TRANSFORMING KARNATAKA INTO A VIBRANT KNOWLEDGE SOCIETY

SATYAJEET NANDA • NIVEDITA KASHYAP • MEENA NAIR • R. SURESH

AN EVALUATION OF THE WORK OF
KARNATAKA JNANA AAYOGA
GOVERNMENT OF KARNATAKA

ಕರ್ನಾಟಕ ಜ್ಞಾನ ಆಯೋಗ
Karnataka Knowledge Commission

JANUARY 2013

PUBLIC AFFAIRS CENTRE
Committed to Good Governance

Transforming Karnataka into a Vibrant Knowledge Society

Transforming Karnataka into a Vibrant Knowledge Society

Satyajeet Nanda

Nivedita Kashyap

Meena Nair

R. Suresh

An evaluation of the work of
Karnataka Jnana Aayoga
Government of Karnataka

JANUARY 2013

PUBLIC AFFAIRS CENTRE
BANGALORE, INDIA

Contents

List of Tables and Figures

Tables

Figures

Foreword

The mandate of Karnataka Jnana Aayoga (Karnataka Knowledge Commission) is 'to transform Karnataka into a vibrant knowledge society'. The Journey of KJA in the last four-and-a-half years under the leadership of Dr. K. Kasturirangan has been pioneering and innovative. Various stakeholders, including the political and bureaucratic systems, have lauded its work and efforts. It has risen the expectations of not only experts but many others also who are concerned with the social good of polity.

All this is what we perceive and capture. The truth may be different. We wanted to be evaluated and seen through plain glasses, not coloured ones. Hence, the evaluation study is carried out by the Public Affairs Centre, Bengaluru. We have subjected ourselves to a dispassionate and objective assessment by an independent agency. This is one of the best practices of KJA.

The report is in your hands. Kindly judge our work for yourself.

I sincerely thank Mr. R. Suresh, Director and his team consisting of Dr. Meena Nair, Dr. Satyajeet Nanda and Ms. Nivedita Kashyap for all their efforts. I also thank Dr. B. S. Padmavathi for having anchored it from our end.

<div align="right">

Prof M.K. Sridhar, Ph.D.
Member-Secretary & Executive Director
Karnataka Jnana Aayoga
(Karnataka Knowledge Commission)
Government of Karnataka
Bangalore

</div>

Preface

The Public Affairs Centre has developed a reputation for bottom-up analyses of public delivery systems through the Citizen Report Card. The knowledge so generated has proved to be extremely useful and important to the improvement of governance systems at all levels, nationally and internationally. When we were invited to evaluate the work of the Karnataka Jnana Aayoga, PAC adopted a similar approach to obtaining feedback from planners, users and implementers of KJA's recommendations. The opinions and ideas were validated through a detailed examination of the work and products of the KJA as evidenced from their own, as well as others' documents.

PAC's experience through this evaluation has been a unique one from many points of view. First, it represented an opportunity for us to identify the primary stakeholders of a knowledge development effort not matched anywhere else in India. Second, the perspectives so gained enriched our team and opened our eyes to the wisdom available to Karnataka society. Third, we realised that the ideas that could transform Karnataka into a vibrant knowledge society were indeed extant at all levels of society and within the portals of governance systems in the state. This was encouraging news to PAC, whose past work has tended to focus on ways to resolve the tangles of bureaucracy that inhibited the full expression of a good idea or intention. In contrast, the KJA presented itself as a dynamic approach to knowledge creation, application and consolidation that drew upon the good offices of senior bureaucrats and supported by well-wishers from all walks of life in Karnataka.

This evaluation of the KJA's work should serve as a model and example to all those in governance on how several sources of energy can be creatively harnessed to result in lasting change for the good of the state.

<div align="center">

R.Suresh
Director, Public Affairs Centre

</div>

Executive Summary

The Karnataka Jnana Aayoga (KJA) was constituted by the Government of Karnataka in September 2008 with a mandate to transform Karnataka into a vibrant knowledge society. Unlike conventional government units, the Commission (KJA) maintained the status of an independent committee. The Commission identified six focus sectors followed by six focus areas aligned with Karnataka's 2020 vision document, and created working groups and mission groups to submit recommendations. In 2011, the KJA went through a transition in its composition and focus and continued to take on a role above and beyond that of a recommendatory body.

On KJA's invitation, an evaluation of its work was carried out by the Public Affairs Center (PAC). PAC is a not-for-profit organization, established in 1994 with a mandate to improve the quality of governance in India. The focus of PAC is primarily in areas where citizens and civil society organizations can play a proactive role in improving governance. In this regard, PAC undertakes and supports research, disseminates research findings, facilitates collective citizen action through awareness raising and capacity building activities, and provides advisory services to state and non-state agencies.

The *structural analysis* of KJA's work revealed that creation of a number of Working Groups, Study Groups, Expert Committees, Mission Groups and Taskforce, and rigorous deliberations among the group members led to the realization of the mandate of KJA. Subsequently, the KJA submitted a total of eighty nine recommendations to the Chief Minister of Karnataka. In addition, the KJA implemented thirteen pilot projects, constituted three flagship initiatives, commissioned a number of research studies and produced comprehensive status reports. The structural and role transition experienced by KJA particularly in terms of working groups to mission groups in its second phase clearly validate the focused approach of the commission, and high level of strategic maturity and commitment towards achieving the broader goal.

A *secondary data analysis* was carried out on all relevant documents relating to KJA's work by categorizing them into four components of Monitoring and Evaluation (M&E) framework - inputs, process, output and outcome. The analyses showed that most of the works (for all of 6 focus sectors) of KJA concentrated on the 'process' component. Four out of the six focus sectors (health, higher education, library and knowledge networks, literacy and school education) have had more 'outcomes'. This is probably because of the nature of activities and other exogenous factors surrounding them.

A *primary data analysis* was conducted on the information sampled from different stakeholders who played varied roles in the recommendations, projects and research studies of the KJA. Information was collected from 3 categories of respondent such as planners, implementers and users, through direct interviews with separate structured questionnaires. The interviews revealed a consistency in positive opinions towards the KJA, unlike critical opinions.

Overall, the KJA emerged as the first state level knowledge commission with an expressed and focused role aimed at transforming the state into a vibrant knowledge society. Currently, it also has the distinctive advantage of being the only commission of its kind in India to have worked with multiple government departments in implementing policy recommendations. The KJA has the unique position of not only generating a policy idea but also accompanying it in its initial stages of implementation.

The best practices followed by the KJA:

- The KJA played a crucial role in the formulation of Government policies such as the Karnataka Youth Policy of 2012 and a policy (under consideration) for distribution of drugs in public hospitals. Many **new ideas and initiatives**, which were not addressed by institutions before, were picked up by the KJA.

- Some experts agreed that the KJA has played an important **role in bringing about change in attitude** of people with respect to the functioning of the Government.

- In addition, many opined that a lot of positive vibrations in terms of creation of an **enabling environment and supporting ecosystem** towards achievement of a 'critical mass' of knowledge have been generated both inside and outside the Government because of initiatives like the Jnana Fellowship, and the Innovative University Bill 2011.

- **Equity and social justice**: Involvement of youth in governance was stressed upon by KJA, a section of society which was hitherto under-represented.

It was universally accepted that the KJA should continue to exist for a longer term

so that the projects and initiatives like the K-GIS, Mobile Internet Vans etc. can be implemented with a **long term perspective** to arrive at their logical conclusions.

Some areas of concern that came out are:

- Many stakeholders were not happy with **procedural and administrative delays** involved in the process of expression of KJA initiatives, but they understood that concerned Government departments have their own priorities.

- Some experts felt that there was a **need to clearly define the concept** of 'Knowledge', so that it is clear to the common people.

The evaluation sought experts' opinions on sustainability of the work of the KJA. Some of the pointers for the sustainability of KJA's work are:

- Develop a **clear definition of the concept** of 'Knowledge' that is relevant to all levels of society in Karnataka.

- Continue interactions and **proper communications** with all stakeholders.

- Promote a **bold vision** open to innovative ideas.

- Consciously **track the effective implementation** of recommendations.

- **Monitor** the progress of recommendations.

- **Maintain the autonomy** of the KJA.

- Remain **focused on concept development** and expression, and reduce involvement in administration and implementation.

- Active involvement **of more cross-section of the society** into the knowledge process.

A thorough analysis of all the information obtained from different stakeholders demonstrates the perception that KJA finds its place at the *third angle* of the triangle, where the government and private sector are the other two actors. It was found that many stakeholders in the government system perceived KJA as a private player, outside of their 'cultural territory'. Similarly, people in 'private' organisations perceive KJA as a government agency. The perceptions depicted in this framework provides some implications towards the sustainability of KJA in the future or similar such commission. This positioning of KJA emerged to be *advantageous* in bringing freshness and new perspectives to government departments thereby increasing the acceptability and adaptability of new ideas for successful implementation. However the perspectives of other stakeholders could not be fully achieved/ explored. Hence this calls for a **reconsideration of its design and position in the emerging knowledge society to accommodate fresh perspectives that appeal to all sections of society**.

There was universal appreciation for the work of the KJA and its first initiatives to

move Karnataka towards a vibrant knowledge society. Overall, the KJA earned a Composite Performance Score of 8.5 on a scale of 0-10 for the quality of its work, its internal work processes and its outreach.

In its first phase of three years, the KJA utilized the advantages of its position as a task force of the Government of Karnataka to develop a strong foundation of credibility and excellence. In the second phase it expanded its work to consciously include more members from corporate and civil society organisations in the reformulation of mission groups. This study indicates that, in a future phase, the KJA needs to relocate itself further beyond these ambits and within reach of the general public with broad ranging programmes that take forward the vision of a vibrant knowledge society to common people.

It is hoped that a future term of the KJA will include the above learning.

Introduction

Background and Rationale of the Evaluation

As part of an ambitious knowledge society model, GoK (Govt. of Karnataka) constituted the Karnataka Jnana Aayoga (KJA) during September 2008 with a mandate to transform Karnataka into a vibrant knowledge society. The commission (KJA), one of 18 task forces established by the GoK, maintained its status and operated as an independent Committee. The commission clearly identified 6 focus sectors followed by 6 focus areas aligned with the ToR (Terms of Reference) of state Vision Document 2020, and entrusted them to 6 working groups and 6 mission groups. Those groups after long processes of brainstorming, research and deliberations worked out 89 recommendations and submitted in 4 sets (different time lines) to the Chief Minister's office, based on which a number of pilot projects were commissioned by the KJA. While working with government departments from the outside may a difficult affair, the KJA has a contextual advantage of working 'within' the system and is often identified as a part of the government.

After 3 years of the KJA's inception, the Public Affairs Centre (PAC), a policy-governance think-tank, carried out a stakeholder audit mainly on users (stakeholders) perspective and the quasi-government role of KJA using various qualitative research methods, and identified some innovations (*Jnana Fellowships, KSInC, Kanaja portal*) and best practices (*expert consultants, trial-error-evolve process, alliance-building, sensitization, giving credit to departments and follow up for the result based thinking*).

Subsequently, other reviews were carried out for further understanding of the process that KJA adopted to achieve its vision. An important recent study by Ramprasad & Sridhar (2011) worked out a detailed ontological framework from the analysis of different processes followed by KJA, through a triple helix model, whereby it found the role of KJA as 'leading' the introduction, enhancement and regulation of the critical partnerships. All the projects have been mapped into the framework at individual and aggregate level to find out the relative importance of each project

within the purview of 3 categories of triple helix components.

With the reconstitution of the second phase of the commission, new developments were planned and taken forward in different focus areas within the already identified focus sectors. KJA invited the PAC again to carry out a final evaluation of their work to assess their contribution towards the vision of transforming Karnataka into a vibrant knowledge society.

Objectives of the Evaluation

This evaluation aimed to assess the work of the KJA over its entire tenure with regard to

1. The extent of contribution of KJA towards creation of a vibrant knowledge society in Karnataka.

2. How well the KJA has worked towards its realization of the terms of reference.

3. To what extent will the work of KJA serve as a framework for similar commissions?

These objectives have been met through the following exercises which were also shared with the KJA team:

- Carrying out a mapping exercise of all structural and functional elements (ToR, people, units, activities) of the KJA's work, the process involved, and the transitions thereof.

- Analysis of different output components such as recommendations, pilot projects, flagship initiatives, documentations, disseminations at different stages of development.

- Objective assessment (context, weightage and judging criteria) of the attitude and receptivity of different stakeholders to the work of the KJA.

- Analysis of the expected outcome (wherever clearly expressed) of the KJA's work.

- Working out a benchmark to measure the importance of the KJA's work towards achieving the goal.

Methodology

Research Design

This current study followed a rigorous descriptive-diagnostic research design. The main objective is to understand all the different concepts and activities that the KJA has carried out towards achieving its goals. In addition, objective assessments are conducted to understand the level of participation, owning-up and usefulness of the commission's work by different stakeholders.

Secondary and Primary Data

The information for these steps were gathered from different sources and through different methods.

- Relevant secondary data were collected
  - from office records and letters, and
  - from quarterly reports on select recommendations, pilot projects, Jnana Fellow reports, minutes of meetings, etc.
- This information was subjected to desk review in terms of
  - the detailed morphology/structure of KJA, their sequential linkages and processes followed towards the achievement of KJA's mandate;
  - a mapping exercise of all structural and functional elements (ToR, people, units, activities) of KJA's work, the process involved, and the transitions thereof using the M & E (Monitoring and Evaluation) framework such as input, process and outputs.
- Stratified proportional sampling was used to select the recommendations, projects and research studies for detailed study (Annexure 1). The respondents were selected on the basis of their availability for participation in the interview.
- Primary information was gathered through face-to-face discussions / mailed questionnaires / qualitative techniques (formal and informal discussions) using semi-structured guidelines with
  - select officials from the KJA, Working/Mission Group members and other relevant persons;
  - select officials from the departments involved – leadership as well as operational heads;
  - other stakeholders – Select experts, citizens, media, etc.
- The information were elicited on
  - attitude and perceived level of receptivity of the stakeholders with regard to transforming Karnataka into a vibrant knowledge society, with particular reference to
    - relevance of the whole idea;
    - expectations/ participation;
    - usefulness/ suitability (quality and quantity);
    - progress/ enhancement of existing knowledge;

> ✧ legacy and sustainability;
>
> ✧ perceived problems and alternative solutions.

Sampling Design

To effectively assess the work of the KJA, representative samples were selected proportionately by 3 categories of recommendations, research studies and projects accomplished by KJA:

1. Progressed.

2. In progress.

3. Not progressed.

Finally, following sample (with 10 per cent coverage adjustment) has been randomly selected for primary data collection.

- 10 Recommendations selected out of 89 in total;

- 3 Research Studies selected out of 13 in total;

- 6 Projects selected out of 9 in total.

The detailed list of these selected recommendations, research studies and projects is given in the Annexure 1.

After the selection of recommendations, research studies and projects, we chose 3 categories of respondents such as planner, implementer and user and finally interviewed a total of 40 respondents across these categories.

The Questionnaire Design

To evaluate the work of the KJA objectively, stakeholders were divided into three categories and questionnaires were designed accordingly.

1. **Planners**: Experts, consultants and government officials who participated in generating recommendations, research studies and projects proposed by the KJA were grouped as planners.

2. **Implementers**: Individuals from state government departments who implemented these recommendations, research studies and projects were grouped as implementers.

3. **Users**: Beneficiaries of these implemented recommendations, research studies and projects were grouped as users. Users included government officials/ departments/ institutions, private institutions as well as common people.

Three questionnaires corresponding to these groups focused on several key areas such as:

- ◆ The extent of involvement in the process.

- ◆ The satisfaction regarding the process followed in generating the particular recommendation/ research study/ project.

- ◆ The status of particular recommendation/ research study/ project.

- ◆ The complementarity of the particular recommendation/ research study/ project with already existing plan of corresponding department.

- ◆ The sustainability of the particular recommendation/ research study/ project in future.

- ◆ The effective use of particular recommendation/ research study/ project.

- ◆ Impact of the particular recommendation/ research study/ project.

- ◆ Most importantly, the usefulness of the particular recommendation/ research study/ project in achieving the broader goal of the KJA to transform Karnataka into a vibrant knowledge society.

Plan of Analysis

With different sets of information/ data gathered from different sources, the analysis plan was designed in a rational manner so as to arrive at an objective assessment of all the work of KJA in its entire tenure of works. Three types of analyses were used in the assessment procedure:

1. **Structural Analysis:** From both secondary sources and face-to-face discussions with KJA team members, all information was collected and triangulated to understand the structural and functional components of all activities and logical linkages between them.

2. **Secondary Data Analysis through M & E framework:** All secondary data was gathered from a number of sources such as quarterly reports, newsletters, Jnana Pallava, other reports, website information, etc. This information was subjected to analysis of M & E components such as input, process, output and outcome.

3. **Primary Data Analysis:** Relevant information was gathered through face-to-face and telephone (and mailed) interviews using semi-structured interviews. The information was analyzed using both quantitative (cross tables and graphs) and qualitative (thematic analysis) methods for objective assessment.

Limitations

The evaluation required an in-depth interview with stakeholders involved in the process, who came from varied backgrounds. Since they had other work priorities, it was difficult for them to spend their precious time for the interview, at short notice. Some of the responses were perceptual in nature whereby actual information might

have to some extent remained unreported. As the functioning of KJA was a complex process and it involved tracing of five years of their works, the relatively short time frame for this study did restrict a fuller exploration of some aspects such as outcome or impact of KJA's works.

Structural Analysis of KJA, Role Rationale and Transitions

Constitution and Composition

The Karnataka Jnana Aayoga (KJA), Karnataka state's Knowledge Commission, was constituted on 5th September 2008 by the then Chief Minister of Karnataka under the chairmanship of renowned space scientist Dr K. Kasturirangan with Prof. M. K. Sridhar, as the Member Secretary and Executive Director. The KJA core team also consisted of 3 research associates who joined in April 2009 along with a very efficient administrative staff. The team holds all Aayoga activities together, from arranging commission meetings to following up with the departments. The KJA was formed with six terms of reference (ToRs) modeled on the TORs of the National Knowledge Commission. The following are the TORs of the Karnataka Jnana Aayoga:

1. Build excellence in the educational system to meet the knowledge challenges of the 21st century and increase Karnataka's competitive advantage in fields of knowledge.

2. Promote creation of knowledge in all formal and non-formal educational, scientific and knowledge institutions of Karnataka.

3. Improve the leadership and management of educational and knowledge institutions of Karnataka.

4. Promote knowledge applications in agriculture, rural development, health, industry and other areas.

5. Enhance the use of knowledge capabilities in making the government an effective service provider to the citizen and promote widespread sharing of knowledge to maximize public benefit.

6. Promote inter-sectoral interaction and interface with the objective of preservation, access, creation, application, dissemination, outreach and services relating to knowledge.

In its first term, which lasted three years until September 2011, the KJA consisted of twenty eight members; eleven members by name and seventeen ex-officio members drawn from national institutes, universities and various government departments. During this first phase, the commission had six focus sectors, and each sector had a Working Group comprising of experts and experienced practitioners in that focus sector. The KJA chairman and members nominated the working group members. Each of these working groups acted like think tanks for their area of concentration.

The six working groups were:

1. Working Group on Literacy and School Education (WGLSE).

2. Working Group on Vocational Education (WGVE).

3. Working Group on Higher Education (WGHE).

4. Working Group on Humanities, Social Sciences, Law and Management (WGHSSLM).

5. Working Group on Libraries and Knowledge Networks (WGLKN).

6. Working Group on Health Sector (WGHS).

Some Working Groups, based on their need, formed smaller sub-group of experts called the Study Group, for a deeper understanding of issues. The working groups also consulted stakeholders and experts other than members for their views and opinions. In all, three study groups were formed through an office order on 12th May 2009.

On completion of three years of its term in September 2011, the Government of Karnataka extended KJA's term for a period of eighteen months and in January 2012 reconstituted the Commission. The reconstituted Commission had 13 members by name, under the leadership of the Chairman, and three ex-officio members. The KJA identified following six focus areas for its second phase.

1. Teacher Development (MGTD).

2. Higher Education Policy (MGHEP).

3. Public Health (MGPH).

4. Skill Development (MGSD).

5. Community Knowledge and Practices (MGCKP).

6. Geographic Information System (K-GIS).

During the fifteenth meeting of the Commission held on March 17, 2012, a decision to constitute Mission Groups and a Task Force for each of the focus areas was made. Mission Groups were created for the first five focus areas and a Task Force for the

sixth focus area. The primary function of the Mission Groups and Task Force was to evolve recommendations and strategies for their implementation.

Functional Linkages

The Working Groups, Study Groups, Expert Committees, Mission Groups and Task Force that were constituted to carry out KJA's mandate submitted the results of their deliberations to the KJA. In all, the KJA submitted eighty nine recommendations to the Chief Minister of Karnataka in four sets. During its first phase, sixty recommendations were submitted in three sets and during its second phase twenty nine recommendations were submitted as the fourth and the final set. The order of submission of recommendations is as follows:

1. August 2009 - First Set of 28 Recommendations.

2. February 2010 - Second Set of 17 Recommendations.

3. January 2011 - Third Set of 15 Recommendations.

4. October 2012 - Final Set of 29 Recommendations.

The concept of pilot projects was developed as a sandbox to implement the new ideas recommended by the experts in the Working Groups and Mission Groups. The KJA collaborated with the departments in facilitating the implementation of these pilot projects. In all, thirteen pilot projects were implemented as follows:

1. Kanaja

2. Arivu

3. Sahayog

4. Samarth

5. Swasthya

6. DravyaKosha

7. OduPutani

8. Daksha

9. Survey on Folklore and Documentation of Traditional Knowledge System

10. Preparation of K-GIS Vision and User Need Document

11. Empowering Youth through Skill Development

12. Conducting the SSTSS Examination 2012-13

13. Crowd Sourcing Methods in GIS

In addition to the eighty nine recommendations, eleven pilot projects and three flagship initiatives, the KJA commissioned 10 research studies towards attaining its stated mandate as reflected in its vision and Terms of Reference. Further, this enabled the KJA to collaborate with various stakeholders and explore new and innovative ideas for transforming Karnataka into a vibrant knowledge society. The important studies commissioned by the KJA are as follows:

1. A Study on Pre-Service Elementary Teacher Education in Karnataka by RV Educational Consortium.

2. A Study on Building Knowledge Society in Karnataka by PricewaterhouseCoopers.

3. A Study on Perceptions, Aspirations, Expectations, Attitudes and Suggestions of the youth by the Centre for Research in Social Sciences and Education (CERSSE), Jain University, Bangalore.

4. A Study on Developing a Model for Samudaya Jnana Kendras by IT for Change.

5. Finances of Universities - A Study of Karnataka by the Indian Institute of Management, Bangalore.

6. Strengthening and Empowering of State Education Resource Centre by Tata Institute of Social Sciences, Mumbai.

7. A Higher Education System for Knowledge Society in Karnataka by HEIRA of CSCS.

8. A Report on Teachers Need Analysis by Azim Premji Foundation.

9. Framework for Karnataka Teachers' Professional Development Policy by Azim Premji Foundation.

10. Study of Community Knowledge and Practices in Haveri district of Karnataka by Karnataka State Folklore University.

In addition to these research studies, the Study Groups constituted by working groups produced detailed reports on specific subjects. The Working Group on health constituted two study groups to evaluate the current status of medical education and delivery of health services. The study groups consisted of experts who were thoroughly familiar with current developments in the health sector in Karnataka and at the national level. They held wide-ranging consultations with stake holders in the public and private sector in Karnataka besides conducting deliberations on their own to produce the following comprehensive status reports:

1. A status report of the study group on Medical Education in Karnataka.

2. A status report by study group on delivery of health services.

During whole of its tenure, KJA in response to specific recommendations submitted

by the working groups undertook 3 innovative flagship initiatives: the Jnana Fellowship scheme 2011, the Karnataka Innovation Council and the Jnana Shodha 2012.

- Jnana Fellowship: Take a break and work with the Government: in the second half of 2011 passing through a series of processes such as application, scrutiny, selection under guidance of reputed researchers, a total of 18 candidates were selected as Jnana Fellows to 10 Departments of Government of Karnataka such as Planning Dept., Dept. of Primary and Secondary Education, Dept. of Health and Family Welfare Services, Dept. of Higher Education, Dept. of Horticulture, Youth Services Dept., Dept. of Personnel and Administration Reforms (Services), Dept. of Personnel and Administration Reforms (Elections) and Dept. of Women and Child Development. They represent various districts of Karnataka like Koppal, Bagalkot, Haveri, Dharwad, Davanagere, Tumkur, Mangalore, Kodagu, Shimoga and Bangalore. They finally submitted their study reports on some of the very important aspect of knowledge and awarded with certificates of honour.

- Karnataka Innovation Council: With request from the Chairman of National Level Innovation Council to the Hon'ble Chief Minister of Karnataka to launch an Innovation Council in the State, KJA facilitated in constitution of the Karnataka State Innovation Council (KSInC) under the chairmanship of Professor H.P. Khincha (Former Vice Chancellor, Visvesvaraya Technological University). The KSInC worked on a broad range of terms of reference such as, supporting Government to promote innovation, mapping opportunities for innovation in the State, identify and reward talent in innovation and disseminate success stories, organizing seminars, lectures, workshops on innovation and create State innovation portal, etc.

- Jnana Shodha: To encourage participation of diverse stakeholders in more numbers and to supplement the work of the KJA in attaining its stated mandate, the KJA launched 'JNANA SHODHA-2012'. This involved a process of invitation to institutions to undertake research studies across diverse issues specific to Karnataka, such as Promoting Social and Industrial Innovations, Augmenting Community Knowledge and Practices to Improve Agriculture, Augmenting Community Knowledge and Practices to Improve Public Health, Skill Development in Higher Education (Among General Graduates), ICT Application in Education; health; and community knowledge. It also encompassed some broad areas again specific to Karnataka, around Public Health, Higher Education, Teacher Professional Development, Skill Development, Community Knowledge and Practices, and Building Knowledge Society. Further, this initiative would enable KJA to partner with various research organizations in exploring innovative ideas for transforming Karnataka

into a vibrant knowledge society. Subsequently, a total of 13 selected academic & research institutions, voluntary organizations and government and quasi-government organizations/bodies, registered trusts and foundations of national and international repute having experience in research in the stated focus areas conducted their research. The selection process, monitoring and submission followed rigorous steps (blind review, monitoring) to maintain quality.

In its second phase, to encourage participation of diverse stakeholders in more numbers and to supplement the work of the KJA in attaining its stated mandate, the Aayoga launched 'Jnana Shodha' an invitation to institutions to undertake research studies specific to Karnataka. Thirteen research studies were shortlisted after a rigorous selection process. The institutions, selected from all over Karnataka, are conducting the research under the following themes:

1. Public Health (Including AYUSH)

2. Higher Education

3. Teacher Development (Including School and College Education)

4. Skill Development

5. Community Knowledge and Practices (Including Agricultural and Health Practices)

6. Building Knowledge Society (Including ICT and Innovation)

Transitions and Role Rationale

With the end of the first phase of the commission (KJA), different reviews were carried out for better understanding of the process, achievement, limitations and ways forward. The stakeholders audit (PAC, 2011) identified some of the unfinished agenda of the KJA such as need for scaling up of pilots, shifting from information generation to 'knowledge generation' through more and more multidisciplinary studies, knowledge society beyond universities, assuming ownership and regular audit of outcomes. Areas of improvement suggested by the same study included a more comprehensive understanding of government protocols and financial flows, as well as technical details of each project, peer review of projects and periodic audits.

Another study by Ramprasad & Sridhar (2011) by use of a detailed ontological framework subjecting the different processes and projects into a triple helix model diagnosed the role of KJA as 'leading' the introduction, enhancement and regulation of the critical partnerships. The paper also opined that there is further opportunity for differentiation and integration of the projects into the triple helix components and the framework can be extended further by including new sectors into the analysis.

The learning from the audit report (PAC, 2011) and research papers (Ramprasad &

Sridhar, 2011) laid the basis for the second phase of the commission. The KJA then spelled out clear objectives for the second phase of the commission:

- ◆ long term planning;

- ◆ desire to leave a legacy with the system/ departments;

- ◆ working on specific expectations and requirements of concerned departments;

- ◆ reaching out to various stakeholders other than departments and universities;

- ◆ better participation of citizens among others.

On the basis of these objectives, in 2011, the KJA went through a transition in its composition and focus and continued to take on a role above and beyond that of a recommendatory body.

Consequently, five Mission Groups were constituted with focused mandates than the Working Groups of the first phase. In addition, the Task Force on Karnataka Geographic Information System (GIS) was formed with the specific objective of evolving a mechanism to institutionalize GIS application among the departments of Government of Karnataka. This transition of working groups to mission groups clearly validate the focused approach of KJA, high level of strategic maturity and commitments towards achieving the broader goal.

Overall, the KJA has emerged as the first state level knowledge commission with a focused role of transforming the state into a vibrant knowledge society. Presently, it also has got the distinctive advantage of being the only commission of its kind in India to have worked with multiple government departments with reasonable success to implement policy recommendations. The KJA has the unique position of not only generating a policy idea but also accompanying it in its initial stages of implementation and thus have three functional roles:

1. **As a recommendatory body,** the KJA submitted recommendations to fulfill its mandate of transforming Karnataka into a knowledge society. Structures like the Working Group and Mission Group were created for different focus areas by the KJA. These acted as think tanks and generated ideas in their focus areas which formed the basis for the recommendations submitted by the KJA.

2. **As a facilitator,** the KJA followed up the submission of their recommendations in terms of policy formulation, institution building and coordinating inter-departmental activities. Considerable effort was made to build a sense of ownership within the departments for the pilot projects that were implemented based on the recommendation.

3. **As a coordinator,** the KJA interfaced with both the idea generators and implementers to ensure that there was a logical linkage between the two.

3

Analysis of the Work of KJA

**Analysis of Secondary Data through the M & E
(Monitoring and Evaluation) Frame**

Understanding the nature and magnitude of activities carried out by KJA

All relevant information about KJA's work during whole of their tenure till date of our evaluation, were collected from different secondary sources and analyzed in terms of achieving the objectives in 6 focus sectors as was planned by the commission. All activities are subjected to the general framework (Matrix) of M & E (figure 3.1) comprising of mainly inputs, process, output and outcome (impact components being left considering shorter time frame of the programmes). While the thin line between these M & E components are often not very clear in a practical sense, enough care has been taken to make rational distinctions.
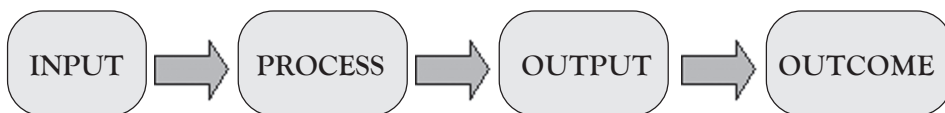
Figure 3.1: Components of M & E

The 'inputs' across the focus sectors were mainly to do with activities towards setting up of committees, working groups, study groups, mission groups, task force, call for proposals, establishment of office and other administrative structures (staff, equipment, etc). The process components for different focus sectors comprised of convening meeting with stakeholders, Chief Minister, government department secretaries and experts. The output components for different focus sectors comprised of preparation of recommendations, feedback, final preparatory for launch of projects, draft notes etc. The outcome components for different focus sectors comprised of launch of projects and portals, passing of bills or policies, final reports, vision documents etc.

Analyses were carried out on different activities of the KJA for the whole of its term for a detailed understanding about the nature and magnitude of progress towards achieving the broader goal of transforming Karnataka into a vibrant knowledge society. The results of the analyses are presented in Table 3.1, Figure 3.2 and Figure 3.3. In terms of magnitude of activities reported, the analyses showed that among the 6 focus sectors, more achievements were made in two sectors – Library and knowledge networks and Higher education. The focus sector of 'Humanities and Social Science' has been reported to have lowest number of activities.

However, a disaggregate analysis by nature of the M & E components within each of the focus sectors presented a different picture. The result showed that both at aggregate as well as individual level, for almost all focus sectors, a greater proportion of the activities fall into the 'Process' component, with activities in the 'outcome' component being the lowest. For two focus sectors - 'Health' and 'Higher Education' - the output components are higher than others. Although overall outcome levels are low, two focus sectors - 'Literacy and school education' and 'Library and knowledge Networks' seem to have achieved a comparatively higher magnitude of 'outcome'.

Table 3.1: Percentage distribution of M&E components

(N=235)

Focus sectors	Input	Process	Output	Outcome
Literacy and school education	12	44	29	15
Vocational education	22	49	27	2
Health	26	32	37	5
Library and knowledge Networks	28	36	24	12
Humanities and Social Science	10	70	20	0
Higher education	9	35	45	11
TOTAL	19	40	32	9

Relative performance among focus sectors and logical linkages of activities

In summary, analysis of all the focus sectors through the M &E matrix showed that, while the focus sectors have performed with varying degrees of success with regards to the M & E components, 4 out of the 6 focus sectors (health, higher education, library and knowledge networks, literacy and school education) have had more outcomes. This was probably because of the nature of activities and some other exogenous factors surrounding them.

A thorough examination of qualitative aspects of the activities accomplished under each of the 6 focus sectors gives us some more interesting insights about the possible logical linkages.
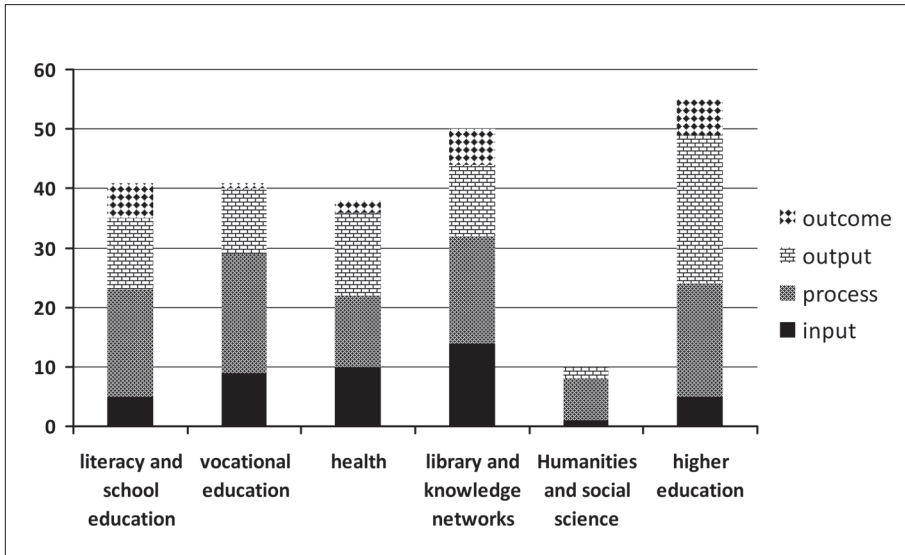
Fig. 3.2: Proportion share of M&E components within each of the focus sectors
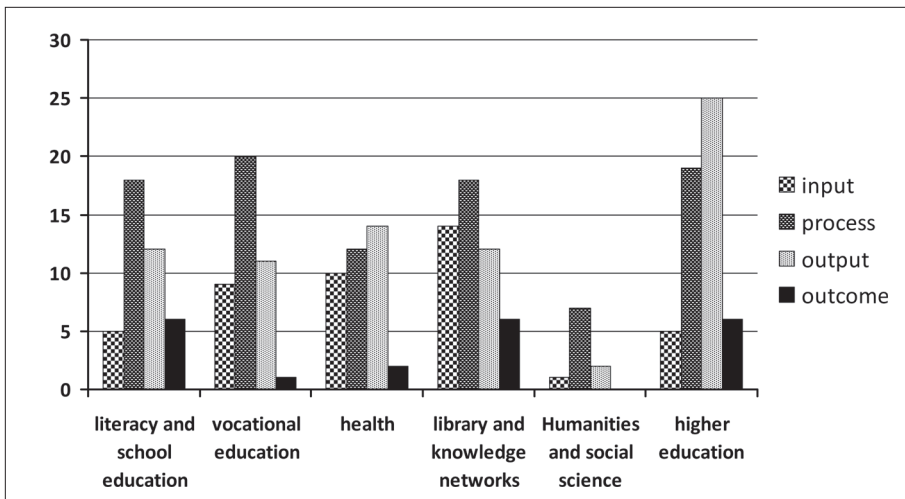
Fig. 3.3: Proportion of M&E components for each focus sector

While some of the activities or aspects of KJA's work within each of the 6 focus sectors look very well linked (logical steps) and progressed across inputs, processes until output or outcome, some others do not explicitly show any such linkage. Some of the activities with very clear linkages are:

1. Odu Putani project

2. Skill development training to students

3. Work towards Apprenticeship Policy

4. Concrete steps on development of traditional medicine system

5. Developing regional pharmacopeia

6. Launch of Kanaja portal

7. Manava bhandara project

8. Jnanavahini project (mobile internet van)

9. Steps towards transforming two of the existing Universities into Model Universities

10. Daksha project

11. Innovative Universities Bill 2011.

Analysis of Primary Data through Stakeholders' Assessment

Planner, Implementer and User perspective

The analysis of the work of KJA involved two phases - a comprehensive documentation of all the activities carried out by KJA followed by subjecting all the secondary information into the M&E framework, and collection of primary information from those actors who played varied roles in the recommendations/ projects/ research studies that KJA brought out. These actors include

1. Planners – the experts from different fields who came together in various Working Groups and Mission Groups and conceived the recommendations/ projects/ research studies that were then submitted to the Government of Karnataka.

2. Implementers – the officials of those departments with whom these recommendations/ projects/ research studies were shared and who implemented some of the actionable ones with KJA providing technical and financial support through network building, projects and research studies.

3. Users – people who have benefitted due to the implementation of these recommendations/ projects/ research studies, either tangibly or intangibly.

Information was collected from planners, implementers and users through direct interviews involving focused questions being asked through a structured interview schedule. Separate interview schedules were designed for each category of respondents, i.e., planners, implementers and users. The data collected was then subsequently analyzed in both quantitative and qualitative manner and presented in tables 3.2a, 3.2b, 3.2c, 3.2d.and 3.2e.

Planners

The interview of planners focused on several key areas such as, the extent of involvement in the process, the satisfaction regarding the process followed in generating the recommendation/ research study/ project and perception on the usefulness of the recommendation/ research study/ project in achieving the broader goal of the KJA to transform Karnataka into a Vibrant Knowledge Society.

*Table 3.2a: Planners' level of satisfaction**

Response	Percentage
Extremely satisfied	35
Satisfied	35
Neutral/ indifferent	18
Dissatisfied	12
Extremely dissatisfied	0
Total	**100**

*About the processes followed in generating the recommendation/ project/ research study

- Most the planners were involved in the framing of the recommendation to a great extent, with some being the Chairpersons of the Working/ Mission Groups and others either having authored the related concept notes or contributed to the various components of the recommendations.

- Nearly 70 per cent of the planners have expressed their satisfaction with regard to the processes that were followed in generating the respective recommendation/ project/ research study, of which half of them have mentioned that they were extremely satisfied. When asked to explain, most planners were happy with the consultative process that KJA adopted as well as their *responsiveness* to any aspects during this process.

- Interestingly, 12 per cent of the planners also expressed their dissatisfaction, with reasons attributed towards the problem of convincing the departments about the exercises. There was also mention of suggestions not having been fully incorporated into the recommendations/ projects/ research studies.

- At the same time, 18 per cent also expressed their indifference since they felt that they had not been implemented properly and have not yet reached the local people. None of the planners felt that the recommendations/ projects/ research studies had been not useful.

- Most planners were of the opinion that KJA's work should be taken forward and

concrete steps taken towards sustainability of their work. Their suggestions included measures such as –

✧ Continuation of KJA or a similar institution to take the implementation forward to their logical conclusion.

✧ Ensuring that the fruits of the recommendations reach the local people.

✧ Come up with a better understanding of the term 'knowledge' which is still not all encompassing.

Implementers

The interviews of implementers focused on key areas such as, the complimentarity of the recommendation/ research study/ project with already existing plan of corresponding department, the sustainability of the recommendation/ research study/ project in future and perception on the usefulness of the particular recommendation/ research study/ project in achieving the broader goal of the KJA to transform Karnataka into a Vibrant Knowledge Society.

Table 3.2b: Implementer's level of satisfaction*

Response	Percentage
Extremely satisfied	45
Satisfied	45
Neutral/ indifferent	9
Dissatisfied	0
Extremely dissatisfied	0
Total	**100**

*In terms of match/ complementarity of the recommendation/ project
with implementing department's existing plan

Table 3.2c: Implementer's perception**

Response	Percentage
Sustainable	60
Neutral/ indifferent	20
Not Sustainable	20
Total	100

**On the project be integrated into the department's budget and
work plan in future, making it sustainable

◆ Most of the implementers interviewed had been very actively involved in the implementation of the recommendation/ project/ research study.

◆ When asked if they found it easy to implement the recommendation/ project, nearly 70 per cent agreed. Most respondents (90 per cent) found that these exercises matched their department's needs, were taking forward some plans that were still in the infancy state or were contributing to the vision of the concerned department.

◆ The rest who found the implementation process difficult reasoned that this was mainly due to constraints within the department, such as, lack of human and infrastructural resources as well as the need for experts who would do the planning and actualization for them.

◆ In terms of finding complementarity of the relevant recommendation/ project with the department's existing plan, more than 90 per cent implementers expressed their satisfaction with the same.

◆ Institutionalization of the recommendation/project through integration of the same into the department's budget and work plan thus making it sustainable was something that 60 per cent of the implementers agreed to, since they had either already made the needed budget available or were already in the process of doing so.

◆ The rest who expressed either their indifference or disagreement to sustainability felt that this process would need time; which indirectly also indicates that they were not exactly averse to the idea of integration into the budget.

◆ Most of the implementers had taken forward the recommendation/ project to certain phases of implementation with some having also brought them to a conclusion, e.g., the formation of the Youth Policy.

Users

The interview of users focused on several key areas such as, the effective use of the recommendation/ research study/ project, impact of the recommendation/ research study/ project and perception on the usefulness of the particular recommendation/ research study/ project in achieving the broader goal of the KJA to transform Karnataka into a vibrant knowledge society.

◆ Given that KJA would not have played a direct role in ensuring that the recommendation reaches the beneficiaries, an attempt was made to understand the users' perception in terms of the usefulness of the recommendation / project.

◆ Most users reported to have used effectively the result of the recommendation / project. This is because KJA had not only helped in collating and compiling existing knowledge but had also helped in the process of disseminating to the

Table 3.2d : Users' level of satisfaction: significant change/impact*

Response	Percentage
Extremely satisfied	29
Satisfied	29
Neutral/ indifferent	43
Dissatisfied	0
Extremely dissatisfied	0
Total	**100**

*Regarding the recommendation/ project on life in terms of
change in their perception, attitude, career, work style, etc.

beneficiaries.

- It was found that 58 per cent were quite satisfied with the impact that the recommendation/project has had on their life (perception, attitude, career, work style, and so on). The users who expressed their indifference explained that this was due to delay in the actual rollout of the recommendation.

Combined Perspective of Stakeholders

The interview of all the 3 categories of respondents endeavoured to elicit how useful the respective recommendations/ projects/ research studies were towards achieving the broader goal of transforming Karnataka into a vibrant knowledge society. The

Table 3.2e: Perception about usefulness**

Response	Planner	Implementer	User
Extremely Useful	59	73	57
Useful	18	18	43
Neutral/ indifferent	18	0	0
Not useful	6	9	0
Not at all useful	0	0	0

**Regarding sample recommendation/ project/ research study towards achieving the goal of
Transforming Karnataka into a Vibrant Knowledge Society

results are found to be interesting.

- More than three-fourth of the planners felt that they were useful (extremely useful by 59 per cent and useful by 18 per cent) because of the contribution that they had made towards this goal.

- On the same question, more than 90 per cent of the implementers felt that recommendations/ projects/ research studies were useful (extremely useful by 73 per cent and useful by 18 per cent) mostly because of the influence that they have and will continue to have on people as well as repositories of knowledge.

- When asked about how useful the respective recommendations/ projects/ research studies were towards achieving the broader goal of transforming Karnataka into a vibrant knowledge society, all users (100 per cent) found them to be useful (extremely useful 57 per cent & useful 43 per cent).

Based on the detailed analysis information from of all types of stakeholders and our comprehensive understanding, a number of factors for success and limitations could be synthesized.

Synthesis of Progressive (success) factors:

- Better processes followed and responsiveness of KJA in designing the recommendations, projects and research studies

- Rigorous consultative process

- Developed responsiveness among implementers through continuous motivations, hand-holding etc.

- Implementers found stimuli for similar good programs in future

- Some new ideas complemented with existing aspirations of departments.

- KJA ensured participation of senior level functionaries including the Chief Minister and Chief Secretary

- Usefulness felt across technical cadre as well as the common people

- Some departments (e.g. DIET) obtained an opportunity for technical advancement

- New areas of work introduced by KJA were viewed as an opportunity

- Some projects re-established the lost link between people and traditional knowledge (e.g. those dealing in basic medicinal plants) thereby establishing a connection of the KJA with the people or society at large.

Synthesis of hindering or retarding factors:

- Problem of convincing some departments about the exercises to be carried out while implementing the recommendations/ projects

- Some suggestions of experts of working group members were not fully incorporated while designing the recommendations/ projects/ research studies

- Inadequate implementation of some ideas, which affected the quality of service to the local people.

- Better understanding of the term 'knowledge' among the stakeholder is required.

- During the time of implementation, there were some deviations from the original plan

- Constraints within the department such as lack of human and infrastructural resources as well as the need for experts

- Some ideas came as completely new and hence there is an environment of resistance

- Delay in the actual rollout of the recommendation

- Some projects (e.g. Kanaja) could help only a small part of the population due to the digital divide

Objective Assessment: Composite Performance Score (CPS)

With the objective of developing a benchmark to measure the importance of the KJA's work towards achieving the goal, a **composite performance score (CPS)** was calculated. It was based on the reported perception of planners, implementer and users about usefulness of sample recommendation/ project/ research study towards achieving the goal of Transforming Karnataka into a Vibrant Knowledge and using the data shown in the above table (Table 3.2e). For an objective assessment (context, weightage and judging criteria) of KJA's works towards achieving the goal of Transforming Karnataka into a Vibrant Knowledge, we gave differential weightage to different stakeholders (planner, implementers and users) based on KJA's *span of control.* They are:

- planner = 3

- implementer = 2

- user = 1

Using the above weights, the Composite Performance Score (CPS) of the work of the KJA was calculated to be 8.5 on a 10 point scale, where 0 represents no performance and 10 represents a perfect performance.

A Comparative Analysis of both the phases of KJA

A comparative analysis of both the phases of KJA was carried out through overall observations and our comprehensive understanding. The findings are as follows:

- The KJA aimed to sustain its work, ensuring specific outcomes and leaving a

legacy during the second phase as against the objectives of the first phase as breaking ice and gradually building the work. While all our analyses showed this to be achieved to a better extent with many departments putting some of KJA's initiatives into planned processes, a concern resonated frequently about the need for putting a monitoring mechanism in place for the implementation process.

- The commission (KJA) looked for developing acceptability in the system during the second phase as against the objectives of the first phase of building credibility and receptivity in Government. As explained earlier, perceptions of the place of the KJA within the gamut of organisations that work inside as well as with the government often vary. Respondents sometimes attribute characteristics to the KJA that locate it within the government system, and this is reinforced by the KJA operating from its current premises. Others also point to its relative independence and autonomy and place it in the private or civil society space.

- Another good observation is KJA focused on specific themes inside the sectors and brought out recommendations based on expectations and evidences during the second phase rather than the somewhat narrow objective of the first phase focusing only on the broad sectors and designing recommendations based on KJA's perceptions.

- The KJA aimed to make efforts to articulate and disseminate the framework for knowledge society during the second phase as against merely decoding and developing the framework in the first phase. Our overall observations and more from the primary data find this objective to be achieved to a lower extent, warranting a need for dissemination of a clear definition of knowledge among various stakeholders.

Summary and Conclusions

Summary of the Evaluation

The analysis of primary data from different types of stakeholders brought out some very important collective perceptions about KJA's work towards the broader goal of transforming Karnataka into a Vibrant Knowledge Society. Inferences from the analysis emerged to be mixed. Overall, there was consistency in positive opinions towards the KJA, which was not the case for other critical opinions.

On the Positive Side

- It was universally accepted that the KJA should continue to exist for a longer term so that the projects and initiatives like the K-GIS, Mobile Internet Vans etc. can be implemented with a **long term perspective** to arrive at its logical conclusions.

- The KJA played a crucial role in the formulation of Government policies such as the Karnataka Youth Policy of 2012 and a policy (under consideration) for distribution of drugs in public hospitals. Many **new ideas and initiatives**, which were not addressed by institutions before, were picked up by the KJA.

- KJA has been successful in building coherence with many government departments, which laid the basis for good works.

- The whole process followed by KJA could address the gap between desired reforms and existing system in place.

- KJA could also be built upon a strong link between government system and idea-giving systems.

- Some experts agreed that the KJA has played an important **role in bringing about change of attitude** of people with respect to the functioning of the Government.

- Some felt KJA could embark successfully on

  - Do-ability, environment creation and endeavor towards creating a '*critical mass*' for knowledge society.

  - Exploring best practices inside and outside the system, redesigning the programs as per best practice and brainstorm with many experts through enormous time and state approval.

  - Development and management of *environment of Innovation* through passion, persistence and multidisciplinary approach.

- In addition, many opined that a lot of positive vibrations in terms of creation of an **enabling environment and supporting ecosystem** towards the achievement of a 'critical mass' of knowledge is created both inside and outside the Government because of initiatives like the Jnana Fellowship, Innovative University Bill, etc.

- **Equity and social justice**: Involvement of youth in governance was stressed upon by KJA, a section of society which was hitherto under-represented.

Areas of Concern

- Many stakeholders were not happy with **procedural and administrative delays** involved in the process of expression of KJA initiatives but they understood that concerned Government departments have their own priorities.

- Some experts felt that there was a **need to clearly define the concept** of 'Knowledge', so that it is clear to the common people.

Pointers for the Future: Sustainability and Replicability

An objective of this evaluation is to identify elements towards the replication and sustainability strategy, in terms of what extent will the work of KJA serve as a framework for similar commissions that may be established elsewhere. A specific question to understand stakeholder perceptions was asked - 'on completion of KJA's term, what measures/steps would you suggest to sustain/continue the work of the KJA?'. The responses were generic and pertained to operational and management aspects:

- Develop a **clear definition of the concept** of 'Knowledge' that is relevant to all levels of society in Karnataka.

- Continue interactions and **proper communications** with all stakeholders.

- Promote a **bold vision** open to innovative ideas.

- Consciously **track the effective implementation** of recommendations.

- **Monitor** the progress of recommendations.

- Maintain the **autonomy** of the KJA.

- Remain **focused on concept development** and expression and reduce involvement in administration.

- A need for creating and sustaining an ecosystem for Quality knowledge through a critical mass.

- Active involvement **of more cross-section of the society** into the knowledge process.

Recommendations

In addition, based on analysis of various information gathered from different sources and our overall understanding, we **recommend** the following:

- Two focus sectors such as Vocational education and Humanities and Social Science need more work for transforming current effort (processes) to significant outputs and outcomes. This can be achieved through **systematic and rigorous facilitation** with the implementing agencies.

- While some of the activities or aspects of KJA's work within the focus sectors and areas look very well linked (logical steps) and progressed across inputs, processes until output or outcome, some others do not explicitly show any such linkage. Hence a **thorough monitoring of the activities** need to be carried out in each step in terms of whether expected output is achieved and necessary actions can be taken in gap areas.

- To bring field level expertise in implementation, break the cultural barrier and the quasi status of the KJA among implementing partners, **a person with work experience from implementing department could be an active staff member** of KJA, by deputation or post-retirement.

- To bring users' perspective to into all levels of the KJA's work right from conceptualization to design to implementation, again breaking the cultural and psychological barriers (mind-blocks) and the quasi status of the KJA among implementing partners, a person with work experience from **User groups (user consultation) such as CBO, NGO etc. could be an active staff** of KJA.

- It is increasing being felt all across that KJA should play mainly the **role of a catalyst and facilitation** in idea generation and implementation rather than institutionalization of the knowledge.

- An overall effort is needed at all stakeholders' level to go to the next higher orbit of knowledge society and ensure that government, academia and industry are in the same pace and stage of development.

Operational Output Framework

The work of KJA being based on a platform of innovation, and promoting diverse ideas towards a broad goal of transformation of a population into a knowledge society, zeroing on a single operational framework to explain and project the KJA's work is difficult. However a thorough critique of existing literature juxtaposed with our rigorous analytical endevour by using morphological, secondary and primary data gives some useful insight.

Ramprasad & Sridhar (2011) brings out a detailed ontological framework of the KJA process through a **Triple helix model**, whereby it finds the role of KJA as 'leading' the introduction, enhancement and regulation of the critical partnerships. All the projects have been mapped into the framework individually and aggregate to find out the relative importance within the 3 categories of components. The paper infers that there is further opportunity for differentiation and integration of the projects into the triple helix components and the framework can be extended further by including new sector into analysis.

A thorough analysis of all the information obtained from the current evaluation from different stakeholders provides us a holistic picture for construction of an **operational output framework** in terms of the positioning of KJA and its composition.

We endeavoured towards understanding of KJA as an organization through the **McKinsey 7S Framework**, which is a tool for ensuring that 'all parts of the organization work in harmony'. Overall, the structure of the KJA seemed ideal for getting a lot of work done in a short period of time. This became possible mainly because KJA maintained a multi-disciplinary team with a multi-sectoral approach. The KJA systems and processes are praised all around as open and transparent. The commission is also found to extremely responsive to all stakeholders. The transition of working groups to mission groups clearly shows the focused approach of KJA, high level of strategic maturity and commitments towards achieving the broader goal. The KJA's strategy is considered to be very flexible and adapted well. Much of the success of the KJA can be attributed directly to the charisma of the Member Secretary and his energy to move matters within the realms of government. The synergy that the KJA has with the government was evident from many stakeholders in government departments and experts. The application of the 7S model assured us that the KJA has indeed worked in a holistic manner at multiple levels of organizational working within as well as outside the government apparatus.

While explaining the **Positioning-in-Transition**, we realized that KJA finds its place at the 3rd angle of the triangle where government and private sector are located at the other angles. It was found that many stakeholders in the government system perceived KJA as a private player, outside of their 'cultural territory'. Similarly, people

in 'private' organisations perceive KJA as a government agency. This '*dual identity*' could have advantages or disadvantages with regard to stakeholders' responses to ideas that emerge from the work of the KJA. This positioning of KJA came out to be *advantageous* in bringing freshness and new perspectives to government departments thereby increasing the acceptability and adaptability of new ideas for successful implementation. The KJA could maintain *equilibrium* in the system because of his pivotal position, deep engagement with the government as well as outside the government, development of a strong 'trust' factor with the government vis-à-vis maintaining 'the bureaucracy-out' of the implementation. Some of the reported perceptions are also presented in detail in previous sections of this report (Synthesis of Progressive and hindering factors, areas of concern etc.). A number of recommendations have been successfully taken forward by departments and improved upon. While many people who were involved closely with the KJA see its activities as clearly contributing to the creation of an enabling environment or playing the role of a game changer or bringing out seeds of change, some respondents expressed concern over the capacity of the KJA for implementing the ideas it generates. The perceptions depicted in this framework provides some implications towards the sustainability of KJA in the future or similar such commission.

Reviewing the components of the 7S framework in three stages (*Figures 4.1, 4.2 and 4.3*) reveals that the KJA has worked as a *driving force* behind the successful transition of its positioning with government and private sectors within the broad public space. The first stage shows that KJA within the broad public space, shares more space with government and less with the private sector, and the second stage depicts that KJA within the broad public space, shares same magnitude of space with both government and the private sector. The third stage shows that KJA, shares less magnitude of space with both government and the private sector allowing more interaction with public, where KJA would become more or less an independent entity allowing more inward and outward flow of knowledge with the broad public space thereby reaching the society at large. This output framework thus calls for an **architectural correction of its design to accommodate fresh perspectives that appeal to all sections (public space) of the society**.

It was universally accepted that the KJA should continue to exist for a longer term so that the projects and initiatives like the K-GIS, Mobile Internet Vans etc. can be implemented with a **long term perspective** to arrive at logical conclusions. The long-term and continual existence was frequently rationalized by all quarters due to its role in knowledge aggregation, being a platform for continuous flow of ideas from different generations from young to old, given that our country has so much potential.

Figure 4.1: Stage one – where KJA within the broad public space, shares more space with government and less with the private sector
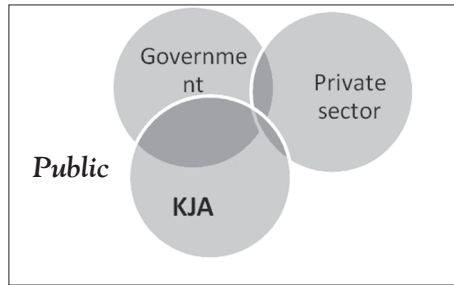

Figure 4.2: Stage two - where KJA within the broad public space, shares the same magnitude of space with both government and private sector
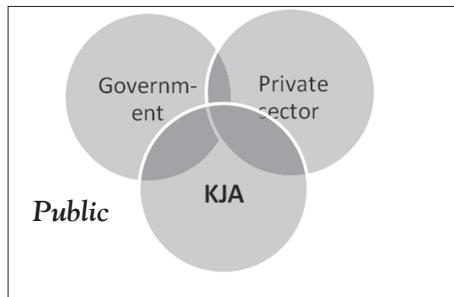

Figure 4.3: Stage three – A future stage where KJA, shares less space with both government and private sectors allowing more direct interactions with public
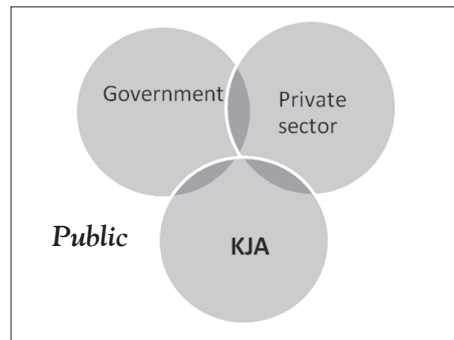
In its first phase of three years, the KJA utilized the advantages of its position as a task force of the Government of Karnataka to develop a strong foundation of credibility and excellence. In the second phase it expanded its work to consciously include more members from corporate and civil society organisations in the reformulation and redirection of mission groups. This study indicates that, in a future phase, the KJA needs to relocate itself further beyond these ambits and within reach of the general public with broad ranging programmes that take forward the vision of a vibrant knowledge society to common people.

It is hoped that a future term of the KJA will include the above learning.

Annexure 1

Selected Recommendations
for Primary Data Collection

1. **To strengthen and empower DSERT, DIETs, BRCs and CRCs in the state of Karnataka for becoming decentralised lead resource institutions. These resource institutions need to be given necessary autonomy for catering to the unique needs of a district, block or cluster as the case may be.**

2. **To impart skill training in retail business, communication skills, life skills, data entry operation, entrepreneurship etc. to the present students pursuing BA course on an experimental basis in two districts of Karnataka. This training could be imparted along with their course in their respective colleges at no extra cost to the students.**

3. **To develop regional pharmacopeias for all districts, which can be put to community use and also be used in educational institutions, which strengthens the community and folk healer associations.**

4. **Create Wikipedia type of portal in Kannada which will become the encyclopedia of all information in Kannada. The farmers, rural students, backward classes, homemakers (house wives) etc., will be the beneficiaries in addition to researchers and academicians.**

5. **To increase meaningful and sustained interface between public system and citizens through fellowships, interns and study projects involving young professionals. This will not only reinforce trust levels in public systems but contributes to much needed creativity and innovation.**

6. **"To implement K-GIS in a mission mode by department of IT, BT & Science & Technology in a mission mode" whereby GIS data and applications are available/ accessible to various GoK departments, citizens and enterprises on a State-wide, seamless and regularly updated/maintained GIS-Asset.**

7. *To develop and depute one mobile Internet Van in every district of Karnataka for the purposes of creating awareness and interest in online availability of knowledge resources. This mobile unit could visit all the Block Resource Centres (BRCs) of that district as per a*

fixed timetable, which will be disseminated to all people through mass media and others. This effort could also explore Public-Private partnership model.

8. *To promote University Library and Information Network of Karnataka (UniLINK) as a registered cooperative to provide a collaborative space for creation, sharing and utilization of knowledge resources in the higher education landscape of Karnataka.* **In Collaboration with Karnataka State Council for Higher Education and All the Universities of Karnataka**

9. "To set up a mechanism in Raitha Samparka Kendras/Farm Extension Services to provide the information pertaining to agricultural related Community Knowledge and practices" to the farmers. The community knowledge and practices would be documented through multi-media technologies and would be disseminated through these centre.

10. To "*establish centres in select universities centres to document, assess, and disseminate*" community wisdom, knowledge and practices in areas such as agriculture, food, health and research indigenous, traditional texts in manuscript form, dealing with knowledge definition, classification and application. Based on this work, develop online/diploma certificate courses on indigenous community knowledge, knowledge engineering systems, manuscripts processing, new script interfaces etc for all streams and also upgrade academic curricula to include community knowledge and practices of the State. Selected community knowledge and practices should be incorporated in the curriculum of Schools, colleges as well as in the Universities

Research Studies

1. A Model on Samudhaya Jnana Kendra

2. A Study on Perceptions, Aspirations, Expectations and Attitudes of Youth of Karnataka

3. Framework for Karnataka Teachers' Professional Development Policy

Projects

1. Kanaja

2. Sahayog

3. Samarth

4. Preparation of K-GIS Vision and User Need Document

Annexure 2

KJA Evaluation 2012- Planner Questionnaire

KJA Evaluation 2012- Planner Questionnaire

Name of investigator: _____date:_____ Time (start and end):_____

IDENTIFICATION	
Serial Number Name of the Respondent: Town/ Taluk/ GP: District:	

SECTION I: BACKGROUND INFORMATION

Sr. No.	Question and Filters	Code/Response Categories
1.	How <u>actively</u> were you involved with <u>this</u> **(name)** particular Recommendation/ Project/ Research Study?	To a great extent....1 To some extent.......2
2.	In what capacity?	
3.	Age in completed years	
4.	What is/was your Profession/ designation?**(to be printed in advance)**	

SECTION II: SCORING INFORMATION

| 5. | How satisfied are you with regard to the processes followed in generating this **(name)**recommendation/ project/research study | *Extremely satisfied…………………….1*

Satisfied……………………………….2

Neutral/ indifferent…………………… 3

dissatisfied……………………………4

Extremely dissatisfied ……………... ..5 |

6.	Please explain your response in detail?	
7.	Do you know about the status of this **(name)**Recommendation/ Project/ Research Study	*Yes...1* *No...2*
8	If yes, what is the status of this **(name)**Recommendation/ Project/ Research Study	*Did not Progress at all..........................1* *Progressed up to a point & stopped.....2* *In progress currently.............................3* *Progressed till end as planned..............4*
9	Please explain your response in detail?	
10	How useful is this **(name)** recommendation/ project/ research study towards achieving the broader goal of Transforming Karnataka into a Vibrant Knowledge Society? **(facilitate the meaning of the question and allow a while to think and answer)**	*Extremely Useful………………………1* *Useful…………………………….…..2* *Neutral/ indifferent…………………… .3* *Not useful……………………….…..4* *Not at all useful……………........ …..5*
11	Please explain your response in detail?	
12	On completion of KJAs term, what measures/steps would you suggest to sustain/continue the work of the KJA? Can you please give us **three steps** you think are most important?	

KJA Evaluation 2012- Implementer Questionnaire

Name of investigator: _____date:_____ Time (start and end):_____

IDENTIFICATION	
Serial Number Name of the Respondent: Town/ Taluk/ GP: District:	

SECTION I: BACKGROUND INFORMATION

Sr. No.	Question and Filters	Code/Response Categories
1	How <u>actively</u> were you involved with this (name) particular Recommendation/ Project/ Research Study?	To a great extent....1 To some extent.......2
2	In what capacity?	
3	Age in completed years	
4	Name of Department/ organization (name of department like Ayush or health and family welfare) (to be printed in advance)	
5	What is your current Profession/ designation? (to be printed in advance)	

SECTION II: SCORING INFORMATION

6	Overall how easy/ difficult did you find this (name) recommendation/ project in terms of implementation?	*Extremely Easy*……………………1 *Somewhat Easy* …………………2

		Neutral/ indifferent……………… 3
		Somewhat Difficult ………………4
		Extremely Very Difficult ……….. ..5
7	Please explain your response in detail?	
8	How satisfied are you in terms of match/ complimentarity of this **(name)** recommendation/ project with implementing dept.'s existing plan	*Extremely satisfied*……………………1
		Satisfied………………………………2
		Neutral/ indifferent……………………3
		dissatisfied……………………………4
		Extremely dissatisfied …………….. ..5
9	Please explain your response in detail?	
10	Will this **(name)** project be integrated into the dept.'s budget and work plan in future, **making it sustainable**	*Sustainable* ...…………………………1
		Neutral/ indifferent……………………2
		Not Sustainable …………………...3
11	Please explain your response in detail?	
12	What is the status of this **(name)** recommendation/ project/ research Study	*Did not Progress at all*.......................1
		Progressed up to a point & stopped...2
		In progress currently..........................3
		Progressed till end as planned...........4
		Can't say..5
13	Please explain your response in detail?	

14	How useful is this **(name)** recommendation/ project/ research study towards achieving the broader goal of Transforming Karnataka into a Vibrant Knowledge Society? ***(facilitate the meaning of the question and allow a while to think and answer)***	*Extremely Useful………………………1* *Useful………………………….……...2* *Neutral/ indifferent……………………. .3* *Not useful……………………………..…4* *Not at all useful...…………….... …..5*
15	Please explain your response in detail?	

KJA Evaluation 2012- User Questionnaire

Name of investigator: _____date:_____ Time (start and end):_____

IDENTIFICATION	
Serial Number Name of the Respondent: Town/ Taluk/ GP: District:	

SECTION I: BACKGROUND INFORMATION

Sr. No.	Question and Filters	Code/Response Categories
1	How <u>actively</u> were you involved with <u>this</u> **(name)** particular Recommendation/ Project/ Research Study?	To a great extent....1 To some extent.......2
2	In what capacity (details)?	
4	Age in completed years	
5	What is the highest level of education you have successfully completed?	Years of education successfully completed Never Attended School ………..00

6	What is your current Profession/ designation	

SECTION II: SCORING INFORMATION

7	How satisfied are you in terms of your <u>effective use</u> of this **(name)** recommendation/ project	*Extremely satisfied……………………1* *Satisfied……………………………..2* *Neutral/ indifferent…………………… 3* *dissatisfied…………………………….4* *Extremely dissatisfied …………….. ..5*
8	Please explain your response in detail?	
9	How satisfied are you in terms of significant change / impact of this **(name)** recommendation/ project on your life **(perception, attitude, career, work style etc.)** **(facilitate the meaning of the question and allow a while to think and answer)**	*Extremely satisfied……………………1* *Satisfied……………………………..2* *Neutral/ indifferent…………………… 3* *dissatisfied…………………………….4* *Extremely dissatisfied …………….. ..5*
10	Please explain your response in detail?	
11	How useful is this **(name)** recommendation/ project/ research study towards achieving the broader goal of Transforming Karnataka into a Vibrant Knowledge Society? **(facilitate the meaning of the question and allow a while to think and answer)**	*Extremely Useful…………1* *Useful……………………..2* *Neutral/ indifferent……… .3* *Not useful…………………4* *Not at all useful……... …..5*
12	Please explain your response in detail?	

The Karnataka Jnana Aayoga (Karnataka Knowledge Commission) achieved the distinction of being the only state-level knowledge commission in India to complete its term of five years in 2013. This report analysises the major achievements of the KJA in this period, and attempts to identify the key reasons for successes and failures in its activities, from the viewpoints of the planners of its programmes, the implementers of these, and those who were expected to benefit from them. Insights are also offered on the unique opportunities offered by such a Commission for stimulation of knowledge processes within governance institutions and their expression in public spaces of academics and the common citizenry.

Public Affairs Centre

Public Affairs Centre (PAC) is a not-for-profit organization, established in 1994 that is dedicated to improving the quality of governance in India. The focus of PAC is primarily in areas where citizens and civil society organizations can play a proactive role in improving governance. In this regard, PAC undertakes and supports research, disseminates research findings, facilitates collective citizen action through awareness-raising and capacity-building activities, and provides advisory services to state and non-state agencies.