

**MEETING MINUTES**

**INCLen Board of Trustees Meeting  
Zhonsang Hospital (4<sup>th</sup> Floor)  
Fudan University  
Shanghai, China  
May 5-6, 2016**

**Board Members**

**Present:** Marcel Tanner (MT), Chairperson & Presiding Officer; Jonathan Lee Simon (JS); Nirmal Kumar Ganguly (NKG); C N Raghupathi (CNR); Virandar Singh Chauhan (VSC); Carlos Gomez (CG); Jiao Wang (JW); and K R John (KRJ)

**RAB Members:** Hesham El-Sayed (HES); Francois Chapuis (FC); Laura Sadowski (LS)  
(Observers)

**Regrets:** Board Members: KS Reddy (KSR) and Gita Sen (GS)  
RAB member: Manuel Emerson Donaldo (MED)

**Secretariat:** Narendra K Arora (NKA); Rajneesh Rastogi (RR); Manoj Kumar Das (MKD); and Rakesh Pillai (RP)

**Day 1 (May 5, 2016)****Proceedings**

Board of Trustees (BOT) meeting was called to order at 10:30Hrs on May 5, 2016 by Chair. All participants were requested to sign on attendance, conflict of interest and a non-disclosure agreement.

**1. Chair's Welcome**

- The Chair (MT) welcomed all the Board Members, and Secretariat members to the INCLen Board Meeting. The Chair also welcomed Regional Advisory Board (RAB) members as observers and special invitees to the Board meeting.
- Apologies were received from BOT members – KSR and GS, who were unable to attend this year's meeting.
- MT thanked JS for chairing the BOT meeting 2015 and INCLen Global Meeting 2015 at Johannesburg.
- On behalf of the BOT, the Chair thanked JW for hosting the Board meeting and the excellent arrangements made
- Board members congratulated MT for taking over as the President of the Swiss Academy of Sciences since January 1<sup>st</sup>, 2016
- Meeting agenda was reviewed and adapted.

**2. Introduction of staffs at INCLen Executive Office (IEO)**

- NKA introduced the IEO staff to the Board. NKA informed that RR has joined recently as Chief Operations Officer.

### **3. Review of last meeting minutes**

- The following minutes were reviewed
  - INCLEN BOT Meeting on February 21, 2015
  - Finance Committee Teleconference on Sep 28, 2015
  - BOT Teleconference on November 2, 2015
  - INCLEN General Body Meeting on February 21, 2015
  
- Board approved the minutes unanimously.
- Report on INCLEN Global Meeting 2015 was also presented to the Board and approved.

### **4. Action taken report**

NKA presented the actions taken on previous year's board decisions.

#### **4.1 Execution of INCLEN Strategic Plan**

##### **4.1.1 Governance restructuring - Reorganization of INCLEN Board**

Board of Trustees has been re-constituted with new members. First meeting of re-constituted board was organised during Global-Lite meeting, Johannesburg on February 21, 2015.

##### **4.1.2 Registration of modified Trust Deed Registration as per Board resolutions and subsequent ratification by the general body.**

The modified Trust Deed was registered with the Registrar Office, New Delhi on Aug 12, 2015. (The original document was circulated during the Board meeting for signature by all)

##### **4.1.3 Global INCLEN Meeting:**

The INCLEN Global Meeting 2015 was held at Johannesburg during Feb 2015. The minutes have been submitted to BOT and approved.

##### **4.1.4 Thematic Groups: Proposal development by Thematic groups**

Five thematic groups were assembled with recommendation/nomination of members by RAB based on submission of letter of interest. The thematic groups met during Global INCLEN meeting and agreed to pursue 6 concepts for full proposal development and seek funds. Two concept notes were submitted to different funding agencies, but failed to move to 2<sup>nd</sup> stage i.e. stage of full proposal development. One proposal was developed and submitted to funder, but all investigators/ partners did not register and submit full information. The proposal did not succeed to next level.

#### **4.2 IIGH activities**

##### **4.2.1 Fund generation: Meeting with donors/ funders to seek support**

The issue and strategies were included in this year Board's discussion agenda to seek guidance and support from trustees.

- NKA emphasised that new structure of board is very strong and shall help in accessing donors

##### **4.2.2 Land for IIGH to be explored**

NKA has explored possible options and initiated discussions with Government of Haryana and Panchayat (local self government) in SOMAARTH area, Palwal for allocating

lands. Even purchase from private market will be an option. Overall expected cost for this activity would be around USD 200,000. The Chair emphasized that the land issue need to be discussed separately along with the current financial status of the organization.

#### **4.3 Network activities and collaboration**

##### **4.3.1 Network representation in Board: Regional Advisory Board**

Regional Advisory Board (RAB) with CLEN representatives has been constituted; three RAB members included in the BOT. First, RAB meeting was held during the INCLEN Global Meeting, 2015. RAB members have been invited for 2016 Board meeting as observers.

##### **4.3.2 Expanding/ energizing network and engagement of RAB**

Board made a clear call that RAB has a critical and major role in strengthening, and energizing the Network.

##### **4.3.3 Develop collaborative research projects**

RAB would discuss the issues in the light of experience of the last one year of setting up and functioning of the thematic groups. There is separate session to assign roles in this direction for RAB members, Board members and the IEO.

##### **4.3.4 INCLEN Newsletter**

- Board was informed that the INCLEN's newsletter could not be published in 2015. HES, detailed his efforts and inability to contact Network members and get material for the newsletter.

##### **4.3.5 INCLEN attributable publications**

Publication with credit to INCLEN (CLEN/CEU/CERTC/IEO) are being compiled regularly and put on INCLEN website.

- Board was informed that India CLEN is publishing a journal on clinical epidemiology and global health; LatinCLEN is also working to bring a special regional CLEN issue in the International Clinical Epidemiology Journal. These measures help improve the visibility of CLEN activities.

#### **4.4 INCLEN Website**

- INCLEN website is being improved with new look and expected to be launched by end of May 2016. Core thinking behind the new website design is to make it client friendly for better communication with outside and within the Network members; better communicate the activities and achievements of the INCLEN Network; and provide a discussion-forum for the thematic group members. IEO is doing regular environmental scan for posting funding opportunities on INCLEN website; this may be particularly useful for members of the thematic groups and younger investigators.

##### **4.4.1 Functional CLEN websites**

IEO again communicated its willingness to support or host CLEN websites.

#### **4.5 Regulatory compliances**

##### **4.5.1 Renewal of FCRA approval**

The FCRA renewal application has been submitted and response/ result are awaited. Meanwhile IEO has received extension of the FCRA till October 2016. The Chair suggested that IEO should take the advice and help of Indian BOT members for accomplishing various regulatory requirements.

4.5.2 SIRO registration with Department of Science and Technology  
Registration renewal with DST as SIRO in India has been done and the current registration is valid through 2019.

4.5.3 Provident fund for employees at IEO  
The process for registration has been initiated and would be implemented in next few weeks.

#### 4.6 INCLLEN-IIGH Laboratory closure

IIGH Laboratory at Delhi has been closed, infrastructure dismantled and premise vacated in February 2016. There was a strong recommendation from several Board members that establishing a public health laboratory will of immense benefit for the organization and should be re-established when a suitable project and funds are available.

### Discussion and Decisions

Board expressed their unhappiness to hear the lethargy and non-response from the units and members across the Network. Members highlighted the importance of the communication within the Network. The issue of making communication among members more effective will be taken up in greater details during the RAB session and also in this year's work plan. There was unanimous view that, there should be new ways of preparing newsletters and minimally essential materials are shared in the network as newsletters. Similar strategy of sharing brief update by business heads through e-mails is practiced in business world. RAB members must communicate the INCLLEN strategy and Board intentions to the network members and seek facilitation and support from IEO as needed.

- The communication strategy must adopt tools to make it beyond business as usual. It was suggested that virtual opportunities need to be explored to strengthen RAB functioning and the network should explore optimal utilization of open sources for collaboration and communication.
- With dwindling number and interest of the 1<sup>st</sup> generation members, there is need for bringing the next generation of members for continuing the network activities. All CLEN presidents and RAB members would work with IEO to identify inactive members and Units in the Network.
- As global health and science evolve, INCLLEN also need to evolve. There is need for making INCLLEN a valuable organization and attractive for funders and governments.

### 5. Update on Program Activities (Director's Report)

#### 5.1 Research activities at IEO

NKA presented the update on the program activities at INCLLEN (List appended). He briefed that IEO completed 10 projects in the previous year. At present there are 17 research projects being implemented at IEO including 6 new projects initiated in last one year. Additionally, the IEO team is engaged in 11 research and technical support activities at national and international level. During last year, the IEO team has developed 26 projects and submitted for funding. There are 3 new approved projects awaiting fund release and initiation. Five projects are under review and awaiting decision. Remaining 18 proposals were not successful.

- NKA shared the detailed experience of childhood pneumonia program funded by BMGF. As part of this program, 10 projects across India are started. The process of selecting the investigators and initiating these projects was shared with the Board. Two of the selected sites are India-CLEN members. NKA also shared the experience with other multi-site studies led and coordinated by IEO. He highlighted the results and translational impacts of INCLEN studies including study on neuro-developmental disorders (NDDs) and rotavirus vaccine introduction. INCLEN tools for NDD have been notified by the Government of India as the official tools for deciding the disability status and certificate. The documents and processes developed by INCLEN have been adapted by Government of India for rotavirus vaccine introduction in India. The findings of Research Priority Setting activity has been welcomed by the Indian Council of Health Research and Department of Biotechnology.

### **5.2 Data management facilities & Capacity building**

MKD shared the software and data management efforts made at IEO. IEO has developed several data collection and management software including (1) demographics and longitudinal data collection program (SOMAARTH-I) being used at SOMAARTH DDESS site; (2) Cohort data collection in field (SOMAARTH-II) being used for a project in two states; (3) Cross-sectional data collection in field (SOMAARTH-III); (4) Active disease/ AEFI surveillance; (5) INCLEN Qualitative Data Analysis Software (IQDAS) and (6) Data repository platform for managing the projects. All these software programs have been planned and developed to improve quality and have cross links between databases.

MKD briefed about the LAMP program being undertaken by INCLEN. There are 38 middle level researchers trained under LAMP program, till now.

### **5.3. Progress made by the Thematic Groups**

NKA shared the progresses made by the thematic groups and activities done since Global INCLEN meeting at Johannesburg 2015. The detailed report has been tabled for information to Board.

- Mental health group developed one proposal and submitted under Google RFA, but not successful.
- Injury & violence thematic group could not develop the concept note as planned. However the group coordinator (KRJ) submitted a proposal to Indian Council of Medical Research (ICMR) as sole investigator restricting to one state in India.
- One proposal was developed by maternal health thematic group with Evelina Chapman (LatinCLEN) as Principal Investigator. No suitable RFA/ opportunity could be identified yet for submitting this proposal.
- Child health thematic group was developing a proposal on autism for RO-1 RFA (NIH-FIC) with Mohammad Rahbar as PI (CanUSACLEN). A pilot study was proposed to collect preliminary data for submitting in RO-1 grant. The pilot study required transfer of biological samples to USA for analysis. The site partners were identified by IEO. PI was requested to send the detailed proposal for ethical and regulatory approval for biological sample transfer but none of the sites received these from the PI. The site investigators were not comfortable sending the blood samples to USA without a proper

agreement and fulfilling other country-specific regulatory requirements. The proposal and study has not progressed further.

- IEO could not get in touch with the coordinator of Diabetes & Metabolic Syndrome thematic group in Kenya despite repeated efforts. IEO organized teleconferences with other group members. The ChinaCLEN Investigator developed the LOI and later submitted the full proposal to MRC/Wellcome Trust. Due to incomplete registration and information submission by the other investigators, the proposal was disqualified.
- In response to a 'Call for Case Studies' for Implementation Research and Delivery Science (IRDS), two members (one each from India CLEN and INCLEN Africa) responded at individual capacity. In addition, HES submitted a LOI in his individual capacity.
- Additionally, Liangzhi Xu (China CLEN) shared a concept note on maternal health. IEO is looking for suitable RFA to submit. The China CLEN members have started Registry Study on Obesity and pre-diabetes, which they are interested to expand to the other parts of network.
- The challenges expressed by the coordinators of the thematic groups:
  - The original group which made the proposals could not be brought together even for skype meetings/teleconferences.
  - Probably some of the members are no more interested in the thematic group.
  - The members are not responding to emails and telephone calls.
  - No suitable funding opportunity/ RFA for some of the proposals were available. Probably the proposals selected for pursuing by thematic groups may not be high on priority and requires alternate sources.
  - There is need for reorganizing and reinventing the thematic groups.

### **Discussion & Decisions**

- Board appreciated the effort of the secretariat for developing new proposals and maintaining constant research resource flow.
- Chair (MT) mentioned that several issues are common in most of networks, across the globe. All offices (CEUs, CERTCs, CLENs and IEO) should deal with it by working more closely. Conflict of interests between investigators, institutions and the Network should be resolved more sensibly. Director's report has stimulated discussion and appealed to CEUs and CERTCs to share problems with IEO.
- Board pointed to the opportunity of building consortium of researchers and suggested that BMGF pneumonia investigators should be assembled in to a consortium. Consortium approach will help to build credibility and acceptance with donors. It was mentioned that donors like BMGF try to link with a single organization that could effectively manage grants and ensure accountability. Members further supported the idea and suggested by creating a database of repository of experts. Such opportunities can also be utilized to strengthen the Network structure.
- Several members emphasized the opportunities in health technology assessment, and advised that IEO should make dedicated efforts to develop this area as a focus for

research. In this arena, there are upcoming opportunities with MedTECH start-up funds. Board supported the idea of exploring public-private partnership (PPP) models in technology assessment.

- Board advised that INCLEN should stay focussed on good science, global questions and access to money. To make INCLEN attractive to the donors, Board proposed the idea of taking a portfolio approach of research for INCLEN. Over last five years or so, IEO developed research projects in broad three or four domains in India. HES reminded of the international studies done by regional CLENs in the past and lessons that could be drawn from these. IEO should now focus on developing global centric projects which shall become USP for INCLEN. Board suggested identifying new areas of emerging global priorities and niche areas for INCLEN such as emerging epidemics (Zika), antimicrobial resistance, health technology assessment, neglected diseases (DNDi) as relevant to the regions to take global leadership through the network units and members. It was mentioned that NIH is looking for partners to act on during emergency situations. Chair (MT) also indicated to look for collaboration with In-Depth network. NKA requested RAB members from Africa-CLEN and Latin-CLEN to help identify 4 institutions/investigators from their respective regions who can be approached for the proposed multi-country Zika surveillance program by 30<sup>th</sup> June 2016. These may or may not be from the existing INCLEN Network.
- BOT was informed that for the INCLEN-BMGF funded projects, there was no appetite to route these through India CLEN by the two Investigators; reasons are not very clear but CEUs at both sites are non-functional. Board opined that India-CLEN and IEO in India are separate legal entities: India-CLEN is responsible for the units and members in India; INCLEN Trust has mandate to keep INCLEN going. For sustenance both have to work in appropriate direction as per their respective mandates. CNR reminded that several of the for-profit agencies have both country office and global office in the same country/city, but they functional separately.
- Board members wanted IEO to protect the intellectual property rights of INCLEN for the tools and software developed by them even if these are for open access. Board suggested registering the software developed by INCLEN for copyright and trademark.
- IEO and RAB to further discuss the modalities of reconvening the thematic groups for developing and pursuing the proposals in emerging issues identified.

## **6. Regional Advisory Board (RAB) Report & Network Affairs**

RAB had meeting in two sessions: for 1.5 hours before the beginning of the main Board meeting (5<sup>th</sup> May 2016) and another session of 1.5 hours at the start of day 2 (6<sup>th</sup> May 2016). IEO team was present during both the sessions. Board members attended the RAB meeting as observers. Following is the summary of the discussions related to RAB and Network affairs and covers both the RAB meeting and Board observations.



Chair of Regional Advisory Board (RAB), CG briefed Board about the RAB proceedings and Network during last 15 months. CLEN representatives discussed their network status, functioning of the thematic groups and the challenges to sustain the Network activities. CG indicated that most of the INCLEN units across the CLENs appeared to be inactive. Communication between the members was a key issue. The response was similar from Latin-CLEN, INCLEN Africa, and IndiaCLEN. China-CLEN has been active at both the CEU and country network level. The EuroMedCLEN and CanUSACLEN are continuing with their activities at regional and local level, but the collaboration with the other CLENs/ units is minimal or non-existent. As the older and first generation members are moving on, replacement with younger generation has not occurred in most parts of the Network; this has been the most important challenge to keep the Network active.

CG mentioned that less than 5 LatinCLEN units may be active now. HES briefed about the INCLEN Africa, challenges related to poor communication and response, vanishing old INCLEN members and thought only 2-3 units are working and in touch now. KRJ briefed about IndiaCLEN and indicated that very few senior members of the Network are interested; there was poor response in the recently organized India CLEN meeting and expression of private medical institutes for joining the network and working for the Network. LS mentioned that the West Indies unit is very active now and CanUSACLEN members are having excellent collaborative work with them. She reiterated the technical assistance offer from CanUSACLEN members for other CLEN members for developing proposals. JW briefed that ChinaCLEN struggled for about 10 years in past. She pursued to sustain the network through government support. Recently government of China has been supporting clinical research and many research activities are being undertaken at the units. The same is also being extended by the university. Two meetings every year is being organized for ChinaCLEN members. FC indicated that membership of EuroMedCLEN has expanded beyond French speaking region with Denmark as the member. EuroMedCLEN is organizing annual meeting and bringing out 2 newsletters every year. There are student exchange programs. FC clarified that although the projects are being undertaken by the units, but none under the banner of EuroMedCLEN. He also mentioned that the projects share part of the overhead for EuroMedCLEN secretariat. No collaboration with any other CLEN has been undertaken.

HES mentioned the need to attract new generation of researchers in to the Network. Opportunities like scholarships were suggested by RAB members to support new generation of scientists. HES also mentioned about the opportunities for conducting multi-centric clinical trials.

Role of RAB: RAB should decide the research agenda and explore new opportunities and BOT shall be addressing policy issues. Challenges of keeping the thematic group active and productive were discussed extensively. The example of Autism proposal by the child health group was discussed in detail and difficulties identified. For the different thematic groups, the RAB members cited lack of response from the members to both e-mails and telephone calls. RAB expects IEO to further facilitate the communication among thematic group



members. Several RAB members felt that there has been no significant progress since the formation of thematic groups in the Johannesburg meeting and therefore, things have to dramatically shift to make the whole initiative successful.

LS strongly felt that coordinator and PI of the thematic groups should have very close interaction and preferably should be the same person at this stage of the evolution of the thematic groups. The RAB Chair felt that group membership is very heterogeneous and several of them do not appear to be interested. The thematic groups therefore need to be reconstituted and new members identified. Key requirement for the groups to become active is to find leaders who are ready to write proposals and take the lead as PIs for the thematic groups. Another issue raised by some RAB members was the issue of reluctance by some PIs to share their proposals for IPR reasons. It was suggested that group members should give an undertaking that LOI and proposals shared during the proceedings of the thematic will be treated as confidential and ownership cannot be claimed by anyone other than the person who first shared it with the group.

RAB suggested that after the thematic group or PIs have their LOIs accepted for second stage, IEO may provide logistic and financial support if required to facilitate the development of full proposal and its submission to the funding agencies.

RAB also discussed its own functioning: they shall have frequent meetings to take stock of the progress and actively pursue and communicate with the thematic group members.

### **Discussion and decisions**

Chair (MT) summarised that CLEN presidents are key drivers and appealed to each region to develop its own identity. Board expressed unhappiness and concern hearing to the RAB members and status of network units and members. Board was also disheartened to hear the progress made by the thematic groups, since INCLEN Global Meeting 2015.

Board suggested the following activities:

- Generate the current status of the units in each CLEN (the units that are active, dormant/sleeping or dead/closed) and generate the list of members available at these units and their areas of interest, so that they can be inducted/engaged for research activities in the network: RAB members and IEO to work for these
- RAB members should coordinate with IEO to help identify the active members and device ways of inducting new members and new institutions for the thematic groups. Overall aim will be to identify the potential leaders and PIs and create consortiums of researchers and institutions that can become attractive to donors as well. This may be one of the important ways to energize the thematic groups and make them productive.
- One of the RAB members mentioned the scope of extending memberships to other professional institutions. Chair (MT) mentioned that this is the discretion of CLEN presidents and requested not to be dependent on IEO for such decisions.
- The RAB members and IEO to look for Europe-Africa; China-Africa and other inter-region/ inter-CLEN opportunities for network study. There are opportunities of working with DNDi, EDCTP and InDepth.

- RAB along with IEO to search for alternate funding opportunities that also align with investment environment and global health priorities: viz. Zika, AMR.
- All out efforts to be made to increase communication between RAB, CLEN members, IEO and thematic group members.
- IEO and RAB must keep in mind the possibilities of the technical assistance offer and partnership from CanUSACLEN and EuroMedCLEN while preparing research proposals under different thematic groups.
- Chair (MT) has requested each CLEN presidents to share a list of ongoing projects, key challenges faced and what each CLENs could offer to others in the network with IEO.
- RAB decided to develop a new framework of its functioning. They shall be meeting weekly over next few months to draw a work plan for its activities with focussed attention to a few themes and proposals rather than a diffused approach. It is expected that positive results shall be visible within next two or three months.
- Based on the discussion during the Board meeting and subsequent meeting with some RAB members, NKA clarified on the administration of projects developed by thematic groups. It will be highly desirable to route all thematic group projects through IEO for coordination. However, if the PI and the team do not want to route the proposal through INCLEN, IEO shall continue play the role of match maker and facilitate meetings like teleconferences etc. In either case, it is important that all projects have clear and prominent INCLEN branding. (Mere acknowledgement to INCLEN Network has little relevance).

## **7. Administrative issues**

### **7.1 Transition of grants**

NKA briefed about the status of INCLEN Inc. from the point of retaining the public charity status. NKA presented the flow of funds from both federal sources and private philanthropies during last 10 years. To retain the public charity status, it is required that the 501 C (3) organizations must have at least 33% grants of federal sources in any five year period. Based on the fund flow status, INCLEN Inc. lost the public charity status since 2015. To retain the public charity status of INCLEN Inc., and based on the fund projections, infusion of USD 400,000 is needed in 2016 and USD 1.25 m in 2017, which is not likely in the current grants and financial situation of either INCLEN Inc. or INCLEN Trust International. It is equally important for the Board to know that private philanthropy like BMGF cannot give grants to 501 C (3) organizations if they lose their public charity status. One of the primary purposes of having US office of the organization was to receive Gates grants are also not fulfilled in the current scenario. NKA also informed that for the BMGF to give grants to Indian entity, The INCLEN Trust International will have to obtain equivalence determination certificate i.e. the entity is a public charity organization as per US laws as well. INCLEN has already initiated the process of obtaining the equivalence determination certificate from BMGF.

### **Board discussion and decision**

NKA informed that INCLEN Inc. office is being closed and the procedures for closure are in progress. For the BMGF funded projects in India, the INCLEN Inc. is the primary recipient. With closure of INCLEN Inc. the BMGF grants are to be amended and INCLEN Trust to become the recipient for the remaining period. Board took following decisions unanimously.

- Communicate BMGF for the transition of existing grants from INCLEN Inc. to The INCLEN Trust International in India.
- The Board authorized Chairman, Dr Tanner and Executive Director, Dr. N. K. Arora to complete procedural requirements for the same.

### **7.2 Finance report**

Board reviewed the audit report for 2014-15 and the finance committee review report during teleconference. Board ratified and accepted the audit report for 2014-15.

RR presented the financial report for the last five years. The following observations were made:

- There is no corpus fund available at present. The available funds are for implementing the program activities. The administrative costs provided by the donors are just enough to meet with current expenses of the organization.
- There is a concentration of donors with grants coming from few agencies only. The organization would not be able to sustain external or internal shock and makes it vulnerable situation.

### **Discussion and decision**

Board noted the financial situation and the solvency status. Board also discussed the role of finance committee and oversight. Board decided and advised the following:

- There is need for expanding the funding base and look for diversified portfolio of the funders.
- CNR to be the Chair of Finance Committee. CNR to review the financial report before it is presented to Board.
- Board also advised RAB and IEO to work together to generate projects.
- Board to guide ED in exploring opportunities and approaching potential funders for various types of grants and endowments.

### **7.3 Tax notice & other administrative issues**

RR shared the status update on the income tax return review for the year 2012-13. RR appraised the observations made by the assessing officer and responses and appeal made by INCLEN. Board endorsed the management decision to hire a tax consultant in helping in drafting the responses and presentation before the assessing officer.

The Chair (MT) asked the Indian Board members to keep the Board informed of new and emerging regulatory issues related to organizations like INCLEN.

### **Discussion and decision**

Board advised ED and IEO to pursue the matter as per advice of the tax consultant and apprise the Board of the status regularly.

## **8. Work plan**

NKA presented the work plan for year 2016-17. The work plan incorporated the discussions held during the Board meeting and RAB meeting.

### **8.1 Support and Facilitation to RAB Activities**

#### **8.1.1 RAB to prepare work plan**

RAB is requested to prepare the work plan for the year 2016-17 with specific actions for the CLENs and shall focus on the following

- Contact members in network (CLEN)
- Identify young members in the region/CLEN interested in Thematic Group research areas
- Encourage participation of Thematic Group members
- Sharing of current/past research/ publications relevant to Thematic Groups
- Other strategies to revive their CLENs

The work plan shall be shared by RAB by May 31, 2016.

#### **8.1.2. Quarterly RAB meetings**

- RAB shall meet through Skype/ Teleconference and IEO shall organise/ facilitate the meetings as indicated by RAB chair.

The suggested timeline is every quarter: June 2016, September 2016, January 2017, and April 2017

#### **8.1.3. Creating additional communication channels within the network**

- Interactive INCLEN website with linkage to CLEN web pages
  - The webpage to have the updated network directory
  - Environmental scan for research funding shall be updated by IEO
  - Discussion forum for Thematic Groups shall be created on the website
- Newsletter to be prepared and HES shall coordinate till 2017.
  - a. RAB members to prepare a 2 page summary of their region providing: (i) achievements; (ii) challenges; and (iii) what CLEN can offer for collaborative activities along with three photographs. These are to be forwarded to HES by 31 July 2016 so that newsletter can be prepared.

## **8.2. Expanding Research Agenda & Portfolio**

IEO and RAB to work together for expanding the research portfolio including the following components:

- Strengthening and bringing right persons in the Thematic Groups
- Identify global health themes (currently topical and potentially fundable for multi-country studies, e.g. Zika virus, AMR, vaccine related project)
- IEO shall take lead in writing at least one multi-CLEN research proposal

- Overall strategy will be on developing a portfolio approach of projects like it has been attempted for Indian operations
- A consortium approach to assemble teams around specific RFAs: RAB members are requested to help with identification of investigators and potential PIs in their regions from both within and outside the regional Networks.
  - a. RAB members from LatinCLEN and INCLEN Africa to identify 3-4 names of potential investigators who are willing to participate in a Network study on Zika surveillance project with IEO by July 2016. CG, Chair RAB agreed to write a proposal to this effect and lead the exercise.

### 8.3. Data Services

IEO shall work towards creating a data service unit which shall allow pooling, massaging and interpreting data from various sources. CNR shall advise IEO to develop this service further.

### 8.4. Resource Generation

- Systematic search for unconventional sources (e.g. private foundations in Non-OECD countries; CSR funds)
- Organise a multi-stakeholder and donor workshop to explore funding opportunity
  - SOMAARTH related
  - Network (national and international)
- Engage Board members for fund raising

### 8.5. Furthering IIGH agenda

- **Land acquisition**  
ED will explore the options of acquiring land by approaching state government and local self-government representatives in the SOMAARTH area. ED shall explore assistance from Board for raising corpus to acquire land.
- **Public health laboratory**  
Having public health laboratory shall provide INCLEN with strategic advantage and be able to attract funding. IEO shall make effort to re-establish the laboratory through projects.
- **Capacity building activities**  
ED and IEO to explore the issues related to capacity building:
  - Streamlining PhD program (issues related to supervisor)
  - Explore possibilities of starting new short programs (e.g. vaccinology, ethics, demographic surveillance, GIS epidemiology, qualitative research)
  - Expanding LAMP program

### 8.6. Review of Activities by Board

Board will be updated regularly about program and financial status through 4 monthly meeting (teleconference/ skype)

The suggested timeline: Oct 2016, Feb 2017

Next Board meeting will be in August 2017 after the audit of Trust accounts is completed for the FY16-17.

## 9. Budget

NKA presented budget for the year 2016-17. NKA highlighted that we have fund available for running the expenses from the available grants but there is no corpus available. Budget for **US \$4.493m** (including **US \$ 3.976m** for the program and **US \$ 0.516m** for administrative expenses) was presented against available funds of **US \$ 4.56m**. Board reviewed and approved the budget for the year. (Annexure-A)

The cost of closure of the INCLEN Inc. was also discussed and Board approved the expenses towards the same.

## 10. Executive Session

Board had an executive session (during which ED and the IEO staffs were not present). Following the executive session MT briefed about the key decision points taken by Board during the executive session.

- IEO and RAB to work together to prepare the portfolio of research programs that can be taken by INCLEN demonstrating its international character.
- Reenergize and improve the communication strategies in the network adopting the new methodologies and technology
- Close the INCLEN Inc. after completion of all regulatory requirements including audit for FY 14-15 & FY 15-16. .
- CNR to be the chair of Finance Committee and review the financial reports before sharing with the Board
- INCLEN Constitution to be put on the website
- Succession plan for ED to be considered.
- Succession plan for the Chair is to be considered.

## 11. Resolutions for administrative and financial matters

The following resolutions for administrative and financial management for the Trust were signed:

Appointment of auditor; bank operations; internal auditor; investment; legal advisor; purchase and hiring of space and assets; accepting the grants transferred from INCLEN Inc. to Trust.

Chair thanked the Board members for their participation and guidance. Chair appreciated the RAB members for their participation and input for strengthening the network.

Chair specially thanked JW and ChinaCLEN team for the logistics arrangements and called the meeting to an end.