

# Preparing Youth Workers to Practice Youth-Adult Partnership: A Case Study of a Malaysian Community-Based Youth Development Organization

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## Abstract

The practice of youth-adult partnership in the context of positive youth development programs is an important strategy for helping underserved youth transition to adulthood and achieve their potential. Few studies have engaged in in-depth exploration of the process and implementation of youth-adult partnership in urban, community-based youth organizations. Toward this end, the current study attempts to understand how one exemplar community-based youth development organization in Malaysia, ADAB Youth Garage, prepares its youth workers to practice youth-adult partnership. A qualitative, intrinsic case study method was employed to conduct the study. Data were collected using a purposive sampling approach in line with a qualitative case study design. In-depth interviews with seven youth workers, participatory observation and document analysis were used to collect the data. The findings indicated that preparation for youth-adult partnership practice was provided in three main ways: through a robust support system (physical infrastructure, network development), data-based planning (systematic documentation, regular planning, information development, participant-informed youth development module) and youth worker development (selection of youth workers, personality development of youth workers, capacity building, policy and legal disclosure). The results can be used as an important input for other community-based youth development organizations to support implementation and practice of youth-adult partnership in their programs.

**Keywords:** Youth-Adult Partnership, Positive Youth Development, Youth Development, Community Based Youth Development Organization, Youth Worker.

**Introduction**

Community-based youth development organizations (CBYD Organization) play a crucial role in empowering urban youth and facilitating positive youth development. Deschenes et al (2004) have identified several key principles that underpin the work of CBYD Organization, including connecting practice with outcomes, incorporating youth voice, maintaining focus on youth development goals, navigating institutional environments, and actively engaging youth. CBYD Organization positively impact not only on urban youth but also on society as a whole (Little et al., 2021). These organizations contribute to the economic self-sufficiency, overall health, and the development of strong family and social relationships amongst youth, while also fostering their engagement within the community (Connell et al., 2001). Deschenes et al. (2004) have identified five key characteristics that contribute to the potential development of youth within CBYD Organization: youth-centeredness, clear focus, embedded curriculum, cycles of planning, practice, and performance, and a caring community. However, according to Ream and Witt (2004), sustaining a CBYD Organization requires careful attention to three main issues: staffing, funding, and evaluation. Neglecting any of these issues can jeopardize the long-term sustainability of the organization.

Deschenes et al (2004) have discussed four challenges that usually exist in a CBYD Organization which is ever-changing goals of funder; costly; qualified youth workers and; coordination with other youth-serving institution. CBYD Organization strengths lie in the ability of youth workers (Baldrige, 2020). Youth workers in the CBYD Organization who are highly skilled are able to play an active role by bringing the youth together with the community around them and creating a bond of cooperation between the adults and the youth (Sonneveld et al., 2022). CBYD Organization have a permanent staff who manage the organization's administrative issues and organize youth development programs which is known as youth worker. The development of youth workers in a CBYD Organization seen through training and maintaining their abilities, the selection of youth workers by the CBYD Organization is also done carefully through the evaluation of their qualifications and diversity of backgrounds. The main role that implemented by youth workers in a CBYD Organization is to build a network with the local community and maintain relationships with other organizations/ individuals. Building networks and relationships by youth workers can be done with coordination, academic references and technical assistance in understanding the needs of the local community. Youth workers are smart to provide space and a sense of autonomy among the youth involved with the CBYD Organization. Youth prefer an atmosphere where they feel ownership, responsibility, welcome, safe, socialized, informative and served (Zlokazov & Tagiltseva, 2020). Youth workers will ensure that CBYD Organization provides space either in physical or emotional form, this space allows youth to spend time with the environment of the CBYD Organization. Youth workers also are recognized so that their existence in the CBYD Organization can be maintained, therefore it is important for the position of youth workers in the CBYD Organization to be created in the form of permanent/ full-time employees. Through permanent/ full-time status, youth workers can build more effective relationships with local youth. Training for youth workers are provided before they start working in a CBYD Organization, this training are continuous so that the knowledge of youth workers can be consistently improved. Training in terms of service are given more attention to youth workers because most of them already have an academic and professional background (apart from youth development), the lack of skills in communication and youth handling by youth workers will cause the reputation of the CBYD Organization to be affected if it fails to be properly managed. A study conducted by Trulear (2000) found that differences in background (whether in terms of religion or ethnicity) did not affect the CBYD Organization

to implement youth development programs, even the model shown by Boston's Ten Point Coalition proved that the community in Boston that consisting of different religious groups (Islamic, Christian and Jewish) able to work together with the CBYD Organization with the goal of youth development. Thus the selection of youth workers by the CBYD Organization are diverse in terms of ethnicity, gender, age and academic background. This diversity among youth workers gives the CBYD Organization an advantage to be comprehensive and responsive towards local youth.

### **Youth-Adult Partnership**

In their study, Zeldin et al (2012) defined Youth-Adult Partnership (Y-AP) as a programmatic strategy within youth development, where a group of youth and adults work together over time to promote social justice, strengthen organizations, and address community problems. The core elements of this partnership were outlined by (Krauss et al., 2013). The first element is youth voice in decision making, emphasizing the meaningful involvement of youth in collective decision-making processes. This ensures that the final decisions made are agreed upon by both youth and adults. The second element is supportive adult relationships, which involves adults providing support to youth through collaboration, motivation, and the development of knowledge and skills for self-improvement.

The development of Y-AP discourse began around the 1970s. The exclusion of youth from society and government by the adults at that time was seen to happen throughout the world community whether during the overthrow of President Soekarno's Government in Indonesia (1969), the Vietnam-American War (1966) or the May 13 Incident in Malaysia (1969) (Fadzil, 2019). The gap due to the exclusion then leads to the emergence of social problems among the youth in addition to the challenge for them to discover their potential, the youth at this time are rebelling to be heard by the adults (Hine, 1999; White & Wyn, 1998). The strategy to solve this problem in addition to helping the youth to achieve PYD has finally produced Y-AP, the discourse of Y-AP was detected to appear academically for the first time in the United States of America around 2000 although its implementation in society had started around the 1990s. The first literature on Y-AP can be traced back to (Camino, 2000). Y-AP was detected in the discourse of youth development in Malaysia academically around 2013, the first literature on Y-AP in the Malaysian context was written by (Krauss et al., 2013). Y-AP was brought into society practically by civil society in the form of programs, organizations and socialization systems around the 1990s. Civil society that helps bring the Y-AP strategy into society exists in various forms and one of them is the CBYD Organization. The Y-AP discourse academically can be understood as one of the strategies to achieve PYD, it is the 'path' that leads youth to PYD as mentioned by Lerner et al (2007) through the continuity of positive relationships between youth and adults.

### **Study Context: Malaysian Community-Based Youth Organizations**

All countries in the world are facing the process of urbanization, especially among developing countries. A report by UN-Habitat (2016) reported that 244 million cases of migration have occurred, mainly involving the youth. The impact of the urbanization process which has increased the population in the urban areas around the world's managed to create four direct effects on the urban youth namely economic, political, social and infrastructure (World Economic Forum, 2017). The increase in the number of people in urban areas in Malaysia was also happened and it has been reported by the Federal Department Of Town And Country Planning (2016), the phenomenon saw an increased in house prices. Youth in Malaysia who were born in urban areas or who have just moved to urban areas from rural areas after 1970s

cannot afford to own their own house. The government started developing Perumahan Awam Kos Rendah (PAKR) in 1976 which saw the introduction of the Low Cost Apartment project (Flat Pekeliling at Jalan Tun Razak was the first project under PAKR) as solution to the problem. In 1998, due to the economic problems that plagued Malaysia (and the world), the Majlis Tindakan Ekonomi Negara (MTEN) proposed the introduction of the Program Perumahan Rakyat (PPR) initiative to help solving house ownership issue (especially low-income groups while eliminating the phenomenon of slums) and boost Malaysian economy (Jabatan Perumahan Negara, 2018). The situation around PPR and PAKR (urban areas) is very negative where the study by Ahmad et al (2017) found an increase in the number of crimes involving youth especially in cases such as theft, rape, drugs, grazing, bullying and murder. The negativity that surrounds the lives of urban youth living in PPR and PAKR areas causes them failed to find platform to developed their potential. CBYD Organization is one of the entities that has emerged with a focus on developing the potential of youth in addition to solving negative issues surrounding them around PPR and PAKR (Deschenes et al., 2004). The development of the CBYD Organization in Malaysia is very slow and does not receive favorable response including in urban areas. Around year 2000, there was a serious effort by the government and NGOs in Malaysia to create a community-based youth development organization. Through these efforts, there are several initiatives such as Pusat Belia Antarabangsa (IYC), Kompleks Yayasan Belia Sedunia (WAY), Pusat Remaja Kafe@TEEN, Y-Centre KBS, Yayasan Chow Kit, Mentari Project dan Buku Jalanan was empowered. Persatuan ADAB Gemilang is one of the CBYD Organization that successfully proved their ability to develop youth in PPR and PAKR areas (Persatuan ADAB Gemilang, 2019). The success of Persatuan ADAB Gemilang can be achieve through one of the most important components which is the youth workers who are responsible for highlighting the potential of the youth. This statement refers to Deschenes et al. (2004) who believe the success of youth development in the context of the CBYD Organization is highly dependent on the role played by youth workers. CBYD Organization as platform for youth development will be more successful with the existence of cooperation between the youth and adults, thus Krauss et al (2013) suggested that the Y-AP strategy be used in the CBYD Organization space. Youth workers will play the role in creating a conducive atmosphere within the CBYD Organization so that Y-AP can be implemented. However, based on previous literature it can be seen that there is a gap regarding the discourse of youth workers in the context of the CBYD Organization that needs attention especially in Malaysia context. Therefore, to fill the gap, this study was conducted with the aim of understanding how the administration of the CBYD Organization (Persatuan ADAB Gemilang) prepares thier youth workers to practice Y-AP to develop the youth.

## **Methods**

Intrinsic Case Study was used for this research, the approach was chosen because of the uniqueness of the Persatuan ADAB Gemilang which has six ADAB Youth Garage (AYG) branches throughout the State of Selangor. However, this research only focuses on the five branches of AYG. AYG at Gombak branch was not included in this study because the status of the area is recognized as a Traditional Village (Pejabat Daerah Dan Tanah Gombak, 2020). No comparison is made between the five branches of the Persatuan ADAB Gemilang which is CBYD Organization that exist throughout the State of Selangor (Stake, 1995). This research also gathers the practice of youth and adult cooperation in the context of AYG in general which allows a conclusion to be made about Persatuan ADAB Gemilang at the end of this research (Ritchie & Lewis, 2003). This research uses purposive sampling since the informants

have their own characteristics that are specifically required (Maxwell, 2005). The sample of this research involved only youth worker from Persatuan ADAB Gemilang. The research sample must be youth worker from Persatuan ADAB Gemilang who is are moderator for the local youth to get involved with the programs at AYG so as to enable the local youth to get involved with the community around their locality. The total number of informants involved is seven people. Researcher assume that seven as the total number of informants for this research is sufficient because the number of informant have reach saturation point. Through the course of data collection using interview approach, researcher notice the same themes coming out repeatedly which can't contribute to new, ideas, opinions or patterns. This is a signal that the data have reach saturation point at seven informant, that is the point where researcher stop collecting new data from new informant. The informant ethnic backgrounds for this study are 100% (seven people) came from Malay ethnicity. The researcher also found that 86% (six people) of the informants for this study were male while 14% (one informant) was female. The majority of informants in this study which is 43% (three people) have education at Bachelor's level of education (Male = two, Female = one), the informants who study until Sijil Pelajaran Malaysia (SPM) level is 29% (two people) (Male = two) and, 29% (two people) of informant have a Diploma level of education (Male= two). The researcher also found that 86% (six people) of informants aged between 20 and 25 years old (Male= five, Female= one) while 14% (one) informant aged between 26 and 30 years old (Male= one). The informants for this study which is 43% (three people) have experience of being active in AYG within a period of one year (Male= two, Female= one), informants who have experience of being active in AYG for three years are 43% (three people) (Male = three) and, informant with experience for two years is 14% (one person) (Male= one). The focus was places involving five AYG branches throughout the State of Selangor which is Bandar Baru Bangi, HICOM, Rimba Jaya, Kota Damansara and Taman Medan. The principle of triangulation based on in-depth interview, participant observation and document analysis was used in this research (Maxwell, 2005). The researcher also obtained permission from the UPM Ethics Committee regarding the proposed interview session and the interview guide before starting the data collection session.

#### Informant Profile

NAME	AGE	ETHNIC	PERIOD OF TIME WITH AYG (YEAR)	LEVEL OF EDUCATION	AYG BRANCH
Boy	28	Malay	3	Diploma	Bangi
Khai	24	Malay	3	Diploma	Taman Medan
Icad	24	Malay	3	SPM	Kota Damansara
Iqbal	24	Malay	2	Bachelor Degree	Ken Rimba
Topek	23	Malay	1	SPM	Ken Rimba
Wan	24	Malay	1	Bachelor Degree	Taman Medan

**Results**

The research question of this study is to understand how the administration of the CBYD Organization prepares their youth workers to practice Y-AP. The researcher found the same pattern given by the informant regarding the preparation done for the youth worker to practice Y-AP. The findings of this study developed that three themes have been formed as a way for the administration of the Persatuan ADAB Gemilang (CBYD Organization) to prepare their youth workers to practice Y-AP. The themes are support systems, information based planning and youth worker development.

**a) Support System**

The ability to create a robust support system for youth development that exists in the Persatuan ADAB Gemilang is one of the attractions for local youth. The ability to create a robust support system to facilitate youth workers at Persatuan ADAB Gemilang can be seen through the provision of complete physical infrastructure and assistance by the Persatuan ADAB Gemilang administration to form a network with external organizations for their youth workers. As a result of efforts to establish a robust support system to facilitate youth workers at Persatuan ADAB Gemilang, it has helped launch all program planning and activities to develop local youth.

- **Physical Infrastructure**

The physical infrastructure as desired by the youth worker involves several important features such as the provision of office space for the use of youth workers; provision of accommodation for the use of youth workers; provision of sufficient space for youth use; the provision of complete facilities for the use of youth workers and; safety assurance.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through a robust support system, the support system can only be created with good physical infrastructure through the provision of office space for the use of youth workers. Youth workers assigned by the administration of the Persatuan ADAB Gemilang to design and implement youth development programs among local youth have been provided a special office space for them to do their work. AYG space has mostly been allocated to local youth for activities (with various infrastructures set up there), youth workers are unable to plan new youth development programs in a situation that is disrupted with local youth activities at AYG. Therefore, a space (special room) that is used as an office has been prepared for them, the office space also stores all important documents and equipment used for youth development programs. There are expensive and sensitive equipment stored in the office space and only used by local youth with the permission of the youth worker, the office space can only be accessed by the youth worker and allowed to be accessed by the local youth only with permission. The researcher's observation found that the provision of the office space helped youth workers in many things such as closed discussion sessions with local youth, there were local youth who did not want to have discussion in public so the closed office space was the answer. In fact, youth workers can also isolate themselves from the noisy atmosphere due to activities carried out by local youth while doing presentations or discussions with important stakeholders at the office.

The administration of Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through a solid support system, the support system can only be created with good physical infrastructure through the provision of accommodation for the use of Youth

Workers in AYG. Y-AP practice between youth workers and local youth takes place around the clock, sometimes youth need support and guidance from youth workers at unexpected times (night or morning). This situation requires youth workers to be at AYG all the time to help local youth when needed, therefore the administration of Persatuan ADAB Gemilang has provided residences (special rooms or rented houses) in each AYG branch for youth workers to live in for free. Youth workers who work from morning to night will remain at AYG after their working hours are over as they have been provided accommodation there. This situation helps to strengthen the relationship and trust between youth worker and local youth, any discussion involving programs or personal issues can be done after AYG's operating hours are over. The researcher's observation found that most of the youth workers are selected among those who have just graduated, this situation makes them unmarried and able to spend a long time at AYG. Youth workers can still go home to visit their families on weekends (if there are no programs or activities at AYG), this flexible situation makes Y-AP easily practiced at AYG. Youth workers are placed with other fellow youth workers in the residence, it helps discussions and planning between them to develop local youth.

The administration of Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through a solid support system, the support system can only be created with good physical infrastructure through the provision of sufficient space for the use of local youth at AYG. The implementation of Y-AP between local youth and the adults around them requires a sufficient space, the large number of local youth in AYG also requires a large space because each group of youth comes to AYG to do different activities (sports, academic or social). The activities that the local youth want to carry out with the involvement of adults cannot be done in a limited physical space. For example, one of AYG branch sponsored by a government agency was built using two shop lots, both shop lots were modified to become one AYG branch and have a large space for local youth use. The researcher's observation found that the adults who came to do activities with the local youth also felt comfortable when they got a wide space at AYG, every planned activity could be carried out in the wide and comfortable space without worrying about the problem of infrastructure damage.

The administration of Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through a robust support system, the support system can only be created with good physical infrastructure through the provision of complete facilities for the use of youth workers at AYG. The implementation of activities and programs involving local adults and youth at AYG requires certain facilities (especially equipment involving technology and sports), the focus of youth at AYG is on activities that involve academics and physical activity. Therefore, a complete facility will be able to help the implementation of such activities better and easier, local youth and adults who come to AYG usually do not make any preparations or bring equipment. Their presence at AYG is to do activities, so the Persatuan ADAB Gemilang administration has to take responsibility for providing the equipment. Meetings between adults and local youth can also take place at AYG without the facility, but it will be difficult for them to be active together without the support of the provision of the facility, ultimately hindering the implementation of Y-AP. The researcher's observation found that what the adults (including youth workers) want to convey is easier for local youth to understand through the use of the facilities available at AYG, for example the provision of devices and internet lines for the academic program at AYG can be conveyed more to the youth.

The administration of Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through a robust support system, the support system can only be created with

good physical infrastructure through security assurance by the administration of Persatuan ADAB Gemilang to local youth. A sense of safety needs to exist in AYG environment for youth to have their guardians' permission to attend. The existence of youth workers and other security tools (such as closed circuit cameras) guarantee the safety required by local youth. The parents and guardians of the local youth were also explained about the safety guarantee in AYG, the guarantee gives relief and parents' blessing to the local youth to be actively involved at AYG. The researcher's observation found that Y-AP can be practiced well in AYG when all suspicions and fears regarding youth safety are successfully eliminated, the guarantee of safety continues to be improved in AYG with the cooperation of adults around AYG. The researcher's observation also found that the parents never expressed their concern for the safety of their children who were at AYG, local youth were allowed to leave the house with full freedom if they stated that they wanted to spend time at AYG.

- **Help Build Networks**

Assistance in developing networks as desired by the youth worker involves several parties such as external NGOs; government agency; institutes of higher education; private companies; local political figures and; local community leader.

Persatuan ADAB Gemilang administration tried to prepare their youth workers to practice Y-AP through a solid support system, the support system can only be created with the help of developing a network with parties such as external NGOs. Y-AP can only be implemented if cooperation between local youth and adults can be formed, such cooperation takes place in the context of AYG involving youth workers but it needs to be extended to other adults outside the AYG area. Therefore, the Persatuan ADAB Gemilang administration bring external NGOs that are concerned about the issue of youth development to come to AYG. Through organizing activities involving adults from external NGOs with local youth, the space for the formation of Y-AP can be done between them. External NGOs that focus their activities on youth development also want to create collaboration with the youth, the AYG platform provided makes it easier for them to create this collaboration. Through programs organized by external NGOs at AYG, the implementation of Y-AP can be seen and learned by youth workers by the implementation of programs from external NGOs with their own modules. Modules and work movements of external NGOs can be implemented by youth workers at AYG in the future to create Y-AP same as what have been learn from external NGOs. The researcher's observation found that many things that the youth workers learned from external NGOs, especially in terms of approach, unique external NGOs with their own modules can only be learned and followed when their programs are seen by the youth workers themselves. In the future everything that had been learned (repeatedly when the same NGO is invited many times to AYG) will be able to be put into practice by youth workers.

The administration of the Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through a robust support system, the support system can only be established with the help of developing a network with parties such as government agencies. Cooperation between local youth and adults to create Y-AP is also being formed among government agency staff, the expertise and knowledge possessed by government agency staff should not be neglected because it helps local youth to explore opportunities that exist outside of PPR. The cooperation between government agency staff and local youth can be learned by youth workers when they see and get involved in facilitating government agency staff with local youth. The researcher's observation found that there are many things that youth workers can



learn from government agency staff such as the opportunities and funds provided to develop local youth. Cooperation by government agencies introduces opportunities and funds to local youth which can then be followed by youth workers to help the youth in the future. The network that has been built between youth workers and government agency staff as a result of the efforts initiated by the Persatuan ADAB Gemilang administration can further be expanded in the future.

Persatuan ADAB Gemilang administration tried to prepare their youth workers to practice Y-AP through a solid support system, the support system can only be created with the help of developing a network with parties such as the Institute of Higher Education. Academician who are at the Institute of Higher Studies (especially those involved in the field of youth development) have various expertise and knowledge that they can share with local youth. Through the sharing of knowledge and expertise by academician who are at Institutes of Higher Education with local youth, the youth workers also benefit from the partnership. The cooperation continues when there are local youth who are successfully helped to continue their studies to a higher level or there are local youth who are successfully shaped to be more positive by academician who are from Institute of Higher Education, youth workers who observe that effort can practice those things in the future to better understand Y-AP. Every action of the academician who are from the Institute of Higher Education is guided by the concept of Y-AP, youth workers can understand Y-AP by just observing the approach brought by them. The researcher's observation found that the network built with academician who are from the Institute of Higher Education is very helpful for youth workers to understand and practice Y-AP because they do not necessarily need to delve into the concept in depth, it is enough to simply examine the cooperation between local youth and academician who are from the Institute of Higher Education then the philosophy behind Y-AP will be able to be experienced indirectly.

Persatuan ADAB Gemilang administration is trying to prepare their youth workers to practice Y-AP through a solid support system, the support system can only be created with the help of developing a network with parties such as private company staff. The development of local youth at AYG is in dire need of funds and opportunities to develop themselves in the community, these things can be helped by private companies that have strong economic strength. The administration of the Persatuan ADAB Gemilang tries to bring private company staff to attend and help local youth at AYG, in addition to these private companies looking for new talents that can be utilized for their company. The cooperation shown by the local youth and the staff of the private company helped the youth worker at AYG to understand Y-AP from the point of view of its practice, both parties, the local youth and the private company want something from each other. Therefore, the cooperation between them can be carried out well, understanding the interests of adults and youth helps youth workers to use that knowledge in order to practice Y-AP. The researcher's observation found that youth workers can cooperate and practice Y-AP better when the understanding of the desires of adults and youth is learned as a result of cooperation between local youth and private companies, through this knowledge, then youth workers do not need to learn Y-AP academically, it is enough simply understanding the wishes of both parties that were met.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through a solid support system, the support system can only be established with the help of developing a network with parties such as local political figures (ADUN, Members

of Parliament or political party leaders). Every local political figure tries to develop the local youth including those in AYG, these political figures have a wide network and funds to channel to the local youth. The AYG platform that is open to political figures helps create Y-AP with local youth, the efforts of political figures to develop local youth (as one of their political goals) in AYG is always observed by youth workers who act as facilitators. Although the cooperation between political figures and local youth happened without the understanding of both parties regarding the concept of Y-AP, but the youth workers who saw the collaboration could deepen the concept of Y-AP that they read through the document with the reality they observed. The researcher's observation found that the network formed by the administration of Persatuan ADAB Gemilang together with local political figures at AYG has helped youth workers deepen Y-AP through observation, by observing other parties (such as political figures) then their understanding can be sharpened.

Persatuan ADAB Gemilang administration is trying to prepare their youth workers to practice Y-AP through a robust support system, the support system can only be established with the help of developing a network with parties such as local community leaders (KRT Leader or Block Leader). Each collaboration with a different group of adults uses a different approach and goes through a different process. The cooperation between the community leader and the local youth which is worked on by the Persatuan ADAB Gemilang administration focuses on making their homes (PPR) to be in a more comfortable and harmonious condition. Based on these goals, organizing programs involving both parties can be implemented.

The researcher's observation found that organizing programs at AYG can always be implemented more often if local community leaders are open to organizing programs with local youth regularly. Through this way, youth workers can evaluate Y-AP practices more often and clearly.

#### b) Information Based Planning

As a result of the efforts to create information based planning to facilitate youth workers at AYG, it has helped smoothen all program and activity planning at AYG to develop local youth. This section will discuss the ability to create information based planning to facilitate youth workers at AYG as an established CBYD Organization. Among the characteristics of information based planning are complete documentation, organized planning, information development and the preparation of youth development modules.

- Complete Documentation

Complete documentation as desired by informant involves several important features such as reports after program and guidance document.

The administration of Persatuan ADAB Gemilang strives to prepare its youth workers to practice Y-AP through information based planning, such planning can only be established through complete documentation provided based on reports after the program by youth workers. The practice of Y-AP can only be practiced when the youth worker is aware of all the advantages and disadvantages found in the AYG organized program, those weaknesses and advantages reveal issue that need to be repeated and need to be avoided in every AYG organized program by the youth worker. Every youth worker who is entrusted to implement a program at AYG needs to prepare a complete report after the program, the report details every action that has been implemented and how the youth worker solves problems throughout the implementation of the program. The report after program will be a reference

for youth workers when they want to organize the same program again in the future, the local youth's feedback on the success of the program is also reported in the report. The programs organized at the initial stage try to be completed with Y-AP elements, but not all of those elements can be implemented by youth workers throughout the implementation of the program. Therefore, the report after program will tell the elements of Y-AP that failed to be implemented based on the progress of the program and the feedback of local youth, the elements that failed to be implemented will be tried to be processed in a different form in future programs so that they can be implemented together by the youth and adults. The researcher's observation found that the Persatuan ADAB Gemilang administration's continuous the reports after program to improve the implementation of future programs so it can helps to improve the implementation of Y-AP among their youth workers, the reported weaknesses will be reprimanded and appropriate improvements suggested.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through detailed information based planning, such planning can only be created through complete documentation provided based on the guidance document by the administration of Persatuan ADAB Gemilang. An official document as a guide for youth workers has been prepared by the administration of the Persatuan ADAB Gemilang, this document is constantly improved and improved based on current best practices. The document outlines the officially coordinated practices and management in all AYG branches, youth workers will use the official document as a guide in organizing any program involving local youth. The guidance document was developed by the administration of the Persatuan ADAB Gemilang using guidance from the policies and laws of Malaysia, therefore the policy of the Ministry of Youth and Sports that applies the Y-AP concept is indirectly included in the official guidance document of the Persatuan ADAB Gemilang for youth worker referenced. Each program organization at AYG will begin with the creation of a paper work by youth worker, the development of the paper work will refer to the official guidance document of the Persatuan ADAB Gemilang which also contains elements of Y-AP, the youth worker may not delve into the concept of Y-AP academically however when the official guidance document becomes their reference, then indirectly the elements of Y-AP will be practiced by them. The researcher's observation found that youth workers increasingly understand the concept of Y-AP when they always refer to the official guidance document provided by the administration of the Persatuan ADAB Gemilang, practical learning during the organization of the program makes youth workers better understand Y-AP by requiring a certain period of time.

- **Organized Planning**

Organized planning as desired by the informant involves several important features such as induction programs; resettlement program; coordination meetings; freedom; the promotion of knowledge and; recommendations from the administration.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through information based planning, such planning can only be developed through organized planning formed during the induction program involving youth workers and the administration of Persatuan ADAB Gemilang. Planning the implementation of Y-AP in the context of AYG cannot be done spontaneously, youth workers need to spend time starting from beginning of the year for that planning. This situation causes the administration of the Persatuan ADAB Gemilang to hold an induction program every beginning of the year involving

all AYG youth workers from different branches, all of the youth workers will involve with the induction program for two to three days while planning the program that they will implement throughout the year. The planning of this program are using the Y-AP concept as its core, each youth worker will contribute ideas so that the planned program is organized. Sometimes this induction program will involve selected local youth to share their opinion, but the focus is more on the involvement of youth workers. The researcher's observation found that the youth workers became more focused and enthusiastic when they finished the induction program because the course of the program had been organized throughout the year in an orderly manner, they only had to go back to their respective branches and carry out the plans that had been arranged. The researcher's observation found that the induction program has been set in every Persatuan ADAB Gemilang annual schedule, it has become an official program involving the administration and youth workers. The program is carried out on a small scale if the administration had lacks of funds, but it continues every year.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through information based planning, such planning can only be realized through organized planning formed during the resettlement program involving youth workers and the administration of Persatuan ADAB Gemilang. Every year there is a time when youth workers begin to lose focus on their responsibilities at AYG (because they are involved with other commitments), there is also a situation where youth workers are less active using the plans that have been agreed in the official documents of AYG. This situation requires the focus of youth workers to be re-aligned, so the Persatuan ADAB Gemilang administration will organize a resettlement program for that purpose. Throughout the resettlement program, youth workers will be reminded back to the plan agreed upon during the induction program. Youth workers will also review documents related to AYG, not missing the Y-AP concept discussion in an indirect way. The resettlement program also involved some local youth who were selected to participate in activities and discussion. The researcher's observation found that Y-AP concept is not necessarily discussed academically during the resettlement program, it is discussed in practice. Youth workers who have completed the resettlement program can return to their respective AYG branches with more focus and enthusiasm.

Persatuan ADAB Gemilang administration strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be established through organized planning formed during a coordination meeting involving youth workers and Persatuan ADAB Gemilang administration. The administration of Persatuan ADAB Gemilang holds regular coordination meetings with youth workers to discuss the development of programs and activities, there are local youth who are selected to participate in this meeting to share their views (with permission from the administration of Persatuan ADAB Gemilang). The coordination meeting will re-discuss the plans made for AYG, in addition they will discussed the course of the program, they will also discuss the input involving Y-AP concept. The researcher's observation found that every issue that is seen to be lacking (especially involving the implementation of the Y-AP concept) in the program that implemented at AYG will be discussed and corrected in the meeting, a clear understanding will be achieved so that all parties are satisfied and know what needs to be done. This meeting also gave a clear direction regarding the roles that each party should do (involving adults and youth), the roles that have been divided will be able to be practice clearly when cooperation between all parties are achieved.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through information based planning, such planning can only be realized through organized planning formed based on the freedom of youth workers. The situation at AYG branch is only known in detail by the youth worker, the youth worker spends more time than the administration of the other Persatuan ADAB Gemilang, causing them to know every youth active at AYG and the conditions of the facilities there. Therefore, freedom is given by the Persatuan ADAB Gemilang administration to the youth workers to develop programs that they feel are appropriate, the involvement of youth and adults around AYG is only known in detail by the youth workers. Planning to involve local adults and youth will be detailed by the youth worker, through this way the Y-AP concept will be able to be implemented with facility support at AYG. The researcher's observation found that the freedom given to the youth worker caused the program to be carried out in a more orderly manner, the administration of the Persatuan ADAB Gemilang was also not too burdened to control every detail of the program. Focus needs to be given to the implementation of the Y-AP concept by the administration of the Persatuan ADAB Gemilang, the rest will be managed by the youth workers.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be developed through organized planning formed based on the promotion of knowledge learned by youth workers. Persatuan ADAB Gemilang administration has encouraged the participation of youth workers in various self-capacity building platforms (either seminars, forums, workshops or courses). Variety of knowledge has been learned by youth workers, especially knowledge related to the field of youth development (including the concept of Y-AP). The knowledge learned by the youth workers is encouraged to be practiced, the main purpose of the youth workers being sent to participate in the self-capacity building platform so that it can benefit AYG in the future. Youth workers are given ample space to practice the knowledge they learn even if it seems awkward at the beginning. The researcher's observation found that the concept of Y-AP learned by youth workers is tried to be practiced at AYG, although not all Y-AP practices are seen to be successful in the context of AYG but the continuous efforts of youth workers to practice Y-AP help to find the most suitable practice.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be developed through organized planning based on recommendations from the administration of Persatuan ADAB Gemilang. Youth workers have different experiences and backgrounds, not all youth workers are able to plan programs and activities based on Y-AP in their respective branches. Guidance from the Persatuan ADAB Gemilang administration is necessary in some situations, especially when the youth worker is new to the AYG branch and does not have extensive volunteering experience. The administration of Persatuan ADAB Gemilang has more experience than the youth workers at the AYG branch, all the administrations of Persatuan ADAB Gemilang have been youth workers at the AYG branch before. This situation gives an advantage to the administration of Persatuan ADAB Gemilang to help youth workers operate at AYG, all the knowledge available is poured into youth workers. Persatuan ADAB Gemilang administration's experience that was given to youth workers focused on the implementation of Y-AP, programs and activities that will definitely create PYD will be encouraged to be implemented at AYG. The researcher's observation found that the suggestions given by the administration of Persatuan ADAB Gemilang greatly helped the youth workers at the initial

stage, but the suggestions were improved according to the time and conditions in the AYG branch involved.

- **Information Development**

The information development as desired by the informant involves several important features such as a think tank and activity data.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be developed through the information development system provided by a think tank. All the information of the local youth who attend program at AYG has been recorded in the form of a profile, even the information about the program and stakeholders at AYG are also recorded. All data in information systems have been updated by the administration of Persatuan ADAB Gemilang in the form of a system that can be accessed using a computer, all the information is easily obtained when needed with only search instructions using the computer system. The development of this information system are with the help provided by a team of thinkers. Some youth workers have been selected to be members of the think tank, external energy such as academicians and technology experts have also been brought into the think tank to contribute appropriate ideas. All members of this think tank move in Persatuan ADAB Gemilang voluntarily (without any payment), their goal is only to see youth development through the practice of Y-AP being able to be implemented in AYG. The researcher's observation found that this think tank not only helped develop the information system, but they also helped develop modules and guidelines for youth development work. Through the documents developed based on the concepts of youth development by the think tank, the youth workers will indirectly practice Y-AP in their daily work routine.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be created through an information development system based on AYG activity data every day. Each plan at AYG will not be able to achieve its maximum target if the target group and module framework do not meet the need of local youth, the need will only be achieved when the wishes and desires of local youth are celebrated by the Persatuan ADAB Gemilang administration. Therefore, data on the activities and behaviour of local youth must be regularly recorded so that it becomes a reference data for the administration of Persatuan ADAB Gemilang to plan programs at AYG in the future, the data will show the tendency of each youth group. Through the data, the programs that the local youth really want will be able to be implemented at AYG, the administration of Persatuan ADAB Gemilang does not need to blindly guess or predict what the local youth want. All that is required has been interpreted in the form of recorded data, the data can be easily accessed using the information management system developed at AYG. The researcher's observation found that everything recorded about the local youth at AYG whether it is the time they visit, the activities they do, complaints about problems or sharing problems becomes useful data for the youth workers. Youth workers continuously record each of these data into the information management system that has been provided by the administration of the Persatuan ADAB Gemilang, the data can be accessed by all youth workers at each AYG branch for analysis and interpretation.

- Youth Development Module

The youth development module as desired by the informant involves several important features such as a locally developed module and youth data.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through information based planning, such planning can only be developed through the youth development module which is based on a locally developed module. The administration of the Persatuan ADAB Gemilang strives to develop youth through programs organized at AYG, each program organized using modules developed by the Persatuan ADAB Gemilang in collaboration with academician in the field of youth development. The module developed at AYG emphasizes the focus on the tendencies and desires of the local youth, through the implementation of programs based on the module, the potential of the youth can be developed using the Y-AP concept which is the main reference for the Persatuan ADAB Gemilang administration. Youth workers will also indirectly understand and learn the concept of Y-AP when applying the module in the implementation of the program at AYG, youth workers do not learn the concept of Y-AP academically but the philosophy behind Y-AP can be understood through reading and implementing the module. The researcher's observation found that the implementation of the module by the youth workers requires them to read and understand the module, the administration of Persatuan ADAB Gemilang will make the youth workers understand the module when there is confusion. Repetition of this matter in every program organized at AYG will provide an indirect understanding of the Y-AP concept to youth workers.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through information based planning, such planning can only be created through the youth development module based on youth data collected at AYG. The understanding of Y-AP by youth workers will be deeper through the reporting of data on the need and behaviour of local youth, the data will further explain the understanding of youth workers regarding the academically explained concept of Y-AP. The academic description of Y-AP in the official documents of the Persatuan ADAB Gemilang are sometimes too conceptual and it is difficult for youth workers to understand without an accurate explanation, but when every description of Y-AP in an official document is inserted together with data that supports a certain statement then it will make it easier for youth workers to get an overview of the Y-AP concept based on the data. The researcher's observation found that the data obtained was also used by the Persatuan ADAB Gemilang research team through the analysis process to describe the practices and habits that occur in AYG, each of the data was also used to see the suitability of Y-AP to be practiced in a specific context at AYG. The reporting of the data by the AYG research team helps the youth worker to see the practices and habits of local youth that are appropriate and match the Y-AP concept. Understanding the data helps youth workers to understand Y-AP

c) Youth Worker Development

The ability to develop potential among youth workers is one of the attractions for local youth towards AYG. Among the characteristics of youth worker development owned by Persatuan ADAB Gemilang are the personality development among youth worker, strict selection of youth worker, comprehensive capacity development and exposure to policy/law.

- Character Formation

The personality development among youth workers as desired by the informant involves several important characteristics such as an approach as a friend; empathy; solving youth problems; accept youth as they are; sincere; patience and; mentoring.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through youth workers development, the development involving the youth workers can only be created through approach of administration of Persatuan ADAB Gemilang become friends with youth worker. Youth workers need to have a commendable personality in order to attract the participation of local youth and at the same time form the practice of Y-AP, the formation of a commendable personality has been priority criteria by the administration of Persatuan ADAB Gemilang among youth workers. The process of developing this authentic personality started with the administration of the Persatuan ADAB Gemilang becoming a friend to the youth workers in their efforts to guide them, the advice and guidance of the administration of the Persatuan ADAB Gemilang will be easier to be accepted by the youth workers when a relationship as a friend is formed. The researcher's observation found that as a friend to the youth workers, the administration of the Persatuan ADAB Gemilang can reprimand more accurately the personal mistakes committed by the youth workers thus preventing Y-AP from happening. The character of youth workers who are not desired by the local youth (whether ill-tempered or lazy) can be corrected by the administration of the Persatuan ADAB Gemilang Association with a reprimand as a friend

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through youth workers development, the development involving the youth workers can only be created through empathic approach by the administration of Persatuan ADAB Gemilang. The formation of Y-AP in the context of AYG is not something that is easy for youth workers, they have to go through various processes to convince local youth participation at AYG before Y-AP can be implemented. Therefore, the administration of Persatuan ADAB Gemilang needs to understand every difficulty experienced of youth workers. The way to understand each of these difficulties, an empathic approach needs to be applied among the administration of ADAB Gemilang Association. This approach of empathy gives a picture of the obstacles experienced by youth workers, when this picture is obtained then the administration of Persatuan ADAB Gemilang will not hesitate to demand the implementation of Y-AP at AYG or demand the formation of youth potential to the maximum. Empathy helps the administration of Persatuan ADAB Gemilang to help youth workers at AYG, the researcher's observation found that youth workers can gradually prepare themselves to practice Y-AP when empathy exists at AYG environment.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, the development involving the Youth Workers can only be created through the youth problem solving approach. Y-AP practice can be implemented when youth workers collaborate with local youth in the context of AYG, for the purpose of working together then a problem or issue among local youth needs to be solved. Therefore, the administration of Persatuan ADAB Gemilang trains their youth workers to always respond and help solve problems faced by local youth. When youth workers begin to pay attention to the problems faced by local youth, they will begin to work together to solve those problems. This situation will create Y-AP for a period of time, the researcher's observation found that youth workers will use all their skills and networks to help solve local



youth problems. The local youth will help the youth workers in terms of energy and thinking to solve that problem, all the training provided by the administration of the Persatuan ADAB Gemilang to the youth workers and local youth will be used in the best way to solve that problem.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, the development involving the Youth Workers can only be created through the approach of accepting youth as they are. In order to ensure that Y-AP takes place in the context of AYG, Youth Workers need to form collaborations with local youth. But sometimes the cooperation is hindered when there are local youth who do not have good morals or good communication. The nature of the local youth is seen as harsh and rude in the eyes of some adults, youth workers in this situation are trained by the Persatuan ADAB Gemilang administration to accept the presence and cooperation with the youth as they are. The process of forming the local youth will take a long time (before the rough nature can be softened), the youth workers in this situation need to work with the local youth while accepting the rough nature as it is (temporarily). The researcher's observation found that the youth worker's acceptance of the rough nature of local youth is a very effective first step to open a space of trust, for a period of time more space from local youth can be explored by the youth worker to practice Y-AP

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through the application of sincerity. Youth workers who want to work with local youth to create Y-AP need to show sincerity towards local youth, sincerity is a subjective issue and difficult to measure. Therefore, the administration of the Persatuan ADAB Gemilang has tried to hold tazkirah and filling sessions to developed sincerity in youth workers, this filling emphasizes the importance of having sincere intentions in developing the potential of local youth.

The researcher's observation found that for a period of time, when this sincerity has been successfully cultivated in the youth worker, it will be evident in their actions and behaviour. Local youth who always come to AYG are aware of the sincerity shown by youth workers in their behaviour, this situation opens up space inside local youth to cooperate and accept youth workers in the activities carried out at AYG.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, this development can only be created through the application of patience. Youth workers who want to establish Y-AP with local youth need to gain the trust of local youth for that purpose, but to gain that trust is not an easy and short process. Youth workers need to allocate a lot of time and energy to gain that trust and cooperation. Persatuan ADAB Gemilang administration is aware of this fact and trains the youth workers to be patient in the process of forming that collaboration, training and meetings are provided so that the patience of the youth workers is always high when dealing with local youth. The researcher's observation found that through the patient nature shown by the youth workers, the local youth for a period of time were open to cooperate with them. Although the time required for the cooperation development is quite long, once it can be established then the implementation of Y-AP at AYG becomes easier.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, this development can only be created

through the mentoring of youth workers. Persatuan ADAB Gemilang administration always prepares two youth workers to take care of an AYG branch, one youth worker will always be more senior than another colleague at AYG branch. The situation helps the learning process of youth workers who are still new to understand the implementation of Y-AP with local youth. Such arrangements have been set by the administration of the Persatuan ADAB Gemilang realizing that the understanding of Y-AP are needed practically, thus experienced youth workers can give understanding to new youth workers through the implementation of the program at AYG. The researcher's observation found that this learning by fellow youth workers creates the concept of a mentor between them, youth workers who are new at AYG will always refer to their mentors who are experienced youth workers in every matter involving the implementation of Y-AP at AYG.

- **Selection of Youth Workers**

The selection of youth workers as desired by informant involves several important characteristics such as academic background and strict probationary period.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be created through the detailed selection of youth workers who are guided by a strong academic background. Understanding the concept of Y-AP that is academic sometimes requires an individual to have a high academic background, the discussion about the concept uses the academic language that is discussed at the tertiary level. Therefore, youth workers who are selected to work at AYG need to have an academic background that is able to embrace the understanding of the Y-AP concept. Youth workers are also involved in certain discussions and courses involving explanations about Y-AP with academics from the tertiary institution, the youth workers need to express their views in addition to understand the arguments brought in the sessions they are involved in. This situation requires the administration of Persatuan ADAB Gemilang to be really careful for the selection of youth workers, even though there are candidates who show high interest but if their academic level is too low then it will make the Y-AP understanding process difficult in the future. The researcher's observation found that there are youth workers who are accepted to work at AYG but do not have a tertiary academic level, the high interest shown by those youth workers become the reason for Persatuan ADAB Gemilang administration to accept them to work at AYG but they have to continue their tertiary education at the same time. Academic level is seen as an important component for youth workers to understand Y-AP in the view of the Persatuan ADAB Gemilang administration.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, this development can only be created through the detailed selection of youth workers guided by a strict probationary period. Youth workers who are accepted to work at AYG are not directly placed in a permanent position, they have to go through a probationary period before being accepted as permanent worker. The probationary period has been outlined in the official AYG guideline document, if Persatuan ADAB Gemilang administration in the evaluation process during the probationary period finds there are any problems or deficiencies in candidates then they will be dropped. There are also volunteers who are actively involved at AYG who are placed under a probationary period by the administration of the Persatuan ADAB Gemilang, without the candidate realizing that they are actually being evaluated by the administration of the

Persatuan ADAB Gemilang and if they are seen as qualified then the offer as a permanent youth worker at AYG will be given. The researcher's observation found that the probationary period conducted by the Persatuan ADAB Gemilang administration greatly helped the process of selecting qualified youth workers because although there are some candidates who show high commitment but if they fail to grasp the understanding of Y-AP then it will be difficult for them to be accepted. Throughout the trial period, candidates who wish to become youth workers will be involved in discussions and certain courses regarding Y-AP, if they do not show a positive understanding of the concept of Y-AP, the Persatuan ADAB Gemilang administration will be forced to drop them. The researcher's observation found that not all youth workers who go through the probationary period will be accepted to work, there are also some youth workers who are dropped because they do not meet the required criteria.

- Capacity Building

Capacity building as desired by informant involves several important features such as participation in forums; obtaining education certificate in the field of youth development; seminar participation; course participation; workshop participation; internal training; exposure to mental health issues; reading promotion; improvement of academic level; insight of current issues; exposure towards ethical issues and; introducing the theory of positive youth development.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity building of the youth workers which involves participation in the youth development forum. There are many discussions about Y-AP in forums, especially those organized by the Malaysian Youth Council and the Ministry of Youth and Sports. The forum involved activists, academics and civil servants/ policy makers to elaborate Y-AP in form of theory and practice. The administration of Persatuan ADAB Gemilang requires the participation of youth workers to participate in the forums, the open discussions held in the forums are able to unravel the concept of Y-AP for the youth workers to understand. Researcher observation found that youth workers are able to understand the concept of Y-AP if they are involved at least more than three times with a forum that discusses that concept, the understanding of youth workers is still minimal but they can grasp Y-AP purpose and practice in society.

The administration of Persatuan ADAB Gemilang is trying to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity building of youth workers which involves obtaining an education certificate in the field of youth development. Certain higher education institutes in Malaysia including certain departments under the Ministry of Youth and Sports (such as I-LEAD) have offered certificate level studies to anyone interested in deepening the field of youth development, this certificate level study also involves key concepts in the field of youth development including the Y-AP concept. The Persatuan ADAB Gemilang administration is aware of that certificate and sends qualified youth workers to join it, youth workers are required to follow the modules in the studies and a period of time is allocated for youth workers to complete their studies. The researcher's observation found that the flexibility of time provided by the certificate level learning system has attracted the interest and participation of youth workers, the learning hours done at weekends and course work

involving daily activities in the youth work field make it easier for youth workers to finish their learning commitment.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through capacity building of the youth workers which involves participation in seminars in the field of youth development. The involvement of youth workers in seminars organized by youth development stakeholders (such as the Ministry of Youth and Sports or the Malaysian Youth Council) is very high because the seminar concept does not require high commitment. Youth workers at AYG are very bound by their responsibility, so youth workers have to spend more time at AYG than anywhere else. However, the organization of the seminar in a short period of time gives the youth workers an opportunity to get involved, the seminar discussion involving the concept of Y-AP will be encouraged for youth worker to participate by the administration of the Persatuan ADAB Gemilang. The researcher's observation found that the discussion in the seminar (which chosen to be participate by Persatuan ADAB Gemilang) is more focused on topic of the Y-AP concept, the discussion in the seminar is more focused on a topic and it helps the youth workers to practice the concept.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be created through the capacity building of youth workers which involves participation in courses of youth development. The participation of youth workers in courses of youth development is highly encouraged by the administration of Persatuan ADAB Gemilang due to the short learning period, although participation in this course does not receive credit in terms of academic achievement, but it gives new knowledge to youth workers. The concept of Y-AP is also touched in certain courses, this situation gives youth workers the opportunity to understand that concept in a short period of time. The researcher's observation found that although the level of understanding of the youth workers was not able to be sown more widely during the duration of the course, but with the exposure of the Y-AP concept done during the course will pave the way for the youth workers to explore it when they return to AYG.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through capacity building of the youth workers which involves participating in workshops in the field of youth development. Youth workers are often sent to participate in workshops which regards to youth development, in these workshops doubts or confusion regarding concepts in the field of youth development can be disentangled by experts who are ready to help. These workshops also involve discussions about the concept of Y-AP, it is certain that the level of knowledge of youth workers towards the concept of Y-AP is very limited because they don't undergo any long-term academic training regarding the concept. So the opportunities obtained in these organized workshops are used as best as possible to strengthen knowledge about the concept of Y-AP so that it can be practiced at AYG. The researcher's observation found that the very loose and open handling of the workshop gives the youth workers the freedom to ask any questions they may have without any problems, the answers given by the workshop moderator can also be discussed together with other workshop members to further strengthen their understanding.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through capacity building of youth workers which involves internal training organized by the administration of Persatuan ADAB Gemilang. Internal training of youth workers by the administration of the Persatuan ADAB Gemilang is done periodically every year, in the training session various issue in terms of theory and practice are discussed and tried to be improved together. The concept of Y-AP is one of the issue that is tried to be improved using the internal training, the weakness understanding of this concept is known in detail by the administration of the Persatuan ADAB Gemilang (through daily observation). Therefore, in the training session, individual understanding is among youth workers who have been identified are given special attention. The researcher's observation found that internal training helps the youth workers to understand Y-AP because of the small number of participants and a more accurate focus.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity development of youth workers which involves exposure to mental health issues related to the field of youth development. Youth workers were exposed to the issues surrounding the youth in Malaysia, among the issues that they focused on are mental health (especially during the movement control order). The revelation about the mental problem made the youth worker deepen the concept of Y-AP because the steps to identify and prevent mental problems require cooperation between the youth and adults. The researcher's observation found that the practice of Y-AP can be implemented indirectly when measures to prevent mental health problems are implemented by youth workers, for a period of time youth workers will realize that the actions they take when preventing mental health problems among youth are a matter that use the Y-AP concept.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity building of the youth workers which involves encouraging reading materials related to the field of youth development. Youth workers are unlikely to be able to digest all the concepts contained in the field of youth development, especially the understanding of the Y-AP concept. Although the youth workers are provided with various learning aids by the administration of Persatuan ADAB Gemilang, most of the learning sessions are for a short period of time and only in the form of general exposure about the Y-AP concept. Therefore, the Persatuan ADAB Gemilang administration is trying to encourage their youth workers to delve into the concept of Y-AP on their own, the easiest way is to read more about the concept. Public exposure obtained from platforms outside AYG will be developed through continuous reading, which is further developed by participating in workshops or courses outside AYG. The process continues until the youth worker can deepen the concept of Y-AP and practice it in the daily operations of AYG. The researcher's observation found that the administration of the Persatuan ADAB Gemilang also helped the youth workers to expand their reading by providing the necessary reading material in addition to providing an online platform to access the reading material.

The administration of Persatuan ADAB Gemilang tries to prepare their youth workers to practice Y-AP through youth workers development, the development involving the youth workers can only be achieved through the capacity development of the youth workers which

involves improvement of the academic level. Youth workers who are placed at AYG branches are strongly encouraged by the administration of the Persatuan ADAB Gemilang to improve their level of education, various spaces and opportunities are given by the administration of the Persatuan ADAB Gemilang to their youth workers to continue their academic education. The network formed by AYG together with Local higher education institutions is used to open space to continue education among youth workers, the areas that are encouraged for youth workers to continue their education are not necessarily youth development (youth workers are free to choose the field of education they desired). Through efforts to continue education to the tertiary/ higher level, the youth workers have open their minds to receive knowledge in the form of critical thinking. This situation facilitates the understanding of the Y-AP concept among youth workers, further helping the implementation of the Y-AP concept at AYG. The researcher's observation found that there is a difference in thinking style before and after youth workers continue their education, the ability to think critically and mature is clearly visible after they are exposed to the higher education system.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity development of youth workers which involves awareness of current issues related to the field of youth development. Youth workers are often exposed to various developments in issues surrounding youth in Malaysia, discussions on these issues are conducted in various platforms either formal or informal. The discussion of youth issues shows the youth worker the importance of practicing Y-AP in interaction with the youth, the discussion on youth issues in Malaysia also shows the youth worker about the improvement of the approach that can be done by them when facing the same issue. The researcher's observation found that the current issues surrounding the youth in Malaysia are not much different from the issues that faced by the local youth at AYG, but through efforts to deepen the Y-AP concept, the youth workers can act more effectively.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity building of the youth workers which involves efforts to introduce ethical issues related to the field of youth development. Persatuan ADAB Gemilang administration always strives to improve the cooperation between youth workers and local youth at AYG, this effort is materialized through the Y-AP concept practiced by both parties. However, in the relationship (between youth and adults) there are sometimes misunderstandings that can affect the development of the relationship. The administration of Persatuan ADAB Gemilang has introduced the learning of ethical issues to youth workers and local youth so that any misunderstandings can be avoided, both parties can understand the limits of association that need to be respected by them towards forming relationships. The researcher's observation found that the implementation of Y-AP concept can be implemented more smoothly when ethical issues are respected by both parties, even adults outside AYG are not caught up in misconceptions about the relationship between youth workers and local youth.

The administration of the Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the capacity building of the youth workers which involves efforts to introduce the theory of Positive Youth Development (PYD). The Y-AP concept will be understood more deeply when the PYD theory is also understood, this situation brings the administration of the

Persatuan ADAB Gemilang to ensure that their youth workers learn the PYD theory. Every program and activity that involves youth workers learning the concept of Y-AP will also be infused with an understanding of PYD, this is done simultaneously. The researcher's observation found that the understanding of Y-AP will be easier if PYD is also understood.

- Disclosure To Policy And Law

Disclosure of policies and laws as desired by informant involves several important features such as the Malaysian Youth Policy, Selangor Youth Policy, National Youth Development Policy and Child Protection Act.

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the disclosure of policies and laws such as the Malaysian Youth Policy. Youth worker knowledge of Y-AP can be formed by studying and understanding the Malaysian Youth Policy, the document has been formed using the concept of Y-AP as one of the foundations. Various parties, especially the Ministry of Youth and Sports, have organized various programs to provide understanding about the Malaysian Youth Policy to the general public, understanding about this policy is important considering that the policy is currently used to determine the direction of youth development in Malaysia. Various parties including activists, academics and government officials involved in the development of that policy have helped the Ministry of Youth and Sports to provide understanding regarding the policy, the administration of the Persatuan ADAB Gemilang has used this opportunity to send their youth workers to participate in the Malaysian Youth Policy explanation. The researcher's observation found that the explanation regarding the Malaysian Youth Policy to the youth workers was easy to understand because even though they did not have an academic foundation in the field of youth development but using their experience in the field, the policy could be understood (slowly). The Y-AP concept was not focused deeply but it was touched upon as a strategy used to achieve the objectives of the Malaysian Youth Policy for youth workers at AYG.

The administration of Persatuan ADAB Gemilang is trying to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the disclosure of policies and laws such as the Selangor Youth Policy. Youth workers at AYG branches within the State of Selangor Darul Ehsan, their work and actions need to be guided by the state government's policy which is also based on Y-AP (Selangor Youth Policy developed using the same concept). The think tank that developed the Selangor Youth Policy is the same group that developed the Malaysian Youth Policy, so even though there are differences in some technical matters, the Y-AP principles still guide those policies. Understanding the Selangor Youth Policy will indirectly help youth workers to understand the Y-AP concept, the matters discussed in the policy lead the youth workers to act based on the Y-AP concept to develop youth potential. The researcher's observation found that it is not difficult for youth workers who have been exposed to the Malaysian Youth Policy to understand the Selangor Youth Policy because the topics of discussion are not much different, there are only differences from the context and environment. The Selangor Youth Policy also helps the practice of the Y-AP concept in a more focused way because the discussion of the policy is divided according to each district in the State of Selangor. Thus, youth workers can develop youth in a more focused way

The administration of Persatuan ADAB Gemilang strives to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the disclosure of policies and laws such as the National Youth Development Policy. Every youth-related policy issued before 2015 (before the Malaysian Youth Policy) is a policy that is not guided by Y-AP, policies before 2015 (including the National Youth Development Policy) are developed by focusing on issues surrounding youth (the focus is not given to the potential of youth). Understanding of the National Youth Development Policy will help youth workers see the philosophy behind Y-AP, the concept that emphasizes cooperation between adults and youth does not guide the development of the National Youth Development Policy. The differences found in the National Youth Development Policy compared to the policies that exist after 2015 can be identified and further highlight the concept of Y-AP to youth workers at AYG, through that understanding then the concept of Y-AP will be able to be practiced properly at AYG. The researcher's observation found that the understanding of the National Youth Development Policy among youth workers is quite difficult because the basis is different from the latest youth policies, the explanation regarding the differences that exist between the National Youth Development Policy and the latest youth policies helps to highlight the concept of Y-AP.

The administration of Persatuan ADAB Gemilang is trying to prepare their youth workers to practice Y-AP through youth workers development, that development can only be achieved through the disclosure of policies and laws such as the Child Protection Act. Although this act was not developed based on Y-AP but the implementation of this act requires the concept indirectly, the knowledge of youth workers regarding the act has been applied by the administration of the Persatuan ADAB Gemilang so that undesirable issue can be avoided. The implementation of that act requires the cooperation of adults and youth so that prevention and proof are available. Youth workers have been informed about the act by NGOs involved in the development of that act. The researcher's observation found that youth workers understand Y-AP better when explanations about the Child Protection Act are done. They understand that in order to protect their own interests as youth workers from inappropriate accusations, cooperation with the youth group is essential, therefore the Y-AP concept needs to be practiced as a precautionary measure. The researcher's observation found that the introduction of youth workers to the act was introduced by using external expertise (NGOs or government agencies), the issue was emphasized by Persatuan ADAB Gemilang administration to youth workers. Persatuan ADAB Gemilang has gained the trust of the community, the administration does not want that trust to be damaged due to the negligence of the youth workers to be aware of that act.



**Themes and Categories of Study**

THEME	CATEGORY
Support System	Physical Infrastructure
	Help Build Networks
Information Based Planning	Complete Documentation
	Organize Planning
	Information Development
Youth Worker Development	Character Development of Youth Workers
	Selection of Youth Workers
	Capacity Development

**Discussion**

Y-AP cannot be implemented without preparation from the initiator, in the context of this study, the person who initiates cooperation with the youth is the youth worker at AYG. Previous literature focuses a lot on preparation for the structure, values and implementation between youth and adults in the implementation of Y-AP (Zeldin & Collura, 2010). This study found that preparation not only needs to be done among youth and adults but it needs to involve infrastructure and program planning. The provision of these support tools will help the youth worker to implement Y-AP better with youth in the context of the CBYD Organization.

## a) Infrastructure Preparation

The provision of infrastructure is the most important to ensure that Y-AP can be implemented according to the U.S Agency for (International Development, 2012). The provision of infrastructure in the form of technology, the importance of infrastructure development in the form of technology is emphasized because it is very useful in supporting the efforts of youth engagement with society (especially adults). Technological infrastructure is useful for organizing activities or events for a large number of youth quickly, the existence of online platforms facilitates the involvement of youth with various community groups and adults. The current situation shows that youth often organize and mobilize their social activities through social media, generational change sees physical social platforms becoming the second choice and virtual platforms becoming the primary choice for the youth. Since it is sometimes difficult to gather youth in one place at the same time, technology can act as a coordinating tool to bring them together. The latest technology is able to help organize programs and training involving youth online (Taking IT Global platform is proven to be able performing the task). Technological infrastructure helps to overcome the issue of youth from time to time because it can be used to build a virtual network of alumni or communities, through this

network then Y-AP can be implemented without the need for physical contact. Youth workers do not need to physically search for platforms or programs to ensure Y-AP can be implemented, certain CBYD Organizations use technology platforms to gather feedback and findings from youth. They offer space for youth to developed blog about specific topics, hold virtual conversations and formed their opinions. However, most CBYD Organizations experience problems in practicing the use of technology infrastructure among the youth due to the problem lack of internet, thus the interaction between the youth and adults is less encouraging if the youth workers fail to get an internet that is able to be channelled to the parties involved.

Youth workers at AYG have no problem practicing Y-AP because the administration of the Persatuan ADAB Gemilang from the beginning has provided technology infrastructure to local youth for free, although there is provision of other infrastructure (either sports equipment or reading materials) but main attention is still focused on providing technology infrastructure. Local youth who are active at AYG are allowed to use a variety of devices since their families are mostly less able to afford such equipment (smartphones, laptops, desktops and tabs), even internet lines are provided free of charge for local youth to use at AYG. The provision of all this technology infrastructure indirectly attracts the participation of local youth to AYG, they will attend by themselves as a result of the attraction. Communication and relationships between local youth and various adults can also be established through existing online platforms, youth workers work on various online programs involving local youth and adults outside AYG. Adults outside AYG whether NGOs, government staff or private companies staff are very welcoming of the effort as they can form a network with local youth at AYG more easily. Geographical constraints sometimes make it difficult for adults outside of AYG to host programs with local youth, but the use of this technology infrastructure helps make it easier. Youth workers also do not need to think about overly complicated program planning because online activities do not require complicated funds and preparations, but the goal of implementing Y-AP is still achieved.

#### b) Guide and Program Planning

A successful CBYD Organization will ensure that their guidance and program planning can help youth workers to facilitate the development of Y-AP. Several important points need to be emphasized for the plan development such as the issue of parallelism with government policy, the authorization of program implementation, the existence of youth workers, adequate training and safety information (Weaver, 2021). There are many governing bodies (whether district, state or federal level) in society that can affect the delivery of youth programs, therefore it is necessary to identify each policy issued by the governing body so that the program implemented is in line with the goal and focus of the governing body. When the focus and goals are aligned with the program organized by the CBYD Organization, support will be obtained and its implementation will be facilitated. The planning of the youth development program to create Y-AP also needs to go through the necessary process for program approval or registration, the authorities need to be informed about the implementation of the program so that local community leaders are aware of the efforts being made by the CBYD Organization. The preparation of youth workers to implement the planned program is also very important, youth workers are not only able to help implement the program but feedback from the youth involved can also be taken using the youth workers as intermediary. Through this approach, the level of success of the implemented program will be able to be evaluated better. It should also be prioritized that the training before the

program takes place, an initial review of the program modules should be done to ensure that the planning is up to date and reflects the internal and external needs of the youth. Modules that are used repeatedly for the same program need to be constantly reviewed and updated, even if the program involves the same focus but changes in time and environment are necessary to ensure planning can be implemented well to achieve Y-AP. Efforts to ensure the safety and health of the youth involved in the program are important because everything that happens during the program is under the responsibility of the organizers, therefore the development of health and public safety issues must always be ascertained especially when there are problems with viruses and epidemics that easily spread.

Persatuan ADAB Gemilang as a CBYD Organization tries to help their youth workers to implement Y-AP, so attention is given in terms of guidance and planning through the preparation of reference documents and program modules that have been developed since the beginning of the establishment of AYG and are constantly improved over time. Persatuan ADAB Gemilang administration since the beginning of the establishment of AYG has tried to form an organized record system so that it can be a reference for their youth workers in their activities, it turns out that every document kept is always referred to by youth workers at AYG who have just served because apart from verbal guidance only the document is able to give an idea to the new youth worker regarding the organization of the program at AYG. This referenced document forms the basis for the preparation of new working papers or proposed papers by youth workers, this process will be repeated and each referenced document will be improved from time to time by each youth worker involved. This reference document involves the issues of government policy, participant safety and the network of relationships with the authorities to obtain permission to implement the program. Every information in this existing document will be improved by the youth worker if there is new information obtained involving any new policy declaration or there is a change of authority that needs to be contacted. The administration of the Persatuan ADAB Gemilang also provides a program organization module (according to the type of program to be organized), this module outlines issues regarding the preparation that must be done by youth workers and the filling in of the program that needs to be done. Everything emphasized by the module is always improved in line with the wishes and tendencies of the youth, the administration of the Persatuan ADAB Gemilang is aware that the youth workers will find it difficult to implement Y-AP if the participation of the youth cannot be increased, then the program module that is to be organized must be in line with the wishes of the local youth to facilitate the efforts of youth workers.

#### c) Youth Worker Development

Preparation of youth workers to practice Y-AP according to Borden et al (2011) need to focus on the development of youth workers through focusing on three issue namely training/education, the formation of professionalism and payment/ salary. Researchers in the field of youth development see the training and education of youth workers is important to deliver programs that maximize benefits to youth and create collaboration with adults (Durlak & Weissberg, 2007). The current situation shows that it has become a pattern in the field of youth workers to improve their training and education involving university-level courses and fieldwork that aims to educate about out-of-school learning, human development, multicultural education, developing out-of-school curriculum and other courses in mainstream academic science teaching (Hinga & Mahoney, 2010). Youth worker development efforts should also focus on professionalism through the integration of

research, theory and practice to help youth workers critically reflect on their work in an effort to improve program quality. The youth worker responsibility in developing Y-AP cannot be based only on estimation, it needs to be based on information and research data to show a high level of professionalism. Along with the increase in training and education, the payment/salary received by youth workers also needs to go along, the mismatch between the youth workers payment and the level of education and work experience will inhibit their development motivation. Yohalem et al (2010) found that a small salary increase can make a difference in the work performance of youth workers. A small wage increase is a more creative way to address concerns among youth workers about education loans, credit access and financial problems. If salary/ payment problem can be overcome then focusing on the implementation of Y-AP will no longer be an issue.

### **Conclusion**

The Y-AP strategy plays an important role to ensure that a CBYD Organization can highlight the potential of the youth, at the same time the youth potential developed by the CBYD Organization will be highly dependent on the inclination of the youth workers. Youth workers can produce the 8C's that PYD wants to achieve using a different approach in a CBYD Organization, if youth workers are more interested in sports or volunteering programs then such programs will also become youth tendencies. Y-AP cannot function in a situation where only one adult interacts with a youth, Y-AP requires cooperation between youth and adults in the form of deliberation, planning, action and collective. Youth-adults who practice Y-AP in a CBYD Organization are required to collaborate, choose objectives and commitments in issues that are very important to both parties. This situation proves that the position and development of youth workers in the context of the CBYD Organization is very critical, the CBYD Organization will not be able to develop the local youth if the youth workers are not developed with the proper filling.

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