
Collaborating to Harmonize Standardized Metrics for Impact Investors



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INTRODUCTION

The National Community Investment Fund (NCIF) and the Impact Reporting and Investment Standards (IRIS) initiative managed by the Global Impact Investing Network (GIIN®) have harmonized their respective metrics to increase impact investors' use of standardized social metrics. NCIF has long been working to promote a common approach to social performance measurement among U.S. Community Development Banking Institutions (CDBIs), understanding that standardized, credible social measures are an important part of developing the CDBI sector. Expanding on this work, NCIF and the IRIS initiative are working to standardize social, environmental, and financial measures used by CDBIs and a broader scope of mission-driven organizations.

As growing numbers of investors make impact investments, both in CDBIs and in a range of sectors that include affordable housing, education, and renewable energy, they also seek to evaluate and measure their portfolios' social and environmental performance. To do so effectively, there is a need for standardized social and environmental performance metrics that are commonly defined across a coordinated metrics landscape. Standardized performance measures help mission-driven investors aggregate and compare data across investments to analyze their portfolio's impact, help ensure responsible use of impact capital, and help make investments into organizations that deliver impact in geographies and programs important to them. Furthermore, they can reduce reporting burdens for mission-driven organizations by increasing the consistency of impact reporting requirements.

In this paper, NCIF and the IRIS initiative aim to demonstrate how their collaboration to align the NCIF Social Performance Metrics (SPM) and IRIS metrics benefits institutional impact investors interested in community banking. To highlight concrete benefits of using NCIF SPM and IRIS together, this paper also shares the experiences of two investors and one CDFI bank.

WHAT IS IRIS?

IRIS is a set of well-defined standardized metrics for describing the social, environmental, and financial performance of an organization. Like financial reporting standards, IRIS metrics provide a basis for credible and comparable performance reporting and can be used by investors and companies to transparently communicate their results. Founded in 2008, the IRIS initiative oversees the development of the metrics, promotes their adoption, and encourages IRIS users to contribute data to the initiative. It does not evaluate or rate the performance of IRIS users, and users are not required to track specific metrics or all of the IRIS metrics. IRIS users may also track custom metrics to complement IRIS metrics. The GIIN, a nonprofit organization dedicated to increasing the scale and effectiveness of impact investing, manages the IRIS initiative and provides the metrics as a free public good to help reduce fragmentation in reporting of non-financial data by mission-driven investors and companies.

Through collaboration with a broad network of standards-setting bodies, the IRIS initiative is establishing a harmonized set of metrics and definitions accepted by leaders in various impact sectors. Additionally, the IRIS initiative has partnered with various network organizations and investor platforms to increase IRIS adoption. As a result of these partnerships, IRIS metrics are currently being used by thousands of companies across the world to track and report their performance. Users not affiliated with IRIS partners can reference both the online IRIS metrics library and easy-to-use resources such as the IRIS Registry, which highlights specific examples of IRIS use. These resources help organizations establish social performance measurement practices that leverage IRIS.

The IRIS initiative also maintains a repository of IRIS-aligned performance data contributed voluntarily by organizations from across the impact investing industry. It aggregates the data to produce freely disseminated market analyses. Through these efforts the IRIS initiative hopes to drive prevalent and consistent social performance measurement and reporting among mission-driven organizations that will support an efficient and effective impact investment market.

What is a CDBI?

As defined by NCIF, the CDBI industry consists of those depository institutions—including but not limited to certified community development finance institutions (CDFIs) and minority-owned institutions—that provide needed banking products and services in economically distressed communities in the U.S.

What is an impact investment?

Impact investments are investments made into companies, organizations, and funds with the intention to generate measurable social and environmental impact alongside a financial return. They can be made in both emerging and developed markets, and target a range of returns from below market to market rate, depending upon the circumstances.

WHAT IS NCIF AND WHAT ARE ITS SOCIAL PERFORMANCE METRICS?

NCIF is a U.S.-focused nonprofit private equity fund set up in 1996 whose vision is a society where underserved communities and populations have access to responsibly priced financial products and services, and where investors not only value financial return, but social and environmental impact as well. (See Figure 1 for details.) It has three principal sets of activities: 1) investing and facilitating investment of funds into mission-oriented depository institutions, 2) knowledge sharing and community building to strengthen the relationship among investors, stakeholders, and investees in The NCIF Network, and 3) thought leadership to inspire development of new business models among mission-oriented financial institutions to better serve underbanked populations (see Figure 2 for details).

Figure 1

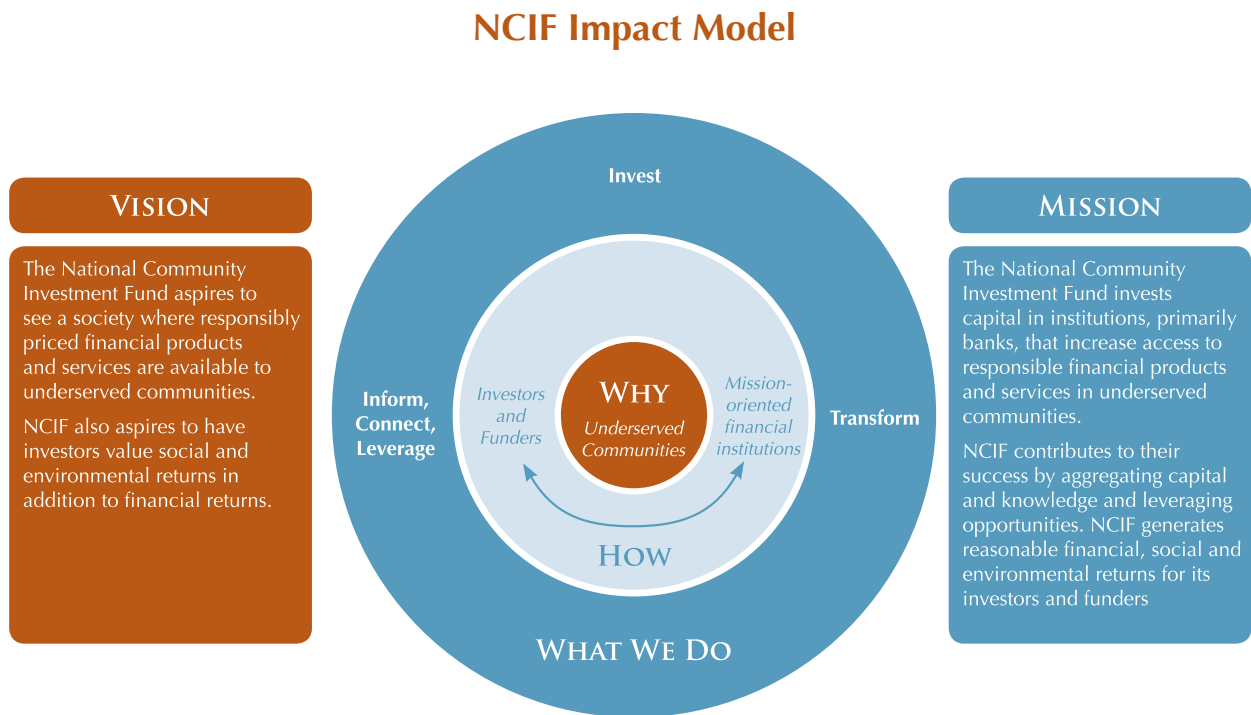


Figure 2

Invest	Increase volume of equity, debt, deposits and grants for our network of clients. This can be on-balance sheet, off-balance sheet or via advisory services.
Inform, Connect, Leverage	<p>Create and communicate standards for benchmarking and monetization of social and financial performance.</p> <p>Effectively leverage and communicate our industry knowledge and expertise to strengthen our network of clients.</p> <p>Foster a platform to connect CDFI banks with their different stakeholders and among themselves to achieve business and networking efficiencies.</p> <p>Define, publicize and grow the number of institutions that provide responsible financial products and services in underserved markets.</p>
Transform	<p>Foster development of new business models to increase efficiencies and scale among NCIF Network of Banks.</p> <p>Influence investors to incorporate social and environmental returns in meeting total return hurdles.</p>

As a part of its knowledge sharing and community building efforts, in 2006 and 2007 NCIF developed the Social Performance Metrics (SPM) to provide a methodology for investors to identify and monitor community development-focused financial institutions. The NCIF SPM is a set of quantitative and qualitative measures that help communicate the impact generated by banks in low- and moderate-income areas. It is a standard within the U.S. community banking sector. By using SPM's standardized terms and definitions, CDBIs can quantitatively tell the story of their individual and collective impact. The SPM Indicators are shown in Figure 3.

NCIF works to promote adoption of SPM and to improve the quality and widespread acceptance of impact reporting metrics for banking institutions. The NCIF SPM has evolved through NCIF's work with industry leaders to increase its value. (For details, see the appendix.) Investors use SPM to identify CDBIs and to analyze them as potential investment targets. Mission-oriented institutions use SPM to attract investors and communicate impact in their communities. Banking regulators and other stakeholders use SPM to help understand how CDBIs are performing and how they are meeting the needs of underserved communities. NCIF also uses SPM data as part of its process to determine a bank's CDBI Designation. By calculating the basic SPM data for a banking institution, NCIF can categorize at a high level the activity of the institution in low- and moderate-income communities, which helps NCIF determine promising candidates for CDBI Designation.



Figure 3

NCIF Social Performance Metrics Indicators

NCIF Indicator	NCIF Definition
Development Deposit Intensity (DDI)	The percentage of an institution's physical branch locations that are located in low- and moderate-income (LMI) census tracts,* demonstrating their local presence and mission orientation.
Development Lending Intensity (DLI)	The percentage of an institution's loan originations and purchases, in dollars, that are located in LMI census tracts. DLI represents all of an institution's lending activity.
DLI - Small Business	The percentage of an institution's privately reported Small Business loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - Commercial Real Estate	The percentage of an institution's privately reported Commercial Real Estate loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - Consumer Lending	The percentage of an institution's privately reported Consumer Lending loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - Agricultural	The percentage of an institution's privately reported Agricultural loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - HMDA	The percentage of an institution's publicly reported HMDA loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - Housing	The percentage of an institution's privately reported Housing (including HMDA) loan originations and purchases, in dollars, that are located in LMI census tracts.
DLI - Highly Distressed	The percentage of an institution's reported loan originations and purchases, in dollars, that are located in census tracts that exhibit a median family income lower than the CDFI Fund threshold of 80% Area Median Income (AMI). This is critical for an investor or stakeholder who wants to invest in areas of greater distress or "persistent poverty."
DLI - Low Income	The percentage of an institution's reported loan originations and purchases, in dollars, that are provided to borrowers who have a household income below 80% of the relevant geographic area. This represents lending activity to low-income borrowers who may or may not live in low- and moderate-income (LMI) areas.
DLI - Equity	The ratio of an institution's reported loan originations and purchases to the institution's total equity. This is an indicator of leverage.

* **LMI census tract used by NCIF as defined by CDFI Fund:** Any population census tract where the poverty rate for such tract is at least 20% or in the case of a tract not located within a metropolitan area, median family income for such tract does not exceed 80% of statewide median family income, or in the case of a tract located within a metropolitan area, the median family income for such tract does not exceed 80% of the greater of statewide median family income or the metropolitan area median family income

CASE STUDY 1: TIAA-CREF

TIAA-CREF, a Fortune 100 financial services organization, is the leading retirement system for Americans who work in the academic, research, medical, and cultural fields. TIAA-CREF pursues impact investing through its Global Social and Community Investing Department within the company's Asset Management division and has made investments in global microfinance, affordable housing, green building technology, and community bank deposits. TIAA-CREF has invested over USD 30 million in Community Development Banks through deposits to help underserved low- and middle-income communities in various geographic and business markets.

TIAA-CREF is committed to monitoring and influencing the non-financial performance of its impact investment portfolio and has also contributed to many initiatives focused on developing best practices and performance standards for the field. Given its heterogeneous portfolio, TIAA-CREF has applied different performance measures to different investment programs.

Within its community bank deposit program, it has used the NCIF Social Performance Metrics framework to identify high impact generating CDFI banks for placing deposits. It has then used NCIF metrics to monitor its investments annually and to see their impact relative to peers and over a period of time. Similarly, for other sectors such as microfinance, it has adopted a different group of measures developed by the microfinance community. Both the community banking and microfinance metrics used by TIAA-CREF are aligned with best practices in their respective sectors and are compatible with IRIS metrics. Additionally, through IRIS-led efforts to increase coordination across standards-setting bodies, several of these metrics can be consistently applied across the microfinance and community banking portfolio.

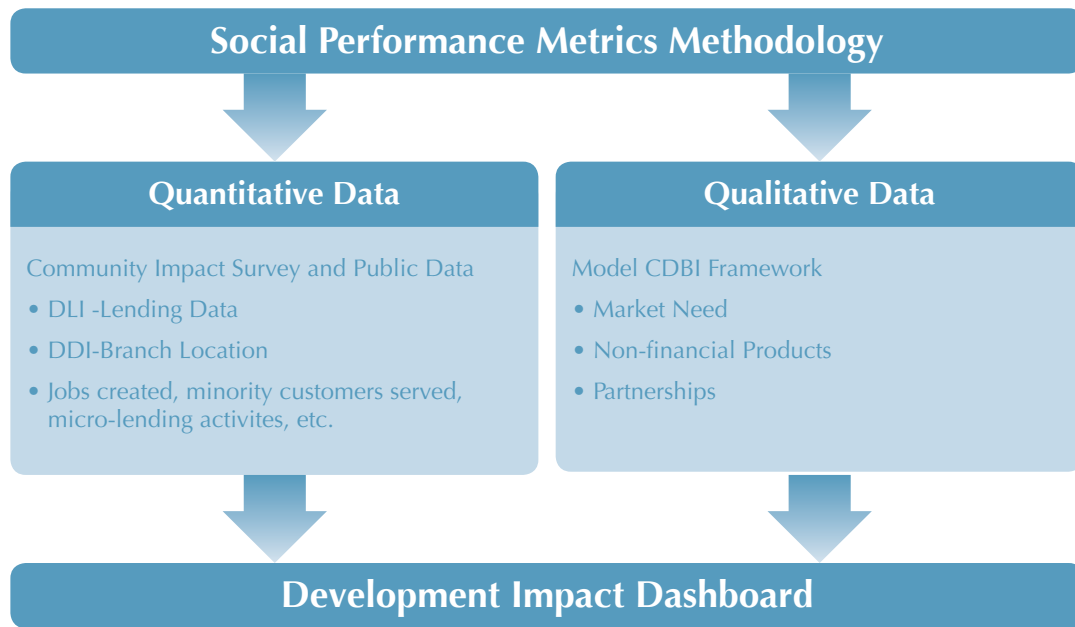
"The coordination between IRIS and NCIF is an important effort. The existence of a shared set of definitions for commonly-used social metrics makes it easier for investors like TIAA-CREF with diverse portfolios to establish consistent performance measures, and, ultimately, compare consistent data across a portfolio. These efficiencies are an important piece of driving more prevalent reporting and utilization of non-financial data among impact investors."

Rekha Unnithan, Associate, Global Social and Community Investing at TIAA-CREF

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Since numbers do not capture the full picture of a mission-driven institution's impact, NCIF developed its qualitative Model CDBI Framework as part of the SPM. The CDBI Framework captures information on the products, services, and activities provided by CDBIs to the low- and moderate-income communities they serve (see Figure 4 for details). NCIF collects this information from CDBIs through its Annual Community Impact Survey and creates individual CDBI performance dashboards that combine SPM data and survey data. The Development Impact Dashboards include data that illustrate the impact of a CDBI's activities in low- and moderate-income communities, such as jobs created, small business lending, and financial literacy and educational programs. They also include data about the intensity of a CDBI's lending activity in these communities. This dashboard is used by investors to evaluate and understand how an institution is creating high social return and meeting its programmatic goals. Figure 4 outlines this methodology.

Figure 4



HOW DO NCIF SPM AND IRIS METRICS WORK TOGETHER?

Standardized social metrics are critical to effectively scaling the impact investment market as more investors seek credible and comparable social performance data. To help investors efficiently track social performance across investments, IRIS metrics include established standards and best practices where they exist. NCIF has supported IRIS by sharing lessons learned from its experiences developing standards.

IRIS includes NCIF SPM quantitative metrics within its framework as well as those collected via NCIF's Annual Community Impact Survey (see Figure 5 on the following page).

These harmonized metrics are useful not only to CDBIs, but also to investors with diverse portfolios who can use them with assurance that they are generally accepted by the CDBI industry. IRIS users can reference the NCIF SPM to understand opportunities to report performance consistently with IRIS and best practices for community banks.

Banks that provide data as part of the NCIF SPM and the Model CDBI Framework are inherently tracking a set of IRIS-compatible metrics. These reporting banks should reference the mapping in Figure 5 to understand where they are reporting consistently with IRIS. Users can choose to report these metrics to investors requesting IRIS-aligned data and/or cite IRIS use in impact reports to stakeholders.

NCIF and IRIS Metrics Alignment Figure 5

NCIF Social Performance Metrics		IRIS Metrics			
NCIF Data	Description	IRIS ID	Section	Subsection	Sector
Institutional information	Name of Institution	OD5828	Organizational Description	Organizational Information	Cross-Sector
	Date of Institution's Fiscal Year-End Date	OD7111	Organizational Description	Report Information	Cross-Sector
	Mission Statement	OD2735	Organizational Description	Impact Objectives	Cross-Sector
	Is your institution a certified Community Development Financial Institution (CDFI)?	OD9109	Organizational Description	Organizational Information	Financial Services
	Does your Mission Statement explicitly refer to "Community Development"?	OD6247	Organizational Description	Impact Objectives	Cross-Sector
Credit Products	Address	OD1777	Organizational Description	Organizational Information	Cross-Sector
	Dollar Amount of Loans	PI5476	Product Impact	Quantity & Reach	Financial Services
	Type of Loan	PD1516	Product Description	Product/Service Information	Cross-Sector
	Small Business Loans, Commercial Real Estate Loans, Consumer Lending, Agricultural Loans, HMDA Loans, Housing Loans				
Total Equity	FP5317	Financial Performance	Balance Sheet	Cross-Sector	
Market Need & Non-credit Financial Products and Services	Do you offer any of the following products?	PD5098	Product Description	Product/Service Information	Financial Services
	Prepaid Cards, Mobile Banking, Check Cashing, Small Dollar Loans, Deposit-Secured Loans				
	Please list all the states that your institution serves.	PD6806	Product Description	Target Beneficiaries	Cross-Sector
	What is the total number of full-time jobs created or maintained by borrower businesses?	PI3687	Product Impact	Quality & Performance	Financial Services
	What percentage of your clients in the past fiscal year are located in Rural Areas?	PI1190	Product Impact	Client Information	Cross-Sector
What percentage of your clients in the past fiscal year are located in Major Urban Areas?	PI6751	Product Impact	Client Information	Cross-Sector	
Non-Financial Products and Services	What is the number of individuals for whom you provided one-on-one or group based technical assistance or training?	PI7997	Product Impact	Quality & Performance	Cross-Sector
	What is the number of organizations for whom you provided technical assistance or training?	PI5352	Product Impact	Quality & Performance	Cross-Sector
	Non-Financial Services	PD9681	Product Description	Product/Service Information	Financial Services
Jobs, Governance, Diversity (race, gender)	What is the total number of full-time staff members at your institution?	OI3160	Operational Impact	Employees	Cross-Sector
	What is the total number of Racial/Ethnic Minority full-time staff members at your institution?	OI8147	Operational Impact	Employees	Cross-Sector
	What is the total number of female full-time staff members at your institution?	OI6213	Operational Impact	Employees	Cross-Sector
	What is the total number of board members at your institution?	OI1075	Operational Impact	Governance & Ownership	Cross-Sector
	What is the total number of female board members at your institution?	OI8118	Operational Impact	Governance & Ownership	Cross-Sector
	What is the total number of Racial/Ethnic Minority board members at your institution?	OI6696	Operational Impact	Governance & Ownership	Cross-Sector
	What percentage of your clients in the past fiscal year are of a Racial/Ethnic Minority?	PI4237	Product Impact	Client Information	Cross-Sector
	What percentage of your clients in the past fiscal year are Female?	PI8330	Product Impact	Client Information	Cross-Sector

NCIF Data	IRIS Metrics		
	Indicator Name	Definition	Reporting Format
Institutional information	Name of Organization	Name of the organization.	Text
	Report End Date	End date of the reporting period for this IRIS report.	Date
	Mission Statement	Mission statement of the organization.	Text
	Type of Financial Institution	Type of financial institution. Choose one: Community Action Agency (CAA), Credit Union/Cooperative, Loan Fund (including microenterprise fund or Multibank CDC), Community Development Financial Institution (CDFI), Non-Banking Financial Institution / Non-Banking Financial Corporation (NBFI/NBFC), Non-Profit/Non-Governmental Organization, including Community Development Corporation (CDC), Rural Bank, Thrift, Bank, Bank Holding Company, Venture Capital Fund, Other	Selection
	Social Impact Objectives	Social impact objectives pursued by the organization. Choose all that apply: Access to clean water, Access to energy, Access to education, Access to financial services, Access to information, Affordable housing, Agricultural productivity, Capacity-building, Community development, Conflict resolution, Disease-specific prevention and mitigation, Employment generation, Equality and empowerment, Food security, Generate funds for charitable giving, Health improvement, Human rights protection or expansion, Income/productivity growth	Selection
Credit Products	Location of Organization's Operating Facilities	Address of the organization's operating facilities.	Text (multiple entries possible)
	Loans Closed- Value of Investments	Value of debt investments closed by the organization during the reporting period.	Currency
	Product/Service Detailed Type: Financial Services	Detailed type of product or service provided by the organization: Business Financing (SME), Community Services Financing, Household Needs/Consumption Financing, Agricultural Financing, Household Mortgage Financing, Housing Development Financing	Selection
	Equity or Net Assets	The residual interest, at the end of the reporting period, in the assets of the organization after deducting all its liabilities.	Currency
Market Need & Non-credit Financial Products and Services	Other Financial Services Offered	Other types of financial services offered by the organization in addition to core credit, savings, and insurance products. Choose all that apply: Debit/Credit Cards, Microleasing, Mobile Banking Services, Remittance Services, Payments by Check, Savings Facilitation Services, Other	Selection
	Client Locations: State/Province/Region	The states or provinces where the organization's products/services are purchased/used. In countries where state postal abbreviations exist, use appropriate codes (e.g., New York, USA = NY or Andhra Pradesh, India= AP).	List of region abbreviations or names
	Jobs Created (In Financed Enterprises)	Net number of new full-time equivalent jobs at financed enterprises, as of the end of the reporting period and since first investment. (This number will be negative if a financed enterprise has fewer employees than at the time of first investment.) Total across outstanding investment portfolio. <i>Note: Self employed individuals and owners of businesses should be counted as employees.</i>	# of full-time equivalent jobs
	Client Individuals: Rural	Number of individuals or households in rural areas who were clients during the reporting period. / Report in conjunction with Client Type: Individual/Household (PD1634).	# of individuals or households
	Client Individuals: Urban	Number of individuals or households in urban areas who were clients during the reporting period. / Report in conjunction with Client Type: Individual/Household (PD1634)."	# of individuals or households
Non-Financial Products and Services	Group-based Training	Individuals receiving group-based training from the organization during the reporting period.	# of people
	Technical Assistance	Individuals receiving one-on-one technical assistance from the organization during the reporting period.	# of people
	Non-financial Services Offered	Types of non-financial services offered by the organization to clients. Choose all that apply: Education Services, Enterprise Services, Female Empowerment, Health Services, Other	Selection
Jobs, Governance, Diversity (race, gender)	Full-time Employees	Number of full-time employees at the end of the reporting period.	# of people
	Full-time Employees: Minorities/Previously Excluded	Number of full-time employees who belong to minority or previously excluded groups at the end of the reporting period.	# of people
	Full-time Employees: Female	Number of full-time female employees at the end of the reporting period.	# of people
	Board of Directors	Number of members of organization's Board of Directors or other governing body, as of the end of the reporting period.	# of people
	Board of Directors: Female	Number of females members of the organizations Board of Directors or other governing body, as of the end of the reporting period.	# of people
	Board of Directors: Minority/Previously Excluded	Number of Board of Directors or other governing body members who belong to minority or previously excluded groups, as of the end of the reporting period.	# of people
	Client Individuals: Minorities/Previously Excluded	Number of individuals who belong to minority or previously excluded groups and were clients during the reporting period.	# of people
	Client Individuals: Female	Number of women who were clients during the reporting period	# of people

CASE STUDY 2: LIBERTY BANK AND TRUST COMPANY

Liberty Bank is among the oldest African-American owned commercial banks in the southern U.S. Since it was founded in 1972, the bank has delivered essential financial services that have contributed greatly to the growth and development of the region, particularly in minority communities that were otherwise underserved by banks. The bank played a leadership role in the wake of Hurricane Katrina, helping underserved local communities get back on their feet. The bank offers a full range of banking services out of sixteen banking centers located in Louisiana, Mississippi, and Kansas. In addition to providing those products and services, the bank works to create a vibrant local economy through public/private partnerships, financial education seminars, and sponsorships.

Liberty Bank has been partnering with NCIF to measure its impact using SPM and the Development Impact Dashboard. These metrics have become the standard for the community banking industry to measure impact across all its categories of loans and showcase the nuances in a qualitative manner. This helps in effectively “telling the story” to all of the bank’s stakeholders. Liberty Bank encourages all members of the minority and CDFI Banking community to adopt these standards. Mission-oriented banks like Liberty Bank face one big challenge – a number of our investors and stakeholders want information on our work but have very different formats and definitions. This increases the cost for banks. Thus, Liberty Bank is glad that NCIF is working with IRIS to align taxonomies and metrics and create standards that will make information more robust and easier to provide.

“Liberty Bank lauds the work being done by NCIF in developing its Social Performance Metrics and standards for the industry to measure and communicate impact. This is particularly important now as we seek assistance from the private and public sectors to support distressed communities that have been disproportionately impacted by the recession. We are also glad that NCIF is working with IRIS to create a consistent platform for reporting social performance measures. Mission-oriented institutions like Liberty Bank greatly benefit from such standards to differentiate us from the other banks and reduce cost of reporting.”

Alden J. McDonald Jr., *President & CEO, Liberty Bank and Trust Company*

CASE STUDY 3: THE W.K. KELLOGG FOUNDATION

In 2007, the W.K. Kellogg Foundation earmarked USD 75 million for Mission Driven Investing (MDI) in the United States and continues to support institutions delivering impact in underserved markets around the U.S. The mission driven investment team has strategically aligned all investments to advance the foundation's mission and grant-making focus on educated kids, healthy kids, and secure families, especially in geographic focus states of Michigan, Mississippi, and New Mexico, and the city of New Orleans, Louisiana.

In this context, the foundation looks to identify community banks operating in its target markets. In evaluating where to place deposits, it looks for quantitative and qualitative performance metrics to guide its efforts. The foundation uses the NCIF Social Performance Metrics as part of this process and over the past five years has placed deposits or invested capital in several banks.

To track and manage social performance across its entire portfolio of mission driven investments, the Kellogg Foundation aligns its metrics with IRIS and uses NCIF metrics to understand social performance from the community bank in its portfolio. Furthermore, the MDI team promotes and encourages the use of standardized metrics by other impact investors to help build the impact investment market.

“NCIF and IRIS work on creating common social and performance metrics to drive impact investing. This work is vital to the industry. At the Kellogg Foundation, we have established and we continually refine an innovative social metrics dashboard. Common metrics facilitate data collection and analysis that allow us to be more transparent with our investments. We believe at the foundation that benchmarks for social performance should be every bit as precise and rigorous as the financial benchmarks we use to judge financial returns.”

Tony Berkley, *Director of Mission Driven Investing at the W.K. Kellogg Foundation*

CONCLUSION

Social performance data help organizations understand and improve their social performance and communicate the value of their work to investors and others. NCIF SPM and IRIS are well established, credible resources being used by respected investors to evaluate and measure the performance of their portfolios and make asset allocation decisions. The coordination between NCIF and IRIS is of great value to social performance data stakeholders, including impact investors, their investees, and the broader community that leverages these data. IRIS and NCIF metrics harmonization ensures greater comparability and consistency across performance reports, leading to organizational reporting efficiencies and increased data utility. As more impact investors use IRIS metrics and evaluate high impact banking institutions, the alignment between NCIF SPM and IRIS metrics will continue to provide widespread reporting efficiencies and reinforced credibility. The collaboration and work of IRIS and NCIF also serve as an example for other industry groups looking to develop performance standards within their sectors and move towards greater compatibility and standardization in social performance metrics across the impact investing industry.

Appendix: Evolution and Future of NCIF's Social Performance Metrics

NCIF's Social Performance Metrics (SPM) have evolved since 2006, as NCIF works to increase their value to investors and mission-oriented financial institutions as the standard to make asset allocation decisions and to measure the impact of their investments.

Highlights from the ongoing evolution of the SPM include:

A. Use of Publicly Available Data

NCIF's SPM was originally based solely on the following publicly available data: Summary of Deposits data from the Federal Deposit Insurance Corporation (FDIC) on branch locations, census data from the U.S. Census, and Home Mortgage Disclosure Act (HMDA) housing lending information from the Federal Financial Institutions Examination Council (FFIEC).

B. Addition of Privately Reported Data

As investors began to use SPM, mission-oriented institutions saw the value in providing additional private quantitative and qualitative data to NCIF to ensure a more robust measurement of the impact they generate.

C. Alignment with Impact Investing Industry

Based on feedback from investors, NCIF creates Development Impact Dashboards.

NCIF partners with organizations such as the Global Impact Investing Network (GIIN) in the impact investing industry to promote a standardized taxonomy; NCIF is a member of the GIIN Investors' Council and the Strategy and Adoption Committee of the GIIN's IRIS initiative.

D. Refinement of Standards and Creation of Certifications

NCIF is continuously pushing to refine impact measurement standards across the impact investing industry, and believes this effort will lead to standard certifications that investors can use to identify and allocate assets to the highest impact-generating institutions. NCIF's SPM creates a standard and a platform for future development in the conversion from measuring output to impact for financial institutions.

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ABOUT NCIF

National Community Investment Fund (NCIF) is a non-profit private equity trust fund established in 1996 to invest private capital in mission-oriented institutions - primarily banks - that focus on economic and community development in low- and moderate-income communities. NCIF is the largest investor of equity in CDFI banks (by numbers) in the country. The NCIF Network builds the U.S. community of CEOs of mission-oriented banks, investors, and other stakeholders, and its research publications share the impact of the mission-oriented banking industry. It also works with investors to place deposits and leverage capital instruments like New Markets Tax Credits with CDFI banks in low- and moderate-income communities. Finally, NCIF "transforms" thought leadership to inspire development of new business models among mission-oriented financial institutions to better serve its target customers. In addition, it aspires to transform investment theory, such that investors value social and environmental impact alongside pure financial returns. NCIF's mission is to generate social impact by facilitating the investment of capital into mission-oriented banking institutions that provide these types of financial products and services in low- and moderate-income communities, and to generate reasonable financial, social, and environmental returns for its investors and funders in the process. For more information, please visit www.ncif.org.

ABOUT THE GIIN

IRIS is an initiative of the Global Impact Investing Network (GIIN®), a nonprofit organization dedicated to increasing the scale and effectiveness of impact investing. Impact investments are investments made into companies, organizations, and funds with the intention to generate measurable social and environmental impact alongside a financial return. They can be made in both emerging and developed markets, and target a range of returns from below market to market rate, depending upon the circumstances. The GIIN builds critical infrastructure and supports activities, education, and research that help accelerate the development of a coherent impact investing industry. For more information, please visit www.thegiin.org.