



# IMPACT SUMMARY REPORT

*Indian Child Welfare Act Program*





**TE WHĀNAU O WAIPAREIRA**

KŌKIRITIA I ROTO I TE KOTAHITANGA

**Whānau Tahī**

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**SCAN ME**

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This is an example of a comprehensive outcome evaluation data report that describes the Indian Child Welfare Act (ICWA) Program under Tiwahe and its impact on the tribal families and communities.

**The ICWA Program is discussed briefly in this report with emphasis on the Utteaka Nau Naawak model operated by the Pascua Yaqui Tribe.**



# PREFACE

The Tiwahe (ti-wah-heh) Initiative is a five-year demonstration project supporting American Indians and Alaska Natives to improve the health and well-being of families in tribal communities. Tiwahe allows tribes to fully exercise self-determination on how best to fund and support the services in their communities. It is a comprehensive, culturally appropriate approach toward building capacity in tribal communities and supporting holistic family well-being outcomes. It establishes an integrated model of service delivery to children, youth, and families to preserve the family unit and support healthy and productive American Indian and Alaska Native families.

The Initiative is funded by Congress, through the Office of Indian Services (OIS), Bureau of Indian Affairs (BIA), as a demonstration project starting in Fiscal Year 2015 with four tribally based sites and two additional sites added in FY 2016. The six Tiwahe pilot tribes (representing 61 tribes and Alaska Native villages) are:

- ▶ The Red Lake Nation (RLN) – Red Lake, Minnesota,
- ▶ The Association of Village Council Presidents (AVCP) – Bethel, Alaska,
- ▶ The Spirit Lake Tribe (SLT) – Devil's Lake, North Dakota,
- ▶ The Ute Mountain Ute Tribe (UMUT) – Towaoc, Colorado,
- ▶ The Fort Belknap Indian Community (FBIC) – Fort Belknap Agency, Montana (from FY 2016), and
- ▶ The Pascua Yaqui Tribe (PYT) – Tucson, Arizona (from FY 2016).

The Tiwahe Initiative fosters collaboration of services among tribal programs and state and federal partners. Enabling tribes to determine the design, development, implementation and measures of success appropriate for Native families is central to the Tiwahe Initiative. The

Tiwahe pilot tribes share the common goals and purpose of the Initiative but ascertain the methods, actions, and outcomes in their own way. This includes the Tiwahe pilot tribes empowering their communities and families as a whole rather than focusing separately on individual members. Tiwahe asks the tribes not only to break down the silos that exist between programs and activities, but also to structure them in such a way that they help and enhance one another.

“

*Standing together we  
will all see a new horizon  
where we have overcome  
our pain and challenges to  
become a strong nation for  
seven generations to come*

Darrell G. Seki, Sr.  
Tribal Chairman Red Lake Band of  
Chippewa Indians (Red Lake Nation)

”

The Tiwahe Initiative is rooted in tribal values and principles. The goals and objectives are to improve the health, safety, and well-being of families by the implementation of a coordinated service delivery model among agencies and justice systems to:

- ▶ Increase access to family and social services,
- ▶ Create alternatives to incarceration via solution-focused sentencing options,
- ▶ Improve links to appropriate prevention, intervention, and treatment opportunities,
- ▶ Improve case management services, and
- ▶ Improve the overall partnerships among local, tribal, county, state, and federal providers to improve access to services for tribal children, youth, and families.





The five-year Tiwahe Pilot Demonstration comprised three stages: Stage 1 (FY 2015 and 2016) encompassed planning and development; Stage 2 (FY 2017 and 2018) focused on service delivery and implementation; and Stage 3 (FY 2019) was directed toward reporting and enhancement.

In 2017, a set of performance measures (known as Tiwahe Across The Board Performance Measures) were developed, to which all Tiwahe pilot tribes report annually. These measures speak broadly to the structural goal of coordinating service delivery, the content goal of incorporating tribal culture, and the programmatic goal of focusing on child welfare. While all the Tiwahe pilot tribes use these performance indicators and share the common Tiwahe goals and purposes, each tribe has also developed tribal-specific goals for Tiwahe that reflect their unique ways of service delivery and outcomes.

In the past five years, Tiwahe has enabled the tribes to be in charge of designing their own solutions to the social welfare challenges and opportunities that matter most to their communities. Consequently thousands of American Indians and Alaska Natives have been eligible to receive services in new ways and to benefit from Tiwahe.

While the Tiwahe pilot tribes have experienced significant benefits from being part of Tiwahe, the journey has not always been smooth. Challenges arose that required the Tiwahe pilot tribes to develop new skills in areas such as needs assessments and gap analyses to build capacity and support and to develop performance objectives and measures of success.



During the demonstration period, the Tiwahe pilot tribes realized the value of measuring success beyond simply meeting targets that might be associated with specific indicators relating to funding requirements and deliverables. The current measures of success (Tiwahe Across The Board Performance Measures) do not reflect the holistic well-being of tribes and families. An improved approach that enables the measurement of progress and well-being and that shows the real needs, aspirations, and interests of American Indians and Alaska Natives is required.

To this end, the Tiwahe Initiative has embarked on a journey to implement an outcomes-based approach to deliver, measure, and report on what matters most to American Indians and Alaska Natives, and to support well-being outcomes that meet their aspirations. This journey is strengths-based, underpinned by Tiwahe principles and rooted in tribal worldviews, to achieve better and sustained well-being for all tribes.

This journey and approach will provide Congress, federal departments and agencies, and tribes with a common understanding of progress and a better appreciation of the full range of outcomes that American Indian and Alaska Native families desire. It will enable a more robust evidence base for service and policy development, and greater flexibility and self-determination of service delivery. The approach will allow true partnerships, more collaboration, and better alignment of activity to outcomes, which in turn will result in more efficient resource allocation and stabilized services.

To support this journey and outline a blueprint for the way forward, the Tiwahe pilot tribes partnered with

Whānau Tahī, New Zealand, to develop the Tiwahe Outcomes Framework, Roadmap, Implementation Guide, Impact Summary Report, and Congressional Summary. This partnership allows the Tiwahe pilot tribes to use international benchmarks and best practices of similar outcomes-based frameworks (such as the Whānau Ora Policy and Outcomes Framework) to design and share their future model with Congress, Federal Departments and Agencies, and Tribal Governments.

The Tiwahe Outcomes Framework directs the Tiwahe Initiative toward a holistic and culturally integrated approach for measuring and reporting the outcomes and impacts resulting from investments made across tribes. The Roadmap outlines the set of processes required to implement, refine, and improve the Tiwahe Outcomes Framework. A separate Independent Evaluation has also been commissioned, reflecting on the experiences and successes of Tiwahe.

The Implementation Guide illustrates the practical steps needed to operationalize the Tiwahe Outcomes Framework and Roadmap at both the tribal and program levels. In addition, the Impact Summary Report demonstrates success measures and metrics to validate the impact of the Tiwahe Indian Child Welfare Act (ICWA) Program at the federal level and for one specific tribe (PYT) at the program level.

**Together, these documents outline a blueprint to implement the Tiwahe Initiative.**

Moving forward, Tiwahe aspires to be established as United States federal policy for American Indians and Alaska Natives. It will eventually lead to the reconfiguration of federal funding, resources, and assets to tribes directly, therefore allowing American Indian and Alaska Native cultures to continue to elevate the delivery of stabilized and culturally integrated programs and services.

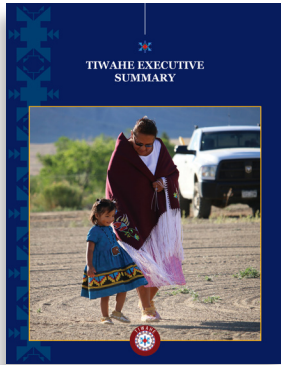






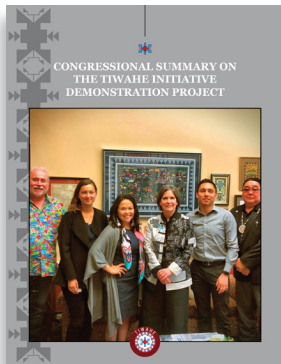


# ORDER OF DOCUMENTS



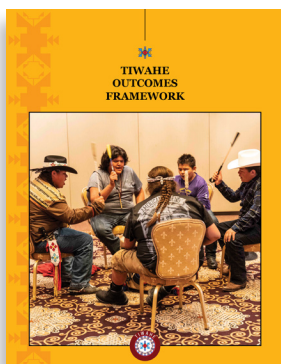
## ***Tiwahe Executive Summary***

An overall summary of the Final Report for the Tiwahe Initiative, a 5-year pilot demonstration, from 2015 through 2019.



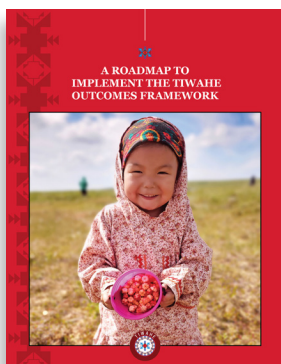
## ***Tiwahe Congressional Summary***

A congressional summary of the measures of success that emerged from the Tiwahe Pilot Demonstration and recommendations by the Tiwahe pilot tribes, to inform the framework, measurements, and implementation guidelines included in the Final Report.



## ***Tiwahe Outcomes Framework***

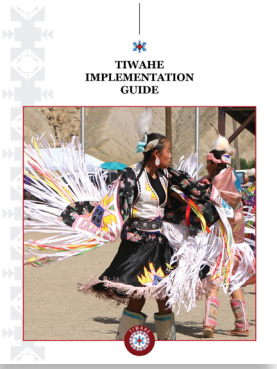
A national outcomes-based performance framework that directs the Tiwahe Initiative toward a systematic approach for measuring and reporting the outcomes and impacts resulting from investments made across tribes.



## ***A Roadmap to Implement The Tiwahe Outcomes Framework***

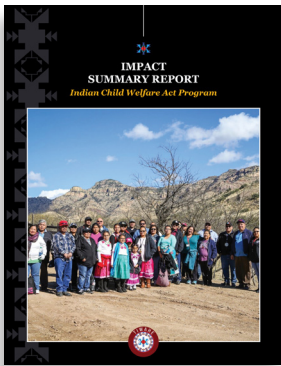
A high-level roadmap for tribes and government that outlines the set of processes required to implement, refine and improve Tiwahe models developed under a national outcomes-based performance framework for Tiwahe.





## ***Tiwahe Implementation Guide***

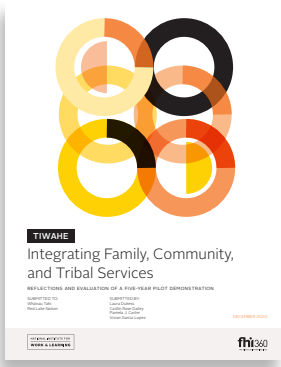
A guide of practical steps needed to operationalize the Tiwahe Outcomes Framework and Roadmap at both the tribal and program levels.



## ***Impact Summary Report***

An example of a comprehensive outcomes evaluation report for the Indian Child Welfare Act (ICWA), demonstrating outcomes “measures of success” from a federal level to a tribal-specific and program level.

An emphasis on the Utteaka Nau Naawak model operated by the Pascua Yaqui Tribe.



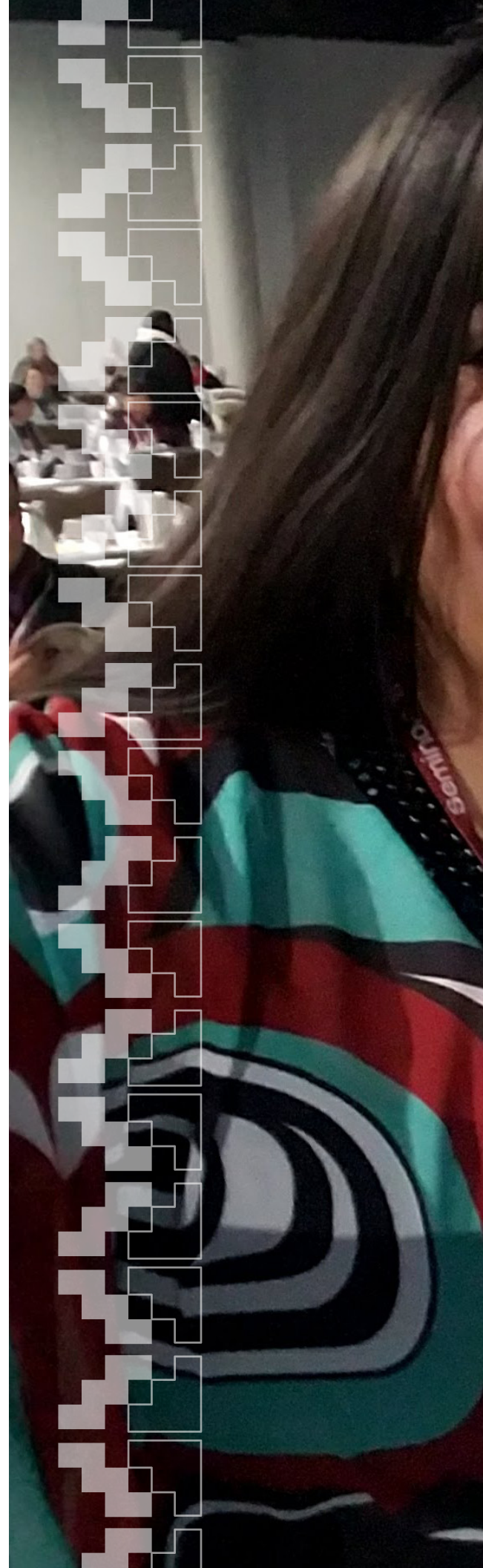
## ***Independent Evaluation***

An independent, credible, and comprehensive third-party evaluation of the Tiwahe pilot tribes participating in the Tiwahe Initiative, a 5-year pilot demonstration, from 2015 through 2019.

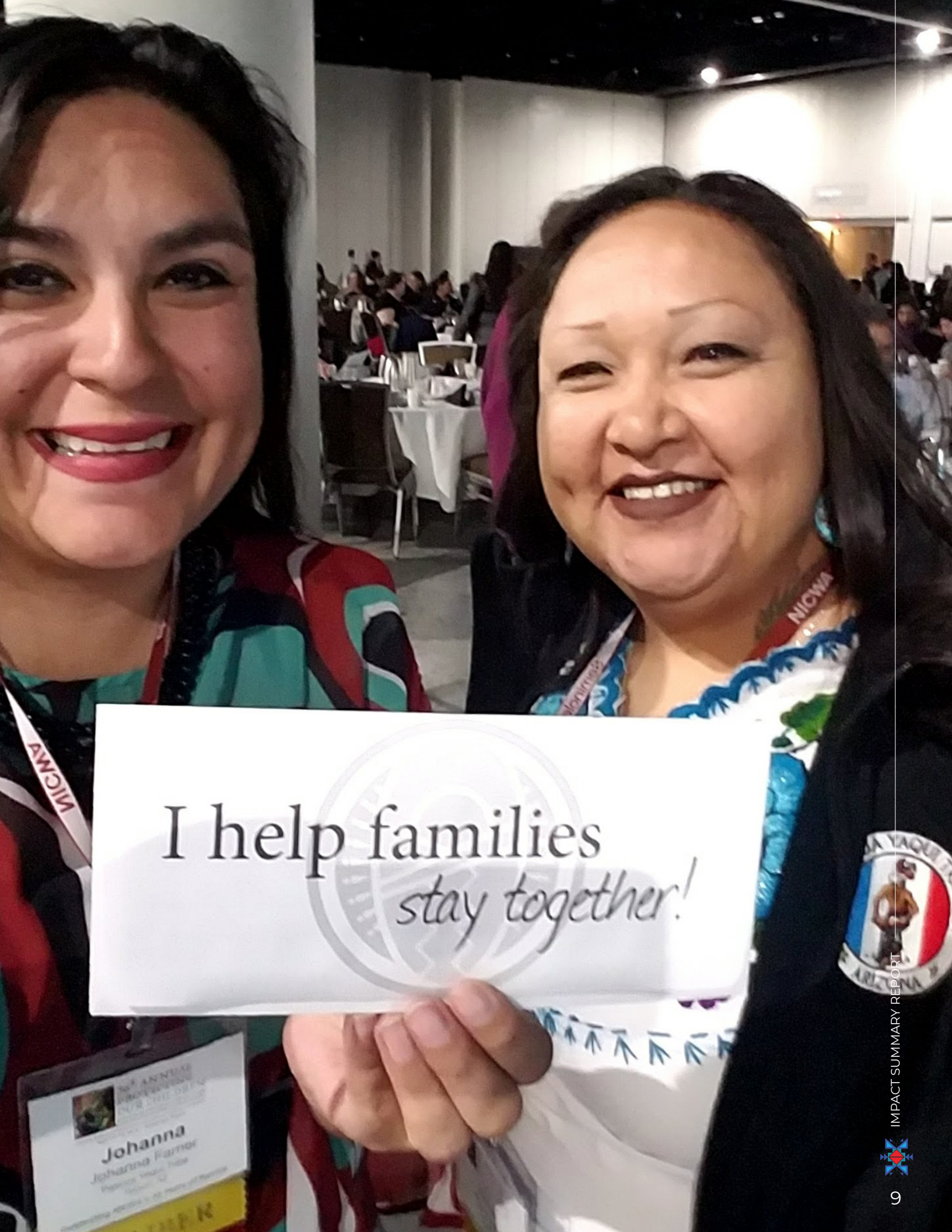
# CONTEXT

A key product of an outcomes-based approach is evidence of progress, change and the impact of the activities on the stakeholders. This Impact Report is an example of a comprehensive outcome evaluation data report and a template of how to evidence progress, change, and impact. It outlines the different elements to be included to demonstrate or summarize the impact of a program, service, or tribe on its people and communities. This report uses the Indian Child Welfare Act (ICWA) Program operated by different tribes under Tiwahe to show its impact on the tribal families and communities. The ICWA Program discussed within this template is specific to the Utteaka Nau Naawak (Togetherness Strong Roots) model operated by the Pascua Yaqui Tribe. This model contains some unique components and activities, which enable further support to families and children within the program to increase family reunification and preservation.

**The ICWA Program is discussed briefly in this report with emphasis on the Utteaka Nau Naawak model operated by the Pascua Yaqui Tribe.**







I help families  
*stay together!*



# THE INDIAN CHILD WELFARE ACT - ICWA

The Indian Child Welfare Act (ICWA) is a 1978 federal statute that was passed by Congress in response to the high rates of Indian children removed from their families and adopted into non-Native families. By passing ICWA, Congress intended to “protect the best interests of Indian children and to promote the stability and security of Indian tribes and families.” ICWA sets federal requirements that apply to state child dependency and custody proceedings involving an Indian child who is a member of or eligible for enrollment in a federally recognized tribe.

Due to the long history of abusive practices by state child welfare systems, including systematic separation of Native children from their parents, American Indian and Alaska Native tribes and communities place a high priority on the reunification of children with their parents and families. Although there has been some recent improvement in this regard, state child welfare systems for tribal families and children are reported and seen to be largely reactive. For families who have significant problems, these systems should be proactive to strengthen families and prevent child abuse and neglect. This reactive nature has led to a lack of trust and engagement with state child welfare systems. This in turn has led to ineffective and non-integrated services that are affecting the well-being outcomes of American Indian and Alaska Native families and children.

The Indian Child Welfare Act protects the best interest of Indian children and promotes the stability and security of Indian tribes and families by the establishment of minimum federal standards for the removal and placement of Indian children. ICWA provides guidance to states, regarding the handling of child abuse and neglect cases involving Native children, and places the responsibility on states to adhere to federal standards to advocate on behalf of tribal families and children in state child welfare cases. For tribes, as sovereign governments, ICWA enables them to exercise their inherent right to protect tribal children.

**The Indian Child Welfare Act Program under Tiwahe is operated by the six Tiwahe pilot tribes within their communities. The objectives of the program across the tribes are similar. However, their activities and stakeholders may differ as per their preferred way of operating to meet the needs of their tribes and according to human and capital resources available to support ICWA activities.**





“

*Tiwahe has allowed each area [federal partners and state/county actors] to have an understanding that we all have our own roles, responsibilities in doing our job, however we still relate and come together to serve. The Tiwahe funding allowed us that opportunity and ability to implement those discussed visions and ideas.*

Tiwahe Participant, Independent Evaluation

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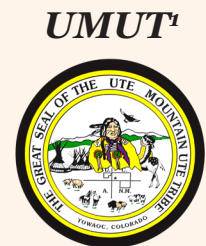
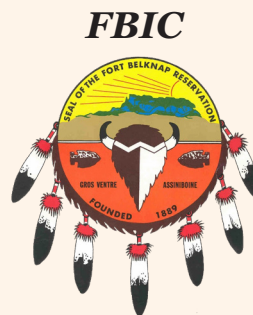
# FEDERAL TIWAHE OUTCOMES SUMMARY

The summary below illustrates the stakeholders, investments, and common activities, including current reporting requirements and outcomes achieved across the tribes by the ICWA Program.

## Indian Child Welfare Act Program

The program aims to ensure the welfare and safety of Indian children and reunify Indian families in state dependency cases. It provides an integrated and expanded service to protect tribal children while supporting, preserving, strengthening, and reunifying families through the promotion of child welfare placement preference guidelines and holistic programs that underscore tribal culture, tradition, and language.

*The program is operated by six tribes under the Tiwahe Initiative:*



## For each of the six pilot tribes

Current BIA Indian Child Welfare Annual Report data  
FY 2019 (Oct. 2018 to Sept. 2019)

### Total ICWA cases

New ICWA notifications are ICWA eligible cases but may not be children of the respective federally-recognized tribe. Hence, it is not legal to act on them.

**Number of ICWA cases acted on** are those where a federally-recognized tribe has verified that the children are enrolled citizens of or eligible for enrollment in its tribe.

		PYT	SLT	AVCP	RLN	FBIC	UMUT
Total Number of New ICWA notifications received	<b>2687</b>	395	974	86 <sup>2</sup>	894	338	-
Total Number Eligible ICWA Cases Acted On	<b>372</b>	76	54	46	82	114	-

<sup>1</sup> Data currently unavailable

<sup>2</sup> Due to large and remote landscape and several "layers" of processes to receive clients, AVCP has a lesser number of clients to act on.

# LEVEL CARE FOR ALL TRIBES



## Current BIA Indian Child Welfare Annual Report data continued

FY 2019 (Oct 2018 to Sept 2019)	PYT	SLT	AVCP	RLN	FBIC	UMUT	
Participated in State Court Hearing	76	54	45	82	2	-	<b>259</b> (70%)
Participated in Case Planning	76	54	22	82	2	-	<b>236</b> (63%)
Transferred to Tribal Court <sup>3</sup>	1	13	0	2	0	-	<b>16</b>
<b>240</b> (64%)	Placement with Relative or Indian Foster Home						

## Proposed Measures of Success Moving Forward

These are informed by the pilot tribes during the Tiwahe Pilot Project.

## Alignment with Proposed Tiwahe Outcomes Framework

Aspect of Well-being - Nurturing & connected families;  
Priority area - Child welfare and safety

### Outcomes

These are some of the significant changes seen in the families and children engaged in the program.

#### 1. Children are re-connected with their families



- Placement with relative or Indian foster home

PYT	SLT	AVCP	RLN	FBIC	UMUT
57	21	47	70	45	-

**240** Total

#### 2. Families show increased engagement with support services



- **236** families supported or engaged with tribal social services

#### 3. Children are connected to their culture and tribe



- **372** children connected to their tribes

<sup>3</sup> For cases that take place in certain states, the distance of services from certain tribes becomes an issue. For example, it is easier to access services closer to the city than to the Tribe.

# UTTEAKA NAU NAAWAK MODEL -

## *Indian Child Welfare Act (ICWA) Program by Pascua Yaqui Tribe*

The Indian Child Welfare Act Program supports Indian children<sup>4</sup> under the age of 18 (and their families) who have been removed or are at-risk of being removed from their families due to observed safety concerns. It aims to ensure Indian children's welfare and safety and reunify Indian families in state dependency cases.

This report describes the Utteaka Nau Naawak (Togetherness Strong Roots) model, which Pascua Yaqui tribally redesigned during the Tiwahe Pilot Demonstration to deliver the ICWA Program more effectively for the tribe. It outlines the key stakeholders, objectives, activities, and impact of the program on the Pascua Yaqui Tribe. This model enhanced integrated and expanded services to protect tribal children while supporting, preserving, strengthening, and reunifying families. This program accomplishes this through the promotion of tribal child welfare placement guidelines<sup>5</sup> and by holistic services that underscore tribal culture, tradition, and language.

### **Stakeholders**

The program engages with different stakeholders. These primarily involve:

- ▶ Enrolled PYT child(ren),
- ▶ Enrolled PYT parent(s),
- ▶ Tribal Attorney General's Office – includes ICWA attorneys, ICWA Data Clerk, and ICWA paralegals and legal assistants,
- ▶ Tribal Social Services Department – includes the Tribal ICWA Social Worker, Tribal ICWA Case Aide and Tribal Foster Care Program,
- ▶ Tribal Housing Department,
- ▶ Tribal Construction Enterprise,
- ▶ Tribal Enrollment Department – includes the ICWA Tribal Enrollment Research Specialist<sup>6</sup>,
- ▶ Relatives or Tribal or non-tribal foster family,
- ▶ State juvenile court system and court actors, and
- ▶ Tribal Court.

### **Objectives**

The Utteaka Nau Naawak model is comprehensive, integrated, and culturally rooted. Its main objectives are to:

- ▶ Promote foster child(ren)'s cultural connectedness and to provide cultural education to foster parents,
- ▶ Provide support and motivation to tribal parent(s) and children to access and engage with tribal services,
- ▶ Recommend and provide access to tribal or community resources,
- ▶ Provide legal representation and intervention for the Tribe, families, and child(ren) in state child dependency cases,
- ▶ Increase kinship placements and family permanency, and
- ▶ Support and preserve families.

<sup>4</sup> Enrolled or eligible for enrollment in any federally recognized tribe

<sup>5</sup> PYT have their own Tribal placement preference in tribal code. ICWA law allows tribal placement preference to override the preference outlined in the ICWA law

<sup>6</sup> This is a standard Enrollment Department position - but this one is specific to work with ICWA and Tribal CPS Agencies



“

*The Tiwahe funding has allowed the Tribe to hire an Attorney and Case Aide that has improved our ICWA representation in State and Tribal Juvenile Court. With these two positions, it has allowed the ICWA Unit to provide additional services in State and Tribal Court proceedings. It has allowed the ICWA Unit to assist our Tribal members with additional supportive services that would otherwise not be available to them. Transferring Juvenile Court dependencies to Tribal Jurisdiction has allowed our families to achieve family reunification and provide culturally appropriate services to our families.*

*The impact of these positions has been evident in family reunifications versus termination of parental rights. We have more family reunification case plan achievements that allowed our families to preserve their culture and traditions by providing culturally appropriate services such as Language and Development, UNITY/TANF Cultural Parenting Program, Equine Therapy and Tribal Ceremonies to name a few.*

*Working together with State DCS and Tribal CPS representatives has opened a working relationship and understanding that culture and tradition is very important to the families we serve. Taking them away from their natural environment, their community, their homes, their families has been traumatic to our families and more important our children. Honoring the Native American ways of life is as much important to our families and children.*

ICWA Social Worker,  
Social Services Department

”



## Activities

The program currently includes placement, prevention, family reunification, and family-based services that seek to promote family preservation. Different tribes have unique features and activities in their ICWA programs. For example, RLN has new ICWA workers in Minnesota; SLT provides medicine bundles for ICWA children; AVCP provides Elluarluteng Ilakutellritt (Healthy Families) services.

Tiwahe has allowed the PYT to add an ICWA Tribal Enrollment Research Specialist, ICWA Data Clerk, ICWA Case Aide, and ICWA Foster Care Assistant to help support ICWA. An additional ICWA Attorney has allowed the PYT to remove the burden of court representation from the Tribal Social Services ICWA Unit. This is not possible at all tribes, and government funding must be provided to support such positions for equitable ICWA enforcement across Indian Country.

The key activities performed by PYT stakeholders collaborating within Utteaka Nau Naawak are listed in the table below:

<b>Tribal Social Services Support – Tribal Social Services ICWA Unit</b>	<ul style="list-style-type: none"> <li>▶ Provides ICWA Social Workers and ICWA Case Aides</li> <li>▶ Coordinates tribal support services (e.g., behavioral health, medical, housing) for parents and children<sup>7</sup></li> <li>▶ Consults and coordinates with State Agencies</li> <li>▶ Participates in mediation and all pre-trial hearings to ensure representation of tribe and ensure fair practices of tribal families</li> <li>▶ Advocates in and out of the Courts</li> <li>▶ Supports parents to complete court-ordered case plan</li> <li>▶ Supports relative or foster family for child services and foster family support</li> <li>▶ Provides Qualified Expert Witness testimony<sup>8</sup></li> <li>▶ Builds partnerships and collaboration with states e.g., ICWA handbook to educate on ICWA</li> </ul>
<b>Cultural Support and Training – Tribal Social Services ICWA Unit and Tribal Department of Language and Culture</b>	<ul style="list-style-type: none"> <li>▶ Provides cultural resource packages and other resources such as storybooks, medicine bundles, and other online cultural information via social media platforms</li> <li>▶ Provides education and training on culture and traditional values</li> </ul>
<b>Tribal Enrollment and Initial Verification – Tribal Enrollment Department</b>	<ul style="list-style-type: none"> <li>▶ Facilitates the ability of the ICWA unit to engage in early and immediate interventions</li> <li>▶ Provides verification of enrollment</li> <li>▶ Researches or verifies family tree for placement</li> <li>▶ Initiates the enrollment application process for tribal membership</li> </ul>

<sup>7</sup> These include mental and behavioral health services, health and dental, outpatient substance abuse treatment, job placement and training, etc

<sup>8</sup> ICWA Social Worker provides Qualified Expert Witness testimony to lay the foundation for permanency with Indian parent(s) or relatives and Indian foster families

**Legal Intervention and Support – Tribal Attorney General's Office**

- ▶ Submits tribal enrollment to State Juvenile court<sup>9</sup>
- ▶ Receives electronic Notice of Preliminary Protective Hearing
- ▶ Recommends permanency
- ▶ Recommends kinship or Indian foster home placement
- ▶ Intervenes immediately in State investigations
- ▶ Participates in mediation and all pre-trial hearings to ensure representation of tribe and ensure fair practices of tribal families
- ▶ Collects and maintains ICWA data

**Foster Care Support - Tribal Foster Care Program**

- ▶ Provides training for potential foster parents
- ▶ Recruits tribal and non-tribal foster care families
- ▶ Conducts home study assessments and evaluations
- ▶ Assists with placement into temporary foster home
- ▶ Processes foster care licenses

**Housing Support – Tribal Housing and Facilities Departments and Tribal Construction Enterprise**

- ▶ Repairs and renovates kinship homes for foster care licensing



*Through the Tiwahe funding we were able to hire a Social Worker Assistant in Guadalupe, AZ. This positively impacted the community by promoting people to get involved in caring for children (from their community; to remain in their community). Prior to the staff member, there was an estimated 15 foster homes, which has doubled to around 30 foster homes. Families are more informed of the benefits in becoming a licensed foster home. That will help them financially; due to many being on fixed incomes. They are trained and have a support staff member to help them understand the Department of Child Safety (DCS) process. This has had a huge impact on the children and families we serve to know someone is there to help them get trained, find resources, and get licensed.*

Tiwahe Participant, Independent Evaluation



<sup>9</sup> The ICWA Paralegal or Legal Assistant coordinate with the ICWA Attorney to complete this activity.



# PROGRAM LOGIC MODEL



**Figure 1** Logic Model of Utteaka Nau Naawak – Indian Child Welfare Act Program



The primary objective of the program is to support and ensure the welfare and safety of Indian children, and reunify Indian families. The different stakeholders, activities, and processes to enable this impact through short, medium, and long-term change are mapped in the following figure.



# OUTCOMES AND IMPACT

Measurement of the outcomes and impact of the program relies on the collection of data from different sources by various assessment tools and methods. For this program, data is collected from tribes, ICWA social workers, social services, state and tribal courts, and systems by interviews and focus group discussions. The families, children, and case workers also complete surveys. Administrative data from support services is also used for the impact analyses. All the data is collated into a web-based case-management system and is analyzed to evidence impact.

The goal of the ICWA Program is to ensure the welfare and safety of Indian children and reunify Indian families in state dependency cases. Some of the significant changes (outcomes) seen from the Utteaka Nau Naawak Program are described in the table below. *Moving forward, Tiwahe indicates these as potential outcomes to be reported in the future after implementation of the Tiwahe Outcomes Framework.*

Outcomes	Measures of success (Indicators)
<b>Children are connected to their culture and tribe</b>	<ul style="list-style-type: none"> <li>▶ Number of children with access to cultural resources</li> <li>▶ Number of children receiving cultural training and education</li> <li>▶ Number of children reporting increase in knowledge of their tribal culture</li> <li>▶ Number of children connected to their tribe</li> <li>▶ Number of children feeling connected to their culture</li> <li>▶ Number of children participating in cultural practices</li> </ul>
<b>Children are re-connected with their families</b>	<ul style="list-style-type: none"> <li>▶ Number of children re-connected to families or communities or tribes</li> <li>▶ Number of families reunified</li> <li>▶ Number of children placed in relative or Indian foster family placements</li> <li>▶ Number of children in guardianship with relatives or Indian families</li> <li>▶ Number of children adopted by relatives or Indian families</li> </ul>
<b>Families can engage with tribal support services</b>	<ul style="list-style-type: none"> <li>▶ Number of families enrolled in tribal support services</li> <li>▶ Number of families supported or engaged with tribal social services</li> <li>▶ Number of referrals to tribal support services</li> <li>▶ Number of families receiving tribal resources</li> </ul>

### ***Case Study:***

A young Yaqui mother who grew up in a home where substance abuse was normal had her child removed after a drug raid. Several generations of the Yaqui family were residing in the same home. After DCS learned of the family, it resulted in three different families having their children removed. The Pascua Yaqui Tribe was able to respond to the scene of the removal and assist in locating Yaqui relatives for immediate placement. With the assistance of the Tribe, the young mother was able to break the cycle, get sober, and eventually reunify with her child. With the additional Tiwahe funding, the Tribe was able to respond to the removal and quickly assist in locating ICWA compliant placements. The Tribe was also able to assist the mother in obtaining substance abuse treatment, transportation for visitation, and locating housing for her.







# ICWA PROGRAM OF UTTEAKA NAU NAAWAK PROGRAM

*This report summarizes the outcomes of the Utteaka Nau Naawak*

*Disclaimer: This is a template of an Outcomes Summary Report for the ICWA Program, using the Utteaka Nau Naawak model by the Pascua Yaqui Tribe. It contains some current data and also outlines some potential outcomes and data to capture, as Tiwahe design a new approach to inform future reporting requirements for BIA.*

## Utteaka Nau Naawak – ICWA Program by Pascua Yaqui Tribe



The program aims to ensure Indian child(ren)'s welfare and safety, and reunify Indian families in state dependency cases. It provides an integrated and expanded service to protect tribal children while supporting, preserving, strengthening, and reunifying families through the promotion of child welfare placement preference guidelines and holistic programs that underscore tribal culture, tradition, and language. This program is run by the Pascua Yaqui Tribe.

### Activities

**The program seeks to promote child welfare and family preservation using several activities such as:**

- ▶ Enrollment of eligible families and children,
- ▶ Recruitment of foster families (tribal and non-tribal),
- ▶ Carrying out home study assessments and evaluations,
- ▶ Providing access to culturally-relevant materials and training,
- ▶ Training foster families,
- ▶ Processing tribal foster care licenses,
- ▶ Conducting family tree research and verification for placement,
- ▶ Legal intervention and representation in state ICWA cases,
- ▶ Support and access to state services and resources,
- ▶ Access to tribal and community resources and services,
- ▶ Additional support to state social worker by ICWA tribal social worker,
- ▶ Advocacy and support in state ICWA cases, and
- ▶ Placement with relative or tribal foster home.

### Key Stakeholders

- ▶ PYT parent(s) and families,
- ▶ PYT child(ren) under 18 years of age,
- ▶ Tribal Attorney General's Office,
- ▶ Tribal Social Services Department (ICWA Case Manager and ICWA Case Aide),
- ▶ Tribal Enrollment Department (ICWA Tribal Enrollment Research Specialist),
- ▶ Tribal Foster Care Program,
- ▶ Tribal Housing Department,
- ▶ Tribal Construction Enterprise,
- ▶ Relatives or tribal or non-tribal foster family,
- ▶ State juvenile court system, and
- ▶ Tribal Court.

# OUTCOMES REPORT PROGRAM FOR PASCUA YAQUI TRIBE

*ak (Togetherness Strong Roots) Program for Pascua Yaqui Tribe.*



## *Current BIA Indian Child Welfare Annual Report data*

FY 2019 (Oct. 2018 to Sept. 2019)

### Total ICWA cases

New ICWA notifications are ICWA eligible cases but may not be children of the respective federally-recognized tribe. Hence, it is not legal to act on them.

**Number of ICWA cases acted on** are those where a federally-recognized tribe has verified that the children are enrolled citizens of or eligible for enrollment in its tribe.

<b>395</b>  <b>76</b>  <b>76</b> (100%)	Total number of New ICWA notifications received	Legal representations or interventions	
	Total number of ICWA cases eligible for action by tribe	<b>76</b>	Participated in State Court Hearing
	Total number ICWA cases acted on	<b>76</b> <b>1</b>	Participated in Case Planning Transferred to Tribal Court

### *Proposed Measures of Success moving forward*

These are informed by the pilot tribes during the Tiwahe Pilot Project.

<b>30</b> Assessments and home evaluations	<b>30</b> Foster care licenses issued	<b>20</b> Homes renovated	<b>117</b> Family trees verified
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Faster Intervention - Intervention time by Enrollment Specialist in child welfare cases decreased from **10** days to **3** days

### Alignment with Proposed Tiwahe Outcomes Framework

Aspects of Well-being - Nurturing relationships and connected families,

Priority Area - Child welfare and safety

### Outcomes

These are some of the significant changes seen in the families and children engaged in the program.

	<b>1. Children are re-connected with their families</b>		<b>2. Families show increased engagement with support services</b>
	<b>90</b> (76%) Children reconnected		► <b>76</b> (100%) families supported or engaged with tribal social services
	<b>28</b> (24%) Children reunited with their families		
	<b>68</b> (59%) Children are placed in relative or Indian foster family placements		<b>3. Children are connected to their culture and tribe</b>
	<b>25</b> (22%) Children in guardianship with relatives or Indian families		► <b>90</b> (76%) children connected to their tribes







# CONCLUSION

This report provides a template to narrate the story of change and impact of one of the ICWA programs on the tribes. Similar reports and evidence can be produced for different programs within and across tribes.

Measuring impact and outcomes marks a fundamental shift in understanding how change occurs and whether the activities contribute to achieving the objectives of the program. It is essential to understand the impact that a program, service, or tribe has on its people and families, in order to recognize the value created for them. This is best informed by the people and families themselves. Measuring impact enables better management of resources and helps to increase the effectiveness and impact of the program.

This document is one of the initial steps on the journey to measure what matters to American Indian and Alaska Native people and deliver services to enable their well-being and achieve aspirations.

A further step in the journey to outcomes is to measure and account for the value created by a program, service, or tribe for the people and families. Social Return on Investment (SROI) represents a tool that enables the measurement of this impact by accounting for the total value created. Using the SROI framework helps to understand what matters to the stakeholders and participants, how to achieve outcomes, and how to be accountable. SROI represents a useful alternative to common economic evaluations, as it accounts for value from the stakeholders' perspective.

Tiwahe wishes to understand and deliver value while achieving better outcomes for the American Indian and Alaska Native families and communities. The next step for Tiwahe in its journey to outcomes and impact is to measure and evidence the value created by its activities and programs on its tribes and people using Social Return on Investment and working alongside federal and state agencies to bridge the accountability gap.



# GLOSSARY

- ▶ **Financial value:** The financial surplus generated by an organization in the course of its activities.
- ▶ **Impact:** The difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others, and the length of time the outcomes last.
- ▶ **Inputs:** The contributions made by each stakeholder that is necessary for the activity to happen.
- ▶ **Monetize:** Assign a financial value to something.
- ▶ **Outcome:** The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change.
- ▶ **Outputs:** A way of describing the activity in relation to each stakeholder's inputs in quantitative terms.
- ▶ **Outcome Indicator:** Well-defined measure of an outcome.
- ▶ **Scope:** The activities, timescale, boundaries, and type of SROI analysis.
- ▶ **Social Return on Investment ratio / SROI ratio:** Total present value of the impact divided by total investment.
- ▶ **Stakeholders:** People, organizations, or entities that experience change, whether positive or negative, as a result of the activity that is being analyzed.
- ▶ **Whānau:** Family, relatives, and friends.
- ▶ **Whānau Ora:** Government whānau-centered strategy assisting families to reach their aspirational goals.
- ▶ **Service coordination:** Using a data system that tracks clients as they participate in multiple programs offered by the tribe or bringing three or more agencies/programs together regularly to manage the coordination of service delivery.
- ▶ **Tribal youth:** Any person up to 24 years old, which is the maximum age range that transitional age youth enhancement projects serve.
- ▶ **Tribal culture:** The customs, beliefs, traditions, and ceremonies of a particular tribe.
- ▶ **Services that incorporate tribal culture:** Those services/programs that a tribe has created, changed, or enhanced with the addition of tribal culture.
- ▶ **Client:** Any open active child welfare (dependency) case filed in tribal court OR any open active child welfare (dependency) case filed in state juvenile court.
- ▶ **ICWA Report:** The Indian Child Welfare Act (ICWA) Annual and Quarterly report submitted by a tribe per 25 CFR 23.47 (OMB Control No. 1076-0131 Form).
- ▶ **Guardian Ad Litem:** An attorney appointed by the court to protect and advocate for a child under the age of 18 in child welfare (dependency) proceedings in tribal court.



- ▶ **Court Appointed Special Advocate (CASA):** A person appointed by the court to protect and advocate for a child under the age of 18 in child welfare (dependency) proceedings in tribal court.
- ▶ **Children's Attorney:** An attorney appointed by the court who represents the rights of a child or children under the age of 18 in child welfare (dependency) proceedings in tribal court.
- ▶ **Children:** Any individual under the age of 18
- ▶ **Parent defender:** An attorney appointed by the court who represents the rights of a parent in child welfare (dependency) proceedings in tribal court.
- ▶ **Parent:** Any mother or father, putative or not, who is a named party in a child welfare (dependency) case in tribal court.
- ▶ **Presenting Officer:** An attorney or advocate who represents the tribe in a child welfare (dependency) case OR an attorney who represents the tribe in an ICWA case in state juvenile court.









**TE WHĀNAU O WAIPAREIRA**  
KŌKIRITIA I ROTO I TE KOTAHITANGA



**Whānau Tahī**

