The program results examples provided for each of the three investment types are for illustrative purposes only. All numbers used in these examples are hypothetical and should not be taken as targets for any actual application. The Citi Foundation has a very diverse portfolio of grantees, encompassing organizations both large and small, providing services to a broad array of constituencies. We do not expect these examples to capture the depth and breadth of your work, but we offer them as a way to spur your thinking about how to determine program results that are aligned with your organization’s objectives and capacity.
Direct Service

The Citi Foundation supports programs that help individuals and families move up the economic ladder and preserve gains. Investments in this area are focused on the positive gains that will accrue for individual participants, communities or organizations. Outlined below are examples of Direct Service program results statements for each of the Citi Foundation’s priority focus areas.

The results numbers provided for each example are reflective of the example results statement. Those provided in your application should be consistent and verifiable with your results statement and should only reflect the results that will be achieved within the grant period.

FINANCIAL CAPABILITY AND ASSET BUILDING

Results we seek: Increases in the number of low- to moderate-income adults and/or youth who adopt positive financial behaviors and accumulate and preserve financial assets

Example:

Results Statement: By May 2014, at least 130 of the 150 participants who have been in the financial coaching program for at least 9 months will begin to stabilize their current financial situation and achieve two or more of the following goals: reduce their debt; increase their credit score; operate and maintain a budget. We expect at least 50 of these participants to open new savings accounts, set a savings goal and begin to save toward it.

How to quantify results:

How many individuals will demonstrate financial knowledge and skills? 130

How many individuals will change and maintain changes to their financial behavior? 130
(Use a budget, improve credit score, reduce debt, pay bills on time, use a bank account)

How many individuals will build financial assets? 50
(Accumulate savings)

How many individuals will begin to use financial products to help improve their financial stability? 50
(Products include: savings, credit, insurance)

Example:

Results Statement: By the end of the grant period, 75 of the 85 youth participating in the program will have set a savings goal and saved for 12 months consecutively to accumulate matched savings of $1,500 - $2,000.

How to quantify results:

How many individuals will demonstrate financial knowledge and skills? 75

How many individuals will change and maintain changes to their financial behavior? 75
(Use a budget, improve credit score, reduce debt, pay bills on time, use a bank account)

How many individuals will build financial assets? 75
(Accumulate savings)
Program Results Examples

MICROFINANCE

Results we seek: *Increases in the supply and usage of financial products that improve and accelerate the financial inclusion of low- to moderate-income individuals*

*Example:*

*Results Statement:* By the end of the grant period, at least one new microfinance savings product will be developed and implemented, and as a result, 500 individuals will use this product to increase their personal savings.

*How to quantify results:*

*How many individuals will begin to use financial products to help improve their financial stability? 500*

(Product includes: savings, credit, insurance)

ENTERPRISE DEVELOPMENT

Results we seek: *Increases in the number of micro or small enterprises that provide new income generation and/or employment opportunities for low- to moderate-income individuals*

*Example:*

*Results Statement:* Out of the 30 participating small businesses, at least 20 will develop and implement a business plan, which will result in a 20% increase in revenue and create at least 40 new jobs, a 10% increase in the number of jobs.

*How to quantify results:*

*How many existing micro or small enterprises will be improved or expanded? 20*

*How many new jobs will be created? 40*

*Example:*

*Results Statement:* After participating in the 12 month enterprise development training program, 75 of the 160 participants will start new sustainable businesses, creating at least two new permanent positions per company.

*How to quantify results:*

*How many new micro or small enterprises will be created? 80*

*How many new jobs will be created? 150*

(Createation of a new enterprise must also result in the creation of at least one new job)
COLLEGE SUCCESS

Results we seek: Increases in the number of low- to moderate-income secondary students who are meeting the academic, financial and social milestones to enroll in and complete postsecondary education

Example:
Results Statement: 250 of the 300 students participating in the program in New York City and Chicago will file their financial aid applications and enroll in an accredited postsecondary school for the upcoming semester. We will follow-up with and track all program alumni using our database. Based on historical data, we expect 80% of the 250 students to persist and graduate in 4 years.

How to quantify results:
How many students will enroll in postsecondary education? 250
(Only applicable to high school seniors)

Example:
Results Statement: 22 of the 24 college seniors enrolled in the college’s academic support program will successfully finish their programmatic studies and obtain their degrees by the end of the grant period. All 30 college sophomores and juniors enrolled in the program will continue to be enrolled in college.

How to quantify results:
How many students will continue postsecondary education? 30
(Only applicable if your program will provide services to students already enrolled in postsecondary education)

How many students will graduate with a postsecondary degree? 22
(Only applicable to students in their final year of postsecondary education)

Note: While students may be expected to continue their education and graduate in 4 years, only results that will occur during the grant period should be included in the Quantify Your Results section.
Program Results Examples

NEIGHBORHOOD REVITALIZATION

Results we seek: Increases in the number of small businesses, affordable housing units or community facilities that contribute to the economic and/or environmental sustainability of low- to moderate-income communities

Example:
Results Statement: By the end of the grant period, of the 200 organizations that attend our eight technical assistance workshops and receive technical assistance, 150 will collectively create or retain 200,000 square feet of commercial/retail and facility space resulting in 30 new small enterprises and strengthening 120 existing businesses; create 75 neighborhood-based jobs; and leverage an additional $30 million in community development financing.

How to quantify results:

- How many new micro or small enterprises will be created? 30
- How many existing micro or small enterprises will be improved or expanded? 120
- How many new jobs will be created? 75
  (Creation of a new enterprise must also result in the creation of at least one new job)
- Of the organizations served, how many will be better able to provide services to clients? 150
  (Only applicable if the goal of your program is to build the capacity of other organizations)

Example:
Results Statement: In each of the 3 pilot communities, at least 3 energy efficient improvements will be integrated into 2 community facilities by the end of the year, saving the community 20% in utility costs that could be redeployed for other public efforts.

How to quantify results:

- How many community facilities will be created or revitalized? 2

Example:
Results Statement: For an affordable housing pre-development grant: By May 31, 2014, land survey and architectural plans will have been finalized and financing secured to move on to the construction phase of the project that will create 250 affordable housing units.

How to quantify results:

- How many units of affordable housing will be created? 250
  For predevelopment projects, please enter the anticipated number of affordable housing units that will be created/made available upon completion of the development.
Program Results Examples

Capacity Building and Planning

The Citi Foundation supports programs that help individuals and families move up the economic ladder and preserve gains. Investments in this area are focused on how your own organization will be different and how this will enable you to increase results for those you serve. Outlined below are examples of capacity building and planning program results statements for each of the Citi Foundation’s priority focus areas.

FINANCIAL CAPABILITY AND ASSET BUILDING

Results we seek: Increases in the number of low- to moderate-income adults and/or youth who adopt positive financial behaviors and accumulate and preserve financial assets

Example: For a program integrating the use of financial management software to better track client outcomes

Results Statement: Staff will more accurately track their time and services for each client, resulting in a time savings of 300 hours per year for our finance department and our financial counselors and a cost savings of $6,000. The extra time will enable each counselor to increase their caseload by 5 additional clients per month resulting in 150 additional clients served per year.

MICROFINANCE

Results we seek: Increases in the supply and usage of financial products that improve and accelerate the financial inclusion of low- to moderate-income individuals

Example: Enhanced organizational capacity to respond to client needs by developing new financial products

Results Statement: By end of 1st quarter 2014, a new planning process will identify the necessary financial, human and technical resources to launch a new remittance product. As a result of this process, organizational capacity will be enhanced and will lead to the development of at least 2 new and impactful financial products that will be used by 10,000 people.

ENTERPRISE DEVELOPMENT

Results we seek: Increases in the number of micro or small enterprises that provide new income generation and/or employment opportunities for low- to moderate-income individuals

Example: For an organization to increase outside investment by enhancing its internal financial controls

Results Statement: By the end of the 2nd quarter 2014, an internal controls policy will be developed. By the end of the year, a controller will be hired.
Program Results Examples

COLLEGE SUCCESS

**Results we seek:** Increases in the number of low- to moderate-income secondary students who are meeting the academic, financial and social milestones to enroll in and complete postsecondary education

**Example:** For a program to implement software to monitor student progress toward college enrollment

**Results Statement:** By the end of the grant period, we will implement new software that will allow us to better track the progress of high school students in the program who are preparing to enroll in college. This online system will result in a 15% decrease in the time required to monitor and review each individual case for our staff, allowing them to spend more time working with students. We anticipate this will lead to a 20% increase in the number of students who successfully complete the program and enroll in college.

NEIGHBORHOOD REVITALIZATION

**Results we seek:** Increases in the number of small businesses, affordable housing units or community facilities that contribute to the economic and/or environmental sustainability of low- to moderate-income communities

**Example:** For an organization to create a business plan to improve organizational structure and increase clients served

**Results Statement:** By the end of the grant period, we will define organizational priorities, clarify leadership roles, and identify new revenue generation mechanisms. These improvements will result in approximately $100,000 in additional funding from at least two new funding sources that will enable us to acquire at least one additional property for rehabilitation.
Systems Change

Citi Foundation supports programs that help individuals and families move up the economic ladder and preserve gains. Investments in this area are focused on how your work will inform change on a macro-level including influencing policy or changing practitioner practices. Often programs are more multi-year in nature and may require both short- and long-term results to be defined. Outlined below are short- and long-term examples of systems change program results statements for each of the Citi Foundation’s priority focus areas.

FINANCIAL CAPABILITY AND ASSET BUILDING

Results we seek: *Increases in the number of low- to moderate-income adults and/or youth who adopt positive financial behaviors and accumulate and preserve financial assets*

Example:
Short-term: By the end of the grant period, at least 2 of the 4 new or improved innovation models for promoting the financial capability of consumers will demonstrate positive measurable results for their participants and be scalable for broader usage by practitioners.

Long-term: By 2016, we will see signs of at least 5 nonprofit and/or for-profit organizations replicating the innovations supported by the program. We also anticipate that at least 10 leading financial education practitioners, policymakers, and funders will adopt financial capability language, concepts, strategies and behavior metrics into their programming for consumers.

MICROFINANCE

Results we seek: *Increases in the supply and usage of financial products that improve and accelerate the financial inclusion of low- to moderate-income individuals*

Example:
Short-term: Initiate market research to identify client demand among the poor around financial products or services that provide them with access to savings. Interview at least 2,000 microcredit clients and analyze key data by end of 4th quarter 2013.

Long-term: By the end of 2015, ensure that at least 25 regulated MFIs that are authorized to provide savings are offering the appropriate financial products and services to meet the needs of low- to moderate-income consumers.

ENTERPRISE DEVELOPMENT

Results we seek: *Increases in the number of micro or small enterprises that provide new income generation and/or employment opportunities for low- to moderate-income individuals*

Example:
Short-term: By end of 4th quarter 2013, the network will establish a global set of performance indicators for small and growing businesses, formalizing the methods to quantify the double or triple bottom-line return on investment among SGBs as an investment class.
Program Results Examples

**Long-term:** By the end of 2016, at least 50 financial institutions will provide commercial capital to SGBs based on the new investment class.

**COLLEGE SUCCESS**

**Results we seek:** *Increases in the number of low- to moderate-income secondary students who are meeting the academic, financial and social milestones to enroll in and complete postsecondary education*

**Example:**

**Short-term:** By the end of 2013, within each of our 3 key school districts, we will develop partnerships among the local school systems, colleges, community-based organizations, government and local business leaders with assigned task force members to identify key barriers to postsecondary education for their constituents.

**Long-term:** By end of year 3 of the 5-year program, the education task forces will have implemented policies that reduce at least 2 significant barriers to postsecondary education for youth within their own school district.

**NEIGHBORHOOD REVITALIZATION**

**Results we seek:** *Increases in the number of small businesses, affordable housing units or community facilities that contribute to the economic and/or environmental sustainability of low- to moderate-income communities*

**Example:**

**Short-term:** At least ten additional counseling agencies will adopt the standards of practice and will be trained in meeting the standards with endorsement by the local government. At least three lenders will commit to help fund the operations of the agencies enabling them to hire additional counselors, retain higher level counselors, and improve the quality of counseling to be a model to other local agencies.

**Long-term:** By April 2014, we will have facilitated high level discussions among the identified stakeholders, resulting in the local government’s endorsing of the national standard for foreclosure counseling for a group of at least ten counseling agencies. Plans will have been made for training and certification of counselors according to the new standards and discussions will be underway in an effort to obtain bank funding support for the counseling agencies.