RESEARCH MANUAL & TOOLS

EXTERNAL ASSESSMENT

ACKNOWLEDGEMENT

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ACRONYMS

CSO	Civil Society Organization
PRSO	Porsesh Research & Studies Organization
CSII	Civil Society Innovation Index
GII	Global Innovation Index
I4C	Innovation for Change
SPSS	Statistical Package for Social Science
STATA	Software for Statistic and Data Science
OECD	Organization for Economic Co-operation and Development
R&D	Research & Development
ICT	Information Communication Technology

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INTRODUCTION

INTRODUCTION

In today's highly competitive world, organizations are persuaded to innovate in order to improve their ability to meet the new requirements and demands by offering new products, new services and new processes.

Along with the advancement of knowledge, the world is also witness to how innovation empowers individuals, communities, organizations and countries with profound impact on business, politics, and society. Equally evident is the increasing role that innovation plays in accelerating economic growth and promoting development. Thus, Innovation has become the core element of sustainable economic growth, social development, welfare and competitive power.

In the world today, organizations and leaders acknowledge and recognize the pressing need to create an enabling environment to support the adoption of innovation and to spread their impact across sectors in a society. Organizations recognize the importance of innovation, realizing that the right policies, inputs and enabling environment can help organizations fulfill their mission and goals and enables them to deliver on their promise of a better quality of life for citizens.

Since 2007, Global Innovation Index (GII) annual reports are regularly released, focusing on a different theme each year. The messages highlighted in these reports underscore the role of innovation as a driver of growth.

Historically, the term Innovation is originated from the Latin words "Innovare" (Elif Akis, 2015) which means the appearance of "something new", different from the usual and the traditional.[1] Currently, however, innovation stands as the main fabric of growth, profitability, and the creation of durable values in all profit and non-profit sectors. It is noteworthy that the nonprofit sector constitutes a sizeable part of the world, serving as a critical driver of social change across the globe. As nonprofit and non-state institutions, Civil Society Organizations (CSOs) play a vital role in access to social justice, prioritization of human development, and promotion of rights-based approaches.

Likewise, CSOs are also crucial in shaping development policies and partnerships and overseeing their implementation related sectors.

This bold role entails that CSOs operate in a highly competitive environment, leading to positive changes that help make the world a better place to live.

Recognizing the key role of innovation as a driver of growth and prosperity, Porsesh Research & Studies Center (PRSO), in partnership with I4C-Central Asia, has conducted a research to assess the level to which CSOs are innovative.

In that light, this self-assessment research manual of the Civil Society Innovation Index (CSII) aims to study the level of innovation of civil society organizations. It is to be utilized for assessing the level of innovativeness of an organization based on measurable indicators and sub-indicators.

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[1] Elife Akis. "Innovation and competitive power". Elsevier Ltd. Istanbul 2015. https://www.sciencedirect.com/science/article/pii/S1877042815037830 Volume 195, 3 July 2015, Pages 1311-1320

KEY TERMS

CIVIL SOCIETY ORGANIZATIONS

CSOs are non-state, not-for-profit and voluntary entities formed by people in the social sphere, separate from market and the state. They represent a wide range of interests and ties and can be community-based or non-governmental organizations.[2]

CSOs TYPOLOGY

CSOs include a diverse set of organizations, ranging from small, community-based organizations to the large, high-profile organization. CSOs include community-based organizations and environmental groups, women's rights groups, cooperatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media. CSOs, by their very nature, are independent of direct government control and management.[3]

INNOVATION

Innovation describes a sense of purpose to the evolution of humanity, explained in terms of creative capacity of invention as a source of technological, social, and cultural change. Generally, innovation is defined as activities and processes that result in or aim for innovation. An innovation is an outcome, and it is a question of social change concerning civil society organizations.[4]

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[2] United Nations Guiding Principles, glossary, Civil Society Organizations (accessed 2019) https://www.ungpreporting.org/glossary/civil-society-organizations-csos/
[3] United Nation Development Program. NGOs and CSOs: A note on Terminology.

https://www.undp.org/content/dam/china/docs/Publications/UNDP-CH03%20Annexes.pdf
[4] Lin, C. "A Study on the Organizational Innovation in Taiwan's Logistic Industry". (February 12, 2009) (http://www.jotmi.org (accessed April 14, 2009)

PROBLEM STATEMENT

In today's globalized world, innovation is often associated with progress. It represents an organization's tenacity in evolving and adapting to the changing face of competition. In short, innovation is an instinct for survival and for staying relevant, hence it is compulsory in a sense for CSOs to innovate. Organizations today can no longer take a myopic stance as their very existence is largely interdependent on the environment in which they exist and to which they cater.

Moreover, organizations have a moral obligation to ensure that innovation is given a larger mandate to be the engine that enables economic growth, thereby driving societal changes and laying the foundations of an empowered and competitive nation. CSOs, as their mandate entail, are obliged to change in order to preserve their functionalities and sustain their role as an important sector of today's social system.

Relatedly, a key element that has been informing the processes of change and adaptation is innovation. On the whole, for CSOs to reinvent and meet the needs of the time, they have to assess the level of their capabilities, enhance the capabilities to respond to the changes, and utilize the new opportunities and resources for greater impacts, efficiency and viability.

The importance of innovation becomes clearer when one looks at the sustainability and efficiency of CSOs. Innovation has become even more critical for the CSOs in recent years as they have been devising new ways to deliver services: adapting to difficult legislation, creating new partnership models with the private sector, adopting new organizational models, setting new benchmarks for workers' rights in the age of digital revolution, and rethinking the relationship with technologies and their governance. Given

that, the call for innovation in CSOs has never been more intense, there have been many attempts to measure the comparative levels of innovation at the level of nations. These efforts and the sheer diversity of the organizations conducting them only help underscore the importance of innovation; not only as a key factor in contributing to a nation's development but also as a cohesive force in a nation's globalization process.

Therefore, both the speed with which technological and scientific forces affect us, and the rapidity of changes requires a clear-cut mechanism for measurement that not only accounts for factors enabling the inculcation of innovation and ideas but also one that explicitly considers the roles played by the major stakeholders involved therein.

OBJECTIVE & METHODOLOGY
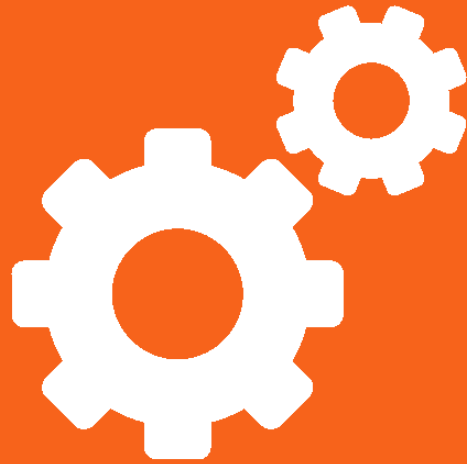
OBJECTIVE

As a member of innovation for change – I4C, and in collaboration with Innovation for Change- Central Asia Hub, PRSO has developed the 'Civil Society Innovation Index Tool' to measure CSO innovativeness in Central Asia. This tool will allow CSOs and researchers to study CSO innovativeness across different sectors in order to identify the needs and gaps, and in light of which to initiate capacity development programs to address them.

METHODOLOGY

The external-assessment of CSOs' innovation is based on both quantitative and qualitative data. The quantitative survey constitutes the main source of data as the index is generated based on the scores of the quantitative data. There are several indicators and sub-indicators derived both from the literature and ground realities. With the help of research and consideration of ground realities, PRSO has identified nine indicators and thirty sub-indicators that function as source for questions in the questionnaire.

It is worth mentioning that the current questions are modified during a pilot study and refinement workshop based on the inputs from the CSO experts from different countries in the Central Asia region.

SCRORING

For the sake of precision and measurability, each main-indicator is divided into sub-indicators. Measurable questions under each sub-indicator are given a score between 1 and 5, with 1 being

wholly not innovative, 3 being neutral, and 5 being wholly innovative. The average score of questions under a sub-indicator indicates the score for a sub-indicator. The average scores of all sub-indicators under a main-indicator, shows the score for that main-indicator. Similarly, the average score of all main-indicators shows the score for the CSO innovativeness, overall.

The scoring result will be displayed in a number range as illustrated in the following figure.

For instance, the result becomes 3.5 for a CSO:
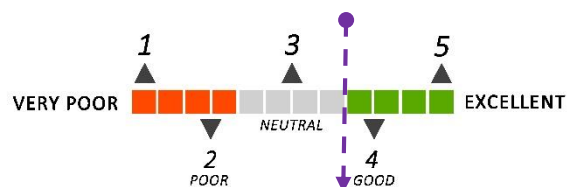
Figure 1: scoring indicator

THE INDEX CALCULATION FORMULA

To find index for each indicator, we suppose that the total number of questions for this category is equal to N, and the scored index by each CSO is X. Based on this assumption, we sum all the scored values and divide them into the number of questions to find the INd or Innovation index:

$$INd = \frac{\sum X}{N}$$

Therefore, the overall index will be calculated as following:

$$INd = \frac{INd_1 + INd_2 + INd_3 + INd_4 + INd_5 + INd_6}{6}$$

SAMPLING

It is difficult to recommend a specific sampling strategy at this stage. However, we advise that observing the following steps in designing a useful sampling strategy would be helpful.

- Preparing a list of CSOs from different countries in the region, ideally with the breakdowns in terms of organizational size, focus areas etc.
- Selecting a comprehensive sampling strategy *(Random Stratified, Multistage stratified sampling)* with the equal or proportionate distribution of CSO population.

IMPLEMENTATION

After the finalization of the sampling strategy, ideally the implementer organization/ firm should reach out to a local partner in each country for further coordination and for conducting the data collection.

DATA COLLECTION METHOD

DATA COLLECTION METHOD

For External Assessment, we recommend various important methods for data collection, analysis and data presentation. For instance:

1. Web-Based Database
2. KOBO Tool
3. Paper Based Questionnaire

1. WEB-BASED DATABASE

In the external assessment phase if we select web-based database, data collection goes through the online tool on which researchers can fill questionnaires in the virtual space. The web-based model can be developed as a self-assessment tool. All the questions are linked to a database system and a user-friendly interface could be developed for collecting data.

DATA ANALYSIS IN WEB-BASED DATABASE

The collected data will be analyzed in two ways: The first way is to develop SQL queries into the database as per the requirements of our analysis. At this stage, database developer should develop the queries in consultation with the data analyst. The second method is to export the data to Microsoft Excel spreadsheet and make calculations using PivotTables, SPSS, and STATA etc.

PIVOT TABLE

A pivot table is a data summarization tool used in the context of data processing. Spreadsheets are one solution to create pivot tables, but the best tools do not require to write complicated formulas or to start all over again every time you want to organize the data differently. A drag and drop option to move your fields around is the easiest way to go.

2. KOBO TOOL

KoBo Toolbox is a set of tools for field data collection that is mostly used in challenging environments. Kobo tool is a free and open source software. Using Kobo, data can be collected through the mobile phone, tablets or from PCs. It also has a user-friendly interface.

HOW TO USE KOBO IN DATA COLLECTION?

Here's how to quickly get started with a new form, deploy it as a survey project, and start collecting data in the field.

- Visit https://kf.kobotoolbox.org to create a new account. If you work for a humanitarian organization, please sign up at https://kobo.humanitarianresponse.info.
- Sign up and first login
- After activating your account via clicking on the emailed link, you can log in to Kobo to access your account.

3. PAPER BASED QUESTIONNAIRE

Paper based questionnaires have traditionally been the first choice for data collection in research. In this method, first of all the questionnaire needs to be developed. Subsequently, researchers conduct the survey and collect the data in hard copy of questionnaires. After data is collected, there should be a small flat (Database in Microsoft Excel) or a relational database (MS-Access or other) to enter the data and make them ready for analysis. But there are limitations in paper-based methods.

The Process for analyzing and presenting the result is the same as previous methods.

LIMITATION & CHALLENGE

GEOGRAPHICAL AREA

LIMITATION & CHALLENGES

1. Limited literature on innovation concerning CSOs. It is also challenging to find a specific theme or focus. Another challenge is initiating a frame for research and generating the indicators and sub-indicators.
2. Huge diversity in CSO works in different Central Asian Countries.

GEOGRAPHICAL AREA

The Civil Society Innovation Index project will be mainly focused on Central Asian countries of the Central Asia Innovation for Change Hub that includes - Afghanistan, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Turkmenistan and Uzbekistan.


Figure 2: countries focused on this study

APPENDIX-A
LITERATURE REVIEW

APPENDIX-A LITERATURE REVIEW

Innovation has been receiving increasing attention as it plays an determining role in fostering modern economic growth, social welfare and political interest. In the field of innovation studies which is more than half a century old (Martin, 2016),[5] thousands of researcher have contributed to the evolution of the science of innovation studies with remarkable achievements as well as challenges.   The changes in the structure of knowledge production have led to diverse innovations, that makes the classification and categorization a bit more complex, as it is widely dispersed thematically, geographically, and sector-wise.[6]

The 2005 edition of the Oslo Manual (OECD and Eurostat, 2010),[7] currently undergoing revision, identifies four types of innovation by object:

(1) Product Innovation The Introduction Of A Good Or Service That Is New Or Significantly Improved With Respect To Its Characteristics Or Intended Uses. This Includes Changes In Technical Specifications, Incorporated Software Or Components, User Friendliness Or Other Functional Characteristics.[8] New-To-Market Product Innovation Refers To The Introduction Of A New Or Significantly Improved Product Into The Firm's Market Before Any Other Competitors.

(2) Process Innovation: The Implementation Of A New Or Significantly Improved Production Or Delivery Method. This Includes Changes In Techniques, Equipment And/Or Software.

(3) Marketing Innovation: The Implementation Of A New Marketing Method Involving Changes In Product Design Or Packaging, Product Placement, Product Promotion And Pricing.

(4) Organizational Innovation: The Implementation Of A New Organizational Method In The Firm's Business Practices, Workplace Organization Or External Relations.

When talking about innovation, it should be acknowledged that huge investments have been done in profit sectors on innovation but very less on their nonprofit counterparts. Nonprofit organizations, when compared with for-profit companies, face different dynamics in at least three areas: vision, strategic constraints, and financial constraints (Hull & Lio, 2006). Hull and Lio's (2006) theoretical model posited differences in the pursuit of innovation between for-profit organizations and nonprofit plus public sector organizations. Differences included in the determinants of innovation in nonprofit organizations which includes, sources of innovation, learning capability, and risk-taking capacity.

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[5]Fagerberg,J.,Martin,B.R.,Andersen,E.S.,2013.Innovationstudies:Towardsanewagenda,in:Fagerberg,J.,Martin,B.R.,Andersen,E.S.(Eds.),InnovationStudies:EvolutionandFutureChallenges.OxfordUniversityPress,Oxford,UK.

[6] Foray, D. and Lissoni, F (2009). University Research and Public-private interaction, in Hall, B.H. and Rosenbert, N. (eds) Handbook of the Economics of Innovation. Amsterdam: Elsevier.

[7] OECD (2010). Innovation Strategy: Getting a head start on tomorrow. Available from: www.oecd.org/ innovation/ strategy. Paris: OECD.

[8] Gault, F. (2011a). Developing a Science of Innovation Policy Internationally, in Husbands-Fealing, K., Lane, J., Marburger, J., Shipp, S. and Valdez, B. (eds), Science of Science Policy: A Handbook. Stanford: Stanford University Press:156-182.

Several researchers have identified frameworks to explain the determinants of innovation in an organization. Crossan and Apaydin (2010),[9] for example, identified a schema for determinants of innovation at the organizational level. Categories included leadership, managerial levers, and business processes. Teece (2009),[10] on the other hand, pointed to dynamic capabilities as the driver for innovation, and hence the key to enhancing organizational performance.Nontheless, The list of specific variables that have been examined as determinants or antecedents of innovation is diverse and lengthy (Damanpour, 1991).[11] It includes structural, process, resource, cultural and environmental, and individual facets (Damanpour, 1991). Earlier, Prahalad and Hamel (1990)[12] argued that core competencies of the organization set the stage for firm innovation. Amabile (1988)[13] modeled three organizational factors affecting innovation, including motivation to innovate, resources, and management practices. Building on this model, Woodman, Sawyer, and Griffin (1993) added group characteristics and organizational characteristics.

Structural determinants of innovation include decentralization, specialization, external communication, functional differentiation, and technical knowledge resources (Damanpour, 1991; Ekvall, 1996; Mathisen & Einarsen, 2004).[14] The level of available resources has also been studied for its relationship to innovation. Scott and Bruce (1994) posited that there may be a significant negative relationship if resources fall below a certain level of adequacy. Results of Damanpour's (1991) early research did not identify a connection between support for innovation and resources; however, his later research showed that economic health was positively associated with adoption of innovation (Damanpour & Schneider, 2000).[15] Ruiz-Moreno et al. (2008)[16] found that organizational slack had a more complicated and moderating effect on the relationship between support for innovation and organizational climate, than was previously expected. Regarding the interaction between leadership and organizational resources, they wrote, "…we have provided evidence of how managers, depending on the presence or absence of slack, combine the dimensions of organizational climate differently to create the perception of support for innovation is necessary to implement innovations, which in both cases means improvement in the organization's performance" (pp. 520-521).

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[9] Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. Journal of Management Studies, 17(6), 1154-1191. doi:10.1111/j.1467-6486.2009.00880.x

[10] Teece, D. J. (2009). Dynamic capabilities and strategic management. New York, NY: Oxford University Press.

[11] Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. Academy of Management Journal, 34(3), 555-590.

[12] Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. Harvard Business Review, 68(3), 79-91. Retrieved August 20, 2011, from http://hbr.org

[13] Amabile, T. M. (1988). A model of creativity and innovation in organizations. In B. M. Straw & L. L. Cummings (Eds.), Research in organizational behavior (Vol. 10, pp. 123-167). Greenwich, CT: JAI Press.

[14] Mathisen, G. E., & Einarsen, S. (2004). A review of instruments assessing creative and innovative environments within organizations. Creativity Research Journal, 16(a), 119-140. doi:10.1207/s15326934crj1601_12

[15] Damanpour, F., & Schneider, M. (2000). Phases of adoption of innovation in organizations: Effects of environment, organization and top managements. British Journal of Management, 17, 215-236.

[16] Ruiz-Moreno, A., Garcia-Morales, V. J., & Llorens-Montes, F. J. (2008). The moderating effect of organizational slack on the relationship between perceptions of support for innovation and organizational climate. Personnel Review, 37(5), 509-525. doi:10.1108/00483480810891655

Determinants related to management and leadership have included the leader's management style, with collaborative or participative management introduced as most conducive to innovation (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Damanpour, 1991; Mathisen & Einarsen, 2004; Siegel & Kaemmerer, 1978). Scott and Bruce (1994) also found links between managerial role expectations and innovation. Transformational leadership has been positively linked to organizational innovation (Jung, Chow, & Wu, 2003). Although many large firms have been the subject of study, the relationship between management and innovation holds true within micro and smaller companies as well (Gumusluoğlu & Ilsev, 2009).

Attitude toward innovation is also important in the innovation process. Damanpour and Schneider (2006) found that compared to the leader's demographic characteristics (such as education, age, or gender), the leader's attitude toward innovation was more influential in all phases of innovation. Although the external environment may be influential, the context within the organization is a better predictor of innovation than the environmental context in every phase of innovation implementation (Damanpour & Schneider, 2006).

The Central Asian region is noteworthy for starting to prioritize innovation activities and related policies in a sustained manner. However, the innovation systems of most low- and middle-income economies have a set of common characteristics: low level of education, low levels of science and technology investments, reduced exposure to foreign technologies, limited inward knowledge flows, weaker science and industry linkages, challenging business environments with inadequate access to financial resources and underdeveloped venture capital markets, low absorptive and innovative capacity within domestic firms, and limited use of intellectual property.

Meanwhile, the public sector in central Asian states are often criticized for paying oversized attention to institutional development. However, as our descriptions of the current situation shows, the government is the main institution influencing innovation—it still plays a key role in the innovative development of the countries in Central Asia. The states form the basis of the modern innovation system: innovative hubs and techno park structures are being opened; legislation is being improved; billions are being invested in support of innovative projects; favorable conditions are being created for venture businesses.

All post-communist countries after 1989 faced the process of democratization and the challenge of transforming a wholly centralized system. Decentralization concerned all public spheres, among others the sphere of welfare, healthcare and education. These services were extended to private and nongovernmental sectors as well. Besides the organizational issues and enabling other actors to get involved, the shift required complex changes in approaches both of the providers and recipients of services.

With that in mind, innovation in nonprofit organizations in Central Asian countries is a dynamically evolving phenomenon stimulated both by the growing pressures posed by social challenges and by cultural and institutional changes involving the welfare state, the social, security and care categories.

According to Hochgerner, 'innovations, addressing primarily social objectives, include roles (of individuals, CSOs, corporate business, and public institutions); relations (in professional and private environments, networks, collectives); norms (on different levels, legal requirements) and values

(custom, manners, mores, ethic/unethical behavior).[17]

The GII has provided detailed innovation metrics for 129 economies with input and out-put indicators. The Innovation Input has five main indicators that capture elements of the national economy that enable innovative activities: (1) institutions, (2) human capital and research, (3) infrastructure, (4) market sophistication, and (5) business sophistication. The Innovation Output indicators provides information about outputs that are the result of innovative activities within economies. There are two output indicators: (6) knowledge and technology outputs, and (7) creative outputs. GII report encompassed three countries of Central Asia, Kazakhstan, Kyrgyzstan and Tajikistan, ranked 79th, 90th, and 100th respectively.[18]

In conclusion, based on the study of theories and existing literature on innovation, we have developed framework for the innovation in civil society organizations at organizational level. To better capture the current political and economic status of the central Asian countries, and to better explain and evaluate innovation in Central Asian countries, we have extracted this framework from different models and determinants of innovation, including those by Amabile (1988), Woodman, Sawyer, and Griffin (1993), Damanpour, (1991), Fagerberg, (2006). In conjunction with the models and our framework, we identified three main domains:

1. Input

A) Human capital,
B) Technology
C) Financial resources

2. Enabling factors

In contrast to the above theories we have understand the significant importance of enabling factors which considerably effect innovation in the context of civil society organization performance in the region.

A) Organization,
B) Management style or practice
C) Partnership
D) External factors

3. Output

A) Product
B) Outcome

(*Refer to Figure 3*)

CSII FRAMEWORK

To assess the innovation of civil society organization, we need to have an insight of the three main domains that are developed and are based on the existing literature. The domains are illustrated below.

1. In-put, 2. Enabling Factors and 3. Output

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[17] J. Hochgerner (2009), Innovation processes in the dynamics of social change, https://www.researchgate.net/publication/291448736_Innovation_processes_in_the_dynamics_of_social_change

[18] Global Innovation Index 2019, world intellectual property organization. https://www.wipo.int/global_innovation_index/en/2019/
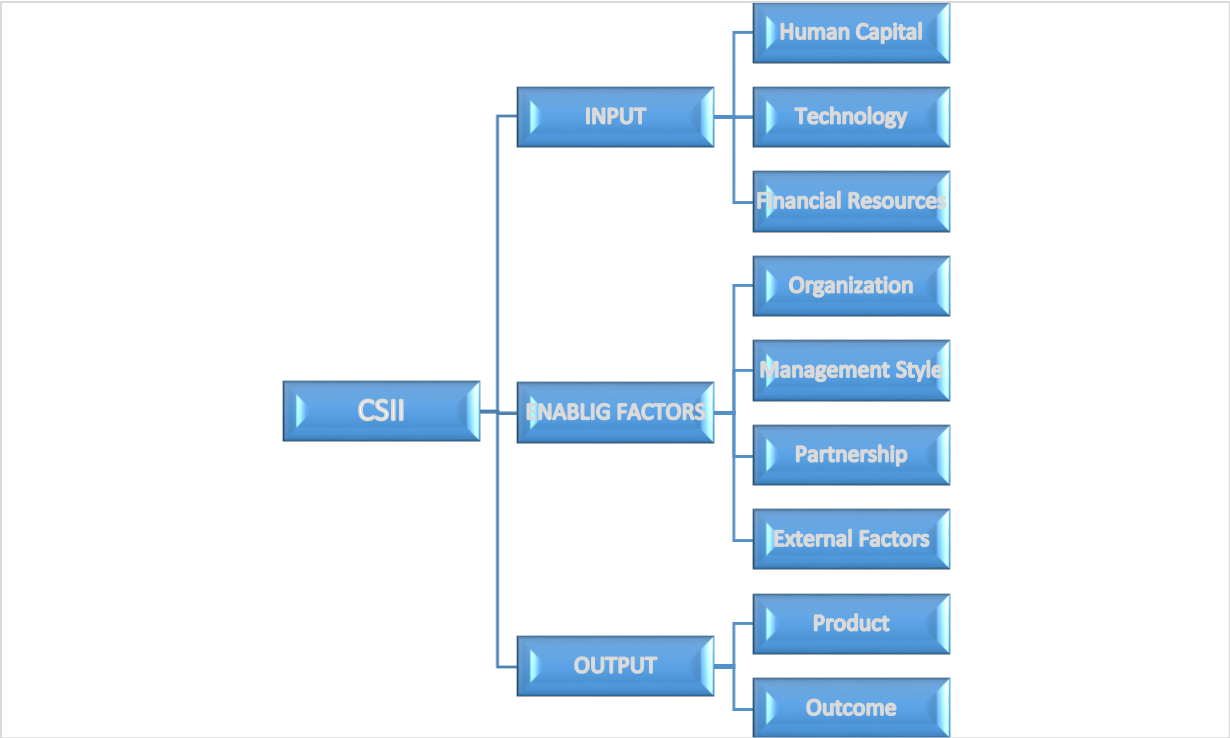
Figure 3: Main theme and indicators

APPENDIX-B
INDICATORS & SUB-INDICATORS

APPENDEIX-B: INDICATORS & SUB-INDICATORS

DOMAIN 1:

IN-PUT

Any source that feeds into a process, system, organization or machine with the intention of operating and has an output.

INDICATORS	DEFINITION	SUB INDICATORS	DEFINITION
1. Human Capital	The economic values and resources of CSOs with focus to staff that determine innovation.	▪ Skills & Knowledge	The extent to which soft skills & knowledge (internal knowledge resources, experiences, background) of CSO staff support innovation within the organization.
		▪ Capacity building	The extent to which capacity building programs for members of CSOs support innovation
		▪ R&D activities – move to business processes	The extent to which new research, projects activities enable CSOs to be innovative
		▪ Innovation Specialist/consultant	The extent to which CSOs hiring consultant or experts for innovation.
2. Technology	The extent to which the information and communication technologies in CSOs support innovation	▪ Products and equipment	The extent to which machinery, products and materials support innovation
		▪ ICT Use & access	The extent to which use of and access to ICT within CSOs support innovation.
		▪ Communication tools	The extent to which communication tools are utilized to communicate and disseminate information innovatively.
3. Financial Resources	The assets and financial resources which support innovation within a CSO	▪ Public Funding	The extent to which public funds/support innovation in an organization
		▪ Funds & External Resources	The funds and resources by international donors which support innovation within CSOs.
		▪ Access to resources	The extent to which organization has access to financial resources.

DOMAIN 2:

ENABLING FACTORS/ENVIRONMENT

Enabling factors are forces that negatively or positively affect the organization's effort for innovation

INDICATORS	DEFINITION	SUB-INDICATORS	DEFINITION
4. Organization	The organization's value, strategy, policy, structure and goals which determine CSOs innovation	▪ Vision and Mission	The extent to which the vision and mission of CSOs support innovation.
		▪ Strategy and Policy	The extent to which the strategies of CSO determine innovation
		▪ Decision Makers	The extent to which the decision makers of organizations support innovation
5. External Factors	The factors that influence an organization in developing and implementing its programs.	▪ Political climate	The extent to which the prevalent political situation influence the performance of the organization.
		▪ Economic climate	The extent to which the prevalent economic situation influences the performance of the organization.
		▪ Legal System	The extent to which legal system of the country allows for innovation.
		▪ Cultural climate	The extent to which social norms and culture influence the performance of the organization.
6. Management Practice	The style of management and practices within the organizations enable innovation.	Openness	The extent to which employees/members are open to change in the organization.
		▪ Motivation and appreciation	The extent to which management style of the organization motivates innovation, and incentives that enable innovation
		▪ Team management	The extent to which team management supports innovation

INDICATORS	DEFINITION	SUB-INDICATORS	DEFINITION
		▪ Partnership with Government	The extent to which the CSOs partnership with the government supports innovation.
7. Partnership	The extent to which partnership enable innovation in CSOs	▪ Partnership with Business firms	The extent to which partnership with business firms supports innovation within CSOs
		▪ Intra-CSOs partnership	The extent to which partnership within CSO sector supports innovation
		▪ Partnership with external parties	The extent to which CSO partnership with the international entities enables innovation

DOMAIN 3:
OUT-PUT
The amount of energy, work, goods, or services produced by an organization, or an individual in a period as result of a program

INDICATORS	DEFINITION	SUB-INDICATORS	DEFINITION
8. Product	The extent to which the tangible and intangible attributes produced as result of input and process within an organization.	▪ Knowledge creation process (R&D)	The extent to which scientific and technical publication are published.
		▪ Social development	The extent to which the programs of a CSO has led to social development.
		▪ Organizational performance	The extent to which CSOs initiatives have led to better organizational performance.
9. Outcome	The likely or achieved short-term and medium-term effects of an organization's intervention.	▪ Changes in awareness, knowledge	The extent to which CSOs programs have influenced the level of awareness and knowledge.
		▪ Changes in organizational capacity (skills, structures, resources)	The extent to which CSOs interventions have enhanced the organizational capacity
		▪ Increase in Employment	The extent to which the CSOs programs have enhanced the rate of employment opportunities in community.

APPENDIX-C
QUESTIONNAIRE

APPENDIX-C: QUESTIONNAIRE

Section A: General Information

Name of Civil Society Organization	Full Name	Abbreviation
Email Address:		
Contact Number:		
Type of CSO	☐ Social Movement ☐ Community based Organization ☐ Think Tank and Research Institutions ☐ Civic and Advocacy ☐ Health and Environment ☐ Social Service provision ☐ Cultural ☐ Media ☐ Professional and development association ☐ Others ( )	
Position	☐ Board member ☐ Director ☐ Head/chairman ☐ Manager ☐ Employee ☐ Member ☐ Other ( )	
Mission of Organization	☐ Media ☐ Human rights ☐ Women rights ☐ Agriculture	

	☐ Access to justice
	☐ Labor and economy
	☐ Poverty reduction
	☐ Conflict resolution
	☐ Education
	☐ Health
	☐ Water and sanitation
	☐ Migration
	☐ Anti-corruption
	☐ Youth
	☐ Nature reserve/environment
	☐ Arts and culture
	☐ others ( )
Country	☐ Afghanistan
	☐ Kazakhstan
	☐ Kyrgyzstan
	☐ Mongolia
	☐ Turkmenistan
	☐ Tajikistan
	☐ Uzbekistan
Types of CSO	☐ International
	☐ Regional
	☐ Local/national
Number of Employee in your CSO	☐ Less than 10
	☐ 10-50
	☐ 50-100
	☐ 100-150
	☐ 150-200

Section B: Main Questions

	□ 200- above
Percentage of Female employee in your CSO	□ 0-19% □ 20-39% □ 40-59% □ 60-79% □ 80-100%

Note: 1 to 5 with 1 indicating very poor to no innovation and 5 indicating excellent level of innovation within a CSO

DOMAIN 1: **IN-PUT** Any source that feeds into a process, system, organization or machine with the intention of operating and has an out-put.			
Indicators	**Definition**	**Answer**	**Score**
1.Human Capital	**The economic values and resources of CSOs with focus to staff that determine innovation.**		
Sub-indicator 1.1	Skills & Knowledge: The extent to which soft skills & knowledge (internal knowledge resources, experiences, background) of CSO staff support innovation.		
1.	To what extent do skills and knowledge of your staff support innovation?	a. To a great extent b. To a moderate extent c. To some extent d. Very less e. Not at all	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
2.	If to a great extent, how? If to some extent or very less, why?		N/A
Sub-indicator 1.2	Capacity building: The extent to which capacity building programs for members of CSOs support innovation.		
3.	How often your staff have participated in capacity building programs?	a. Often (once a month) b. Sometimes c. Never	Answer a: 5 Answer b: 4 Answer c: 1
4.	If always, in which areas? If never, why?		N/A
Sub-indicator 1.3	R&D activities: The extent to which new research, projects activities enable CSOs to be innovative		

5.	Does your organization allocate any budget for research and development?	a. Yes b. No	Answer a: 5 Answer b: 1
6.	How much budget of the total budget of the organization does your organization spend on R&D per year?	a. 80 - 100% b. 60 - 80% c. 40 - 60% d. 20 - 40% e. Less than 20%	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
Sub-indicator 1.4	Innovation specialist/consultant: The extent to which CSOs hiring innovation consultant.		
7.	Does your organization hire innovation specialist or consultant?	a. Yes b. No	Answer a: 5 Answer b: 1
8.	If yes to what extent International experts contribute in innovation?	a. To a great extent b. Good c. Neutral d. Poor c. Very poor	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
2. Technology	**The extent to which the information and communication technologies in CSOs support innovation**		
Sub-Indicator 2.1	Products and Equipment: The extent to which machinery, products and materials support innovation		
9.	Does your organization have enough equipment to support innovation?	a. Yes b. To some extent c. Neutral d. No e. I don't know	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
10.	If yes, are the equipment helpful for innovation?	a. Yes b. To some extent c. No	Answer a: 5 Answer b: 4 Answer c: 1
Sub-indicator 2.2	ICT Use & Access The extent to which use and access to ICT within CSOs support innovation		
11.	Does your organization have access to ICT?	a. Yes b. To some extent c. No	Answer a: 5 Answer b: 4 Answer c: 1
12.	Does your organization use ICT?	a. Yes b. To some extent c. No	Answer a: 5 Answer b: 4 Answer c: 1
Sub-indicator 2.3	Communication tool The extent to which communication tools are utilized to communicate and disseminate information and knowledge innovatively.		

13.	Does your organization use communication tools for communication and outreach?	a. Yes b. NO	Answer a: 5 Answer b: 1
14.	If yes, which tools? If not, why?		N/A
15.	How effective do you think social media is on promoting your activities?	a. Highly effective b. Somewhat effective c. Neutral d. Less effective e. Not effective at all	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
16.	If a or b, how? If c or d, why?		N/A
3. Financial Resources	**The assets and financial resources which support innovation within a CSO**		
Sub-indicator 3.1	Public Funding: The financial support or resources from public programs and management which indicate innovation within CSOs		
17.	Does your organization receive public funds for innovation?	a. Yes b. No	Answer a: 5 Answer b: 1
Sub-indicator 3.2	Funds and External resources: The funds and resources which support innovation within CSOS.		
18.	Does your organization foreign receive funds for innovation?	a. Yes b. No	Answer a: 5 Answer c: 1
19.	If yes, from which sources?		N/A
Sub-indicator 3.3	Access to resources: The extent to which organization has access to financial resources.		
20.	Does your organization have access to financial resources?	a. Yes b. No	Answer a: 5 Answer d: 1
21.	If yes, how? If no, why?		N/A
DOMAIN 2: **Enabling Factors**			

Enabling factors are forces that facilitate or impede individual, collective, or environmental change based on their level of availability			
Indicators	**Definition**	**Answer**	**Score**
4.Organization	**The organization's value, strategy, policy, structure and goals which determine CSOs innovation**		
Sub-indicator 4.1	Vision and mission: The extent to which the vision and mission of CSOs support innovation.		
22.	Does your organization vision support innovation?	a. Yes b. To some extent c. No d. I don't know	Answer a: 5 Answer b: 4 Answer c: 1 Answer d: N/A
23.	If yes or to some extent, how? If no, why?		N/A
24.	Does your organization mission support innovation?	a. Yes b. To some extent c. No d. I don't know	Answer a: 5 Answer b: 4 Answer c: 1 Answer d: N/A
25.	If yes or to some extent, how? If no, why?		N/A
26.	Are there any innovation related activities included in the mission of your organization?	a. Yes b. To some extent c. No d. I don't know	Answer a: 5 Answer b: 4 Answer c: 1 Answer d: N/A
27.	If yes or to some extent, how? If no, why?		N/A
28.	Does the vision of your organization create any constraint on your programs?	a. Yes b. To some extent c. Neutral d. No e. Others	Answer a: 1 Answer b: 2 Answer c: 3 Answer d: 5 Answer e: N/A
Sub-Indicator 4.2	Strategy and Policy The extent to which the strategies of CSO determine innovation		
29.	Does your organization strategy include structured time for reflection on past work for further improvement?	a. Yes b. To some extent c. Neutral d. No	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1

29.	Is innovation observe in your organization policies?	a. Yes b. To Some extent c. Neutral d. No	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1
Sub-indicator 4.3	Decision Maker: The extent to which the leadership of organizations support innovation		
30.	Does the top management of your organization support or restrict innovation?	a. Support b. Restrict	Answer a: 5 Answer b: 1
31.	How innovative are the top leaders in your organization?	a. very innovative b. somewhat innovative c. neutral d. not innovative e. I don't know	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
32.	If a or b, how? If d, why?		N/A
5.. External Factors	**The factors that influence an organization in developing and implementing its programs.**		
Sub-Indicator 5.1	Political Climate; The extent to which the prevalent political situation influence the performance of an organization.		
33.	Do the political situation of your country support or restrict your organizational performance?	a. Support b. Restrict c. I don't know	Answer a: 5 Answer b: 1 Answer c: N/A
34.	If a or b, Please explain?		N/A
35.	If b, How are you dealing with?		N/A
Sub-Indicator 5.2	Economic climate: The extent to which the prevalent economic situation influences the performance an organization.		
36.	Does the economic situation of your country support, neutral or restrict your organizational performances?	a. Support b. Neutral c. Restrict d. I don't know	Answer a: 5 Answer b: 3 Answer c: 1 Answer b: N/A
37.	If a or b, Please explain?		N/A

38.	If b, How are you dealing with?		N/A
Sub-indicator 5.3	Legal System: The extent to which legal system of the country allows innovation within CSOs		
39.	Does the legal system of your country support, neutral or restrict innovation?	a. Support b. Neutral c. Restrict	Answer a: 5 Answer b: 3 Answer c: 1
40.	If support or restrict, please explain?		N/A
Sub-Indicator 5.4	Cultural climate: The extent to which social norms and culture influence the performance an organization.		
41.	Does the cultural climate of your country support or restrict your organizational performance?	e. Support f. Restrict g. I don't know	Answer a: 5 Answer b: 1 Answer b: N/A
42.	If a or b, Please explain?		N/A
43.	If b, How are you dealing with?		N/A
44.	Do you think the prevalent language influence innovation in your organization? (if yes, please explain)		N/A
6.Management Practice	**The style of management and practices within the organizations enable innovation.**		
Sub-indicator 6.1	Openness: The extent to which employees/members are open to change in the organization.		
45.	Are the members/employees of your organization open to new changes?	a. Yes b. Sometimes c. Neutral d. No e. I don't know	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
46.	If yes, how? If no, why?		N/A
Sub-indicator 6.2	Motivation and appreciation: The extent to which management style of motivation and incentive enables innovation.		

47.	Does your organization management include motivation or appreciation policy for innovation?	a. Yes b. No	Answer a: 5 Answer b: 1
48.	Was any innovative behavior recognized and appreciated in your organization?	a. Yes b. No	Answer a: 5 Answer b: 1
49.	If yes, please explain?		N/A
Sub-indicator 6.3	Team Management The extent to which team management support innovation		
50.	Does your organization have innovative team?	a. Yes b. To some extent c. No d. I don't know	Answer a: 5 Answer b: 3 Answer c: 1 Answer d: N/A
7. Partnership	**Partnership: The extent to which partnership enable innovation in CSOs**		
Sub-indicator 7.1	Partnership with government: The extent to which the CSOs partnership with the government support innovation.		
51.	How do you evaluate your organization partnership with government entities?	a. Excellent b. Good c. Neutral d. Poor e. Very poor	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
52.	Does your partnership with government support or restrict innovation in your organization?	a. Support b. Restrict c. I don't know	Answer a: 5 Answer b: 1 Answer c: N/A
Sub-indicator 7.2	Partnership with business firms: The extent to which partnership with business firms support innovation within CSOs		
53.	Does you organization have partnership with business firms?	a. Yes b. No	Answer a: 5 Answer b: 1
Sub-indicator 7.3	Intra-CSOs partnership The extent to which partnership within CSO sector support innovation		
54.	How do you evaluate your organization partnership with other CSOs?	a. Excellent b. Good c. Neutral d. Poor e. Very poor	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
55.	Does your partnership with other CSOs support or restrict innovation in your organization?	a. Support b. Restrict c. I don't know	Answer a: 5 Answer b: 1 Answer c: N/A

Sub-indicator 7.4	Partnership with International entities: The extent to which CSO partnership with the international entities enable innovation		
56.	Does your organization have partnership with international entities?	a. Yes b. No	Answer a: 5 Answer b: 1
57.	Does your partnership with international entities support innovation in your organization?	a. Yes b. No	Answer a: 5 Answer b: 1
58.	How does the partnership effect innovation in your organization?		N/A

DOMAIN 3:
Out-Put
The amount of energy, work, goods, or services produced by a machine, Organization, company, or an individual in a period as a result of program.

Indicator	Definition	Answer	Score
8.Product	**The extent to which the tangible and intangible attributes produced as result of input and process within an organization.**		
Sub-indicator 8.1	Knowledge creation process (R&D) The extent to which scientific and technical publication are published.		
59.	To what extent your organization contribute to knowledge creation?	a. To a great extent b. To some extent c. Neutral d. Poor e. Very poor	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
60.	Does your organization have scientific or technical publications that are accessible to public?	a. Yes b. No	Answer a: 5 Answer b: 1
61.	If yes, please explain?		N/A
Sub-indicator 8.2	Social Development The extent to which the programs of a CSO has led to social development.		
62.	Does your organization programs have contributed to social development?	a. Yes b. To some extent c. Neutral d. No e. I don't know	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
63.	If yes, please explain? If not, why?		N/A

Sub-indicator 8.3	Organizational performance: The extent to which CSOs initiatives have led to better organizational performance.		
64.	To what extent your organization performance has developed as result of CSOs initiatives?	a. To great extent b. To some extent c. Neutral d. Less e. Very less	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
65.	If a or b, please explain? If d or e, why?		N/A
66.	How do you evaluate your organization from the innovation perspective?	a. Excellent b. Good c. Neutral d. Poor e. Very poor	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
9. Outcome	**The likely or achieved short-term and medium-term effects of an organization's intervention.**		
Sub-indicator 9.2	Changes in awareness, knowledge: The extent to which CSOs programs have influenced the level of awareness and knowledge.		
69.	To what extent your organization programs have improved the beneficiary's level of awareness?	a. To great extent b. To some extent c. Neutral d. Less e. Very less	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 2 Answer e: 1
70.	If a or b, Please explain? If d or e, why?		N/A
Sub-indicator 9.3	Changes in organizational capacity (skills, structures, resources) The extent to which CSOs interventions have enhanced the organizational capacity		
71.	Did the programs have improved the organizational capacity?	a. Yes b. No c. I don't know	Answer a: 5 Answer b: 1 Answer c: N/A
72.	If yes, please explain? If no, why?		N/A
Sub-indicator 9.4	Increase in Employment The extent to which the CSOs programs have enhanced the rate of employment opportunities in community.		
73.	Did your organization program increase employment opportunities in community?	a. Yes b. To some extent c. Neutral d. No e. I don't know	Answer a: 5 Answer b: 4 Answer c: 3 Answer d: 1 Answer e: N/A
74.	If a or b, please explain? If d or e, why?		N/A