

**Attachment 2: Portfolio Review – TTF Organizational Development Grants
Variables and Indicators for Analysis**

Summary table

Variables	Indicators	Measurements ¹	Key question
I. Sustainability	1. Financial sustainability	- budget growth metrics during TTF grant - metrics on TTF share in administrative costs during our grant	Was the TTF grant an investment or subsidy?
	2. Programmatic consolidation	- illustrations how TTF funding was utilized to increase policy relevance - illustrations of programmatic consolidation	
II. Seed funding	1. Policy research agenda expansion	- metrics on seed research production during TTF grant - illustrations of a seeding continuum among grantees to show variance in success	Has the seed taken root?
	2. Fundraising for seed topic(s)	- metrics on TTF and donor contributions to seed research - observations of donor support given for a seed issue after TTF grant	
III. Organizational development	1. Research standards (procedures, methods, formats)	- metrics on core research standards (processes, methods, formats) from baseline survey - documentation on quality control systems - illustrations of research quality and suitability from TTF evaluations and staff observations	Has the think tank grown stronger as an independent public policy research organization?
	2. Communications and advocacy	- metrics on media appearances and communications practices from baseline survey - documentation on communications strategies and procedures - illustrations of performance in communications from TTF evaluations and staff observations	
	3. Internal governance and management	- metrics on internal governance practices, strategic development tools, and planning procedures from baseline survey - key internal documents - illustration of performance in internal governance and management from TTF evaluations and staff observations	

¹ All measurements apply to TTF grantees.

Detailed overview

The indicators below are by no means exhaustive. We have consulted a wide variety of measurements TTF and OSF use to assess grantees' organizational strength. Three factors ultimately guided our choices: a) the indicators should illuminate some useful trends in grantees' development over time; b) they should serve as proxies for insight into other dimensions of organizational development; c) the process for extracting data should be commensurate with staff time required for this exercise. For instance, the indicators on programmatic consolidation could include not only examples of research agenda expansion, but also statistics on staff time allocated to core themes, breakdown of staff specialization on each issue, and data on research contracts secured on major topics. To make the task of measuring this indicator feasible, TTF has chosen to look broadly at research production on major topics over time to detect general trends and draw upon observations from staff visits and an external assessment (whenever available).

I. Sustainability – funding for essential costs to give a think tank “breathing space” for solidifying growth. Success in this area will be apparent in the present or nearest future.

Indicators to measure impact consider whether our grant was used as an investment (producing growth) or a subsidy (filling temporary funding shortages).

- Financial sustainability:
 - Has the organization's total budget grown over the period of our grant?
 - Quantitative: budget numbers during our grant
 - Has the share of our contribution decreased in the overall budget over time?
 - Quantitative: variance of the TTF share in administrative expenses
- Programmatic consolidation:
 - Has the TTF grant become a source of institutional stability for an organization by enabling it to strengthen and consolidate its research portfolio?
 - Qualitative: illustrations of how TTF contributions were leveraged by the grantee to increase their policy relevance.
 - Qualitative: illustrations that show the solidifying of a research agenda around several themes and consistent research on those.

II. Seed funding – money to conduct research on new issues, explore new methodologies for which local donor funding may not be available or available on a matching basis.

Indicators to measure impact explore whether the seed has taken root and started growing. Given the predominantly incremental nature of policy change, success will become visible in the near to medium-term future.

- Policy research agenda expansion:
 - Has the organization made the seed-funded topic part of its research agenda by covering it on a regular basis?
 - Quantitative: number of policy products on a seed-funded issue during our grant
 - Qualitative: illustrations of strong-moderate-weak seeding based on our observations and external evaluations of grantees (if available)
- Fundraising for seed topics:
 - Has the think tank secured donor support to match (and eventually replace) the TTF contribution for this research issue?
 - Quantitative: in instances where TTF is a single donor, amounts of matching funding during our grant; in instances where TTF is a matching donor, the ratio of TTF vs. non-TTF support during our grant and a year after
 - Qualitative: our observations of donor support to seed topics after our grant

III. Organizational development – funding to undertake institutional reforms to strengthen the think tank as an independent policy research organization.

Indicators to measure impact look at three dimensions of a think tank’s performance – as a producer of policy research, a communicator of ideas, and a nonprofit entity. Success on these issues will take the longest to materialize (medium/long-term future) because it requires changes in core organizational practices and systems.

➤ Research standards:

- Has the organization put in place a set of research standards (procedures, methodologies and formats) to ensure consistency and compliance for all policy output?
 - Quantitative: data on research standards from the baseline survey
 - Qualitative: documentation on quality control systems; any written guidance on research methodologies; diversity of research formats for policy products; TTF and external evaluator’s assessment of their research quality pre/during/after the grant.

➤ Communications and advocacy:

- Has the think tank developed a set of communications practices (strategies, plans) and tools (online and offline) to deliver policy outputs to relevant target audiences and influence policy discourses?
 - Quantitative: data on conventional and social media appearances and use of other communication tools from the baseline survey
 - Qualitative: general/project specific communications plans or strategies; TTF and external evaluator’s assessment of key communications tools; examples of successful/failed communications efforts by grantees, internal mainstreaming of communications, branding.

➤ Internal governance and management

- Has the think tank developed a set of internal governance practices to enable effective external oversight, obtain outside advice, and ensure proper internal financial management?
 - Quantitative: data on internal governance practices, strategic development tools, and planning procedures from the baseline survey
 - Qualitative: documentation on fundraising plan; organizational strategy; evidence of strategic planning processes (staff/board retreats); TTF and external assessment of organizational practices.