
MEETING MINUTES

**INCLLEN Board of Trustees Meeting
Hotel Vivanta by Taj Surajkund
Faridabad, Haryana, INDIA
August 13-14, 2017**

Participants

Board Members: Marcel Tanner (MT)-Chairperson & Presiding Officer;
Nirmal Kumar Ganguly (NKG); C N Raghupathi (CNR);
K S Reddy (KSR); Virander Singh Chauhan (VSC); and
K R John (KRJ)

RAB Members: Hesham Fathey El-Sayed (HES); Laura Sadowski (LS)

Regrets:

Board Member: Gita Sen (GS)

RAB members: Carlos Gomez (CG); Jiyao Wang (JW), Francois Chapuis (FC)

Secretariat: Narendra K Arora (NKA); Manoj Das (MKD); Sanjay Aggarwal (SA) and
Shivali Suri (SS)

Board of Trustees (BOT) meeting was called to order at 10:00 Hrs on August 13, 2017 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, RAB members and Secretariat members to the INCLLEN Board Meeting. The Chair also welcomed Regional Advisory Board (RAB) members as observers and special invitees to the Board meeting.
- Apologies were received from Board member, GS, who was unable to attend this year's meeting.
- MT thanked Secretariat for hosting the Board meeting and for making the arrangements.
- MT suggested that HES and LS replace the two absent RAB members (who are also the Board members) to improve network representation and contributions; rest of the Board agreed to this.
- Meeting agenda was reviewed and accepted.

2. Introduction of staffs at INCLLEN Executive Office (IEO)

- NKA introduced the IEO staff to the Board. NKA informed that SS has been functioning as the Network Coordinator to support RAB and network activities at IEO. SA has joined as Finance Officer last year.

3. Review of last meeting minutes

The following minutes were reviewed:

- INCLLEN BOT Meeting on May 5-6, 2016
- Finance Committee Teleconference on Oct 14, 2016; Jan 12, 2017 and Aug 5, 2017

- Regional Advisory Board Teleconferences Jun 1 2016, Jul 6 2016 , Feb 27 2017, Apr 24 2017, Jun 12 2017

Board approved the minutes unanimously.

4. Action taken report

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

4.1 IIGH activities

- 4.1.1 *IIGH laboratory*: The IIGH Laboratory infrastructure at Delhi was dismantled and premise was vacated as per Board's guidance. A field laboratory (microbiology) has been established at SOMAARTH DDESS with microbiology facility linked to project. It is being managed currently by a microbiologist (PhD microbiology). Lab related projects are being explored and pursued to sustain the lab and fulfil the objective of public health laboratory.
- 4.1.2 *Land for IIGH*: Various possible options have been explored in NCR for IIGH. In view of the current financial state of the organization, we are looking for a land in the NCR region that will be within the affordability of the organization.
- 4.1.3 *Capacity building*: Two new PhD students have been enrolled in the current year from IEO (total three students now). A Fulbright fellow from USA visited INCLIN for 1 year. IEO housed 18 Interns (2 international and 16 national) during last year. The Leadership and management program (LAMP) is being conducted biannually. One qualitative research methodology workshop was conducted in April 2017.
- 4.1.4 *INCLIN Software*: Concerted efforts are being taken at IEO for e-data collection & management. Several software programs have been developed by IEO including SOMAARTH-I (DDESS data management); SOMAARTH-II (longitudinal data management); SOMAARTH-III (cross sectional data management) and IQDAS (qualitative data analysis). These software are being used in various projects.

4.2 Expanding Program portfolio

- 4.2.1 *Portfolio organisation*: INCLIN has developed a portfolio approach for seeking funding opportunities and developing research proposals. The seven major program areas include (a) Surveillance and program evaluation; (b) Vaccinology and vaccine safety; (c) Implementation research; (d) Environmental health; (e) Digital Health & technology assessment; (f) Transdisciplinary convergence for health; and (g) Extramural research management.
- 4.2.2 *Projects*: Currently at IEO 18 Projects are in-progress. During last one year, IEO team completed 10 projects and developed/submitted 21 new proposals for funding. (Annexure-1)

Pursing global health themes: IEO has been making extra efforts during last two years to develop multi-country projects/proposals on global health themes and involving CLENs. In the year 2016-2017, 9 proposals (Annexure-2) involving international collaboration with partners in India (3), Africa (3), Asia (1) and multi-CLEN (1) were submitted to different funding agencies; 6 of these proposals involved existing INCLIN units outside India. Additionally, theme targeted fund related environmental scan is regularly conducted and disseminated to RAB, network and displayed on website.

4.3 RAB and Network activities

- 4.3.1 *Work plan for 2016-17 by RAB:* The BOT has continually recognised the critical role of RAB in expanding/ energizing the network. The RAB could not provide the work-plan for 2016-17. As guided by the Board, five RAB teleconferences were conducted. Thirty one (31) RFAs were circulated to RAB members for possible new proposal development. During the period in discussion, no new proposal was developed by RAB members.
- 4.3.2 *Improving network communication and activities:* A Network Coordinator (Senior Program Officer) at IEO was exclusively assigned the task of coordination and network communication for last one year. Two issues of e-Newsletter (Feb & Apr 2017) were circulated and the third issue (Jul 2017) has been before the Board. Over last one year, an investment of \$ 27,343 was made by IEO in this context.
- 4.3.3 *Strengthening thematic groups:* During the course of the teleconferences in the year, the RAB members suggested the creation of two Task forces- Trace Elements (led by FC) and Vaccinology (led by KRJ).
- 4.3.4 *INCLLEN Website:* INCLLEN website was updated with concerted efforts were in-place to make it client friendly and improve communication outside and within Network. The website has linkages to regional CLEN webpages (except LatinCLEN and INCLLEN Asia, as no website for these is functional). IEO is regularly posting the funding opportunities on INCLLEN website for use by the network, thematic groups and younger investigators. Publications with credit to INCLLEN/network are also being compiled and posted on the website.

4.4 Regulatory compliances

- 4.4.1 *Renewal of FCRA approval:* FCRA renewal was received in 2016 and is valid through 2021.
- 4.4.2 *HR related regulatory compliances:* Employees' Provident Fund & Employees State Insurance compliances have been met and regularised.
- 4.4.3 *Financial Management process:* The SOPs have been revised and are in place. As guided by Finance Committee, quarterly statutory audit has been initiated. The statutory audit for 2016-17 has been completed and tabled for Board approval. The audit report for 2015-16 was discussed during the teleconference and is tabled for the approval by the BOT. NKA acknowledged and appreciated the help and advice received from CNR and VSC for helping in streamlining financial and administrative SoPs of the organization.

4.5 Transition of grants

- 4.5.1 *Closure of INCLLEN Inc.:* The INCLLEN Inc. operations has been closed in June 2016.
- 4.5.2 *Transition of funds:* The transition from INCLLEN Inc. USA to INCLLEN Trust, India of two Gates Funded Projects namely (i) Pneumonia in India and (ii) Intussusception has been completed.

Discussion and Decisions

- The Board appreciated the portfolio approach adopted by IEO and suggested to foster portfolio-wise leadership; identify areas that require focussed perusal and establish an international division to develop and pursue proposals. Board suggested alignment of the various research portfolios with the Sustainable Development Goals (SDGs). AMR is a potential area that INCLLEN could pursue as a focus in the coming years. Board also

suggested greater emphasis on the transdisciplinary approach with attention on harnessing the developments in digital health including artificial intelligence in the context of fast developments in the global health.

- Board advised to adopt a balanced approach including both opportunistic as well as strategic fund seeking keeping in mind the available bandwidth of manpower.
- Regarding the laboratory, Board acknowledged the need for a public health laboratory located at SOMAARTH to make it more relevant and attractive for the donors. Board advised to enter into strategic partnerships for long term sustainability and maintenance of the quality of laboratory functioning. NKG suggested considering partnership with existing laboratories in Delhi and informed about his association with three highly sophisticated laboratories in Delhi, which could provide access for INCLIN. He also suggested having a dedicated competent person to improve the laboratory setup and suggested to have a full time virologist for initiative and oversee relevant studies.
- Board had a mixed reaction to the progress made by RAB. While Board appreciated the IEO efforts to bring the RAB together through the teleconferences and improve the communication but this did not yield concrete outcome in the form of any new proposal either at global or the regional level. Board reemphasized that RAB has critical role in strengthening, and energizing the Network.
- Board emphasized that the current INCLIN structure and the executive office is capable of handling the global projects besides the large multi-centric Indian projects and RAB must take full advantage of these capacities.
- Board directed to obtain auditor and legal opinion on the land procurement and fund allocation issues before proceeding.

5. Update on Program Activities

5.1 Research activities at IEO

MKD presented the update on the program activities at INCLIN in the seven research portfolio (Annexure-1 list appended). At present there are 18 ongoing research projects at IEO. IEO is also engaged in 10 research and technical support activities at national and international level. IEO completed 10 projects in the previous year. During last year, the IEO team has submitted 21 new proposals for funding. Seven new projects were launched. The new proposals included 9 efforts involving international collaboration in India (3), Africa (3), Asia (1) and multi-CLEN (1). (Annexure-2)

He briefed about the progress made under the Childhood Pneumonia Program in India and Hospital based surveillance for intussusception. He also informed about recently initiated 25 site project on surveillance of multiple AEFIs in India with support from Ministry of Health and Family Welfare and UNDP.

He also highlighted the Nexus Planning an interesting and new management tool that was conducted by INCLIN for findings solution in the Home Based Care of Newborns and Infants in Madhya Pradesh. This planning was a unique experience in India and involved multi-stakeholder consultative process to identify the context specific challenges and solutions to improve performance of the community health functionaries (ASHAs).

He informed the Board about the policy translation activities based on the evidence generated through INCLIN projects:

- (a) Based on the Research Priority Setting Activity by INCLEN undertaken in partnership with ICMR, RFA for implementation research has been announced by ICMR/DHR.
- (b) The INCLEN autism tool has been adopted by Ministry of Social Justice for diagnosis of autism. National level training for using the tool has been organised by Ministry to create cadre of trained practitioners at hospitals, medical colleges, and institutions for certification of cases.
- (c) The intussusception data generated by INCLEN team is used by the national government as background rate before rolling out rota virus vaccine.

5.2 Data management facilities

MKD informed Board about the software and data management efforts at IEO. Over last few years, IEO team has developed several data collection and management software including:

- 1) SOMAARTH-I: For demographics and longitudinal data collection program, which is being used at SOMAARTH DDESS site
- 2) SOMAARTH-II: For cohort data collection in field and has been used for a project in two states in India.
- 3) SOMAARTH-III: For cross-sectional data collection in field, which has been used in one project; the same frame will be used for active surveillance of diseases and registries
- 4) INCLEN Qualitative Data Analysis Software (IQDAS): For undertaking qualitative data analysis, which has been used in several projects
- 5) NDST screening tool: For screening of neurodevelopment disability in children
- 6) mCTG: Mobile cardio-tocography device

A data repository platform has been created to assist managing the multiple projects.

All these programs have been planned and developed to improve data quality and have cross links between each other.

5.3 Capacity Building

MKD updated about the LAMP program being undertaken by INCLEN for last 3 years. Over last 3 years 4 cohorts (73 health professionals) have undergone the Research LAMP course. Additionally Qualitative Research Methodology Workshop was conducted in April 2017.

National Institute of Medical Statistics (ICMR) & The INCLEN Trust International Jointly organized National Health GIS Training program; a series of such workshops shall be conducted in 2017-19.

5.4 Publications attributable to INCLEN

In 2016 very few publications (n-24) were attributable to INCLEN and most were from IEO only. In 2017, a special series of articles from LatinCLEN has been published in Journal of Clinical Epidemiology (n-9)

Discussion & Decisions

Board unanimously acknowledged the efforts of IEO in developing proposals and ensuring constant flow of funding. As informed by NKA, the success rate of proposals is around 20-25% for IEO. This level of success was highly appreciated by the Board. It was suggested that there is a need to recruit senior level specialists with expertise in the new areas so as to expand the research portfolio.

- The Board also proposed seeking and developing research programs with multi-donor interest by systematically screening of the environment.
- Board suggested few areas for focus and consideration in the program portfolio including: antimicrobial resistance, virology research (flavivirus, respiratory viruses), neglected diseases, health technology assessment and health intelligence, geriatrics health). Board advised exploring opportunities related to HCV, HPV surveillance program and multi-sectoral one health concept. Board also proposed that INCLLEN can help the states in generating evidence for economics and social sciences. It was also suggested to consider having multi-disciplinary policy units to facilitate the policy dialogue. Board advised that IEO team should make effort for early publication of results from the projects.
- NKG suggested for retaining the international look and character by inviting professionals and leaders for long/short tenures. NKA added that the credibility establishment is takes time and over the years IEO has established its credibility in a few areas. RAB through their good offices and roping in active and young researchers for their activities can help to further consolidate the credibility into their respective regions and globally.
- Board emphasized need for keeping the wide funding base and constantly making efforts. They suggested exploring the EDCTP- Africa program, India-Africa, India-China collaboration platforms, and UNICEF for possible opportunities. Board advised that IEO must meet nodal persons from funding agencies to explore future possibilities particularly non-traditional funding sources in the realms of social science health geography and economics particularly for cross cutting areas like environment, behaviour modifications and issues of social resistance and hesitancy to known and effective interventions. A concept note on health artificial intelligence for improving access and quality of health care in low and middle income countries is to be prepared and NKA with CNR to pursue with DBT Secretary for potential funding. The suggestions were made for exploring Bloomberg Foundation, Kaplan Family Foundation and Bothnar Foundation. MT expressed willingness to facilitate linkage with Bothnar Foundation, Welcome Trust and GARD. NKG also indicated to assist in linking with some funders. Additionally the Board felt that funds under corporate social responsibility should also be actively explored.

6. Progress report by Regional Advisory Board (RAB) & Network Affairs

6.1 SS shared the details of activities undertaken by RAB over last one year.

- Since May 2016, RAB had five teleconferences (1st June 2016, 6th July 2016, 27th Feb 2017, 24th April 2017 and 12th June 2017) to discuss the thematic group and network related activities. The teleconferences were organised by IEO and the RAB members actively participated.
- In June 2016, RAB created the Umbrella programs with 6 research portfolios (Infant and maternal health, infectious diseases, health technology assessment, metabolic disorders, trace elements and health and peace around world) with a global perspective. RAB identified the lead members who agreed to prepare concept notes for each of the Umbrella Programs and CLEN presidents would identify interested members within their

network to collaborate. But there was minimal progress in this context and no concept note could be developed. RAB members cited constraint of time, energy and resources for pursuing the areas.

- In view of no significant progress made in the umbrella programs, RAB decided to focus on limited areas/domains with task force approach. Two task forces were constituted: 1) Trace elements- led by FC and 2) Vaccinology- led by KRJ. The taskforces envisioned to develop collaborative proposals and seek potential partners for the same.
- There was some progress made in the vaccinology task force, as IEO took an initiative to setup a 10 country multi-site global network on vaccine acceptance. KRJ coordinated the effort and response from 7/10 countries to the questionnaire circulated was obtained. The questionnaire focused on need assessment and mapping of existing resources for vaccine acceptance in respective countries.
- FC informed about ongoing networking activities related to the trace elements and health area. But some formal communication in this context is awaited.
- A targeted environmental scan system for mapping RFAs in Global Public Health and thematic areas is being done by IEO. Apart from posting on INCLNE website, 31 RFAs were circulated to RAB over the year.
- As decided, quarterly INCLNE e-newsletters were prepared and circulated in the February, April and July 2017.
- Overall escalated efforts have been taken for better and frequent communication between RAB, network and IEO during 2016-17. But, translating ideas into concrete proposals and action on the ground remained a challenge in the regional networks.

6.2 Regional Advisory Board (RAB) Report

RAB members met on August 13, 2017 before the Board meeting to review and discuss the progress made.

LS briefed Board on behalf of RAB about the progress made and challenges. She informed that two of the key RAB members and one task-force leader are missing. She summarised the RAB activities and status as per following points:

- a) Context of RAB: She commented that IEO is successful being India centric with some international networking. There is need to make efforts for keeping the INCLNE as a global organization.
- b) RAB representation: As per the norm, the current RAB has lived for 3 years and there is need for replace the membership. RAB was of the opinion of staggering the replacement of RAB membership rather than onetime change.
- c) Strategy: RAB felt that rather than spreading too thin with too-many portfolio it needs to focus on few areas. The current two task-forces were based on interests and possible opportunities. RAB thought that movement was likely over coming months
- d) Outputs: Two task-forces can be considered as the outputs from RAB.
- e) Communication: Teleconference quality were not good at times. RAB was exploring alternate on-line modalities for calls. Some support for protocol development may be explored.

KRJ clarified that the other areas should not be abandoned. Some progress in accident and injuries have been made and a multicentre project in India has been initiated. HES also added that the other project in this area is being pursued. KRJ shared the experience from IndiaCLEN regarding the status of network and CEUs. He informed that several new CEUs have been added in IndiaCLEN. While visiting the CEUs, he observed that the old CEU leadership is not ready to delegate responsibility to the younger members. HES also shared challenges from INCLLEN Africa units. He informed that the units are responding to IEO but not to the CLENs.

Discussion & Decisions

- Board acknowledged the challenges faced by RAB. MT commented that a lot of efforts were made. However body without engine was unlikely to move further. MT felt that the strategy development should be an inside looking process rather than outside looking and aligned to the opportunities and needs. RAB must have the scientific leaders with interdisciplinary expertise and who can invest some time on network activities. RAB needed to encourage their members to take up the leadership role as IEO cannot be the prime mover at all times; regional leadership was likely to be more successful in attracting funds.
- Board seconded the suggestion of staggered change in the RAB membership to maintain continuity. The network must look into future not the past and focus on the competitive areas.
- Board suggested RAB to assist in identifying suitable professionals and young active researchers to come to INCLLEN fold and build/strengthen research portfolio. There was need to strengthen the local units in each region and involve more young members.
- Online teaching/training opportunities like MOOCs could be explored.
- Chair (MT) recommended to RAB that it will be useful for developing a strategy in the next few months to develop a roadmap for conducting transdisciplinary multi-country collaborative research involving network members. This could also include using the protocols already developed and worked upon by IEO.

7. Administrative and financial issues

7.1 Finance report

The statutory auditor and internal auditor joined the meeting.

SA presented the audited financial statements for 2015-16 and 2016-17. Board reviewed the audit report for 2015-16 and approved it. The Board also approved the minutes of the Finance Committee meeting on Oct 14 2016, Jan 12 2017 and Aug 5 2017.

SA also shared the trend of fund receipt and expenditure for last 5 years. The breakup of FCRA and non-FCRA funds including the funder base were also shared.

- The status of regulatory compliances related to personnel (Employee Provident Fund and Employee State Insurance) and the financial liability for Trust was detailed. It was reflected that the Trust has an estimated outstanding liability of USD 78,462 towards these to meet the past liabilities (since Jan 2010) and shall be booked in 2017-18.
- Regarding the ongoing projects during 2016-17 and 2017-18, the variances in expenses and reasons thereof were discussed. Major variation was in Childhood Pneumonia projects because of pending SOEs from sub-grantees.

- SA also shared the status of expenditure for the first quarter of 2017-18 (April-June 2017).
- The budget for the year 2017-18 was proposed (Annexure-A):
 - o Total budget - USD 5.69 million
 - o Program budget- USD 5.43million (USD 4.39 million under FCRA and USD 1.04 million under non-FCRA category)
 - o Administrative budget - USD 0.26million
- The cash flow projection for 2017-18 was also presented. It was estimated that the deficits carried over from previous year shall be covered in the current financial year from the overheads for projects. It is estimated that net balance of approximately USD 0.2million should be available at the end of 2017-18.
- The audit schedule (internal and statutory) was shared. As per guidance of CNR, the proposed focus of internal audit on procedures was also reflected.
- The statutory auditor (V Rethinam) added few points and suggestions for Board's consideration.

The Trust is following cash based accounting system, which prevents accounting the sub-grant advances as expenditure. There is no unrestricted fund at Trust's disposal for spending on core activities.

He updated on the income tax case status regarding the salary of Executive Director. All relevant documents have been submitted and expect to have the decision from the appellate body.
- The internal auditor (Sameer Agarwal) briefed the Board about the availability of processes and SOPs. The role complementarity between internal and statutory auditors was also informed to Board.

Discussion and decision

- Board appreciated the progress made in the financial discipline and rigor. Board pointed that instead of using the nomenclatures like unutilized grants and pending utilization, which do not give a clear picture of cash on hand, financial report should use the terms restricted and unrestricted funds.
- 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:
 - o Balance sheet should be finalized for every quarter and audited. Finance committee teleconference be conducted every quarter (one week after the audit).
 - o Strict budget with variance tracking should be done.
 - o Apply for Section 80 G approval to tap the CSR (corporate social responsibility) fund
- Board guided IEO to be strict with the sub-grantees to ensure timely reporting.
- Board noted the financial growth from 2015-16 to 2016-17 and 2017-18. There is a need to create a work plan so that sustained growth can be seen in 2018-19. Board also suggested creating 3 year projection budget along with the action plan.
- Board suggested to look into the need of professional liability insurance for research projects. Board directed to present the annual report on Anti-Sexual Harassment Policy from next time.

- The Board recommended that guidelines and protocols are to be aligned with the best of international laws for the functioning of INCLEN so that it maintains its international character.

8. Work plan

NKA presented the work plan for year 2017-18. The work plan incorporated the discussions held during the Board meeting and RAB meeting.

- NKA summarized the information regarding research proposals developed at INCLEN in the last five years including those which were successful or unsuccessful. He also informed that he envisions INCLEN to become Centre of Excellence (COE) for Implementation Research.
- NKA described that the content and expertise of research at INCLEN would be enlarged and would include Antimicrobial resistance, Artificial Intelligence, Maternal immunization in addition to the seven key portfolio areas already described in the Action taken report.
- Extensive efforts would be taken at IEO for development of Institutional Framework. This would include getting the Regulatory Approvals and Standard Operating Procedures in place. NKA also envisioned expanding the existing academic collaborations for both research and training collaborations. Furthermore, SOMAARTH-the demographic-development & environment surveillance site of INCLEN would be strengthened by conducting the follow up census round. Furthermore, as per the recommendations of the Board, efforts will be made to have a functional public health laboratory with initial focus on microbiology. Finally, the Linkages with Indian Government including Central and State level would be pursued more vigorously.
- IIGH Activities- For establishing infrastructure with a 25 year time horizon, 1-2 acres of land would be required and construct approximately 7500-10000 SQ Mtr built space. IIGH would involve activities in different domains including research, laboratory, administration, academics, meetings and storage.
- Capacity building – Continuing with INCLEN vision, efforts are underway to launch academic courses/programs including certificate courses (3-6 months) on Vaccine safety, Surveillance, GIS epidemiology to attract both INCLEN and Non-INCLEN participants.
- IEO would also explore opportunities under the 'Skill India' program.
- NKA proposed that he would continue to expand current efforts for international network studies and he urged that support from RAB would be essential to achieve success in this direction.
- As suggested by the MT and other Board members, IEO will make attempts to identify domain experts for collaboration and widening the technical bandwidth of INCLEN.

Discussion and decision

- Board appreciated the work plan. Board expressed concern over limited leadership to coordinate and lead the activities. Board advised that the Senior Management Team of 3-5 members should be recruited for independently managing each of the activities mentioned in the work plan.
- Board felt that infrastructure investment may not be suitable at this point and may be deferred.

- MT advised that INCLLEN becomes part of In Depth Network for increasing chances of funding for surveillance at SOMAARTH.
- It was discussed that the next BOT meeting may be scheduled in May 2018 and all concerned may be informed in advance. The Finance Committee should review and approve the audit report before the BOT meeting.

9. 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.

- *Executive Director*: NKA to continue as Executive Director for next three years w.e.f. April 2017. The TOR to be discussed and finalised between NKA and MT. The transition plan to have dynamism and a roadmap to be prepared.
- *IIGH portfolio*: Work stream leaders for various profiles to be identified and recruited.
- *Board membership*: Jonathan Simon to be replaced by non- Indian, non- INCLLEN member. NKA to write to Gita Sen and follow up with her regarding possible continuation. KSR to assist in the process and if required, MT will also contact her. The Board members to make suggestions for suitable new member(s).
- *RAB*: Replacement of RAB members to be considered. JW and FC to continue in RAB since they have an important role. LS to contact CG to analyse the current situation. Sergio Munoz may be considered for RAB due to his digital experience. KRJ to continue till he is the President of IndiaCLEN. FC to work with HES on EDCTP funding. MT, HES and FC to have a teleconference to discuss the opportunity. RAB may consider younger members from the region for representation on both RAB and the Board.
- *Leveraging opportunity for Board meeting*: Board meeting may be piggybacked with an academic event such as AMR conference/some other relevant one. Chair (MT) also proposed that there is a possibility that he hosts the 2019 BOT meeting at Basel.

10. Resolutions for administrative and financial matters

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

- Appointments of statutory auditor, internal auditor and legal consultant
- Authorisation to ED for bank operations, investments, hiring of office space, procurement of fixed assets, filing tax returns
- Change in FCRA bank account and FCRA fund application
- Writing off of deficits

Chair thanked the Board members and IEO for preparing, attending, contributing and bringing enthusiasm to the meeting. The meeting was officially closed.