

# An Assessment of the Past and Future

20

Growing up in  
Development  
Workshop

Growing up with  
Development  
Workshop

30

Looking back to Development Workshop  
Cooperative from the year 2030



The Development Workshop  
Cooperative **was our quest**  
**and still is...**

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 YERKÜRE

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DEVELOPMENT  
WORKSHOP

Development Workshop Science Culture Training Research Implementation Production and Enterprise Cooperative

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# Foreword

The present report is the outcome of the search for answers to the question of “*What should be the future of Development Workshop*” towards 2030. For this aim, the study identifies and evaluates the future dreams and plans of those who dedicated their time and laboured in the course of accumulation of experiences of the DW in the last 20 years. It targets to outline the future with the power of past experience and the past with the power of future dreams. As Yerküre Local Studies Scientific Research and Development Cooperative (Yerküre in short), we consider ourselves fortunate to be the witness and partner of this effort of the DW and a contributor to the shaping of its 2030 goals for several reasons.

Firstly, this work was completed in a climate where the concept of cooperative has become richer and deeper both in Turkey and elsewhere, where it has gained power and momentum again as a movement and action, and has diversified and spread as an institutional form. This growing interest in cooperatives has resumed the debates about the cooperative form itself. This climate has also brought together important discussions about possible benefits and challenges of cooperatives within the context of several emerging practices intended to support cooperatives as they evolve.

In the pages to come, you will be reading about the story of a cooperative extending over 20 years from its original inception as an idea to its formal foundation, from its initial phases of standing on its feet to its future dreams. And this may not be a complete success story! It is a story molded together by achievements and shortfalls, joys and disappointments, excitement and frustration covering a wide range of issues, from cooperative management to accounting, relations between partners to problem and conflict management, from inner communication to interaction with partners, from proj-

ect and budget management to professional and volunteer labour. It is an honest story written with the momentum of re-establishment, admirable courage and transparency. We believe that although the core objective of the report was to plan the next 10 years of the DW, the report could be of interest of a wider range of readers. We sincerely believe that this work will be a potential guide not only for DW partners and employees but also for all others in Turkey gathering around the idea of cooperative organization.

Secondly, the DW is one of the pioneering cooperatives in Turkey engaged in research and program implementation in the fields of sciences, training and culture under the umbrella of social development. Indeed, its doors were among those we knocked on first to get some advice when we started out to establish Yerküre as a cooperative. Whenever we had questions and concerns in mind about legislation, cooperative accounting, executive committee meetings and project management, the DW has always been a resource for us with its presence and generosity in sharing its knowledge and experience. What you are reading now is, in a sense, also the continuation of the process of benefitting and learning from the DW experience. While this work strives to contribute to the shaping of DW's 2030 goals by including the knowledge and experience of Yerküre partners, it is at the same time an acknowledgement of this past, in Yerküre style. In short, this report is the product of the story of two cooperatives in solidarity and as such, it has its distinct value for us.

With our best hopes to have contributed to this valuable search of growing up in the Development Workshop and carrying it forward with new generations, more precisely for growing together with the Development Workshop collectively..

On behalf of Yerküre Cooperative,  
Aylin Topal  
Atakan Bücke

# Executive Summary

The present report is the outcome of the search for an answer to the question “What kind of Development Workshop” in 2030. The Development Workshop Cooperative today is in need of a plan, a roadmap for future years after the accumulation of rich experience since its official foundation in 2004. This search for a future direction required an external evaluation of DW’s past experience and present working mechanisms. But there was also need for an approach that would transcend the boundaries of classic external evaluation. Some dimensions that cannot be noticed by an outside observer could be more clearly seen by various –members of the cooperative, partners and representatives of organizations -whose paths have crossed with DW in various forms. The present work is the first step taken towards the process of talking about and discussing motivations, future aspirations and plans for the next 10 years of the DW.

Different measurement and data assessment tools were employed for this work that consists of four parts. It is processed on the basis of assessments, documents and reports relating to the internal working mechanisms and management structure of the DW. Similarly, assessments on all activities carried out by the DW were made through desktop work on the basis of outputs. Simultaneously, 29 semi-structured in-depth interviews were conducted with DW partners, professionals and volunteers as well as representatives of organizations who have worked with the DW. This coverage was further broadened through a survey conducted with 48 persons who were involved in various ways in in the DW communication network during the past years. In light of these data, the history of the cooperative was summarized, its activities were evaluated on the basis of outputs, and new activity areas and research themes that could lay the basis of future plans were identified.

Periodization of the history of the cooperative indicates the turning points in institutional structure: Pre-cooperative period (2000-2004), crawling and experience accumulation (2004-2008), specialization and institutionalization (2009-2015) and efforts for expansion (2016-2021).

The activities of the cooperative are gathered under the unit workshop headings that the DW identified in 2016 (Child Rights, Bee-friendly City, Contributors to Development, Education, Innovation, Cooperative Movement, Ageing and Peace and Development). Though a large part of these activities had already been carried out before the introduction of unit workshops, this classification made under unit workshops gave the opportunity to make an assessment that would reveal the inventory of respective workshops. This assessment emphasizes the following points:

- 1** The DW addresses its activities in a multi-dimensional way that covers more than one-unit workshops;
- 2** However, there are some imbalances between workshops in terms of background and experience;
- 3** Activities are mainly based on qualitative fieldwork geared to reporting of problems;
- 4** The DW has unique experience in the field of qualitative research.

In compiling assessments by internal and external stakeholders, positive remarks frequently expressed by many interviewees were briefly summarized while shortcomings and aspects that need to be changed or reformed were brought to the fore and given wider space. Though this method of compilation may seem unusual to the reader, there was a consensus by the partners of the Yerküre cooperative and DW executive board that it would best serve the purpose of the report.

In assessments relating to the history of the Development Workshop and its transformation dynamics, the importance of the introduction of unit workshops in the transformation of its institutional structure and the perception that seasonal migrant agricultural workers are still at the center of DW's focus despite the large scope of workshops, indicate that there is yet to be a clear systematic and strategic plan agreed on and adopted by all the DW components. Whether the Covid-19 pandemic will mark a new turning point in the history of the DW presently remains as a question without any clear answer.

Observations and assessments regarding the present workings of the Development Workshop are gathered under seven headings. Outcomes under each heading can be listed as follows:

- 1** Although there is a general consensus on working principles, these principles must

be open to discussion and particularly those concerning transparency must be clarified.

- 2** The essential component of the cooperative is partners; partners must be activated.
- 3** There is a notion of fairness pervading the workflow of projects; but there are still different problems experienced in various projects.
- 4** Although there is a positive view about the existing working dynamics, it is important that the DW works through the coordination of unit workshops without dividing the problematic of development into compartments and without compromising its tradition of the holistic approach.
- 5** Having its rich inventory in relation to human resources, the DW must clarify the distinction between volunteer work and professionalism and address the issues strengthening professionalism and expansion of its expert staff.
- 6** Harmonious relations have been developed in cooperation and consultancy.
- 7** While DW is a strong collective with respect to work peace, there are still problems to be addressed and resolved in relation to issues of violence-free, democratic and transparent working.

New orientations of development work will be determined by various factors including those in the context of poverty and hunger, deepening inequalities with respect to class, gender, sexual orientation, capacity, age and status, and struggles waged by different approaches to research as well as political positions held in the face of disrupted and eroded ecological balances and planetary thresholds that may undermine the conditions of human existence. It must be added that all these will take place in more authoritarian, anti-democratic, racist and technocratic-political environments.

The Development Workshop is well positioned to collectivize this quest and research beyond the critique of institutional development practices in Turkey on the basis of its inventory of knowledge and experience. The DW prefers to bring its network together in partnerships with various parties in the field of development and, maybe most importantly, to refresh the zeal and “utopia” of development that it has so far maintained.

It must also be noted that the Development Workshop's 2030 vision and planning actually launched with the preparation of the present report. If we take the effort for developing a vision and defining innovative tendencies as a dynamic process, two functions can be attributed to this report. The first naturally contains the specific suggestions of the Yerküre Cooperative as the author of this report. The second will be the reproduction and discussion within the DW on each parameter emerging from this report and the resulting contribution to the vision.

# Introduction

With its founders getting to know each other in 2001 and initial ideas emerging in 2002 during fieldwork, the Development Workshop (DW) was officially established in November 2004 as a *social enterprising*<sup>1</sup> cooperative. The Development Workshop Science, Culture, Training, Research, Implementation, Production and Enterprising Cooperative Limited with its 13 partners at present does not seek the purpose of paying dividends to its shareholders. It is, in fact, a pioneering organization in its field given that there was no other similar cooperative around when it was established and even the relevant legislation was yet to exist. Beyond its pioneering role in specific development issues, the DW has also lead the way as an alternative labour organization, a cooperative in the field of development.

Beyond its pioneering role in the history of cooperatives as an institutional form, the DW has built up rich experience in the field since 2004. In the context of social and human development, the DW has carried out activities related to various aspects of development including, training, child labour, and the living and working conditions of seasonal migrant agricultural workers. Since 2002, it has conducted many empirical studies and monitoring and evaluation activities. as well as developed training content. Presently, the DW is continuing its programme and project work on the basis of its unit workshops with both professional and volunteer contributors. Given its leading position in the field, the DW has taken its own history as its reference and vantage point in evaluating its own production, shortcomings and success. The advantages as well as challenges of this vanguard position are also discussed in the coming sections of this report.

<sup>1</sup> For social enterprise details: <https://www.sosyalkooperatif.com/sosyal-isletme>

The Development Workshop is presently in need of a roadmap to plan for its upcoming 10 years with 2022 as its starting point. In its short history, the DW has experienced some turning points and changes. Along with these, all partners and professionals agree that the DW needs a new turning point, a new shift for which it is mature enough to accomplish. The basic idea behind this need is the will to respond to the question “*What should - the future of Development Workshop be?*” Other motivations accompanying this can be given as follows:

- The belief and will that the DW must be a cooperative (again): Making the DW a cooperative again as a living organism capable of continuing its activities in line with its main charter and plans on the basis of relations and sustainability going beyond the individual efforts of its existing partners and even in their absence;
- Avoiding conformism which may be instigated by the existing accomplishments of the Development Cooperative;
- Placing future visions and plans that the Development Workshop presently discusses (DW office, DW house, DW campus, DW training center, DW's process of globalization, company buying, corporate participation as a partner, giving weight to academic processes, investment in human resources, etc.) in a realistic and sustainable framework and channeling the zeal of partners to suitable and effective venues;
- Other than the problems and fields presently focused on, developing innovative ideas in new areas that the DW must address in the context of future projections at local and global levels;
- Being able to evaluate and discuss the intentions, aspirations and plans of the Development Workshop for the next 10 years with an objective eye

The present work serves two purposes in the context of the needs of the DW mentioned above. Firstly, it is an assessment report relating to all activities that the cooperative completed in the period 2002-2021. An objective account of the internal working mechanisms, research processes and outputs since the establishment of the cooperative is important to its future planning. The second purpose is to evaluate how and what kind of activities the inventory and experience of the DW within the last 20 years can be used in the next 10 years. While the cooperative was established with the mission of conducting activities to eliminate poverty and improve the welfare of society, in the context that is increasingly complex due to ongoing political economic transformation, there is a need to assess what new areas it can move towards by the year 2030. The present work which seeks to contribute to the efforts of the DW while maintaining its present actors, experience and inventory with respect to its internal working mechanisms, human re-

sources, and fields of activity, gives guidance in seeking answers to the question “*What kind of a Development Workshop in 2030 would be needed?*”

This work employed different tools of assessment and measurement in methodological terms. Assessments related to the internal working mechanisms and management structure of the DW were made on the basis of documents prepared by DW partners. In the same way, assessments related to DW activity reports and projects were made through a desktop study. Parallel to the desktop study, 29 semi-structured in-depth interviews were conducted with DW partners, volunteers and institutions DW has cooperated with. In these interviews, DW’s internal working mechanisms, management structure, programme and project development processes, internal structure of unit workshops, - weak and strong features, and ideas and suggestions related to its future were investigated through closed and open-ended questions. Furthermore, 147 internal and external stakeholders of the DW were sent an online questionnaire. 48 persons responded to this questionnaire. With this fieldwork conducted with persons who had joined the DW network in various forms through the years, both internal and external evaluation of the DW was completed.

The study is comprised of four parts. The first part outlines the history of the cooperative, development and transformation of its internal dynamics, and the diversification of cooperative activities. The second part makes an overall assessment by focusing on the outputs of all activities completed by the cooperative. The third part gives the assessments made about the cooperative by its partners, persons who assumed duties in cooperative activities, and persons and institutions with whom the cooperative worked starting from the year 2002. Assessments on the historical transformation dynamics and internal working mechanisms of the DW is important in laying the basis for future plans. Part four evaluates possible new directions that development work can take in both Turkey and in the world up to 2030 and gives projections about some new activities that the DW may launch in this context.

**Looking  
Back to  
Development  
Workshop (DW)  
from the Year  
2030**

# D1

**A**s in all organizations, the story of establishment of the DW is a composite of personal and collective histories of its founders.

The social, economic and political environment that embraces these persons and the collective itself is an important factor shaping the institution. In this respect, the DW is both the sum of and beyond those who took the risk of being founders, and those who opted not to due to their commitments or criticisms.

This part offers a periodization of the history of DW identifying its turning points and examining the unique features of each period. Since DW is a pioneering cooperative in its field, it is expected that this history narrated within an analytical framework would be a relevant guide not only for DW's own 2030 perspectives but also for other organizations of a similar nature.

**2000**  **Pre-Cooperative Period**  **2003**

To understand the initial dynamics of the Development Workshop, the story of the relationship between a collective of students and a person engaged in development issues has to be told. A group of 5-6 undergraduate students studying in the Department of Social Anthropology at Ankara University Faculty of Languages and History-Geography wished to gain experience by volunteering in research projects. For this purpose, one day they knocked on the door of International Labour Office (ILO) Office in Ankara. That day was one of the starting moments of the history of the Development Workshop. The young visitors were received by the Country Director of the International Programme on the Elimination of Child Labour. After this meeting, the Country Director assigned them various tasks to different projects. The following year, one of the project reports prepared by this group found its way to an expert from the Sustainable Rural and Urban Development Association (SÜRKAL) with 10 years of experience in rural development. Impressed with the quality of the report, this expert wanted to meet the team. Another critical moment in the establishment of the Development Workshop Cooperative is this occasion when Ertan Karabıyık from the SÜRKAL met the undergraduate students, Tanju Kuruöz, Özgür Çetinkaya and Tuğba Atalar.

The history of the establishment of the Development Workshop is connected also to the political context that brought founders together. There was need to develop a dual analysis concerning the process which was shortly coined as “sivil toplumculuk” (upholding civil society) in the 1990s. On the one hand this process was to be understood as the weakening of class-based social dynamics through civilian or military authoritarianism along with the neoliberal transformation (Topal, 2002). Pushing away of social organization from militant trade union movement of left politics was an important feature of the neoliberal transformation. It meant a shift from trade unions to associations and foundations with their narrower missions, mostly active in singular issues, without any political targeting or even preferred to be apolitical. On the other side of the picture, however, we saw a mobilization triggered by the youth movement of 1968. It was a progressive interpretation of “civil society” continuing to discuss the issue of social justice and income distribution at thin a dialectical relationship with neoliberal tendencies (Sancar, 2000). Poverty, exclusion and sustainable development were among issues making up the fields of interest of these newly established civil society organizations. This contradictory unity of “sivil toplumculuk” laid the ground for searches and meetings that would later evolve in to the DW cooperative. The contradictory implications of “sivil toplumculuk” shaping the process of foundation of the DW can also be seen in its search

for restructuring and planning in the context of the 2030 vision. Indeed, this search for future can also be taken as updating and strengthening of the progressive vein of “sivil toplumculuk” that guided the initial stages of the DW.

With successive meetings following the first acquaintance meeting in 2001, the team expanded in two directions: On the one side there was a team of relatively experienced, former expert colleagues of Ertan Karabıyık working for various institutions at that time, and a team of young activists completed or about to complete their undergraduate education, who did not want to be forced to the dilemma of public/private employment, looking for a new alternative, on the other. Though the participants of this network did not give themselves a name at the time, the collective may be retrospectively called today as the “Development Workshop Initiative.”

Before continuing with the details relating to the establishment of the *Development Workshop Initiative*, we must touch upon why it was called a “workshop”. There is an important principle lying behind the name workshop. A workshop is a space of joint production where each participant is engaged in both individual and collective works. In this respect, the DW was designed as a space for research and knowledge geared to launching some new ways in social development. The work of the workshop operates through democratic participation on the basis of common views, proprietorship and its interests represent a unity in offering services in social development. The concept of workshop also reveals an intention related to the scale of production. In those years the workshop seemed to have targeted small-scale works without losing its amateur sprit and zeal. The surroundings of the workshop, however, would grow along with its expanding spectrum and scale.

As a result of the networks of the Development Workshop Initiative expanding along two lines, a group of researchers from the Initiative got together under the coordination of Ertan Karabıyık in Adana in 2002 on the occasion of a field survey on children working in cotton harvest under a project supported by the ILO-Turkey. In this fieldwork where social inequality and injustice could be observed in their most manifest forms, the survey team found motivation for further initiatives targeting better and more equal sharing of wealth. Here, the fair distribution of social welfare is the motivating factor bringing people around the more informal Development Workshop Initiative before the formal establishment of then DW as a cooperative. This work also brought to the fore a social problem area that the DW would later keep focusing on.

While the Development Workshop Initiative was trying to transform from a research and discussion collective into a formal institutional structure, that is the “force to work” moment, the founders had no specific form of structure, form of cooperative, an active

and stable structure in their minds. It is beyond doubt that there were persons, groups, special experiences, etc. coming together with similar quests in the turbulent times of Turkey, but it is a fact that a written history and archive work that could shed light upon future initiatives and experiences was absent during the process of the establishment of the DW and still is.

While yet without any formal institutional status, the Development Workshop Initiative conducted an organizing work on the problems of development in 2003. With the financial support of the British Embassy, the initiative prepared a guide, giving information about actors engaged in plans, programmes and activities in the field of development including public agencies, professional organizations, national and international civil society organizations as well as private sector actors like research companies and banks.

## Infancy and Accumulation Period 2004 after the Foundation 2008

The preference for having the Development Workshop Initiative start with a corporate identity is the outcome of a collective discussion and idea of unity. Aware of the importance of cooperative organization for a better world, founding partners reached the common idea that cooperatives have the potential for bringing about significant achievements for the society as a whole.

The Development Workshop Science, Culture, Training, Research, Implementation, Production and Enterprising Cooperative Limited was established on 3 November 2004 with registry no. 196563 by seven founding partners (See Annex 1 for changes occurring in its partners).

The basic objectives of the cooperative were defined as follows:

- Combating child labour,
- Development of regional and international cooperation projects,
- Protection and improvement of natural environment,
- Mitigating poverty and deprivation,
- Development and implementation of sustainable development models,

- Strengthening the social status of women and gender-balanced development.

There were two projects in two different areas in the year that followed the establishment. In 2005, the project on the promotion of animal husbandry in Mesudiye district of Ordu and monitoring of reforestation activities in the context of Baku-Tbilisi-Ceyhan Crude Oil Pipeline were undertaken. These projects may be seen, in a sense, as DW's efforts in crawling and trying to stand up. In the period between 2006 and 2008 while the doors of the DW were closed, cooperative partners could work in different institutions and strengthened their networks and experience. The period 2006-2008 can therefore be coined as a "period of accumulation."

## Specialization 2009 and Institutionalization 2015

In 2009 the workshop launched various activities with different sources of funding. The major push factor marking the start of this period was Ertan Karabıyık's full-time work for the DW after he left the UNICEF Office in Turkey. While the problems of seasonal agricultural workers and their children were among the lead fields of work of the cooperative following the first one in 2002, there were also different activities carried out in these years. In the period between 2009 and 2011, there were programme and project development activities which will be addressed in more detail below. In these years, the DW partners made the best use of funding possibilities in accord with their project ideas developed earlier and found opportunities for specializing and institutionalizing in various problematics related to rural development.

Based on studies on beekeeping conducted in 2010, a project was developed covering the period 2011-2015 to ensure effective, planned and sustainable work for the Central Union of Beekeepers-Turkey, defend the rights of beekeepers, improve their living standards and prepare the sector for global competition. Moreover, the report "The State of Beekeeping in Muğla Province" was prepared with the support of the Muğla Union of Beekeepers. Following this project, beekeeping come to the fore as an area of specialization for the DW as will be detailed in the next part.

In 2013, activities under the Contributors to Development Programme started. This programme funded through DW's own resources, volunteer work and donations brought together persons with significant work and experience in the field of development and younger people. It is a pioneering work with full imprint of the DW in all its details was an important initiative in strengthening young generations by bringing them

together with experienced development experts. In the sense that the DW started to rely on its own resources with this, the Contributors to Development Programme also marked the point that the DW has grown and reached.

The *DW Dergi* as the popular publication of the DW for issues related to social development was launched in 2015. It can be thought as a significant indicator in the process of institutionalization. The DW also took a step forward in recognition with this publication which discloses new themes of work besides studies tracing the agenda of development.

## Efforts to Expand to Workshop of Workshops

**2016**  **2021**

The organizational chart of Development Workshop in its process of restructuring as the workshop of unit workshops is as given below in Figure 1.

As an extension of this organization model, the DW Cooperative governance policy document identified, besides governing and counselling bodies, principles that partners, employees, and volunteers are expected to comply with. The cooperative is defined as a network comprising of the management and partners, employees and volunteers actively participating with the management. Stressed here is the importance of close and effective communication between each component of the network and the management at the center of the network.

The principles of governance that the Development Workshop seeks to translate into life are as follows:

- Participation,
- Rule of law,
- Transparency,
- Responsiveness,
- Will for reconciliation,
- Equality and fairness,
- Effectiveness and efficiency,

- Accountability,
- Presence of a strategic vision.

The following additional principles were adopted to make these principles operational:

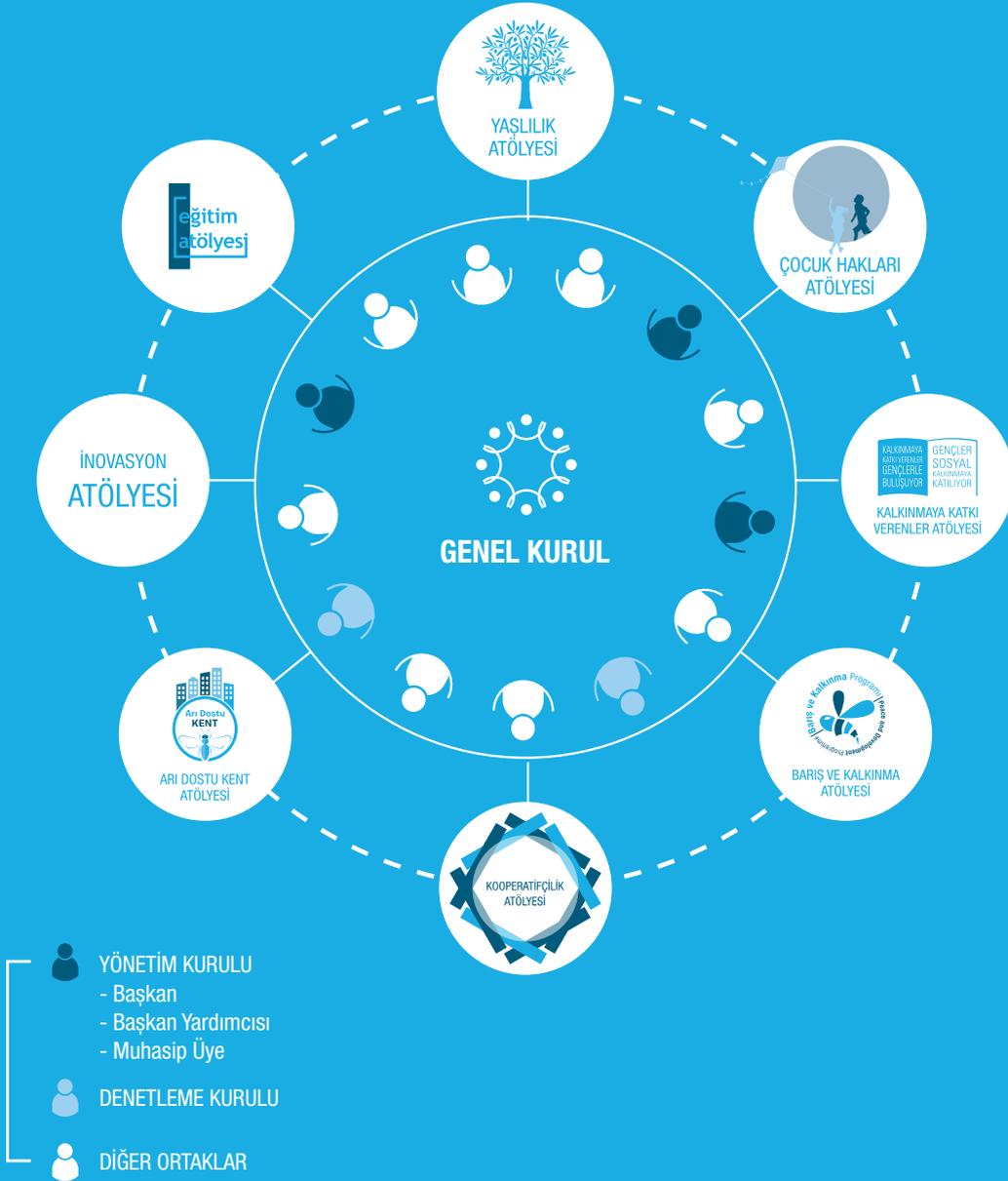
- Principle of decentralization (ensuring exercise of authority and use of resources by the lowest level possible),
- Principle of legitimacy,
- Merit-based management of human resources,
- Total quality management,
- Principle of significance (i.e. instead of superficially passing away any problem, an approach targeting the elimination of its root cause)
- Principle of mutual trust and reliability,
- Principle of consistency,
- Principle of rationality,
- Principle of auditability,
- Principle for the management to be facilitating, regulating and coordinating,
- Principle of flexible and agile management.

The Executive Board of the Development Workshop is distinguished for carefully filing General Assembly resolutions and activity reports. Keeping this institutional attitude live is of utmost importance in terms of institutional continuity and learning.

On the other hand, the practice of the DW operating as a workshop of workshops itself must be evaluated. However, the unit workshop structure is rather new. In relation to this point it will be useful to give a warning note concerning the current organizational chart of the DW mentioned above. This chart reflects the objective of the DW for a unit workshop centered operation rather than its current working. Indeed, not all unit workshops that are seen in the chart are presently active. No intensive activity exists in unit workshops other than those in Education, Contributors to Development, Innovation and Child Rights. Critical evaluations concerning the theme-focused unit workshop operation and suggestions for the future are given in the third and last part where findings from interviews are also discussed.

**Figure 1.** Development Workshop Organization Model (2017-2021)

Yönetim Kurulu ve ortaklar Kalkınma Atölyesi'nin yeni örgütlenme modelini belirleyerek uygulamaya koymuştur. Yeni modelde tema odağında çalışmalar yürüten, yarı özerk konumdaki atölyeler bulunmakta olup, her bir atölye direktörü tarafından yönetilmektedir.



Along with new cooperation partners in 2016, the Development Workshop introduced a change in its institutional structure with the approval of the Executive Board and partners and decided to launch unit workshops. This process of expansion paved the way to the development of a new organization model. In the early 2010s, Prof. Dr. Murat Günel, an academic in the field of sciences education and training was engaged in setting up an “education team” by bringing together some promising young students he met in various universities. This team later started to work full-time in the Palindrome Education Research Ltd. Established by Murat Günel. The joint decision taken by Murat Günel and the DW Executive Board in 2017 marks the start of a new period for the DW. It was the first step taken for a new model of organization or a new institutional form that had started to emerge in 2016. This process would later evolve into a governance model based on the presence of a director for each unit workshop which is defined as a volunteer position and unit workshops operating under the coordination of directors.

After this process activated with the Education Workshop, eight unit workshops were defined on the basis of DW’s inventory up to that date as Child Rights, Peace and Development, Innovation, Ageing, Bee-Friendly City, Contributors to Development and Cooperative Movement. Bellow you can find information about the scope and objectives of these workshop as gathered from DW texts.

## Education Workshop

This workshop recognizes the importance of education and training in promoting social welfare and eliminating inequalities of income and opportunity among social groups and adopts this as one of its major fields of activity. The vision of the workshop is to provide environments and opportunities to ensure that all have access to quality education. The workshop firstly targets self-empowerment by creating opportunities of learning for researchers, experts, and personnel in the DW. Beyond this, some other fields of activity such as seeking to improve the quality of education were identified. Furthermore, as a parallel to the activities of other workshops, some projects were implemented. The projects to be implemented were identified both as data-based fieldwork for problem identification and as training programmes for improving the level of education and competency of some target groups. The Education Workshop expanded its activities to new areas with the 2018 project on the Promotion of 21st Century Skills in Vocational and Technical Anadolu High Schools and added a new momentum to integrated and sustainable approach in education and training with its “School Climate Model” to support the well-being of all stakeholders of a school. With the undertaking of all shares of the Palindrome Ltd. By the DW, the Education Workshop in the DW assumed the representation in Turkey of the Cornell Critical Thinking Company tests, their administration and evaluation.

## Innovation Workshop

Following the Education Workshop, the next turning point in the institutionalization of other workshops came with another initiative taken outside of DW starting to carry on its activities in cooperation with the DW. A group of academics/researchers who wanted to continue their work on innovation under the umbrella of a R&D company or a cooperative made an agreement with the DW. The original name “Social Innovation Workshop” was changed as Innovation Workshop and the Innovation Workshop team started its activities for the socialization of science and innovation under the DW umbrella starting in February 2021.

This workshop is introduced on the website of the Development Workshop as a unit “*addressing the concept of innovation within the framework of social and economic development and investigating the new ways of generating social utility at the crossing point of these two concepts.*” The critical element of the Innovation Workshop is that its carrying of criticisms of “technology-focused innovation paradigm” to the center of its activities. According to this stance, approaches that restrict the access of different social sections to innovation processes and outputs, that reduce innovation to technical/technological advances and exclude many fall insufficient in the face of the “most fundamental problems of humanity”. What is needed in this context is the “socialization of scientific knowledge and transformation of the processes of innovation into equalitarian and participatory forms.” The DW Innovation Workshop, on its part, seems to have started out to develop interfaces, mechanisms, and instruments of socializing innovation processes in equalitarian and participative ways.

It is considered to be useful to enrich the innovation approach of the Development Workshop Innovation Workshop, which is addressed as the socialization of science and innovation at the interception of social and economic development, by taking into account the dimension of ecology as well – and in a way to cover our relations with non-human entities. In this sense, it is a chance that ecology is at the center of the first activity of the Innovation Workshop.

## Child Rights

It is the most profoundly based workshop of the DW with respect to projects it developed. Hence, it was quite appropriate to have defined a workshop in this context. As of September-October 2021 when the present report was being written the Child Rights Workshop had already completed a substantial part of its activities under the cooperation with the UNICEF Office-Turkey and a new programme of cooperation started

early in September 2021. However, there are steps to be taken given that there is yet no director in an area where the DW is expected to be at highest competence level and the internal working of the workshop is yet not settled.

## **Bee-Friendly City**

The Bee-Friendly City Workshop became one of the eight workshops in the process of restricting based on an inventory of various activities carried out since 2010. The concept of bee-friendly city refers to cities where there is production and consumption of safe bee products and where, besides various bee products, there is the struggle to achieve the highest level of protection of nature and food safety. The DW holds that engagement in beekeeping can be an important strategy in combating poverty since it has the potential to provide sustained employment. The workshop was established with the objective of implementing the pilot project launched in Muğla province in various other provinces. Presently, the workshop has not started its activities yet.

## **Contributors to Development**

This workshop is the outcome of activities carried out by the DW since 2013 largely with its own funds and has its signature under. The DW aimed to gather in a book life stories of individuals who worked for various organizations for years on different problems related to development as a reference to younger generations. The DW had been producing books in the same series also before the establishment of the workshop. In the summer of 2021 when the present report was in progress the Contributors to Development Workshop was working on a new series.

## **Peace and Development**

The maintenance and advancement of social welfare and the presence of minimum requirements for an equalitarian and ecological life depends on the absence of any threat to peace. Wars and tensions between social classes, strata and identities or conflict between the state and society are all barriers to welfare and development. The presence of peace among UN's Sustainable Development Goals is in fact a stress on our present-day world marked by divisions, inequalities and violations of rights while it is taken as a political statement underlining that peace is a determining factor for social justice and welfare. It is therefore important in this respect that the DW has one of its workshops focusing on peace.

There is yet no information shared about why or how projects mentioned in annual reports are related to the heading “peace and development.” Nevertheless, considering the titles and target groups of existing projects it can be said that they have some important features that can be interpreted in the context of peace and development. In near future, there may be some work to make visible specific ties between the content and objectives of past and present projects and “peace.”

## Ageing

A holistic approach to development requires the elimination of barriers to welfare for all and particularly for groups that are vulnerable for various reasons. Hence, development efforts must particularly cover women, children, elderly people, persons with disabilities, refugees, and the unprotected. In this context, elderly people is one of the vulnerable groups that must be addressed in development efforts. Indeed, one of the new project ideas in the Development Workshop in the period 2018-2019 was titled “Elderly Professionals in Turkey Inspire the Youth and Contribute to Development” (Activity Report, March-April 2018-2019: 21). Following the completion of the report on “ageing in rural environments” there is yet no additional work on this subject.

## Cooperative Movement

The Cooperative Movement Workshop was set up to conduct research and activities in this field adopting the lead role of the DW in cooperative organization. Up to 2020, the workshop followed trends and developments in the field of cooperatives, conducted advocacy activities, observed the new generation cooperatives and developed relations with new formations in this field.

The Development Workshop is one of the lead organizations in Turkey in the context of cooperative movement in the 2000s as economic, political and social transformation gained pace. This lead role has its meaning going beyond the fact that it was the first research and development cooperative in Turkey when it was officially established in 2004. In the 2000s the cooperative movement was in decline marked by low level of awareness and even negative perceptions. It is important that the founding partners chose cooperative as an institutional structure for their plans in development in such an unfavorable environment. It must be said here that the pioneering experience of the DW, of course with its ups and downs, was influential in re-emerging interest in cooperatives and a new movement coined as “new generation cooperative movement.”

Cooperatives can be easily established with their corporate identity. However, it is not that easy for all cooperatives to adopt and implement 7 cooperative principles that the international union of cooperatives has extracted from the history of cooperatives. Beyond some procedures and accounting issues, cooperative formation must be tried and questioned with respect to other issues including organizational form, decision-making, decision of labour and income, solidarity and so on. The DW seems to be determined to go beyond being a cooperative merely in its formal sense and be a cooperative indeed also in areas mentioned above. Their self-assessment and critique work dated 2018 indicates that it is an agency with courage to question its own efforts and relations between the institutional structure and partners. The process of self-assessment mentioned was also the foundation of a new management model and the form of autonomous unit workshop operation for the DW (DW, 2018).

The year 2020 was devoted to the Cooperative Movement Workshop developing itself a work programme and searching ways to continue its future activities in line with the programme. The workshop leaders are planning to engage in such activities as case analyses, training programmes in capacity building and cooperatives, monitoring and evaluation and networking.

**Evaluation of  
Development  
Workshop  
Programme and  
Project Outputs**

# 02

This part will summarize programmes and projects that the DW implemented from 2009 to 2021. After going over the scope, methodology and findings of these programmes and projects it will be assessed to what extent project outputs are in harmony with their objectives.

These activities will be gathered under unit workshops that the DW specified in 2016. It must not be forgotten, however, that a large part of these activities already existed before the establishment of unit workshops. Thus, these activities must be taken as an analytical categorization by themes rather than activities directly associated with specific units. This will allow seeing to what extent the DW has its experience and inventory in unit workshop themes though some of them may not be active yet. Meanwhile it is also the fact that projects developed fall into the domain of more than one workshop as is the case with many problematics in the context of development. Such activities too will give an idea about possible – or even mandatory – cooperation between unit workshops.

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## Child Rights: With Focus on Child Labour in Agriculture

One of the prominent working areas of the Development Workshop where its research activities focus is seasonal migrant (mobile) agricultural labour. The fundamental problem that the DW brings to the fore in this respect is child labour in seasonal agricultural works. The first fieldwork carried out by the DW in Adana in 2002, yet at the very start of the road, seems to have opened a path with respect to both experience building and the development problematic attached primary importance by the collective. Activities carried out in issues related to child labour in the years to follow included the identification, analysis and policy suggestions covering relevant problems countrywide. Activities geographically covered 28 provinces (Adana, Ankara, Ardahan, Artvin, Aydın, Bursa, Denizli, Düzce, Eskişehir, Gaziantep, Giresun, İstanbul, İzmir, Kahramanmaraş, Kars, Kayseri, Malatya, Mersin, Ordu, Rize, Sakarya, Samsun, Uşak, Şanlıurfa, Tokat, Trabzon, Yozgat and Zonguldak). This geographical coverage seems to have helped in assessing different agricultural crops. It would not be an exaggeration to say that the Development Workshop is one of the most important civil society organizations in making visible the problems and defending the rights of children and families working in crop fields, gardens or greenhouses, for crops each having its distinct season and farming regime including cotton, citrus fruit, apricot, vegetables, sugar beet, hazel nut and tea, in mowing and in animal husbandry.

Following the first project carried out in Adana in 2002-2003, the DW implemented many projects, starting from 2011, for developing action plans and policy suggestions for children affected by seasonal agricultural migration. Projects implemented sought identifying the problems related to the working conditions of seasonal agricultural workers

and their children, their basic needs, and to what extent these needs could be met. The DW also developed training programmes for actors who had their roles to play in action plans, policy development and implementation to eliminate child labour in hazel nut farming in Ordu in 2013. In the period 2013-2014 the DW developed capacity building programmes for province and district education and health directorates, municipalities, consumer organizations, civil society organizations and professional organizations in the context of defending the rights of children taking part in seasonal migration in Adana, Malatya and Eskişehir.

The sensitivity of the Development Workshop to the rights of children transformed into survey findings under various projects and contributed to the visibility of problems in this area. The project conducted to find out about the effects of procurement systems and supply chains in agricultural goods on the rights of children was also the product of the DW. In 2016, the cooperative developed action-based ideas on the problems of children working not only in cotton harvest but also in different links in supply chains in 11 provinces. After this work comes the significant findings from the project of that investigation that surfaces the relations between agricultural intermediaries and child labour in Adana and Şanlıurfa provinces in 2017. This project found that agricultural intermediaries and their families as well are agricultural workers; many have been working in this field since their childhood; and that they act as intermediaries without their licenses. Similarly, the project on the situation and needs of Syrian nomadic and semi-nomadic communities in Adana, Gaziantep and Şanlıurfa implemented in 2019 bring to the fore problems related to the rights of children in terms of its findings.

The related projects of the Development Workshop are based on comprehensive fieldwork. Besides in-depth interviews and focus group meetings with families working in cotton, sugar beet and hazel nut in many provinces, families of agricultural intermediaries living and working in Adana and Şanlıurfa, and Syrian seasonal agricultural workers, there were also interviews, almost in all projects, with relevant public agencies and civil society organizations to cover the perspectives of actors who have their parts in the solution of problems. So, the projects completed by the DW in this field yield a holistic picture of the state of the rights of rural children in Turkey. Since 2010, the Development Workshop has been following, as a part of Seasonal Labour Migration Communication Network, all studies in this field and emerging new information and supporting relevant advocacy activities together with other organizations.

The Development Workshop has rather strong international ties in this respect. In 2012, the DW became a member of the Partnership Network for the Prevention of Violence against Children with the financial support of UNICEF-Turkey and the European Union. Together with other three South-eastern Europe offices (Albania, Bosnia and Herzegovina and Serbia) the partnership network seeks to advance cooperation between civil society and public agencies in monitoring violence against children. The international

dimension of seasonal migrant agricultural labour was also covered by the DW. In 2015, there was a project targeting the analysis of the state of foreign migrant workers in seasonal agriculture in Turkey which also included child labour. Policy suggestions were developed for cooperating with European countries in this issue.

With these works, the Development Workshop exposes, through empirical approaches, the following: problems faced by seasonal agricultural worker families in their temporary places of settlement; their need for social assistance; health problems of children; irregularities in immunizations; excessively long daily working hours; and low rates of school enrolment and attendance. Further, the project that the DW implemented in 2016 found the following in relation to Syrian migrant agricultural workers: Malnutrition prevailing among children; poor clothing; and problems in availability of and access to such fundamental facilities such as lime bath, toilet, etc. as well as social services in education and health. Pointing out poverty as the main problem in its work on child rights, the DW stresses how the broader problem of development manifest itself in different areas. The sentence “*Child labour is a strategy of the poor in combating their poverty*” is a striking evaluation on the situation (DW, 2019).

More recently, with a survey conducted with the support of the ILO Office in Turkey, the effects of the COVID-19 pandemic on seasonal agricultural workers and their children were exposed. As can be inferred from the title of the relevant report, “*Virus or Poverty: The Impact of the Coronavirus Pandemic on Seasonal Migrant Agricultural Workers, Their Children and Crop Farming*” the stress is laid on the fact that these workers were already facing quite difficult circumstances before the outbreak.

The work under the “Programme Cooperation Agreement (PCA)” in the context of UNICEF-Turkey/DW cooperation for combating child labour is particularly worth noting to see the level of experience of the DW in this specific area. This work covering 10 provinces of Turkey (Adana, Ankara, Bursa, Eskişehir, Hatay, İzmir, Konya, Manisa, Mersin and Ordu) was carried out to protect the rights of households engaged in seasonal works in agriculture (i.e. crop farming) and their children including in health and education, respond to their needs, and to deliver services to improve their living and working conditions. Available resources for human development in the provinces concerned were mobilized for this purpose.

With all these, the DW reached quality outputs that are in accordance with the objectives it set in the context of child rights. Though there is yet no considerable improvement in child rights due to its causal relationship with such a fundamental problem as poverty, it is clear that the DW with all its components deserved the “Human Rights of the Child Award” given by the Fişek Institute Foundation for Working Children in 2016.

## Bee-Friendly City: National and International Experience

The Development Workshop work in animal husbandry dates back to its years of establishment. But 2010 is the year of turning point in its beekeeping related work. In a work starting in 2010, the Development Workshop was involved in the preparation of the strategic plan of the Beekeepers Union of Turkey between 2011 and 2015. Throughout this work, the DW acquired a comprehensive body of information on the present state of beekeeping in Turkey, its problems and possible interventions in the near future. The work on strategic planning aimed to defend the rights of beekeepers, improve their living standards and to prepare the sector for global competition. Interviews were conducted with beekeepers, beekeeping input suppliers, marketing agents, banks, insurance companies and relevant units in universities which allowed gathering opinions of all relevant actors. In 2012, there was a field work and a report on the problems of local beekeepers upon the request of the Muğla Union of Beekeepers. The “Bee-Friendly City” programme examining rural-urban relationship in the context of beekeeping was developed also for Muğla province.

Beyond its activities in Turkey, the Development Workshop has its vision of comparing the state of beekeeping in Turkey with other countries through its international connections. The DW expanded its information base in this area by participating to World Beekeeping Congresses in 2011 (Argentina -Buenos Aires), 2013 (Ukraine-Kiev), 2015 (South Korea), 2017 (İstanbul) and 2019 (Canada- Montreal). The DW also participated to the 2nd and 3rd World Organic Beekeeping Conferences in 2012 (Mexico) and 2014 (Italy).

In 2012 an opportunity was found to exchange experience with companies producing organic honey in Mexico. In 2013, the DW participated to the pollination journey of bees starting from Florida and ending in Maine in the US also with in situ observation of blueberry pollination in the state of Maine. In 2015, the DW conducted in situ observations of practices by the London Honey Company related to London urban beekeeping. In 2015 again, there was a working visit to the cities of Yerevan and Gyumri in Armenia to conduct observations on the state of beekeeping in the country and report on. In 2016, the DW participated to the 1st International Festival of Beekeeping Films (BeeFest) organized by the Union of Beekeepers of the Czech Republic. Given this national and international experience, the DW comes to the fore as one the lead organizations in the field of beekeeping in Turkey.

## Contributors to Development

In 2013, the DW launched an important initiative related to development efforts. Based on the observation that youth contribution to regional, national and global social development efforts remained limited, the initiative aimed to compile studies on development to encourage youth in the age group 18-35. The programme developed for this purpose brou-

ght together persons who had their significant activities and contributions to the field of development and youth. This initiative also aimed to create a network of communication in youth as well. The project funded by DW's own resources and volunteer donations was an important initiative in empowering the youth and enhancing their awareness in development issues. Publications prepared in this context were a collection of stories of social development professionals who dedicated their career to the poor, neglected groups, rural communities and to the nature and its protection which could be role models and sources of inspiration. Case studies in social development helped the surfacing of success studies in development.

The 2013 book titled *Social Development Work from Papua to Datça*: Carel Zwollo is an example to what is stated above. This was followed by *Half a Century in Social Development against the Wind*: Ayşe Kudat. This book tells the story and gathers the studies of Kudat who established a working team in international labour migration and contributed to relevant political and legislative arrangement by conducting comprehensive field surveys. The year 2015 witnessed the publication of a book about Yücel Çağlar who spent years all around Turkey for the protection of forests and development of forest villages *Toiler of Volunteer Labour: Yücel Çağlar*. In 2016 came the book for Tansu Gürpınar who dedicated 50 years to the protection of the nature and habitat of *Anatolia: Otis if Flies and Antelope if Runs Away: Tansu Gürpınar*. The second success story in this programme was *Never Ending Creativity: Carla Marina Marchese De Benedetto*. Life story and projects of Marchese De Benedetto who contributed much to the improvement of beekeeping are available in both English and Turkish. These stories of success in cases and crops tell not only about personal but collective successes as well.

These publications were shared widely with the public through social media and communication networks. In addition, there were meetings with youth and inter-generational interaction were achieved through such activities as workshops, working visits, employment guidance, etc. With these programmes, there is now a channel through which persons who have worked in social development for years can convey their experience to others by coaching and mentoring. Moreover, conveying of life stories of persons distinguished with their successes in various areas will help younger generations to overcome barriers they face and undersign new success stories.

## **Quality Education for All: Supporting the Well-being of Stakeholders in Education**

One of the common points reached by different approaches trying to explain the causes of development disparities between countries is related to levels of social capital. The most basic component of social capital comprising culture, norms and traditions that is measurable is the level and quality of education.

Taking a look at the work and activities of the Workshop from the start, we see projects developed in outcome-benefit focused cooperation with various public and corporate bodies including the Ministry of National Education, Koç Holding, Sabancı Foundation, IBM Türk, UNICEF, UNDP and the AMGEN Foundation in line with DW principles and values. The themes coming to the fore in projects implemented include supporting through an integrated approach the state of well-being of schools as learning environments and stakeholders in education as a problem area defined as such for many years, development-implementation of content for this purpose, and improvement of the quality of vocational education. Objectives of education-training programmes developed and implemented include offering students updated content focusing on skills that they will need in the 21<sup>st</sup> century, improving the capacity of trainers for sustained impact and improving the physical and organizational structure in education-learning environments.

## Innovation: Socialization of Science and Innovation

In the activity report January-February 2021, the Innovation Workshop is defined as a social utility focused unit that *“designs programmes for transforming scientific advances into social and economic assets, delivers trainings, cooperates with other stakeholders and implements programmes and projects along these lines.”* In this framework, the main objective of the Innovation Workshop is stated as *“accelerating innovation-based development by contributing to equal opportunities for individuals, civil society organizations, professional organizations, enterprises and firms in access to tools of innovation and in skill-building.”*

According to the Activity Report January-February 2021, the first activity of the Innovation Workshop was on 26 February 2021 when it applied to the Mohammed Bin Zayed Conservation Fund, a foundation funding nature protection projects, with its project *“Boxwood loss in the forest and in social memory: the extent of Buxus loss in Turkey.”*

In relation to innovation, there are two ongoing projects as of September-October 2021. In the “Avlu Project” there is work on techno-city design for universities and municipalities. The other project is on the development of an online platform to bring together young people and elderly generation committed to development issues.

## Peace and Development

Examining annual reports, we find the DW executing project related to the issue of Peace and Development since 2015. The major ones are:

- a** The Present State of Beekeeping in Iraq Kurdistan Regional Government, which was completed and published in June 2015,

- b** The Present State of Beekeeping in Armenia starting in 2015 and completed in 2018,
- c** The Project the Present State, Policy Suggestions and Cooperation with the EU Countries on Seasonal Agricultural Migration in Turkey (2015)
- d** Project on the improvement of Protection and Health Conditions of Syrians and Migrants in the Southern Region of Turkey (2016)
- e** Project on the development of research-based advocacy tools for nomadic/semi-nomadic Syrian groups in Adana, Gaziantep and Şanlıurfa (i.e. Doms, Abdals, etc.) and Syrian seasonal migrant agricultural workers in the Adana Plain (2019-2020),
- f** Mobilization of participants to the training of trainers in peace held in İstanbul in June 2019 by the Beraberce (Together) Association with the support of the Friedrich Ebert Stiftung Association in Turkey.
- g** “Migrant Labour in Quarantine” focusing on the effects of Covid-19 measures on Syrian migrant labour in agriculture in the Middle East Edinburgh conducted in cooperation with the University of Edinburgh.

Meanwhile, the DW addresses the relationship between peace and development with its international dimension in the context of migration and migrants rather than its national scale and constructs its work mainly with this coverage and content. Including those related to beekeeping in the first place, examples of this include activities carried out by the DW in the regions of Middle East, Caucasus, and Central Asia and in countries like Northern Iraq and Armenia. In the same context, it is worth noting that the Development Workshop is a part of the “Cross Regional Centre for Refugees and Migrants” (CCRM). The CCRM is a platform established in 2017 to deepen information and experience sharing in Europe, the Mediterranean and the Arab region amid intensive flow of refugees and migrants from/to the MENA region. The CCRM comprises organizations actively working in the field of refugee and migrant rights in Italy, Spain, Lebanon, Jordan, Egypt, Syria, Bahrein, Saudi Arabia, Qatar and Turkey (DW, EB Decisions, Decision no: 178, 20.11.2018).

## An Interim Evaluation of the Findings

Based upon the history of the Development Workshop and evaluation of its activities so far it is possible to list some tendencies and observations regarding the future of the organization:

- 1** The activities of the Development Workshop have their property of crosscutting the objectives and agendas of different unit workshops. In other words, the activities of the DW up to this date in fact correspond to a richness and inventory beyond

those stated in individual activities and reports of respective workshops. Nevertheless, there are significant disparities between individual workshops in terms of scope, content and frequency of activities and resulting accumulation of experience. Discussions around how these disparities can be addressed may guide the crystallization of areas that the KM may intensify its efforts in line with its 2030 objectives on the one hand and search of answers to the question which methods and tools should be used in attaining these objectives on the other. At this point, limited activities of some workshops or lack of experience on the part of some newly established workshops may be considered as an advantage rather than disadvantage in adapting to the rapidly changing conditions in the field of development and changing some formulaic and clumsy ways of working. In the same vein, the present accumulation represented by workshops that have been engaged in many activities over years must not be considered as pure positivity but made subject to evaluation given some problems that it may entail (i.e. tiredness, routines, habits, loss of motivation and estrangement).

- 2** Another point that can be made also with reference to differentiation and imbalances between workshops is this: The DW activities appear as ones with weak interconnections in some sub-headings instead of an integrated questioning of the wide universe of development. This, however, must not be interpreted as absence of any connection between activities carried out by the DW under different workshops. Indeed, assessments made above as presented on the basis of activities rather than workshops suggest that there is close association of objectives and activities of various workshops. Making these connections between different activities visible in the context of a discussion over development in its broader sense will be guiding also with respect to 2030 objectives.
- 3** A relatively large part of DW activities consists of work based on qualitative field surveys that are geared to identifying existing problems. In this sense, even though the DW has its strong orientation and remarkable experience in developing suggestions for implementation and policy, it is possible to say that the basic element dominating its activities so far is to make visible to existing actors, networks and problems in related areas. Discussions on relations between areas of research, policy development and implementation and major lines of orientation determined by the DW are of critical importance with respect to 2030 objectives and plans.
- 4** The Development Workshop has its significant experience in qualitative research in particular. It is at a level where the DW is able to contribute methodologically to other research and studies. In spite of this, DW is yet not engaged in any serious effort on this. Thinking its identity as a research cooperative, this appears as another critical issue in DW's plans and objectives for 2030.

# A Critical Look to the Development Workshop from Inside and Outside

# 03

This part gathers the assessments related to the DW of persons and representatives of institutions who have had their work experience with the DW in various years and in various forms. The sections to follow examines findings obtained by using to methods, questionnaire, and in-depth interview.

## The State of the DW as Perceived by Internal and External Stakeholders

In evaluating how the DW is perceived by its internal and external stakeholders, there was first the method of face-to-face and semi-structured in-depth interviews that will be addressed in the next session. In addition to this, there was also an online questionnaire forwarded to persons having their working experience with the DW.

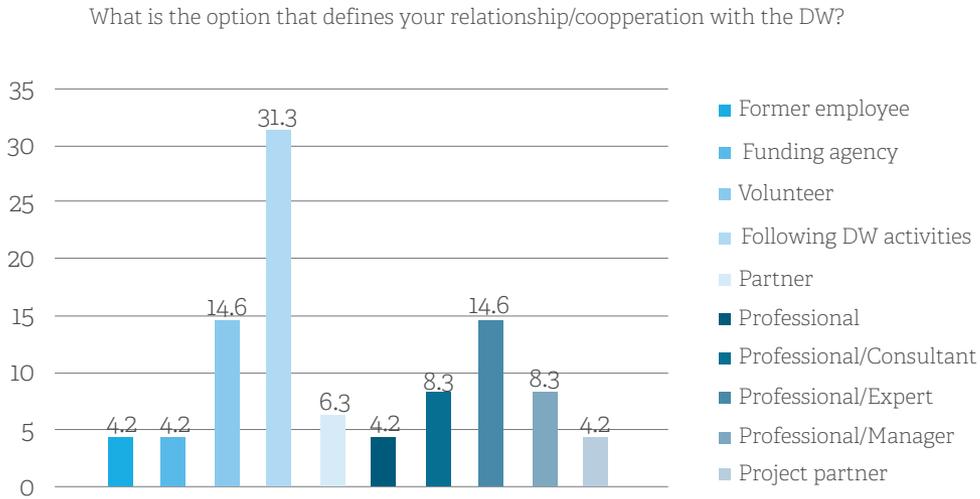
The questionnaire was designed so as to collect observations and opinions concerning the follow-up of DW activities, information about the areas of these activities, and DW's effectiveness in its areas of activity. 48 persons responded to the questionnaire electronically sent to 147 persons appearing in the list prepared by the DW. 32.6% as the rate of response is worth noting. It may be considered that this is not something particularly related to the DW given the extraordinary situation (pandemic), diversification of means of communication and irregularity in working hours of public employees, etc. As a matter of fact, rates of acceptance and response were much higher when there were phone conversations for in-depth interviews. Still, it does not seem possible to reach definitive conclusions about the reasons of the low rate of response to the questionnaire unless some different method of measurement is used.

The survey was designed to find out about the following:

- How well the DW is known and recognized,
- Perceptions about the major aims of then DW,
- DW's strong sides and features open to further development,
- Assessments relating to information production and sharing practices of the DW,
- Assessments relating to working agendas of the DW,
- Perceptions and opinions of internal and external stakeholders concerning the identification the area/areas in which the DW is influential.

Survey outcomes were processed by using frequency and cross-tabulation method in the SPSS 17.0 programme. No statistical significance test is applied since the number of respondents was low.

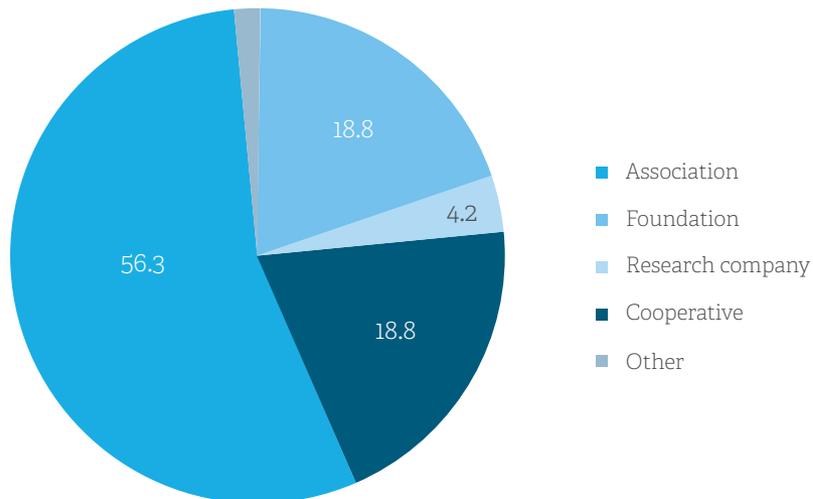
**Chart 1.** Relations of Survey Participants with DW



The professional team of the DW consisting of consultants, experts, managers and employees was the group (35.4% of total) most responsive to the survey as could be expected (Chart 1). It was followed by volunteers and those who follow DW activities

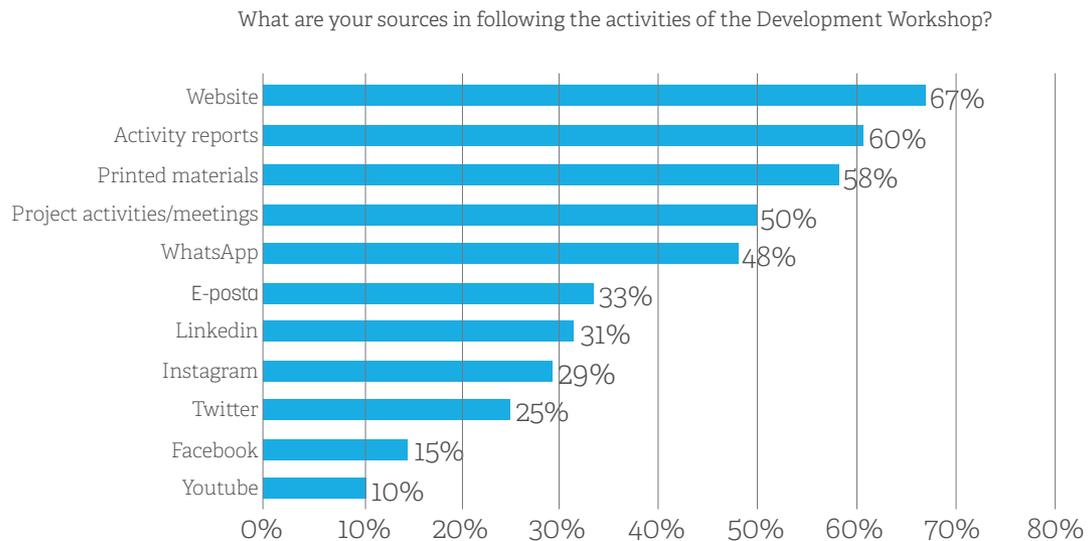
**Chart 2.** Participant Perception of DW's Institutional Identity

In your opinion which one defines the Development Workshop best?



The rate of those regarding the Development Workshop as a cooperative is ahead of others with 56.3%. (Chart 2). But even this percentage is challenging with respect to the image given outside by the institutional identity of the DW. Of 9 persons who think DW is a research company, 4 are persons who “follow” DW activities, 3 are former DW employees and 2 are volunteers. This is not merely a shortness of information but it reflects a perception concerning the institutional image of the DW. Hints about the reasons of such perception can be found in the analysis of in-depth interviews conducted.

**Chart 3.** Venues through which Development Workshop is Known/Followed



The DW activity is followed firstly on its website and then from its printed publications and activity reports (Chart 3). It can therefore be said in this respect that conventional means of communication are more effective. However, approaching the issue from the angle of relationship/cooperation with the DW, it is observed that those who prefer conventional means of communication are mostly DW professionals and partners whereas followers of activities do this mainly on social media accounts (12 out of 17), followed by reads of activity reports (8 out of 17).

When asked which of these means they would suggest to person who has no idea about the DW to follow its activities, 70.8 %said website, 60.4% printed materials, and 39.6% activity reports. It must be noted, however, that these responses can be interpreted not as preferences of respondents but what they think about the means through which the DW expresses itself the best. Thus, instead of absolutizing the leading means of communication, it may choose to enhance the representation of the DW in other means as well.

The extent to which DW's fields of work are known is determined as follows:

The issues of child labour, child rights, working status of seasonal migrant agricultural workers and migrant labour are known more by persons at all levels whereas there is no sufficient information about DW's new working areas including vocational training, school climate, biotechnology training and cooperatives with the exception of professionals. Rural ageing and social innovation are the least known issues by all groups concerned.

Average scores resulting when respondents asked to give marks from 1 to 10 to areas where the Development Workshop is successful are as follows (n=47).

**Table 1.** Areas where Development Workshop is Strong (10 very successful, 1 very unsuccessful)

Fields	Average Score
Evidence-based advocacy	8,7
Information and data production	8,7
Information sharing and dissemination	8,2
Voluntary work	7,8
Model development	7,7
Preparation of development programmes	7,7
Monitoring and evaluation	7,7
Capacity building	7,6
Mobilizing relevant institutions/agencies and persons in its fields of activity	7,6

Examining the distribution of the response 10= Very successful we find that even the lowest score is 7.6 which means that the DW is indeed found successful by respondents. We think there is no qualitative difference between 8.6 as the highest and 7.6 as the lowest score. If we still go for a ranking it can be said that the DW is found more successful in fieldwork and advocacy relative to other areas. This result is also in line with the projects that the DW has spared more time and budget.

The word cloud below gives responses to the question about the three most positive features of the DW (those which are repeated the most).<sup>4</sup> The leading ones among these include skills in research, information sharing and advocacy.

<sup>4</sup> Accessed at: [www.wordart.com](http://www.wordart.com).



Moreover, it is also interesting that there is no negative feedback relating to the work domain and functions of the DW. The only – but seeming to be important- criticism in this regard is, besides reporting and advocacy activities, is the need for diversifying the ways of transforming acquired information into action.

## History and Internal Working of Development Workshop

29 in-depth interviews were conducted in this context with DW partners, workers, managers and representatives of its partner organizations (For the list of interviewees see Annex 2, for the questionnaire used see Annex 3). The interviewee profiles were selected from among those who had their collaboration with the DW in various ways. Interviews covered nine volunteers two of whom are former partners, seven partners of whom two are executive board members and one is General Secretary, six experts/professionals, two partners, two stakeholders, two directors and one field expert. Importance was attached to interviewing volunteers who joined the DW within the last year, volunteers who experienced all turning points in the DW, and partners.

In these interviews, experiences, attitudes and opinions of persons who have work experience with the DW in various ways are evaluated under the following headings and themes. Observations and comments made in these interviews concerning the existing internal working of the cooperative are important in bringing to the surface what kind of issues and problem areas need re-addressing while planning for DW 2030. Indeed, effective implementation of DW's 2030 projects will be possible only with strengthening internal working where it is weak and maintaining and advancing others where it is strong. In this context, besides comments on the history of the DW, this part compiles observations and assessments regarding internal working of the cooperative under seven headings given below:

- 1** Analysis of DW's Transformation Dynamics
- 2** Observations and evaluations concerning the present internal working
  - Basic Principles in Internal Working
  - Cooperative Partnerships
  - Evaluation of Work Flow in Projects
  - Internal Working of Workshops and Relations In-between
  - Human resources: Voluntarism, Professionalism and Expertise
  - Cooperation and Counselling Relations
  - Mechanisms of Communication without Violence, Democratic Working and Transparency

Following the examination made in this part, the next part addresses suggestions made regarding the development concept and future plans of the DW.

It was preferred to use data obtained from interviewees anonymously. Statements made during interviews were later used either as direct quotations or re-statement of the overall opinion in reporting language. It is considered that this way rules out the possibility of insincere responses to questions put due to some different concerns.

This part is not about many positive remarks made about the DW but to the contrary it focuses on some features that are emphasized as negative sides that must be changed. Thus, it should be considered only as normal that the weight shifts to issues that are regarded as problematic and need change.

## 1 Transformation Dynamics of Development Workshop

Assessments related to the history of DW throw light upon its transformation. It appears as a common approach to evaluate the short history of the DW by following its main topics of work.

*“We can divide the history of the Development Workshop into three periods. During the first 6-7 years the DW was more active in seasonal migrant agricultural workers and the associated issue of child labour without publicizing this work widely. In the second period, the activity of the organization was more visible with the inclusion of specific crops like hazel nut, cotton, apricot and tobacco as well as different geographical regions. In the third period, there were more innovative initiatives geared to changing the present situation in addition to the working conditions of those coming from distant places.”*

*“I think the first phase can be defined as research and efforts to grasp the present situation. It was followed by problem analysis, trying to respond to the questions of who were directly related to these issues. Then, more strategic steps were taken. Now the DW is not in search for funds, but there are parties knocking its door. Today, there is a sustainable system and they want to do things that really touch people... Instead of programmes or projects per se, the issue is about doing something that others see, adopt and repeat...”*

The introduction of unit workshop within the DW in 2017 is emphasized as a significant turning for both those who have known the DW for longer periods and others whose acquaintance is new.

*“We can divide the past history of Development Workshop into two periods. A new phase set in with the establishment of workshops.”*

*“The active character and significant accomplishments of other workshops, Education Workshop in particular, was an event that gave direction to the course of the DW and equipped it with a perspective. Earlier, while there was work on issues such as child labour and seasonal agriculture in the context of development only, now there is discussion about bio-technology thanks to this workshop.”*

The history of the DW may also be periodized by referring to its engagement in the issue of seasonal migrant agricultural works, which was at the center of its work, and its building of competency in this field in time.

*“Our stepping stone, the occasion that placed us on the agenda was the survey on children working for cotton harvest in Karataş-Adana that we conducted for the IMO. The work there expanded our horizon and we were affected much by it. We were all affected in emotional and psychological term and in regard to our professional competency.”*

It must be kept in mind that processes of foundation and later developments in the DW are shaped as parallel to life stories of its partners, their career plans, and political motivations. In other words, while the story of the DW took its shape through its activities, it also moved ahead parallel to the life stories of its partners that, in turn, shaped the history and engagements of the DW.

*“The background of the group, the common stance was social solidarity, not making money.”*

*“It was 2003. We did not have our institutional identity yet. Foundation, association, company... we wanted to discuss which forms we must assume. CSO meant volunteer inputs for us and we chose for the cooperative form. We chose the cooperative form thinking that we'd do things for public benefit and create a model for Turkey while making a living.”*

*“Child labour in seasonal agriculture and working children are our underlying concepts. When this field is coined as development in general, we defined our position as such. On the basis of our intellectual labour we wanted to define this as a workshop. The term workshop seemed more fitting given our modest position with the intention of doing things to the benefit of the public. It became a space where we processed our raw ideas. Workshop and cooperative are things that complement each other and us also. We envisage cooperative as a base. It is open to friends who may have some other ideas. We undertake work as long as it confirms to DW's fundamental criteria.”*

*“The Development Workshop Cooperative was our quest and still is.”*

It is debatable to what extent transformation dynamics in the Development Workshop are the outcomes of a systematic and strategic planning. In other words, it will be useful to dwell on the question to what extent, in its history of 20 years, the DW is driven by “external” actors (i.e. relevant funding environment, expectations and requests of funding sources, relations and networks, etc.) and by its own motives and orientations as a collective. The fact that the DW is now engaged in planning for the next 10 years in line with its 2030 objectives can be seen as an indicator of a need that is actually felt. General impression from interviews is that though main lines have been determined by the DW, transformation dynamics experienced by the DW up to this date mainly followed an “unplanned” course. However, it may also be considered that this transformation was not actually unplanned, proceeded under the control of partners and the board, but not fully conceived by the members of the cooperative since they were not written down.

*“The Development Workshop is an organization that did not plan for future; but did a great job in spite of this. By moving ahead with one or two projects while sticking to their main idea now it is one of the lead organizations in such fields as child labour and seasonal agricultural works. I don't think that this was planned in advance (...) Even without this unplanned move, it has achieved a very good position today with significant achievements”*

*“There are some new areas where the Development Workshop wants to move towards. But we can't do it. It is because we are always too busy. For example, some other agencies come and say they want to cooperate with us, so it becomes increasingly harder find time for other things. One other reason is our concerns about earning our life, we don't know whether these 'other' works will provide us this.”*

It also appears as an important point whether the coronavirus outbreak will also represent a turning point in the history of the DW. Indeed, the fact is that the number of projects and works undertaken by the DW during the outbreak increased with an unparalleled momentum. One major reason may be the rising agenda of seasonal migrant agricultural labour in the pandemic environment which was not accorded much interest earlier among other social and political agenda items. During the pandemic, the DW closely kept track of the course of seasonal migrant agricultural labour at global, national and local levels both professionally and as volunteers which led to considerable increase in the work of professionals and volunteers. It is another issue which agenda items coming to the fore during the pandemic will remain as central issues, but it is worth discussing what kind of role that the pandemic experience of the DW can play vis a vis its 2030 plans:

*“We worked very hard during the pandemic. It is as if that year did not exist for me. I can barely recall it. We started to do many things at the same time (...) There was the need to investigate the social and economic effects of the pandemic. There were some organizations that could respond to this need and one of them was the Development Workshop. At that time there were few organizations who could monitor children’s access to education, state of seasonal agricultural workers, state of agricultural production, and human rights violations. The DW was one of these. Our work was on voluntary basis at the outset, then funds started coming in (...) We had many new colleagues in this process (...) We rapidly established and adapted to home-based work which we were not used to thanks to our younger colleagues much skilled in monitoring devices.”*

## **2 Observations and Evaluations about the Existing Internal Working**

### **Basic Principles in Internal Working**

The clarity of the fundamental principles of the Cooperative is frequently referred to as a positive side:

*“We first defined some fundamental principles; the Universal Declaration of Human Rights has its priority for us. We said we would start work focusing on fundamental human rights. Nothing against it... No discrimination with respect to religion, race, language, gender and so on. From these premises that we started to identify our topics.”*

*“The underlying principles are clear: No participation to tenders, no mixing up of volunteer and professional work.”*

*“We never take sub-contracting position. We determine the contend ourselves or with our partner. In other words, we do not execute any project or idea that has been determined elsewhere.”*

*“We engage in no relationship that may compromise our autonomy, impartiality and words to say. We have our financial transparency, making whatever we produce a public asset, and a staff and remuneration system that we strictly abide by. We have introduced budget monitoring and accounting systems that cannot be so found so often in civil society. These are fundamental things that distinguish us from others.”*

*“The DW is an institutionalized structure working in line with some objectives it set. Its success is in terms of institutionalization rather than being a cooperative. It is*

*an institution active in issues like child labour and seasonal migrant agricultural works based on some principles and enjoying a clear image in this respect. I can say that it contributes to its surroundings in its activities, but as a cooperative it mainly maintains its status.”*

*“All our reports are all public assets. The reproduction of these report is not subject to DW permission. It is such that you can't see DW's own logo on the cover of our reports let aside any funding agency. We attach great importance to the principle that knowledge should not be under private proprietorship.”*

There are remarkable comments that the form emerging in relation to internal working and general principles is maintained in an excessively rigid way and it is not open enough to changes and debates.

*“They have some very rigid and unchangeable principles saying we don't do this or we do that this way. But in an organization each principle must be open to discussion. Protocols within the organization must be laid down together.”*

It is also stated that these principles are not clearly conveyed to volunteers in their process of adaptation to the organization.

*“It was the CSO that I was most easily affected by; they left us a free space to move. Usually, if you were to join an association they tell you about their culture, they say we think this and that and we can work together if you are on the same line and so on. I have not encountered with such an approach in DW yet.”*

*“It is always acquaintances who are recruited. There is first an emotional tie in this respect while normative attachment on the basis of principles remains weak.”*

The state of openness of all documents related to the culture and history of the institution, though without any active transfer, can be said to be providing necessary flexibility and agility for new structuring.

*“I think they have some bottlenecks in reaching new human resources mainly for not just merely saying ‘Come and be our partner’ and observing some criteria and tests, not in classical sense, for newcomers. This is something different from seeking persons through job descriptions...”*

## Cooperative Partners

It was stated in some interviews that some cooperative partners are not included in internal working for various reasons. Whether this constitutes a problem may vary according to personal evaluations, it must be stated that it is not in accord with the main definition of a cooperative as an institution.

*"I have never known some partners. So I don't feel like I am actually included in."*

*"Passive partnership is a problem area. How can inactive partners be made active? Firstly, we must ask the question whether they will remain as we approach 2030 and discuss how we can actively involve them according to responses we take. They may be contributing from their respective fields of expertise. We can think about different forms of partnership. The DW moves on the shoulders of 7-8 persons, mostly on Ertan Karabiyik."*

*"I don't see pluralism given effect in the cooperative. There is single representation. I think there is need for pluralism in DW as in everywhere else."*

*"It was a meeting where all met each other. The question where we are and with whom is not a kind that can be consummated in a single meeting. Who is the main governing body in the DW? Of course, I have my personal responsibility for not being sufficiently known so far. But it is not fully mine. When you join an association, its governing body introduces itself. The responsibility here is common. Fifty percent mine and fifty percent DW's. If we do not know anybody but Ertan Karabiyik from the upper organ, it's their responsibility too. The pandemic must surely have its effect."*

## Evaluation of Work Flow in Projects

The sense of justice is an issue frequently expressed in relation to work flow in project. Many stated that there is a fair division of labour and income in the DW.

*"Cooperation within DW, clarity and transparency in budgeting are all very important."*

*"There is a fair remuneration policy up from the senior down to the least experienced."*

However, there were also various concerns about the method used in project budgeting.

*"As I could witness project budgeting is too detailed. It is by a micro-level outlook. I am troubled in project budgeting. It is difficult to check some issues in accounting."*

*Nevertheless, it is helpful in the sense that while implementing a project we can hold it in our hands in financial context. But we really toil for that. I sometimes think I lose too much time with these retails."*

In responses to questions formulated for the identification of problems confronted in project workflow, statements focused on exclusion of project impact assessment from work flow programme after the completion of projects and shortcomings in internal mechanisms related to assessments by project teams. It must be stressed here that comments of this kind may well be the result of some personal experiences of individuals concerned.

*"The coordination of projects falls upon the project assistant. It leads to undertaking of heavier responsibilities by some not very experienced colleagues. It may be a burden for anyone to handle alone. They work at weekends too. Eventually you have an action plan that overlooks its worker."*

*"There is social impact, but we don't have time to evaluate feedback. We have no impact assessment mechanism."*

*"It is very important to be a Development Workshop volunteer. But there must be further support to motivate volunteering."*

*"Work burden undertaken gets heavier as workshop grows. And then, there is chaos in project execution process."*

## **Internal Working of Unit Workshops and Relations between Workshops**

It is noted that the overall opinion about the establishment of unit workshop is positive. The possibility for teams under workshops to continue their activities in an autonomous environment of work is a state that is remarked about positively by persons from different workshops.

*"Workshops provide a ground of autonomy to the team in project development and implementation."*

*"As a workshop, our relations with DW have democratic and autonomous nature."*

Nevertheless, there were also remarks about bottlenecks that may be confronted within this process. Some concerns expressed about the process of establishing unit workshops are important. The multi-faceted nature of development issues, their relevance for more than one axis in many cases and its meta-disciplinary character must not be forgotten.

*"If innovation is taken by the DW only as a social or technological event or if weight is shifted from one of these it may fall short for me. If it is only technological social dimension is excluded. It will be something that undermines our blended and interdisciplinary approach."*

*"Almost all social problems are interactive. They cannot be reduced to singular or local problems. The strong side of the DW is its holistic outlook to issues. I think unit workshops will lead to specialization and narrow this outlook."*

*"One of the risks awaiting Development Workshop is hierarchical structure imposed by growth. I think the structure of workshops will alienate the organization to its vision."*

From comments about the working of workshops, it is gathered that internal working mechanisms of unit workshops are yet to be clear. It must be stressed, however, that this situation derives also from the fact that approaches to the process of institutionalization of unit workshops and their present levels of institutionalization are not at the same stage for all.

*"It is somewhat ambiguous which workshop I am in. In fact, my work can also be considered for child rights workshop. But for the present that workshop is not in place for not having its director."*

*"The Innovation Workshop operates on a flexible model. We did not make weekly meetings mandatory. We'll see if it is sustainable or not."*

*"There is no coordination between workshops."*

*"Decision making in the workshop is mostly horizontal, but there must be instances of vertical decision making as well. Otherwise, time is consumed by decision making only. We mostly decide collectively; it is mostly on project basis, if I am not involved in a project, I should not be a part of its decision making."*

*"There are significant differences between workshop and DW in their ways of operation. In the Education Workshop, it is important that each of its members is in all other projects. More can be assigned to friends who have lesser work burden."*

Besides, it is observed that fresh recruits in unit workshops starting to work after the start of organizing over workshops are not sufficiently informed about the DW collective and its working. Here, it should be taken account that the pandemic brought in its special difficulties and challenges in this respect.

*"I don't personally know many from the core team of the workshop. We are not working face-to-face anyway. I am new and I don't have mastery of things in the DW. I met Ertan Karabiyik twice and there was a kind of introductory meeting which were all useful..."*

*"We are working in our small workshop; our relations with the larger one is not so tight."*

Meanwhile it appears that an institutional mechanism governing relations between unit workshops is already defined; parallel to this, inter-workshop dialogues have also started with the development of interpersonal relations.

*"We hold meetings of directors with workshops. We've developed personal relations with education -training and child rights workshops."*

*"What we call development has its cross-cutting components. Recently we had a meeting about the Education Workshop's function to support all other projects. I think we will be a more integral part of the DW in coming projects."*

*"Since I first started I visited a DW field only once. All other projects I was involved were within the unit workshop. A member of our team was in other works of the DW in recent years, and all the remaining stayed in the workshop. We think colleagues from other workshops will contribute to ours. It is really interdisciplinary anyway."*

Many persons from the milieu of the Development Workshop draw attention that working areas of each workshop crosscut others. This means there is need for more organic cooperation between workshops for which necessary human resources can be said to be available.

## **Human Resources: Volunteerism, Professionalism and Expertise**

Opinions about human resources are included in responses given to various questions. Besides quite positive remarks and experiences in relation to the issue of human resources there are some negative ones as well.

The common point in positive remarks is the attention drawn to the bond of communion between the DW and its workers which also points out to the importance of volunteer work for the cooperative.

*"The tradition of volunteer organizations is rather old in Turkey. Working as a volunteer becomes more and more difficult in line with the development of capitalism. After the 1980s, volunteer organizations in Turkey drifted away from*

*their original missions. They turned into hubs seeking funds and providing material opportunities to their close circles. It is an ethical problem and the DW is far distant from others in this respect."*

*"The Development Workshop is trying to put in volunteer work as far as possible. I see they are engaged in efforts for the training of our younger friends. Apart from work that must be done professionally there is a large pool of volunteers. Volunteer work gives them the opportunity of commitment and engagement. And the DW on the other side thinks about what it can give to these volunteers. Measuring volunteer work only by money makes it alienated."*

*"An organization is ruined when there is rivalry of its employees or volunteers in matters related to remuneration. The DW never witnessed such rivalry."*

It is stressed in many interviews that the Development Workshop enjoys a wide surrounding consisting of persons with who it has worked with for years and this environment is valuable in terms of its rich experience and expertise in various areas.

*"The Development Workshop has its quite large network. I have met many persons engaging in various fields. This is an important richness for me."*

*"They have their skills in working with many persons and in many fields of expertise."*

*"Employees are all inspiring, there is richness in human resources. They can bring different persons from different fields together."*

*"Being in different environments all the time, going out to the field, and actually spending time with these other people... Incorporating things from the lives of these people, learning from them, working with different masters and consultants, learning about their perspectives... This is a versatile process contributing much to me. And also, very enjoyable."*

Assessments also mention the possibility of some dissent caused by the grey area between professionalism and volunteer work and difficulties for personnel and sustenance of human resources deriving from project-based work. Some insufficiencies in human resources are issues that are also touched upon by the representatives of organizations that were once project partners.

*"It is important how you feel in the concept of volunteerism. It does not mean working 7/24. The well-being of the team must be attached importance."*

*“There may be problems in relationship between professionalism and volunteerism with both partners and non-partners. I do volunteer work for the DW besides my professional contribution. Due to time pressure I give priority to professional works which may undermine volunteer work.”*

*“It is very important to be a volunteer in the Development Workshop. But there must be more financial support for higher motivation in volunteerism.”*

*“People remain if there is a project. Otherwise they remain by giving from themselves which leads to exhaustion and that is not a sustainable state of affairs.”*

*“The number of professionals decrease as projects get fewer and vice versa. This instability led us to launch our private companies. It has its both strengthening and difficult sides.”*

*“Bonds assume a different nature when there is no 12-month long salaried employment and annual leave. Relations with human resources, with teams become different. It is a problem when you don't feel yourself economically secure.”*

*“We work on project basis and therefore we cannot guarantee permanent jobs to young people who are actually very talented. Jobs end when the project is completed. A financing pool may be made out of projects. These young people may use this pool after the completion of projects.”*

*“The DW has a large cycle in regard to human resources. Work is terminated as programmes/projects are completed. There is need to develop human resources policy and share gains and experience.”*

*“One of the weakest sides of the Development Workshop is that it does not have its steady human resources. What is available does not remain and constantly change. With some we work for longer terms and others are for shorter time periods. This is one of the factors that keep the DW from launching some new and more effective projects. So we have to impart in newcomers the culture, perspective and way of field work again and again and this keeps us fixed in timeline.”*

Another problem that is raised in relation to human resources is various challenges deriving from insufficient professionalization in forms of employment.

*“There are bottlenecks in human resources. It is not possible to reach desired human resources without advertising.”*

*“When human resources are in question we cannot think like a company. It works fully on bonds of affection.”*

*"We are quite libertarian while working. For example, we don't need formalities like getting permission and so on. We don't have an organization model requiring this. But this is as true in working as it is for not working. Since limits are not drawn, we may say hold a meeting at 22:30 or at weekend. Nobody complains about this, but if we are talking about the future, about a more efficient and planned work, we must regard this as a weakness, an area whose boundaries must be drawn and planned for. Terms of reference must include this."*

It must be stated that there is a general consensus about the competence of the expert staff of the Development Workshop. Along with this, also important is various worries expressed in relation to experts.

Comments about DW's relations with other organizations that it cooperates with and extends counselling services are mostly positive. Commending remarks about DW's adaptive and principled approach to cooperation as well as its high-quality outputs can be found in the statements of many interviewees.

*"The Development Workshop is held dear by other organizations that it cooperates with. It is a trusted organization."*

*"The Development Workshop has its fine relations with funding agencies. They can find funding sources that cannot be imagined so easily. But in some cases this may lead to dependency to these agencies. Some initiatives may be the result of inducement by funding agencies and shaped by their preferences. This danger is valid for DW as well although it is quite careful about it."*

*"We have a quite harmonious way of working. We work by giving due importance to the issue concerned. Keeping by the same language is important when you are in partnership. The DW is very adaptive for us in this regard. Our ideas may not coincide, but we work in harmony."*

*"The Development Workshop has its distinguished place among all CSOs for its evidence-based research. It is important to funding agencies."*

*"The Development Workshop does not let its relations wear off with any person or organization. It does not leave behind a ruin in any dispute. This is one of its strongest sides."*

## Mechanisms of Communication without Violence, Democratic Working and Transparency

The stress on the existence of internal peace within the Development Workshop is important. It was frequently stressed during interviews that friendly and sincere relations based on mutual trust is one of the underlying factors in the growth and success of the cooperative. Strong ties of collective members with their work and maintaining these this despite all difficulties is of course the most positive feature of internal working.

*“Taking a look at the working environment there it is a place where there are solidarity mechanisms. It enjoys a very precious environment.”*

It was strongly stressed in various interviews that a democratic environment of dialogue evolved spontaneously in the Development Workshop over years.

*“Solution is reached by soliciting the opinion of all. There may be some clashes, but eventually the interests of the workshop and its work are upheld without regard to personal interests. Nothing is left unsolved; each is complacent and opposite views can be freely expressed.”*

*“We discuss everything and may fall on opposite sides in activities with the DW.. But this does not turn into ruptures or resentments. In this regard, it seems like DW has distinguished itself from others.”*

*“We never hear the word ‘No’. Opinions are harmonized and maybe something different comes out at the end. It is all based on consent.”*

It is notable that comments from within and without suggest that specific mechanisms related to the internal working of the Development Workshop cooperative and ways of solution of possible conflicts are not fully developed yet.

*“We have a reasonable environment of debate. But I encountered some resistance to new methods. Eventually, we have arrived a much better position in my opinion. However, I must say that I have spent more energy and made efforts than it may be actually required.”*

*“The outcome of conflict varies depending on the parties involved.”*

The presence of various problems in the DW in relation to violence-free communication is also among concerns expressed in some interviews.

*“There were some cases where voices were raised high in conflict situations.”*

*“There were some who parted ways with the DW, but this is only natural. There will be those joining in and others leaving in organizations like this... But the presence of those who left with some resentment is something related to communication problems in DW.”*

Assessments related to participation and transparency stress the mechanism that consists of activity reports that are compiled bi-monthly and shared with the broader circle around the DW. The importance of these reports with respect to transparency cannot be denied. With these reports, the DW tries to keep open channels of communication both with its partners and followers.

However, it is also observed that, as far as participation is concerned, there is no mechanism fit for participation before the start of activities. It is interesting to note that the verb used in interviews with respect to this issue is “to follow”.

*“I report on the activities of our (sub) workshop. I follow other developments in bi-monthly activity reports.”*

*“Thanks to these sharing we are informed about the future activities of the DW and we can accordingly make our contribution. As partners, we don't hold regular meetings. Actually we had planned for it; but could not make it operational during the pandemic.”*

Most frequently raised issues during interviews include the efforts of the Development Workshop to hold regular meetings while social interaction weakened as a result of the pandemic in particular.

*“There are meetings, but there are meetings in DW when we discuss general issues. We communicate through out WhatsApp group. We used to have Skype, now we have Zoom. But our meetings are not so frequent.”*

*“Regular meetings were not so often. There could be no effective communication within mainly due to the corona pandemic.”*

*A WhatsApp group with partners is effectively being used for the last one year. But this is not enough. We thought about meeting once a month to share our experiences and opinions, but we could not manage it.”*

*“The weakest point in the DW is shortage in communicating. We are unaware of each other. It must be a structure where everybody can talk to others. Even zoom meetings will be sufficient.”*

It is possible to observe that there is close association between participation and problems stated in relation to human resources. The fact that a large part of work is based on volunteer contribution and that the DW does not have any central importance for many since they must earn their living elsewhere can be considered as a factor explaining low participation to meetings.

*“Many things are done here on volunteer basis. For volunteers, however, DW work comes only second or third. People fail to attend meetings.”*

The most important factor determining the institutional identity of the DW from its early days up to the writing of the present report in the fall of 2021 is the central role of Ertan Karabiyık<sup>5</sup> in the organization with his managing capacity, accumulation of professional knowledge and devotedness. This feature of the DW is one of the issues mentioned in all interviews. It was frequently stressed in interviews that this position of Karabiyık has its positive implications like ensuring strong coordination between all programmes and projects, observance of division of work and working dynamics in teams, and echoing of positive traits like zeal, discipline, industriousness, devotion and energy in institutional culture. However, as can be inferred from some quotations below this determinative position of a single individual in programme and project development processes is also considered as a point of weakness in terms of participation.

*“Personal characteristics of Ertan Karabiyık as the Secretary General find reflection in the work of DW. Things work smoothly without problems under the leadership of Ertan Karabiyık as a devoted person.”*

*“The Development Workshop, led by Ertan Karabiyık, has so far accomplished many successful works.”*

*“Leadership is very important. Ertan Karabiyık is so industrious and creative. The DW could not have achieved this success without his leadership.”*

*“Ertan Karabiyık is an excellent manager. He knows well who does which work the best. When he assigns something to somebody he follows this work closely. It is such that the person doing that thing himself is amazed by his success.”*

*“The Development Workshop is managed like a boss company. Ertan Karabiyık often behaves like a boss doing his work well.”*

*“Except Ertan Karabiyık, the DW has a secondary place for all others. This creates a problem.”*

*“From outside the Development Workshop seems like a one-man agency. This is*

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<sup>5</sup> References such as “Ertan”, “Ertan Abi” or “Ertan Bey” were all changed as “Ertan Karabiyık” to keep the anonymity of comments quoted.

*'founder disorder'. The founder finds it difficult to transfer what he created to another. In DW there is the problem of devolution. What will happen to DW if Ertan Karabiyik is not there? It will be quite hard for it to go on. There must be more persons undertaking responsibility. There is need for an equivalent of Ertan Karabiyik. This is also a problem of funding agencies."*

*"A leader must be anti-democratic up to a point where he or she is still bearable. Wider circle around you makes you do this. If all is done by a single person in the DW, this requires anti-democratism to a certain extent. It may be called "democrator."*

*"We owe much to Ertan Karabiyik. We are with him in his both good and bad doings. As an institution, we have to raise a new generation. Eventually no success can fully rely on a single person."*

*"There is Ertan Karabiyik undertaking responsibility for everything. And we inform him about our projects, things that we intend to do. In some cases, he develops an idea and comes to us asking whether we can put it in a project. The situation is like this and I can't say that all are equal... I don't know if there is somebody above him. Everything is reported to him, that I know..."*

*"The Development Workshop is an organization closely identified with Ertan Karabiyik. He works like a locomotive pulling wagons behind. He can manage this since he has a good management mind. But this may have its risks too. For example, others start expecting too much from him."*

*"Ertan Karabiyik is the person who is to be looked for first in any urgent matter. Actually, the case should not be like this."*

*"I think Ertan Karabiyik's work burden must be reduced, he must not be engaging in some many different things. I think it will be the right way to recruit somebody to take over some of his engagements. This will allow Karabiyik to concentrate on more crucial issues for better decisions."*

One of the most important aspects of these opinions and concerns about internal working that are expressed in relation to Ertan Karabiyik is about concerns over the sustainability of the cooperative.

*"We have no plan and programme for a sustainable structure. There are some mechanisms built-in the personality of Ertan Karabiyik. Yet, some mechanisms like management of human resources should work also in the absence of Ertan Karabiyik."*

New Orientations  
in Development  
Work and  
Development  
Workshop in the  
**Next 10 Years**

# 04

This part addresses major discussions giving direction to development work firstly in the context of DW's 2030 agenda. Following this introduction considered as guiding in DW's process of restructuring for 2030, in-depth interviews gather assessment made relating to the development concept and understanding of the DW. The exposure of the richness and multi-dimensional nature of DW's concept of development indicates how far-reaching the vision in future plans of the DW can actually be. Lastly, there is the evaluation of future envisagement that appeared in in-depth interviews. These envisions are presented on a wide spectrum from what needs to be changed, developed, strengthened, etc. in DW's internal working to new areas of research and activity.

## Development as a Field of Struggle

The processes of change and transformation in development policies – which find expression, on our day, in the formulation of Global Goals in Sustainable Development and discussions around it – can be addressed within the framework of social, ecological, economic, political, cultural, etc. struggles going on in the broad universe of development. In this broad environment, the issue of development itself is shaped by objections raised against the substance and ways of implementation of development policies on the one hand and against the very idea of development itself.

Starting from the second half of the 20<sup>th</sup> century, development policies have made their mark all over the world from west to east and from north to south with its range of promises for all including “material wealth”, “social justice”, “economic growth”, advances in “equality and freedom”, “individual and social happiness”, “ecological balance” and “harmony with the nature”. However, the legacy taken over by the 21<sup>st</sup> century turned out to be quite the opposite of these promises. Indeed, while poverty and hunger, inequalities based on class, gender, sexual orientation, competency, age, status etc. have become more common, humanity is also confronted with the erosion and deterioration ecological balances and planetary boundaries in relations with the nature and non-human beings that may undermine the conditions for the existence of human species (Magdoff and Foster, 2011; Lewis and Maslin, 2015; Moore, 2016). The political reflection of this process is the rise of authoritarian, anti-democratic, racist, technocratic, etc. tendencies not only in the east and south of the globe but in the north and west as well that started to shape too course of political processes (Brown, 2019).

In the same context, the quest for alternative approaches to development such as *human development*, *social development*, *development based on gender equality* and *sustainable development* that mark recent years confront us as a part of this social, ecologic and political climate created by alternative approaches to development (post-development, degrowth, etc.) The articulation of social problems that development policies bring to the fore with ecological problems that further deepen the former, sharpens debates and struggles in this field. While ecological problems like the climate crisis, loss of biodiversity and water crisis grow much more rapidly than could be foreseen and expand the scope of development debates as a set of concepts and policies to the point where planetary boundaries and human existence itself is in question, there is also multi-faceted deepening and diversification in the field of development.

It will not be incorrect to say in this context that the 2030 agenda of the DW will be shaped first as a consequence of the position taken by the DW in relation to these struggles around the issue of development.

## Development Perspective of Development Workshop

In all interviews, interviewees were asked how they defined to the concept of development and what they thought as the development perspective of the DW. Responses to these questions mentioned below suggest that the DW has a wide-ranging understanding of the concept of development, related problematics, and the perspective in investigating and transforming these problematics. Also, differences in emphases made in responses given reveal the richness and qualified character of the DW with its components. What strikes attention first was the contentment expressed by all persons and representatives interviewed in relation to DW's approach to the concept of development, its working areas, and ways of conducting activities in these areas. Making visible the problems of disadvantaged and vulnerable groups, its agenda of advocacy related to the rights of these groups and critical outlook distinguishing the DW from the mainstream are among features stressed in many interviews in pointing out to the valuable position of the DW in its field.

*"I attach great importance to the concept of development from bottom to top. With its field work, the DW performs very well in correctly analyzing the issue of child labour."*

*"It is much valuable that it works for human development by combining different themes and disciplines."*

*"The Development Workshop has a perspective that sees social problems in their integrity."*

*"For me development is a social environment in which human finds full happiness. Can I easily express myself? Am I falling short in anything? And can I spread my feelings around? The issue of development responds to questions like these and problem that bar positive responses. That is what DW is doing, I particularly attach importance to its child focus."*

*"Some groups have their difficulties in reaching needs given by Maslow's hierarchy of needs. All efforts and activities geared to overcoming these difficulties through organized structures draws the frame of development... There are very few organizations in Turkey engaged in policy development. The Development Workshop responds to this by its work on child workers."*

*"The Development Workshop is not for sustainable development. this concept is understood as changing worn out structures with new ones while in transition to systems with lesser side effects. It has even reached to the point 'let everything remain as it is, our destruction continues, but we must be able to sustain this destruction for a longer period of time...' The DW criticizes this outlook."*

*“Development cannot be conceived only based on economic data. The DW is an important institution in that it brings to the fore the importance of social development as experienced in daily practices.”*

*“Development has its definition within the liberal capitalist system. I still think it has its correct sides. We frequently come across people asking us if we are agents of some kind. There were moments we felt like it. But instead, a rough and reductionist approach is better to be in, to exist and make exist, to touch people. The idea of a workshop was attractive for us in this sense.”*

*“Development is a big word. The DW has its significant contribution in making some problems more visible. These are indeed significant contributions supported by research and data. This is particularly true in the issue of seasonal agricultural works.”*

The outputs by the Development Workshop derive from a highly qualified empirical work and case analyses. Still, the DW is a cooperative that can question the paradigm of development itself, suggest new theoretical frameworks, and contribute actively to the knowledge inventory of the global south. Given this, one of the workshops of the cooperative to be established may be designed so as to assign priority to information production in this respect.

Given its practice and inventory of knowledge in the field of development, relations and partnerships developed with persons and institutions active in this field, and maybe most importantly with its zeal and quest for “utopia” in this regard, the Development Workshop is fit for collectivizing the quest for development beyond the critique of institutional development practice in Turkey. The DW must organize transnational workshop with its collective critique of the mainstream understanding of development. Cadres to set up, direct and inspire the future of DW will have their places in this suggested new unit workshop.

## **New Orientations for Development Workshop**

Along with subjective assessments on development paradigm and the DW approach to this paradigm, all interviewees were also asked about future areas that the DW may and should move towards in future years. Responses to this question are given below under the headings of internal working, working themes and fields of activity.

It must be kept in mind, however, that this part of the report has the following restrictions:

- Political, economic, social, technological, and legal transformations will clearly affect the objectives, structure, organization and financial resources of any institution/organization. A period of nine years is quite long in making specific assessments in this regard. Hence, there is need for annual updating of major headings in the report by the DW collective.
- The report embodies both the power and limitedness of external observation. While having its specific contact with the DW, the Yerküre Local Work Cooperative tried to form its own opinion by listening to assessments made by internal and external stakeholders. Hence, the assessment of all instruments used in the report is made on relatively objective grounds. Still, it must be considered particularly by internal stakeholders as contributors to the report that their responses might have been affected by their knowing that the report itself was commissioned by the DW.

As a method of overcoming these restrictions, it may be considered to collectively repeat the self-assessment made in 2018 in the light of this report. Moreover, in annual camps with the active and face-to-face participation of the whole collective may evaluate such issues as whether decisions taken in the previous self-assessment have been translated into life; whether they have created a difference in the daily life of the DW; what seems to be short and in need of change. The following assessment is important in this respect:

*“I don’t think it will be correct for the Development Workshop to develop a strategy for 2030. We cannot predict new developments, even how and which direction individuals will evolve. There may be shorter-term action plans, forecasts for 3 or may be 5 years. But 2030 is too far. It may lead to chaos or lockup in an organization like DW. It may not respond to the requirements of the day.”*

At this point, it must be noted that the DW work for 2030 vision and planning started with the process of preparing the present report. Taking efforts to build a vision and define innovative tendencies as a dynamic process, the present report may be attributed functions in two directions. The first is naturally the specific suggestions of the Yerküre Cooperative as the author of this report. The second will be the reproduction and discussion of each parameter appearing in this report by the DW and its contribution to the vision of the DW in the light of its own outlook.

## 1 Internal Working

### Institutional Identity and Governance

It is observed that the identity of the Development Workshop is institutionalized, and its recognition is high. But this is not equally accompanied by information that it is a social enterprising cooperative not distributing dividends. Therefore, although the DW does not have to engage in any additional publicity work other than activity reports and its website, it still needs to emphasize its “cooperative identity” more. This emphasis on its cooperative identity will in essence be the reflection of its inner dynamics. From this point of view, the DW Board and its active partners may turn to all passive partners, employees and volunteers and prefer a strategic approach geared to promoting the idea of “non-project partnership”. If the desire and will to continue as a cooperative is to continue, it may be a good idea to create an institutional structure in which states of connection of a partner such as responsibility, dedication and authority are actually in place, that is engagement in a comprehensive reasoning and work to *re-establish the cooperative*. It may be possible to expand the scope of merely work and project centered for of relationship by phasing in the immense means of the idea of solidarity.

The partnership composition of the Development Workshop has assumed a somewhat complicated character in the course of time with the emergence of active and passive partners. While for the authors of the present report the structure of partnership and mechanisms in deciding who can be partners are not very clear, it is shared that there are some concerns that processes are managed without partners knowing each other well and this may have its negative effects on collective work practices. The presence of “passive partners” is a problem leading to heavier work burden on active ones or at least to a state of estrangement. It therefore seems important, as moving towards 2030, to review the structure of partnership that remains unchanged since 2014 and to develop an approach regarding passive partners (with the participation of passive partners if necessary). Another important point that can be made in this context is: If the DW is to give effect to a change in the number of its partners and in the composition of partnership towards the year 2030, it may be necessary to ensure the active participation of possible partners to the process as early as possible to ensure the viability of the vision and the plan for the next 10 years.

The assessments below stress the need for the DW to strengthen the cooperative by including young people while setting its plans for 2030. It is such that the DW 2030 can be defined as a process that is led and guided by the Cooperative Workshop that already exists.

*“Partners, especially those who stay at a distance must start to undertake responsibility before that moment of great transformation comes. In other words, they must behave as cooperative leaders we know. Not as CSO, association, etc. people. If one has a cooperative it means a third arm and a second head. So, it must be behaved accordingly.”*

*“It is beyond doubt that the Development Workshop is growing, launching some smaller units, engaged in some important work and there is the presence of professionals, semi-professionals and volunteers taking the organization ahead, I can see these. But Turkey is an interesting country, they may leave for better remuneration elsewhere or due to sole policy disputes... The dilemma here is that there may be the need to select some new figures among these. There may be professionals, semi-professionals and volunteers all the time, but we are living the days when the child is to be given a name. I mean the child has to know his sibling. That is what is called transformation. And one of the instruments in ensuring this transformation is to include those who can ensure transition from one generation to another or the transformation of knowledge.”*

*“Ertan Karabiyik says ‘Cooperatives in Turkey are not really cooperatives.’ ‘If they are not, then what is DW? Without a way of life, way of life of partners what will this (DW) turn into? There is the risk of turning into a charity with a governing body they participate to. So the whole thing must be reconstructed again over the definition of solidarity economy we know. What I mean by returning to the origin is not returning to the main charter of DW. I am talking about the relationship between this definition and the needs of our present day and the mass of people concerned.”*

*“The real issue is to have transformation together with youth, by covering distance with them... You have to live in the cooperative house for this.”*

*“The DW should see 2030, but this will be possible if youth is covered, if they are listened to. The issues to be addressed until 2030 should be identified by consulting to youth.”*

## **Unit Workshops**

As the workshop of workshops, it can be said that the DW is the sum total of knowledge, approaches and values produced in these workshops. As stated at the beginning, the cooperative form represents a participatory, equalitarian, pluralist and efficient way of working as a common ground in generating ideas and producing outputs where each participant is engaged in both singular and collective activities. Indeed, 8 workshops

can be identified within the DW active in the fields of Education, Child Rights, Peace and Development, Innovation, Ageing, Bee-Friendly Urbanization, Contributors to Development and Cooperatives.

Activities by each unit workshop were covered at the beginning of the report. However, since this work is not intended to focus on working principles and themes of individual workshops there is no evaluation of each of individual workshops. Nevertheless, assessments made by stakeholders indicate that there is clear need for strengthening communication between workshops.

Workshop-based production of activities/ideas/projects has the advantage of concentrated togetherness of persons specialized/interested in specific areas. Despite this advantage, however, it also brings about the need for mechanisms ensuring collective work by different workshops engaged in numerous cross-cutting themes. One of the priority problems in the DW expressed by stakeholders is the creation of a common working ground and communication channel for workshops, organization of meetings with workshop directors, design new mechanisms capable of managing different/composite teams, directors having their seats in the executive board, and holding meetings with all directors when a new project idea comes up. Consequently, no matter how correct the workshop form may be, it must be considered that working on cross-cutting teams with experts requires higher-level coordination skills and that there is the risk of non-constructive competition between workshops at more advanced stages. It appears that the sustenance of this form requires both professional approaches to the issue and sparing of more energy and time.

Speaking of professional approach should not invoke any formal-informal confrontation. Creation of informal spaces can also be perceived as an outcome of professional approach. As a matter of fact, the formalization becoming salient in the DW in recent years bears the risk of breaking (human) communication between individual workshops which may undermine dynamism. It is therefore important to create opportunities for informal encounters between workshops/semi-formal meetings.

*“There is need for a common ground that workshops can work on... There may be brainstorming sessions, such a mechanism will have its returns.”*

*“Workshops want to communicate and cooperate. They want to be involved in project-based cooperation, but so far there were few such concrete instances. Apart from these, we don't have any cooperation on programme/project-basis.”*

*“I don't have much idea about direct decision-making processes in the Development Workshop. We get in coordination with Secretary General Ertan Karabiyik when needed. This may be the result of my missing, but there must be more talk and*

*interaction between workshops. I am not talking about social talk only, I mean talking about projects and doing some interdisciplinary work.”*

*“Need emerged for meetings participated by workshop leaders. There will be need for a mechanism capable of managing different teams.”*

*“Directors must have their seats in the Executive Board. As DW moves towards a fragmented structure, directors must be present at each stage to ensure coordination.”*

*“It is important that all in the workshop are aware what is going to be done. Let’s say X is doing this and that, but X can do something else, he or she needs that. Hence, planning and seeing the whole is important. The focus must be on integrity, sustainability and consistency. From this respect, what must be observed is integrity, sustainability and continuance of all workshops together, not a single one.”*

Suggestions made in interviews in relation to workshops and given above can be made more specific under the following headings:

- There must be working teams in all workshops and their directors must be identified.
- There must be regular meetings to strengthen coordination between workshops.
- New communication practices must be considered to ensure communication between workshops.
- Workshop directors must assume more active roles in the management of the DW.
- Demarcation lines between workshops must not be too rigid and more than one workshop must be engaged in each project. Knowledge about to whom must not be overlooked or missed.

## **Strengthening Participation and Social Relations: State of Well-being**

It is distinctively important to observe the state of well-being in an organization as the Development Workshop which is engaged in perhaps the most burning questions in the field of development. The importance collective discussion and sharing of emotional effects of work intensity and stress from fieldwork appears as an issue stressed in some interviews.

*“The state of well-being of the team must be observed. Occasionally there may be some communication problems deriving from excessive work burden. There must be routine psychological counselling in this regard.”*

*“After each fieldwork, the team must gather and close the project in emotional terms as well. If this is not done and people move on to the next field with the emotions of the earlier one all reports look alike. We can see this problem in DW reports as well.”*

Improvement of mechanisms for participation to decision-making processes and building of social relations within the DW collective are expressed in many interviews as issues that need to be addressed in near future. The most frequently stated problem of the DW is its one-man dependent structure as it appears to outside observers and the need for development within in terms of participation. Before all, it must be said that the energy and motivation generated by a “single person” (the “dynamo effect” if proper) is stressed by many interviewees. However, the domination of top-to-down decision making over bottom-to-up leads to some concerns for DW’s internal stakeholders. What is meant here is, a misconception/uncertainty/not knowing about related mechanisms rather than who makes decisions. Reviewing and redesign of decision-making mechanisms in more pluralistic terms and facing up to time loss this may require is important in ensuring a sound inner working. Pluralism would not exclude organizational hierarchy and this hierarchy may be functional. As a matter of fact, relevant field studies show that efficiency, sound inner relations and particularly supervision/accountability mechanisms may be undermined when there is no hierarchy. Hierarchy is the first requirement for any sound working environment granted that it is created as a functional mechanism recognized and accepted by all and in which those at the top do not reap any extra personal gain from it. Besides, pluralism means participation to decision-making by those who do things and others affected by what is done. In this sense, it can be said that the structure that is expected to carry the DW itself and associated values to 2030 in the context of what may be called “sustainable value management” must review its approach to decision-making mechanism and processes and methods in decision-making (Guitioni, 2020).

*“Relations turn as random when there is no field work. There must be more frequent periods when people get together. There must be a space for project development other than starting and ending dates of projects... I mean something like Development Workshop camp...”*

*“In some cases doing a specific job comes to the fore and this may lead to missing the greater picture. You are so busy that you can’t take a look at where the ship is heading to and how much time we spent in some ports. It may be an advantage in*

*terms of doing many things, touching more people, etc. But at the same time it is a disadvantage because you have some other concerns, utopias. It may be a weakness not having time to take a breath and look at yourself.”*

*“Things go with one or two persons, or it seems so. It is a weakness that no person other than Ertan Karabiyık is visible though the case is not that. Visibility of a person from outside may reduce the visibility of others.”*

*“They have to spare time to division of work. Some of the work undertaken by Ertan Karabiyık for 12-15 hours a day must be assumed by others. So some others have to take responsibility and work. By work, I am not referring to writing two reports a day in a project, I mean working by taking the overall working of the system as an issue and doing accordingly.”*

## **Human Resources and Professionalization**

The most outstanding power of the Development Workshop comes from its ability to mobilize qualified human resources including its managers and partners on the basis of volunteer action. As a cooperative, the DW must construct its future plans firstly for not losing, and efficiently using these resources. It is stated in many interviews that the DW is growing and parallel to this growth there must be institutionalization and professionalization in human resources as well. There is no doubt that efficient utilization of human resources covers many headings transcending the boundaries of the present report. Further, since some risks brought about by professionalization may create a process that impose changes in the cooperative structure of the DW, this issue must be clarified through collective meetings.

Any transformation in human resources can be realized through the attachment, with longer-term contracts, of persons to the organization at least in sufficient numbers to perpetuate the institutional culture that has been created. This transformation will surely mean a step that will change, to a certain extent, the character of the DW as a platform that is open to all and on which each unit creates its own work. In this respect, restructuring of human resources, target-oriented training, creation of safe spaces between experts and projects, and doing all these based on a rational strategy appear as important items as agenda in carrying the DW to 2030.

On the other hand, it may be possible to clarify the conditions of employment in the organization for managers, partners, and employees and to find a common ground for mutual expectations through a rational as well as emotional approach. In this respect, it may be an established practice for the DW to provide speakers' corners for employees and accept feedback together with position papers, detailed contracts at individual and/

or collective level, orientation trainings and satisfaction surveys. These suggestions of course entail some (re)structuring, but without such (re)structuring it may be impossible to carry forward a commonly adopted institutional culture.

It is one of the important and challenging agenda items of the coming period to look for ways in which the Development Workshop can work more professionally with remunerated persons while sustaining the impact it created through voluntary participation and contribution.

*“We must solve the problem of human resources. We must also have finances, a model to keep younger ones by our side.”*

*“They have yet not sufficiently developed an institutional culture. They may have weak sides deriving from exclusive engagement with projects despite their utopias and knowledge. Project mentality is something that drives you away from collective work and its possible gains.”*

*“In projects, there must be a remedial provision for those who have no s-source of income. It is better if there is a mechanism for further professionalization.”*

*“For the existing team to specialize, there is need to identify areas where improvement is needed and then launch this improvement work.”*

*“I am troubled in continuing with volunteer labour only. I think the vision of professionalism must be enhanced.”*

*“There is a need for an accounting team in the Workshop, need for somebody to do preliminary office work.”*

*“Taking a general look to the way of working and engagements of the Development Workshop, there is need for persons who are committed to this besides earning money. The DW cannot be engaged in more radical and effective initiatives since such persons are few at present. This points out to the need for developing human resources. This will bring along improvements in methods and forms of working as well.”*

*“The work of the workshop X is presently decreasing. So, will there be steps taken to sustain that workshop in spite of this? I am curious about it and question why it has not happened so far. We could have felt more secure if we could participate the activities of other workshops.”*

*“The status of Secretary General is the hat at the top. Assessing the current situation, new projects, legislation, outer connections, etc. It is a key role indeed. I think the present secretary general is in areas where he should be. Being deep in projects...*

*As a coordinator if you frequently appear in the field, become a part of all projects you are inevitably divided. The secretary general, for example, follows even bills. You forward budget monitoring tables to him. I think there must be somebody else to follow these kinds of things. This may give time and opportunities to Ertan Karabıyık to take a deeper look into the process as a whole.”*

*“For a long time now there are the same persons in the executive board. There is no woman for example. We actually want to change this situation but we can’t. Maybe it is our colleagues in the board who want to change it the most. We see occasional cases of mental fatigue in the board that may assume practices of patronage in some cases.”*

*“We must think about how the organization model is to be changed and improved in a way to create a new generation.”*

Given the opinions concerning human resources, suggestions that the DW may consider for the process leading to 2030 can be listed as follows:

- 1** Base wage: Targeting the transformation of the partnership structure and the finance system so as to be able to pay base wage to (some) partners: a) Salary guarantee and project-based remuneration at poverty line; b) 5-year contract with employees including conditions for developing new project opportunities;
- 2** Providing possibilities for the partnership of women in particular and trying the system of co-chairing -though unofficially and/or introducing maximum term of 2 years for 2/3 of Executive Board. Given the critical position that Ertan Karabıyık holds, planning for a period of at least two years for this transformation.

It is clear, however, that such suggestions entail significant transformations in the partnership structure of the DW and its remuneration policies. Establishing partnerships with those who presently working actively with the DW and terminating partnership with others that are not active by reaching mutual agreement are necessary steps to be taken. These must be taken only as suggestions as items of agenda in broad meetings to be held by the DW collective. Such transformations must be given effect as a result of decisions taken collectively.

## **Financial Issues**

Suggestions related to financial issues concentrate in such issues as the professionalization of bookkeeping, expansion of funding sources, and orientation to new activities that will attract funds. While suggestions for the professionalization of bookkeeping do not seem to be overlapping with the fundamental principles of the DW, it is clear that

this issue needs to be discussed collectively and agreed upon. It seems important that project executors have their command over the budget and matters related to book-keeping are collectively revisited by maintaining principles like financial transparency.

*“It would be appropriate if a professional is employed for bookkeeping in DW. Accounting work steals my time that can be used for what I must do and do better.”*

*“The workshop needs to be financially strengthened to take initiative in steering efforts in the field of development.”*

*“Trying to survive on the basis of projects that is the present revenue model does not seem sustainable to me.”*

*“We must meet more funding agencies. We must tell what we intend to do and gain them on our side. This includes the private sector. We want to find ways of ensuring our financial independence. These are difficult things. But we have our initiatives too. There is need to diversify our sources of funding.”*

*“The Development Workshop must use the connection between producers and consumers. International companies employ child labour in tea, tobacco and hazel nut farming. But, in the face of ever-increasing consumer awareness and legislative arrangements they too will have to take steps for the prevention of child labour.”*

*“The Development Workshop may develop a model to secure funding for its research by activities geared to income generating services and production.”*

## **2 New Programme and Project Themes**

It appears that the themes the Development Workshop has worked on so far are generally in line with mission of the cooperative. As stated in an interview, *“The DW has its specific objectives, it knows what it is doing, opened up many new spaces for itself. It has an efficient working agenda.”* On the other hand, it was stated in another interview that the *“DW has now reached the stage of expanding and changing its working areas.”* As the DW has managed to do successfully up to this date, “maintaining boundaries” in work that was done and planned will help the DW in basing itself on more realistic grounds and in clearer understanding of its objectives by partners, employees, and stakeholders.

Each activity of the Development Workshop in “mitigating poverty” and other objectives it has defined will maintain their actuality. The issues of seasonal migrant agricultural works and child labour are those that the DW pioneered in bringing them to the agenda of Turkey. It can be safely said that the identity of the DW overlaps with these two headings. Further, the DW has the advantage having both experience and professional staff in these issues.

It is getting more and more difficult to attain the major objective of “*higher level of welfare and more equal distribution*” that the Development Workshop is working for. In particular, the outbreak starting in 2020 and seems to remain with some other viruses, difficulties in access to farming, food and water exacerbated by ecologic crisis, and rising migration because of regional wars and conflicts directly affect and transform established social, ecological, economic, and demographic structure in Turkey too as is the case in many other countries. As a matter of fact, many new topics of research have been raised during interviews. These new topics are not distant from what the DW has now on its table, and it may well be seen as an extension of the present agenda to some proximate issues/problematics.

Given the determinative nature of global-structural factors, it seems that there will be no substantial change in major paradigm axes until 2030 with mitigation in some problems areas and further deepening in others even if the managing body of the cooperative changes. Suggestions made in interviews can be gathered under seven headings as *climate change and innovation, urban child labour, migration and migrants, urban poverty, youth unemployment, social assistance and supply chains*. Below is an account of opinions expressed in relation to these headings:

## **Climate Change and Innovation**

The climate change as a crisis that further deepens other existing crises confronts us as one the most fundamental problems of the 21st century. In this context, the climate change can be defined as “*deterioration of climatic balances that have conditioned social history of humanity to the extents of threatening the very existence of humanity (...) and rapid disappearance of conditions that made 10000 years long human experience in society, culture, economy, history, politics, ecology, etc.*” (Büke, 2019). Given this rather broad spectrum, the DW must consider with respect to the 2030 agenda on which areas of climate crisis it focus and do what on the basis of its existing inventory of information and experience. It will be rewarding if this assessment process is carried out in a coordinated and synchronized way by the DW cooperative in general and at the level of unit workshops. Some related suggestions and comments made during interviews are as follows:

*“Issues like global working, hunger, water scarcity, etc. will gain further importance. There must be innovative initiatives responding to changing/transforming character of the generation Z. It must involve them as well.”*

*“Climate change and forest fires are important issues.”*

*“Work on climate crisis may be addressed by considering technology together with development.”*

*"I want to see some initiatives with more emphasis on nature protection, ecological models, solutions based on ecosystem recovery. For example, while working in agricultural issues improving working conditions is one of the most important issues, but it is also needed to ensure that this farming practice is remedial as well."*

*"Producing information, documents and evidence is the true activism for me. Producing ecological information is fine. Following affected areas after a disaster, for example: Which recovery took place where? Which was effective? Who worked for and where the funds came from? There is climate change under all these. I am talking about more focus on a social problem like climate change. I think this is the biggest gap in DW."*

## **Urban Child Labour and Urban Poverty**

For 20 years now, the Development Workshop has been doing work in relation to child labour in agricultural production. Recently, the Cooperative has also engaged in some limited work on child labour in footwear, furniture and textiles branches of the industrial sector. The studies and work on child labour in the sectors of industry and services remain quite limited and it is important that the DW carries its experience in agricultural production to this sector. The investigation of causes of urban poverty and child labour and their implications on social justice and child rights and development of appropriate social policy suggestions in this regard are fully in line with the principles of the DW.

*"The Development Workshop deals with rural development only. But Turkey is a country with striking dimensions in urbanization and urban poverty. Urban child labour must also be covered by the DW."*

*"Child labour in the sectors of industry and services is an important problem. There must be closer relations with the public sector in this regard. There was a report, three years ago, about child labour furniture and footwear sub-sectors. There is need to go in deeper in these issues."*

*"Urban poverty and youth unemployment are serious problems and they will grow further. It will be better if DW develops projects on these."*

*"There must be studies on the problems other excluded and vulnerable groups such as the Roma."*

## Migration and Migrants

Another important issue is the rights of migrants. The number of migrants as a population category systematically excluded from the benefits of growth and welfare is continuously increasing in the countries of the region and migrants turn out as dynamo of rapid social transformation. There is a serious gap of will in which social groups this transformation will pay. Efforts in filling this gap will be guiding in addressing a social phenomenon that can no longer be seen as temporary.

*“There must be a vision developed for the problem of migrants.”*

*“There must be work on migration that affects social, economic and cultural relations in multidimensional ways. There may be studies and policies on such issues as what will be the possible consequences of migration, how migrants can be supported and what kind of measures are needed.”*

*“There may be a gathering on the issue of poverty followed by a comprehensive programme. It may be approached from the point of agriculture, child rights or the life of a teacher.”*

*“There may be work on nomadic and semi-nomadic communities. Also work on some other communities whose conditions are even worse than seasonal agricultural workers.”*

*“There is hostility to Syrians becoming even more common with the pandemic. The DW may work on this. The public shifted to the opposite. There is need to work deeper on this issue.”*

## Human Rights in Supply Chains

The Development Workshop has been conducting analysis on human rights related to various goods in supply chains and publishing these for about five years. The issue will be a burning one for Turkey too within the next ten years upon changes made by the countries of the European Union followed by legislative changes given effect by the European Parliament and Member States. Expanding the scope of some past studies and covering a further variety of goods will gain further importance.

*“The Development Workshop must move to the issue of trade and supply chain. There are only few actors capable of doing this in Turkey. From this on, there may be a move to human rights while concentrating on monitoring systems.”*

### 3 Fields of Activity

The question to which areas of activity the DW may move while planning for 2030 was asked in all interviews. Responses to these questions indicate that the DW may move to a rather rich spectrum of activities in coming years. There is significant consensus that there is already a significant inventory of experience in seasonal migrant agricultural employment, child labour, training, cooperatives and beekeeping and the DW can navigate to some new areas associated while still progressing with the earlier ones. It was particularly stressed by stakeholders that the DW must concentrate on implementation projects. While its work in reporting and advocacy is quite effective, it will be safe to say that DW's development of models in translating some of its ideas into life will speed up the realization and dissemination of its ideas. There is also a strong projection that the DW is well positioned to be a center in bringing together relevant actors for its planned activities and creating necessary cooperation networks.

It must be stressed that the deepness of gender inequalities has its utmost importance in debates about development. While the Child Rights Workshop has realized a project, "training of women raisers" in the context of gender-balanced development it appears that this theme remains weak relative to many other themes. Yet, the human endowment and working mechanism of the DW seem quite fit for developing this kind of projects. Thus, there may be training activities and workshops to mainstream gender work in the DW.

#### **Seasonal Migrant Agricultural Labour and Child Rights**

The problems in seasonal migrant agricultural works and the problem of child labour in agriculture come to the fore as an area where the DW has its richest experience. Activities carried out so far in this field with their encompassing and rich character yielded quite remarkable outcomes in terms of problem identification, awareness raising and development of suggestions that might be effective in the solution of problems. It is possible to consolidate this inventory with some other works like monitoring child labour, mortality and morbidity in animal husbandry and forestry. With this given, what is actually needed here is action-oriented interventions as frequently stated in interviews.

Possible activities for implementation that can be considered in the context of DW's 2030 perspective can be addressed under the following headings:

- 1 Development of policies and legislative arrangements;

- 2 Institutionalization and development of institutional models;
- 3 Development of public policies and public service models including mainly in such areas as health, education, housing, infrastructure and social protection;
- 4 Development of implementation models for the improvement of living environments;
- 5 Creation of models and practices in the context of working life and labour law;
- 6 Development of agricultural support models and practices for strengthening family farming in a way to guide efforts in combating child labour.

The following are ideas and emphases expressed during interviews in relation to activities that are listed here and can be enriched by the DW:

*"We have yet never stepped into implementation. Time may have come for it. There is now a lot of experience and knowledge, we can build an infrastructure for implementation. It may start with pilot areas. I got sick of writing reports. Institutions do not implement these reports anyway. They don't take initiative. We write reports, but see no change..."*

*"There are 12-13 provinces where we have had our field work. We have accumulated a lot regarding seasonal migrant agricultural works. We know about problems in tent camps and in existing service buildings. We know there is need to create life environments. We must now develop models for service delivery. The DW must develop a model, carry it out, monitor, evaluate and plan for its transfer to other agencies. There are five themes we must assess: training, health, child protection, tent-living environment, and working environment. But the DW has to strengthen its public pillar for a model covering all these."*

*"The corporate responsibility will be one of the major fields in the next 10 years. Child labour cannot be prevented by bans. Poverty must be fought out. The target must be those who benefit from this, that is companies. International agencies and states must move to the supervision of multinational companies."*

*"In the context of agriculture and child labour we must change the target group and shift the attention to companies and states as the origin of the problem. We must urgently put companies to the target. It is no more sufficient to say no child labour in Turkey, no to child labour all over the world."*

*"Let's no more spend our resources for investigating questions whose answers are already known. The DW may move to research that has the potential to bring about change. For example, specific things to be done to improve the living environments of agricultural workers... There is need to develop application models".*

*“We need activities for wider impact by mobilizing more organizations and agencies. There is need for work related to children’s access to education. Local governments have a digital programme to follow child access to education, but it is not in operation. There is need for work in this.”*

*“From this point on the DW must engage in further rights advocacy in the issue of child labour. Child workers must have their envoy.”*

*“We have visited all relevant areas in the context of seasonal migrant agricultural works and child labour. Now we must concentrate on policies and implementation.”*

*“Our themes are diverse enough. We must go deeper into existing ones rather than moving to some new areas and adopt a solution-focused approach. We must be able to act as a pressure factor. We have started rights advocacy work and we must spare more time to it.”*

*“Instead of a perspective for working in all areas (because there are others doing better in those areas, so let them continue) we must suffice with such areas as child labour, seasonal employment, peace, development, beekeeping, etc. We must move to what we can do better and further improve ourselves in these areas.”*

## **Training**

Training is another important field of activity field of the DW given relevant activities and experience so far. As an extension of the broad scope of social change, there are significant changes in the place of information, skills and values, how they are generated and translated into life accompanied by newly emerging needs and fields of struggle. Besides overall historical and social trends (diffusion of capitalism, industrialization, urbanization, development, modernization, etc.) actual manifestations of these trends (financialization, automation, digitalization, artificial intelligence, etc.) as well as developments in basic and applied sciences like physics, chemistry and biology give directions to developments in the field of education and training. The issue of education and distance learning in particular and associated problems has become salient following the coronavirus pandemic found their way to the center of debates globally including Turkey.

It will be useful for the Development Workshop in its work for 2030 vision to consider its training activities in this broad context and identify its new orientations. Besides suggestions made in interviews concerning present areas of activity that can be further improved, another attention-grabbing suggestion is related to the field of training that must be considered along with activities carried out in implementation. Particularly worth noting in this context is the suggestion for the DW to set up a training center with strong international connections, a DW campus at Ankara or another place.

*"There is a lot to do in Turkey in the field of education. There must be a system where each child is able to receive quality education at a space closest to his/her home. Voices must be raised higher for advocacy in the field of education. For this, academics and other CSOs must develop and present alternatives."*

*"Education and distance learning gained importance in the pandemic. There must be work on this."*

*"We must develop programmes to improve the professional development of teachers."*

*"It is important to talk about development to regular and vocational high school students. It will be good to create a Development Workshop campus or education site."*

*"There must be further cooperation with the private sector in vocational training. With SMSEs we must develop alternatives for their institutionalization. There are gross violations of rights there."*

*"Training and knowledge must be given weight. There is potential for turning into a campus/school with its international connections. The K12 group may be a university, post-graduate school or even an infant school. For children and youth, it may be a space for socialization and extracurricular activities. Programmes may be developed by working with National Education and other schools. There may also be programmes for children not able to attend school. The DW may teach coding and problem-solving skills may develop during coding work."*

*"We had our dream of organizing big workshops and conferences in Turkey as the Education Workshop. There may be big workshops and activities with the participation policy representatives to field workers for purposes of both research and application. These activities may be given a more systematic character. It may be turned into an environment where we discuss around a table with various experts what can be done and where the DW brings together emerging suggestions."*

*"There may be academic work emphasizing the importance of theory. The issue is not to compile field findings only. I witness cases where field is exalted. But what is important is with which lens you go to the field. It is crucial for the DW to have academic culture and knowledge guiding guides its work."*

*"The Development Workshop may launch a center in Ankara. At this center, it may bring together persons from Turkey and other countries on volunteer basis and invite young people to their seminars. As in the village institute model, it can contribute to the training of child workers and help them develop as advocates of their own rights. In such a project, the DW may share its means and experience with others."*

## Ageing and Transfer of Experience

It can be said age-based inequalities will further deepen along with ageing world population and consequently the Ageing Workshop will have its important role to play in the next 10 years. The positive approach here is to regard elderly people not as a vulnerable group but as a group with immense inventory of experience. Activities geared to ensuring the active participation of aged population to social, economic, cultural, intellectual, etc. processes will be in accord with DW's overall objectives and intentions. Indeed, the present efforts of the DW are all open to further development in taking stock of accumulation and experience in the field of development, keeping their archives as transformed into written and visual materials, transferring to younger generations and doing all these with the active participation of relevant persons.

*"The elders have much to contribute to initiatives for cooperatives. The DW may act as a transmission belt in this regard where the elder generation transfer their experiences to cooperatives led by younger people."*

*"The elderly population has accumulated experience that is wasted. This experience may be used in coaching young CSOs in development."*

## Cooperative Movement

As was the case in the past, the Development Workshop will be occupied by some problems when the issue is cooperatives. The major problems in this area include the following: The persistence of some structural problems in spite of transformations taking place, capacity built and the potential of cooperatives with a background of a century in Turkey; low level of awareness and negative perceptions concerning cooperatives by various sections of society and public sector policies and approaches to cooperatives.

The effort, zeal and courage of the Development Workshop to be and remain as a cooperative, its leading role and experience in this area all have their importance in building a grassroots level platform of discussion and action in understanding the present problems of cooperatives in Turkey, planning of steps for their solution, and taking action in this direction. The responsibility that the DW will undertake in organizing and maintaining this collective discussion and action as well as its initiatives will of course have their side effect of sustaining DW's institutional self-assessment which is also the subject matter of the present report.

The issue of cooperatives is addressed today mainly in the context of the problems of food safety and food security. The proliferation and sustainability of agroecologi-

cal farming and redefinition of urban/rural and producer/consumer relations become items of agenda via cooperatives. Meanwhile, there is increase in the number and activities of urban-based social cooperatives organized on needs basis. The government sector is following these activities and trying to be a part of the process as an active actor. Civil society organizations with access to sources of funding and working on project basis are building experience in cooperative type of organization in their efforts to bring solutions to employment and integration problems of temporary refugees from Syria. The DW is an organization with experience and knowledge to assume role in funding the correct stream bed for this rather complex, partly spontaneous, and irregular flow. This potential is confirmed in interviews made with DW partners:

*“There must be efforts to improve cooperativism. For example, the promotion of cooperatives in the field of energy is very important. Cooperatives in producing solar and wind energy may be supported... Cooperatives are also necessary in such fields as organic farming, animal husbandry and beekeeping. Given acquired information and knowledge in beekeeping the establishment of a beekeeping cooperative may be a pilot work for a start.”*

## **Innovation**

Though it can be linked to already existing activities of the Development Workshop, the issue of innovation is relatively new as a working area for the DW. Still, it can be said that this new component has given rise significant excitement and expectation in terms of future plans and activities. Below are some emphases and opinions related to the theme of innovation in its relationship DW activities in the field of education and training:

*“There is a lot to do in the field of innovation. I see the future of DW in innovation workshop.”*

*“The Development Workshop must be able to function as an information center. In this context, the DW, for example, may conduct a campus work.”*

*“We must also engage in innovative work geared to implementation. We must develop implementation models. For example, we can start shops, organic gardens, guesthouses where elderly experts and development workers in particular can stay, or care centers and so on.”*

## New Networks of Cooperation

To implement projects on phenomena of global character and development problems, the Development Workshop must plan for consortiums through which it can build bridges of cooperation with qualified academic and research institutions. It can also be considered for the DW to bring its advocacy work to a more advanced dimension by entering direct cooperation with national and international bodies of decision-making. In the context of model/practice development, it may be considered, to create farmers' organizations and self-sufficient economic/social organizations together with local communities.

Contrary to the case with many civil society organizations, the Development Workshop is not in İstanbul but an Ankara-based organization. It is an issue worth discussing what it means for the DW to have its headquarter in Ankara. Being in the same city with the agencies of the central government and international organizations brings some advantages to the DW in its cooperation initiatives. On the other hand, it may have made it difficult for the DW to benefit from and contribute to the intellectual and activist cultural formation of İstanbul-based civil society. This issue may deserve discussion covering different aspects of DW's opening to İstanbul and İzmir.

*"There must be networking work. The objective must be to enhance interaction and networking with similar organizations in Turkey, in Europe and in the world."*

*"Informal structures, being in transnational networks, etc. are all important. I think DW is fit for international work. As is the case everywhere else, the DW too needs pluralism. They are skilled enough to work together with persons from a variety of areas of expertise."*

*"There may be development coaching. Support services to strengthen infrastructures can be given in the universe of development work. Relevant civil society organizations may be brought together. This may end up with a power that political governments cannot dispense with."*

*"We must launch longer-breathed projects. I mean projects geared to policy development, solution-focused, having their practical implications and open to partnerships, extending over a period of 7-8 years."*

*"The Development Workshop is relatively poor in its promotional activities. It must establish closer relations with State agencies and its partners. It must be more influential in government ministries and universities."*

## Activities that Increase Visibility and Affect the Public

It is also said that the Development Workshop must share its activities with the public in a more effective way and in louder voice.

*“The Development Workshop must participate to seminars and engaged in activities like TV appearances that will enhance its visibility.. It must shoot documentaries, scripts for films and creative drama. Different avenues must be used to influence the public about such issues as poverty and child labour.”*

*“The DW may engage in TV work in YouTube or other formats to deepen discussions by producing content in such questions as where development, working children, etc. are heading to.”*

*“I think very few people know about the Development Workshop. I expect it to be known by much more. As a person working so closely with CSOs even I was not much aware of its existence. I am not talking about growing only, I mean coming to the fore with its work.”*

# Conclusion

## DW's Collective Action Power as the Most Important Finding

It must not be forgotten that problem areas and relatively weaker sides have to be disclosed for the DW to continue its activities by adding to its strength and getting more effective. Indeed, these issues had their weight in interviews conducted for this report. In spite of assessments above that reflect the existence of problem areas all interviews indicate that the DW is grounded on a strong spirit of collectivism.

*"The Development Workshop has the concept of operating on a common wisdom deriving from being a cooperative."*

*"It is an organization respectful and motivating for all its cooperation partners."*

*"I've met very valuable persons in the Development Workshop. I exchanged views and grew up in it."*

*"Civil society, defending rights, these are all important for me. But for me, the importance of the DW comes from the way it works rather than issues. Its working methods and unrestricted state are important for me ... It allows for holistic approaches. It has a quite colorful field of work with many options."*

*"The DW is an environment where new ideas meet through network of relations. It reflects the richness of different opinions and ideas. The Development Workshop*

*gave me the opportunity to do different things... It gave me fine relations, friendships.”*

*“The spirit of respect and support is very strong.”*

*“It consolidates the feeling that you are not alone. It provides an environment where new ideas meet. It facilitates our selection of good ideas and positive thoughts.”*

*“The Development Workshop is a place opening new doors and imparting trust.”*

*“It gives opportunities to the young in development issues.”*

*“I attach importance to development work in which youth is the subject. I think I can realize this in DW.”*

While the Development Workshop, practically, has its different implications on the lives of persons, it is obvious in all interviews that the organization is attached significant importance. Even though interviews were conducted in summer months overlapping with various official holidays, the completion of 29 interviews within two months and eagerness of all to be interviewed are among the strongest and clear findings from the survey.

When asked whether they wanted to add something at the end of interviews many respondents including representatives of various institutions emphasized how important this report work was. It is stated that this work is in harmony with DW's disciplined way of working and its outcomes would be significant. Besides these comments, also emphasized is the importance of steps to be taken for problem areas identified by the report and roadmap for the future.

*“I hope this report finds its place for consideration. I hope it does not get lost in daily engagements. It can be implemented as an action plan.”*

The most important action plan that may follow this report appears in the following assessment related to the DW's 2030 vision.

*“The question ‘what to do’ must be responded collectively.”*

Data collection tools developed for the present report were intended, in a sense, to make it possible to answer the question “How should we do it?” together with different components of the collective and representatives of its partner organizations. All assessments compiled in this report is the outcome of the collective production of the DW. It is clear that the question “How should we do it?” in relation to fields of activity coming to the fore in the report must be responded to collectively. The components of the DW collective are actors that would actively shape its journey to the future.

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# Annexes

## Annex 1 - Change in Development Workshop Partners in Time (2004-2021) (By the Order of Dates in Participation)

Partner name	Entry into partnership	Withdrawal from partnership
Alper Acar (Founder)	03 November 2004	15 April 2005
Can Gül (Founder)	03 November 2004	15 April 2005
Ertan Karabıyık (Founder)	03 November 2004	-
Özgür Çetinkaya (Founder)	03 November 2004	-
Tanju Kuruöz (Founder)	03 November 2004	-
Tuğba Atalar (Founder)	03 November 2004	-
Yıldıray Lise (Founder)	03 November 2004	-
Ufuk Coşgun	20 June 2005	-
Rıza Çağatay	19 July 2005	-
Özsel Beleli	05 August 2005	-
Ayşe Kudat	26 February 2006	-
Carel Zwollo	26 February 2006	1 April 2010
Senem Kudat Özkan	26 February 2006	1 April 2010
Özge Konuralp	21 April 2006	1 April 2010
Sevgi Gül	01 February 2007	1 April 2010
Tuba Çameli	01 February 2007	2 December 2010
Esra Arı	01 March 2009	-
Gürsel Gündoğdu	01 March 2010	07 January 2011
Tahir Dadak	01 March 2010	02 January 2012
Yiğit Aksakoğlu	24 December 2010	25 March 2014
Ali Kaplan	09 January 2012	-
Mahmut Sevgi	26 March 2013	-
Kurtuluş Karaşın	25 March 2014	-

## Annex 2 - List of Persons Interviewed (By alphabetical order of last names)

Elif Adıbelli Şahin	Expert/employed professionally
Bürge Akbulut	Stakeholder organization
Seda Akço	Stakeholder organization
Melih Akın	Stakeholder organization
Gökmen Argun	Volunteer
Selin Ayaş	Expert/employed professionally
Özsel Beleli	Partner
Yücel Çağlar	Volunteer
Nihan Çakır	Volunteer
Tuba Çameli	Volunteer/ Former partner
Özgür Çetinkaya	Partner
Murat Günel	Volunteer
Kahraman İpekdal	Volunteer
İhsan İznebioğlu	Field expert
Ali Kaplan	Partner
Ertan Karabıyık	Partner/ Secretary General/ EB mem.
Dilek Karagöz	Stakeholder organization
Melisa Karakaya	Expert/employed professionally
Kurtuluş Karaşın	Partner/ Executive Board member
Nilay Keskin Samancı	Director
Ayşe Kudat	Partner
Devrim Tanju Kuruöz	Partner/ Executive Board member
Nevin Küçük	Volunteer
Buse Ceren Otaç	Expert/employed professionally
Gülşah Özkan İnal	Expert/employed professionally
Ayşe Özsoy	Expert/employed professionally
Dilara Tunca	Director
Nurbahar Usta	Volunteer
Carel Zwollo	Volunteer/ Former partner

## Annex 3 - In-depth Interview Questions<sup>6</sup>

### 1. Getting to Know and Relations with the Development Workshop

For how long you are a DW partner? / Working for DW? / Working with DW? / In voluntary relationship with DW?

Can you describe your work in DW? / In which workshops are you working actively? / In which projects of DW have you worked?

What do you understand by the term “development”? Which areas, do you think, it should cover in priority?

### 2. Organizational Structure of Development Workshop, History of its Transformation

Can you periodize the 20 years of DW? Which criteria would you observe in this periodization?

We understand that there was a change in management concept in DW. What kind of problems and needs made this change in management structure necessary?

How do decision-making processes work in Development Workshop? Can we talk about a transformation in decision-making in the process?

Can you describe relations between partners/members/development workers?

How do you operate and what kind of division of labour is there in processes of project development and project funding?

Can you describe work flow in DW? Which phases a job undergoes before it reaches you?

What kind of communication networks exist in DW at moments of quick decision-making?

Can you tell us about the methods used in DW in solving disputes?

### - Workshops

Can you share with us how your workshop activities proceed?

Can you share with us how relations between workshops proceed?

What kind of differences are there between workshops?

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<sup>6</sup> It is a sample set of questions. Headings and questions were adapted according to the position of the interviewee in DW and relations with the cooperative, order of questions were changed or some questions were not forwarded.

## - Working in DW

What does it mean to work in DW? In what ways it differs from other organizations that you worked/carried out projects/volunteered earlier?

What are the strengths and weaknesses of DW in terms of working environment, workers' rights and labour peace? What suggestions can you make?

## 3. Development Workshop Narrative / Feelings and Objective Assessments

What are your most important achievements deriving from being a DW partner?

In your opinion, that are the strongest points of DW (management and working)?

In your opinion what are the weakest points of DW (i.e. its management structure and working)?

What were the issues/moments with the DW when you felt most happy and unhappy?

## 4. Future of Development Workshop

Can you describe the line of change/transformation which you find important in the near future of Turkey or the state of the society around development problematic?

In which direction do you think DW is evolving and which direction would you like it to be?

Can you have your contribution, a guiding role in the transformation of DW? What would be your position in this transformation/future?

In your opinion, what kind of interventions are needed to eliminate the weak sides of DW?

What can be done in DW to boost the happiness of partners/employees?

Do you think that DW is financially situated in a position it deserves? What do you think can be done in this regard?

Given the present structure of the Development Workshop, which issues/fields of activity do you think should come to the fore?

## Annex 4 - Development Workshop 2030 Evaluation Questionnaire

- 1** Which of the following define your relationship/cooperation with the Development Workshop?
  1. Consultant
  2. Expert
  3. Volunteer
  4. Field worker
  5. Fund provider
  6. Project partner
  7. Beneficiary
  8. Follower of activities by the Development Workshop
  9. Person/organization engaged in development work
  10. Other civil society organizations (cooperative, association, foundation, etc.)
  11. Other (please explain):
  
- 2** In your opinion which of the following fits the best for the Development Workshop?
  1. Association
  2. Foundation
  3. Research company
  4. Cooperative
  5. Other (please explain):
  
- 3** For how long are you aware of the existence of Development Workshop?
  1. 0-1 year
  2. 2-3 years
  3. 4-5 years
  4. 6-9 years
  5. 10 years and over
  
- 4** To what extent are you informed about the organizational structure/working of the DW in programme and project implementation (please mark from 1 to 10. 1= no information at all, 10= I am fully informed).

**5** In which venues do you follow the activities of the DW? (you can mark more than one option)

1. Website
2. Twitter
3. Instagram
4. Facebook
5. LinkedIn
6. YouTube
7. E-mail
8. Activity reports
9. Project activities/meetings
10. WhatsApp
11. Printed materials
12. Other (please explain):

**6** If you were to suggest DW to any person having no information at all about which of the following media would you prefer? (In your opinion about the medium that DW expresses itself the best?)

1. Website
2. Twitter
3. Instagram
4. Facebook
5. LinkedIn
6. YouTube
7. Activity reports
8. WhatsApp groups
9. Printed materials
10. Other (please explain):

**7** To what extent are you informed about the following fields of activity of the DW?

Fields of activity	No inf.	Limited inf.	Sufficient inf.
Child labour			
Child rights			
Living and working conditions of seasonal migrant agricultural workers			
Vocational training			
School climate			
Teachers' professional development			
Training in biotechnology			
Beekeeping			
Rural ageing			
Cooperatives			
Development contributors programme			
Social innovation			
Foreign migrant workers			
Migration, migrants and semi-migrants			

**8** To what extent do you find the activities of the DW in the following areas successful? (From 1 to 10. 1= very unsuccessful, 10= very successful).

Areas	Please score from 1 to 10
Evidence-based advocacy	
Information and data production	
Model development	
Development programmes	
Capacity building	
Information sharing and dissemination	
Mobilizing relevant institutions and persons in working areas	
Monitoring and evaluation	
Voluntary work	

- 9** As an overall assessment what are the most positive 3 characteristics of DW as you observed/experienced?
- 10** As an overall assessment what are the most negative 3 characteristics of DW as you observed/experienced?
- 11** As an overall assessment what are the most negative 3 characteristics of DW as you observed/experienced?

Fields of activity	Please mark
Child labour	
Child rights	
Living and working conditions of seasonal migrant agricultural workers	
Vocational training	
School climate	
Teachers' professional development	
Training in biotechnology	
Beekeeping	
Rural ageing	
Cooperatives	
Development contributors programme	
Social innovation	
Foreign migrant workers	
Migration, migrants and semi-migrants	

- 12** In your opinion, in which areas/themes DW should conduct activities within the next 10 years? Please respond by prioritizing.
- 13** Is there anything you want to add or share with us?



The present report is the outcome of the search for answers to the question of “What should be the future of Development Workshop” towards 2030. For this aim, the study identifies and evaluates the future dreams and plans of those who dedicated their time and laboured in the course of accumulation of experiences of the DW in the last 20 years. It targets to outline the future with the power of past experience and the past with the power of future dreams.

**ANYONE WHO CAUSES DEPENDENCY IN  
DEVELOPMENT BEARS RESPONSIBILITY.**



DEVELOPMENT  
WORKSHOP

Development Workshop Science Culture Training Research  
Implementation Production and Enterprise Cooperative