural specification to the environmental orientation, Gorton was a driving factor. These methods may only serve as tools to guide towards a remedy of similar challenges in similar environment.



## 2. LITERATURE REVIEW, DEFINITIONS AND HISTORY

In this part of the thesis, the history and various concepts of community work and community development work will be reflected on and the evolution of the very concept to date, this will also include the perceptions of community work such as youth work, the motivations and history. In the Interdiac hand book, community work is defined as any initiative primarily aimed at assisting people in a particular locality or community by identifying their 'social needs'. Community work aims at building communities and to influence them on the basis of justice, equality and mutual respect. It involves changing the relationships between ordinary people and those in positions of power. Community development work challenges 'oppression' by tackling 'inequalities' through advocacy and interventions (Interdiac 2011, 49.)

### 2.1 History and Background of Community Development Work

The predominance community development and community work have a long history, an example in 'managing community practice', the author writes that both these words are quite loosely used and often not understood. In the 1990's considerable work has been done in refining community development framework (Banks et al 2008.)

The history of work with the community is often defined alongside youth work and it stems back to as far as two hundred years. Its roots are found in the industrialization era. A lot of understanding concerning the same seems to have data from the United Kingdom and the United States of America (Essays in the History of Youth and Community Work.)

When the first edition of *ethical issues in youth work* was published in

1999, there was growing interest in the field of moral philosophy, health and social care. Between 1999 and 2000, The National Youth Agency of England adopted series of approaches relevant to the welfare profession, especially in the sphere of *ethical principles for youth work*. In other words, there was an `ethics boom` for youth work in Britain (Banks 2010). Since then very much has been written on organized youth work and working with young people from an international perspective which is often classified greatly as community work.

In 'Make Change Yourself!' a handbook for empowering young people in everyday life; it is argued that to have the motivation for working with young people it is necessary to ask the most important question – `why` in the first place. Furthermore, it becomes necessary to seek to understand personal biographies as primary factors that influence an individual's drive to work with youth. These factors may be structural, environmental and events-oriented to name a few. The handbook suggests that despite surface reasons, there is always a deeper background motive that informs this decision. The best way of working with youth is resourceful when based on biographical and autobiographical backgrounds. (Interdiac 2011, 7).

The participation of youth in the planning phases of strategies is crucial and usually involves long term vision to implemented comprehensive youth oriented actions. Strategic planning is a key for addressing community based problems of youth empowerment and capacity building (Interdiac, 2011, 35).

In 'lay-man's' language, community work is simply working with the community to improve their standard of life. As is portrayed in various definitions, community work as the word suggests has everything to do with members of the communities, improving their disposition and seeking to be better and hence lead a more productive life. In our

everyday lives, community work is the actual act in community development and can be seen in what is done though not always in an organized format, it aims to improve lives and empower communities.

Community work may involve work done by community based profit and nonprofit making organizations. It is also work done in the interest of the community. It is sometimes on voluntary basis and others structured and paid and specifically trained personnel (Community workers and law). In many social work publications, community work and community development work is used interchangeably.

## 2.2 Community Development Work

Community development combines two words and thus relies on the interaction of people and a proposed action, such as it is referred to as a collective agency by some psychologists. (Flora & Flora 1993).

Community development is the process where local community creates more jobs, income and improves infrastructure and thus helping their community becomes better fundamentally so as to be able to them to manage transformation. (Understanding Community Development).

In my understanding, the difference between community work and community development work is that in community work, projects and other initiatives are set up for purposes of encouraging a sense of community example is setting up a young mothers' club . In developmental work though, the projects or initiatives set up are done so for developmental of the community purposes an example is a bore hole project. The aim is to improve the community's health standards by providing clean water.

It is inaccurate to say that community development has one definition and for purposes of the thesis, Community development work and Community work with the youth shall be defined as the interaction of support workers these encompassing social workers, youth workers and facilitators, with the local community to advocate for change in the interest of the community. Therefore all together set in place sustainable projects and programs that enable social infrastructures to be set up, to effect positive change in the lives of the people in the community.

### 2.2.1 Bureaucracy and Community based projects.

One good definition of bureaucracy is a system of ‘officialism’, red-tape and proliferation (Merriam-webster). Projects regardless of their benefits have to be approved in whatever lands they are undertaken. There are policies that govern all organizations and though communities stand to benefit from projects, the red-tape and the mal-practices of already existing projects can inhibit an upcoming project from flourishing.

### 2.2.2 United Kingdom equal opportunities

The project being explored is in Manchester in the United Kingdom and a brief back ground on what the working laws are there will help shed light on how the projects run, where funding comes from and what limitations and challenges are experienced due to policies that govern this community.

The city council has a duty to promote equality through all its services and expenditure including grant aid. Voluntary organizations in receipt of grant are therefore required to promote equality of opportunity for all sections of the communities through the services they provide.

Organizations' will be expected to:

- Demonstrate that they have an open access/equal opportunities approach towards the membership, use of their facilities and activities.
- Take reasonable steps to ensure that their services can be made available to as broad range of people as possible and put positive measures to remove barriers to access.

Any organization seeking support from the city council for improvements to a community building will need to demonstrate that it provides a range of activities within its programme or booking policy to meet a wide spectrum of community need (Active Community Projects 2012/13).

These are the policies that seem equal yet in some aspects can limit. There are many organizations that come up with the aim of building the community and end up being a money making project. Most policies are made well-meaning but are unable to be followed through due to the lack of follow-up mechanism.

The radio met the above requirements to be able to get some funding from the council but due to the mushrooming of community based projects, was unable to obtain any government assistance. Charity based is the most common form of voluntary organization in the UK, as a rule if the organization has an income of less than £5000 they do not need to register hence it is tax exempt. A good proposal for seeking funds is needed. A good proposal includes the goals clearly outlined; it included the goals and mission statement of the organization and previous achievements and organizations that have partnered with H-Pan. Creative financing tools are required to achieve financial objectives. The long term plan was to have a self-sustaining radio project out of this.

The key actors in a community project vary. Key actors are the state

(in most countries), world donors, other organizations with similar projects and by large the community itself. Emphasis should be laid on partnership between the public and private sector. With community as the long term beneficiary, even the financial institutions should chip in and be a part of community projects.

Although community participation is in the long run of positive impact to the community, it leads to a form of citizen's fatigue. As learnt earlier, community development projects have been in existence for as long back as community exists, many people especially in developing nations are aware of the need for developmental projects and most have been a part of one or two at some stage in life. The UK is perhaps one of the world's leading in engagement and participations, yet that has been received with cynicism. It is evident in the attitudes of very many civil servants and politicians who view engagement and this community participation as an irritating formality (Creasy S et al 2007, Practicing participation.)

### 2.3 Empowerment and Capacity Building

The word empowerment has different meanings and variations in different contexts. Some words that would come up as a one seeks to define empowerment are words such as self-reliance, self-power, influence of choice, potential, self-rule and the list goes on, these as found out are entrenched in the belief system. (What is Empowerment)?

Empowerment is fundamental and has influential value in many levels, it can be relevant in political or social levels, economic and can be relevant collectively or to on an individual level. As people experience increased power of choice, an increased power in control of their lives happens simultaneously.

For disadvantaged people, the power to sort out and solve problems is a critical collective capability that helps them rise above tribulations of limited capital and marginalization in society. The norms and networks that enable collective action, allows people to increase their access to economic opportunities, obtain necessary services, and participate in local governance.

The concept of empowerment is based on consistent tendencies of sustainable support mechanisms. The term empowerment is widely used in social work and targeted at including people in decision making processes in their communities and raising their level of confidence in life. (Fitzsimons, Hope, Cooper, Russell 2011,4-5).

In summary, empowerment seeks to oppose oppression and marginalization, It can be viewed as a process of increasing interpersonal or political power so that individuals can take action to improve their life situation (Gutierrez, 1990,149.)

Capacity building will obviously have varied definitions in various capacities. Capacity Building may be defined as “the development of knowledge, skills and attitudes in individuals and groups of people relevant in the design, development and maintenance of institutional and operational infrastructures and processes that are locally meaningful” (Groot and Molen, 2001).

Capacity building is the intentional actions and initiatives that support us to become the best we can be- as individuals and as communities. It goes on to say capacity in itself is potential, it's about building change and becoming more, it talks about that which one has the potential to become. This change sometimes includes behavior, knowledge and skills of the individual or the community (Capacity building)

In the thesis, empowerment and capacity building is depicted as the

concept of enabling the persons to have a voice, to give them the encouragement that their voice has a right to be heard, and give them hope for tomorrow in that their skills are sharpened and hence allowing them future economic opportunities. We also mean that they have increased interpersonal power to influence their tomorrows. It is about supporting to bring change and increasing opportunities thereby enable the potentials of these youth to be realized. Two forms of empowerment mentioned and reflected upon widely in this thesis are one, User participation and civic education and two, advocacy work.

### 2.3.1 Emancipation and User Participation

Emancipation is simply the process of giving freedom and rights to someone (Macmillan Dictionary.) Whereas the word participation means the process of taking part in something, it is involvement in another word (Macmillan Dictionary Thesaurus.)

These two words are often used together in community work empowerment process and activities. There are very many ways by which one can be involved to bring sustainable change in their community. Tools and projects can be used to encourage the process of participation thereby bringing a sense of liberty. With the youth there are various possible approaches that can be applied. Youth participation is vital in enhancing the young people's wellbeing.

This can be done in creating programs that enable them to exploit their talents there by building their self-esteem and also giving them career development opportunities. This allows the young people to explore their experiences collectively and identify possibilities for change. (Fitzsimons et al 2011,45). User participation theory is an aspect that has greatly gained ground in the achievement of social transformation in community work.

In the book Empowerment and Participation in Youth Work, the author



writes that the well-being of youth is greatly enhanced by participation in shaping their life's expectations. It also allows them to identify the possibilities for change in their lives. (Fitzsimons et al 2011 42). Participation involves power redistribution.

The participation was adopted from the world of business and before the 1980's there was little interest to involve the younger generation of the society, this took a different turn at the end of the decade after the UN convention gave the child rights to participation in decision making processes there by allowing by extension the young people great involvement in public services decision making (Fitzsimons 2011, 45.)

Riitta Mikkola an author in the book *Practicing Participation* talks about a practice though simple, that is used in the Finnish almost all have student councils and these are responsible for organizing activities in the school and are also involved in the decisions made in the schools. This is a good way of activating young people. The work of these councils is very vital and as they participate in this capacity they exercise the power of leadership and decision making. (Ahokas L, Tykkäinen S, Wilhelmsson N, 2010,110).

A multi-faceted model of approach encompassing theories and ideologies of user participation in relationship to community power shift and opportunities is explored and where possible applied during the process of the project undertaken. Communities vary in dynamism and innately get involved in community development projects in different degrees, this especially happens in instances where promises are not kept or delivered despite the involvement of a community.

### 2.3.2 Advocacy and Civic Education

Advocacy work is an integral part of social work, it is defined in ‘A Code of Practice for Advocates’ as taking action for people to help the say what they want , secure their rights, represent their interests and obtain services they need. Advocacy promotes social inclusion, equality and social justice (A code of practice for advocates.)

The aim of civic education is to teach attitudes, skills and give useful and purposeful information to young people. Capacity building and youth empowerment are challenging themes in the area of youth work. ‘Civic education, whenever and however undertaken, prepares people of a country, especially the young, to carry out their roles as citizens’ (Stanford Encyclopedia of Philosophy, 2007).

Many young people make uninformed choices and decisions due to the lack of knowledge or understanding of their rights. It is in this regard that civic education becomes an important cornerstone for community development youth workers. In as much as civic education deals with attitudes, skills and knowledge in capacity building; it is important to mention that the ability to empower and teach skills is as important as being able to affect the attitudes of youth in community work.

Civic education deals with awareness, skills and attitudes on democracy, it is important that young people understand the essence of participation and this can be done in all levels and the relevance of civic education (Ahokas L et al 2010,109.)Civic education encourages open discussions, active participation and the opportunities for tolerance and acceptance and there by promoting active participation in various levels.

Civic education with focus on active youth participation is essential. Informal community education provides young people the basic knowledge necessary for community participation and a sense of civic contribution as members of society.

Participation in the absence of knowledge is dysfunctional. Traditional education is faced with many challenges today. Therefore, community development workers and social care practitioners should advocate the advancement of youth empowerment and capacity building in their advocacy for civic education.

#### 2.4 Youth Empowerment

The word youth has various definitions that are mostly contextual. Different cultures and communities define youth based on influences of previous understanding of the same terminology. This was stated in a conference held in Abuja Nigeria; the conference was geared toward the young people trying to define their role in the society. (Media deliver now).

According to the World Health Organization (WHO), youth is defined as anyone between the ages of 15 years and 24 years, the Macmillan dictionary on the other hand states the definition of youth as the time of one's life when they are young (Macmillan Dictionary.)

In Kenyan society, the reference of youth is made of an individual, who is at least 12 years of age, but no more than 19 years. In this African context, it is believed that any one above the age of nineteen is of a consenting opinion; hence assuming adult responsibilities and is therefore accountable for all his or her actions.

The definition of youth is relatively subjective, can be influenced by economical, demographical aspect and to an extend gender. The transition from one stage to another will vary and hence sticking to

one bracket of definition can be misleading and thus meaning that in every context it is important to outline what is meant by the term youth.

Recognizing the limitations of all above, for the purpose of thesis, I shall define a youth or young adult as a person between the ages of 16 years and 28 years; this is due to the age group of the youth that were involved in the project undertaken. In this the key factor is the age brackets and hence no limitation is set in terms of race, ability or disability dispositions, financial status or education level. The youth in this text are young person's ages between 16 and 28 years of age.

There are various forms and styles of youth empowerment that aim to give young people a voice in their circles as well as in their communities as a whole. Most forms of youth empowerment function in harnessing the potentials and talents of young people. Various communities currently have a great number of youth and each community needs to improve their way of life so as to give hope to the coming generations. The two processes of empowerment and community work are interconnected and might not be possible to implement one without the other aspect present.

### 3. HELPING THE POOR AND NEEDY ORGANIZATION (H-PAN)

This is the umbrella under which the radio project is undertaken. As mentioned earlier it is a charity based organization and this means that it is a self-funded and hence a non-profit making organization. It is set up for charity and social factors and hence is exempted from various taxes by law. This name was a blanket name given to the organization at the inception because it was geared for an international approach and outlook. At the time of the thesis it was based in Gorton Manchester with plans to extend to India and Africa. Gorton, the place that H-pan is situated is a small area near the main town centre.

#### 3.1 The Mission Statement of the H-PAN Organization

H-PAN is devoted to empowering the needy, marginalized and ethnic minorities. In Manchester, the organization does not only target the poor and needy within the community, but rather focuses as well on vulnerable and disadvantaged youth. The organization does so by providing compassionate support and mentorship programs within the community, as a practical care approach. H-pan also implements long term skills development for youth social sustainability. Despite its religious orientation and spiritual background, H-pan provides support and assistance to all in need irrespective of race, ethnicity or economic status.

H-PAN strives to serve hard-to-reach young people and communities including the BAME (Black, Asian Minority Ethnic) with basic support and provision where needed, thereby servicing the needs of the vulnerable and marginalized people. The organization principles are based on compassion, stewardship and hope.

H-PAN extends assistance to young people, particularly in times of

need, regardless of their gender, race, ability or faith. Our partnerships with communities' leaders, Churches and other grass-root organizations are central in reaching out to young people and communities facing barriers to participation. The youth are the heart of the organization and hence H-PAN dedicates great time and effort in supporting and encouraging the youth. (H-pan Manchester, 2010).

### 3.2 GORTON`s History and Culture

Gorton, the place that the H-pan Organization is situated is a small town situated few minutes from the city centre of Manchester. The area's main source of employment was provided by the construction of the railway that connected Gorton with Sheffield and Ashton railway in 1845. During the industrial revolution, the area massively developed due to the passage of Ashton canal that enabled the construction of the Ashton mills which became a major area of employment in this area (The Gorton district and Suburb of Manchester)

This area is full of industries and has a much laid back culture. Manchester, the city that Gorton is found is rich in culture; it has beautiful old buildings that have been maintained some from as far as the 18<sup>th</sup> century. Manchester's origin can be dated back to the roman times exhibiting its history in the architecture and the identity can be seen in it all. Manchester is known worldwide city and is often referred to as a football city, famous for the stars that have hailed from there and the huge and famous football stadiums. There are many educational institutions in the area many dating back to the 18<sup>th</sup> century as well. There are many primary schools; local inhabitants of this place attend schools of their choice regardless of their place of residence. (Gorton District and Suburb of Manchester.)

Gorton is a relatively safe place to live but just as any other densely populated town or city, social issues and injustices can be seen all around. Some of the major issues observed are, a great number of homeless people living under the rail bridge, prostitution carried out by some young girls in the area, unemployment and to a small degree crimes such as petty thieving. Just like every community, Gorton too has various social classes. Though most houses have the same decor', the outward look and cars parked out in the compounds can denote that there are various classes of people living in the same region.

Another aspect of Gorton observed is the youth's way of life and dressing. The youth majority like to have hoods on and low worn trousers and sports shoes. One writer pointed out that many of these boys who hang out in the streets have no real jobs and responsibilities and goes on to write that the girls are not different placed, he wrote that moving from Gorton was like an escape from a bad life for him. The streets are filled with baby prams and very young looking mothers. (ChavTowns, 2004). A lot of community work is needed in this area and on a constant and consistent basis.

### 3.3 Empowerment at the H-Pan organization.

The Helping the Poor and Needy Organizations uses various approaches in empowering the youth. Though the works involved are good and profitable to the society, postmodern inclinations have affected the good works. One such aspect is globalization.

Youth community development work is greatly influenced by globalization as has been noted in the past. Gorton in Manchester is one of those places that due to the over saturation of immigrants and not enough job opportunities for all despite their education, it has not much to offer in terms of employment and thus many young people are frustrated without jobs or career prospects.

Impacts of globalization are definitely felt by young people as a result of their commonality in consumerist behavior. This is in fact one of the outcomes spoils of market-economy capitalism in modern day society. These impacts have both positive and negative implications thus H-pan seeks relevant long term and sustainable empowerment strategies.

Like any other functional establishment, H-PAN needs funds to undertake the various projects it runs. Fund raising initiatives are engaged, such are writing proposals to donor companies, philanthropies and government grants where possible. To raise funds, the organization needs to come up with viable projects that have the potential to impact the community positively and eventually become self-sustainable.

### 3.3.1 Use of Media in H-PAN

H-PAN uses various tools to empower the community. These tools work dually, they are used as a resource to raise funds but more importantly empower the youth and enable them do something meaningful in life. The young volunteers use media as a source of livelihood and empowerment. This shall be highlighted later how it has worked. A part from the media, H-pan is also engaged in other initiatives that indirectly act as a source of support and empowerment to the youth. In media as a tool of empowerment, H-pan supports the youth to publish a quarterly youth magazine and the now recently launched radio initiative, these are the forms of media H-pan is engaging to empower youth.

The magazine publication is branded as - 'YouthHood' magazine and it is a youth magazine that targets young adolescents. The name stems from the 'hood' culture of Manchester. This hood culture means that the youth over years have been known to mimic certain dress patterns,



they like to have tops designed with hoods. It is a way of identifying with each other and the season of their lives. This magazine is compiled by a team of young volunteers who have come together and who share an interest in journalism. It is produced every three months giving the team time to research and collect material for the next publication. They have organized structurally and among them have a leader and all the other needed human resource persons to have the magazine put together.

A very important capacity building element in this instant of the magazine production is the fact that the magazine articles are written by youth of the Manchester metropolitan area. It is a project that aids in bringing the youth together and reaching out through youth forum, and they are encouraged and supported to reach out to the rest of their peers by means of Media publication and electronic outlet. They come up with ideas as a team and publish a magazine all as a youth initiative for the youth. The magazine acts as a practical guide for young people and teenagers and it contains advice, care tips, lifestyles, sport and music.

### 3.3.2 The Youth Engagement and Support initiative. ('YES')

This is one of the empowerment strategies used in H-pan. H-pan aligns itself with various partners to enable that achievement. Some examples are churches, businesses, and schools just to mention but a few. The initiatives branded 'YES' standing for Youth Engagement Support. This includes education and skills training among the youth, youth volunteering and leadership training in youth for development. Social engagement and leisure activities are organized through this initiative.

This has also enabled young people to discover their talents, take responsibility for tasks; develop communication and team-working

skills. Young people gain experience while developing and running a community project. Their self-esteem is boosted; they make new friends, and reconnect with the community.

Other youth activities that H-pan is involved in are it supports young and upcoming artists to launch recreation activities such as dance, music and drama to offer youth a platform to get them together and dispel the notion that youth in the hood are good for nothing but vice.

#### 4. MEDIA PROJECT AS A SOURCE OF EMPOWERMENT

A project can be defined as something that is contemplated, devised, or planned; a planned scheme (Dictionary.com). The background of the project has to be clearly outlined in the proposal, its aims and the expected outcome and benefit to the participants and the community.

Media is a powerful tool of empowerment, there are various types of media and a radio station would suffice as a tool to get the youth together and reach out to the rest of the youth out there needing empowerment. The reason a radio station was selected over other forms of media is because of the radio and music culture of the youth in Gorton. The thesis highlights the use and strength of media in light of empowerment.

In an article written by Radio National, one author goes on to say that most people believe that the latest media technology such as internet and computer are not meant for the poor, this she strongly refutes and says that it can be used to good use and benefit the poor and homeless. This the author goes on to say can be achieved by creating awareness among the affluent in the society and also with satellite communication bring information to the poor and less fortunate in the society.( Radio National.)

The author gives an example of people she works with who live in the coastal region in the south coast India. Their main source of livelihood is fishing, in the past, lives and fishing equipments were lost because of bad weather, but now due to technology and the communication with the US Navy, weather forecast of up to 36 hours is possible and hence resources and lives are saved. (Radio National) .This is a classic example of how media can be and is used as a tool for empowerment by the organization especially amongst the marginalized segment of society.

The idea behind the radio station was an initiative for the community with the youth being the target team though the whole community stands to benefit through it and by it. This initiative of the radio station uses media to empower the youth in the community and get the participation of the whole community in the long run.

#### 4.1 Objectives of setting the Radio station

- To provide a platform for the youth to express their views and opinions.
- Equip them with skills that will enable them to access economic empowerment.
- Reach the social/economic disadvantaged young people to develop their self-esteem and natural talent.
- Advice and guide young people to reach their educational, professional or social goals.
- To work towards Global co-operation on issues of the youth employment
- To create a sustainable model to resolve the increasing youth unemployment and social unrest by supporting various youth employment initiatives

To further explain these objectives, the youth as all others have issues that affect them, they need an avenue to express their issues and be heard, and the radio station plans to provide that avenue by means of airwaves. This targets all youth and in the process ensure that they are trained hence are able to secure good jobs thus are economically empowered.

Often, the minorities in the community are economically

disadvantaged hence have poor self-esteem, the radio project plans to reach out to these and give them an opportunity to explore their talents thereby improve their self-esteem. Most young adults are unable to decide what career path to follow when through with basic formal education, one of the objectives of the station is to provide career advice. This can be done by organizing career days and inviting professionals to speak to the young adults. Young adults need mentors and positive models in the society.

A global approach on issues such as unemployment and youth engagement is also one of the plans of the radio project. This can be arranged by organizing exchange programs globally for young adults seeking international experience. This would be an initiative that will benefit the community because with young adults kept busy in the society, the prospect of having a large number of jobless people is reduced.

#### 4.2 Youth 360 Radio station as a tool of empowerment.

Why radio?

Among the forms of mass media, radio remains relevant despite the evolvement and the emergence of better and more sophisticated forms of communication. Radio is a powerful tool for conveying information. The development of a nation has much influence in radio need and relevance as well. Some strengths of radio as stated in a text are, it is an intimate and personal medium, all who listen feel spoken to by the presenter. Radio is convenient and can be carried anywhere, and in these postmodern times even the phones provide possibility to listen to radio all the time.

Radios can be relatively affordable and all classes of people can afford one kind, radios also overcome the barrier of literacy and geographical

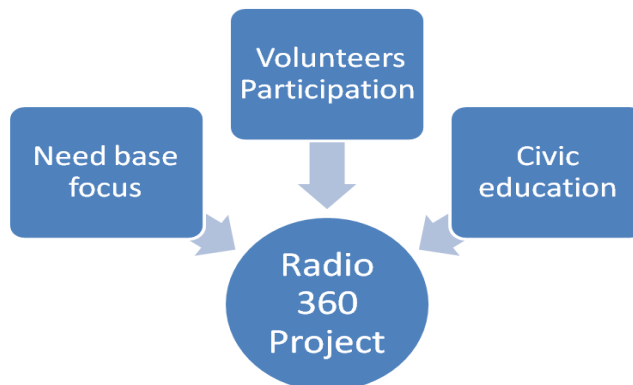
barriers as well. Can be broadcasted as far and in a wide area as the waves can be carried. (Radio: A medium of mass communication).

Despite the above strengths of this form of communication, Manali says that there is so much unrealized potential in radio as a medium of communication. This author goes on to say that despite the difficulty of working at being understood, not enough acknowledgement or encouragement to be a radio personality is given. (Manali 2010).

Radio plays a very important role in spreading awareness to all people and in advertising. People are very much influenced by what they hear in radio. In the forms of communication that exist, radio is the oldest and most common. Most households afford to listen to news or a radio and hold importance the presence of one in the house.

Radio 360 FM is a component of three approaches; these are needs based, volunteer participation and civic education. These three tools summarize the tools applied to get the radio project running.

Figure 1: Radio 360's tools diagram:



As the diagram depicts, focus was laid on the need of the community and despite challenges especially financially of the feasibility of, with the use of participatory approach along side civic education the radio project was made possible.

In the next chapter, I will describe the process by which reviving of the radio station was reached, the tool used and some of the logistical steps undertaken during the process.

## 5. DATA COLLECTION PROCESS

The project was as the result a placement research endorsed by H-pan as a volunteer youth initiative. It was incepted earlier in 2010 and is still progress to date. In this chapter, the methods and process of reviving the radio project will be outlined; all the steps that are taken in the project process and the evaluation after the three months that I was part of the project.

In the Interdiac handbook produced by Tony Addy and Jolana Ruckà, there is emphasis on different ways of involving youth in research. The handbook initially adapts Kate Sapin's (2009) 'Essential Skills for Youth Work Practice'. There are various types of favorable research available; one is the peer-led research with focus on young people themselves as managers but, however, supported by a facilitator-worker. These young people researched other young people using surveys and need evaluation methods to find out 'want and/or 'need' and correlate in a reflexive and reflective analogy to own situation and circumstances.

As mentioned above, the radio initiative was a pipeline project in that it was a project began but never completed, so the task was to use already available resources to complete the project. The resources in this case were funds and human resource. It was decided that the older team of volunteers were to be contacted and also an application was sent out to all interested youth to join in the radio initiative. The number expected was unknown but the people expected were youth hence plans were set in place to determine if they still felt that the radio initiative would work, the focus group was the technique that was used at this stage.



## 5.1 Focus Group Technique

Focus group technique was the best way to collect data to proceed with the radio project as it can be used on its own or combined with other methods. As earlier mentioned, this was a project that had been initiated a while back but did not launch out. Focus group still fitted best for this data collection as it is a method that can provide preliminary data on specific issues or explore and expound as a follow-up on a previously set up project. (Morgan 1997). Qualitative research have best results in developmental processes and projects and this suited best as emphasis is laid on participation.

It was then determined that for greatest involvement, all members needed to be a part of the project, this being from deciding if the radio project was still what was needed and how to go about setting it up. In focus group the keys factored in are, observe that the process is short and clear with the young and also explain the purpose of the talks and debates tabled. The place that the discussion is held also plays a role in the discussion's outcome.

The sought after information was collected from volunteers who consisted of youth who had responded to an advertisement on the net and some of former members of the group. These volunteers sat in a hall that was spacious and comfortable, this encouraged freedom of interaction among them. Each opinion was taken into consideration regardless of how trivial it sounded. In this is regard focus group as a tool of data collection is ideal because one is able to collect information both tapering and yet wholesome.

To stimulate further dialogue the table 5.2 was used. In the book 'Empowerment and Participation in youth work' such techniques are described by Drysdale and Purcell (2011) as having the benefit of helping people identify what are important areas of their lives. It also helps reflect what might be potential problems and what kind of

support would they need from those persons they consider important (Fitzsimons et al. 2011, 43.) The discussions allowed a lot of issues to be brought out and great ideas to attempt to deal with the issues that seemed potentially crippling to this group of youth. The table next is an illustration of how their ideas were gathered, a flap chart was used and the participants were asked to write their thoughts and feelings on a sticky note, stick them in each of the appropriate columns of what we dubbed the Gorton mind map. This allowed any ideas to be aired and a sense of anonymity for those who did not want to be known to have contributed ideas. At the close of the mind map session the various thoughts and ideas were then discussed.

## 5.2: Gorton Mind Map ideas

TABLE 1: Mind Map

What do you like most about Gorton?	What don't you like about Gorton?	How would you share these thoughts with others in Gorton?
<ul style="list-style-type: none"> <li>• Internationalism</li> <li>• Good shopping malls</li> <li>• Access to medical care</li> <li>• Easy transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of employment opportunities</li> <li>• Insecurity in some areas</li> <li>• crime rate is high</li> <li>• some places are filthy</li> <li>• too many pubs in the residential area</li> </ul>	<ul style="list-style-type: none"> <li>• compose songs and sing</li> <li>• Meet with the Mayor</li> <li>• Have radio programs</li> <li>• Have youth open days</li> <li>• Create awareness groups in the social media e.g. Twitter and face book</li> </ul>

Source: Drysdale and Purcell (2010)

The focus group meeting consisted of 18 young adults and two of us as the facilitators. All the volunteers participated by writing their ideas in the columns provided, they did so first by of what they felt was positive aspect of their streets. Some of their responses were that they liked and enjoyed Gorton's sense of 'internationalism' it had, good road infrastructure, competitive shopping options and free walk in medical clinics. What was pointed out as a dislike was the sense of insecurity in some areas, lack of job opportunities for young graduates, teen pregnancy and university education unaffordable.

Third column, which was one that was a determinant if the radio interest for a media project was still alive had interesting suggestions such as, have a discussion forum with the council officials, provide day centers for youth to hangout, print a magazine and distribute it to universities and all other youth hang out places example cinema halls highlighting on their challenges and issues. Have a radio program highlighting youth issues and have these broadcasted in all possible airwaves. Many of them expressed a deep interest in media especially radio and felt that they had talent but no place to improve or use it.

The team in question comprised entirely of youth volunteers of ages between 18 and 25. An advert was set up in the local job hunting website known as 'gum tree' calling for application from any young person, who is interested and wanted to exploit or sharpen his/her talents. 'Opportunities for participation, contribution and engagement enable young people to address developmental needs such as a sense of generosity, mastery and a sense of belonging '(Brendtro et al 1990; Eccles & Gootman 2002).

The above is a statement from a book ' Work with Young People' (Wood et al 2009 ,113) and in a sense reflects the project planned to be undertaken. Getting youth involved and to generously give of their

time and talents is reflected and in participation, a sense of belonging is forged in participation of any level.

### 5.3 The SMARTA Analysis

The relevance and life of any program exists in its ability to sustain itself. For this to happen, any planned project needs to be analyzed critically using whatever possible way. There are various tools that can be used to so and this project chose to use the SMARTA analysis. The acronym SMARTA stands for the words specific, measurable, achievable, relevant, time bound and agreed. This is how it was applied to the process before getting the back on to the project.

The ‘SMARTA’ analysis was used objectivity to ensure the relevance of the project was factored in and limitations considered. This meant that it was checked and ensured that it’s **Specific**: the project is specially designed for the youth and to begin with, it targeted the youth in Gorton. This was to guarantee that though youth felt a minority in the society, they can speak out and will be heard.

**Measurable**: the only way of determining the efficacy of the project is by the followers of the station, how many tune in to listen; this was not an aspect easy to measure at that stage of the project as the radio was yet to go on air. **Achievable**: assessment indicated that this project is achievable with proper strategies in place and if the relevant resources are channeled toward the right goal.

A lot of finances and human resources are required to achieve this dream of having a radio station for the youth by the youth and with the backing of our organization, the determination to go on air in two months seemed attainable. **Relevant**: A youth project is always significant to the community and it had been established that with the youth in Manchester needed the support and wanted to make a change by use of the radio station. **Time bound**: As the project sought to be developed the proposal was that it will be self-sustaining eventually,

that funds and other resources needed will come through once the station is regularly on air, a date was set that the radio was to come on air and that meant that all efforts had to be channeled towards that goal. Finally, the letter A stands for agreed. Agreed to work alongside the director and one other technical advisor who has been a part of the organization to make this dream to a reality in the time we forecasted.

#### 5.4 Action Plan

After dynamic meetings that brought together these youth volunteers from Gorton the excitement of a youth ran radio station set up filled the room and the next steps were to determine how this radio station was going to come up and running.

A work sheet was prepared and was used as a guide through the project initiative, launch and evaluation. This table covered the milestones that had achieved in the week or time set, and involvement and value of the volunteers, (see appendix.1). The facilitators who were one other adult and I came up with the work action plan to enable smooth flow of work and task distributions. In the action plan, tasks were delegated and deadlines set, evaluations by the facilitators together with the director were conducted throughout the process.

Managing oneself and others is important in any project and ensuring that what has been planned is fore-thought results in better results and builds efficiency in the work planned.

As said the aims, the Youth 360 radio aims to give a voice to the youth, this was the first initiative of its kind in that it was entirely ran by the youth and the presenters and researchers were the youth themselves. The youth in Manchester need hope and the radio career gives them that. With an empowered youth in the community, decisions concerning the development of the community are made by

the youth who will in the near future leaders of that society.

### 5.5 Logistics and events prior to the launch

During these sessions, it was then realized that 27 hours in a week needed to be used up, 12 hours of which are in the weekend and 15 in the week. To raise awareness about the studio, the plan was to make presentations in the universities in the area and where applicable have an advertisement in the magazines or local papers. As part of this we visited already established radio stations with these young people. This was a form of peer research; it enabled them to analyze the project with reflection on what they had been exposed to and having collected views of the other young adults in the other stations and determine what approach they wanted to take you yield different and possibly better results. The station was revamping from a grassroots level so all had to be considered, the design and layout of the studio, the purchase of the equipment, training of the young upcoming presenters and technical people, but every journey begins with a small step so the action plan was used to guide us on in the radio station set up and eventual launch.

#### 5.5.1 Radio Programs and Logo

Seemingly simple process took another while and participation. The group at this stage of working together was divided into teams. The production team was given the task of listening to their favorite radio station for one week and writes a short essay about it, what was good or unique, what they thought about the presentation and the duration of the program and finally what can be changed or improved about the program. This is known as shadowing, the purpose was so these youth can envision themselves as presenters.

Filling an hour's program is not easy and it requires research and

collection of material. All the proposed presenters then set out to get producers whose task was to research on the subject at hand. Working in teams can be fun and challenging so some teams were focused and others needed the occasional nudge now and then. Democracy is important in every group, and we endeavored to uphold that in our team meetings and decision making. To demonstrate my loyalty to the radio team, I researched on various logos and came up with ideas of my own. On the voting day, all the logos designed and collected by the design team were put together and I included mine, this of course was done in anonymity.

During our weekly meeting, three were picked and deliberated upon. One that I had helped designed was then selected as the new logo. Having a name and logo, the team felt that things were taking shape. The project was ready to progress on to the next stage. The next steps were to get the website re-vamped and think of ways to get publicity. In the quest for publicity with a target date in mind, the team needed motivation so a trip to another community radio station was arranged.

#### 5.5.2 Promotional Material and studio set-up

The actual studio is often a room set up with the relevant equipment to broadcast. A studio needs to be well equipped but as simple as possible. It must be practical and well set out so avoid accidents such as with the wires or any other electrical appliances. The other aspect a studio must have is it should have sound proof walls, to both keep the music contained and avoid outside interference. Most of this was already known to the team but visiting the Unity Radio Station gave a real feel of a total sound proof studio and also ways to insulate sound. The final weeks before the radio launch were very busy; the project was finally coming to fruition.

In one of these final stage meetings it was decided that flyers are a

good way to let people know who we are and what we are about. Flyers are convenient to hand out as no permission is required to do so. To distribute the flyers the team needed as that meant walking in the various youth hangouts and handing out fliers and if need be engage in conversation about the radio. The Material was printed two weeks to our targeted launch date and arrangements on the best way to distribute them were then made. Added to the flyers, and the website now ready, the promotion team set up a page both in the popular social medias the Face book and Twitter. This will enable the youth get information about upcoming events and more importantly the day of the launch of the radio station.

Information tends to be forgotten if it is conveyed way in advance. In this world filled with choices, packaging a product is what sells it. Armed with the beautiful fliers and dressed in t-shirts with the radio logo, the team was ready to hit the big market streets and the university hall ways. It was the highlight knowing that the station is soon going on air. Researchers recommend that flyers should be distributed in residential places three times at a time to ensure that it is read. (Flyer Distribution). Positive responses were received from that exercise; many people wanted a greater involvement in the initiative and promised to follow up on events coming up on face book and twitter.

### 5.5.3 Visit to Unity Radio

To help raise awareness of the new upcoming station, and motivate the team it was decided that one beneficial thing to do was have a design team and production team representative visit another community radio station. The purposes of visiting this station were, to learn from an already established team about what it entails to run a station. Also the team was to find out kind of knowledge is required to research and produce a program, the layout of a studio and what is to be considered



and finally get a feel of a real radio station set up.

A questionnaire was formulated as a guide for what the team wanted to know (see appendix 2). This helped keep the team focused and they were able to collect useful tips to share with the rest of the team during the next meeting sessions. This was a motivating time for the team to interact with the presenters and DJs from this station and re-think their goals about having a community radio station. Unity radio is a Manchester radio station that began as a short broadcast in the early morning during rush hour but eventually grew. It is not easy to get a broadband license and most radios start off as online radio stations.

Unity radio encourages creativity in that they offer a wall in their premise that the youth can come and get creative using spray paint. Graffiti is everywhere in Manchester and this is an initiative to Channel the youth creativity to be artistic. The target listeners are all people especially the young adults of university and collage going age. It features music appealing much to the youth, has talk shows and competitions and also interviews with celebrities and other public figures in Manchester. (Unity Radio.)

The similarities that Unity radio had to Radio 360 youth FM were the music it aired as one key. Manchester youth had taste for similar music and tuned in to whichever station played it. The other was, they had programs in the day that were run by young upcoming DJ's. In this hour, the team or pair of guys who had priory arranged to present that hour would come with whatever music line-up they have selected and plan as they have their fellow peers call in to comment on that music or talk about a current issue. This was good for these youth as they got exposure and most were aspiring radio personalities hence this acted as a good launching ground.

The one thing that was different was that Radio 360 is an entirely youth ran initiative; this meant that all the ideas and proposals needed to come from them. Whereas Unity radio, though youth oriented, was not entirely ran by youth.

## 5.6 Radio Launch

Every project must have a time frame by when the proposed plan comes to fruition. When the time comes for it to be effected it should be a time of celebration. A project does not end when implementation has taken place. This project is ongoing hence plans were made to have feedback as soon as the radio went on air. The radio was set to begin broadcasting at four o'clock in the afternoon, the first Tuesday of February. A final run down was carried out to ensure that all was in place and all were ready to go on air.

In launching a project or product, the following steps are useful to be considered, finalize everything and validate deliverables. This had been arranged, the team running the very first show had the material all prepared, all which had been inspected and met the standards of broadcasting. Working closely together for nearly three months made the team close and like any group, common habits were developed and cultures created.

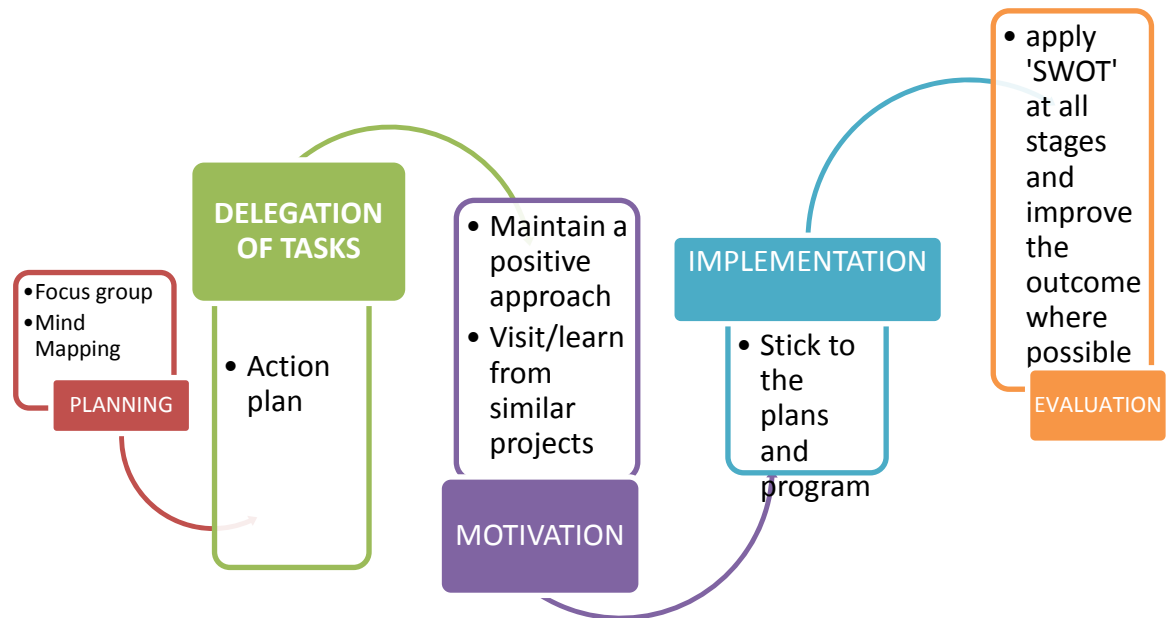
One of the cultures created and shared was that if the team worked late into the night, the organization would offer a snack to sustain the mind and also ease the pressure of food preparation after the meeting. This day, the organization provided refreshments and around them reflections were made on the various aspects and milestones covered by the radio project thus far. There is no project without its limitations and though it had been well planned and thought out, the first day was

a challenge technically, the transmission went on and off making continuous following a bit difficult.

Participation has been was the back bone of the project; time was invested educating the young adults on their rights as upcoming citizens and on what can be done by them to empower them career-wise and as the project proceeded, change could be felt in their attitudes and approach on issues concerning their lives and the community they dwelt in.

## 5.7 Project Process

Figure 2: Process of a project



The project underwent the process above summarily. The youth by the use of the mind map, indicated that a radio station is what they felt was needed to both create awareness of the social issues they faced and reduce the rate of unemployment among them. The Following significant stage in a project process is delegation of tasks, at this stage an action plan was drawn out to outline deadlines and have responsibilities laid out.

A positive attitude is to be maintained at all times. This is important throughout a project as that is the cement that holds the plans together. In this particular process to stay motivated, a visit to a local similar station was arranged. Preparation is good so a brief questionnaire was carried along by the members that visited the 'sister station.' The visit served both as a time of challenge to be better and an exposure to the real world of radio.

Keeping to time line is critical for a project to achieve the set goals. Remind the team as often as possible when the targeted time of launch is and in case of another project, let all know what the end result is to be. When the time comes for a project to be up and running, ensure that it is running unless an unavoidable set-back occurs.

Finally all projects after implementation need to be analyzed and evaluated; a choice of a simple but practical tool facilitates that. One commonly used tool is the SWOT analysis. SWOT as will be used later in the thesis simply means determining the Strengths, Weaknesses, Opportunities and Threats of the project at hand. In the next chapter, the SWOT analysis will be used to analyze the whole process and demonstrate areas of learning in a project.

## 6. EVALUATION OF THE PROJECT

Evaluation seeks to determine the efficiency of the mediation that has been carried out, focus on efficiency has vital role to play in order to ensure that priorities are set and lessons are learnt. Evaluation involves refining the standards of practice, identifying blunders, enhancing professional integrity and providing prospects for learning. (Thompson 2009, 259-260).

It is important to evaluate a project before and after. The principle objective of implementation of any project lies in the long term projection of it all. In this chapter the project will be evaluated, the positive aspects and the limitations. In evaluating the first thing to consider is the outcome sought after. The next step is to establish how this achievement can be measured. The benefit of evaluating a project is that it gives opportunity to be improved. The tool that shall be used in this evaluation is the 'SWOT' analysis.

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. It is both quick and effective and yields results. In strengths the positive aspects of the project and are often within the control of the organization, weaknesses are areas of the project or organization that need to be improved to achieve the goals set. Opportunities are factors that are external that the project can use as a stepping stone to advance forward and threats are external factors beyond the projects control that could destroy the project, this is also seen as a risk. Strengths and opportunities are helpful tributes whereas weaknesses and threats are harmful to the project.

Though seemingly a straight forward, the SWOT analysis should not be carried out in a hurry if accurate are desired. SWOT is best conducted reflectively and over time. After the radio has been running

for just two weeks, despite the initial excitement, different challenges come up that had not been anticipated.

### 6.1 Evaluation of the Radio 360 Youth Station

Table 2: SWOT analysis of radio 360

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> <li>• Availability of manpower.</li> <li>• Funds are available for now</li> <li>• Latest studio equipment</li> <li>• Continuous in house training</li> </ul>	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> <li>• Lack of total commitment as all are volunteers</li> <li>• Malfunction of the equipment sometimes</li> <li>• Lapses in program planning</li> </ul>
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> <li>• Possibility to expand as a radio.</li> <li>• Partner with other organizations that have similar goals</li> </ul>	<p><u>THREATS</u></p> <ul style="list-style-type: none"> <li>• Permanent paid staff needed</li> <li>• Bureaucratic policies</li> <li>• Funds might run out mid-way project</li> <li>• Trained volunteers moving to paid positions in other stations</li> </ul>

The table above was used to evaluate the project soon after the launch of the radio, the project is good and necessary, it was launched well as planned and time financial resources put into it made it a viable project but it had its short falls. Being a young and upcoming team , majority of them needed continuous training skills in the technical issues of the radio studio running, that was carried out by the organizations own technical support staff. Having launched as proposed, the project had possibility now to apply for more funding to have permanent staff paid by the city.

A recruitment process for support staff for the radio team project was conducted soon after the launch as various other organizations wanted to be a part of this youth initiative. Manchester has a scheme that supports youth unable to find work and is registered with the unemployment agencies. The council through other organizations then offers to pay the basic hour pay to the staff that organization proposes it needs. The council offers to pay this staff for a given period example three or six months and there after a fresh proposal is to be made showing results of the previous undertakings.

The weaknesses of the project tie to the threats of the project. When one is not remunerated in any way for their services, they tend to search for greener pastures. This means that training is done in the project but when a good and viable opportunity arises, the volunteers will move. Being a new place there running of the studio does not lack hitches, constant learning of the equipment carries on. Due to the inconsistency of radio broadcasting, the listeners acquired in the first days may be lost.

The radio project for example required permission to obtain the software of that transmits radio frequency. The paper work concerning these is much and requires one who is well versed with legal issues. As a youth support staff that aspect proved a challenge. Phone calls were made and papers availed to read, understand and apply for the



license. The legal papers were not those alone, a license was required for obtaining a radio frequency and permission to operate as a community radio. These technicalities though seemingly many must be adhered upon in all projects and research needs to be undertaken in good time to establish what is required by law to engage in a project. Some requirements are binding or inhibiting, an example is that in our radio station we needed to give a clear outline of what we proposed to present and in the outline it had to be stated that in supporting the rights of all, the radio would have no bias to any political, religious, gender and all else such affiliating element.

## 6.2 Results

Community developmental work with young people has perspectives that have been proved to work and this has been promoted by 5 c's (Wood, Hine 2009.) and these were competence, confidence, connections, character and the fifth one is compassion. The development of these five is essential in young people. This is a simple illustration of what becomes of an empowered youth and what one needs to be an all rounded youth community worker. This 5 c's ensure that growth is constantly taking place in an individual.

Figure 3: Components of Youth Work



(Source: Wood et al, 2009)

In order for the participation to be enhanced these 5's as mentioned earlier have been seen as vital components. The inter-relation shows that none comes before the other, with confidence increased, connection to other participants and to the project is fostered.

Character is needed and once connection is achieved character is built, compassion is a key component in developmental work and that is easily seen where character has been built especially with these young ones. With the ability to be compassionate about something one's competence is built. Youth community work revolves around these components and meaningful involvement can be achieved.

### 6.3 Ethics and Project work with the Youth

One other important aspect arrived at is in youth work, ethics must be adhered upon. As the facilitator of the team, one needs to build a sustainable work relation with them based on trust and leadership as relations are the core of youth work (Jeff et al 2010, p. 17). I looked for opportunities every day to get involved directly with the youth, seeking to learn and know what the project meant to them and what the end purpose needed to be. Working with people directly means that ethical issues are bound to arise.

In working with young people there are issues arise from the beliefs of what is viewed as ethical or valuable. Ethical matters are concerned with human welfare and wellbeing writes Sarah Banks. They may take various forms such as respect, way of life and boundaries .Professional ethics are about right action and good character in a professional context.( Wood & Hine 2009, 49.)

The English National Youth Agency states this about youth work:

‘Youth work is informed by a set of beliefs that include a commitment to equal opportunity, to young people as partners in learning and decision making and to help young people to develop their own sets of values’.(Wood J et al 2009, 51). This state's clearly what is expected and required of a youth worker. The young people need to be treated with respect. It is very important for this value to be upheld. All people regardless of their background should be valued and treated

with equal respect. It is easy as a youth worker to have an adult superior approach and treat the youth as subjects, not valuing their input in the society. Respect is earned and we as guiders and workers should not demand of it, we are to give it and there after expect to receive it. The principle if working with youth is respect for them all.

Human rights are one other debatable principle. In a group, it often easy to promote an individual's rights while at the same time infringing on another person's rights in the same group. Maintaining the balance is important, if the well-being of an individual means infringing on the rights of others, dialogue and if necessary seeking legal redress might me the only way to sort this. This applies to the volunteers and the support staff.

An example is right to own leisure; one member in our team was a chain smoker and wanted to smoke during brainstorming sessions. Being louder than most and bigger in stature, he felt that he had the right to smoke wherever he was and whenever he wanted. It was in the initial stages of 'gelling' as a team that we had to let him know that to remain a part of the team; he would have to smoke outside the premises or after the meetings. Finding the balance in such instances can be tricky so wisdom must be applied in setting the records straight to achieve harmony and unity in a team.

While the team emphasized and promoted independence and growth, the wellbeing of the team was of uttermost importance. Never send or as of the youth to undertake a task new to them and not have supervision for it. To protect the youth we were working with from negative publicity or networking, each of them was provided with a company email to use for all the liaisons that they undertook on behalf of the radio station. This ensured their safety as no personal details fell in wrong hands. The safety of the youth one is working with is of

paramount importance and should be upheld as a principle in working with the youth.

Another principal that has been considered as valuable in youth work is the principle of integrity. The ability to be honest is a simple way to state what integrity can be defined as. The ability or drive to have integrity is influenced by very many factors and can also be defined in various ways. To want to carry ourselves with integrity summarizes all the ethical values we uphold. The youth we work with grow to look up to us and believe in us as the workers. We need to be honest about everything to the best we can.

Caution is to be exercised so that work relationships are not exploited. It is easy for young people looking up to adults to want to please, in this instant standards have to be set, have open dealings so as to be able to be effective. In working with youth especially of opposite sex, it is easy to get misunderstood. Greater care should be exercised in such cases to ensure that there is clarity in relations. An open and honest worker displays skill to be a stronger leader.

Whereas all the above a good values and morally accepted, they issue of ethics will always be open to interpretation, the values by which one defines ethics determines the extent to which it will be exercised.

#### 6.4 Group dynamics in project Management

New people watch and learn from those already in the organizations; they watch for team interactions and understand what the project is about from the way the already existing member or team leader talks to them (Fitzsimons et al, 2011.) Small but functional groups are formed on the basis each individual's interest. Some of these volunteer youth were able to do more than one task of the required duties, this built most of the team members' confidence. Forming groups is not

always easy as a lot comes into play about the dynamics, in this all much effort must be put in to ensure that all feel safe both in their smaller groups and in their main group.

In the Interdiac Handbook, the author wrote some very relevant aspects that are good to reflect on in forming groups in order to understand why people join groups. These are the image of the group, Relevance of the group and Relationships formed within the group (Interdiac, 2011, 25).

Team spirit is sturdily encouraged and should be emphasized upon as a project is set up. One way effectiveness was achieved was having them select from among themselves leaders of all the posts needing steering, large group meeting were trimmed down to team meetings and subsequently administrative made easier too as these too have been reduced to administrative meetings with the various team leaders, and only meeting as the larger team on a needs basis.

As groups were formed, rules needed to be established and this again was a partnership and involvement of the whole team. Everyone had an opportunity to write a statement or thought that held value to them. Whereas tolerance is encouraged in any healthy team, caution must be exercised so that the team has focus and direction, if left alone to vote and discuss, a lot of unnecessary conversation can ensue about an issue that is otherwise easy to deliberate upon.

One rule that was over emphasized on by the group and almost agreed upon unanimously was that 'No one is to interrupt another mid-speech and or speak while another is saying something'. This I found interesting because their ability to be heard lay in that rule, they needed to feel valuable in the team.

That being a positive and empowering aspect, as the leader one will occasionally break this rule. The role in such meetings is to promote the right balance and seek to determine the motives behind points

expressed. Sometimes emotions can play a role in choices made and things said and good points ignored. (Twelvetrees , 2008).

In the book 'Managing Modern youth work' the author talks about the importance of one being in control of self in youth work. The author talks on that with good working practices the worker can for instance be relied upon to turn up in instances that called for. This also enhances consistence among the young people and their behavior (Tyler, Hoggarth, Merton, 2010).

With an action plan, reflecting on work is easy as with a plan one is in control of the flow of the process. This of course is not without its limitations and as a youth worker; one needed to allow room for spontaneity and draw back.

At this stage organizing the team to further small groups of three meant that we eventually had six valuable statements to reflect upon and each had an opportunity to talk about why they felt that was of paramount value to them. It is important to understand why certain values are upheld in any given group and though some values may be similar in various groups, there will be the exception.

## 7. RECOMMENDATIONS

Participation is one of the grounding principles in community development work. Involving the youth in community development work can be fostered well by planned and well thought out youth projects. A community development worker has power to steer a project to whichever direction and is influential on the course of this program. Everyone is important in a project but as the worker, one must strive to communicate with the motion movers. The motion movers are leaders and policy makers, team leaders and leaders in the community.

There is no one specifications to an award winning project, projects need to be fashioned according to the need at hand. Whereas the basic rules of a project set-up are similar, not all projects carried out in the exact same way will yield the exact identical results. Projects are people, the team and the participants. Other external factors such as funding may determine the output of it but the participants are the backbone of the project. The larger the project team the more complex it is to assume responsibilities and divide tasks.

Always be ready and willing to borrow from other projects and not copy a style but borrow a leaf. There are no projects without challenges, factor that aspect in during the planning stage. Working with youth though needing the ethical guidelines calls for a sense of informality, knowing when to be flexible and when to hold your gun. Recommendations for a successful community development project especially one working with the youth is, manage the time allocated to the project wisely, know that flexibility is a necessity and yet assertive as a worker and always seek to develop professionally.



Projects on the other hand need to be above all else realistic. The Radio 360 youth station is a great initiative with vast potential to impact the community in a new way; it meets the basic aspects of a community initiative, and implemented with the 'SMART' principal in mind. Such initiatives should not be left entirely to the charity organizations in places such as Gorton. The government should be more involved in such projects and give equal attention to big and small organizations. Very little funding is given to the smaller organizations and that limits the actual potential of a project.

The volunteers in the project need to be given an incentive, volunteering is time and money consuming and of these resources, finances is considered of greater importance. A small amount of money should be given to the volunteers even if only towards their transport expenses as they have volunteered their services. Organized sessions of exposure and improvement of self should also be organized. The process of a project despite it being well thought out will have errors. It is in these sessions that lessons have to be learnt, many errors occurred during our project set up mainly due to the limitation of knowledge in the technical aspects of running a station.

## 8. CONCLUSION

The radio team had fun and in the twelve weeks together, we learnt various aspects of running a radio, researching and being effective and competitive radio presenters. This was important to the young adults in setting them off in promising career paths. Being a tool relevant in different levels, it touched the core of the community and many young people got interested in participating in the process both for them and also to reach out to others through media and being radio personalities definitely improved their self-esteem.

In conclusion, working with people has various dimensions it can be approached in a lot of ways. Working to impact an entire community requires skills and a solid plan. Community development work will always be a part of the process of development and the presence of tools though not always guaranteeing success will guide us on and make each day better than the previous. The source of functional tools is a creative mind and personal effectiveness.

Pride of the assumption of present supremacy has hindered the development of theories of youth and community work falling prey to fashion and 'short-termism' in relation to policies and structures in community work and youth empowerment work. Tools used for empowerment can be anything but they need to be focus based. In this we mean that a project must be tailored to fit the needs of the given community. It is pointless to have a brilliant project in a place not needed.

Continuous educating of the community is part of community development process and needs to be as emphasized as participation. Community development work promotes social justice and partnership. Participation is empowering and allows change in policies. It is continuous and is the way to the future of social work.

## PROFESSIONAL DEVELOPMENT

Being a part of the Helping the Poor and Needy Organization (H-Pan) was one of the best experiences I had career-wise, socially and intellectually. I had the opportunity to facilitate the development of young people through this project and observe and be a part of holistic development approaches. It is so easy to be comfortable and enhance harmony in groups then one is facilitating, challenge is recognizing when to prioritize goals over comfort, I learnt to be reflective in such instances and find the way to stay on track without making too many enemies.

My stay in a new country for a period of three months was in itself a maturing experience, building relationships that were beneficial gave me the self confidence that I can adapt to whatever system and country given time. My knowledge and understanding of the UK system and how it works was broadened and I came to appreciate the various welfare systems that I have come across.

Nonetheless, one limitation of my project to me was time with the H-pan Organization was the lack of ample time. Three months is hardly enough to see a project set up and running. I went back there after as I was interested in finding out how the project is progressing. I learnt the importance of striving to achieve social justice and relevance of tools in community work, working with the youth.

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## APPENDIX 1: Project Action Plan

Area of Work	Objectives	Targets/Milestones	Deadline	Actions to meet Targets	Person Responsible	Resources required	Evaluation Method
Studio set-up		Room setup and design Setting up of the electrical equipments Set up the DJ kits and microphones streaming	25.1.2011	Buy Allen & heathe's new b/c mix( not available so more work on it) Brackets for the speakers On air light Microphones Furniture .software needed to run e.g	Evans/Shabbz	Money!	Meeting twice a week to discuss how far the process has gone
Website and logo	Re-vamp it!	Get logo ideas Get fresh designs of the website or improve the one we have	25.1.2011	Get two people to look into the design and what changes can help Come up with color options for the logo	Gloria	Designers	meeting s with designers as often as needed
Programs and program line up	Get a rough draft of what we hope to have	Work on the jingles Work on the program allocation time wise		Get ideas of what would be a great way to distribute time having the volunteers fill a template Come up with jingles	Gloria/Evans		Evans listens and follows up on what has been put together



## APPENDIX 2: Unity Radio Station Questionnaire

Unity radio-Jan 2011

1. How long have you run this place for?
2. Who are your target audience group?
3. How do you meet their needs
4. Who decides what gets aired or how do you decide what gets aired?
5. The whole process of how a program comes on air, from the making, producing until it is aired
6. What are the highlights of your work?
7. What have been your disappointments as a presenter?
8. What has been your greatest experience
9. How do you think of Media as tool of empowerment?
10. Are you in partnership with any other station or media house?
11. Human resource, who are needed to ensure that the place runs?