

Programming, Research and Opportunity Assessment in Indian Country



FRTEP

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THE SITUATION

- Decreased resources
 - Major institutional changes
 - Increased partnering
 - Performance-based budgeting
 - Increased accountability
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Monitoring and evaluation is only useful when the long term goal is clear. We shift from monitoring activities and outputs to monitor progress toward multiple outcomes.



Measures should

- Give us data we trust
- Mean something to the various stakeholders
- Give strategic signals



Measurement is often feared because of past experiences

- **Information can be used to take things away**
 - **“They” will pick the wrong indicator or the wrong measure**
 - **There is so much we cannot control that it is a waste of time to measure outcomes**
 - **We don't know who will use the data for what purpose**
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Barriers to Measuring outcomes

- **We get excited about activities and strategies**
 - **We may have differences with our collaborators on the desired futures we seek**
 - **We may have very different mental causal models on how to reach our objectives.**
 - **We want to look good and so we measure what we do, not what happens when we do it.**
 - **Being busy does not necessarily mean being productive in terms of moving toward better futures.**
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Purpose of Indicators

- **Show progress toward achieving identifiable goals**
 - **Enable key participants to improve the system from their own level**
 - **Support communication of effectiveness and performance**
 - **Indicators should NOT divert us from our work**
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Indicators of Business Success

- *Venerates cultural rituals and heritage*
 - *Improves quality of life for tribal members*
 - *Builds individual, community and tribal confidence*
 - *Forms quality interpersonal relationships*
 - *Preserves and protects cultural values*
 - *Generates a sustainable income.*
 - *Contributes to community service.*
 - *Helps build a robust local economy.*
 - *Provides a connections between the land and business owners and their families.*
 - *Offers lifelong education opportunities.*
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More pitfalls

- **Complexity and multi-dimensional outcomes can be an excuse for fuzzy thinking and not measuring**
 - **In the past, projects have gathered lots of data with little information: carefully pick what you are going to measure**
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Criteria for Measures

- **Likely to change because of what we do**
 - **Responsive to what we do**
 - **Resistant to “noise”**
 - **Easy to measure at different points in time**
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The Conundrum of Causality

- Time Order
- Co variation
- Elimination of Rival Causal Factors



Negotiating Evidence

- What is meaningful in terms of where the community wants to go (understanding lack of consensus in any group)?
 - What is meaningful in terms of partners, including those providing key resources?
 - **Our role: to work on measures that are meaningful to a variety of stakeholders that show both short term successes and long-term progress toward goals.**
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Built Capital

Financial Capital

Natural Capital

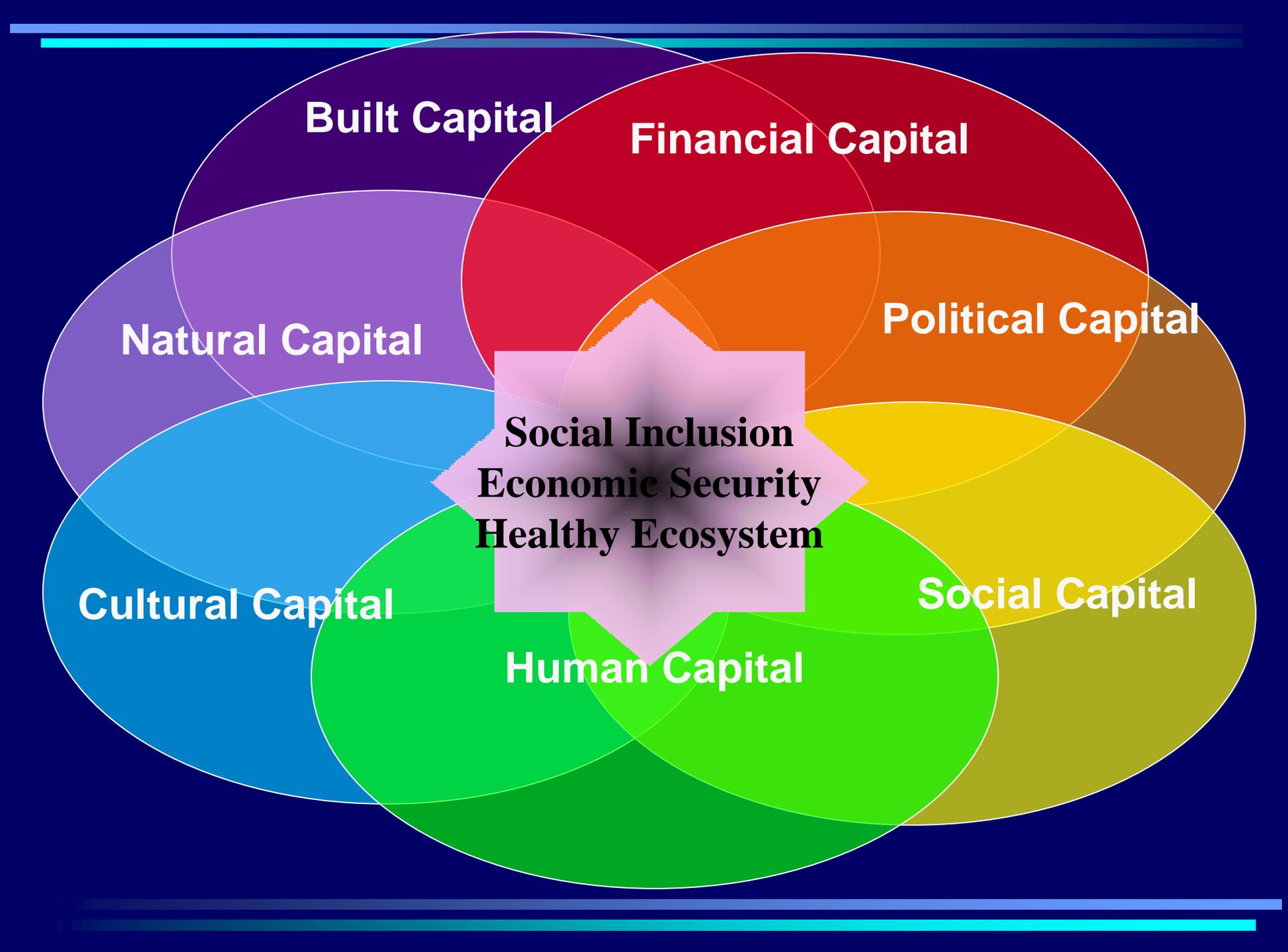
Political Capital

**Social Inclusion
Economic Security
Healthy Ecosystem**

Cultural Capital

Social Capital

Human Capital



Natural Capital

- Sustaining natural resources on reservations land including minerals, forests, hunting and gathered foods, agriculture, and recreation



Cultural Capital

- Economic self sufficiency.
- Wise use of internal assets and external resources
- Investment culture
- Strategic focus
- Proactive stance
- Recognition of the importance of cultural relevance.



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- Discard “the BIA mentality.”
 - Strong, locally-based institutions
 - Attention to multiple capitals
 - Emphasis on the value of spending dollars locally
 - Use of failures and successes to build collective knowledge about managing enterprises
 - Balance between traditional wisdom and new approaches
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Human Capital

- Knowledge of own culture
- Ability to work with other cultures
- Leadership/Followership
- Concern and respect for others



Umatilla, Oregon Accommodating Learner Needs



Mother

Toddler

Baby

Social Capital

- Willingness to collaborate within the tribe and with other entities.
- Knowledge management social capital.
- Proactive council that works in tandem with economic development professionals.



Political Capital

- Separation of politics and business.
- Continuity in tribal government
- Commitment to support entrepreneurial efforts
- Adoption and/or creation of a uniform commercial code.
- Autonomous judiciary
- Take advantage of programs such as 8A, 638
- Importance of sovereignty.



Financial Capital

- Multiple revenue streams
- Strategy to develop tribal financial institutions and/or build successful partnerships with external financial institutions.
- Tribal loan programs.
- Development of CDFIs and credit unions.



Built Capital

- Telecommunications
- Green building and green energy
- Tribal contracting opportunities for building, maintenance, and expansion of housing, road, and facilities.



Spiraling Up of Capitals

