# Kauffman Foundation Grant Application Guide: **Developing Expected Outputs and Outcomes**

As part of your grant application you will need to construct a series of "output" and "outcome" performance metrics that describe what success will look like at the end of the grant period and how it will be measured. This brief guide is intended to help you build rigorous and specific metrics that will become the basis of future performance reporting to the Foundation.

The Role of Metrics

Evaluation, when done well, fulfills three main goals:
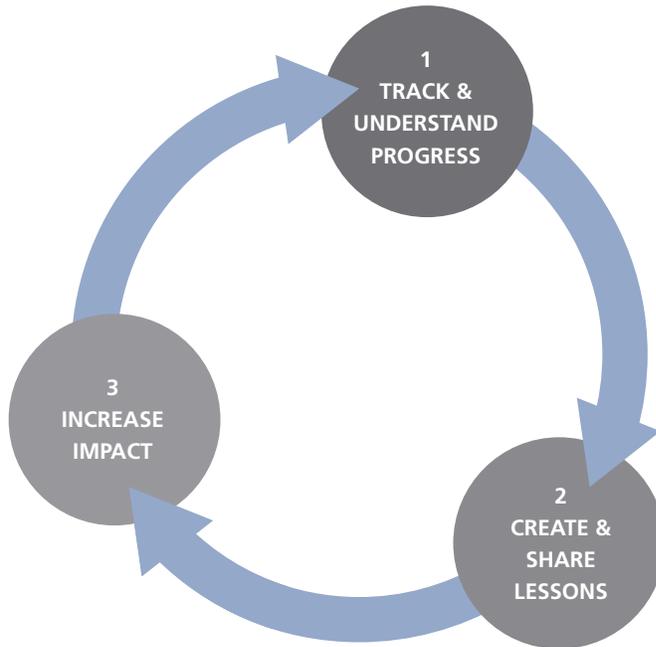
It is important for both the Foundation and the grantee to understand the progress we're making in meeting key goals. By reflecting on our performance, we can both learn valuable lessons to improve our programs. Ultimately, this process leads to increased impact, both for the Foundation and our grantees.

TWO

Basic Terminology

METRIC	A discrete statement describing a specific output or outcome related to the proposed grant. All metrics should contain the 5 key pieces of information (see next page) to be considered complete.
OUTPUTS	These are the activities, products, or services to be completed or delivered by the grantee. As a general rule, if the metric is referring to something the grantee will do, then it is an output.
OUTCOMES	These are the changes in the world that occur as a result of the activities, products, or services completed or delivered by the grantee. Put differently, if the outputs are successfully completed, these are the benefits that would accrue to participants and/or target audiences.

The 5 Key Components of a Good Metric

Include these 5 pieces of information in every output and outcome performance metric.

1. **WHO** will complete the output or be the beneficiary of the outcome?
2. **WHAT** is the activity or result expected to be achieved?
3. **BY WHEN** will it occur?
4. **HOW MUCH** will be done or accomplished (i.e., a quantitative target)?
5. **HOW WILL WE KNOW** the result was achieved?

> Example output:
> By July 2016 (**BY WHEN**), our organization (**WHO**) will place 150 (**HOW MUCH**) teachers in Kansas City public schools (**WILL DO WHAT**), as tracked by signed employment contracts (**HOW WE KNOW**).

> Example outcome:
> By June 2017 (**BY WHEN**), 80% (**HOW MUCH**) of the placed teachers (**WHO**) will be rated as strong or exemplary by their principals (**WILL DO WHAT**), as measured by an internal principal survey instrument (**HOW WE KNOW**).

Selecting the Right Metrics

When deciding what metrics to include, consider the most important **activities or deliverables** to be produced as part of the grant—these are your outputs. Then imagine the ways in which you would know if the project was **successful**—these are your outcomes. They could include helping people gain knowledge and/or skills, improved test scores for students, or high levels of satisfaction reported in participant surveys.

While a project or program will often have many expected outputs and potential outcomes, it is important to identify the **small number** of metrics that are most important for gauging performance and/or learning important lessons that can be incorporated into future projects. This should be a **collaborative** process with your program officer, who can assist you in determining the best metrics to include.

Other considerations when selecting metrics:

- Think through how the activities you conduct lead to the results you seek. Choose the metrics that best tell this story for your organization;
- Only outputs and outcomes that occur during the grant period should be included;
- Focus on data that you are already collecting, for yourself or other funders;
- Don't worry about getting locked in by metrics, they can be amended if plans change; and
- Not every output or outcome is directly measurable, you may need to find a proxy or exclude some items.

Completing the Form in Fluxx

The grant application section in Fluxx titled "Expected Outputs and Outcomes" consists of three parts.

DESCRIPTION	EXAMPLE
INTRODUCTION The first section asks you to describe why you chose the specific set of metrics that you have. Your response should indicate how these metrics fit with your key activities and expected results. It can also be used to explain how the selected metrics fit with existing data collection practices, whether certain outcomes were not included because they occur after the end of the grant period, or data collection capacities that will be developed as part of the grant.	The primary work of the organization is around training and placing teachers, which is why we have outputs around the number of participants. In addition, improving students' academic achievement is the main goal of the work, which is why outcomes have been set around student test score performance.
IMPACT EVALUATION There are two components to this section: 1) describing the specific practices employed by the organization to learn from projects and 2) whether there will be a third party evaluation included as part of the work supported by this grant.	Our organization uses a CRM database to track all of our participants during and after they participate in our programs. This includes a number of participant surveys to collect information about program impact. There is not currently a third party evaluation in place currently.
PROJECT EXPECTED OUTPUTS AND OUTCOMES This is where you will include up to 10 output metrics and up to 10 outcome metrics. Note that there is a 250 character limit for each metric, so seek to make them as concise as possible.	**Output:** By June 2016, the program will provide at least 40 hours of training to each participant, as measured by program management files. **Output:** By June 2016, there will be at least 100 participants in the program, as measured by attendance records. **Outcome:** By December 2016, at least 80% of participants will graduate from the program, as measured by completion records. **Outcome:** By December 2016, at least 90% of participants will report that they would recommend the program to a friend or colleague, as measured by a post-program survey. **Outcome:** By June 2017, at least 75% of participants will have launched a new business, as measured by a follow-up survey.