RECOMMENDATIONS BY
GOVERNANCE WORKING GROUP

WORKING GROUP MEMBERS

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4. RECOMMENDATIONS BY GOVERNANCE WORKING GROUP

4.1 INTRODUCTION

The National Education Policy 2020 envisages setting up of an **autonomous body – National Educational Technology Forum (NETF)** to provide a platform for free exchange of ideas on the **use of technology** to enhance **learning, assessment, planning, administration** and so on, both for School and Higher Education.

Successful implementation will require a robust governance structure and governance system.

The NETF will essentially have twin roles:
- Being a think tank, advising the government (centre and states) on the use of technology in realising the aspirations of people and NEP2020
- Facilitating the actual implementation of the ideas through a Special Purpose Vehicle.

Hence, the NETF will be an autonomous body, registered as a society. The NETF shall comprise of a lean organisational structure in terms of governance and execution.
It will have:
- A governing council
- An executive committee
- A project management unit
- A project steering committee

4.2 GOVERNANCE ROLES AND RESPONSIBILITIES

4.2.1 GOVERNING COUNCIL (GC)

The Governing Council shall comprise of:
- A Chairperson to be appointed by the MoE
- A representative of the Ministry of Education (Central Government)
- Representatives of Autonomous Bodies (3 by rotation)
- Representatives of State Governments (5 by rotation)
- Representatives from the non-profit and private sectors. This will include experts from the education sector and technology sector. (5 by rotation, to be nominated by the Ministry)
- Chief Executive Officer
- Chief Technology Officer

Reporting Structure:
- Autonomy in functioning for the NETF can be ensured by having a dedicated governing council and providing operational responsibilities to the CEO and CTO of the NETF.
- The NETF shall initially have 7 Departments, headed by Directors who will report to the CTO.
- The CTO shall report to the CEO.
- The representative of the ministry shall act as Secretary of the council.
- The Secretary shall draw the agenda with the approval of the Chairman and draw the minutes of the meeting, circulate them and keep a record.

4.2.3 THE EXECUTIVE COMMITTEE (EC)

The executive committee (EC) will be the working body of the NETF. It shall have all the powers to manage the routine affairs of the NETF, and to enable it to function smoothly and effectively. The EC shall exercise its powers in tune with the vision and mission of the NETF and as per advice received from the Governing Council (GC).

4.2.3 CHAIRPERSON

The Chairperson for the NETF shall be a fulltime assignment, appointed by the Government, who will be in the rank of a Secretary, with the pay and all the perks of Secretary to the Government of India. Age limit for the post shall be 70 years. Chairperson shall chair both the Governing Council and the Executive Committee. This will ensure smooth implementation of the NETF.

The CEO and CTO also shall be full time members drawing pay and perks mentioned later. However, all other members of the Governing Council shall not be full time members but attend meetings of the Governing Council and shall receive the sitting fees as decided by the Governing Council.

The tenure of the Chairman and all the other members shall be for a period of three years.

4.2.4 CHIEF EXECUTIVE OFFICER (CEO)

The CEO should ideally have experience at the cross-section of education and technology. The role of the CEO will be to develop strategies and lead the organisation to achieve the objectives of the NETF, under the guidance of the Executive Committee. The CEO shall be at the level of Additional Secretary/Joint Secretary and draw pay and perks as that of Additional Secretary/Joint Secretary.

The CEO, in consultation with the CTO and with approval of Executive Committee, shall create the PMU & the PSC along with various technical & non-technical department resources.

4.2.5 CHIEF TECHNOLOGY OFFICER (CTO)

The CTO will advise the CEO and lead the strategic technology-thinking on how to use technology building blocks to achieve NETF objectives. The CTO will need to have experience in the latest population-scale technology, architectural thinking, and understanding of the developments in the relevant cutting-edge technologies like AI/ ML, open-source, cyber security, etc. The CTO shall be at the level of a Joint Secretary and draw pay and perks as that of a Joint Secretary.

4.2.6 NETF PROGRAMME MANAGEMENT UNIT (PMU)

A PMU shall be staffed by specialised consultants for the development of a roadmap for NETF implementation, identification & prioritisation of work, budgetary estimations, design, monitoring, and follow up on the progress of NETF implementation.

The PMU should also provide opportunities for volunteers from the industry & State Governments to join for a stipulated time. The PMU shall initially work directly under the MoE, until the NETF institutional set up is complete.

4.2.7 PROJECT STEERING COMMITTEE (PSC)

A Project Steering Committee will be set up to provide, review, and monitor strategic direction and policy guidance to the PMU and other stakeholders. Experts from Government organisations, education technology companies, and open-source technologies etc., may also be recruited by conducting interviews.

4.2.8 DIRECTORS OF VERTICALS

These directors shall be in the rank of Associate Professor/JS, or a person of eminence having proven expertise in a particular area. Each Director of the vertical shall be responsible for looking after routine activities, including planning and execution of the tasks assigned to the verticals.

There shall be a Director for each of the 7 departments, all of them reporting to the CTO and CEO of the NETF. These departments are:

- Digital Technology for Teaching, Learning, and Assessment
- Testing and Examination
- Research and Innovations
- Training and Capacity-Building
- Standard Setting and Benchmarking
- Partner Engagement
- Administration and Finance

4.2.9 SKILL SETS OF THE PMU & PSC

The PMU & PSC shall be comprised of professionals with varied skill sets. The key requirements of each position will be as follows:
- **Project Management Expert**, having project management experience of large-scale IT project implementation in the Government sector.
- **Procurement Expert,** with knowledge of Request for Proposal (RFP), Business Process Re-Engineering (BPR), Detailed Project Report (DPR) preparation, and Bid Process Management.
- **Subject Matter Expert**, with domain knowledge of the school education sector.
- **Technical Expert(s)**, having experience of policy, standards, specifications and policies in the areas of technology for education, technology and data, ecosystem architecture, ecosystem technologies, and development and maintenance of large-scale IT projects.
- **Volunteers and Resources**, seconded from private sector organisations, NGOs, and philanthropic organisations may also be selected in full-time or part-time positions.

Implementation shall be done through a society and the contours of such a society are listed as follows.

4.3 THE NETF SOCIETY

This section discusses the structures, bylaws, and processes of the NETF Society.

4.3.1 SOCIETY NAME

The name of the Society will be **The National Educational Technology ForumSociety.** In short, it shall be referred to as **the NETF Society.**

The National Educational Technology Forum Society will be a registered society under the Societies Registration Act (Act XXI of 1860), Government of India; an Act for the registration of literary, scientific, and charitable societies.

4.3.2 THE REGISTERED OFFICE

The Registered office of the society shall be at Delhi.
The Working Area of the Society will be all-India.

4.3.3 DEFINITIONS

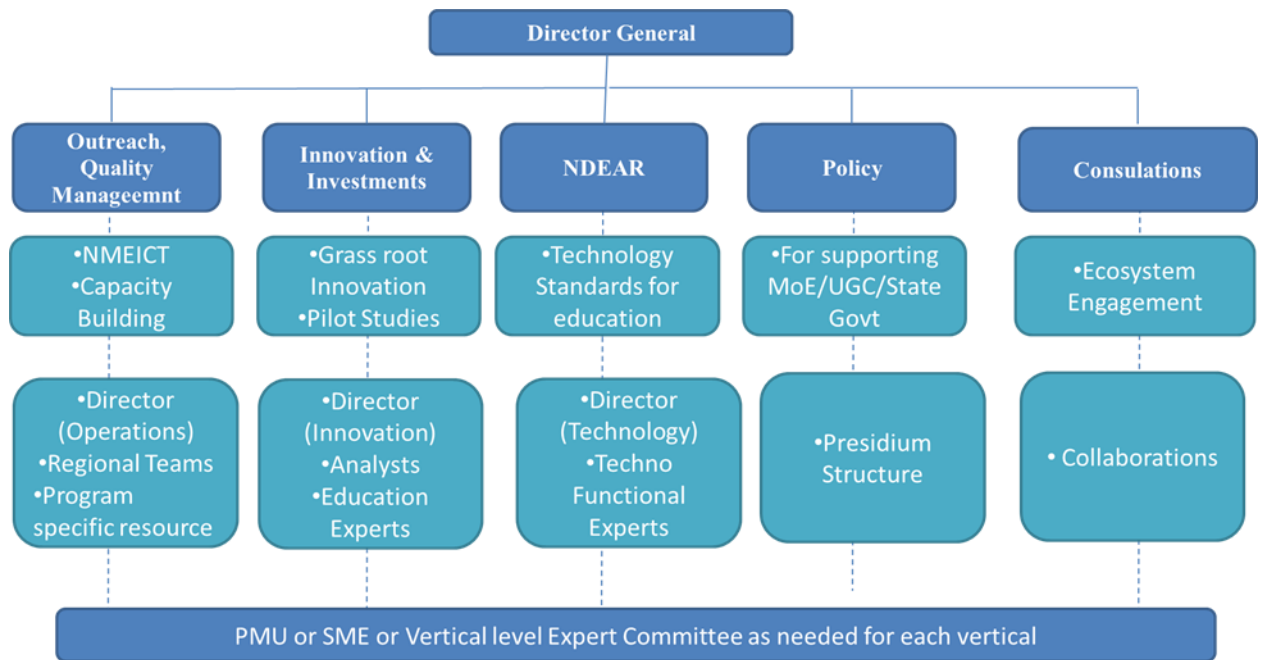In the Rules, unless the context otherwise requires,

- NETF, as per the provisions of the Societies Registration Act, refers to the **National Educational Technology Forum**.
- **Central Government** refers to the Government of India.
- **Chairperson** refers to the Chairman of the society and the Governance council.
- **Chief Executive Officer (CEO**) refers to the Chief Executive Officer of the NETF Forum, and head of the Executive Body.
- **Chief TechnicalOfficer (CTO)'**means the officer reporting to the CEO and responsible for planning, design and implementation of education technology platforms, tools and services in the framework of NETF.
- **Committees** refers to Committees of the Governing Council.
- **Director** refers to the Director of the verticals of NETF appointed under the rules of the Society.
- **Society**refers to the National Educational Technology Forum Society.
- **Society Act** refers to the Societies Registration Act, 1860
- **State Government** refers to Government of state.

4.3.4 PROPOSED STRUCTURE FOR NETF

The NETF will essentially have to build its own competency to play multiple roles to ensure that a method for integrating education technology that is able to update itself with changing requirements

- **Outreach, Quality Management** – benchmarking etc, feedback to project team and implementation of feedback is a cycle that needs to be realized for key schemes such as **NMEICT and other initiatives**. Through this operative dimension, NETF would help take the benefits of various offerings such as SWAYAM, SWAYAM PRABHA, VIRTUAL LABS etc to millions of students and create a mechanism for updating it as per evolving needs. Capacity Building would be subsumed as part of this vertical.

- Facilitating the actual implementation of various initiatives as articulated in the NEP. Some of the immediate action area would be **roll out of NDEAR**

- **Support innovation & investments** at grass-root level and help them scale through the education ecosystem taking a data & evidence-based approach. Engage with start-ups through this vertical. Areas such as **examination, assessments, disruptive technologies would be addressed in NETF**.

- Through various **regulations such as ODL & Online, SWAYAM, ABC** a new & complex paradigm is already evolving in higher education. Similarly, regulations for **ed-tech companies** which are facilitative, yet protecting student interest are important. NETF would help in this dimension too.

- Through its **consultative role**, advise the government (centre and states) on the use of technology in realising the aspirations of people and NEP2020

An indicative structure to define the functioning of NETF in accordance to the goal of NEP it mentioned below

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                          │  Director General   │
                          └─────────────────────┘

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│  Outreach,   │  │ Innovation & │  │  NDEAR   │  │  Policy  │  │ Consulations │
│   Quality    │  │ Investments  │  │          │  │          │  │              │
│ Manageemnt   │  │              │  │          │  │          │  │              │
└──────────────┘  └──────────────┘  └──────────┘  └──────────┘  └──────────────┘

•NMEICT          •Grass root       •Technology    •For supporting   •Ecosystem
•Capacity         Innovation        Standards for  MoE/UGC/State     Engagement
 Building        •Pilot Studies     education      Govt

•Director        •Director         •Director                        • Collaborations
 (Operations)     (Innovation)      (Technology)   •Presidium
•Regional Teams  •Analysts         •Techno         Structure
•Program         •Education         Functional
 specific        Experts           Experts
 resource
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PMU or SME or Vertical level Expert Committee as needed for each vertical

4.4 VISION OF THE NETF

To make India a world leader in disseminating, experimenting, and innovating in the area of educational technology and research.

4.5 MISSION OF THE NETF

To provide a platform for the free exchange of ideas for developing, evolution, and effective use of technology, to enhance learning, assessment, planning, and administration through facilitation, capacity-building, promoting innovation and research, and setting standards and benchmarking to emerge as a global leader.

4.6 FUNCTIONS OF THE NETF

The NETF will have following functions:
- To provide independent evidence-based advice to Central and State Government agencies on technology-based interventions.
- To build intellectual and institutional capacities in education technology.
- To envision strategic thrust areas in this domain of education technology.
- To articulate new directions for research and innovation.
- To lay down standards of content, technology, and pedagogy for online/digital teaching–learning. These standards will help to formulate guidelines for e-learning by Centre, States, Boards, Schools, HEIs etc.
- To maintain regular flow of authentic data from multiple sources including educational technology innovators and engage with a diverse set of researchers to analyse the data.
- To conduct multiple regional and national conferences, workshops etc. to solicit inputs from national and international educational technology researchers, entrepreneurs and practitioners.
- To identify technological interventions for the purpose of improving teaching-learning and evaluation process, supporting teacher preparation, and professional development, enhancing educational access and streamlining educational planning, management, and administration, including processes related to admissions, attendance, assessments etc.
- To categorise emergent technologies based on their potential and estimated frame for disruption and periodically present this analysis to the MoE.

4.7 ADOPTION APPROACHES

To implement the functions listed above, the following approaches shall be adopted:

4.7.1 GOVERNANCE APPROACH

The NETF will require coordination between various educational institutions, departments, and ministries. In order to sustain this, a strong and agile governance structure must be adopted to ensure the success of the initiative.

Recommendations:
- A small governing council is proposed for major policy decisions including annual budget. This can ensure adequate monitoring and guidance, along with the necessary speed in implementation and decision-making.
- Operational decisions on implementation may be made by the Chairperson/Chief Executive Officer (CEO),depending on the nature of the discussion.
- An agile decision-making approach may be adopted by the governing council and implementation group.
- Officials at the Director level may be considered from academic and educational administration from government and private sectors.
- Other positions may be outsourced, where feasible.
- A Program Management Unit may be onboarded for implementation support.
- A Project Steering Committee shall steer the multiple projects identified for execution by Governing council or executive committee.

4.7.2 AGILE IMPLEMENTATION METHODOLOGY

Implementation of the NETF will be done on the principles of the NDERF and Agile India Enterprise Architecture (Agile IndEA) Framework.

The following 7 core principles will be followed during implementation:

- Identify, define, and assess value
- Develop Just-Enough-Architecture (JEA), Just-In-Time (JIT)
- Adopt MINIMALIST approach in ALL aspects and at ALL stages
- Design a Federated Architectural Model
- Axiomise API-based access and integration
- Evaluate and enhance individual experience continuously
- Follow agile procurement methods.

The NETF shall also ensure a participatory and collaborative approach for stakeholders, and engage with all stakeholders actively for inputs during conceptualisation, development, and roll-out.

4.7.3 MONITORING

There shall be a Project Management Unit and a Project Steering Committee which shall conduct routine monitoring of the project as part of the mandate of NETF.

The Government of India may appoint one or more persons to review the work and progress of the NETF, to hold enquiries into the affairs thereof, and to report thereon, in such manner as the Government of India may stipulate. Upon the receipt of such a report, the Government of India may take action and issue directions as it may consider necessary with respect to any of the matters dealt with within the report. The NETF and the Governing Council shall be bound to comply with such directions.

The Government of India will also give directions to the NETF and the Governing Council with

respect to its policies. The NETF shall be bound to comply with such directions.

If at any time difficulty arises in the functioning of the NETF because of any lacunae in the Memorandum of Association or in the rules, or as a result of failure of any of their provisions to operate, the Government of India shall have powers to give directions to resolve the difficulty. Such directions shall be binding on officers and authorities of the NETF.

4.8 RULES AND REGULATIONS OF THE NATIONAL EDUCATIONAL TECHNOLOGY FORUM SOCIETY

Authorities of the Society

- The Governing Council (GC)
- The Executive Committee (EC)
- Standing Committees/Working Groups (for each vertical)

4.8.1 THE GOVERNING COUNCIL (GC)

The Governing Council (GC) will be the highest decision-making body of the NETF. It may be constituted in order to make key decisions, to guide overall implementation and to monitor the progress of the scheme.

The Governing Council shall meet as often as required with a notice of 10 days. The quorum shall be one-third of the members.

The Governing Council shall comprise of:
- A Chief Executive Officer, who will be an eminent academician, EdTech expert, or Technology expert (equivalent to rank of a university professor)
- A Chairperson to be appointed by the MoE.
- A representative of the Ministry of Education (Central Government).
- Representatives of Autonomous Bodies (3 by rotation).
- Representatives of State Governments (5 by rotation).
- Representatives from the non-profit and Private sector. This will include experts from the education sector and technology sector. (5 by rotation, to be nominated by the Ministry).
- A Chief Executive Officer
- A Chief Technology Officer
- Invitees on case-to-case basis

4.8.2 PROCEDURE FOR NOMINATION OF MEMBERS BY THE GOVERNING COUNCIL

- A total of 13 members of the Governing Council are to be nominated by the Chairperson of the Governing Council on the recommendations of the board itself.
- Names under the specific category may be suggested for the consideration of the Governing Council either by the Chairman or by the Managing Committee.
- The Governing Council shall discuss options and take a decision on the nomination of such a member to the Governing Council.

The NETF shall function notwithstanding any vacancy in its body and no act or proceeding thereof shall be invalid merely by reasons of such vacancy or of any defect in the appointment of any of its members.

4.8.3 TERMS OF MEMBERSHIP

-   The term of ex-officio members will be co-terminus with their holding of official position.
-   The term of office of Chairperson/CEO shall be three years.
-   The term of nominated members shall be three years.
-   A member may be nominated again by the Chairperson of the society on the recommendations of the GC but not for more than two consecutive terms.

4.8.4 TERMINATION OF MEMBERSHIP

Membership of the Society shall ipso facto terminate if a member:
-   Dies
-   Goes outside India for a continuous period of one year
-   Tenders his resignation in writing to the Society or Chairperson
-   Is declared insane by a competent authority
-   Found guilty of a crime by any court of law
-   Does not attend three consecutive meetings of the General Body without the approval of the Chairperson

Whenever a member decides to resign from the membership of the Governing Council, they shall forward a letter announcing his resignation, addressed to the Chairman. The resignation shall take effect only upon acceptance by the Chairman. If the Chairman decides to resign, a resignation letter must be submitted to the Government of India. This resignation shall take effect only upon acceptance by the Government of India.

The members of the Governing Council shall not be entitled to any remuneration from the Society except the Chairperson, the CEO, and the Directors of the verticals. The members may be paid by the Society to cover travelling and daily allowances, and honorariums, as determined by the Governing Council or by GoI norms. The norms for travel allowances, daily allowances, and honorariums shall be same as the ones being followed by other organisations under the MoE.

4.8.5 REGISTER OF MEMBERS

The Society shall, at all times, maintain and keep time available for inspection by the IG, Registration, a Register of Members at its registered office, which shall be the permanent record of the NETF Society. The record shall contain the names and addresses of the members, the date on which the member was admitted, and the date on which member ceases to be one. Every member shall sign the Register. No member shall be entitled to exercise rights and privileges of a member unless he has signed the register as aforesaid.

4.8.6 POWERS AND FUNCTIONS OF THE GOVERNING COUNCIL (GC)

-   The GC shall be the highest decision-making body, and will guide and assist the society by providing sound and professional advice in tune with the vision and mission of the NETF.

- It shall review, critically examine and comment on annual review reports.
- All the appointments (in the EC, office bearers of the NETF, verticals, standing committees/working groups etc.) will be recommended and approved by the GC.
- Annual budgets and developmental plans (progressive and futuristic) will be received, rectified and approved by the GC.
- The infrastructure/research grants for piloting, procuring, and developing EdTech infrastructure or promoting their use will be approved by the GC on the recommendations of the EC and the Vertical Standing Committees.
- It shall also manage the removal of a member on the grounds listed under the Rules and Regulations of the Society.
- The GC will approve the appointment of the Auditors of the Society.
- It will handle delegations to the Executive Committee or the Member Secretary any of the above powers.
- The GC will frame rules for representation of various states in GC on a rotation basis.
- The GC will also determine the tenure of the Directors of the NETF as a members of the GC.
- It will be responsible for the creation of posts in the NETF to be filled in on deputation or contractual basis. It will also handle the abolition of these posts when needed.
- The GC will handle the determination of procedure for the appointment and termination of Directors of verticals, in accordance with the Rules and Regulations of the Society.
- Determination of procedure for appointment and termination of people to various posts created by the GC will be in accordance with the Rules and Regulations of the Society.
- It will also appoint Committees and Sub-Committees for such purposes and powers, define periods and terms as it may deem fit, and dissolve any of them.

4.8.7 MEETINGS

An annual meeting of the GC will be held as per a decision taken by the Chairperson of the Society, in which the CEO will present and annual report, budget estimates and auditing accounts of the Society. At-least one such meeting must be organised in a year. The presence of minimum 1/3rd members will complete the quorum for the meeting.

The Chairperson of the Society shall ordinarily chair the meeting of GC. In his/her absence, the Vice Chairperson of the society shall chair the meetings.

The Chairperson, on the advice of the CEO, may convene special meetings of the GC as and when required on the written requisition of a minimum of 50% members of the GC.

All disputed points shall be determined by a vote. Each member of the society has one vote. In case of tie, the Chairperson of the society shall have the right to cast the deciding vote.

The Chairperson, on the advice of the CEO, may invite individuals to participate in the GC as special invitees, if considered necessary. However, such special invitee shall not have a right to vote. His/her role will only be advisory in nature in the domain/area, for which he/she has been invited.

4.8.8 POWERS AND FUNCTIONS OF THE CHAIRPERSON OF THE SOCIETY

- The Chairperson of the Society shall exercise such powers for the conduct of business of the society as may be delegated to him by the Governing Council.
- The Chairperson may suggest a name to the Governing Council for consideration for being nominated as a member of the Governing Council.
- The Chairperson may, in writing, delegate such of his powers as he may think necessary to the Vice-Chairperson or CEO.

4.8.9 THE EXECUTIVE COMMITTEE (EC)

The Executive Committee (EC) will be the working body of the NETF. It shall have all the powers to manage the routine affairs of NETF, and to enable it to function smoothly and effectively. The EC shall exercise its powers in tune with the vision and mission of the NETF and as per advice received from the Governing Council (GC).

Structure of Executive Committee (EC)
- The CEO of the NETF will be the chairman of EC
- The CTO of the NETF will be and ex-officio member
- All directors of verticals will be ex-officio members of the EC
- Representatives of States from 5 regions – North, South, East, West, and North East – are to be nominated by GC
- Three representatives from academia/EdTech are to be nominated by GC

Meetings
- Meetings of the EC shall be held as often as required, but at least once in each quarter.
- Every meeting of the EC will be presided over by the CEO of the NETF.
- A minimum 5 members of the EC shall constitute the quorum at any meeting of the EC.
- A minimum of 10 days clear notice, along with agenda points shall be given to each member of EC before calling a meeting.
- The date, time, and venue of the meeting will also be clearly communicated to the members along with meeting notice. However, on the recommendations of the Chairperson of the society, the CEO shall be authorised to convene an emergency meeting, if necessary.
- All disputed points shall be determined by a vote. Each member of the EC shall have one vote and in the case of a tie, the CEO shall have the right to cast the deciding vote.
- The EC may decide on an agenda point to be referred to the GC for guidance and advise.

Functions and Powers of the Executive Committee
- The EC shall have the under its control all the affairs and functions of the NETF.
- The EC has the power to frame rules, regulations, ordinances, and guidelines to facilitate the functioning of the NETF in general, along with its verticals.

- The EC shall have powers to make recommendations to the GC on eligibility, appointments, and positions required for smooth functioning of the NETF, as and when required.
- Creation of new verticals, re-organisation can be done by the GC on the advice/recommendations of the EC.
- The EC shall further decentralise and give powers and responsibilities to each vertical.
- The terms, tenure of appointments, rules, service conditions, code and ethics, etc. are to be finalised by the EC.
- All such matters, which need deliberations and decisions involving financial requirements, grants, disbursement of research funds, etc. will be placed before the EC and its recommendations will be forwarded to the GC.
- All the functions will be entrusted by the GC to the EC, as and when decided and vested.

4.8.10 TENURE

Apart from the CEO, who is the chairman of the EC, and ex-officio members, the tenure of all other nominated members shall be 3 years.

4.8.11 THE OFFICERS OF THE NETF

Chairman
The Chairman shall:
- Be in the rank of a Secretary to the Government of India.
- Be in the overarching role of providing academic and technological leadership.
- Be a bridge between the EC/GC and the Government.
- Ensure that appropriate policies and procedures are in place for the effective management of NETF.
- Age limit shall be 70 years

Chief Executive Officer (CEO)
The CEO shall:
- Be in the rank of Additional Secretary/Professor of a University.
- Act as the custodian of day-to-day affairs of the NETF and responsible for making sure that each meeting of the Executive Committee is planned effectively, conducted according to the constitution, and that matters are dealt with in an orderly, efficient manner.
- Report to the Chairman.
- Ensure that appropriate policies and procedures adopted are being implemented.

Chief Technology Officer (CTO)
The CTO shall:
- Be in the rank of a Joint Secretary/Associate professor of a University and an eminent educational technology expert, with a proven record of leadership and promoting innovations in cutting-edge technologies and their educational usage.
- Report to the CEO of the NETF.

- Advise in planning the strategic technology thinking & creation of OpenAPIs, developing technology building blocks, and enabling technology to utilise educational resources optimally.

Directors of Verticals
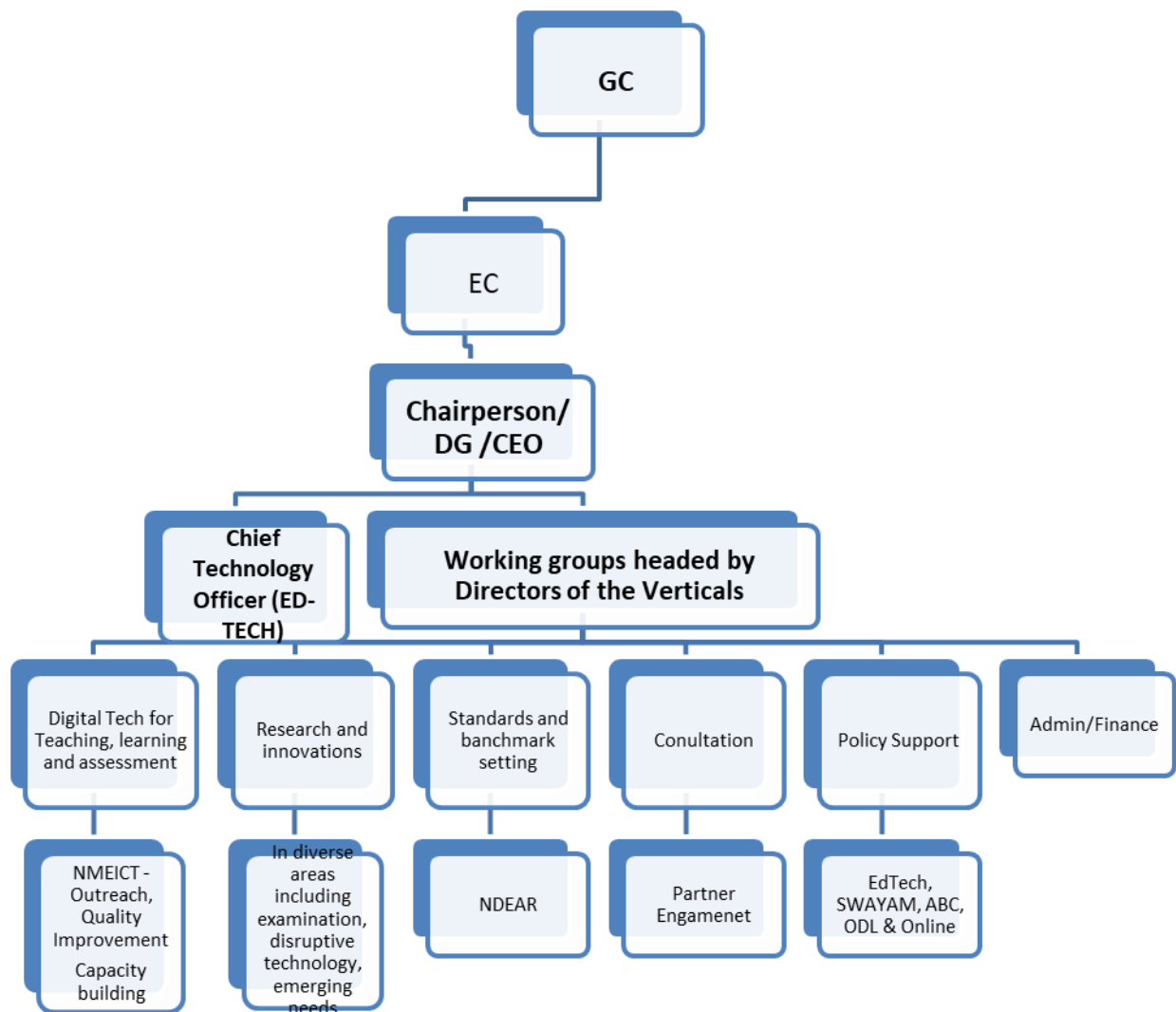
Each Director of verticals shall:
- Be in the rank of associate professor/JS, or a person of eminence having proven expertise in the particular area.
- Be responsible for looking after routine activities, including planning and execution of the tasks assigned to the verticals.

Other Officials/Staff

On the recommendations of the GC, the staffing pattern under each vertical shall be determined by the NETF based on the requirements.
- The generic level of Joint Director, Deputy Director, and Assistant Director shall be at the officer level.
- The levels of Junior Assistant, Assistant, and Senior Assistant shall be at the operator level.
- The scales shall be along the lines of other academic institutions or other MoE organisations.
- The scale structure will be such that officers and other staff can be drawn on deputation from other academic institutions.
- Even those who will be directly hired by the NETF shall be hired on contractual basis.
- The GC will decide on the nature of appointment on various posts i.e., permanent, on deputation, or contractual.

4.9 GOVERNANCE STRUCTURE FOR NETF

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                              ┌────┴─────┐
                              │    EC    │
                              └────┬─────┘
                                   │
                         ┌─────────┴─────────┐
                         │   Chairperson/    │
                         │    DG /CEO        │
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     ┌────────────────┐              ┌──────────────────────────┐
     │     Chief      │              │  Working groups headed by │
     │   Technology   │              │  Directors of the Verticals│
     │  Officer (ED-  │              └──────────────────────────┘
     │     TECH)      │
     └────────────────┘
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Working groups headed by Directors of the Verticals:

Digital Tech for Teaching, learning and assessment	Research and innovations	Standards and banchmark setting	Conultation	Policy Support	Admin/Finance
NMEICT - Outreach, Quality Improvement Capacity building	In diverse areas including examination, disruptive technology, emerging needs	NDEAR	Partner Engamenet	EdTech, SWAYAM, ABC, ODL & Online	

4.9.1 PROPOSED VERTICALS

Keeping in mind the core functions of the NETF (leveraging cutting edge technology, setting standards and benchmarking, promoting research and innovation, adopting technologies for teaching, learning and assessment, and capacity building), it is proposed that it should have dedicated verticals for each work domain.

The EC and the GC may consider adding, dissolving, merging of verticals as the implementation proceeds and such inputs are received from the GC.

4.9.2 DIRECTOR OF THE VERTICALS

An expert in the area can hold these posts, for example:
1. **Digital Technology for Teaching, Learning, and Assessment:** EdTech Expert/practitioner academician
2. **Research and Innovations:** An academician from the field of EdTech research
3. **Standard Setting and Benchmarking:** An expert/practitioner in accreditation, standard setting, etc.
4. **Partner Engagement:** Expert from the industry
5. **Admin and Finance:** any educational administrator with expertise in financial management

For regular operational decisions, each vertical should have:
- A Standing Committee or Working Group, chaired by the Director of that vertical
- One member of the GC (preferably representative of the area of expertise related to the vertical
- 3-5 experts from the work domain of the vertical

4.9.3 MEETINGS

- The Director shall call a meeting of their vertical as often as required and take decisions
- The Director shall be responsible for implementation of decisions taken
- The Director shall seek necessary budgetary support from the EC

4.10 RECOMMENDATIONS

There is a committee constituted by the Ministry, for the creation of digital architecture and its implementation for accessible, high quality education to all and a one-stop solution for all stakeholders in education sector. There is lot of commonality of purpose and associated necessity of engagement between the NDEAR and the NETF.

After the NETF is set up by the Government, the NETF Governing Council may consider creating an implementation mechanism.

1. As National Education Technology Forum (NETF) is mentioned in the National Education Policy 2020 (NEP 2020), it is suggested that NETF be mandated to implement NDEAR and NEP 2020 through an SPV.

2. For a limited time, as an interim arrangement, while the SPV is being formed, the proposed Technology Solution Group (TSG) of the Ministry of Education (with AICTE as implementation agency) can act as an implementation agency of NETF, NDEAR and NEP 2020.