



EPWP Phase 3: Enhancing the Development Impact

Kate Philip

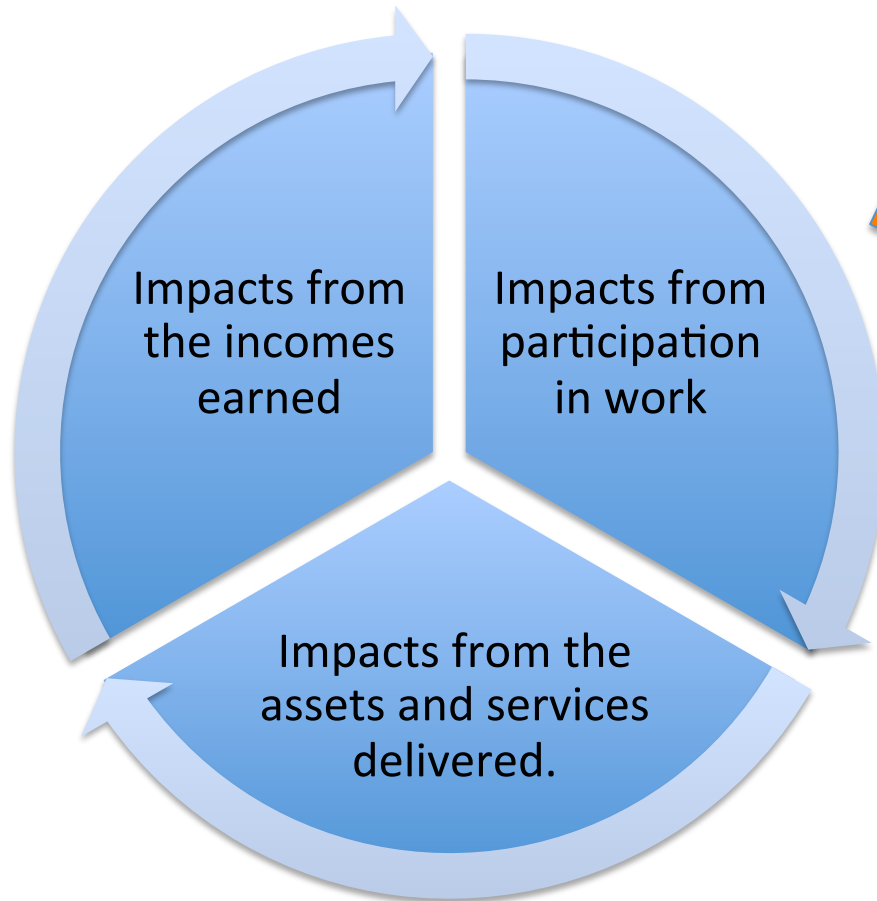
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The big picture

- Markets don't always work.
- In particular, they often don't work to create as much employment as people need, and that has a negative impact on society as a whole.
- This reality is getting worse: technological change is progressively eroding the need for labour. Societies need a strategy to respond to this: because work matters too much to leave to markets alone:
 - In all cultures, contributing productively to your family and community is critical to self-worth and social inclusion.
 - Unemployment has a wide range of negative social and economic impacts that have high costs.
 - Work (or labour) has a social value, even when it does not have an economic value.
- Public employment provides a development instrument that enables societies to bridge the gap between the employment needs of markets and of society.
- In the process, assets and services can be created that improve the quality of life for all, and make societies a better place.

Dimensions of PEP's development impact

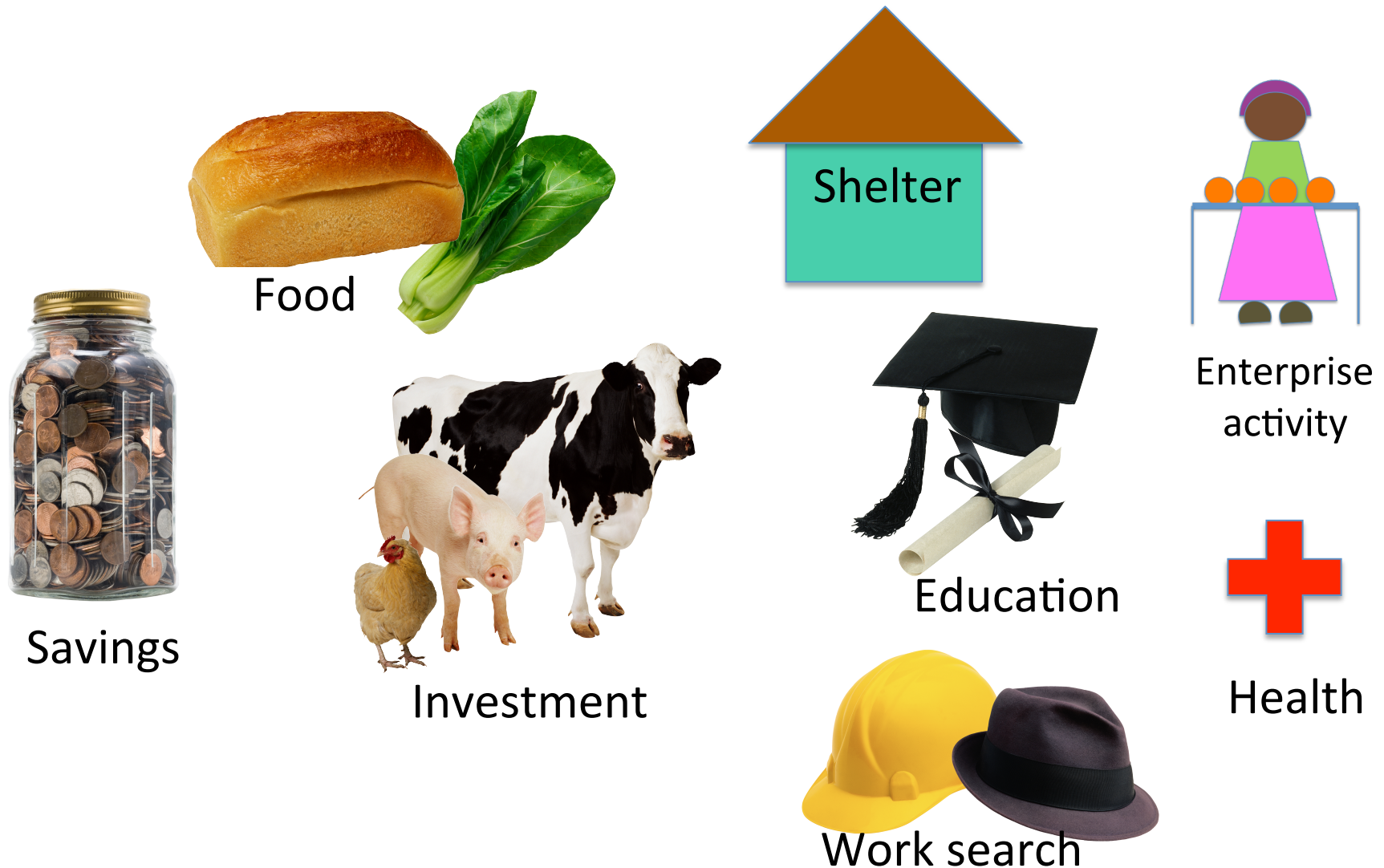


All public employment programmes combine these three dimensions of development impact

**Enhancing the development impact of EPWP
starts with strengthening these.....**

Impacts of the incomes earned:

People spend on their priority needs – and invest also



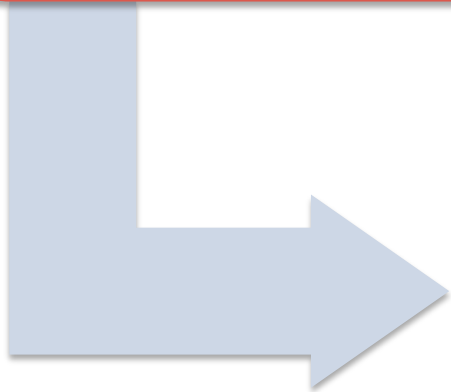
Incomes reduce poverty and strengthen livelihoods.

How to strengthen the impacts of the incomes earned?

Pay the
minimum
wage

This really matters.

How to put in place
timeframes and structures of
accountability to fix any
continued non-compliance in
this area?

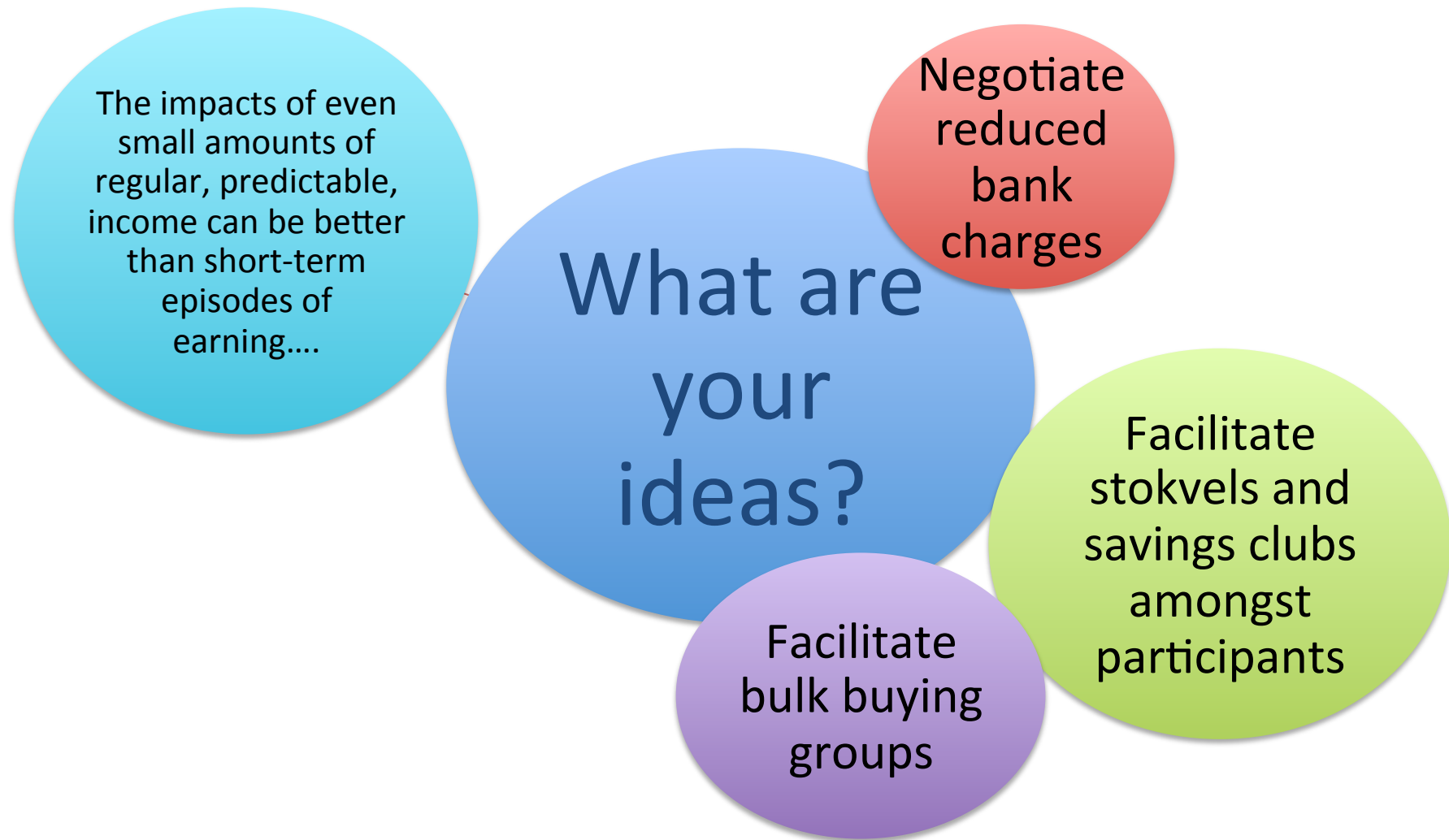


Pay on time

This does too.

Workers have earned this
money.
It needs to become a
performance monitoring
issue, with penalties for late
payment.
What might these be?

How else to strengthen impacts for participants?



Impacts on the wider economy

EPWP wages have impacts on aggregate demand in the wider economy and can strengthen LED.

How can this be strengthened?

- ‘Plugging the leaks’: an approach to promoting spending in the local economy (New Economics Foundation).
 - A form of community mobilisation: raising awareness
 - Tracking spending and making local multipliers (or the lack of them) visible.
 - Getting buy-in from local business
 - Generating ideas and action
 - Incentives?
 - In New York, spending food stamps in local fresh produce markets earns special discounts: supporting local farmers.
 - Needs organisation: ‘useful work’ in CWP? In the NGO sector?
- It’s certainly in the ‘public good’: and it’s work.
- Using public employment to unlock community agency, promote LED.

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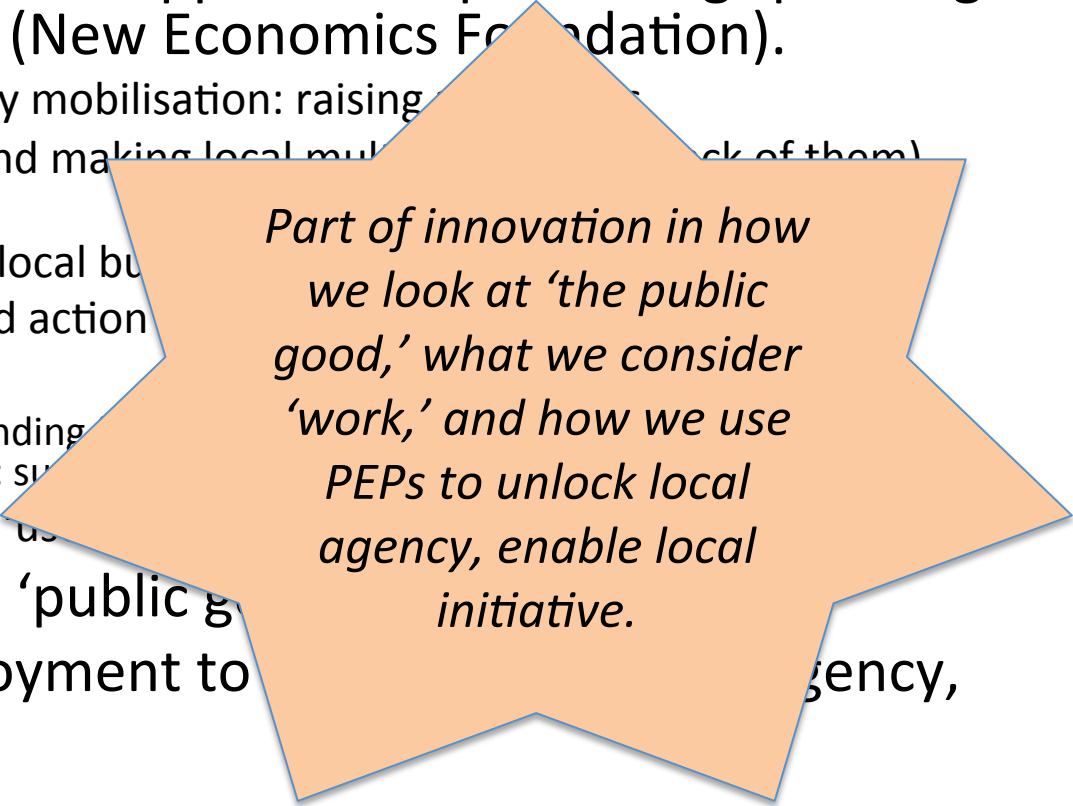
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- A form of community mobilisation: raising awareness (and making a bit of them) visible.
- Tracking spending and making local multiplier effects visible.
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- Incentives?
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- Needs organisation: needs organisation: needs organisation.

– It’s certainly in the ‘public good’.

– Using public employment to promote LED.



Part of innovation in how we look at ‘the public good,’ what we consider ‘work,’ and how we use PEPs to unlock local agency, enable local initiative.

What are the impacts of participation in work?



Participation in work builds new capabilities

How can each EPWP programme strengthen these?



How should this be measured? What should be the benchmarks?

The impacts of the assets and services delivered



Significant scope for developmental impact:

- Infrastructure:
 - Still a social and economic game-changer:
 - Water, sanitation, schools, clinics, roads, irrigation facilities, dams, pavements, market spaces and more.
- Environment:
 - Social and economic value of natural resources still underestimated:
 - Impacts on water: huge social and economic issue; land productivity, fire .
- Social:
 - Role of ECD, child nutrition in breaking cycles of disadvantage; role of care in society and much more.
- CWP and NGOs:
 - The flexibility to identify ‘useful work’: work that matters to communities.

How to enhance this impact?



For each programme, this will differ.

The starting point:

To understand – and map - the potential scope of development impact of the assets and services delivered:

What **social** impacts can the assets and services delivered have?

What **economic** impacts can they have?

How far is the sector meeting that potential?

How well are the assets and services targeted at the poor?

At improving the quality of life in poor communities?

How well are the assets and services designed to unlock economic opportunity?

And what about the quality of work undertaken?

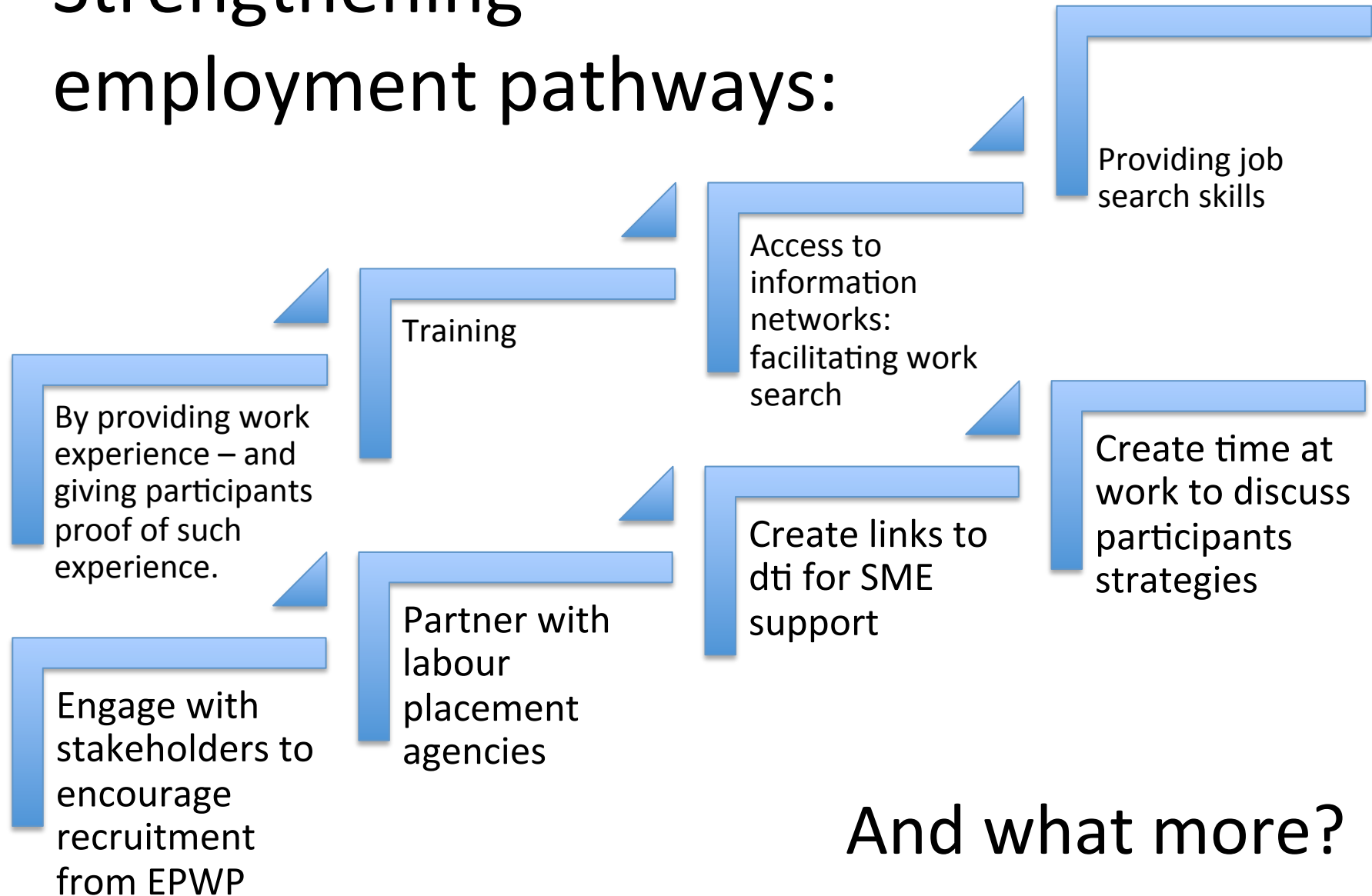
Targeting areas of greatest need?



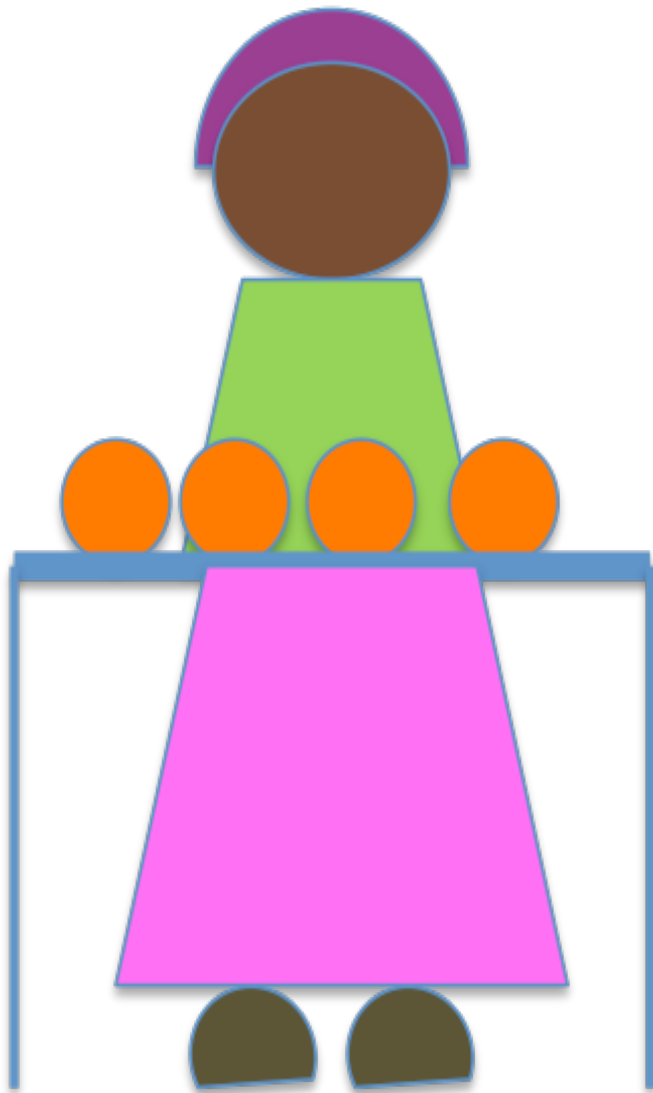
PEPs, employment and livelihoods

- PEPs strengthen the capabilities of participants.
 - For some, this puts them on an **employment** pathway and they are able to exit from PEPs.
 - How can this possibility be maximised?
 - But for many, PEPs remain an important contribution to their **livelihoods**, and to reducing poverty.
 - This recognition informed the removal of time-limits on EPWP participation
 - It also underpins the design of the CWP, which provides only part-time work – but on an ongoing basis.
- How can the impact of PEPs on livelihoods be maximised – where participants can't find other employment?

Strengthening employment pathways:



Strengthening livelihoods



- Regular and predictable access to income
- Providing work experience relevant to livelihood strategies
- Training relevant to enhanced livelihood activity.
- Access to networks
- Lifeskills coaching
- Linkages to dti and other small enterprise support agencies.
- Using procurement to provide a market for participant enterprise
- Work outputs can contribute to sustainable livelihoods at local level:
 - Land rehabilitation
 - Earth dams and irrigation
 - Construction of market spaces
 - Fencing of grazing areas
 - etc

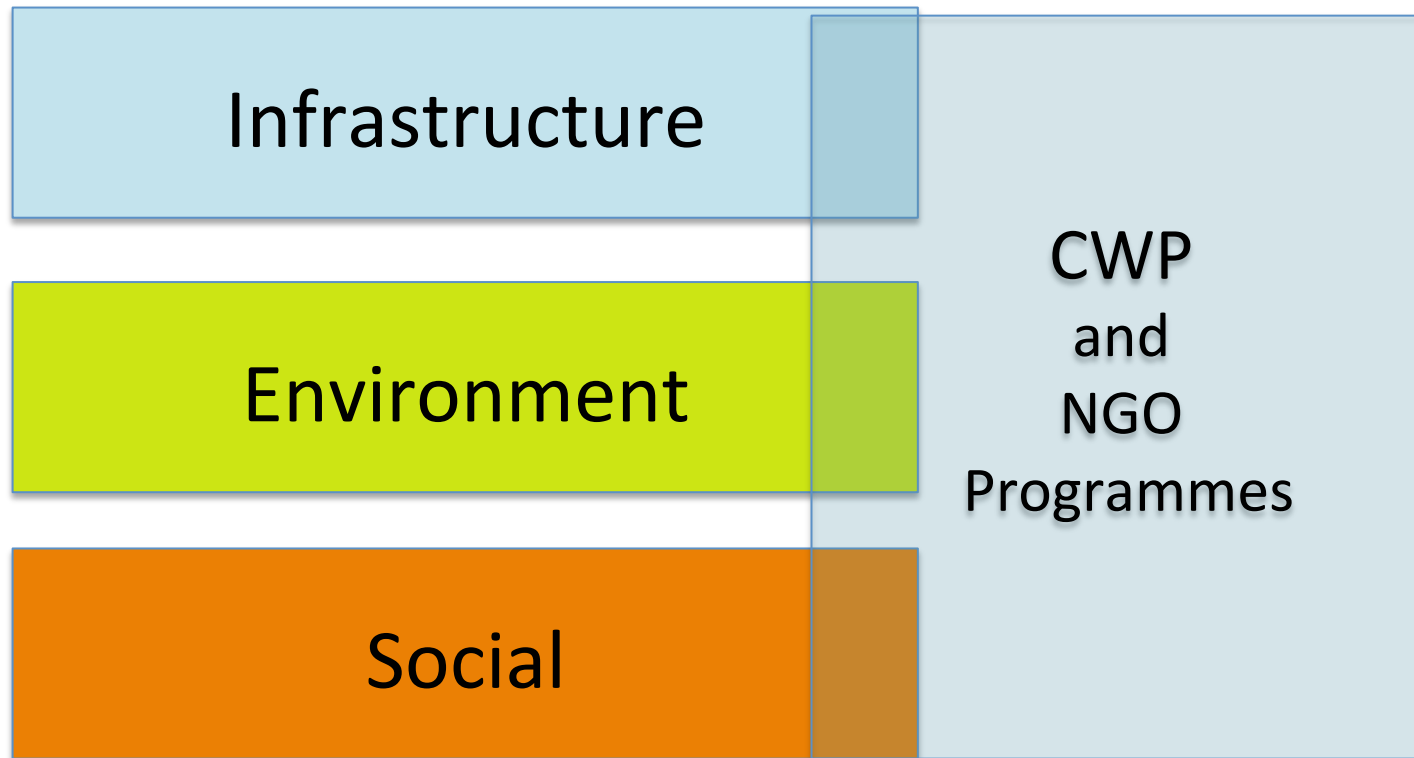
All 3 dimensions of PEPs support LED

- The incomes as a stimulus in the local economy
- Skills of work enhance productivity, enable enterprise development
 - Enterprise failure high for those without work experience
- Investment in productive infrastructure
 - Irrigation canals, land rehabilitation, market structures
- Local procurement by the PEP
- Training and contracting of contractors
- Incubation (eg CWP and waste recycling)
- Economies of scale assist affordability for other local enterprise

Convergence and Complementarity

Sectoral Programmes

Multi-sectoral
Programmes:



Strengthening community development



Building participation in development

- EPWP can contribute to a vital national challenge:
 - Building active citizenship in communities
 - Unlocking local agency as a force for development.
 - Moving away from a 'Mr Delivery' state of affairs.
- Different programmes have different levels of opportunity in this regard:
 - CWP: designed to do so: part of the DNA of the model (yet not always undertaken).
 - Infrastructure: may be possible – and necessary - in some contexts (eg Zibambele) and harder in others.
 - Environment and social: both part of the approach to different extents.

What common lessons exist in this regard?

What qualifies as 'best practice' and why?

Is really *bad* practice recognised
when we see it?

Innovation in Community Development: The Organisation Workshop

- Social Sector EPWP and CWP have partnered in the use of this intensive methodology
- Developed in Brazil in the 1960's; adapted by Seriti Institute
- An action learning method that involves large numbers of people in a month-long exercise;
- Tackles local problems that can't be solved by an individual or small group
- Focus on self-organisation and task management skills required to run a collective enterprise: applicable to CWP also.
- Adapted as the inception phase in some CWP sites.
- Two hours of daily lectures 'Theory of Organisation' – also addresses many social issues.
- Strengthen community capacity to use participatory processes to identify useful work.
- A strong basis for local participation in governance, management and M&E of sites.

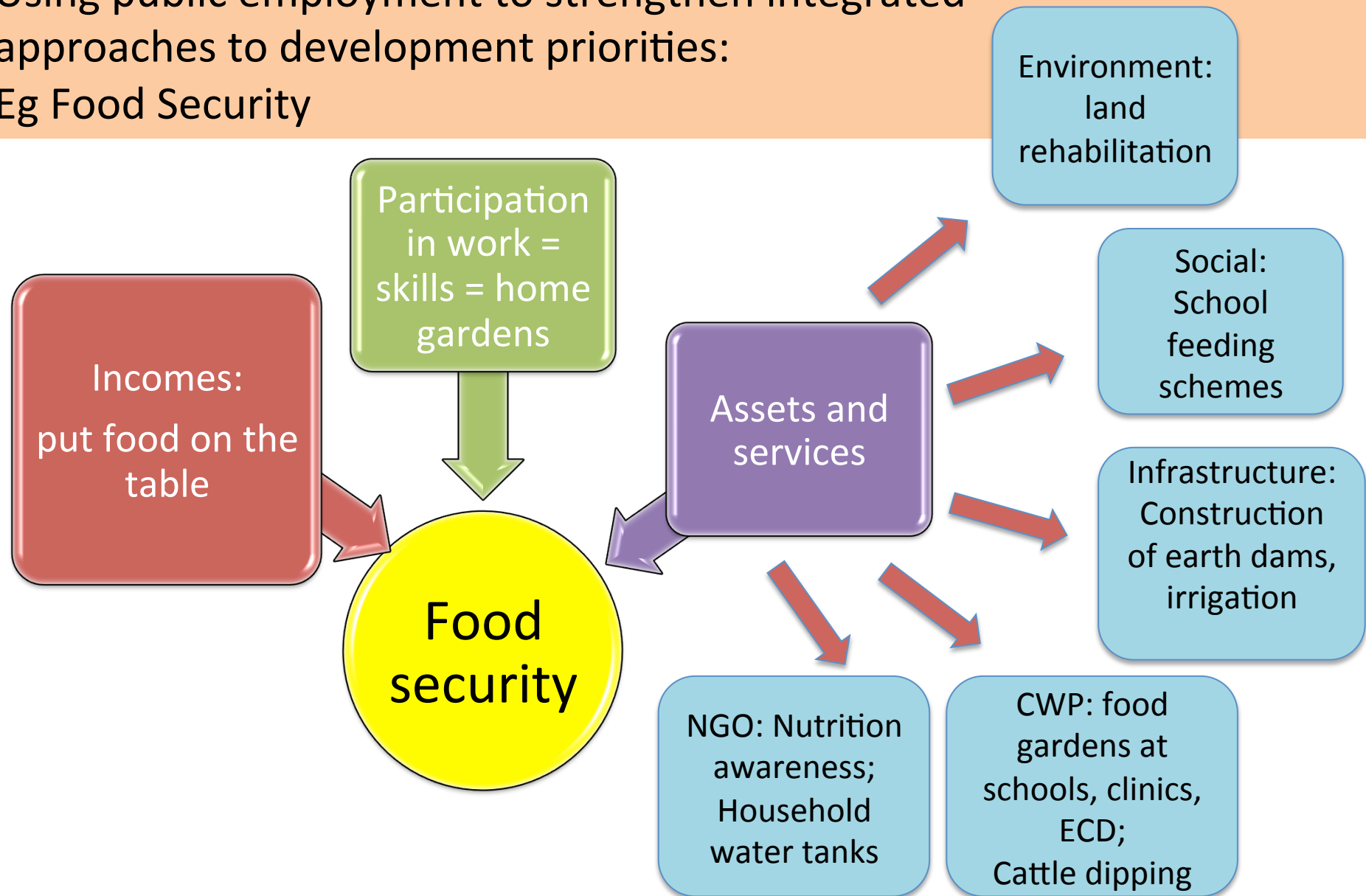
‘Today he gave her flowers’



Community development in Bulungula



Using public employment to strengthen integrated approaches to development priorities:
Eg Food Security



Scope for an integrated PEP
response to other social challenges?

Integrated area-based approaches?

Keeping open the doors for innovation...

- How to incentivise it institutionally...
 - How to resource it...
(Outputs aren't clear in advance...)
 - How to support it....

Better measurement and communication of development impacts

- Telling the stories
- But going beyond anecdotes:
 - measuring and monitoring
- Asserting the developmental role of public employment: it's big!
- Use of social media.



So, what's *your* role
in enhancing
EPWP's
development
impact?