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ASSISTING CHURCHES ADDRESS UNEMPLOYMENT

JOB CLUB MANUAL

Revision

3/12/2020

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1 INTRODUCTION

- 1.1. A Job Club is a regular gathering of those who are seeking to make advances in their lives so that they can provide for themselves, their families and others.
- 1.2. Job Club encompasses a process of moving into regular employment, maybe for the first time for some, while others will be moving to higher levels of skills and employment.
- 1.3. The process also identifies those who may become entrepreneurs and who might move on to join SME Clubs.
- 1.4. The group becomes a disciple making group. Discovery Bible Study method is well suited to Job Clubs and prayer is a central focus as the group pray for each other, assist one another and do life together.

2 TARGET GROUP

- 2.1 Everybody can be included in the activities of a Job Club as the objective goes beyond getting people regular employment.

2.2 The Unemployed

- 2.2.1 Job Clubs are primarily aimed at the unemployed who need regular cash income
- 2.2.2 The large cohort of the unemployed would overwhelm any Job Club so there must be an agreed process to identify who is to be assisted.
- 2.2.3 For example priority might be given to:
 - 2.2.3.1 The unemployed who regularly worship in a church
 - 2.2.3.2 The unemployed family members of regular worshippers
 - 2.2.3.3 Those who visit an area regularly and to whom a church wants to reach out
 - 2.2.3.4 Those who regularly take part in community development projects
- 2.2.4 It may also be advantageous to have sub groups eg unemployed graduates

2.3 The Recently Employed

- 2.3.1 Once someone gets a regular job they need encouragement to stay in the job despite the hardships.
- 2.3.2 They need a longer term vision for their lives and family.
- 2.3.3 This involves encouraging them along the next steps of more skills training and includes vocational or career planning
- 2.3.4 Some will be able to do part time study – not easy when you are on a minimum wage – or get their employer to offer skills development eg Skillwise.

2.4 Students and unemployed graduates

- 2.4.1 These can be assisted through the networking which is a large part of Job Club focus.
- 2.4.2 Undergraduates can learn how to find work

2.5 The aspiring self employed

- 2.5.1 Only 5% of people want to be self employed but if they have never worked in formal wage employment the Job Club can assist them get a job as their essential first experience of business.
- 2.5.2 Starting a business without the previous discipline of work is more difficult and where possible entrepreneurs might be encouraged to first take up employment in their target business sector/market.
- 2.5.3 Simultaneously they can be mentored into starting a business in an SME Club.

2.6 The long term employed and business owners

- 2.6.1 They bring their experience and networks to the club.
- 2.6.2 They should have appreciated the ethos of partnership rather than arriving with all the supposed answers, material resources and networks.

2.7 The unpaid employed/volunteers

- 2.7.1 Those who are supported spouses or volunteers can become involved in many aspects of the Job Club including administration, networking, research, ongoing contact with business owners, raising resources etc.

3 PRINCIPLES

3.1 Self Motivation

- 3.1.1 The members of the club grow to take responsibility for themselves and finding work
- 3.1.2 The Job Club does not promise to find or place people in work or to advance the members vocation/career.

3.2 Accountability

- 3.2.1 There is mutual accountability to set goals, to plan personal action and to carry it out.
- 3.2.2 People commit to coming regularly for a defined period and they can renew that commitment at the end of the period. This applies to all including members, facilitators administrators etc.

3.3 Mutual Growth

- 3.3.1 There is an acknowledgement that the process is not just about work but doing life together.
- 3.3.2 When one is discouraged the others encourage.
- 3.3.3 When one finds an opportunity or resource they share it with the group. A major function of the Job Club is the sharing of information about opportunities be it for jobs or further training.

3.4 Team Support

- 3.4.1 Over time each member must develop a group of individual encouragers or supporters around them.
- 3.4.2 They could be members of the group who share their interest, extended family members, church members etc.
- 3.4.3 This stops the members becoming dependent on the Job Club facilitator.

3.5 Freedom to choose

- 3.5.1 There will be an opportunity to explore becoming a disciple of Jesus in the process
- 3.5.2 This is not obligatory and does not influence whether or how a member is incorporated into the life, love and mutual support of the group.

3.6 More than just a job and income

- 3.6.1 Ministry to the unemployed will involve being absorbed into life and the stresses and hardships of others.
- 3.6.2 While setting boundaries is essential and fostering self and group empowerment is central there will be times when it becomes more than just about work as other challenges impinge on work seeking. An example is where unemployed women cannot look for work or start their businesses due to the need for child care. Finding solutions to this may become a separate project for the members of the group and a project for others to join in.

4 ACTIVITIES

4.1 Basic methodology

- 4.1.1 The Job Club meet regularly and the format is standardised and regular.
 - Firstly** Each member reports what they said they **would do** at the last meeting
 - Secondly** They report what they **did** including:
 - Successes and failures
 - What they have learnt
 - What they can share with others to assist the group
 - Thirdly** They are specific about what their planned actions will be before the next Job Club meeting – often the next day.
- 4.1.2 The focus is always on:
 - Cash** How to generate cash – short term goal
 - Medium Term Goal** – What they are doing to move towards skills improvement etc
 - Long term Goal** – Keeping the long term aspirations alive.

- 4.1.3 Eventually the program/methodology is so ingrained that the dependency on the facilitator is reduced as each member knows what the routine is and it can be done without the dominance of a leader , and the leader can skip the requirement to be at each meeting
- 4.1.4 Prayer at the start and conclusion of each meeting is central. It is a time for thanksgiving for successes which come, petition for those who need income and encouragement
- 4.1.5 Additional activities which build teamwork, punctuality and accountability should also be considered. Examples from previous Job Clubs included:
 - An hour of community work each day
 - An hour of some form of sport or exercise each day

4.2 Base Information

- 4.2.1 Some base information will be required on the members with emphasis on
 - Basic contact details
 - How far they travel to get to Job Club and the cost
 - Skills they have
 - Past work experience
 - Any references they can offer
 - How can they stay in contact – they have a cell or family member has a cell or they are at a specific place each day etc.
- 4.2.2 Depending on the resources this can be expanded on, but much of the additional information can be obtained in the follow up workshops or worker readiness program.
- 4.2.3 Under Monitoring and Evaluation the Poverty Stoplight evaluation tool is described for implementation at this point.

4.3 Regularity of meeting

- 4.3.1 One of the first decisions of the members and facilitator is how often the members are prepared to meet
- 4.3.2 Job Clubs that meet once per week have a low success rate in getting people into work quickly – around 15%
- 4.3.3 Job Clubs that meet daily have a closer to 80% success rate in getting people into jobs.
- 4.3.4 A major factor is how far away the members live and how much it costs them to get to Job Club.
- 4.3.5 The experience at St Johns is that once the majority off the members are onto getting regular income either in piece work or fulltime job then the members choose to meet less regularly.

4.4 How long should it run.

- 4.4.1 The members and facilitator should decide how long they are committing for.
- 4.4.2 A shorter period may be manageable and acceptable at the start. The experience is that the group dynamic becomes so strong that members want to continue meeting.
- 4.4.3 At the end of the agreed period the group can then decide on the length of the extension.
- 4.4.4 Once the majority off the members are in employment the function of the group changes to:
 - 4.4.4.1 Encouraging one another to continue in the job
 - 4.4.4.2 Encouraging members are how to aspire to higher levels of employment

4.5 Location of Job Club venue

- 4.5.1 Ideally a central venue within walking distance of the homes of the unemployed is ideal otherwise cost of transport is an issue.
- 4.5.2 Alternatively it can be near points where the unemployed are picked up for work. Each city has places where the unemployed gather and wait for employers of casual workers.
- 4.5.3 Access to wifi is a major advantage as a lot of the group communication and accessing information on, and bookings for jobs is on the internet. Even the most destitute work seekers become reliant on cell phone access and thus access to cheap or free data.

4.6 Time for holding Job Club

- 4.6.1 The members and facilitator should decide what best suits them.
- 4.6.2 Where members are dependent on finding casual work each day the Job Club could be run later in the day when it is unlikely the members would get work that day ie late morning or early afternoon.
- 4.6.3 At St Johns the Club met every day from 8 am to 9 am for the first 4 months until most had work. The time was then moved to twice a week so the employed could meet after work together with those developing their small businesses and the few still seeking work.
- 4.6.4 The norm will be:
 - 4.6.4.1 Those seeking income urgently to support their families meet late morning or afternoon after looking for work.
 - 4.6.4.2 Those who are young or graduates with family supporting them till they find work could meet early morning – it stimulates the discipline for getting to work on time.

4.7 Worker Readiness – content of Workshops

- 4.7.1 Most members are encouraged to do a Worker Readiness program before coming to Job Club or soon after starting Job Club.
- 4.7.2 The existing ones are run over 12 days with 4 sessions per week. They are held either 12 mornings (SiyaSebenza: Work 4 A Living) or The Zanokhanyo Network which is a 12 full day course. There are others.
- 4.7.3 These organisations need to be engaged to adapt the courses as “bread winners” cannot leave casual work seeking for 12 days. The courses need to be restructured into workshops that can be done in the afternoons when work has not been found that day. Even then not all will do 12 days in a row and a member will want to get 12 modules done.
- 4.7.4 The content in these programs is similar and so the content of workshops can be drawn from a combination of their material.
- 4.7.5 This requires further consideration outside this paper. Many factors such as level of literacy, access to the internet etc will impact on the content.
- 4.7.6 However these differences must not be over emphasised as the content on self and relationships is relevant across all levels.
- 4.7.7 Examples of existing Worker Readiness programs are:

The Zanokhanyo Network	Christians Against Poverty
Who am I	Finding your motivation
Emotional healing	Overcoming the obstacles
Why character matters	Discovering your strengths
Introduction to computers	Getting to know employers
Stumbling blocks on the journey.... but God	Writing CVs and applications (Part 1)
Searching for Employment	Writing CVs and applications (Part 2)
Applying for Vacancies	Succeeding in interviews
At the Workplace	Getting ready for work
Landmines in the Workplace	Goal steps exercise
Getting your Job	Coaching session Diary
Self – Management	
Beyond Job Readiness	

There are a number off other worker readiness programs which can and will be researched including:

Work 4 A Living

Hope Africa Collective

Scalabrini

4.8 Individual record keeping

4.8.1 Each participant should keep a booklet which records:

4.8.1.1 Their attendance

4.8.1.2 The major and daily decisions

4.8.1.3 Information relevant to job seeking, particularly what others have shared

4.8.2 The group should keep a central attendance record for monitoring and evaluation.

4.9 Problems of alcohol and drug dependency

4.9.1 Where alcohol or drug dependency is a problem the person in question should be directed to a program that will assist them

4.9.2 Whether they should be excluded from the group will be for the members and facilitators to decide.

4.9.3 It is often through new purpose and realising personal value that dignity is restored to the job seeker. This may result in a new resolution to control or leave bad habits. The Job Club group activity helps encourage and sustain this.

5 QUICK SUCCESSES

5.1 Getting a few people moving forward early is a stimulus to all to carry on. This includes getting members to:

5.1.1.1 Start a Worker Readiness program

5.1.1.2 Find casual work on a more regular basis

5.1.1.3 Securing a job, even a low level job.

5.1.1.4 Arrive at a vision for their lives.

5.1.2 Look for and celebrate the successes. After a few months of seeking work discouragement for some will need to be balanced with reviewing successes.

6 INPUTS REQUIRED

- 6.1 Facilities for meeting identified and equipped including:
 - 6.1.1 Space for anything between 12 to 30 that is available daily
 - 6.1.2 Access to wifi for all members
- 6.2 Course material for Worker readiness workshops, vocational/career guidance material etc
- 6.3 Facilitators who preferably have work and life experience. The choice, support and training of facilitators is crucial.
- 6.4 Support volunteers who will focus on:
 - 6.4.1 Administration and particularly information storage and retrieval, record keeping and monitoring and evaluation.
 - 6.4.2 Research: Identifying resources including:
 - 6.4.2.1 Local skills training opportunities at different levels
 - 6.4.2.2 Work seeker registers (eg Sweep South) including assessment of those registers which work well, what the requirements are for registration eg smart phone, level of education etc
 - 6.4.2.3 Local employers willing to take on new workers, apprentices etc
 - 6.4.3 Funding/finance
 - 6.4.3.1 Able to draw up simple business plan for sustainability of the initiative
 - 6.4.3.2 Research and approach funders including corporates
 - 6.4.3.3 Research local BBBEE funding possibilities
 - 6.4.3.4 Monitor and manage funds.
 - 6.4.3.5 Monitor and manage donations eg second hand cell phones

7 DESIRED OUTPUTS

- 7.1 Target group for Job Club participation identified
- 7.2 Members guided in setting up and running the club by a facilitator
- 7.3 Members commit to a process of running the club and self improvement
- 7.4 Members find work and generate cash – short term goals
- 7.5 Members define and work towards their medium and long term goals
- 7.6 Members use all the resources available including worker readiness programs, skills training
- 7.7 Existing skills training opportunities fully utilised and new ones established where necessary
- 7.8 Those suited to small business development identified and directed to assistance or assisted in an SME Club.

8 DESIRED OUTCOMES

Outcomes embody the long term societal change

- 8.1 Unemployment reduced and so poverty reduced.
- 8.2 Greater self awareness and dignity of members through facilitated group work
- 8.3 Members continue to grow into their vocations/careers leading to continuing personal development and more fulfilled citizens.
- 8.4 Better fit between the employee and the type of work they desire/enjoy leading to better productivity.
- 8.5 Spiritually rich but materially poor churches and materially well resourced churches begin to work together and share at relational level.
- 8.6 Members of Job Clubs integrated into cell or bible study groups in churches near their homes and families.

9 MONITORING AND EVALUATION

9.1 At the start of the Job Club carry out base line studies of members situation.

9.1.1 This data can be specific to the Job Club as set out above under 4.2 Base Information

9.1.2 Some of this data will be specific for setting up the Job Club but some will be qualitative eg levels of education and skill, level of articulating aspirations etc

9.1.3 This qualitative data can be assessed again after an interval of if the Job Club is to close when it has achieved its goals.

9.2 Monitoring and evaluation will be standardised around the Poverty Stoplight measurement and review process. This requires:

9.2.1 Training in the tool

9.2.2 Updating at regular intervals

9.3 Ultimately these tools assist everyone review the effectiveness of Job Clubs and how they might be improved.

9.4 Monitoring and evaluation greatly assists funders assess if their funds are being used effectively.

10 JOB CLUBS IN ACTION

10.1 KHAYELITSHA JOB CLUB

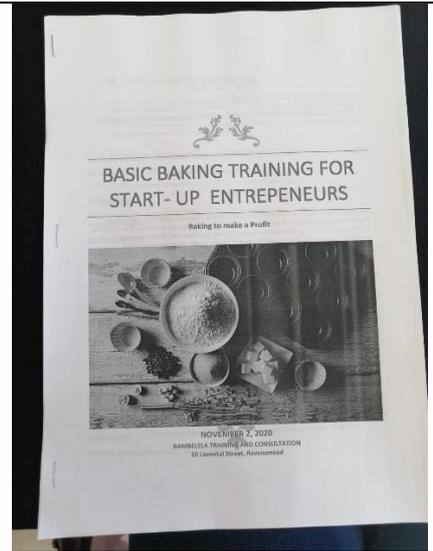
Monwabisi is the facilitator of the Job Clubs in Cape Town. The most recent in Khayelitsha has over 100 members. They have identified that they wish to obtain skills and set up businesses in carpentry, gardens/urban agriculture, sewing, plumbing/bricklaying, hairdressing and baking. Each group works together identifying opportunities for training and where they can set up their businesses. We managed to get a trainer to teach the aspiring bakers who were trained last month. The other group busy taking off is the gardening/urban agriculture group.



Monwabisi Dyantyi is the facilitator of Job and Small Business Clubs in Cape Town



A Job Club session with social distancing. The specific interest groups now meet separately focusing on their industry interest



The bakery training which Monwabisi organised and which started last week. We are doing this with Africa for Christ church planters who need to generate income through micro bakeries in the very poor communities where they plant churches.

10.2 JOB CLUB St JOHNS CAPE TOWN

God’s concern for the widow, fatherless and foreigner is clear in scripture and the unemployed are amongst ‘the least of these’ to whom His heart goes out. Yet it is while ministering to the unemployed and as confirmed in our study of the book of James that one realises that “God chose those who are poor in the eyes of the world to be rich in faith and to inherit the kingdom he promised those who love him?”

In addition to previous workshops on CV writing and how to find work, a Job Club was initiated at St Johns. This entailed those looking for work or better work meeting every morning from 8 to 9 am. The methodology was simple with the focus on long and medium term goals with the short term goal being on how each member would generate cash to support themselves or their family. Each day the attendees would report on what they had said they would do the day before, what they had done and what they would do that day. Mutual accountability generated a sense of responsibility each day. Steadily members found work and began to search for better work that took them towards their long term goals. Some who did not find work were able to start their own small businesses and have also found some part time casual work while their businesses are growing.

Job Club gave my confidence back, made me a stronger person, got new friends where we can share ideas and help each other. Job Club gives me courage. I am blessed to be in such a group.

A Mother who has started her own business

Hey! Job Club means a lot to me. It shows me that there’s someone who care and pray for you. And it gives you that hunger of looking for a job no matter what.

A Father who found work

IZENZO JOB CLUB is an organisation that deepened my understanding of my goal and vision for my career. It's more than a job club because it's involves God's words in it. Words of hope and compassion. Currently I am a career focused person because Izenzo taught me how to choose, look, build, live and follow my passion, ambitions and goals in a Godly manner. I know I will achieve my goal of being a Property Developer one day because I am confident and sure that I am on the right path.

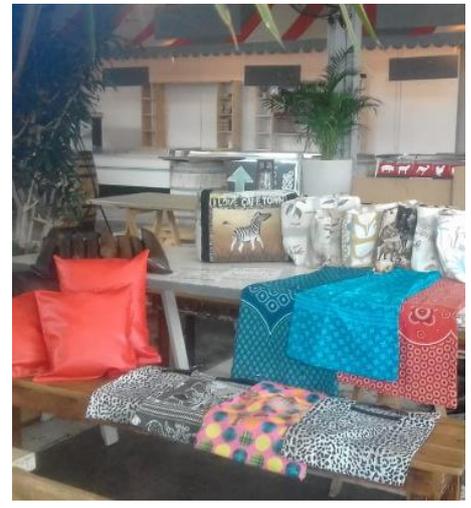
A Young Man who upgraded his employment

For Me Job Club meant:

- 1) Get organized because you cannot move forward if you will tripping in mind
- 2) Stay focussed on only important matter, starting from cash to your long term goal.
- 3) Job Club help us to empower ourself, you don't get job that is normal, job club tell me to make it.

A Young Man who is growing his own business

Visiting academics from UWC and UCT studying unemployment noted how the St Johns Job Club enabled members to share information and empower each other to find training, employment and general small business solutions. One prime example was the way the group found online platforms and then helped each other to register and get part time work.



Jane Byuma and Rachel Baartman started their sewing businesses with a number of fine products including skirts, shirts, bags, pillows and doing repairs. During Covid they now make masks for numerous clients.

Together they sold their product at a number of craft markets.



Members of the St Johns Izenzo Job Club



Patrick dAlliance graduating in Hospitality at Zanokhanyo. He has started teaching Swahili online during Covid.

A further development was the Discovery Bible Study which followed the same methodology of discovery and accountability. Each Sunday from 8 to 9 am the group would meet and read scripture with the emphasis on what God was teaching them through the passage, what God wanted them to do as a result of the passage and whom they would share the lesson with. The next meeting would start with reporting back on implementation. Mutual accountability is not easy but leads to growth. It is also very satisfying to note how many of the Job Club members are active in cell groups, corporate times of prayer and caring for others as well as each other. We praise God and give Him thanks. Below is a table of the Monitoring and Evaluation we have done of the outcomes of the Izenzo Job Club at St Johns.

MONITORING AND EVALUATION					
St Johns Church Wynberg Izenzo Job Club					
Member	Date joined	Employment status		Employment during Covid	
		Aug-19	Mar-20	Level 5 March Strict lockdown	Level 1 October Relaxed lockdown
Young Man	Aug-19	Employed	Upgraded employment	Part time	Full time
Young Man	Aug-19	Employed	Full time	Part time	Full time
Mother	Aug-19	Unemployed	Developing own business	Own Business	Own business but slow
Young man	Aug-19	Unemployed	Developing own business	Own business but slow	Part time with Sweep South
Father	Aug-19	Unemployed	Developing own business	Assisting wife with her own business	Own car repair business but slow
Mother	Aug-19	Unemployed	Developing own business	Own Business	Own business but slow
Widow	Aug-19	Part time	Developing own business	Unemployed	Part time plus own business
Widow	Aug-19	Retiring	Unemployed	Unemployed	Unemployed
Young man	Aug-19	Unemployed	Developing own business	Back in home country	Own business developing
Young man	Jan-20	Unemployed	Unemployed	Unemployed	Part time
Father	Jan-20	Unemployed	Full time	Part time	Part time

SUMMARY - ST JOHN'S JOB CLUB August 2019 to October 2020		
	Unemployed to employed	3
	Unemployed to Developing Own Business	4
	Retained employment	2
	Upgraded employment	1
	Remain unemployed	1

Using the experience of the Job Club at St Johns and working with my colleagues Monwabisi Dyantyi in Cape Town and Josh Bixa in the Eastern Cape we have developed a Job Club Manual which can now be used by many other churches. The next phase will be the development of a Small Business Development Manual. This is particularly urgent now that Covid 19 has increased the need for new survivalist businesses – those who would normally not want to start their own business but have to due to there being so few jobs. The opportunity to include Discovery Bible Study and doing life disciple making will again be central to this ongoing ministry.

The urgency for growing this ministry outside the Parish is huge and so in the coming year the other churches in Wynberg will be engaged to collaborate under the facilitation of Izenzo NPO. It is also anticipated that there will be more room for collaboration around this ministry within the churches of the Parish and we are praying that more parish members will be called to this holistic ministry.

10.3 EASTERN CAPE - NAHOON COMMUNITY OUTREACH

The contact with the churches in East London which first started in June 2017 has shown real fruit over the past year. The following have been the highlights:

- The establishment of the Nahoon Community Outreach as the ministry arm of the 4 churches involved, namely St Michaels Anglican Church, Nahoon Methodist Church, Stirling Baptist Church, St Albans Anglican Church
- The leadership team works well as the senior pastors are committed to the work, drawing their congregations into the ministry and they model humility in their interactions.
- The churches are now co-ordinating their interactions. They focus on relationship building with the unemployed homeless from the area and the unemployed who come to the area seeking work
- Josh Bixa has been appointed as the central role player and has:
 - Run a number of workshops for the unemployed on Worker Readiness with the speakers being businessmen drawn from the participating churches.
 - Enlisted the volunteer support of the Social Work Department of the University of Fort Hare to interview the unemployed men and create profiles of them. This will allow Josh to implement training that is appropriate to the men's aspirations and skills levels.
 - Acted as a co-ordinator and bridge between those in the churches wanting to assist and the men with whom he has been building relationships.
 - Set up dialogue with the local councillor to keep them informed of the initiative. They are now assisting with support for the community clean up and also

informs the local community and deals with their fears about attracting more unemployed into the area.

- Liaised with the local police to keep them informed. They are supportive of the intention and appreciate the new communication channel.



The men who are committed to attending workshops organised by Josh. Various presenters from the local congregations tackle topics on Worker Readiness.



Josh Bixa the facilitator in East London is a great relationship builder

The men who attend the Worker Readiness workshops carry out weekly community service of cleaning the gutters and pavements. This has attracted the attention of local businesses who increasingly supporting the initiative.

- The Leadership team meet regularly and are actively raising finance to increase remuneration to Josh and to fund the work. Izenzo assisted with a draft business plan.
- The ministry made significant progress and is an example to other suburban churches on how to work across denominations to work alongside the unemployed restoring dignity through work.
- Other churches in East London have engaged Josh to consider if they can start a similar program.
- The long term goal of encouraging suburban churches to work with township churches working towards social justice is being nurtured. This is because the churches in NCO aim to cross boundaries within their own denominations.
- It is an honour for Izenzo to work alongside NCO, partnering and advising in the ministry.