

2023-2028

Prevention, Protection, Promotion of Development:

MENTAL HEALTH AND DEVELOPMENT COOPERATION PROGRAM

MH & DP

NHUMAN
WORK AND HUMAN



DEVELOPMENT
WORKSHOP

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MENTAL HEALTH AND DEVELOPMENT COOPERATION PROGRAM

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1. Introduction

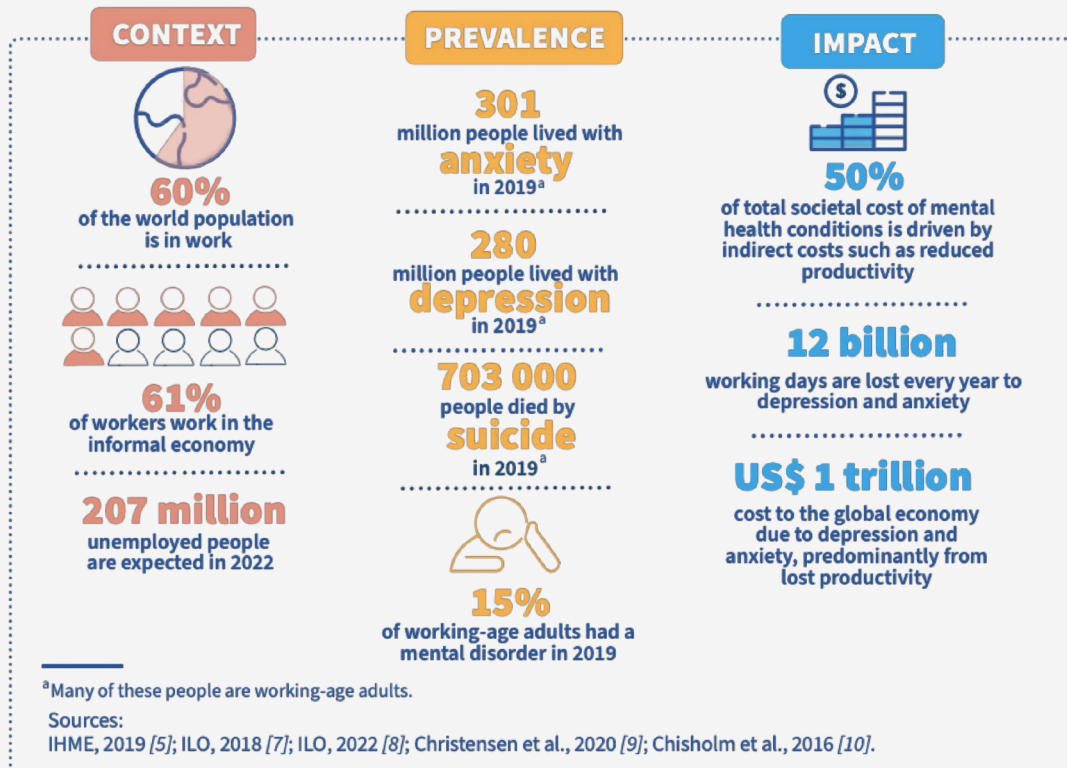
Mental health is an integral and fundamental component of health. The World Health Organization (WHO) Constitution defines health as **“a state of complete physical, mental and social well-being and not merely the absence of disease”**. An important meaning of this definition is that mental health is more than just the absence of mental disorders or disabilities. Mental health was included in the United Nations (UN) Sustainable Development Goals in 2015. The UN has identified mental health as a priority in global development for the next 15 years. The UN’s Sustainable Development Goals (SDGs) serve as a **“common plan”** for global action to create a more just, equitable, and sustainable world, and mental health represents an important part of this effort. As WHO acknowledges, **“there can be no health or sustainable development without mental health.”** WHO emphasizes three main reasons for investing in mental health and links them to public health, human rights, the socio-economic development of countries.¹

Mental health is a pre-condition for physical health and is strongly linked to other development factors such as poverty, employment, and economic growth or peace and justice. Mental health plays a key role in efforts for social inclusion and equity, universal health coverage, access to justice and human rights, and sustainable economic development. For example, economic growth and safe and resilient cities and settlements are generally linked to a mentally healthy society. As a cross-cutting issue, mental health is related to the full spectrum of development.

In 2019, before the coronavirus pandemic, 970 million people in the world were estimated to be struggling with a mental health condition. According to the International Labor Organization (ILO) and WHO, as of 2022, almost 60 percent of the world’s population is working and 15 percent of working-age adults globally are living with a mental health condition. Workers, families, businesses, and entire economies around the world are feeling the impact of mental health conditions more and more, regardless of whether they are work-related or not.²

1 <https://worknhuman.com/psikolojik-saglik-ve-guvenlik-bulteni-psikososyal-risk-yonetimi-kuresel-kalkinma-hedefleri/>

2 https://www.ilo.org/global/topics/safety-and-health-at-work/areasofwork/workplace-health-promotion-and-well-being/WCMS_856976/lang--en/index.htm



According to the UN, approximately 2.2 billion people live below the poverty line³, and finding decent work is becoming ever more difficult. Globally, 200 million people are unemployed and 1.4 billion people work in precarious jobs, including 783 million poor people. The global gender pay gap stands at 23 percent, and it is estimated that it will take another 68 years to achieve equal pay without significant effort. Moreover, when it comes to employment in UN Member States, informal work associated with poor employment conditions is often the norm and remains a major challenge to be addressed.

³ Poverty line: It refers to the total amount of food expenditure plus other compulsory expenditures for clothing, housing (rent, electricity, water, fuel), transportation, education, health and similar needs.

The Lancet Commission on Climate Change claims that “***climate change is the greatest global health threat of the 21st century***”. In response to this threat, the Commission established the “Lancet Countdown on Health and Climate Change”, an independent, global monitoring system dedicated to tracking the health dimensions of climate change impacts and the response to climate change.⁴ While the Lancet Countdown includes numerous health indicators, it currently lacks an indicator to measure the impact of climate change on mental health globally. This lack of representation in global climate and health initiatives is a major concern because mental disorders are one of the leading causes of disease burden globally and cause increased premature mortality.

The study *Climate Change and Mental Health: A Scoping Review* showed that climate change and mental health represent a rapidly growing area of research; however, research in this area is still insufficient and needs to expand its evidence-based coverage. Most of the research to date has been quantitative, cross-sectional studies conducted in high-income countries. This somewhat limits the interpretability and generalizability of the findings. Despite these limitations, the available evidence overwhelmingly points to a negative association between climate change and mental health. Future research should aim to generate more robust and methodologically sound evidence on the link between mental health and climate change while keeping in mind the importance of researching what interventions, policies and decision-making can be put in place to mitigate mental health problems. As with physical health, this should represent a key priority in mental health research, as climate change represents the greatest global threat to mental health in the 21st century.

According to the UN Department of Economic and Social Affairs report, while the economic cost of mental health problems is enormous, reasonable investments in mental health will contribute to better mental health for people. Poor mental health is both a cause and a consequence of poverty, compromised education, gender inequality, poor health, violence and other global challenges. It inhibits an individual’s capacity to work productively,

⁴ <https://www.mdpi.com/1660-4601/18/9/4486>

2. Background

This program was prepared in cooperation with the Development Workshop Cooperative and NHUMAN.

Development Workshop Cooperative (KA): Founded in 2004, it is a non-profit social cooperative. It works in the field of poverty alleviation and sustainable development. Since its establishment, it has been implementing various data and evidence-based programs and projects to reduce, prevent and eliminate child labor in agriculture, industry and service sectors, especially seasonal migratory agricultural labor in Türkiye, to improve the living and working conditions of disadvantaged groups, to improve the quality of education in Türkiye through vocational training and school climate studies. It carries out information activities, supply chain risk analysis and guide preparation on business and human rights. In addition, Development Workshop works with UN agencies such as UNDP, UNICEF and ILO, international universities and private sector companies to conduct research, mapping and action plans to understand critical gaps in social, economic and health issues experienced by disadvantaged populations.

NHUMAN is the first private sector organization established in Türkiye to conduct methodological studies for the development of psychological health and safety standards. NHUMAN conducts consultancy and awareness-raising activities in the public and private sectors to make Mental Health Practices at Work a part of Occupational Health and Safety (OHS) standards and human resources practices. Since its establishment, NHUMAN has been working in various partnerships to improve the working lives of all employees with secure and precarious employment, to identify psycho-social risks related to occupational health and safety, and to carry out preventive, protective and supportive activities. As of 2022, NHUMAN started to offer services for digital mental health services and psycho-social risks assessment and evaluation as part of a major transformation under the brand name **“worknhuman”**. It offers innovative solutions for employee mental health by effectively using technology in the field of psychological health and safety. This transformation aims to support both the physical and psychological health of employees by combining fair working conditions and a sensitive approach to labor rights,

which are at the core of NHUMAN with digital platforms. The organization, which acts with the principles of **“Fairwork”** in its internal working order, is a supporter and business partner of the Oxford University Internet Institute Fairwork Platform.

NHUMAN and Development Workshop have been collaborating on various programs and projects since 2020. This collaboration, which started with the **“Research on the Impact of the Pandemic on Seasonal Migratory Agricultural Workers and Their Children”** by investigating the mental health and psycho-social dimension, continued by adding a psycho-social dimension to the **“Case Analysis of the Impact of the Adana Plain Water Flood on Seasonal Migratory Agricultural Workers and Their Children”**. In 2022, it continued with the development of an **“Emergency Response Guide”** for seasonal migratory agricultural workers and their children to protect the rights and well-being of children and the rapid evaluation study **“Post-Earthquake Assessment on Seasonal Migratory Agricultural Workers and Their Children”** due to the Kahramanmaraş-based earthquakes that occurred on February 6, 2023.

3. Main Goals and Objectives of the Program

The Mental Health and Development Cooperation Program is designed to contribute to the overall well-being of vulnerable communities from an evidence-based perspective.

The main goals of the program are;

Focus on Vulnerable Groups and Supporting Mental Health: To support the mental, emotional and psychological health of vulnerable communities and individuals. To carry out preventive, protective and supportive activities especially for groups at risk such as precarious workers, agricultural workers, platform workers, children, youth, the elderly, women and persons with disabilities.

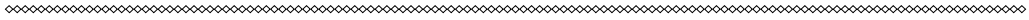
Supporting Economic Development: The program aims to promote economic development and poverty reduction. Meeting the basic needs and raising the living standards of individuals and communities in risk groups is considered as a fundamental component of mental health.

Research, Monitoring and Evaluation: Carrying out evidence-based research that supports the relationship between mental health and development is both the goal and the impact of the program. Within the scope of the program, monitoring and evaluation studies will also be carried out for the impact of the program.

Training and Information: It aims to provide knowledge and skills on mental health and development to vulnerable communities, institutions working with these communities and decision makers. An online program on mental health, development and sustainability will be developed.

Promoting Social Support and Solidarity: It aims to strengthen solidarity and social relations among communities and contribute to sustainability and solidarity.

Sustainability and Long-Term Impact: The program aims to create long-term sustainable impact, not just short-term results. Dissemination and advocacy of improvements and developments in mental health and development at the level of communities and decision makers is an important part and output of the program.



4. Program Target Groups

The program will be applied through two main target groups: vulnerable communities and institutions:

Vulnerable Communities:

- Precarious workers
- Child workers
- Seasonal migratory agricultural workers
- Platform economy workers

Institutions and Organizations:

- Public institutions and local governments
- UN agencies
- Civil society organizations and professional associations
- Private sector organizations

5. Program Components

The Mental Health and Development Cooperation Program consists of 6 components.



Vulnerable Communities

It covers vulnerable communities include precarious workers, child workers, seasonal migratory agricultural workers and all vulnerable sub-communities within these communities such as women, children, persons with disabilities, platform workers, refugees and migrants.

01



Climate Change

There is a growing need for the provision of mental health and psychosocial support in preparation for response to this growing emergency.

02



Business and Human Rights

Working on the responsibilities of the business world in the field of human rights has become one of the important agendas of the human rights field.

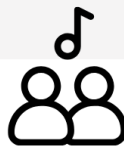
03



Emergency and Disaster Studies

Humanitarian aid work is often carried out in stressful situations, both for the disaster-affected population and for field workers.

04



Gig Economy & Platform Economy

The gig economy derives its name from the English word "gig", which comes from the music industry and means "short-term job". The gig-based economy lacks control at many points; it brought with it many problems.

05



Monitoring and Evaluation

Monitoring involves regular monitoring of inputs, activities, outputs, outcomes, results and impacts of development activities at the project, program, sector and national levels.

06

5.1. Vulnerable Communities

While the vulnerability is defined as being exposed to the possibility of being physically or emotionally attacked or harmed, a **“vulnerable person”** is defined as **“a person in need of special care, support or protection due to age, disability or risk of abuse or neglect”**.⁶ In English, the words fragile and disadvantaged could, preferred instead of vulnerable. Different characteristics that make individuals more vulnerable than other individuals are vulnerable structures. Illiteracy, being socially marginalized and living in an oppressive environment can be given as examples.⁷

When the elements that define or cause vulnerability are analyzed in the context of guidelines and policy documents (CIOMS, UNESCO Declaration, Declaration of Helsinki, Australian National Declaration, TCPS2, Belmont Report), age, gender, ethnicity and minority status, health status and deprivation of liberty are listed as elements that can be associated with vulnerability.⁸

Vulnerable groups can be defined as a population within a country with certain characteristics that put it at risk of needing more humanitarian assistance or being excluded from financial and social services than others. In a crisis, such groups need additional assistance as part of the emergency phase of disaster management, which requires additional measures, i.e. additional capacity.⁹

Although the concept is used in the social sciences and humanities to refer to the potential of people, situations, living beings, institutions, markets or nature to be vulnerable to hazards, to benefit from them, or to be harmed by them, its ethical, socio-political and legal uses emphasize its relevance to the human and humanitarian condition.¹⁰

6 The Oxford English Dictionary, 2018

7 Akpınar, A. (2018), Biyotıp Araştırmalarında Katılımcı Olarak Örselenebilir Gruplar ve Bu Gruplarla Çalışmanın Koşulları. Türkiye Klinikleri J Med Ethics Law Hist-Special Topics, 4(1), s. 41-49.

8 Morawa, H. E. (2003), Vulnerability as a concept of International Human Rights Law, Journal of International Relations and Development, 6(2), s. 140

9 <https://www.sciencedirect.com/journal/international-journal-of-disaster-risk-reduction>

10 Çelik, E. (2020). İnsan Hakları Bakımından Kırılgan Kavramına Bir Giriş ve Kavramın AİHM Kararlarındaki Görünürlüğü. Dokuz Eylül Üniversitesi Hukuk Fakültesi Dergisi, 22(1), 57-77

Within the scope of the Mental Health and Development Cooperation Program, vulnerable communities include precarious workers, child workers, seasonal migratory agricultural workers and all vulnerable sub-communities within these communities such as women, children, persons with disabilities, platform workers, refugees and migrants.

Under the MH&DP with a Focus on Vulnerable Communities;

- To support the mental, emotional and psychological health of individuals in vulnerable communities.
- To conduct preventive, protective and supportive activities especially for groups at risk such as precarious workers, agricultural workers, platform workers, children, youth, the elderly, women and persons with disabilities.
- To provide knowledge and skills on mental health and development to vulnerable communities, institutions and decision makers working with these communities.
- To develop online or face-to-face training programs on mental health, development and sustainability.
- To conduct evidence-based research studies to support the relationship between mental health and development, as well as monitoring and evaluation studies on the impact of the program.

For example;

- Research on general mental health and psycho-social risk factors of precarious workers.
- Case studies on the reality of child labor and its impact on mental health.
- Analysis of mental health and psycho-social risk factors of women working both in the field and at home.
- Descriptive research on the factors affecting the psychological health and well-being of seasonal migratory agricultural workers.
- Analysis of risk factors of platform workers and their relationship with development.

5.2. Climate Change

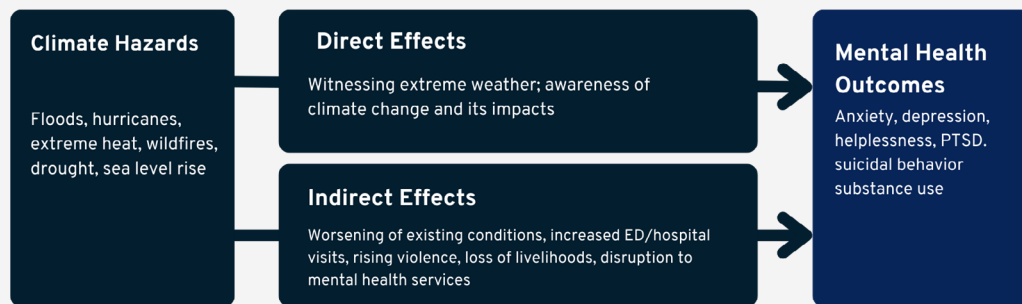
According to WHO's Mental Health and Climate Change: Policy Brief, climate change is a growing global crisis, causing acute hazards such as hurricanes, floods and wildfires, and slower-moving threats such as ecosystem changes, food and water insecurity, and loss of place and culture.¹¹ Climate change is one of the global environmental threats. The impacts of unsustainable human activities, such as deforestation, ecosystem degradation and biodiversity depletion and loss, and fossil fuel-based economies lead to water and food insecurity, air pollution and pollution of land, rivers and oceans. All of these have a measurable negative impact on human health, mental health and well-being and worsen the climate emergency. Researchers and public health officials studying the impact of these changes on individuals and communities have largely focused on physical health. However, climate change exacerbates many social and environmental risk factors for mental health and psycho-social problems, leading to emotional distress, the development of new mental health conditions and an even worse situation for people already living with these conditions. There is therefore a growing need for the provision of mental health and psychosocial support (MHPSS) in preparation for and response to this growing emergency.

The physical health impacts of climate change are everywhere: extreme temperatures cause heat stroke and death, floods spread water-borne diseases, and air pollution from wildfires causes respiratory and cardiovascular diseases. Over time, evidence is emerging that climate change can also affect our mental health, putting further pressure on an already crisis-stricken behavioral health care sector. Experiencing extreme weather events such as hurricanes, wildfires, floods or droughts can be traumatic, and the destruction, loss and displacement people experience can sometimes lead to a range of mental health problems, from feelings of anxiety and helplessness to depression, post-traumatic stress disorder (PTSD) and suicidal thoughts.¹² A study of individuals directly exposed to the California Camp Fire in 2018 found

11 <https://www.who.int/publications/i/item/9789240045125>

12 <https://www.commonwealthfund.org/publications/explainer/2023/mar/how-climate-change-affects-mental-health#:~:text=As%20climate%20change%20continues%20to,health%E2%80%93related%20emergency%20department%20visits.>

that 67 percent of those directly exposed experienced the effects of PTSD, compared to 14 percent of those indirectly exposed. As Hurricane Katrina survivors reported, these effects can last for years. But climate change is also having an impact on the mental health of people who have not personally experienced climate-related disasters: more than two-thirds (68 percent) of US adults say they are concerned about climate change. Climate change also increases levels of stress and anxiety for people whose economic livelihoods are being taken away. For example, changing weather patterns often lead to droughts or floods, making it difficult for farmers to grow their crops, while extreme weather events negatively impact businesses, severely hampering economic activity and causing both short- and long-term financial hardship.



Under the MH&DP in the Focus on Climate Change and Mental Health;

- To establish indicators and baselines, evaluate climate sensitivity and future risks to mental health and psychosocial well-being.
- To develop effective interventions to prevent and address mental health impacts based on identified risks, vulnerabilities and capacities.
- To evaluate and project workforce capacity needs related to climate change.
- To build the capacity of general health workers to understand the mental health and psycho-social impacts of climate change

to provide basic psycho-social support to those affected.

- To develop and test early detection and warning systems in collaboration with people with disabilities, including psychosocial disabilities.
- To publicize and disseminate public information that integrates climate/weather information (e.g. heat stress and mental health) with mental health outcomes.

5.3. Business and Human Rights

.....

The struggle for human rights has a long history and the protection and promotion of rights have been tried to be ensured through various national and international regulations that impose obligations on states. However, since the second half of the twentieth century, it has been realized that this approach is not sufficient for the protection of economic, social and cultural rights, and the need to regulate the responsibilities of the business world has been felt. Globalization has made visible the role and responsibility of companies as well as states in ensuring and protecting social, economic and cultural rights.¹³

With globalization, the economic activities of companies are growing and transcending the borders of nation states, resulting in direct and indirect violations of rights and irreparable damage to people and societies. Global economic activities can have constructive as well as destructive effects on working and living conditions, the environment and public health. Since the protection of individuals' economic, social and cultural rights constitutes a guarantee for the protection of civil and political rights, the effects of human rights violations in the business world are not limited to the direct effects listed above, but also cause negative effects on social peace and democratic institutions. Therefore, working on the responsibilities of business in the field of human rights has become one of the most important agendas in the field of human rights.

frustrations or personal problems.¹⁴ If contained within manageable limits, daily stress can have a stimulating effect and can lead to motivation that helps to give a positive meaning to the humanitarian aid experience. In addition to daily stress, living conditions, threats arising from the situation, difficulties in accessing relaxation or social support can lead to accumulated stress over time. In addition, while disasters, crises and emergencies are part of the work of field workers, they are also an important factor that feeds stress. The stress experienced by disaster victims and recognized or shared by aid workers in their work can sometimes create feelings of powerlessness or guilt.

Within the scope of the MH&DP Program with a focus on Emergencies and Disaster Studies;

- ▶ To conduct activities such as training and research to improve the capacity of vulnerable communities to cope with crises.
- ▶ To identify and support existing resilience mechanisms and resources of vulnerable communities.
- ▶ To develop and implement specialized MHPSS services for vulnerable communities after emergencies.
- ▶ To monitor and evaluate humanitarian aid activities in vulnerable communities.
- ▶ To conduct capacity building activities through trainings, workshops, etc. to improve the MHPSS capacities of organizations working with vulnerable communities.
- ▶ To form the basis of psycho-social support to vulnerable communities during and after emergencies, to prepare customized and preventive programs, and to advise decision-makers on principles and issues in this regard.
- ▶ To identify the impact of emergencies on the psychological and social well-being of vulnerable groups, research this issue and determine how to plan psycho-social support.

¹⁴ <https://worknhuman.com/acil-mudahale-calisanlari-ve-gonulluleri-icin-bir-kilavuz/>

5.5. Gig Economy & Platform Economy

The gig economy derives its name from the English word “**gig**”, which comes from the music industry and means “**short-term job**”.¹⁵ Gig economy is also known as platform or app economy, sharing economy or on-demand workforce.¹⁶ Looking back into the past, it can be seen that people have been doing short-term jobs or additional jobs to earn additional income from time to time. However, in the 2000s, with the economic crisis and the rapid continuation of digital transformation, this situation has risen and challenged traditional working systems. The gig economy concept has adopted a labor market consisting of freelance and short-term jobs as a mechanism where there is no work and no employer.

The gig economy, which has become increasingly widespread and a large part of the economy in the last few years, can be defined as a market where temporary positions are common and employers enter into short-term contracts with self-employed workers.¹⁷ This sector provides workers with temporal flexibility by giving them control over how they spend every minute of the day, as well as diversity in terms of workspaces, both physical and digital. The gig economy is an economic model differentiated by freelancing rather than short-term contracts or permanent employment. Here, workers are paid for the “**work**” they complete, rather than regular salaries associated with permanent jobs. Therefore, the gig economy demolishes the traditional model of full-time employment of workers.¹⁸

There are advantages and disadvantages to being self-employed, but the lack of supervision at many points has also brought many problems. Being a gig economy worker is said to have several advantages and disadvantages. Gig-based workers have some advantages in that they have more flexibility in terms of choosing or rejecting their jobs, determining their working hours

15 Türkiye İş Bankası, 2021

16 Fairwork, 2021

17 Çiğdem, S. (2018, June). Gig Ekonomisi ve Freelance İş Gücünün Yükselişi: Freelancer. Com Platformu Üzerinden Bir Literatür Taraması ve Değerlendirme. In ICPESS (International Congress on Politic, Economic Social Studies) (No. 4)

18 Çiğdem, S. Erdoğan, E. (2018). Gig Ekonomisi ve Freelance İş Gücünün Yükselişi: Freelancer.com Üzerinden Bir Değerlendirme 1. Seçme Yazılar-II, 229.

and levels of participation, and controlling some aspects of their work.¹⁹

The disadvantages include the fact that gig workers are often classified as independent contractors or freelancers, which excludes them from the protective institutions and rules of labor law in terms of employment protections and the right to organize and bargain collectively. This situation is constantly criticized because the triangular working relationship between platform, customer and employee in the gig economy weakens the traditional **“employee-employer”** relationship.²⁰ One of the problems of gig economy workers is that online platforms deny employer responsibilities by claiming that they are only an intermediary. Another problem is the misclassification of gig-based workers as independent contractors.²¹

In the study **“Health and Mental Health in the Gig Economy”**, several recommendations for various problems specific to the gig economy are discussed with policy perspectives on precarity.²² To prevent the problems caused by the gig economy, the government should act against the spread of precarious working conditions and promote fair business models. Instead of increasing the financial and/or administrative burdens on the government or the self-employed, policies should be designed to support gig economy workers. gig economy workers should be encouraged to seek information about mental health and arrangements should be made to ensure that they take appropriate action when faced with mental health problems.

Within the scope of MH&DP on the Gig Economy & Platform Economy aims;
To prepare training modules for gig economy workers with a focus on workers’ rights and psychosocial risks, and to conduct online or face-to-face training.
To research and create policy documents with the results to ensure that people working through platforms have or can obtain the right employment

19 Donovan, S. A., Bradley, D. H. ve Shimabukuro, J. O. (2016). What Does the Gig Economy Mean for Workers? Congressional Research Service: Report. 1–16.

20 De Stefano, V. (2016). The Rise of the ‘Just-in-Time Workforce’: On Demand Work, Crowdwork, and Labor Protection in the ‘Gig-Economy’. Conditions of Work and Employment Series. ILO Working Paper 71. Geneva

21 Fairwork | Gig Economy. Fair.work. (2021). Retrieved 24 November 2021, from <https://www.fairwork.gov.au/find-help-for/independent-contractors/gig-economy>

22 Gross, S.-A., 2018. Well-Being and Mental Health in the Gig Economy. London: University of Westminster Press. DOI: <https://doi.org/10.16997/book32>

6. Implementation of the Program

6.1. Method of Implementation

The Development Workshop & NHUMAN Mental Health and Development Cooperation Program has been prepared to ensure that the responsibility for the development of societies and respect for humans and the environment is assumed by various actors, from actors involved in production processes to consumers, and to accelerate the process of adaptation to international law in this field. It is clear that the fight against poverty, child labor and social injustice can only be possible through the observance of human rights.

Development Workshop & NHUMAN have defined a five-year program concerning their experience and expertise in this struggle process. The Mental Health and Development Cooperation Program (2024-2028) consists of six different components, themes created under these components and project ideas related to these themes. One of the implementation methods is to implement the entire Development Workshop & NHUMAN Program with the financial support of a single institution. As the entire content of the program is composed of project ideas that overlap with each other and form a unity, it is envisaged that different projects and the activities under them will support each other.

Another way of implementing the program is to design and implement different packages of components, themes under components and project ideas in the form of smaller sub-programs (components). This method is suitable for more rapidly accessible funds and faster results.

Another method of implementation is to work based on project ideas, aiming to achieve faster results instead of implementing a comprehensive program.

The global agenda of the issue of mental health, especially the demands of companies in this context, and developments in the focus on institutional accountability have led many actors in the production process to start

working on many issues, including mental health. As a result of this, it is foreseen that especially UN organizations, and private sector companies may request project ideas in the areas of expertise of the Development Workshop and NHUMAN.

Another implementation method is to adapt and implement the projects included in the program according to possible demands.

The last implementation method of the program is the voluntary implementation of some of the project ideas by using the expertise and financial resources of the Development Workshop & NHUMAN.

6.2. Implementation Approach

Since their establishment, the Development Workshop and NHUMAN have followed good governance, working principles and other policies of the organization. The principles and policies of the institutions apply to all activities conducted under this program. For governance practices, institutions require an order and organizational structure that is guiding, supportive, empowering, horizontal, transparent, open to accountability and democratic control, grassroots-based, and equipped with participatory policies and activities that draw strength from partners, employees and volunteers. The governance principles that are of primary importance for realizing this are as follows:

- Participation
- Rule of Law
- Transparency
- Responsiveness
- Equality and Justice
- Willingness to Seek Compromise
- Effectiveness and Efficiency
- Accountability

6.3. Program Implementation Team

This program will be implemented by the Development Workshop and NHUMAN. In the projects developed within the scope of the program, the

existing human resources of both institutions are primarily utilized, and human resources can be obtained from outside the institution and other institutions when needed.

6.4. Timeline of Implementation

The Program will be implemented between September 2023 and September 2028.

6.5. Basic Principles of Program Operation

In addition, it is envisaged that the Mental Health and Development Program will be implemented by the implementation team, target groups and indirect beneficiaries in line with the following principles:

- Rule of law where human rights are recognized as umbrella agreements
- Prioritizing societal gender equality
- Observing the rights of the elderly and disabled
- Observing children's rights
- Supporting equal pay for equal work and fair wages
- Building advocacy on data and evidence
- Advocating egalitarian and balanced collaborations
- Prioritizing making rights holders visible and making their voices heard

Program working principles²⁵:

This section includes working principles under the headings “***Child Labor and Child Safety***”, “***Societal Gender Equality***”, “***Combating Violence, Mobbing and Harassment***”, “***Discrimination, Equality and Human Rights***”, “***Sustainability***” and “***Environment***”.

These principles specify how employees should behave, which values they should adopt and which principles they should act by in the implementation of the program.

²⁵ <https://worknhuman.com/politikalarimiz/>

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