

MINUTES OF THE
DIRECTING COUNCIL

CRL/ICDDR, B

JUNE 1974
to
MARCH 1979

CHOLERA RESEARCH LABORATORY
(ICDDR, B)

DIRECTING COUNCIL MEETING

March 29, 1979

Persons Present: Dr. M. A. Rahim
 Dr. Yousuf Ali
 Dr. Shamsuzzoha
 Mr. R. F. Taylor
 Mr. John Dumm
 Dr. ... H. Mosley
 Dr. M. M. Rahaman

CHAIRMAN AND ALTERNATE MEMBERS

Dr. M. A. Rahim chaired the meeting. Mr. John Dumm served as alternate member for Mr. Charles Gurney. Mr. R. F. Taylor served as alternate member for Mr. G. A. Williams.

APPROVAL OF THE MINUTES

The minutes of the Directing Council Meeting of January 9, 1979, were approved as recorded.

INTERIM RELIEF PAYMENT TO CRL LOCAL EMPLOYEES

The agenda of the meeting was to review a proposal for an Interim Relief Payment to CRL local employees. This proposal with detailed documentation was circulated to the members of the Directing Council by the Director in his memo of March 27, 1979.

In response to a request for clarification as to what amount was specifically meant, where the memo referred to the proposed payment being "equivalent to one month's salary," the Director indicated that the specific intent of the proposal was that the amount of payment to each employee would be one month's full salary compensation. He noted that the monthly salary is classified as base pay plus 25% for housing allowance plus 5% for medical allowance. In fact, this breakdown in salary classification is important for income tax purposes for higher paid employees but in reality has little significance for low paid employees. The proposal is that the payment should be inclusive of these allowances.

The Directing Council discussed their authority to take such action in this interim period. Reference was made first to the minutes of the meeting of January 9, 1979, where this matter had been reviewed, with the conclusion

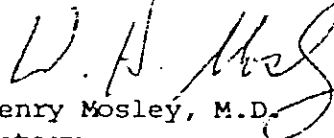
that the Directing Council had the authority to continue to operate under the same terms and conditions until such time as the Board of Trustees met and assumed authority and responsibility. With reference to the question of the Directing Council's authority to authorize expenditures of the specific funds that are involved, the Director referred to the currently active Project Agreement between USAID and the Government of Bangladesh relating to these funds. This agreement stipulates that the funds are provided to the Cholera Research Laboratory through June 30th under the terms of operation of the Cholera Research Laboratory. There are restrictions on the use of these funds for new contracts for expatriates, new research projects, and commodity purchases, but no specific or implied restriction for use for an Interim Relief Payment, such as is proposed. It is quite clear in the Project Agreement that these funds are committed to the CRL and, in fact, do not come under the jurisdiction of the Trustees of the ICDDR,B until the agreement has been amended to make that provision.

Following this discussion and a further review of the rationale and basis for the Director's recommendation, the Directing Council approved the proposal for payment of one-month's full salary to CRL local employees as a one-time interim relief measure. At the conclusion of this action, the USAID representative indicated for the record that it was the USAID position that this matter should be held in abeyance for consideration and action by the new Board of Trustees.

ADJOURNMENT

There being no further business, the meeting adjourned.

Respectfully submitted,



W. Henry Mosley, M.D.
Secretary,
Directing Council

CHOLERA RESEARCH LABORATORY
(ICDDR, B)

DIRECTING COUNCIL MEETING

January 9, 1979

Persons present:

- Dr. M.A. Rahim
- Mr. Charles Gurney
- Mr. Douglas Robertson
- Dr. Yousuf Ali
- Dr. Shamsuzzoha
- Mr. G.A. Williams
- Dr. W.H. Mosley
- Dr. M.M. Rahaman
- Mr. Harold Graves
- Mr. Bashir

ALTERNATE MEMBERS

Dr. M.A. Rahim, Additional Director, Health Services, participated as an alternate member for Dr. Mostaqul Huq and served as Chairman of the meeting. Mr. Douglas Robertson served as an alternate member for Dr. F.J. Levinson.

APPROVAL OF THE MINUTES

The minutes of the Directing Council meeting of September 7, 1978, were approved as recorded.

CONTINUING FUNCTION OF THE DIRECTING COUNCIL

The Directing Council reviewed the matter of its appropriate role and function since the Ordinance relating to the establishment of the International Centre for Diarrheal Disease Research, Bangladesh had been promulgated on December 6, 1978. In reviewing this matter, the Directing Council referred to the Ordinance noting first that according to Section 30 "on the commencement of this Ordinance", the CRL stands dissolved with all assets and liabilities transferred to and vested in the Centre. It was noted in this context, however, that the Ordinance did not provide a specific date for "commencement", although it can be assumed to commence from the time of promulgation.

The Chairman observed that while the CRL stands dissolved as stipulated in the Ordinance, the practice in Bangladesh under circumstances such as these is that rules of operation of the institution will remain in force until specifically changed by some appropriate action. In the case of the Directing Council, this would indicate that it would continue to operate under the same terms and conditions until the authorities and powers were duly transferred to the Board of Trustees of the International Centre.

The Directing Council gave their unanimous concurrence with this position by the Chairman and agreed to continue to operate until such time as it was appropriate to transfer powers to the Board of Trustees.

EXTENSION OF APPOINTMENT OF THE DIRECTOR

The Directing Council approved the extension of the Contract of the Director, CRL, for the period from March 1 through June 30, 1979, under the same terms and conditions as in his present Contract. In this context, the Director noted that he has formally accepted another position with the Population Council effective July 1, 1979.

AUDIT

The Director referred to a recent communication from USAID indicating that this Agency will not be able to undertake the usual annual audit of CRL's books of accounts in the near future. The Directing Council, after reviewing the matter, determined that a complete audit was appropriate at this time prior to transfer of the assets of the CRL to the ICDDR,B. The Directing Council requested the Director to obtain bids and other information from at least three independent auditing firms for review and selection by the Directing Council.

RENEWAL OF APPOINTMENTS OF EXPATRIATE SCIENTIFIC STAFF

The Director noted that there were two expatriate scientists currently with CRL who have essential roles in the research program of the institution, but whose current appointments are due to expire in June or July of 1979. These scientists are willing to extend their positions with ICDDR,B, but do require some action at a reasonably early date to ensure that positions are committed to them.

The Directing Council recognized the concerns, with the following observations. First, uncertainty about all scientific appointments would remain until the outcome of the Plenary IIC Meeting in Geneva on February 13/14, 1979. Following that date, if it appears that the program has been endorsed and sufficient funds are available, the Directing Council could recommend to the new Board of Trustees their earliest action on this matter. There was the view that a strong recommendation by the Directing Council would probably be acted on affirmatively by the new Board of Trustees. The Directing Council was of the position, however, that the final approval of these appointments must be left to the Trustees themselves.

REVIEW OF THE STATUS OF INTERNATIONALIZATION

Mr. Harold Graves, Consultant, reviewed for the Directing Council the current status of activities relating to internationalization. Many of these matters were summarized for the Directing Council

in the Director's memo of 21.12.78. The Directing Council was provided a copy of the Draft Memorandum of Understanding which is now being circulated to the participants of the IIC meeting by the UNDP. He indicated that the agenda of the IIC meeting would include the following action: a review of the Budget and Program Document; a review, presumably with some amendments and then acceptance, of the Memorandum of Understanding; the selection of the Board of Trustees and fixing the date of the first Trustees' meeting. There would also, no doubt, be informal discussions regarding continuation of a donors consultative group.

ADJOURNMENT

There being no further business, the meeting adjourned.

Respectfully submitted,

W. Henry Mosley
-HCV

W. Henry Mosley, M.D.
Secretary,
Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

September 7, 1978

Persons present: Mr. Charles Gurney
Dr. F. James Levinson
Dr. Yousuf Ali
Mr. G.A. Williams
Dr. W.H. Mosley

AGENDA

The meeting was called at the request of the USAID representative to discuss the proposal for a revision of the phase out budget which had been transmitted to the Directing Council with the Director's Memo of August 26, 1978. The meeting was chaired by Mr. Gurney, the USAID representative, in the absence of the Chairman. Mr. G.A. Williams, First Secretary, British High Commission, is the new representative for the U.K. Also attending this meeting from the CRL were Mr. Shahabuddin, Controller, and Dr. K.M.S. Aziz, Dr. L.C. Chen, and Dr. W.B. Greenough, Scientific Directors.

APPROVAL OF THE MINUTES

The USAID representative referred to his memorandum of August 4, 1978, relating to the minutes of the Directing Council Meeting of July 26, 1978. It was agreed that this memorandum would be included with the minutes to clarify the communications transmitted from AID Washington.

DISCUSSION OF THE PROPOSED REVISION OF THE PHASE OUT BUDGET

The Directing Council gave detailed consideration to the rationale as presented by the Director for proposing a revision of the phase out budget as outlined in his memorandum of August 26, 1978. In reviewing the proposed revisions in the phase out budget, detailed consideration was given to how the \$450,000 increase proposed was to be used to maintain operations through June 30, 1979.

The Director indicated that in comparing the original with the revised phase out budget, it could be seen that there would be an increase of \$151,000 in the taka expenditure and \$299,000 in the dollar expenditure under the PASA. The major increases in the taka expenditure are under the headings: supplies & materials, equipment, and local travel. These are the requirements to permit the operation of the service, research and training programs that are currently on going

through June 30, 1979. Under the PASL, there has been a \$125,000 increase for the purchase and shipment of supplies and equipment for research and service programs. \$144,000 is required to maintain support for the six contractual expatriate staff and six seconded expatriate staff for an additional six months. \$30,000 is budgeted for international travel including participation in scientific meetings, consultant travel including short term scientists, and travel related to technical reviews.

The Directing Council gave extensive consideration to the possibility of any reduction in this budget proposal. As a reference for this discussion, the Directing Council referred to the detailed program and activity budget breakdown for FY 1978 which is available as Table 1 of the "Five-Year Program Proposal: 1979-1983" which had been prepared in May, 1978.

Among the options considered for budgetary reductions were termination of certain areas of activity of the CRL, such as field operations or clinical services or special facilities such as animal resources. The Director and scientific staff noted that while a field operation such as the Matlab activity does cost approximately \$500,000 annually, it would seem inappropriate to terminate this type of an activity and leave the CRL only with an urban based clinical and laboratory facility in a country where 94% of the population lives in the rural areas. It was not considered feasible to consider a rapid termination of Dacca Hospital operations. The Director noted in this context that the hospital is currently seeing over 500 diarrhea patients daily. Closure of special facilities, such as the Animal House, would not only severely curtail the research program which is dependent on bio-assays, but would have far reaching consequences since the CRL provides all the Laboratory animals for research activities for such institutions as: the Institute of Post-Graduate Medicine, the National Institute of Epidemiology & Disease Control and the Institute of Public Health. In the latter case, these animals are critical for vaccine production programs.

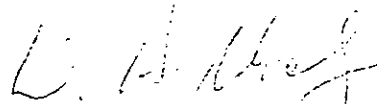
Consideration was given to possible savings in the requirements under the USA account. It was noted that while some savings could be achieved by terminating all the expatriate staff as rapidly as possible, that the total amount of this saving would be approximately \$144,000. While the Director and expatriate Scientific Directors expressed no hesitation in leaving if this would be for the welfare of the institution, the Directing Council came to the conclusion that this course of action would not only be of no advantage to the CRL, but in fact would substantially compromise the scientific program, training and institutional development efforts.

As the discussions proceeded, the Directing Council recognized the importance of maintaining the integrity of the scientific staff and of the research facilities and operations during this transitional phase. In this context, the Bangladeshi representative proposed that this revised phase out budget be accepted. He emphasized that there should be no decrease in the activities and operations of the CRL and suggested that, if necessary, other sources of funds be sought to provide the sustaining funds required to maintain the operations of the institution. This proposal that the revised phase out budget be accepted was seconded and approved by the Directing Council.

ADJOURNMENT

There being no further business, the meeting adjourned.

Respectfully submitted,



W. Henry Mosley, M.D.
Secretary
Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

JULY 26, 1978

Continued

JULY 29, 1978

Persons present: Dr. Mostaqul Huq
Dr. Yusuf Ali
Dr. Shamsuzzoha
Mr. Charles Gurney
Dr. James Levinson
Mr. R.F. Taylor
Dr. W.H. Mosley
Dr. M. Mujibur Rahaman

AGENDA

The agenda items included action on the FY 1979 budget proposals on the appointment of consultants and on recognition of Dr. Alam. The first item was completed on the first day of the meeting. The latter two items were acted on the second day. Dr. Levinson was not present at the second meeting. Mr. R.F. Taylor represented the British Government in place of Mr. Michael McCulloch.

APPROVAL OF THE MINUTES

The minutes of the meetings of April 7, April 28th, and May 19th, 1978 were reviewed and approved.

FY 1979 BUDGET

The FY 1979 budget proposal was forwarded to the Directing Council under the Director's covering memo. of July 20th 1978 outlining the alternative budget proposals. The rationale for preparing two alternative budget proposals had been forwarded to the Directing Council by the Director in his memo. of July 7th, 1978. The Director also requested that the Directing Council receive the Annual Financial Report for Fiscal Year 1977 which had been forwarded on April 12th, 1978. He noted that this document may serve as a reference in considering proposed expenditures for FY 1979.

The Director noted that under instruction from U.S.AID, two alternative budgets were proposed. The first designated a transitional budget assumes that the U.S. Government will make available 1,500,000.00 dollars to maintain the operations of the Laboratory for the first three-quarters of

FY 1979. This budget assumes satisfactory progress toward internationalization. A second alternative budget proposal provides for 1,000,000.00 dollars from the U.S. Government to meet financial obligations if it were necessary for the CRL to terminate its operations during the course of FY 1979.

In highlighting the transitional budget the Director noted that this provides less funds than are being expended during FY 1978. The reduction in expenditure in the proposed budget is almost exclusively in foreign currency expenditures. This is achieved by not filling 4 expatriate scientific staff positions that have been vacated during FY 1978 and by reducing expenditure in supplies and equipment that are purchased by foreign currency. Maintaining local currency expenditure at approximately the same level in FY 1978 will permit maximum flexibility to shift resources into areas of training, extension, and operational research as proposed for the International Center. The Director noted that the revisions in priorities that this budget involved had been reviewed and approved by the Scientific Directors.

The Director noted that this transitional budget had been prepared under the assumption that a total of 1,500,000.00 dollars would be available from the U.S. Government for expenditure during the first three-quarters of FY 1979. No budgetary provision have been made for the fourth-quarter of FY 1979. It is his understanding of the communication from U.S.AID that decisions regarding the funds that may be available in the fourth-quarter and subsequent fiscal years not only from the U.S. Government but from other governments will be reached when the formal meetings relating to Internationalization are convened by the UNDP as proposed by the Interim International Committee.

The U.S.AID representative questioned whether this budget considered CRL carryover funds that have accumulated from year to year and could be utilized to cover expenditures for one-quarter. The Director replied that it was his understanding from the communication that the total amount of money that AID would permit to be expended during the first three-quarters was 1.5 million dollars. He did not know whether AID assumed that part of that would come from carryover funds or whether this would be a new appropriation. It was his understanding that the availability of fourth-quarter funds would not be known until a later time. He noted that while carryover funds were available every year and were in fact utilized during the first-quarter of each successive fiscal year while awaiting a new U.S. appropriation that these funds had never been considered as additive to the budget and allowable expenditure that AID had permitted from year to year. This matter may be clarified

by AID.

The phase-out budget was presented but not discussed in detail. The Directing Council noted that there were sufficient funds to meet the U.S. obligations in this budget but that it would require a very rapid termination of research and service activities of the CRL during the course of FY 1979.

The Directing Council approved the FY '79 budget proposals as presented and recommended that they be forwarded to the respective governments for action.

APPOINTMENT OF CONSULTANTS

The details of the appointment of Mr. Nurun Nabi and Mr. M.A. Bashir as Consultants to the Cholera Research Laboratory were forwarded to the Directing Council in the Director's memo. of June 6th, 1978. On receipt of this information the Chairman of the Directing Council communicated to the Director on 13th June, 1978 that such action required approval by the Directing Council members. The Directing Council referred to the Rules and By-Laws which noted that prior approval of the Directing Council is required for the Director to execute a contract of greater than 10,000 dollars per year and that recommendations of the Division Heads are required for the Director to execute a contract exceeding 5,000 dollars per year. The Director indicated that the rationale he had for making these appointments was provided to the Directing Council in his memorandum of June 6th, 1978. He admitted that his action violated the Rules and By-Laws by executing the contract for Mr. Nurun Nabi which exceeded 10,000 dollars annually without obtaining prior approval of the Directing Council.

After some discussion of the matter the Directing Council decided to disapprove the appointment of Mr. Nurun Nabi as this action was taken without following proper procedure of CRL. The Directing Council authorized the expenditure of funds committed to the contract for work already performed to-date and instructed the Director to take action to terminate the contract according to the applicable Rules and Regulations.

The Directing Council took no action on the contract for Mr. M.R. Bashir as his contract has the approval of the Scientific Directors and does not exceed the 10,000 dollars per year limitation. The Director noted that with the termination of Mr. Nabi's consultation contract that the CRL will need to move ahead in recruiting a full time Administrator as soon as possible. There is a requirement to fill this position because of many administrative

matters relating to personnel policy and management procedures that require study so that an appropriate set of recommendations may be prepared for submission to the new Board of Trustees of the proposed International Center.

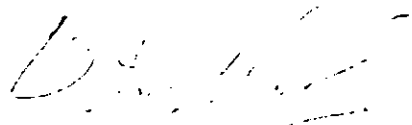
RECOGNITION FOR DR. A.K.M. JAMIUL ALAM

The Director referred to his memorandum of July 25th, 1978 recommending special recognition for Dr. Alam former Chief Physician of the Cholera Hospital. With reference to the recommendations the Directing Council approved that the newly constructed Treatment Center at CRL, Dacca be named after Dr. Alam as a memorial to his years of dedicated service to the institution.

The Directing Council disapproved the proposal that the Cholera Research Laboratory pay for medical expenses related to his treatment in the U.K. It was noted that the CRL as a policy does not provide for payment of such medical expenditures and that it would be inappropriate to set a precedent in this case. The amount advanced to Dr. Alam to cover medical expenses while in the U.K. must therefore be deducted from the Provident Fund entitlement as per the original agreement.

The Directing Council noted that Dr. Alam has performed exceptional service for the Cholera Research Laboratory for more than 15 years and it is appropriate for the CRL to provide due recognition for such superior performance. It was therefore recommended that the Director may propose a special award for Dr. Alam payable to his family which may be given in compensation for his superior performance. This proposal may be submitted to the Directing Council for their action.

Respectfully submitted,


W. Henry Mosley, M.D.
Secretary, Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

MAY 19, 1978

Persons present: Dr. Mostaqul Huq
Dr. Zakir Hossain
Dr. Shamsuzzoha
Mr. Charles Gurney
Dr. F. James Levinson
Dr. Yusuf Ali
Dr. W.H. Mosley
Dr. William Greenough

AGENDA

The Director convened the Directing Council for further discussion relating to action to be taken in the case of Dr. Colin McCord.

The Director, CRL opened the meeting by reviewing for the Directing Council discussions he had had with Dr. McCord over the preceding four weeks while Dr. McCord was drafting a letter of explanation and clarification for submission to the Lancet. The Director indicated that in spite of intensive discussions and a review of several drafts of a proposed Lancet letter, he had difficulty in reaching a conclusion as to what might be an appropriate course of action in Dr. McCord's case. Although he felt that the most recent draft of Dr. McCord's letter represented a partial retraction, he still had concerns that there remained misinterpretations of the facts that would continue to be damaging to the CRL. Further the Director did not feel he had gotten sufficient explanation from Dr. McCord regarding why he had chosen to take the action in the manner he did in the first place. The Director indicated that he had convened the Directing Council to seek additional guidance in the matter.

In discussing this case the Directing Council indicated at the outset that it was the responsibility of the Director alone to make a judgement in the circumstances and recommend action which would be conveyed to the Directing Council. It was observed that to some degree the complications in managing this problem were a result of a delay in making an early decision on the course of action to be taken.

The Directing Council in reviewing the matter indicated to the Director that notwithstanding the content of discussions with Dr. McCord the actions speak for themselves as having an intent to harm the Cholera Research Laboratory as an Institution. Dr. McCord's letter to the Lancet in fact does not directly address this issue.

There was a general view that the action by Dr. McCord represented unprofessional and dishonest behaviour for a scientist. His course of action has resulted in a lack of trust and confidence in him among his colleagues and staff of the CRL. Under the circumstances it would appear that no one would be able to work effectively with him.

The Directing Council meeting concluded with the instruction to the Director that he must weigh the facts as he sees them and take decisive action in this matter. The Director indicated that he would take the points brought up in this meeting under consideration and would forward his recommendation for action to the Directing Council within the next 24 hours.

Respectfully submitted,

W. Henry Mosley, M.D.
Secretary, Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

APRIL 28, 1978

Persons present:

Dr. Mostaqul Huq
Dr. Shamsuzzoha
Dr. F. James Levinson
Mr. Joseph Toner (substituting for
Mr. Charles Gurney)
Dr. W.H. Mosley

AGENDA

This was an extraordinary meeting of the Directing Council convened to discuss the matter of the letter Dr. Colin McCord wrote to the Lancet which was published in the issue of April 8, 1978. The relevant reference documents are:

1. Dr. McCord's letter to the Lancet, April 3, 1978.
2. The Director's memo. to the Directing Council dated 11.4.78 regarding the Lancet article by Dr. Colin McCord.
3. Dr. McCord's memo to the Directing Council dated 21.4.78 regarding the letter to the Lancet and the comments by the Director, CRL.
4. Dr. McCord's memo of 21.4.78 to the Director, CRL, responding to the Director's request for additional information.
5. The memo. of April 27, 1978, from the CRL-SWA Executive Committee to the Directing Council transmitting the SWA Resolution on Dr. McCord's action.
6. The transmittal memo. from the Administrator to the Director dated 27.4.78 summarizing CRL's personnel policies and rules and by-laws of the Directing Council relating to publications and communications by employees and scientific staff.

In the general discussion relating to Dr. McCord's letter, the Directing Council noted that both the content of the letter and the timing of the letter had a severely adverse effect on the CRL, particularly in this critical time period of transition to an international institution. This type of letter coming from a senior scientist was having considerable negative impact on the local community in Bangladesh. It also would make it difficult for CRL to maintain a credible posture with the international donor community.

The letter of explanation to the Directing Council while providing some information on Dr. McCord's rationale for his actions, did not satisfactorily resolve the issue. The Director indicated that he proposed that Dr. McCord discuss the situation directly with the Directing Council in order to further clarify the matter.

In the discussions with Dr. McCord he made the following comments. This letter was an expression of his personal opinions on a number of matters. At the time he wrote the letter he was quite disturbed about the process of negotiations relating to the Charter. When writing the letter, he expected that he would be asked to resign. Because of subsequent events, discussions and things that he has been aware of recently, he does not desire to terminate his services with CRL and hopes that the matter may be rectified.

With reference to the SWA resolution and recommendations, he agrees that there should be clarification of the material in the letter although he did not see that a full and direct retraction per se was possible.

In reiterating the reasons for the letter, it was his view that the Bangladeshi community had some legitimate reasons for being concerned about activities at CRL. There was nothing specifically wrong with the vaccine field trial in Matlab, but there are reasons for concern.

In answer to the question, "Do you think that if you had discussed these matters with the Director they would not be remedied?", Dr. McCord gave a more general explanation of his relationship with the CRL and his role in the CRL. In summary, his role was to assist the CRL in developing working relationships with outside institutions to strengthen their capacity for research, training, and services. In attempting to develop these links, he found that questions and concerns were continually being raised about the CRL. Although the CRL was in a process of rapid transition, he found his own role somewhat difficult in trying to provide reassurances to these other institutions.

His problems were compounded when the difficult negotiations arose during the Interim International Committee meetings. He has strong opinions about the position that USAID was taking as expressed in his memo. to the Directing Council. Reacting to this he felt compelled to bring his concerns directly to the international community. He thus wrote the letter.

In answer to the question, "Could you write a follow-up letter that would not compromise your principles, but at the same time say you see things moving in the right direction for CRL?", Dr. McCord responded affirmatively. He indicated a major concern was that CRL would be dominated by scientists from developed countries. The question was raised, "If the CRL did not appear to you to be moving in the right direction would you again write another letter?" and Dr. McCord replied "no, that he had said what he was going to say".

In response to a question about his view regarding the competence of Bangladeshi scientists, he indicated he believes that the CRL has a number of highly qualified and competent Bangladeshi

scientists. This expression of opinion about Bangladeshi scientific competence was not meant to be his own, but the view of others.

In response to a question about his view about developed country participation in the CPL, he indicated that he has a concern that the developed countries have had such a strong hold on CRL and have built up such a strong momentum that it will be difficult for the developing countries to gain control. He did not see that 51% of the Board would be sufficient control for developing countries. His view was that two-thirds membership should be acceptable.

In response to a question about his view on the future direction of the CRL, Dr. McCord indicated that his preference would be for the CRL to be a small laboratory with considerable scientific capability, primarily directed towards facilitating and supporting service and research related roles by Bangladeshi institutions. He is not happy with the CRL being directly involved in a large field effort such as the past experience in Matlab, although the restructuring of the Matlab program recently underway is an encouraging sign to him. He did concede later that the vaccine trials and fertility research projects carried out in Matlab were some of the most significant contributions of the CRL.

In response to a question regarding whether he now considers the Lancet statement as satisfactory, his reply was no, as no-one understands what he was really trying to say. He agrees that it needs a great deal of clarification which he would seek to do. After further discussion, the Directing Council approved that Dr. McCord be requested to write a full letter of explanation and clarification which might be submitted to the Lancet. The Director, CRL, is to review the letter and give his opinion to the Directing Council. The Directing Council will take the letter and the Director's opinion and then determine what action will be appropriate.

This letter should be available prior to a follow-up meeting of the Directing Council to be convened in one week.

ADJOURNMENT

There being no further business, the meeting was adjourned.

Respectfully submitted,

W. Henry Mosley, M.D.
Secretary, Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

APRIL 7, 1978

Persons present:

Dr. Mostaqul Hug
Dr. Shamsuzzoha
Mr. Charles Gurney
Dr. James Levinson
Mr. Michael McCulloch
Dr. W. H. Mosley
Dr. Mujibur Rahaman

APPROVAL OF THE MINUTES OF JANUARY 16, 1978

The minutes of the Directing Council Meeting of January 16, 1978, were noted and approved.

PROPOSAL FOR COLLABORATION WITH NIPORT

This agenda item relates to the memorandum of November 4, 1977, from the Director, CRL, to the Directing Council summarizing discussions the Director had with the Advisor, Ministry of Health & Population Control relating to the development of the National Institute of Population Research & Training. During discussions the Advisor requested the CRL to consider various ways in which its population related activities could be utilized to facilitate the development and strengthening of NIPORT.

The Directing Council reviewed the matter in light of the current status of NIPORT and the proposed transformation of the CRL into an international centre. The Directing Council concluded that because the future status and terms of operation of the CRL were not decided as of this date, that any detailed consideration of formal links with NIPORT should be deferred. The matter may be taken up at a future date.

PERSONNEL ACTION

The Directing Council considered the memorandum by the Director relating to proposed personnel action against Mr. N.M. Mermalat, Head, Transport Management Branch. The action was considered in light of a report of the Enquiry Board to the Director dated March 17, 1978, which determined that Mr. Mermalat had issued a false certificate of service to an individual who was not an employee of CRL. In discussing the matter there was the opinion that such action on the part of Mr. Mermalat could warrant summary dismissal. Finally, the Directing Council approved that Mr. Mermalat receive, as the most severe penalty short of dismissal, suspension of service for seven days without pay. The Directing Council also approved that Mr. Mermalat is to

receive a letter of warning that the Directing Council had considered termination from service and that any further record of poor performance or actions contrary to Laboratory policies will subject him to immediate termination.

MEETING WITH REPRESENTATIVES OF THE STAFF WELFARE ASSOCIATION

The Directing Council met with the President and other representatives of the Staff Welfare Association for informal discussions relating to the SWA's concerns about CRL salary structure and benefits. The details of the SWA's views were summarized in a memorandum prepared by the SWA which was forwarded to the Directing Council by the Director on March 30, 1978.

During the course of the discussions several points were raised. The SWA felt that CRL pay scales had not risen sufficiently in recent years relative to the local economy. A Directing Council member noted, however, that the supporting documentation provided by the SWA expressed local salaries in terms of US dollars. This was felt to be inappropriate because of varying exchange rates of different foreign currencies. It was suggested that since internationalization was being considered, the SWA might use the U.N. agencies in Dacca as a reference for job descriptions and salary scales.

With reference to benefits, the Directing Council noted that the documentation provided a list of twelve different fringe benefits. It was observed that no single organization receives all of these benefits and, in fact, to some degree, the difference in the number of benefits between different organizations is counter-balanced by salary scales. It was recommended to the SWA that as they are considering proposals for increases in salary and benefits, it would be useful to consider this as a package and recommend a combination that they might view as suitable for the CRL.

The SWA raised concerns about the number of employees stuck at the highest annual increment at the present time and hoped there would be consideration for extending the annual increments from twelve to twenty to help these employees. Several members of the Directing Council observed that this situation exists in essentially every organization. Within a given pay grade, there are always a fixed number of increments. The annual increments relate to advancement in position. There is always a limit to the advancement in a given position. However, qualified employees have the opportunity to be promoted to higher positions where further advancement is possible. The annual increments are not to be considered as pay increases to account for inflationary factors. This is adjusted from time to time by raising the entire pay structure.

After further discussion, the Chairman noted in concluding that the Directing Council continues to review the matter of pay and benefits for the staff and is always open to suggestions and recommendations.

REPORT OF THE INTERNATIONAL SCIENTIFIC REVIEW MEETING

The Directing Council noted the receipt of the report of the International Scientific Review Meeting which was held February 6 through 14, 1978.

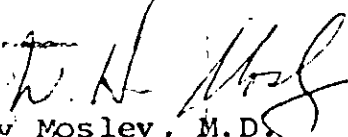
REPORT ON ACTION OF THE INTERIM INTERNATIONAL COMMITTEE

The Director noted briefly that the Interim International Committee, under the chairmanship of Mr. Zagorin, UNDP, has had a series of meetings between February 17 and March 9, 1978, during which a revised draft ordinance was prepared. This is now being circulated for consideration by the Government of Bangladesh and potential donor governments and international agencies.

DRAFT PROGRAM BUDGET FOR THE PROPOSED INTERNATIONAL CENTRE

The Director, CRL, transmitted to the Directing Council on March 23, 1978, a draft program document with financial requirements for the proposed International Centre. The Director noted that this is ~~the document to be circulated to~~ interested donors if the Interim International Committee recommends proceeding with internationalization. This document was not reviewed in detail at the meeting. The Director requested members of the Directing Council to submit comments or suggestions for revision to him as soon as possible.

Respectfully submitted,


W. Henry Mosley, M.D.
Secretary, Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

JANUARY 16, 1978

Persons Present: Dr. Mostaqul Huq
Dr. Shamsuzzoha
Dr. Yousuf Ali
Mr. Charles R. Gurney
Dr. F. James Levinson
Mr. Michael C. McCulloch
Dr. W. Henry Mosley
Dr. M. Mujibur Rahaman

DESIGNATION OF CHAIRMAN

Mr. Charles Gurney, USAID Representative, served as Chairman for the first part of the meeting, covering the first two agenda items, until the arrival of Dr. Mostaqul Huq.

INTRODUCTION OF DR. SHAMSUZZOHA

Dr. Shamsuzzoha, Director, Bangladesh Medical Research Council was introduced as the Bangladesh Representative replacing Dr. A.Q. Khan.

APPROVAL OF THE MINUTES OF OCTOBER 25, 1977

The minutes of the Directing Council meeting of October 25, 1977, were noted and approved.

RECRUITMENT OF DR. Y WATANABE

The Director, CRL, reported that Dr. Watanabe has recently indicated he has taken another position and, therefore, will not be available for a position at the CRL.

MEMORANDUM OF UNDERSTANDING BETWEEN CASE WESTERN RESERVE UNIVERSITY AND CRL

This agenda item relates to the Director's memo of September 2, 1977, to the Directing Council. Case Western Reserve has proposed an exchange training program involving medical residents of the Department of Medicine at Case Western Reserve University and medical staff of the Cholera Research Laboratory. Under the proposal Case Western Reserve residents would spend three months under CRL sponsorship in Dacca and, correspondingly, CRL medical staff could spend three months under the sponsorship of the Department of Medicine at Case Western Reserve University.

The proposal at the current time would involve only a commitment for the CRL to sponsor one resident from Case Western Reserve for the period April through June, 1978. The sponsorship involves provision of room and board (at the CRL Guest House), and a guided work experience at the CRL facilities.

In discussing this matter the Directing Council made reference to earlier discussions Dr. Greenough had with Dr. Levinson relating to issues involved in considering such an arrangement. As summarized by Dr. Greenough in a memorandum on November 9, 1977, there were reservations about this arrangement: "founded in experiences in training young and inexperienced individuals in developing countries and individuals from developing countries in the US. There are many considerations in developing any training program for an International Research Center. These are issues which must be resolved by the Working Group which is focusing on training problems relative to the CRL. With respect to the relationship with Case Western, the main concern would seem to be not to develop a relationship whereby any individual overseas institution might simply on a pro forma basis be sending individuals to the CRL for training; rather the best individuals most suitable for training should be chosen from all possible sources around the world."

The Directing Council concurred with this position. Because negotiations had already led to an informal agreement that the one Case Western Reserve resident was anticipating coming in April, the Directing Council approved the CRL accepting this resident. At the same time, the Directing Council recommended a careful review of the basis for any international relationship for training at the laboratory to ensure that the most suitable individuals are recruited. It was also noted that careful thought and discussion should precede the sending of any one from Bangladesh to Case Western Reserve to determine what might be gained from the experience.

EMPLOYEES BENEFIT

This item refers to the Director's memo of September 22, 1977, which follows up on two recommendations by the EWP Associates Consulting Group. The first recommendation is for the number of annual step increases in each grade to be increased from 12 to 20. The second recommendation is for the rate of payment for overtime work to be increased to 1½ times base pay.

The Directing Council in considering this matter recognized that both of these actions would involve major, permanent increases in the financial obligations of the institution. In this context it was noted that the process of establishment of the International Center for Health Research seems to be moving ahead such that the institution may well be governed

by an International Board of Trustees within the next six to eight months. On this basis, the Directing Council did not feel it appropriate to pre-empt the initiative of the new Board of Trustees by making major policy decisions such as involved in these recommendations.

The Directing Council approved deferring any consideration of these recommendations to the new Board of Trustees. In taking this action, the Directing Council wished to reiterate that it had no position on these recommendations, but would leave it entirely to the new Board of Trustees.

REQUEST FROM THE CRL STAFF WELFARE ASSOCIATION

This item refers to the Director's memos of September 23, 1977, and November 4, 1977, which transmit letters from the CRL Staff Welfare Association to the Directing Council relating to their concern about inadequate pay and benefits. The SWA has requested in these memos the opportunity to have representatives meet with the Directing Council and bring these matters directly to their attention.

The Directing Council considered the issues raised by the SWA relating to their request for higher salaries and benefits. The Directing Council agreed to a meeting with representatives of the SWA to listen to their views on salary and benefits. The SWA should be instructed that this was not to be considered a negotiating meeting; rather the Directing Council would be interested in hearing what they view as specific problems related to pay and benefits and, further, would be interested in learning what the SWA feels might be a better and fair procedure for making salary adjustments.

PROGRESS REPORT ON INTERNATIONALIZATION

The Directing Council had received earlier the Informal Report of the discussions held on December 6 through 8, by representatives of governments and international agencies relating to the development of the International Center for Health Research. The Director noted that this report has been accepted by the Ministry of Planning, and the External Resources Division have already taken action to request the UNDP to have Mr. Zagorin, the Dacca Representative, chair the Interim International Committee. Also, the governments and international agencies in Dacca have been asked to designate their members to the Interim Committee so that it may proceed with the actions recommended in the Informal Report.

The Directing Council discussed what should be the further agenda of the Sub-committee on Internationalization. It was

agreed that the one task remaining unfinished related to the chartering process. The Sub-committee remained the appropriate instrument to consolidate the views and recommendations of the various ministries as well as the informal group into a revised Draft Charter. This could then be considered by the Inter-ministerial Group as well as by the Interim International Committee. When this action was completed, the Directing Council could then dissolve the sub-committee.

The Director noted that plans are moving ahead for the International Scientific Review Meeting to be held from February 6 through 14, 1978. A Draft Agenda for the meeting and a list of the international scientists who have agreed to participate in the meeting were submitted to the Directing Council. The Directing Council reviewed the names of Bangladeshi scientists who should join this meeting. It was noted that the Bangladeshi participants should not only represent leaders of scientific institutions, but also individuals who have experience with health care in the rural areas and who are familiar with the health services system in the rural areas. An initial list of invitees will be:

- Dr. Nurul Islam, Director, IPGM
- Dr. Kamaluddin Ahmed, Director, National Institute of Nutrition
- Dr. Manwar Hussain, Director, BIDS
- Dr. Hazera Mahtab, Diabetic Institute
- Dr. Zafkullah Chowdhury, Director, Gonoshasthaya Kendra
- Dr. Shafiq Ahmed Chowdhury, Director, Companiganj Health Project
- Mr. Abed, Director, Bangladesh Rural Advancement Committee

The members of the Directing Council will consider and add additional names of Bangladeshi scientists at a later date.

ADMINISTRATIVE ARRANGEMENTS FOR SECONDMENT OF
JOHNS HOPKINS UNIVERSITY SCIENTISTS TO CPL FOR FY 1978

The reference for this item is the Director's memo of December 28, 1977. This refers to a letter of November 2, 1977, from Dr. Bradley Sack, Director, Johns Hopkins University ICMR to the CPL outlining the administrative arrangements that will be in effect during FY 1978 for the three seconded scientists from Johns Hopkins: Dr. Gilman, Dr. Sack and Dr. Brown. The proposal is that the CPL provide the local support and other administrative facilities for the seconded scientists from Johns Hopkins that the CPL provides to other seconded scientists such as those from CDC, UK, or Ford Foundation.

The Director noted that the duration of this arrangement will be only until the Summer of 1978 for Dr. Gilman and Dr. Brown; Dr. Sack's secondment will extend through March, 1979. There are no plans for any new secondments of scientists from Johns Hopkins University to the CRL.

With reference to the specific facilities to be provided as outlined in Dr. Sack's letter, it was noted by the Directing Council that these may only be provided by CRL subject to USAID guidelines for expenditure of funds for these facilities for expatriate scientists. On this basis the Directing Council approved the administrative arrangements as proposed in Dr. Sack's letter of November 2, 1977.

INFORMATION ITEMS

The Directing Council took note of the following information items:

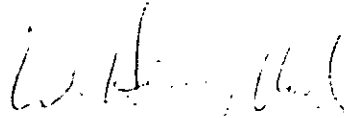
1. The Director's memo of November 3, 1977, forwarding information: A further revision of the FY 78 budget based on information from AID Washington that there will be a limitation of funds available for expenditure during FY 1978 amounting to \$1,030,000 for local currency expenditures and \$870,000 for the PASA.
2. The Director's memo of December 13, 1977, relating to the resignation of Dr. John Briscoe.

FUTURE AGENDA

The following agenda item was held over for the next meeting:

Proposal for CRL collaboration in development of the National Institute of Population Research & Training.

Respectfully submitted,



W. Henry Mosley, M.D.,
Secretary, Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

October 25, 1977

Persons Present: Dr. Mostaqul Huq
Dr. Zakir Hossain
Mr. Charles Gurney
Mr. James Levinson
Dr. W.H. Mosley
Mr. Harold Graves

APPROVAL OF THE MINUTES OF SEPTEMBER 24, 1977

The minutes of the Directing Council Meeting of September 24, 1977 were noted and approved.

DISCUSSION WITH MR. HAROLD GRAVES, CONSULTANT,
REGARDING INTERNATIONALIZATION

Mr. Harold Graves a Consultant to the Sub-Committee on Internationalization reviewed for the members of the Directing Council various matters relating to the internationalization of the CRL. Mr. Graves has been at the CRL for the month of October assisting in developing a Prospectus and planning a program for donor contact. He reviewed the following matters for the Committee.

He noted that a Draft Ordinance had been prepared and discussed issues relating to whether such an International Centre should be established by a presidential ordinance or whether it should be established through some type of international agreement between the host government and an international consortium of donors. There are advantages and disadvantages of either mechanism and the question should remain open for further discussion at the donor meeting scheduled from December 6 to 9, 1977.

Another issue yet to be resolved is how the members of the first Board are to be chosen. It was noted that the members of the Board are individuals expected to act on their own capacity and not have official representatives of Governments or other agencies. These questions are to be taken up at the donors' meeting.

In preparation for the donors' meeting Dr. Mosley, Dr. Mujibur Rahaman with Mr. Graves will in November take a trip to capitals in Europe, Canada, and the United States to present the Prospectus and answer any general questions about the development of the new International Centre.

ESTABLISHMENT OF POSITION & DESIGNATION OF
DEPUTY DIRECTOR

The Directing Council reviewed the memorandum of the Director, CRL, of August 23, 1977, relating to the designation of a Deputy Director.

The Directing Council approved the designation of Dr. M. Mujibur Rahaman as Deputy Director, Cholera Research Laboratory.

FY78 CONTRACTS FOR SUPPLIES & SERVICES

The Directing Council noted for the record the memorandum of the Controller dated October 5, 1977, relating to contracts for supplies that the CRL has awarded for amounts ranging between \$5,000 and \$10,000. The Directing Council also noted that a mail ballot had been taken on September 29, 1977, awarding a contract for hospital food.

INFORMATION ITEMS

The Directing Council noted the correspondence of the Director, CRL, to Dr. William Spira informing him that his contract would not be renewed for the position of Microbiologist at the CRL following its termination in August, 1978.


The Director noted, also, that he has made a formal request to the Director, Health Services (P), that the Government of Bangladesh nominate another member to the Directing Council to replace Dr. A.Q. Khan who has been consistently unable to attend meetings for over twelve months.

FUTURE AGENDA

The Directing Council meeting was brief because of time limitations. The Agenda items held over for the next meeting are:

1. Recruitment of Dr. Y. Watanabe.
2. Memorandum of Understanding between Case Western Reserve University and the CRL.
3. Employees benefits.

Respectfully submitted,


W. Henry Mosley, M.D.
Secretary, Directing Council

November 4, 1977

CHOLERA RESEARCH LABORATORY
DIRECTING COUNCIL MEETING
SEPTEMBER 24TH, 1977

Persons Present: Dr. Mostaqul Huj
Dr. Zakir Hussain
Mr. Dallas Voran
Mr. W. T. Oliver
Mr. Charles R. Gurney
Mr. Michael McCulloch
Dr. W. H. Mosley
Mr. Md. Shahabuddin

INTRODUCTION OF NEW USAID MEMBER

Mr. Charles Gurney was introduced as the new member representing the US Government. He will be replacing the position vacated by Mr. Michael Jordon which in recent months had been filled by Mr. Dallas Voran.

REVIEW AND REVISION OF THE MINUTES OF SEPTEMBER 4TH, 1977

The minutes of the Directing Council meeting of September 4th, 1977 were reviewed. The following revisions were made:

1. On page two, second paragraph, under the heading Severance Pay, the last sentence stating "The Directing Council did not approve this amendment" was replaced with "The Directing Council referred any decision on this matter until the formation of the Board of Directors of the proposed new international centre".
2. On page three, third paragraph, in the last sentence relating to the 30% Dearness Allowance the words "and eliminate" are replaced by "by consolidating".
3. On page three, last paragraph, the first two sentences were revised and replaced by a single sentence which reads "Ultimately the Directing Council took the following action: The Directing Council approved the conversion of the 30% Dearness Allowance to a 25% House Rent Allowance and a 5% Medical Allowance effective July 1st, 1977".

TAX LIABILITY ON THE 30% DEARNESS ALLOWANCE

The Directing Council continued the discussion initiated in the preceding meeting relating to the possible tax liability on the 30% Dearness Allowance that was given to employees for the period from July 1st, 1975 through June 30th, 1977. It was noted that though it was the intent of the CRL that this be a tax free allowance, in fact the designation as a Dearness Allowance raises the possibility of a tax liability. This will have a particularly adverse effect on the senior employees.

The Director, CRL, noted that this question with reference to unanticipated tax liabilities for the Bangladeshi employees, raises a basic policy question for the CRL because of the recent change in the United States Government tax laws which has abruptly, drastically, increased the US Federal Tax Liability for American employees working at the Laboratory. For example, American citizens employed at the Laboratory will have to report as income the reimbursed moving expenses required to bring themselves and their families to Bangladesh as well as reimbursed expenses for their children's education while stationed in Bangladesh. This change in the US tax law will de facto require the American employees to pay back to the US Government through taxation about one-half of the reimbursement they will have received from the US Government for such expenses. The Director, CRL, indicated that this matter will be taken up with AID and NIH with the request that the Cholera Laboratory follow the precedent of other international institutions facing this same taxation problem by paying the federal taxes that are demanded from such allowances. The Director, CRL, assumes that the NIH will allow American employees to have such a tax reimbursement from US Government funds since the failure to do so could be construed as a violation of the contract which indicates that the Laboratory will pay for all expenses involved in the provision of the respective allowances.

With reference to the Bangladeshi employees, the Director noted that the same policy consideration may also apply. If there is a Bangladeshi Government tax liability on an allowance the Laboratory provided to Bangladeshi employees, the matter could possibly be handled through the Bangladeshi contribution to the Cholera Research Laboratory. The Directing Council considered these matters, but the view was expressed that such use of the Bangladesh contribution to pay the personal income tax liability of the employees would not be in line with the intention of the Bangladesh contribution, and, as such, might meet objection from the Finance Ministry. It was felt that a more appropriate action would be for the CRL to make direct appeals to the National Board of Revenue, asking for some adjustment in the taxes, given the facts of the case.

FY 1978 REVISED BUDGET

The Directing Council reviewed the FY 1978 revised budget proposal which was prepared on September 8th, 1977, and transmitted to the Directing Council with the Director's Memorandum of September 13th, 1977. The Director's transmittal letter, as well as a copy of the Director's letter of August 15th, 1977, to Dr. Carl Miller, transmitting the detailed work sheet for the revised FY 1978 PASA budget, provide a general explanation and justification for the FY 1978 budget proposal.

The revised FY 1978 budget documents propose an expenditure of

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\$3,014,200. This is a major increase from preliminary budget estimates made one year ago by the former Director of CRL and it reflects the restructuring and reorganization of the scientific program of the Laboratory, including additional recruiting of senior scientists in anticipation of the transformation of the CRL into an International Centre for Health Research.

The Directing Council made the following specific notations with reference to the budget. The FY 1978 PASA worksheet commits \$140,000 for salaries for potential non-expatriate professional staff, plus additional money for travel and other allowances. It was noted that while a request to the Government of Bangladesh has been made regarding equal salary and other benefits for senior international level professionals, including Bangladeshis, that this request had not been acted on and there is no indication regarding when or if such action might take place. Thus, this obligation can only be considered as a contingency at this time.

With reference to the funds available, the Directing Council noted a cable from AID Washington indicating that Dr. Miller, Project Administrator at NIH, is uncertain that the dollar carryover at NIH will be \$500,000. He advised that the probable carryover will be \$300,000. The Controller, CRL, reviewed the financial situation with reference to NIH Accounts based on records available at CRL, and based on CRL obligations ~~against~~ the account. According to CRL records, approximately \$500,000 should be available. This matter will be clarified with the NIH.

The Directing Council noted further AID's comment in the same cable proposing that AID's financed carryover should be maintained for unknown contingencies as may develop after September, 1978, rather than being used for expanded CRL activities. In conjunction with this was AID's concern relating to the CRL signing a two year contract with Dr. Colin McCord in view of the specific PASA amendment which limits fiscal responsibility until the end of FY 1978.

The Director noted that with reference to the latter matter, that since March, 1977, the CRL has signed two year contracts with seven individuals which theoretically extend beyond the end of FY 1978. These are: Dr. Mosley, Dr. Greenough, Dr. Bhatia, Dr. Osteria, Dr. McCord, Mr. Tucker and Mr. Weeks. All of these individuals are fully aware that these contracts are valid only as long as funds are available. Further, all contracts permit unilateral termination by the CRL at any time with ninety days written notice. Thus, there is no problem with the possibility of financial liabilities in the event that the CRL does not have sufficient funds to maintain a scientific program. The Director, in fact, noted that if funds are not forthcoming for a vigorous scientific program, none of the contractual scientists will have any desire whatsoever to maintain their position with the CRL.

The Directing Council discussed the issues relating to holding spending at the previous level versus an expanded program as implied in the FY 1978 revised budget proposal. It was noted that

the CRL's best chance of obtaining other donor support for an international centre will come only if the CRL can demonstrate that it has the scientific capability and leadership to carry out a dynamic and innovative health research program. Without sufficient senior scientific and supporting staff, the CRL becomes an institution with a high overhead cost for operations with a relatively unproductive scientific program. Given this situation, the Directing Council is supportive of the expanded budget which permits recruitment of sufficient scientific staff to fully utilize the resources of the laboratory.

The Directing Council noted further that by the Spring of 1978 there should be a relatively clear picture of whether or not the transformation of the CRL into an International Centre will be successful. If it is clear that insufficient donor support will be forthcoming, there will be about a six month lead time to rapidly phase out the program and operations of the laboratory and to terminate the contractual staff. If on the other hand the proposed transformation has strong donor support and clear evidence of a commitment of funds, there should be relatively little problem with a continuation of activities beyond September, 1978. In either the first or the second eventuality, the requirement for such a large carryover as proposed by the AID cable would appear to be unnecessary.

The Directing Council approved the FY 1978 revised budget proposal as submitted. It was noted that if certain funds do not become available as indicated in the FY 1978 revised income estimates submitted with budget that appropriate revisions in actual expenditures against the budget would be made.

SECONDMENT OF SCIENTISTS FROM JOHNS HOPKINS UNIVERSITY TO THE CHOLERA RESEARCH LABORATORY

The reference documents are the Director's memo of September 2nd, 1977, to the Directing Council forwarding the letter of August 18th, 1977, from Dr. Bradley Sack, Director, Johns Hopkins University, ICMR, to the Director, CRL, which makes the formal request that Dr. Robert Gilman, Dr. David Sack, and Dr. Kenneth Brown be seconded to the CRL. The Director, CRL, noted that this formal proposal of secondment follows several months of negotiations between CRL and the Johns Hopkins ICMR and will resolve a number of unsatisfactory aspects of the working relationship that has existed to date as outlined in the reference memorandum. The secondment will place the Johns Hopkins scientists fully responsible to the Director of the CRL with their research priorities being established by the Director and Scientific Directors of the Laboratory. Johns Hopkins University will provide the salary, differential and transportation allowances for the scientists and their families. Further, Johns Hopkins will provide funds to the CRL which will cover the costs of administration, housing and other local expenditures for the seconded scientists as well as additional funds to be utilized directly for scientific research.

It was noted that the letter of August 18th, 1977, by Dr. Sack, refers primarily to the professional relationships relating to the secondment. There will be an additional agreement between the

Johns Hopkins ICMR and the CRL specifying the details of the financial commitments of the Johns Hopkins ICMR to this activity.

The Directing Council recommended that the Director, CRL, accept the secondment of Dr. Gilman, Dr. Sack, and Dr. Brown to the CRL as requested in Dr. Sack's letter of August 18th, 1977.

The Directing Council took up the related issue of the previous Johns Hopkins ICMR/CRL relationship up-to-date, whereby there has been what apparently is an informal arrangement where the CRL has billed Johns Hopkins University for certain expenses related to research carried out at the CRL. Because these billings have been greater than the funds the Johns Hopkins ICMR has available, all of the bills have not been paid. This was noted in the Financial Report of the Auditors for the 1976 Fiscal Year. The Audit Report had as recommendation number three that "The Cholera Research Laboratory finalize its agreement with Johns Hopkins University, collect all appropriate amounts from the University for past projects, and reduce its reimbursement request to AID by an equivalent amount".

The Audit Report refers to an agreement between Johns Hopkins University and ICMR which specifies the terms and conditions for CRL billing of research charges to Johns Hopkins University and Johns Hopkins University paying these charges. The Directing Council, after close review, could not locate the agreement referred to by the Auditors Report. The Directing Council instructed the Director, CRL, to ask USAID to seek documentation relating to this agreement from the Auditor General. If no legal basis could be found for this billing arrangement between CRL and the Johns Hopkins ICMR, the Directing Council instructed the Director, CRL, to withdraw all billing and consider the account closed. The future relationship with Johns Hopkins ICMR will be on the basis of the formal secondment agreement which has now been approved.

APPOINTMENT OF DR. STANLEY BECKER

The Directing Council approved the appointment of Dr. Stanley Becker in a post-doctoral position for a two year period as proposed in the Director's memo of July 19th, 1977.

RESOLUTIONS OF THE STAFF WELFARE ASSOCIATION RELATING TO PAY AND BENEFITS

The Directing Council noted the six resolutions of the Staff Welfare Association relating to pay and benefits which the Director transmitted in his memorandum of September 23rd, 1977. The Directing Council noted the disappointment of the staff of the CRL with the amount of the salary increase. The Director noted that the SWA was planning to prepare documentation relating to their concerns about salary levels which they would hope to present to the Directing Council at a later date as per resolution four of the SWA.

The Directing Council noted resolution five relating to a request for a one month's salary to the staff as a bonus before Eid. The

SWA resolution suggests that the memo of the CRL Director providing a bonus on June 28th, 1975, set a precedent for such action.

The Directing Council reviewed the reference memorandum and noted that the CRL provided a special one time bonus to the employees on the basis of some surplus funds that happened to be available at the end of that fiscal year. The bonus had nothing to do with Eid and, therefore, sets no precedent in that regard. Further, the memo explicitly states that it was a one time bonus due to special financial circumstances and would not be repeated.

The Director, CRL, indicated that at the request of the SWA he had authorized one-half month's salary advance prior to Eid which the employees are obligated to pay back in instalments over the subsequent months.

The Directing Council did not take any action with reference to an Eid bonus at this time. The matter will be considered fully at a later meeting.

AGENDA FOR THE NEXT MEETING

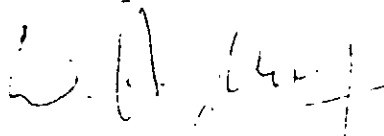
Due to the limitation of time, the following items were deferred to be placed on the Agenda for the next meeting:

1. Recruitment of Dr. Y. Watanabe.
2. Proposal for Deputy Director.
3. Memorandum of Understanding between Case Western Reserve University and CRL.
4. Employee benefit proposals relating to extending of salary grade and raising overtime rates.

The Director noted that another meeting ~~will be called~~ in mid-October to take up these agenda items.

The meeting adjourned following agreement on this agenda.

Respectfully submitted,



W. H. Mosley, M.D.
Secretary, Directing Council

DIRECTING COUNCIL MEETING
SEPTEMBER 4TH, 1977

Persons Present: Dr. Mostaqul Hug
Dr. Zakir Hossain
Mr. Dallas Voran
Mr. W.T. Oliver
Dr. W.H. Mosley
Dr. Mujibur Rahaman
Mr. Md. Shahabuddin

REVIEW & APPROVAL OF MINUTES OF AUGUST 6TH, 1977

The minutes of the Directing Council Meeting of August 6th, 1977, were reviewed. The following revisions were made: On page one, fourth paragraph, the word "obligation" was deleted from the fourth sentence; the fifth sentence was revised to read "This budgetary increase will not require any additional financing from any sources as the additional amount of \$333,900 needed to meet the revised budget is available partly from revised income estimates, and also includes \$302,000 in unexpended funds from the USAID contribution". Also, in the fifth paragraph, same page, first sentence, the word "obligate" is changed to "commit".

The minutes were approved as revised.

EMPLOYEES' COMPENSATION PLAN & FRINGE BENEFITS

The Directing Council reviewed and discussed several documents relating to proposals for a salary increase and change in fringe benefits for the local employees. These documents were:

1. "Report on a compensation plan for the local employees of the Cholera Research Laboratory, Dacca" prepared by EWP Associates.
2. CRL Director's Memorandum of August 30th, 1977, to Directing Council titled "Employees' Benefit" relating to inclusion of dais and other temporary employees under severance pay benefits.
3. The CRL Director's Memorandum of September 1st, 1977, titled "Employees' Compensation Plan and Fringe Benefits" which transmits CRL's recommendations relating to increase in Provident Fund, revision of severance pay entitlement, adjustments in base pay, and adjustments in housing allowance and other fringe benefits.

The Directing Council extensively discussed this group of proposals and the following actions were taken:

Provident Fund

The Controller, CRL, in a Memorandum of July 18th, 1977, to the Director, has provided documentation indicating that the Government of Bangladesh has relaxed the provisions on the Contributory Provident Fund Rules to allow the employer's contribution to the extent of 10% of pay. In view of this action by the Government of Bangladesh, the Directing Council approved the Cholera Research Laboratory increasing the CRL contribution to the Staff Provident Fund to an extent of 10% of the subscriber's pay. The Director, CRL, was instructed to refer the case to the Ministry of Health, Labour & Social Welfare to obtain their approval for this action.

Severance Pay

The Directing Council reviewed the proposal in the Director's Memorandum of August 30th, 1977, relating to provision of severance pay benefits, particularly to dais, but, to all local employees who have completed three years continuous service with the CRL. The Directing Council approved the specific proposed amendments to paragraphs 1(a) and 1(b) of the Severance Pay Rules and, also, the added paragraph 1(d) relating to admissibility as given in detail in the Director, CRL's memo of August 30th, 1977.

The Directing Council considered the revisions in the Severance Pay Rules proposed in the Director's memo of September 1st, 1977. The revision of rule 2(c) would extend the maximum allowable limit of severance pay allowance to twenty-five months salary equivalent. The Directing Council did not approve this amendment.

The Directing Council considered, also, the proposal to delete rule 2(d) of the Severance Pay Benefits which provided that the Severance Pay Board had the absolute discretion to pay severance pay benefits in the case of employees separated from service with prejudice. The Directing Council recommended that rule 2(d) be deleted so that severance pay benefit would be allowed as a right to an employee, even if his service has been terminated for any reason.

Base Pay & Allowances

The Directing Council reviewed, at great length, the proposed changes in base pay and in allowances for CRL employees. The Directing Council noted that the EWP report indicated that the current gross salary of CRL employees obtained by combining base pay with the 30% dearness allowance was reasonably consistent with pay scales of selected international agencies and progressive private organizations where comparable data was available. The fringe benefits were noted to be inadequate when compared with Government controlled scientific organizations where employees enjoy tax-free salary and housing

facilities. The EWP made a number of recommendations relating to revisions in base pay, extensions of steps in pay grades, provision of house rent and medical support as fringe benefits, revisions in Provident Fund and severance pay allowances and revisions in rate of overtime work. As noted above, the Directing Council acted on the Provident Fund and severance pay proposals.

With reference to revisions in base pay allowances, the Directing Council noted a technical problem relating to the designation of the 30% allowance as "dearness" allowance, particularly as it related to a potential tax liability for senior employees. A difficulty relates to a lack of clarification of the purpose of the allowance when it was initially provided as noted in the Directing Council minutes of August 14th, 1975. The minutes specifically state "a motion was made that a dearness allowance of 30% of base wages and fringe benefits to senior officers be put into effect immediately". The problem relates to the fact that the "fringe benefits" were not further specified in terms of specific categories, such as house rent, which is tax exempt, although in fact the allowance was provided because of increased cost of housing; among other things. The Directing Council did not resolve this issue at this meeting; the matter will be considered further in terms of what appropriate action may be taken.

With reference to the present proposals for revision in pay and benefits, the Directing Council noted that the CRL, like other international organizations, pays a higher salary than Bangladesh Government organizations in lieu of certain types of allowances that can be provided by the Government, such as freedom from income tax, house rent or provision of housing, and retirement benefits. This being the case, the Directing Council did not consider as acceptable the EWP proposal as outlined in the CRL Director's memo of September 1st, 1977, which would provide both for a 30% increase in base pay, as well as a substantial house rent allowance to all employees. It was the view of the Directing Council members that the higher salaries were in lieu of housing and other benefits that could be provided to Government employees who were at a lower pay scale. It was recognized, at the same time, that simply to raise the base pay for the employees by 30% and eliminate the dearness allowance, while providing a small net gain to employees in terms of increase in fringe benefits, such as Provident Fund and severance pay levels, would in fact result in a substantial net decrease in pay, particularly for higher paid employees because of the substantial income tax implications.

Ultimately, the Directing Council took the following actions: The Directing Council approved the elimination of the 30% dearness allowance effective July 1st, 1977. In its place the Directing Council approved the provision of a 25% house rent allowance and a 5% medical allowance effective July 1st,

1977. Also, the Directing Council approved a 15% increase in base pay effective July 1st, 1977.

RE-APPOINTMENT OF MR. MARK TUCKER AS PHYSICAL PLANT MANAGER

The Director noted that the current contract of Mr. Mark Tucker expires on September 30th, 1977. Mr. Tucker has been working as Head, Maintenance Division, responsible for the day-to-day maintenance operations of the Laboratory. The Director proposed that Mr. Tucker's contract be renewed for a two-year period, effective October 1st, 1977, but that he be given a new position with the title "Physical Plant Manager". In this position Mr. Tucker would be responsible to the Director, CRL, for all planning related to the development, organization and maintenance of physical facilities of the Laboratory. There are two reasons for this proposed change in Mr. Tucker's position. First the Maintenance Division is now developed to a level where it does not require direct expatriate supervision. Thus it is appropriate that Mr. Tucker no longer have direct administrative responsibility for the activities of the Maintenance Division. At the same time, because of the development of the CRL as a permanent institution, and the extensive construction and renovations that are proposed, there is a requirement for a person with Mr. Tucker's background experience to occupy a position as Physical Plant Manager. The functions of this office relate not only to new construction, but also to developing appropriate schedules and programs for preventive maintenance, replacement and up-grading of physical facilities in order to maintain the operation of the physical plant. It is anticipated that Mr. Tucker would be required in this position for a two-year period; at the same time, Bangladeshi technicians would be brought into the office to take over responsibilities over the next two years.

The Directing Council approved the appointment of Mr. Tucker as Physical Plant Manager for two years, beginning October, 1st, 1977.

PURCHASE OF HOUSEHOLD FURNITURE AND HOUSEHOLD APPLIANCES

The Directing Council approved the purchase of household furniture and of household appliances as required according to the memos forwarded to the Directing Council by the Director, CRL, on July 26th, 1977, and August 29th, 1977.

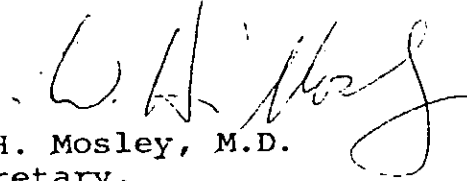
NEXT MEETING OF DIRECTING COUNCIL

The Directing Council tentatively set Saturday, September 24th, 1977, at 10 a.m. as the date for the next meeting. Two items that must be considered at the next meeting, prior to October 1st, 1977, are the FY 1978 budget proposals and the secondment of scientists from the Johns Hopkins ICMR.

ADJOURNMENT

There being no further business, the meeting was adjourned.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "W. H. Mosley". The signature is written in dark ink and is positioned above the typed name.

W. H. Mosley, M.D.
Secretary,
Directing Council

DLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING
August 6th, 1977

Persons present: Dr. Mostaqul Huc
Dr. Yusuf Ali
Dr. Zakir Hossain
Mr. Dallas Moran
Mr. Tom Oliver
Dr. W.R. Mosley
Dr. M.M. Rahaman
Mr. Md. Shahabuddin

NEW USAID REPRESENTATIVE

Mr. Tom Oliver was introduced as the new representative from USAID.

REVIEW AND APPROVAL OF MINUTES OF JULY 14TH, 1977

The minutes of the Directing Council of July 14th, 1977, were reviewed. There was one correction. In the second paragraph the last sentence was revised to read "the current guidelines for the operation of the CRL permit the CRL to provide nationally competitive salaries for Bangladeshis employed in other positions at the CRL".

The Director noted for the record that on July 18th, 1977, the Director, CRL, following the instruction of the Directing Council, sent a letter to the Ministry of Health requesting the Ministry review the relaxing of restrictions on salaries paid to national of CRL and to transmit this request to the Ministry of Finance for their consideration.

REVISED FY 1977 BUDGET

The Director, CRL, had transmitted to the Directing Council on July 25th, 1977, a proposal for the revision of the local currency budget for FY 1977. The revision was proposed to take account of two factors. First, there are revisions required in the original budget based on actual and projected expenditures in each of the account headlines in the local currency funds that are anticipated through September 30th, 1977. The revision is also proposed to increase the FY 1977 budgetary obligation from \$1,156,100 to \$1,490,000. This budgetary increase will not require any additional financing from any sources, as the additional amount of \$333,900 needed to meet the revised budgetary obligation is available partly from revised income estimates and, also, includes \$302,000 remaining USAID-unobligated funds. *in unobligated funds from the USAID contribution.*

A major reason for the proposed revised budget is to ^{commit} obligate funds to meet construction requirements for the CRL in Matlab and in Dacca.

The Directing Council reviewed in detail the revised budget and raised some questions about procedures for budget preparation because of rather large percentage revisions required within some of the sub-headlines and sub-categories of the budget. The supporting document for the budgetary revision gives the details of the circumstances necessitating a revision of the operating budget in each of the sub-categories.

The Director, CRL, noted that part of the problem relates to the procedures for preparation of the budget. Up to the present the annual budget has been prepared almost entirely by the financial office in consultation with the Director based on past expenditures and anticipated requirements for the forthcoming year. Because of the diversity and magnitude of the operation, this procedure is no longer appropriate. For the FY 1978 budget the CRL has instituted a new procedure whereby the heads of the respective branches individually prepare their budgetary requirements and submit these to the Controller's Office. These will be consolidated into an overall budget and adjusted by the Director, Controller, Administrator and Scientific Program Directors according to the scientific priorities of the CRL.

This revised procedure will result in a more rational approach to preparation of the core supporting budget of the Laboratory. The financial requirements for individual scientific research projects will come from research protocols developed by the Investigators which will include the detailed budget requirements for the research.

These revised procedures will not only permit more accurate projection of financial needs, but also will be an essential requirement for evolving a system of program budgeting for the new International Centre. This will be required as the new International Centre will be approaching multiple donors for financial support in future years.

It was noted that this revised budget refers only to the local currency part of the CRL operating budget. There is a requirement for a revision of the FY 1977 PASA budget which is held by NIH.

The Directing Council approved the FY 1977 revised local currency budget as proposed without recommending any additional changes.

PROPOSED CONSTRUCTION

The Directing Council had received, prior to the meeting, a memorandum from the Director, CRL, dated July 19th, 1977, forwarding the report of an ad hoc Building Committee for the CRL which outlines some proposals for extensions to the hospital wing and the maintenance shop. These documents were provided

for the information of the Directing Council. The Director, CRL, also outlined the requirements for space at Matlab and the proposed construction of a first floor on the rear extension of the Rural Health Centre that the CRL now occupies.

The Directing Council reviewed these plans and proposals and discussed the requirements for additional space, both in Dacca and in the Matlab area. The Directing Council recommended that the Director, CRL, obtain outside consultation on planning and architectural design prior to reaching any final decisions about construction requirements in Dacca. Dr. Zakir Hossain will assist in identifying potential Consultants.

The Directing Council approved, in principle, the requirement for expanded facilities in Dacca and Matlab for the current and developing program of the CRL. The approval of construction of specific facilities will be acted on when the plans and programs are fully developed.

The Directing Council requested the Director, CRL, to transmit this action to the Ministry of Health at this time in order to obtain their approval for the request for permission to construct a first floor on the back wing of the Matlab Rural Health Centre.

RECRUITMENT OF SENIOR SCIENTIFIC STAFF

The Directing Council had received from the Director, CRL, on July 19th and August 3rd, 1977, memoranda relating to the recruitment of the following senior scientists:

Dr. Yoshikazu Watanabe
Dr. Shahjahan Kabir
Mr. Stanley Becker, and
Dr. Colin McCord

The Director, CRL, noted that Dr. Watanabe was being considered for a potential position in March, 1978. With reference to Dr. Kabir, he is being recruited as a senior Bangladeshi Scientist and would be available to join in September, 1978, after completing a training fellowship at Johns Hopkins University under a grant from the Rockefeller Foundation. The requirement for this fellowship is a guaranteed position in Bangladesh. Because of Dr. Kabir's exceptional qualifications, and his strong endorsement by senior scientists at the CRL, the Director, CRL, has written Dr. Kabir a letter offering him a position effective September, 1978, on the senior Bangladeshi staff. The financial commitment for this position did not require formal action by the Directing Council. Mr. Stanley Becker is not proposed as a senior scientist, but is proposed as a post-doctoral fellow to assist in the demographic research program.

The Directing Council deferred a detailed discussion of

Dr. Watanabe because of lack of time. There was a full discussion and careful review of the proposal to offer a position to Dr. Colin McCord. The Director, CRL, noted that Dr. McCord would be working primarily with Dr. Mujibur Rahaman, Scientific Director of the Community Health Services Research Program. His primary responsibility would be in research relating to delivery of health care services in the rural areas. He would also participate, as appropriate, with training programs for physicians and other professionals in conjunction with developing efforts in Medical Schools and other institutions. There is a strong justification for the position. The laboratory currently has a strong scientific staff in the basic bio-medical sciences, both clinical and epidemiological, and with the addition of Mr. Becker will have sufficient strength in the population studies area. In the new program of Community Health Services Research, Dr. Mujibur Rahaman is the only senior scientist devoting his full efforts to this area. The addition of Dr. McCord is important for a balanced program at the CRL.

There was discussion by the Directing Council about the relationship of Dr. McCord to developing programs in community health and preventive medicine in the Medical Schools and IPGM. It was recognized that while he may participate in these efforts, he is being recruited primarily to meet the requirements of the research efforts of the CRL.

The Directing Council approved the Director, CRL, offering a scientific position to Dr. Colin McCord.

TRANSPORTATION POLICY

The Director, CRL, brought to the Directing Council the request from the CRL Staff Welfare Association for a revision in the basic policy statement governing the provision of transport for employees of CRL to and from work.)

The currently operating transport policy was formulated by the Director, CRL, on November 8th, 1974, with the following basic policy statement.

"All employees will be provided transportation from established pick-up locations to the laboratory and return according to a schedule determined by Transport Management Branch. This is subject to availability of transport".

The Director, CRL, noted that this policy was formulated with the view that the provision of transport to employees was an official function of the laboratory designed to facilitate the efficiency of the work. Specifically, because the laboratory is not conveniently located for commercial transportation, the laboratory provides transport as necessary to ensure that employees arrive at work on time so that the required work may be done. Under the current policy the laboratory has the

option to provide the transport according to the requirements of work and the availability of transport. These options would clearly be determined according to the scientific and programmatic priorities of the CRL.

The SWA suggestion for revision is as follows:

"Providing transportation for employees to and from work is considered as the official business of the CRL and a service to the employees which CRL is obliged to provide".

The SWA revision proposes that in addition to provision of transport as a part of the official business of the CRL, that it also be provided as an added benefit of service to the employees. The SWA proposal is quite clear in requesting that provision of transport would be a service obligation of CRL similar to payment of salaries to the employees.

This proposal was discussed in detail by the Directing Council. It was noted that there were several intrinsic problems with this proposal. One is that some employees, for example, those choosing to live at great distances, would gain a greater benefit than others; that is, those who choose to live near the laboratory. Quite likely this would require salary adjustments to avoid discrimination in this benefit which leads to considerable complications.

It was also noted that such a benefit is not customary in Governmental, national or autonomous organizations. After further discussion the Directing Council approved maintaining the original transport policy of November 8th, 1974. This policy was consistent with the consensus that the provision of transport to and from work was an appropriate activity of the CRL to facilitate the research program of the institution, but that programmatic priorities must take precedence in determining the availability of transport and the provision of the service.

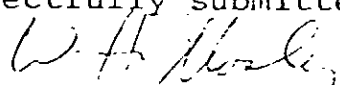
POSITION CHANGES IN CRL

The Director noted for the information of the Directing Council that Mr. Makhlisur Rahman has been designated Head, Field Surveillance Branch in Matlab; Mr. K.M.A. Aziz, former Head, Field Surveillance Branch, is designated Investigator. This change was made because Mr. Aziz is now devoting his efforts fully to his own independent research program and does not wish to maintain these administrative responsibilities.

ADJOURNMENT

There being no other agenda items, the meeting was adjourned.

Respectfully submitted,


W. H. Mosley, Secretary,
Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

July 14th, 1977

Persons present: Dr. Mostaqul Huq
Mr. Dallas Voran
Dr. Yusuf Ali
Dr. Zakir Hossain
Dr. W. H. Mosley
Dr. M. M. Rahaman

REVIEW AND APPROVAL OF MINUTES OF JUNE 23RD, 1977

The minutes of the Directing Council Meeting of June 23rd, 1977, were reviewed and the following clarifications were provided.

With reference to the discussion relating to salary difference between nationals and international staff, it was noted that this issue relates to salaries paid to senior scientific staff and other senior, professional staff such as the Administrator. The current guidelines for the operation of the CRL permit the CRL to provide appropriately ^{nationally} competitive salaries for other nationals employed at the CRL.

With reference to contract extensions, the Directing Council indicated that potential contract extensions should be brought to the D.C. for review and consideration six months prior to the expected date of termination.

RECRUITMENT OF INTERNATIONAL STAFF

This meeting of the Directing Council was called specifically to discuss further issues relating to recruitment of international staff. The discussions related to the memorandum of July 7th, 1977, forwarded by the Director of CRL to the Directing Council relating to this matter. The specific questions to be considered were the approval of the positions and contracts proposed by the Director, CRL, for Dr. Shushum Bhatia and Dr. Rafael Esmundo. Related issues were availability of funds for these positions as provided under the AID Project Implementation Order/Technical "PIO/T" and appropriate procedures for the Director, CRL, to follow in identifying candidates and negotiating contracts.

With reference to the availability of funds, the Director noted that sufficient dollar funds were provided under the PIO/T under the heading "Other Contractual Services" to cover these positions. These funds were made available on the basis of a budget request approved by the Directing Council and submitted to AID which included eight scientific positions. The PIOT Agreement itself, although providing the required salary support, identifies only seven scientific positions.

With reference to whether positions other than those explicitly identified on the PIO/T may be filled if funds are available, Dr. Mosley indicated that he discussed this issue in Washington with Mr. Von Yoder and Dr. Cliff Pease of AID, and Dr. Carl Miller NIH. Their position was that the PIO/T was not meant to be limiting. The NIH position was confirmed in the memo. of June 28th, 1977, by Dr. Carl Miller to the Cholera Co-ordinator at AID Washington. The USAID representative to the Directing Council also noted that his office had received a cable from AID Washington which also indicated that this was the position of the Project Administrators in AID Washington.

With reference to the requirements for these two positions for the research program of the Cholera Research Laboratory, the Director, CRL, again referred to the earlier memo. of June 7th, 1977, to the Directing Council outlining the current and proposed research program and the relationship of these proposed positions to the research program. By way of further clarification, the Director, CRL's letter of June 6th, 1977, to Dr. Gary Merritt, the AID Washington Project Officer for the Contraceptive Distribution Project, was made available to the Directing Council. This letter outlined in some detail the proposed restructuring of the Contraceptive Distribution Project and the role that Dr. Shushum Bhatia and Dr. Esmundo would play in this activity.

In further discussion the Director, CRL, noted that the position of Dr. Shushum Bhatia was particularly critical to the on-going Contraceptive Distribution Project. Currently this project, which is delivering contraceptive services to thousands of women, has medical support provided only by general physicians. There is an urgent requirement for a physician with gynaecological skills. Further Dr. Bhatia's special experience in training and supervision of para-professionals in delivery of health and family planning services, is particularly important to the implementation of the restructured Contraceptive Distribution

Project.

The Director, CRL, noted that Dr. Rafael Esmundo's proposed position was important in the overall professional guidance of the Contraceptive Distribution Project because of his extensive experience in program administration and management. His role, however, would be more important to the Laboratory in the future development of the CRL population research program as it is transformed into an International Health Research Centre.

After considering and discussing these issues at some length, the Directing Council approved the appointment of Dr. Shushum Bhatia recognizing the urgency of this requirement for on-going projects and the special professional background and experience that she has had.

The Directing Council decided to defer approval of the position for Dr. Rafael Esmundo. This action was based on the consideration that since there was not an immediate and urgent requirement for this position, the Directing Council wished the Director, CRL, to advertise this position in order to identify additional candidates for consideration.

With reference to procedures to be followed by the Director, CRL, in recruiting for scientific positions, it was noted that up to the present time the usual procedure has been for the Director, CRL, to determine the scientific requirements for the Laboratory and communicate with the scientific community, identify appropriate candidates, negotiate the terms of a position, and submit the position proposals to the Directing Council. Since this has been the accepted practice at CRL, and was the practice followed by the Director, CRL, in these positions, it was noted that the Director, CRL, was not in error in the procedures he followed as indicated in the minutes of June 23rd, 1977.

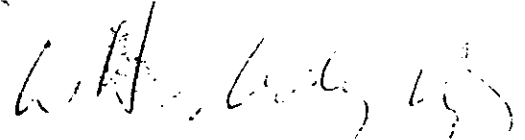
In order to clarify procedures for recruiting scientific staff, the Directing Council recommended that the Director, CRL, keep the D.C. more closely informed regarding the planning of the scientific program of the CRL. Proposed positions should be submitted to the Directing Council for approval prior to taking definitive steps toward recruitment of individuals.

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ADJOURNMENT

There being no other agenda items, the meeting was adjourned.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'W.H. Mosley', is written over the typed name. The signature is cursive and somewhat stylized.

W.H. Mosley, Secretary
Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

June 23, 1977

Persons present: Dr. Mostaqul Huq
Mr. David Malcolm
Mr. Dallas Voran
Mr. Gene McCoy
Dr. Mujibur Rahaman
Mr. Weeks

INTRODUCTION OF THE USAID REPRESENTATIVES

Mr. Dallas Voran was introduced as the USAID representative serving as Interim member until Mr. Michael Jordan's replacement (Mr. Charles Gurney) arrives in Bangladesh. Mr. Gene McCoy was introduced as the USAID representative serving as Interim member until Mr. Leighton Everson's replacement (Mr. John Yang) arrives on July 5th, 1977.

APPROVAL OF MINUTES OF MAY 31st, 1977

The minutes of the May 31st, 1977 Directing Council minutes were reviewed. The following comments were noted. Page 3 heading, DRAFT ORDINANCE FOR THE INTERNATIONAL CENTRE, the Chairman reminded the Director to send copies of similar charters or ordinances of other international centres to members of the Sub-committee. Page 4 heading, CRF FINANCIAL REPORT FOR FY 76, last paragraph. The Chairman asked for a report on the utilisation of Bangladesh Government funds for capital expenditures. Dr. Mujibur Rahaman read the Controller's letter to the Director dated June 16, 1977 (copy enclosed).

The Directing Council approved the transfer of the year end funds from the Bangladesh Government contribution to the Capital Reserve Fund.

The Chairman requested USAID to match the contribution of the Government of Bangladesh. The USAID representative said that they would have to study the agreement before giving a reply. The Chairman requested the USAID representatives to study the agreement and find out if it is possible to transfer funds from

the US contribution to the Capital Reserve Fund. If funds could be transferred during this fiscal year then the Directing Council could request AID to transfer funds in next years fiscal year to the Capital Reserve Fund.

The minutes of the May 31st Directing Council meeting were approved.

FORD FOUNDATION GRANT

Subject to the approval by the Ford Foundation the Directing Council approved the transfer of the Ford Delegation of Project funds to the CRL as a Grant Fund. It was noted that these funds were to be used only for activities concerned with internationalization. The Chairman asked the Acting Director what the anticipated use of these funds would be. One of the anticipated uses would be to call a donors meeting sometime in September. This would include present donors to CRL as well as prospective donors.

SELECTION PROCEDURE FOR INTERNATIONAL STAFF

The positions of Drs. Esmundo and Bhatia were discussed. The USAID representative felt the Director was in error for offering positions to two scientists without the approval of the Directing Council and before the PIO/T could be clarified. The USAID representatives noted that the positions for Dr. Rafael London and Dr. Shushum Bhatia do not appear in the fiscal year 77 or fiscal year 78 budget. They further recommended that the fiscal year 78 budget be reviewed and revised in light of Dr. Mosley's plans for the future.

The Chairman recommended that national and international advertisement be run for the recruitment of international scientific positions at the CRL. The Directing Council further recommends that positions not be offered to individuals unless approved by the Directing Council.

SALARY DIFFERENCE BETWEEN NATIONALS AND INTERNATIONAL STAFF

The Directing Council approved the Director to begin exploration with the Bangladesh Government the possibility of relaxing restrictions on salaries paid to nationals at CRL. It was suggested that such a request be addressed to the Ministry of Health for onward transmission to the Ministry of Finance of the Bangladesh Government.

MR. WEEKS CONTRACT EXTENSION

Dr. Rahaman informed the members that Mr. Weeks contract is due to expire on September 30th, 1977. The Director, CRL requested that Mr. Weeks contract be extended for one 2 year period and he continue to serve as Administrator (acting).

The Directing Council approved the extension of Mr. Weeks contract for 2 years.

Respectfully submitted,

M. K. Rahaman
M.K. Rahaman, Secretary
Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

May 31st, 1977

Persons present: Dr. Mostaqul Haq
Dr. Zakir Hossain
Dr. Yusuf Ali
Mr. Michael Jordan
Mr. Leighton Everson
Mr. David Malcolm
Dr. W.H. Mosley

INTRODUCTION OF THE U.K. GOVERNMENT REPRESENTATIVE

Mr. David Malcolm was introduced as the representative representing the U.K. Government for a period of three months during the absence of Mr. Michael McCulloch.

APPROVAL OF MINUTES OF APRIL 28TH, 1977

The minutes of the April 28th, 1977 Directing Council Meeting were reviewed. The following correction was noted on page 2, paragraph 2, fourth line, the phrase "increased work space" should be "increased ward space".

The Director was instructed to note with underlining in the Directing Council Minutes, any actions or decisions of the Directing Council to facilitate reference and review.

OLD BUSINESS

Review Board of Use of Human Subjects

The Director, CRL noted that a new set of policies and guidelines establishing a Review Board on Use of Human Subjects has been prepared and circulated earlier to members of the Directing Council.

Guidelines for Research Protocols

The Director, CRL circulated to members of the Directing

council copies of recently prepared guideline for the preparation of research protocols and resource budgets. These guidelines will establish uniform procedure which will meet the concerns of the 1977 Technical Committee Report relating to development of research protocols. The provision for detail budgeting in the protocols will facilitate preparation of working budgets for the CRL.

Report on Dr. Z. Ghoshdury's Article

The Director of CRL noted that a preliminary draft report has been prepared but is not yet ready for circulation to the Directing Council

Severance Pay

The discussion relating to Severance Pay in the minutes of April 28th, 1977 was noted with particular reference to the 5th para on page 6 relating to the requirement for the CRL to continually build up the Severance Pay Fund. A proposal that this fund build up be terminated and that Severance Pay requirements be budgeted from year to year was discussed. The Directing Council decided that since the development of a new International Center was in process there should be no action to change the severance pay procedures and policies at this time.

DIRECTING COUNCIL SUB-COMMITTEE ON INTERNATIONALIZATION

The CRL has received formal notifications from the Government approving in principle the development of the Cholera Research Laboratory into an International Center for Health Research. This notification has been transmitted earlier to the Directing Council by the Director, CRL.

On the basis of this action the Directing Council approved the formal establishment of a Sub-Committee on Internationalization. The full work scope of the Sub-Committee was not defined, it was noted that it would include the drafting and review of a charter, actions relating to donor contacts and review and preparation of the prospectus and other supporting documents that will relate to internationalization.

The proposed membership of the sub-Committee on Internationalization are the following:

From the Directing Council

1. Dr. Mostaqul Haq

2. Dr. Zakir Hossain.
3. Dr. A.Q. Khan
4. Dr. K.H. Mosley

Additional Members, will be:

5. The Secretary, Bangladesh Medical Research Council.
6. A member from the Ministry of Health, Health Division.
7. A member from the Ministry of Law.
8. Dr. M. Mujibur Rahaman, CRL.

Dr. M. Mujibur Rahaman was proposed as Secretary and Convener of the Committee. Background documents are to be circulated to the Secretary, BMRC, and the new members when they are designated. The Chairman, Directing Council will contact the Government of Bangladesh relating to designation of the members from the Ministry of Health and the Ministry of Law. The convening of the first meeting of the Sub-Committee is to take place as early as possible.

DRAFT ORDINANCE FOR THE INTERNATIONAL CENTER

A draft ordinance relating to the establishment of the International Center for Health Research prepared by the CRL lawyer, had been circulated earlier to the members of the Directing Council. It was noted that this draft document was developed with suggested wording for each of the provisions as a point of departure for discussions and preparation of a final charter. The draft ordinance was not discussed at the Directing Council Meeting but was referred to the Sub-Committee for action. The Chairman, Directing Council requested that copies of charter or ordinances of other similar international centers be circulated to the members of the Sub-Committee for reference in their discussions.

PROPOSAL TO JAPAN

The Directing Council reviewed the Proposal for Development of Training Facilities and Resources of the Cholera Research Laboratory which the Director, CRL had prepared and transmitted to the Government of Japan following discussions with Dr. Hideo Fukumi on May 6th, 1977. After some discussion the Directing Council approved the formal submission of this proposal to the Government of Japan for their consideration for funding.

CRL FINANCIAL REPORT FOR FY 1976

The CRL Financial Report for FY 1976 had been transmitted earlier to the members of the Directing Council along with copies of the Auditor's Report for FY 1976 and the Director's comments on the Auditor's Report. In reviewing the Annual Financial Report note was made of the suggestion on page 5 that money be added to the Capital Reserve Fund by transfer of unspent funds from the Bangladesh Government with a matching contribution from U.S.AID carryover balance. The U.S. representative noted that such a procedure for a matching contribution related to the old operating policies of the CRL but was not applicable to current U.S. Government contributions. The U.S. representative did note that there was no restriction to the CRL using US funds for capital costs if these are budgeted as a line item in the Annual Operating Budget to be approved by the Directing Council.

The Director, CRL was requested to investigate further the proper procedure for utilization of Bangladesh Government funds for capital expenditures and determine if past guidelines remain applicable.

RECRUITMENT OF SCIENTIFIC STAFF

The Directing Council had earlier received documents relating to position offers made by the Director, CRL for new scientific staff. Position offers have been made to three Bangladeshi scientists who are currently residing abroad. These are Dr. Abdul Majid Molla, Dr. Ayesah Molla and Mr. Mohammad Nisar Sharif. These position offers are at the grade and pay of current Bangladeshi scientific staff following present CRL operating guidelines. An International scientific position has been offered to Dr. Trinidad Osteria, a social scientist from the Philippines. The Director noted that letters of acceptance have already been received from Dr. Mujib Molla, Dr. Ayesha Molla and Dr. Trinidad Osteria,

The Directing Council approved these position offers.

SCIENTIFIC ADVISORY COMMITTEE

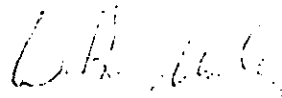
The Director, CRL circulated earlier to members of the Directing Council his memorandum of May 16th, 1977 to Dr. Mujibur Rahaman requesting him to organize and chair a Scientific Advisory Committee to the Chittora Research Laboratory. The terms of reference of the Committee are

outlined in the memorandum and the proposal for the initial members are listed. The Directing Council was asked to submit at any time their suggestions for additional institutions which may be added to the membership of this Committee.

ADJOURNMENT

The meeting adjourned after all business was concluded.

Respectively submitted,



W.H. Mosley, Secretary
Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

April 28, 1977

Persons present : Dr. Mostaqul Huq
Mr. McCulloch
Mr. Jordan
Mr. Everson
Dr. M.M. Rahaman
Dr. Mosley

REVIEW AND APPROVAL OF THE MINUTES OF THE JANUARY 25TH, 1977
DIRECTING COUNCIL MEETING.

The Minutes of the January 25th, 1977 Directing Council Meeting were reviewed and approved. It was noted by way of information that the case in Matlab against CRL employees referred to in the minutes has been dropped. It was also noted with reference to the house that subsequently CRL has fully released the house for use by the Thana Health Office.

REVIEW OF THE REPORT OF THE ELEVENTH MEETING OF THE SCIENTIFIC
REVIEW AND TECHNICAL ADVISORY COMMITTEE.

The Technical Committee Report was noted and revised. There were comments on several specific items of the report as follows:

It was noted that on page 21 of the report the Technical Committee requested a more systematic development and presentation of scientific protocols for their review. The recommended procedure is specifically outlined in the report. The Director noted that this is a highly appropriate recommendation and his is already beginning to implement a more systematic development of scientific protocols which will facilitate such a review.

The Director added in this context that the Laboratory is also in the process of reassessing its procedures for meeting international and US standards for assuring the protection of human volunteers in any research work. He noted that this reassessment had been initiated by the previous Director late

last year and a manual of procedures is being developed. This is being done in close correspondence with the NIH to assure that all guidelines are met for US Government funding requirements. The Director noted that the Laboratory has always assured that the right of human volunteers have been protected and that this has been repeatedly reviewed by external committees from time to time.

The Directing Council noted that the TC report cited deficiencies which should have very early attention. These related to more clinical investigators, increased nursing expertise and increased work space. The Director indicated that efforts have already been made to rectify these as follows. With reference to more clinical investigators Dr. William Greenough, Chief of Infectious Diseases at Johns Hopkins Hospital will be joining the Clinical Research Program in July 1977. The Director has also just offered a research position to Dr. Mujib Molla. Dr. Molla is a Bangladeshi physician who was a senior investigator with the Cholera Laboratory for several years in the mid 1960's. He then went to Belgium where he received his speciality certification in Paediatrics in addition he obtained a Ph.D degree in Paediatric-gastroenterology. His special topic was intestinal mal-absorption in children.

With reference to nursing, the Director has already initiated an administrative review of the organisation of the CRL ward particularly as it relates to nursing services, after observing that the Matron currently has many responsibilities beyond nursing care. This is a first step in a plan to upgrade nursing services.

The problem of a shortage of ward space is already being solved. Construction was begun one week earlier on a new wing for the hospital. This utilises funds previously sanctioned by the Directing Council.

The Directing Council noted the stress in the T.C. Report on maintaining responsibilities in cholera research. The Director indicated this was being done. As evidence he noted Dr. Greenough's selection for the Clinical Research Program and the fact that both epidemiologists coming to the CRL from CDC this summer to replace Dr. Curlin and Dr. Huber have a specialised interest in infectious disease epidemiology and have had working experience in CRL in Cholera research. This is in contrast to the present situation where Dr. Huber largely focused his efforts, on the Contraceptive Field Studies of the Laboratory.

In this context, the Director commented on future plans for a Vaccine Field Trial. Although the field test of the highly purified cholera toxoid was negative in 1975, evidence is now coming from a number of laboratories that a vaccine combining toxoid and whole cells may give a greatly enhanced protection from cholera through the biological mechanism of synergy. Several laboratories in Europe, Japan and United States are working on this type of a vaccine and in fact three different "combination vaccines" have been proposed to the laboratory. Current considerations are for the laboratory to field test a combined toxoid-whole cell vaccine being developed collaboratively by the Wellcome Foundation laboratories in Britain and the N.I.H. in the United States. This vaccine will soon be undergoing extensive human safety testing in the United States under strict FDA guidelines. If all safety standards are met the vaccine will be considered for field trials in Bangladesh by the CRL in consultation with the Bangladesh Medical Research Council.

The Directing Council noted that the Technical Committee Report appended an article by Dr. Zafarullah Chowdhury. Because this article refers extensively to the Cholera Research Laboratory, the Directing Council requested the Director to draft a document providing information on the points that were raised.

Following these discussions the Technical Committee Report was received for the record by the Directing Council.

INTERNATIONALIZATION

The Directing Council received the information that the Council of Advisors in the preceding week had approved in principle steps being taken to convert the CRL into an international research center. The documents relating to this approval are attached as Appendix 1. Further actions to be taken relate to the establishment of the terms of reference of the new international center, the development of a charter which formalises the legal status of the institution and creation of a prospectus which defines the general organization and scope of work.

The Directing Council noted that the Government of Bangladesh was requesting information on progress towards internationalization within a fortnight. It was felt appropriate to reconvene the working committee that had prepared the proposal for the Ministry to begin to outline the detailed terms of reference. This committee consists of Dr. Mostaqul Huq, Dr. Zakir Hossain, Dr. A.Q. Khan, Dr. W.H. Mosley, Dr. M.M. Rahaman, Dr. Lincoln Chen.

CONSTRUCTION OF OUTPATIENT DEPARTMENT

The Director noted that the construction of the hospital extension for the outpatient department had been initiated in the preceding week. The contract for this construction was awarded to Northern Engineering Company at a cost of approximately Tk. 300,000. The building is expected to be complete within three months. Renovations of the ward will be carried out in conjunction with the new construction.

CRL ANNUAL LEAVE POLICIES

The Director submitted the Annual Leave Regulations of the CRL as well as current operating procedures. Under CRL memorandum No. 9 dated November 3, 1966 (Appendix 2) employees had an optional entitlement to receive cash payments for 120 hours of unused annual leave annually. This procedure was continued through FY1969. In FY1970 CRL did not have funds to meet the payroll and the annual leave payment. The employees volunteered to forgo their payments for annual leave. Also during the U.S.AID audit of fiscal year 1970 the auditor said that the payment for annual leave was an improper expenditure and would not be allowed in the future. On August 25th, 1969 Personnel Management Circular No. 20 (Appendix 3) was issued which changed the leave regulation for appointment after September 1st 1969. This change eliminated any cash payments for unused annual leave.

The following situation exists at the present time. There are 287 employees on the original annual leave regulations. These employees, however, have not received annual leave payments since 1970 but are continually enquiring regarding this matter. There are 249 employees under the new regulations. It is to be noted that there is no recorded record of payment for annual leave being officially stopped. There is no recorded record of employees volunteering to forgo payment for annual leave in 1970 or subsequent years. There is no recorded record of the U.S.AID auditors disallowing future payments for annual leave.

The Directing Council discussed these matters in several contexts. First it was noted that the original policy of cash payments for unused annual leave was irregular; annual leave is a benefit to be enjoyed for the employees health and welfare. The Director was urged to see that employees enjoyed their annual leave instead of carrying over unused annual leave from year to year.

With reference to payments, the Directing Council noted that the CRL has not had funds or a budgetary provision to make any payments for unused annual leave since 1970. Further it was observed that employees covered by the old leave policy who terminated service did not receive any payments for accumulated annual leave except upto the maximum 30 day allowance allowed under the new personnel policy. The members of the Directing Council did not anticipate that the respective donor governments would make any contribution that would cover the old unpaid obligations. They instructed the Director to see that additional obligations are not incurred by assuring that employees utilise their annual leave on a year to year basis.

No decision was taken regarding revision or regularization of the present Personnel Policies. The Director noted that this issue must be resolved prior to or at the time of internationalization since the new Center and new donors would not be willing to assume liabilities of this nature.

SEVERANCE PAY

The Director reviewed the situation with reference to severance pay. Prior to June, 1974 the CRL did not have severance pay as an employee benefit. This benefit and a Severance Pay Fund was established by the Director under Personnel Management Circular No. 33 dated June 17th, 1974. (Appendix 4). This benefit was retroactively effective, in that on separation employees with three years or more of service could draw one months consolidated pay at the rate of last pay drawn for each year of completed service upto a maximum of 12 months pay. From the date of issuing of the circular the laboratory budgeted and has continued to set aside funds in a contingency account to create a Fund to cover the accumulating severance pay requirement for all employees of the laboratory on a month to month basis. These accumulated deposits plus interest minus payment from time to time now give a Fund amounting to Tk. 1,895,832.54.

The Director noted that there is a problem with reference to the contingency obligations required for cumulative years of service for each employee prior to June 1974. In this regard the Director referred to Amendment 4 of the Grant Agreement between the USA and the IRC dated November 29, 1973 which provided at that time a contingency fund "for the purpose of establishing special account to liquidate accrued annual leave and severance pay obligations incurred by the Cholera Research Laboratory as of 30 June, 1973 pursuant to applicable laws and

personnel policy procedures of the Government of Bangladesh". Although there is no record on the matter, it appears the Director in 1973 or 1974, assumed that this money would be available to establish a severance pay fund account for obligations that accumulated prior to 1974. In fact, most of the money provided for under the referenced Amendment was expended for operating costs for the CRL between January and June 1974, under U.S.AID instructions.

In an effort to recover these monies for the severance pay fund, the Director included in the CRL Working Budget for FY1976 an amount of \$ 167,500 under the heading Personnel Services as "the amount needed to bring the severance pay account upto date". The Directing Council Meeting minutes of February 18th, 1976 notes that this budgetary allocation was disallowed with the statement "that it is unlikely that the US Government would allow the use of these funds in this manner and that if and when a project is terminated they (US Government) usually provide termination funds to take care of all past liabilities".

The current situation is as follows: The CRL is continuing to place in a severance pay fund account from month to month an amount representing accumulated obligations for severance pay. Employees terminating are being paid severance pay for all years of service as per the June 1974 Personnel Regulation.

The Director raised the question about severance pay obligations with reference to the creation of the new international Center, since it appears to be a liability of the CRL. In discussions of this issue the Directing Council confirmed the fact that though severance pay was a financial liability, it basically should be treated as an unfunded liability. The total amount would only be required in the event that the CRL cease to exist. This may not be required since internationalization represents a transformation of the CRL into a new institutional framework.

It was noted that as a continuing operation the CRL could simply provide in the budget from year to year funds sufficient to cover severance pay requirements based on the anticipated number of terminations. It was not clarified whether the CRL was required to continually build up and operate a severance pay fund to cover accumulating severance pay obligations.

ADJOURNMENT

The meeting adjourned before discussing the agenda item relating to the Scientific Advisory Committee proposal.

Respectively submitted,

W.H. Mosley
W.H. Mosley, Secretary
Directing Council

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

January 25, 1977

Minutes

Persons present : Dr. Mostaqul Haq
Mr. McCulloch
Mr. Jordan
Dr. Rahaman
Dr. Curlin
Dr. Zakir Hossain
Mr. Weeks

AMENDMENT TO THE MINUTES OF THE DIRECTING COUNCIL MEETING
AUGUST 14, 1975

Page 1, paragraph 3 the following sentence is deleted from the minutes. "This budget provided for the awarding of an allowance of 30% of base wages and fringe benefits to senior officers". This sentence is amended to read, "This budget provided for the awarding of an allowance of 30% of base wages for all local employees".

DIRECTOR'S ANNUAL REPORT 1976

Copies of the report were given to each member of the Council for review and comment at the next Directing Council Meeting. The report was signed by Dr. Mujibur Rahaman, Acting Director and will be sent to Dr. Carl Miller, CRL Program Officer, National Institutes of Health.

DR. VERWEY'S AND MR. TUCKER'S MEDICAL EVACUATION

Dr. Rahaman briefed the Council on Dr. Verwey and Mr. Tucker's medical problems and reason for medical evacuation. The Chairman and members of the Council expressed their concern and wished Dr. Verwey and Mr. Tucker a speedy recovery.

INTERNATIONALIZATION

The Council asked to be kept informed of all developments connected with Internationalization. Members were given copies of the latest summary on Institutionalization. This summary was presented to the Secretary of health on January 22, 1977.

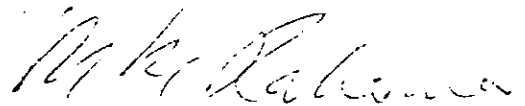
INCIDENT

The Chairman and Dr. Rahaman informed the Council of the following decisions agreed to by members of the Government of Bangladesh and CRL regarding the incident which took place in Matlab on November 4, 1976.

1. The case filed against employees of CRL would be dropped.
2. The Thana Health Administrator would be transferred.
3. After a proper interval of time the husband-wife thana health team would be transferred.
4. The house under dispute would be divided to provide one room with a bath and private entrance to CRL. The remainder of the house will be used by the thana health office.

Motion was made seconded and approved to adjourn the meeting.

Respectfully submitted



M.K. Rahaman, M.B.B.S., M.Sc.
Ph.D., Acting Secretary

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

OCTOBER 27, 1976

Minutes

Present: Dr. Mostaqul Huq
 Dr. Willard Verwey
 Dr. Zakir Hossain
 Dr. Yousuf Ali
 Mr. Michael Jordan
 Mr. Leighton Everson
 Mr. Michael McCulloch
 Mr. Weeks

APPROVAL OF MINUTES FOR AUGUST 31, 1976 MEETING

The minutes of the August meeting were reviewed and approved without correction.

APPROVAL OF FISCAL YEAR '77 WORKING BUDGET

The budget had been sent to members prior to the meeting for their review. After joint review by the members the budget was accepted and approved without change.

INTERNATIONALIZATION REVIEW

Developments occurring after the period covered by situation paper No. 1 for the internationalization of the Cholera Research Laboratory was discussed. Recently the Director has been consulting with Dr. Mosley Director Designate, Dr. Chen Local Director of Ford Foundation, Dr. Mujibur Rahaman Division Head, Clinical Division, CRL and Dr. Greenough Director, Clinical Research Designate. Drs. Verwey, Mosley, and Chen toured the Asian Institute of technology in Thailand and IRRI in the Philippines. The purpose of the visits was to determine what the problems were in institutionalization, how the institutions are governed, their present structure, and their relationships with their host governments.

The members were brought upto date as to which persons, governments, organizations and foundations future institutionalization of the CRL had been discussed among. The Director reported the discussions on the institutionalization of CRL todate have been favourable.

APPENDIX B

The document "Recommendation for the establishment of an International Institution for Health and Population Research in Bangladesh" which was submitted to the members of the Directing Council on October 24 required approval by the Directing Council before being submitted to the BDG. The members agreed that it would be best to ask for approval by mail vote within seven days in order to give all members further opportunity to review the document. Appendix B represents recommended wording to be included in the bilateral agreement on CRL between BDG and U.S.AID. If approved by the Directing Council, it will be submitted officially to the two governments for their consideration.

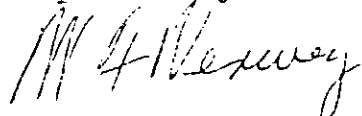
EXTERNAL PAINTING OF THE CRL

Now that the weather is suitable and since the CRL wing of the IPH complex was not included in the last painting, it is felt that the premises of the Laboratory need to be painted. Since it is the responsibility of the BDG to provide the maintenance for the exterior of the Laboratory the Chairman of the Directing Council will ask the Director of IPH that the exterior of the building be painted.

ADJOURNMENT

A motion was made to adjourn the meeting, was seconded and passed.

Respectfully submitted



Willard F. Verwey, Secretary
Directing Council.



কলেরা রিসার্চ ল্যাবরেটরি
Cholera Research Laboratory

POSTAL BALLOT

I have examined the Minutes of the Directing Council Meeting that was held on Wednesday 27th October 1976 and my vote is hereby recorded:

** Approved without change

Amended to read

I have also examined the Recommendations for the Establishment of an International Institution for Health and Population Research in Bangladesh and my vote is hereby recorded:

** Approved without change

Amended to read

Date:

Signed:

** Please strike out which ever is not applicable and return to the Director of the Cholera Research Laboratory as soon as possible.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

AUGUST 31, 1976

Minutes

Members present : Dr. Mostaqul Haq
Dr. Zakir Hossain
Mr. Michael Jordan
Dr. Willard Verwey
Mr. Shahabuddin
Mr. Weeks

APPROVAL OF THE JUNE 30TH D.C. MEETING

A motion was made to accept the minutes of the June 30th Directing Council Meeting as they were written. The motion was seconded and passed.

It was suggested that in the future minutes of D.C. meetings be sent to members and approval requested by mail vote. In the event that a member does not approve the minutes by mail vote the minutes will be presented at the following D.C. Meeting.

PROJECT AGREEMENT

As per the terms of the Project Agreement 74-1 negotiations for extension of the agreement are to commence no later than June 30th 1976. A motion was made to accept the following resolution to comply with the project agreement. The motion was seconded and passed.

RESOLUTION

Adopted at the meeting of the Directing Council of the Cholera Research Laboratory on 31st August 1976.

Whereas Project Agreement 74-1 between the Department of State, Agency for International Development (AID), an Agency of the Government of the United States of America and the Planning Commission, an Agency of the Government of the People's Republic of Bangladesh is the authorising document for the existence of the Cholera Research Laboratory and

whereas this Project Agreement extends only through 30 June 1977 and

whereas consideration for extending the agreement is to be based on recommendations of the Directing Council of the Cholera Research Laboratory.

Be it resolved that the Directing Council finds the Cholera Research Laboratory effective in implementing the objectives of the Project Agreement and respectfully recommends to the Governments of the People's Republic of Bangladesh and the United States of America that the present Agreement be extended beyond 30 June 1977 with modifications as may be recommended by the Directing Council and decided between the two Governments.

1977 FINANCIAL BUDGET

The budget had been sent to the members for approval by mail vote, however, only one ballot was returned. Therefore the budget was put under discussion. After discussion a motion was made to accept the budget as it stood. The motion was seconded and passed.

ANNUAL FINANCIAL REPORT AND AUDITORS REPORT FOR FISCAL YEAR 1975

The above reports were presented and reviewed by the members. A motion was made to officially release the documents to the contributing countries. The motion was seconded and passed.

COURT CASE BROUGHT AGAINST CRL BY MRS. MOLLA, EX-LIBRARIAN

Dr. Verwey informed the members that Mrs. Molla had filed suit naming the Secretary, Ministry of Health; Chairman, Directing Council; Director, Cholera Research Laboratory and Head, Personnel Management Branch as defendants.

Dr. Verwey said the suit had been turned over to the CRL lawyer Mr. Rafiqul Haq, and that Mr. Haq had taken the necessary actions to contest the case.

THE CRL SITUATION REPORT

Dr. Verwey briefed the members on his recent meetings in the United States with AID and NIH Administrators. Copies of this report are to be sent to the members of the Directing Council.

The briefing and subsequent discussion led to the passing of the following motion:

It was moved "that the Directing Council authorises the Director to explore possible means for establishing the Cholera Research Laboratory as a permanent international institution with multi-lateral financial and technical support."

TECHNICAL COMMITTEE APPOINTMENTS

The Chairman requested the Secretary communicate to KIAID that they would wish to have consideration of a rotational policy in regard to the appointments on the Technical Committee.

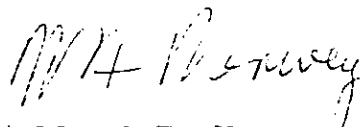
CHANGE OF FISCAL YEAR FOR CRL

The High Commissions of the United Kingdom and Australia are to be notified that the Fiscal Year of the Cholera Research Laboratory had been changed from June 30th - July 1st to September 30th - October 1st.

LETTERS OF INTENT

In order to assist CRL in preparing its yearly budgets the Chairman asked the Secretary to request "letters of intent" from the contributing countries.

Respectfully submitted



Willard F. Verwey, Secretary
Directing Council.

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

JUNE 28, 1976

Minutes

Members present : Dr. Mostaqul Huc
Dr. Abdul Quader Khan
Dr. Zakir Hossain
Dr. W.F. Verwey
Mr. H. Jordan
Mr. J.O. Hill
Mr. M.C. McCulloch
Mr. P.O. Weeks

APPROVAL OF THE MINUTES OF THE REGULAR DIRECTING COUNCIL MEETING
FEBRUARY 18, 1976

Minutes were approved as received by the members.

APPROVAL OF THE MINUTES OF THE SPECIAL MEETING OF THE DIRECTING
COUNCIL OF MARCH 25, 1976

The minutes of this meeting were approved after the following corrections:

1. The last paragraph of page 1 was corrected to read "after a thorough discussion the conclusion of the members of the Directing Council was that the Directing Council reviewed this case at the request of the Director (CRL) as a special case which set no precedent. The Directing Council saw no reason to intervene or reason to change the way the Director operates."
2. In the last paragraph of page 2 the word "preventive" is to be deleted from the sentence.

CHANGE OF FISCAL YEAR FOR THE CHOLERA RESEARCH LABORATORY

Dr. Verwey informed the Directing Council that the Fiscal Year of the United States Government is being changed to carry from

1 October through to 30 September. Because of the reporting requirements of the Agency for International Development it would be expedient for the Cholera Research Laboratory to make a corresponding change in its Fiscal Year. This would not cause difficulties either for contributing organisations or the Laboratory in respect to the handling of donations from any donor countries or in the receipt of support from any of the granting agencies. Funds received from donors are normally applied to financial operations of the fiscal year in which they are received but any donor wishing to do so may specify the fiscal year of the Laboratory to which his funds will be applied and may designate a particular contribution as coming from a specified fiscal year within his own operation. The following motion was then made, seconded and carried. "It is moved that the Fiscal Year 1976 of the Cholera Research Laboratory be extended to cover the period July 1975 through 30 September 1976 and that from 1 October 1976 onwards the Fiscal Year of the Laboratory shall be from 1 October through 30 September."

BUDGET FOR THE EXTRA QUARTER OF FY76

The Budget for the three month additional period of FY76 authorised in the motion above was presented for review and approval. In this review it was requested that a statement be included in any budget that is transmitted to others that the contribution of the Government of Bangladesh includes an in-kind contribution valued at approximately \$ 40,325 in addition to the cash contribution indicated in the summary of expected receipts.

RESEARCH COSTS OF GUEST INVESTIGATORS FROM THE HOPKINS CENTRE FOR MEDICAL RESEARCH

The Director pointed out that the Cholera Research Laboratory was severely hampered in the prosecution of its programme through the lack of well trained clinical investigators brought about primarily through difficulties in the recruitment of expatriate physicians. Guest investigators from the Hopkins Centre for Medical Research are contributing significantly to the Cholera Research Laboratory through their clinical research activities in the Cholera Hospital wards. The investigational budget provided by the Hopkins CMR is, not adequate to permit them to pay their previously agreed-upon, share of the research costs for joint research carried on at CRL. Under the existing policy the Hopkins CMR would have no choice but to decrease the number of investigators working in CRL, or to place a limit based upon financial considerations to the participation of the

CMR physicians in CRL research. Both of these alternatives work to the disadvantage of both CMR and CRL. Conference with the Resident administrator of CMR programme have resulted in the development of a plan for financing research having three alternative methods of establishing the amount to be paid to CRL by guest investigators from the CMR. These would appear to cover all of the situations involving research by a CMR investigator using CRL facilities.

This proposal is made a portion of these minutes and a motion was made that the proposal be approved. In the discussion, the Director indicated that strong efforts have, and will continue to be made to urge CMR to provide more money to its investigators. However, the funds available to CMR consist primarily of NIH funds which are not over-generous. At the present time financial assistance to CMR investigators in joint projects is justified by the recognition of their medical research expertise as a contribution in-kind made to the CRL clinical research programme. A question was raised concerning the possibility that the CMR/CRL agreement may conflict with the terms of the CMR agreement with the Government of Bangladesh. It was agreed that the Director would call the attention of the Resident Co-ordinator of CMR to this possibility and that Dr. Huq and Dr. Khan would also investigate this question. The Directing Council thereupon approved the proposed CMR/CRL agreement subject to the assurance that this agreement was not in conflict with the one between the Hopkins CMR and the Bangladesh Government. It should be noted that the approval of this agreement by the Directing Council is the first step in its formalisation and approval by the Johns Hopkins CMR is yet to be given.

ESTABLISHMENT OF A BANK ACCOUNT WITH THE AMERICAN EXPRESS COMPANY

The Director informed the Directing Council that the Cholera Research Laboratory was receiving reimbursement for the cost of its contraceptive distribution programme in United States dollars and that some of these funds will be spent outside of Bangladesh as well as to defray local costs. Attempts to establish a convertible account with a local bank have been unsuccessful because of certain regulations governing fund convertability. It was, therefore, recommended that a foreign account be established with the American Express company for receiving and dispersing the funds. A motion was made approving the establishment of this account and the Chairman of the Directing Council and the Director were authorised to sign the necessary statement of Directing Council action required by the American Express Company.

PLANS FOR THE FUTURE DEVELOPMENT OF THE CHOLERA RESEARCH LABORATORY

With the negotiation of a new Project Agreement required to take place in FY77, study is being made by AID concerning the continuation of the Cholera Research Laboratory as a funded project and its possible structure and scope if funding is to be continued. The Director had been asked to prepare a Five Year Plan Proposal for the Cholera Research Laboratory, and Dr. Henry Mosley was asked to prepare a similar plan. The plan requested of the Director was developed under relatively rigid guidelines supplied by AID. This was submitted to Dr. Carl Miller at NIH on 23 March and promptly forwarded to AID.

A meeting to review the CRL situation and discuss the proposal was held in Washington on 12th April. The group included representatives of AID, and NIH as well as the Director. While no formal actions were taken the view point expressed was to the effect that the continuation of the support of CRL by AID as the far largest donor is not acceptable within the policies of that agency, and that if support is to continue definitive actions must be taken to establish an organisational pattern and method of operation leading to a broadened base of financial responsibility. The Five Year Plan proposed by the Director appeared to offer a satisfactory basis for the operation of the Cholera Research Laboratory in keeping with the objectives of AID and the suggestions made by the plan concerning the development of an altered superstructure for policy and administration appeared to be a suitable point of departure for planning the future organisation. It was agreed that the Five Year Plan together with the plan to be submitted by Dr. Mosley would provide the basis for the construction of a project application for further funding beyond FY77 that would be formally considered by AID. This would be prepared by Mr. Beckman with the technical advise and general action responsibility of Dr. Jackson. At the conclusion of this meeting it was not clear whether the primary responsibility for development of the CRL project was with the Asia Bureau or Technical Assistance (Health) or both. This question does not appear to be resolved at this date and subsequent meetings involving AID and Dr. Mosley have had representation from both areas.

The Director stated that Dr. Mosley's five year plan, when it became available, was in agreement with the Director's plan in most areas and indicated close agreement between Dr. Mosley and himself in respect to both scientific programme and top administrative structure. Copies of both five year plans will be provided to the members of the Directing Council.

On April 16th the Director had a meeting with Dr. Jackson and Mr. Clark in which the long range organisational structure of CRL was discussed. The consensus of this meeting was a proposal that the Cholera Research Laboratory become an independent institution with a Board of Directors responsible for policy matters both in the fiscal and scientific areas. This Board would consist of representatives of all countries, agencies, or organisations providing institutional-type support to the Cholera Research Laboratory. It was considered that a body similar to the present Directing Council was important as the means of policy guidance and decision on local affairs.

The above discussions were carried on against a stated background of the fact that it was recognised that it might be as much as 10 or 12 years before CRL was fully transformed and established as an independent institution with broad based financial support. The continuing support of CRL by AID during this time period and even thereafter was considered to be within the AID mandate and in accordance with present AID practices in relation to other similar institutional activities (International Rice Research Institute and Asian Institute for Technology).

RECRUITMENT OF EXPATRIATE SCIENTISTS

The Director informed the Directing Council that Dr. William Spira would join the Cholera Research Laboratory as a microbiologist who would be a Special Investigator in the Laboratory Division and would be a replacement for Dr. McLaughlin whose contract expires on August 1st.

The Director proposed the establishment of a position of Sanitary Engineer within the Epidemiology Division of the Laboratory and described the needs for such a person to carry out and co-ordinate the Laboratory's research programme on environmental sanitation and its effects upon diarrhoeal disease transmission. Dr. John Briscoe, a Sanitary Engineer, with outstanding qualifications to fill this position was stated to be available if the position was approved by the Directing Council. The establishment of the position was approved by the Directing Council and the Director indicated his intentions to take all necessary steps for the appointment of Dr. Briscoe into this position.

The Director informed the Directing Council that Dr. John Stratton, an Epidemic Intelligence Service Officer from the Centre for Communicable Diseases, Atlanta would arrive in August for 90 days temporary duty with the Epidemiology Division of CRL. All necessary arrangements have been made for his coming.

LABOUR COURT CASE (Mr. Iqbal)

The Directing Council was informed that the Labour Court action instituted by Mr. Iqbal in relation to his discharge from the Cholera Research Laboratory had been heard and that the Court decision was to the effect that the Labour Court had no jurisdiction in regard to the personnel practices that were cited by Mr. Iqbal. No further action will be taken by CRL unless there is an appeal to a higher court by Mr. Iqbal's attorneys (since the time of the Directing Council meeting such an appeal has been made).

TRAINING OF BANGLADESHI PHYSICIANS AND SCIENTISTS AT THE NATIONAL INSTITUTES OF HEALTH

At present the Cholera Research Laboratory has no means of training Bangladeshi Scientists outside of the country. However, a letter written by the Director of the National Institute for Allergy and Infectious Diseases of the National Institutes of Health indicates a willingness on the part of NIAID to arrange for such training for highly qualified young scientists and physicians in CRL. Because of recruitment practices of other institutions within Bangladesh it has been extremely difficult for CRL to obtain the services of Bangladeshi scientists under conditions where the Laboratory would be able to give suitable assurances to NIAID concerning the qualifications of the person proposed for training. The Director indicated his intention to carry on further discussions with NIAID in an effort to establish a procedure by which CRL could benefit from the willingness of NIAID to provide training.

MEMBERSHIP OF BANGLADESHI SCIENTISTS IN FOREIGN SCIENTIFIC ORGANISATIONS

The Directing Council was informed that CRL has offered to underwrite the cost of dues and journal subscriptions in one foreign society for each Bangladeshi employee occupying the position of Branch Head or higher at the Cholera Research Laboratory. The Journals obtained under these memberships would remain in the possession of the members but would be considered to be the property of the Cholera Research Laboratory Library.

AUTOMOBILE PURCHASE

The Directing Council was informed that the Cholera Research Laboratory had placed an order for a Holden five passenger car. Up to this time it has been the practice to order very small cars for reasons of economy but there are many occasions when the use of these does not meet the transport requirements of the Laboratory.

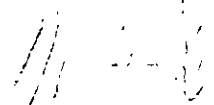
TRANSFER OF MR. A.F. CHOWDHURI

It was announced that Mr. A.F. Chowdhuri formally Head of Personnel Management Branch was being transferred to the position of Special Assistant to the Head Administrative Division. No change in salary is involved and this is considered to be neither a promotion or demotion.

APPOINTMENT OF AN ADDITIONAL MEMBER TO THE DIRECTING COUNCIL

The Director reminded the Directing Council that one additional member appointed by the Government of Bangladesh is still required. Dr. Huq requested the Director to send a letter to the Secretary Ministry of Health through him as a reminder that this appointment is required. -

Respectfully submitted


Willard F. Verwey, Secretary
Directing Council

CHOLERA RESEARCH LABORATORY

Special Meeting of the Directing Council

March 25, 1976

Present : Mr. M. Jordan (Acting Chairman)
Mr. J. Hill
Dr. A.Q. Khan
Dr. M.M. Rahaman (Acting Director, CRL)
Dr. G. Curlin
Mr. Md. Shahabuddin
Mr. A.F. Chowdhuri
Mr. P. Weeks

The Special Meeting of the Directing Council was called to discuss the reasons for terminating Mrs. Molla, the former librarian. The opinion of the Directing Council regarding a request from the people of Baghra Bazar to open a sub-station was also solicited.

TERMINATION OF MRS. MOLLA

Dr. Rahaman asked Dr. Curlin, Library Officer, to give the reasons for terminating Mrs. Molla, Dr. Curlin recalled from memory the problems associated with the Library and Mrs. Molla from 1965 until Mrs. Molla's recent termination. The difficulties described included Mrs. Molla's inability to communicate clearly with NIH. She was also absent from work for long periods of time and periodically only able to work part time. She was unable to work with sub-ordinates. Dr. Curlin asked that Mr. A.F. Chowdhuri, Personnel Officer, let the Chairman read his (Dr. Curlin's) letter addressed to Dr. Verwey giving the reasons for hiring a new librarian for CRL (letter attached). The Chairman also read Mrs. Molla's letter of November 1975 sent from India requesting 3 weeks sick leave.

After a thorough discussion, the Chairman stated the conclusions of the members of the Directing Council as being that "the Directing Council reviewed this case at the request of the Director (CRL) as a special case and without setting a precedent. We (the Directing Council) see no reason to —"

intervene, nor reason to change the way the Director operates and wish to leave these decisions at his discretion per the by-laws that have been established for the Laboratory."

The Directing Council recommended that the Director should investigate to determine if more formal procedures for future disciplinary problems are required to assure adequate justice for all personnel.

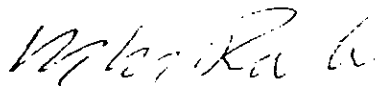
REQUEST FOR A CHOLERA SUB-STATION AT BAGHRA BAZAR

Dr. Rahaman read a petition from the people of Baghra Bazar requesting CHL to establish a sub-station at Baghra Bazar.

Dr. Rahaman and Dr. Curlin pointed out that Baghra Bazar is outside the Matlab field test area and it would not be feasible to establish another sub-station. It was also pointed out that to reach Baghra Bazar during most of the year, the ambulance speed boats would have to cross a large body of water which would be unsafe.

The Directing Council appreciated the initiative shown by the people of Baghra Bazar to get better medical care for themselves but felt that this was not a request that CHL could grant. Members at the meeting agreed that this was something the Ministry of Health (Preventive) would be interested in. Dr. Rahaman said that he would approach the Director, Health (Preventive) to see what could be done by the Ministry of Health to establish medical care for the people of that locality.

Respectfully submitted,



M.M. Rahaman, M.B.B.S., M.Sc.,
Ph.D., Acting Secretary

CHOLERA RESEARCH LABORATORY

DIRECTING COUNCIL MEETING

FEBRUARY 18, 1976

Minutes

Members present : Dr. Mostagul Huq
Dr. A. Q. Khan
Mr. H.A. Moisleley
Mr. M.A. Jordan
Mr. J.O. Hill
Dr. W.F. Verwey
Mr. M. Shahabuddin
Mr. P.O. Weeks

Dr. Huq called the meeting to order at 11.15 a.m. The minutes of the last meeting were reviewed and accepted without change.

1. TECHNICAL COMMITTEE REPORT

Dr. Verwey read a draft letter addressed to the Chairman of the Technical Committee, acknowledging the receipt of the Technical Committee's Report. Dr. Huq pointed out that Dr. Monsur's name was not mentioned in the committee's report. All members of the Directing Council agreed that Dr. Monsur's contribution in keeping the laboratory operating during the interim period should have been mentioned in the report. Dr. Verwey was asked to draw attention to this in the letter of acknowledgment to the Chairman of the Technical Committee.

Some criticisms in the Technical Committee's report were discussed, however, it was pointed out that it was the duty of the Technical Committee to be critical of our research work as they understood it to be. The members concluded that the Technical Committee are advisors to the Cholera Research Laboratory and as such CRL is not bound by the Technical Committee Report, but that the laboratory should give serious thought to the comments that were made.

2. CRL WORKING BUDGET FY - 76

While reviewing the updated working budget for FY - 76 Dr. Verwey pointed out that \$ 167,500 included under the heading Personal Services is the amount needed to bring the Severance Pay account up to date. It was mentioned that this money is available because of additional contributions from Australia, United Kingdom, Canada and the Contraceptive Distribution contract. Also the in-ability to recruit expatriate personnel provided additional unutilized funds. Therefore, these additional and un-expended funds could be used to make up the deficit in the Severance Pay account. Mr. Hill said that it is unlikely that the U.S. Government would allow the use of these funds in this manner, and that if and when a project is terminated, they (U.S. Government) usually provides termination funds to take care of all past liabilities. It was advised that the budget be reworked and a copy sent to all members for a mail vote of acceptance.

3. BUDGET FOR THE "FIFTH QUARTER"

Due to the U.S. Government changing the date of its fiscal year, it was necessary to prepare a budget for an additional quarter. The new fiscal year will begin on October 1, instead of July 1. The budget for the fifth quarter (covering period from July 1, 1976 through September 30, 1976) will be sent to all members and a mail vote will be taken for acceptance.

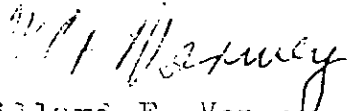
4. CUSTOMS CLEARANCE

Dr. Verwey informed the members that the U.S. General Services Organisation has sent word to CRL that it would not be able to clear the personal effects of expatriates at CRL any longer. GSO said that due to its "non - governmental" status that CRL would have to do its own clearing and forwarding. Mr. Hill said he would look into this matter and report back to the Directing Council.

5. CONSTRUCTION AT MATLAB

Dr. Verwey reported that CRL has inquired from CAKE Bangladesh about the possibilities of their providing CRL with one of their pre-fabricated buildings. CAKE has said that they could provide a building approximate 50 ft. x 20 ft at a cost of approximately \$ 5000.00. Dr. Verwey said that once the estimate was firm he would send the proposal to the members of the Directing Council asking for their approval by mail vote to use money for the building from the Capital Reserve Fund.

Respectfully submitted


Willard F. Verwey, Secretary
Directing Council

DIRECTING COUNCIL MINUTES

December 2, 1975

Minutes

Member present: Dr. Mostaqul Huq, Chairman,
Dr. A. Q. Khan
Messrs. H.A. Moisley, M.R. Jordan
and J.O. Hill
Dr. W.F. Verwey present as Secretary

Dr. Huq called the meeting to order at 4 p.m. The minutes of the last meeting were reviewed. The motion was made to accept the minutes as they stood. The motion was seconded, voted on and passed.

1. Report by the Director of meetings with representatives of NIH and AID in Washington. Dr. Verwey reviewed the history of the responsibility and funding interrelationships between the NIH and the AID as they had existed from the pre-independence period and pointed out what he considered to be the basis for certain misunderstandings between the two agencies in regard to CRL.

Dr. Verwey came away from the meetings in Washington, optimistic that the Cholera Research Laboratory would be funded without unusual difficulties through fiscal year 1977, but he felt the question of what would happen on the renegotiation of the ProAg is yet to be determined. While in Washington Dr. Verwey was asked by AID to prepare a five year program for the Cholera Research Laboratory. Dr. Verwey was told that the five year program would be reviewed by the AID, Research Advisory Committee (RAC). AID asked that the first draft be completed in three months after Dr. Verwey's return to Dacca. Dr. Verwey pointed out that in medical research it is extremely difficult to prepare a step by step program which would give a known result when applying specific inputs. Dr. Verwey made it clear at the meeting that the first draft would be sent to NIH first for their review, after which, NIH would present it to AID Washington. This would happen only if it had NIH backing.

Dr. Verwey concluded the discussion by saying that CRL is in a critical stage of its operation. Since the net result appears to be that AID is taking more of a hand in program as well as financing and that NIH procedures and AID procedures are quite different and the people involved have quite different backgrounds, one of the major problems will be the expression of CRL in a manner that will be understood by AID officials who, as Mr. Jordan had previously indicated, are more used to other types of projects.

2. The establishment of bank accounts in Australia and Canada. The Australian Government has given 50,000 Australian dollars to the Cholera Research Laboratory. The Canadian account is for I.R.D.C. funds for the Teknaf Project.

The Royal Bank of Canada contract for establishing the new account requires a motion on the part of the Directing Council to open the account. A motion was made to establish the two accounts and for Dr. Verwey to be the signatory of the accounts. The motion was seconded, voted on and passed.

3. Current financial status of the Laboratory. Dr. Verwey said that the laboratory is through one-third of the year and is within its budget. The rate of spending is satisfactory although we do expect the spending rate to go up. The Council was informed that the CRL Administrative Division was preparing an operating budget and once it is completed it would be sent to the Directing Council.

4. Cholera Epidemic. Mr. Jordan asked if the Cholera Epidemic was under control. Dr. Verwey replied that it had dwindled to almost nothing in Dacca but that it is continuing in Matlab. Dr. Verwey pointed out that it was the second most severe epidemic CRL had witnessed and that it was succeeded only by the one in 1974.

5. Capital Reserve Fund. At a previous meeting Mr. Jordan and Mr. Hill had stated that USAID funds could not be used for construction. At this meeting Dr. Verwey raised the question that if AID funds could not be transferred to the Capital Reserve Fund, this fund would not be able

to support the capital development of CRL as was the obvious purpose of the fund. Mr. Hill stated that AID funds could be used for construction if they had been included in an approved budget for CRL. However, since this is not the case for this year's budget, they cannot be used. Dr. Verwey then proposed that the Directing Council consider taking the BDG portion of the carryover from FY75 and putting this to the Capital Reserve Fund. The possibility of applying some or all of the FY75 carryover to the shortage in the severance pay account of CRL was discussed. It was decided that since the shortage in the severance pay account is almost equal to the amount of the carryover funds, any significant contribution to the severance pay account at this time would almost eliminate the carryover that will most likely be needed as a buffer during the signing period of the next project agreement amendment. A motion was made to transfer from the FY75 carry-over funds an amount equivalent to the Bangladesh share of these funds, the precise amount of money to be calculated on the basis of the proportion of cash contribution by AID and Bangladesh under the Project Agreement and Amendments in force during FY1975. The motion was seconded, voted on and passed. The specific formula stated in the above motion is considered adequate to provide the necessary auditing information for this transaction.

6. Proposal by Dr. Dertick Rowley. Dr. Verwey informed the Directing Council that he had received a proposal from Dr. Rowley which in essence suggested the Immunology Branch of CRL provide general immunology training and service to Bangladesh and be under the immediate direction of immunologists from Australia, although remaining under the general direction of the Director of CRL. It was further proposed that this be an identifiable sponsoring activity of the Australian government on behalf of Bangladesh. Dr. Verwey stated that he had reacted unfavorably to this suggestion in a communication to Dr. Rowley because he considered this to be a fragmentation of CRL and would carry implied privileges of priority for Australian investigators in the use of the Immunology Branch at a time when he was attempting to draw CRL into a more tightly organized intercooperating organization. In subsequent correspondence

it was suggested that the consideration of this subject be delayed until the time of the Technical Committee when direct discussions could occur, possibly with the participation of representatives of BDG and others.

7. Labour Suit. Dr. Verwey informed the members that the Cholera Research Laboratory was being sued by a former employee who was discharged "For Cause". The Directing Council was told that the matter had been turned over to the lawyers representing CRL and that they were to take whatever action is necessary. Mr. Jordan asked if the BDG had been informed. Dr. Verwey said they had not but that he would do so. Dr. Huq asked if the person was discharged according to CRL regulations. Dr. Verwey said that he was.

Mr. Jordan made the motion that the meeting be adjourned. The motion was seconded, voted on and passed.

Respectfully submitted

Willard F. Verwey
Willard F. Verwey, Secretary
Directing Council.

DIRECTING COUNCIL MINUTES

August 14, 1975

Minutes

Members present: Dr. Mostaqul Huq, Chairman, Messrs. H.A. Moisley, M.R. Jordan and J.O. Hill
Dr. W.F. Verwey present as Secretary
Mr. Md. Shahabuddin, Head, Administrative Division, present as an observer and an advisor

1. The Secretary announced that Dr. Mostaqul Huq, Director of Health Services (Preventive) of the Government of the People's Republic of Bangladesh had been designated as the new Chairman of the Directing Council, and Mr. J.O. Hill, Acting Management/Finance Officer of the United States Agency for International Development had been designated as a representative of the United States replacing Mr. Hilary Cunningham who has left Bangladesh for other assignment.

2. In accordance with the Bylaws it was announced for recording in the minutes that the following items had been approved by mail vote since the time of the previous meeting:

- a. Amendment to the NIH-CRL Agreement
- b. The proposed Cost Reimbursement Contract with USAID concerning the contraceptive saturation study to be carried on by CRL
- c. The awarding of electrical supply contract to National Builders (In regard to this contract the Secretary announced that even though it had been approved by the D.C., all tenders, including this one, were refused when shopping comparisons revealed that all bids had been set well above market price in anticipation of government taxes which were not levied in the new budget. New bids will be invited.)
- d. The awarding of an employee end-of-year bonus equivalent to one month's salary.
- e. The acceptance of a grant from the International Development Research Centre of Canada in support of shigellosis studies in Teknaf.

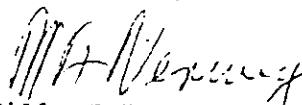
3. The proposed working budget for Fy76 was reviewed. It was pointed out that this budget was prepared only as a working paper in the absence of specific information concerning funds that would be available from other organizations including USAID. This budget provided for the awarding of an allowance of 30% of base wages and fringe benefits to senior officers. The Secretary requested approval for the immediate institution of this allowance. He further stated that it would be called a Dearness Allowance, and Mr. Shahabuddin provided evidence that an allowance of this name in the approximate amount proposed (and even larger amounts) was in use in other organizations. After much discussion a motion was made that a Dearness Allowance of 30% of base wages and fringe benefits to senior officers be put into effect immediately. It was passed by a majority vote, with one abstention. The person abstaining stated that, although he was in

favor of the allowance, he did not believe that it should be awarded until the financial position of CRL was more definite. (The morning following this meeting the Government of Bangladesh was overthrown. Because of this, and the possibility that this might delay the negotiation of the Project Agreement Amendment for Fy76, steps to activate the award of the Dearness Allowance were not taken by CRL. However, a few days later the new BDG was recognized by USG, and AID received a cable authorizing AID (Dacca) to proceed with the amendment of the Project Agreement. The amounts stated in the telegram for eventual receipt by CRL in Fy76 were in sufficiently close agreement with the estimations on which the working budget had been prepared that the awarding of the Dearness Allowance was authorized by the Director of CRL, and the employees receive this allowance retroactive to 1 July 1976 at the end of August payroll period.)

4. The Secretary stated that he had been informed that an effort was being made to interest various institutes within the NIH as well as other foundations and organizations in the potential facilities and possible use of CRL with the objective of developing a broader base of support for this institution. There will be a meeting in Bethesda, Maryland, on October 31, 1976, and it is planned that Drs. Verwey and Curlin will attend this meeting to present information about the Cholera Research Laboratory.

5. The year-end financial report for the Cholera Research Laboratory that was complete except for certain figures to be provided by the NIH on non-PASA expenses and the "13th month" PASA expenses was presented for information. This report indicated that the Laboratory would finish Fy75 with a relatively significant carryover of funds created primarily because of the occurrence of taka devaluation. The precise amount of this carryover is not known. However, the Secretary called the attention of the Directing Council to the future need of expansion of laboratory space in Matlab, storage space in Dacca, that activities of CRL now are carried on in borrowed space and that the outpatient unit cannot operate indefinitely in tents. In his opinion it was desirable to build up the Capital Reserve Fund in preparation for some further construction in the relatively near future. No decisions concerning this problem were made at this meeting.

Respectfully submitted



Willard F. Verwey, Secretary
Directing Council

DIRECTING COUNCIL MEETING MINUTES

April 14, 1975

Minutes

Members present: Drs. K.A. Monsur, Mostaqul Haq and M.G. Muazzam,
Messrs. H.A. Moislely, M.R. Jordan and
H.J. Cunningham
Dr. W.F. Verwey present as Secretary

1. Various aspects of the Proposed FY76 Budget were discussed.

- a. It was the consensus of the Council that upward adjustments in wages for Bengalee employees should be made in view of the high rate of inflation in Bangladesh. It was agreed that if possible any increase beyond promotions and annual increments should be given in the form of allowances. If allowances are possible under the final budget, the Director will recommend a specific proposal to the Directing Council.
- b. The need for a clinical-research oriented physician on the staff of CRL was discussed and agreed to. The Council emphasized that, although provision for an American physician was included in the budget, a suitable physician from any other country including Bangladesh itself should be considered.
- c. The need for a staff assistant to the Director was discussed and agreed to, and although this position is included in the budget as a person coming from the United States, the Directing Council requested that efforts be made to obtain such a person locally or from some other country. Mr. Moislely agreed to make inquiry in the U.K. regarding the possibility that this position might be supported by U.K.
- d. Mr. Jordan requested that when the budget is placed in final form it should include the In Kind contribution made by the Government of Bangladesh.
- e. The Directing Council members present gave their unanimous approval to the Proposed FY76 Budget request as presented by the Secretary and directed that it be transmitted to AID-Washington and the National Institutes of Health.

2. The Directing Council approved the creation of a position for an additional physician in the Cholera Research Laboratory and approved the creation of a position of Staff Assistant to the Director.

3. The Secretary stated that he planned to discuss with the Squibb Pharmaceutical Company of Bangladesh the possibility of their assisting in the development of an oral rehydration salt-glucose mixture for research study by CRL. He also stated that Squibb had proposed that CRL undertake to do the oral safety testing on Squibb's oral products. Since this seems to be an arrangement whereby both Squibb and CRL obtain services from the other that they cannot provide for themselves, the Director stated that he proposed to enter into this agreement. No money will change hands. The Director stated that he was bringing this to the Directing Council because it involved a local commercial organization and, therefore, might be questioned from the standpoint of propriety. The Directing Council registered no objection to this activity.
4. In accord with a prior request made to the Director, Mr. Y. Syeed, President of the Staff Welfare Association, was presented to the Council. Mr. Syeed stated that he had several things to bring to the attention of the Council concerning the need for improvement in the economic and social state of CRL employees. The Chairman of the Directing Council requested that Mr. Syeed place his statements in writing and stated that they would be considered at the next meeting of the Directing Council.
5. The remainder of the proposed Rules and Bylaws as given in Draft No. 3 were reviewed and approved with minor changes as recorded in the official copy, with the exception of Item 7 under "Personnel Management". It was agreed that this section in the Rules and Bylaws would be considered at the time when CRL personnel policies and personnel regulations were presented for approval.
6. The Directing Council took recognition of the fact that the Chairman would be leaving Bangladesh prior to the Directing Council's next meeting and expressed their thanks for his very important contributions and best wishes for his future activities.

Respectfully submitted,

Willard F. Verwey, Secretary
Directing Council

DIRECTING COUNCIL MEETING


April 8, 1975

Minutes

Members present: Drs. K.A. Monsur, Mostaqul Haq and M.G. Muazzam,
Mr. H.J. Cunningham
Dr. W.F. Verwey present as Secretary

1. Minutes of the January 7, 1975, Directing Council meeting were approved as written. In reply to a question concerning the losses to CRL should devaluation occur, the Secretary stated that CRL is now pooling takas from all accounts, making it possible to decrease the size of the advances requested from AID, and that future requests for advances will be for takas. Mr. Cunningham was requested to give a more complete report on this at another meeting.
2. The selection of an Acting Chairman of the Directing Council when the Chairman leaves will be covered in the Rules and Bylaws.
3. Proposed Rules and Bylaws - Following discussion, the section entitled "Meetings of the Directing Council" was formally approved as altered in the Secretary's copy, designated as Official Copy. Following the discussion on "Grants, Contracts and Agreements", this section was formally approved, as altered in the Secretary's copy. Only a portion of the section entitled "Personnel Management" was approved. It was agreed that the last two sentences under No. 5 should be eliminated. The Secretary requested that discussion of the Rules and Bylaws be discontinued after No. 6.
4. Proposed FY76 Budget - The Secretary outlined the basic ideas employed in its preparation. Materials, Supplies and Equipment were kept to a minimum so that the local budget, as it applies to Personnel Salaries could be increased as much as possible. The Secretary also advised that the Laboratory was planning to make greater use of other country contributions to CRL than has been possible this year.

Respectfully submitted,


Willard F. Verwey
Director of CRL and Secretary
of the Directing Council

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DIRECTING COUNCIL MEETING
January 7, 1975
Minutes

Members present: Dr. K.A. Monsur, Mr. H.A. Mosley, Mr. M.R. Jordan, Mr. H.J. Cunningham
Dr. W.F. Verwey present as Secretary

1. Minutes of the October 29 Directing Council meeting were approved.
2. The FY74 Financial Report was distributed to the members. The Director stated that the FY74 finances of CRL had been audited with a satisfactory report and no suggestions for corrections or changes. Appendix VIII and IX of the FY74 Financial Report will be marked to make it clear that the BDG contribution indicated under "Other Support" was "contribution in kind". These marked copies will be distributed to the members of the Directing Council and will be held in the CRL office for further distribution.
3. Mr. Jordan reported that AID (Dacca) had received preliminary notification that the allocation for CRL will be increased by \$400,000. When official authorization to AID (Dacca) is forthcoming they will advise the Secretary of the Ministry of Health and Family Planning and make arrangements for an amendment to the Project Agreement.
4. The Director provided members of the Directing Council with an updated budget estimate including all current estimates of income and expenditure including the \$400,000 mentioned above. The following are the salient figures:

	<u>Dollars</u>	
	<u>Local</u>	<u>Foreign</u>
Estimated Expense	1,439,160	494,164
Estimated Income	<u>1,493,446</u>	<u>424,000</u>
Difference	+54,286	-70,164
Total Expense	1,933,324	
Total Income	<u>1,917,446</u>	
Difference	-15,878	
FY74 Expense	1,561,597	
FY75 Increase	715,055	(58%)

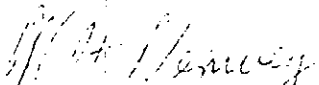
5. The possibility of serious losses to CRL resulting from the devaluation of the taka was discussed. Mr. Cunningham volunteered to examine this matter with Mr. Hill of AID (Dacca) with the objective of exploring ways of avoiding losses if devaluation should occur.

6. A report by Mr. James Howard of OXFAM concerning the inoperative condition of the sewage system at Matlab was presented. He strongly recommended that the entire system be replaced from the hospital outward according to a plan developed by himself and Mr. Tucker, Head of CRL Maintenance Division. The sewage processing unit to be employed in this replacement would be the OXFAM unit which was experimentally tested at CRL during the last three months. It was estimated that in addition to piping and equipment already on hand at CRL, piping and fixtures would be required costing approximately £1,995 delivered, and the construction was estimated at a local cost of about \$767. A motion was made, seconded and carried that the system would be installed. The required piping and fixtures will be ordered from the U.K.
7. Dr. Verwey announced that a new 5 x 30 PABX telephone switchboard had been made available to CRL by the Bangladesh Telegraph & Telephone Department. This switchboard and its installation will cost Taka 60,670. The Council voted unanimously to authorize the use of capital reserve funds for the payment of this sum.
8. The results of the current cholera toxoid field trial were summarized as being essentially negative, and it was announced that Drs. Curlin and Verwey have been requested to attend a meeting at the National Institutes of Health, Bethesda, on January 22 to discuss future plans in regard to field trials. In consideration of the negative results of the current field trial, it can be safely predicted that there will be much discussion considering the nature of future activities in cholera research that will involve CRL. The consensus of comment by the various Council members was to the effect that the mission of CRL under the current Project Agreement was for activity in the area of cholera and other diarrheal diseases, and even beyond this to other medically significant problems, and was in no sense limited to the toxoid program. It was pointed out that the area for CRL activities would be a subject for Technical Committee consideration when this committee met beginning February 24.
9. Draft copies of an agreement defining the conditions for cooperation between scientists of the Johns Hopkins University Center for Medical Research (JHUCMR) and CRL were distributed to members of the Council. A collateral agreement in draft form was also distributed that defined the

conditions under which JHUCMR maintenance would be performed by CRL. After some discussion, the Chairman directed that both of these drafts be tabled pending revision of the agreement between the Government of the People's Republic of Bangladesh and the Johns Hopkins University Center for Medical Research.

10. The Director reported to the Council that, although the cholera epidemic was essentially over, hospital admissions were still quite heavy and that outpatient operations have gradually increased to the point where OPD is becoming a serious and expensive problem. Whereas last year's attendance was approximately 32,000, it is possible that this year's attendance will exceed 55,000. It was stated that the operational problems of the OPD were being studied with the objective of decreasing costs and improving the physical efficiency of the unit. A discussion of possible sources of supporting funds ensued, but no conclusions were reached and no definitive action was taken.
11. Proof samples of a proposed new letterhead for CRL were examined and approved.

Respectfully submitted,


Willard F. Verwey, Sc.D.
Director of CRL and Secretary
of the Directing Council

WFV:rgc

DIRECTING COUNCIL MEETING
October 29, 1974
Minutes

Members present: Dr. K.A. Monsur, Dr. W.F. Verwey, Mr. Mostaqul Huq and Mr. M. Jordan

1. Minutes of the last Directing Council meeting were approved.
2. It was reported by the Director that the UK High Commissioner had expressed the willingness of the United Kingdom to participate in the affairs of the Cholera Research Laboratory. The following motion was passed: The Directing Council invites the United Kingdom to designate a representative to serve as a member of the Directing Council of the Cholera Research Laboratory.

The Director was instructed to notify the Ministry of Health and Family Planning of the government of Bangladesh of the above action and to request an appointment of an additional representative of Bangladesh, to maintain the Bangladesh majority on the Directing Council as required by the terms of the Project Agreement.

3. The Director reported that the National Institutes of Health had tentatively designated February 24-28, 1975 as the time for the meeting of the Technical Committee at the Cholera Research Laboratory, and that invitations to nominate Technical Committee members had been extended to the governments of Bangladesh, United Kingdom and Australia. It was also reported that there would be a joint meeting of the Directing Council and the Technical Committee, sometime during the above mentioned period. While the scheduling of events during the Technical Committee meeting period is the prerogative of the Technical Committee, the suggestion of February 27 for the joint meeting was approved. Up to the present, no official word of the membership of the Technical Committee has been received. Dr. Verwey was requested to send the name of the nominee of the government of Bangladesh to the Technical Committee to Dr. Dorland Davis, when this name is received from Dr. Monsur.
4. The composition and functions of the Clinical Investigation Committee were discussed. Since this committee, which is required by the terms of the Project Agreement, has protocol review functions that overlap somewhat with those of the

Bangladesh Medical Research Council, it appears double review of CRL protocols would appear to be required currently. It was agreed that the Director would attempt the development of a Clinical Investigation Committee having a membership that would be satisfactory both to meet the requirements of the Project Agreement and to be satisfactory to the Bangladesh Medical Research Council so that a single protocol review would be possible.

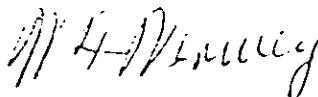
5. The Directing Council reviewed a proposed upward revision of the wage scale for CRL employees. A motion was passed approving the activation of this wage scale, to become effective retroactively to July 1, 1974.

Informational reports by the Director:

- A. The proposed budget approved by the Directing Council has been reviewed by USAID and USNIH representatives and has been accepted with minor revisions in the Foreign Currency section, as the working budget for CRL. A shortfall of several hundred thousand dollars between this budget and estimated income still exists and AID/Washington is studying various means of remedying this problem. However, AID/Washington has re-emphasized their request that CRL make every effort to urge additional contributions by other participating governments to assist in handling this shortfall.
- B. The government of Australia has officially informed CRL that their contribution to CRL for this fiscal year will be \$A50,000 in terms of goods purchased in Australia. This includes items already requested but not yet received.
- C. Although the United Kingdom does not commit definite sums of money to individual projects in advance of specific requests, the First Secretary (Aid) of the High Commission, has agreed that budget planning for CRL could include an amount of £23,000 as a reasonable figure for the UK contribution to CRL operations. This would be primarily in terms of allotments for the purchase of equipment and supplies in UK, but would also include the UK contribution toward the salary of Miss Torrance, the Superintendent of the CRL hospital in Dacca.

- D. The Director reviewed the present state of the cholera epidemic situation and efforts to obtain additional funding to offset the costs of the present emergency. The government of Bangladesh has contributed an additional Tk 100,000 in cash and established a drawing account of Tk 100,000 for medical stores. The government of UK has indicated its willingness to establish purchasing account of £5,000 upon the request of BDG and this request is being processed through the Ministry of Health and Family Planning at present. The government of the United States through AID, has supplied six 30 bed hospital tents, airlifted in from England. Representatives of the government of USSR have contributed tetracycline and blankets. UNICEF has authorized the release of a variety of supplies from those in the BDG medical stores. Although these contributions are generous and appreciated, the funds and supplies so far promised, do not approach the real costs of this epidemic emergency.
- E. The FY'75 amendment to the Project Agreement was signed on October 29 by the Deputy Chief of Mission, USAID/Dacca and the Secretary, Ministry of Health and Family Planning of the government of Bangladesh.
- F. Dr. James Sprott of the Epidemic Intelligence Service of the Center for Disease Control of the United States Public Health Service has arrived to work with the CRL staff in epidemiological research for a period of 90 days.
- G. Discussions are under way between the Bangladesh Medical Research Council, the Asia Foundation and CRL concerning the role of the CRL library in the formation of the Bangladesh National Medical Library.

Respectfully submitted,



Willard F. Verwey, Sc.D.
Director of CRL and Secretary
of the Directing Council

MINUTES

Directing Council Meeting August 6, 1974 Cholera Research Laboratory

The meeting was called to order by the chairman, with all members present. In addition, the meeting was attended by Dr. George Curlin, past Interim Director of CRL and Mr. Edward J. Ploch, Program Officer, USAID.

1. The minutes of the meeting of June 11, 1974 were approved.
2. A proposed CRL budget, together with work sheets and explanatory material, had been sent to each Directing Council member, prior to the meeting. No requests for alteration of any of the material circulated, were made and Mr. Cunningham stated that items that could be checked against the factors used in Embassy budgeting, were in very good agreement.

Dr. Verwey then reviewed fund sources available or potentially available, to the laboratory. In this review the following facts became apparent:

- a.) If the USAID contribution is calculated at one million dollars and all of the other potential cash assets of the laboratory are used in Fy'75, the amount available would be very close to meeting calculated Fy'75 requirements. Such a funding method was considered to be very highly inadvisable.
- b.) If the actual and potential cash assets of the laboratory are used, except that the Bank of Bethesda account is drawn down by \$100,00 the laboratory would require approximately \$188,000 of additional funding, if all potential sources of income materialized and \$255,00 of additional funding, if none of the potential income materialized. Since all carry-over funds would have been used, certain grant money would not be available and inflationary forces are expected to continue, this would result in an even more critical shortage of funds in Fy'76 and 77.
- c.) The committee re-affirmed its position that sudden or drastic reduction of staff would produce a situation that would be hazardous to the operation of the whole hospital, laboratory complex.

The following motion was made: "The Directing Council of the Cholera Research Laboratory, approves the 'Proposed Fiscal 1975 Budget for the

Cholera Research Laboratory' and directs that it be submitted to the governments of the United States (AID and NIH), the People's Republic of Bangladesh (Ministry of Health & Family Planning) and to other interested countries and agencies, to secure the financing that is required. The Council further feels that the budget proposed is almost inescapable if the laboratory is to continue its mission as indicated in the Project Agreement." This motion was seconded and passed unanimously.

3. The Directing Council asked Dr. Monsur to make a formal request to the government of the People's Republic of Bangladesh to increase their contribution to the funding of CRL in FY'75.

Dr. Monsur, however, pointed out that in view of the financial crisis which the government of Bangladesh was now going through, there is very little likelihood of any additional financial support being available from this source.

Dr. Monsur also pointed out that the main shortfall of CRL budget was due to the reduction of U.S. contribution, which was substantially less as compared to what was provided in FY'70. He suggested that this fact be brought to the attention of the government of the United States (AID and NIH) pointing out that the laboratory is bound to face severe financial crisis, to the point of total breakdown, unless the U.S. government was prepared to finance it at least at the FY'70 level. This would be specially so in view of the high inflation which is now prevailing in Bangladesh.

4. The Director reported upon his contacts with Messrs. Gold and Moisley of the British High Commission, and Messrs. Flood and Miller of the Australian High Commission. While the representatives of both High Commissions indicated intentions to continue support of the Cholera Research Laboratory, neither High Commissioner seemed willing to talk in terms of specific participation in the affairs of the laboratory. Mr. Flood mentioned that 35,000 Australian dollars had been budgeted for CRL this year. The committee authorized the Director to continue his contacts and Mr. Jordan suggested that CRL request funds to finance local currency costs.

The relationship between CRL and the Planning Commission, in regard to funds from other countries, was discussed and Dr. Ataur Rahman indicated that it had been the Planning Commission procedure to consider funds for CRL apart from the relief and rehabilitation funds apportioned by the Planning Commission.

Minutes

Directing Council Meeting

Page Three

5. An initial draft of some rules and by-laws for CRL were provided to the Directing Council for their study. The Directing Council agreed that with the permission of the chairman, the Director could obtain necessary Directing Council action by mail vote, if this is required between meetings.
6. The following miscellaneous items were reported:
 - a.) Dr. James C. McLaughlin and family arrived in Dacca on August 2. Dr. McLaughlin is a microbiologist from the United States, who is a new contract employee and will be working under a two-year agreement.
 - b.) Dr. Robert Stone, Director of NIH; Dr. Howard Minners, Associate Director for Collaborative Research; Dr. Earl Beck, Chief of the Geographic Medicine Branch, National Institute of Allergy and Infectious Diseases and Dr. Nevin Scrimshaw, Head of the Department of Nutrition and Food Science, MIT, will be visiting the CRL, August 10 through 12. The Directing Council is invited to meet these gentlemen over lunch, on August 10 and at a reception given by the American Ambassador and Mrs. Davis E. Foster, the evening of August 12th.
 - c.) Dr. Curlin gave a brief summary of the progress on the cholera toxoid field trial, indicating that it was on schedule and that more than 80,000 persons had already received their initial immunizing dose.
 - d.) CRL has authorized the beginning of the shigellosis study in the Teknaf area and Dr. Mujibar Rahaman is directing the preparational work that is in progress.
 - e.) The Director called attention to the fact that the hospital in Dacca is seeing an increasing number of cholera cases, at present, when in prior years, few if any cases were seen at this time. While it is too soon to speak with certainty, the occurrence of an early epidemic may be a possibility.

Respectfully submitted,



W.F. Verwey, Sc.D., Director,
Cholera Research Laboratory and
Secretary of CRL Directing Council

CHOLERA RESEARCH LABORATORY DIRECTING COUNCIL MEETING NO.1

Held 11 June, 1974 at 2 p.m.

Those present: Dr. K.A. Monsur, Dr. Ataur Rahman, Dr. Mostaqul Huq, Mr. Michael R. Jordan, Mr. Hilary J. Cunningham, Dr. W.F. Verwey, Dr. George Curlin, Dr. Carl Miller - (all members of the Directing Council present.)

1. Dr. Monsur opened the meeting with introductions and an expression of the hope that this committee would be a working committee dedicated to the best interest of the Cholera Research Laboratory.
2. Dr. Verwey suggested a plan whereby at future meetings each member would be provided with a folder containing the agenda, copies of minutes of the last meeting, papers pertinent to the meeting and a copy of the Project Agreement. He further stated that a separate file had been established in the office of the Director of CRL for the affairs of the Directing Council. The location for future meetings was suggested to be the office of the Director of CRL for the time being, although the development of a separate office for the Directing Council, has not been eliminated.
3. Formation of a Clinical Investigation Committee: The Project Agreement calls for the formation of a Clinical Investigation Committee appointed by the Director of CRL. It would have the duty of reviewing laboratory protocols involving human experimentation to provide independent judgement on their safety, preservation of the right and welfare of the human subjects and assurances that the ethics of the country are being observed and the rights of its citizens protected. This committee should consist of not less than ten members, chosen from both professional and lay personnel. The Director asked for suggestions or nominations to this committee from the Directing Council as a means of assisting him in its appointment. The nomination of Bangladesh representatives in both the professional and lay areas was emphasized. It is hoped that a list of potential appointees can be completed by 1 July for use in consultation with the Director of NIH and representatives of participating nations.
4. Scientific Review and Technical Committee: Dr. Monsur announced that the government of Bangladesh has already submitted two names to him for consideration for appointment to the above committee. Although these names have been submitted to Mr. Jordan for transmission to NIH, Mr. Jordan has requested direct submission to the NIH by the Directing Council chairman. Although the appointment of the Scientific Review and Technical Committee is the prerogative of the Director of NIH, Dr. Verwey mentioned the names of Drs. John Craig and C.C.J. Carpenter as names that he would present, if his opinion were asked concerning American nominees.

5. Cholera Field Trial Protocol: The committee was informed that the protocol for the cholera toxoid immunization field trial, to be conducted this Fall, had been approved in the U.S. by a Clinical Review Committee of the Center for Communicable Diseases and by the U.S. Cholera Panel, but that no similar review had occurred in Bangladesh because of the unclear situation that has existed in regard to these matters, in the absence of the machinery established by the now existing Project Agreement. It was further stated that time is critical if the required schedule is to be met. Since the Research Council of the Ministry of Health is meeting on 27 June, efforts will be made to obtain approval or at least a statement of no-objection from that Council. This request will be initiated through the Chairman of the Directing Council with materials supplied by the Director.
6. The development of rules and regulations for the operation of CRL: It was agreed that the Director of CRL would develop a set of tentative rules and regulations for the consideration of the Directing Council.
7. Quarters under the control of the CRL: The Chairman reviewed some of the property controlled by CRL as well as certain additional locations which are currently used by CRL but are not considered to be officially within the control of the Laboratory. This discussion revealed some uncertainties concerning the property situation at Matlab and the Chairman will attempt to determine whether the government of Bangladesh plans to build a new Health Center in the Matlab area.
8. CRL current financial position: The Director presented a preliminary review of the financial position of the Cholera Research Laboratory as it is about to enter fiscal year 1975. Possible income was compared with probable necessary expenditures and the likelihood of a serious deficit was indicated. The Director requested all possible assistance from the Council in solving this problem. The Chairman authorized the Director to initiate contacts with representatives of the U.K. and Australia for the purpose of determining the probability of support from these sources in FY'75. The seriousness of the situation was underlined by the statement of Mr. Cunningham that the Economic section of the U.S. Embassy has estimated a possible 30% inflation rate for FY'75.
9. Future meetings: It was agreed that the next meeting would be at the call of the Chairman and would probably be in August or early September.

Respectively submitted,

W.F. Verwey
W.F. Verwey, Director
Cholera Research Laboratory
and Secretary CRL Directing Council

MEMBERS OF THE DIRECTING COUNCIL

<u>Bangladesh Government Representative</u>		<u>Year</u>	<u>Telephone</u>
Dr. M.A. Rahim Director of Health Services(Prev.) Government of Bangladesh House No.88, Road No.4 Dhanmondi Residential Area Dacca.	Chairman	1979	317783
Dr.Md. Shamsuzzoha Director Bangladesh Medical Research Council, (Institute of Public Health) Mohakhali, Dacca-12	Member	Jan.1978	300992
Dr. Yousuf Ali Professor of Medicine Dacca Medical College Dacca.	Member	Oct.1976	254171
<u>United States Government</u>			
Mr. Charles R. Gurney Chief, Health & Population Division, USAID Dacca.	Member	Sept.1977	256010
Dr.F. James Levinson Chief, Food & Nutrition Division USAID Dacca.	Member	Oct.1977	256010
<u>U.K. Government Representative</u>			
Mr. G.A. Williams First Secretary British High Commission	Member	Aug.1977	243251

PRESENT
MEMBERS OF THE CRL DIRECTING COUNCIL

<u>Bangladesh Government Representative</u>		<u>From/Year</u>	<u>Telephone</u>
Dr. Mostaqul Huq Director of Health Services(Prev.) Government of Bangladesh Dacca.	Chairman	June 1974	256558
Dr. Md. Shamsuzzoha Director Bangladesh Medical Research Council (Institute of Public Health) Mohakhali, Dacca-12	Member	Jan. 1978	300992
Dr. Zakir Hossain Chief, Health & Population Control Government of Bangladesh Sher-e-Bangla Nagar Dacca.	Member	Mar. 1976	315289
Dr. Yousuf Ali Professor of Medicine Dacca Medical College Dacca.	Member	Oct. 1975	254171
<u>United States Government</u>			
Mr. Charles R. Gurney Chief, Health & Population Division USAID, Dacca.	Member	Sept. 1977	256010
Dr. F. James Levinson Chief, Food & Nutrition Division USAID, Dacca	Member	Oct. 1977	256010
<u>British Government</u>			
Mr. Michael C. McCulloch First Secretary British High Commission Dacca.	Member	Mar. 1976 <u>Aug 1977</u>	243251
Mr. G. A. Williams First Secretary British High Commission	Member	Aug. 1977	243251

CRL
MEMBERS OF THE DIRECTING COUNCILS

November 1976

Bangladesh Government Representative

Phone

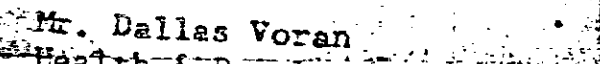
Dr. Mostaqul Huq Director of Health Services (Prev.) Government of the People's Republic of Bangladesh 104/105, Motijheel Commercial Area Dacca-2	Chairman	256558
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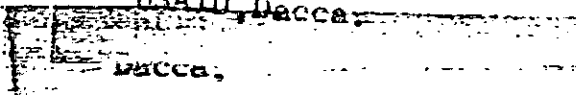
Dr. Abdul Quader Khan Director, Institute of Epidemiology, Disease Control & Research, (Malaria Mohakhali Institute) Dacca-12	Member	302837
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Dr. Zakir Hossain Chief, Health & Population Control Planning Commission Government of the People's Republic of Bangladesh Sher-e-Bangla Nagar, Dacca.	Member	315289
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Dr. Yosuf Ali Professor of Medicine Dacca Medical College Dacca.	Member	254171
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U.S. Government Representatives

 Mr. Dallas Voran Health & Population Division USAID, Dacca.	Member	256010
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 Mr. Leighton Everson <i>Mr. W. T. Oliver</i> Budget & Accounts Officer USAID Dacca.	Member	256010
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U.K. Government Representative

Mr. Michael C. McCulloch First Secretary (Aid) British High Commission Dacca.	Member	24325
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PRESENT
MEMBERS OF THE CRL DIRECTING COUNCIL

Bangladesh Government Representative

Dr. Mostaqul Haq
 Director of Health Services (Prev.)
 Government of Bangladesh
 Dacca.

Chairman

From/Year

June 1974

Telephone

256558

Dr. Abdul Quader Khan
 Director, Institute of Epidemiology,
 Disease Control & Research,
 Government of Bangladesh
 Mohakhali, Dacca-12

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 USAID, Dacca

Member

Sept. 1977

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Mr. W.T. Oliver
 USAID
 Dacca.

Member

July 1977

256010

British Government

Mr. Michael C. McCulloch
 First Secretary
 British High Commission
 Dacca.

Member

Mar. 1976

243251