CAUSAL
DESIGN

Change Labs
Annual Evaluation Report
2022

CHANGE LABS

Causal Design partners with international development clients to provide rigorous independent program evaluation, expand cultures of evidence within organizations, and join them in efforts to relieve human suffering and end poverty.

3280 Wadsworth Boulevard,
Wheat Ridge, CO 80033 USA
Tel: +1 (720) 260 4837
Email: Info@CausalDesign.com

CAUSAL
DESIGN

TABLE OF CONTENTS

LIST OF FIGURES AND TABLES

List of Tables

List of Figures

1.0 INTRODUCTION

The Change Labs programs were developed to strengthen the entrepreneurial ecosystem on the Navajo Nation by "affecting societal norms on how Native populations perceive entrepreneurship, highlighting role models, building a network of peer and mentorship support, developing the leadership capacity of participants, and growing the community of entrepreneurs." Change Labs is committed to fostering the creation of successful Native American small businesses that provide a social benefit to the tribal community. To achieve this, Change Labs invests in the necessary elements of the entrepreneurial ecosystem required to support and sustain business activity. Change Labs has grown into a comprehensive set of programs including a business incubator program, and a lending program.

Since 2016, Causal Design has worked with Change Labs to develop and improve its ability to link program activities with outputs and outcomes to understand how its work affects the community around them and support its overarching goal: to support, enable and empower Native American entrepreneurs and business owners by providing leadership and technical skills training, by exposing them to role models, resources, and like-minded peers.

1.1 Theory of Change

The program's theory of change provides the basic framework for understanding how the linkages between the programs and the targeted social impact were developed and the underlying assumptions associated with them. The general theory of change for the Change Labs programs is as follows: program activities result in an output (or immediate product), and those outputs theoretically link to improvements in the targeted outcomes (the social impact)

Figure 1. Theory of Change Basic Framework

Activities → Outputs → Outcomes

Change Labs is made up of several activities with varying outputs, however, they all share the common goal of encouraging small business growth on tribal lands through entrepreneurship. All activities link to one of four of the following outcomes:

Social Capital: Linkages to a network of actors, such as peers, mentors, business support organizations or business coaches, who provide an enriching set of resources such as business knowledge or support

Human Capital: The education, experience, and knowledge of an individual

Financial and Physical Capital: The tangible assets used in production, such as loans and work equipment

Social and Economic Agency: The social and psychological traits needed to act on the skills and assets provided by the other outcomes; the ability to successfully navigate business activities

As Change Labs programming is implemented, we expect them to generate various outputs, such as mentors, business skills, access to credit, and increased ability to navigate business activities. As these outputs increase and accumulate, the theory of change guides our understanding of how these activities lead to specific outcomes and how they contribute to the intended overall impact.

The following diagram depicts the theorized connection between program activities to outputs to overall outcomes. In the following sections, this document reviews the results chain for each individual activity.

Figure 2. Theory of Change (All Programs)
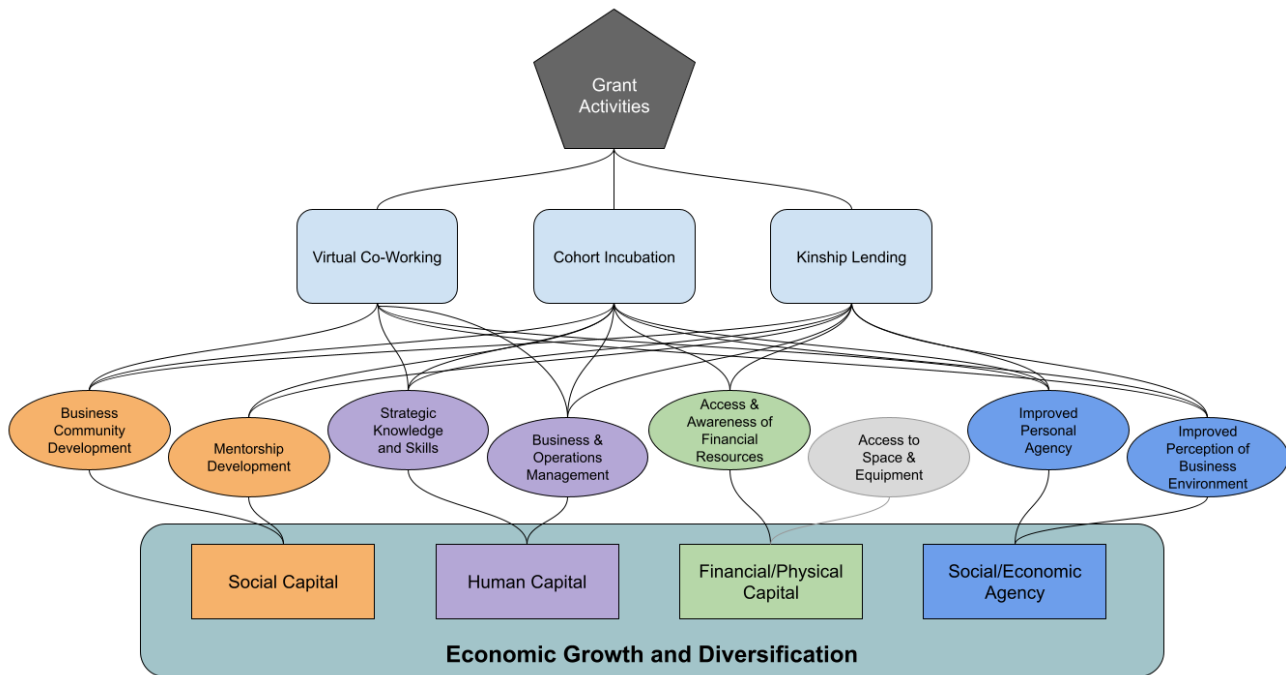
2.0 PROGRAM ACTIVITIES

Over 2022, Change Labs consisted of program activities that serve as the organization's focus. The proceeding subsections outline the main actions of each program activity.

2.1 Business Incubator

The Change Labs Business Incubator program works with Native startups and early-stage ventures to establish and grow their business in tribal communities. Business owners in the program undergo training in finance and business management, mentorship development and individual coaching, branding and marketing support, and gain access to financial resources.

For its 2021-2022 cohort, the Business Incubator accepted 12 businesses or non-profits as program participants. Due to the ongoing pandemic and the closure of the Navajo Nation for the majority of the program's duration, programming, including training and business coaching sessions, was entirely delivered remotely except for an in-person graduation ceremony. Change Labs hosted bi-weekly 2-hour virtual, in-depth sessions in which Incubator members participated in real-time. In off weeks, Incubator members met with business coaches. This virtual nature of the program enabled the acceptance of program participants that were more spatially diverse, a larger percentage of off-the-reservation participants were accepted compared to previous cohorts. Access to physical space and resources is currently no longer a feature of the Business Incubator given the closure of the coworking space due to the COVID-19 pandemic.

For the most recent 2022 cohort, 12 participants were accepted into the program. The programming, excluding the marketing and branding workshop and an in-person graduation ceremony, was conducted remotely. The coaching team made special efforts to visit all participants in person. Programming retained the same structure, including in-depth training and business coaching sessions. Previously, individuals had been paired with a single business coach for the entirety of their time in the program. For this cohort, each participant was paired with two business coaches.

A new cohort will be accepted to start in January 2023. Program participants will work with a variety of coaches rather than just two as was the case with the previous cohort. As with previous cohorts, all programming including

Learning Labs, with the exception of the marketing and branding training and an in-person graduation ceremony, will take place remotely. The biggest changes to the program include the revision of the program's duration from one year to six months. Two cohorts will be facilitated in 2023. Another change to the curriculum that will be introduced includes the incorporation of one public workshop to Learning Labs every month, which will be organized by Business Incubator staff. Through participation in public workshops, participants will gain further exposure to the wider Native entrepreneurial community. Additionally, to truly leverage the coaching staff's unique and diverse breadth of expert knowledge, participants will each work with a variety of coaches rather than being paired with one or two coaches.

2.2   Kinship Lending

Change Labs introduced the Kinship Lending program in March 2020. Access to capital has been a long-reported challenge facing Native businesses on tribal lands. The negative consequences of this were further exacerbated by the COVID-19 pandemic in 2020. In response to this, Change Labs created Kinship Lending. The program offers a low-interest relationship-based loan of up to $5,000 that requires no credit check to Native businesses. Change Labs partners with Nusenda Federal Credit Union's Co-Op Capital program to execute the program.

In 2020-2021, the inaugural cohort comprised 41 borrowers. Borrowers also received access to monthly meetings with Change Labs business coaches to receive guidance on their repayment process and basic financial and business education sessions. Additionally, there was a loan forgiveness incentive component. If the participant made all payments on time for the next three months, approximately 20% or $1,000 of the original loan amount would be forgiven.

The Kinship Lending program received funding to support 18 more borrowers in 2021-22. Borrowers met with 1-2 business coaches to receive personalized financial guidance for their business. All borrowers also participated in a financial education program, comprising six sessions spread across six months. Each training focused on a different financial business topic and workbook exercises accompanied each video. A loan forgiveness program was available to all borrowers. A percentage of the loan would be forgiven based on the completion of certain milestones, including the completion of the financial business program, attendance of business coaching sessions, and payments made on time for the next three months.

There will be two cohorts of approximately 20 borrowers each introduced in 2023. The program duration will be shortened from one year to six months. The financial business program will be offered again and will cover a similar curriculum. However, a training event will be offered every three weeks to accommodate the new program duration. It will also be offered to participants before the borrower receives the loan and its completion will be required to receive the loan. Additionally, the loan forgiveness program will forgive a percentage of the original loan amount based on the achievement of certain milestones. The Kinship Lending program is projected to significantly scale up in upcoming years. Change Labs has a three-year contract with SSBCI to develop programming and deploy $13.3 million to Navajo business owners. With this new funding, the Kinship Lending program will be scaled up from a 20-borrower cohort to a 40-borrower cohort and two cohorts per year will be facilitated.

2.3   Co-Working

Since May 2019, Change Labs has offered a 650-square-foot co-working space in Tuba City, AZ dedicated to providing community members access to offices, conference rooms, and equipment. In addition to office space, Change Labs also had a "Pop-up Pod" available that Native American small business owners in need of modern retail space may rent. The space offers access to equipment such as a printer, Wi-Fi, business coaches, a Cricut, and other art supplies. However, the physical space and access to these resources were shut in the wake of COVID-19 and have remained closed since. The co-working space also offers events to the business community to provide technical knowledge and opportunities for networking. Following the closure of the physical space, co-working programming became virtual. A webinar or event focusing on a relevant business topic is offered weekly over Zoom. For those unable to attend the event live, a recording is uploaded to YouTube, enabling any interested person to watch at their convenience or for participants to refer back to the material as needed.

This past year, Change Labs has been constructing a new co-working space on the Navajo Nation in Tuba City as the lease on the previous co-working space expired in November 2021. This new space will be 1,400 square feet

and will have a conference room that will be able to accommodate up to 15 people; open space with desks, printers, and couches for people to work in; and a small coffee bar and space for businesses to display and sell their products. All of the previous marketing tools and equipment, such as Wi-Fi, the Cricut, and other art supplies, will be available for use. Once this space is open, which is scheduled for Spring 2023, webinars, training events, and gatherings can be hosted in person once again. During evenings and weekends, the space can be used for community functions and events, specifically those that foster entrepreneurship and Native businesses.

2.4   Research and Policy Advocacy

In previous years, Change Labs partnerships have included *Doing Business on the Navajo Nation* with Causal Design, a research product that sought to develop a nuanced understanding of the major constraints to starting a business on tribal lands, and a partnership with the Navajo Nation Division of Economic Development (NNDED) to study the economic impact of COVID-19 on the small business community on the Navajo Nation.

In 2022, Change Labs continued to participate in the Navajo Entrepreneurship Coalition and the Indigenous Economic Wellbeing Alliance (IEWA). The IEWA is in the process of developing an evaluation framework to conceptualize and measure Indigenous economic well-being. The Navajo Entrepreneurship Coalition aims to 1) provide updated research, data, and analysis of information related to business development on the Navajo Nation; 2) provide decision-makers with ongoing effective policy recommendations to improve, enable, and support small business start-ups and growth on the Navajo Nation; and 3) create educational and collaboration opportunities between tribal leadership, the Navajo business community, and external partners in order to improve the economic well-being of Navajo Nation citizens. The Navajo Entrepreneurship Coalition meets regularly and in the past year, they have hosted their second event in June for council leaders and have been raising funds and further strategizing their activities for the upcoming year. The Navajo Entrepreneurship Coalition has also secured a grant to host two redlining sessions minimum to target problematic policies.

Change Labs has also created a new partnership with Georgetown's McCourt School of Public Policy that will undertake research work on behalf of the Navajo Entrepreneurship Coalition. Master's students from McCourt will be assisting the coalition to develop insights and a report regarding government contracting barriers and opportunities for Navajo businesses.

3.0   EVALUATION OVERVIEW

3.1   Purpose of Evaluation

This activity serves as a performance evaluation of Change Labs' key activities. The evaluation provides a deep review of program design, achievements, and challenges. Additionally, this evaluation examines the links between the outputs and the intended outcomes and explores the theory of change. It analyzes if the original assumptions and goals are likely to be met and whether they are likely to contribute to program outcomes. The goal of the evaluation is to generate key lessons for future strategic and programming decisions related to Change Labs programs.

3.2   Principal Research Questions

The analysis is conducted through five main criteria adapted from the Organization for Economic Cooperation and Development - Development Assistance Criteria (OECD - DAC): *Relevance*, *Effectiveness*, *Impact*, *Sustainability,* and *Coherence.* Below are the following criteria which will guide the Annual Report analysis:

- *Relevance: Is the intervention doing the right thing?* Relevance measures the extent to which the intervention objectives and design respond to beneficiaries' needs.
- *Effectiveness: Is the intervention achieving its objectives?* Effectiveness measures the extent to which the intervention achieved or is expected to achieve its objectives.
- *Impact: What difference does the intervention make?* Impact measures the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

- *Sustainability: Will the benefit last?* Sustainability measures the extent to which the net benefits of the intervention continue or are likely to continue.
- *Coherence: How well does the intervention fit?* Coherence measures the compatibility of the intervention with other interventions in a country, sector, or institution.

3.3 Sub-Research Questions

In order to build an understanding of the relevance, effectiveness, impact, sustainability, and coherence of Change Labs' program, the evaluation will seek to answer the following sub-questions, which investigate each program along the Theory of Change.

Table 1. Evaluation Framework

	Social Capital	Human Capital	Financial Capital	Economic Agency
Co-Working Space		Do businesses who attend training sessions find the content useful and relevant to their business activity?		Do businesses who attend the training sessions feel like they are better able to engage in business activity?
Business Incubator	How are members of the Business Incubator connecting with members in their fellow cohort? Do in-person training sessions facilitate richer and deeper connections with intra-cohort members?	Do members of the Business Incubator find training sessions delivered in person more effective than training sessions delivered virtually?	Do Business Incubator members feel they are improving financial management? Are they on track to feel capable and confident enough to apply for and use financial investment by the end of the program?	Do members of the Business Incubator find the training useful? Do Business Incubator members feel like they are more confident and better able to engage in business activity?
Kinship Lending			Do Kinship Lending members find the training useful? Do the training sessions enable borrowers to better meet their critical business needs? What, if any, are the barriers to participating?	Are Kinship Lending members on track to feeling confident and capable enough that they could apply for a loan from a traditional financial institution? Are borrowers satisfied with the loan?

3.4 Data Collection Methods

This evaluation utilizes a mixed methods approach to examine the stated research questions (see Section 3.4). This includes quantitative surveys administered through the online survey platform TypeForm. The quantitative data will be supplemented with remote qualitative key informant interviews (KIIs) conducted with participants from across Change Labs' project portfolio and cohorts. The data collection methodology for each Change Labs program is as follows.

3.4.1 Quantitative Survey Questionnaires

This evaluation utilized two quantitative questionnaires distributed across the host of Change Labs participants. The primary aims of the quantitative surveys are to gather monitoring metrics across the Change Labs programs. The Change Labs 2022 Entrepreneurship Survey was distributed to current or graduated businesses that have participated in the Business Incubator, current or past Kinship Lending borrowers, as well as to other Native entrepreneurs. A secondary aim is to identify geographic hotspots for entrepreneurial activity and gain further understanding as to what initiatives and resources would be most helpful to Native entrepreneurs, including those who have never engaged with Change Labs before. Another quantitative questionnaire was also distributed to understand engagement with Coworking events and Coaching sessions. The questionnaire was distributed to all businesses who have attended a Coworking webinar in 2022 using event registration data.

Beyond tracking monitoring indicators, the quantitative surveys are a tool to gauge exposure to Change Labs programs on the individual level, as well as to track trends of program perceptions and outcomes for later qualitative follow-up.

Business Incubator
- Quantitative annual survey questionnaire open to all, including the general public, and sent to all graduated Business Incubator and Kinship Lending identified using program records.
- Quantitative survey questionnaire, a baseline survey, given to all participants at the start of the program.
- Quantitative survey questionnaire, an endline survey, to all participants who graduated from the most recently graduated cohort using cohort records.

Kinship Lending
- Quantitative annual survey questionnaire open to all, including the general public, and sent to all graduated Business Incubator and Kinship Lending identified using program records.
- Quantitative survey questionnaire, a baseline survey, given to all participants at the start of the program.
- Quantitative survey questionnaire, an endline survey, to all participants who graduated from the most recently graduated cohort using cohort records.

Coworking
- A quantitative survey questionnaire was distributed to all businesses who attended a Coworking webinar in the past year using event registration data.

Table 2. Quantitative Survey Responses Received

Questionnaire	Number of Response	Response Rate
Annual Survey	20	N/A
Business Incubator – Cohort 2022 Baseline	7	58%
Business Incubator – Cohort 2022 Endline	N/A	N/A
Business Incubator – Cohort 2023 Baseline	12	100%
Kinship Lending – Cohort 2022 Baseline	16	100%
Kinship Lending – Cohort 2022 Endline	5	31%
Coworking	1	N/A

3.4.2 Qualitative Key Informant Interview

This analysis also conducted key informant interviews to qualitatively follow-up and further flesh out the trends identified in the quantitative survey. Participant respondents were chosen using non-random selection in order to

ensure a broad representation of participant profiles. Change Labs program leads identified individuals with the following selection criteria:

- **Participants who interact with the program differently.** This could mean an individual takes advantage of one part of the program but no other components. It could also mean that program leads identified one participant who comes to everything and one participant who comes to barely anything. This decision was left to the discretion of program leads.
- **Diversity of demographic characteristics.** A particular emphasis was placed on cohorts, geography, and business type/sector, as well as gender and business age/stage. This decision was left to the discretion of program leads.

Business Incubator
- Three key informant interviews conducted with businesses that participated in Cohort 2022.
- Three key informant interviews conducted with businesses that are currently participating in Cohort 2023.
- Three exit interviews from those in the 2022 cohort who prematurely exited the Incubator program. Interviews were conducted by program directors.

Kinship Lending
- Three qualitative interviews conducted with businesses that participated in Cohort 2022.

Coworking
- One key informant interview with the Coworking team leader

Table 3. Qualitative Interviews Conducted per Program

Program	Cohort	Number of interviews
Business Incubator	2022	3
Business Incubator	Star Kids 2023	3
Business Incubator	Exit Interviews	3
Kinship Lending	2022	3
Coworking	N/A	1

4.0 EVALUATION COST COMPONENT

The annual performance evaluation incorporates a cost analysis component, which provides insights into the resources dedicated to carrying out Change Labs activities. The continued aim is to provide Change Labs staff with a process for considering the financial tradeoffs of carrying out specific programs or carrying them out using a specified approach. The cost analysis is tailored specifically to Change Labs' goals of improving the relative efficiency and effectiveness of programs in achieving outputs and objectives, as well as identifying the key drivers of costs. This is achieved through the following steps:

1. **Identify program ingredients**
   The key activities and inputs of each activity were identified along with the resources needed to implement them. This may consist of both financial resources as well as in-kind services or time. This process should be informed by the program's theory of change to ensure that all relevant components of the activity are captured and accounted for. This step also establishes the perspective or lens that the analysis will be conducted which establishes which ingredients and prices are relevant. Based on Change Labs' needs and goals, it is recommended that the cost analysis be carried out from a program perspective.

2. **Estimate the price of key ingredients and refine prices to account for specific contexts**

Once ingredients and perspective are accounted for, the research team will utilize accounting and program data to estimate the prices of program inputs. Nuances around context will be accounted for to establish an estimate as accurately as possible of the resources required to carry out the activity and its components.

3. **Construct cost estimates and metrics**
Cost estimates will be captured by aggregating the cost of individual ingredients and consolidating them into relevant categories to better understand the implications of the costs. This exercise will be useful in illustrating where the majority of resources are dedicated to a specific activity. Additionally, work will be done to establish customized metrics for individual activities to better understand "costs-per-objective". This will improve the understanding of how efficiently Change Labs' activities contribute to their stated goals. Examples of possible metrics include:
   a. Cost per Beneficiary Served
   b. Cost per Business Served
   c. Cost per Business Formally Registered
   d. Cost per Loan Serviced

Metrics will be adjusted for each program where needed.

5.0 FINDINGS[1]

5.1 Business Incubator

Relevance: Does the Business Incubator respond to beneficiary needs?

2022 In Review
The Business Incubator graduated 9 businesses in late April 2022 and matriculated 12 new businesses in the class of 2023 cohort, also referred to as the Star Kids cohort, which began in early May 2022. The Business Incubator program comprises two parts–Learning Labs and Business Coaching sessions– and occurs over the course of 12 months.

Learning Labs and Other Workshops
- **How relevant is the curriculum to participants' needs?**

Participants in both cohorts attend Learning Labs. Biweekly, the cohort meets on a virtual platform for two-hour sessions that teach critical business skills such as business mindsets and setting goals, financial accounting and projections, sales and marketing strategy, organizational leadership, and business operations practices.

The 2021/2022 cohort received 12 sessions or 24 hours of workshops focused on business strategy, seven sessions or 14 hours on business operations and management, and 12 hours or six sessions focused on financial resources.

As of the end of Q4 2022, the Star Kids cohort received 22 hours or 11 sessions focused on business strategy, six hours or three sessions on Business operations and management, and six hours or three sessions on financial resources. Incubator participants participating in the new six-month version of the program, first introduced in 2022 for the Sage Against the Machine cohort, spend 123 participation hours over the course of the program. The Learning Lab curriculum is considered to be high-quality, necessary, and relevant by Incubator members.

---

[1] The quotes utilized in this section have been edited for concision but are direct quotes from participants and retain the respondent's intended sentiment.

All of the pieces and some of the resources that were leveraged…were necessary and relevant, and allowed us to see the differences between the types of businesses that offered services or were product based, that were for profit, nonprofit, all of those pieces. The trainees highlighted and touched on varied aspects of running a business and then even down to some of the things that were necessary on the finance side, knowing the different types of spreadsheets, what taxes and balance sheets…information that's necessary.

-KII, February 2023

For the 2022 cohorts, Learning Labs occurred twice a month. Overall, the majority of participants interviewed were satisfied with the structure and pacing of the curriculum, including Learning Labs. One exception, however, was the pacing of Create and Elevate. While participants felt like they gained a lot from the workshop, particularly the opportunity to meet in person as well as to work with graphic designers, participants indicated that they would benefit from additional days of focus given the amount of material covered.

[At first] I felt like, why are we doing this, you know? [laughs] But then I got into it and I was like, oh I see…it makes sense now…it really was these pieces that needed to come together…the structure that they're running is very good… I do like the sequence of the way they've lined it up.

-KII, February 2023

The Incubator program is set up in such a way where it allows for us to really learn a lot.

-KII, February 2023

Guest speakers are also featured to present on a topic at a Learning Lab. For Cohort 2021/2022, nine speakers were featured throughout the curriculum. For the Star Kids cohort, ten speakers have been spotlighted so far. Change Labs programming is deeply rooted in this cultural understanding of being a Native business owner on tribal lands and brings this understanding into its Incubator Learning Labs and coaching sessions. Across members, it was reiterated how powerful it was to hear from business leaders from their own community who had experienced similar business challenges and had successfully overcome them, and how unique that experience was to Change Labs programs. Learning and inspiration were especially cultivated when members were able to connect with speakers who operated a business in a similar industry to theirs.

The speakers, they're pretty, culturally appropriate… they [Change Labs] have speakers that understand where we come from and then they'll understand how much it is needed to start building our own economy and it's pretty cool because they give us uplifting data and facts about the beneficial parts of our culture like the practices that our ancestors used to do.

-KII, February 2023

Growing up, there was nothing really like Change Labs.

-KII, February 2023

Participants found it helpful that the Learning Labs and talks were recorded and posted online, which enabled them to be able to go back and review the material.

The most salient feedback received was one observation that noted that in their cohort, there were businesses at all different stages of development from those still at the ideation stage to those focused on scaling up. The Incubator participant pointed out that while all topics covered in Learning Labs were relevant, it would be more relevant for businesses to engage with the material at different depths of complexity depending on their business' stage of

development. Similarly, as their business was yet to be established, they had some challenges preparing the financial projections and certain material was a lot less relevant to them at that stage. Data from an exit interview with a business that left the program prematurely aligned with this observation. The business indicated that when they entered the program, their business was already established and in operation. They felt that they already knew all of the material being covered in Learning Labs, which partially factored into their decision to leave.

Business Coaching
- **How relevant is business coaching to participants' needs?**

On weeks without Learning Labs, businesses have a one-on-one meeting with their Business coach where they review materials and practically apply lessons learned, work through individual challenges, and determine additional support.

For the 2021/2022 cohort, an average of 3.8 sessions per beneficiary each quarter was delivered and an average of 3.11 hours per beneficiary each quarter was delivered.

Table 4. Business Coaching Sessions or Hours per Beneficiary for the 2021/2022 Cohort

Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Cumulative Cohort Statistics
2.75 sessions	4.25 sessions	3.67 sessions	5.5 sessions	2.83 sessions	3.8 sessions
3.11 hours	4.9 hours	4.8 hours	5.5 hours	2.94 hours	3.11 hours

Table 5. Business Coaching Sessions or Hours per Beneficiary for the 2022 Star Kids Cohort

Q2 2021	Q3 2021	Q4 2021
3.08 sessions	4.58 sessions	2.5 sessions
3.71 hours	6 hours	3 hours

Participants praised the Business Coaching program, noting how important it was to have a Business Coach that are themselves Native business owners.

> *Having some relevant business coaches that were in our businesses themselves was important… Having them have actual business experience or relevance in being business owners themselves was a great resharing model to be around or in.*
>
> *-KII, February 2023*

Participants also spoke highly of their Business Coach's close match. Each Business Coach is paired with a participant according to the business' needs and the coach's area of expertise, which the participants found invaluable.

I love grant writing and my business coach specializes in grant writing and she also has a background in coding and graphic design so, it's really in line with the kind of expertise I need. Then also, we have access to the other coaches.

-KII, February 2023

This year's findings reinforced a trend described in the Annual Report 2021, that business coaches' support is two-pronged. Coaches act not only as technical advisors, but also as mentors, role models, and supporters.

For the 2022 cohorts, mentors not only provided technical support, but also worked to point out specific challenges and weaknesses–technical or otherwise– that were holding the participant back and work with them to address it. One participant noted her coach asked her what her area of weakness was. Then throughout the program in her sessions, he continuously reminded her of the importance of developing financial acumen and worked with her to fully understand the financial topics that she was struggling with. Another participant noted that her coach helped her overcome a long-standing inability to ask for help.

It's very hard for me to ask for help. That was one of the topics that my coaches brought up. I grew up in a generation where they say, just do it yourself, don't go asking for help…That's been my Achilles heel…Where Change Labs has come and said, you need to ask for help. You have to ask; we're not mind readers; we don't have crystal balls…Yeah, it's important to ask for help.

-KII, February 2023

Throughout the sessions, trust between the business coach and participant is often developed, and the coach becomes a significant source of support. After one participant worked with her coach to understand financial topics, she then felt comfortable bringing up any issue or question that came to mind.

Change Labs has really been there for me… There were a couple of times I just felt like giving up because I've just been doing this so long; it wears you down. But they told me, 'Okay. Call us if you have any doubts, or if you need support.' Now we're not just talking about money, we're talking about mental and spiritual, uplifting support in that manner. That meant a lot…so that's been that's been very, very, very helpful, because they understand coming from a non-Navajo world, being out in a non-Navajo world, how business operates, and preparing us mentally for that.

-KII, February 2023

The data suggests that this supportive relationship dynamic is one of the biggest deterrents to program drop-out. All of the participants that were asked if they had considered dropping out of the program indicated that they, at some point during the tenure of the program, had considered prematurely exiting the program. In two of the three cases, an unexpected setback that interrupted their business plans left them feeling discouraged to the point where they considered giving up entirely on their business or nonprofit plans. In both cases, after meeting with their coach and gaining support and further perspective on potential solutions or workarounds, they remained in the program and moved forward with their plans.

Effectiveness: Is the Business Incubator achieving its overall objectives?

Building Community…Virtually?
- **How are members of the Business Incubator connecting with members in their fellow cohort?**

In 2020, the Business Incubator shifted its programming to a virtual format in the wake of the pandemic. The 2021/2022 cohort and the Star Kids cohort are the second and third cohort respectively to have experienced programming almost entirely remotely. For both cohorts, Create and Elevate took place in person as a multi-day design workshop in Phoenix, Arizona.

The 2020 Annual Report, which investigated the impact the virtual format had on Incubator effectiveness, found that the largest drawback of the remote incubator program was the lack of social connectedness to other Incubator members. The 2021 Annual Report confirmed that connections between Incubator members were still surface-level as a result of the virtual nature of programming. This year yields similar findings.

Findings indicate that most members of the Business Incubator connect with other members in their cohort strictly through Learning Lab interactions. During Learning Labs, content as well as business challenges are discussed virtually as a cohort, leading to valuable exchanges.

> *It's [Learning Labs] are a really cool opportunity for them [other entrepreneurs] to have sort of a mini therapy session because they're able to kind of vent or talk about issues or challenges or just share what they're going through. And then there will be a collective sort of like response with solutions or engagement where somebody will send something or offer a resource or tool or provide feedback. I've seen and witnessed it and that's been really cool. And if, we didn't go through that, then I wouldn't have been able to see the broader scope or picture. And that's been beneficial. That's been super helpful.*
>
> *-KII, February 2023*

Sometimes during Learning Labs, the cohort breaks into groups or pairs and is assigned a project or a presentation, which really helps to facilitate closer connections between cohort members. One participant commented on the meaningful connections that these group exercises create.

> *I felt like that was important in moving forward because I was able to connect [with other entrepreneurs]… I did hear a lot of similar struggles, but at the same time hearing from some that were farther along and how they were excited about being at some of the final stages of their company where they were actually working or when they were selling their products or at the final stages of registration, that was also motivating. Because the passion of the other entrepreneurs, I felt that and I could connect there and resonate with that and that's something that I wanted to do-- I wanted to be at that stage of my business life. So those are meaningful.*
>
> *-KII, February 2023*

A few members have made connections with other members in their cohort that surpass Learning Lab interaction. Some have reached out to other members to initially discuss course content, assignments, and challenges, and friendships have formed. A few have even or were planning in-person meet ups with fellow members.

> *Sometimes I have questions about the incubator…because he [a fellow cohort member] may have a totally different viewpoint. So I can ask him how did you do this or I don't understand this. Following someone who's really, you feel like smarter than you and who has it together, helps especially someone who is one of your peers because it's different than a coach…I really like that companionship and friendship even outside what we're doing because we're all there for a cultural experience and that still brings people together, whether you plan it or not.*
> *-KII, February 2023*

However, it seems to take a particularly outgoing personality to cross the virtual gap and create intra-cohort connections that transcend the classroom. Most cohort members do not have a strong connection to other cohort members. This was noted by one participant from the 2021/2022 cohort who indicated that when she joined the

program, she was really looking forward to the opportunity to forge connections with like-minded individuals but was disappointed by the community and camaraderie among her cohort.

The only thing I'm really disappointed about is the cohort. I was hoping that when I graduated, we [the cohort] would have more of a connection like if we were having issues, we could call each other and support each other. But after we graduated it's like we all fell off the face of the earth. I wouldn't feel comfortable just reaching out.
-KII, February 2023

The strongest connections facilitated during Business Incubator are between participants and Business Coaches or other Change Labs staff. Some connections are made between cohort members, and occasionally Create and Elevate sparks a connection between a participant and their graphic designer as well.

My graphic designer, we still keep in touch, he'll text and answer my call…he really gets me and he really knocked it out of the park when he put the logo in a visual perspective. All I gave him were simple words, and he comes out with this amazing logo just like that. I think that that really makes it a great connection when someone gets it. It's just amazing…having those relationship with peers and our designer.
-KII, February 2023

Annual survey findings, though responses were not specific to the Incubator, confirm this trend. Of the people met while participating in a Change Labs program, 100% of alumni are still in contact with their business coaches followed by other businesses in their cohort (36%), and mentors or other business resources introduced with Change Labs (27%).

Table 6. Annual Survey Responses Indicating Alumni's Continued Contact by Percentage

Do you keep in contact with any of the people you met in the program?	Percent that responded yes
Change Labs business coaches	100%
Other businesses in my cohort	36%
Mentors or other business resources Change Labs introduced me to	27%
Guest speakers	18%

- **Do in-person training sessions facilitate richer and deeper connections with intra-cohort members?**

It is highly likely that in-person Learning Labs would facilitate richer and deeper connections between cohort members. The 2019 report found that in-person weekend-long sessions deeply connected business owners in a way that built long-standing networks. Interviews with Business Incubator participants across cohorts suggest a similar trend to the 2019 report's findings. Both cohorts had the opportunity to participate in the Create and Elevate design workshop in person and all respondents indicated that they deeply benefited from the in-person event.

We did have the in-person Create and Elevate and that was amazing… It was so nice to just meet in person, not only the business coaches and all the people who work for Change Labs, but also to meet the other entrepreneurs.

-KII, February 2023

One of the highlights was the Create and Elevate session because we had the opportunity to do it in person. Again, that just speaks to how important it is to come together…it was cool to have everybody come together in that space and be in one place to kind of share and work to do things together…It was super beneficial, super helpful. And from a health perspective, as an entrepreneur, it felt much more nurturing to do all of that, to go through all that and to feel the support. Because we were always operating in our little silos and bubbles, and remotely just trying to connect there's that weird disconnection, so I can see the benefits of having classes every week in person.

-KII, February 2023

All participants interviewed across programs indicated that they would like to have more opportunities to attend events in person. Given past findings, participant feedback about Create and Elevate, and eagerness for more events in-person, more in-person events would very likely facilitate richer and deeper connections between cohort members.

- **Do members of the Business Incubator find training sessions delivered in person more effective than training sessions delivered virtually?**

It is evident that Learning Labs delivered in person would be more effective in fostering deeper connections as previously discussed. Many of the participants interviewed stated a preference for Incubator training to happen in person rather than remotely, particularly those in an older age range and those who live within an hour's drive of the new Change Labs location. However, participants also noted several key benefits to virtual programming. As previously mentioned, the virtual format enabled sessions to be easily recorded, which enabled participants to review the original content easily. Many participants also enjoyed the flexibility that the virtual programming gave them. Whether they traveled to other locations or returned to the reservation for business or pleasure, they could still participate and progress regardless of their physical location.

I've come to appreciate how accessible it's been to meet with my business coach or to be able to connect with other people, especially because during this past summer, I was living in the mountains, really far from the Navajo nation. While I was there, I really appreciated that I could still work on my goals and connect with people who are willing to help me accomplish my goals...It is really, really nice to be there in person because we can all joke around and have a good time. But I really do appreciate what we have right now like just connecting online, that's fine.

-KII, February 2023

The Navajo Nation, which spans 27,413 square miles, is incredibly vast. Change Labs participants are widely dispersed across the reservation and surrounding areas as seen in **Error! Reference source not found.**. Virtual programming supports this geographic diversity. Some members in the 2022 cohorts live anywhere from one to ten-hour drive away. Given the time and financial resources needed, it would simply not be possible for them to participate in the program if Learning Labs occurred in person.

Figure 3. The Geographic Dispersion of Incubator Alumni 2019-2023
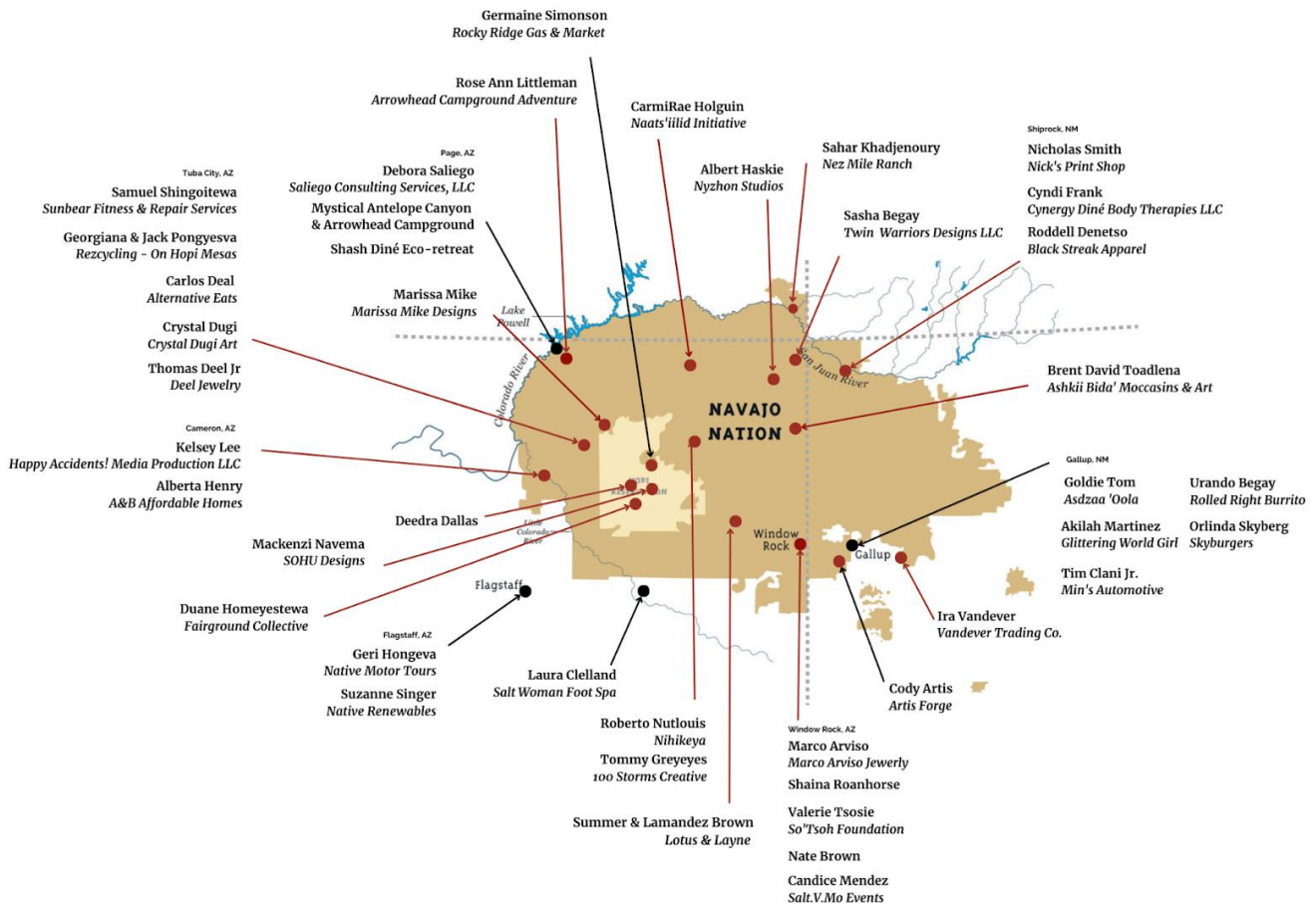
> *Our res is really big. To get to my part of the res to Change Labs, to Tuba City, where the Change Labs building will be, it would take about five or six hours driving.*
>
> *-KII, February 2023*

> *My husband is in this new cohort and he has to drive like three, four hours to get there. I can definitely see being able to afford gas and stuff might be a barrier.*
>
> *-KII, February 2023*

Additionally, for some members, fitting Learning Lab attendance, even remote attendance, into their schedules is already challenging. As Learning Labs occur during weekday business hours, sometimes client meetings can collide with Learning Labs or Business Coaching sessions. Not all members participating in the Business Incubator are entrepreneurs full-time, many have full-time jobs in addition to their work as an entrepreneur, which makes program attendance even more challenging.

> *I work full-time and my work is very demanding in order to serve the healthcare needs of our community. I was missing cohort sessions because I would have a patient come in, and then I was concerned I might be missing an opportunity. Two hours is a lot out of the day.*
>
> *-KII, February 2023*

Moving programming in-person would make attendance incredibly difficult and would make program participation for a subset of members that are currently able to participate in the program–those balancing many obligations and those who live remotely or those that must travel often– infeasible.

> *I think it would have been beneficial to have some in person events. I know we all live in different places so it's not always going to be feasible. Virtual attendance is important because we're moving into modern times, and we can save gas by attending virtually, but when there are events in person, I think that definitely adds positively to the experience.*
>
> *-KII, February 2023*

Impact: What difference does the Business Incubator make?

While current M&E systems do not capture data that would allow the annual report to definitely measure the impact of the Business Incubator, it does capture key elements of the program theory of change that the team feels are precursors to final impact. This includes increased confidence and capability to engage in critical financial management tasks and administration.

- **Do Business Incubator members feel they are improving financial management?**

For many participants, financial management was the hardest aspect of the Incubator but also the most needed. The majority of participants were not "finance people" and had not previously had a lot of exposure to the topics covered. However, many interviewed felt that they made progress on improving their financial knowledge and would be more developed by the time they graduated.

> *My biggest hurdle is filling out the financial projections and stuff like that. I think that the CFO at Change Labs has done a great job building us that foundation and skeleton of the financial spreadsheets and giving us an idea of what those are supposed to look like and then what we will actually need to not only run the business, but to also keep things organized and that we could use to file our taxes at the end of the year.*
>
> *-KII, February 2023*
>
> *The financials, I'm still working on it. I mean Marsha's, giving me a couple of them assignments already and I am still working on it. It's not polished yet. But I think that's my biggest work.*
>
> *-KII, February 2023*
>
> *I needed to be educated more about the financial part about it, about running a business and like, I feel like, by the time graduation comes, which is in May, I'm going to be a lot more developed."*
>
> *-KII, February 2023*

- **Are participants on track to feel capable and confident enough to apply for and use financial investment by the end of the program?**

One of the objectives of the Incubator program is for participants to feel capable and confident enough to apply for and use financial investment following graduation. Participants who successfully graduate from the Incubator program are eligible to receive a $10,000 loan from Change Labs.

While all those interviewed responded positively that they were heavily considering it, only one participant already had an established business in operation. Five of the six Incubator entrepreneurs interviewed were still in the ideation phase of their business and either had not been or did not expect their business to be mature enough to apply for and use financial investment by graduation.

For a couple of Incubator participants, the capital provided by the Kinship Lending program was preemptively understood as a grant, rather than as a loan that they would have to pay back eventually. This created a feeling of surprise and unease.

I applied to the program to receive technical and financial assistance for my business. However, upon being accepted, I learned the financial assistance is a loan…The first reason was when I applied I understood that the financial assistance was a grant and not a loan. I didn't want to get in more debt.

-KII, February 2023

These participants also noted that once they understood that it was a loan rather than a grant, they faced a lot of difficulties getting access to details about the loan terms while participating in the Incubator program.

When I asked for the terms of the loan, the staff were not able to provide me with details. As a financially responsible person, I take loan terms very seriously and not having the details made me concerned. If I had known these constraints, I would not have applied to the program.

-Exit interview, September 2022

I never got to go through the terms of the loan. As Native communities, we are not taught that you need a healthy relationship with money. What if you fail? We don't have a lot of that knowledge. If we fail, we owe you money. The loan should have been clarified in the beginning'... Being able to understand that first and foremost it's a loan and not a grant. These are what the terms are.

-Exit interview, October 2022

For Cohort 2023 Sage Against the Machine, the Incubator program will have an in-person orientation in Tuba City, which will be mandatory for all Incubator participants to matriculate into the program. As part of the orientation, the Kinship Lending team will present the loan program and purpose as well as cover the process and requirements to receive the $10,000 loan after graduation.

- **Do Business Incubator members feel like they are more confident and better able to engage in business activity?**

Business Incubators overwhelmingly do feel more confident and were able to access resources and knowledge that enabled them to better engage in business activity through the program.

When asked what they are able to do now that prior to their participation they could not, interviewed participants mentioned building a website, creating branding materials, financial projections, and knowledge of the different types of companies and which best fit their specific situation.

I did know that I needed a logo. That was the challenging part for me personally because I'm not an artist. I know that they are many artists out there, so I didn't even know where to begin. And I know that they also cost a lot…I knew that they [Change Labs] could help with that. Expectations were definitely to develop a logo or brand for my company. And then, secondly, would be the actual business plan, including the financial projections. That was the next big one is not great at– not an accountant or skilled person in finances, but I do know that that is the core of the business as well.

-KII, February 2023

However, overwhelmingly, participants spoke of the confidence gained by meeting and hearing from others in the Native entrepreneurship community whether that be Change Labs coaches, fellow cohort members, and speakers.

5.2   Kinship Lending

Effectiveness: Is Kinship Lending achieving its overall program objectives?

The immediate objective of Kinship Lending is to provide funding to Native business owners, and to that aim, Kinship Lending has strongly achieved its goal. As of 2022, it has lent a total of $285,000 to 57 Native businesses over the course of the program's lifespan. Two loans have been fully charged off in and two loans have been fully paid off in 2022. At the end of 2022, 41 borrowers continue to make payments.

- **Are Kinship Lending members on track to feeling confident and capable enough that they could apply for a loan from a traditional financial institution?**

Another important program objective of Kinship Lending is to prepare their borrowers to successfully take out and repay a loan from a traditional financial institution following their graduation. Grants, whether from the government, the nation, non-profits, or foundations, were overwhelmingly the preferred funding source by Annual Survey respondents regardless of the funding size needed. However, funding provided as a loan unlike a grant helps the entrepreneur or leader establish, repair, or improve their credit and gain experience with lending so they are prepared to take a loan from a traditional financial institution – a skill critical to achieving further business growth. Quantitative evidence from this year's cohort indicates that the majority of graduated borrowers felt a high degree of confidence and capability in their knowledge about bank loans and credit as well as in their ability to communicate with lenders. 100% of borrowers noted that good credit is very important for business owners and all borrowers also felt very confident that they knew how to improve their credit score. 80% of respondents felt very confident that they could read a credit report. When it came to their ability to communicate with lenders, 60% of respondents were very confident with the other 40% feeling somewhat confident. All five respondents had a business plan and 60% of respondents felt very comfortable communicating that plan to lenders. The other 40% felt "somewhat comfortable". Of the four that had a savings plan, half felt very comfortable while the other half felt somewhat comfortable communicating that plan to lenders. Upon graduation, 100% of respondents indicated that they felt knowledgeable

enough about bank loans to assess if they are a good fit for their business needs. All respondents also indicated that if given another opportunity to apply for another loan, all would invest the same amount as the received loan– or more– to continue growing their business.

Qualitative evidence supports quantitative findings. While past qualitative conversations with Native borrowers have shown a general discomfort with the idea of owing money, partially due to the idea that taking on debt could be contrary to some traditional cultural values, that outside financing could be considered as "living outside your means", and a lack of knowledge of and trust in outside financing institutions, Kinship borrowers, overwhelmingly, are keen to take advantage of additional loan opportunities, even from outside institutions. All the borrowers interviewed had thought about applying for a loan from a bank or credit union and had considered how they might use it to expand their business. The majority felt confident in their knowledge and prepared to use and pay back a loan. Indeed, all borrowers surveyed felt very confident in their ability to meet the loan repayment schedule for their Kinship Lending loan. However, qualitative evidence demonstrates that there is still reluctance on behalf of Kinship borrowers to apply for a loan from a traditional financial institution, undergirded by a belief that traditional borrowing institutions would not approve their loan applications.

Gaps in access to capital and credit continue to persist as a widespread challenge facing Native business owners and is a well-documented phenomenon, particularly by the NALS report released in 2001 as well as in subsequent follow-up reports. While progress has been achieved since the initial report was released, lack of access to capital remains one of the biggest barriers to Indigenous prosperity and is a substantial constraint to economic development in Native Communities and lies at the heart of the primary objective of the Kinship Lending program. The primary challenge to obtaining a business loan for Native businesses is the lack of collateral. "The nature of reserve land, as defined by the Indian Act, has made it useless as collateral. The inability to own our own homes on reserve has meant most Indigenous families do not have the ability to borrow against it to start a small business."[2] Other significant challenges include a perceived risk of lending to Native borrowers shaped by stereotyping or discriminatory perceptions and a general perception of the limited opportunities for return on investment on tribal lands and are often compounded by the lender's poor understanding of Navajo regulatory frameworks (UCC) and Sovereign Immunity.

Native borrowers, including Kinship borrowers, uniquely understand these challenges to accessing capital. While bank loans were considered by Annual survey respondents as the third most popular (43%) preferred choice to access funding over $5,000 for their loan behind grants from the government or nation and grants from non-profits or foundations, only 50% of respondents considered bank loans accessible to them.[3] For funding $5,000 or less, only 20% of respondents preferred bank loans and only 20% of respondents considered bank loans accessible to them. One participant mentioned that, while he would love to get a loan and he feels that Change Labs has given significant information about different financial institutions willing to work with Navajo businesses and the potential loan amounts they offer, it is difficult to offer a form of collateral for the loan that a traditional bank would accept. Another participant was similarly very hesitant, citing that prior to joining Kinship Lending, she had applied for a loan earlier from a "regular bank" and had been denied. She was very hesitant to apply again because she did not know why they had rejected her application and was unsure if enough about her situation had changed that would warrant a different outcome. While Kinship Lending prepares borrowers to feel confident and capable enough to use a loan and borrowers have a desire to access increased funding for their business, there is still hesitancy among borrowers to apply given a lack of confidence that their loan application would be approved by a traditional financial institution, informed by a contextual understanding of the financial landscape.

Relevance: Does the Kinship Lending program fulfill beneficiary needs?

The Kinship Lending program comprises three parts of the program: a loan, sessions with a Change Labs Business Coach, and a monthly workshop that focuses on a specific business topic and hosts a guest speaker once a quarter.

---

[2] Sankey, Chris. "Access to Capital is a Challenge for Indigenous Nations. Protesting Banks for Investing in Our Territories Doesn't Help". *MacDonald-Laurier Institute*.
[3] Respondents in the annual survey were all tribally affiliated but not all had participated in Change Labs programming.

The Loan

- **Are borrowers satisfied with the loan?**

In the Kinship Lending program, approved borrowers receive a loan of up to $5,000 as capital for leaders to start, develop, or expand their business or non-profit. Borrowers often used a proportion of their loan to buy equipment, supplies, or inventory; to pay for business fees or other expenses; to pay for further education or training; to build online infrastructure; and to obtain space to operate their business out of. With all or part of their loan, 52% of the 2022 cohort borrowers bought equipment, 47% bought supplies, 24% bought inventory, 12% obtained new space to operate their business from, 12% paid for business fees or other expenses; and 6% paid for educational expenses. In interviews with Kinship Lending participants, borrowers spoke of the invaluable opportunities that the loan had opened up for them. One participant described how they had lost all of his business equipment in a fire and the loan enabled them to replace the most critical equipment and continue working.

I lost my home in a fire, my office, all my gear that I had that was really expensive was lost… In October of 2021, it was still very COVID at that time so you know, COVID and Navajo Nation regulations, it was really hard to be on the rebound again, to purchase a new camera… The Kinship program was a way for me to reinvest into another camera again.

-KII, February 2023

Another participant also utilized their loan to buy new equipment, which enabled them to gain more skills and experience, reduce production costs, expand their inventory, and increase their sales. The increase in revenue enabled them to focus on their new full-time job.

I bought a lapidary machine and I started making and selling cut stones. I would cut, make, form, and shape the stones, and then use them in my jewelry work or sell them as singles. It was a lot cheaper to make the stones rather than buying it. I was getting more experience with it, making stones... I made enough to pay off [the loan] within the month.

-KII, February 2023

Another Kinship participant spoke of using their loan to pay for their vending space rental for the whole summer in advance, enabling them not to have to worry about paying the fee. With the amount left over, they bought additional supplies, which enabled them to expand their inventory. All those interviewed were very satisfied with their Kinship loan and all three Kinship participants that completed the loan satisfaction survey rated their satisfaction 5/5.

I didn't have to worry about it. When it came up to pay for it, I already had it paid for the whole summer.
-KII, February 2023

- **Does the size of the loan meet the borrowers' needs?**

When it came to satisfaction regarding the loan size, there was some variance according to the entrepreneurs' intended use of the loan. Of the three participants interviewed, one stated that they could have benefited from a larger size loan. Having lost their workspace and all their equipment in the fire, they estimated that the loan amount only covered roughly 15% of the total amount needed. Another Kinship entrepreneur indicated that they had applied for the loan with a very specific intention of how they wanted to use it and asked for just the amount that they needed but had been approved for the full 5,000 amount. They had not yet used the majority of their loan as they were still considering the best way to utilize it.

A third borrower noted that the 5k loan had been a good amount and had enabled them to do everything they had planned for the loan. However, for the next loan, they were hoping that they would be able to borrow a larger amount.

Quantitative evidence indicated a similar trend. All Kinship borrowers indicated that for the next loan, they would apply for the same amount (as the Kinship loan received) or greater. All those surveyed stated that they would like another loan in the future. 67% stated that they would apply for a next loan between 10-20k, while 33% would apply for a loan between 5k-10k. While the majority of borrowers were satisfied with a starting loan amount of 5k, all indicated their interest in another loan of a greater amount in the future.

Business Coaching Sessions
- **Do the sessions enable borrowers to better meet their critical business needs?**

Business coaching sessions, one-on-one meetings with a Change Labs Businesses coach, are available to Kinship participants. These sessions are meant to provide support uniquely tailored to each business's situation, questions, and challenges as well as to monitor the business' progress within the program. The borrowers in the Kinship Lending Cohort 2022 received an average of 1.13 sessions with each lasting around an hour per quarter per beneficiary. Business coaching sessions occurred with greater and longer frequency during Q2 2022, the first quarter they were available, and gradually tapered off to fewer and shorter meetings.

Figure 4. Number of Business Coaching Sessions Conducted per Beneficiary

Q2 2022	Q3 2022	Q4 2022	Cumulative Cohort Statistics
1.63 sessions	1.35 sessions	0.41 sessions	1.13 sessions
1.44 hours	1.21 hours	0.34 hours	0.99 hours

Qualitative data indicates that the participants found coaching sessions helpful and found their coaches highly knowledgeable. Often participants used their coaching sessions for additional support with issues unique to their business. One participant focused her coaching sessions on guidance to obtain her tax license, which would enable her to expand the shows where she could sell her products. Another participant focused their coaching sessions on registering as an LLC and creating a website for their company.

There are four Business Coaches that support Kinship Lending members. Each member of the cohort was assigned a Business Coach to regularly meet with. While one participant benefitted from regularly working with the same coach, most participants interviewed would have enjoyed getting to work with multiple coaches as each coach has diverse experiences and areas of expertise.

Workshops
- **Do the workshops enable borrowers to better meet their critical business needs? How relevant are the workshop topics? What, if any, are barriers to participation?**

Alongside business coaching and the loan, Kinship Lending offers workshops that run once a month and last for 2.5 hours and focus on a variety of financial topics, including creating financial goals, spending plans, filing taxes, and understanding credit. Once a quarter, a guest speaker is invited.

All interviewed participants indicated that all the workshop topics were highly relevant to their business and particularly helped them improve their financial knowledge and management. While the levels of previous knowledge in certain topics varied depending on the participant, all reported learning. One participant indicated that he had already known a lot of what was covered in some sessions, he really learned a lot in other sessions in areas he was less familiar with.

Participants were also able to actively apply the knowledge they learned in workshops to inform their business decisions. One participant talked about how, given what he learned in workshops, he'd definitely be setting up his business as an LLC rather than a sole proprietorship. While most were very satisfied with the topics covered, some wished that the content could have gone more in-depth but understood the time constraint. Several respondents had particular praise for the guest speakers.

They were very helpful, knowledgeable. A lot of the stuff they talked about I learned on my own. The financial needs analysis, I gathered my own bills, my debt, what I owe, and how much, my income to ratio type stuff, how much I make a month. But, what helped me was the budget and the planning. I was getting into that, and then that popped up and that helped.

-KII, February 2023

One of the sessions was very helpful for me. They brought in one [speaker]...and she did the same business that I do. So hearing her experience and how she does things with her business was very helpful for me.

-KII, February 2023

In one session, we had an opportunity to meet up with someone that works in banking and... talk about the differences between a Roth IRA, and the savings account. So that was pretty cool that we had an opportunity to talk to somebody that's very familiar that field.

-KII, February 2023

Kinship Lending annual indicators confirmed progress. 100% of respondents rated themselves as very confident in their ability to increase revenue. Additionally, 100% of borrowers agree or very strongly agree that they are very confident in their ability to navigate and engage in business activity. 60% of respondents reported increased financial knowledge compared to their responses at BL and 80% indicated that they felt very knowledgeable about financial concepts.

Virtual Nature of Kinship Lending

One of the only barriers cited to participation was the virtual nature of the workshops. Since the pandemic, training and workshops for Kinship Lending have almost entirely occurred virtually. The majority of participants, while understanding the need for the virtual nature during the pandemic, cited a desire to have in-person interactions with the Change Labs community. Most attributed it to a general preference for in-person interactions over virtual ones and the richness to social connections that it adds as well as the alignment with certain cultural aspects. One participant also noted that they expected that meetings in person would strengthen participant interaction and efforts to engage in the program. The desire for in-person was the strongest for those at an older age and for those with a shorter commute to a location where in-person meetings might be held.

You're more likely to go to something in person just because, you know, it's something you have to do. But instead of just taking a call, which is easy to ignore, I guess. So that could be an aspect. But I guess I'm interested also, if you think that like, kind of the actual social interaction or the value of being face to face adds another kind of dimension to it.

-KII, February 2023

However, likely for participants who do not live close and would likely have difficulty accommodating the lengthy commute, as well as for those whose schedules rapidly change, moving all Kinship events to a physical nature would present significant logistical challenges as well as time and monetary resources.

-KII, February 2023

However, likely for participants who do not live close and would likely have difficulty accommodating the lengthy commute, as well as for those whose schedules rapidly change, moving all Kinship events to a physical nature would present significant logistical challenges as well as time and monetary resources.

Loan Forgiveness

The Kinship Lending program offers a loan forgiveness program for its borrowers who actively participate and engage with the workshop and sessions that accompany the loan. The loan forgiveness program has four milestones. If one milestone is achieved, a certain percentage of the loan is forgiven. The milestones are as follows:

- 10% ($500) of the total loan is forgiven if all six Kinship Lending sessions are attended and actively participated in.
- 5% ($250) of the loan total loan is forgiven if the participant meets virtually with a coach for at least one hour per month for twelve months.
- 5% ($250) of the loan total loan is forgiven if the participant sets up Auto Payments within the first 30 days.
- 5% ($250) of the loan total loan is forgiven if the participant sets up an online Bookkeeping Account or starts a Ledger Book within the first 30 days and uses it for six months.

Despite the offer of $1,250 worth of "free" money, a very small percentage of borrowers have met either and achieved any percentage of loan forgiveness requirements in cohorts thus far. All interviewed participants stated that they were aware of the loan forgiveness program's existence. For the majority of participants, it was also something that they had set out to achieve when they initially heard of the program. However, while most knew that one of the criteria was making the monthly payments on time, all were unable to articulate the specific requirements that had to be met, nobody could recount the amount that would be forgiven once achieved, and none, even among those who made all their monthly payments on time and attended all the coaching sessions, knew if they had qualified for loan forgiveness.

While all participants are aware of the existence of loan forgiveness and the incentives for the loan forgiveness program seem adequately motivating, the disconnect between the participant's motivation and the achievement of loan forgiveness seems to be due to knowledge gaps about the program and a lack of understanding of their own progress towards fulfillment of the criteria.

5.3   Coworking

Relevance: Does the Coworking space respond to beneficiary needs?

Looking Back at 2022

2022 has been a period of transformation for the Coworking space. In previous years, the Coworking space was hosted in Tuba City and hosted in-person events as well as other services including Wi-Fi, desk space, and access to equipment. During the pandemic in 2020, the physical space was closed and events shifted virtually. While overseeing the construction of a new space in Tuba City, Change Labs continued to offer two services virtually in 2022– Business Coaching sessions and virtual speaker events. This year, they hosted 22 virtual events covering topics across business community development, strategic knowledge and skills, and business and operations management, with more than 702 individuals participating live and videos posted receiving over 1,195 views and downloads. Additionally, Coworking connected participants to over 60 other relevant events, resources, and organizations and conducted more than 83 Business coaching sessions.

Looking Forward to 2023

2023 holds many exciting developments for the Coworking space. The new Coworking workspace is set to open in June 2023. It is composed of a conference room and a main common room. The Coworking space will offer many of its original offerings and programs, including Business Coaching, access to Wi-Fi, access to equipment (Cricut, printer, button maker), and an open workspace. The conference room will serve as a rentable meeting space and there will be sitting areas inside and outside–limited resources in demand on the reservation.

One of the primary goals of all Change Labs programming is to bring together and foster connections between the Native entrepreneurial community. In the Annual survey, the greatest number of alumni and participants (57.4%) indicated that the connections to mentors, other business owners, or other members of the business community forged through Change Labs participation still impacted them to this day.

Table 7. Annual Survey Results - Top Three Most Impactful Aspects by Percentage of Respondents

Which of the following, if any, did the Change Labs team or program help you with that still impacts you today?	Percentage of Respondents
Connections to mentors, other business owners, or other members of the business community	57%
Developing my product/service	43%
Writing financial projections	29%

To further build on the progress achieved, Coworking's focus for this upcoming year is to bring in new people and unique businesses that are new to Change Labs programming. Having a physical space located on the reservation

will create many opportunities to fulfill this goal, including fostering new partnerships with similarly aligned organizations and schools and youth-oriented clubs and organizations to explore youth programming. The physical space will also enable Change Labs to host in-person community events, coffee chats, and other networking and learning opportunities once again. A minimum of one in-person event per quarter is scheduled for this upcoming year.

These service offerings are aligned with what Annual Survey respondents indicated they were most interested in seeing Change Labs offer. 65% of respondents were interested in free monthly workshops on a variety of business topics; a place to make connections with other Native entrepreneurs and change makers, and a place to access mentors or mentor another business owner.

Table 8. Annual Survey Results - Services Offered by Percentage of Interest

Below is a list of services we currently offer as well as some we are thinking about. Which are the most interesting to you?	Percentage of Respondents
Small grant program for Native entrepreneurs	82%
An in-person event where you can meet Native accountants, bookkeepers, Native graphic designers, website designers, or social media experts	82%
Financial Education Bootcamp	65%
Free monthly workshops on a variety of business topics	65%
Business/non-profit incubation support	65%
Low interest loans of up to $50,000	65%
A place to make connections with other Native entrepreneurs and change makers	65%
A place to access mentors or mentor another business owner	59%
Research and advocacy to improve the business environment on the Navajo Nation	53%
Low interest micro-loans	47%
Access to desk and meeting space for conducting business	47%

A potential Coworking event that respondents were very interested in was an in-person event where you can meet Native accountants/bookkeepers and Native graphic designers, website designers, or social media experts, with 82% indicating interest. Respondents were also most interested in having training or speakers on specific entrepreneurial topics.

Table 9. Annual Survey Results - Top Five Most Popular Entrepreneurial Topics by Percentage of Interest

What entrepreneurial topics would you like to learn more about?	Percentage of Respondents
Certifying my business as Navajo-owned	71%
Implementing an accounting system	65%
Formalizing operations to grow my business	65%

Pricing or revenue strategy	53%
Writing financial projections	47%

6.0 RECOMMENDATIONS

As a result of the above analysis, this section outlines key recommendations for the three Change Labs programs moving forward.

Continuing to Offer Community Space and Opportunities to Connect In-Person on the Reservation
Participants across all programs have repeatedly highlighted their desire for in-person events and opportunities on the reservation to connect with the Native entrepreneurship community. With Change Lab's new space opening in Tuba City, it provides a unique opportunity to host in-person opportunities to connect and foster community.

Have Each Business Coach Hold Open Office Hours
Some Incubator participants noted their desire for the opportunity to connect and learn from a particular coach that they especially admired or other coaches apart from their primary business coach to fully leverage the breadth of knowledge available. Every Monday, each Change Labs Business Coach hosts 90-minute coaching sessions that any Native individual, including Incubator members, can reserve. These bookable sessions create a clear and seamless opportunity for participants interested in connecting with other Business coaches to do so and accommodates those who have rigid schedules that need to be planned far in advance as well as those whose schedules need to accommodate last-minute changes. While some members were aware that they were able to meet with other Change Labs coaches, many did not and none mentioned knowledge of the bookable sessions with additional coaches. The opportunity to meet open coaching sessions could be advertised as a resource in the syllabus and reiterated at the beginning of the program for Incubator participants to gain full awareness of all the support available to them.

Supplement Virtual Programming with Collaborative Projects and Opportunities to Meet In-Person
There are both substantial drawbacks as well as benefits to conducting the Business Incubator virtually. Maintaining the core training components online retains the convenience and accessibility of program participation while incorporating more collaborative pair or group activities helps to foster social connections remotely. Adding in more frequent events and opportunities to meet in person such as Create and Elevate could also enable deeper social connections to be made and could help fulfill participant's desires to meet in person.

Separating Business Incubator Cohorts According to Business Development Stage
Business Incubator cohorts currently have businesses in several different stages of development–some are still fine-tuning their business or nonprofit's idea; some have already launched their business and are in the early stages of development; other businesses are already established. While all businesses report gaining knowledge and increased capacity through the program, the covered content and depth are not always the most relevant for the participants according to their business stage. Tailoring programming content to specifically target businesses in different stages would enable content to be more directly relevant to the business's current needs. Programming for the ideation phase could focus on understanding their target market and focus their business idea. Programming for recently launched businesses could focus on the core skills necessary to run a business while programming for more established businesses could focus on these core skills at a deeper level with a concentration on growth and scale. A business' stage could be determined by how many milestones they meet initially.

Increase the Length of the Create and Elevate Workshop
Incubator participants frequently reported that the in-person Create and Elevate was one of the highlights of the Incubator program and a rare opportunity to meet their fellow cohort in person. Given the amount of workshop content, Change Labs could consider expanding Create and Elevate across another day and adding more breaks and social activities, which could create further opportunities to network and connect with other cohort members.

Create a Template That Participants Can Use to Track Their Progress Towards Loan Forgiveness

KIIs with Kinship Lending participants demonstrated that the program and incentives offered are appropriate; the disconnect is the level of understanding participants have about the program details and their progress towards completion. A template that listed the information of the specific milestone details needed and the amount that would be forgiven along with space to track their progress towards the milestones could help to reduce disconnection. Business coaches could also consider utilizing the coaching sessions as an opportunity to check in and highlight the participants' progress toward loan forgiveness.

Continue to Address Issues Around Building Familiarization with the Traditional Loan Process

Qualitative evidence demonstrates that there is still reluctance on behalf of Kinship borrowers to apply for a loan from a traditional financial institution, highlighted by a belief that traditional borrowing institutions would not approve their loan applications. Change Labs should continue to engage with likely borrowers and Kinship Lending applicants identify the most constraining factors to engaging with traditional financial institutions. Findings from this report suggest that at this stage, additional desensitization and familiarization with common banking processes and needs may be required to counter current negative perspectives around working with traditional financial institutions. Change Labs is well placed to act as an intermediary or go between to address common misconceptions or challenges.

7.0 COST ANALYSIS FINDINGS

To continue to support Change Labs in its objective of understanding its programs and activities, Causal Design has incorporated a costing exercise to explore how the resources required for implementation have changed over time. Financial data provided by Change Labs from 2020-2022 were leveraged to apply an ingredients-based approach to explore the specific sources of interrelated costs which were used to identify trends in Change Labs spending over time. While costs are aggregated across all Change Lab programming, the focus of the cost analysis is on three primary Change Labs activities: the Business Incubator (INC), Coworking Space (COW), and Kinship Lending (KIN) program (KIN).

The following is a summary of key trends observed from expense data provided by Change Labs across a range of program activities.

- Travel costs increase dramatically across all programs between 2020 and 2022. This is likely the result of relaxing COVID-related restrictions but may also reflect a strategy of providing services to residents outside of Tuba City.
- Meeting expenses decreased across all programs, compared to total expenditure changes. It is also likely a result of restricted face-to-face access.
- Advertising costs are driving large increases across all programs.
- Overall, comparing the three programs showed markedly different trends.
    - Coworking Space expenditures remain relatively stable overall with little change in total costs over time.
    - Business Incubator's costs effectively doubled from 2020 to 2022.
    - Kinship Lending total expenditures increased nearly tenfold over the two-year period.

Error! Reference source not found. and **Error! Reference source not found.** below illustrate expenditure figures of the Change Labs activities relative to one another as well as their share of total expenditure across all Change Labs spending.

Figure 5. Total Activity Expenditures Over Time

Legend: 2020, 2021, 2022
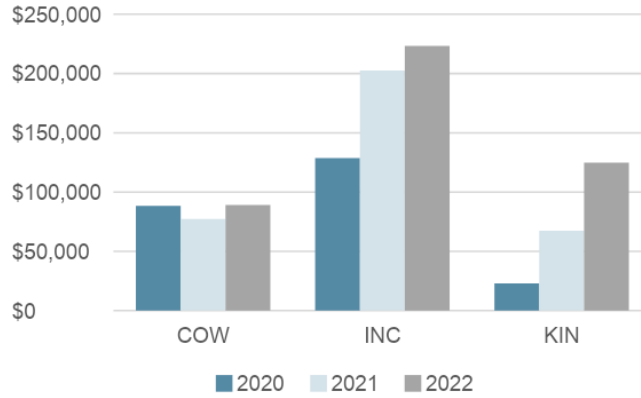
Figure 6. Activity Expenditures Over Time (Share of Total Expenditures)

Legend: 2020, 2021, 2022
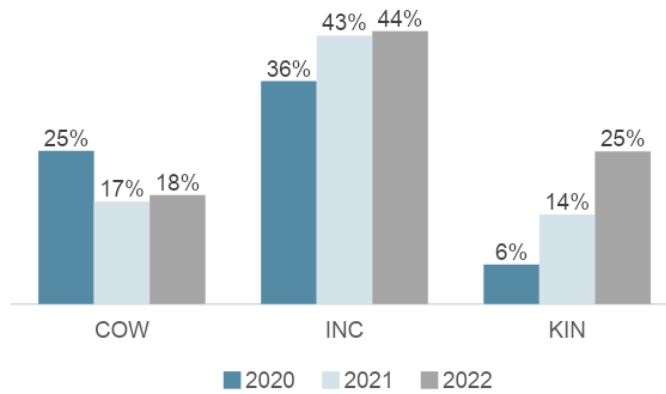
7.1 Cost Efficiency Ratios

Taking these figures Causal Design also used common outcomes to calculate cost efficiency ratios, that is the dollar value calculated to deliver or support a particular outcome or target.

Table 10. Outcomes of Interest

Year	2020	2021	2022
Business Incubator: Number of businesses enrolled	7	12	12
Kinship Lending: Number of loans being serviced	45	39	45
Coworking: Number of individuals at Change Labs hosted events	N/A	198	702

Table 11. Cost Effectiveness Ratios

Year	2020	2021	2022
Business Incubator: Cost per business enrolled	$26,778.00	$25,347.00	$30,352.00
Kinship Lending: Cost per loan underwritten	$741.00	$2,596.00	$4,529.00
Coworking: Cost per workshop/event attendee	N/A	$586.50	$207.00

These results suggest:

Business Incubator
- Overall costs per business served have increased by approximately $5,000 per business enrolled since 2021, signally a nearly 20 percent increase in costs per business enrolled.
- This increase is being driven by contracted services (business coaching, graphic design, photography/videography, etc.,) increasing 314 percent from 2020 to 2022.
- In contrast, personnel and staff salaries and wages remained relatively stable. An exception was a steep rise in health benefits delivered from 2020 to 2022.

Kinship Lending
- Overall, Kinship Lending saw a dramatic increase in expenditure over time, particularly in staff and personnel. Although the number of cumulatively serviced loans have remained consistent, it still suggests a dramatic increase in the per unit cost of disbursing a loan. Supporting loans and supporting borrowers was significantly more expensive in 2021 and 2022 compared to 2020.
- The biggest change is program implementation changes from 2020 to 2021, a period that saw a substantial increase in most cost ingredients but little change in the cumulative number of loans underwritten.
- It is possible that costs in 2021 could be recording efforts to scale the program, the benefits of which were only seen in 2022. The relative cost efficiency of the program improved in 2022, signaling an improvement over 2021 by $280 per loan underwritten. However, cost efficiency still remains significantly lower than in 2020.

Coworking Space
- Coworking Space became much more cost-efficient over time with decreasing costs per workshop/event attendee. Salaries, particularly health benefits, are driving the largest change in cost over time. This seems to coincide with a reduced reliance on contracted services, which signals a change in staffing strategy.

7.2 Using the Results Moving Forward

Change Labs can use these cost ratios to benchmark cost-efficacy year over year and use these to inform design and implementation decisions moving forward. Understanding the key cost drivers, as well as the drivers of cost-efficiency, may improve the per-unit costs of implementing the program moving forward. Changes over time and in the context are natural (e.g., increased travel expenditures with the lifting of travel restrictions); however, some programmatic costs may require a closer look. For example, increased advertising across all programs may have been necessary to scale the activities, so the question may become if those increased costs are worth the benefits to the program activities.

By also integrating other logframe and monitoring indicators, Change Labs can quantitatively measure the relative cost-value of each of its programs and their individual components and make strategic decisions around the investment of their resources into outcomes of interest.

8.0 LOGFRAME INDICATORS

8.1 Business Incubator – Cohort Star Kids 2023

Indicator Number	Outcome Category	Output	Indicator	Quarterly Goal	Cohort Goal	Q2 (April - June) 2022 Cohort begins	Q3 (July - Sept) 2022 Ongoing	Q4 (Oct - Dec) 2022 Ongoing
1.01 - s21	Social Capital	**Business Community Development:** The program will provide participants with access to a new cohort of entrepreneurs, business leaders, and professional coaches.	Number of applications received	n/a	40	34		
1.02 - s21			Number of enrolled businesses * Note: number of businesses, not participants	n/a	10	12		
			Gender breakdown of cohort	n/a	n/a	7 Women: 5 Men		
			Number of enrolled businesses that did not graduate	n/a	0			
1.03 - s21			Percent of businesses graduated	n/a	80			
1.04 - s21			Number of business leaders and coaches present over the course of business incubation	7	28	3 speakers (Brett Issac, Peter Durand, & Clara Pratte Sarcinella), 6 coaches	4 speakers (Heather Fleming, Bryan Skeet, Cindy Chischilly & Ashley Davidson), 6 coaches	3 speakers (Ben Scott, Germaine Simonson & Jaime Gloshay), 6 coaches
1.06 - s21			Median age of graduates	n/a	n/a			
1.07 - s21			Tribal representation of graduates	n/a	n/a			
1.08 - s21			On vs. off-reservation businesses of graduates	n/a	n/a			
1.09 - s21			Industries / sectors represented of graduates	n/a	n/a			
1.1 - s21		**Mentorship Development:** The program will facilitate mentorship relationships between incubator participants and business leaders and coaches.	Number of business coaching sessions conducted per beneficiary	6	24	3.08 sessions per beneficiary (12 person cohort)	4.58 sessions per beneficiary (12 person cohort)	2.5 sessions per beneficiary (10 person cohort)
1.11 - s21			Number of hours of business coaching sessions conducted per beneficiary	7	28	3.71 hours per beneficiary (12 person cohort)	6 hours per beneficiary (12 person cohort)	3 hours per beneficiary (10 person cohort)
1.12 - s21	Human Capital	**Strategic Knowledge and Skills:** The program will provide access to technical capacity building to improve entrepreneurs' businesses' products/services, branding, and business strategy.	Number of hours of training/workshops offered around business strategy or long-term planning	4	16	4 hours (2 sessions)	10 hours (5 sessions)	8 hours (4 sessions)
1.13 - s21			Percent of entrepreneurs who completed at least 1 milestone [Quarterly Indicator]	100	n/a	41.7%	50.0%	91.7%
1.14 - s21			Percent of entrepreneurs who completed at least 80% of milestones [Annual Indicator]	n/a	100			
1.15 - s21		**Business & Operations Management:** The program will provide access to business management training in critical areas to improve how entrepreneurs' run their businesses.	Number of hours of training/workshops offered around business management and day-to-day operations	6	24	6 hours (3 sessions)	0 hours (0 sessions)	0 hours (0 sessions)
1.16 - s21			Percent of participants completed branding audit	n/a	100			66.7%
1.17 - s21	Financial Capital	**Access and Awareness of Financial Resources:** The program will provide information about financial products and services available to participants as well as financial capital to support general business needs.	Number of hours of financial management sessions conducted	2.5	10	0 hours (0 sessions)	4 hours (2 sessions)	2 hours (1 session)
1.18 - s21			Percent of participants completed 3 year financial projections	n/a	100			16.7%
1.19 - s21			Percent of entrepreneurs who apply for the Co-op capital loan at the end of the incubator program	n/a	40			
1.20 - s21			Percent of entrepreneurs reporting increased knowledge of financial products and how to acquire them	n/a	100			
1.21 - s21	Social and Economic Agency	**Improved Personal Agency:** The program will increase the ability for individuals and business to engage in entrepreneurial behavior.	Percent of entrepreneurs reporting higher levels of activity or output	n/a	100			
1.22 - s21			Percent of entrepreneurs reporting improvement of quality of products or services	n/a	100			
1.23 - s21			Percent of registered businesses upon matriculation/graduation	n/a	80	50% already registered upon matriculation		
1.24 - s21		**Improved Perception of Business Environment:** The program will reduce barriers to meaningfully engaging in the Navajo and general business environment.	Percent of entrepreneurs reporting improved ability to navigate or engage in regular business activity	n/a	100			
1.25 - s21			Percent of entrepreneurs reporting improved ability to meet critical business needs	n/a	100			
1.26 - s21			Percent of entrepreneurs reporting reduction in barriers to operating their business	n/a	100			

8.2 Business Incubator – Cohort 2022

Indicator Number	Outcome Category	Output		Quarterly Goal	Cohort Goal	Q2 2021 Cohort begins	Q3 2021 Ongoing	Q4 2021 Ongoing	Q1 2022 Ongoing	Q2 2022 Cohort graduates	Cumulative Cohort Statistics
1.01 - s21	Social Capital	Business Community Development: The program will provide participants with access to a new cohort of entrepreneurs, business leaders, and professional coaches.	Number of applications received	n/a	40	37 applications					37 applications
1.02 - s21			Number of enrolled businesses * Note: number of businesses, not participants	n/a	10	12					12
			Gender breakdown of cohort	n/a	n/a	33% male: 66% female					33% male: 66% female
			Number of enrolled businesses that did not graduate	n/a	0					2	2
1.03 - s21			Percent of businesses graduated	n/a	80					75%	75%
1.04 - s21			Number of business leaders and coaches present over the course of business incubation	7	28	3 coaches; 3 speakers (Brett Issac, Jessica & Peter Durand)	3 coaches; 3 speakers (Clara Pratte Sarcinella, Heather Fleming & Bryan Skeet)	8 coaches/staff; 1 speaker (Germain Simpson)	8 coaches/staff; 2 speakers (Pax Harvey & Blue Adams)	6 coaches/staff; 0 speakers	8 coaches; 9 speakers
1.06 - s21			Median age of graduates	n/a	n/a					Specific age was not collected / age information cannot be located	Specific age was not collected / age information cannot be located
1.07 - s21			Tribal representation of graduates	n/a	n/a					100% Navajo/Dine	100% Navajo/Dine
1.08 - s21			On vs. off-reservation businesses of graduates	n/a	n/a					75% on reservation: 25% off reservation	75% on reservation: 25% off reservation
1.09 - s21			Industries / sectors represented of graduates	n/a	n/a					1/12 media:1/12 construction:1/12 art:2/12 healthcare:1/12 tourism:1/12 beauty:3/12 food:2/12 non-profit	1/12 media:1/12 construction:1/12 art:2/12 healthcare:1/12 tourism:1/12 beauty:3/12 food:2/12 non-profit
1.1 -s21		Mentorship Development: The program will facilitate mentorship relationships between incubator participants and business leaders and coaches.	Average number of business coaching sessions conducted per beneficiary	6	24	2.75 sessions per beneficiary	4.25 per beneficiary	3.67 per beneficiary	5.5 sessions per beneficiary	2.83 sessions per beneficiary	3.8 sessions per beneficiary
1.11 - s21			Average number of hours of business coaching sessions conducted per beneficiary	7	28	3.11 hours per beneficiary	4.9 hours per beneficiary	4.8 hours per beneficiary	5.5 hours per beneficiary	2.94 hours per beneficiary	3.11 hours per beneficiary
1.12 - s21	Human Capital	Strategic Knowledge and Skills: The program will provide access to technical capacity building to improve entrepreneurs' businesses' products/services, branding, and business strategy.	Number of hours of training/workshops offered around business strategy or long-term planning	4	16	2 hours (1 session)	6 hours (3 sessions)	6 hours (3 sessions)	6 hours (3 sessions)	4 hours (2 sessions)	Total: 24 hours (12 sessions)
1.13 - s21			Percent of entrepreneurs who completed at least 1 milestone [Quarterly Indicator]	100	n/a					75%	75%
1.14 - s21			Percent of entrepreneurs who completed at least 80% of milestones [Annual Indicator]	n/a	100					42%	42%
1.15 - s21		Business & Operations Management: The program will provide access to business management training in critical areas to improve how entrepreneurs' run their businesses.	Number of hours of training/workshops offered around business management and day-to-day operations	6	24	6 hour (3 sessions)	0 hours (0 sessions)	2 hours (1 session)	6 hours (3 sessions)	0 hours (0 session)	Total: 14 hour (7 sessions)
1.16 - s21			Percent of participants completed branding audit	n/a	100					100%	100%
1.17 - s21	Financial Capital	Access and Awareness of Financial Resources: The program will provide information about financial products and services available to participants as well as financial capital to support general business needs.	Number of hours of financial management sessions conducted	2.5	10	0 hours (0 sessions)	8 hours (4 sessions)	2 hours (1 session)	2 hours (1 session)	0 hours (0 session)	12 hours (6 sessions)
1.18 - s21			Percent of participants completed 3 year financial projections	n/a	100					41.7%	41.70%
1.19 - s21			Percent of entrepreneurs who apply for the Co-op capital loan at the end of the incubator	n/a	40					Data unable to be located	Data unable to be located
1.20 - s21			Percent of entrepreneurs reporting increased knowledge of financial products and how to acquire them	n/a	100					Data unable to be located	Data unable to be located
1.21 - s21	Social and Economic Agency	Improved Personal Agency: The program will increase the ability for individuals and business to engage in entrepreneurial behavior.	Percent of entrepreneurs reporting higher levels of activity or output	n/a	100					Data unable to be located	Data unable to be located
1.22 - s21			Percent of entrepreneurs reporting improvement of quality of products or services	n/a	100					Data unable to be located	Data unable to be located
1.23 - s21			Percent of registered businesses upon graduation	n/a	80					Data unable to be located	Data unable to be located
1.24 - s21		Improved Perception of Business Environment: The program will reduce barriers to meaningfully engaging in the Navajo and general business environment.	Percent of entrepreneurs reporting improved ability to navigate or engage in regular business activity	n/a	100					Data unable to be located	Data unable to be located
1.25 - s21			Percent of entrepreneurs reporting improved ability to meet critical business needs	n/a	100					Data unable to be located	Data unable to be located
1.26 - s21			Percent of entrepreneurs reporting reduction in barriers to operating their business	n/a	100					Data unable to be located	Data unable to be located

8.3 Kinship Lending – Cohort 2022

Indicator Number	Outcome Category	Output	Indicator	Quarterly Goal	Cohort Goal	Q1 (Jan - March) 2022	Q2 (April - June) 2022	Q3 (July - Sept.) 2022	Q4 (Oct. - Dec.) 2022	Cumulative Cohort Stats
2.01		Business Community Development: The program will provide participants with access to a new cohort of entrepreneurs, business leaders, and professional coaches.	Number of loan applications received	n/a	50	27				27
2.02			Number of approved borrowers that matriculated	n/a	25	16	16	17	17	17
2.03			Gender breakdown of borrowers	n/a	n/a	69% female:31% male			65% female:35% male	65% female:35% male
2.04			Median age of borrowers	n/a	n/a	36.5			36	36
2.05			Tribal representation of borrowers	n/a	n/a	94% Navajo, 6% Hopi			94% Navajo, 6% Hopi	94% Navajo, 6% Hopi
2.06			On vs. off-reservation businesses of borrowers	90%	90%	100% on reservation			100% on reservation	100% on reservation
2.07			Industries / sectors represented of borrowers	n/a	n/a	25% Arts; 56% Retail; 6% Professional; 13% Food			29% Arts; 53% Retail; 6% Professional; 12% Food	29% Arts; 53% Retail; 6% Professional; 12% Food
2.08			Stated use of funds of borrowers	n/a	n/a	Equipment 8/16; Supplies 8/16; Inventory 4/16; Education 1/16; Fees 2/16; Infrastructure 1/16			Equipment 9/17; Supplies 8/17; Inventory 4/17; Education 1/17; Fees 2/17; Infrastructure 1/17	Equipment 9/17; Supplies 8/17; Inventory 4/17; Education 1/17; Fees 2/17; Infrastructure 1/17
2.09			Percent of borrowers participating in financial literacy training program	80	80	Program had yet to begin	100%	100%	100%	100%
2.1	Social Capital	Mentorship Development: The program will facilitate mentorship relationships between incubator participants and business leaders and coaches.	Number of business leaders and coaches present over the course of business trainings	4	48	0 - Program began at end of Q1	4 coaches	4 coaches, 1 speaker	4 coaches	4 coaches, 1 speaker
2.11			Number of business coaching sessions conducted per beneficiary	60	240	0 - Program began at end of Q1	1.63 sessions per beneficiary (16 person cohort)	1.35 sessions per beneficiary (17 person cohort)	0.41 sessions per beneficiary (17 person cohort)	1.13 sessions per beneficiary
2.12			Number of hours of business coaching sessions conducted per beneficiary	60	240	0 - Program began at end of Q1	1.44 hours per beneficiary (16 person cohort)	1.21 hours per beneficiary (187 person cohort)	0.34 hours per beneficiary (17 person cohort)	0.99 hours per beneficiary
2.13			Number of hours of training/workshops offered around business strategy or long-term planning	2	12	0 hours	7.5 hours	7.5 hours		15 hours
2.14		Strategic Knowledge and Skills: The program will provide access to technical capacity building to improve entrepreneurs' ability to articulate their business model, a savings plan, budget, how to increase revenue, and how to improve/maintain a good credit rating.	Percent of borrowers reporting improved ability to articulate their business plan	n/a					60%* - 3/5 saw an increased ability at EL in at least 1 of the 3 relevant questions compared to their answers at BL. 2/5 ranked their abilities the same at BL and at EL.	60%* - 3/5 saw an increased ability at EL in at least 1 of the 3 relevant questions compared to their answers at BL. 2/5 ranked their abilities the same at BL and at EL.
2.15			Percent of borrowers reporting improved ability to articulate their savings plan	n/a	80				40%* - 2/5 saw an increased ability at EL in at least 1 of the 3 relevant questions compared to their answers at BL. 3/5 ranked their abilities the same at BL and at EL.	40%* - 2/5 saw an increased ability at EL in at least 1 of the 3 relevant questions compared to their answers at BL. 3/5 ranked their abilities the same at BL and at EL.
2.16			Percent of borrowers reporting improved ability to increase revenue	n/a	50				20%* - 1/5 saw an increased ability at EL compared to their answer at BL. 4/5 (80%) saw no change but ranked their abilities as "very confident" both at BL and at EL	20%* - 1/5 saw an increased ability at EL compared to their answer at BL. 4/5 (80%) saw no change but ranked their abilities as "very confident" both at BL and at EL
2.17			Percent of borrowers reporting improved understanding of how to improve/maintain a good credit rating	n/a	80				40%* - 2/5 saw an increased ability at EL in at least 1 of the 2 relevant questions compared to their answers at BL. 2/5 ranked their abilities as "very confident" or "very knowledgeable" both at BL and at EL. 1/5 indicated no change from BL to EL, ranking their understanding as "somewhat".	40%* - 2/5 saw an increased ability at EL in at least 1 of the 2 relevant questions compared to their answers at BL. 2/5 ranked their abilities as "very confident" or "very knowledgeable" both at BL and at EL. 1/5 indicated no change from BL to EL, ranking their understanding as "somewhat".
2.18			Percent of borrowers reporting increased financial knowledge	n/a	80				60%* - 3/5 saw an increased ability at EL compared to their answer at BL. 2/5 (40%) saw no change with 1 ranking their knowledge as "very knowledgeable" and the other ranking their knowledge as "somewhat" both at BL and at EL	60%* - 3/5 saw an increased ability at EL compared to their answer at BL. 2/5 (40%) saw no change with 1 ranking their knowledge as "very knowledgeable" and the other ranking their knowledge as "somewhat" both at BL and at EL
2.2	Human Capital		Percent of borrowers reporting improved ability to communicate with lenders	n/a	80				20%* - 1/5 reported an increase in ability. 3/5 (60%) saw no change with 2 ranking their knowledge as "very knowledgeable" and 1 ranking their knowledge as "somewhat" both at BL and at EL. 1/5 reported a decrease from "very confident" at BL to "somewhat confident" at EL.	20%* - 1/5 reported an increase in ability. 3/5 (60%) saw no change with 2 ranking their knowledge as "very knowledgeable" and 1 ranking their knowledge as "somewhat" both at BL and at EL. 1/5 reported a decrease from "very confident" at BL to "somewhat confident" at EL.
2.21		Access and Awareness of Financial Resources: The program will provide information about financial products and services available to participants as well as financial capital to support general business needs.	Number of loans disbursed YTD	20	20	41	47	47	47	47
2.22			Total amount of loans disbursed YTD	20	20	$209,000.00	$239,000.00	$241,000.00	$241,000.00	$241,000.00
2.23			Percent of borrowers up-to-date on payments	95	95	85%	81%	74%	90%	-
2.24	Financial Capital		Percent of borrowers delinquents	5	5	15%	19%	26%	10%	-
2.25		Improved Personal Agency: The program will increase the ability for individuals and business to engage in entrepreneurial behavior.	Percent of borrowers reporting improved ability to meet critical business needs	n/a	70				20%* - 1/5 reported an increase in ability. 3/5 (60%) saw no change with 2 ranking their knowledge as "strongly agree" and 1 ranking their knowledge as "agree" both at BL and at EL. 1/5 reported a decrease from "strongly agree" at BL to "agree" at EL.	20%* - 1/5 reported an increase in ability. 3/5 (60%) saw no change with 2 ranking their knowledge as "strongly agree" and 1 ranking their knowledge as "agree" both at BL and at EL. 1/5 reported a decrease from "strongly agree" at BL to "agree" at EL.
2.26			Percent of borrowers reporting improved ability to meet repayment schedule	n/a	60				20%* - 1/5 reported an increase in ability. 4/5 (80%) saw no change with 3 ranking their knowledge as "agree" both at BL and at EL.	20%* - 1/5 reported an increase in ability. 4/5 (80%) saw no change with 3 ranking their knowledge as "agree" both at BL and at EL.
2.27			Loan satisfaction level	n/a	80				5/5*	5/5*
	Social and Economic Agency		Number of loans paid off this quarter			3	0	1	1	5
2.28			Number of loans fully paid off	1	1	11	11	12	13	13

* 5/18 participants completed the Endline/Graduation survey and 3/18 completed the loan satisfaction survey

8.4 Coworking 2022

Indicator Number	Outcome Category	Output	Indicator	Quarterly Goal	Annual Goal	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022 Cumulative Logframe
3.01		Business Community Development: The program will promote the development of a stronger business community by bringing entrepreneurs together with peers, successful business people, and professional coaches and advisors.	Number of relevant training/workshops/networking events virtually offered, both live and posted through the Change Labs channels	12	48	1 event	1 event	0 events	2 events	4 events
3.03			Number of individuals/business in attendance at relevant Change Labs hosted virtual events	180	720	74 individuals	14 individuals	0 individuals	64 individuals	152 individuals
3.04			Number of asynchronous views/downloads for business community development Change Labs hosted virtual events	240	960	52 views/downloads	58 views/downloads	0 views/downloads	78 views/downloads	188 views/downloads
3.02	Social Capital		Number of relevant trainings/workshops offered through other ESOs advertised through the Change Labs platform	None	None	1 event	3 events	4 events	5 events	13 events
3.05		Strategic Knowledge and Skills: The program will provide access to strategy-related capacity building to improve entrepreneurs' businesses' products/services, branding, and business strategy.	Number of relevant training/workshops events offered virtually, both live and posted through the Change Labs channels	6	24	3 events	0 events	1 event	2 events	6 events
3.06			Number of individuals/business in attendance at relevant Change Labs hosted virtual events	90	360	60 individuals	0 individuals	24 individuals	43 individuals	127 individuals
3.07			Number of asynchronous views/downloads for applicable Change Labs hosted virtual events	120	480	53 views/downloads	0 views/downloads	51 views/downloads	85 views/downloads	189 views/downloads
3.25			Number of relevant trainings/workshops offered through other ESOs advertised through the Change Labs platform	None	None	5 events	10 events	1 event	10 events	26 events
3.08		Business & Operations Management: The program will provide access to business management training in critical areas to improve how entrepreneurs' run their businesses.	Number of relevant training/workshops/networking events virtually offered, both live and posted through the Change Labs channels	6	24	3 events	3 events	4 events	2 events	12 events
3.09			Number of individuals/business in attendance at relevant Change Labs hosted virtual events	90	360	54 individuals	70 individuals	240 individuals/businesses	59 individuals/businesses	423 individuals/businesses
3.1			Number of asynchronous views/downloads for applicable Change Labs hosted virtual events	120	480	28 views/downloads	81 views/downloads	680 views/downloads	29 views/downloads	818 views/downloads
3.26	Human Capital		Number of relevant trainings/workshops offered through other ESOs advertised through the Change Labs platform	None	None	5 events	10 events	1 event	5 events	21 events
3.11		Access to Space and Equipment: The program will provide beneficiaries with physical capital in the form of office space and various business management equipment.	Number of business coaching sessions conducted	60	360	24 sessions	17 sessions	21 sessions	21 sessions	83 sessions
3.12			Number of active Change Labs offices	2	2	2 office space	2 office space	2 office space	2 office space	3 office space
3.13			Number of Change Labs workspaces available	60	360	5 work spaces	5 work spaces	5 work spaces	5 work spaces	5 work spaces
3.14			Number of business services available across all Change Lab sites	2	2	2 services - Business Coaching & Bi-weekly workshops	2 services - Business Coaching & Bi-weekly workshops	2 services - Business Coaching & Bi-weekly workshops	2 services - Business Coaching & Bi-weekly workshops	2 services - Business Coaching & Bi-weekly workshops
3.15			Number of individuals/business regularly using the site/workspaces/vending spaces	60	360	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic
3.16			Number of individuals/business regularly using onsite equipment	60	360	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic
3.17			Number of individuals/business regularly using onsite services	60	360	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic
3.18	Physical and Financial Capital		Number of phone calls fielded by co-working manager seeking business advice	0	0	No longer a service	No longer a service	No longer a service	No longer a service	No longer a service
3.19			Number of vending spaces utilized by vendors	108	216	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic	Spaces closed due to pandemic
3.2		Improved Personal Agency: The program will increase the ability for individuals and business to engage in entrepreneurial behavior.	Percent of individuals/businesses reporting higher levels of activity or output	10	40				1 participant reported unchanged*	1 participant reported unchanged*
3.21			Percent of individuals/business reporting a reduction in costs for providing products or services	10	40				1 participant reported unchanged*	1 participant reported unchanged*
3.22			Percent of individuals/businesses reporting improvement of quality of products or services	10	40				1 participant reported unchanged*	1 participant reported unchanged*
3.23		Improved Perception of Business Environment: The program will reduce barriers to meaningfully engaging in the Navajo and general business environment.	Percent of individuals/businesses reporting improved ability to navigate or engage in regular business activity	10	40				1 participant reported that they agreed with the statement 3/5*	1 participant reported that they agreed with the statement 3/5*
3.24	Social and Economic Agency		Percent of individuals/businesses reporting improved ability to meet critical business needs	10	40				1 participant reported that they agreed with the statement 4/5*	1 participant reported that they agreed with the statement 4/5*

* 1 respondent completed the survey