

Dealing with Psychosocial Challenges in Cash for Work Support and Guidance



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Section A
About Mental Health and
Psychosocial Support



1. What is this booklet about?

The booklet explains some potential challenges cash workers might face, what their psychosocial effects might be and how field supervisors in Cash for Work (CfW) projects can act accordingly. At the same time, this booklet does not enable the reader to treat or diagnose a mental health problem.

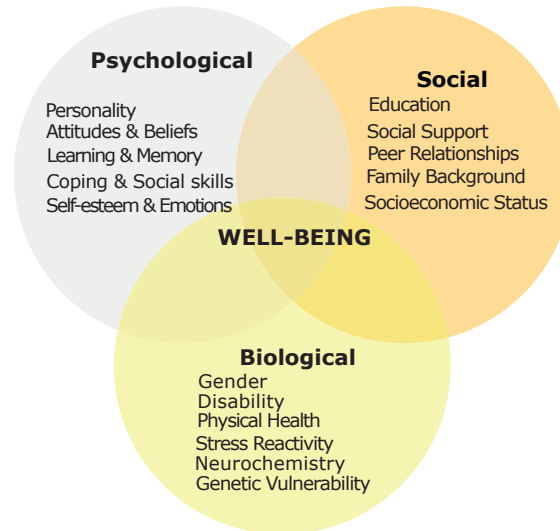
2. Why Mental Health and Psychosocial Support (MHPSS) in Cash for Work (CfW)?

CfW projects are designed to help overcome temporary financially stressful situations in times of crisis, by providing those affected with short term employment. Apart from alleviating economic stress, the measures focus on the improvement of public goods and on social cohesion among the communities. Psychosocial well-being of the cash workers, however, is not usually addressed in such projects, while many of them have undergone or are in stressful and even traumatic situations. When specific concerns, challenges and needs of the people are integrated into the projects from the beginning, chances of successful and respectful implementation are much higher.

3. What is Mental Health and Psychosocial Support (MHPSS)?

The term MHPSS describes all the related measures designed to preserve and improve psychosocial well-being. Psychosocial well-being also refers to a positive physical and mental state that enables personal growth and constructive relationships.

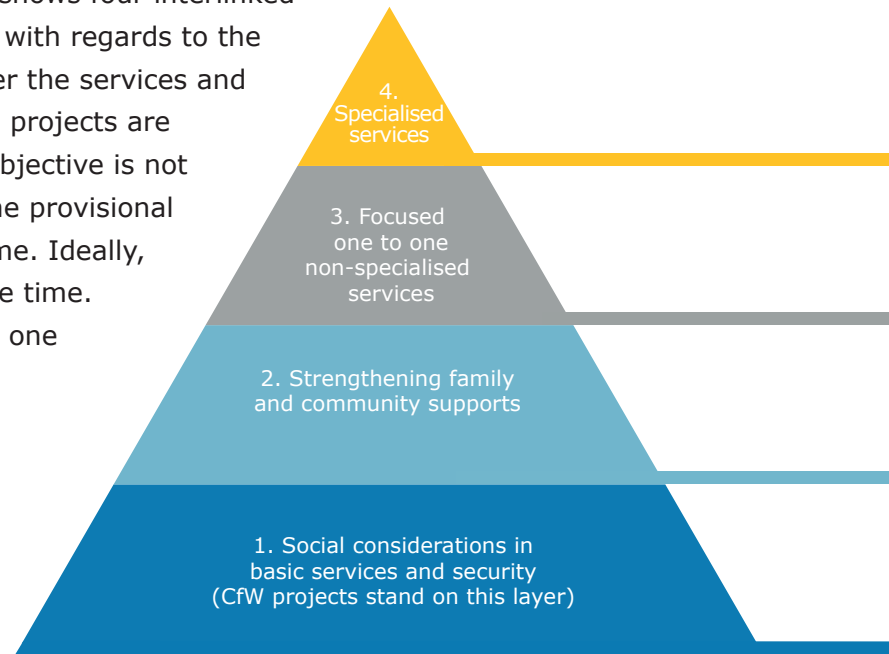
Psychological well-being results from the interlinkage of psychological, social, and biological aspects



(George, Engel, 1977) adapted by the Author.

4. How to provide MHPSS in CfW projects?

The following pyramid on MHPSS shows four interlinked layers of intervention. They differ with regards to the specialisation of the staff who offer the services and the focus of the intervention. CfW projects are located in layer 1, as their main objective is not the psychosocial well-being but the provisional security of the beneficiaries' income. Ideally, all layers are provided at the same time. However, this does not mean that one project must cover all four layers. Rather, projects can be built on existing structures and establish referral pathways to link their beneficiaries to services provided by other (MHPSS) actors.



(IASC, 2007) adapted by the Author.

On the right page, you can see an example for the incorporation of MHPSS in CfW

Referral to a psychologist or psychiatrist for workers or staff members in need of specialised treatments



Referral to a project on emotional and social support offered by health or social worker



Organising events to help workers and staff understand and practice mutual respect, fair play and cooperation



Collecting workers' feedback, installing a helpline, and offering frequently asked questions to workers

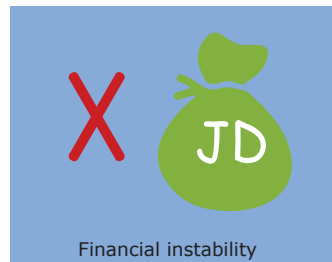
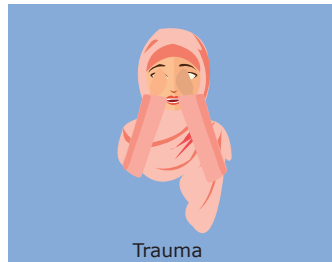


Section B

Providing Support to Cash for Work Supervisors

What do cash workers experience
on a daily basis? How do they feel?

1. What are the challenges that cash workers might face?



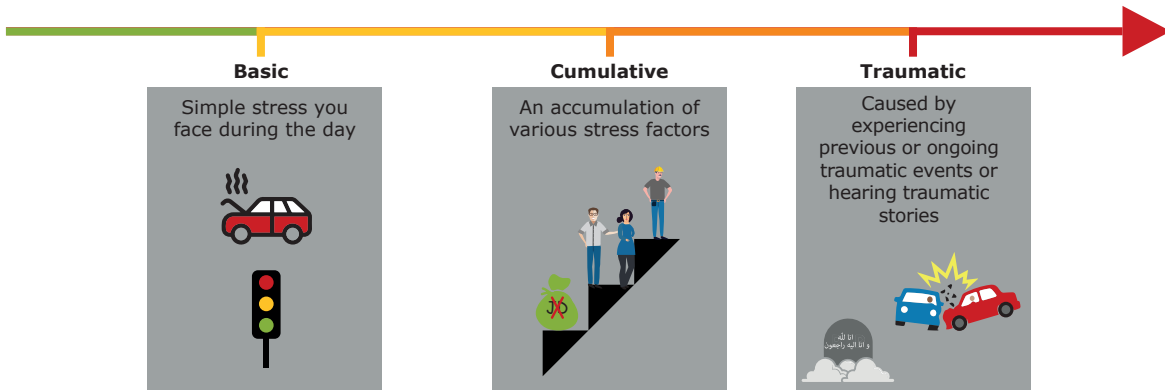
1.1 What can be the impact of these challenges?

What is stress?

When stressors add up and become more than our resources for adaptation, we experience an imbalance. This imbalance is called **stress**.



Where you find yourself on the scale depends on your coping mechanisms, the resources available, and the support received from your environment. If the resources for adaptation are not sufficient, it can turn into severe stress or even traumatic stress.



1.2 What are the potential reactions to stress?



Anger



Headaches



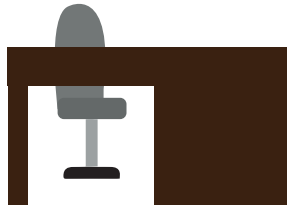
Extreme exhaustion



Anxiety



Stomach and abdominal pain



Frequent absence from work



Insomnia



Low concentration

1.3 What do we usually see?

What do you see in the picture?

Why is the person behaving and feeling like this?

Why do we often only see the tip of the iceberg?

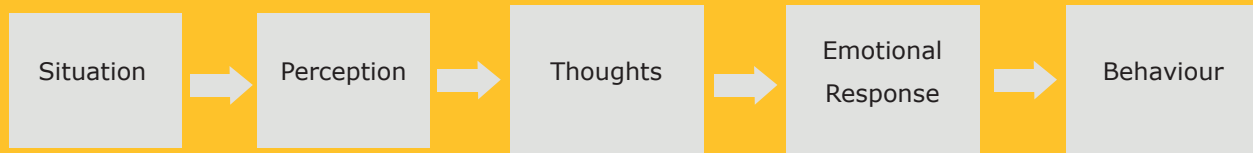
Look beyond the tip of the iceberg to find out more



(Weaver, 1986) adapted by the author.

2. How are situations, thoughts and behaviors connected?

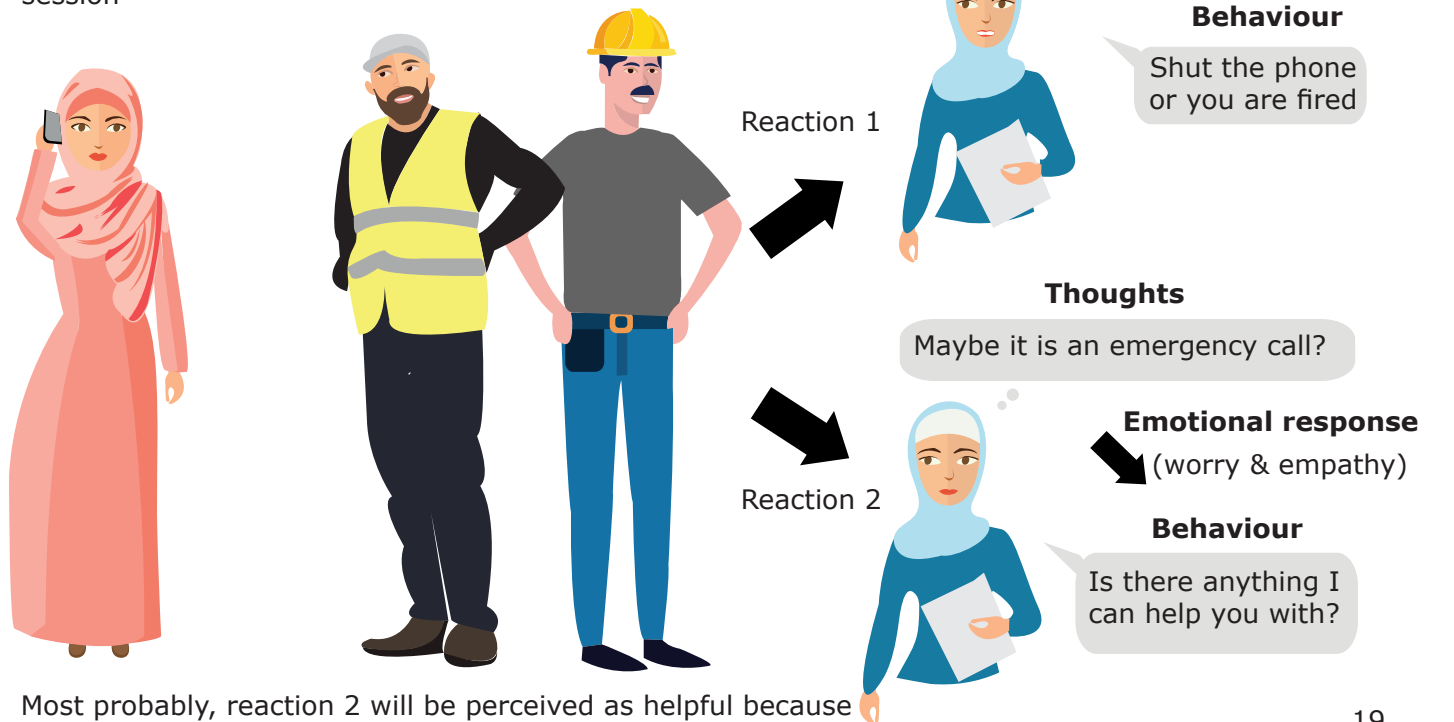
Our thoughts and behaviors are connected as shown below. We often do not take the time and effort to explore the reasons for the behaviour of a person. We tend to only look at the tip of the iceberg and make our judgements based on this.



On the next page you will find an example of this chain of reactions

Situation

A supervisor catches a worker on her phone during an information session



Most probably, reaction 2 will be perceived as helpful because reacting with empathy will normally lead to good communication and less conflict. But how can we offer support?

3. How can we offer support?

What is Psychological First Aid (PFA)?



(WHO, 2011) adapted by the author.

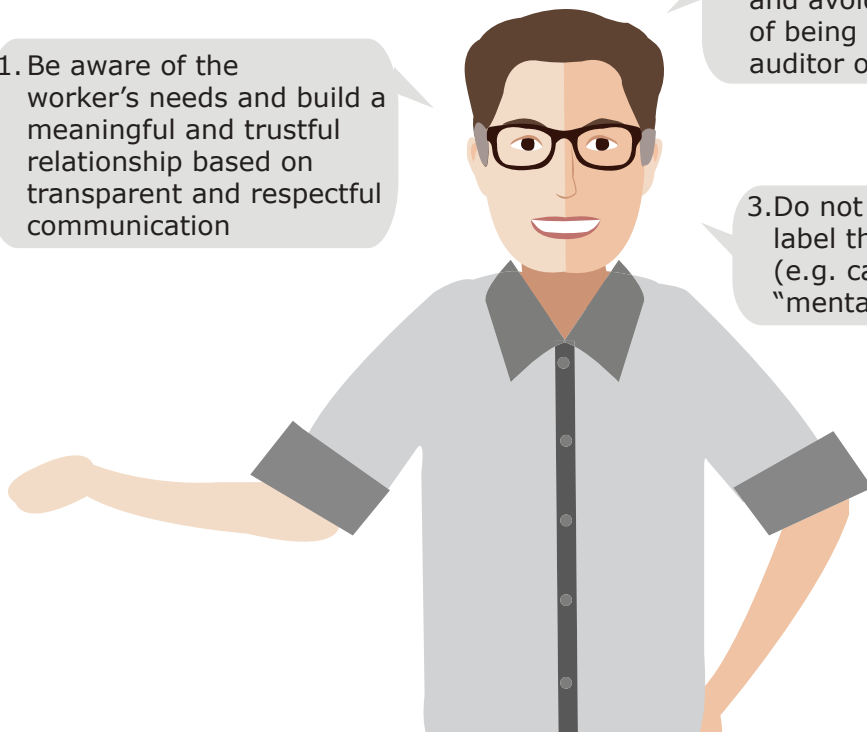
The principles of PFA are not developed for crisis contexts only, but they are general principles of communication, which can also be perceived as helpful by your family, friends, and colleagues. In the following pages, you will find an explanation of the different steps.

Step 1: Look

1. Be aware of the worker's needs and build a meaningful and trustful relationship based on transparent and respectful communication

2. Do not judge the person and avoid the impression of being an observer or auditor of their actions

3. Do not diagnose or label the other person (e.g. calling someone "mentally ill")





step 2: Listen

1. Don't get into personal details like ("Did your wife deliver?")

2. Be patient and do not interrupt or go through long arguments (Accept moments of silence)

3. Show verbal and non-verbal signs that you are listening (e.g., smiling, eye contact, leaning in, mirroring the voice tone, gestures, expressions)

4. Stay neutral and non-judgmental (Do not show disapproval or censure even if you might not agree with the person's behaviour)

5. Ask clarifying questions ("Do you mean that you have not been feeling well since that day?")


6. Build trust between you and the worker ("Anything that you will share, will stay between me and you")

7. Be supportive and offer realistic help, don't make any false promises or create false hope! ("I will inform myself about this issue")

8. Listen to the worker's worries ("How I can help you?" or "How are you today?")

9. Don't criticise directly ("I really appreciate your efforts and I think you could even improve your performance if you were fully engaged in attending our on-the-job training")





Step 3: Show Empathy

1. I can only begin to imagine how painful this must have been

2. I am here for you whenever you feel comfortable to share your thoughts and concerns

3. Can I help you with that?

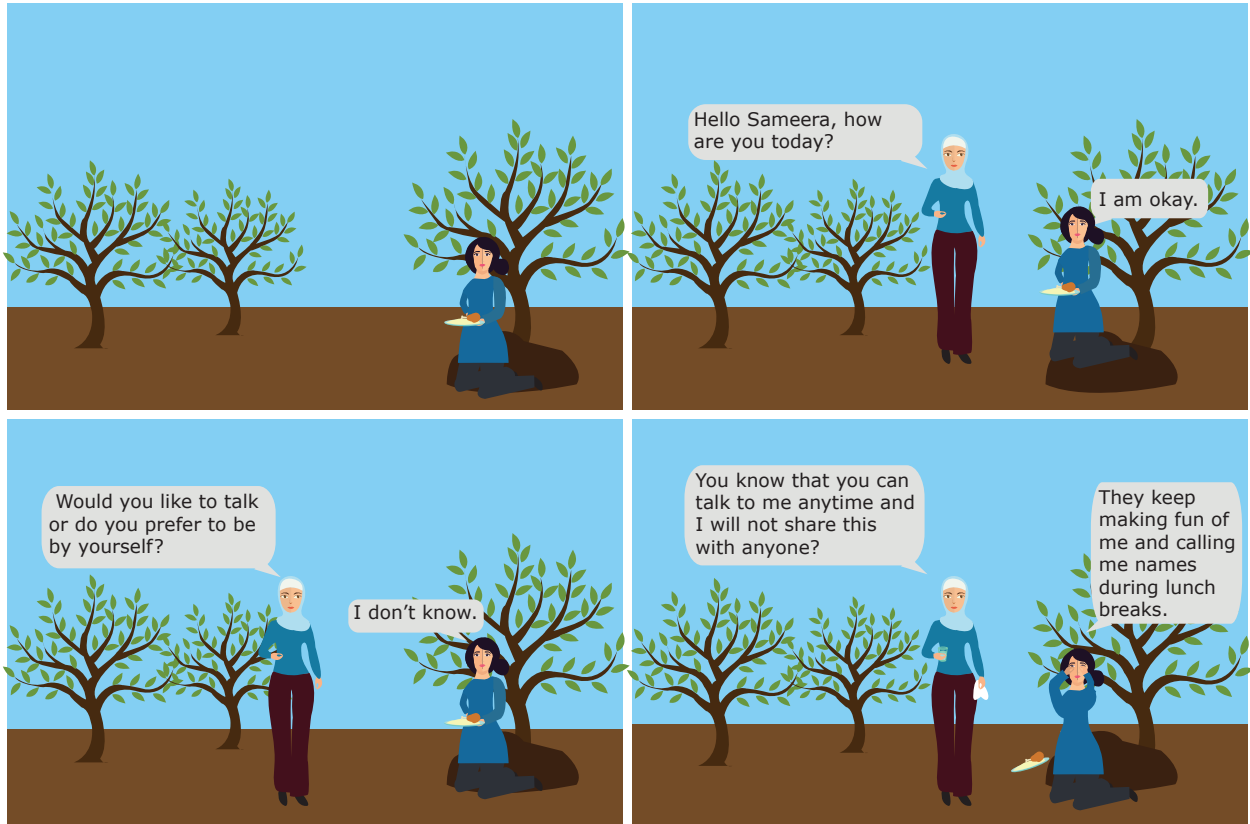
4. Encourage and support the worker to seek help

5. I understand that it has been a tough time for you

6. Normalising the reaction by saying: It is totally normal to feel that way and cry in such a stressful situation



A supervisor noticed that Sameera is sitting on the side and eating alone during lunch break. How could you as a supervisor, check on Sameera without invading her privacy?





Step 4: Link

Depending on the need of the worker and the resources available in your context, you can decide how you want to support the worker.

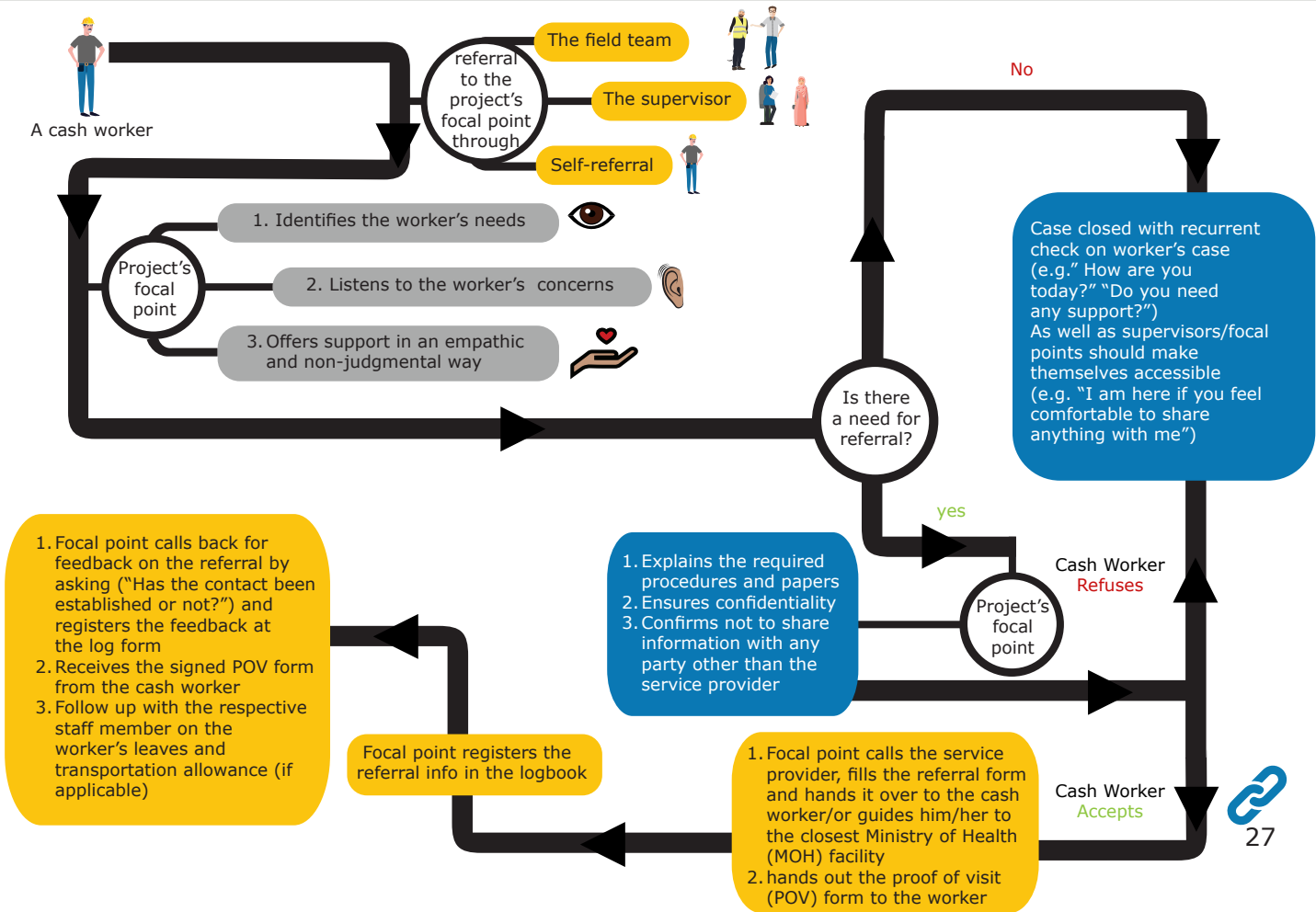
1. If you can offer support through the resources and information available in your organisation/project, link the workers to this information or material (e.g. a hotline, the FAQ, information sessions, brochures)

or

2. If the worker's psychosocial well-being seems to be affected and if he/she is in need of further support, link the person to a referral focal point for further specialised MHPSS services, reassuring them that seeking help/counselling is nothing to be ashamed of

Note: Be aware of your own limitations as a supervisor and take care of yourself as well. Don't be ashamed of feeling overwhelmed

The next page explains how can we refer a Cash worker to MHPSS services



3.2 For referral focal points: How can you prepare the paper work for the referral?

- ▶ Fill in all the required information on the referral forms, i.e. *Confidentiality of Information Agreement* form, and *the Register of Referrals OUT* form

Note: Please refer to the tools section in (Cash Worker Referral Management to (PSS) Psychosocial and Mental Health Service, October, 2019)



- ▶ Hand out a hard copy of the *Referral Agency* form, *Cash Worker Referral* form, and *Confidentiality of Information Agreement* form to the cash worker



- ▶ Keep an electronic copy of the *Referring Agency* form, *Register of Referrals OUT* form, and *the Confidentiality of Information Agreement* form

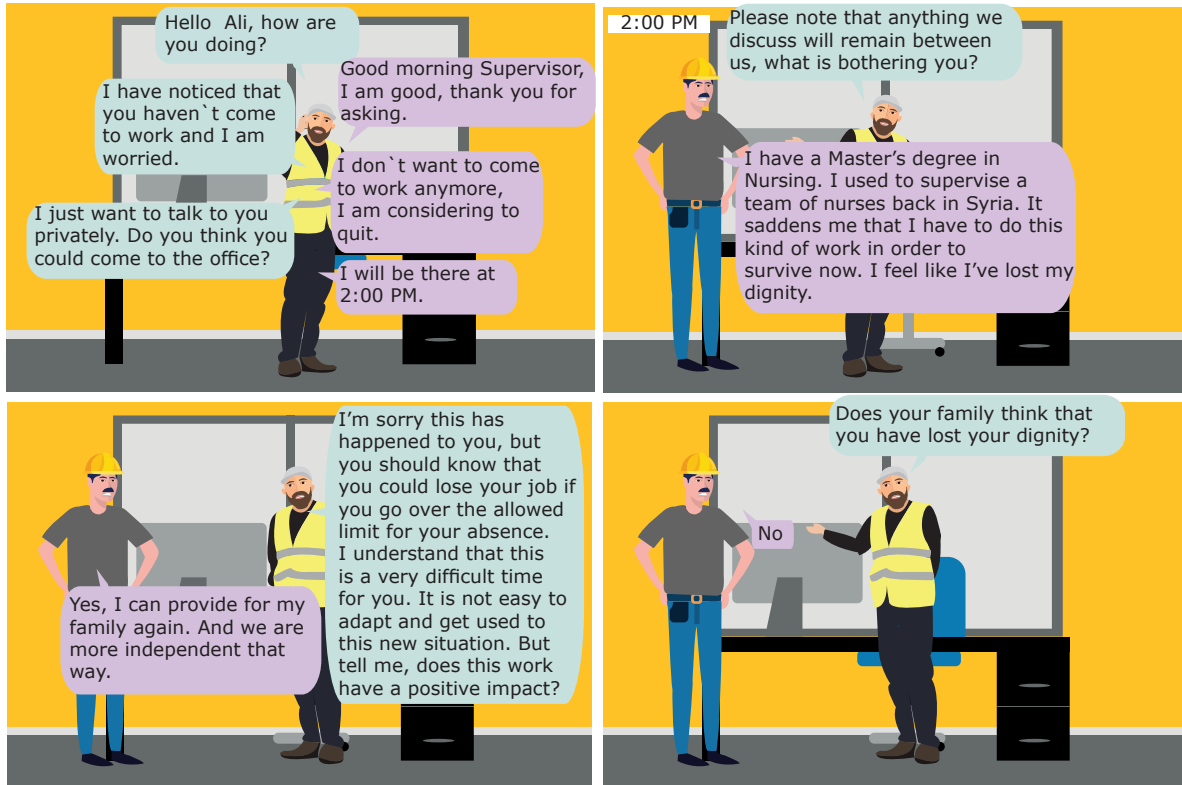


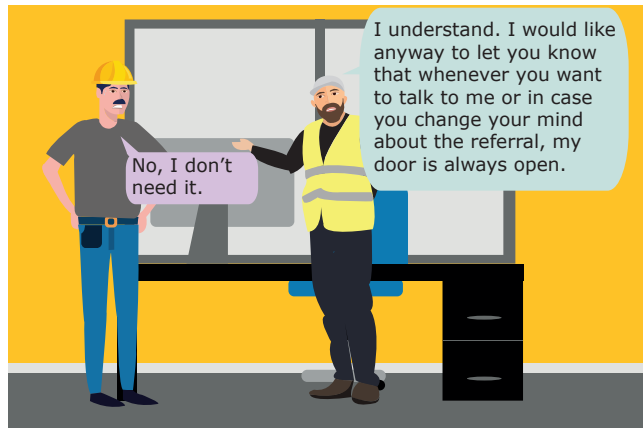
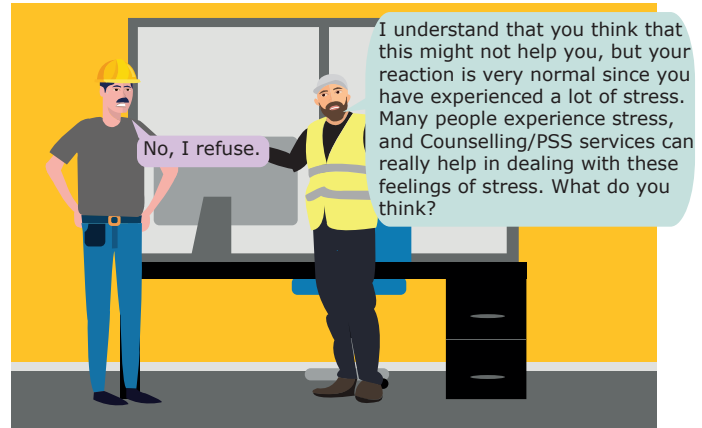
- ▶ Save the electronic copy by creating a password to limit access to the information to referral focal points only



A supervisor noticed that Ali did not show up to work for two days. He also noticed many changes in Ali's behaviour at work, such as, low performance, distraction, anger hostility, and frustration.

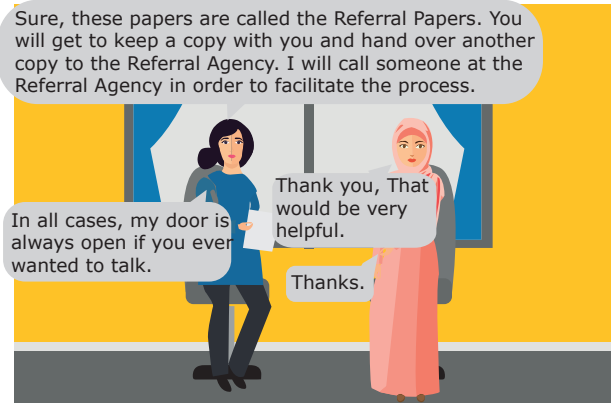
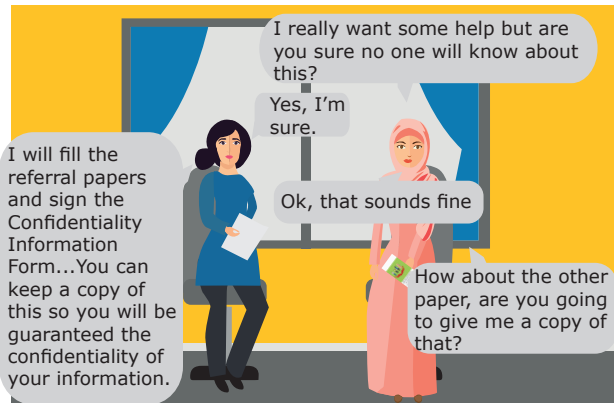
How could you as a supervisor, support Ali without violating the rules and regulations in CFW?



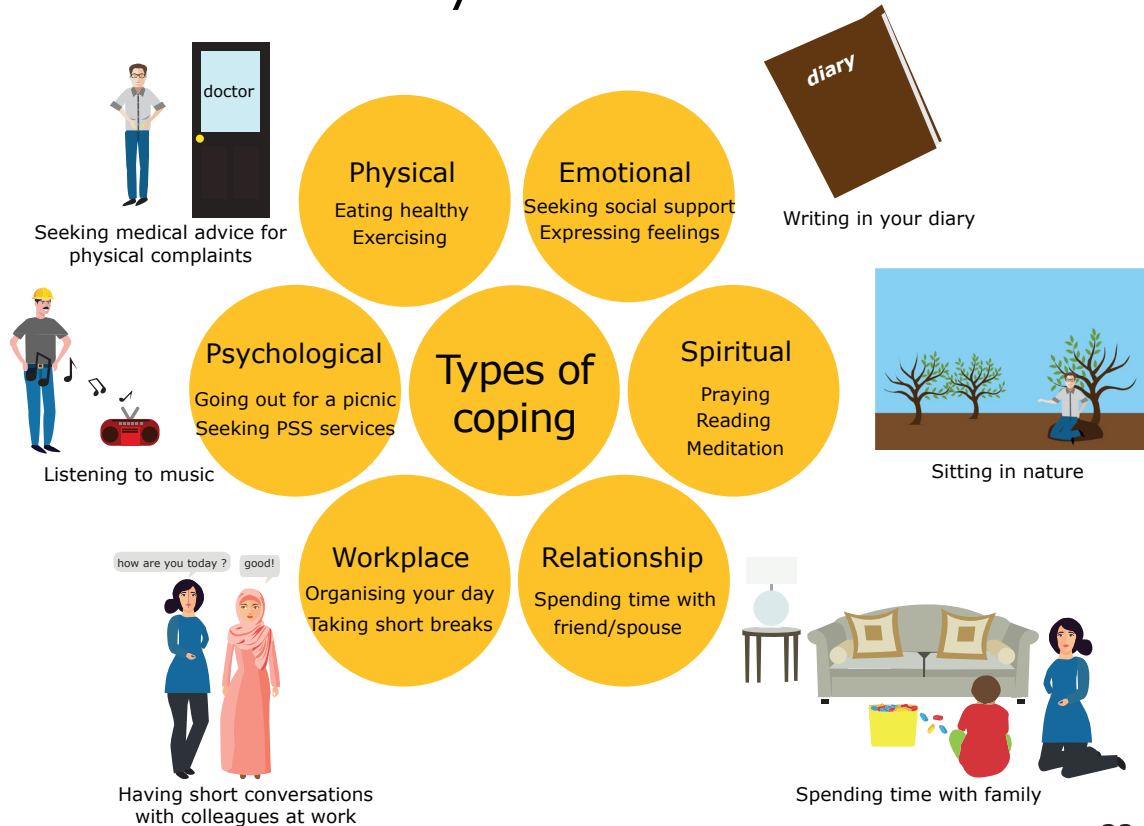


Areej read the MHPSS-workers brochure that was handed to her during the info-session. The next day, she went to the focal point to discuss certain matters.



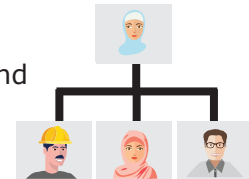
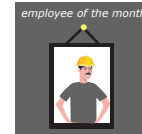


4. How to take care of yourself?



4.1 How can your organisation take care of you?

- ▶ Providing a clear written job description
- ▶ Organising team building and social supportive activities
- ▶ Having sufficient and qualified staff
- ▶ Supporting employees by acknowledging their efforts
- ▶ Offering coaching sessions by referral to the MHPSS services
- ▶ Continuing capacity building for the staff
- ▶ Keeping the door open for further support
- ▶ Proper distribution of tasks and responsibilities for each employee and according to his/her loads



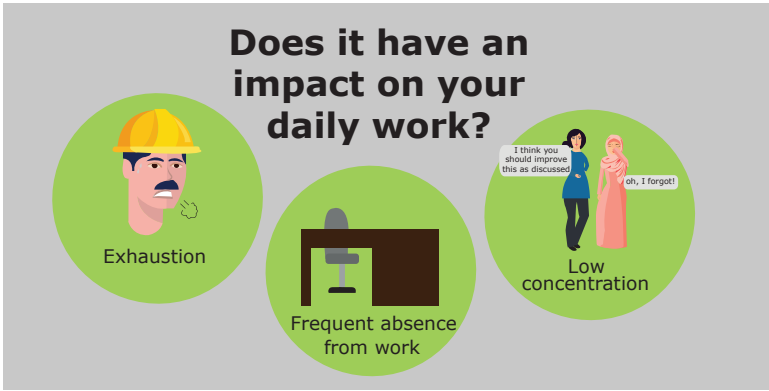
Remember... You are not alone...

There are always
colleagues who are ready to
share with you their
solutions to different
situations... Approach the
focal point for further
support...

Section C

Providing Support to Cash Workers

As a cash worker, what do you
experience on a daily
basis? How do you generally
feel?





Would you like to receive support but you don't know where to go and how to ask for it?

This might help you:

First, you can ask your supervisor or focal point for frequently asked questions (CfW-FAQ), as they can help you answer many of your concerns. For example:

Is there any possibility to continue my work after the end of the current contract?



For the current year, this is not possible; we try to distribute opportunities between as many people as possible. Therefore, we only offer short-term contracts.



Is there paid leave?



Yes, you are entitled to one paid personal leave and one sick leave each month.



Why are we paid monthly?



We cannot pay wages on a daily basis for technical/logistical reasons.



We do not want to be involved in the Social Security because we will lose the right of the support we get from the National Aid Fund (NAF).



Our project has an official letter from NAF stating that if the person is working as a cash worker and approves to provide their personal information (e.g. name, national number, etc.) through the employing partner, NAF will not stop the support.



Second, you can benefit from Mental Health and Psychosocial services (MHPSS) that are offered in different locations around Jordan.

What do you know about (MHPSS) referral?

Referral is sending you to a specialised service provider for further consultation, reviewing, following up, and support.



Psychiatric clinic



Emotional and social support services



Counseling and psychotherapy services

You can be referred in the following three ways



Go directly to the focal point and ask for support (self-referral)



Share your challenges with your supervisor, other staff or workers



A staff member observes a change of behavior and offers you a referral

Always remember, you can ask for support whenever you feel in need of it:

1. Approach your supervisor, referral focal point, feedback boxes, or the hotline to share your needs.
2. Ask for a referral.

These services are



Confidential



Focused on supporting you in your daily life



Free of charge

**Don't be afraid to contact
your focal point for further
support...**

Reach out directly to them on
site.

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