2018 Program Assessment

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10KW 2018 Program Assessment

Dr. Laura Cordisco Tsai
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Foreword

Organizations like 10ThousandWindows (10KW) should never simply assume that their efforts to help survivors of violence and exploitation are working as they should. And yet, while many organizations in the counter-trafficking ecosystem may wish to assess their work, few donors are ready to fund programmatic reviews. This leaves most organizations unable to budget the time and financial resources to evaluate their projects and share it with their beneficiaries, partners, donors, and the broader sector.

At 10KW, we have been very fortunate to partner with several forward-thinking donors who understand that program evaluation leads to improved services and better outcomes for survivors. 10KW was able to conduct its first substantial program assessment, seeking input and feedback about the organization from clients, staff, partner organizations and businesses, with the financial support of these donors.

Dr. Laura Cordisco Tsai was commissioned to lead the Program Assessment. As a practitioner-minded academic with 15 years of experience working with survivors of violence and exploitation in Southeast Asia, Dr. Cordisco Tsai has the skills of a world-class researcher and devotes her life to research that helps organizations like 10KW work better. We are profoundly grateful to her and her team for the work they did in this Program Assessment.

Throughout the Program Assessment, the voices of survivors and stakeholders were not just heard; they are being taken very seriously and impacting the organization moving forward. Feedback and recommendations from clients, staff, and other stakeholders are already influencing 10KW’s strategy and helping us to be more focused and impactful. As we implement the recommendations of the Program Assessment, 10KW will see significant improvement in the services for survivors of violence and exploitation in the Philippines, and their success rate in achieving long-term financial freedom, safety, and hope for their lives. Already, key recommendations from the report are being implemented across the organization, and 10KW remains committed to providing excellent, professional, and quality economic empowerment services for survivors of exploitation, abuse, and violence.

We believe it’s important to share honestly what we have learned in this Program Assessment, and thus are making the full report available for partners, donors, and the broader counter-trafficking ecosystem. While some of the content is specifically relevant to the internal workings of 10KW, we believe it is important to share the report in its entirety to highlight lessons we’ve learned and, hopefully, allow others to learn from our challenges and successes.

Jeremy Floyd
Executive Director, 10KW
Acknowledgements

Special thanks to Cherry L. Orejola Bonachita and Loricar Orais for detailed attention to note-taking and to Loricar Orais for support with logistical arrangements.

Thank you to Ivy F. Seballos-Llena for assistance with interviewing and to Fe Dayeen Tudtud for her support with translation.

Dr. Laura Cordisco Tsai
Program & Learning Advisor, 10KW
Acronyms

**10KW:** 10ThousandWindows  
**ALS:** Alternative Learning System  
**BRM:** Business Relations Manager  
**CC:** Career Counseling  
**DSWD:** Department of Social Welfare and Development  
**FB:** Facebook  
**FGD:** Focus Group Discussion  
**JRAP:** Job Referral Assistance Program  
**JRT:** Job Readiness Training  
**NA:** Narcotics Anonymous  
**OJT:** On-the-job training  
**RH:** Reproductive Health  
**SEP:** Social Enterprise Program  
**SSGE:** Safe, sustainable, gainful employment  
**VT:** Vicarious Trauma  
**WIP:** Work Immersion Program
Introduction

10 Thousand Windows (10KW) has been operating its programs in the Philippines since 2010. No formal program assessments have, however, been conducted during this time.

Program assessments are a vital part of health and growth for any nonprofit. Every nonprofit can benefit from opportunities to listen to and learn from key stakeholders, reflect on successes and challenges, and engage in re-visioning for the future. 10KW commissioned this program assessment to help the organization learn from its eight years of operations and develop and institutionalize a plan to improve programming in the coming years.

The current program assessment was not designed as a formal impact evaluation of 10KW's outcomes and/or performance. Rather, the program assessment aimed to provide a systematic process for understanding the following:

- How do all key stakeholders perceive the work of 10KW, including clients, staff, and partners? How do key stakeholders understand 10KW's mission? What do key stakeholders see as the strengths and weaknesses of the organization?
- What organizational dynamics impact 10KW's capacity to successfully achieve its mission? How can 10KW strengthen systems within the organization to ensure that the organizational environment is conducive to successful achievement of the mission?
- What recommendations do all key stakeholders have for strengthening the work of 10KW moving forward?

During the program assessment, perspectives from all stakeholders (clients, staff and partners) were synthesized in answering the above questions. The program assessment was designed as a collaborative process with active engagement from all stakeholders, described in further detail below.
In this review, a qualitative program assessment was conducted of 10KW’s operations, focusing on the above questions. The program assessment aimed to provide a quick, internal assessment that will serve as the foundation for more rigorous evaluations in the future. The program assessment intentionally did not involve the level of methodological rigor common to scholarly program evaluations. Even so, numerous methods were employed to enhance the rigor of this internal assessment, including triangulation of a multitude of data sources and methods, and random sampling of clients, among others.

The program assessment process was led by 10KW Program and Learning Advisor, Dr. Laura Cordisco Tsai. As a first step, Dr. Cordisco Tsai formulated a Program Assessment Leadership Team within 10KW, comprised of key leaders within the organization. Members of the 10KW Program Assessment Leadership Team included Jeremy Floyd (10KW Executive Director), Jonna Eleccion (Director, 10KW Cebu), Janice Ubaldo (Director, 10KW Manila), and Rhea Baylosis (Senior Career Counselor), along with Dr. Cordisco Tsai. All decisions regarding program assessment design, implementation, and recommendations were made collaboratively by all members of the Program Assessment Leadership Team.

### Data Collection

Multiple forms of data were collected and triangulated in this assessment, including in-depth interviews, focus group discussions (FGDs), and document review. In-depth interviews and FGDs were conducted with a variety of informants, including clients, staff, and partners, so that data from all sources could be triangulated. The goal of these interviews was to elicit feedback and suggestions from a range of key stakeholders and ensure that the perspectives of all parties were considered in the program assessment process.

A total of 8 FGDs were conducted with 27 10KW clients. For these FGDs, all 10KW clients were divided into six sub-categories based upon their status in 10KW’s programs. These six categories include:

1. Clients who have successfully achieved safe, sustainable, and gainful employment (SSGE)
2. Clients who are actively working toward SSGE
3. Clients who are working, but whose employment does not classify as “SSGE” as per the definition 10KW has historically used
4. Clients currently enrolled in college through 10KW scholarships
5. Clients who are currently or in the past have been involved in the Alternative

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1 Historically at 10KW, safe employment was defined as clients being protected under local labor laws, signaled by government-mandated benefits. Sustainable employment was defined as clients surpassing a 90-day evaluation period on the job, demonstrating they could sustain positions in the workforce. Gainful employment was defined as receive at least minimum wage for a full-time job.
Clients who have been deemed “unsuccessful” in 10KW’s programs

A purposive decision was made to oversample from categories #5 and #6 due to the difficulties faced in properly serving these clients. As a result, two FGDs were conducted with clients in categories #5 and #6 while one FGD was conducted with clients in all other categories.

All 10KW clients were divided into the above sub-groups. Names were randomly selected from each group. Randomly selected clients were invited to participate in the FGDs. For each FGD, random selection stopped when a total of five clients agreed to participate per FGD. FGDs were intentionally kept small to ensure that the environment was conducive to open dialogue. Open-ended guides were developed for each client FGD. Guides were loosely followed, with ample follow-up questions asked of participants based upon feedback provided in the moment. No compensation was provided to clients for their participation, but transportation reimbursements and food was given. Actual attendance at FGDs per client category is included below in Figure 1. All client interviews were conducted by Laura Cordisco Tsai with note-taking by Cherry L. Orejola Bonachita and translation by Fe Dayeen Tudtud.

**Figure 1: Client FGD Participation per Category (n=27)**

![Figure 1: Client FGD Participation per Category (n=27)](chart)

In addition to client FGDs, 28 in-depth interviews were conducted with 10KW staff in the Cebu and Manila offices with a total of 16 staff members. Two interviews were conducted with all 10KW staff who were directly engaged in programming, while one interview was conducted with non-program staff and/or staff who were new to the organization. Open-ended guides were utilized in staff interviews. All first-round interviews were conducted in person with the Cebu team and via Skype with the Manila team. Second-round interviews were conducted either via Skype or by sending questions through email, based upon the preference of the staff person. A summary of all staff interviewed is included below in...
Table 1. All staff interviews were conducted by Dr. Cordisco Tsai with note-taking by Cherry L. Orejola Bonachita.

Table 1: 10KW Staff Interviewed

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cebu Office Director</td>
<td>2</td>
</tr>
<tr>
<td>Manila Office Director</td>
<td>2</td>
</tr>
<tr>
<td>Senior Career Counselor, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Career Counselor, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Education Program Manager, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Education Program Assistant, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Operations Assistant, Social Enterprise Program, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>HR Associate, Social Enterprise Program, Cebu</td>
<td>1</td>
</tr>
<tr>
<td>Business Relations Coordinator, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Job Readiness Manager, Cebu</td>
<td>2</td>
</tr>
<tr>
<td>Career Counselor, Manila</td>
<td>2</td>
</tr>
<tr>
<td>Job Readiness Manager, Manila</td>
<td>2</td>
</tr>
<tr>
<td>Education and Employment Coordinator, Manila</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Officer, Cebu</td>
<td>1</td>
</tr>
<tr>
<td>Driver, Cebu</td>
<td>1</td>
</tr>
<tr>
<td>Finance Advisor, Cebu</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28</strong></td>
</tr>
</tbody>
</table>

Additionally, the Cebu Office Director conducted a FGD with lead program staff regarding 10KW’s target population. The goal of this FGD was to gather feedback from staff pertaining to which populations they believe 10KW should serve moving forward. 10KW staff who participated in the FGD included the Education Program Manager, Senior Career Counselor, Career Counselor, Business Relations Coordinator, and Job Readiness Manager.

A combination of in-depth interviews and FGDs were conducted with a diverse range of 10KW partners in the Philippines. While 10KW collaborates with a wide range of governmental, non-governmental, and business partners in the Philippines, partners were purposively selected for interviews/FGDs based upon the historical intensity of partnership. Partners with whom 10KW has collaborated with the most closely were invited to participate in the program assessment. Open-ended guides were used in partner interviews. Partner interviews and FGDs were conducted either by Ivy F. Seballos-Llena or Laura Cordisco Tsai. Either Cherry L. Orejola Bonachita or Lorica Orais recorded interview/FGD notes.

In total, 24 individuals from partner organizations were interviewed either through an in-depth interview or a FGD. We conducted 14 in-depth interviews with partner representatives and three FGDs with 10 representatives from partners. A summary of all interviews and FGDs conducted with partner organizations is included below in Table 2.
Prior to each interview/FGD, confidentiality was discussed with all participants. Clients were informed that all information shared by clients during FGDs would be kept confidential with two exceptions: reports of any abuse by 10KW staff and/or any reports of 10KW clients and/or staff being in danger. Regarding confidentiality, 10KW staff were informed that every effort would be made to provide confidentiality regarding staff members’ feedback on their general experiences as staff. However, confidentiality regarding programmatic feedback could not be assured, as staff were primarily asked for programmatic feedback pertinent to their sub-program/scope of work. 10KW partners were not promised confidentiality in their interviews/FGDs, as 10KW staff wanted to learn how to improve their working relationships with specific partners involved in the review. However, all partners were given the opportunity to highlight specific comments that they wanted to keep confidential, which were recorded separately and for which confidentiality

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2 The total number of organizations participating in interviews/FGDs was only 18, as three organizations fit into two different categories.
was maintained. The same exceptions to confidentiality for clients applied to staff and partners as well. For the sake of efficiency, interviews were not audio-recorded or transcribed. However, highly detailed notes were taken during all interviews/FGDs. Note-takers were instructed to document the conversation as it happened and to include as much information verbatim as possible. Note-takers agreed to keep everything discussed in interviews/FGDs confidential.

In addition to stakeholder interviews/FGDs, a review was conducted of key documents to learn more about organizational systems. Documents reviewed included the following:

- Client referral form
- Program protocols pertaining to all aspects of 10KW’s programs
- Documents regarding client orientations throughout all stages of the program
- Client case files and tracking systems
- Client protection policies
- Staff job descriptions
- Organizational structure/chart

As referenced earlier, multiple approaches were employed to triangulate data, including triangulation of data sources (i.e. a variety of informants, including clients, staff, and partners) and methods (i.e. in-depth interviews, FGDs, and document review).

**Data Analysis**

As noted previously, this qualitative assessment was designed to be a quick, internal assessment that will serve as a foundation for more rigorous evaluations in the future. As a result, coding was not conducted of interview/FGD notes or internal documents reviewed. A purposeful decision was made not to engage in thematic analysis in order to expedite the review process. Instead, a detailed summary was compiled of all data generated through all sources and methods.
Program Assessment Process

As referenced earlier, the 10KW program assessment was designed to be a collaborative process. Included below in Table 3 is an outline of the entire review process involving numerous mechanisms for eliciting feedback from stakeholders throughout all stages of the review.

Table 3: Summary of Program Assessment Process

<table>
<thead>
<tr>
<th>Stage 1: Program Assessment Design (February – March 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Program Assessment Leadership Team was formed, including Laura Cordisco Tsai, Jeremy Floyd, Jonna Eleccion, Janice Ubaldo, and Rhea Baylosis.</td>
</tr>
<tr>
<td>• Dr. Cordisco Tsai proposed a design for the program assessment and elicited feedback from the Program Assessment Leadership Team.</td>
</tr>
<tr>
<td>• Sampling strategy for 10KW clients and partners was determined. Clients and partners were invited to participate in interviews/FGDs.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Stage 2: Data Collection (April – June 2018)</th>
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<tbody>
<tr>
<td>• Interviews and FGDs were conducted with 10KW clients, staff, and partners.</td>
</tr>
<tr>
<td>• All documentation of interviews/FGDs was finalized.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 3: Initial Findings and Recommendations (July – August 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Dr. Cordisco Tsai reviewed data collected from all sources and summarized findings in study report.</td>
</tr>
<tr>
<td>• Dr. Cordisco Tsai proposed a preliminary set of recommendations, summarized in the study report.</td>
</tr>
<tr>
<td>• Program Assessment Leadership Team collectively reviewed findings and recommendations reflected in study report and shared feedback on all recommendations. Recommendations were revised accordingly.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 4: Feedback from 10KW Staff (August – September 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Program Assessment Leadership Team presented preliminary findings and recommendations to 10KW Cebu staff team and elicited feedback from staff.</td>
</tr>
<tr>
<td>Stage 5: Revision and Finalization of 10KW’s Recommendations (September – October 2018)</td>
</tr>
<tr>
<td>---</td>
</tr>
</tbody>
</table>
| • Dr. Cordisco Tsai collaborated with the Program Assessment Leadership Team to incorporate feedback from the 10KW Cebu staff.  
| • Revised list of recommendations was formulated and shared with all 10KW staff.  |

<table>
<thead>
<tr>
<th>Stage 6: Feedback from 10KW Partners and Clients (October - November 2018)</th>
</tr>
</thead>
</table>
| • Program Assessment Leadership Team shared study findings and recommendations with 10KW partners in October 2018.  
| • The 10KW Philippines team conducted a client forum to share findings with clients and elicit their feedback regarding recommendations.  |

<table>
<thead>
<tr>
<th>Stage 7: Finalizing All Recommendations and Release of Report (December 2018)</th>
</tr>
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</table>
| • Final set of recommendations was determined.  
| • The report was finalized and distributed to 10KW’s partners, clients, and ecosystem members.  |
Findings Section 1: Staff Experiences, Organizational Culture, and Systems

Several recurring themes were identified through review of 10KW staff input on their experiences as 10KW employees, and 10KW’s organizational systems and infrastructure. These themes are summarized below.

Supportive Environment

In general, staff described 10KW as a supportive working environment. Staff depicted leaders as approachable, good mentors, and indicated that weekly meetings with supervisors are helpful. Staff described the general office culture as one that is warm, encouraging, supportive, and in which people help one another. Staff talked about receiving emotional support from their colleagues and feeling like they work in a family-like environment. Although there have been some “cliques” in the office, in general team members work together, ask each other questions, and support one another.

Substantial Understaffing

A consistent theme across interviews was that 10KW is a very understaffed organization. The client caseload has grown considerably since the organization’s inception in 2010. However, the staff size has not grown proportionally. Throughout numerous roles in the organization, 10KW staff simply have too much work to do to succeed in their jobs and maintain the highest quality standards of service. There are numerous roles within the organization that should be split into multiple positions, as they are too much for one person to fulfill. The Department of Social Welfare and Development (DSWD) has expressed concern regarding the high caseload and small number of staff – both noting concerns regarding the quality of services provided to clients and the well-being of the staff. Both of these issues are significant areas of concern that need to be addressed.

Need for More Office Resources / Infrastructure

The need for further financial resources was identified. The number of clients has grown substantially, but administrative support in the office has not grown proportionally. Finance work has been increasing, and the Finance Advisor needs an assistant to help her with filing. There is insufficient filing space in the office. Confidentiality is also a concern in regard to the files, as the Finance Advisor needs proper enclosure of her space and documents need to be filed in cabinets in a timely manner. A bigger office space is needed. Staff need a new photocopy machine and new computers, preferably laptops. Some staff indicated that it would be helpful to have salary increases. Staff overwhelmingly agreed that having a car and a driver employed by 10KW is a tremendous help. Having regular schedule for car is helpful for all. Staff indicated that it would be helpful for 10KW to purchase a van (in addition to the smaller car) to be used for events and retreats and that 10KW should hire a second driver. In the absence of a second driver, a budget for
taxis would be helpful on certain occasions. Additional funding available for training stipends and meals for clients would be useful. Further, the client data/reporting management systems are lacking. Only a limited number of subscriptions to Salesforce are available and the organization has not yet tapped into all that systems can do to help with data management. With the need to provide clear statistics and data to external stakeholders, this is an area of risk within the organization.

**Need for Technical Training**

Staff reinforced the need for a substantive staff training program. Similar to other social service organizations in the anti-human trafficking sector, many 10KW staff do not have prior experience working with survivors of violence and exploitation, and/or technical training in relevant disciplines. Many staff have learned about the work on the job. This, however, places both staff and clients in vulnerable positions and jeopardizes the quality of care. Some staff feel ill-equipped to address crisis situations with clients, such as intimate partner violence (IPV) cases and suicidality among clients. Both are prevalent concerns that staff need to be equipped to address. For example, in Manila, one 10KW staff estimated that a third of the clients she interacted with in DSWD shelter facilities expressed suicidal thoughts while in the center.

Staff consistently suggested that 10KW implement a training program for all staff starting at the beginning of their employment at 10KW. Topics identified as priority areas include: Motivational Interviewing (MI), suicide intervention, intimate partner violence (IPV), trauma-informed care, and counseling skills. Staff want to receive training specific to their roles within the organization (training, career counseling, etc.). Staff would also like to understand the vulnerabilities and backgrounds of clients – what are the dynamics associated with different forms of abuse, forms of trauma clients have experienced, developmental impacts of different forms of trauma, and practical tools for how to engage with clients who have experienced trauma. Such trainings would help staff understand the behaviors of clients, manage their own emotional reactions and frustrations, and be better equipped in engaging successfully with clients. While there are opportunities for staff to attend external trainings as part of their development plans, having an in-house training program would provide consistency across staff within the organization and ensure that the training could be hands-on and practical. Any training program should not just consist of a one-time training, but include follow-up trainings, refreshers, and opportunities to practice and receive feedback on implementation of lessons learned. Ongoing group sessions with mentorship are recommended to give all staff an opportunity to practice their skills and receive feedback. Opportunities for strengthening self-awareness are also vital in the process of growing in client engagement skills.
Dependence upon Career Counselors (CCs) and Senior Staff

“Junior” staff within 10KW expressed feeling uncertain about how to engage with clients, feeling frustrated with clients at times, and needing direction in how to properly handle situations that arise with clients. Some staff doubt whether they have the skills to do their jobs. Staff may have been hired with an expectation that their role would primarily be coordination or partner relations, but in reality, they are tasked with a substantial degree of direct client engagement for which they have not been prepared. The behaviors and decisions of clients – such as quitting a job or dropping out of school – can cause frustration and confusion for staff, particularly when they do not have substantial experience working with traumatized populations. When in doubt, “junior” staff consult with CCs or with other senior staff within the organization, seeking their advice on how to respond to clients. CCs and other senior staff listen, share emotional support, and help provide perspective on where the client may be coming from. At the same time, when senior staff are consulted by those they do not supervise, they have to be careful to respect reporting structures and not overstep boundaries. Formalized systems for clinical supervision and mentorship would be extremely beneficial for staff. Such systems should also ensure that CCs themselves receive proper support and clinical supervision, as they commonly assume the role of caring for others (clients and other staff).

Need to Clarify Boundaries

Staff interviews highlighted the need to clarify boundaries with clients. Some staff (such as career counselors) have received professional training regarding maintaining appropriate boundaries with clients. Other staff, particularly those who are working with traumatized populations for the first time, admit that they have questions about boundaries. Staff talked about feeling like clients were their own children, needing to learn how to distance oneself from clients, and having questions regarding what appropriate boundaries look like. There may be instances in which members of the support team need to know some details of client cases in specific circumstances – such as if the 10KW Driver is driving a 10KW staff to the house of a client where there are known safety concerns. In the absence of a written employee handbook or written guidelines, some staff may use their best judgment or consult with their supervisor when they have questions. It would be helpful to have direction on how to maintain boundaries, as staff want to adhere to organizational policies.

Sharing Feedback

In general, staff described 10KW as an environment in which they felt comfortable sharing their ideas and suggestions. “Junior” staff stated that they are asked by leadership to share their thoughts and take on new projects, giving them an opportunity to grow. Implementing new ideas, however, can take time, as changes need to be executed within the broader context of other internal organizational processes. Some said that they would like for 10KW to embrace diversity more – i.e. for staff to be comfortable exchanging
thoughts aimed at improving the program without fear of offending others, welcoming different perspectives within the organization. Two staff members suggested 10KW institute more regular and formalized systems for soliciting feedback on 10KW's work, such as implementing an annual program assessment. This review could be field-led with consultation/advising from 10KW United States and could be conducted as the basis for planning for each new fiscal year.

**Team Building**

Some staff shared that it would be helpful to have more team-building activities. For instance, it was suggested that 10KW implement a monthly staff meeting where all staff can come together and share updates. This meeting would give an opportunity for all staff to know what everyone is working on. Sometimes people only discuss updates with those who are immediately involved in a task, but all staff (including the support team) want to feel connected to 10KW's work. Such meetings could provide a place where staff can ask for feedback from their colleagues about their work and reflect on ways they can improve. Other staff indicated they would appreciate having structured team-building activities in which staff can get to know one another better and grow as a team. Although 10KW is one organization, the social enterprise project (SEP) operates in a different building and the SEP staff team can miss topics that are discussed during the morning devotions. While the SEP team knows the work of 10KW as a whole, not all 10KW staff are acquainted with the operations of the SEP. Integration of the SEP within the entire 10KW team is an important aspect of team cohesion.

**Importance of Staff Care**

Interviews revealed the need for more staff care. Numerous staff shared that they are emotionally affected by working at 10KW. Staff expressed the importance of protecting themselves from burnout and preventing vicarious trauma (VT). Some staff expressed a desire to have more opportunities to open up about their feelings and discuss concerns with their peers. A suggestion was raised to facilitate support groups for peers within the organization – i.e. managers meet together and “junior” staff meet together to process their feelings and talk with others who understand their experiences. A need was identified for CC’s to have the opportunity to speak with professional counselors who can help them process their own emotions associated with their work, as well as personal concerns. CC’s have the greatest exposure to traumatic material from clients and are a key umbrella within the organization. It is important to ensure that all staff receive proper support to sustain them in their work, and prevent burnout and VT. At an organizational level, the provision of clinical supervision is vital – not only for staff well-being, but for ensuring proper standards of care. Staff expressed that more could be done within the organization to ensure that proper HR support is provided internally.
Staff Motivation

Some staff identified the need for greater attention to inspiring and re-invigorating motivation among staff. Although it is common for staff to feel “sold out” to 10KW’s mission in the beginning, enthusiasm can wane over time as staff become tired and grow discouraged in their work. It is important for 10KW to help staff re-kindles their commitment to the work that they signed up for, beyond staff retreats and team building. Staff need to be connected to the meaning behind their work – why am I here? What keeps me going day-to-day when the work is tiring? While there has been careful attention in the organization to meeting targets and achieving organizational objectives, some staff suggest that there should be more celebration of successes, appreciation of the hard work of the staff, and more reminders to the staff of why we are all doing this work to begin with. Some feel that there was more enthusiasm and passion in the early days of 10KW’s development and that this level of enthusiasm and excitement about the work needs to be rekindled. Currently, some staff strive to motivate themselves on their own. Additionally, staff suggested that when there are complaints and concerns within the organization, it could help motivation to channel these in positive ways – such as implementing mini-program assessments each year to turn concerns into areas for growth and improvement.
Findings Section 2: The “Big Picture” of 10KW’s Services

This section incorporates feedback from all stakeholders (10KW clients, partners, and staff) regarding the “big picture” of 10KW’s services. This section will address cross-cutting issues in the organization, such as the mission, measurement of success, key strengths and weaknesses, key challenges for clients and staff, among others. A descriptive summary of input from all respondents is included below.

Mission of 10KW

Key stakeholders offered several perspectives on what they see as the mission of 10KW. When clients were asked to describe 10KW’s mission from their viewpoint, they spoke about 10KW’s mission in terms of hope, restoring lives, transformation, “helping those who have nothing,” and progress toward success/becoming successful. When 10KW staff were asked to describe the organization’s mission, the most common response among staff pertained to economic empowerment. For instance, one staff member said: “The mission of 10KW is to equip students who are vulnerable and empower them to provide for their financial needs. If they have economic empowerment, they have better lives and will not be in a cycle of abuse.” Staff who described the mission in terms of economic empowerment mentioned helping clients gain employment, complete education, and ultimately sustain themselves financially.

Secondly, numerous staff described the mission of 10KW in terms of helping clients reach their own goals for their lives. Staff described 10KW as a “catalyst” for transformation, with 10KW supporting and assisting clients in reaching their own life goals. 10KW is helping to increase the number of options available to clients in their lives. Several staff spoke about continuity in walking with clients for a long journey. 10KW does not only provide short-term care, but takes a practical and supportive role in clients’ lives over time as they work toward their goals and make their own life choices. Several staff described 10KW as an organization that helps clients to have hope and dream big about their futures. Apart from the financial changes in the clients’ lives, some staff talked about 10KW helping clients change their views of the future and beliefs about what they can do, building their self-efficacy. Among some staff who have been in 10KW for years, there was discussion of changes in the mission over time. Staff need clarity around 10KW’s mission to ensure that everyone shares a common understanding about what 10KW is trying to accomplish.

10KW partners provided a diverse range of perspectives about the mission of 10KW. Perceptions of the mission seemed to vary per the type of partner organization. Businesses were the least knowledgeable, with some partners saying “I have no idea. I do not know
what is the mission of 10KW." The most common response among partners pertained to economic empowerment. Partners talked about a gap in the counter-trafficking sector in particular, indicating that without education and safe employment, survivors could be re-trafficked. Partners described 10KW as meeting this gap and providing help with education, preparation for the workforce, and job placement.

Many stakeholders perceived 10KW’s long-term commitment to journeying with clients as a key strength.

One partner described a transformation in her own views of 10KW’s mission. Originally, she saw the mission as providing education and connection to jobs, but she now sees the mission of 10KW as helping clients holistically to recover from trauma and reach their life goals. Several partners described the mission of 10KW in terms of client empowerment, particularly emphasizing empowerment of women and girls. One partner noted that 10KW’s mission is distinct because there is commitment from staff to remain with clients for a long journey. He indicated that a lot of NGOs are funded on a project basis, making partnership more difficult. He appreciates that in his view, 10KW “makes connections as their mission.” As will be discussed in latter sections, many stakeholders perceived 10KW’s long-term commitment to journeying with clients as a key strength.

What is Success at 10KW?

“Success is a moving forward thing. It’s about even the little progress.” -10KW staff member

Similar to the question about 10KW’s mission, stakeholders offered multiple perspectives on what success means at 10KW. When clients were asked what success in 10KW’s programs meant to them, they talked about success being achievement of their goals. For instance, one client said success was: “All our goals have been accomplished and achieved. And now I finished ALS and also have a job, so that is how I give back for what they gave us.” Numerous clients mentioned graduating from school and achieving employment as indicators of success. When describing success, clients commonly connected this to wanting to give back to the 10KW staff and desiring to be successful to show 10KW staff that their effort was “not wasted.” When asked what they thought success meant to 10KW...
staff, clients explained that they think staff will know clients have succeeded if staff see clients become professionals. One client said staff will know clients have succeeded “if they see our effort in striving hard.” Another said, “I think if we have consistent performance. Since we live independently, I think that success for them is if/when they see us not asking for help anymore.”

Numerous 10KW staff defined success as clients reaching SSGE. SSGE was described as a way for clients to “stand on their own” and provide for their own needs. However, many staff expressed that there are other measures of success beyond SSGE. For instance, one said:

“If we are going on the technical side, our client is successful if we reach SSGE. But for me, it’s more than a technical thing, it is really determined success when we see them walking on the right path, not just work-related but in all aspects. For me, we are successful if we see and witness the changes of their lives, which is better than before. It’s more on walking in the goals that they set like in the job readiness training (JRT), the vision they had. It is when we see them doing it and walking in it. It is also if we see how they try to reach their goal no matter how hard.”

Several staff mentioned that completing education is a key indicator of success for clients. Additionally, multiple staff described client success in terms of progress or moving forward. For example, one staff said:

“Client success is a moving forward thing. It’s about even the little progress. It’s a comparison of ‘I was there before, but now I’m moving.’ Success is moving from one current state to another because we know that with these clients, it is difficult to move. Others have moved backward so much that it is far to move forward.”

Similarly, another staff member said:

“Clients view success by being able to get some progress from where they were when they started. That is success for them. Like completing the JRT. There is gratification there or that they go through SEP, then they have work. Those are what successes look like for the client. It is in terms of progress.”

4 Historically at 10KW, safe employment was defined as clients being protected under local labor laws, signaled by government-mandated benefits. Sustainable employment was defined as clients surpassing a 90-day evaluation period on the job, demonstrating they could sustain positions in the workforce. Gainful employment was defined as receive at least minimum wage for a full-time job.
While staff expressed that even if clients are able to obtain a job, sustaining the job is another level of success we want them to attain. However, realistically speaking, each person’s progress varies and “our vision for them is that there are small changes at least.” Another staff member views success through the lens of the clients’ development as people. For instance, she said:

“I could see that she (a client) has grown a lot. She’s really different from before. It is fun hearing from students about how they changed as a person. I think that’s something that some staff do not see, maybe because the students and I have deeper relationships. If they come here and visit me and message me, they would usually tell me more of their improvement and better quality of life. Client A, for example, was always absent before. Now she shared an award for having no absences at work for the past 6 months.”

10KW partners shared similar perspectives on client success. Partners described success in terms of graduation from school and obtaining employment. However, partners also acknowledged that while not all clients were able to obtain jobs, they saw 10KW clients developing their skills, especially growing in their soft skills and self-efficacy.

When staff were asked how they think clients perceive success, a variety of answers were given. Some shared that success from the perspective of the client means “having their own will to succeed” and “making their own choices to succeed.” Other staff talked about clients perceiving success in terms of having safe employment, earning their own salary, graduating from school, and supporting themselves financially. Being able to provide financially for their families and do things like sending their children to school are seen as important to clients in defining their own success.
SSGE as a Measure of Success

Some clients raised concerns about SSGE as a goal. Some felt like staff were pushing them toward SSGE work even when it was not realistic or what they wanted for themselves. Most of this feedback came from clients who were employed, but whose work 10KW considered “non-gainful.” Some of these clients obtained employment that met SSGE requirements, but they did not feel that it was a good fit for them. For example, some worked in environments in which they got sick frequently (i.e. in a factory setting). They felt that this work was unhealthy for them, but they felt that 10KW staff pushed them into the work. One said:

“\textit{I don’t like to work there (at my first job) because it’s not good for my health. But then 10KW encourages me to stay (at the job). They should be listening to clients sometimes… She (10KW staff) told me it is good that I maintain the job, but I want them to understand the client, that the client doesn’t like it… maybe make the communication better. They always call me and ask me how is my job. I told them I wanted to resign, but the next conversation is that they tell me to stay. I want them to give me choices.}”

This client ultimately found another job that does not meet 10KW’s SSGE requirements, but that she feels is much healthier for her, where she is happier, and where she is developing her skills more. Another client works in a sales job that does not provide minimum wage. However, with tips, she can earn more than minimum wage; her exact wage varies per season.

All FGD participants engaged in “non-gainful work” know that they are not perceived as “successful” by 10KW. They felt disappointed that they did not receive the benefits that other employed students obtained from 10KW, such as stipends, lunch allowance, etc. Some were single parents and said they really needed the transportation allowance. They understand why 10KW ideally wants clients to obtain work that meets the SSGE criteria, and they agree that having minimum wage and government-mandated benefits is ideal. However, they felt that they obtained the best jobs that they could given their personal circumstances, age, and need to provide for their families. Many of these clients were already in their 30’s, and they felt that they had genuinely obtained the best jobs that they could. All reported being happy in their work. One client felt frustrated that 10KW called her work unsustainable. She said:

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5 Below minimum wage employment
Staff provided feedback on SSGE as a measure of success. Some staff said that SSGE is a good indicator, as it represents a “big milestone” for clients. However, questions arose about SSGE in the context of 10KW’s programs. For instance, one staff stated that we need to be clear whether education or employment is the priority, asking why college scholarships are given if SSGE is the goal (since college degrees are not necessary in order to obtain employment that meets SSGE criteria). Some staff shared that for some clients, education (such as completion of Senior High School or college) is a higher priority than finding employment. This mismatch in priorities causes complications in measuring success. Clients who are progressing with their educational goals, but who have not reached SSGE are not being measured as successful.

Some staff expressed concern that SSGE does not go far enough as a measure. For example, sometimes minimum wage income is insufficient, and sometimes clients do not sustain their work long-term even if they have met the 3-month employment mark. Some clients may have reached SSGE, but they do not know how to manage their income. As a result, they are still at risk for abuse and other vulnerabilities even if they have attained SSGE. One staff person said, “we also need to know how they can be stable in the job...There are cases that they get a good job, but they are still in debt or open for online cyber pornography.” Others worry that SSGE is too difficult to attain for some clients, particularly those who enter the program with low levels of education. One staff member said:

"Why should you tell us it’s not sustainable? For me, what she (another client) has is sustainable. We are looking for a job, and we find an opportunity. We embrace it. If she thinks the job is sustaining her, why not support her?“
Numerous staff expressed that indicators of success should be expanded beyond SSGE. For instance, one staff explained her reasoning:

“SSGE is still a helpful indicator of success, but we need to broaden it. Keeping the job should not be the only measure of success. It is quantitative, but how are we going to measure the change in behavior or how students make choices that are healthy and are not putting themselves at risk for violence or abuse should also be measured... Maybe measuring their behavior aside from financial components will help. SSGE measures the economic part but social, emotional and other parts are not reflected in the SSGE measure itself. Students may achieve SSGE, but still be vulnerable to violence such as IPV and not economically healthy due to debts. On the other hand, we have students who are really making healthy decisions and taking positive steps, but they choose education and would take years for them to complete it but we are not counting it as success. We may also have students who choose to stay at home to take care of children, and they are making healthy decisions, but we cannot count them in our success measure.”

Historically, 10KW has only used quantitative measures of success. Some staff expressed interest in adopting both qualitative and quantitative approaches to measuring success. For example, one person said:

“Manager A and Manager B also want concrete numbers. We want qualitative indicators, so having both will be a good way to balance it. It should not let people feel they should look on quantitative alone. Questions like ‘Is there an effect being with us’, ‘Did it change their life, mindset, or decision making?’. I think it would be good. It would help improve what we could do. It’s a check. We do our engagement with clients, but we are not closely monitoring. At least with that, we’ll know from clients what’s helping them reach certain quality of life... Logframe is focused on numbers... It would be better if we know their quality of life; the improvements, financial situations, are they still in debt, in terms of their decision making. We don’t have that data. We tried before to follow-up the SSGE where they are 2 years ago. It was not extensive though, and it was more on monitoring and asking questions like are you at work, how are you doing now. We need that data. It will help us to not just know about numbers, but what have we done or what we are doing that impacted the life of the students.”

There was consensus among the management that there must be clarity within 10KW on how outcomes are defined. Metrics have historically dictated the culture of the organization in many ways. Supervisors may direct staff according to what the metrics are and may make suggestions about how to move the client forward according to established metrics. It is, therefore, vital to revisit and clarify how 10KW conceptualizes and plans to measure success moving forward.
“Positive Steps” Monitoring and the Use of Targets Internally

10KW staff reported mixed feelings about the “positive steps” monitoring system. Some find “positive steps” a helpful as a tool to monitor how clients are doing and do not feel pressured by the monitoring system. However, other staff feel pressured by “positive steps.” Some clients are self-motivated and can progress without a lot of support. Others have family challenges and personal circumstances that prevent them from being able to move forward in the program; there are factors that are outside of the control of the staff. An 80% positive steps rate seems too high. Additionally, some staff feel that the positive steps system sets up the wrong posture and can have a negative impact on both staff and the clients, as it makes both feel pressured to do things that the client may not want. One said:

“Before we have to do things to get them (clients) to do positive steps. The tendency is some are accommodating, but some of them are not. They don’t want to be visited. Others don’t want to talk about it. So, it has effect on students itself... That’s why I have problems with positive steps before. I feel like we can’t force the clients. But you’re working here. If I have to choose, for me, I’ll leave them (clients) be and let them come when they’re ready. We do it because we have to do this, and it’s hard sometimes, especially when I was new... When I was new, I cannot control the behaviors and would ask why there is positive steps for this student. Why measure when we cannot control?”

In general, there were mixed feelings about 10KW’s heavy emphasis on targets. On one hand, staff shared that targets can be helpful in staying on track in their work and give staff a goal to work toward. Staff are motivated to hit targets and want to perform, but ultimately many also feel that they have to respect the clients’ decisions about their lives. Some feel that they are stuck between wanting to perform but also needing to put the clients’ needs ahead of their own targets; this can cause distress and can make people feel like they are not meeting the standard. While staff appreciate that 10KW provides direction, some feel that there is too much emphasis in 10KW on quantitative targets.

6 Historically, 10KW adopted a “positive steps” monitoring system in which staff would count clients on a monthly basis according to which clients were taking positive steps toward career goals and which clients were not. Examples of positive steps include: attending school, applying for work, etc.
One person said:

“It (the logframe) greatly influences the work, but only more on the numbers rather than the quality. Most of the time, we talk about the numbers: how many are in school, how many are SSGE, etc. It’s not anything about how are we changing lives. It is shadowed by the numbers. If a person is achievement-oriented, they see numbers. I see staff that have that in the forefront of their mind. It influences how they do things. It creates frustrations when the numbers cannot be achieved… Logframes direct our activities. It’s just that it’s put into the forefront, that it became the main focus.”

Additionally, some feel that the targets are too high and not in line with the clients’ skills or goals. Some of the targets may need to be adapted to be a percentage of clients rather than an absolute numbers, as absolute numbers are also not in the control of staff in various stages of the program. Some also feel that the required number of meetings with clients is too high, when viewed in the context of all other responsibilities.

**Top Strengths of 10KW**

“We have friends... 10KW goes beyond family.”

-10KW Client

When asked about their favorite part of 10KW, many clients expressed that they appreciated career counseling the most. Clients described CCs as people who are “willing to listen,” with whom they can “share problems,” and as people who encourage them. One said, “I love counseling because if I have heavy feeling, they comfort and give me motivation.” Clients described CCs as being perceptive. One client said, “Sometimes even if I don’t talk, they already know what’s inside me, that I am feeling something not good.” In response to being asked what she appreciates the most about 10KW, another client said:

“The counselors because we have a lot of problems that we cannot speak out, but with them, they listen, and they teach you how to handle. That is my favorite. They are not just there to give work and school, but they ask about your life. If you have a problem with something, they can help you. Ms. X and I talk about my problems. Ms. X would thank me that we talked and tell me that if I want to talk more, I can just come and talk more… They would say ‘I know you have something that you like to talk about’ and ask, ‘How can I help?’ So, I would be able to talk about my mom getting sick.”
In general, clients expressed that their relationships with 10KW staff are important to them and that 10KW provides care and emotional support that they do not receive from anyone else in their lives, particularly their families. Some clients described 10KW staff as providing “unconditional love.” One client said, “Our family does not have that care, but 10KW helps us.” Another said, “10KW is more a family, more than our family because they are the one we can approach.” Other clients described how much 10KW staff mean to them:

“I have friends, even not batchmates. The ones who graduated, they want to come back because they get the appreciation that they do not get from family, they get it from 10KW. 10KW would say keep up the good work. 10KW goes beyond the family.”

“There are seminars that they give us and we have not experienced seminars before. Then we feel the care and heart of being their children. They take care and give us a good future. That is a blessing…. few people do that. We’re grateful.”

Clients appreciate that 10KW is committed to them long-term, making 10KW distinct from some other agencies. One client said, “In the shelter, you are helped while you are there, but with 10KW whether you are in or out, they are still there for you.” In particular, the clients especially appreciated that 10KW staff continued to follow up with them, saying that 10KW staff “look for us even if we are far.” Other clients expressed that being followed up by 10KW made them feel “special” and “important.” Another said:

“They trace me when they noticed that it’s been a while that I was out in the center in DSWD. They looked for me in FB (Facebook)... Even situations that you cannot be found, they are still willing to help even if we are not relatives or a family member. They still want to help despite how many of us clients already.”

In addition to career counseling, emotional support, and a long-term commitment from staff, clients expressed that they appreciated educational scholarships, tutoring, dental and other health-related referrals, and learning soft skills. They also appreciated that 10KW staff want to make sure that they are able to practice the skills they learned. One client said: “They want to teach you well. They teach and make sure you absorb them well. Others just teach but leave. 10KW checks if you really know well.” Clients expressed gratitude, with a few even saying, “It’s too much. They are giving us too much service.”
When 10KW partners were asked to describe the organization’s greatest strengths, they shared similar feedback as the clients. Partners particularly appreciate 10KW’s commitment to serve clients on a long-term basis in the community. Partners said:

“One thing I appreciate about 10KW is that after our clients are discharged from the center, 10KW has the time and patience to monitor how they are in the community. We rely on the community-based social workers in DSWD... 10KW is the safety net because they help and update us about the client. We are at ease as long as clients are with 10KW because 10KW monitors.”

“I really appreciate the efforts of 10KW in partnering with us. Our clients are helped by 10KW in their reintegration from center to community. 10KW helps bridge the gap from center to community. Like we have clients for reintegration or independent living, it is not sudden adjustment. 10KW is the one taking care of the bridge... For us, we say we journey, but we cannot go with the client because we are center-based. 10KW is a field worker.”

“(10KW’s) uniqueness because it specialize with this kind of clientele. You cannot find it in other organizations. They do not just provide job placement, but they prepare the client for self-confidence and trust in other institutions. They go with the client until they reach their goal.”

“If the client’s contract ends, their help does not end there. They still continue to reconnect and look after these students even if they have lost connection with 10KW. And if they come back after how many weeks, months, or years of not getting in touch with them, they still accept them and help them. Words are not enough to describe their work. This is more than just service. They don’t say ‘no’ to students.”

“Region 7 is blessed because of 10KW. They have unlimited patience.”

-Partner Organization
Numerous partners described 10KW as an organization that exhibits a lot of patience with clients over the long-term. In describing patience at 10KW, partners said:

“They are very understanding and generous in their program...Region 7 is blessed because of 10KW. They have unlimited patience.”

“They have no limit. It’s good if the client is succeeding but for those who are turning upside down, they have unlimited patience for them.”

“(10KW is) even being patient with clients who have been 2 years active and beyond. They even connect with those clients who are beyond 2 years. Counseling and assistance are extended. That is their strength for me.”

“10KW understand the dynamics of this clientele. There are those who reach goals, others regress, but they have patience.”

Partners described 10KW’s long-term commitment to clients as something that makes them distinct from other service providers. One partner said:

“That is what sets apart 10KW from other organizations because they were generally concerned for their clients. I would say that is commendable of 10KW.”

Several partners mentioned that a lack of discrimination is a key strength at 10KW. Partners appreciated that there is no discrimination based upon a client’s age or educational level. One partner described this strength:

“Clients have zero education, but they need job placement. 10KW journeys with them. They are not necessarily looking for qualifications. They provide counseling and support, so they can go through the journey. They provide tutorial and scholarship. I find it important that there is no discrimination just because there is no education”

Other strengths mentioned by partners were the provision of livelihood options, the availability of scholarships, commitment to confidentiality, and professional communication with partners.
When 10KW staff were asked to describe the organization’s main strength, several staff also mentioned the organization’s long-term commitment to clients. One staff said:

“If I look at 10KW as a whole, what we are good at is doing the economic sufficiency process from beginning to the end… we stick with the process, even if it’s long. Some partners want to pick your brain because they want create their own economic program. I always tell them this is a long process and requires commitment, and it can’t just be done as add-on service with 1 or 2 staff on your end. That is our strength.”

Staff noted that 10KW is good at monitoring clients’ progress and supporting clients in moving forward with their goals one step at a time. Several staff mentioned career counseling as a key strength of the organization, stating that it “helps them (clients) think about their goals and involves a lot of decision-making on their part… It may not be a big thing in terms of activities… but it’s the strength.” One staff member mentioned that the biggest strength is how the staff are committed to “what is best for the client, putting into mind that it is the client who gets to say the final decision.”

Additionally, several staff mentioned that 10KW addresses gaps in the social service system, preparing clients for employment and equipping clients with job skills. Educational scholarships and work at the social enterprise was noted as especially important to the program, as they are key pieces to helping to make career development sustainable for clients. The social enterprise in particular was noted as vital to helping clients sustain interest and motivation in achieving their goals.

**Top Weaknesses of 10KW**

Clients were asked to describe their “least favorite part” about 10KW instead of being asked about weaknesses. In general, clients were hesitant to share concerns about 10KW. The concerns they shared generally fell in one of three categories. First, clients would describe specific interactions they had had with 10KW staff that made them feel discouraged, looked down upon, or not heard. For example, one client describes an interaction with a 10KW staff about applying for a job as a driver:

“I once felt down and small… I talked to Ms. X about it and… it was the way she talked about it with me. She said: ‘Hah! You don’t know what being a driver means?’… That was the reason I did not want to go to work… I was loaded with problems and I felt down about it. I just did not say anything… I felt bad and did not want to approach 10KW. It’s as if I had a grudge… That was the time I was discouraged. Anyways, I felt I can find work without needing them. I really got hurt that time… Maybe she (staff) did not know, but it had an impact on me.”

Secondly, clients expressed concern about some of 10KW’s educational policies. In
particular, they do not like the 5-month work requirement in order to be eligible for college scholarships. Additionally, some clients felt that the requirements for being eligible to secure and maintain a scholarship were too strict. Third, some clients stated that they 10KW staff pushed them into SSGE employment when this was not realistic for them or consistent with their own wishes. These points of concern regarding education and employment will be addressed in later sections of the report.

When 10KW staff were asked to describe 10KW’s biggest weakness, the most common answer was understaffing. While staff expressed that they are trying to provide services with a high level of quality, it is simply impossible to implement programming properly when there are not enough staff. Staff highlighted that the number of clients have continued to grow, and there are not enough resources or staff to do the work. As one person said:

“Only a few people are working for the programs that 10KW is providing. We always want to provide the best and quality services for our clients and we are always in the pursuit of coming up with the best strategy/process/system for our clients, but this is a burden especially when you do not have enough people in the program to implement it.”

Staff expressed that understaffing is detrimental for the staff. One person said, “burnout and not making sense with what you are doing can be felt, as staff continue to juggle between different tasks to be done on top of having their emotional well-being constantly in check.”

Another key weakness identified by 10KW staff was the availability of staff within the 10KW to appropriately address the totality of clients’ needs. Clients face a multitude of challenges in their lives, all of which impact their performance in school and at work, and yet, there is not sufficient staffing or resources to address the multitude of clients’ needs. Additionally, some clients have particularly serious concerns – such as unresolved trauma, mental health issues, and substance abuse. As one staff said, “We (staff) are not best equipped with skills on how we should professionally deal with the behaviors they manifest.”

Another key weakness identified by 10KW was that it takes a long time for clients to complete school and reach sustainable employment. Staff expressed that it was challenging to help clients stay motivated when the program takes a long time.

10KW partners identified some similar weaknesses in 10KW’s programs. Partners expressed concerns about 10KW’s educational policies, especially the 5-month work requirement pre-college. Partners believe this policy should be dropped. One said:
Partners described this policy as “counterproductive,” as it is demotivating to clients and hinders referrals from partners (see section on Education). As will be discussed in the latter section on education, partners expressed concerns about other educational policies.

10KW partners identified job placement/referral as another key weakness in the organization. Partners described employment referral as “slow” and indicate that this is disappointing and demotivating for clients. Partners consistently suggested that 10KW needs to strengthen its partnerships with employers and find more employers who are able to hire vulnerable populations since 10KW clients have difficulty succeeding in employment outside of social enterprises. These concerns will be discussed in the later section on JRAP.

Finally, partners expressed that the lack of a social worker on staff at 10KW was a key weakness. Partners stated that many 10KW staff have a psychology background, but that it would be helpful for staff to have a more holistic perspective and set of skills. They said:

> “I felt like there is a need of a social worker. It is really needed in this line of work. Social work has a different perspective than Psychology. A social worker visits the family and assesses the whole family. It would really help the organization if there is a social worker, why? A social worker would be able to address the needs of the student. The kind of environment she lives with her family affects her performance at school. The social worker could help her in aiding on what is the best option she would take given all the circumstances she is facing.”

> “They (10KW) could have understood it (client needs) better if they have a social worker in the organization for it to be multidisciplinary. I do not underestimate their capacity, but it would have been better if there is a social worker to address all issues.”

Partners indicated that they feel 10KW needs staff who are equipped to address the multitude of issues that arise in clients’ lives, such as domestic violence, childcare, housing, and health concerns, among others.
Collaboration between 10KW and Partners

Partners generally provided very positive feedback about 10KW as a partner. Partners described 10KW as communicative, strong in logistical coordination, professional, good at following deadlines, proactive, and responsive to partner needs and queries. 10KW is seen as more responsive than other social service organizations. Partners described 10KW staff as “walking the extra mile” in being responsive to emergency situations that arise. Partners responded favorably to being asked for their feedback during the program assessment, and stated that 10KW should continue to collect feedback from partners and clients. Some partners felt very comfortable sharing their feedback with 10KW and stated asked for their input. Others, however, wished that 10KW had asked for more of their feedback earlier. One partner said:

“It did not come to a point that there was a venue for asking for feedback from partners, aside from what we are doing now. I do not want to give unsolicited feedback as well. They gave us the rules, then we follow it. There was no consultation.”

Additionally, partners shared that they like 10KW’s partner celebration, as it was a stress reliever for the partners and a welcome opportunity to focus on celebrating the positive. Partners suggested that it would be helpful for 10KW to facilitate more opportunities for partners to join together and talk informally, so that they can support one another.

Recruitment, Referral, and Screening

10KW partners and staff identified several areas where the client recruitment/referral process could be strengthened. Some partners feel that the referral form is tedious and suggest the form be streamlined. Some partners said 10KW used to be more proactive in the past in notifying partners about the next referral period farther in advance, while more recently 10KW staff send emails “whenever they need something, or deadlines are up.” Partners appreciate having the advance notice, even if they know the deadlines. One 10KW staff member suggested that the referral period could be an ongoing process where staff meet with partners to discuss potential clients and partners submit referral forms continuously. Further, some partners suggest that 10KW allow other service providers apart from licensed social workers to make referrals.7 Sometimes community workers and other providers know the client’s case better than the social worker.

Concerns were also raised about 10KW’s efforts to obtain drug history information in the referral forms. Some 10KW staff feel that it is important to properly screen drug use (and other issues like mental health concerns) and have more stringent criteria for accepting clients into 10KW’s services because these issues make it difficult for clients to succeed in

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7 Historically, the policy at 10KW is that only licensed social workers can refer clients to the organization.
school and work. Another challenge is that it is extremely difficult to get accurate information, as partners often do not know. There also appears to be confusion from some partners about the purpose of the questions. For instance, one partner said:

“At first, I was really shocked at the three-month scheme that they should stay clean. I know that some of our beneficiaries are really determined to change in achieving their life goals, but I’m not there 24 hours. How can you really attest that they will stay clean within the three-month scheme? So, this requirement really made me feel ‘off’ a little bit because for me it really sounded judgmental... We cannot guarantee that they will stay clean. Maybe for three months they would be able to do it, but in three to four years’ time, I don’t think so. Personally, I really don’t care what you’ve been through. As long as you are interested, I can provide opportunities for you. I don’t like the thought that there are certain qualifications for you to have access to these opportunities.”

Additionally, there appears to be considerable discrepancy between partners in their level of understanding of 10KW’s programs and/or their thoroughness in assessing whom to refer to 10KW’s services. Some partners report trying to be very intentional in only referring clients who they are confident will succeed in the program. Other partners seem to refer as many clients as they can and pay less attention to client readiness or interest. In these cases, social workers may refer because they want clients to have the chance to go to school or obtain a job, but the social worker may not be intentional about assessing the client’s readiness, thoroughly explaining the program to the client, and/or obtaining informed consent. In some cases, it seems that the client does not understand why he/she was sent to 10KW. For example, one JRT trainer shared about her experience:

“Sometimes I would have students come to class still bringing their referral letters from the social worker and wonder what they are here for. I have several of those cases. Some would say ‘I was told to come here’. So the social worker told them to come, but they don’t understand what they are doing there.”

10KW staff at times notice a significant drop from the initial orientation to the first JRT session, as well as dropouts during the first month of training.

When clients were asked directly about their understanding of 10KW’s services prior to joining the JRT and/or what made them interested to join, they gave a variety of answers. Some were interested in 10KW because they wanted to obtain jobs, finish school, and/or help their families. Others said that they joined the JRT because their friends or social worker told them to join. For instance, one client said, “My social worker said to join JRT, but I was double minded to join. I was unsure then.” Some clients said partners told them that they were being referred to a program that would provide scholarships, but learned afterwards that there were other expectations, like the JRT. While they said they benefited from the JRT, it was not what some of them expected based upon how partners described 10KW. Other clients expressed that they understood 10KW’s programs, but did not know
their own goals. It took time for them to grasp what they wanted to get out of 10KW’s programs.

10KW staff suggested that 10KW be more proactive in recruiting clients and directly educating clients about 10KW’s services. Some staff suggested that 10KW conduct its own outreach and directly explain the program to clients, as this might help with comprehension, retention, and consistency in intake. The Manila team found that when the clients applied directly to join 10KW’s program by sending a letter of intent, their ownership increased, and they seemed to value the opportunity more. It was also suggested that clients fill out a form expressing why they are interested in joining 10KW’s program in order to increase engagement and reduce later dropout rates. Further, some staff suggested that CC’s conduct an initial assessment with clients prior to the JRT in which rapport is established, information in the referral forms is validated, and expectations are set. Other staff suggested a pre-referral case conference in which 10KW and partners can discuss the needs of the client and what both parties can do for the client. Some partners raised concerns that clients get disappointed when 10KW does not help them secure work immediately after graduating from the JRT, reinforcing the importance of expectation setting and clear communication.

**Barriers to Success**

Both 10KW clients and staff described a multitude of barriers faced by clients in achieving their career goals. The most common challenge mentioned by clients in FGDs was family issues, such as not having support from family members (parents and partners in particular). One said, “Our family looks down on us. They discourage us to go to school because they say we won’t pass.” Clients also described the difficulty of being the person in their family that has the best life skills: “Family don’t listen to me when I am making suggestions, but I am the one who is more trained, so I would just try to be a good model to them.” Additionally, clients reported being stressed about family problems, such as not having enough food at home, pressures to give their school stipends to their family members in order to meet basic needs, serious health problems among family members, family conflicts, and partners interfering with their efforts to find work. Parents, and especially mothers, were also burdened with conflicting priorities of wanting to work, but needing to be present for their children. In particular, some clients who are parents to children with disabilities feel that they need to stay home with their children even though they know they are deemed “unsuccessful.”

Clients consistently spoke about getting discouraged while in school. Feeling discouraged about their slow progress makes them not want to go to school anymore, which is compounded when their partners and parents are actively encouraging them to quit school. Clients reported feeling stressed about whether they would pass ALS exams, and feeling like they would “go back to zero” if they failed. Clients also stated that the income provided at the SEP was insufficient for them to live on while in school. When clients faced barriers that impacted their school participation, sometimes they did not feel comfortable telling 10KW staff because they felt “ashamed.” Clients saw the serious impact of these barriers, stating, “if there were no barriers, I would have continued with what I wrote in my
10KW staff described a multitude of barriers faced by clients in the program, including those related to partners/children: unplanned pregnancies, partner interference in their use of contraception, childcare concerns, IPV, and relational challenges with partners. IPV is seen as a key barrier. Many clients see violence in relationships as normal, do not know their rights, and are unaware of what resources are available to them. Staff noted that clients struggle with a multitude of difficulties at home, including malnutrition, lack of family support, and family pressures. Some need to find work immediately to provide for their family members. Older clients get discouraged in school and have difficulty finding work. Motivation, particularly in regard to education, is a challenge, especially with the complexities of ALS system. Clients with learning disabilities and those who cannot pass ALS grow very discouraged. Clients are influenced by peers to use drugs or return to sex work. Clients face difficulties properly managing their money and can become easily discouraged when they face rejection.

When asked about the challenges they faced in their work with clients, numerous staff mentioned client non-responsiveness as a key concern. For example, one staff said:

“Another challenge is when students stop talking to me, which I don’t know why. Sometimes it makes me wonder ‘what did I do?’ I have to message them. I give them a week or two for a time to think and message them after that or visit them. Sometimes they tell me they just have a problem and they don’t want to talk about it or they’re afraid to tell me that they don’t go to school. They just don’t know how to tell me.”

Numerous staff expressed concern about clients “disappearing” and not responding to messages/calls. Staff did not want to push clients too much. Staff shared that a connection with clients could not be forced. Sometimes clients may prefer to interact with staff they are close to (like CCs), and it can be hard for other staff to engage with clients without sufficient rapport.

Complicating all of these factors is the lack of support and services that some clients receive from other service providers. There are needed services that 10KW does not currently provide, and that partner organizations also do not provide. Further, the client may no longer be actively engaged in his/her referring agency, and there may be no active case management from partner organizations. 10KW is very open to collaboration, but sometimes there is no one to collaborate with. When this happens, the pressure to address all of the above can fall upon 10KW staff, which is overwhelming.
Multiple Orientations/Outlooks Toward 10KW’s Work

Interviews with 10KW staff revealed different perspectives/orientations among staff toward 10KW’s work. In the early stages of the organization, emphasis was placed on getting a certain number of clients into school and jobs in the marketplace. A norm was set that the organization should meet its targets (i.e. number of clients in school or work) regardless. As a result, some staff may feel that it is their job to get/make clients to go to work or school, i.e. this is the way that 10KW helps them. However, less attention was paid to how to engage with clients in a way that is consistent with best practice. One staff explained this dynamic:

“We focused on what the market wants. The HR professionals view things differently. We didn’t look at client side when we were starting. We positioned 10KW at the start as a professional training agency. We focused on the market standards and overlooked the need for social workers… Look at what’s valued in the past – college, JRT. We have not looked at career counseling as closely. I guess we forgot that we have clients as partners in doing these things. We figured out that this is how our program should look like, but we forgot that clients are partners… I hear statements (from staff) that seem to imply that we know better than our clients… that was the expectation.”

Some staff believe that it is not their job to make clients take steps they do not want and that forcing clients only makes it “harder for them to sustain because it is not on their own volition.” Interviews revealed the importance of achieving clarity on 10KW’s orientation and approach so that there is consistency throughout the organization.

Closing Cases

In program assessment FGDs, clients overwhelmingly expressed that it is important to them to maintain a long-term relationship with 10KW staff. When asked how long clients wanted 10KW to contact with them, the most common response was “forever” or “lifetime.” They said:

“It’s good for them to call us forever.”

“Forever because the care they give us is what we cannot find in others”

“As long as they are available. Until we have grandchildren.”

“The communication will continue with 10KW even if we’re old.”

“Until we get married because we don’t have any plans to get married, so it will be a very long time!”
One client differed from the others, saying that she feels there should be limits to how long 10KW staff keep in touch with them. She said, “I think if they know we still face challenges, they will not leave us. They themselves can see if we can do it on our own, in which case they themselves can lie low because it’s too much.”

10KW staff shared mixed feelings about the possibility of closing cases. Staff said that 10KW does not have clear guidelines about when to terminate services, or when cases close. Some clients who have already reached SSGE come back to 10KW for services, and there has always been an open door policy. Some staff feel comfortable with never closing a case because they feel that always welcoming clients back is an expression of 10KW’s values. One person said, “I think we do not shut off students completely, and I think it’s a good thing because that is what the program is about.” Other staff believe there should be a protocol for closing cases, particularly due to geographical restrictions, lack of interest from the client, and/or lack of responses from the client for a specified period of time. Some staff would prefer a classification system in which clients are categorized into active, inactive, and closed. According to this staff, active would refer to those availing of 10KW services. Inactive would be those responding to follow-up, but not availing of any service. Case closure would happen when clients have not responded after a specified period of time. Closed cases could be re-opened if clients express interest and readiness to avail of 10KW services with endorsement from a social worker and CC.

**Clients’ Desire to Give Back**

One theme that consistently emerged in client FGDs was the desire that clients have to give back to 10KW. Clients shared that they feel grateful for all that 10KW has given to them and that as a result, they want to give back to 10KW. One client said: “They (10KW staff) are like family. They help us to grow, and I feel we have responsibility to pay back what they have given to us.” Others said that the show their appreciation to 10KW by working hard. One said, “We cannot express enough thank you so we just show them how we find work.” Another client said that she has received so much support from 10KW that “we are ashamed already,” and she wants to find a way to repay 10KW for what they have done.

“We understand that though we are abused, you can still overcome… it is not a joke to have trauma, it is really hard. We who are students and have overcome can encourage them (new clients) and inspire them as part of the training.”

-10KW Client
Clients were specifically asked if they would be interested in concrete ways to volunteer their time or give back, such as participating in a client advisory board or becoming a mentor for new clients. Clients overwhelmingly expressed positive feedback about both ideas, saying “I would love it,” “Amazing. Interesting,” “101% we will mentor,” and “It’s an opportunity for us to share to others what we learned.” Clients said that they would be happy to give more feedback on the program, especially if they were asked through accessible means like Facebook messaging. They expressed a desire to give back by encouraging new clients, with one saying:

“We understand that though we are abused, you can still overcome... it is not a joke to have trauma, it is really hard. We who are students and have overcome can encourage them (new clients) and inspire them as part of the training.”
Findings Section 3: Sub-Programs

Career Counseling (CC)

Clients shared very positive feedback about their participation in CC. Clients described CCs as those who provide encouragement to keep going, help them think about the future, help them cope with discouragement faced while trying to reach their goals, and those with whom they can talk about any area of concern, including personal concerns. Clients appreciate that CCs call them to see how they are doing, as this makes them feel important. Clients expressed that the care they received from CCs surpassed that of their own families. One said:

“I feel lighthearted because the CC asks me how is my work in SE and about my tutorial. I did not have that with my parents. And I like her because she makes me happy. My CC cares for me, but my parents do not.”

While the feedback clients provided on CC was overwhelmingly positive, clients at the SEP reported having little engagement with CCs, even though they had enjoyed their time with CCs in the past. One client raised a concern that she does not receive the same amount of attention from her CC because she does not have any serious behavioral issues. She said:

“My counselor talks to me if she needs me only because I don’t have bad record. So far, what I know is that they only talk to you if you have bad record, but I have none… Those they talk to are the ones with problems.”

CCs play an important role during the JRT, helping clients to understand their own goals. One partner said, “Career counselor is a big help. Clients don’t understand why they join JRT, but when they do, they begin to understand their direction in life.” While many stakeholders expressed that the CCs engagement in JRT career case planning is helpful, the process is tedious, and many stakeholders suggested that revisions be made to career case planning process during the JRT (see next section on JRT). 10KW staff feel that five CC sessions during the JRT is insufficient, but it was the only feasible route given time and resource constraints. The time currently spent with clients is not enough to get to know clients and to understand their motivation in pursuing school or work. Staff suggested that CCs conduct more sessions with clients during the JRT and that the goal development process be spread out throughout the JRT. This would give clients the opportunity to develop more realistic career plans and would also enable CCs and clients to further strengthen their rapport, which is important for the client’s success post-JRT. Further, 10KW staff suggested that career case planning be conducted individually instead of in the context of the JRT. Individual sessions between CCs and clients would be more effective than group sessions with the social workers.

Individual sessions with clients are greatly effective in deepening rapport with clients,
helping clients feel comfortable speaking openly about their concerns, and providing much-needed emotional support. Secondly, CC sessions prompt self-reflection and self-discovery, help clients gain insights into their experiences and feelings, and support clients in achieving greater clarity upon their own career goals. CCs also support clients in strengthening their problem-solving skills, support them in making and following through with plans, and assist in resolving difficulties they are facing. As a result, the CC provides a “maintenance” function in helping the client take sustained steps toward their goals. During sessions, CCs are also able to identify concerns regarding the clients’ development or behaviors, provide insights into other interventions that may be helpful, and highlight cases that may require other specialized service. Many clients also have deeper relationships with their CCs than other staff and prefer to coordinate directly with their CCs when issues arise.

Given the important function that CCs play in helping clients achieve their goals, additional CC sessions with clients post-JRT are greatly needed. Following the JRT, CC sessions focus primarily on clients who are not taking “positive steps,” as well as those who are referred to JRAP due to time and resource constraints. However, these are not the only clients who could benefit from ongoing CC sessions. Stakeholders agree that more frequent CC sessions are necessary. 10KW staff suggested implementing more structured sessions post-JRT with all clients, not only with clients who are facing problems or who are not being followed up by Education/JRAP. 10KW staff proposed that CCs implement a unified technique for the sessions, so that there is consistency across the organization. It was also recommended that more home visits be conducted to see clients in their environment and that CCs engage more frequently with family members, as family support can significantly impact clients’ success in the program whether positively or negatively.

Achieving the above is impossible with the current size of the CC team. As one 10KW team member noted, 10KW needs more CCs because they are the ones who support and shepherd clients on their journeys. There are many clients who get stuck and are unable to make progress. The current caseload size for CCs is far too high. As one staff member expressed, “The caseload should not be overwhelming. You have a lot of students to talk to… It would be dangerous if we don’t have the manpower to deliver for each student.” It was recommended that a clear caseload size should be clarified per CC. Further, 10KW staff noted that the role of the CC during the whole process should be clarified, especially while the client is engaged in JRAP, ALIVE, or SEP.

Further, CCs also currently assume much of the responsibility for referral and coordination, both internally and with partner organizations. Numerous clients are no longer in contact with their referring agencies or social workers, leaving CCs to resolve clients concerns that arise. This scope of work is simply unsustainable without adding more members to the CC team. CCs themselves expressed that it would be helpful for them to receive more emotional support to cope with the traumatic material they encounter and talk through their own concerns. Additionally, CCs noted that they want their own professional

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8 Historically, 10KW adopted a “positive steps” monitoring system in which staff would count clients on a monthly basis according to which clients were taking positive steps toward career goals and which clients were not.
competencies to grow, particularly in relation to clients’ trauma, IPV, and substance use.

**Job Readiness Training (JRT)**

In general, clients provided positive feedback about the JRT. Many clients expressed that soft skills training is helpful, especially time management, teamwork, problem solving, focus, and daily preparation. Many clients said that they remembered the lessons that they learned in the JRT and that they tried to apply what they learned at work. However, some admitted that they forgot what they had learned in the JRT by the time they started working. One client shared that she was concerned that some of her peers in the JRT were not really motivated to learn during the JRT, and she felt that they abused 10KW’s services:

“I don’t like that it (the program) is being abused. I would say those who abuse the program should not be helped. But the truth is that most of them are abusive. They are after the JRT stipend, and then they go back to their vices. They were after the money.”

JRT trainers raised concerns about processes for assessing client interest and readiness in joining the JRT, as trainers commonly observed clients who did not want to be present during the JRT or did not understand why they were there. For example, clients may join the JRT simply because they want to be discharged from the shelter, because they feel imprisoned in the shelter, or because their social worker tells them to go. As one JRT trainer explained:

“Sometimes I would have students come to class still bringing their referral letters from social worker and wonder what they are here for. I have several of those cases. Some would say ‘I was told to come here’. So, the social worker told them to come but they don’t understand what they are doing there…. Some will go because some social workers see it as a good opportunity, and you will see these students not participating, especially those living in the shelter. It’s some kind of forced attending.”

Some social workers endorse clients to the JRT immediately, even though the client is very new to the shelter. JRT trainers express that clients who attend the JRT for these reasons tend to be “half-hearted” in their participation and their motivation wanes. In light of these concerns, 10KW staff suggested that several changes be made to the JRT referral process, including 10KW conducting more orientation to prospective clients, clients submitting formal JRT applications themselves, and clients being interviewed by 10KW staff prior to starting the JRT.
Complicating the above is the confusion that some parties still feel about what a “job readiness” training means. One JRT trainer explained:

“Sometimes they expect something’s going to change in their life immediately. That is where confusion comes, especially those in elementary level… Sometimes it turns out that their expectation is not met because they expected that after JRT, there is work already. In that stage, they become disappointed. Sometimes, they wait for a long time before getting a job.”

According to some JRT trainers, the JRT graduation feels like a high school graduation, and they feel disappointed when they do not get work right away. One trainer said, “They feel JRT was wasted because JRT was the solution, but it is just the beginning.” One of 10KW’s referral partners echoed concern about the framing of the JRT, saying:

“\textbf{I got confused with the title of the training – Job Readiness Training. Why was it entitled JRT when in fact they can pursue educational scholarship? The title is far off different from the goal itself. You name it JRT and then allow them to apply for scholarship, better name it with ‘readiness’ alone.”}

Some 10KW staff said that the JRT may need to be redefined, as JRT graduation is not a guarantee that the client will obtain a job. Some staff suggested that there should be better expectation setting with clients and increased attention to contextual factors that would interfere with their success. Additionally, some 10KW staff suggested that 10KW implement more stringent JRT graduation requirements, such as perfect attendance in CC sessions, mock interview completion, and successful completion of a compulsory on-the-job-training (OJT) during the JRT. Conversely, other 10KW staff feel graduation requirements should remain the same.

This tension reflects the need to clearly define the purpose of the JRT. Staff have expressed that the JRT holds dual goals: 1) equip clients with skills necessary for employment and 2) serve as a foundation/entry point for clients to avail of other 10KW services. If the goal of the JRT is seen as building job readiness, stakeholders agree that the current version of the JRT is ineffective, as three months of training is woefully insufficient. Clients consistently struggle with application of skills, even if the content is theoretically helpful. However, if the JRT is conceptualized as a needed foundation for the remainder of 10KW’s services, then the current structure of the program would be viewed more favorably. As one staff explained:
JRT trainers and 10KW staff provided substantial input on the content of the JRT sessions. While there was widespread agreement that the content is useful and important, the need for revisions to the curriculum was universally agreed upon. 10KW staff expressed the importance of continuing to make the lessons interactive, fun, and creative. One staff member expressed the need to make sure that the content is relevant to current market needs (such as digital literacy, communication skills) and that training methodologies should be up-to-date with current trends and technologies. Some of the examples are too Western and need to be culturally adapted. The duration of the sessions was seen as an issue, as there is too much content for 3 hours and clients have a hard time concentrating and absorbing the material.

Some stakeholders feel that the material is simply too ambitious and not properly suited to the target population. Stakeholders expressed that activities need to be adapted in accordance with the capabilities of the clients in the class; there is a need to ensure that clients who learn more slowly are not humiliated. For instance, some clients struggle with journaling because of low literacy, but trainers may encourage them to write more. While the intention is to foster responsibility, some JRT trainers expressed concerns that the process could be “deflating” or “discouraging” if trainers do not respond properly to clients’ difficulties. JRT trainers noted that some of the activities (such as problem solving) are important, but draining. These activities need to be simplified “because clients struggle with it, which makes the clients feel bad.” Further, some skills are simply too difficult to master in a short period of time without time to practice. As one JRT trainer expressed:

“The gap between soft skill one and two is about two-three days. There is not much opportunity to practice those skills... They are great concepts to teach, but if you try to teach in one setting, it would be hard. Maybe just look at one or two skills they can learn in an easier manner. And maybe incorporate activities or support sessions that would give them the opportunity to apply, like integrate skills to everything. Just help them integrate small skills rather than teaching a lot.”
This trainer believes that 10KW is trying to do too much in the JRT. She believes that 10KW should significantly streamline the curriculum:

“I think for me is to simplify the JRT and then maybe design the right balance between skills that are expected for them to succeed at work and… taking into consideration their cognitive abilities and struggles. One of the challenges of JRT is a lot of them do not have work experience, so even if we tell them a picture of how this skills look, like give me an example of how you apply this concept at work, they cannot think of a good example because they have no work experience…This population has no idea of the structure of what a workplace is, so we need to simplify everything.”

Stakeholders agree that the visioning and career case planning components of the JRT are vital. Clients begin to dream, feel empowered, and open their minds to new possibilities for the future. As one trainer said, “Whatever dream that has been suppressed has the opportunity to resurface, and they’re encouraged that it’s ok to dream.” However, stakeholders universally agree that career case planning needs to be made far more accessible. JRT trainers are concerned about the current process where clients sit for three hours in a group setting and make a 10-year plan. Clients struggle, get tired, ask their social worker to help, and want to get it over with. Having the social worker, JRT trainer, and CC all present adds to the pressure. Clients compare themselves to their peers and it is difficult for all clients to receive needed support. Trainers recommend that the timeframe should be limited to a more realistic one (i.e. one year). 10KW staff suggest that the case planning process should be spread out over time, perhaps two months. As one trainer said, “My suggestion is to bite-size the career case plan.” Trainers agree that clients should have the opportunity to revisit their plans and make them more realistic over time.

Another concern raised by 10KW trainers, partners, and staff was the difficulty of implementing one standardized “job readiness” curriculum both for clients who will go straight into employment, along with those who will enter school following the JRT. Clients on the school track may not remember what they learned in the JRT by the time they obtain employment. Additionally, some clients who will enter schooling do not show the same interest level in learning soft skills for employment. Stakeholders have a multitude of opinions about how to address this. Some partners feel that different tracks should be created in the JRT for those who are going into education as opposed to those going into employment. Others feel that the JRT should only be implemented once clients are ready for JRAP and that the content should incorporate not only soft skills, but other job readiness skills like resume building, job interview skills, employee rights, job searching, etc. Others, however, feel that the training should continue to include all clients, but the content should be taught in a general perspective, with examples that are applicable both to education and to the workplace.

An additional concern was raised pertaining to the current model in which partners are responsible for implementing some JRT classes. 10KW staff raised concerns about quality.
control issues for JRT classes conducted by partners. JRT trainers themselves are also sometimes hesitant to assume this responsibility. One JRT trainer said:

“At first, no one else wants to be a trainer, so I have no choice but to take it. But I thought, if others can do it, I can do it too… I’m an accounting graduate so it’s not in line with being a trainer, but I gained experiences and learned a lot.”

10KW staff recommended that the JRT be conducted in-house rather than being outsourced to partners. 10KW staff explained that keeping the JRT in-house would enable 10KW to ensure consistency, have greater control over what clients learn, make sure that the JRT is conducted in a way that is consistent with 10KW’s objectives, give 10KW staff an opportunity to get to know clients better, and ensure that trainers are not burdened by the responsibility. It would be consistent with the current trend toward more referrals from community-based organizations.

Based upon feedback from stakeholders, it is evident that 10KW needs to be clear about the skills required to be successful as a JRT trainer. One JRT trainer shared that it is very important to ensure that any JRT trainer is properly equipped with the skills needed to train traumatized populations. This trainer, who came from a corporate background, felt that she was ill-equipped to train 10KW clients, saying, “I did not understand the concept of how trafficking survivors think and behave and how you manage their behaviors... You would treat them differently in the corporate world.” Her lack of training in working with traumatized populations meant that she made mistakes in how she facilitated sessions. She said:

“I feel that people from corporate world … have to unlearn a lot, they cannot bring (their mindset) to this population because they think and behave differently. They misinterpret your good intentions sometimes. If you are encouraging as much as possible to participate in class, it is fine in a corporate setting because they understand the concepts and they feel safe in their environment. But if you begin teaching people with this background, everything is interplayed with trauma, (clients are) feeling unsafe, so somehow your encouragement is a violation to their personal space.”

She said that trainers should not only have training skills, but also an understanding of survivors’ backgrounds and behaviors. It would be helpful for trainers to have social work skills and prior experience working with this population, saying: “I could have been more encouraging, setting boundaries, and making everyone feel safe.” She admitted she commonly crossed boundaries as a trainer, as she did not have social work/counseling training and she was not trained by 10KW on the proper way to engage with clients. She said:
When she asked for feedback from 10KW on her work, the feedback was focused on the training facilitation, but not on client engagement. Although she learned about boundaries and client engagement over time, she wished someone from 10KW had trained her from the outset.

**Education Program**

Stakeholders provided mixed feedback regarding the educational services provided by 10KW. One particularly unresolved topic was whether 10KW clients should be required to complete their high school certification (10th grade) in order to be eligible for job placement services. Some 10KW staff see completion of 10th grade as essential, due to the need to meet labor market demands. From this perspective, the orientation of 10KW staff is to “tell clients about the importance of education” and “engrave in their minds that they have to follow school.” Staff agree that clients can get employment without a 10th grade diploma, but the employment may not meet SSGE standards and if the client loses the job, they may return to 10KW for job seeking help.

Other stakeholders (staff, clients, and partners) feel that 10KW should adopt more flexibility with the 10th grade graduation requirement. One staff said, “when we accept clients for the training, we tell them we don’t have education requirements, as long as you can read and write, and yet when they are in the program, one has to finish grade 10.” In this perspective, if a client is not interested or cannot succeed in school, 10KW should not try to force them to complete school, but can refer them to other employment opportunities that may not meet 10KW’s ideal standards. Additionally, many social enterprises show more flexibility with high school graduation requirements and are happy to hire non-graduates as long as the client has other needed skills. Although 10KW partners expressed great appreciation for the educational opportunities that 10KW provides to their clients, partners also see their clients become disheartened by 10KW’s educational requirements. For instance, one partner said:

“I would not change anything (about 10KW) except the education program. There are clients who are discouraged to work because they don’t want to go to school. Despite the educational requirements, it’s good to make a factory-like workplace where others who do not want to go to school get the job by 10KW’s enterprise. Others aged do not want to go to school, and 10KW can give them work.”
Stakeholders consistently agreed that a lack of interest and motivation from clients is common. Many clients were previously truant in school and continue to be disinterested in schooling. One 10KW staff explained the lack of interest in schooling that she observed among clients:

“I think for some it’s a struggle with school because the value of school is not really that important. For some, it’s easy to go to school because of their motivation to work in SE (social enterprise). If there is no SE, it’s hard to go to school because they don’t see school as a means to an end or a means to have a good job. I think that’s the struggle. We want them to be in school and finish school, so we could see them graduate and land a good job. We tell them finishing school is a good decision because you will be work-ready and there is opportunity for you want to apply. But the mindset is not there. SE is one reason to go to school because of their financial condition, so the motivation is money in SE. Second is that probably some have friends who are in school, so they go together. They are not interested in school per se.”

10KW staff find the process of maintaining client motivation to continue in school extremely challenging. Another 10KW staff member explained the significant difficulties faced in trying to sustain motivation in school:

“The process of completing schooling can be extremely long, particularly in light of the unreliability of the ALS system. Clients can feel like their lives are “standing still” while in school. 10KW partners expressed concerns that 10KW’s education program takes a very long time, although they noted that 10KW exerts considerable effort to help clients succeed in school. Clients themselves were open about becoming discouraged while in school and feeling like they were not making any progress toward their goals, especially when they had learning disabilities or an urgent need to earn an income.

Clients experience numerous barriers to completing school. Lack of family support is a key obstacle, including both emotional support as well as support for basic needs such as food. Clients spend school stipends on food or personal needs/wants, interfering with their progress in school. One partner stressed that it is essential to assess the entire family context in trying to understand why a client cannot go to school. Clients with substantial cognitive delays and/or those who can barely read or write obviously face considerable
obstacles. Life events such as unplanned pregnancies and drug/alcohol relapse make clients’ progress significantly harder. Additionally, older clients, and those who have dropped out of school multiple times already have difficulty transitioning back to school. Those who have been out of school for a substantial amount of time find the schedule of regular school too challenging, leaving ALS as the most viable option. However, for ALS specifically, the proficiency exam is a barrier, as the exam is offered infrequently, and clients may have to take the exam multiple times in order to pass. Multiple failures lead to discouragement.

Given staffing constraints, members of the 10KW Education Team are the ones providing follow-up support to clients in school instead of CCs. However, it can be challenging for the Education Team to know how to respond to all challenges that arise with clients, due to a lack of formal training in working with traumatized populations. 10KW staff expressed that education support staff should be properly trained if they will be expected to address the multitude of concerns that arise with clients. It is easier for the Education Team to provide hands-on support to clients who are working at the SEP. However, those who are in ALS but are not working at the SEP have substantially lower engagement with staff.

10KW staff suggested several pathways for improving the educational experiences of 10KW clients who are enrolled in school. First, 10KW could consider registering as an ALS center/provider through the Department of Education (DEPED), which would allow 10KW to control how classes are provided. 10KW could strike an agreement with the DEPED for clients to do joint modular schooling/home schooling and ALS at the same time/year. In this case, if the client does not pass the ALS exam, they can at least increase a grade level. Homeschooling is a possibility for some students, but would require licensure from DEPED. Additionally, 10KW could affiliate with a teacher’s college at a university to address the academic difficulties of clients. Creating a computer lab to facilitate digital literacy sessions would also benefit clients on multiple levels. One 10KW staff suggested that 10KW may want to provide lunch allowances or food/grocery stamps for students in the most need to encourage family members to support the clients’ engagement in school.

Additionally, numerous suggestions were made for strengthening 10KW’s tutoring program. The tutoring program provides needed support to clients, but is under-resourced. Part-time volunteers currently provide 10KW’s tutoring services. 10KW staff recommended that 10KW hire a full-time tutor to ensure that clients receive needed academic support. Staff said that 10KW should strengthen the effectiveness of the tutoring program in properly serving clients of varying academic levels. 10KW’s efforts to group clients into levels based on their capabilities were perceived as helpful for tutors. 10KW’s tutors have also added enhancements that were not a part of the ALS modules to help client develop basic numeracy and literacy, as the ALS modules will not make sense unless clients learn the basics beforehand.

10KW tutors also provided feedback on their experience conducting tutoring. Tutors expressed that 10KW is very responsive to their needs and requests for support. However, tutors face several challenges in their volunteer service for 10KW. The primary concern that tutors discussed was behavioral issues in the classroom environment. ALS tutors shared that they were not previously informed of clients’ backgrounds, but clients started sharing
their stories with the tutors, which was overwhelming. Tutors expressed that it would have been helpful to know more about the clients’ backgrounds so that the tutor understands how to manage the class and exhibit sensitivity to clients. One tutor also stated that clients are disrespectful to her in the classroom, and that the “lack of respect is a form of bullying” in her perspective. Additionally, the classroom is small and is used for other purposes. Tutors recognize that the ALS modules are not sufficient to teach clients well, and that further investments need to be made in the content of the curriculum. The location of 10KW’s tutoring is another challenge, as it is far for some. Numerous stakeholders suggested that multiple locations be offered for tutoring services to make classes more accessible to clients.

One of the most commonly mentioned topics in the entire Program Assessment was 10KW’s educational policies. 10KW partners and clients consistently shared substantial concerns regarding the five-month work requirement prior to the awarding of college scholarships. Clients feel that they are wasting time trying to pass this milestone, especially when they already know that they want to proceed in school. Partners overwhelmingly shared that they think this policy should be dropped. Partners reported being stunned to initially learn about this policy when it was first implemented. Multiple staff from one partner organization said:

“When there was change in policy, we were shocked. They invited us when the policy was already changed. We asked why there was no consultation regarding this policy to check if this fits with our clients. It was an announcement made immediately. So, our referrals slowed down.”

“We had conversations with clients about 10KW scholarships. Then there was a meeting with 10KW about the change of policy, but there were clients who were already expecting it, so it was sudden. Clients really felt bad about the changes.”

This partner had already promoted 10KW to clients when the policy changed, and they estimated that 25 of their clients derailed because of this policy change. Business partners are also not pleased with the five-month work requirement pre-college scholarship, as it is not viable for them to have clients only work for five months. 10KW staff shared mixed opinions. Some staff think the policy is good, as it helps clients learn responsibility and determine if they are committed to pursuing college. Other staff believe the policy should be discarded because it is de-motivating for clients and detrimental for business partnerships.

All stakeholders overwhelmingly agreed that 10KW should provide vocational training (VT) and Senior High School (Sr. HS) scholarships, if necessary, for clients to reach their career goals. Some 10KW staff believe that Sr. HS scholarships are more practical than college scholarship, as clients will receive TESDA certificates (housekeeping, automotive, etc.). The vast majority of stakeholders believe that 10KW should continue to offer college scholarships, with the exception of one 10KW staff who questioned why 10KW provides college scholarships if the objective of the organization is to help clients reach SSGE. The possibility of obtaining a college scholarship is a very attractive opportunity for clients and
helps in marketing the program.

College students participating in FGDs shared that 10KW’s requirements for college scholarships were strict, but fair. However, both clients and partners expressed some confusion and concern regarding 10KW’s policies on college scholarships. In an FGD, a few clients said that 10KW drops clients from scholarships when they test positive for drugs, or get pregnant; the latter is not accurate, necessitating clarification with clients. Clients and partners said that they would like for 10KW to reconsider eligibility criteria for college scholarships, specifically stating that the exam should be easier. While partners understand the reason behind the standards, given the commitment involved in sponsoring college tuition, they shared that the exam is only cognitive. One partner said some clients “are mentally slow, but if they are diligent, they can cope… one may have high IQ, but is emotionally slow.” This partner suggests that the assessment be broadened. 10KW staff, on the other hand, shared that they think the stricter requirements for college scholarships are necessary to ensure clients can successfully complete school.

Some partners are confused about why 10KW does not permit clients to work while in school. Partners expressed they would like for scholarship recipients to be able to work while in school as long as the client has determination to finish school. Both clients and partners expressed concern that if a client fails one subject, the scholarship is immediately dropped. One client whose scholarship was dropped, admitted that she made a mistake, as she was trying to balance school and work simultaneously. However, she suggested that she be asked to repay 10KW for the subject that she failed rather than forfeiting the entire scholarship. Partners expressed that the transition to college is a learning process for clients. Partners feel that this standard might be suitable for those who have not experienced trauma, but that it is not realistic for those with a severe trauma history to meet 10KW’s high standards. Both clients and partners reported being confused and worried about whether or not clients are expected to repay their college scholarships once they obtain work.

**Social Enterprise Program (SEP)**

When asked what they appreciated the most about the SEP, clients expressed that the salary earned at the SEP is very helpful, especially for those who have children. Clients who had worked at the SEP shared that they learned valuable skills that helped prepare them for the workplace, including teamwork, time management, focus, work ethic, task completion, and professionalism. Clients shared that they learned about anger management, conflict resolution, controlling stress, and exhibiting self-control at the SEP. Clients described the SEP as “Big preparation. It’s preparing us in the true workplace.”

One client who has transitioned to other employment after the SEP said, “If we have not gone through SEP, maybe we would have gone AWOL in our current work or we might be fighting with our HR.”

Clients experienced numerous challenges at the SEP. The biggest area of concern raised by clients was that some felt afraid for their safety while working at the SEP. Clients expressed that there were several gang members who worked at the SEP, and they felt genuinely afraid of the gang members. A palpable look of fear could be observed on the
clients’ faces when they spoke of this – it was clearly noticed not only by Dr. Cordisco Tsai, but also by Ms. Bonachita and Tudtud. Clients said that they were afraid for their safety, with one saying, “That group belonged to a gang. They might be around the corner when you go out.” Clients shared that they were afraid of being jumped on the street or attacked by their co-workers; one said, “I get scared there might be fighting and someone will get hurt and there will be a stabbing.” However, they were also scared to tell 10KW staff because they were afraid of retaliation, saying “It (the conflict) might grow bigger and they might threaten us,” “we don’t want to be in a fight,” and, “I am scared so I just keep quiet.” Additionally, they were afraid to tell 10KW staff because they needed the work at the SEP.

In addition to being afraid for their physical safety, clients described the SEP as very “noisy.” While this may appear to only be a nuisance, it was evident that the noise level was genuinely over-stimulating and anxiety-provoking for some clients. One said, “Sometimes I feel nervous of the noise because at the center it is silent. We are used to having a quiet environment.” Another said, “I was scared because I am not used to noise.” Clients expressed that they tried to talk to the 10KW staff about the noise level, but the “staff got used it and told us all that the group that does that to make the work lively.” This was disappointing to the clients because they wanted the 10KW staff to make them stop. One said, “They are jokers and noisy. We wanted 10KW to let them go to another place to stop them.” Clients agreed that they would feel more comfortable at the SEP if 10KW separated the clients who had serious behavioral issues from the ones who did not. They preferred for the aggressive and loud clients to be transferred to a different location rather than kicked out of the program because, “it is pitiful if they will get kicked out. Where will they go if they are kicked out?”

Clients shared numerous challenges regarding the quota and buddy system in which a faster-working client is paired with a slower one. They said they need to work quickly to meet the quota, but that some of them are asked to mentor their peers. Some of their peers are slow to understand how to do the work and keep coming to them with questions. While they try to help their peers, it prevents them from meeting their own quota. One client in particular who seemed to have a strong aptitude for the work said that many co-workers came to her for help, but she would not explain why, saying that it was “a secret.” Clients described having to help their slower peers as frustrating and said that they had to get used to it and be patient. At the same time, they also said that these rambunctious peers would make fun of them. (One SEP staff said that she believes clients are comfortable joking with each other at the workplace. Although she admits the joking is sometimes inappropriate, she believes they are friends. This is inconsistent with the feedback given by clients.)

It was the same group of clients who reported feeling afraid at the SEP, being disturbed by the noise levels, being bullied by their peers, and having to help their slower peers with their work. When asked about steps they took to talk to 10KW staff about their concerns, clients gave the impression that they did not feel that 10KW staff would take the concerns seriously, suggesting that 10KW staff were especially close to the disruptive clients. It appears that the quieter group of clients may not have received the same amount of attention as the more disruptive clients, and that they were suffering in silence.
Some clients also shared that their SEP co-workers would entice each other to drink and use drugs. For example, one client shared that her peers would not talk about drugs or alcohol in front of the staff, but when the staff left the room, clients would start talking about it. If staff were present, clients would text each other only so that staff did not know. Additionally, one client said that one of her former SEP co-workers brought drugs to the SEP. She said:

"Before I was in JRT and working at SEP, the staff were blind about what’s happening. Client A dealt drugs inside. I detected that she was doing that, so I did not want to join… Client A was tempting us to use drugs, so I needed to go away. If we will follow her, how about the opportunities given by 10KW?"

10KW staff report that drug use causes problems in the workplace, including absences and numerous behavioral issues.

10KW’s partners see the SEP as a helpful program in providing work to the most vulnerable clients. “Aftercare” partners would like to see 10KW expand SEP operations to be able to pay clients more and hire more clients who face particular difficulty finding employment in the marketplace. Similar to clients, 10KW staff see the SEP as a helpful program for preparing clients for future employment. At the SEP, clients have the opportunity to practice real-life workplace skills, like waking up early, meeting deadlines, working in teams, using professional language at work, and not giving up when work gets difficult. As one 10KW staff expressed:

“For those who have worked in the SEP, they fully understand by experience the value of being on time for work, being able to carry out the work assigned to him/her, and being able to work with others. The students’ stint in the SEP is even more than they can learn in the classroom of JRT. This is experiential learning – actual experiencing JRT’s lessons on time management, managing conflict, work attitude and teamwork."

The SEP equips clients with employable skills and gives clients the chance to “feel how it is to be in a workplace.” Clients receive one-on-one mentorship when challenges arise at work.

10KW staff at the SEP face the challenge of being both a service provider to the clients while also being their employer. Clients described 10KW staff at the SEP and in the Education program as their family members, saying “it’s like they are my sisters,” “she is like my mom,” or “she is like my sibling because when I talk to her about problem, she will help and she will give advice.” SEP staff spend many hours with clients and have to be very hands-on as issues arise in the workplace. The SEP team has developed a system for addressing behavioral issues in the workplace, with the operations staff spotting issues and
bringing in the HR staff and/or Manager to support with discipline. The SEP team has identified the need to professionalize and revise existing policies. The SEP team follows the existing disciplinary policies, which involves a series of verbal warnings, written warnings, suspension, and then ultimately termination. However, making the ultimate decision to terminate clients is not an easy one, as staff may be worried about what will happen to the client if terminated.

At the same time that SEP staff are dealing with client concerns, they are also simultaneously trying to ensure the stability of work orders. If the SEP does not have work orders, the clients have no work. The income clients earn at the SEP is already small, and clients are dependent upon this money for their basic needs. The need to find more work on the production side is a big source of stress for SEP staff and, practically speaking, has to take precedence. As one staff said: “availability of work is first priority. Secondary priority is how to manage the clients. If there is no work, there are no clients.” As a result of all of the above, SEP seems to be operating in crisis mode much of the time. One of the staff described working at the SEP as “like firefighting.” The SEP business partners shared that it seems to them that 10KW staff are “begging” for work when they run out of contracts. Stakeholders agree that SEP partners are exploiting the SEP to some extent by paying so little, but SEP staff feel that they have no choice because work is needed for the clients.

Capacity issues within the SEP make it difficult for the SEP to perform according to business partners’ standards. The size of the workforce is one challenge. As one partner said, “when the manpower is small, we cannot give them more items given the limitations they have. The number of students determine the number of items we can give them.” Partners have to teach the SEP team how to make a variety of products, depending on the contract. It is hard for the SEP staff themselves to learn how to make the products, and they are the ones who are supposed to be teaching the clients. SEP partners have also expressed that there are quality issues with the products produced. One said:

“The products produced by 10KW are of low quality. Company A does not want to compromise the quality of our products. One possible reason for low quality is the fast turnover of students, which means that every time a new student comes, 10KW will train this new batch again. There was even a case that 50% of the items made by 10KW got rejected. One reason could be is that there was no proper turnover of workload to the incoming new employee...These rejected products are not paid by Company A, which is unfair.”

Various stakeholders have recommended that 10KW develop its own product to lessen dependence upon partners. However, product development is not the expertise of anyone inside of 10KW. This course of action might require the SEP to register as a business, which would involve separating from 10KW and operating as another legal entity.

SEP partners who operate as fully-fledged businesses expressed many concerns about the viability of the SEP’s business operations. One partner said:
“They have people who are genuine champions. They are dedicated to constantly look for opportunities for their students. They are easy to work with, and it makes our work easier having a program point-person in the organization. However, they really have a very limited skill set, which makes it harder for them to acquire more projects from business partners. They have to improve their organizational structure for this is an important aspect of the business. They have a very limited skill set, not professional in quality control, and low production capacity. Though I understand that it is not their primary focus to build a wide variety of skill set, however, they cannot expect big projects to be constantly available given the limitations that they have. 10KW has a fast turnover of students, which means that they are employed at this particular time, then eventually graduate in the program, and another batch of students come in. They cannot expect us to do the training all the time. They lack innovation and initiative that they are not able to build a variety of skills set or a product line that they want to pitch for. They should experiment with whatever they can do to explore more opportunities. They should be thinking of asset assessment instead of needs assessment. They should acquire and master the skills that they have instead of asking other people what services they could give. These companies would only give more projects if they have a variety of skills set to choose from competent enough to do different kinds of projects... 10KW does not have a business model. It does do not match on what they put in. If I have to do it, I would ensure that it would be profitable - sustainable profit because it is a social enterprise. And they should build portfolios of partners. People will not pay the fair wage because they have low skills.”

Since the SEP is framed/positioned as a social enterprise business, 10KW’s partners evaluate it on that basis and in comparison to other social businesses. As revealed in the program assessment interviews, some SEP partners do not clearly understand the totality of 10KW’s services, leaving them to evaluate the entirety of 10KW’s programming based solely upon what they know about the SEP. When they look exclusively at the SEP and evaluate it as a social business, it makes 10KW look ineffective. Feedback from SEP partners reveals the necessity of clearly explaining the purpose of the SEP within the scope of 10KW’s broader operations to partners.
Job Referral Assistance Program (JRAP)

In addition to an abundance of feedback on 10KW’s educational policies, one of the other topics most consistently raised during the Program Assessment was the need to significantly strengthen 10KW’s employment partnerships and job referral services. 10KW social service partners consistently expressed that they believe 10KW should invest more heavily in partnering with employers and creating a wider range of employment opportunities. Partners said that clients are often interested in 10KW because they want employment and they end up disappointed if they do not get employment through 10KW. As one social service partner expressed:

“After graduating from JRT, they look forward to work and I find it lacking. Maybe they need to tie up more with companies to add more possibilities for the clients to be employed, or tie up with manpower agencies they know. When the application is not received, the client feels insecure.”

Another partner said that she believes the key weakness at 10KW is, “the linkage with companies, because according to the girls, not all are placed in a job, except in their SE. They have no opportunities in other companies.” As this partner expressed, “girls expect work, but there is none.” Clients end up finding jobs through their friends, or going back to the social service partner for help finding work.

Social service partners in particular think that 10KW should exhibit more flexibility in the kinds of employers they partner with given the traumatized background of clients. As one partner said, “Usually, the girls do not qualify for the requirements or work of companies. I think 10KW should also have link with companies with small qualifications because here, some are just in the elementary level.” Partners also explained that trauma impacts clients’ capacity to succeed in the workplace. Clients are triggered by supervisors at work and then go absent from work. As one partner said, “In terms of trauma, you cannot always get the right work. Once you are still in certain level or not healed from trauma, you will not survive the pressure and stress in work.” 10KW staff, however, struggle with this because they cannot be open with non-social enterprise employers about the backgrounds of the clients.

Additionally, as articulated earlier, numerous stakeholders also shared concerns about 10KW’s requirements that clients be referred to work that meets SSGE criteria. One JRT trainer explained her concerns about the SSGE work standard and the five-month work requirement:
One 10KW staff also shared that she believes 10KW should be more flexible with non-SSGE employment opportunities for clients, saying:

“We have experience with a JRT graduate. She went AWOL at work because she couldn’t maintain. I had them work in another work, (but) the counselor here said that work is not gainful, so the girl gave up that work because it is not counted with the five months work for her educational scholarship. Even though the work was already ok, they cannot get the scholarship. I am just sharing this incident about having gainful work for the five-month educational scholarship requirement.”

“One classic example, we’ve experienced a client who was pursuing a job with kasambahay. We did not encourage it because it does not meet our standard, but the client wants to pursue that because she was after the free lodging, free food, and she felt safe there. As long as she is hired, and employer is providing government mandated benefits and minimum wage, I think it is something that we can think about as long as it is safe there.”

As explained earlier in the section on SSGE, numerous clients feel that SSGE employment opportunities are not realistic for them, and feel that sometimes 10KW staff push them into jobs that they do not want or feel are good for them (see section on SSGE).

Social service partners indicated that 10KW clients are able to sustain employment in social enterprises, but have difficulty sustaining employment in mainstream businesses. Social enterprises generally provide a more positive and supportive working environment, which is not the case with the mainstream businesses. As one staff said: “In the mainstream business, they are expected to be very professional and that rules are rules. Supervisors are strict, and workmates are not very ‘friendly’ unlike in social enterprises.” Clients who currently work in social enterprises admit that while they face difficulties in the workplace, they also receive a lot of support at work. As one client said:

“At first, I had no impressions, but weeks and months later, we are getting to know. Months later, we feel like a family. We may make a lot of mistakes, but they are giving lots of chances. We fail in the exams and they give chances again. They are not giving you technical skills only, but also moral skills.”
For some clients with more serious trauma histories or from particularly vulnerable backgrounds, social enterprises may be a necessary route for them. Numerous 10KW clients face discrimination in the labor market, particularly LGBTQ clients and older clients. These clients may need employment in social enterprises, at least initially.

One obstacle to developing employer partnerships is that the Business Relations Manager (BRM)’s current scope of work is too much for one person. 10KW staff suggested splitting this role into two roles – one staff to build partnerships with employers and one staff to shepherd clients through the job application process. If the BRM pays sufficient attention to clients, there is not enough time to focus on partnerships with employers. According to 10KW staff, organizational expectations regarding client-related responsibilities are clear; expectations regarding employment partnership development are less clear.

One of the primary challenges mentioned by 10KW staff pertaining to JRAP were instances in which clients wanted work, but the staff felt that clients were not ready. As one staff explained:

> “There are clients who are really ready for work in terms of mindset, determination, behavior, expectations and skills, but most of them are not. They want to apply for work because they want to help their family or do something productive with their life, but in terms of behavior and skills, I could say that they lack the needed skills, especially in terms of problem solving.”

10KW staff express that there is often a big gap between the JRT and clients’ job applications. Some clients are in school for a long time and are burdened with a multitude of personal concerns. As a result, a few staff recommended that the JRT be conducted toward the end of the program once the client is ready to start looking for work. Staff raised questions about how 10KW can better assess client readiness for work, given that the technical qualifications require the client be at least 18 years old, a grade 10 completer/ALS passer, with a birth certificate, and having passed the mock job interview.

Some partners and staff suggested that 10KW facilitate more opportunities for applied learning before clients assume a regular job in the marketplace. Stakeholders suggested that 10KW should develop paid OJT’s for clients prior to referral for work, and/or other experiential learning opportunities that give clients a chance to practice being in the workplace. As referenced earlier, “aftercare” partners want 10KW to expand its SEP to provide more work experience for clients. Staff suggested that other activities take place in a real workplace setting, such as practice job applications and mock interviews that are pre-arranged with HR departments of real companies.

An additional challenge is that many clients struggle during the job application process. According to 10KW staff, even clients who seem motivated have difficulty applying for jobs. Staff explained:
10KW staff shared that clients are informed during JRAP orientations that 10KW can provide options of where to apply, but that they need to apply and go to interviews on their own. However, clients shared a different story. When the clients were asked directly, many shared that they thought that 10KW staff would accompany them to job interviews. As one client said:

“I expect 10KW to accompany me to go to the work I apply. My mind was twisted because I thought they will accompany me, but at the end they did not accompany, but then I think they were training me to be independent because during the interview you have to go alone.”

Some clients shared that it feels challenging and disheartening to go through the job search process alone, but they also understand why 10KW has them go to interviews on their own. Clients talked about getting discouraged:

“It was my first time to apply and send bio data... It’s a headache because it is hot outside and the company won’t call. They first said they would accompany me, so I was down when I learned they won’t, but I understand that they want me to do it on my own.”

“They (interviewers) are strict. They make you feel down and it’s painful to hear, especially from people who talk harshly.”

“I think the gap (at 10KW) is in finding work. 10KW helps with requirements, then you are on your own.”
10KW staff face difficulty properly assessing employers. Staff explained that they assess employers by checking if they are registered with Department of Labor and Employment and/or making calls to companies to ask if they are providing minimum wage and government-mandated benefits. 10KW ensures that all employers provide all legal requirements such as minimum wage, government mandated benefits, and working hours. However, these efforts do not guarantee client safety in the workplace. One staff said:

“Wherever our client is employed – social enterprise or mainstream business, I feel that our clients are not safe because I think that we could really not control what will happen in the workplace considering that they are interacting with different workmates, people, customers. Being employed in a labor law compliant company is not an assurance that our client will always be safe in the workplace.”

Employers who participated in the Program Assessment were asked for feedback about the performance of 10KW clients referred to their companies. Feedback was generally positive, though there were some discrepancies across companies. One non-social enterprise business partner provided very positive feedback:

“They (10KW clients) show respect and listen to instructions given to them. They obey the tasks given to them in the store. There was no bad feedback from the area coordinators regarding 10WK-referred workers… Generally, not only that they have the determination to work, but they also have the heart for their work. As you can see, that most jobs in fast food restaurants, like Jollibee, are merely household chores. Everyone can do household chores. But we look for applicants that have love for their work, willingness to learn to work and determined to work despite negative criticism… They possess the love and determination for work. They have the heart for their work. They are equipped with soft skills and they are competent at work… They have values. Respect is really observable in them – that’s where I am really impressed. They show genuine respect to elder persons.”

One of 10KW’s social enterprise partners also shared positive feedback about the performance of 10KW clients, saying that clients referred by 10KW are more reliable than those referred by shelters and they move up faster. However, another social enterprise provided different feedback, stressing that clients still needed to grow significantly:

“They (10KW) prepare their clients to a certain level of ability. The training provides baby foundation stones for them to be equipped but they are limited in that. They still lack experiencing the real-life setting of a workplace. Maybe they need to incorporate the real corporate life, like giving them actual hands on.”

One corporate partner had difficulty answering questions about clients’ performance
because he had no idea that his company had a partnership with 10KW. He said: “it seems like we have an invisible partner.” When asked for feedback on a list of applicants, he said that 10KW clients are “just the same” as all other applicants. In general, he feels most applicants need to improve in customer service, but this applies to everyone, not just 10KW clients. The vast majority of 10KW clients referred to this company are no longer working there, but the employer does not know why; he was only able to state that the clients resigned (were not terminated).

Currently, the BRC follows-up with clients until they reach three months in SSGE. The BRC calls, texts, and sends FB messages to check in with clients once they start their new jobs. As one staff expressed, “I think what the client needs at this time is a listening ear and the assurance that they can always ask for assistance from 10KW should there be concerns in the workplace.” However, at the same time, staff also questioned whether weekly monitoring of employed clients is absolutely necessary, saying “we are told that we should not ‘police’ our clients, but I think the weekly monitoring is an overkill.” Clarity needs to be achieved regarding what are 10KW’s responsibilities to employed clients and how long those responsibilities last. Given the challenges many clients face adapting to the workplace and maintaining employment, it is clear that many need ongoing support for a longer period of time. However, the question of how long this lasts has not been resolved. Additionally, some social enterprise business partners continue to come back to 10KW repeatedly for assistance with clients’ personal and job performance concerns, even after a client has been employed in their business for a significant amount of time. All stakeholders need to understand when this engagement theoretically is supposed to end.

**Narcotics Anonymous (NA)**

One of the biggest challenges 10KW is currently facing is how to properly serve clients who are struggling with substance abuse issues. At present, the CCs and the Human Resource and Administrative Officer field many of the clients’ concerns related to substance use. However, if staff are going to be expected to do this, they need to be trained in how to speak with clients about substance abuse. Staff expressed that they are not capable of doing drug counseling. One staff said:

> “I lack the technical skills on how to offer counseling to them. I’m not confident about it. Although there was one time we had orientation about drugs, we were visited here by a drug counselor. But we are not basically trained or cannot do it by ourselves.”

It is difficult for the burden of addressing substance abuse issues to fall on CCs because it is not part of their training or their formal responsibilities. It can be demoralizing and difficult for the CCs to know how to help clients who repeatedly test positive for drug use. Clients’ substance abuse issues interfere with their decision-making, plans, and capacity to achieve goals. While staff admit that it would be helpful to have more concrete tools for how to discuss substance use with clients, 10KW staff do not want to delve heavily into
substance abuse problems with clients. As one staff said, drug counseling “takes special counseling skills and we cannot do that.”

There are many issues pertaining to substance use that 10KW must resolve. Some clients are adamant that they were not using drugs even though their drug test was positive. In these cases, it is hard for 10KW staff and partners to know what actually happened. There are different opinions among 10KW staff regarding drug testing, with some thinking that the current ‘three chances’ policy is fair, while others feel that 10KW should conduct more drug testing. While 10KW staff expressed that they do not want to discriminate against clients, they are concerned about referring clients who are using drugs for work because companies will test them. One said:

“It will still not be safe for them when the company finds out that they are positive. It’s better that we find out here and help them get over it than when they are recognized positive outside. Either way, they won’t get a job whether they are positive here or outside.”

Perhaps the greatest challenge is that there simply are not enough service providers to help clients address substance abuse concerns. One staff said:

“The problem is also that we don’t have institutions or agencies that can help them. They need money and these institutions do not have free sessions. Before we tried to find where we can refer them. There was one by DSWD, but it was a partner of DSWD... It’s hard to find drug counselors that we can have for free. The rehab is very expensive. So, it’s really a big barrier.”

Historically, clients with drug abuse concerns have been referred to NA. According to feedback from 10KW staff and from the NA partner facilitator, NA provides a place for clients to open up, have someone listen to them, and receive needed emotional support. NA is described as “a circle of friends“ where clients can feel valued and feel safe with others who are experiencing similar challenges. Attendance is, however, not regular, as some clients do not see it as a priority. While NA can help, all stakeholders agree that it is insufficient to address all of clients’ needs related to addiction and negative influences they encounter in the community.

The NA partner facilitator raised several suggestions for improving NA sessions. First, the NA partner facilitator also suggested that it is good for clients to reach out to others in the community who are struggling with addiction, saying, “The world they are living outside 10KW is bad. If that support is low, it is easy to be tempted. But if they share and help fellow users, they will have courage to stand because they are helping.” Additionally, he suggested that each client have a sponsor, a guide to help them through. He believes that CCs should attend NA sessions, saying:
“Because what is role of a guidance counselor? How can she know when she is not attending? A career counselor guides career, but it should be encompassing everything about the person…. The counselor is journeying with the kids and if you can’t hear their session, how can you journey with them? ... Rehabilitation is holistic.”

However, as referenced earlier, CCs do not have specialized training in substance abuse. Their caseload is extremely high, and the size of the CC team is exceptionally small. It would simply be impossible with current resources and staffing for CCs to take this responsibility.
Reproductive Health (RH) Partnership

Stakeholders agreed that providing RH services is vital for 10KW clients. The RH seminar facilitated by the RH partner is helpful for clients, as the partner attempts to provide clients with much-needed information and address misconceptions and myths clients have about contraception/family planning. The content of the training may need to be updated as the needs of clients evolve. There was wide agreement that the RH session during the JRT is insufficient. Some clients do not want to attend, perhaps due to embarrassment or partners not wanting them to participate. Additionally, clients have many misconceptions about contraception. While they may understand content in the moment, they are pressured by family members not to use contraception and/or are provided false information by family members.

During the JRT, clients are accompanied to the RH training by 10KW, which “gives them the convenience and sense of support.” However, follow-up support for clients needs to be strengthened. As the RH partner said:

“It’s really the follow-up sessions that is challenging to do so. After the orientation with 10KW clients has been conducted, on that same day, we ask them, the qualified only, who would like to avail of our services. So, we give them cards when will they come back for a follow-up session. On our part, I am not sure if we will call back the clients, or 10KW does the follow up. It would be good if they are monitored well and followed up to see development and improvements. Career counselors help in proactively asking the clients during the follow-up… The gap is found after the RH Orientation that we conduct. What happens after the orientation? Is it monitored? Does coordination happen? Is there any follow-up conducted? Partners should sync in strengthening engagement. They should have a heavy monthly monitoring, since the methods they use needed a monthly follow-up. CCs should follow up if client availed the services and follow up if the method used was correctly followed. It might be that some of them are just afraid to disclose information. The area they need to strengthen is the engagement of both partners on the family planning program… Coordination of 10KW and family planning coordinator must be intensified, not that they only communicate when the need arise, but a thorough coordination must be established for the program to work and to see the development or improvement of the client.”

The partner also suggested that 10KW maintain a list of clients who availed of their services so that follow-up would be easier.

Geographical and logistical challenges interfere with 10KW clients availing of follow-up services. The partner’s location is not accessible for many clients, and it is hard for clients who are working to go to appointments at the partner due to the scheduled times. To address this, the partner suggested that instead of asking clients to come to the partner’s clinic on a monthly basis, quarterly follow-ups could be conducted instead at the 10KW office. The partner said, “10KW and us should be both present during these sessions. It is
not only that 10KW needs to improve, but we as well should improve.” 10KW staff also suggested that it may be more practical for clients to go to their barangays to avail of contraception, or to hospitals such as Vicente Sotto. Both 10KW and the partner staff suggested that it would be helpful if 10KW could help sponsor some costs, such as transportation, as well as medical and laboratory costs.

However, ultimately 10KW staff expressed that clients have to make their own choices regarding whether or not to avail of contraception. While some clients choose to avail of contraception on their own, others are not careful with their sexual behavior and get into relationships quickly. Clients enter into relationships for a complex set of reasons, including a need to belong, sense of acceptance, or sexual desires. Although 10KW can provide access to information, staff cannot tell clients what to do. 10KW staff expressed that it would be beneficial if they had more resources to help them know how to speak with clients and respond to clients’ questions on RH matters. While the education the partner has provided for 10KW staff was helpful in preparing staff to field questions from clients, further resources are needed.

**Recommendations**

Included below is a preliminary set of recommendations developed by the Program Assessment Team. The Program Assessment Team will go through multiple rounds of eliciting feedback from 10KW staff, clients, and partners before the final set of recommendations are released, as explained earlier in the report. The details for all of these recommendations have not been finalized. Not all of these recommendations will be implemented at the same time – implementation will be staggered based upon staff availability. As a first step, the initial priority is to obtain consensus from key stakeholders around strategy and general direction. Decisions about how to specifically implement recommendations on the ground must be made collaboratively. All 10KW staff in the Philippines and in the United States must work together as a team to come up with detailed, concrete plans for implementing the final list of recommendations.

Initial suggestions have been made regarding the persons responsible for implementing recommendations. In some cases, it is suggested that 10KW staff project teams be developed to flesh out an implementation plan in detail. Opportunities will be available for staff to volunteer to join teams. Participation in project-based teams for implementing recommendations will be taken into consideration in staff workloads (i.e. will not just be added on top of all other responsibilities). Staff are invited to share if they want to help with an initiative. The 10KW leadership team will make final decisions regarding who will be responsible for implementing recommendations. Implementation of all recommendations requires funding and will need to be conducted in a staged manner according to available resources. There is understanding among the management that not everything can be improved at the same time, but that the most urgent gaps should be addressed, and a plan should be put into place to comprehensively address all important needs in time.
Recommendations: 10KW Processes, Systems, and Structure

Integrate 10KW Values

Healthy, sustainable organizations have clarity on core values and mission and accomplish their mission when their activities are consistent with their values. 10KW must establish greater alignment between core values and mission. 10KW leadership decided to clarify the organization’s values and mission by adopting new core values and mission statements. These statements better reflect 10KW’s original purpose and align with the guiding values of the social work profession. The new values and mission statements will strengthen 10KW’s commitment to an empowerment-based approach to work. 10KW cannot accomplish its mission unless its efforts are consistent with organizational values. Organizational processes are just as important as outcomes. It is recommended that a concerted effort be made to ensure that these values are integrated into every aspect of 10KW’s work, including delivery of services to clients, staff/program evaluation, and marketing/messaging.

Mission statement: 10KW helps survivors of violence and exploitation experience economic empowerment so that they may achieve financial security and live safe, free, hopeful lives.

Core values:

• **Dignity**: protecting and promoting the worth, rights, and interests inherent in us all.

• **Listening**: seeking first to understand the perspectives, experiences, and desires of others, especially those who are marginalized.

• **Empowerment**: helping others determine and achieve their own goals through their own agency.

• **Expertise**: engaging our work with the relevant skills, education, and competency to ensure our services conform to the highest industry standards.

• **Curiosity**: seeking and sharing new methods, models, and strategies to continuously achieve greater impact.

• **Collaboration**: tackling complex problems and creating effective solutions together.

• **Genuineness**: being sincere and truthful in our motives, actions, and words.

The 10KW leadership team will lead the entire staff team through a process of operationalizing these values in practice.
Expand 10KW Staff Team

To ensure proper quality of care and a reasonable workload for 10KW staff, it will be essential to hire numerous roles in the Cebu, Philippines office. Janice Ubaldo will become the Deputy Director of 10KW Philippines and will divide supervision of 10KW’s team in the Philippines with Jonna Eleccion. The Deputy Director will oversee SEP, JRT, and Support Teams. The Director will oversee Clinical, Education, and JRAP/Employment Teams. Rhea Baylosis will assume the role of Clinical Team Manager, supervising CCs and social workers. Additional CCs and social workers will need to be hired to ensure a reasonable caseload; initially, two more CCs will be added along with one social worker, with more to follow. The current BRC role will split into two positions – one that focuses on employer partnerships and one that focuses on coaching clients through the job application process. With proposed changes to the SEP model (see latter sections), the SEP team may need to be revamped; the team will remain the same until the model is adapted. Although the Education team will need to expand in time, for now the organization does not have the financial resources to hire more Education Program staff. It is recommended that the Education Program Manager focus heavily in the upcoming months on strategy regarding strengthening the Education Program and developing a proposal that the 10KW Executive Director can utilize to raise funds to expand the Education Program. The JRM role (renamed Training Manager) will remain the same, with the exception of changes to the referral systems and transition to all in-house training. The plan is for new client enrollment to decrease significantly over the next year while revisions are being implemented.

Additional staff are also needed in the Support Team. In early 2019, a finance/administrative assistant, reporting to the Finance Advisor will be added. This individual will help the Finance Advisor with finances, filing, and support with general administrative responsibilities for the office. The Human Resource and Administrative Officer position will focus solely on HR and Executive Assistant for the Director. A new role will be added – Monitoring Coordinator/Executive Assistant. The Monitoring Coordinator will track and compile all client data and will support staff in compiling data pertaining to clients. She will also serve as an Executive Assistant for the Deputy Director. Although 10KW would like to purchase another car and hire another drive, the budget does not allow for that at this time. It is vital that additional hires follow in time. A revised organizational chart is attached as Figure 2. Although the program assessment did not include 10KW US operations, it is important to note that 10KW United States is extremely understaffed as well. The 10KW Executive Director is the only full-time staff in the US, leaving him without any administrative support for the entire US operations. Additional hires will need to be made on the US side as well to ensure the sustainability of operations. The initial hires included in these recommendations do not represent all hiring needs. Additional hires will be considered for the subsequent fiscal year.
Expand 10KW Office Space

Given the growth in the 10KW staff team, bigger office space will be required. As referenced earlier, the current office is already too small. The support team needs more storage space for files. It is recommended that a private counseling room be set up in the new office. It is advised that a waiting area/lounge be created in the new office to ensure boundaries between clients and staff. If budget permits, it would be preferable for the SEP to be housed in the same location as the rest of the 10KW team.

Revise 10KW’s Theory of Change and Measures of Success

It is recommended that 10KW put together a project team to oversee revision of 10KW’s theory of change, logframe, and revamp measures of success. It is proposed that 10KW expand success measurement beyond SSGE – involving multiple forms and “levels” of success among clients. It is also suggested that success measures include both quantitative and qualitative indicators that reflect economic empowerment as well as other non-economic indicators of change that 10KW aims to influence. The project team will need to collaborate in coming up with a revised set of measures together. It is also suggested that 10KW replace the two-year positive steps monitoring system with this new measurement system.

Implement More Regular, Systematic Program Reviews

To encourage a culture of being a learning organization, it is recommended that 10KW implement more regular, systematic program review processes. These program reviews can be smaller in scope than the current review. However, conducting such reviews regularly provides an important opportunity to learn lessons about what is going well and what can be strengthened in the organization. These reviews can be implemented on an annual basis and the findings of such reviews can serve as the basis for planning for each subsequent fiscal year.

Strengthen Client Protection Protocols

It is recommended that 10KW revisit and revise its client protection protocols to ensure they are consistent with current best practice. For the protection of clients, staff, and the organization as a whole, it is recommended that 10KW develop policies and procedures for clients to report abuse and/or inappropriate behaviors committed by staff or other clients, as well as procedures for investigating and responding to all allegations.

Refine Client Case File/Case Management Systems

It is recommended that 10KW revisit and refine its case management systems. A standardized system should be in place to ensure that client records are recorded in a consistent manner, helping preserve institutional knowledge over time, providing insight
into client experiences, and meeting the requirements of key stakeholders, including DSWD for accreditation. Case management systems need to be user-friendly and accessible for all staff, and should not cause an undue time burden on staff. Training should be provided for all staff on writing effective case notes, adherence to ethical guidelines, and minimization of legal and ethical risks.

Figure 2: Proposed Organizational Chart
Determine Open, Inactive, and Closed Cases

Given the size of the staff team and the caseload, it has been challenging for 10KW to consistently monitor and know the status of all clients who have enrolled in 10KW’s programs. 10KW’s donors and other stakeholders want 10KW to be able to clearly and succinctly answer questions regarding the size of the existing caseload, drop-out rates, “success” and “failure” rates, and the status of all clients enrolled in 10KW’s active caseload. It is recommended that 10KW implement an open, inactive, and closed case tracking system. Open cases would refer to clients who are actively engaged in 10KW’s services. Inactive cases would include those who are not participating in 10KW’s services, but whose cases have not officially closed. This could include clients who are not in a position to avail of 10KW’s services, but do not want to officially drop out yet (such as parents who need to take a break from work/school to care for their children, etc.). A closed case would mean that the person has formally dropped from the program. Cases could be closed in several instances: upon a client’s death, if a client is expelled from the program (due to selling drugs, committing violence against another client, etc.), if the client chooses to drop out, or if 10KW is unable to reach the client after a specified timeframe (timeframe TBD). As referenced earlier, one of the strengths of 10KW’s programs is that 10KW remains with clients over a long journey. We are not looking to kick clients out of our services if they want to remain in the program. However, clients have the right to choose to drop out if they want to do so. When 10KW is unable to reach a client, it is recommended that 10KW decide upon a time frame that would determine when a client transitions from inactive to closed. For example, if we are unable to reach a client, they could be classified as inactive until the end of this timeframe (timeframe TBD after revision of CC protocols). After this point, if he/she is still unable to be reached, the case would be transitioned to a closed status. If he/she reappears and wants to re-join, the status of the case could be changed from closed to open. It is expected that clients may shift between categories throughout their time at 10KW. 10KW will need to make a decision about when to close cases for clients who have already attained success. Properly tracking all details of these records will take considerable effort. The Monitoring Coordinator will not be responsible for following up with clients, but he/she will be the one tracking the data in 10KW’s data management system.

Revise Systems for Tracking Client Vulnerability

Properly classifying clients according to their vulnerability and/or exploitation history (trafficking, IPV, etc.) is a challenging endeavor. 10KW is dependent upon information provided by partners, which may or may not reflect the reality of the client’s situation. It is common for service providers and clients to have different perspectives on their exploitation histories, and for stories/details to emerge/change over time. However, it is important for institutional credibility that 10KW be able to present trustworthy data regarding who the organization serves. It is recommended that 10KW continue to collect data from partners in referral forms regarding the prospective clients’ vulnerabilities, but that there be changes in how this is done. It is recommended that clients be classified according to all of their vulnerabilities. For instance, one client may be a victim of human trafficking, IPV, and sexual abuse; this client would be classified as all three. Additionally, the classifications of clients may change over time as more details emerge regarding the
client’s history. Moving forward, it is recommended that all of this information be tracked. This would give a much more accurate picture of the reality of clients’ experiences rather than simply putting them in one category based upon information in the partner referral form. Additionally, this system would allow for 10KW to watch for patterns in the trajectories of clients across different combinations of vulnerability/experiences of abuse and exploitation. Again, tracking this data will require careful attention. While the Monitoring Coordinator will not be the one collecting information from clients themselves, he/she will update the client tracking system.
Recommendations: Staff Development and Well-Being

Vicarious Trauma (VT) and Staff Care

It is recommended that 10KW implement an organizational strategy to prevent and respond to vicarious trauma and burnout among staff. Based upon existing research, it is advised that this strategy include interventions at the individual, group, and institutional levels. The first category would include strategies to encourage and promote self-care among staff at an individual level and would involve careful attention to VT/burnout in individualized supervision. Group-level strategies could include further group trainings on VT, staff support groups for those who are interested, and/or promotion of a healthy organizational climate in which open discussion of VT is encouraged. Institutional strategies could include: further professional staff training (see below), caseload maintenance (see below), benefits that include access to counselors, and performance evaluation systems involving realistic expectations and factors that are within the control of the person being evaluated. A team should be established to come up with a plan to care for staff and address VT/burnout that works for the Cebu, Philippines office.

As per feedback from 10KW staff, staff care efforts should include attention to conversion of leave credits. Many 10KW staff do not use their vacation credits. Potential options for unused vacation leave credits include converting unused credits to cash, health care or wellness activities. Conversion may, however, discourage staff from taking leave, which should continue to be discussed. 10KW staff vary in their needs and preferences regarding the forms of staff care they would like to receive. Attention will need to be paid to the diverse needs of staff in formulating a plan that works for the entire team.

Staff Development and Training

A systematic training and development plan for all staff who have direct client contact is recommended. While it is valuable for 10KW staff to have the opportunity to express interest in specific training opportunities through their individualized development plans, a systematic training plan in which all staff participate is vital to ensure consistency in approaches across the organization. Training and development must incorporate a combination of technical skills/theoretical instruction along with ongoing mentorship and support regarding implementation. Training alone without opportunities to practice skills learned will not be as effective. While staff would benefit from a multitude of training topics, it is recommended that the following topics be prioritized. First, it is suggested that the training plan emphasize Motivational Interviewing (MI), an evidence-based approach to communicating about change. By learning MI, 10KW’s values will be reinforced, staff will learn basic clinical skills, and staff will learn practical tools for addressing issues related to ambivalence about change among clients. Additionally, it is recommended that training on different forms of violence and exploitation (such as human trafficking, sexual abuse and assault, IPV, and physical abuse) be provided. Staff should be provided further training on trauma, how trauma affects the brain, how trauma impacts behaviors/decision making
processes, trauma-informed care, and strategies for working with traumatized individuals. It is also recommended that staff be provided further training to address emergency situations that arise with clients, including crisis intervention, suicide prevention, and responding to IPV. Further, the training program should address how to maintain proper boundaries with clients and how to write case notes. 10KW staff expressed that exposure trips to other NGOs might be helpful in informing staff about best practices in other organizations.

**Staff Motivation**

Sustaining oneself in social service work long-term is not an easy undertaking in any organization. It is recommended that 10KW continue to brainstorm about how to most effectively support staff in maintaining their motivation to fulfill the mission of 10KW long-term. Finding the best strategies for doing so can be challenging because staff have different personalities and feel inspired by differing motivational styles. Although 10KW’s focus on outcomes is a strength, it is recommended that less emphasis be placed on quantitative measures in the logframe when motivating staff, and more emphasis be placed on the meaning behind the work of 10KW. It is suggested that 10KW leadership address why the work of 10KW matters – why are we here? What difference are we making by working at 10KW? What keeps us coming to work every day? It is also recommended that priority continue to be placed on providing encouragement to staff, appreciation for everyone’s work, and nourishment when staff are growing tired. It is anticipated that some of the other recommendations embedded in the Program Assessment will support staff motivation. In particular, it is expected that implementing a staff development/training program, increasing the staff size, and reducing the caseload will help motivation. Additionally, revising measures/concepts of success and ensuring they are consistent with organizational values may help motivation. A plan for addressing VT and staff care is also expected to be beneficial for motivation. Ongoing feedback will be required from all staff to ensure that efforts are responsive to staff needs.
General Program Recommendations

Target Population

It is recommended that 10KW’s target population remain survivors of violence and exploitation. At least 70% of 10KW’s clients should classify as survivors of violence and exploitation, while up to 30% can come from other backgrounds. The following classifications are suggested: 1) Clients who have experienced violence would comprise the primary target group (at least 70%), including human trafficking, IPV, sexual abuse, rape, and physical child abuse. 2) Clients in the secondary category (up to 30%) would include vulnerable clients, non-trafficked victims of child labor, and non-trafficked people working in sex work. 3) Groups excluded from 10KW’s programming would include children in conflict with the law (CICL) and clients who are pushing/selling drugs and/or pimping out/trafficking others. Discussions must continue about how to maintain a proper balance of serving clients who need the program the most while also not overburdening staff with unreasonable caseloads.

Reduce Intake while Implementing Recommendations

Over the next year, 10KW will have to substantially reduce new intakes in order to implement the Program Assessment recommendations, while also growing at a reasonable rate, and not placing undue burden on staff. It is recommended that no new JRT cohorts be offered in September 2018 and January 2019. The next JRT cohort enrolled in 10KW’s services would participate in services under the new model.

Changes in Client Screening and Referral

It is recommended that 10KW adapt the client screening and referral processes. It is suggested that the referral process be reframed – i.e. it is not a JRT referral, but a referral to 10KW’s services as a whole. The intention behind this is to clarify to clients and partners that the JRT is only one piece of 10KW’s services and that graduation from the JRT does not equal job readiness. This is consistent with a shift in thinking from 10KW as a JRT-centric organization to a more CC-centric organization.

For practical reasons, it is recommended that the Training Manager (formerly known as JRM) still be the one to communicate with referring partners to receive referral forms. The referral form will need to be revised by the assigned team based upon feedback from partners and a re-evaluation of the most pertinent information for 10KW. It is recommended that partners can submit these on a rolling basis. It is suggested that the person most knowledgeable about the client’s case complete the referral form (social worker, community worker, etc.), but that management sign off on any referrals to ensure proper coordination and buy-in from all key stakeholders.

Once a referral has been received, it is recommended that a member of the CC team meet individually with referred clients to conduct an in-person screening and ensure informed consent. The objectives of this in-person meeting would be to understand the client’s goals
for joining 10KW’s program, assess the client’s understanding of and genuine level of interest in the program, assess the client’s needs, help clients engage in critical thinking of whether they want to join 10KW’s services at that time, and clarify any misconceptions or misinformation. Clients fully understanding what they are signing up for is an important aspect of informed consent. 10KW’s organizational policies (even sensitive ones like drug use) should be explained from the outset to ensure that clients are actually giving informed consent to join 10KW’s program. It is recommended that materials like a one-page visual overview of 10KW’s services be developed to help CCs explain the entirety of 10KW’s services to prospective clients. These individual meetings will also give 10KW an opportunity to directly explain its services to clients, instead of relying on referring partners who may prioritize different pieces of information. This process will need to be taken into consideration when crafting the CCs’ workloads. In some cases, more than one individual meeting may be required with a client prior to a decision being made about the enrollment. Although additional time will be required on the front end, the intention is to try to set realistic expectations and gauge genuine interest from clients at the outset, which may help prevent dropouts or disengagement later in the process.

Hire a Social Worker

It is recommended that 10KW hire a Social Worker (SW) to assume some of the responsibilities that CCs currently carry that are not directly related to clients’ careers, but that have a significant impact on their capacity to achieve their goals. The SW can develop partnerships, strategy, and resources at a programmatic level to ensure these additional areas of concern are addressed. In particular, it is recommended that the SW take responsibility for strengthening 10KW’s partnerships and approach in the following areas:

- **RH**: It is recommended that the SW manage the partnership with RH partners and develop new RH partnerships with other organizations, such as local health centers, the Department of Health, and others. It is recommended that the SW strengthen 10KW’s strategy for addressing the RH needs of clients in a way that also respects their autonomy.

- **IPV/Family Violence/Harassment**: It is suggested that the SW be responsible for strengthening partnerships to address IPV/family violence, be a resource for staff in responding to violence, and provide direct education to clients about violence/harassment.

- **Drug/Alcohol Use**: It is recommended that the SW assume responsibility for attending NA sessions in place of HR staff. The SW should look for new partnerships and strategize about what other resources may be leveraged to address substance abuse concerns.

- **Health Concerns**: It is suggested that the SW strategize about and develop partnerships to address health issues among clients, including malnutrition, dental needs, and chronic illnesses that interfere with clients’ engagement in school and work.

Although there are additional issues that need to be addressed, it is recommended that
the SW initially focus on the above. More social workers will need to be hired in time.

**Enhance Organizational Capacity to Respond to Emergency Situations**

It is recommended that 10KW strengthen its systems for responding to emergency situations among clients, such as suicidality, homicidality, IPV, mental health crises, and others. As referenced earlier, crisis intervention should be included in the staff development/training plan. It is recommended that 10KW allot a larger budget for emergency expenses. It is suggested that 10KW develop an agreement with a local clinician/therapist and negotiate fees upfront. This clinician can be called in emergency situations when clients have needs that surpass the expertise of the staff. In the future, 10KW may want to consider creating an on-call system where a rotating member of the team is on-call 24 hours in case of emergencies. This is standard practice in social service agencies and ensures regular boundaries for staff (i.e. staff know the specific hours they are on call rather than being expected to respond to emergencies any time, any day). When there are safety concerns with clients (such as IPV, other violence in the home), it is recommended that the Driver drive staff to the clients’ houses for home visits and that he be briefed beforehand about any safety concerns for the protection of 10KW staff. Protocols should be in place for how to address other safety concerns for staff, such as clients or family members making threats against staff, etc.

**Substance Abuse Policies**

10KW needs to make a decision about whether or not to alter current substance abuse policies within the organization. There does not seem to be consensus on this question and there are no easy solutions on this matter. Providing drug treatment services is outside of the mission of the organization and the capacity of the staff. It is recommended that 10KW not try to provide any drug treatment services. Given the extreme limitations in the availability of services locally, 10KW will need to continue to actively invite new partnerships in this area, which will take time and for which there are no guarantees. While 10KW can continue to try to screen for substance abuse upon referral, this is very hard to do well in practice. Strengthening communication with partners around this issue is recommended, as there seems to be some confusion in the reasoning behind drug use questions in 10KW’s referral forms. It is recommended that 10KW clearly explain the organization’s drug policies to prospective clients upon referral as a part of informed consent; this may lead some clients to self-select out. It is recommended that any client who tries to sell drugs or influence other clients to take drugs be terminated from the program in all circumstances. Current drug policies should be revisited.

**Clarify and Adhere to Group Norms Among Clients**

Findings revealed the need to clarify group norms among 10KW clients. Given some clients’ hesitation to speak with 10KW staff about areas of perceived failure, or other sensitive topics, it is recommended that 10KW develop clear norms for how everyone is expected to engage with one another at 10KW and reinforce these norms. It is suggested
that 10WK be deemed a “no shame” or “no judgment” zone. It needs to be evident to clients that 10KW is a safe space in which they can talk about anything with 10KW staff and they do not need to feel ashamed or scared that 10KW staff will judge them. It is vital that 10KW be a physically and emotionally safe space for everyone. 10KW clients have experienced multiple forms of violence in their lives and they cannot be subjected to harm at 10KW, meaning that 10KW will not tolerate clients being mistreated by staff, visitors, or peers. All clients must understand that they are not permitted to harm other clients at 10KW – bullying, excessive teasing, and violence against others are not allowed in any circumstance. Clients are not allowed to sell/push drugs on others or pimp out/recruit others into sex work; if they do, they will be terminated from the program. It will be essential for these (and other) norms to be revisited and reinforced regularly with clients so that they become institutionalized as part of the organizational culture.

**Implement “Soar”**

The original model for 10KW included a final stage called “Soar” in which clients have an opportunity to give back to others. “Soar” has never been implemented. Whether or not clients decide to give back is, of course, ultimately the clients’ choice, but 10KW can facilitate the process for those who are interested. It is recommended that 10KW develop two projects under “Soar.” First, it is recommended that 10KW create a Client Advisory Board in which clients are invited to give feedback on 10KW’s programming and brainstorm with staff about how to improve clients’ experiences and outcomes in the program. Secondly, at a later date in the future, it is suggested that 10KW consider developing a mentorship program in which clients have the opportunity to share what they have learned with newcomers. Ensuring that mentors are sufficiently ready for this role is an ambitious undertaking. However, 10KW could gradually, over time, build the infrastructure for such a program, starting small and slowly building. For instance, initial efforts could focus on inviting selected “successful” clients back to JRT trainings, the SEP/WIP, and other venues to share with current clients about their journey and what they learned in the process. Such opportunities not only give clients an opportunity to give back, but can also serve as a source of inspiration to new/current clients.
Recommendations Regarding Sub-Programs

Career Counseling / Clinical Team

Key message: 10KW is transitioning to a CC-centric organization.

Career counseling is a vital yet under-resourced component of 10KW’s work. It is recommended that 10KW invest heavily in building a clinical/CC team that is sizeable enough and has sufficient resources to ensure continuity of care for clients throughout their journey in 10KW’s programs. The following adaptations to CC are recommended:

1. It is recommended that Rhea Baylosis become the Clinical Team Manager. She would supervise all CCs and SWs within the organization. Initially, two more CCs and one SW would be added to the team, with additional staff to be hired when funding is available. As referenced earlier, CCs would meet individually with clients to conduct career counseling. The SW would initially focus on other key issues that are vital to clients’ success in the program, like RH, IPV, NA, and health.

2. It is recommended that 10KW transition from a JRT/training-centric organization to a CC-centric organization. This orientation is a significant change for 10KW, but reflects much greater consistency with the reality of working with traumatized populations. Providing training alone is not sufficient to help this population of clients become “job ready.” Clients need a significant amount of emotional support; a safe, trusting, and consistent relationship with a clinically trained staff person; help fostering self-awareness and personal coping skills; individualized assistance with goal-setting, planning and problem solving; and support with addressing obstacles and crises faced during the program. More CC engagement with family/household members is also recommended.

3. As referenced earlier, changes have been proposed to the client referral/intake process. It is recommended that CCs be the one to conduct individual interviews with prospective clients prior to the JRT (as explained in another section).

4. It is recommended that CCs’ engagement in the JRT be significantly expanded. It is suggested that the JRT incorporate more individual meetings between CCs and the clients. These meeting can count toward the JRT attendance requirements (in addition to the group sessions) and should extend throughout the entire three-months. The career case planning process should be extended throughout the entire JRT, should be more realistic, and should proceed more slowly. Clients will need mentorship and support in learning how to set goals and time to revisit these repeatedly in a supportive and non-pressurized setting so that more realistic and helpful goals can be developed.

5. It is recommended that the Clinical Team Manager develop a proposal to revamp and strengthen the CC process post-JRT. Instead of only engaging with clients who are not taking positive steps or who are referred to JRAP, CCs should theoretically
engage consistently with all clients throughout the entire process, as staffing allows. It is recommended that CCs have more frequent engagement with clients. In this proposal, the Clinical Team Manager will come up with recommendations for a structure and approach to CC post-JRT, working to ensure consistency in techniques/approach throughout the team.

6. To accomplish the above, it is absolutely vital that the CC caseload be substantially reduced. The current workload for CCs is simply far too much and unsustainable. It is not possible to come up with an exact caseload at this time, but this needs to be determined. This decision must be made in consideration of the new open/inactive/closed case system, the projected intake for future clients, and budgetary considerations.

7. Clinical team members will continue to be exposed to the most traumatic material in the organization and have the most extensive client engagement. It is recommended that the Clinical Team Manager provide regular clinical supervision to all members of her team and that she have access to training on clinical supervision, as well as clinical supervision for herself (likely through a consultant). For the sake of clients and staff, it is vital to ensure that CCs have enough support to sustain themselves in the work, stay healthy, and continue to be able to provide excellent client services consistent with best practice.

“Job Readiness” Training

Key message: The “JRT” provides a foundation for all clients. Job readiness is everyone’s job, not just the JRM. The “JRT” should be suited for traumatized persons.

The “JRT” is a key foundational program for clients coming into 10KW’s services. The following adaptations are suggested:

1. It is recommended that the “JRT” be reframed. Naming the training a “job readiness” training gives the impression to clients, partners, and some staff that once a person graduates from the JRT, this person should be “job ready.” This is an unrealistic expectation given the highly traumatized population 10KW is serving. It is recommended that 10KW come up with a new name for both the JRT and the JRM role to better reflect the reality of the program and help manage all stakeholders’ expectations.

2. While the “JRT” does help contribute to clients’ job readiness, job readiness is the responsibility of all staff and all programs at 10KW. All staff and all programs at 10KW help clients achieve job readiness. Becoming job ready is a process, not a black/white category.

3. In addition to contributing to clients’ job readiness by teaching soft skills, it is recommended that the primary purpose of the “JRT” is to serve as a foundation for 10KW’s programs. The individualized visioning, goal-setting, and self-discovery
components of the JRT are vital to clients’ trajectories; these processes should continue post-JRT. The JRT provides an opportunity for clients to build rapport and relationships with 10KW.

4. It is recommended that 10KW no longer outsource “JRT” trainings to partners, but that all trainings be conducted by 10KW staff. Partners can be guest lecturers in some sessions, if of interest and helpful.

5. It is recommended that a variety of changes be made to the “JRT” curriculum:
   a. As referenced earlier, it is suggested that more individualized meetings with CCs be integrated into the “JRT” along with the group sessions. These individual sessions should count toward attendance requirements.
   b. It is proposed that the career case planning process should be extended throughout the three-month “JRT” and the pace should be slowed down considerably. The goal-setting process should be simplified and more realistic, with a shorter timeframe (not a 10-year plan). Clients will need more mentorship in learning how to set realistic goals. The goal-setting should be done in individual settings with CCs, not in group settings. SWs do not need to be present. The plans produced should be revisited post-JRT.
   c. It is recommended that the curriculum content pertaining to soft skills be simplified and reduced to the most essential content. Exercises that are too difficult for clients should be eliminated. Activities should be designed for clients with low levels of education and significant trauma histories.
   d. The curriculum should be revised to ensure all content is culturally relevant.
   e. It is recommended that the “JRT” maintain one track (i.e. not split into separate tracks for clients going into employment vs. education). Examples pertaining to both education and employment should continue to be integrated. The reframing of the “JRT” program noted above should help alleviate some of the confusion about the relevance of the “JRT” for clients going into education immediately afterward.
   f. To ensure consistency with the rest of 10KW’s programs, it is recommended that 10KW contract with consultants specializing in MI and trauma to ensure that the curriculum is MI-adherent and trauma-informed. This will involve attention to the language that is used in the curriculum, group facilitation skills and dynamics, social norms within the class, and client engagement skills of the facilitator, among others.
   g. All stakeholders agree that clients learn the importance of soft skills in the “JRT,” but struggle with actually implementing them in real life. The trauma histories of clients should be considered much more heavily here. Trauma has a significant impact upon the brain and it hinders people’s capacity to carry out the skills that are taught during the “JRT.” For instance, the impact of trauma on the brain makes it difficult for traumatized persons to focus, complete tasks, take initiative, maintain a positive attitude, work in teams, etc. It is recommended that 10KW take several steps to address this in the JRT curriculum:
ii. It is recommended that the JRT include more content pertaining to emotional self-regulation. Clients should learn how to recognize that they are being triggered and be able to anticipate when their trauma may interfere with their capacity to implement a soft skill. Clients should be equipped with basic tools that they can use to promote self-awareness, self-soothing, and better regulate their emotions.

6. It is recommended “JRT” refreshers continue to be provided for clients post-JRT as “bridge” program for clients to continually build their job readiness. These refreshers can be optional, but can provide valuable opportunities for clients to continue to learn/practice.

“SEP” / Work Immersion Program (WIP)

Key message: The WIP is a social program aimed to promote job readiness and provide a safety net. The program should not try to operate as a business.

The “SEP” provides a needed service within 10KW, but is a significant cause of stress for the organization. Several adaptations are recommended to make sure that the program can achieve its objectives while also being consistent with organizational capacities.

1. It is recommended that the objectives of the “SEP” program continue to be two-fold: to provide a safety net for the most vulnerable clients and to provide practical, hands-on, lived experience for clients in a workplace setting that builds further job readiness. This program is not intended to provide long-term employment for clients, but to serve as a key bridge to a more secure and sustainable employment situation.

2. Running a business is not the core competency of anyone within 10KW. No one on the staff (in the Philippines or US) has sufficient business acumen to run a successful business enterprise. It is recommended that 10KW not try to operate the “SEP” as a business. Instead, 10KW should operate this program as a social program, which is in line with the core competence of the organization. The reasons for this are numerous:
   a. It is more consistent with the skills of the staff.
   b. It relieves a significant source of pressure and stress for the staff.
c. It is better for 10KW’s branding and marketing. If 10KW claims to run a social enterprise but does not have the capacity to do so, it makes the organization look like it is ineffective or failing.

3. As a result of the above, it is recommended that the “SEP” be renamed to the “Work Immersion Program (WIP).” This new name does not give the impression that 10KW is trying to run a business. It reflects the objectives of the program.

4. It is recommended that the WIP separate from the Education team and be run as a distinct program.

5. For now, the Deputy Director will oversee the WIP. It is recommended that she develop a proposal outlining the strategy and program design for the newly conceptualized WIP after she has time to transition back into the Cebu, Philippines office.

6. The WIP can continue business partnerships with current partners and can explore the possibility of new CSR partnerships. However, this should only be done when it is good for 10KW and its clients.

7. If resources permit, it would be ideal if the WIP could hire clients who face particular difficulties or discrimination in the labor market, such as older clients, LGBTQ clients, and those who need more practice in a workplace setting before being referred to other companies. Again, the goal is not to hire clients permanently, but to help them stabilize and give the organization time to strategize with clients about longer-term options while also trying to influence the marketplace.

8. In order to meet the needs of the WIP target population, it is recommended that 10KW be creative in how it partners with other social enterprises. For instance, some of the higher performing clients at the WIP could transition to other SE partners.

9. Staff who work at the WIP need to have training in how to work with traumatized populations and need to have the skills needed to address challenges that arise. Greater CC engagement at the WIP would be helpful, if resources permit. It is recommended that careful attention be paid to managing group dynamics at the WIP. Staff attention should not be focused only on the most problematic clients. It is important to check in with the clients who may appear to be doing well in order to understand how they are doing and if they are facing any challenges that they are not openly sharing.

10. Careful attention should especially be paid to ensuring that clients at the WIP do not harm one another. Violence, bullying, and drug pushing at the WIP should not be tolerated and clients should be terminated if they harm other clients. While this decision is difficult when the terminated client does not have other places to go, it is necessary. The WIP must be a safe environment for all staff and all clients.
**Education**

**Key message:** The value of client autonomy and self-determination should be integrated throughout all educational services and policies.

Access to education is a key service provided by 10KW that can open many opportunities for clients in their professional and personal development. To ensure consistency with 10KW values, client autonomy and choice must be central to all aspects of 10KW’s programming, including educational services. The following changes are recommended:

1. As referenced earlier, the WIP should be separated from the Education Program.
2. Numerous revisions to 10KW’s educational policies are recommended:
   a. It is recommended that the five-month employment requirement before a client can qualify for a scholarship be dropped. 10KW can develop other ways to assess and foster client readiness for scholarships.
   b. It is recommended that 10KW provide Sr. HS scholarships, and develop guidelines for this process.
   c. 10KW should continue to provide college and VT scholarships.
   d. It is advised that 10KW revisit rules around obtaining and maintaining scholarships (qualification exams, policies for dropping clients from scholarships, etc.). A revised proposal for these policies should be developed in light of feedback from all stakeholders.
   e. It is recommended that 10KW drop any expectation/policy that college scholars repay a portion of their tuition upon finding work.
3. Similar to the recommendations pertaining to JRAP, it is suggested that values of client choice and autonomy be integrated throughout the education program. If clients do not want to go to school, they should not be pushed into school. All 10KW staff should be trained in the use of MI to address ambivalence about change among clients. Ultimately clients’ self-determination must be respected. If clients do not want to go to school, it is their choice not to go.
4. Completing 10th grade is not realistic for all clients. It is recommended that 10KW provide more flexible options for clients who cannot finish 10th grade. (See JRAP section).
5. It is recommended that the Education Program Manager’s role involve primarily strategy, planning, and external partnership development pertaining to education. Her responsibilities will focus heavily on strengthening educational services provided by 10KW and partners at a strategic level. Additional funding will need to be raised to implement improvements to educational services. It is recommended that the Education Program Manager develop a proposal for a strengthened educational program at 10KW that the 10KW Executive Director (US) can use to fundraise for an expanded education program.
6. As a part of the above, it is recommended that the Education Program Manager...
make a proposal for the best mechanism(s) for helping clients succeed in school and strengthening the quality of instruction received. Options include:

a. 10KW registering as an ALS center/provider through DEPED.
b. 10KW striking an agreement with the DEPED for clients to do joint modular schooling/home schooling and ALS at the same time/year.
c. 10KW affiliating with a teacher’s college at a university to address the academic difficulties of clients.
d. Strengthening 10KW’s tutoring program by hiring a full-time tutor and further developing the curriculum.
e. Other strategies proposed by the Education Program Manager.

7. It is recommended that the Education Program Manager continue to develop additional partnerships to strengthen client skills – such as computer training, language skills, etc. CSR partnerships could be leveraged here. These programs can be seen as an example of bridge programs that help build clients’ job readiness throughout the entirety of 10KW’s services.

8. Given financial constraints, practically speaking the Education Program Assistant will need to work with clients individually to address issues that arise while in school. The Clinical Team should be integrated into this process as much as organizational resources permit. It is important for all follow-up support to be MI-adherent and trauma-informed. There should be consistency in the client engagement approaches utilized throughout the organization – i.e. from the Education Program Assistant, Employment Coach, and Clinical Team.

**Job Referral Assistance Program (JRAP)**

**Key message:** 10KW should be more flexible and strategic in pursuing a diverse range of employment opportunities that match client capacities, backgrounds, interests, and needs.

Successful implementation of JRAP is vital to the success of 10KW’s mission. Clients come to 10KW and partners refer to 10KW because clients want jobs. If this portion of 10KW’s services is not strong, the entire mission is jeopardized. The following changes are suggested:

1. While SSGE is ideal for our clients, not all clients will realistically be able to or want to obtain SSGE. It is recommended that 10KW not push clients into SSGE if it is not realistic for them or not what the client wants. 10KW is presented with the challenge of how to properly support clients in obtaining non-SSGE employment. A few guiding principles are offered. Sometimes these principles will conflict with one another.
   a. Client safety is vital at 10KW. We commit to doing our absolute best to protect client safety.
b. Clients’ rights should be protected, both by 10KW and employers. We commit to advocating for both.

c. Client autonomy and self-determination should be respected. 10KW supports the client’s choice unless we know that the client will be abused in that situation.

2. It is recommended that 10KW work with clients on an individual level to find the best and safest form of employment that will work for that person, given his or her own goals, skills, priorities, and personal circumstances. Although SSGE can be maintained as one category of work, it is recommended that 10KW create a tier system of different categories or tiers of work. If it is not realistic for a client to work in SSGE employment, 10KW can support the client in achieving employment in a different tier category. Stipends and other benefits should be available to clients obtaining work in different tier categories.

3. It is recommended that the current BRC role initially split into two positions – an Employment Partnership Manager and Employment Coach. This provides a more reasonable scope of work for each person. This enables 10KW to hire staff with two different sets of skills.

4. Employment Partnership Manager will focus on building and strengthening relationships with employers, cultivating a strategy for partnering with employers, and engaging in advocacy to address systemic issues that disadvantage clients in the workplace. Several suggestions are offered:
   a. It is recommended that 10KW hire a visionary person for this role. The Employment Partnership Manager (EPM) will need to be highly creative, innovative, and able to take considerable personal initiative while upholding the organization’s values. This person should push the boundaries of what 10KW has previously done in the past through JRAP.
   b. The EPM should build a diverse range of partnerships with employers, not only those providing SSGE employment. For example, the EPM should actively seek out safe employment opportunities that do not qualify as SSGE. This is an ambitious and complicated undertaking. The EPM will need to consult with 10KW’s attorney in this process.
   c. The EPM should prioritize trying to find non-SE employers that are more suitable for vulnerable populations.
   d. In addition to creating partnerships for full-time employment opportunities, the EPM should also develop partnerships with employers for more bridge programs, such as OJTs and other workplace immersion activities.
   e. The EPM should explore creative ways to partner with SEs in order to meet the needs of 10KW’s most difficult clients, including those who face labor market discrimination and those who are unable to complete 10th grade.
   f. The EPM should engage in advocacy with employers when clients’ rights are violated in the labor market. For example, this may include advocacy to address labor market discrimination against older persons, LGBTQ persons,
and people who do not meet employers’ preferences in terms of their physical appearance. It is also recommended that the EPM engage in advocacy around the protection of clients’ rights in the workplace, such as in cases of sexual harassment.

g. It is suggested that the EPM strengthen 10KW’s processes for vetting employers and potential safety issues in the workplace.

h. It is advised that the EPM strengthen systems for getting feedback from employers about client performance in the workplace.

i. It is recommended that the EPM coordinate with 10KW’s law firm to address legal questions and issues that arise in the workplace for our clients.

5. The Employment Coach will be responsible for the client engagement component – supporting the client through the job application process and his/her transition to the workplace. Several suggestions are provided.

   a. In the Employment Coach role, it is important to hire someone with strong client engagement skills and prior experience working with traumatized populations.

   b. Employment coaching should be conducted in a way that is sensitive to the needs of traumatized persons. Realistically speaking, this may require more emotional support provided to clients during the job application process.

   c. Current systems for monitoring clients should be revisited. Instead of “monitoring,” check-ins with clients can be perceived as opportunities to understand how clients are doing and provide needed support. This minimizes the feeling of “policing” clients.

   d. There should be consistency in the client engagement approaches utilized throughout the organization – i.e. from the Employment Coach, Education Program Assistant, and Clinical Team.

   e. If clients are having difficulty applying for or securing work, it is very important to understand WHY. It is recommended that the Employment Coach spend more time seeking to understand the challenges clients are facing from their perspectives. FGDs/IDIs may be conducted as part of this process.

   f. It is recommended that the Employment Coach continue to strengthen client education about their rights as workers and grievance mechanisms.
Prioritization and Responsibility for Recommendations

Given understaffing at 10KW, it is not feasible to implement all of the recommendations simultaneously. Recommendations have been divided into two categories – those that will be implemented immediately and those that will follow at a later date (timeframe unspecified). A summary of the prioritization and responsibility for implementation of the recommendations is included below in two separate tables. The 10KW team will revisit the timeline for the recommendations listed in Table 5 once the recommendations in Table 4 have been implemented.

**Table 4: Recommendations to be Implemented Immediately**

<table>
<thead>
<tr>
<th>Sub-Program Specific Recommendations</th>
<th>Team Lead</th>
<th>Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career Counseling/Clinical Team</strong> Transition to Career Counseling-centric organization</td>
<td>Clinical Team Manager</td>
<td>Program and Learning Advisor, Philippines Director, Career Counselor, consultants</td>
</tr>
<tr>
<td><strong>“JRT”</strong>: Foundation for all clients. Trauma-informed</td>
<td>Philippines Deputy Director</td>
<td>Clinical Team Manager, Program and Learning Advisor, consultants, Training Manager</td>
</tr>
<tr>
<td><strong>“SEP”/WIP</strong>: Social program to promote job readiness and provide safety net</td>
<td>Philippines Deputy Director</td>
<td>SEP HR Associate, SEP Operations Assistant, other TBD</td>
</tr>
<tr>
<td><strong>Education</strong>: Promoting client autonomy and self-determination</td>
<td>Education Program Manager</td>
<td>Philippines Director, Education Program Assistant</td>
</tr>
<tr>
<td><strong>JRAP</strong>: More flexible and strategic in pursuing diverse employment options</td>
<td>Philippines Director</td>
<td>Program and Learning Advisor, other TBD</td>
</tr>
</tbody>
</table>

**General Program Recommendations**

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Team Lead</th>
<th>Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrate 10KW Values</td>
<td>US Executive, Director</td>
<td>Everyone</td>
</tr>
<tr>
<td>Expand 10KW Staff Team</td>
<td>US Executive Philippines Director</td>
<td>Philippines Director, Philippines Deputy Director, Clinical Team Manager, Program and Learning Advisor</td>
</tr>
<tr>
<td>Expand 10KW Office Space</td>
<td>Philippines Director</td>
<td>HR/Admin Officer, Finance Advisor, Monitoring Coordinator</td>
</tr>
<tr>
<td>Revise 10KW’s Theory of Change/Success Measures</td>
<td>Program and Learning Advisor</td>
<td>US Executive Director, Philippines Director, Philippines Deputy Director with input from all staff</td>
</tr>
<tr>
<td>Staff Development and Training</td>
<td>Program and Learning Advisor</td>
<td>Clinical Team Manager, Consultants, HR/Admin Officer</td>
</tr>
<tr>
<td>Target Population</td>
<td>US Executive Director, Deputy Director</td>
<td></td>
</tr>
<tr>
<td>Recommendations</td>
<td>Team Lead</td>
<td>Team Members</td>
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</tr>
<tr>
<td>Reduce Intake</td>
<td>Director</td>
<td>Philippines Director Training Manager</td>
</tr>
<tr>
<td>Hire a Social Worker</td>
<td>Philippines</td>
<td>Director Clinical Team Manager, Program and Learning Advisor</td>
</tr>
<tr>
<td>Changes in Client Screening/Referral</td>
<td>Philippines</td>
<td>Deputy Director Clinical Team Manager, Training Manager</td>
</tr>
</tbody>
</table>

Table 5: Recommendations that Will Not Be Implemented Immediately (Timeline TBD)

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Team Lead</th>
<th>Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen Client Protection Protocols</td>
<td>TBD</td>
<td>Consultants, Philippines Director, Program and Learning Advisor</td>
</tr>
<tr>
<td>Implement More Regular, Systematic Program Reviews</td>
<td>TBD</td>
<td>Philippines Deputy Director, US Executive Director, Program and Learning Advisor, Education Program Assistant, Monitoring Coordinator</td>
</tr>
<tr>
<td>Determine Open, Inactive, and Closed Cases</td>
<td>Clinical Team Manager</td>
<td>Philippines Deputy Director, Career Counselor, Education Program Assistant, Monitoring Coordinator</td>
</tr>
<tr>
<td>Refine Client Case File/Case Management Systems</td>
<td>TBD</td>
<td>Consultants, Monitoring Coordinator, Program and Learning Advisor, Clinical Team Manager</td>
</tr>
<tr>
<td>Revise Systems for Tracking Client Vulnerability</td>
<td>Programming and Learning Advisor</td>
<td>Philippines Deputy Director, Training Manager, Clinical Team Manager, Monitoring Coordinator</td>
</tr>
<tr>
<td>Vicarious Trauma (VT) &amp; Staff Care</td>
<td>TBD</td>
<td>Clinical Team Manager, HR/Admin Officer, volunteers</td>
</tr>
<tr>
<td>Staff Motivation</td>
<td>US Executive Director, Philippines Deputy Director</td>
<td>HR/Admin Officer, volunteers</td>
</tr>
<tr>
<td>Enhance Capacity to Respond to Emergency Situations</td>
<td>TBD</td>
<td>Clinical Team Manager, Program and Learning Advisor, Consultants</td>
</tr>
<tr>
<td>Substance Abuse Policies</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Clarify / Adhere to Group Norms among Clients</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Implement &quot;Soar&quot;</td>
<td>Programming and Learning Advisor</td>
<td>HR Associate, TBD</td>
</tr>
</tbody>
</table>