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.

1440 G ST NW
Washington, D.C. 20005, USA
Tel: +1 (720) 260 4837
Email: Info@CausalDesign.com
# TABLE OF CONTENTS

1.0  INTRODUCTION .................................................................................................................. 5  
   1.1  Theory of Change ........................................................................................................... 5  

2.0  PROGRAMS AND ACTIVITY OUTPUTS .............................................................................. 7  
   2.1  Artist Residency ............................................................................................................. 7  
   2.2  Change Labs Co-Working Space .................................................................................... 9  
   2.3  Business Incubator Program .......................................................................................... 11  
   2.4  Research and Learning – Doing Business and Constraint Analysis ................................. 14
Figure 1: Theory of Change Diagram (All Programs) .................................................. 6
Figure 4: Theory of Change (Artist Residency) .......................................................... 7
Figure 2: Theory of Change (Change Labs Co-Working Space) .................................. 9
Figure 4: Theory of Change (Business Incubator) ...................................................... 11
Figure 6: Theory of Change (Research and Learning) ................................................ 14
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 leadership capacity of participants, and growing the community of entrepreneurs." 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 result in improvements in the targeted outcomes (the social impact).

![Activities Outputs Outcomes]

While the Change Labs programs have several activities with differing outputs, they all share the common goal of expanding and diversifying economic growth on the Navajo Nation through entrepreneurism. As such, they all target at least one of the following four outcomes:

- **Social Capital**: Linkages to a network of actors 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 work equipment and loans
- **Social and Economic Agency**: The social and psychological traits needed to act on the skills and assets provided by the other outcomes

As grant activities are implemented, we expect them to generate various outputs, such as mentors, business skills, access to credit, and increased exposure to social businesses. 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 theory of change diagram (Figure 1) illustrates the specific pathways from activities to outputs to outcomes for the current iteration of Change Labs program.
Change Labs currently consists of four specific activities that serve as the focus of the program. These activities are expanded upon in the following sections.
2.0 PROGRAMS AND ACTIVITY OUTPUTS

2.1 Artist Residency
The Change Labs Artist Residency selects one practicing Native visual artist to create original public artwork that promotes Native American entrepreneurship.

Figure 2: Theory of Change (Artist Residency)

Outputs

Mentorship Development
The program will provide mentorship on key business areas for the selected artist

Proposed Indicators
Facilitation of Mentoring/Coaching Sessions
- Number of hours of mentoring coordinated

Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)

Business Management
The program will provide access to business management training to improve how the artist develops and executes their business model

Proposed Indicators
Delivery of Business Management Sessions
- Number of hours of business management sessions conducted

Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)
**Access and Awareness of Financial Resources**
The program will provide information about financial products and services available to them as well as financial capital to support general business needs

*Proposed Indicators*
- Delivery of Financial Management Sessions
  - Number of hours of financial management sessions conducted
- Delivery of Financial Capital
  - Amount of financial capital provided to the artist

*Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)*

**Access to Space and Equipment**
The program will provide use of an art studio as well as access to in-kind materials to support the artist’s business needs

*Proposed Indicators*
- Provision of studio space
  - Number of sites provides to the artist
  - Number of hours/days space is utilized by artist
- Provision of In-kind support
  - Value of supplies provided to the artist

*Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)*

**Improved Personal Agency**
The program will increase the ability for individuals and business to engage in entrepreneurial behavior

*Proposed Indicators*
- Increased business activity or productivity
  - Degree to which artist reports higher levels of activity or output
  - Degree to which artist reports a reduction in costs for providing products or services
  - Degree to which artist reports improvement of quality of products or services

*Data Collection Method: Beneficiary Surveys*

**Improved Perception of Business Environment**
The program will reduce barriers to meaningfully engaging in the Navajo and general business environment

*Proposed Indicators*
- Increased business activity or productivity
  - Degree to which artists report improved ability to navigate or engage in regular business activity
  - Degree to which artists report improved ability to meet critical business needs

*Data Collection Method: Beneficiary Surveys*
2.2 Change Labs Co-Working Space

In 2019, Change Labs will launch a co-working space in Tuba City, AZ dedicated to providing community members access to offices, conference rooms, and equipment. The general use facility will provide a range of benefits to businesses and entrepreneurs to help them meet their business needs.

![Theory of Change (Change Labs Co-Working Space)](image)

**Outputs**

**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.

**Proposed Indicators**

- Increased Access to Capacity Building and Networking
  - Number of Relevant Training/Workshops/Networking Events Offered
- Rates of Utilization among Change Labs beneficiaries
  - Number of individuals/business in attendance at relevant events

*Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)*

**Access to Space and Equipment**
The program will provide beneficiaries with physical capital in the form of office space and various business management equipment.

**Proposed Indicators**

- Number of Active Sites and Services
- Number of active Change Labs offices
- Number of Change Labs workspaces available
- Number of business services available across all Change Lab sites

Rates of Utilization among Change Labs beneficiaries
- Number of individuals/business regularly using the site/workspaces
- Number of individuals/business regularly using onsite equipment
- Number of individuals/business regularly using onsite services

*Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)*

**Improved Personal Agency**
The program will increase the ability for individuals and business to engage in entrepreneurial behavior

*Proposed Indicators*
Increased business activity or productivity
- Number of individuals/businesses reporting higher levels of activity or output
- Number of individuals/business reporting a reduction in costs for providing products or services
- Number of individuals/business reporting improvement of quality of products or services

*Data Collection Method: Beneficiary Surveys*

**Improved Perception of Business Environment**
The program will reduce barriers to meaningfully engaging in the Navajo and general business environment

*Proposed Indicators*
Increased business activity or productivity
- Number of individuals/businesses reporting improved ability to navigate or engage in regular business activity
- Number of individuals/businesses reporting improved ability to meet critical business needs

*Data Collection Method: Beneficiary Surveys*
2.3 Business Incubator Program

The Change Labs Business Incubator program works with Native startups and early-stage ventures to establish their business in Native communities.

Figure 4: Theory of Change (Business Incubator)

Outputs

Business Community Development
The program will provide participants with access to a new cohort of entrepreneurs, business leaders, and professional coaches

Proposed Indicators
Development of social network of entrepreneurs
- Number of entrepreneurs graduated from cohort
- Number of business leaders and coaches present over the course of business incubation
- Number of networking events held

Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)

Mentorship Development
The program will facilitate mentorship relationships between incubator participants and business leaders and coaches

Proposed Indicators
Facilitation of Mentoring/Coaching Sessions
- Number of hours of mentoring completed per participant
- Number of sessions completed per participant
Technical Knowledge and Skills
The program will provide access to technical capacity building to improve their businesses’ products and services

**Proposed Indicators**
Increased Access to Capacity Building
- Number of Relevant Training/Workshops Offered

**Data Collection Method:** Regular monitoring and program tracking activity (e.g. attendance records, agendas)

Business Management
The program will provide access to business management training in critical areas to improve how they run their businesses

**Proposed Indicators**
Increased Access to Capacity Building
- Number of Relevant Training/Workshops Offered

Creation of Business Management Tools
- Number of participants that have created or improved formal business plans

**Data Collection Method:** Regular monitoring and program tracking activity (e.g. attendance records, agendas)

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

**Proposed Indicators**
Delivery of Financial Management Sessions
- Number of hours of financial management sessions conducted

Creation of Financial Management Tools
- Number of participants that have created or improved formal financial plans/goals

Delivery of Financial Capital
- Amount of financial capital utilized by participants

**Data Collection Method:** Regular monitoring and program tracking activity (e.g. attendance records, agendas)

Access to Space and Equipment

**Proposed Indicators**
Number of Active Sites and Services
- Number of Change Labs workspaces available to participants

Rates of Utilization among Change Labs beneficiaries
- Number of participants regularly using the site/workspaces
- Number of participants regularly using onsite equipment
- Number of participants regularly using onsite services

**Data Collection Method:** Regular monitoring and program tracking activity (e.g. attendance records, agendas)
**Improved Personal Agency**
The program will increase the ability for individuals and business to engage in entrepreneurial behavior

**Proposed Indicators**
Increased business activity or productivity
- Number of participants reporting higher levels of activity or output
- Number of participants reporting a reduction in costs for providing products or services
- Number of participants reporting improvement of quality of products or services

*Data Collection Method: Beneficiary Surveys*

**Improved Perception of Business Environment**
The program will reduce barriers to meaningfully engaging in the Navajo and general business environment

**Proposed Indicators**
Increased business activity or productivity
- Number of participants reporting improved ability to navigate or engage in regular business activity
- Number of participants reporting improved ability to meet critical business needs

*Data Collection Method: Beneficiary Surveys*
2.4 Research and Learning – Doing Business and Constraint Analysis

The Change Labs program will engage in research to better understand the state of the business environment in the Navajo Nation. This includes the development of a refined and nuanced understanding of the major constraints to starting a business on tribal lands.

![Theory of Change Diagram](image)

**Outputs**

**Improved Personal Agency and Improved Perception of Business Environment**

The program will develop research products that will be shared with the community to identify areas of strength and provide guidance on how entrepreneurship can be nurtured in the Navajo Nation. The work will also highlight where the business climate can be most improved and work with stakeholders to identify recommendation to moving forward.

**Proposed Indicators**

**Reports and Dissemination Activities**

- Creation of series of Doing Business Reports
- Development of a Navajo Nation Constraints analysis that highlight largest barriers to economic growth
- Delivery of events and dissemination activity aimed at sharing key findings
- Incorporation of findings into future program design

*Data Collection Method: Regular monitoring and program tracking activity (e.g. attendance records, agendas)*