



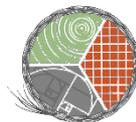
# Best Practices in Impact Tracking

The CDFI Fund's Capacity Building Initiative  
*Building Native CDFIs' Sustainability and Impact II*

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October 8 – 10, 2019

ICF | First Nations Oweesta Corporation | Sweet Grass Consulting, LLC



**SWEET GRASS**  
CONSULTING, LLC

# Disclaimer

*About the creation of this presentation:*

*The development of this presentation was funded by the CDFI Fund, under Contract No. GS00Q14OADU119. The information provided and opinions expressed in this presentation are those of the authors, who are solely responsible for the content, and do not reflect the opinions of the CDFI Fund or any other person, entity, or organization.*

# Module 1 – Course Overview

# Course Overview

- Welcome
- Introductions
- Course Objectives
- Preview of Agenda
- Networking Bingo

# Your Trainers

**Andrea Akers Mader**  
**Principal Director**



**SWEET GRASS**  
CONSULTING, LLC

**Lanalle Smith**  
**Program Manager**



# Participant Introductions

- Name
- Organization
- Expectations

# Course Introduction

This curriculum is designed to help Native CDFIs gain a stronger understanding of impact measurement to help support organization sustainability and growth.

## Course Learning Objectives:

- Develop an impact matrix for your work
- Implement best practices for impact measurement
- Describe collaborative approaches to data tracking

# Agenda Overview – Days One & Two

## Day One - Tuesday

- Course Overview
- Impact Measurement 101
- Goal Setting
- Organizing Your Efforts

## Day Two - Wednesday

- Defining Outcomes and Indicators for Goals
- Defining Metrics and Tools

# Agenda Overview

## Day Three - Thursday

- Collecting Data, Reporting Data, and Effective Communication to Stakeholders

## Interspersed Throughout

- Scenario Presentations
- Impact Measurement Best Practices
- Worksheet Exercises
- Work Planning

## Common Courtesies

- Be engaged
- Turn cell phones to silent
- Take care of yourself

## Logistics

- Restrooms
- Breaks
- Lunch



BINGO

BINGO

BINGO

19 25 61

2	12	42	68	71
10	24	31	40	52

6 48 71

# Activity

Networking Bingo

27

60

16

21

# Module 2 – Impact Measurement 101

# Useful Definitions

- **Data**

- The information produced by all of the activities/programs of an organization. ALL information about an organization and its activities/programs is data in the impact measurement world.
- **Qualitative Data:** Data that can be collected or captured in text form. Useful for determining how and why.
- **Quantitative Data:** Data that can be collected or captured in number form. Useful for determining what, who, and when.

# Useful Definitions, cont...

- **Metrics**

- The data an organization chooses to measure and track that assesses their performance and ability to meet their impact goals.
- **Outputs:** Direct products of activities/programs.

- **Indicators**

- Metrics (or sets of metrics) that demonstrate how effectively an organization is achieving (or not achieving) their outcomes.

# Useful Definitions, cont...

- **Outcomes**

- Short-, mid-, and long-term changes or benefits due to your activities/programs.

- **Impact Goal**

- A long-term goal of the change an organization wants to see happen due to their activities/programs.
- **Impact:** Change occurring due to an organization's activities/programs.

# Useful Definitions, cont...

- **Impact Matrix**

- A roadmap depicting and connecting your impact goals, outcomes, indicators, and metrics.

- **Impact Measurement System**

- A system designed to set goals, collect data, and report to how much and what kinds of changes are occurring due to an organization's activities/programs.

# Useful Definitions, cont...

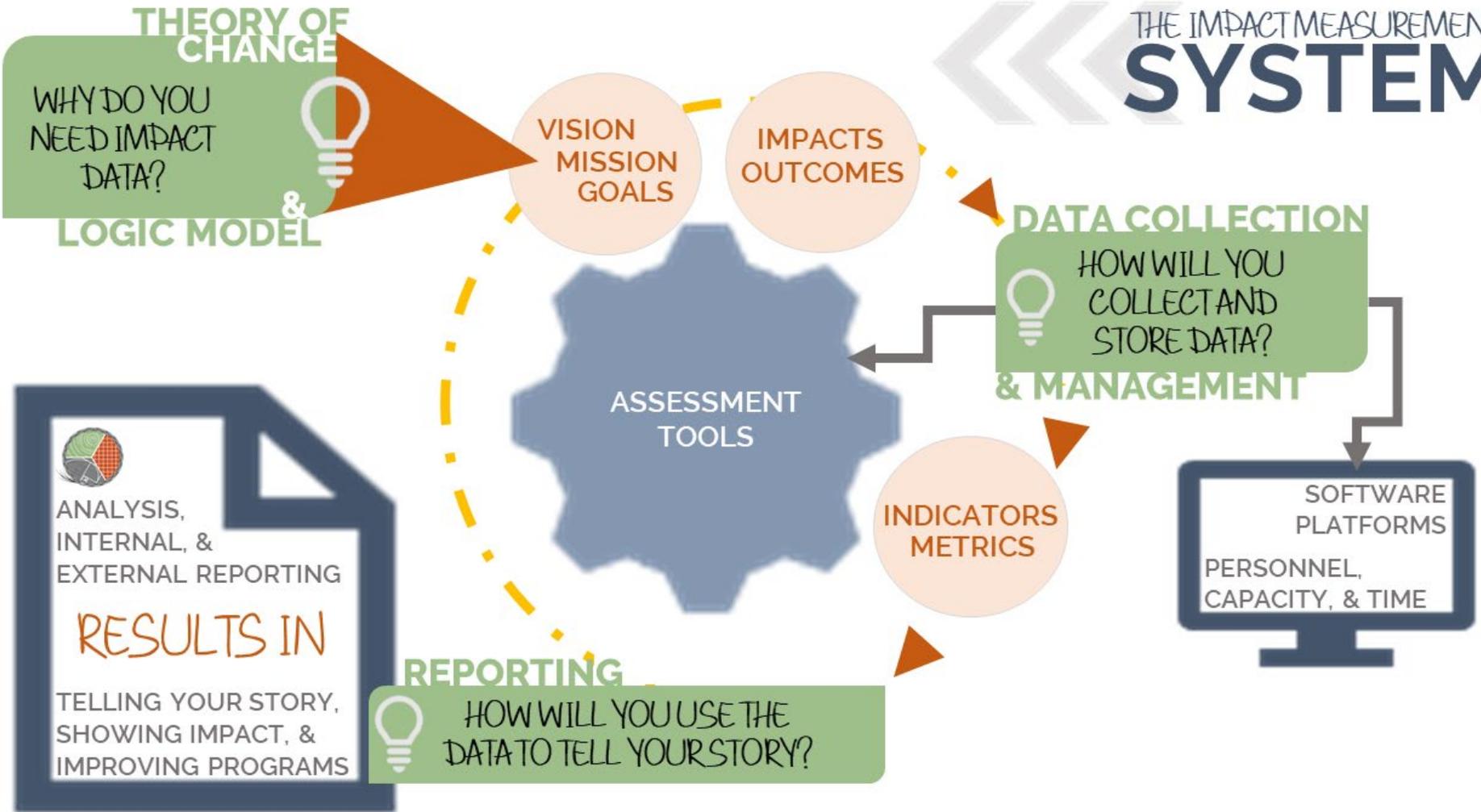
- **Logic Model**

- A graphic depiction (road map) that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your CDFI.

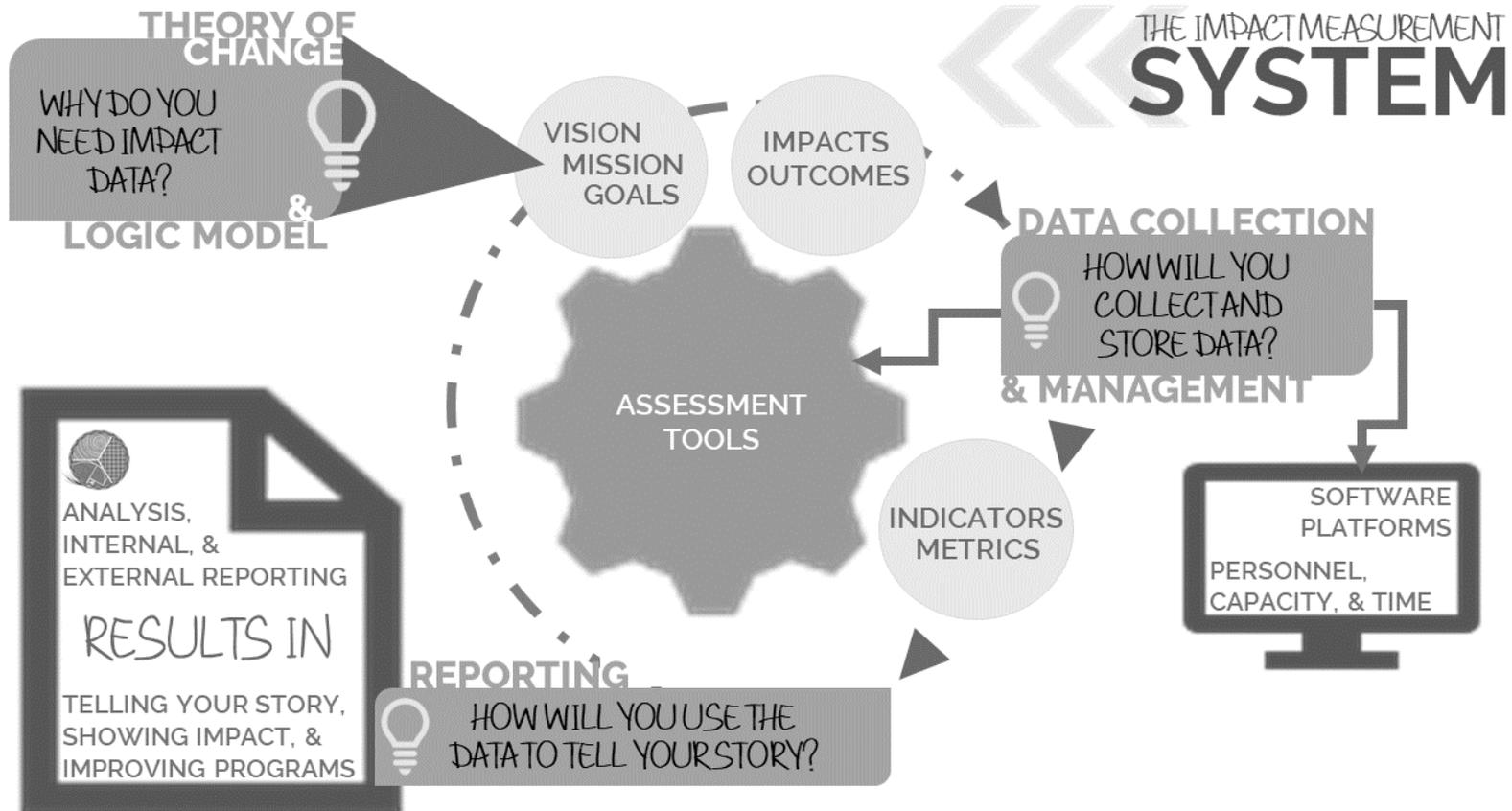
- **Theory of Change**

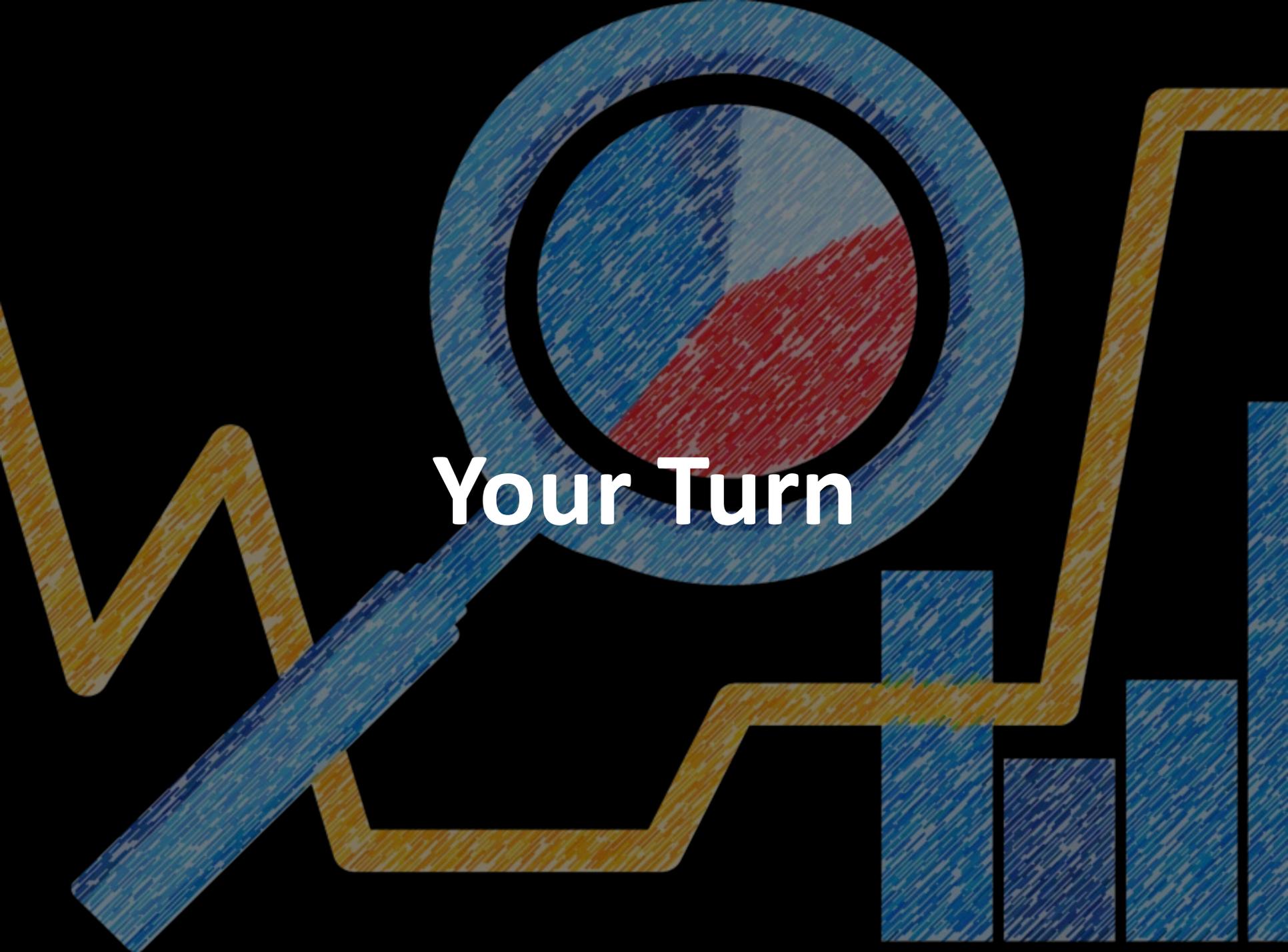
- A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

# THE IMPACT MEASUREMENT SYSTEM



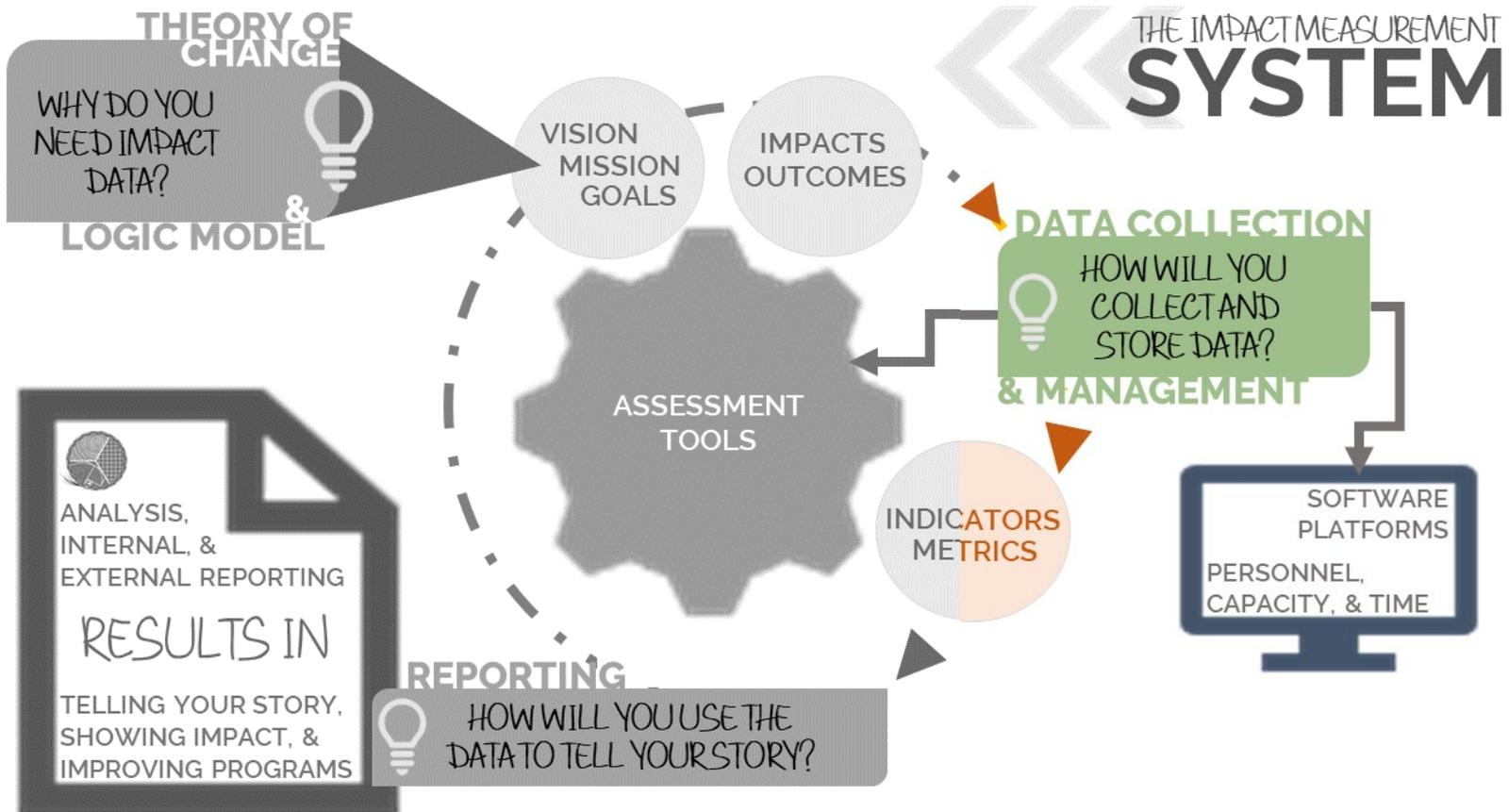
# Why Do You Need Impact Data?





**Your Turn**

# How Will You Collect and Store Data?



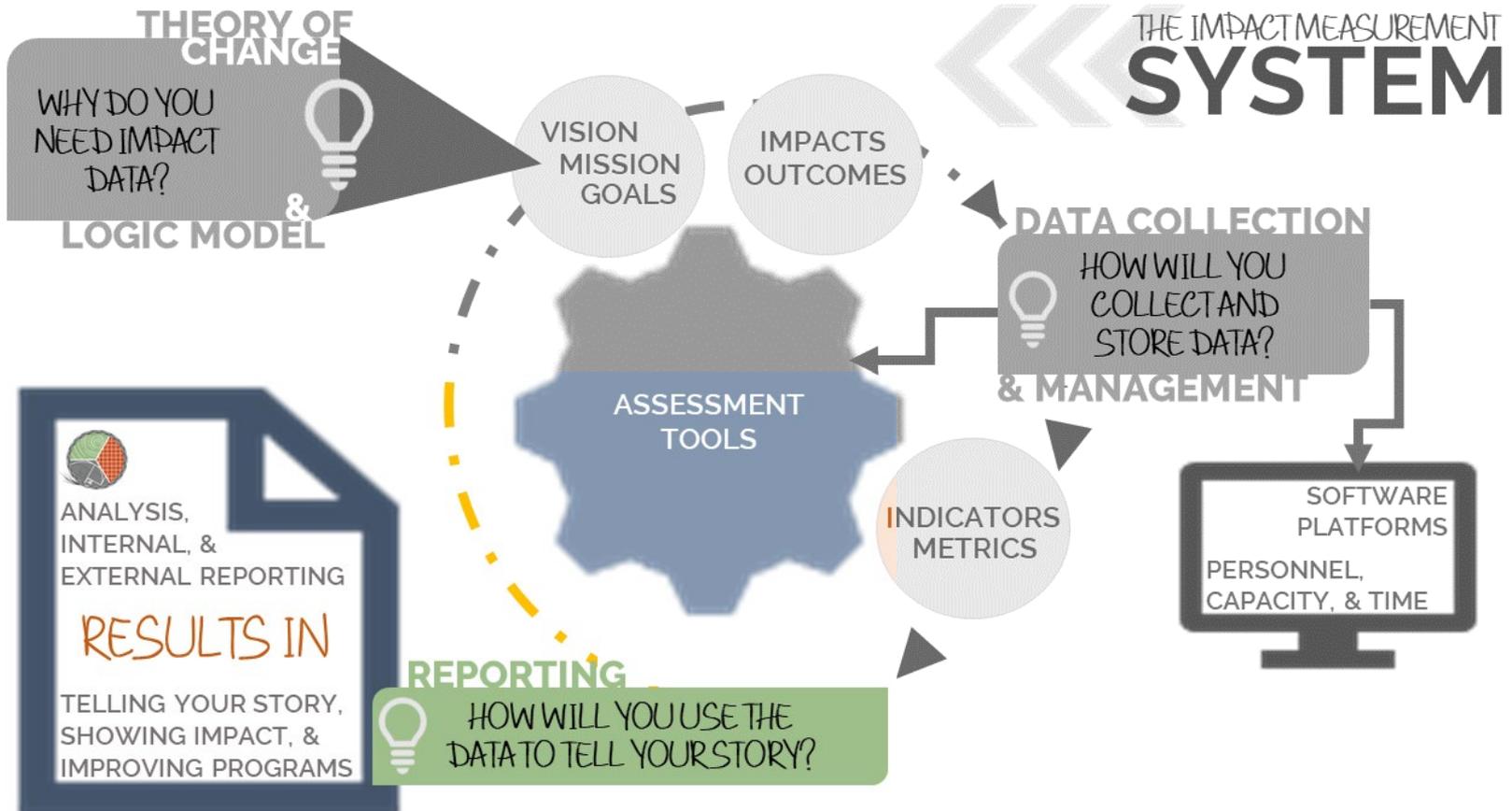
# Back To Our Client Story Example

<b>Data Point</b>	<b>Where to Collect</b>	<b>When to Collect</b>
<b>Improved DTI ratio</b>	Personal balance sheet	Collected at intake and at yearly follow-up
<b>Increased savings</b>	Personal financial statement	Collected at intake and at yearly follow-up
<b>Improved housing situation</b>	Core program application and personal follow-up	Collected at intake and at yearly follow-up
<b>Increased knowledge and confidence of budgeting, saving, and predatory lending</b>	Core program application, personal follow-up, training pre/post	Collected at intake, at training, and at yearly follow-up
<b>Increased pride in community and home</b>	Core program application and personal follow-up	Collected at intake and at yearly follow-up



# Your Turn

# How Will You Use the Data to Tell Your Story?



## FINANCIAL CAPABILITIES

# SAVINGS

TOTAL AMOUNT SAVED BY ALL  
CLIENTS INCREASED FROM

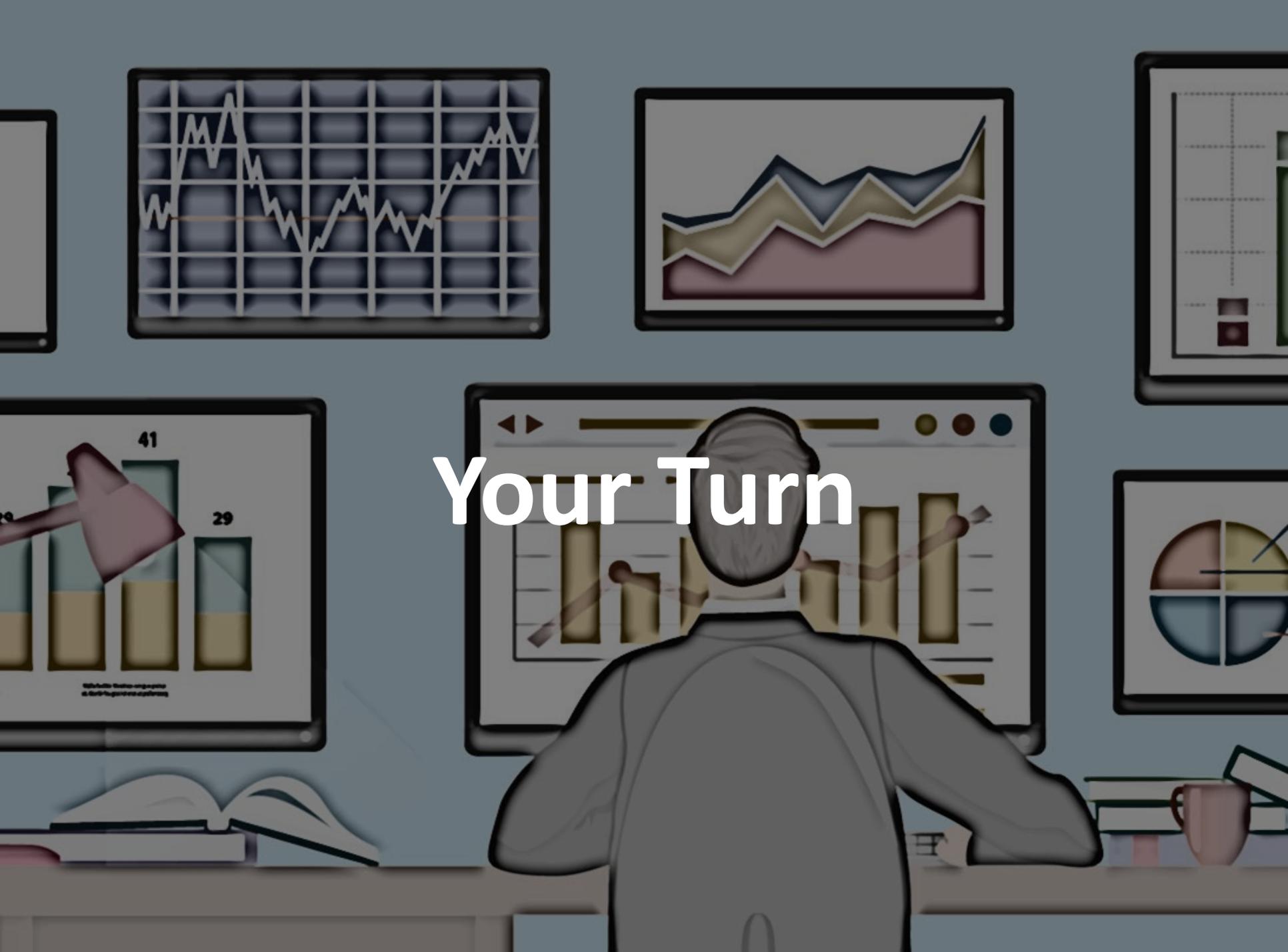
**\$58,253** AT INTAKE TO

**\$92,147** AT FOLLOW-UP



**135** SAVINGS ACCOUNTS WERE OPENED OR  
RETAINED IN THE LAST YEAR. AMOUNT IN SAVINGS  
INCREASED BY AN AVERAGE OF **\$960**

Your Turn



A man in a dark blue suit and teal tie stands on a stage, gesturing with his hands as if presenting. Behind him is a large screen displaying a data dashboard with various charts and graphs. The dashboard includes a pie chart, a bar chart, and several smaller circular charts. The word 'annalect' is visible in the bottom left corner of the screen. In the foreground, the backs of several audience members are visible, seated in blue chairs.

annalect

# Share

Share your impact report

A white ceramic mug filled with coffee, with a wisp of steam rising from the top. The mug is set on a light-colored, textured surface, possibly a piece of burlap or parchment paper. Surrounding the base of the mug is a generous pile of dark brown, roasted coffee beans. In the foreground, there is a mound of finely ground coffee. The background is a solid, dark color, creating a high-contrast scene. The word "BREAK" is superimposed in the center of the image in a bold, white, sans-serif font.

**BREAK**

# Module 3 – Scenario and Best Practice #1

# Scenario



## First American Capital Corporation

## WORD BANK

what      and      identify      you      why      need

In order to best shape our programs as well as fundraising strategies, our organization was asked to report on our impact and outcomes within the community. To do this, our organization needed to \_\_\_\_\_ which of our programs had the most impact within our community and \_\_\_\_\_ our clients liked best about those programs. We asked our community questions like “how has our organization helped you succeed,” “what is missing from the community,” and “what has helped \_\_\_\_\_ the most?” Asking the community directly is important as it can often be difficult to assess what a community wants and therefore what changes \_\_\_\_\_ to be made. Being able to directly address community issues will help us direct program goals \_\_\_\_\_ not waste resources on redundant programs. Additionally, we can then ask community members \_\_\_\_\_ they decided to participate in our programs, further helping us refine our organizational goals.

# Best Practice #1: Identify What You Need and Why

- Why?
  - To provide information needed for funding applications and/or funder reporting;
  - To determine if your programs and services are successful; and
  - To evaluate how well an organization is accomplishing its mission.
- How?
  - Build an impact tracking matrix

# Module 4 – Goal Setting

# What is an Impact Goal?

- An impact goal is a long-term goal of the change an organizations wants to see happen due to their activities/programs.
- Impact goals should help answer the question: “Why do you need impact data?”

# Impact Goals Idea Bank: Impact Stories

- Two years ago, Shelly and her husband applied for a home mortgage, but upon receiving their application and pulling their credit report we found out that their credit was too low. They got a credit builder loan and took a financial education class. Over the next 6 months they paid off their credit builder loan and reapplied for a home loan, which they were now qualified for. They are now happily living in their first home on their family's land.

# Impact Goals Idea Bank: Impact Stories, cont...

- Wealth Creation
  - # of mortgages
  - \$ of mortgages
  - # of credit builder loans
  - \$ of credit builder loans
  - Increase knowledge of budgeting and saving
- Financial Wellness
  - Increase in credit score
  - Change in home situation
- Sustainability and Self-Sufficiency
  - Increase in knowledge of loan process

# In fifteen years, what are three big picture changes you've made in your community (or in your target market)?

- We've...increased wealth
- We've...supported a thriving native-owned business economy
- We've...empowered individuals to be self-sufficient

## **Write down your mission. What 3-4 changes/results do you promise in your mission?**

- Our mission is to remove the barriers that exist in Indian Country that prohibit the flow of capital and credit. We address the critical needs in native communities related to the growth of family assets and sustainable economic development.
  - Business growth and sustainability in Indian country
  - Less reliance on tribal and federal government
  - Personal asset creation
  - Decrease in use of predatory lending

# List your programs and services. If they are successful, what happens for your clients?

- Our Programs and Services
  - Matched Savings Account
  - Financial Literacy Training
  - Credit Builder Loans
  - Mortgages
  - Small & Micro Business Loans
- Success Means:
  - Healthy households – financially, physically, mentally, spiritually
  - Economic self-sufficiency
  - Community connectedness
  - Individual empowerment

# What stories, success, and/or outcomes did you promise your funders?

- Increase in personal bankability
- Confidence in financial abilities
- Economic growth
- Increase in business revenue
- Increase in owner take-away
- Increase in # of jobs
- Positive changes in client's financial capabilities
- Increase in the number of youth who gain financial skills

## IMPACT GOALS IDEA BANK

IMPACT STORY	DATA POINTS	
Her husband applied for a home loan, but after reviewing their application and pulling out that their credit was too low, she decided to pre-qualify for a smaller loan and took a financial literacy course. In the next 6 months they paid off their credit cards and applied for a home loan, which she was approved for. They are now happily living in their own family's land.	<ul style="list-style-type: none"> <li># of mortgages</li> <li>\$ of mortgages</li> <li>Increase in credit score</li> <li># of credit builder loans</li> <li>\$ of credit builder loans</li> </ul>	<ul style="list-style-type: none"> <li>Change in home situation</li> <li>Increase in knowledge of loan process</li> <li>Increase knowledge of budgeting and saving</li> </ul>
Young entrepreneur in our community attended a financial literacy course and has been saving for six months. After six months she attended an adult financial literacy course. Her family is able to save more by budgeting and building a budget that fits their needs. The education we provided allowed her to help her relative who recently experienced financial hardship.	<ul style="list-style-type: none"> <li>Youth participation in programs</li> <li># of YSA</li> <li>\$ in YSA</li> <li># of participants in financial literacy training</li> <li>Increase youth financial wellness</li> </ul>	<ul style="list-style-type: none"> <li>Increase knowledge of financial literacy topics</li> <li>Increase in household income</li> <li>Increase in ability to save</li> <li>Increase in youth entrepreneurship</li> </ul>
Red Stripe Construction, a small business, has been operating for 10 years now. They've attended a financial literacy course and we've provided them with 10 hours of financial assistance. They've now been able to purchase equipment to expand their business. After receiving the expansion loan they operated for 3 years and now they are able to receive an operating capital loan from a bank. They are able to help their community.	<ul style="list-style-type: none"> <li>Increase in business knowledge</li> <li># of business plans developed</li> <li># of participants in business training</li> <li># of business loans</li> <li>\$ of business loans</li> </ul>	<ul style="list-style-type: none"> <li>Increase in business sustainability</li> <li>Increase in giving back to community</li> <li>Increase in employment</li> <li>Increase in business revenue</li> </ul>

1	CATEGORY 2	CATEGORY 3
	<b>SUSTAINABILITY AND SELF-SUFFICIENCY</b> <ul style="list-style-type: none"> <li>Increase in credit score</li> <li>Change in home situation</li> <li>Increase in knowledge of loan process</li> <li>Increase in business knowledge</li> <li># of business plans development</li> <li># of participants in business training</li> <li>Increase in business sustainability</li> <li>Increase in giving back to community</li> <li>Increase in ability to save</li> <li>Increase knowledge of financial literacy topics</li> </ul>	<b>FINANCIAL WELLNESS</b> <ul style="list-style-type: none"> <li>Increase in credit score</li> <li>Change in home situation</li> <li>Increase in knowledge of loan process</li> <li>Youth participation in programs</li> <li># of YSA</li> <li>\$ in YSA</li> <li>Increase in youth financial wellness</li> <li># of participants in financial literacy training</li> <li>Increase in youth entrepreneurship</li> </ul>

## IMPACT GOALS IDEA BANK

IN FIFTEEN YEARS, WHAT ARE THREE BIG PICTURE CHANGES YOU'VE MADE IN YOUR COMMUNITY (OR IN YOUR TARGET MARKET)?	WRITE DOWN YOUR MISSION, CHANGES/RESULTS DO YOU PROMISE YOUR COMMUNITY? MISSION?	
WE'VE...  ...increased wealth	<b>MISSION:</b> Our mission is to remove the barriers in Indian Country that prohibit the flow of credit. We address the critical needs in communities related to the growth of sustainable economic development.	
WE'VE...  ...supported a thriving native-owned business economy	<b>CHANGE/RESULT</b>  Business growth and sustainability in Indian country	<b>CHANGE/RESULT</b>  Less reliance on federal aid
WE'VE...  ...empowered and enabled our clients to become financially sufficient	<b>CHANGE/RESULT</b>  Personal asset creation	<b>CHANGE/RESULT</b>  Decrease in debt
<b>WHAT PROGRAMS AND SERVICES. IF THEY ARE SUCCESSFUL, WHAT HAPPENS FOR YOUR CLIENTS?</b>  OUR PROGRAMS, SERVICES: Matched Savings Account Financial Literacy Training Credit Builder Loans Mortgages Small & Micro Business Loans	<b>WHAT STORIES, SUCCESS, AND/OR PROMISES DO YOU PROMISE YOUR FUTURE CLIENTS?</b> <ul style="list-style-type: none"> <li>Increase in personal bankability</li> <li>Confidence in financial abilities</li> <li>Economic growth</li> <li>Increase in business revenue</li> <li>Increase in owner take-away</li> <li>Increase in # of jobs</li> <li>Positive changes in client's financial wellness</li> <li>Increase in the number of <u>youth</u> with financial skills</li> </ul>	
<b>SUCCESS MEANS:</b> Healthy households – financially, physically, mentally, spiritually  Economic self-sufficiency Community connectedness Individual empowerment		

# Impact Goals Idea Bank

# Bring it all Together: Impact Goals Worksheet

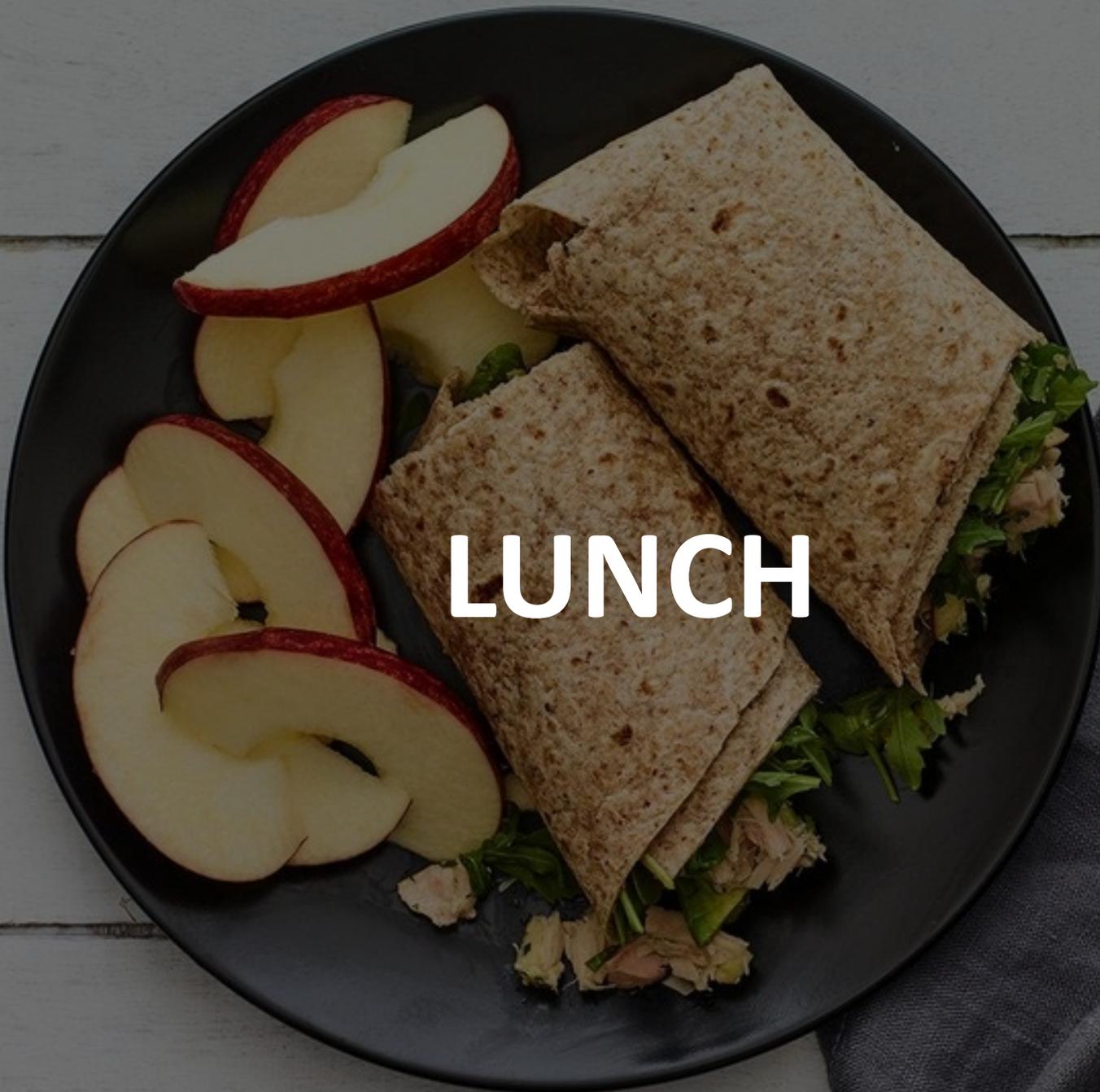
- Wealth creation
- Individual self-sufficiency
- Sovereignty
- Whole person wellness
- Seventh generation transformation
  
- See manual for more examples.

# Peer Feedback & Report Out

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Share your impact goals and provide feedback at your table. Each CDFI reports out their impact goals to the group.



A top-down view of a black plate containing two burritos and several slices of red-skinned apples. The burritos are made with whole wheat tortillas and are filled with green leafy vegetables and a light-colored protein. The apple slices are cut into wedges and are arranged on the left side of the plate. The plate is set on a light-colored wooden surface, and a grey cloth is visible on the right side.

**LUNCH**

# Module 5 – Organizing Your Efforts

# The Native CDFI Impact Matrix

## How it was Made

- By Native CDFIs!

## How to Use it

- Five impact goals > outcomes > indicators > definitions > metrics/tools

# The Native CDFI Impact Matrix, cont...

OUTCOME	INDICATOR(S)	DEFINITIONS	SUGGESTED METRICS/TOOLS
<b>IMPACT GOAL: WEALTH CREATION</b>			
<b>SAVINGS</b>	Increase in savings account balance(s)	Total dollar amount in all savings accounts for loan and long-term technical assistance clients.	Personal balance sheet amount of assets listed in savings account(s) line item collected at baseline and follow-up.
<b>ASSET CREATION</b>	Increase in the number of homes financed by NCDFI	Number of native borrowers whose loan purpose is for home purchase in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of homes rehabilitated, financed by NCDFI	Number of native borrowers whose loan purpose is for home rehabilitation/repair in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of businesses started, financed by NCDFI	Number of native business borrowers whose loan purpose is for business start-up in a defined time period.	Loan purpose on application and in loan software.
	Increase in the number of businesses expanded, financed by NCDFI	Number of native business borrowers whose loan purpose is for business expansion in a defined time period.	Loan purpose on application and in loan software.
	Increase and/or establishment of	Average score <u>established</u> by those who are either credit invisible (no credit history at all) or <u>unscorable</u> (often too little active credit history – otherwise	

# WEALTH CREATION IMPACT REPORT

The development and increase of savings and assets including homeownership and improved living situation, business creation, expansion and development, and increase in, or establishment of credit scores.

## HOMEOWNERSHIP SAVINGS & CREDIT BUSINESS GROWTH



## INCREASE IN HOMEOWNERSHIP AND HOME REHABILITATION

83 NEW HOMES PURCHASED WITH A TOTAL OF  
**\$3,212,010** FINANCED

147 HOMES REHABILITATED WITH A TOTAL OF  
**\$753,214** FINANCED

## UPKEEP & CONDITION OF THE HOME

RATE THE CONDITION OF  
YOUR HOME

- Very poor
- Poor
- Fair
- Good
- Excellent



AT INTAKE 21%  
OF HOMEOWNERS  
PERFORMED UPKEEP  
OR MAINTENANCE  
SOMETIMES OR OFTEN  
COMPARED TO  
AT FOLLOW-UP 46%



OF THOSE WHO SAID POOR OR VERY POOR  
37% SAID IT WAS DUE TO THE DWELLING  
BEING *structurally unsafe* AND  
63% SAID IT WAS DUE TO  
*lack of utilities* ELECTRICITY, HEAT, OR WATER

## FINANCIAL CAPABILITIES CREDIT

IMPACT ON CREDIT SCORE

136  
CLIENTS  
established  
CREDIT SCORES  
IN A YEAR



74%  
OF CLIENTS  
WHOSE AVERAGE  
CREDIT SCORE  
WAS 400 POINTS  
AT INTAKE  
INCREASED TO  
500 POINTS  
AT FOLLOW-UP

## FINANCIAL CAPABILITIES SAVINGS

TOTAL AMOUNT SAVED BY ALL  
CLIENTS INCREASED FROM  
**\$58,253** AT INTAKE TO  
**\$92,147** AT FOLLOW-UP



135 SAVINGS ACCOUNTS WERE OPENED OR  
RETAINED IN THE LAST YEAR. AMOUNT IN SAVINGS  
INCREASED BY AN AVERAGE OF **\$960**

## DECREASING ISSUES OF OVERCROWDING

AVERAGE PEOPLE PER  
BEDROOM AT INTAKE  
WAS **3.2** WHICH  
DECREASED  
TO AN AVERAGE OF  
**2.7** AT FOLLOW-UP

At Intake 12% of clients had over 11  
people living in the home with an average  
of 3 bedrooms.

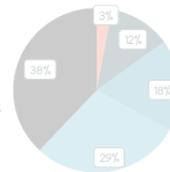
Of those 12% who had over 11 people living  
the home, 87% decreased that number to  
an average of 7 by follow-up.



## ECONOMIC DEVELOPMENT NATIVE BUSINESSES STARTED

TYPES OF BUSINESSES STARTED

- Construction
- Manufacturing
- Accommodation & Recreation
- Professional, Scientific, & Technical Services
- Retail Trade



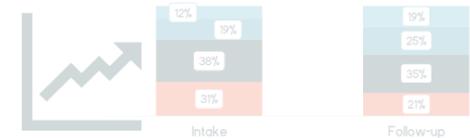
14 NEW NATIVE BUSINESSES STARTED

## GROWTH AND SUSTAINABILITY NATIVE BUSINESSES EXPANDED

32 NATIVE BUSINESSES EXPANDED

CHANGE IN STAGE OF EXPANDED BUSINESSES

- Start-up
- Growth
- Established
- Mature

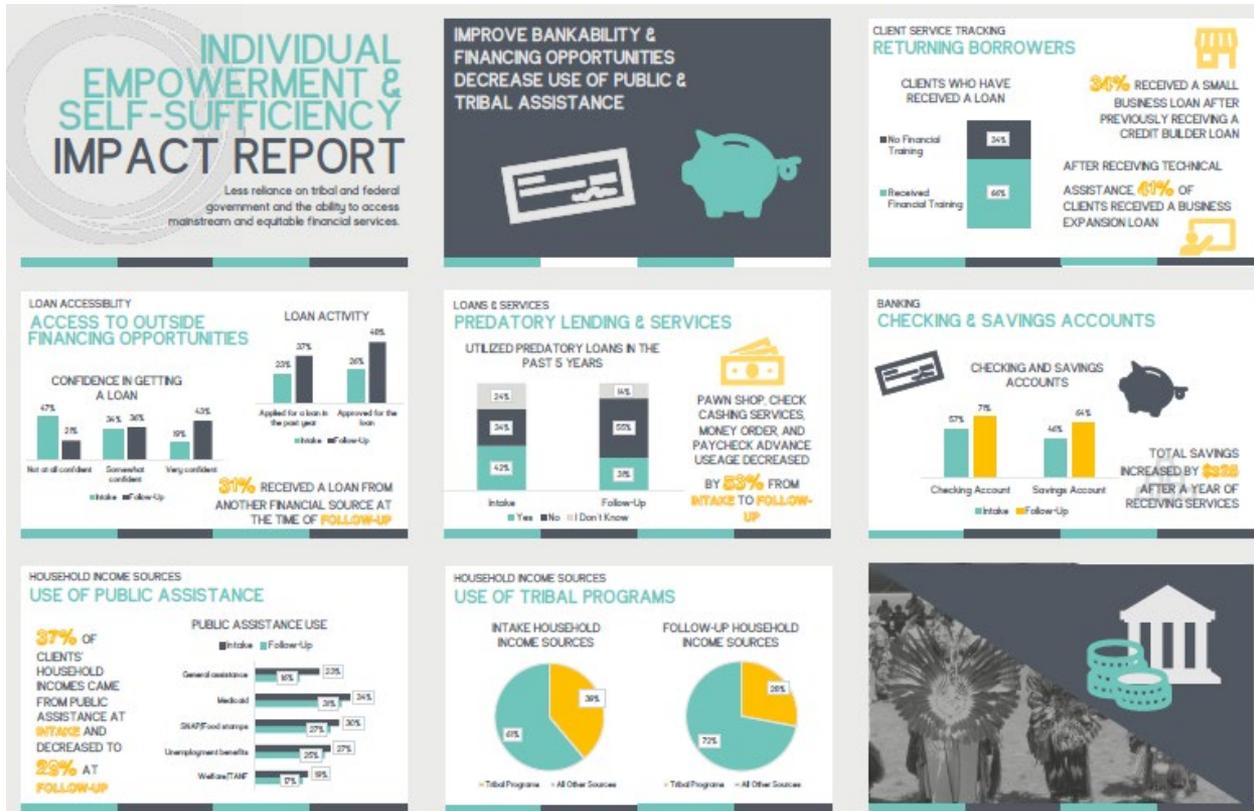


But first, the story.  
**Discussion**

# Activity

What do you currently track?

What do you want to track?





Impact



# Revisit Your Impact Goals

After engaging with the NCDFI Impact Matrix does anything need to change with your impact goals?



**BREAK**

# Module 6 – Scenario and Best Practices #2 and #3

# Scenario



**NiiJii  
Capital Partners, Inc.**

A grayscale illustration featuring silhouettes of six people sitting around a table. Above them are several overlapping speech bubbles of various sizes and orientations. The scene is set against a light gray background.

# Table Activity

Pictionary

## Best Practice #2: Evaluation as Relationship Building

- Build relationships with clients around evaluation
- Do regular follow-up

## Best Practice #3: Streamlining Existing Processes

- Be aware of existing resources and systems – integrate and use them!
- 100% commitment to new processes
- Make evaluation a daily activity

# Module 7 – Stage I Work Plan

SWOT ACTION WORK PLAN				
SWOT TOPIC	WHAT	ACTION STEP	WHO	BY WHEN
<b>STRENGTH</b>	We have a data geek!	Talk to data geek about her experience, what she needs to succeed, and provide her with training and resources.	Mary	Nov. 1
<b>WEAKNESS</b>	We don't collect follow-up data.	Develop a short follow-up data collection tool and corresponding SurveyMonkey survey. Raise money to provide a drawing for participating. Send to loan clients in January via email and snail mail.	Alyssa	<ul style="list-style-type: none"> <li>• Nov. 30 – Develop Tool</li> <li>• Dec. 10 – Build in Survey Monkey</li> <li>• Jan. 5 – Send to Loan Clients</li> </ul>
<b>OPPORTUNITY</b>	We know of a funder who is interested in evaluation.	Reach out to the funder to request information about any grants or funding they provide for developing evaluation systems. Also request any resources they have about evaluation generally.	Andrea	Nov. 18
<b>THREAT</b>	Being able to make time for data entry.	Work on developing an office procedure in which all staff participate in a data entry (or other data related activity) every Friday from 9-9:30am. Build on the procedure over time.	Michael, then all staff	Procedures by Nov. 1 Implement by Nov. 15

WLSH

WOW!



HELLO

Day Two

Wednesday

October 9, 2019

Wednesday

# Day 1 Recap Activity

Review the Process

# Module 8 – Defining Outcomes and Indicators for Goals

# Outcomes and Indicators

- Think about accountability.
- Be sure to speak to industry standards while also highlighting unique approaches or services your organization offers.
- Take the perspective of your clients.

# Impact Matrix Worksheet

## IMPACT MATRIX WORKSHEET

### IMPACT GOAL 1: Sustainability and Self-Sufficiency

OUTCOMES	INDICATORS	METRICS	TOOLS	NOTES/ DEFINITIONS
Bankability	Decrease in use of predatory lending	Have you used any these financial services in the past year?	Core Program and Follow-Up Form	Collected at follow-up and compared to baseline. Use of predatory services. Predatory lending includes: predatory loans, money orders, check cashing, pawn shops, rent-to-own, and paycheck advances. Predatory loans are defined as: Payday loans, car title loans, or loans with abusive terms are considered predatory loans.
	Increase in number of clients who have checking/savings account(s)	Do you have a checking account? Do you have a savings account?	Core Program and Follow-Up Form	Collected at follow-up and compared to baseline.
	Increase in knowledge of loan process	How confident are you in your ability to apply for and receive a loan?	Loan Application and Follow-Up Form	Collected at follow-up and compared to baseline.
Less Reliance on Tribe and Federal Government	Decrease client's household in use of public benefits	Sources and amounts of income	Income worksheet asking for household income monthly and annually from all sources	Collected at follow-up and compared to baseline. Percentage of client's total household income that comes from public benefits (e.g. TANF, SNAP/EBT, GA, WIC, LIHEAP, etc.) Some examples include:
	Increase in the number of borrowers who return for additional services	Client service activity tracked through time	Client service activity tracked through time.	<ul style="list-style-type: none"> <li>• Small business expansion loan after receiving one-on-one technical assistance or a start-up loan.</li> <li>• Movement from credit builder loan to a small business loan or homeownership loan</li> </ul>
Business Growth	Increase in sustainability of borrower business(es)	What was your gross annual revenue in the last fiscal year? What was your net annual business profit in the last fiscal year? What stage is your business in?	Core Program and Follow-Up Form	Collected at follow-up and compared to baseline.
	Increase in the number of jobs provided by borrower business(es)	# of current jobs provided # of projected and actual jobs created	Loan Application and Follow-Up Form	Collected at follow-up and compared to baseline.
	Increase in the number of business loans	Loan Type	Loan portfolio filtered by loan type	Number of business loans, by type and total, deployed by the NCDFI in a defined reporting period. Total deployed since NCDFI inception.



# Peer Feedback

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A white ceramic mug filled with coffee, with a wisp of steam rising from the top. The mug is set on a light-colored, textured surface, possibly a piece of burlap or parchment paper. Surrounding the base of the mug is a pile of dark brown, roasted coffee beans. In the foreground, there is a mound of finely ground coffee. The background is a solid, dark color, creating a high-contrast scene.

**BREAK**

# Module 9 – Scenario and Best Practices #4 and #5

# Scenario



# Individual Activity – Two Truths and a Lie

CREATE A CULTURE OF EVALUATION

Truth

Lie

MAKE AN INDIVIDUAL RESPONSIBLE WHILE  
ENSURING FULL STAFF BUY-IN

Truth

Lie

ALIGN YOUR IMPACT MEASUREMENT TO  
YOUR FUNDERS' REQUIREMENTS

Truth

Lie

## Best Practice #4: Create a Culture of Evaluation

- Educated leadership
- Integrate data and impact reporting into regular, everyday activities.
- Analyze and report data internally on a regular basis.

## Best Practice #5: Make an Individual Responsible While Ensuring Full Staff Buy-In

- All staff and board members to be supportive and involved
- One expert who is accountable

# Module 10 – Defining Metrics and Tools

# Metrics

- Metrics are most easily understood the data you choose to measure and track that assess your performance and ability to meet your indicators, outcomes, and impact goals.
- Practically, metrics are the questions on data collection tools.

# Outputs, Outcomes, Baseline, and Follow-up

- This year, we closed 43 credit builder loans totaling \$542,246, which is an increase of 15% from last year. Of our credit builder clients, 63% were women with children under eight, and 98% were Chippewa. Their credit builder loans allowed them to build their credit by an average of 16 points and, due to participating in classes, these participants increased their financial confidence and skills by 36% on average.

METRIC	EXPLANATION	BASELINE	FOLLOW-UP	OUTPUT	OUTCOME
43 loans \$542,246 in loans	This loan fund has been in operation for 5 years and has thus collected loan volume information for all of those years. This metric by itself is considered both baseline (in that it will be compared to next year) and follow-up (when compared to previous years). It is an output metric in that it was collected once this year and the way it is presented in this story is not being compared (yet!).	●	●	●	○
15% increase in loan volume	This data is outcome data and is a combination of baseline and follow-up data which are compared to each other (last year's loan volume to this year's) to get the outcome data.	●	●	○	●
63% women with children 98% Chippewa	This data is baseline in that this is the first time this data is collected for the current year's loan clients as well as output as it is not being compared to other years.	●	○	●	○
16 points credit score	This data is outcome data and is a combination of baseline and follow-up data which are compared to each other (credit score at baseline compared to credit score after 6 months of paying the credit builder loan) to get the outcome data.	●	●	○	●
36% increase in confidence and skills	This data is outcome data and is a combination of baseline and follow-up data which are compared to each other (training registration confidence and skills compared to confidence and skills at training evaluation) to get the outcome data.	●	●	○	●

# Impact Matrix Worksheet

IMPACT MATRIX WORKSHEET		
IMPACT GOAL 1: Sustainability and Self-Sufficiency		
OUTCOMES	INDICATORS	METRICS
Bankability	Decrease in use of predatory lending	<ul style="list-style-type: none"> <li>Have you used any of these financial services in the past year?</li> </ul>
	Increase in number of clients who have checking/savings account(s)	<ul style="list-style-type: none"> <li>Do you have a checking account?</li> <li>Do you have a savings account?</li> </ul>
	Increase in knowledge of loan process	<ul style="list-style-type: none"> <li>How confident are you in your ability to apply for and receive a loan?</li> </ul>
Less Reliance on Tribe and Federal Government	Decrease client's household use of public benefits	<ul style="list-style-type: none"> <li>Sources and amounts of income</li> </ul>
	Increase in the number of borrowers who return for additional services	<ul style="list-style-type: none"> <li>Client service activity tracked through time</li> </ul>
Business Growth	Increase in sustainability of borrower business(es)	<ul style="list-style-type: none"> <li>What was your gross annual revenue in the last fiscal year?</li> <li>What was your net annual business profit in the last fiscal year?</li> <li>What stage is your business in?</li> </ul>
	Increase in the number of jobs provided by borrower business(es)	<ul style="list-style-type: none"> <li># of current jobs provided</li> <li># of projected and actual jobs created</li> </ul>
	Increase in the number of business loans	<ul style="list-style-type: none"> <li>Loan Type</li> </ul>

# Peer Feedback

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# LUNCH

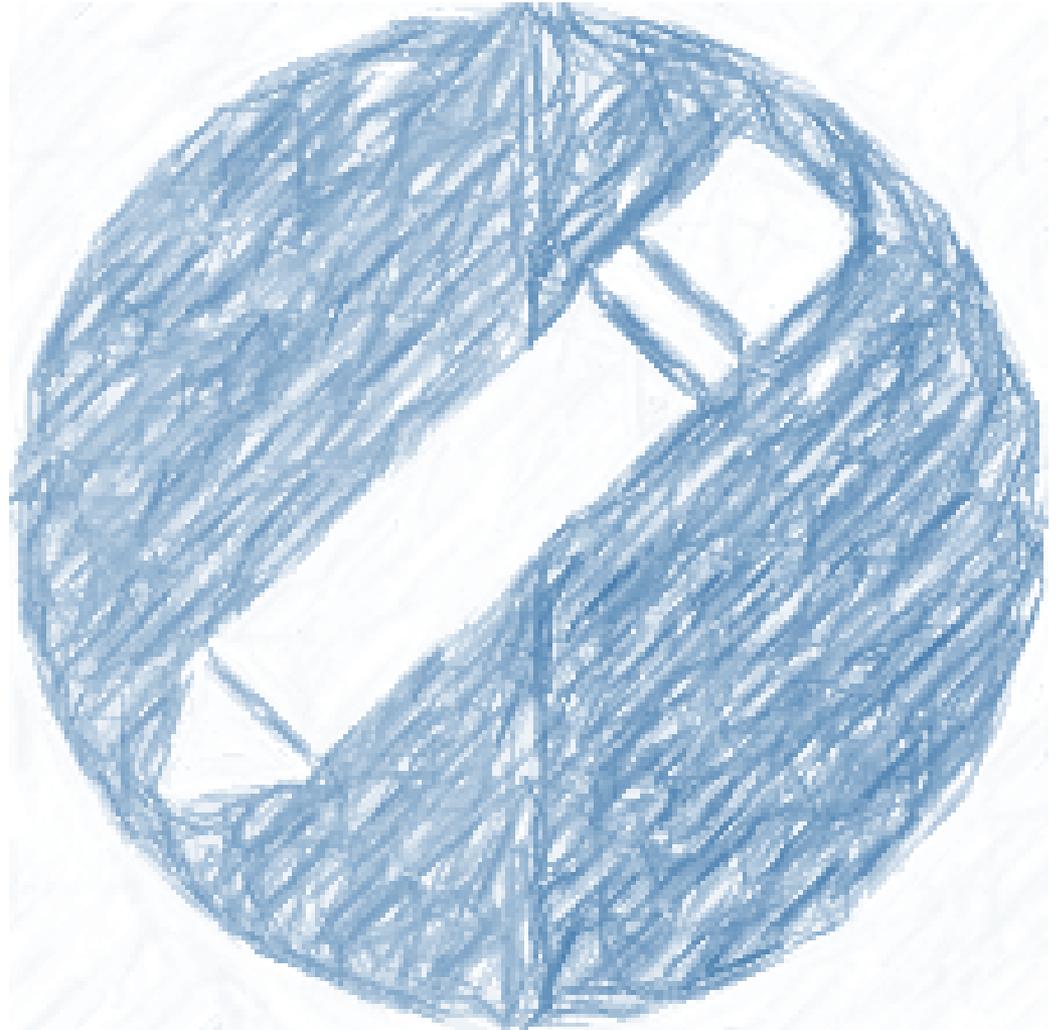
REMEMBER TO HAND IN YOUR  
IMPACT MATRIX WORKSHEET!

# Summary of Feedback From Lunch Review

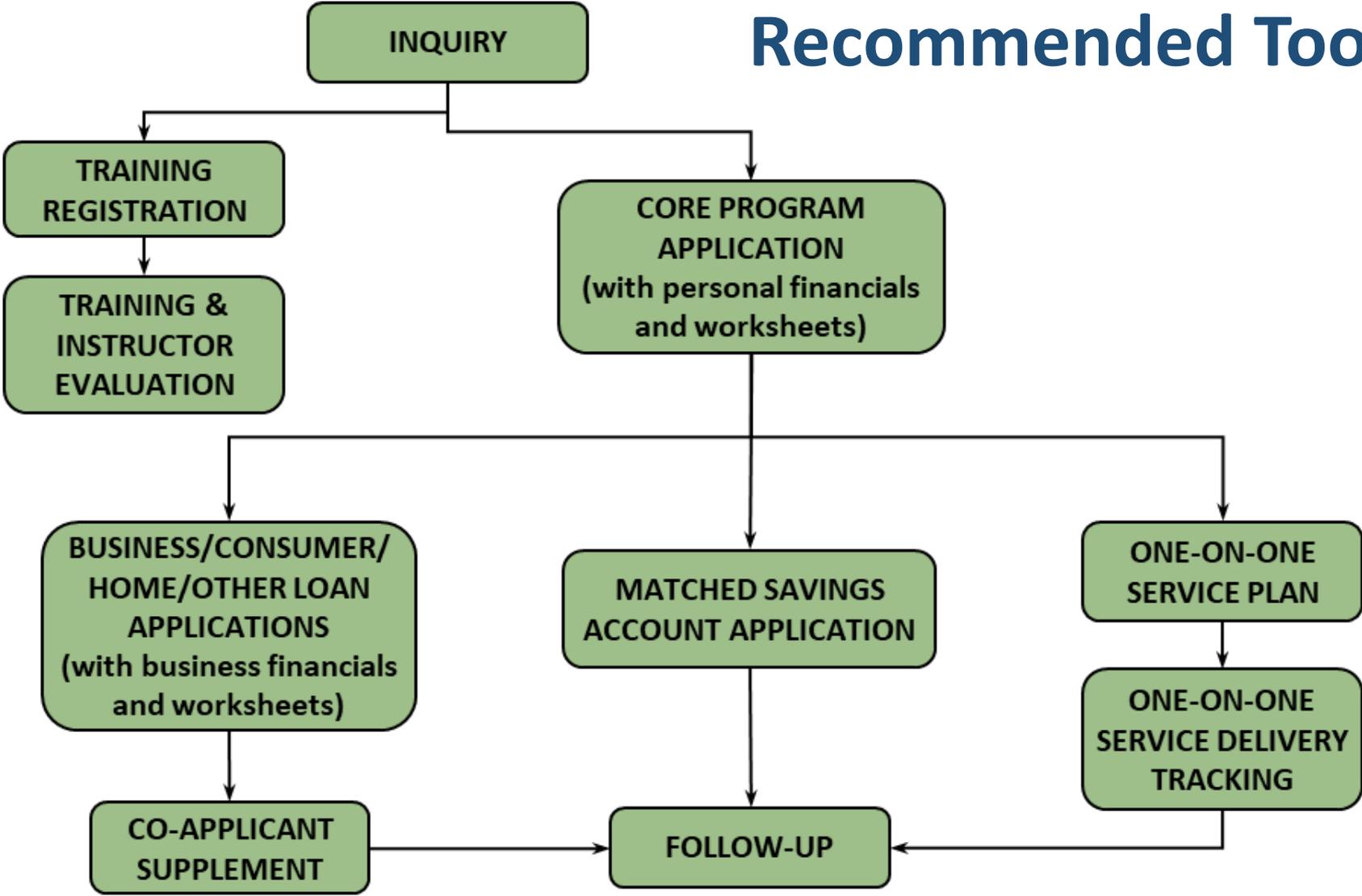
- FILL OUT DURING LUNCH WITH MAIN POINTS OF FEEDBACK FOR EVERYONE TO HEAR

# Process Feedback and Adjust

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# Recommended Tools



# Impact Matrix Worksheet

## IMPACT MATRIX WORKSHEET

### IMPACT GOAL 1: Sustainability and Self-Sufficiency

METRICS	TOOLS	NOTES/DEFINITIONS
<ul style="list-style-type: none"> <li>Have you used any of these financial services in the past year?</li> </ul>	Core Program and Follow-Up Form. Credit Report.	Use of predatory services, collected at follow-up and compared to baseline. <ul style="list-style-type: none"> <li>Predatory lending <u>includes</u>: predatory loans, money orders, check cashing, pawn shops, rent-to-own, and paycheck advances.</li> <li>Predatory loans are defined <u>as</u>: payday loans, car title loans, or loans with abusive terms.</li> </ul>
<ul style="list-style-type: none"> <li>Do you have a checking account?</li> <li>Do you have a savings account?</li> </ul>	Core Program and Follow-Up Form. Bank Statements.	Collected at follow-up and compared to baseline.
<ul style="list-style-type: none"> <li>How confident are you in your ability to apply for and receive a loan?</li> </ul>	Loan Application and Follow-Up Form	Collected at follow-up and compared to baseline.
<ul style="list-style-type: none"> <li>Sources and amounts of income</li> </ul>	Income worksheet with household income annually from all sources	Collected at follow-up and compared to baseline. <ul style="list-style-type: none"> <li>Percentage of client's total household income including public benefits (e.g. TANF, SNAP/EBT, GA, WIC, LIHEAP, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>Client service activity tracked through time</li> </ul>	Client service activity tracked through time.	Some examples include: <ul style="list-style-type: none"> <li>Small business expansion loan after receiving one-on-one technical assistance or a start-up loan.</li> <li>Movement from credit builder loan to a small business loan or homeownership loan</li> </ul>
<ul style="list-style-type: none"> <li>What was your gross annual revenue in the last fiscal year?</li> <li>What was your net annual business profit in the last fiscal year?</li> <li>What stage is your business in?</li> </ul>	Core Program and Follow-Up Form	Collected at follow-up and compared to baseline.
<ul style="list-style-type: none"> <li># of current jobs provided</li> <li># of projected and actual jobs created</li> </ul>	Loan Application and Follow-Up Form	Collected at follow-up and compared to baseline.

The background features a hand holding a pen, positioned as if writing on a grid of speech bubbles. The hand and pen are rendered in a dark blue color, while the speech bubbles are a lighter, semi-transparent blue. The overall aesthetic is clean and professional, suggesting a focus on communication and discussion.

# Discussion

The importance of follow-up

# Follow-up Best Practices

- Tie follow-ups to monetary rewards/refunds
- Keep follow-ups short and simple to complete
- Make follow-ups mandatory
- Engage clients in evaluation
- Make follow-ups interactive and creative
- Share impacts
- Offer strategic incentives such as gift cards, trainings, money and/or physical gifts

# Module 11 – Scenario and Best Practices #6 and #7

# Scenario



# FIRST NATIONS

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# COMMUNITY FINANCIAL



# Group Activity

Parent and Children

## Best Practice #6: Meet Clients Where They Are At

- Utilizing a variety of ways to collect and receive data will result in more complete data and satisfied clients.
- Staff members should be available to help clients fill out forms.

# Best Practice #7: Build Client Enthusiasm and Set Expectations

- Client involvement
- Transparency
- Long-term



**BREAK**

# ACTION WORK PLAN

TASK	TIMELINE					WHAT BEST PRACTICE(S)	WHICH PEER CAN I REACH OUT TO FOR HELP/ ADVICE?
	WEEK BY OCTOBER 18, 2019	MONTH BY NOVEMBER 18, 2019	QUARTER BY JANUARY 18, 2020	6 MONTHS BY APRIL 18, 2020	YEAR BY OCTOBER 18, 2020		
<b>IMPACT MATRIX</b>  WHY DO YOU NEED IMPACT DATA?	What:	What:	What:	What:	What:	<input checked="" type="checkbox"/> Identify what you need and why <input checked="" type="checkbox"/> The role of relationships in evaluation <input type="checkbox"/> Streamline existing processes <input checked="" type="checkbox"/> Create a culture of evaluation and learning <input type="checkbox"/> Make an individual responsible while ensuring full staff buy-in <input type="checkbox"/> Meet clients where they are at <input type="checkbox"/> Build client enthusiasm and set expectations <input type="checkbox"/> Document your process <input type="checkbox"/> Use your data <input checked="" type="checkbox"/> Stay flexible and responsive	
	Independently brainstorm impact matrix plan	Refine impact matrix after looking at all of their funder reports	Work on getting a theory of change and logic model developed	Revisit impact matrix with what we've learned from our theory of change and logic model	Revisit impact matrix and make any needed updates		
<b>TOOLS</b>  HOW WILL YOU COLLECT DATA?	Who: All staff	Who: All staff Board	Who: Executive Director	Who: Executive Director Board	Who: Executive Director Board	<input checked="" type="checkbox"/> Identify what you need and why <input type="checkbox"/> The role of relationships in evaluation <input checked="" type="checkbox"/> Streamline existing processes <input checked="" type="checkbox"/> Create a culture of evaluation and learning <input checked="" type="checkbox"/> Make an individual responsible while ensuring full staff buy-in <input checked="" type="checkbox"/> Meet clients where they are at <input checked="" type="checkbox"/> Build client enthusiasm and set expectations <input type="checkbox"/> Document your process <input type="checkbox"/> Use your data <input checked="" type="checkbox"/> Stay flexible and responsive	
	Who: Gather all tools currently used	Who: Perform data harvest	Who: Draft new tools and/or refine existing tools	Who: Finalize tools	Who: Fully implement streamlined data collection process into new system		
	Who: Gather all reports currently needed	Who: Perform gap analysis	Who: Identify which staff is assigned to collection and data entry of each form	Who: All staff	Who: All staff	<input checked="" type="checkbox"/> Identify what you need and why <input type="checkbox"/> The role of relationships in evaluation <input checked="" type="checkbox"/> Streamline existing processes <input checked="" type="checkbox"/> Create a culture of evaluation and learning <input checked="" type="checkbox"/> Make an individual responsible while ensuring full staff buy-in <input checked="" type="checkbox"/> Meet clients where they are at <input checked="" type="checkbox"/> Build client enthusiasm and set expectations <input type="checkbox"/> Document your process <input type="checkbox"/> Use your data <input checked="" type="checkbox"/> Stay flexible and responsive	
	Who: Office Administrator	Who: Office Administrator and/or Consultant	Who: Office Administrator Executive Director Consultant	Who: All staff	Who: All staff		

# Module 12 – Phase II Work Plan

WOW!

WLSH



# Day Three

Thursday

October 10, 2019



# Day 2 and 3 Recap Activity

Jeopardy

# Module 13 – Collecting Data, Reporting Data, and Effective Communication to Stakeholders

# Data Collection and Reporting Considerations



Who is the report for?



How to communicate  
effectively



What software is needed?



What types of analysis are  
needed?



What data collection  
methods can you use?

# Data Collection Methods

- Participant Observation
- Interview
- Survey
- Focus Group
- Secondary Research

# Data Analysis Techniques

- Qualitative/Narrative Data
  - Stories, Quotes, Categorical (Location, Gender, Education, Employment, etc.)
- Quantitative Data
  - Numbers, Amounts, Currency
- Descriptive Analysis
  - Measures of Frequency
    - Percentages, Averages, Counts, Sums
  - Measures of Central Tendency
    - Mean/Average, Median, Mode
- Comparative Analysis
  - Change over time
  - Across demographics

# Software and Database

## The Process:

- Data harvest and inventory
- Gap analysis
- Reports assessment
- Building forms/activities in database system
- Importing/entering existing data
- Training staff/clients
- Building standard queries and reports
- Training staff in reporting
- Reverse engineering forms
- Continually review and update

# Types of Software

- Microsoft Office/Google Drive products
- Customer relationship management software
- Loan origination/processing software
- Review information on page 46 – 50 of the manual

# Considerations

- **Internal Management Considerations**
  - What do you want your software to accomplish?
  - What is your staff capacity to utilize a software program?
  - What are your budget, time, and internet limitations?
- **Database Platform Considerations**
  - Configuration / import fees
  - Annual subscription / user fees
  - Customization and processing ability
  - Client portals
  - Ease of querying and report design
  - Access to training and technical assistance
  - Integrations and connections

# Stakeholders and Responsibility

- Board
- Staff/Internal
- General Public
  - Your Community
  - Tribe/State/Federal
  - Others
- Funders
  - Public vs. Private
- Each staff member should have a role in reporting
- Everyone has data to contribute!

# Effective Communication

- So What?
- Explore Your Data
- Be Creative

# Rez Café

- Who are your stakeholders? What makes each group unique?
- What software do/should you use? What do you need to consider when choosing a software?
- What data collection methods do you use? How could you diversify the types of methods used?
- What types of data analysis are needed to produce the reports you want? What do you need to better analyze your data?

# Reporting Work Plan

## REPORTING WORK PLAN

REPORT IS FOR:	HOW OFTEN OR WHEN	STAFF RESPONSIBLE FOR REPORT	WHAT SOFTWARE IS NEEDED	TYPES OF ANALYSIS OR DATA	QUESTION(S)/ OUTCOME(S) TO ANSWER/ ADDRESS	PREFERRED DATA VISUALIZATION	RELATES IMPACT GOAL(S)
<b>BOARD</b>	<input type="checkbox"/> Weekly	Executive Director and Finance Officer	DownHome Loan OTIS Excel Word	<input checked="" type="checkbox"/> Qualitative/Narrative	Who is in our pipeline? Where are we at, financially? How many loans closed? Goals for next month?	<input type="checkbox"/> Charts/Graphs	<input checked="" type="checkbox"/> 1
	<input checked="" type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input type="checkbox"/> Quarterly			<input type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input checked="" type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input type="checkbox"/> Other (specify):			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	
<b>STAFF/ INTERNAL</b>	<input type="checkbox"/> Weekly	All Staff	DownHome Loan OTIS Excel Word	<input checked="" type="checkbox"/> Qualitative/Narrative	Who is in our pipeline? How many trainings did we have? How much TA provided? How many inquiries? How many loans closed?	<input type="checkbox"/> Charts/Graphs	<input checked="" type="checkbox"/> 1
	<input type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input type="checkbox"/> Quarterly			<input checked="" type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input checked="" type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input checked="" type="checkbox"/> Other (specify): Bi-weekly			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	
<b>GENERAL PUBLIC</b>	<input type="checkbox"/> Weekly	Office Administrator Executive Director	OTIS Excel PPT	<input checked="" type="checkbox"/> Qualitative/Narrative	How many families have been assisted? What impacts have we had on our clients?	<input type="checkbox"/> Charts/Graphs	<input checked="" type="checkbox"/> 1
	<input type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input checked="" type="checkbox"/> Quarterly			<input type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input checked="" type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input type="checkbox"/> Other (specify):			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	
<b>FUNDER 1: HUD</b>	<input type="checkbox"/> Weekly	Housing Counselor	OTIS	<input type="checkbox"/> Qualitative/Narrative	How many counseling sessions? How many hours? How many group sessions? What impacts have counseling and education had on clients served?	<input type="checkbox"/> Charts/Graphs	<input type="checkbox"/> 1
	<input type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input checked="" type="checkbox"/> Quarterly			<input type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input type="checkbox"/> Other (specify):			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	
<b>FUNDER 2: NORTHWEST AREA FOUNDATION</b>	<input type="checkbox"/> Weekly	Loan Officer	DownHome Loan OTIS Excel PPT	<input checked="" type="checkbox"/> Qualitative/Narrative	How many mortgage loans have been closed? How much wealth has been created? What impacts have services had on healthy households?	<input type="checkbox"/> Charts/Graphs	<input type="checkbox"/> 1
	<input type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input checked="" type="checkbox"/> Quarterly			<input type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input checked="" type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input type="checkbox"/> Other (specify):			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	
<b>FUNDER 3: USDA</b>	<input type="checkbox"/> Weekly	Loan Officer	DownHome Loan Excel Word	<input checked="" type="checkbox"/> Qualitative/Narrative	How many loans have been closed? What population has been served (demographics)? What impacts have services had on housing?	<input type="checkbox"/> Charts/Graphs	<input checked="" type="checkbox"/> 1
	<input type="checkbox"/> Monthly			<input checked="" type="checkbox"/> Quantitative		<input checked="" type="checkbox"/> #s and %s	<input checked="" type="checkbox"/> 2
	<input checked="" type="checkbox"/> Quarterly			<input type="checkbox"/> Descriptive		<input type="checkbox"/> Stories	<input type="checkbox"/> 3
	<input type="checkbox"/> Annually			<input type="checkbox"/> Comparison		<input type="checkbox"/> Pictures	
	<input type="checkbox"/> Other (specify):			<input type="checkbox"/> Other (specify):		<input type="checkbox"/> Other (specify):	

A white ceramic mug filled with coffee, with a wisp of steam rising from the top. The mug is set on a light-colored, textured surface, possibly a piece of burlap or parchment paper. Surrounding the base of the mug is a generous pile of dark brown, roasted coffee beans. In the foreground, there is a mound of finely ground coffee. The background is a solid, dark color, creating a high-contrast scene. The word "BREAK" is superimposed in the center of the image in a bold, white, sans-serif font.

**BREAK**

## ACTION WORK PLAN

TASK	TIMELINE					WHAT BEST PRACTICE(S)	WHICH PEER CAN I REACH OUT TO FOR HELP/ ADVICE?
	WEEK BY OCTOBER 18, 2019	MONTH BY NOVEMBER 18, 2019	QUARTER BY JANUARY 18, 2020	6 MONTHS BY APRIL 18, 2020	YEAR BY OCTOBER 18, 2020		
<b>TOOLS</b>  HOW WILL YOU COLLECT DATA?	What: Gather all tools currently used  Gather all reports currently needed	What: Perform data harvest  Perform gap analysis	What: Draft new tools and/or refine existing tools	What: Finalize tools  Train on use of new tools  Identify which staff is assigned to collection and data entry of each form	What: Fully implement streamlined data collection process into new system	<input checked="" type="checkbox"/> Identify what you need and why <input type="checkbox"/> The role of relationships in evaluation <input checked="" type="checkbox"/> Streamline existing processes <input checked="" type="checkbox"/> Create a culture of evaluation and learning <input checked="" type="checkbox"/> Make an individual responsible while ensuring full staff buy-in <input checked="" type="checkbox"/> Meet clients where they are at <input checked="" type="checkbox"/> Build client enthusiasm and set expectations <input checked="" type="checkbox"/> Document your process <input type="checkbox"/> Use your data <input checked="" type="checkbox"/> Stay flexible and responsive	WINLF  TLF  FBCF
	Who: Office Administrator	Who: Office Administrator and/or Consultant	Who: Office Administrator Executive Director or Consultant	Who: All staff	Who: All staff		
<b>OUTCOMES</b>  HOW WILL YOU USE THE DATA TO TELL YOUR STORY, PART I?	What: Make a list of all outcomes and goals regularly discussed/desired by our organization, board, funders, and community	What: All staff participate in strategic goal setting session  Align each goal/outcome with our forms and process	What: Utilize WIBA partners to collaborate on WIBA-level outcomes to report	What: Identify which forms align with each report needed	What: Revisit final outcomes and make any needed updates	<input checked="" type="checkbox"/> Identify what you need and why <input type="checkbox"/> The role of relationships in evaluation <input checked="" type="checkbox"/> Streamline existing processes <input checked="" type="checkbox"/> Create a culture of evaluation and learning <input checked="" type="checkbox"/> Make an individual responsible while ensuring full staff buy-in <input type="checkbox"/> Meet clients where they are at <input type="checkbox"/> Build client enthusiasm and set expectations <input checked="" type="checkbox"/> Document your process <input checked="" type="checkbox"/> Use your data <input checked="" type="checkbox"/> Stay flexible and responsive	FACC  CNHA  Oweesta
	Who: All staff	Who: All staff	Who: Executive Director Board	Who: Office Administrator	Who: All staff		

# Module 14 – Phase III Work Plan

# Module 15 – Scenario and Best Practices #8, #9, and #10

# Scenario



**Wisconsin Indian Business Alliance**  
*Building Financial Sovereignty*



# Discussion

What are other ideas around collaborative impact measurement within the Native CDFI industry?

# Best Practice #8: Document Your Process

- Methodology Manual
  - A comprehensive, step-by-step guide allows staff to fully understand the impact measurement system from start to finish.

## Best Practice #9: Use Your Data

- Offer new services or adapt current services
- Define new opportunities and partnerships
- Ensure staff engage with their programs
- Refine the impact measurement system

## Best Practice #10: Stay Flexible and Responsive

- Be responsive to changes in the technology
- Change usually requires more staff time, training, and costs
- New technology should be adopted carefully and at the right time for the organization
- Stay current on industry impact trends
- Add and remove data points as needed

# The Best Practices Report

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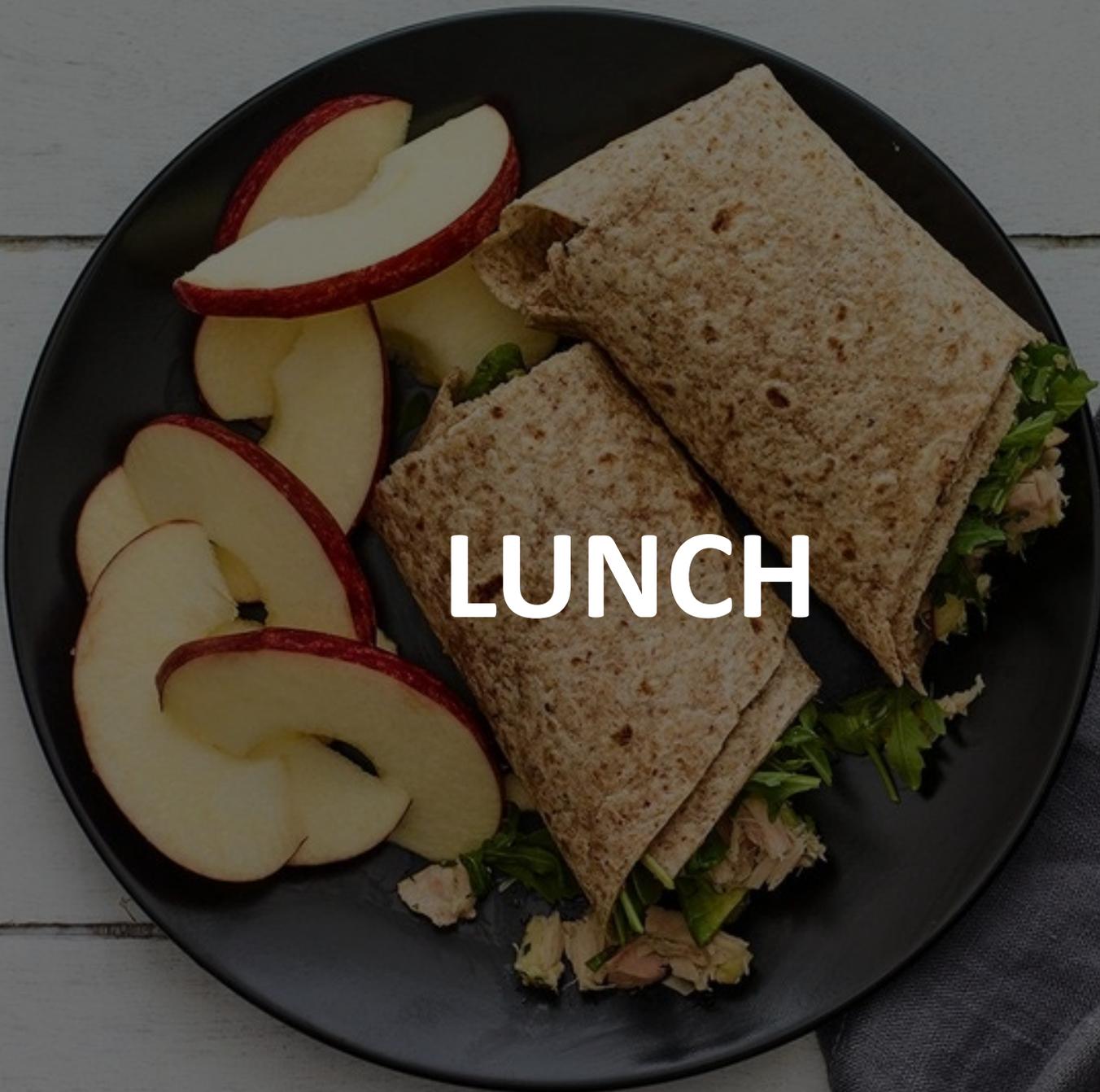


## BEST PRACTICES IN IMPACT TRACKING FOR NATIVE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS

Tools, Resources, and Case Studies  
April 2019



# Final Takeaways

A black plate containing two burritos made with whole wheat tortillas, filled with green herbs and a light-colored filling. The burritos are arranged diagonally. To the left of the burritos are several slices of red-skinned apples, cut into wedges. The plate is set on a light-colored wooden surface. A grey cloth is visible on the right side of the frame.

**LUNCH**



# **OPTIONAL TECHNICAL ASSISTANCE SESSIONS**