

INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH,  
BANGLADESH

REPORT OF THE  
BOARD OF TRUSTEES MEETING

17-19, JUNE, 1986

1/BT/JUNE 86

AGENDA

BOARD OF TRUSTEES MEETING

17-19 JUNE, 1986

1. Approval of Agenda - 1/BT/JUNE.86
2. Approval of Draft Minutes of Board Meeting November 1985 - 2/BT/JUNE.86
3. Director's Report- Presentation of 1985 Annual Report. - 3/BT/JUNE.86
4. Report of Programme Committee - 4/BT/JUNE.86
  - (a) Ethical Review Committee
  - (b) Policy on Contacts with Industry
  - (c) Research Plans
  - (d) Status of External Review Plans
5. Resources Development Report - 5/BT/JUNE.86
  - (a) Donor Consortium
  - (b) UNCDF Project Matlab
6. Report of Executive Committee -
7. Finance Committee Report - 7/BT/JUNE.86
  - (a) FY1985 Audit Report
8. Personnel & Selection Committee Report. - 8/BT/JUNE.86
9. Nominations of Trustees - 9/BT/JUNE.86
10. Election of Chairman of the Board- Membership of Committees of the Board.
11. Dates of Next Meeting
12. Miscellaneous.

DRAFT PROGRAMME

Tuesday, 10 June

Board Members arrive in Dhaka

Wednesday, 11 June

Choose from following activities

Finance Committee Meeting  
Free discussions with staff  
Visit Matlab  
Visit Extension Projects (would involve 11-13 June incl.)

Thursday, 12 June

Programme Committee Meeting  
Finance Committee Meeting (if not completed on 11th)

Friday, 13 June

Programme Committee Meeting continues  
3pm Personnel & Selection Committee Meeting

Saturday, 14 June

Programme Committee Meeting concludes  
Personnel & Selection Committee Meeting (if not completed on 13th)

Sunday, 15 June

Report writing for the 3 Committees

Monday, 16 June

Report writing for the 3 Committees

Tuesday, 17 June

= **Board Meeting**

The morning session will be "open" with donors welcomed. Following luncheon the meeting will be "closed".

- |                     |   |   |
|---------------------|---|---|
| 8.30 am - 9.00 am   | - | Opening of meeting<br>Speech by Hon. Minister of Health,<br>Government of Bangladesh. |
| 9.00 am - 9.15 am   | - | Approval of Agenda  |
| 9.15 am - 10.15 am  | - | Director's Report - Presentation of<br>1985 Annual Report                             |
| 10.15 am - 10.30 am | - | <b>Tea</b>  |
| 10.30 am - 11.30 am | - | Programme Committee Report  |
| 11.30 am - 11.45 am | - | Financial Statement (Receipts &<br>Expenditures)                                      |
| 11.45 am - 12.30 pm | - | Resources Development Report  |
| 12.30 pm - 2.00 pm  | - | <b>Lunch</b>  |
| 2.00 pm - 2.30 pm   | - | Approval of Draft Minutes of Board<br>Meeting November 1985                           |
| 2.30 pm - 3.30 pm   | - | Report of Executive Committee   |
| 3.30 pm - 3.45 pm   | - | <b>Tea</b>  |
| 3.45 pm - 5.00 pm   | - | Closed Discussion on Personnel &<br>Selection Committee Report                        |

Wednesday, 18 June

- |                     |   |   |
|---------------------|---|---|
| 8.30 am - 9.30 am   | - | Closed discussion on Director's Report            |
| 9.30 am - 10.15 am  | - | Closed discussion on Programme Committee Report   |
| 10.15 am - 10.30 am | - | Tea   |
| 10.30 am - 11.30 am | - | Closed discussion on Programme Committee Report   |
| 11.30 am - 12.30 pm | - | Finance Committee Report                          |
| 12.30 pm - 2.00 pm  | - | Lunch   |
| 2.00 pm - 3.30 pm   | - | Closed discussion on Finance Committee Report     |
| 3.30 pm - 3.45 pm   | - | Tea   |
| 3.45 pm - 5.00 pm   | - | Closed discussion on Resources Development Report |

Thursday, 19 June

- |                     |   |   |
|---------------------|---|---|
| 8.30 am - 9.00 am   | - | Staff Welfare Association   |
| 9.00 am - 10.00 am  | - | Decisions on Personnel & Selection Committee Report                   |
| 10.00 am - 10.15 am | - | Nominations of Trustees   |
| 10.15 am - 10.30 am | - | Tea   |
| 10.30 am - 11.00 am | - | Election of Chairman of Board - Membership of Committees of the Board |
| 11.00 am - 11.30 am | - | Dates of Next Meeting   |
| 11.30 am - 12.30 pm | - | Miscellaneous   |

2/BT/JUNE. 86

MINUTES OF THE MEETING  
OF THE BOARD OF TRUSTEES, ICDDR,B  
26-28 NOVEMBER, 1985

LIST OF CHANGES MADE TO THE DRAFT MINUTES AFTER CIRCULATION TO  
BOARD MEMBERS

Page 10

Second paragraph - the second sentence now reads "The results will be known only after the code will have been broken, by the middle of 1986, in common agreement with WHO."

- the "original" third sentence has been deleted.

Page 12

Second paragraph, line 7 - ", from WHO," has been added after "Dr Nate Pierce".

Third paragraph, last line - "and the Director is to be congratulated" has been changed to read "in great part due to the efforts of the Director."

Page 14

Second paragraph, last line - " for collaboration with industry " has been added between "document" and "should".

Page 15

Second paragraph, lines 6 & 7 - have been changed to read "Dr Merson's suggestion that the Centre not accept money for testing a particular new drug but rather for support of particular".

Page 19

Second paragraph, first line - "other research institutions in third world countries" has been changed to read "other international programmes".

Minutes of the Meeting of the Board of Trustees, ICDDR,B held at  
Dhaka November 26-28, 1985.

Members Present : Mr M.K. Anwar  
Professor D. Bell - Chairman  
Professor R. Eeckels - Secretary  
Dr R. Feachem  
Maj. Gen. M. Shamsul Huq (for Opening Session Only)  
Professor J. Kostrzewski  
Professor L. Mata  
Dr M. Merson  
Professor D. Rowley  
Dr J. Sulianti Saroso  
Dr D.B. Sebina  
Dr Y. Takeda

Members Absent : Dr A.R. Al-Swailem  
Dr I. Cornaz  
Dr S. Joseph  
Mr Manzoor-ul-Karim  
Prof. V. Ramalingaswami

Invited Staff : Mrs J. Chowdhury, Executive Assistant to the Director  
For the Opening Session Only  
Dr K.M.S. Aziz, Associate Director, Training,  
Extension & Communication  
Dr I. Ciznar, Associate Director, Host Defence  
Programme



Dr M.M. Rahaman, Associate Director, Nutrition Programme

Dr M.G.M. Rowland, Associate Director, Community Services Research Programme

Dr D. Sack, Associate Director, Disease Transmission Programme

For the Opening Session and Agenda 5

Mr M.R. Bashir, Associate Director, Resources Development

For the Opening Session and Agendas 6 & 7

Mr H. Janssen, Chief Finance Officer

Observers : For the Opening Session

Representatives from:-

Australian High Commission

Chinese Embassy

Ford Foundation

Swedish Embassy

Swiss Embassy

UNFPA

UNICEF

WHO

Professor D. Bell, Chairman of the Board, opened the meeting at 8.30 a.m., welcoming, in particular, the representatives of the various diplomatic missions and agencies in Dhaka. He then outlined the morning's programme.

During the closed session, Professor Bell advised that apologies had been received from Dr A.R. Al-Swailem, who was unable to stay for the

full Board Meeting; Dr I. Cornaz; Dr S. Joseph, the new Board Member from UNICEF; Professor V. Ramalingaswami; and Mr Manzoor-ul-Karim, who replaces Mr A.B.M. Ghulam Mostafa as Health Secretary and on the Board. Professor Bell went on to say how fortunate we are to have Drs M. Merson and R. Feachem as new members and welcomed Mr M.K. Anwar back onto the Board.

The morning's proceedings were commenced with an address by the Honourable Minister for Health & Population Control, Government of the People's Republic of Bangladesh, Maj. Gen. M. Shamsul Haq. His address was as follows:-

"Bismillahir - Rahmanir - Rahim

Mr Chairman, Distinguished Members of the Board, Ladies and Gentlemen

Assalamu - Alaiqum

On behalf of the Ministry of Health and Population Control, I would like to welcome you to Dhaka and to the 13th meeting of the ICDDR,B Board of Trustees.

Once again, I am honoured to be able to join my distinguished colleagues of the Board to discuss the policies and activities of the Centre.

The Government of Bangladesh is proud of the scientific achievements of ICDDR,B and of the international recognition of the Centre, and Bangladesh that has resulted from the many ICDDR,B scientific contributions, and of our mutual collaborations.

In particular, we are pleased to see that vaccine administration phase

of the oral cholera vaccine trial has been completed successfully, and follow-up work is also going on smoothly. The Government of Bangladesh has given its full support to this trial and we hope the outcome will save millions of lives all over the world.

We also congratulate the ICDDR,B for the progress made towards the development of the new cereal-based ORS and its therapy. This new ORS can be prepared and administered in the patients' homes using ingredients that are readily available and cheaper than packeted ORS. The new ORS which will reduce the distribution and logistical problems has already proved to be promising and effective in the treatment of diarrhoea.

In the field of training, we consider ICDDR,B a major resource in Bangladesh. The Government of Bangladesh is pleased to note that the Centre is offering a variety of training courses every year to health professionals from Bangladesh and other countries. I would like to make a special mention of the training programme for epidemic management, where the Government of Bangladesh is actively involved. This programme is providing a core group of trained health staff for the national health programme. Besides this, the Centre has been assisting the Government's epidemic management efforts by sending out medical teams to combat and control diarrhoea epidemics in rural Bangladesh, which is a recurring phenomenon every year. I am also pleased to inform you that the Centre is providing technical assistance to the formulation and implementation of the CDD programme.

As we are all aware, millions of children continue to suffer from the curse of diarrhoeal diseases in the developing countries. The Government of Bangladesh is pleased to note that ICDDR,B is providing training to

health professionals from developing countries of Asia and Africa. This is a manifestation of the spirit of Technical Cooperation among developing countries.

The Government of Bangladesh recognizes and appreciates the free treatment ICDDR,B is providing to 100,000 diarrhoeal disease patients every year in its hospitals, a majority of whom are children under five years of age. We also understand that the Centre's Community-based Urban Volunteer Programme, in the slums of Dhaka city, has been very successful in educating mothers in treating mild diarrhoea, xerophthalmia and scabies and in providing them with health education.

It is also gratifying to note that Maternal and Child Health and Family Planning Programme of the Centre has been successful in replicating Matlab MCH-FP experience at Abhoynagar and Sirajganj. We, in the Ministry, hope that this programme could be duplicated in other rural areas of the country in collaboration with ICDDR,B.

We look forward to continued collaboration with the ICDDR,B in other areas for the benefit of people in Bangladesh and all over the world.

We in the Government urge the donors to extend support to the scientific, service, and training activities of the ICDDR,B and hope that they provide institutional support and unrestricted core support to the Centre, in addition to project support.

Finally, on behalf of the Government of Bangladesh, I would like to reaffirm our continued support to ICDDR,B and congratulate the Centre on its outstanding work. I would also like to thank the Director and his staff at ICDDR,B for their efforts to assist Bangladesh and other developing countries to significantly reduce sickness and death of the people.

Thank you.

Khoda - Hafiz

Bangladesh - Zindabad"

Professor Bell thanked Maj. Gen. Haq for his encouraging and supportive words. He added that he is happy to know that the Centre is acting in strong support of the Government of Bangladesh - that the Board greatly appreciates the support that the Government of Bangladesh has given the Centre over the years and is delighted to hear that work is going forward in good collaboration.

Agenda 1: Approval of Agenda

The agenda was adopted as presented.

Agenda 2: Approval of Draft Minutes of Board Meeting May 1985

The draft minutes of the meeting held May 28-30, 1985 were approved as presented.

Agenda 3: Director's Report

Professor Bell introduced Professor Eeckels during the opening session ... and Professor Eeckels presented his report (appendix 1). Professor Bell thanked Professor Eeckels and asked if any guests from the different organizations in Dhaka interested in the Centre, wished to ask

Professor Eeckels any questions. One representative pointed out that health workers should be persons who attend to all needs of people and not just attend to a particular one. He said that the Centre's MCH-FP activities have proved that this approach does indeed work. He added that this is a message to the Government and good collaboration will lead to changes. Professor Eeckels concurred and added, quoting Dr Jon Rohde that the first primary health care worker should be the mother - we should concentrate on mothers and listen to them.

At the beginning of the closed session, Professor Bell made a few personal comments:-

"This brief note sets forth a few personal comments on the inter-connected issues of program, finances and personnel as background for the Board discussions of 26-28 November, 1985.

The underlying premise is that the Centre is doing good and important work on diarrhoeal diseases and related subjects, but that it is potentially capable of doing substantially more research at a substantially higher level of quality.

Financially the Centre faces a new situation: the major donor (USAID) in 1985 shifted abruptly from providing mainly core support to providing entirely project support. While in 1986 AID will move back some distance toward core support, the bulk of AID funding will continue to be project-oriented, and coupled with similar attitudes by other donors, the necessary conclusion is that most Centre funds in the future will have to be provided through project funds.

Furthermore, the amount of funds available to the Centre is unlikely to rise as significantly in the next year or two as in the recent past. The preliminary budget presented to the Board for 1986 shows a serious deficit.

Consequently: 1. the Centre needs to change its past staffing pattern, reducing sharply the research, research support and administrative staff supported by core funds; the Centre has to learn to expand its staff to carry out projects, and contract it when projects end;

2. all research staff of the Centre need to participate in preparing research protocols and finding funds for them;

3. the Centre needs to aim for a staff of very high quality, capable of competing internationally for funds; to this end it needs to find room regularly to acquire able younger staff members and to provide for the regular turnover of continuing staff.

These changes in staffing and financing patterns must be achieved in a time when total funds are short and budget expenditures must be cut radically from what the program directors recommended. We are asking the Director and his staff at one and the same time to raise the quality of the Centre's activities and to reduce staff and costs. This is an extraordinary challenge, and the theme of our meeting must be to help him to the best of our ability to find ways to achieve these partly incompatible objectives and to do so while maintaining a humane attention to the situation of the individuals concerned.

To this end, we need to keep in view the relationships among the recommendations of our three committees:

The Program Committee, among other things, will be recommending that the Centre develop a firm focus on a limited research and training agenda that it can do very well.

The Finance Committee will recommend that the Centre achieve at least a balanced budget in 1986, and that to this end it reduce the numbers of core-funded staff, both international and national, that it eliminate virtually all core-funded research; and that it take other severe cost-cutting steps.

The Personnel and Selection Committee is recommending the collapsing and downgrading of a number of international posts, and asking the Director to introduce a firm personnel evaluation system based on scientific productivity coupled with a standard limit of six years on the employment of research (not administrative) personnel, all with due regard to the transition situation of employees who have been operating under different rules. In addition, the Committee is asking the Director to plan for the introduction of two new classifications in the National Officers scale, above the present highest NO classification in the expectation of using those grades to introduce greater flexibility and permit lower average salary costs.

These various recommendations are intended to help the Centre move at the same time toward higher quality research, a more productive staff, and a balanced budget, while treating with due consideration the human beings who make up the Centre. In our discussions of the next several days, I hope we will keep in mind the interrelated nature of our recommendations."

Mr Anwar said that it's a privilege to be back on the Board. He said that the new Director has been here only 5 months so the Board can't expect much to have happened yet - this is an observation period. The Centre was created out of another institution so it inherited both the good and bad of that institution. Repeated efforts to try and



deviate from the past have been made and of necessity this process is slow. He said he is glad to see that a lot has been done and there is a better awareness now. He agreed with Professor Eeckels that research without patient care is not possible and stressed that this is very important. Mr Anwar offered his assistance to the Director in linking the Centre and national institutions for mutual benefit and collaboration and agreed with the Director that the Centre has a moral obligation to train young doctors and health workers from Bangladesh and outside. Other points raised by Mr Anwar, e.g. vaccine trial, shigellosis, etc. were discussed in detail under this or other agendas. Mr Anwar thanked the Director for his report and wished him success.

With reference to the vaccine trial, Professor Eeckels explained that it is now in the surveillance phase. The results will be known only after the code will have been broken, by the middle of 1986, in common agreement with WHO.

If some degree of protection is found, it is important that the surveillance continue in 1987. In response to a query as to whether it is possible to test new vaccines in Matlab, after having conducted a major trial there, or whether a new area is needed, Professor Eeckels replied that there are two factors to consider (a) psychological and (b) efficacy. If we wish to preserve Matlab as a vaccine trial area we need to maintain the inhabitant's confidence and we must have their full agreement. As far as efficacy is concerned, it is not probable that the vaccine would offer life-long protection, and the difference between no protection and full protection will determine whether we can go back there. Professor Kostrzewski said that we should be cautious to speak about success. Success of the trial will be based on the effect - is this vaccine better than others?

Drs Khan and Sack are working on the epidemiology of shigellosis. In

Chandpur the acute fatality rate (mostly children and the elderly die) is 10%; two months later it rises to 25%, undernutrition being one of the major causes of death. Some progress has been made towards handwashing interventions: handwashing with neem soap limits secondary infections.

MCH-FP efficacy in terms of lives saved is not what one would hope. The quality of the interventions is presently not optimal, shifts in causes of deaths also may play a role - a child who is protected from dehydration could die a month later of pneumonia. Therefore, integration of services is important.

Funded by CIDA and NORAD, the DSS is an ongoing effort. The scientific yield is still low but much can be expected by the transfer of the data from the IBM S34 to the IBM 4331 and the linkage of the data. This is progressing very satisfactorily.

Chronic diarrhoea, included in the 5-year proposal for scientific activity, is clearly an important and hitherto neglected subject.

Linkages with National Institutions are very important and we have now come to a stage where the PCC is becoming a positively oriented organization. The Centre can't fund activities done by the local scientific community, although \$10,000 was given to study medicinal plants. The Centre cannot be a funding agency but it is eager to be part of the local scientific community. Common ward rounds have been arranged with Shishu Hospital and IPGMS&R. We have approximately 12 common protocols, 2 of which are funded by WHO. Drs Aziz, Alam and Rahaman have helped with this and we are going on trying to achieve more. We are aiming to have young Bangladeshi doctors have tours of duty at the Centre and for our doctors to go to other institutions so they may qualify for membership of the Bangladesh College of Physicians

and Surgeons. We have had a number of Ph.D. students coming to the Centre for quite a while. The Centre is very grateful to many leaders of the Dhaka scientific community for their advice, help and support.

We also need institutional linkages abroad. In this way we could have, amongst others, common protocols for funding. At present, expatriates come too much in an individual capacity. It was suggested that the Centre should strengthen its links with Indian Institutions, particularly Dr Pal's. WHO has a central role to play in helping establishing linkages. Professor Eeckels said that he spoke recently with Dr Nate Pierce, from WHO, about the problem of linking with other institutions. Dr Merson said that he is very honoured to be here and went on to say that he believed the Centre should be much more linked to other institutions in research than it has been. The Centre has been trying to link in service due to the pressure from donors, whereas its greater value is in research where the benefit could be for both collaborating institutions. He confirmed that WHO can, and is willing to, play an important role in this.

Professor Kostrzewski asked whether anything was done to improve linkages with the WHO Regional Office. Professor Eeckels replied that not very much has been done, however, thanks to Dr Merson, he was able to go to Delhi last March. Professor Eeckels advised that he plans to visit Dr Ko Ko as soon as possible. Dr Merson said that, for the information of the Board, there has been more collaboration between the Centre and WHO since 1 April this year than there has been during the past five years, in great part due to the efforts of the Director.

Agenda 4: Programme Committee Report

Professor Bell introduced Professor Kostrzewski and advised that the

Programme Committee had arrived early last week and had spent a lot of time working here in Dhaka and in the field. Professor Kostrzewski said that this is the Committee's second report. For the first two days the meetings were chaired by Professor Rowley, and a lot of his inspiration is contained in this report. Professor Kostrzewski thanked Dr Feachem for being Rapporteur and for preparing the report presented ... (appendix 2). Professor Bell thanked Professor Kostrzewski for his searching and constructive report explaining to the observers that the Board established the Programme Committee to look at the Centre's scientific activities, raise issues, and make recommendations to foster quality and effectiveness of the Centre's programme. He thanked the Committee for this.

Observers were asked by Professor Bell whether they had any questions for either the Director or Professor Kostrzewski. Professor Bell said that the report may be modified but it will be available later for general use. It is, after its presentation to and discussion by the Board, also a guide for the Director, his Programme Heads and all other Scientists.

Professor Eeckels said that he is grateful to the Board for its support and guidance. We now have a 5-year proposal to be implemented gradually. Projects already proposed to donors will remain. UNICEF replied that it would welcome looking at changes and that the Centre would not necessarily have to stick to its proposals as originally presented.

An observer queried whether or not it might be better for the Centre to break out into other geographical areas, e.g. the tea gardens. Professor Bell replied that the Centre's headquarters are in Dhaka and we have also been in Matlab for a long time. It would be unwise for the Centre to hop, skip and jump around without consideration for the need for a

strong longitudinal data base. As the Centre has undertaken modifications in its research, its programme has modified as has its locations e.g. Teknaf. This undoubtedly will continue. The question is how long Matlab Station, for example, should be maintained and the Board will consider this later on. It is not intended that the Centre should exclusively service the health activities of Bangladesh. There are Bangladeshi national institutions to do this. Professor Eckels said that the Centre has been over-extending itself and that many activities can be performed in collaboration with Bangladeshi experts. The Centre is limited to diarrhoeal disease and related MCH-FP activities under its Ordinance. Before considering any changes in that respect, we would need to consult with the Government of Bangladesh and WHO. The observer clarified that he only meant diarrhoeal disease in different ecological settings. Professor Bell said the general intention is to carry out research activities where they can best be undertaken.

In the closed session, Professor Kostrzewski drew the Director's attention to page 5 of the Committee's report and the suggested reorganization of the programmes. He emphasized that this should be read together with the future scientific plans of the Centre, personnel available etc. He mentioned that the ethical aspect of protocols needs to be looked into, two protocols in particular need urgent attention. With respect to cooperation with industry, Professor Kostrzewski said that the Centre needs to be very cautious and that the cooperation should be to the benefit of the organization and the researcher. A set of rules or a policy document for collaboration with industry should be prepared and reviewed.

The question of ethics was addressed first. The Board accepted and endorsed the Committee's recommendation that the Director arrange for an internal review of the ethical review procedures. At this stage action

should only be taken on the two protocols mentioned as not being fully acceptable ethically - only the unethical parts of the protocols need to be stopped. Patient care should also be included in the review. The Programme Committee and Board look forward to receiving the Director's report on this subject next meeting. It was mentioned during the discussion that the Centre should arrange some seminars/discussions on ethics, control groups etc., to make scientific staff more aware of these issues.

Professor Eeckels updated the Board on his still limited contacts with industry: Pfizer (England), Nutricia (Holland) and Janssen Pharmaceuticals (Belgium). The Board requested a written report on the Centre's policy on this matter for its next meeting. The Director, when writing the paper, will take note of Professor Rowley's paper on the subject and Dr Merson's suggestion that the Centre not accept money for testing a particular new drug but rather for support of particular programmes with no strings attached. This policy protects the programme, scientists and the company and does not compromise the Centre. Dr Merson also suggested that a small group of experts could be brought in to help set up a policy - Desmond Lawrence from U.K. is one such person.

In reply to Professor Bell's request for the Committee's views on the Embankment Project, it was advised that the Centre should make use of the DSS to measure the impact on vital rates, migration, etc. It was also stated that there are already persons in the Centre who can do this so there is no need to employ anyone from outside. The Centre should not be the major managers of such a project but should only have a limited medical and demographical input.

The Board noted the Committee's concern about some aspects of the MCH component of the MCH-FP activities. It was agreed that the external

scientific review should focus on MCH-FP. The Director said that he would appreciate receiving names of reviewers.

With reference to the suggested reorganization of the programmes, it was stressed that these are suggestions only and are not meant to bind the Director. The Director should look at the structure of the Centre and adapt it to the Centre's objectives rather than to disciplines. It is suggested that there be only 3 Associate Directors - this change would not be made overnight and would perhaps take 2 to 3 years. Training and Extension should remain as a programme but it needs to be more focussed.

The Director should prepare a draft paper on the research plans of the Centre. This should be sent to selected members of the Board for their comments with the hope of finalising the document before the next meeting of the Board.

Professor Bell thanked the Committee for its hard and effective work and the following resolutions were passed:-

RESOLUTION  
1/NOV. 85

The Board accepts the Report of the Programme Committee and congratulates the Committee for the thoroughness of its review work. The Report should serve as general guidance for the activities of the Centre.

RESOLUTION  
2/NOV. 85

The Board requests that the Centre formulates a research plan by the next meeting of the Board. This plan should specify the research objectives and priorities of the Centre and justify these in terms of the needs of diarrhoeal disease control programmes, relation to the global state of knowledge and the activities of other major research programmes, and utilization of the special facilities and advantages of the Centre.

RESOLUTION  
3/NOV. 85

The Board requests that the Director develop an appropriate organizational pattern for the Centre encompassing related research projects into one programme to the fullest extent possible. This structure should include a programme for training and extension.

RESOLUTION  
4/NOV. 85

The Board requests the Director to carry out in 1986 external reviews in the areas of:

- (a) Community Services Research, and, if possible,
- (b) Training, Extension and Communication.

The review of the Community Services Research should focus on the adequacy of the ongoing interventions of the MCH-FP Programme as a function of desired goals, in particular its application to expanded programmes. The review of the Training, Extension and Communication Programme should make specific recommendations about priorities of the Centre in these areas, bearing in mind the WHO activities and current financial constraints of the Centre.

RESOLUTION  
5/NOV. 85

The Board requests the Director to establish an informal working group to plan future research related to water, sanitation and hygiene, and setting out the Centre's strategy in these areas for consideration by the Board.

RESOLUTION  
6/NOV. 85

The Board requests the Director that a review be carried out of the procedures and operation of the Centre's Ethical Review Committee with the aim of identifying possibilities for improvement. The Centre's staff should review international guidelines for research involving human subjects and should review ongoing protocols for possible flaws. The Board requests an interim report on this activity at the Board meeting in June 1986.



RESOLUTION  
7/NOV. 85

The Board requests the Director to prepare a document for review by the Board which describes the Centre's policy in regard to its relations with industry, including the types of cooperation and guidelines for acceptance of financial support.

RESOLUTION  
8/NOV. 85

The Board comends the Centre for the physical and administrative improvements of the microbiological laboratories. Funds should be sought to similarly upgrade the biochemistry and pathology laboratories.

RESOLUTION  
9/NOV. 85

The Board directs the Centre to make full use of its existing data collection activities to evaluate the impact of the embankment project. The Centre should not assume primary responsibility for any major multidisciplinary study of the impact of this project.

Agenda 5: Resources Development Report

... Professor Bell introduced Mr M.R. Bashir, Associate Director, Resources Development who presented his report (appendix 3). Professor Bell thanked Mr Bashir for his report noting that the account given by Mr Bashir illustrates clearly the situation and emphasizes why Mr Bashir has stressed the shift by donors from core to project funding and the problems that this imposes on Management. Observers were asked for comments/questions.

The representative from Ford Foundation said that if donors have a clearer picture of overall longer term plans, then it would be easier for the Centre to get pledges. Professor Bell agreed. He said this is a new era for the Centre and the Centre has been asked to present a clear-cut research agenda. It is imperative, however, for the Centre to match programmes to donor commitments.

Professor Bell expressed thanks to those who attended the open session of the meeting from the various embassies and agencies.

During the closed session, Professor Eeckels explained to the Board Members that Messrs Bashir and Janssen sit together each week to discuss the expected date for receipt of various funds, cash flow, etc. so the information presented to this meeting is up-to-date. This year we are operating on a cash basis but from 1 January we will move to the accrual system of accounting. The Board recognized that this is the first year that Mr Bashir has not reached his target. The various reasons were explained, including the shift to project funding and difficulties in obtaining from some donors funding for the overhead costs associated with projects.

It was pointed out that other international research programmes have had an initial growth spurt and then a levelling off or decline in ability to obtain funds. The Centre needs to consider whether it is reaching a levelling off stage, if so, it would be another reason for getting its expenditure under control. If the Centre cannot survive with the present ratio of restricted to unrestricted funding then the Board must get this message across to the donors.

Professor Bell thanked Mr Bashir.

Before proceeding with the Finance Committee report, Professor Bell said how grateful the Board is for the frank information it has received on finance and personnel. There clearly is a financial emergency and the Board has to consider how additional funds may be raised and what the Centre can and should do to curtail expenditure and bring its finances into order. Also a long term financial plan is needed.

Agenda 6: Finance Committee Report

Professor Bell thanked Dr Sebina, on behalf of the Board, for chairing

... the Finance Committee meetings. Dr Sebina presented the Finance Committee's Report (appendix 4) and thanked the Director and his staff for providing valuable information, thus making the Committee's work much easier.

In discussing the Finance Report, the Board realized that the figures presented at this meeting are much more realistic than those presented in May and that this partly accounts for the difference in figures presented then as to the expected situation at the end of the year and the actual figures. It was appreciated that the Director has cut expected expenses by \$700,000 during the last five months. The Board endorsed the package of cuts presented by Mr Janssen, given the caveat that the Director will use the USAID project development funds to try to cushion the effect of this on priority projects. The Director agreed to look further into the question of Centre staff receiving their salary while they are abroad on training. Also, scientists must draft protocols which can get funded.

Subsequent discussion by the Board of the financial outlook and how to cut expenses etc. are summarized in the paper appearing at the end of this report entitled "Financial Position and Action Plan for Expenditure Reduction". The following resolutions were passed:-

RESOLUTION  
10/NOV. 85

The Board determines that membership of the Separation Payments Fund Board shall consist of:

- the Associate Director, Resources Development (mandatory member)
- the Chief Finance Officer (mandatory member)
- an Associate Director (representative of senior management)
- the Chief Personnel Officer (representative of senior management)
- five subscriber staff to be appointed by SWA (the number representing subscriber staff should exceed management by one).

Board resolution of 30 May, 1985 on this subject is rescinded.

- RESOLUTION 11/NOV. 85 The Board decides that the Director is authorized to appoint an individual to act as Group I signatory during the brief period in December, 1985, when all Group I signatories are expected to be outside Bangladesh.
- RESOLUTION 12/NOV. 85 The Board requests the management of the Centre to continue efforts with the Government of Bangladesh to obtain exemption from personal income taxes payable on Centre salaries.
- RESOLUTION 13/NOV. 85 The Board takes note of the reply by the Director to the operational audit report for 1984.
- RESOLUTION 14/NOV. 85 To retain objectivity of auditors the Board proposes that such appointments shall be rotated every three years. On that basis, Deloitte, Haskins and Sells are appointed as the auditors of ICDDR,B for the 1985 financial year, at a fee to be negotiated by the Centre.
- RESOLUTION 15/NOV. 85 The Board resolves that the Centre will continue to pay staff when they are enrolled in Centre-directed training. Centre staff not falling in this category will not receive any salary and benefits during the time of their absence.
- RESOLUTION 16/NOV. 85 The Board directs that the Centre's accounts be changed to the accrual method of booking income, effective with the beginning of the 1986 financial year.

Agenda 7: Personnel & Selection Committee Report

... The Personnel & Selection Committee Report (appendix 5) was presented by Dr J. Sulianti Saroso, Acting Chairman of the Committee. The

Education Grant was discussed and the decision is reflected in the paper "Financial Position and Action Plan for Expenditure Reduction". The Board agreed that the Centre would continue to pay 100% of the premium for Voluntary Life Insurance for GS and NO staff up to 100% of salary. Any coverage over 100% (up to 300%) will be the responsibility of the staff member.

It was requested that when positions are placed before the Board for approval, the job descriptions of these positions should also be given. With reference to the delayed appointment to the Resources Development Programme Officer position at P1 level, it was mentioned that it would depend on the time span between when the last advertisement was placed and when the position is approved to be filled as to whether or not a new advertisement should be placed.

The Board accepted the Committee's recommendation that Dr Fauveau be offered the appointment as MCH-FP Physician. However, Dr Merson wished that it be recorded that he is not pleased with the decision of offering Dr Fauveau the higher steps. Professor Eeckels noted the Board's wish that positions should normally be offered at the first step and that a job should never be offered at higher than two steps down from the top of the grade.

It was agreed that the consultant contracts of Dr D. Anand and Ms E. Panni may be renewed.

It was pointed out that WHO contracts may automatically be terminated at the end of the first year if there is an unsatisfactory probationary period. This clause should be built into the Centre's contracts. The usual evaluation process of reviewing work before a contract is renewed for a second period of three years should continue. 1 d.c.

As for the Finance Committee Report, other points discussed in the review of the Personnel & Selection Committee Report are summarized in the paper "Financial Position and Action Plan for Expenditure Reduction". Professor Bell thanked Dr Sulianti for her report and the following resolutions were passed:-

RESOLUTION  
17/NOV. 85

The Board accepts the report of the Personnel and Selection Committee so far as it is not in conflict with the "Report on the Financial Position and Action Plan for Expenditure Reduction" approved by the Board.

RESOLUTION  
18/NOV. 85

The Board resolves that the Director is authorized to provide a washing allowance effective from January 1, 1986, to any staff member entitled to a uniform allowance.

RESOLUTION  
19/NOV. 85

The Board approves the promotion of Dr A.M. Molla to the rank of Senior Scientist on scientific and academic grounds. The position will revert to Scientist on his departure.

RESOLUTION  
20/NOV. 85

The Board authorizes the Director to offer the funded position of MCH-FP Physician for a period up to 3 years to Dr V. Fauveau at P3 level Step 5 (the Director may negotiate one additional step). In the event of Dr V. Fauveau not accepting the appointment, Dr Ruth Hope may be offered the appointment at P3 level Step 1.

Agenda 8: Changes in Board and Committee Membership

After discussion, the Board passed the following resolutions:-

RESOLUTION  
21/NOV. 85

The Board appoints to the Programme Committee:  
Professor D. Rowley, Chairman of the Committee  
Dr M. Merson, Vice-Chairman of the Committee  
Dr A.R. Al-Swailem  
Dr R. Feachem  
Maj. Gen. M. Shamsul Haq  
Professor J. Kostrzewski  
Dr L. Mata  
Dr Y. Takeda  
Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION  
22/NOV. 85

The Board appoints to the Personnel and Selection Committee:  
Dr I. Cornaz, Chairman of the Committee  
Dr R. Feachem  
Mr Manzoor-ul-Karim  
Dr V. Ramalingaswami  
Professor D. Rowley  
Dr J. Sulianti Saroso  
Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION  
23/NOV. 85

The Board appoints to the Finance Committee:  
Dr D.B. Sebina, Chairman of the Committee  
Mr M.K. Anwar  
Dr S. Joseph  
Dr L. Mata  
Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION  
24/NOV. 85

The Board designates, under Section 12 of Ordinance L1 of 1978, an Executive Committee to meet, if necessary in the judgement of the Chairman, in the interim before the June, 1986, Board Meeting, to review and to advise on the execution of the "Financial Position and Action Plan for Expenditure Reduction", and to consider and take action on other matters that may arise in connection with the Centre's present financial difficulties. The Executive Committee shall comprise at least the Chairman, the Director, one Bangladeshi member of the Board, and one other member of the Board.

Agenda 9: Dates of Next Meeting

It was agreed that the Board Members should arrive on Tuesday, 10 June, 1986 and that Wednesday should be spent on field visits. It was also agreed that formal meetings of the Programme Committee would start on Thursday, 12 June and that the Finance and Personnel & Selection Committee meetings would be held during the week of 9 June - no specific dates were mentioned. The full Board Meeting will be held on Wednesday, 18 June, Thursday, 19 June, and Friday, 20 June, 1986.

No mention was made of the dates for the November 1986 meeting but it is tentatively planned that this will be held between Tuesday, 18 November (arrival of Board Members) and Thursday, 27 November (last day of full Board Meeting).

Agenda 10: Miscellaneous

(a) Emergency Plan

The Board recognized the need for an emergency plan for the Centre, and had a lengthy closed meeting to discuss this. The following resolutions



were passed and the paper "Financial Position and Action Plan for Expenditure Reduction" prepared.

RESOLUTION  
25/NOV. 85

The Board directs that the following steps, among others, be taken to increase the revenue of the Centre:

- (a) The Chairman should write a letter to all donors which
  - (i) outlines the financial position and action plan for expenditure reduction, and
  - (ii) seeks additional financial support to alleviate the situation.
- (b) The Chairman, other Board Members, and/or the Director should visit some long-term donors of the Centre as soon as possible to further the purposes mentioned in (a).
- (c) If the Centre's 1986 Consultative Meeting is convened in Dhaka, it is important to send invitation letters emphasizing the importance of attendance by those who are involved in decisions regarding funding.
- (d) The Centre should provide more technical information in its Annual Report. It should prepare additional and separate promotional materials for use in fund-raising.
- (e) The Centre should seek to raise additional resources from "non-traditional" sources (e.g. foundations, industry, etc.).

RESOLUTION  
25/NOV. 85

After intensive deliberation, the Board prepared and approved the following document entitled "Financial Position and Action Plan for Expenditure Reduction", and instructs the Director to carry out all action steps described in that document.

2/BT/JUNE.86

RESOLUTIONS  
BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER, 1985

RESOLUTIONS  
BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER, 1985

RESOLUTION 1/NOV. 85

RESOLVED : The Board accepts the Report of the Programme Committee and congratulates the Committee for the thoroughness of its review work. The Report should serve as general guidance for the activities of the Centre.

RESOLUTION 2/NOV. 85

RESOLVED : The Board requests that the Centre formulates a research plan by the next meeting of the Board. This plan should specify the research objectives and priorities of the Centre and justify these in terms of the needs of diarrhoeal disease control programmes, relation to the global state of knowledge and the activities of other major research programmes, and utilization of the special facilities and advantages of the Centre.

RESOLUTION 3/NOV. 85

RESOLVED : The Board requests that the Director develop an appropriate organizational pattern for the Centre

encompassing related research projects into one programme to the fullest extent possible. This structure should include a programme for training and extension.

RESOLUTION 4/NOV. 85

RESOLVED : The Board requests the Director to carry out in 1986 external reviews in the areas of:

- (a) Community Services Research, and, if possible,
- (b) Training, Extension and Communication.

The review of the Community Services Research should focus on the adequacy of the ongoing interventions of MCH-FP Programme as a function of desired goals, in particular its application to expanded programmes. The review of the Training, Extension and Communication Programme should make specific recommendations about priorities of the Centre in these areas bearing in mind the WHO activities and current financial constraints of the Centre.

RESOLUTION 5/NOV. 85

RESOLVED : The Board requests the Director to establish an informal working group to plan future research related to water, sanitation and hygiene, and setting out the Centre's strategy in these areas for consideration by the Board.

RESOLUTION 6/NOV. 85

RESOLVED : The Board requests the Director that a review be carried out of the procedures and operation of the Centre's Ethical Review Committee with the aim of identifying possibilities for improvement. The Centre's staff should review international guidelines for research involving human subjects and should review ongoing protocols for possible flaws. The Board requests an interim report on this activity at the Board meeting in June 1986.

RESOLUTION 7/NOV. 85

RESOLVED : The Board requests the Director to prepare a document for review by the Board which describes the Centre's policy in regard to its relations with industry, including the types of cooperation and guidelines for acceptance of financial support.

RESOLUTION 8/NOV. 85

RESOLVED : The Board commends the Centre for the physical and administrative improvements of the microbiological laboratories. Funds should be sought to similarly upgrade the biochemistry and pathology laboratories.

RESOLUTION 9/NOV. 85

RESOLVED : The Board directs the Centre to make full use of its existing data collection activities to evaluate the impact of the embankment project. The Centre should

not assume primary responsibility for any major multidisciplinary study of the impact of this project.

RESOLUTION 10/NOV. 85

RESOLVED : The Board determines that membership of the Separation Payments Fund Board shall consist of:

- the Associate Director, Resources Development (mandatory member)
- the Chief Finance Officer (mandatory member)
- an Associate Director (representative of senior management)
- the Chief Personnel Officer (rep. of senior management)
- five subscriber staff to be appointed by SWA (the number representing subscriber staff should exceed management by one).

Board resolution of 30 May, 1985 on this subject is rescinded.

RESOLUTION 11/NOV. 85

RESOLVED : The Board decides that the Director is authorized to appoint an individual to act as a Group I signatory during the brief period in December, 1985, when all Group I signatories are expected to be outside Bangladesh.

RESOLUTION 12/NOV. 85

RESOLVED : The Board requests the management of the Centre to continue efforts with the Government of Bangladesh to obtain exemption from personal income taxes payable on Centre salaries.

RESOLUTION 13/NOV. 85

RESOLVED : The Board takes note of the reply by the Director to the operational audit report for 1984.

RESOLUTION 14/NOV. 85

RESOLVED : To retain objectivity of auditors the Board proposes that such appointments shall be rotated every three years. On that basis, Deloitte, Haskins and Sells are appointed as the auditors of ICDDR,B for the 1985 financial year, at a fee to be negotiated by the Centre.

RESOLUTION 15/NOV. 85

RESOLVED : The Board resolves that the Centre will continue to pay staff when they are enrolled in Centre-directed training. Centre staff not falling in this category will not receive any salary and benefits during the time of their absence.

RESOLUTION 16/NOV. 85

RESOLVED : The Board directs that the Centre's accounts be changed to the accrual method of booking income, effective with the beginning of the 1986 financial year.

RESOLUTION 17/NOV. 85

RESOLVED : The Board accepts the report of the Personnel and Selection Committee so far as it is not in conflict with the "Report on the Financial Position and Action Plan for Expenditure Reduction" approved by the Board.

RESOLUTION 18/NOV. 85

RESOLVED : The Board resolves that the Director is authorized to provide a washing allowance effective from January 1, 1986, to any staff member entitled to a uniform allowance.

RESOLUTION 19/NOV. 85

RESOLVED : The Board approves the promotion of Dr A.M. Molla to the rank of Senior Scientist on scientific and academic grounds. The position will revert to Scientist on his departure.

RESOLUTION 20/NOV. 85

RESOLVED : The Board authorizes the Director to offer the funded position of MCH-FP Physician for a period up to 3 years to Dr V. Fauveau at P3 level Step 5 (the Director may negotiate one additional step). In the event of Dr V. Fauveau not accepting the appointment, Dr Ruth Hope may be offered the appointment at P3 level step 1.

RESOLUTION 21/NOV. 85

RESOLVED : The Board appoints to the Programme Committee:  
Professor D. Rowley, Chairman of the Committee  
Dr M. Merson, Vice-Chairman of the Committee  
Dr A.R. Al-Swailem  
Dr R. Feachem  
Maj. Gen. M. Shamsul Haq  
Professor J. Kostrzewski  
Dr L. Mata  
Dr Y. Takeda



Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION 22/NOV. 85

RESOLVED : The Board appoints to the Personnel and Selection  
Committee:  
Dr I. Cornaz, Chairman of the Committee  
Dr R. Feachem  
Mr Manzoor ul Karim  
Dr V. Ramalingaswami  
Professor D. Rowley  
Dr J. Sulianti Saroso  
Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION 23/NOV. 85

RESOLVED : The Board appoints to the Finance Committee:  
Dr D.B. Sebina, Chairman of the Committee  
Mr M.K. Anwar  
Dr S. Joseph  
Dr L. Mata  
Professor D. Bell, Ex Officio (Chairman of the Board)  
Professor R. Eeckels, Secretary, Ex Officio (Director)  
for the period until June 30, 1986.

RESOLUTION 24/NOV. 85

RESOLVED : The Board designates, under Section 12 of Ordinance LI of 1978, an Executive Committee to meet, if necessary in the judgement of the Chairman, in the interim before the June, 1986, Board Meeting, to review and to advise on the execution of the "Financial Position and Action Plan for Expenditure Reduction", and to consider and take action on other matters that may arise in connection with the Centre's present financial difficulties. The Executive Committee shall comprise at least the Chairman, the Director, one Bangladeshi member of the Board, and one other member of the Board.

RESOLUTION 25/NOV. 85

RESOLVED : The Board directs that the following steps, among others, be taken to increase the revenue of the Centre:

- (a) The Chairman should write a letter to all donors which
  - (i) outlines the financial position and action plan for reduction, and
  - (ii) seeks additional financial support to alleviate the situation.
- (b) The Chairman, other Board Members and/or the Director should visit some long-term donors of the Centre as soon as possible to further the purposes mentioned in (a).
- (c) If the Centre's 1986 Consultative Meeting is convened in Dhaka, it is important to send invitation letters emphasizing the importance of attendance by those who are involved in decisions regarding funding.

- (d) The Centre should provide more technical information in its Annual Report. It should prepare additional and separate promotional materials for use in fund-raising.
  
- (e) The Centre should seek to raise additional resources from "non traditional" sources (e.g. foundations, industry, etc.).

RESOLUTION 26/NOV. 85

RESOLVED : After intensive deliberation, the Board prepared and approved the following document entitled "Financial Position and Action Plan for Expenditure Reduction", and instructs the Director to carry out all action steps described in that document.

APPENDIX.2

APPENDIX.2 OF THE  
MINUTES OF BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER,1985

REPORT OF THE ICDDR,B  
PROGRAMME COMMITTEE TO THE BOARD OF TRUSTEES  
20-25 NOVEMBER, 1985

REPORT OF THE ICDDR, B PROGRAMME COMMITTEE TO THE BOARD OF TRUSTEES

20-25 November 1985

1. Introduction

The Board of Trustees, at its meeting in December 1984, established a Programme Committee "to keep under review the research, training and outreach activities of the Centre". This is the report of the second meeting of the Programme Committee, the membership of which is shown in Annex 1.

2. Activities of the Committee

The Committee spent its first two days (Nov 20-21) hearing research presentations and speaking with individual scientists. The laboratories were visited. During Nov 22-24 the Committee made field visits to Matlab, Chandpur, the Meghna-Dhonagoda Embankment, the Urban Volunteers Project and the nutritional rehabilitation centre at Kaliganj. The Committee expresses sincere thanks to the Centre staff and field workers who were so hospitable and helpful during these field visits. During this period, Committee members held further meetings with individual scientists. On Nov 25 the Committee met for 4 hours with the non-administrative programme heads. A frank and useful exchange of views took place.

3. The scientific programme of the Centre

The Committee was delighted by the design, conduct and progress of some of the current research projects conducted by the Centre.

Suggestions and comments concerning these and other projects were communicated by Committee members to the scientists concerned and to programme heads.

In the past, the research activities of the Centre have been excessively diffuse and insufficiently managed. There have been occasions when similar projects have been undertaken by different research groups without adequate coordination or collaboration. There have been occasions when projects have been initiated without adequate thought to the ability to follow them through to completion. Some projects have been prematurely abandoned due to the departure of the principal investigators. Projects have been initiated because external funds were available, without adequate regard to the place of the project within the overall research programme of the Centre or the ability of the Centre to adequately support and sustain the project. Although some improvements have been made, many of these deficiencies continue. The Committee believes that the formulation, wide-spread discussion and agreement of a medium-term research plan will greatly assist the Director and senior staff of the Centre in overcoming these problems. Other essential elements in improving research management are changes in the organizational structure of the research programme, better definition of the role and responsibilities of programme heads, and a clarification of the position of individual scientists. These matters are discussed in later sections of this report.

4. A statement of medium-term research objectives and priorities

The Committee believes that the production of a statement of medium-term (5 years) research objectives and priorities to be of the utmost importance for the sound management of the research work of the Centre. The field of work of the Centre is broad and limited resources must be allocated to projects that form part of a carefully designed research strategy. This strategy must be mindful of the special features of the Centre and of the need to conduct research which may lead to advances in the policy and practice of diarrhoeal disease control and, more generally, the reduction of childhood sickness and death. The production of a statement of objectives and priorities will not only assist the management of the Centre but will also be of considerable assistance in discussions with existing and potential donors.

The statement of objectives and priorities must be the intellectual child of the Director and his Associate Directors and the Committee is pleased by the gradual moves in the last year to formulate such a research plan. The Committee welcomes the detailed and logical approach of the draft work plan which divides future activities according to the major diarrhoeal disease types (acute-watery, invasive and chronic), but questions the adequacy of this division. Important topics in epidemiology, socio-economic and environmental determinants of morbidity and mortality, disease ecology, intervention design, disease aetiology, and case management cut across all three disease types and, together with MCH-FP, need greater emphasis in the plan.

The Committee proposes that the production of a clear statement of research objectives, priorities and plans should be pursued as a matter of urgency. The Director is requested to produce a draft research plan by the end of February, 1986. This should be sent to selected members of the Board for their comments with the hope of finalising the document before the June 1986 meeting of the Board. It is not intended that this document should be as detailed as the draft work plan presented to the Committee but it should clearly specify the research objectives and priorities of the Centre and justify these in terms of their potential for providing results of benefit to diarrhoea control programmes, their relation to the global state of knowledge and the activities of other major research programmes, and their utilization of the special facilities and advantages of the Centre.

5. Organizational structure for research

The Committee believes that the current organizational structure for research is inadequate and that the research programme would benefit from restructuring. The titles of the programmes do not describe either their current or intended research. Groups of closely related projects, such as those in water, sanitation and hygiene, are located in more than one programme. The Committee requests that the Director, with the support and assistance of the Board, should develop an appropriate organizational structure for research. Below are set out some initial suggestions as a contribution to the discussion.



The Training, Extension and Communication programme should be renamed the Training and Extension programme and should continue as a separate programme (see further comments in section 9, below). The five remaining scientific programmes should be reorganized into 3 or 4 programmes along one or other of the following lines.

Option 1: Pathogenesis and therapy,  
Diagnosis and vaccine development,  
Epidemiology and diarrhoea prevention,  
Community services.

Option 2: Pathogenesis and therapy,  
Diagnosis and vaccine development,  
Epidemiology and interventions.

Other permutations are possible. The established disciplines, such as nutrition, remain of crucial importance and expertise would be spread amongst these new, goal-orientated programmes. The aim should be to gather related research projects into one programme to the fullest extent possible. Close collaboration among programmes will remain essential.

It would be the primary responsibility of all programme heads to ensure that such collaboration occurs. In addition, however, either the Director or a designate (probably the senior of the programme heads) would be charged specifically with the task of research coordination. If the Director takes this role, which the Committee considers to be ideal, he may need to be supported by a senior administrator, or an administrative director, to allow time for full involvement in the research programme of the Centre.

6. The role and responsibilities of programme heads

Programme heads are being appointed at P-5/Senior Scientist level and are intended to be of equivalent status to a full professor in a major university. This implies not only standing in the scientific community but also skills in research management and leadership. It is essential that the programme heads collaborate with the Director and each other. They must also be fully involved in the research projects conducted within their programmes, ensure collaboration and coordination both within and among programmes, support and encourage the younger scientists, and, when appropriate, moderate the activities of the over-ambitious members of their staff. Programme heads should actively contribute to fund raising, in close collaboration with the head of Resources Development.

7. The individual scientist

Individual scientists with senior international appointments (P3 - P5), typically come to the Centre for only a few years. They are keen to undertake as much research as possible during the time they are here and to advance their careers to the maximum possible extent. While the Committee welcomes such energy and ambition it draws attention to the need to safeguard the longer term interests of the Centre.

Individual scientists should develop research projects with their programme heads. Their research should strengthen or complement existing research activity, should fall within the declared research objectives and priorities of the Centre (see section 4), and should not commit the Centre to separate activities that would be difficult to sustain after

the scientist has departed. The scientist should be ready to collaborate fully with Centre staff working in similar areas and to provide training and guidance to less experienced members of staff.

Data collected by individual scientists are the property of the Centre and each new appointee should sign a declaration to this effect. The primary analysis and rapid publication of such data should be the responsibility of the scientists who collected them. However, consistent with normal scientific practices, courtesies with regard to coauthorship and acknowledgement, and obligations to subjects and sponsors, subsequent use of the data may be made by other qualified staff. Primary data should not be removed from the Centre, except under special circumstances and with the written approval of the Director.

8. Community services research

In this section and section 9, the Committee comments briefly upon the two programmes which are due for external review during 1986. The Committee was not able, in the time available, to gain any comprehensive view of all the activities of community services and training, extension and communication programmes and wishes only to focus the attention of the external reviewers on a few points of interest and concern.

The Committee recommends that detailed attention should be paid by the external review to the MCH-FP project and the DSS. The Committee is concerned about some aspects of the MCH component. Four examples are given. Mortality rate reductions are modest, calling into question the design of the intervention package and the wisdom of extending it to other

areas. The identification of high risk pregnancies in the intensive MCH intervention serves no purpose that the Committee could identify.

Priority questions that could be resolved by analysing existing data have not been addressed. The ethics of the selection and use of control groups requires thorough examination.

The review panel may need to be somewhat larger than usual to encompass the scope of the DSS and MCH-FP activities. Panel members might be selected from among the following:

Dr. J. Caldwell  
Dr. Hofvander  
Dr. Shanti Ghosh  
Dr. F. Psai  
Dr. P. Vaughan

9. Training, extension and communication

The Committee received a five year plan (1985-89) for training, extension and communication. The Committee welcomes the industry and initiative displayed in this area but cautions against implementation of the presented programme which appears over-ambitious. The activities of the Centre in training, extension and communication should be more carefully defined and more limited in scope. They should also relate closely to the demonstrated areas of special expertise of the Centre.

The Committee was also concerned at the lack of prioritization contained in the five year plan. The Committee requests that the external review panel make specific recommendations about priorities and also consider in

detail the following proposed activities:

- "advanced courses on research methodology";
- "courses on research methodology for preceptors";
- courses on "epidemiological aspects";
- courses on "health education aspects";
- research traineeships;
- "global networking of research institutions";

The Committee feels that training activities undertaken in clinical management of diarrhoea for health workers at all levels should be undertaken in coordination and cooperation with WHO. The Committee suggests that the Centre should limit its communication activities to those which are directly supportive of its training activities. The Centre should be very cautious about extending itself into areas related to promotion and communication with the public (e.g. mass media).

The Committee notes the success of Glimpse, the Journal of Diarrhoeal Diseases Research and the specialized bibliographies. The Committee urges that financial viability should be used, wherever possible, as the test of success of the publications and training materials. Core funds should be used most sparingly to subsidize the production of literature or training materials.

The proposed external review of the training, extension and communication programme in 1986 is most timely. The Committee proposes that the review panel might be chosen from amongst the following:

- Dr. A.S. Muller;
- Dr. Robert Northrup;
- a WHO/CDD staff member,

10. Water, sanitation and hygiene

The Committee noted the projects in Teknaf, Dhaka (2 projects) and Mirzapur all concerned with the impact of water supply or sanitation or hygiene education interventions on diarrhoeal diseases. The Committee welcomes this area of work and was especially impressed by the Urban Volunteers Project in Dhaka.

The Committee notes the insufficient interchange and collaboration among these closely related projects. The Committee recommends that an informal working group of scientists involved in this area be convened to plan the future research of the Centre in this area. The Committee wishes to see a document setting out the Centre's strategy and plan with regard to water, sanitation and hygiene at its meeting in June, 1986.

11. Laboratories

The Committee accepts the report of the Microbiology Branch and applauds the physical and administrative improvements that have occurred in the microbiology laboratories.

The biochemistry and pathology laboratories should be similarly up-graded as soon as possible and funds should be sought for this. The Board would like to have the opportunity to comment on the plans for the up-grading of these laboratories.

12. The embankment project

The Committee reviewed the history and current status of the Embankment Project. The Centre should make full use of existing data collection

activities to evaluate the impact of the embankment. The routine data of the DSS will allow the impact on vital rates and migration to be measured. The cholera surveillance being conducted in connection with the vaccine trial may allow the impact of the embankment on cholera epidemiology to be determined. This is contingent on the cholera surveillance being continued through the 1987 cholera season. The Committee considers that the embankment is unlikely to have a measurable impact on diarrhoea incidence rates, but may have an impact on cholera, and, possibly, on diarrhoea mortality over the long-term.

The Committee recommends that the Centre should not embark on new data collection with the embankment and should not take primary responsibility for any major multidisciplinary study of the impact of the embankment.

The Centre should be willing to offer its existing data in the Matlab area as a contribution to any larger study that may be organised by other research institutes.

13. The role of anthropology

The Committee welcomes the multidisciplinary approach to research taken by the Centre and, in particular, the inclusion of anthropology in the disciplines of Centre staff. However, the Committee considers it to be inappropriate for these anthropologists to work on separate research projects, be they health oriented or not.

The Committee recommends that anthropologists should work within epidemiology and intervention projects. They should be part of the research team. Their studies and data collection protocols should be designed in close collaboration with the epidemiologists and other members of the research team and they should be fully involved in the analysis and writing up of the project findings.

Many behavioural and cultural factors related to diarrhoea and its control remain to be elucidated, and there are glaring areas for anthropological research in several current Centre projects; for instance in the Urban Volunteers Project in Dhaka and the MCH-FP project in Matlab.

The Committee noted that similar considerations should apply to sociology and economics. Regarding the latter, the Committee believes that there are important opportunities for cost-effectiveness and cost-benefit studies which should be pursued vigorously.

14. Quality of papers

The Committee is aware that the quality of expression and presentation of papers submitted by Centre staff to international journals varies from excellent to poor. Poor expression and presentation give a bad impression of the Centre to the editorial boards of international journals. The Centre should review its procedures to assist staff members in preparing papers and to prevent obviously sub-standard papers from being submitted.



15. Ethics

The Committee recommends that an internal review of the procedures and operation of the Ethical Review Committee be conducted with the aim of identifying any possibilities for improvement. The Committee would be pleased to consider the recommendations of this review, which should also include patient care, at its meeting in June 1986.

16. Relationship with industry

The Committee noted that a number of research projects were evaluating commercial products (e.g. drugs) and/or being financed by industry. The Committee feels that the Centre should establish a clear policy in regard to its relations with industry to protect the interests of the Centre and its scientists, and requests the Director to prepare a document describing this policy for consideration by the Board at its next meeting.

Annex 1

Members of the Programme Committee

ICDDR,B Board of Trustees, November, 1985

Professor J. Kostrzewski (Chairman)

Professor D. Rowley (Deputy Chairman)

Dr. R. Feachem

Professor L. Mata

Dr. M. Merson

Dr. D. Sebina

Dr. J. Sulianti Saroso

Dr. Y. Takeda

APPENDIX. 3

APPENDIX. 3 OF THE  
MINUTES OF THE BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER, 1985

RESOURCES DEVELOPMENT REPORT

## RESOURCES DEVELOPMENT REPORT

The fundraising target for the Resources Development Office in 1985 was US \$ 9.2 million. In May 1985 we had received commitments from donors totalling US \$ 6.6 million and since then have obtained fresh commitments for US \$ 1.7 million for a total of US \$ 8.3 million. This leaves a balance of US \$ 0.9 million. We have already approached various donors, including UNDP, for additional funds for 1985. We hope to reduce the income shortfall by the end of the year. A brief narrative report of our 1985 activities and 1986 fundraising projections follows.

In 1985, the Centre received a grant for US \$ 2 million from USAID/Washington in support of our largest single project, the Oral Cholera Vaccine Trial. After negotiations, an additional US \$ 300,000 was granted in October. Although these funds were intended as general support, time constraints prevented USAID from making a new grant. Therefore, the funds were given as an amendment to the initial grant.

The serious implications of the drastic reduction of core funds in 1985 resulting from the shift of USAID from core to project became more apparent as the year progressed. A proposal for project support, made up of protocols from three scientific working groups, including a request for US \$ 0.5 million in general support, has been submitted for

1986. We feel that it is imperative to increase the general support to US \$ 1.0 million if the current level and flexibility of the Centre's activities are to be maintained. The Chairman of the ICDDR,B Board of Trustees has sent a letter of request on our behalf to USAID Washington, and has kindly agreed to follow up the matter with USAID officials.

In 1984, UNICEF granted US \$ 250,000 in institutional support to the Centre for that year, but the funds were not released until 1985. UNICEF then instructed us to regard the funds as 1985 support. We requested UNICEF to treat this grant as 1984 support, as originally intended, and to provide support for 1985 as well. This was not granted. We are requesting UNICEF to enhance for at least US \$ 0.5 million for 1986.

In October, we have obtained commitments from UNICEF for the support of five project activities in 1985 and 1986. The grant represents the total project costs minus the standard ICDDR,B overhead cost of 31%. UNICEF's justification in not covering overhead is that they have given core funds. We have written to Mr. James Grant, explaining the vital nature of overhead funds to the administration of projects at the Centre, and the difference between core support and overhead, and have asked for at least 25% overhead. We sincerely hope that the overhead for these projects can be obtained, and that the Centre will be the recipient of both core and project support from UNICEF in the future.

Sweden's ongoing core and project support to the Centre expired in June, 1985, and we have appealed to the Swedish Agency for Research Cooper-

ration with Developing Countries (SAREC) for enhanced core support for 1985 and beyond. We have been informed that our request will be considered in SAREC's December board meeting.

A request to the Swedish International Development Agency (SIDA) was also made on ICDDR,B's behalf by the External Resources Division of the Government of Bangladesh, to extend additional core support. Unfortunately, the Centre's status as multi-lateral agency prevents us from being eligible for SIDA's bilateral funds. The RDO estimates that we will receive at least US \$ 100,000 in core support for 1985 and US \$ 200,000 for 1986.

Saudi Arabia's first five-year cycle of institutional funding finished in early 1985. We have applied to the Government of Saudi Arabia for a renewal of support at an enhanced rate. Negotiations have been positive and we expect a final decision from them within the next few weeks.

Project support for the Dammam Diarrhoea Control Centre continues, and at the request of Saudi Arabia, a new Centre has been opened in Riyadh. We expect support for both Centres at the existing level in 1986.

The Centre has gratefully received an enhanced core contribution from Australia in 1985. We are expecting continued support in 1986, with a further increase.

Bangladesh has continued, in 1985, to grant core funds to the Centre, along with in-kind and logistic support. I would like to make special mention of the fact that the Government of Bangladesh has always extended

close cooperation and support to ICDDR,B, without which, operation would have been impossible. In both project implementation and fundraising efforts the Government's assistance has proven invaluable. I would like to express our special gratitude to the Minister of Health and Population Control and the External Resources Division of the Ministry of Finance for this support.

The UNROB loan from the Government of Bangladesh has been extended through 1986, and we will make all effort to ensure that it is eventually converted into a grant, as all the funds have been utilized for free medical services and training in Bangladesh. We request the assistance of our esteemed Trustees from Bangladesh in this regard.

Due to the 1985 shortfall in core funds, the Centre has faced great difficulty in operating such core-supported facilities as the Dhaka Treatment Centre. We have requested the local UNDP mission, through the Government of Bangladesh, for a grant of US \$ 500,000 from a special UNDP emergency fund. Our proposal has been forwarded to the Government for approval.

The Centre continues to receive core support from Switzerland and the United Kingdom Overseas Development Agency, for which we are most grateful. We expect support on a similar level in 1986 as well.

Resources Development has approached two new potential donors for support in 1986. These are the governments of Italy and Malaysia, both of which have been asked for core support.

The Canadian International Development Agency continues to fund the Demographic Surveillance System. This project support is committed through 1987. In December, 1984, CIDA was approached by the Centre for support for national and international training. We have thus far received CND 100,000 in support of international training activities, and we expect an additional CND 150,000 before the end of the year.

In December, 1985, Resources Development is submitting a multi-year proposal to CIDA for support of international training and technical assistance, the Second African Conference on Diarrhoeal Diseases and Clinical Services in Bangladesh.

Japan has continued its general and programme support in 1985 at an enhanced rate. During a recent trip to Japan, we received a commitment for 1986 as well, which continues programme support with increased funds for international training.

In 1985, the expected project support from the European Economic Community was not obtained. For 1986 we are requesting general programme support from them.

The third-phase proposal for 1985-86, which was submitted to the Arab Gulf Fund through UNDP has not yet come before the AG Fund Board for review and approval. We have been informed by them that the proposal will be considered in early 1986. The components of the proposal are the Urban Community Volunteers Programme, applied research on cereal-based ORS, clinical service delivery and international training.



The Government of Belgium has continued its project support to the Centre at an enhanced rate in 1985. We are hopeful for another increase in their 1986 contribution. Under the Belgian technical assistance programme, three health professionals are being supported at the Centre; two of them have already taken up their posts here and the third is expected in early 1986. Belgium is also supporting the advanced studies of one Centre scientist in microbiology at the Hopital Universitaire St. Pierre in Brussels.

The Training and Extension division at the Centre has also formed a working liaison with the Belgian "Medicin Sans Frontiers". We are collaborating with them for training in epidemic control and management procedures.

The Ford Foundation continues to be a cooperative and important donor. The Epidemic Control Preparedness Programme is supported by a Ford grant, which expires in June, 1986. We will soon be approaching Ford for renewal of this funding, which will be of vital importance to the Government health programme and prevention of epidemics in Bangladesh. Ford has also provided support for an extensive study on Family Planning Related Infectious Morbidity, which continues into 1986. Three other activities, the evaluation of the National Oral Rehydration Programme, Operations Research and a visit by financial consultants from the Population Council, were supported in 1985 by the Ford Foundation.

France provided the Centre with US \$ 20,000 for Emergency Relief after the tragic cyclone and tidal bore, which struck the costal area of

Bangladesh this year. ORSTOM, the technical assistance agency of the French government, is supporting a nutritionist here at the Centre.

The International Development Research Centre of Canada has continued their support of the DISC programme through December, 1985. IDRC has agreed to fund the second phase of DISC for the next two years at a reduced rate, due to financial constraints. A demographic study is also being supported into 1986 by IDRC.

The Centre received support for the first time from the Norwegian Agency for Development this year. Their grant supports field health services in Matlab, and NORAD officials have indicated that they are willing to renew support in 1986.

The United Nations Development Programme continues to support clinical research in 1985. The present funding cycle expires in 1986, and we hope that it will be renewed at an enhanced rate.

UNDP has also renewed their agreement with the Centre for support of the Urban Community Volunteers Programme (UCVP).

USAID-Dhaka has continued its support of the Maternal Child Health and Family Planning Extension project in 1985. Agreements have been signed for enhanced support in 1986 and for the first half of 1987.

We were informed by USAID-Dhaka earlier this year that funds were available directly from USAID under the Child Survival Programme. Accordingly, we submitted a proposal for support of the UCVP, and were informed

that the funds would come through this year. Unfortunately, the proposal has been kept pending for 1986. We have submitted another proposal for support of the Dhaka Treatment Centre under the same programme, to begin in 1986.

After the cyclone in May of this year, the Centre received a US \$ 100,000 Emergency Relief grant from USAID-Dhaka. The funds were used to equip and support medical teams that were sent out to treat cyclone victims in areas which were subsequently struck by diarrhoeal disease outbreaks, and to upgrade the Government IV fluid plant in order to increase the availability of IV fluid for use during future epidemics. This will also insure increased supply of IV fluids to ICDDR,B, which were previously purchased out of core funds.

The World Health Organization continued its support of the Oral Cholera Vaccine Trial in 1985, and we expect them to contribute in 1986 as well. The WHO has also approved three protocols on Diarrhoeal Disease Control, funding for which will extend into 1986.

The World Bank has continued its support of the Mirzapur Hand Pump project in 1985. We have requested incremental funds this year due to unforeseen high costs in the project, and are waiting for their decision on this enhanced support. The World Bank has committed to continue its funding in 1986.

The Aga Khan Foundation gave support for collaborative research on cereal-based ORS with Kenya. The Foundation has also supported collaborative

training and technical assistance activities with China. We have requested funding in the same areas at an enhanced rate for 1986.

The Ford Foundation has generously given a grant of US \$ 500,000 to the Centre's Reserve Fund. Resources Development has found it difficult to convince donors to include 6% for the Reserve Fund in their grants. However, we continue to seek funding for this vital part of the Centre's resources from other donors.

A major objective of the newly established International Child Health and Diarrhoeal Disease Foundation will be to raise funds for ICDDR,B. An agreement has been drawn up between the Centre and the Foundation, and a former member of the Resources Development staff has been contracted by the Centre to establish the Foundation office in Washington D.C. and get fundraising operations underway. We are very hopeful that the full-time presence of an official representative of the Centre in the U.S. will enhance fundraising efforts considerably.

Another issue that I should like to discuss is the annual Consultative Group Meeting, which has not always been as productive as was expected. It has been suggested by UNDP that in the future, the CG Meeting should be held in Dhaka, instead of in conjunction with the UNDP Governing Council. UNDP has offered to support the participation of some members from developing countries. The CG Meeting should be attended by representatives of donor countries and organizations who are directly involved in funding decisions. Holding the meeting in Dhaka would give donors an opportunity to view Centre

activities first-hand, to assess ICDDR,B's financial needs and to make pledges for support. During our recent visit to Japan, these views were strongly supported by the Japanese government as well.

In conclusion, Mr. Chairman, I must say that in spite of generous contributions and support from many of our donors, 1985 has proven to be an extremely challenging year for fundraising. International political and economic uncertainties have made donor commitments difficult to secure. Our fundraising estimate was US \$ 9.2 million, out of which commitments for US \$ 8.3 million should be secured before the close of the year. We are hopeful as well that the UNDP-Dhaka emergency fund of US \$ 500,000 will be granted to the Centre to cover some of our hospital and training costs.

The first and major setback occurred when US \$ 1.1 million in Child Survival funds, which we had expected to receive from UNDP for international training and technical assistance, was not approved in the final stages at USAID. We understand that WHO was not supportive of the proposal. We hope that now, with the inclusion of Dr. Mike Merson on our Board of Trustees, understanding between the two organizations will improve, resulting in successful fundraising efforts in the future.

The second setback occurred when UNICEF asked us to regard their 1984 commitment for core funds as a 1985 contribution. Although we requested them to consider an "additional" contribution, they were unable to grant us core funds for 1985. Resources Development was also expecting our request to the Arab Gulf Fund for US \$ 700,000 to be approved this year. Instead, the

AG Fund Board will not be reviewing the proposal until the beginning of next year.

The cancellation of the Federal Republic of Germany's commitment of DM 800,000 was also an unexpected setback. They had confirmed that the money would be given in support of training, then later requested, on the advice of WHO, that the funds be utilised for the Cholera Vaccine Trial. We understand now that this commitment for support has been withdrawn completely.

Finally, as I have already mentioned earlier, the full impact of the shift in USAID's support from core to project is now becoming clear. Had USAID continued its support to the core fund, obtaining support for a high visibility project, such as the Vaccine Field Trials, may not have proven difficult.

I repeat that 1985 has indeed been a difficult year for fundraising, and the major shift in donor preference from institutional support to project support has made the work of the Resources Development Office even more crucial. Resources Development will continue to put forth its utmost effort to secure the funds necessary for sustaining the vital work of the Centre, in both institutional and project areas.

In closing, I would like to suggest that, it is particularly vital at this time for the Board of Trustees to review and prioritize the unfunded project activities. Resources Development activities would be greatly facilitated if we knew exactly what the Centre's priorities were in the

areas of research, training, services and extension and if groups of protocols on the same priority topics could be presented as "packages" to donors for funding. Once again, we do not expect a dramatic change in the donors' aid giving policies. However, Resources Development Office will continue its efforts to fulfil its 1986 projections.

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BT/5/NOV/1985

RESOURCES DEVELOPMENT REPORT FOR FINANCE COMMITTEE  
NOVEMBER 1985

In the May, 1985 meeting of the Finance Committee of the ICDDR,B Board of Trustees we had reported an estimated income of US \$9.2 million. Of this amount we have already secured firm commitments in the amount of US \$7,906,350. We expect another US \$499,000 of estimated donor support to materialise by the end of the year. Furthermore, we have already initiated negotiations with the Government of Bangladesh and the UNDP for an additional support in the amount of US \$500,000. This will bring our total projection of 1985 income to US \$8,855,350. This amount is US \$344,650 short of our projections made earlier this year (Appendix-A). Details of the donor status and the reasons for the shortfall are provided in the Resources Development Report to the Board.

The 1986 donors projection (Appendix-B) is estimated at approximately US \$10 million. Of this, we have already obtained commitments for US \$4.9 million and the rest is expected to be raised during the course of the year. As we do not expect dramatic changes in the present conservative trend in donor policy, the Resources Development office will continue in its efforts to raise both core and programme support.



Nov/1985

ICDDR,B DONORS 1985 : COMMITMENTS & ESTIMATES

(In US Dollars)

## A. Unrestricted-Core

| Donor              | Committed      | Estimated      | Total          |
|--------------------|----------------|----------------|----------------|
| 1. Australia/ADAB  | 186,500        | -              | 186,500        |
| 2. Bangladesh      | 34,000         | -              | 34,000         |
| 3. Saudi Arabia    | -              | 100,000        | 100,000        |
| 4. Sweden/SAREC    | 50,000         | 100,000        | 150,000        |
| 5. Switzerland/SDC | 345,000        | -              | 345,000        |
| 6. UK/ODA          | 165,000        | -              | 165,000        |
|                    | <u>780,500</u> | <u>200,000</u> | <u>980,500</u> |

## B. Restricted-Core

| Donor         | Committed        | Estimated | Total            |
|---------------|------------------|-----------|------------------|
| 1. CIDA/DSS   | 730,000          | -         | 730,000          |
| 2. Japan      | 260,000          | -         | 260,000          |
| 3. USA/AID(W) | 2,300,000        | -         | 2,300,000        |
| 4. UNDP/UNROB | 87,000           | -         | 87,000           |
|               | <u>3,377,000</u> | <u>-</u>  | <u>3,377,000</u> |

## C. Restricted-Projects

| Donor                        | Committed | Estimated | Total   |
|------------------------------|-----------|-----------|---------|
| Arab Gulf Fund/UNDP          | 300,000   | -         | 300,000 |
| Belgium                      | 95,000    | -         | 95,000  |
| Belgium/MSF                  | 10,000    | -         | 10,000  |
| CIDA/Training                | 225,000   | -         | 225,000 |
| Ford/Epidemic Control        | 119,000   | -         | 119,000 |
| Ford/Op Research             | 50,000    | -         | 50,000  |
| Ford/NORP                    | 54,000    | -         | 54,000  |
| Ford/ Morbid Study           | 79,000    | -         | 79,000  |
| Ford/Fin. Cons.              | 12,000    | -         | 12,000  |
| France                       | 20,000    | -         | 20,000  |
| France/Emergency Relief      | 15,000    | -         | 15,000  |
| IDRC/DISC                    | 75,000    | -         | 75,000  |
| IDRC/Demography              | 27,000    | -         | 27,000  |
| JHU/Natural Fert.            | 5,650     | -         | 5,650   |
| NORAD/MCH                    | 237,500   | -         | 237,500 |
| National Acad. Sc./BOSTID    | 20,000    | -         | 20,000  |
| Pop Council/Op Research      | 19,000    | -         | 19,000  |
| Princeton/Child Mort         | 2,000     | -         | 2,000   |
| Saudi Arabia/DCC's           | 372,000   | -         | 372,000 |
| Sweden/SAREC                 | 9,000     | -         | 9,000   |
| UNDP/WHO Clin Research       | 275,000   | -         | 275,000 |
| UNDP/UCVP                    | 102,000   | -         | 102,000 |
| UNFPA/MCH-Matlab             | 23,500    | -         | 23,500  |
| UNICEF/ORT and Training      | 325,000   | 65,000    | 390,000 |
| USAID/Dhaka-Nutrition        | 22,900    | -         | 22,900  |
| USAID/Dhaka/MCH-FP Ext       | 907,000   | -         | 907,000 |
| USAID/Dhaka-Emergency Relief | 100,000   | -         | 100,000 |

contd. /2

Restricted-Projects contd. ..

| Donor                      | Committed           | Estimated      | Total                     |
|----------------------------|---------------------|----------------|---------------------------|
| WHO/Vaccine Trial          | 50,000              | -              | 50,000                    |
| WHO/CDD Protocols          |                     | 92,000         | 92,000                    |
| WHO/CDD Protocols          | 7,500               | -              | 7,500                     |
| World Bank/Sanit Int       | 92,000              | 92,000         | 184,000                   |
| Aga Khan Foundation/CB ORS | 22,300              | -              | 22,300                    |
| Aga Khan Foundation/China  | 30,100              | -              | 30,100                    |
| JHU/Longitudinal Data File | 5,400               | -              | 5,400                     |
| UNICEF/Shigella            | 40,000              | -              | 40,000                    |
| Sub-Total :                | <u>3,748,850</u>    | <u>249,000</u> | <u>3,997,850</u>          |
|                            | Unrestricted-Core   |                | 980,500                   |
|                            | Restricted-Core     |                | 3,377,000                 |
|                            | Restricted-Projects |                | 3,997,850                 |
|                            | Total :             |                | <u>8,355,350</u>          |
| Additional Prospects :     | UNDP/Dhaka          |                | 500,000                   |
|                            | Grand Total :       |                | <u>8,855,350</u><br>===== |

ICDDR,B DONORS 1986 PROJECTIONS

(In US Dollars)

## A. Unrestricted-Core

| Donor                | Committed      | Estimated        | Total            |
|----------------------|----------------|------------------|------------------|
| 1. Australia/ADAB    | 200,000        | -                | 200,000          |
| 2. Bangladesh        | 34,000         | -                | 34,000           |
| 3. Italy             | -              | 100,000          | 100,000          |
| 4. Malaysia          | -              | 100,000          | 100,000          |
| 5. Saudi Arabia      | -              | 100,000          | 100,000          |
| 6. Sweden/SAREC/SIDA | -              | 200,000          | 200,000          |
| 7. Switzerland       | 350,000        | -                | 350,000          |
| 8. UK/ODA            | 165,000        | -                | 165,000          |
| 9. UNICEF            | -              | 500,000          | 500,000          |
| 10. USAID            | -              | 1,000,000        | 1,000,000        |
| Sub-Total :          | <u>749,000</u> | <u>2,000,000</u> | <u>2,749,000</u> |

## B. Restricted-Core

| Donor           | Committed        | Estimated        | Total            |
|-----------------|------------------|------------------|------------------|
| 1. CIDA/DSS     | 860,000          | -                | 860,000          |
| 2. EEC          | -                | 100,000          | 100,000          |
| 3. Japan        | 350,000          | -                | 350,000          |
| 4. USA/AID(W)   | -                | 2,000,000        | 2,000,000        |
| Sub-Total :     | <u>1,210,000</u> | <u>2,100,000</u> | <u>3,310,000</u> |
| Total (A + B) : |                  |                  | <u>6,059,000</u> |

## C. Restricted-Projects

| Donor  | Committed | Estimated | Total      |
|--|-----------|-----------|------------|
| 1. Belgium   | 100,000   | -         | 100,000    |
| 2. CIDA/Training   | -         | 300,000   | 300,000    |
| 3. The Ford Foundation/Ep Cont                           | 60,000    | -         | 60,000     |
| 4. The Ford Foundation/Morbid St                         | 80,000    | -         | 80,000     |
| 5. IDRC/DISC   | 55,000    | -         | 55,000     |
| 6. NORAD/MCH   | -         | 150,000   | 150,000    |
| 7. National Acad Sc/BOSTID                               | 28,000    | -         | 28,000     |
| 8. Saudi Arabia/DCC's                                    | 560,000   | -         | 560,000    |
| 9. UNDP/WHO Clinical Research                            | 300,000   | -         | 300,000    |
| 10. UNDP/UCVP  | 50,000    | -         | 50,000     |
| 11. UNICEF/Sr. FWV Training                              | -         | 100,000   | 100,000    |
| 12. UNICEF/ORT and Training                              | 300,000   | -         | 300,000    |
| 13. USAID/MCH-FP Ext                                     | 1,300,000 | -         | 1,300,000  |
| 14. USAID/Philippines-Nepal-Egypt/Trg                    | -         | 100,000   | 100,000    |
| 15. USAID/UCVP   | -         | 300,000   | 300,000    |
| 16. WHO/Vaccine Trial                                    | -         | 50,000    | 50,000     |
| 17. WB/Sanitation Intervention                           | 127,000   | -         | 127,000    |
| 18. The AK Foundation/Cereal-based<br>ORT in Kenya/China | -         | 50,000    | 50,000     |
| Sub-Total :  | 2,960,000 | 1,050,000 | 4,010,000  |
| Total (A + B + C) :                                      |           |           | 10,069,000 |

APPENDIX. 4

APPENDIX. 4 OF THE  
MINUTES OF BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER, 1985

REPORT OF THE  
FINANCE COMMITTEE MEETING  
INCLUDING BUDEGET FOR 1986

Report of the Finance Committee Meeting Held at 9:00 a.m. Sunday,  
25 November and 2:00 p.m. Monday, 25 November 1985

Members Present: Professor D. Bell (Board Chairman)

Dr. D. Sebina, Acting Chairman

Professor R. Eeckels, Director

Mr. Anwar

Professor L. Mata

Member Absent: Dr. S. Joseph

Invited Persons: Mr. M. R. Bashir

Mr. H. Janssen

Mr. L. Chang

1. Approval of Agenda

The agenda was approved for adoption as presented.

2. Approval of Minutes of the Last Meeting

The minutes of the last meeting held on 25 May 1985 were approved as read.

3. Matters Arising

3.(a) Review of Accumulated Deficit

The Committee reviewed the accumulated deficit of \$2,230,184 at the end of 1984.

A reduction in this deficit can only be achieved by generating special core support and by ensuring that in future the Centre's operations run at a surplus (see Table IV).

3.(b) Increase in National Level Pay Scale

The recent UN wage scale increases cumulate to 21.9 and 26.4 percent respectively for GS and NO level staff retroactively from October 1, 1984.

The increased national pay level scales may be broken down as follows:

|  |             |
|--|-------------|
| - retroactive increase from Oct 1/84 to Dec 31/85: | \$ 596,000  |
| - automatic step increase Jan 1/86 to Dec 31/86:   | \$ 22,000   |
| - higher salary level in 1986:                     | \$ 534,000  |
|  | <hr/>       |
| TOTAL  | \$1,152,000 |

3.(c) Reserve Fund

The Committee asked for a staff report at next Board meeting on how best to manage the funds.

The Committee was also pleased to learn of a donation of \$500,000 to the fund by Ford Foundation.

3.(d) Implementation of the Recommendations of Arthur D. Little Report

The Committee was informed that the implementation of the recommendations of the Arthur D. Little Report were proceeding satisfactorily.



3.(e) Overdraft Facility Increase

In May, the Board authorised an increase in the line of credit to U.S. \$3.0 million and in September, American Express agreed to provide U.S. \$3.0 million as follows:

- \$ 1.3 million in N.Y. at Market rate and secured by the Reserve Fund.
- \$ 1.7 million in Dhaka at Bangladesh Bank rate and secured by donor receipts.

4. 1985 Financial Situation and Outlook

A. Table III reflects the financial situation for 1985.

Expenditures were higher than budgeted in total, mainly due to increased spending on funded projects. Income was somewhat lower than expected for the first time in seven years.

More important, however, was the form in which the income was received. The U.S.A. switched \$ 1.9 million in expected core support to \$ 2.3 million in project restricted support. Effectively, this meant that there was about \$ 1.4 million less unrestricted (core) income to support unfunded research and administrative and research support costs (see Table III).

B. Management Action

(i) Personnel

Actions taken by the management focussed on cutting unfunded administrative costs wherever possible. As personnel costs constituted about two-thirds of the total budget, on July 21, a freeze was

imposed by the Director on recruitment and reclassifications.

More drastic action to cut staff and stop unfunded research was not proposed at the time as it was not clear how to proceed. In other words, the new management had not yet become sufficiently informed about all the operations, both scientific and administrative, to propose with confidence an appropriate course of action.

(ii) Other Actions

The Committee commends management for rapid progress in charging appropriate overheads on externally funded projects.

C. Cash Flow

The overdraft at banks stood at \$ 1.6 million at end of 1984 and is expected to increase by \$ 1.2 million to stand at \$ 2.8 million at the end of 1985. Interest costs have increased from \$150,000 in 1984 to an estimate of \$275,000 for 1985.

An increase in the line of credit from \$ 2.0 million to \$ 3.0 million eased somewhat the persistent cash flow pressures at mid-year.

5. 1986 Budget Proposal

The financial outlook for 1986 is very serious. The present outlook for revenue is \$ 9.4 million. The proposed expenditures, as submitted by various program heads total \$ 12.6 million.

In the Committee's view, it is essential to aim to bring expenditures for 1986 within the anticipated revenues, and to make a start on reducing the overdraft. This will require very strong policies,

with the Director taking personal responsibility for their implementation.

Some of the problems to be faced in trying to achieve a balanced budget with the potential to produce a surplus include the following:

A. Personnel

About 70% of the Centre's spending is for personnel and any effort to reduce expenditures has to deal with personnel.

(1) International Personnel. It will be necessary to reduce the number of international personnel who are not funded by projects. The Director agrees with this, and is proposing to collapse certain jobs, and to reduce the level of others from international to national scale, and to defer hiring others unless, and until, funding can be found.

(2) National Personnel. There is an inescapable increase in salary scales. The Centre follows UN rules, and the UN has raised salary scales in Bangladesh between 22 and 26 percent retroactive to Oct. 1, 1984. Since the Centre is funded prospectively, it cannot afford to pay retroactively. The Committee therefore recommends that the increase should go into effect as of January 1, 1986. The rising cost per employee makes it even more necessary to reduce the number of local personnel. The Director agrees.

Both for international and national employees, the Committee would like to be able to recommend specific targets for reductions. It is our impression that a severe scrutiny of the present employment levels

would permit significant reductions.

The Committee suggests that the Director present to the Board at its next meeting a report on progress with respect to reducing staff, both international and national.

B. Unfunded Research

The Committee sees no option but to eliminate core-unfunded research. The Director agrees.

At the same time, it is to be noted that U.S.AID expects to put at the Director's disposal \$500,000 per annum for Project Development and support funds. These funds will permit the Director to develop new research capabilities and strong research proposals which should then have a good chance of finding external funding.

This raises the question of Teknaf, a field station for which there is no external funding. The Committee has suggested that the Director consider "moth balling" the Teknaf Station until research funding is available to support it.

Dhaka Hospital is an important but expensive component of the Centre. The Committee is pleased to learn that there are possibilities for part of the expenses of this essential service delivery institution being funded.

C. We recognize that the Board is asking simultaneously for increased quality in the Centre's research efforts and reduced costs in all aspects of the Centre's operations. This will mean a dilemma for the Director.

D. The Committee notes that it will be a delicate operation to reduce core-funded research, training, and administrative activities while increasing externally-funded activities of the same type. Staff and facilities may be partially funded from core and partially from external sources.

This is necessary, however, at a time when the Centre's basic funding support has been shifting to much lower proportions of core funding to project funding.

E. The Committee asked the Centre's financial officers to comment on the effects of the various cost saving measures implied by the above. They estimate that there remains an amount in the order of magnitude of \$ 1.5 million of unfunded costs to be dealt with.

Total unfunded salaries (local and international) amount to \$3,971,000. To reduce this by \$ 1.5 million would imply a 37 percent contraction. To request the Centre management to reduce personnel expenditures in 1986 by such a huge amount seems to us unmanageable.

We conclude that even with expert management and the best of intentions, it is very doubtful that the Centre can live within its means in 1986.

An increase in the line of credit to permit the Centre time to put its house in order also seems doubtful. The reason for this is that the amount required could be between \$ 5.0 and \$ 5.5 million with very high interest costs.

The Committee, therefore, considers that extraordinary action is necessary, and that it will be essential to explore every possible avenue with the Government of Bangladesh and the donor community to give the Centre the time to adjust its operations.

Nov/85

TABLE III  
1985 INCOME AND EXPENDITURE

|  | <u>Budget as Presented<br/>to the Board May/85</u> | <u>1985 Actual<br/>(Estimate)</u> |
|--|--|-----------------------------------|
| <u>INCOME</u>                          |  |                                   |
| Funded Research<br>(Direct Cost)       | \$4,441,000  | \$5,264,486                       |
| Funded Overhead                        | \$1,453,000  | \$1,079,269                       |
| Funds (Core)                           | <u>2,416,000</u>                                   | <u>1,480,500</u>                  |
|  | <u>3,869,000</u>                                   | <u>2,559,769</u>                  |
| Total                                  | <u>\$8,310,000</u>                                 | <u>\$7,824,255</u>                |
| <u>EXPENDITURE</u>                     |  |                                   |
| Funded Research<br>(Direct Cost)       | \$3,525,000  | \$5,264,486                       |
| Unfunded Research<br>(Core)            | \$1,779,000  | \$1,033,920                       |
| Administrative and<br>Research Support | <u>3,604,000</u>                                   | <u>2,614,594</u>                  |
|  | <u>5,383,000</u>                                   | <u>3,648,514</u>                  |
| Total                                  | <u>\$8,908,000</u>                                 | <u>\$8,913,000</u>                |
|  | <u>(\$ 598,000)</u>                                | <u>(\$1,088,745)</u>              |

Nov/85

TABLE IV  
BREAKDOWN OF DEFICITS

|       |      |                                 |                           |
|-------|------|---------------------------------|---------------------------|
|       | 1983 | Operating Deficit               | \$ 882,942                |
| Add:  |      | Transfer to Reserve Fund        | <u>300,000</u>            |
|       |      | Sub-Total                       | \$1,182,942               |
| Add:  | 1984 | Operating Deficit               | 605,613                   |
|       |      | Transfer to Reserve Fund        | <u>441,629</u>            |
|       |      | Sub-Total                       | \$2,230,184               |
| Add:  | 1985 | Operating Deficit               | 1,438,745                 |
| Less: |      | 1984 Income Received<br>in 1985 | ( 813,994)                |
|       |      | Cumulative Deficit              | <u><u>\$2,854,935</u></u> |

NOTE: Included in the \$2,854,935 cumulative deficit is \$1,186,080 representing an UNROB loan provided interest free by the Government of Bangladesh in 1983. As a provision for possible future repayment, a total of \$841,629 has been set aside as a reserve. Should the loan be converted to a grant, the accumulated deficit would be reduced by \$1,186,080.

ICDDR,B  
BUDGET SUMMARY FOR 1986.

A:TOTBUD86

| BUDGET<br>CODE NO. | PROGRAMME TITLE             |           | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
|--------------------|-----------------------------|-----------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
| 01                 | Disease Transmission        | Funded    | 380590            | 135000            | 25930      | 18000           | 20000           | 255577   | 32210  | 355229          | 1222536                      | 19900                  | 1242436               |
|                    |                             | Unfunded  | 36363             | 233858            | 25934      | 1000            | 10000           | 26000    | 18150  | 66114           | 417419                       | 5000                   | 422419                |
|                    |                             | Sub-total | 416953            | 368858            | 51864      | 19000           | 30000           | 281577   | 50360  | 421343          | 1639955                      | 24900                  | 1664855               |
| 02                 | Pathogenesis & Therapy      | Funded    | 49510             | 54505             | 0          | 0               | 5650            | 13993    | 2129   | 117039          | 242826                       | 9001                   | 251827                |
|                    |                             | Unfunded  | 75140             | 75853             | 7200       | 570             | 4866            | 25945    | 5835   | 48288           | 243697                       | 8050                   | 251747                |
|                    |                             | Sub-total | 124650            | 130358            | 7200       | 570             | 10516           | 39938    | 7964   | 165327          | 486523                       | 17051                  | 503574                |
| 03                 | Host Defense                | Funded    | 9701              | 47068             | 0          | 606             | 5520            | 6950     | 800    | 2080            | 72725                        | 0                      | 72725                 |
|                    |                             | Unfunded  | 24678             | 51368             | 3630       | 0               | 2450            | 7100     | 600    | 7700            | 97526                        | 20000                  | 117526                |
|                    |                             | Sub-total | 34379             | 98436             | 3630       | 606             | 7970            | 14050    | 1400   | 9780            | 170251                       | 20000                  | 190251                |
| 04                 | Nutrition                   | Funded    | 4850              | 7509              | 0          | 150             | 0               | 560      | 150    | 9820            | 23039                        | 0                      | 23039                 |
|                    |                             | Unfunded  | 138770            | 171920            | 0          | 16956           | 11850           | 39065    | 22976  | 97687           | 499224                       | 42500                  | 541724                |
|                    |                             | Sub-total | 143620            | 179429            | 0          | 17106           | 11850           | 39625    | 23126  | 107507          | 522263                       | 42500                  | 564763                |
| 05                 | Community Services Research | Funded    | 1169441           | 520954            | 86958      | 49266           | 42436           | 203236   | 301250 | 197432          | 2570973                      | 168545                 | 2739518               |
|                    |                             | Unfunded  | 43107             | 242466            | 40124      | 1673            | 8250            | 9820     | 20875  | 20535           | 386850                       | 2250                   | 389100                |
|                    |                             | Sub-total | 1212548           | 763420            | 127082     | 50939           | 50686           | 213056   | 322125 | 17967           | 2957823                      | 170795                 | 3128618               |
| 06                 | Research & Training Support | Funded    | 0                 | 0                 | 0          | 0               | 0               | 0        | 0      | 0               | 0                            | 0                      | 0                     |
|                    |                             | Unfunded  | 1089076           | 297777            | 31107      | 10491           | 14313           | 750037   | 242962 | 287237          | 2723000                      | 330893                 | 3053893               |
|                    |                             | Sub-total | 1089076           | 297777            | 31107      | 10491           | 14313           | 750037   | 242962 | 287237          | 2723000                      | 330893                 | 3053893               |
| 07                 | Training, Extension & Comm. | Funded    | 100320            | 16640             | 79272      | 47674           | 249627          | 41454    | 87750  | 29400           | 652137                       | 39669                  | 691806                |
|                    |                             | Unfunded  | 69372             | 50580             | 20580      | 1800            | 13750           | 6940     | 4500   | 9087            | 176609                       | 12280                  | 188889                |
|                    |                             | Sub-total | 169692            | 67220             | 99852      | 49474           | 263377          | 48394    | 92250  | 38487           | 828746                       | 51949                  | 880695                |
| 08                 | Maintenance & Logistics     | Funded    | 0                 | 0                 | 0          | 0               | 0               | 0        | 0      | 0               | 0                            | 0                      | 0                     |
|                    |                             | Unfunded  | 272707            | 25620             | 0          | 2207            | 3200            | 105528   | 12856  | 18307           | 440425                       | 73162                  | 513587                |
|                    |                             | Sub-total | 272707            | 25620             | 0          | 2207            | 3200            | 105528   | 12856  | 18307           | 440425                       | 73162                  | 513587                |

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|                        |                         |           |         |         |        |        |        |         |         |         |          |        |          |
|------------------------|-------------------------|-----------|---------|---------|--------|--------|--------|---------|---------|---------|----------|--------|----------|
| 09                     | Management              | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 317229  | 368282  | 15106  | 4651   | 38265  | 39636   | 353480  | 65469   | 1202118  | 56250  | 1258368  |
|                        |                         | Sub-total | 317229  | 368282  | 15106  | 4651   | 38265  | 39636   | 353480  | 65469   | 1202118  | 56250  | 1258368  |
| 10                     | Resources Development   | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 21618   | 221184  | 0      | 300    | 61500  | 5717    | 7160    | 8810    | 326289   | 20500  | 346789   |
|                        |                         | Sub-total | 21618   | 221184  | 0      | 300    | 61500  | 5717    | 7160    | 8810    | 326289   | 20500  | 346789   |
| 11                     | Mandatory Committee     | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 1510    | 3614    | 131525 | 600    | 0      | 1725    | 2550    | 6906    | 148430   | 1200   | 149630   |
|                        |                         | Sub-total | 1510    | 3614    | 131525 | 600    | 0      | 1725    | 2550    | 6906    | 148430   | 1200   | 149630   |
| 12                     | Employees Benefit       | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 25884   | 0       | 0      | 840    | 937    | 16480   | 11339   | 3367    | 58847    | 200    | 59047    |
|                        |                         | Sub-total | 25884   | 0       | 0      | 840    | 937    | 16480   | 11339   | 3367    | 58847    | 200    | 59047    |
| 13                     | Project Development     | Funded    | 42812   | 241678  | 34690  | 0      | 10000  | 9600    | 78000   | 2200    | 418980   | 0      | 418980   |
|                        |                         | Unfunded  | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Sub-total | 42812   | 241678  | 34690  | 0      | 10000  | 9600    | 78000   | 2200    | 418980   | 0      | 418980   |
| 14                     | Staff Development       | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 65816   | 7228    | 0      | 0      | 2500   | 390     | 1350    | 550     | 77834    | 0      | 77834    |
|                        |                         | Sub-total | 65816   | 7228    | 0      | 0      | 2500   | 390     | 1350    | 550     | 77834    | 0      | 77834    |
| 15 & 17                | Guest House & Cafeteria | Funded    | 0       | 0       | 0      | 0      | 0      | 0       | 0       | 0       | 0        | 0      | 0        |
|                        |                         | Unfunded  | 39875   | 0       | 0      | 0      | 0      | 4548    | 354     | 298     | 45075    | 871    | 45946    |
|                        |                         | Sub-total | 39875   | 0       | 0      | 0      | 0      | 4548    | 354     | 298     | 45075    | 871    | 45946    |
| TOTAL US \$            |                         | Funded    | 1757224 | 1023354 | 226850 | 115696 | 333233 | 531370  | 502289  | 713200  | 5203216  | 237115 | 5440331  |
|                        |                         | Unfunded  | 2221145 | 1749750 | 275206 | 41088  | 171881 | 1038931 | 704987  | 640355  | 6843343  | 573156 | 7416499  |
|                        |                         | Total     | 3978369 | 2773104 | 502056 | 156784 | 505114 | 1570301 | 1207276 | 1353555 | 12046559 | 810271 | 12856830 |
| Total Expenditure 1985 |                         |           | 3072896 | 2170855 | 511255 | 85371  | 357421 | 1213705 | 812629  | 1032353 | 9256485  |        |          |

AZ12-10. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## DISEASE TRANSMISSION WORKING GROUP.

A: BUD86DTM

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE        | 1985<br>EXPENDITURE | 1986              |                   |              |                 |                 |               |              |                 |                              |                        |                       |
|-----------------------|--------------------------------------|---------------------|-------------------|-------------------|--------------|-----------------|-----------------|---------------|--------------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                                      |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT   | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES      | OTHERS       | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| <b>FUNDED</b>         |                                      |                     |                   |                   |              |                 |                 |               |              |                 |                              |                        |                       |
| 01 70 00              | Cholera Vaccine Trial                | 1250537             | 347038            | 135000            | 25930        | 18000           | 20000           | 227305        | 30000        | 347400          | 1150673                      | 0                      | 1150673               |
| 01 78 00              | Shigella Plasmids                    | 500                 | 6604              | 0                 | 0            | 0               | 0               | 6438          | 310          | 1306            | 14738                        | 0                      | 14738                 |
|                       | Shigella Temp Sensative Mutant       | 0                   | 11994             | 0                 | 0            | 0               | 0               | 13000         | 700          | 3009            | 28703                        | 2700                   | 31403                 |
|                       | Shigella Suicidal Mutant             | 0                   | 12503             | 0                 | 0            | 0               | 0               | 6500          | 700          | 2914            | 22617                        | 17200                  | 39817                 |
|                       | Dx of Shigella by Co-agglutin        | 0                   | 2372              | 0                 | 0            | 0               | 0               | 2334          | 500          | 600             | 5806                         | 0                      | 5806                  |
|                       | <b>TOTAL FUNDED US \$</b>            | <b>1251037</b>      | <b>380590</b>     | <b>135000</b>     | <b>25930</b> | <b>18000</b>    | <b>20000</b>    | <b>255577</b> | <b>32210</b> | <b>355229</b>   | <b>1222536</b>               | <b>19900</b>           | <b>1242436</b>        |
| <b>UNFUNDED</b>       |                                      |                     |                   |                   |              |                 |                 |               |              |                 |                              |                        |                       |
| 01 01 00              | Disease Transmission W. Group        | 98088               | 13820             | 233858            | 16584        | 1000            | 10000           | 16250         | 16500        | 11134           | 319146                       | 5000                   | 324146                |
| 01 34 00              | Nandipara Clinic                     | 1280                | 4071              | 0                 | 0            | 0               | 0               | 2080          | 350          | 650             | 7151                         | 0                      | 7151                  |
| 01 49 00              | ICDDR,B Surveillance Program         | 35672               | 8496              | 0                 | 0            | 0               | 0               | 845           | 0            | 52480           | 61821                        | 0                      | 61821                 |
| 01 71 00              | Shigella R. Plasmid                  | 612                 | 3179              | 0                 | 0            | 0               | 0               | 5850          | 300          | 1100            | 10429                        | 0                      | 10429                 |
| 01 74 00              | E. Coli Phage                        | 10764               | 6797              | 0                 | 9350         | 0               | 0               | 975           | 1000         | 750             | 18872                        | 0                      | 18872                 |
|                       | <b>TOTAL UNFUNDED US \$</b>          | <b>146416</b>       | <b>36363</b>      | <b>233858</b>     | <b>25934</b> | <b>1000</b>     | <b>10000</b>    | <b>26000</b>  | <b>18150</b> | <b>66114</b>    | <b>417419</b>                | <b>5000</b>            | <b>422419</b>         |
|                       | <b>TOTAL FUNDED + UNFUNDED US \$</b> | <b>1397453</b>      | <b>416953</b>     | <b>368858</b>     | <b>51864</b> | <b>19000</b>    | <b>30000</b>    | <b>281577</b> | <b>50360</b> | <b>421343</b>   | <b>1639955</b>               | <b>24900</b>           | <b>1664855</b>        |
|                       | <b>Total Expenditure 1985</b>        |                     | <b>407977</b>     | <b>330342</b>     | <b>22847</b> | <b>16513</b>    | <b>10245</b>    | <b>263331</b> | <b>44035</b> | <b>326268</b>   | <b>1421558</b>               |                        |                       |

AZ17-90. Local Salaries + 18%

21-11-1985

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## PATHOGENESIS WORKING GROUP.

A:80686PTW

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1986.             |                   |            |                 |                 |          |        |                 |        |      | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
|-----------------------|-------------------------------|---------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|--------|------|------------------------------|------------------------|-----------------------|
|                       |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. |        |      |                              |                        |                       |
| FUNDED                |                               |                     |                   |                   |            |                 |                 |          |        |                 |        |      |                              |                        |                       |
| 02 63 00              | Fueoxone Study                | 10195               | 7796              | 0                 | 0          | 0               | 2150            | 870      | 800    | 11730           | 23346  | 0    | 23346                        |                        |                       |
| 02 68 00              | Double blind Clinical Trial   | 7762                | 1588              | 0                 | 0          | 0               | 0               | 0        | 479    | 18197           | 20264  | 0    | 20264                        |                        |                       |
| 02 69 00              | Nalidixic Acid & Ampiciline   | 19754               | 578               | 1701              | 0          | 0               | 3500            | 1625     | 0      | 1195            | 8599   | 2501 | 11100                        |                        |                       |
| 02 70 00              | Hyponetraafia in Shigella     | 949                 | 1191              | 0                 | 0          | 0               | 0               | 2535     | 250    | 2856            | 6832   | 300  | 7132                         |                        |                       |
| 02 72 00              | Citrat on the Absorp. Sodium  | 7368                | 185               | 912               | 0          | 0               | 0               | 0        | 0      | 300             | 1397   | 0    | 1397                         |                        |                       |
| 85-034                | C. Profloxncin                | 0                   | 17063             | 15112             | 0          | 0               | 0               | 6000     | 0      | 24980           | 63155  | 6200 | 69355                        |                        |                       |
| 85-019                | Rice Salt ORS                 | 2661                | 11499             | 13068             | 0          | 0               | 0               | 1786     | 0      | 27650           | 54003  | 0    | 54003                        |                        |                       |
| 85-031                | Single Dose Doxycycline       | 0                   | 4505              | 0                 | 0          | 0               | 0               | 0        | 600    | 20762           | 25867  | 0    | 25867                        |                        |                       |
|                       | Oral Rehydration with Glucose | 0                   | 5105              | 23712             | 0          | 0               | 0               | 1177     | 0      | 9369            | 39363  | 0    | 39363                        |                        |                       |
| TOTAL FUNDED US \$    |                               | 48689               | 49510             | 54505             | 0          | 0               | 5650            | 13993    | 2129   | 117039          | 242026 | 9001 | 251827                       |                        |                       |

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## UNFUNDED

Continued from last page.

|                               |                                |        |        |        |       |     |       |       |       |        |        |       |        |
|-------------------------------|--------------------------------|--------|--------|--------|-------|-----|-------|-------|-------|--------|--------|-------|--------|
| 02 01 00                      | Pathogenesis Working Group     | 190553 | 21330  | 69553  | 0     | 0   | 0     | 4960  | 1000  | 3500   | 100343 | 7500  | 107843 |
| 02 57 00                      | Evaluation of Chlamydia        | 8303   | 3682   | 0      | 0     | 0   | 0     | 3575  | 0     | 0      | 7257   | 0     | 7257   |
| 02 58 00                      | Typhoid Fever: Determination   | 13818  | 1866   | 0      | 0     | 0   | 2000  | 260   | 255   | 16371  | 20752  | 0     | 20752  |
| 02 61 00                      | Role of Prostacycline          | 5943   | 9331   | 0      | 7200  | 170 | 0     | 7540  | 450   | 5025   | 29716  | 0     | 29716  |
| 02 62 00                      | Role of Endogenous Prosta.     | 4874   | 706    | 0      | 0     | 0   | 0     | 641   | 180   | 3761   | 5288   | 400   | 5688   |
| 02 71 00                      | Role of Endogenous Prostagland | 734    | 2692   | 0      | 0     | 0   | 0     | 1879  | 250   | 3600   | 8421   | 0     | 8421   |
| -- --                         | Impact of Home Therapy         | 0      | 35535  | 6300   | 0     | 400 | 2866  | 3840  | 3700  | 14000  | 66641  | 150   | 66791  |
| -- --                         | Mechanisms of Hypoglycemia     | 0      | 0      | 0      | 0     | 0   | 0     | 3250  | 0     | 2031   | 5281   | 0     | 5281   |
| TOTAL UNFUNDED US \$          |                                | 224225 | 75140  | 75853  | 7200  | 570 | 4866  | 25945 | 5835  | 48288  | 243697 | 8050  | 251747 |
| TOTAL FUNDED + UNFUNDED US \$ |                                | 272914 | 124650 | 130358 | 7200  | 570 | 10516 | 39938 | 7964  | 165327 | 486523 | 17051 | 503574 |
| Total Expenditure 1985        |                                |        | 44774  | 182913 | 10940 | 17  | 3970  | 10548 | 26044 | 55268  | 334474 |       |        |

AZ12-90. Local Salaries + 18% 21-11-85.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

HOST DEFENSE WORKING GROUP.

A:8D686HDW

| BUDGET<br>CODE<br>NO.         | PROJECT/PROTOCOL/BRANCH TITLE  | 1 9 8 6             |                   |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-------------------------------|--------------------------------|---------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                               |                                | 1985<br>EXPENDITURE | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| FUNDED                        |                                |                     |                   |                   |            |                 |                 |          |        |                 |                              |                        |                       |
| 03 22 00                      | Immuno. Analysis of V.Cholera  | 9185                | 3172              | 23534             | 0          | 606             | 2520            | 3900     | 300    | 1600            | 35632                        | 0                      | 35632                 |
| 03 27 00                      | Immunogenicity of ...C.Vaccn.  | 17200               | 6529              | 23534             | 0          | 0               | 3000            | 3050     | 500    | 480             | 37093                        | 0                      | 37093                 |
| TOTAL FUNDED US \$            |                                | 26385               | 9701              | 47068             | 0          | 606             | 5520            | 6950     | 800    | 2080            | 72725                        | 0                      | 72725                 |
| UNFUNDED                      |                                |                     |                   |                   |            |                 |                 |          |        |                 |                              |                        |                       |
| 03 01 00                      | Host Defense Working Group     | 86724               | 0                 | 0                 | 0          | 0               | 0               | 0        | 0      | 0               | 0                            | 0                      | 0                     |
|                               | Immunogenicity of Shigella LPS | 0                   | 10301             | 5884              | 1350       | 0               | 0               | 3550     | 300    | 3750            | 25135                        | 10000                  | 35135                 |
|                               | Shigella Outer Membrane Prot.  | 0                   | 14377             | 45484             | 2280       | 0               | 2450            | 3550     | 300    | 3950            | 72391                        | 10000                  | 82391                 |
| TOTAL UNFUNDED US \$          |                                | 86724               | 24678             | 51368             | 3630       | 0               | 2450            | 7100     | 600    | 7700            | 97526                        | 20000                  | 117526                |
| TOTAL FUNDED + UNFUNDED US \$ |                                | 113109              | 34379             | 98436             | 3630       | 606             | 7970            | 14050    | 1400   | 9780            | 170251                       | 20000                  | 190251                |
| Total Expenditure 1985        |                                |                     | 30788             | 80462             | 0          | 0               | 24755           | 8211     | 88     | 6708            | 151012                       |                        |                       |

AZ17-88. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## NUTRITION WORKING GROUP.

A:BD686NW6

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE  | 1985<br>EXPENDITUR | 1986              |                   |            |                 |                 |          |        |                 |       |   | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
|-----------------------|--------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|-------|---|------------------------------|------------------------|-----------------------|
|                       |                                |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. |       |   |                              |                        |                       |
| FUNDED                |                                |                    |                   |                   |            |                 |                 |          |        |                 |       |   |                              |                        |                       |
| 04 29 00              | Nutrition Education, Tangail   | 38167              | 2478              | 3078              | 0          | 150             | 0               | 430      | 150    | 1050            | 7336  | 0 | 7336                         |                        |                       |
| 04 41 00              | Digs. & Efficacy of cereal ORS | 51885              | 2372              | 4431              | 0          | 0               | 0               | 130      | 0      | 8770            | 15703 | 0 | 15703                        |                        |                       |
| TOTAL FUNDED US \$    |                                | 90052              | 4850              | 7509              | 0          | 150             | 0               | 560      | 150    | 9820            | 23039 | 0 | 23039                        |                        |                       |

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## UNFUNDED

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|                               |                                 |        |        |        |      |       |       |       |       |        |        |       |        |
|-------------------------------|---------------------------------|--------|--------|--------|------|-------|-------|-------|-------|--------|--------|-------|--------|
| 04 01 00                      | Nutrition Working Group         | 156252 | 29793  | 81951  | 0    | 398   | 9310  | 5483  | 9965  | 4863   | 141763 | 0     | 141763 |
| 04 11 00                      | Water Sanit. - Teknaf           | 62191  | 43391  | 6854   | 0    | 3250  | 0     | 17381 | 5616  | 800    | 77292  | 2500  | 79792  |
| 04 40 00                      | Socio-environmental Determinant | 24877  | 4059   | 7780   | 0    | 0     | 0     | 75    | 0     | 1615   | 13529  | 0     | 13529  |
| 04 43 00                      | Absorption of micronutrients    | 23631  | 263    | 3080   | 0    | 0     | 0     | 325   | 550   | 5763   | 9981   | 0     | 9981   |
| 04 45 00                      | Feeding & Rehabilitation Unit   | 13480  | 21325  | 0      | 0    | 9600  | 0     | 2288  | 3700  | 3935   | 40848  | 0     | 40848  |
|                               | Enteric Protein Loss in D.D.    | 0      | 5987   | 0      | 0    | 0     | 0     | 7680  | 200   | 41260  | 55127  | 0     | 55127  |
|                               | Bioavailability of Iron         | 0      | 1516   | 0      | 0    | 0     | 0     | 390   | 0     | 830    | 2736   | 0     | 2736   |
|                               | Vitamin A Contents of B. Milk   | 0      | 2797   | 15607  | 0    | 1800  | 0     | 2548  | 1020  | 23147  | 46919  | 40000 | 86919  |
|                               | Health Care in Rural Bangladesh | 0      | 10478  | 23088  | 0    | 1300  | 2540  | 2010  | 1150  | 5135   | 45701  | 0     | 45701  |
|                               | Effect of Vegetables on S. Vit. | 0      | 3221   | 0      | 0    | 200   | 0     | 156   | 500   | 3000   | 7077   | 0     | 7077   |
|                               | Risk Factor in Chronic Diarrh.  | 0      | 7198   | 15562  | 0    | 0     | 0     | 33    | 0     | 1890   | 24683  | 0     | 24683  |
|                               | Impact of Sanitary in U. Dhaka. | 0      | 7269   | 15562  | 0    | 0     | 0     | 364   | 125   | 3977   | 27297  | 0     | 27297  |
|                               | Seasonal Vit. in the status     | 0      | 1473   | 2436   | 0    | 408   | 0     | 332   | 150   | 1472   | 6271   | 0     | 6271   |
| TOTAL UNFUNDED US \$          |                                 | 280431 | 138770 | 171920 | 0    | 16956 | 11850 | 39065 | 22976 | 97687  | 499224 | 42500 | 541724 |
| TOTAL FUNDED + UNFUNDED US \$ |                                 | 370483 | 143620 | 179429 | 0    | 17106 | 11850 | 39625 | 23126 | 107507 | 522263 | 42500 | 564763 |
| Total Expenditure 1985        |                                 |        | 81300  | 220492 | 3728 | 1689  | 876   | 10802 | 26259 | 70760  | 415914 |       |        |

AZ17-70. Local Salaries + 18% 21-11-1985.

**ICDDR,B**  
**BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.**

COMMUNITY SERVICES RESEARCH WORKING GROUP.

A: 8DG86CSR

| BUDGET<br>CODE<br>NO.     | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1986              |                   |              |                 |                 |               |               |                 |                |               | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
|---------------------------|-------------------------------|---------------------|-------------------|-------------------|--------------|-----------------|-----------------|---------------|---------------|-----------------|----------------|---------------|------------------------------|------------------------|-----------------------|
|                           |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT   | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES      | OTHERS        | INTER<br>DEPTL. |                |               |                              |                        |                       |
| FUNDED                    |                               |                     |                   |                   |              |                 |                 |               |               |                 |                |               |                              |                        |                       |
| 05 03 01*                 | D.S.S. Matlab & Teknaf        | 606475              | 294100            | 162240            | 9760         | 11266           | 12000           | 82000         | 203000        | 0               | 774366         | 80968         | 855334                       |                        |                       |
| 05 46 01                  | MCH - FP Extension, Dhaka     | 308745              | 135823            | 159084            | 62693        | 5000            | 12000           | 16510         | 2800          | 29000           | 422910         | 5000          | 427910                       |                        |                       |
| 05 46 03                  | MCH - FP Extension, Sirajgong | 52464               | 102773            | 0                 | 0            | 8000            | 0               | 11570         | 16300         | 4500            | 143143         | 2000          | 145143                       |                        |                       |
| 05 46 04                  | MCH - FP Extension, Noapara   | 43227               | 92894             | 0                 | 0            | 10000           | 0               | 11960         | 15500         | 2500            | 132854         | 3100          | 135954                       |                        |                       |
| 05 46 10                  | Maternal & Child Health       | 0                   | 0                 | 0                 | 0            | 0               | 0               | 0             | 30000         | 0               | 30000          | 0             | 30000                        |                        |                       |
| 05 46 11                  | CHS - Matlab Research         | 19062               | 50093             | 0                 | 12615        | 1000            | 0               | 1300          | 0             | 27700           | 92708          | 0             | 92708                        |                        |                       |
| 05 46 --                  | MCH-FP Ext., FWA Experiment   | 0                   | 41560             | 0                 | 0            | 2000            | 0               | 910           | 400           | 1100            | 45970          | 12631         | 58601                        |                        |                       |
| 05 46 --                  | MCH-FP Ext., New Dist. Focus  | 0                   | 42456             | 33000             | 0            | 5250            | 0               | 13650         | 10500         | 3000            | 107856         | 49646         | 157502                       |                        |                       |
| 05 47 00                  | Urban Volunteer Programme     | 242562              | 99584             | 54256             | 1890         | 4080            | 10082           | 23725         | 7700          | 60482           | 261799         | 5000          | 266799                       |                        |                       |
| 05 48 00                  | Mirzapur Handpump Project     | 133470              | 53345             | 14058             | 0            | 0               | 0               | 9061          | 2700          | 13250           | 92414          | 0             | 92414                        |                        |                       |
| 05 49 00                  | Chandpur ORS Study            | 47013               | 43979             | 6632              | 0            | 1000            | 2486            | 4550          | 3400          | 8800            | 69847          | 8200          | 78047                        |                        |                       |
| 05 57 00                  | Data Linkage Project          | 3000                | 7274              | 0                 | 0            | 0               | 0               | 0             | 0             | 0               | 7274           | 0             | 7274                         |                        |                       |
| 05 58 00                  | Family Planning Related Study | 98482               | 9913              | 45584             | 0            | 450             | 2768            | 6500          | 250           | 9600            | 75065          | 0             | 75065                        |                        |                       |
| 05 60 00                  | Matlab MCH-FP Services        | 26800               | 182048            | 33600             | 0            | 720             | 3100            | 21000         | 9700          | 35500           | 285668         | 2000          | 287668                       |                        |                       |
| New                       | Infant Mortality Dynamics     | 0                   | 13600             | 12500             | 0            | 500             | 0               | 500           | 0             | 2000            | 29100          | 0             | 29100                        |                        |                       |
| <b>TOTAL FUNDED US \$</b> |                               | <b>1581300</b>      | <b>1169441</b>    | <b>520954</b>     | <b>86958</b> | <b>49266</b>    | <b>42436</b>    | <b>203236</b> | <b>301250</b> | <b>197432</b>   | <b>2570973</b> | <b>168545</b> | <b>2739518</b>               |                        |                       |

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## UNFUNDED

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|                               |                                |         |         |        |        |       |       |        |        |        |         |        |         |
|-------------------------------|--------------------------------|---------|---------|--------|--------|-------|-------|--------|--------|--------|---------|--------|---------|
| 05 01 00                      | C.S.R. Working Group           | 223780  | 3599    | 242466 | 40124  | 1000  | 5850  | 6500   | 15000  | 9750   | 324289  | 0      | 324289  |
| 05 51 00                      | Impact of Measles Immunization | 54061   | 20274   | 0      | 0      | 673   | 0     | 1950   | 3700   | 4985   | 31582   | 0      | 31582   |
| 05 61 00                      | Adolesent Pregnancy Outcome    | 1480    | 2491    | 0      | 0      | 0     | 0     | 0      | 0      | 780    | 3271    | 0      | 3271    |
| New                           | Optm. of Screening Technique   | 0       | 16743   | 0      | 0      | 0     | 2400  | 1370   | 2175   | 5020   | 27708   | 2250   | 29958   |
| TOTAL UNFUNDED US \$          |                                | 279321  | 43107   | 242466 | 40124  | 1673  | 8250  | 9820   | 20875  | 20535  | 386850  | 2250   | 389100  |
| TOTAL FUNDED + UNFUNDED US \$ |                                | 1860621 | 1212548 | 763420 | 127082 | 50939 | 50686 | 213056 | 322125 | 217967 | 2957823 | 170795 | 3128618 |
| Total Expenditure 1985        |                                |         | 823463  | 493959 | 202238 | 34002 | 30467 | 126590 | 125114 | 178858 | 2014691 |        |         |

AZ12-10. 1) \*Including 05 03 04 &amp; 05 55 01 budget.

w) Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## RESEARCH AND TRAINING SUPPORT FACILITIES.

A:BDG86ATS

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE  | 1985<br>EXPENDITUR | 1986              |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|--------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                                |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 06 01 01              | Physician - Dhaka Hospital     | 86157              | 79249             | 67200             | 0          | 0               | 0               | 2172     | 15920  | 7523            | 172064                       | 0                      | 172064                |
| 06 01 02              | General Ward - Dhaka Hospital  | 253858             | 115914            | 23088             | 0          | 0               | 0               | 23843    | 26641  | 131547          | 321033                       | 10500                  | 331533                |
| 06 01 03              | D.D. Treatment Centre - Dhaka  | 183900             | 82921             | 0                 | 0          | 0               | 0               | 51252    | 42807  | 50272           | 227252                       | 2750                   | 230002                |
| 06 01 04              | Clinical Pathology Laboratory  | 30460              | 31874             | 0                 | 0          | 0               | 0               | 8775     | 1750   | 2734            | 45133                        | 4000                   | 49133                 |
| 06 01 06              | X-Ray Unit                     | 17018              | 7816              | 0                 | 0          | 0               | 0               | 11974    | 4661   | 47              | 24498                        | 11500                  | 35998                 |
| 06 01 08              | Pharmacy - Dhaka Hospital      | 77698              | 11923             | 0                 | 0          | 0               | 0               | 82336    | 1694   | 9273            | 105226                       | 1450                   | 106676                |
| 06 01 10              | Clinical Research Ward - Dhaka | 71042              | 65348             | 0                 | 0          | 0               | 0               | 6597     | 16647  | 3886            | 92478                        | 0                      | 92478                 |
| 06 01 11              | Traveller's Clinic             | 18972              | 1501              | 0                 | 0          | 0               | 0               | 1723     | 2400   | 10803           | 16427                        | 0                      | 16427                 |
| 06 02 01              | Matlab Health Services         | 131223             | 68697             | 45000             | 0          | 2126            | 0               | 70323    | 3394   | 14660           | 204200                       | 2821                   | 207021                |
| 06 02 02              | Matlab Administration          | 56297              | 64046             | 0                 | 0          | 2489            | 0               | 10398    | 4181   | 2791            | 83905                        | 270                    | 84175                 |
| 06 02 03              | Land Transport - Matlab        | 5689               | 4475              | 0                 | 0          | 215             | 0               | 4561     | 66     | 225             | 9542                         | 1000                   | 10542                 |
| 06 02 04              | Water Transport - Matlab       | 148031             | 62245             | 0                 | 0          | 488             | 0               | 169676   | 182    | 2219            | 234810                       | 10000                  | 244810                |
| 06 02 05              | Transport Maintenance - Matlab | 19770              | 15859             | 0                 | 0          | 968             | 0               | 214      | 519    | 44              | 17604                        | 0                      | 17604                 |
|                       | Sub total                      | 1100115            | 611868            | 135288            | 0          | 6286            | 0               | 443844   | 120862 | 236024          | 1554172                      | 44291                  | 1598463               |

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|                        |                               |         |         |        |       |       |       |        |        |        |         |        |         |
|------------------------|-------------------------------|---------|---------|--------|-------|-------|-------|--------|--------|--------|---------|--------|---------|
| 06 03 01               | Teknaf Dysentery Project      | 42861   | 40719   | 3427   | 0     | 1790  | 0     | 24083  | 6100   | 2550   | 78669   | 49200  | 127869  |
| 06 04 01               | Microbiology Branch           | 241067  | 160107  | 15312  | 567   | 216   | 7500  | 39260  | 10850  | 16268  | 250080  | 17000  | 267080  |
| 06 04 02               | I.V. Fluid                    | 33108   | 17672   | 0      | 0     | 0     | 0     | 11245  | 1100   | 4926   | 34943   | 3500   | 38443   |
| 06 05 01               | Biochemistry Branch           | 75459   | 80731   | 0      | 1500  | 0     | 2400  | 20000  | 3000   | 8000   | 115631  | 145494 | 261125  |
| 06 06 01               | Immunology Branch             | 3355    | 0       | 0      | 0     | 0     | 0     | 2795   | 200    | 667    | 3662    | 0      | 3662    |
| 06 07 00               | Data Management Branch        | 18160   | 20705   | 2880   | 0     | 475   | 1740  | 3400   | 1200   | 3200   | 33600   | 0      | 33600   |
| 06 08 01               | Animal Resources Branch       | 59744   | 37255   | 0      | 0     | 100   | 0     | 31980  | 1000   | 1700   | 72035   | 10400  | 82435   |
| 06 09 01               | Computer Information Services | 141744  | 41758   | 111440 | 29040 | 1334  | 2673  | 43342  | 65600  | 1000   | 296187  | 10000  | 306187  |
| 06 10 01               | Community Studies             | 11725   | 22599   | 16404  | 0     | 0     | 0     | 2860   | 700    | 762    | 43325   | 3000   | 46325   |
| 06 11 01               | Library Services Unit         | 99400   | 17022   | 9118   | 0     | 50    | 0     | 72338  | 6300   | 6350   | 111178  | 10735  | 121913  |
| 06 11 02               | Publication Unit              | 18170   | 14331   | 3908   | 0     | 0     | 0     | 2333   | 2850   | 2910   | 26332   | 140    | 26472   |
| 06 11 03               | Glimpse                       | 5947    | 3747    | 0      | 0     | 240   | 0     | 533    | 7330   | 1130   | 12980   | 0      | 12980   |
| 06 12 01               | Medical Illustration Cell     | 38060   | 17801   | 0      | 0     | 0     | 0     | 21398  | 1670   | 1200   | 42069   | 37133  | 79202   |
| 06 13 01               | Xerox Services                | 27200   | 2761    | 0      | 0     | 0     | 0     | 29926  | 1200   | 50     | 33937   | 0      | 33937   |
| 06 14 00               | Telex Services                | 14336   | 0       | 0      | 0     | 0     | 0     | 700    | 13000  | 500    | 14200   | 0      | 14200   |
| TOTAL US \$            |                               | 1930451 | 1089076 | 297777 | 31107 | 10491 | 14313 | 750037 | 242962 | 267237 | 2723000 | 330893 | 3053893 |
| Total Expenditure 1985 |                               |         | 812278  | 79792  | 26017 | 4570  | 8122  | 528940 | 173674 | 232684 | 1866077 |        |         |

AZ12-8. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

A:BDG86TEC

## Training, Extension and Communication

| BUDGET<br>CODE<br>NO.                | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1 9 8 6           |                   |               |                 |                 |              |              |                 |                              |                        |                       |
|--------------------------------------|-------------------------------|---------------------|-------------------|-------------------|---------------|-----------------|-----------------|--------------|--------------|-----------------|------------------------------|------------------------|-----------------------|
|                                      |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT    | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES     | OTHERS       | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| <b>FUNDED</b>                        |                               |                     |                   |                   |               |                 |                 |              |              |                 |                              |                        |                       |
| 07 06 67                             | MSF Joint Collaboration ECPP  | 0                   | 4295              | 0                 | 9800          | 4200            | 0               | 9300         | 3000         | 0               | 30595                        | 17833                  | 48428                 |
| 07 06 --                             | Training Courses (Intl.)      | 0                   | 0                 | 0                 | 0             | 0               | 246120          | 5850         | 7500         | 9150            | 268620                       | 0                      | 268620                |
| 07 10 00                             | Epidemic Control P.P.         | 75916               | 61539             | 0                 | 4000          | 43000           | 0               | 13044        | 20600        | 9600            | 151793                       | 0                      | 151793                |
| 07 11 00                             | DISC                          | 95626               | 30804             | 16640             | 0             | 0               | 0               | 12025        | 26550        | 5000            | 91819                        | 597                    | 91616                 |
| 07 14 00                             | Training Material Developer   | 71515               | 3682              | 0                 | 55472         | 474             | 3507            | 1235         | 30100        | 5650            | 110120                       | 21239                  | 131359                |
| <b>TOTAL FUNDED US \$</b>            |                               | <b>243057</b>       | <b>100320</b>     | <b>16640</b>      | <b>79272</b>  | <b>47674</b>    | <b>249627</b>   | <b>41454</b> | <b>87750</b> | <b>29400</b>    | <b>652137</b>                | <b>39669</b>           | <b>691806</b>         |
| <b>UNFUNDED</b>                      |                               |                     |                   |                   |               |                 |                 |              |              |                 |                              |                        |                       |
| 07 01 00                             | TEC Working Group             | 81975               | 6431              | 43350             | 16500         | 100             | 2900            | 1050         | 2450         | 1200            | 73981                        | 7000                   | 80981                 |
| 07 03 00                             | Training Department           | 71552               | 53525             | 7230              | 4080          | 990             | 950             | 4980         | 1850         | 6170            | 79775                        | 5280                   | 85055                 |
| 07 06 31                             | Research Traineeship          | 595                 | 9416              | 0                 | 0             | 0               | 0               | 390          | 0            | 717             | 10523                        | 0                      | 10523                 |
| 07 06 32                             | International Fellowship      | 1450                | 0                 | 0                 | 0             | 100             | 0               | 130          | 0            | 250             | 480                          | 0                      | 480                   |
| 07 06 33                             | Other Unidentified Training   | 1400                | 0                 | 0                 | 0             | 0               | 1               | 260          | 100          | 600             | 960                          | 0                      | 960                   |
| -- --                                | Conferences                   | 0                   | 0                 | 0                 | 0             | 610             | 9900            | 130          | 100          | 150             | 10890                        | 0                      | 10890                 |
| <b>TOTAL UNFUNDED US \$</b>          |                               | <b>156972</b>       | <b>69372</b>      | <b>50580</b>      | <b>20580</b>  | <b>1800</b>     | <b>13750</b>    | <b>6940</b>  | <b>4500</b>  | <b>9087</b>     | <b>176609</b>                | <b>12280</b>           | <b>188889</b>         |
| <b>TOTAL FUNDED + UNFUNDED US \$</b> |                               | <b>400029</b>       | <b>169692</b>     | <b>67220</b>      | <b>99852</b>  | <b>49474</b>    | <b>263377</b>   | <b>48394</b> | <b>92250</b> | <b>38487</b>    | <b>828746</b>                | <b>51949</b>           | <b>880695</b>         |
| <b>Total Expenditure 1985</b>        |                               |                     | <b>112987</b>     | <b>91406</b>      | <b>104336</b> | <b>18076</b>    | <b>95343</b>    | <b>24053</b> | <b>50175</b> | <b>41587</b>    | <b>537963</b>                |                        |                       |

AZ17-10. Local Salaries + 10% 21-11 1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

MAINTANANCE AND LOGISTICS.

A:BD686MNT

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE  | 1985<br>EXPENDITUR | 1 9 8 6           |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|--------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                                |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 08 01 01              | Supply Branch                  | 63197              | 30260             | 25620             | 0          | 800             | 3200            | 4355     | 2350   | 3700            | 70285                        | 15500                  | 85785                 |
| 08 01 02              | Supplies & Material Store      | 102607             | 7859              | 0                 | 0          | 0               | 0               | 1040     | 700    | 500             | 10099                        | 0                      | 10099                 |
| 08 01 03              | Tools & Spare Store            | 10822              | 6301              | 0                 | 0          | 0               | 0               | 4030     | 600    | 500             | 11431                        | 0                      | 11431                 |
| 08 02 01              | Transport Management Branch    | 145070             | 97746             | 0                 | 0          | 500             | 0               | 67811    | 2716   | 11150           | 179923                       | 52162                  | 232085                |
| 08 03 01              | Maintenance Branch             | 67308              | 75798             | 0                 | 0          | 907             | 0               | 14300    | 5400   | 1375            | 97780                        | 2000                   | 99780                 |
| 08 03 04              | Bio Medical Engineering Branch | 16272              | 19428             | 0                 | 0          | 0               | 0               | 780      | 50     | 100             | 20358                        | 3500                   | 23858                 |
| 08 03 06              | Logistics & Field Support      | 41534              | 35315             | 0                 | 0          | 0               | 0               | 13212    | 1040   | 982             | 50549                        | 0                      | 50549                 |
|                       | TOTAL US \$                    | 446810             | 272707            | 25620             | 0          | 2207            | 3200            | 105528   | 12856  | 18307           | 440425                       | 73162                  | 513587                |
|                       | Total Expenditure 1985         |                    | 221599            | 18617             | 0          | 7227            | 1107            | 173173   | 7428   | 13165           | 442316                       |                        |                       |

A117-8. Local Salaries + 18% 21-11 9185.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

MANAGEMENT.

A:BDG86MNS

| BUDGET<br>CODE<br>NO.  | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1986              |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|------------------------|-------------------------------|---------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                        |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 09 01 01               | Director & Supporting Staff   | 569525              | 33757             | 115728            | 0          | 850             | 22500           | 8400     | 312000 | 17900           | 511135                       | 26500                  | 537635                |
| 09 01 02               | Consultants                   | 0                   | 0                 | 0                 | 10550      | 0               | 0               | 650      | 0      | 900             | 12100                        | 0                      | 12100                 |
| 09 01 03               | Advisory Council              | 495                 | 0                 | 0                 | 0          | 1700            | 0               | 100      | 100    | 600             | 2500                         | 0                      | 2500                  |
| 09 01 05               | Research Review Committee     | 13800               | 1510              | 3614              | 900        | 0               | 0               | 400      | 250    | 400             | 7074                         | 115                    | 7189                  |
| 09 01 06               | Ethical Review Committee      | 10000               | 1510              | 3614              | 2900       | 0               | 0               | 400      | 150    | 500             | 9074                         | 65                     | 9139                  |
| 09 01 07               | Director's Prog. Development  | 0                   | 0                 | 0                 | 0          | 0               | 0               | 6200     | 0      | 0               | 6200                         | 0                      | 6200                  |
| 09 02 01               | Finance                       | 106409              | 4390              | 77200             | 0          | 0               | 3500            | 425      | 3000   | 600             | 89115                        | 0                      | 89115                 |
| 09 02 02               | Personnel                     | 100869              | 40096             | 75000             | 756        | 683             | 7055            | 4450     | 23850  | 4050            | 155940                       | 22300                  | 178240                |
| 09 02 03               | Travel Office                 | 8585                | 8892              | 0                 | 0          | 0               | 0               | 215      | 500    | 590             | 10197                        | 3000                   | 13197                 |
| 09 02 04               | Estate Office                 | 28892               | 15236             | 0                 | 0          | 0               | 0               | 988      | 3650   | 4080            | 23954                        | 0                      | 23954                 |
| 09 02 05               | General Service Branch        | 109032              | 110349            | 0                 | 0          | 198             | 0               | 6780     | 810    | 4359            | 122496                       | 1400                   | 123896                |
| 09 05 01               | Budget & Finance Office       | 164435              | 89380             | 46890             | 0          | 400             | 3000            | 9750     | 7080   | 30670           | 187170                       | 2870                   | 190040                |
| 09 06 01               | Administrative Service Office | 71051               | 12107             | 46236             | 0          | 820             | 2210            | 878      | 2090   | 820             | 65161                        | 0                      | 65161                 |
| TOTAL US \$            |                               | 1183093             | 317229            | 368282            | 15106      | 4651            | 38265           | 39636    | 353400 | 65469           | 1202118                      | 56250                  | 1258368               |
| Total Expenditure 1985 |                               |                     | 290776            | 470326            | 48820      | 1303            | 50499           | 27615    | 317933 | 71718           | 1278989                      |                        |                       |

AZ17-8. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## RESOURCES DEVELOPMENT.

A:8UD86RD

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1 9 8 6           |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|-------------------------------|---------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 10 01 00              | Resources Development         | 225085              | 8751              | 221184            | 0          | 0               | 60000           | 5467     | 6630   | 6310            | 308342                       | 20000                  | 328342                |
| 10 02 00              | Public Relation & Information | 12750               | 12867             | 0                 | 0          | 300             | 1500            | 250      | 530    | 2500            | 17947                        | 500                    | 18447                 |
|                       | TOTAL US \$                   | 237835              | 21618             | 221184            | 0          | 300             | 61500           | 5717     | 7160   | 8810            | 326289                       | 20500                  | 346789                |
|                       | Total Expenditure 1985        |                     | 23246             | 115678            | 43360      | 388             | 35630           | 5310     | 7683   | 6991            | 238286                       |                        |                       |

A(17-8. Local Salaries + 18% 21-11-1985.

ICDDR,8  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

MANDATORY COMMITTEE.

A:BD686MC

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITUR | 1986              |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|-------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                               |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 11 01 00              | Board of Trustee              | 110377             | 0                 | 0                 | 95000      | 500             | 0               | 1300     | 2300   | 6100            | 105200                       | 0                      | 105200                |
| 11 03 00              | External Scientific Review    | 0                  | 0                 | 0                 | 32700      | 0               | 0               | 0        | 0      | 0               | 32700                        | 0                      | 32700                 |
| 11 06 00              | Programae Coordi. Committee   | 13749              | 1510              | 3614              | 3825       | 100             | 0               | 425      | 250    | 806             | 10530                        | 1200                   | 11730                 |
|                       | TOTAL US \$                   | 124126             | 1510              | 3614              | 131525     | 600             | 0               | 1725     | 2550   | 6906            | 148430                       | 1200                   | 149630                |
|                       | Total Expenditure 1985        |                    | 2260              | 4590              | 48938      | 374             | 66242           | 1216     | 3724   | 5426            | 132770                       |                        |                       |

A21Z-8. Local Salaries + 18% 21-11-1985.



ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## EMPLOYEES BENEFIT.

A:BDG86EB

| BUDGET<br>CODE<br>NO.  | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITUR | 1 9 8 6           |                     |            |                 |                 |          |        |                 |                              |                        |                       |
|------------------------|-------------------------------|--------------------|-------------------|---------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                        |                               |                    | LOCAL<br>SALARIES | INTL. !<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 12 01 01               | Staff Clinic - Dhaka          | 41268              | 17275             | 0                   | 0          | 158             | 0               | 9613     | 630    | 700             | 28376                        | 200                    | 28576                 |
| 12 01 02               | Staff Clinic - Matlab         | 12699              | 3115              | 0                   | 10         | 0               | 0               | 6682     | 0      | 1170            | 10967                        | 0                      | 10967                 |
| 12 02 01               | Staff Welfare Assoc. - Dhaka  | 13660              | 4149              | 0                   | 0          | 430             | 937             | 39       | 10539  | 836             | 16930                        | 0                      | 16930                 |
| 12 02 02               | Staff Welfare Assoc. - Matlab | 1052               | 1345              | 0                   | 0          | 82              | 0               | 116      | 170    | 661             | 2374                         | 0                      | 2374                  |
| 12 02 03               | Staff Welfare Assoc. - Teknaf | 99                 | 0                 | 0                   | 0          | 170             | 0               | 30       | 0      | 0               | 200                          | 0                      | 200                   |
| TOTAL US \$            |                               | 68778              | 25884             | 0                   | 0          | 840             | 937             | 16480    | 11339  | 3367            | 58847                        | 200                    | 59047                 |
| Total Expenditure 1985 |                               |                    | 18888             | 0                   | 0          | 932             | 0               | 16233    | 15714  | 20640           | 72407                        |                        |                       |

AZ17-8. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## PROJECT DEVELOPMENT.

A:BDG86PD

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITUR | 1 9 8 6           |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|-------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                               |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| FUNDED                |                               |                    |                   |                   |            |                 |                 |          |        |                 |                              |                        |                       |
| 13 14 00              | Dirrhoal Cont. Centre-Dammam  | 216332             | 14562             | 115114            | 18280      | 0               | 5000            | 500      | 25000  | 1000            | 179456                       | 0                      | 179456                |
| 13 15 00              | Dirrhoal Cont. Centre-Riyadh  | 0                  | 28249             | 126564            | 16410      | 0               | 5000            | 9100     | 53000  | 1200            | 239523                       | 0                      | 239523                |
|                       | TOTAL US \$                   | 216332             | 42812             | 241678            | 34690      | 0               | 10000           | 9600     | 78000  | 2200            | 418980                       | 0                      | 418980                |
|                       | Total Expenditure 1985        |                    | 103345            | 81519             | 31         | 5               | 28849           | 3506     | 7074   | 1235            | 225564                       |                        |                       |

AZIZ-10. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

## STAFF DEVELOPMENT.

A:BDG85D

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE  | 1985<br>EXPENDITUR | 1 9 8 6           |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|--------------------------------|--------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                                |                    | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 14 01 00              | Staff Development - Scientific | 57420              | 65816             | 7228              | 0          | 0               | 2500            | 260      | 450    | 400             | 76654                        | 0                      | 76654                 |
| 14 02 00              | Staff Development - Others     | 660                | 0                 | 0                 | 0          | 0               | 130             | 900      | 150    | 1180            | 0                            | 1180                   |                       |
|                       | TOTAL US \$                    | 58080              | 65816             | 7228              | 0          | 0               | 2500            | 390      | 1350   | 550             | 77834                        | 0                      | 77834                 |
|                       | Total Expenditure 1985         |                    | 55247             | 759               | 0          | 3               | 1316            | 0        | 2612   | 315             | 60252                        |                        |                       |

A21Z-8. Local Salaries + 18% 21-11-1985.

ICDDR,B  
BUDGET SUMMARY FOR PROJECTS, PROTOCOLS AND BRANCHES.

GUEST HOUSE &amp; CAFETERIA.

A:8D6866H

| BUDGET<br>CODE<br>NO. | PROJECT/PROTOCOL/BRANCH TITLE | 1985<br>EXPENDITURE | 1 9 8 6           |                   |            |                 |                 |          |        |                 |                              |                        |                       |
|-----------------------|-------------------------------|---------------------|-------------------|-------------------|------------|-----------------|-----------------|----------|--------|-----------------|------------------------------|------------------------|-----------------------|
|                       |                               |                     | LOCAL<br>SALARIES | INTL.<br>SALARIES | CONSULTANT | LOCAL<br>TRAVEL | INTL.<br>TRAVEL | SUPPLIES | OTHERS | INTER<br>DEPTL. | TOTAL DIRECT<br>OPERAT. COST | CAPITAL<br>EXPENDITURE | TOTAL<br>PROJECT COST |
| 16 01 01              | Guest House - 1               | 8885                | 7689              | 0                 | 0          | 0               | 0               | 1850     | 0      | 180             | 9719                         | 0                      | 9719                  |
| 16 01 02              | Guest House - 2               | 5968                | 5296              | 0                 | 0          | 0               | 0               | 1157     | 0      | 50              | 6503                         | 0                      | 6503                  |
| 17 01 01              | Cafeteria - Dhaka             | 21070               | 26890             | 0                 | 0          | 0               | 0               | 1541     | 354    | 68              | 28853                        | 871                    | 29724                 |
|                       | TOTAL US \$                   | 33923               | 39875             | 0                 | 0          | 0               | 0               | 4548     | 354    | 298             | 45075                        | 871                    | 45946                 |
|                       | Total Expenditure 1985        |                     | 36564             | 0                 | 0          | 0               | 0               | 4139     | 5073   | 177             | 45953                        |                        |                       |

AZ17-8. Local Salaries + 18% 21-11-1985.

APPENDIX. 5

APPENDIX. 5 OF THE  
MINUTES OF THE BOARD OF TRUSTEES MEETING  
26-28 NOVEMBER, 1985

REPORT OF THE PERSONNEL & SELECTION COMMITTEE

REPORT OF THE PERSONNEL & SELECTION COMMITTEE

The Personnel and Selection Committee met on Saturday, Sunday and Monday 22, 23 and 24 November, 1985 in the Director's Office of the ICDDR,B.

Professor Bell informed the Committee that Mr. Mostafa is no longer a Board Member and requested Dr. J. Sulianti Saroso to chair the Meeting. He explained that Drs. Al-Swailem and Rowley have been co-opted for this Meeting as, in addition to Mr. Mostafa having left the Board, Drs. Cornaz and Ramalingaswami are unable to attend.

Members Present:

Dr. David Bell  
Dr. J. Sulianti Saroso  
Dr. A. R. Al-Swailem  
Dr. D. Rowley  
Dr. R. Eeckels

Invited Staff:

Mr. R. Dery  
Mrs. J. Chowdhury

1) Manpower Staffing

The Director and his staff have prepared a report with various tables attached which provided a good understanding of the personnel situation in the Centre. Some of these tables are presented to the Board in Annexes A-C of this Report.

The Centre has at present 1452 staff members (1401 national and 51 international level staff). This represents a net reduction of approximately 150 positions since the May Meeting. The Director, to maintain this downward trend, has adopted a number of strict guidelines for monitoring and reducing excess staff.

At present manual system of complying management reports required for this type of decision making is slow and costly. The Director has requested that in order to have detailed staffing as well as other management information available in a timely manner a computerised personnel management information system needs to be established as a

minimum on a 'free standing' basis. The Personnel & Selection Committee recommends to the Board to approve this request. The cost implication would be in the neighbourhood of US\$ 25,000.

Details of the national staff manpower count displayed by 'Pay Level' can be found in Annex A. Annex B provides a similar display for international staff while Annex C provides a listing of international 'seconded' staff. The four remaining positions are short-term staff (Chief Finance Officer; Executive Secretary CSRWG; Infectious Disease Research Physician; and Executive Officer ICHDDF).

2) WHO Staff Rules & Manual

The Director presented an analysis of how the text of the ICDDR,B Staff Rules & Manual presently deviates from Board Resolutions and WHO provisions. He also presented rules that are not applicable to ICDDR,B. Further, the Director cited other deviations from WHO which are necessary because of the particular conditions of service, for example, career service appointments, Financial Incentive. The Director was requested by the P & S Committee to make the necessary adjustments and issue a revised Manual & Staff Rules as soon as possible. In addition, the following specific deviations from WHO were addressed:

- a) Education Grant - The ordinance requires that all persons including Bangladeshi nationals appointed to international level positions shall receive the same privileges and salaries for equivalent positions. In relation to the education grant, the equality is there as, if a Bangladeshi national is appointed to Saudi Arabia, he would receive this Grant. WHO Staff Rules read as follows:

350. EDUCATION GRANT

- 350.1 An internationally recruited staff member shall be entitled to an education grant, except as indicated in Rule 350.3. The amount of the grant payable under this Rule shall be 75% of the education expenses actually incurred and admissible under Rule 350.2, not to exceed

a total payment of US\$ 4500 per child per year.

350.3 The education grant shall not be paid for:

350.3.1 periods during which the staff member is assigned to the country of his recognised place of residence except when such periods are immediately preceded by an assignment to an official station outside that country in which case the grant is payable for the balance of the current school year following reassignment but not exceeding one full school year;

To bring the Centre in line with WHO Rules, the P & S Committee proposes.

DRAFT RESOLUTION

The Board resolves that the Centre will no longer deviate from WHO in providing the education grant to Bangladeshi International level Staff whose work station is Bangladesh. To avoid financial hardship to those staff currently enjoying this entitlement this privilege will end with the conclusion of the 1986 school year (end of 1986 or mid 1987 whichever is appropriate) and that no staff in this category working in Bangladesh will receive it in the future.

DRAFT RESOLUTION

The Board resolves to deviate from WHO rules in discontinuing the 'Education Grant' at the conclusion of a child's secondary education.

- b) Housing Subsidy - The Centre has no provision for this in its Staff Rules and Manual. The Director has applied this WHO provision in the case of Dr. Van Loon as instructed by the May BOT. This provision needs to be part of ICDDR,B Manual.
- c) Local Washing Allowance - This is a local UN regulation which is provided to staff who receive a uniform allowance. The Director recommended to the P & S Committee that the Centre follow this procedure.



DRAFT RESOLUTION

The Board resolves that the Director is authorised to provide a washing allowance effective from January 1, 1986, to any staff member currently having a uniform allowance.

- d) International Staff Salary/Post-Adjustment/Pensionable Remuneration Scale Changes - The Director requested that the new UN scales became effective 1 January 1985 be implemented with effect from 1 January 1986. It was explained that although at first glance it appears that the international staff have received an increase, in effect there has been a shift of compensation from post adjustment as the multiplier factor has changed from a plus 14 to a minus 5. Since the Centre had been using an incorrect multiplier of 18, the net effect is a small decrease in take home pay for most international staff.
- e) Insurance Coverage for General Service & National Officer level Staff - The Director recalled for the Committee that at the time of WHO Staff Rules and Manual were adopted, the single most significant deviation was the failure to adopt a comparable staff insurance package. During the past two years, the original insurance system has continued with the Centre absorbing most of the cost of staff health care and life insurance. After lengthy review and investigation, the Director presented a comprehensive insurance package for both long and short term staff. Details of these plans can be found later in this report.
- f) Conflict of Interest Clause - This clause which deviates from WHO was discussed and approved at the March P & S Committee Meeting, but was not brought to the Board in May.

WHO 110.7 "a staff member who has any financial interest in any business concern with which he may be required, directly or indirectly, to have official dealings on behalf of the Organisation shall report such interest to the Director-General who shall decide on the applicability of Staff Regulation 1.4".

ICDDR,B 110.6 - Change to read:

"a staff member who has any financial interest in a medical practice or business concern shall report this matter to the Director who shall decide on the applicability of Staff Regulation 1.4".

ICDDR,B 110.6.5 - addition

"a staff member shall inform the Director ICDDR,B of any commitment to outside professional activities."

3) General Service & National Officer Salary/Benefit Revisions

The Director reported that the UN agencies had implemented two salary/benefit revisions since the May Meeting. The first increase was announced in September and was retroactive to 1 October 1984. The Centre was advised on 3 November 1985 of a second increase (in addition to the first) that was retroactive to 1 January 1985. The overall cost to the Centre of giving these increases retroactively would be about \$ 600,000. The cost impact on the 1986 Budget would be approximately \$ 550,000. The Director also advised the Committee that the ICDDR,B Manual (2.50) provides that "when a revision of salary takes place for the local WHO GS staff, the date of implementation for the Centre's staff is the same as WHO"....

The Committee recognising the differences in funding for UN agencies and the Centre's inability to obtain retroactive funds from donors, recommends that the relevant Manual and Staff Rules be changed to reflect the above, i.e. "... as and when approved by the Board of Trustees". With regard to the present increases in scale, the Committee recommends that they become effective from January 1, 1986 and not be retroactive.

DRAFT RESOLUTION

The Board resolves to deviate from WHO in discontinuing automatic retroactive salary and benefit increases for General Service and National Officer staff. Any increases granted by the UN agencies and (WHO) Trustees.

DRAFT RESOLUTION

The Board resolves to implement the new WHO salary/benefit scales effective January 1, 1986.

4) General Service & National Officer Insurance Plans

The Director presented four different plans for the P & S Committee review:

Group Health Insurance for fixed term staff; Group Personal Accident and Illness Insurance for fixed term staff; Group Personal Accident and Illness for Short Term Staff; Voluntary Group Life for fixed term staff. These plans are more or less consistent with those of WHO in terms of premium rates and coverage (See Annex D). Initially, the Staff Clinic will still be available to those staff who wish to avail it, but on a 'fee for service basis'. The plans themselves are contributory with the Centre paying 50% of the Premium, except for Voluntary Life Insurance. In this plan, the Centre will pay 100% of the premium upto 100% of salary, any coverage over (upto 300%) will be completely by the staff member.

5) Review of Positions at International Level

To facilitate discussions, these matters are presented under the following headings:

(a) New Positions

Positions presented to the Board for approval in May 1985, namely, Clinical Nutritionist (P3-P4), Head Training Division (P4), Training Coordinator (P2), Programme Officer Resources Development (P1), Publications & Communications Specialist, MCH-FP Trainer (P4) and MCH-FP Operations Researcher (P1) remain deferred, except for the Pathologist. This position should be left open. In the meantime Professor Eeckels should try to negotiate for someone on the National Officer scale, and, if this is not successful, a secondment, through WUSC, for example.

No other new positions funded for unfunded have been requested.

(b) Positions already approved

Taking into account financial and organisational considerations, the following is recommended to the Board for approval:

b.1 Delayed appointment

- Senior Scientist (PTWG - P5)
- International Research Associate (Immunology - P3)
- Grants Administrator - Professor Eeckels advised that the recruitment process for the Grants Administrator has been stopped as it is felt that an experienced professional person is required (who is able to train a local counterpart). The Centre is trying to have such a person seconded to the Centre through WUSC. The training of a counterpart has been written into the terms of reference presented to WUSC. The Committee noted this and agreed that the secondment process should continue.

The Director agreed that the seconded person will participate in the selection process of identifying a counterpart.

b.2 To be advertised

- Chief Finance Officer (P5) should be advertised now (assuming Mr. Janssen will be leaving in 12 months)
- Chief Personnel Officer (P4) should be advertised in 6 months time since at present Mr. Ronald Dery is Acting Chief Personnel Officer and has a contract with the Centre until June 1987.

b.3 Reclassification or collapse of positions

- Resources Development Programme Officer P2 to P1 - delayed appointment.
- Chief Supply Officer (P1) to revert to NO level. This post will be collapsed at P1 level and readvertised at NO level.
- MCH-FP Coordinator P1 level revert to NO level
- Head Animal Resources P1 level revert to NO level
- Head Matlab Station (P1) as funds have not become available, to revert to NO level.
- Internal Auditor to be collapsed.

- Scientist (CSRWG - P5) to be collapsed when Dr. Shushum Bhatia leaves at the end of December 1985.
- Demographer (P4) and Microbiologist (P4) - As agreed by telex during September/October 1985, these two positions will be collapsed from 1 July 1986.
- Two positions of International Research Associate (both P1) to be collapsed effective from 1 July 1987. The two incumbents have been informed.

(c) New Appointment

- MCH-FP Physician (P3) - Dr. Laila Akbar was interviewed as scheduled. Taking into the account the comments of the interview board, the Personnel & Selection Committee recommends that Dr. V. Fauveau be appointed at P3 Step 5 (the Director may negotiate one additional step). In the event of Dr. V. Fauveau not accepting the appointment, Dr. Ruth Hope, a very close second, should be offered the appointment at P3 Step 1.

(d) Contract Renewals

- It was agreed that Dr. D. Anand (P5) be given a new 11 months contract as Consultant effective 18 January 1986. The committee was informed that it is a fully funded consultancy.
- It was agreed that Mrs. Ellen Panni be given a new 11 months Consultant Contract at P1 level, effective one month after the conclusion of her present contract.

(e) Six Year Clause Positions Available by June 1986

Before dealing with these positions, in order to have some basis, the Committee discussed the Director's memo of November 22, 1985 entitled "ICDDR,B Salary Structure, Related Matters and Some of Their problems" which has been circulated by the Director to all members.

The Committee felt that the Director's paper correctly calls attention to some of the difficulties of the present situation, and some of the options for dealing with them. In particular, it is

clear that the existing "six year rule", under which employees are terminated after six years, but can apply for reemployment, on a competitive basis, is unsatisfactory. In this and later discussions, the Committee gradually moved toward a consensus view that research staff members (but not administrative staff):

- should be employed and retained on the criterion of scientific productivity (or, initially, the promise of scientific productivity);
- should be reviewed for scientific performance every year (or two years, or three years - consensus not reached);
- should not be employed longer than six years; every researcher that is, would be terminated at the end of six years of employment perhaps with the possibility of a rare exception in a case of extraordinary productivity;
- could be re-employed but only after a period away (one contract 3 years) from the Centre.

Furthermore, the Committee felt that it would be desirable to introduce new grades, above the present National Officer grades, which it is thought would be used in lieu of most P1 and P2 jobs.

The Committee recommends that the Board accept these various provisions in principle, and request the Director to bring forward at the next meeting a specific proposal covering these and such other elements of the Centre's personnel system as he deems necessary.

Recognising the need to move expeditiously to a new system, the Committee nevertheless recognized that there are seven pending cases in which both employees and the Centre have been proceeding under the present "six year rule", unsatisfactory as it is. The Committee is strongly of the view that these cases should be disposed of with due regard to the fact that all concerned have been acting in good faith under procedures approved by the Board, and it is neither feasible nor would it be equitable to dispose of these cases under new rules that are only at an early stage of consideration.

After lengthy consideration, the Committee is recommending the following disposition of these cases:

Two of the positions in question Demographer and Microbiologist were considered by the Director to be unnecessary, and he recommended that they be eliminated, which was agreed by the Board Members by telex in September/October 1985. Under standard rules, this means that the incumbents would not be extended when their present contracts terminate (in June 1986).

The remaining five positions are considered by the Director to be necessary to be continued. They were advertised and, in accordance with the "six year rule", four incumbents applied for appointment.

The Committee recommends that for the position of Paediatrician/Nutritionist Dr. A. M. Molla who has been found the best candidate for the post by the Interview Board, be given a new 3 years contract starting July 1986.

The Director reported that the incumbents for the posts of Nutritionist, Training, Extension and Communications Officer and Epidemiologist were the best applicants responding to the advertisements. Dr. M. U. Khan had a particularly good publication record. It is therefore recommended that Drs. Mujibur Rahaman, K. M. S. Aziz and M. U. Khan be given new 3 year contracts beginning 1 July 1986, respectively as Senior Scientist and Scientist.

As for the Resources Development position, none of the applicants were considered suitable, nor had they the quality of Mr. Bashir. It is therefore recommended that a new 3 year contract be offered to him even though he is not an applicant.

There are questions in some cases whether the grade of the incumbents is unduly high. Considering that the Board explicitly approved the grades, it does not seem appropriate now to propose different grades for an extended appointment.

The Committee is clear that if a firm six year limit were recommended and adopted by the Board at a later date, these four persons should be expected to serve out their received appointments, but would not be eligible for further extension.

(f) Dr. Judy Wasserheit - It was noted that, although extensive efforts have been made to do so, 100% of funding has not been obtained for Dr. Wasserheit. At present only 50% of her salary is covered by project funding. It was agreed that her current contract could continue as it would be more expensive to refund project money. This should not happen again!

(g) Dr. Molla's Promotion

Dr. A. M. Molla has been reviewed by external reviewers and found to be at the rank of Senior Scientist.

DRAFT RESOLUTION

The Board approves the promotion of Dr. A. M. Molla to the rank of Senior Scientist on scientific and academic grounds. The position will revert to Scientist on his departure.

(h) By Law on Centre Housing

This agenda item was not discussed and will be present at the June 1986 BOT Meeting.



ANNEX AMAN-POWER POSITION  
( PAY LEVEL )

A = August, S = September, O = October

| SUBJECT                        | CORE       |            |            |            |           |           | PROJECT (FUNDED) |            |            |            |            |            | PROJECT (OTHER) |           |           |            |            |            | TOTAL       |             |             |            |            |
|--------------------------------|------------|------------|------------|------------|-----------|-----------|------------------|------------|------------|------------|------------|------------|-----------------|-----------|-----------|------------|------------|------------|-------------|-------------|-------------|------------|------------|
|                                | FIXED-TERM |            |            | SHORT-TERM |           |           | FIXED-TERM       |            |            | SHORT-TERM |            |            | FIXED-TERM      |           |           | SHORT-TERM |            |            | FIXED-TERM  |             |             | SHORT-TERM |            |
|                                | A          | S          | O          | A          | S         | O         | A                | S          | O          | A          | S          | O          | A               | S         | O         | A          | S          | O          | A           | S           | O           | A          | S          |
| 1. Without Pay Level           |            |            |            | 38         | 38        | 37        |                  |            |            | 170        | 171        | 167        |                 |           |           | 146        | 145        | 144        |             |             |             | 354        | 354        |
| 2. General Services (GS), Gr-1 | 163        | 163        | 161        |            |           |           | 18               | 18         | 18         |            |            |            | 11              | 11        | 11        |            |            |            | 192         | 192         | 190         |            |            |
| 3. GS, Grade - 2               | 105        | 105        | 105        |            |           |           | 5                | 5          | 5          |            |            |            | 1               | 1         | 1         |            |            |            | 111         | 111         | 111         |            |            |
| 4. GS, Grade - 3               | 146        | 145        | 145        |            |           |           | 119              | 135        | 134        |            |            |            | 17              | 16        | 16        |            |            |            | 282         | 296         | 295         |            |            |
| 5. GS, Grade - 4               | 117        | 117        | 117        |            |           |           | 31               | 29         | 29         |            |            |            | 6               | 6         | 6         |            |            |            | 154         | 152         | 152         |            |            |
| 6. GS, Grade - 5               | 103        | 102        | 102        |            |           |           | 19               | 19         | 18         |            |            |            | 4               | 4         | 4         |            |            |            | 126         | 125         | 124         |            |            |
| 7. GS, Grade - 6               | 79         | 79         | 77         |            |           |           | 27               | 25         | 25         |            |            |            |                 |           |           |            |            |            | 106         | 104         | 102         |            |            |
| 8. National Officer (NO), Gr-A | 7          | 7          | 7          |            |           |           |                  |            |            |            |            |            |                 |           |           |            |            |            | 7           | 7           | 7           |            |            |
| 9. NO, Grade - B               | 49         | 49         | 50         |            |           |           | 9                | 9          | 9          |            |            |            |                 |           |           |            |            |            | 58          | 58          | 59          |            |            |
| 10. NO, Grade - C              | 10         | 10         | 10         |            |           |           | 1                | 1          | 1          |            |            |            |                 |           |           |            |            |            | 11          | 11          | 11          |            |            |
| 11. NO, Grade - D              | 2          | 2          | 2          |            |           |           |                  |            |            |            |            |            |                 |           |           |            |            |            | 2           | 2           | 2           |            |            |
| <b>TOTAL</b>                   | <b>781</b> | <b>779</b> | <b>776</b> | <b>38</b>  | <b>38</b> | <b>37</b> | <b>229</b>       | <b>241</b> | <b>239</b> | <b>170</b> | <b>171</b> | <b>167</b> | <b>39</b>       | <b>38</b> | <b>38</b> | <b>146</b> | <b>145</b> | <b>144</b> | <b>1049</b> | <b>1058</b> | <b>1053</b> | <b>354</b> | <b>354</b> |

ANNEX BINTERNATIONAL STAFFING PATTERN BY PAY LEVEL

As on 30.11.85

| WORKING GROUP       | P1 | P2 | P3 | P4 | P5 | P6 | ASG DO | T O T A L |
|---------------------|----|----|----|----|----|----|--------|-----------|
| CSRWG               | 2  | -  | 4  | 3  | 2  | 1  | -      | 12        |
| DTWG                | -  | -  | 2  | 2  | -  | -  | -      | 5         |
| HOST DEFENCE        | -  | -  | -  | -  | 1  | -  | -      | 1         |
| MANAGEMENT          | 2  | 1  | -  | 1  | -  | -  | 1      | 5         |
| NUTRITION PROGRAMME | 1  | 1  | 1  | -  | 1  | -  | -      | 4         |
| PTWG                | 2  | -  | 1  | 1  | -  | -  | -      | 4         |
| PROJECT DEVELOPMENT | -  | -  | -  | 1  | -  | -  | -      | 1         |
| RES. DEVELOPMENT    | 1  | -  | -  | -  | 1  | -  | -      | 2         |
| TRG., EXT. & COMM.  | 1  | -  | -  | -  | 1  | -  | -      | 2         |
| T O T A L           | 9  | 2  | 8  | 8  | 7  | 1  | 1      | 36        |

ANNEX CINTERNATIONAL STAFFING (SECONDED)

| <u>Country</u>            | <u>N a m e</u>         | <u>Position</u>                      | <u>Period</u> |         |
|---------------------------|------------------------|--------------------------------------|---------------|---------|
| Belgium                   | Ms. Francaise Moonens  | Research Physician<br>CSRWG          | 24/2/85       | 2 years |
|                           | Ms. Isabella Vesters   | Nurse Physician's<br>Assistant, PTWG | 30/3/81       | Open    |
| Canada, WUSC              | Mrs. Brenda Wroot      | Health Educator, TE&C                | 16/9/84       | 2 years |
|                           | Dr. M. Rahman          | Computer Statistician<br>CSRWG       | 1/9/84        | 2 years |
|                           | Ms. M. Hurrell         | Health Educator, CSRWG               | 16/9/84       | 2 years |
|                           | Mr. Michael Chibba     | Health Economist<br>CSRWG            | 16/9/84       | 2 years |
|                           | Mr. Richard Wroot      | Materials Developer<br>TE & C        | 16/9/84       | 2 years |
|                           | Mr. Ranjan Banerjee    | Computer Analyst<br>CSRWG            | 1/9/84        | 2 years |
| France, ORSTOM            | Mr. Andre Briend       | Scientist, Nutirition                | 1/84          | 3 years |
| The Netherlands,<br>WOTRO | Dr. Frederick Van Loon | Gastro-Enterologist<br>PTWG          | 24/7/84       | 2 years |
| USA, Pop. Council         | Dr. M. A. Koenig       | Project Head, MCH-FP                 | 1/7/85        | Open    |

Insurance Plans1. STAFF HEALTH INSURANCE (Manual Section 17, Annex -A)

This Insurance Plan will provide for the reimbursement of reasonable and customary expenses incurred by staff members and their dependants admitted as participants in the Insurance for medical treatment as a result of accident, illness or maternity administered or prescribed by a qualified physician.

The premium rate is:

|                                       | <u>Employee Contribution</u> | <u>Centre's Contribution</u> | <u>Total Premium</u> |
|---------------------------------------|------------------------------|------------------------------|----------------------|
| One person                            | 0.99%                        | 0.99%                        | 1.98%                |
| Two persons                           | 1.575%                       | 1.575%                       | 3.15%                |
| Three persons or more                 | 2.145%                       | 2.145%                       | 4.29%                |
| ( o f a n n u a l n e t s a l a r y ) |                              |                              |                      |

The Centre will be responsible to pay approximately US\$ 36,860 annually (equivalent to 50% of the total premium).

2. GROUP PERSONAL ACCIDENT AND ILLNESS INSURANCE  
(Manual Section 17, Annex - B) (Copy enclosed)

This Insurance Plan will provide benefits in case of death and total and partial permanent disablement. Only staff members are covered under this insurance.

The rate of premium is:

| <u>Employee Contribution</u>          | <u>Centre's Contribution</u> | <u>Total Premium</u> |
|---------------------------------------|------------------------------|----------------------|
| 0.60%                                 | 0.60%                        | 1.20%                |
| ( o f a n n u a l n e t s a l a r y ) |                              |                      |

The Centre will be responsible to pay approximately US\$ 10,750 annually (equivalent to 50% of the total premium).

3. VOLUNTARY GROUP LIFE INSURANCE  
(Manual Section 17 Annex - D) (Copy enclosed)

This Insurance Plan will provide benefit in case of death of staff members resulting from any cause. The premium rate is 0.29% of the sum insured. The Centre contributes 100% of the premium on an insured

amount upto 100% of the staff member's salary. However, if the staff member selects the option for more than 100% salary coverage the premium on the additional insured amount will be borne by him. The admitted proportions are 50%, 100%, 150%, 200%, 250% or 300% of annual net salary.

The Centre will be responsible to pay approximately US\$ 9,000 annually.

For Short-Term staff members, the following Insurance Plan may be implemented:

4. GROUP PERSONAL ACCIDENT AND ILLNESS INSURANCE  
(Manual Section 17 Annex - C) (Copy enclosed)

Staff members appointed for less than one year and not covered under the Staff Health Insurance may participate in this Insurance Plan. This Insurance will provide benefits in case of death, partial and total permanent disablement and reimbursement of medical expenses for short-term staff members.

| The rate of premium: |  | Staff Member's Cont. US\$/day | Centre's Cont. US\$/day | Total US\$/day |
|----------------------|--|-------------------------------|-------------------------|----------------|
| (i)                  | Staff earning ranging Tk. 1715 to Tk. 1957 | 0.25                          | 0.25                    | 0.50           |
| (ii)                 | " Tk. 1958 to Tk. 2321                     | 0.275                         | 0.275                   | 0.55           |
| (iii)                | " Tk. 2322 to Tk. 2817                     | 0.30                          | 0.30                    | 0.60           |
| (iv)                 | " Tk. 2818 to Tk. 3869                     | 0.325                         | 0.325                   | 0.65           |
| (v)                  | " Tk. 3870 to Tk. 5417                     | 0.35                          | 0.35                    | 0.70           |
| (vi)                 | " Tk. 5418 to Tk. 6032                     | 0.375                         | 0.375                   | 0.75           |
| (vii)                | " Tk. 6033 to Tk. 7099                     | 0.40                          | 0.40                    | 0.80           |
| (viii)               | " Tk. 7100 to Tk. 8840                     | 0.425                         | 0.425                   | 0.85           |
| (ix)                 | " Tk. 8841 to Tk. 11383                    | 0.45                          | 0.45                    | 0.90           |

Implementation of this Insurance Plan may not be possible due to limited participation of short term staff members, as an annual advance minimum premium must be US\$ 750.

3/BT/JUNE. 86

PRESENTATION OF 1985 ANNUAL REPORT

4/BT/JUNE.86

REPORT OF THE PROGRAMME COMMITTEE

Amended 18-6-86

REPORT OF THE MEETINGS OF THE  
PROGRAMME COMMITTEE

on June 12-16, 1986

Committee

members present: Professor D. Rowley (Chairman)  
Dr. Al Swailem  
Dr. D. Bell  
Professor R. Beckels (Director)  
Dr. R.G. Feachem  
Dr. J. Kostrzewski  
Dr. L. Mata

Other Board

members present: Dr. Nyi Nyi  
Dr. J. Sulianti

Members absent: Professor A. Matin  
Dr. M. Merson  
Dr. Y. Takeda

Invited persons: Dr. Badrud Duza  
Dr. M.G. Rowland  
Dr. D.A. Sack

The Programme Committee concentrated on a limited agenda of priority items. Unfortunately, but appropriately, there was little of scientific substance on the agenda, most items being concerned with policy and managerial issues. The Committee expects to be able to concentrate on scientific matters at its subsequent meetings (see item 10).

1. Policies and priorities: research, service and training

At its meeting in November, 1985, the Board emphasized the need for the development of a clear statement of the "research objectives and priorities of the Centre" (resolution: 2/Nov 85). Since that Board meeting, the Chairman of the Programme Committee and various staff of the Centre have worked together on drafting such a document. Limited progress has been made, largely because of the upheaval and uncertainty created by the Action Plan for Expenditure Reduction which was enacted by the November, 1985, Board meeting. The implementation of the Action Plan is now well advanced and a calmer period lies ahead. The Committee considered, therefore, that the time is now right to press on with the development of a comprehensive statement of policies and priorities for research, service and training.



Accordingly the Committee held lengthy discussions with the Director and the Associate Directors on the research priorities for the Centre. It was agreed that the research priorities should be specified in terms of programmes; a programme being a collection of related projects with common objectives. These programmes should be selected with regard to the needs of diarrhoeal disease control programmes, to the global state of knowledge and the activities of other major research centres, and to the utilization of the special facilities and advantages of the Centre. The Committee noted that the WHO/CDD Programme has recently reorganized its research funding mechanisms and has published a new statement of its research priorities. The Centre should pay close attention to any of these research needs to which it is able to make a special contribution.

In the discussions between the Committee and Centre staff, the following topics emerged as candidates for inclusion in the statement of priority programmes:

- shigellosis: including laboratory, clinical and community studies;
- risk factors and interventions: being the identification and quantification of nutritional, behavioural and environmental risk factor for diarrhoea morbidity and mortality and the design and field trial of preventive interventions intended to reduce the magnitude and/or prevalence of these risk factors;
- rehydration and feeding: concentrating on super-ORS and cereal-based ORT and feeding during diarrhoea illness and convalescence; including studies of home-based therapy and on the delivery of services at the community level.
- chronic diarrhoeas: including laboratory, clinical and community studies;
- demographic studies: concentrating on the impact of diarrhoea control on demographic parameters and the impact of demographic parameters (eg. birth interval and birth order) on risk of diarrhoea illness and death.
- vaccine studies: initially focusing on cholera vaccines but subsequently moving into rotavirus and other vaccines;
- environmental microbiology: concentrating especially on the study of putative aquatic reservoirs for Vibrionaceae;

This list of candidate programmes is included for illustrative purposes only and is not intended as a firm recommendation. Each of the programmes needs to be specified in greater detail than given above, making it clear which hypotheses and studies will

have priority. For instance, under the "risk factors and interventions" programme, it is necessary to specify which risk factors are of special interest. These might include:

- weaning practices;
- vitamin A deficiency;
- personal and domestic hygiene;
- measles;
- low birth weight.

Also required is a statement of policies and priorities with regard to service (in its widest context), and the Committee discussed this issue briefly. Service was also discussed in connection with the new Matlab treatment centre (see item 7). The Committee recommends that the statement on service should include mention of the responsibility for service activity of a major research centre, the types and locations of services that are most appropriate, the contribution of government, eventual hand-over to government, funding, level of sophistication, and technical assistance activity outside Bangladesh.

The policies and priorities should also include a section on training. On what types of training should the Centre concentrate and how should it organize its training programmes? To whom should training be offered and where should training take place? How can training be made more problem-solving and skills-oriented in nature? The Committee was pleased to hear a verbal report from the Director on the initial work by the training section on these, and related issues.

In light of the above the Committee recommends that the Board request the Director to prepare, and present to the next meeting (November, 1986), a statement of policies and priorities in research, service and training. The Committee suggests that the Director consider the following possible structure for this document:

Overall objectives of the Centre,

Research

- policy
- priorities

Service and technical assistance

- policy
- priorities

Training

- policy
- priorities

Links with other institutions

- in Bangladesh
- abroad

Relationships with major international initiatives:

- WHO/CDD
- UNICEF/GOBI

## 2. Revised organizational structure

Since the previous Board meeting, a great deal of thought has been given by the Director and the Associate Directors to a revised organizational structure for the Centre. The Committee received from the Director a comprehensive set of alternatives. The Committee discussed these alternatives of length, in the light of the following criteria:

- the need to reduce the number of section heads reporting directly to the Director, and the necessity of allowing the Director to spend a greatly increased proportion of his time providing leadership for the scientific work of the Centre;
- the need to create scientific divisions of roughly equal size;
- the need to emphasize the structure as it is desired in 1987 and beyond.

The Committee concluded that the scientific work of the Centre would be best grouped into 3 divisions. Division I would comprise all the clinical, immunological and microbiological research of the Centre. Division I (Clinical Sciences) would have responsibility for the treatment centres (Dhaka, Matlab and Teknaf), the laboratories (both research and service) and the animal house. The ideal head of Division I would be a physician with a strong background in immunology and microbiology and a primary interest in clinical research.

Division II (Epidemiology and Community Health) would comprise all the epidemiological work of the Centre, including community research of all kinds other than demographic research. Division II would have responsibility for vaccine trials, the urban volunteer programme, the computer branch and the MCH-FP research at Matlab. The ideal head of Division II would be a medical epidemiologist.

Division III (Population Studies, Extension and Training) would comprise demographic research, training and extension. Division III would have responsibility for the DSS, the MCH-FP extension project, the training section, the library and publications. The ideal head of Division III would be a demographer with experience of MCH-FP programme design and implementation.

Division Heads would be senior international staff of the Centre, typically on P5 or P6 grades. It is hoped that the Division Heads would work for 4-6 years in the Centre. (After 6 years they would leave under the terms of the 6 year rule.) The Division Heads would be responsible for the coordination, leadership and planning of all the science conducted by members of their Division. They would report to the Director, who has overall responsibility for the direction and balance of the scientific work of the Centre. Division Heads would also, in collaboration with the Director and the Resources Development Officer, play a major role in raising funds for the work of their Division and in related donor liaison.

On the administrative side the Director would be supported by a Manager, under whom would come the Personnel Officer, the Finance Officer and the General Services Officer.

The Committee recommends that the Board endorses this outline plan for reorganization and requests the Director to provide a more detailed proposal for discussion at the next meeting (November, 1986). The Committee emphasizes that the Director must have the flexibility to adapt this plan to the current circumstances and to allow it to evolve gradually, having particular regard for the expertise of current staff.

### 3. Recruitments priorities

In order for the structure outlined above to be implemented, recruitment must be initiated, without delay, for:

- Head of Division I
- Manager,
- Head of Laboratory Services and Animal House  
(to start in mid-1987 on the retirement of  
Mr. Bradford Kay)

Existing staff might be appointed to the Headships of the Divisions II and III.

### 4. Proposed staffing pattern

The Director presented to the Committee a clear picture of a staffing structure towards which the Centre could aim over the next 2-3 years. This structure envisages 4 tiers, as follows.

4.1 Centre International Staff (CIS). These will be international staff, both Bangladeshi and expatriate, occupying senior positions (P4 - D2) and employed by the Centre. They will include the Director, 3 Division Heads, the Manager, the

Resources Development Officer, and possibly the Personnel and Finance Officers. They would number, therefore, not more than 11. The scientists would stay for 6 years and then leave.

4.2 Attached Senior Scientists (ASS). These will be employed by other institutions and will be attached to the Centre for a few years (say 1-4), or perhaps intermittently (say 9 months per year). They will typically come from universities, both in Bangladesh and abroad, with which the Centre has developed a special linkage and will be in the Senior Lecturer -- Professor (UK) or Associate Professor -- Professor (USA) range of seniority. They will be located in one of the 3 Divisions and will be responsible to the appropriate Division Head. They will not be payrolled by the Centre and the Centre will take no interest in their terms of employment.

4.3 Post-doctoral Fellows (PDF). These will be young researchers (typically 25-32 years) who will be employed by the Centre on modest terms (typically \$10,000 - 25,000 per year) for a period of 1-3 years. They will mostly come from universities with which the Centre has special linkages. Highest priority will be given to the fostering of a steady flow of post-doctoral fellows from Bangladeshi universities and institutes.

4.4 Staff on NO and GS Scales. The final tier will be the NO and GS level staff, possibly with a completely redesigned pay structure. It is important that the senior NO posts are adequately paid.

The Committee proposes that the Board should endorse this general concept and should request the Director to elaborate it in more detail. An important part of the proposal is the special linkage with overseas institutes. These must be built up steadily and carefully and there should be adequate geographical balance among linked university research institutes and departments. Linkages will be especially encouraged with universities in Bangladesh and the region.

## 5. Review of CSRWG

The Committee accepted the recommendation from the Director that the external review of CSRWG should take place in October/November, 1986, and should be carried out by Drs. Shanti Ghosh, Goran Sterky and Henry Mosley. If possible, the review team should still be in Dhaka when the Board Members arrive for the November meeting. A priority element of the terms of reference for the review should be the review, criticism and improvement of the future plans of the Centre in the fields of MCH/FP, extension, demography and population studies. In order for the review team to perform this task it is essential that a plan of

action for research in these fields is prepared before the review team arrive in Dhaka. A report of this review should be available for the November Board meeting.

#### 6. Ethical review committee

The Committee briefly rehearsed the recent history of debates surrounding the work of the ERC. The Committee recommends that a panel be constituted to develop a comprehensive statement on the ideal composition, method of work, duties, powers and functions of the ERC.

The Committee recommends that this panel should comprise 7 persons, as follows:

- three persons nominated by the current Ethical Review Committee, not necessarily of the Committee,
- three persons nominated by the Programme Committee and that
- the WHO representative, or his designate, be the seventh member.

The Programme Committee proposes for nomination:

|  |   |            |
|--|---|------------|
| Dr. K.A. Monsur, Consultant            | : | all of the |
| Dr. M. Badrud Duza, Senior Scientist   | : | ICDDR,B    |
| Dr. M.G.M. Rowland, Associate Director | : |            |

The Committee proposes the following terms of reference for the panel.

The panel shall consider and report to the Board on the following issues:

1. The relationship of the ERC with the ICDDR,B, its Director and the Board of Trustees, and especially to whom the Committee is responsible.
2. The constitution, including size, composition according to defined areas of competence, expertise and affiliations, and selection procedures for membership.
3. The powers, functions and duties of the ERC and its mode of operation with respect to proposed, current and past research.

4. The procedures for seeking expert advice when faced with issues falling outside the areas of expertise or competence of the regular members of the committee.

The panel should refer to the document entitled Proposed International Guidelines for Biomedical Research Involving Human Subjects, CIOMS, Geneva 1982, such rules and guidelines as may exist for the Bangladesh Medical Research Council, and whatever other material it may deem necessary. It may seek the opinion of other experts. All sources of information and recommendations should be listed and, as far as possible, copies provided.

#### 7. New Matlab treatment centre

The Committee had a lengthy debate on the plans for the new treatment centre at Matlab. Plans are now complete and funding has been secured from UNCDF. The Committee concluded that it was too late to consider not building this new treatment centre and that work should go ahead. The Committee identified two types of risk inherent in this decision, however.

First, is the financial risk created by the expected but unpredictable increase in recurrent operating costs. Every effort should continue to be made to obtain support for these operating costs from GOB, DANIDA or other sources. A contingency plan should be drawn up which would specify various sources of action based on various assumptions about the availability of operating funds and funds to purchase equipment.

Second, is the risk of committing the Centre to a policy of providing a major treatment service in a particular rural area for many years to come. The overall policy of the Centre towards service needs to be classified. Service to whom? of what kind? where? paid for by whom? are all urgent questions, the answers to which may have been partially pre-empted by the decision to build a new treatment centre at Matlab. The Director is requested under item 1, above, to prepare a statement of policy and priorities in service activities for presentation to the next meeting of the Board.

#### 8. Scientific consultancy group

The members of the Committee agreed with the Director that the Centre should form a scientific consultancy group. The purpose of the group will be to:

- a) discuss and advise on the research priorities of the Centre;
- b) stimulate scientific activity within the Centre through seminars, discussions, protocol review, and scientific criticisms;

- c) help form institutional linkages;
- d) help to recruit scientists for the Centre;
- e) develop a continuing review process.

The composition of the group should include respected international scientists, including those from Bangladesh and the region. The group might visit the Centre as a group or might come individually as best serves the needs of the Centre.

#### 9. Need for protocol development

There is a need to plan for some major new projects because of the availability of USAID funds for which a document is needed and because several of the current international scientists will be leaving during the next year and will need to be replaced. "Targetted research" projects (within the USAID cooperative agreement) might include the following:

- a) continuation of the current oral cholera vaccine trial. [Dr. John Clemens will write the document]
- b) a program in environmental microbiology to be carried out in collaboration with a university established in this field. [Drs. Grimes, Kay, A. Huq and Sack will write the document]
- c) a program on prolonged diarrhoea. (A collaborating institution would be helpful but has not been identified.) [Dr. Rowland will write the document]
- d) a program on shigellosis including clinical, microbiological, epidemiological studies and vaccine development. [Drs. Sack and Rowley will write the document]

#### 10. Programme Committee

The Committee expressed concern about its inability to date to make a worthwhile contribution to the scientific work of the Centre. The Committee requested that a main element of its next meeting should be a comprehensive presentation by the 3 new Division Heads of the current work and future plans of their Divisions. These should be supplemented by a few presentations by individual PIs on particular projects. Prepared in advance of the next meeting should be a list of all scientists (by Division) showing which projects they are engaged upon, a list of projects (by Division) showing the names of the PIs and other collaborating or supporting scientists, and a list of publications of current Centre staff.



5/BT/JUNE . 86

RESURCES DEVELOPMENT REPORT

Resources Development Report.

ICDDR,B has passed through a very difficult year in 1985. Last year the Centre's single largest donor shifted its contribution from the unrestricted core fund to high visibility project restricted activities. A direct result of this action was that the bulk of the core supported activities became unfunded. The seriousness of the situation called for a change in the Centre's resources development strategies. I am pleased to inform the Board that through pragmatic planning and successful negotiations the Centre's resources, by mid 1986 show a positive improvement.

At the November, 1985 meeting of the Board, we had projected the income for 1986 at US \$ 10,088,000. We had also commented that we did not expect a significant change in the conservative attitude of the donors this year. Given this background, we began 1986 with a firm commitment of US \$4.9 million with the task of raising another US \$5.2 million during the course of the year. By the first half of 1986, these figures have changed to US \$8.5 million in firm commitments for 1986, with another US \$0.8 million in the final stages of negotiations and we are currently negotiating with a number of donors for the balance.

NEW  
COMMITMENTS

The following is a brief summary of the Centre's Resources Development activities in 1986. The Centre has received new commitments from certain donors during the first half of the year.

The Arab Gulf Fund has announced a US \$500,000 grant as restricted core support to ICDDR,B. The grant is for a period of one year, July 1986

AGFUND

to June 1987, and will support the Centre's applied research, service and training activities.

SAREC

SAREC (Sweden) has announced a fresh grant of US \$120,000 to the Centre's restricted core fund for the first half of 1986. Negotiations are underway for a longer term, multi-year grant which is expected to be finalised later this year during the Donors' Consortium.

USAID/W

The Centre has entered into a four year cooperative agreement with USAID/Washington which includes support to the Centre's core fund, a fund for new project initiatives at the Director's discretion and for a scientist from CDC in addition to ongoing support to the Vaccine Field Trials. USAID/Washington has made a limited shift back to the Centre's core fund with a contribution of US \$500,000 for 1986. USAID has given another US \$300,000 for new research initiatives at the Director's discretion. This is a welcome change in the nature of AID's contribution to ICDDR,B, giving the Centre more flexibility in its activities. We are also negotiating for an additional US \$500,000 grant to the Centre's restricted core fund.

UNICEF

UNICEF has given ICDDR,B a grant of US \$500,000 as institutional support in 1986. This amount is double the amount given by UNICEF in 1985.

USAID/D

Negotiations with USAID/Dhaka are in the final stages for a US \$4.5 million grant from its Child Survival Fund to the Centre's Urban Community Programme. This grant will be for the 1986-1991 period, effective June 1, 1986. A total of US \$580,000 is expected this year.

WHO

WHO has extended its support to two new research projects with a grant of \$61,000.

RENEWALS

Agreements which were renewed during the year are as follows:

CIDA

The Canadian International Development Agency has renewed its grant to the Centre's training programme at an enhanced level for 1986.

DISC

The International Development Research Centre (IDRC) of Canada has agreed to fund the second phase of DISC for the next two years at a reduced rate, due to financial constraints.

FORD  
FOUNDATION

The Ford Foundation has granted a four month extension (July-October, 1986) to the Centre's Epidemic Control Preparedness Programme. During this extension, the project will be evaluated and a two year extension will be negotiated. GOB has already approved the two year extension, in principle. The project has been undertaken under a tripartite agreement between the Government of Bangladesh, Ford Foundation and ICDDR,B.

JAPAN

Japan has informed the Centre of its decision to renew its grant in 1986 at an enhanced level. This grant will be used for partial funding of three Centre's programmes: Disease Transmission, Pathogenesis & Therapy and Training.

NORAD

The renewal proposal of NORAD's grant for the Centre's MCH-FP programme has already been submitted and a final decision is expected in the next few months.

SAUDI  
ARABIA

Saudi Arabia has entered the second cycle of funding to the Centre after the first five year cycle ended in 1985. The amount

sanctioned for 1986 is \$70,000 as against \$100,000 sanctioned in the previous cycle.

The Centre's collaborative agreements of technical assistance with the Diarrhoeal Disease Treatment Centres at Dammam and Riyadh in Saudi Arabia are due to end in July and September 1986 respectively. The Saudi government is actively considering a one year extension for the projects.

SDC Preliminary negotiations for renewal of SDC's (Swiss Development Cooperation) grant to the Centre, which is due to expire in late 1986, have already been initiated. Final decision on Swiss contribution to the Centre is expected at the Donors' meeting in late 1986.

UNDP UNDP Clinical Research grant to ICDDR,B which ends in December 1986 will be renewed for another funding cycle hopefully at an enhanced rate by mid 1987. Meanwhile they have assured the Centre that they will provide an extra grant to bridge the gap between termination of the current agreement and start of the next.

CONTINUING  
SUPPORT

Contribution from Australia, Bangladesh and UK (ODA) towards the Centre's core fund continues as also support from Belgium, USAID (Dhaka) and UNICEF for the Centre's project related activities.

TERMINATION

The Ford Foundation grant for Morbidity Studies, UNDP grant for Urban Community Volunteers Programme and the World Bank grant for the Mirzapur Handpump project will all be terminated in 1986.

In conclusion, I would like to say again that after careful assessment of the difficulties of 1985, and through pragmatic planning,

the Centre's income has shown a positive improvement in the first half of 1986. This position, while encouraging, should on no account cause complacency. The list of committed and estimated income for 1986 shows that the three categories of funds expected are, core US\$ 1,946,000, restricted core US \$3,750,000 and restricted projects US \$ 4,392,000.

The overhead component in the restricted core and project restricted grants, amounting to approximately \$1.0 million, together with the core fund amount of \$1.95 million, would become available to the Centre. Efficient management of the Centre's finances would enable ICDDR,B to make this crucial overhead recovery which in turn would enable it to tide over the crisis caused by corrosion of the Centre's core funds.

Our income projection for 1987 stands at US\$ 10,912,000. Of this amount, we already have commitments for US \$7,462,000 and we expect to raise another estimated US \$ 3,450,000 during the course of the year. It should be noted here that with most major donors themselves subject to budgetary cutbacks, our task ahead is not likely to be an easy one. The Resources Development office will however persevere in its efforts to fulfil tasks set before it.

JUNE 86

ICDDR,B DONORS 1986 PROJECTIONS

(In US Dollars)

APPENDIX - A

A. Unrestricted - Core

| Donor             | Committed        | Estimated | Total            |
|-------------------|------------------|-----------|------------------|
| 1. Australia/ADAB | 200,000          | -         | 200,000          |
| 2. Bangladesh     | 34,000           | -         | 34,000           |
| 3. SAudi Arabia   | 70,000           | -         | 70,000           |
| 4. Switzerland    | 442,000          | -         | 442,000          |
| 5. UK/ODA         | 200,000          | -         | 200,000          |
| 6. UNICEF         | 500,000          | -         | 500,000          |
| 7. USAID          | 500,000          | -         | 500,000          |
| Sub-Total :       | <u>1,946,000</u> | <u>-</u>  | <u>1,946,000</u> |

B. Restricted - Core

| Donor                          | Committed        | Estimated      | Total            |
|--------------------------------|------------------|----------------|------------------|
| 1. AG Fund                     | 250,000          | -              | 250,000          |
| 2. CIDA/DSS                    | 860,000          | -              | 860,000          |
| 3. Japan (Training, Nutrition) | 340,000          | -              | 340,000          |
| 4. USA/AID(W)                  | 1,680,000        | 500,000        | 2,180,000        |
| 5. Sweden/SAREC/SIDA           | 120,000          | -              | 120,000          |
| Sub-Total :                    | <u>3,250,000</u> | <u>500,000</u> | <u>3,750,000</u> |

C. Restricted - Projects

| Donors  | Committed        | Estimated        | Total                 |
|---|------------------|------------------|-----------------------|
| 1. Belgium  | 100,000          | -                | 100,000               |
| 2. CIDA/Training (Afr Trg)                                | 176,000          | 125,000          | 301,000               |
| 3. Ford Foundation (Ep Control)                           | 60,000           | 60,000           | 120,000               |
| 4. Ford Foundation/Morbid Study                           | 80,000           | -                | 80,000                |
| 5. IDRC/DISC  | 55,000           | -                | 55,000                |
| 6. NORAD/MCH  | -                | 200,000          | 200,000               |
| 7. NORWICH Eaton  | 30,000           | -                | 30,000                |
| 8. BOSTID/NAS   | 28,000           | -                | 28,000                |
| 9. Saudi Arabia (Dammam)                                  | 560,000          | -                | 560,000               |
| 10. UNDP/WHO Clinical Research                            | 300,000          | -                | 300,000               |
| 11. UNDP/UCVP   | 50,000           | -                | 50,000                |
| 12. UNICEF/ORT/Training                                   | 300,000          | -                | 300,000               |
| 13. USAID/MCH-FP Ext.                                     | 1,300,000        | -                | 1,300,000             |
| 14. USAID/Phil-Nepal-<br>Indonesia Training               | 100,000          | -                | 100,000               |
| 15. USAID/UCVP  | -                | 580,000          | 580,000               |
| 16. WHO project support                                   | 61,000           | -                | 61,000                |
| 17. WHO/Vaccine Trial                                     | -                | 50,000           | 50,000                |
| 18. Aga Khan Foundation/<br>Cereal Based ORT in Ken-China | -                | 50,000           | 50,000                |
| 19. WB/Sanitation Intervention                            | 127,000          | -                | 127,000               |
| Sub-Total :   | <u>3,327,000</u> | <u>1,065,000</u> | <u>4,392,000</u>      |
| Total :   | <u>8,523,000</u> | <u>1,565,000</u> | <u>10,088,000</u>     |
|   |                  | A -              | 1,946,000             |
|   |                  | B -              | 3,750,000             |
|   |                  | C -              | 4,392,000             |
|   |                  |                  | <u>US\$10,088,000</u> |



ICDDR,B DONORS 1987 PROJECTIONS

## APPENDIX - B

A. Unrestricted - Core

| Donors            | Committed        | Estimated      | Total            |
|-------------------|------------------|----------------|------------------|
| 1. Australia/ADAB | 200,000          | -              | 200,000          |
| 2. Bangladesh     | 34,000           | -              | 34,000           |
| 3. Saudi Arabia   | 70,000           | -              | 70,000           |
| 4. Switzerland    | 450,000          | -              | 450,000          |
| 5. UK/ODA         | 165,000          | -              | 165,000          |
| 6. UNICEF         | 250,000          | 250,000        | 500,000          |
| 7. USAID          | 250,000          | 250,000        | 500,000          |
| Sub-Total :       | <u>1,419,000</u> | <u>500,000</u> | <u>1,919,000</u> |

B. Restricted - Core

| Donors               | Committed        | Estimated        | Total            |
|----------------------|------------------|------------------|------------------|
| 1. AG Fund           | 250,000          | -                | 250,000          |
| 2. CIDA/DSS          | 860,000          | -                | 860,000          |
| 3. Japan             | 340,000          | -                | 340,000          |
| 4. USA/AID(W)        | 1,950,000        | -                | 1,950,000        |
| 5. Sweden/SAREC/SIDA | -                | 200,000          | 200,000          |
| 6. DANIDA            | -                | 1,000,000        | 1,000,000        |
| Sub-Total :          | <u>3,400,000</u> | <u>1,200,000</u> | <u>4,600,000</u> |

1987 Projection

C. Restricted - Projects

| Donors                         | Committed        | Estimated        | Total             |
|--------------------------------|------------------|------------------|-------------------|
| 1. Belgium                     | 100,000          | -                | 100,000           |
| 2. CIDA/Training               | 100,000          | 250,000          | 350,000           |
| 3. Ford Foundation/Ep. Control | -                | 100,000          | 100,000           |
| 4. IDRC/DISC                   | 55,000           | -                | 55,000            |
| 5. NORAD/MCH                   | -                | 200,000          | 200,000           |
| 6. National Acad Sc/BOSTID     | 28,000           | -                | 28,000            |
| 7. Saudi Arabia/DCC's          | 560,000          | -                | 560,000           |
| 8. UNDP/WHO Clinical Research  | 300,000          | -                | 300,000           |
| 9. UNICEF/ORT and Training     | 200,000          | -                | 200,000           |
| 10. USAID/MCH-FP Ext           | 1,300,000        | -                | 1,300,000         |
| 11. USAID/UCVP                 |                  | 1,000,000        | 1,000,000         |
| 12. WUSC/MCH                   |                  | 200,000          | 200,000           |
| Sub-Total :                    | <u>2,643,000</u> | <u>1,750,000</u> | <u>4,393,000</u>  |
| Total :                        | <u>7,462,000</u> | <u>3,450,000</u> | <u>10,912,000</u> |
|                                |                  | A -              | 1,919,000         |
|                                |                  | B -              | 4,600,000         |
|                                |                  | C -              | 4,393,000         |
|                                |                  | Total US\$       | <u>10,912,000</u> |

5/BT/June '86 'A'

DONORS' CONSORTIUM

The Government of Bangladesh, at the request of ICDDR,B has agreed to host the Donors' Meeting in Dhaka to be chaired by UNDP. The meeting is scheduled to be held on 9, 10 and 11 September, 1986. The draft documents for this meeting have been prepared for the Board's review and approval and the list of invitees is being finalised. UNDP has agreed to fund the participation of representatives from a few selected developing countries. We look forward to the full support and cooperation of the Government of Bangladesh which would be essential for making this meeting a success.

....

UNCDF MATLAB CONSTRUCTION

UNCDF has approved US \$545,000 with provision for another US \$88,000 for cost escalation, for the proposed construction of Matlab Field Station. This was announced by Mr. Bradford Morse, Administrator, UNDP at the ICORT II meeting in Washington in December, 1985. The request for funds from UNCDF was routed through GOB and accordingly an agreement has been signed between GOB and UNCDF with ICDDR,B as the executing agency. Under this agreement ICDDR,B will be responsible for funding the Architect's fee of approximately US \$35,000 and administrative and supervision cost of US \$70,000, and the balance will be borne by UNCDF. Detailed designs and space allocations have been prepared and are available for review by the Board.

The construction of the field station is expected to begin in September this year and we are requesting UNCDF to make the initial disbursement immediately to facilitate procurement of materials. The construction is expected to be completed by early 1988.

...

5/BT/JUNE.86

RESOURCES DEVELOPMENT REPORT FOR FINANCE COMMITTEE

JUNE 1986

At the November, 1985 meeting of the Board, we had projected an income of US \$10,069,000 for 1986. Of this amount, we have already secured firm commitments in the amount of US \$8,523,000 and are in the final stage of negotiations for a further US \$580,000 for 1986. We hope to raise the balance, US \$985,000 during the course of the year. (Appendix - A).

The cash flow position of the Centre has shown significant improvement in the recent months and with careful financial planning and follow-up, it will be possible for us to remain within the bank overdraft limit during the rest of 1986.

The overhead component in the restricted core and project restricted grants, amounting to approximately \$1.0 million, together with the core fund amount of \$1.95 million, would become available to the Centre. Efficient management of the Centre's finances would enable ICDDR,B to make this crucial overhead recovery which in turn would enable it to tide over the crisis caused by corrosion of the Centre's core funds.

Our income projection for 1987 stands at US \$10,912,000 (Appendix-B). Of this amount, we already have commitments for US \$7,462,000 and we expect to raise another estimated US \$3,450,000 during the course of the year. It should be noted here that with most major donors themselves subject to budgetary cutbacks, our task ahead is not likely to be an easy one. The Resources Development office will however persevere in its efforts to fulfil tasks set before it.

...

ICDDR,B DONORS 1986 PROJECTIONS

(In US Dollars)

APPENDIX - A

A. Unrestricted - Core

| Donor             | Committed        | Estimated | Total            |
|-------------------|------------------|-----------|------------------|
| 1. Australia/ADAB | 200,000          | -         | 200,000          |
| 2. Bangladesh     | 34,000           | -         | 34,000           |
| 3. Saudi Arabia   | 70,000           | -         | 70,000           |
| 4. Switzerland    | 442,000          | -         | 442,000          |
| 5. UK/ODA         | 200,000          | -         | 200,000          |
| 6. UNICEF         | 500,000          | -         | 500,000          |
| 7. USAID          | 500,000          | -         | 500,000          |
| Sub-Total :       | <u>1,946,000</u> | <u>-</u>  | <u>1,946,000</u> |

B. Restricted - Core

| Donor                          | Committed        | Estimated      | Total            |
|--------------------------------|------------------|----------------|------------------|
| 1. AG Fund                     | 250,000          | -              | 250,000          |
| 2. CTDA/DSS                    | 860,000          | -              | 860,000          |
| 3. Japan (Training, Nutrition) | 340,000          | -              | 340,000          |
| 4. USA/AID(W)                  | 1,680,000        | 500,000        | 2,180,000        |
| 5. Sweden/SAREC/SIDA           | 120,000          | -              | 120,000          |
| Sub-Total :                    | <u>3,250,000</u> | <u>500,000</u> | <u>3,750,000</u> |

C. Restricted - Projects

| Donors  | Committed        | Estimated        | Total                 |
|---|------------------|------------------|-----------------------|
| 1. Belgium  | 100,000          | -                | 100,000               |
| 2. CIDA/Training (Afr Trg)                                | 176,000          | 125,000          | 301,000               |
| 3. Ford Foundation (Ep Control)                           | 60,000           | 60,000           | 120,000               |
| 4. Ford Foundation/Morbid Study                           | 80,000           | -                | 80,000                |
| 5. IDRC/DISC  | 55,000           | -                | 55,000                |
| 6. NORAD/MCH  | -                | 200,000          | 200,000               |
| 7. NORWICH Eaton  | 30,000           | -                | 30,000                |
| 8. BOSTID/NAS   | 28,000           | -                | 28,000                |
| 9. Saudi Arabia (Dammam)                                  | 560,000          | -                | 560,000               |
| 10. UNDP/WHO Clinical Research                            | 300,000          | -                | 300,000               |
| 11. UNDP/UCVP   | 50,000           | -                | 50,000                |
| 12. UNICEF/ORT/Training                                   | 300,000          | -                | 300,000               |
| 13. USAID/MCH-PP Ext.                                     | 1,300,000        | -                | 1,300,000             |
| 14. USAID/Phil-Nepal-<br>Indonesia Training               | 100,000          | -                | 100,000               |
| 15. USAID/UCVP  | -                | 580,000          | 580,000               |
| 16. WHO project support                                   | 61,000           | -                | 61,000                |
| 17. WHO/Vaccine Trial                                     | -                | 50,000           | 50,000                |
| 18. Aga Khan Foundation/<br>Cereal Based ORT in Ken-China | -                | 50,000           | 50,000                |
| 19. WB/Sanitation Intervention                            | 127,000          | -                | 127,000               |
| Sub-Total :   | <u>3,327,000</u> | <u>1,065,000</u> | <u>4,392,000</u>      |
| Total :   | <u>8,523,000</u> | <u>1,565,000</u> | <u>10,088,000</u>     |
|   |                  | A -              | 1,946,000             |
|   |                  | B -              | 3,750,000             |
|   |                  | C -              | 4,392,000             |
|   |                  |                  | <u>US\$10,088,000</u> |

ICDDR, B DONORS 1987 PROJECTIONS

APPENDIX - B

A. Unrestricted - Core

| Donors            | Committed        | Estimated      | Total            |
|-------------------|------------------|----------------|------------------|
| 1. Australia/ADAB | 200,000          | -              | 200,000          |
| 2. Bangladesh     | 34,000           | -              | 34,000           |
| 3. Saudi Arabia   | 70,000           | -              | 70,000           |
| 4. Switzerland    | 450,000          | -              | 450,000          |
| 5. UK/ODA         | 165,000          | -              | 165,000          |
| 6. UNICEF         | 250,000          | 250,000        | 500,000          |
| 7. USAID          | 250,000          | 250,000        | 500,000          |
| Sub-Total :       | <u>1,419,000</u> | <u>500,000</u> | <u>1,919,000</u> |

B. Restricted - Core

| Donors               | Committed        | Estimated        | Total            |
|----------------------|------------------|------------------|------------------|
| 1. AG Fund           | 250,000          | -                | 250,000          |
| 2. CIDA/DSS          | 860,000          | -                | 860,000          |
| 3. Japan             | 340,000          | -                | 340,000          |
| 4. USA/AID(W)        | 1,950,000        | -                | 1,950,000        |
| 5. Sweden/SAREC/SIDA | -                | 200,000          | 200,000          |
| 6. DANIDA            | -                | 1,000,000        | 1,000,000        |
| Sub-Total :          | <u>3,400,000</u> | <u>1,200,000</u> | <u>4,600,000</u> |



1987 Projection

C.. Restricted - Projects

| Donors                         | Committed        | Estimated        | Total             |
|--------------------------------|------------------|------------------|-------------------|
| 1. Belgium                     | 100,000          | -                | 100,000           |
| 2. CIDA/Training               | 100,000          | 250,000          | 350,000           |
| 3. Ford Foundation/Ep. Control | -                | 100,000          | 100,000           |
| 4. IDRC/DISC                   | 55,000           | -                | 55,000            |
| 5. NORAD/MCH                   | -                | 200,000          | 200,000           |
| 6. National Acad Sc/BOSTID     | 28,000           | -                | 28,000            |
| 7. Saudi Arabia/DCC's          | 560,000          | -                | 560,000           |
| 8. UNDP/WHO Clinical Research  | 300,000          | -                | 300,000           |
| 9. UNICEF/ORT and Training     | 200,000          | -                | 200,000           |
| 10. USAID/MCH-FP Ext           | 1,300,000        | -                | 1,300,000         |
| 11. USAID/UCVP                 |                  | 1,000,000        | 1,000,000         |
| 12. WUSC/MCH                   |                  | 200,000          | 200,000           |
| Sub-Total :                    | <u>2,643,000</u> | <u>1,750,000</u> | <u>4,393,000</u>  |
| Total :                        | <u>7,462,000</u> | <u>3,450,000</u> | <u>10,912,000</u> |
|                                |                  | A -              | 1,919,000         |
|                                |                  | B -              | 4,600,000         |
|                                |                  | C -              | 4,393,000         |
|                                |                  | Total US\$       | <u>10,912,000</u> |

7/BT/JUNE . 86

REPORT OF THE FINNANCE COMMITTEE

REPORT OF THE FINANCE COMMITTEE ON MEETINGS HELD AT 9.00 A.M.  
WEDNESDAY JUNE 11 AND 8.00 A.M. THURSDAY JUNE 12, 1986

Members Present: Professor D. Bell, Chairman of the  
Board and Acting Chairman,  
Finance Committee  
Professor R. Eeckels, Director  
Dr. I. Cornaz (Co-opted)  
Professor D. Rowley (Co-opted)

Members Absent: Mr. M.K. Anwar  
Professor L. Mata  
Dr. Nyi Nyi (vice Dr. S. Joseph)

Invited Persons: Mr. M.R. Bashir  
Mr. H. Janssen

Financial Situation and Outlook

**1985 Finance Report**

The audited financial statements for 1985 indicate that expenditures exceeded receipts by \$1.6 million. After adjustment for depreciation, a non-cash expenditure, there was a \$1.2 million cash deficit.

Although donor contributions in 1985 were at about the same level as in 1984, the amount was significantly lower than expected and the shift to restricted project funding accelerated sharply. The shortfall in estimated income had only a small impact on the operating deficit, accounting for about US\$240,000. The overwhelming impact came from the reduction from \$2.9 million of core funding in 1984 to less than \$1 million in 1985. The organizational response required to deal with this radical shift from core to project funding was clearly beyond the Centre's ability to accomplish in the short-run.

At the November Board of Trustees meeting the deficit for 1985 was estimated at \$1.4 million. After the meeting the following developments resulted in the outcome of the \$1.6 million deficit for 1985.

- an expected special contribution to core of \$500,000 from the UNDP did not materialise. It turned out that the remaining UNROB funds had already been committed by the Government of Bangladesh to another project.

- on the positive side, there was a large foreign exchange gain due to the devaluation of the Taka; the amount was \$307,000.

- expenditures in total were about as estimated in November, with minor variations in individual expense categories.

The use of bank credit (overdraft) at the end of 1985 was \$2.8 million, equal to the November estimate. (The \$500,000 in expected income which was not received had no impact on anticipated 1985 cash flow, as the amount was estimated to be receivable in 1986. The exchange gain likewise had no effect on anticipated cash flow as it occurred gradually during the year, affecting cash flow currently, but not appearing in budgets or accounts till year's end.)

Including accumulated income, Reserve Fund assets totalled \$1.4 million at the end of 1985.

#### **1986 Budget - Revised**

As recommended by Arthur D. Little consultant's report, the first quarterly revision of the budget was completed in May.

At the time of the November Board meetings, it was estimated that for 1986 there would remain a deficit of \$932,000 (including \$500,000 in depreciation) after allowing for implementation of all of the cost cutting measures contained in the Board document Financial Position and Action Plan for Expenditure Reductions.

The current estimate of the 1986 gap between expenditures and receipts is \$461,000 (including \$500,000 in depreciation). This improvement in the financial picture is primarily due to the fact that income from project grants is turning out to cover expenditures which in November had been expected to be a charge on core funds. The costs covered relate mainly to salaries for local and international staff. In addition, the estimated impact on the 1986 budget of expenditure reductions arising from the Board's November action document have tended to be higher than the conservative estimates made then. There follows a reconciliation of the 1986 budget estimates as at November 1985 and May 1986.

| A. Total Change                         | \$ Thousand |
|---|-------------|
| 1. Reduction in unrestricted income     | 242         |
| 2. Reduction in deficit from 932 to 461 | 471         |
|   | ---         |
| Total change to be accounted for        | 713         |

#### Sources of Change

|  |     |
|--|-----|
| 1. Core-funded expenses which were subsequently covered through funded projects involving mainly staff costs |     |
| - USAID research development funds applied to salaries   | 100 |
| - SAREC grant for Dr. Ciznar's research  | 76  |
| - Belgian grant for Urban Volunteers   | 76  |
| - UNDP/WHO Protocols approved  | 218 |
|  | --- |
| Sub-total  | 470 |
| 2. Reduction in local salary costs due to devaluation of Taka  | 78  |
| 3. Other cost reductions   | 165 |
|  | --- |
| TOTAL  | 713 |

These changes reflect, on the revenue side, strong efforts to raise additional funds and a significant response by donors, and on the expenditure side, the implementation of the severe cost reduction measures directed by the Board in November, 1985, plus additional cost reduction measures achieved by tight management in the months since then. The Centre's management and staff are to be commended for these accomplishments.

At the same time, it is clear that the Centre's budget for 1986, including a normal allowance for depreciation, is still significantly in deficit. (On a cash basis, without any allowance for depreciation, the 1986 budget is barely in balance.) Additional income and additional expenditure reductions are needed to bring the budget into balance and, on a cash flow basis, to reduce the bank overdraft at the end of 1986. Furthermore, the Centre urgently needs funds to assist in raising the quality of its research output, including a few additions to its senior scientific leadership and funds to strengthen institutional relationships with centres of scientific research concerned with diarrhoea in various parts of the world.

Table 1 summarizes the estimated sources of income and expenditures in 1986 by major category. Table 2 compares 1985 and 1986 revenue and expenditure. Table 3 is a rough estimate of cash flow through the year 1986.

Figure 1 compares graphically the budgetary result in 1985, current estimates for 1986 and preliminary projections for 1987, excluding depreciation. Figure 2 shows trends in the size and composition of donor income in recent years.

#### Alternatives for the Remainder of 1986

##### **Additional Income**

There is a possibility that USAID may make available additional funding for 1986. This could make a great difference to the 1986 budgetary outlook.

## **Expenditure Reductions**

As reported to the Executive Committee in March, 1986, actions had been taken by the Centre to fulfill all requirements of the Board's November action plan, except that of reducing local staff employment levels. A separate discussion paper has been prepared on this topic, which has been reviewed in detail by both the Finance Committee and the Personnel and Selection Committee. The paper, which will be attached to the report of the Personnel and Selection Committee, reports that reductions in core-funded local staff have been made, and additional reductions will be made shortly. Moreover, it has been possible to shift some staff from core to project funding. However, the total reduction in the cost of core funded staff in 1986 is likely to be on the order of ten percent rather than twenty percent as requested by the Board in November. As reported by the Personnel and Selection Committee, the Director's reasons for believing, on the basis of far better information than was available in November, that this degree of reduction is about the right amount for 1986, are impressive. The Board will of course wish to discuss the subject.

## **Cash Flow**

Even with a balanced cash budget (excluding the non-cash expenditure for depreciation of \$500,000), the Centre still faces the possibility of exceeding its line of credit in November/December.



The reason for this is that the income relating to 1986 commitments which was either received in 1985, or may be received in 1987, totals \$1,507,000, while 1985 commitments to be received in 1986 total \$807,000. The timing of cash expenditures and receipts is of course very difficult to predict, but on a "worst case" basis, such a delay in receipt of funds would require an increase of about \$700,000 in the 1986 year-end overdraft, compared to 1985, even though there would be more than that amount of committed 1986 income carried over to be received in 1987.

This possibility requires very close watch over the next months, to avoid the development of a "worst case" scenario. It should be noted that the Finance and Resources Development offices have worked very hard to improve the cash flow of the Centre. In particular Mr. Bashir was able to ensure that three quarters of core contributions for 1986 had been received by the end of April.

#### 1987 PRELIMINARY BUDGET

The prospects for the 1987 budget are substantially better than they are for 1986. The major reason is the possibility that the Danish aid agency (DANIDA) will fund the service costs of the Dhaka and Matlab Treatment Centres for 1987 and two subsequent years. These services cost something over \$1 million per year. A proposal developed by the Centre in collaboration with a DANIDA consultant and endorsed by the local DANIDA mission was submitted in May to Denmark.

The review process there will be long, and must include specific parliamentary approval, but the chances seem good that the outcome may be favourable.

Another positive aspect of the 1987 outlook is that more than two thirds of the anticipated \$10.9 million total receipts and nearly three quarters of the anticipated \$1.9 million in core support has been already committed by donors. Based on committed funds only, there would be a cash deficit in 1987 (excluding depreciation) of \$500,000. This would be the most pessimistic projection, based on present knowledge.

The most optimistic projection, that in addition to committed income all estimated income is also received, would show the cash budget about \$1.0 million in surplus, more than sufficient to cover depreciation.

Two central assumptions have been used in preparing these projections. On the receipts side, the fundamental assumption is that the Centre will be able to generate the research projects implied by the income projections. On the expenditure side, the fundamental assumption is that without relaxing its steady drive toward leaner and more efficient operations, the Centre would reinstate the ten percent international level pay reduction, and provide the January 1, 1985 UN pay increase for local staff, both effective from January 1, 1987.

For the next meeting a 1987 budget document providing details of income and expenditure will be prepared for Board consideration.

## Other Matters

### Reserve Fund Investments:

The Committee reviewed a note, which it had requested, reviewing alternative investment policies for the Reserve Fund. The note proposed the continued investment of Reserve Fund assets in bank deposits with American Express.

The Reserve Fund is pledged as collateral for a bank line of credit with American Express. The by-laws require that US\$1.2 million be kept in liquid form. Bank deposits will provide a moderate rate of return, little risk and high liquidity.

The Taka has declined by about fifty percent in the last six years, more than offsetting the higher rates of interest available on taka denominated deposits. On the assumption that the US dollar will continue to be the stronger currency, the deposits should be in that currency.

It is therefore recommended that the Reserve Fund be invested for the time being in US dollar bank deposits with American Express.

### Depreciation rates

At the Board's request the following revised depreciation rates were reviewed by the Centre's auditors, who agreed with them and found them to be conservative.

|                         | <u>Present Rate</u> | <u>Proposed Rate</u> |
|-------------------------|---------------------|----------------------|
| Buildings               | 2%                  | 5%                   |
| Vehicles                | 20%                 | 25%                  |
| Furniture and Equipment | 10%                 | 20%                  |
| Other Assets            | 5%                  | 20%                  |

#### **Employee Separation Payment Fund**

In May of 1986 the Separation Payment Fund Board was established with Mr. M.R. Bashir and Mr. H.A.N. Janssen elected as Chairman and Secretary respectively. Two meetings have been held.

Until the management of the employee funds, which are maintained separately with an insurance company, are taken over by the Payment Fund Board, the deposits will be recorded in the Centre's financial statements.

#### **Centre's Financial Statements**

The Committee reviewed the Centre's financial accounts for 1985 as approved by the auditors without qualification. A letter from the auditors to the Board raising certain management issues was also reviewed, along with the reply by the Centre's management. The Committee was satisfied with the reply.

FIGURE 1

COMPARISON OF INCOME AND EXPENDITURE 1985 (ACTUAL)  
AND 1986 (ESTIMATED) EXCLUDING DEPRECIATION

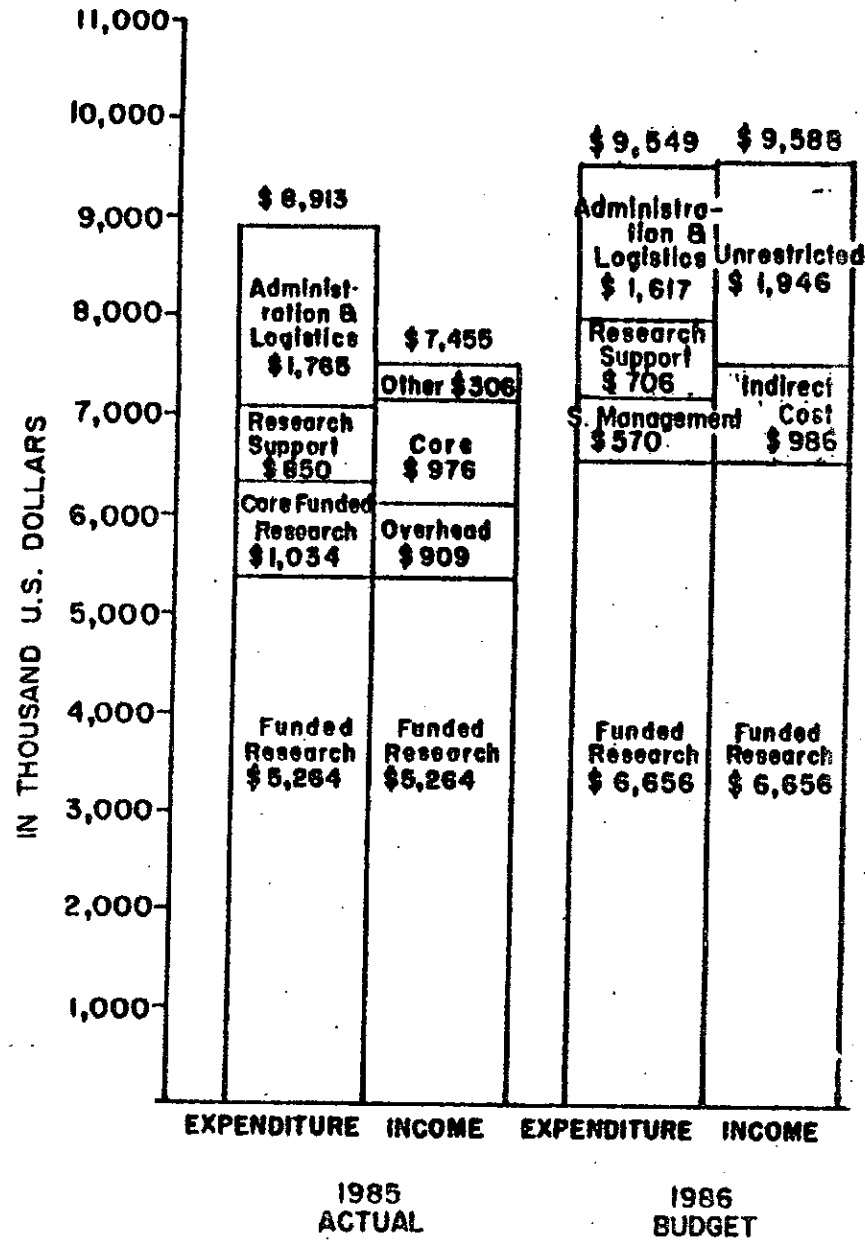


FIGURE 2

# ICDDR,B DONOR CONTRIBUTIONS, OPERATING FUND

\$ US Million

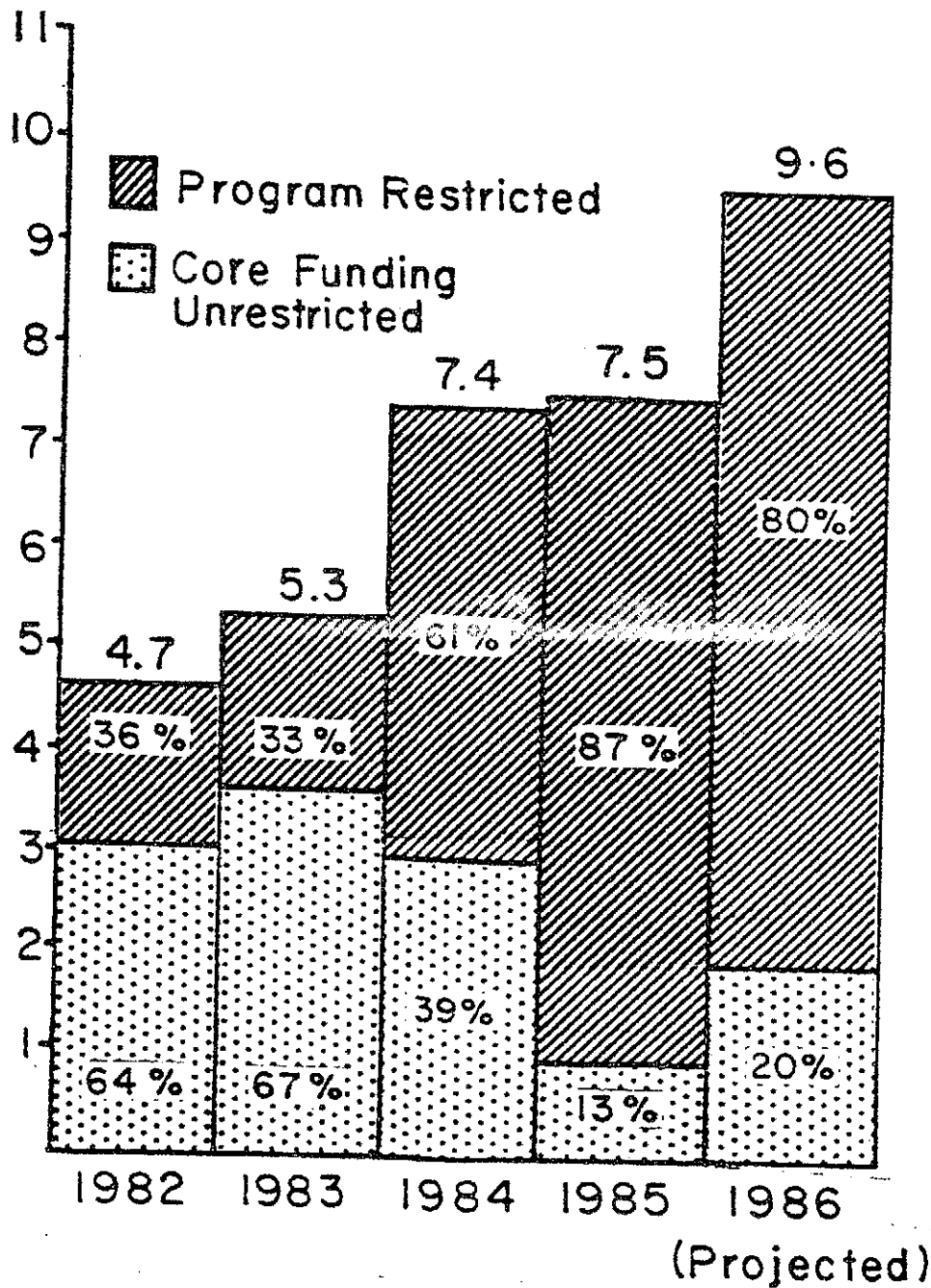


Table 1

INCOME AND EXPENDITURE PROJECTION 1986  
 =====  
 ( In thousand U.S. Dollars )

|                                    |       |       |       |
|------------------------------------|-------|-------|-------|
| <b>INCOME</b>                      |       |       |       |
| -----                              |       |       |       |
| Funded Research (Direct Cost)      |       | 6,656 |       |
| Funded Research (Indirect Cost)    | 986   |       |       |
| Unrestricted Contributions         | 1,946 | 2,932 | 9,588 |
|                                    | ----- | ----- |       |
| <br>                               |       |       |       |
| <b>EXPENDITURE</b>                 |       |       |       |
| -----                              |       |       |       |
| Funded Research (Direct costs)     |       | 6,656 |       |
| Scientific Management              | 570   |       |       |
| Research Support                   | 706   |       |       |
| Administration and Logistics       | 1,617 | 2,893 | 9,549 |
|                                    | ----- | ----- | ----- |
| <br>                               |       |       |       |
| <b>SURPLUS BEFORE DEPRECIATION</b> |       |       |       |
| -----                              |       |       |       |
| Allowance for depreciation         |       |       | 39    |
|                                    |       |       | ----- |
| <br>                               |       |       |       |
| <b>DEFICIT</b>                     |       |       |       |
| =====                              |       |       |       |
|                                    |       |       | -461  |
|                                    |       |       | ===== |

AS AT MAY/86

Table 2

|    |                             | BUDGET 1986                 |            |
|----|-----------------------------|-----------------------------|------------|
|    |                             | 1985                        | 1986       |
|    |                             | ACTUAL                      | ESTIMATED* |
|    |                             |                             | (May)      |
|    |                             | (In thousand U.S. Dollars ) |            |
| A. | Revenue                     |                             |            |
|    | -----                       |                             |            |
|    | Committed firm              | 7,487                       | 8,523      |
|    | Estimated                   |                             | 1,065      |
|    |                             | -----                       | -----      |
|    | Exchange gain               | 7,487                       | 9,588      |
|    |                             | 306                         |            |
|    |                             | -----                       | -----      |
|    | Add: 1985 Commitments to be | 7,793                       | 9,588      |
|    | expended in 1986            |                             | 324        |
|    |                             | -----                       | -----      |
|    |                             | 7,793                       | 9,912      |
|    |                             | -----                       | -----      |
| B. | Expenditure                 |                             |            |
|    | -----                       |                             |            |
|    | Local salaries              | 2,985                       | 3,183      |
|    | Inter'l salaries            | 2,191                       | 1,946      |
|    | Consultants                 | 454                         | 315        |
|    | Mandatory committees        | 48                          | 17         |
|    | Travel                      | 473                         | 422        |
|    | Supply and materials        | 1,452                       | 1,323      |
|    | Other contractual services  | 1,074                       | 1,096      |
|    | Interdepartmental services  | 1,052                       | 1,151      |
|    |                             | -----                       | -----      |
|    | Less: Recovery              | 9,729                       | 9,453      |
|    |                             | 1,261                       | 1,331      |
|    |                             | -----                       | -----      |
|    | Add: Capital expenditure    | 8,468                       | 8,122      |
|    |                             | 547                         | 362        |
|    |                             | -----                       | -----      |
|    | Add: Project research costs | 9,015                       | 8,484      |
|    | not yet budgeted in detail  |                             | 1,389      |
|    |                             | -----                       | -----      |
|    |                             | 9,015                       | 9,873      |
|    |                             | -----                       | -----      |
| C. | Surplus/-deficit            |                             |            |
|    | -----                       |                             |            |
|    | Surplus/ Deficit before     |                             |            |
|    | Depreciation                | -1,222                      | 39         |
|    | Depreciation                | -417                        | -500       |
|    |                             | -----                       | -----      |
|    | Total Deficit               | -1,639                      | -461       |
|    |                             | =====                       | =====      |
|    |                             |                             |            |
|    | US \$                       |                             |            |



Cash Flow 1986  
Actual through April; Rough estimates May - December  
(In thousand U.S.Dollars)

|  | ACTUAL    |           |            |            | PROJECTION |            |            |            |            |            |            |            | TOTAL          |
|--|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------------|
|  | JAN       | FEB       | MAR        | APR        | MAY        | JUN        | JUL        | AUG        | SEP        | OCT        | NOV        | DEC        |                |
| BALANCE B/Fd   | -2,820    | -2,841    | -2,468     | -2,465     | -1,257     | -1,583     | -1,589     | -1,830     | -1,969     | -2,316     | -2,728     | -3,003     | -2,820         |
| RECEIPTS   | 365       | 796       | 653        | 1,818      | 634        | 929        | 630        | 732        | 614        | 635        | 772        | 595        | 9,173          |
| EXPENDITURE:   |           |           |            |            |            |            |            |            |            |            |            |            |                |
| FIXED  |           |           |            |            |            |            |            |            |            |            |            |            |                |
| Local salary   | 200       | 200       | 205        | 200        | 300        | 200        | 280        | 180        | 180        | 180        | 185        | 180        | 2,490          |
| Int'l salary   | 100       | 100       | 200        | 150        | 150        | 200        | 190        | 100        | 125        | 100        | 100        | 125        | 1,640          |
| Provident Fund                                       |           |           | 70         |            |            |            | 75         |            |            | 80         |            | 85         | 310            |
| Income tax   |           | 30        | 30         | 30         | 30         | 30         | 30         | 30         | 30         | 30         | 30         | 30         | 330            |
| Consultants  | 26        | 26        | 27         | 27         | 27         | 27         | 27         | 27         | 27         | 27         | 27         | 27         | 322            |
| Separation   |           |           |            |            |            | 80         |            |            |            |            |            |            | 80             |
| Mandatory committee                                  |           |           |            |            | 8          |            |            |            | 8          |            |            |            | 16             |
| VARIABLE (including exp. not yet budgeted in detail) | 326<br>60 | 356<br>67 | 532<br>118 | 407<br>203 | 515<br>445 | 537<br>398 | 602<br>269 | 337<br>534 | 370<br>591 | 417<br>630 | 342<br>705 | 447<br>665 | 5,188<br>4,685 |
| TOTAL  | 386       | 423       | 650        | 610        | 960        | 935        | 871        | 871        | 961        | 1,047      | 1,047      | 1,112      | 9,873          |
| BALANCE C/Fd   | -2,841    | -2,468    | -2,465     | -1,257     | -1,583     | -1,589     | -1,830     | -1,969     | -2,316     | -2,728     | -3,003     | -3,520     | -3,520         |

Note:

Commitments for 1985 received in 1986: \$ 807  
 Commitments for 1986 expected to be received in 1987: \$ -868  
 Commitments for 1986 received in 1985: \$ -639  
 -----  
 \$ -700  
 -----

Table 3

7(a)/BT/JUNE.86

FY 1985 AUDIT REPORT

# Deloitte Haskins+Sells

Chartered Accountants

8-1B, Chowringhee Lane  
Calcutta 700 016  
Telephone 24-4938  
24-0837  
Telex No. 21-2028  
Answerback DHSI IN  
Cable Dehands

April 23, 1986.

The Board of Trustees,  
International Centre for Diarrhoeal  
Disease Research, Bangladesh,  
G.P.O. Box 128,  
Dhaka - 2,  
BANGLADESH

Dear Sirs,

We have examined the Financial Statements of International Centre for Diarrhoeal Disease Research, Bangladesh for the year ended 31st December, 1985. We have also made a general review of the accounting procedures and other related areas. We set out in this letter, number of comments and recommendations resulting from our examination of the above areas.

1. BUDGETARY CONTROL

The budgetary control system now in operation needs improvement.

At the time of the preparation of the budget, estimates are obtained from departmental heads but in any subsequent budget exercise the departmental heads are not involved. To make the budgetary control system effective, it is necessary to involve the departmental heads. As suggested earlier, the process of preparation and control of budget should be documented and prepared as a manual so that the expected result from a budgetary control can be ensured.

2. MATERIALS CONTROL

The year end closing stock of Supplies and Maintenance Stores was U.S. \$ 536,621, the consumption of such stores during the year was U.S. \$ 643,565. The stock of supplies was almost one years consumption of such stores, this is too high. Immediate steps need to be taken to reduce the stock of supply and maintenance stores.

3. DONOR REPORTING

- (i) Donor reporting as stipulated in the grant documents are not complied with in certain cases.

Arab Gulf Fund : Report for nine months period ending 30th September, 1985, is yet to be prepared and submitted.

NORAD : Report for period ending 1985 is yet to be submitted.

- (ii) The contribution from Ford Foundation towards Reserve Fund, stipulates that a bank account be maintained for the contribution. No separate bank account as stipulated has been maintained.

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4. OVERTIME

To control overtime payments, restriction has been imposed, and any overtime payment was discouraged but in actual practice the overtime payment has increased by 30% of the normal overtime from 1984.

In 1985, additional overtime had to be incurred for vaccine trial programme.

|  | <u>OVERTIME HOURS</u><br>Hrs. |               | <u>OVERTIME PAYMENT</u><br>U.S. \$ |
|--|-------------------------------|---------------|------------------------------------|
| <u>1985</u>  |                               |               |                                    |
| Total overtime payment                               | 1,62,662                      |               | 1,35,869                           |
| Overtime paid for vaccine trial                      | 62,444                        |               | 43,654                             |
| Normal overtime paid in 1985                         | 1,00,218                      | U.S.\$        | 92,215                             |
| Normal overtime paid in 1984                         | 80,596                        | U.S.\$        | 71,006                             |
| <u>Excess normal overtime paid in 1985 over 1984</u> | <u>20,622</u>                 | <u>U.S.\$</u> | <u>21,209</u>                      |

Excess overtime in 1985 over 1984 is around 30%

# Deloitte Haskins+Sells

Chartered Accountants

8-1B, Chowringhee Lane  
Calcutta 700 016  
Telephone 24-4938  
24-0837  
Telex No. 21-2028  
Answerback DHSI IN  
Cable Dehanda

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5. ADVANCE

Advance paid to some parties are unrecoverable and have to be written off :

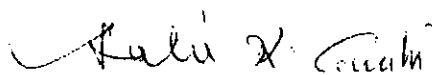
- (a) Indian Airlines (U.S.\$ 129)
- (b) Syd Travels (U.S.\$1287)

The resolution of the Board is required to write off these amounts.

The points mentioned in the report have been discussed with the respective management staff of the Centre.

We would like to take this opportunity to thank I.C.D.D.R.-B, management and staff for the co-operation extended to us during the course of our audit.

Yours faithfully,  
for DELOITTE HASKINS & SELLS



(SALIL K. GUPTA)  
PARTNER

Management Letter Response - 1985 Financial Accounts

1. Budgetary Control

In the fall of 1986 Finance developed and distributed a complete package of budget forms and pricing documentation. As the design phase took longer than anticipated, there was insufficient time to discuss with management the various options required to review proposals to expand expenditures. However, the information provided formed the basis for future discussions. In April departmental heads were asked to review their budgets, which had been adjusted to reflect November 1985 Board actions. Following an updated 1986 budget, departmental heads were asked to propose preliminary estimates for 1987.

It is anticipated that this fall the timetables will permit a fuller review of detailed budget estimates with departmental heads prior to review by the Board. This procedure represents an improvement on recent practice and efforts are being made on a continuing basis to improve budgetary control by monitoring monthly cost reports. The results to date are perhaps not dramatic, but budgeting is an evolutionary process for the Centre and an effort is being made to improve upon it.

2. Materials Control

Stock levels are still higher than desirable and efforts are continuing to reduce them.

3. Donor Reporting

- (i) A report was sent to Arab Gulf Fund in June of 1985; it is not anticipated that any further report will be required.



Although the NORAD report was materially completed in January of 1986 normal financial year end adjustments to close 1985 delayed final preparation. Moreover there was presentational clarification required. The donor was advised of the delay and concurred. The final report was released April 4th.

- (ii) Although the Ford Foundation grant does not require a separate bank account, we consider it a good suggestion and have acted accordingly.

4. Overtime

Staff have been encouraged to receive overtime compensation in the form of equivalent time off. This appears to have had an impact as in the first four months of 1986, overtime charged is half 1985 levels.

5. Advances

As suggested, it will be recommended to the Board that advances totalling \$ 1,416 be written off as unrecoverable.

AUDITOR'S REPORT

TO THE BOARD OF TRUSTEES OF THE INTERNATIONAL CENTRE FOR  
DIARRHOEAL DISEASE RESEARCH, BANGLADESH

We have audited the Balance Sheet of the International Centre for Diarrhoeal Disease Research, Bangladesh as of December 31, 1985 and the relative Receipts and Expenditure Account for the year ended on that date, which are in agreement with the books and records maintained by the Centre and produced to us. Our examinations were made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, and to the best of our information and according to the explanations given to us, the Balance Sheet and the Receipts and Expenditure Account, subject to item No. 3 (ii) of the 'notes to accounts' attached thereto, give respectively a true and fair view of the state of affairs of the Centre as of December 31, 1985 and the results of its operations for the year then ended.

*DeLoitte Haskins + Sells*

DELOITTE HASKINS + SELLS  
CHARTERED ACCOUNTANTS

*Ahmed Shahid*  
AHMED SHAHID & CO.  
CHARTERED ACCOUNTANTS

Dhaka, April 04, 1986

INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH, BANGLADESH

BALANCE SHEET AS AT DECEMBER 31, 1985

|   | Schedule | 1985            | 1984       |
|---|----------|-----------------|------------|
| Fixed Assets/less depreciation            | 1        | 4,290,652       | 3,875,751  |
| <b>Current Assets</b>                     |          |                 |            |
| Stock of stores and spares                | 2        | 579,067         | 765,735    |
| Employee retirement fund deposits         |          | 1,415,650       | 964,904    |
| Advances, deposits and prepayments        | 3        | 567,720         | 978,485    |
| Cash and bank balances                    | 4        | 1,613,345       | 942,062    |
|   |          | 4,175,782       | 3,651,186  |
| <b>Less:</b>                              |          |                 |            |
| <b>Current Liabilities</b>                |          |                 |            |
| Bank overdraft                            | 5        | 2,820,314       | 1,612,021  |
| Interest free loan (from Bangladesh Bank) |          | 1,186,080       | 1,186,080  |
| Other current liabilities                 | 6        | 295,413         | 483,084    |
|   |          | 4,301,807       | 3,281,185  |
| <b>Net Current Assets</b>                 |          | -126,025        | 370,001    |
|   |          | US \$ 4,164,627 | 4,245,752  |
| <b>Represented By</b>                     |          |                 |            |
| Capital Development Fund                  | 7        | 5,216,813       | 4,669,403  |
| Operating Fund                            | 8        | -3,868,786      | -2,230,184 |
| Reserve Fund                              | 9        | 1,400,950       | 841,629    |
| Employees Retirement Fund                 |          | 1,415,650       | 964,904    |
|   |          | US \$ 4,164,627 | 4,245,752  |

NOTES FORM PART OF THE ACCOUNTS

*Murru*

Director  
ICDDR,B

*Deloitte Haskins & Sells*

Deloitte Haskins + Sells  
Chartered Accountants

*Member*

Member  
Board of Trustees

*Ahmed Shahid*  
Ahmed Shahid & Co.  
Chartered Accountants

Dhaka, April 4, 1986

INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH, BANGLADESH  
 RECEIPTS AND EXPENDITURE ACCOUNT (OPERATING FUND)

FOR THE YEAR ENDED DECEMBER 31, 1985

|   | Schedule | 1985       | 1984      |
|---|----------|------------|-----------|
| <b>Receipts</b>   |          |            |           |
| Contributions   | 10       | 7,487,397  | 7,398,637 |
| Other receipts  |          | 208,932    | 234,104   |
|   |          | <hr/>      | <hr/>     |
| Less:   |          | 7,696,329  | 7,632,741 |
| Transferred to Capital Development<br>Fund to the extent of capital<br>contribution |          | 547,410    | 781,003   |
|   |          | <hr/>      | <hr/>     |
| Exchange gain/-loss   |          | 7,148,919  | 6,851,738 |
|   |          | 306,083    | 12,523    |
|   |          | <hr/>      | <hr/>     |
|   |          | 7,455,002  | 6,864,261 |
|   |          | <hr/>      | <hr/>     |
| <b>Expenditure</b>  |          |            |           |
| Personnel services and benefits   |          | 5,678,716  | 4,930,702 |
| Supplies and materials  |          | 1,288,644  | 980,347   |
| Travel expenses   |          | 473,369    | 571,827   |
| Transportation of materials   |          | 163,028    | 146,703   |
| Rent, communication and utilities   |          | 200,653    | 97,353    |
| Printing and reproduction   |          | 166,759    | 42,287    |
| Other contractual services  |          | 706,313    | 366,997   |
| Depreciation  |          | 416,122    | 333,658   |
|   |          | <hr/>      | <hr/>     |
|   |          | 9,093,604  | 7,469,874 |
|   |          | <hr/>      | <hr/>     |
| Surplus/-Deficit  | US \$    | -1,638,602 | -605,613  |
|   |          | <hr/>      | <hr/>     |

NOTES FORM PART OF THE ACCOUNTS

*DK JS*  
*Mr. [Signature]*  
*[Signature]*

INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH, BANGLADESH  
SOURCES AND APPLICATION OF FUNDS AS AT DECEMBER 31, 1985

|  | 1985            | 1984      |
|--|-----------------|-----------|
| <b>Source</b>                                      |                 |           |
| Capital Development Fund receipts                  | 547,410         | 781,003   |
| Reserve Fund receipts                              | 559,321         | 0         |
| Decrease in working fund                           | 496,026         | 0         |
| Retirement Fund receipts                           | 450,746         | 964,904   |
| Depreciation (net)                                 | 415,058         | 329,830   |
|  | -----           | -----     |
|  | US \$ 2,468,561 | 2,075,737 |
|  | =====           | =====     |
| <b>Application</b>                                 |                 |           |
| Additions to fixed assets (net)                    | 829,959         | 591,179   |
| Loss on sale of assets                             | 0               | 10,892    |
| Increase in working fund                           | 0               | 868,053   |
| Deficit as per Receipts and<br>Expenditure Account | 1,638,602       | 605,613   |
|  | -----           | -----     |
|  | US \$ 2,468,561 | 2,075,737 |
|  | =====           | =====     |

SCHEDULE 1

FIXED ASSETS

|                          | COST                      |                     |                    |           | Rate | DEPRECIATION   |                     |            | BALANCE   |                |
|--------------------------|---------------------------|---------------------|--------------------|-----------|------|----------------|---------------------|------------|-----------|----------------|
|                          | Opening balance on 1.1.85 | Additions this year | Sales/ Adjustments | Total     |      | As at 1.1.1985 | Charge for the year | Adjustment | Total     | As at 31.12.85 |
| Capital Development Fund |                           |                     |                    |           |      |                |                     |            |           |                |
| Land                     | 66,758                    | 4,604               |                    | 71,362    |      |                |                     |            |           | 71,362         |
| Buildings                | 1,745,256                 | 70,441              | 15,456             | 1,800,241 | 2%   | 66,952         | 36,005              | 309        | 102,648   | 1,697,593      |
| Vehicles                 | 399,458                   | 45,764              | 900                | 444,322   | 20%  | 133,498        | 88,864              | 360        | 222,002   | 222,320        |
| Furniture                | 343,674                   | 33,104              | 1,933              | 374,845   | 10%  | 63,486         | 37,485              | 387        | 100,584   | 274,261        |
| Equipment                | 1,786,955                 | 691,187             | 42                 | 2,478,100 | 10%  | 332,317        | 247,810             | 8          | 580,119   | 1,897,981      |
| Other assets             | 115,978                   | 3,190               |                    | 119,168   | 5%   | 11,001         | 5,958               |            | 16,959    | 102,209        |
| Work-in-progress         | 24,926                    |                     |                    | 24,926    |      |                |                     |            |           | 24,926         |
| US \$                    | 4,483,005                 | 848,290             | 18,331             | 5,312,964 |      | 607,254        | 416,122             | 1,064      | 1,022,312 | 4,290,652      |

|                                   | 1985    | 1984    |
|-----------------------------------|---------|---------|
| <b>SCHEDULE 2</b>                 |         |         |
| <b>STOCK OF STORES AND SPARES</b> |         |         |
| Capital Development Fund          |         |         |
| Capital assets                    | 42,446  | 153,804 |
| Operating Fund                    | -----   | -----   |
| Supply stores                     | 394,690 | 439,844 |
| Maintenance stores                | 141,931 | 172,087 |
|                                   | -----   | -----   |
|                                   | 536,621 | 611,931 |
|                                   | -----   | -----   |
| US \$                             | 579,067 | 765,735 |
|                                   | =====   | =====   |

|   |         |         |
|---|---------|---------|
| <b>SCHEDULE 3</b>                         |         |         |
| <b>ADVANCES, DEPOSITS AND PREPAYMENTS</b> |         |         |
| Capital Development Fund                  |         |         |
| Advance against capital expenditure       | 147,780 | 308,394 |
| Operating Fund                            | -----   | -----   |
| Advance against supplies and services     | 164,299 | 307,807 |
| Advance against expenses                  | 230,433 | 317,104 |
| Other advances                            | 20,012  | 39,005  |
| Deposits                                  | 5,196   | 6,175   |
|   | -----   | -----   |
|   | 419,940 | 670,091 |
|   | -----   | -----   |
| US \$                                     | 567,720 | 978,485 |
|   | =====   | =====   |

## SCHEDULE 4

1985

1984

## CASH AND BANK BALANCES

## Cash at Banks

## US \$ Account

|   |           |         |
|---|-----------|---------|
| American Express Bank Ltd., Reserve Account       | 20,820    | 20,820  |
| American Express Bank Ltd., Switzerland           | 7,969     | 4,776   |
| American Express Bank Ltd., Dhaka                 | 63,252    | 12,031  |
| American Express Bank Ltd., Dhaka-Reserve Account | 29,131    | 16,809  |
| American Express Bank Ltd., Call Deposit          | 1,351,000 | 804,000 |
| American Express Bank Ltd., BOSTID Account        | 6,212     | 0       |
| American Express Bank Ltd., MSF Account           | 16,063    | 0       |
| American Express Bank Ltd., US AID-MCH            | 8,536     | 0       |
| Janata Bank, Dhaka                                | 1,274     | 1,275   |
| Bank of Credit and Commerce Int. (Overseas) Ltd.  | 228       | 0       |

|           |         |
|-----------|---------|
| -----     | -----   |
| 1,504,485 | 859,711 |
| -----     | -----   |

## Taka Account

|  |        |        |
|--|--------|--------|
| Bank of Credit and Commerce Int. (Overseas) Ltd. | 44,727 | 0      |
| Janata Bank, Dhaka                               | 1,373  | 1,723  |
| Agrani Bank, Dhaka                               | 20,874 | 43,046 |
| Agrani Bank, Dhaka                               | 26     | 32     |
| Agrani Bank, Matlab                              | 3,349  | 5,235  |
| Agrani Bank, Teknaf                              | 317    | 60     |
| Agrani Bank, Sirajgonj                           | 1,353  | 557    |
| Agrani Bank, Noapara                             | 269    | 35     |
| Agrani Bank, Chandpur                            | 346    | 346    |
| Agrani Bank, Mirjapur                            | 4,646  | 476    |
| American Express Bank Ltd.                       | 5,578  | 9,077  |

|        |        |
|--------|--------|
| -----  | -----  |
| 82,858 | 60,587 |
| -----  | -----  |

## UK L Account

|                                    |        |       |
|------------------------------------|--------|-------|
| American Express Bank Ltd., London | 15,634 | 4,927 |
|------------------------------------|--------|-------|

## SFR Account

|   |       |        |
|---|-------|--------|
| American Express Bank Ltd., Switzerland | 6,594 | 12,840 |
|---|-------|--------|

## SR Account

|                             |       |       |
|-----------------------------|-------|-------|
| Saudi American Bank, Dammam | 1,510 | 1,565 |
|-----------------------------|-------|-------|

## Cash in hand

|       |       |
|-------|-------|
| ----- | ----- |
| 2,264 | 2,432 |
| ----- | ----- |

|                 |         |
|-----------------|---------|
| US \$ 1,613,345 | 942,062 |
| =====           | =====   |



SCHEDULE 5

| BANK OVERDRAFT                       | 1985      | 1984      |
|--------------------------------------|-----------|-----------|
| US \$ Account                        |           |           |
| American Express Bank Ltd., New York | 1,075,620 | 438,443   |
| Taka Account                         |           |           |
| American Express Bank Ltd., Dhaka    | 1,744,694 | 1,173,578 |
|                                      | -----     | -----     |
| US \$                                | 2,820,314 | 1,612,021 |
|                                      | =====     | =====     |

SCHEDULE 6

| OTHER CURRENT LIABILITIES   |         |         |
|-----------------------------|---------|---------|
| Capital Development Fund    |         |         |
| For capital expenditure     | 0       | 56,194  |
| Operating Fund              |         |         |
| For supplies and materials  | 86,399  | 91,209  |
| For expenses                | 171,792 | 325,196 |
| Security and other deposits | 37,222  | 10,485  |
|                             | -----   | -----   |
|                             | 295,413 | 426,890 |
|                             | -----   | -----   |
| US \$                       | 295,413 | 483,084 |
|                             | =====   | =====   |

SCHEDULE 7

CAPITAL DEVELOPMENT FUND

|   | 1985             | 1984             |
|---|------------------|------------------|
| Balance as at January 1   | 4,669,403        | 3,899,292        |
| Add: Transferred during the year from<br>Receipts and Expenditure Account | 547,410          | 781,003          |
|   | <u>5,216,813</u> | <u>4,680,295</u> |
| Less: Loss on sale of assets  | 0                | 10,892           |
|   | <u>5,216,813</u> | <u>4,669,403</u> |
|   | =====            | =====            |
| US \$   |                  |                  |

SCHEDULE 8

OPERATING FUND

|   |                   |                   |
|---|-------------------|-------------------|
| Balance as at January 1                   | -2,230,184        | -1,182,942        |
| Deficit for the year<br>ended December 31 | -1,638,602        | -605,613          |
|   | <u>-3,868,786</u> | <u>-1,788,555</u> |
| Less: Transferred to Reserve Fund         | 0                 | 441,629           |
|   | <u>-3,868,786</u> | <u>-2,230,184</u> |
|   | =====             | =====             |
| US \$                                     |                   |                   |

SCHEDULE 9

RESERVE FUND

|                                      |                  |                |
|--------------------------------------|------------------|----------------|
| Balance as at January 1              | 841,629          | 400,000        |
| Add: Transferred from Operating Fund | 0                | 441,629        |
| Received from The Ford Foundation    | 500,000          | 0              |
| Interest earned on deposits          | 59,321           | 0              |
|                                      | <u>1,400,950</u> | <u>841,629</u> |
|                                      | =====            | =====          |
| US \$                                |                  |                |

SCHEDULE 10 - CONTRIBUTIONS

|  | 1985             | 1984             |
|--|------------------|------------------|
| <b>Unrestricted</b>  |                  |                  |
| Australia  | 143,365          | 161,078          |
| Bangladesh   | 0                | 32,760           |
| Saudi Arabia   | 100,000          | 100,000          |
| Sweden   | 0                | 207,280          |
| Switzerland  | 310,813          | 324,271          |
| United Kingdom   | 171,741          | 168,516          |
| UNICEF   | 250,000          | 0                |
| USAID-Washington   | 0                | 1,898,000        |
| Others   | 139              | 0                |
|  | <b>976,058</b>   | <b>2,891,905</b> |
| <b>Restricted</b>  |                  |                  |
| Arab Gulf Fund   | 485,440          | 280,000          |
| Aga Khan Foundation  | 52,260           | 0                |
| Bangladesh/German (FRG) Technical Co-operation             | 13,671           | 0                |
| Belgian Administration for Development Co-operation (BADC) | 0                | 7,906            |
| Belgium  | 68,115           | 0                |
| BOSTID (National Academy of Science)                       | 13,312           | 0                |
| Canadian International Development Agency (CIDA)           | 807,806          | 1,407,016        |
| France   | 12,600           | 49,220           |
| IDRC - Canada  | 85,468           | 58,610           |
| IBRD-Handpump Project                                      | 85,986           | 41,162           |
| Japan  | 260,000          | 240,000          |
| Norwich Eaton Pharmaceuticals                              | 10,500           | 0                |
| NORAD-Matlab Health Services                               | 228,837          | 0                |
| Princeton University                                       | 3,748            | 5,493            |
| PRITECH-Asian ORT meeting                                  | 10,500           | 0                |
| Roche Far East Research Foundation                         | 0                | 5,000            |
| Swedish Agency for Research and Cooperation(SAREC)         | 0                | 36,579           |
| Saudi Arabia   | 275,053          | 485,614          |
| The Population Council                                     | 32,474           | 27,167           |
| The Ford Foundation  | 354,544          | 256,900          |
| The Johns Hopkins University                               | 11,141           | 9,224            |
| The Rockefeller Foundation                                 | 5,380            | 0                |
| UNFPA - MCH FP   | 75,375           | 26,000           |
| - DSS  | 0                | 16,400           |
| UNICEF - ORT and Training                                  | 253,645          | 451,244          |
| UNDP/WHO   | 187,000          | 349,567          |
| UNDP - UCVP  | 96,470           | 0                |
| UNDP/UNROB   | 43,570           | 0                |
| UN University, Japan                                       | 0                | 5,787            |
| US AID - Vaccine Trial Program Fund                        | 2,300,000        | 0                |
| - Dhaka - MCH FP Extension                                 | 563,033          | 655,672          |
| - Emergency Relief   | 100,000          | 0                |
| - Jakarta - Training                                       | 3,755            | 60,817           |
| - Manila - Training  | 0                | 14,241           |
| - NIROG Project  | 13,894           | 12,603           |
| WHO - Vaccine Trial  | 50,000           | 0                |
| - Double Blind Trial                                       | 7,762            | 4,510            |
|  | <b>6,511,339</b> | <b>4,506,732</b> |
|  | <b>7,487,397</b> | <b>7,398,637</b> |

US \$

INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH, BANGLADESH

NOTES TO ACCOUNTS DECEMBER 31, 1985

I. ACCOUNTING POLICIES

- (i) Receipts and Expenditure Account and Balance Sheet of the Centre are maintained in the manner as prescribed and approved by the Board of Trustees.
- (ii) Fixed assets have been brought to account at material cost upto August 1981. Subsequent to that date incidental expenses such as labour, freight, insurance etc. (excluding clearing charges) have also been included in arriving at the cost of fixed assets.
- (iii) Stock of stores and spares are valued at material cost only.
- (iv) 'Receipts' and 'Expenditure' of the Centre for the year to December 31, 1985 are accounted for on 'cash' and 'accrual' bases respectively in accordance with past practice. The Centre has decided to adopt the accrual accounting method for receipts as well commencing in 1986. Contributions received during 1985 included an amount of US\$ 310,813 which relates to 1986. Under a full accrual method contributions received in advance would be treated as a liability item.
- (v) Depreciation on fixed assets has been charged on a straightline basis. No provision for depreciation has been made up to December 31, 1982.

- (vi) The accounts have been prepared on a "historical cost" basis. For advances, liabilities, cash and bank balances the year end exchange rate was used for converting non-US currencies to US dollars. For other transactions, average monthly exchange rates were used for conversion purposes.
- (vii) All assets costing \$ 50 or less are expensed. The Centre maintained a separate register for such assets upto December 31, 1983 which has not been up-dated since then.
- (viii) Beginning in 1985 the Centre has charged the cost of books to the expenditure account. Value of books capitalised upto 1984 remain in the accounts.

2. FIXED ASSETS

- (i) 4.10 and 0.51 acres of land situated at Mohakhali (Dhaka) and Matlab (Comilla) received as donations from the Government of Bangladesh and a private party respectively have not been brought to account.
- (ii) Buildings include an amount of US\$ 101,646 spent on the extension of the Institute of Public Health, owned by the Government of Bangladesh and at present partly accommodating the Centre. The new extension was built for use by the ICDDR,B.

3. PERSONNEL SERVICES AND BENEFITS

- (i) An amount of US\$ 42,909 (1984 US\$ 35,088) was paid as

honorarium to the members of the Board of Trustees.

- (ii) Retirement liability to the extent of US\$ 158,900 (approx.) has not been provided for in the accounts in respect of:  
ICDDR,B employees not covered by WHO scale US\$ 26,700;  
Interest on retirement fund to March 31, 1984 US\$ 108,900;  
International level staff while on ICDDR,B local pay scale US\$ 23,300.

4. RENT, COMMUNICATION & UTILITIES

US\$ 29,021 was paid for electricity consumption for the new hospital building for prior years.

5. CURRENCY TRANSLATION

| Currency  | Average monthly exchange rates | Year end exchange rates |
|-----------|--------------------------------|-------------------------|
| Tk. 1.00  | 0.035                          | 0.033                   |
| UK £ 1.00 | 1.445                          | 1.445                   |
| SFR 1.00  | 0.480                          | 0.482                   |
| SR 1.00   | 0.274                          | 0.274                   |
| S \$ 1.00 | 0.475                          | -                       |

6. CONTINGENT LIABILITIES

Claims against the Centre not acknowledged as debt - US\$ 2,442.

\* The Board of Trustees decided that as of November 1980 the members would not receive any honorarium.

7. CAPITAL COMMITMENT

In the opinion of the management, the commitment is US\$ 96,235 (approx.).

8. OTHERS

Grants by way of various services rendered by the donor agencies to the Centre have not been considered in the accounts.

Previous year's figures have been rearranged and regrouped whenever found necessary.

8/BT/JUNE. 86

REPORT OF THE PERSONNEL & SELECTION  
COMMITTEE



DRAFT - 16.6.86

Report of the Personnel & Selection Committee to the Board of Trustees, on meetings held on 13, (all day), 14 (morning) and 16 (morning) June, 1986.

Members Present

Dr I. Cornaz (Chairman of the Committee), Professor D. Bell (Chairman of the Board), Professor R. Eeckels (Director), Dr R. Feachem (from Agenda 5), Professor D. Rowley, Dr J. Sulianti Saroso (from agenda 3h).

Co-opted Members

Dr A.R. Al-Sweilem and Dr L. Mata (from Agenda 5), Prof. J. Kostrzewski and Dr. Nyi Nyi (from Agenda 6)

Members Absent

Mr Manzoor ul Karim and Dr V. Ramalingaswami.

1. IMPLEMENTATION OF THE ACTION PLAN FOR EXPENDITURE REDUCTION

1.1 International level posts

1.1.1 International contracts and reintegration at NO level

The termination of the contracts after their expiry, respectively, their premature termination, have been notified to the staff concerned; Dr A.M. Molla was given a contract extension letter for 1 year till 30 June, 1987. For Mr M.G. Morshed (Bangladeshi, Supply Officer) the contract was extended from 20 March to 30 June, 1986.

The following staff will have left the Centre by 30 June, 1986 as a result of these measures

- Dr K.M.S. Aziz (Bangladeshi, TE&C)

Dr A.K.M.A. Chowdhury (Bangladeshi; CSRWG)

Dr I. Huq (Bangladeshi; DTWG)

Dr M.M. Rahaman (Bangladeshi; NWG)

and

Mr A.H. Mostafa (Australia; CSRWG)

Dr N. Rizvi (USA; NWG)

For the posts of

- Dr Michael Bennish (USA, PTWG, Miles Laboratory)
- Dr Ivan Ciznar (Czechoslovakia, IIDWG, UNDP/WHO & SAREC)
- Dr Badrud Duza (Bangladesh, CSRWG, USAID)
- Dr Fitzroy Henry (Guyana, PTWG, FAO)

full funding has been obtained from project sources and their contracts will continue until their initial expiry date, as recommended by the Executive Committee, March, 1986.

Dr J. Wasserheit obtained from the Ford Foundation full funding for her post; she however will leave before expiry date of her protocol (June '86) and return on two consultancies.

Dr F.C. Patra (India, PTWG) has been given a one year contract as International Research Fellow (WHO/ICDDR,B agreement).

Dr B. Stanton (USA, CSRWG) has been seconded by The Johns Hopkins University to head the USAID funded Urban Volunteers Programme.

For the following posts resulting from abolished international posts, job descriptions and job classification have been established (the latter by UNDP specialists), and after internal advertisement the following individuals were offered new 2 year contracts:-

Dr. K.M.A. Aziz (Associate Scientist - Anthropologist) NOC Step 13

Dr. M.U. Khan (Scientist - Epidemiologist) NOE Step 13.

Dr. A. Molla (Associate Scientist - Biochemist/Nutritionist)

NOC Step 13

Mr. S.I. Khan (Head, Library & Publications) NOC Step 7

Mr. G. Morshed (Purchasing & Inventory Control Manager) NOB Step 13.

For these contracts the Personnel & Selection Committee agreed that the probation period should not be mentioned in the contract. The post of Nursing Manager, NOC Step 7, is still open as Mrs Wendy Hossain died in April 1986; it might be necessary to look for candidates at international level (see 4.3 hereafter).

1.1.2 Acquired rights (point 3.6 of Action Plan)

The number of contracts with acquired rights are numerous and these rights vary with each case. The Committee therefore agreed that, as long as they could be justified the acquired rights should continue for the ongoing contracts. Any new contracts for new or existing employees should not provide for acquired rights but recognize the professional experience and competence of the candidate, and the grade should then be negotiated by the Director.

Following suggestions of the consultants Rahn and Hiscock (see 3 hereafter) the Committee agreed that the following resolution should be submitted to the Board for consideration and approval:-

"The Board authorizes the Director to advertise international professional posts without reference to a specific grade level. International professional posts will normally have a range of two professional levels within which an appointment by the Director may be negotiated."

1.1.3 Salary cut for all international staff (point 3.7)

Twenty-four international staff members signed as requested the slip authorizing the 10% temporary reduction, six did not respond (which after 3 months was considered an acceptance de facto),

Eight voiced their disapproval. The Committee expresses its gratitude to the international level staff for accepting this temporary cut and to the NO and GS level staff for foregoing some of the UN increases. The loyalty of the staff is appreciated, especially of those whose positions were terminated prematurely or due to the six-year rule.

1.1.4 Husband and wife team

The three husband and wife teams at international level have been taken care of as requested. The WHO rules however do not absolutely preclude the employment of both husband and wife at international level. The Committee asked the management to prepare a policy statement on the various options concerning husband and wife teams.

1.1.5 Education Grant

As foreseen by the Board's decision, the payment of the grant provisionally will be stopped for the coming school year, while the Centre is awaiting the sought for legal advice.

1.2 National Officer and General Service Level Staff

1.2.1 The UN Salary increase.

The increase for NO (8%) and GS (10.8%) level staff has been implemented.

1.2.2 Staff Reduction

The Committee recognized that

- the staff needs of the treatment centres in Dhaka and in Matlab (together one third of the core funded staff) are not compressible,

- during epidemics additional staff is needed in the treatment centres,
- and that therefore the reduction proposed by the Board was not feasible. Hence, the decision of the management, approved by the Executive Committee in March, that no local level staff lay off actions were to occur prior to the Board Meeting in June except by attrition and for poor performance (see also Attachment IV for the reductions so far). The Committee suggested that the Director should
- identify and terminate the poor performers (and replace if necessary), for which a manageable and effective review process needs to be developed,
  - identify and terminate overstaffing,
  - identify possible understaffing and unfilled key positions.

1.3 Implementation of the decisions of the Board

The Committee felt that the Management had correctly implemented the decisions of the Board with the necessary adjustments as mentioned. It is aware of the hardship caused to the staff members by these actions.

2. STAFFING OVERVIEW

2.1 International level staff

- 2.1.1. The situation as of July 1, 1986, compared with November 30, 1985 is shown in attachment Ia, the distribution by Working Groups as of July 1, 1986 in attachment 1b and the geographical distribution in attachment 1c. For arrivals and departures see attachment 1d.

The Committee expressed its grief at the death of Mrs. Wendy Hossain.

2.1.2 Consultants

... A list of consultants, short term staff and contractual service agreement is found in attachment II. The number of long term consultants was reduced from 17 in May 1985 to 9 in May 1986 and all except one are fully funded by project funds.

2.2 Local Level Staff

.... Attachment III shows the situation as of July 1, 1986 (compared with November 30, 1985).

2.3 Core Funded Personnel

... Proposed changes in core funded personnel and the expected cost reductions are shown in attachment IV.

3. POST CLASSIFICATION

3.1 Post Classification Team

UNDP funded two consultants, Messrs Rahn and Hiscock, to review the Centre's systems for classification of positions, particularly in respect to the relationship of classification of Professional and General Service jobs and the impact of this classification on difference in remuneration.

... The terms of reference for this consultancy and the c.v. of the two consultants are attached (V a,b,c). The report has just been received and is summarized in Attachment VI with the recommendations.

The Committee stressed the relevance of this report and requested the Management to examine the recommendations and their possible implementation.

3.2 Evaluation System

The Personnel Office is preparing a performance assessment system. The Committee is of the opinion that a simple and effective system is urgently needed; this system may differ according to the level of the staff.

4. STAFF APPOINTMENT RECOMMENDATIONS

4.1 Appointments

The Committee unanimously recommends the appointment of Dr. A.N. Alam, as Head, Dhaka Hospital, at P3 level.

4.2 Renewal of Contracts and Replacement of Outgoing Staff

4.2.1 Scientific Staff

The contracts of the following scientific members expire between now and September 1987; all of them have indicated their willingness to renew the contract:

- |    |                    |    |  |
|----|--------------------|----|--|
| 1. | Dr. M.G.M. Rowland | P6 | Senior Scientist, CSRWG, UK - Norad/Core                   |
| 2. | Dr. B. Wojtyniak   | P4 | Scientist, CSRWG, Poland, CIDA                             |
| 3. | Dr. M. Bennish     | P3 | Intl. Res. Assoc., PTWG, USA, Miles<br>Laboratories        |
| 4. | Dr. J. Clemens     | P4 | Scientist, DTWG, USA, Vaccine Trial                        |
| 5. | Dr. F. Henry       | P2 | Intl. Res. Assoc., NWG, Guyana, FAO                        |
| 6. | Dr. I. Ciznar      | P5 | Senior Scientist, HDWG, Czechoslovakia,<br>WHO/UNDP, SAREC |

The contract of

7. Dr. B. Kay P3 Microbiologist, DTWG, USA expires on 31 July, 1986; he is willing to extend one year.

The contract of

8. Dr. D. Sack P5 Senior Scientist, DTWG, USA expires on 30 June, 1987; he does not want to extend.

The Committee recommends the extension of these contracts (if they are funded), possibly with new Job descriptions, respectively to advertise the posts, subject to the conclusions of the Programme Committee.

#### 4.2.2 Administrative Staff

The Committee recommends the renewal for a term of three years of the contract of Mr M.R. Bashir as Resources Development Officer, at P5 level, at the same conditions as previously. One member voiced a minority vote concerning the conditions offered.

The contract of

1. Mr. H. Janssen P5, Chief Finance Officer, Canada, expires 1987; he will not extend.

The contracts of

2. Mr. Len Chang, P2, Budget and Finance Officer, Australia,
3. Mr. R. Dery, P4, Administrative Services/Acting Personnel Officer, USA

expire mid 1987. Both have indicated their willingness to extend; following a Board decision of November 1984, their positions have to be readvertised one year before expiry.

The Committee recommends an open ended advertisement for the three posts of

- Chief Finance Officer
- Budget and Finance Officer
- Chief Personnel Officer ,

the final post description and classification depending however on the availability of the Associate Director, Administration and Finance (see hereafter, 4.3 new appointments). The post at international level of Administrative Services Officer is collapsed.

#### 4.3 New Appointments

In addition, the Committee recommends the following positions for approval, subject to the conclusions of the Programme Committee.

##### 4.3.1 - Scientific and Service Staff

1. Environmental Microbiologist, level to be determined, new project post, USAID



2. Senior Scientist, Clinical Services, P6 (post open after departure of Dr. Butler),
3. Paediatric Gastroenterologist, level to be determined, new project post,
4. Epidemiologist, USAID
5. Pathologist, possibly seconded by DANIDA,
6. Nurse Matron, possibly seconded by DANIDA.
7. Nurse Health Educator, possibly seconded by WUSC,

Subject to the conclusions of the Programme Committee, the Personnel & Selection Committee recommends the advertisement of the posts 1 to 3 above. The Trustees are requested to scrutinize the job descriptions in their field of competence. The priorities in these appointments will be set by the Director.

#### 4.3.2 Research Conducted by Dr. A.M. Molla

The Committee extensively discussed the situation created by the departure, after the expiry of his 6 years contract\*, of Dr. A.M. Molla, Senior Scientist, Bangladesh, in June 1987 or later this year given a job opportunity offered to him. The Committee took into account the interest, for the Centre, of his research at ICDDR,B, the importance to promote Bangladeshi scientists and the effects of a break of the 6 years rule. The Committee was divided between those in favour of offering Dr. Molla a new 3-year appointment, the definition of his position being at the discretion of the Director, and those against breaking the rule.

#### 4.3.3 Administrative Staff

1. Associate Director, Administration and Finance, P5 (reconstituted post), possibly seconded by WUSC.
2. Grants Administrator, possibly seconded by WUSC.

The Committee strongly recommends the appointment of an Associate

Director, Administration & Finance, with great management abilities. Parallel to the recruitment efforts by WUSC the Management and Trustees should do talent hunting. It was felt by some members of the Committee that key administrative posts should be funded by the Centre itself rather than seconded, they recognized however that WUSC is neutral.

4.4. Deferred Positions

The Committee decided that the positions previously deferred should be reviewed in line with the recommendations of the Programme Committee and then new applications to be made at the appropriate time, for positions still required.

4.5 Positions Collapsed

As noted above, the Committee recommends to collapse the position of Administrative Services Officer at international level.

5. POST ADJUSTMENT MULTIPLIER

The post adjustment multiplier has changed for Bangladesh from -5 to -10, from January 1986. Taking into account the 10% salary cut, the Committee agreed that the current -5 multiplier should be maintained until full salary is restored. For those who did not agree to the voluntary 10% cut in salary, it is recommended to the Board that the -10 multiplier be put into effect.

6. PROMOTION OF SCIENTISTS FROM DEVELOPING COUNTRIES

The Committee expressed the importance of the promotion of talented scientists from Bangladesh and other developing countries, through fellowships or sabbatical grants. The Committee suggested that the Centre initiate such a system as soon as possible so that it had a running system for the EEC or another donor to evaluate and hopefully fund. The Committee also suggested that the Centre use part of the programme development discretionary fund of USAID for 1-2

fellowships per year for a maximum of 3 years at the senior registrar/Ph.D level.

7. ETHICAL REVIEW COMMITTEE

The Committee proposes to the Board to follow the recommendation of the ERC and to replace Drs. K.M.S. Aziz and M.M. Rahaman by Dr. K.A. monsur (DTWG) and Dr. A.N. Alam (Head, Dhaka Hospital). This proposal is made for the time until the powers, functions and duties of the ERC are fully defined to the satisfaction of the Board.

8. NEW MEMBERS OF THE BOARD OF TRUSTEES

Dr. J. Sulianti has arrived at the end of the second three-year term.

Dr. Sebina had to resign being appointed by a UN agency. Both Trustees must therefore be replaced. Dr. Al Swailem, Professor D. Rowley and Dr. I Cornaz have served for a three-year term. They are willing to be reelected if the Board so wishes.

The Committee proposes the reelection of Dr. Al Swailem, Prof. D. Rowley and Dr. I. Cornaz, and the election, for the Asian area, of Dr. Peter Sumbung (Communicable Diseases, Health Management, FP, MCH), Indonesia or, in a fall back position, of Dr. P. Santos Ocampo (Paediatrics), Philippines; for Africa, of Professor D. Habte (Paediatrics, Nutrition), Ethiopia, or, in a fall back position either of Dr. Njelasani (Research management), Zambia, or Dr. Otto, Ghana (Public Health Administrator), if Dr. Sumbung cannot accept the nomination and Dr. Ocampo will be the new Trustee.

## Attachment Ia

International Staffing Pattern by PAY LEVEL

As of July 1, 1986

| Working Group         | P1 | P2 | P3 | P4 | P5 | P6 | ASGDO | Seconded | Total |
|-----------------------|----|----|----|----|----|----|-------|----------|-------|
| CSRWG                 | -  | -  | 4  | 1  | 1  | 1  | -     | 5        | 12    |
| DTWG                  | -  | -  | -  | 1  | -  | -  | -     | 2        | 3     |
| Host Defense          | -  | -  | -  | -  | 1  | -  | -     | -        | 1     |
| Management            | 1  | 1  | -  | 1  | -  | -  | 1     | -        | 4     |
| NWG                   | -  | 1  | -  | -  | -  | -  | -     | 1        | 2     |
| PTWG                  | -  | -  | 1  | -  | 1  | -  | -     | 3        | 5     |
| Project Development   | -  | -  | -  | -  | -  | -  | -     | -        | -     |
| Resources Development | 1  | -  | -  | -  | 1  | -  | -     | -        | 2     |
| TE&C                  | -  | -  | -  | -  | -  | -  | -     | 2        | 2     |
| Total                 | 2  | 2  | 5  | 3  | 4  | 1  | 1     | 13       | 31    |

## Attachment 1b

INTERNATIONAL STAFFING PATTERN BY WORKING GROUP\*  
As of 1 1986

COMMUNITY SERVICES RESEARCH

| <u>Name</u>             | <u>Level</u> | <u>Position</u>                          | <u>Contract<br/>End date</u> |
|-------------------------|--------------|--|------------------------------|
| 1. Dr. M.G.M. Rowland   | P6           | Senior Scientist                         | 16.9.87                      |
| 2. Dr. Badrud Duza      | P5           | Senior Scientist                         | 30.6.87                      |
| 3. Dr. Bogdan Wojtyniak | P4           | Scientist                                | 31.7.86                      |
| 4. Mr. Roma P. Ghosh    | P3           | Computer Information<br>Services Manager | 29.6.88                      |
| 5. Dr. V. Sundararajan  | P3           | Technical Services<br>Manager            | 7.9.88                       |
| 6. Mr. Hira Ashraf      | P3           | Systems Development<br>Manager           | 10.8.88                      |
| 7. Dr. V.A. Fauveau     | P3           | MCH-FP Physician                         | 31.12.88                     |
| 8. Dr. M. Koenig        | Pop.Con.     | Demographer                              | open                         |
| 9. Mr. M. Chibba        | WUSC         | Health Economist                         | 15.9.86                      |
| 10. Ms. M. Hurrell      | WUSC         | Health Educator                          | 15.9.86                      |
| 11. Mr. M. Rahman       | WUSC         | Computer Statistician                    | 15.9.86                      |
| 12. Dr. Bonita Stanton  | JHU          | Associate Scientist                      | 30.8.86                      |

DISEASE TRANSMISSION WORKING GROUP

|                     |     |                  |          |
|---------------------|-----|------------------|----------|
| 1. Dr. John Clemens | P4  | Scientist        | 31.12.86 |
| 2. Dr. David Sack   | JHU | Senior Scientist | 30.6.87  |
| 3. Dr. Brad Kay     | JHU | Microbiologist   | 31.7.87  |

HOST DEFENSE WORKING GROUP

|                    |    |                  |          |
|--------------------|----|------------------|----------|
| 1. Dr. Ivan Ciznar | P5 | Senior Scientist | 31.12.86 |
|--------------------|----|------------------|----------|

MANAGEMENT

|                        |         |                                   |         |
|------------------------|---------|-----------------------------------|---------|
| 1. Prof. Roger Eeckels | ASG D04 | Director                          | 28.2.88 |
| 2. Mr. Ronald Dery     | P4      | Acting Chief Personnel<br>Officer | 16.6.87 |
| 3. Mr. Len Chang       | P2      | Budget & Finance<br>Officer       | 3.7.87  |

\* Appointed and Seconded

| <u>Name</u>              | <u>Level</u> | <u>Position</u>                        | <u>Contract end date</u> |
|--------------------------|--------------|--|--------------------------|
| 4. Mrs. Judith Chowdhury | P1           | Executive Assistant<br>to the Director | 15.6.88                  |

NUTRITION WORKING GROUP

|                      |         |                                     |          |
|----------------------|---------|-------------------------------------|----------|
| 1. Dr. Fitzroy Henry | P2      | International Research<br>Associate | 31.12.86 |
| 2. Dr. A. Briend     | ORSTROM | Scientist                           | open     |

PATHOGENESIS & THERAPY WORKING GROUP

|                       |        |                                     |          |
|-----------------------|--------|-------------------------------------|----------|
| 1. Dr. A.M. Molla     | P5     | Senior Scientist                    | 30.6.87  |
| 2. Dr. M. Bennish     | P3     | International Research<br>Associate | 31.12.86 |
| 3. Dr. F. Van Loon    | WOTRO  | Gastroenterologist                  | 23.7.86  |
| 4. Ms. K. Jenssen     | Danida | Nurse - Traveller's<br>Clinic       | 31.12.86 |
| 5. Ms. R.S. Petterson | Danida | Nurse - Traveller's<br>Clinic       | 31.12.86 |

PROJECT DEVELOPMENT

RESOURCES DEVELOPMENT

|                    |    |  |         |
|--------------------|----|--|---------|
| 1. Mr. M.R. Bashir | P5 | Associate Director,<br>Resources Development | 30.6.86 |
| 2. Mr. Iqbal Ali   | P1 | Programme Officer                            | 15.6.88 |

TRAINING, EXTENSION & COMMUNICATIONS

|                  |      |                     |         |
|------------------|------|---------------------|---------|
| 1. Mrs. B. Wroot | WUSC | Health Educator     | 16.9.86 |
| 2. Mr. R. Wroot  | WUSC | Materials Developer | 16.9.86 |

Attachment Ic

Geographic Distribution of International Staff  
(Appointed and Seconded) - As of July 1, 1986

Australia

- |                          |                                 |
|--------------------------|---------------------------------|
| 1. Mr. L.C. Chang        | Budget & Finance Officer        |
| 2. Mrs. Judith Chowdhury | Executive Assistant to Director |

Belgium

- |                        |          |
|------------------------|----------|
| 1. Prof. Roger Eeckels | Director |
|------------------------|----------|

Bangladesh

- |                    |   |
|--------------------|---|
| 1. Mr. M.R. Bashir | Associate Director, Resources Development |
| 2. Mr. Iqbal Ali   | Programme Officer, Resources Development  |
| 3. Dr. A.M. Molla  | Senior Scientist                          |
| 4. Dr. Badrud Duza | Senior Scientist                          |

Czechoslovakia

- |                    |                          |
|--------------------|--------------------------|
| 1. Dr. Ivan Ciznar | Associate Director, HDWG |
|--------------------|--------------------------|

France

- |                         |                  |
|-------------------------|------------------|
| 1. Dr. V. Andre Fauveau | MCH-FP Physician |
|-------------------------|------------------|

GUYANA

- |                         |                                  |
|-------------------------|----------------------------------|
| 1. Dr. Fitzroy J. Henry | International Research Associate |
|-------------------------|----------------------------------|

India

1. Mr. Roma P. Ghosh                      Computer Information Services  
Manager

Poland

1. Dr. Bogdan Wojtyniak                      Scientist

Pakistan

1. Mr. Hira M. Ashraf                      System Development Manager

Sri Lanka

1. Dr. V. Sundararajan                      Technical Services Manager

United Kingdom

1. Dr. M.G.M. Rowland                      Associate Director, CSRWG

U.S.A.

1. Dr. M. Bennish                      International Research Associate

2. Dr. J. Clemens                      Scientist

3. Mr. R.H. Dery                      Acting Chief Personnel Officer

SUB TOTAL                      18

SECONDED STAFF

Canada WUSC

1. Ms. M. Hurrell                      Health Educator

2. Mr. M. Chibba                      Health Economist

3. Dr. M. Rahman                      Computer Statistician

4. Ms. B. Wroot                      Health Educator



5. Mr. B. Wroot

Materials Developer

Denmark- DANIDA

1. Mrs. K. Jenssen

Nurse, Traveller's Clinic

2. Mrs. R. Petterson

Nurse, Traveller's Clinic

France - ORSTROM

1. Dr. Andre Briend

Scientist

Netherland--WOTRO

1. Dr. Frederick Van Loon

Gastro-Enterologist

U.S.A. - JHU/Population Council/Centre for Disease Control

1. Dr. Bradford A. Kay

Microbiologist (JHU)

2. Dr. David Sack

Associate Scientist, DTWG (JHU)

3. Dr. Michael Koenig

Demographer (Pop. Council)

4. Dr. Bonita Stanton

Associate Scientist (JHU)

SUB-TOTAL : 13

TOTAL POSTS : 31

Attachment Id

Report on Manpower Arrivals and Departures as of 30 May 1986

Since the November 1985 Board of Trustees Meeting, the following arrivals and departures of staff members has taken place:

Departures: Dr. Shushum Bhatia

Dr. M.M. Rahman

Dr. M. Koblinsky

Arrivals : Dr. V.A. Fauveau

Deaths : Ms. Wendy Hossain

## Attachment II

## Consultants, Short Term Staff and Contractual Services Agreements as of 31.5.86

| Name                        | Area of Responsibility               | Working Group   | Funded<br>Unfunded | Source of<br>funding | P E R I O D                  |                     | Daily Rate   |
|-----------------------------|--------------------------------------|-----------------|--------------------|----------------------|------------------------------|---------------------|--|
|                             |                                      |                 |                    |                      | First Contract<br>Start Date | Current<br>End Date |  |
| 1. Dr. D. Anand             | Training Material Developer          | TE&C            | Y                  | UNICEF               | 7.7.84                       | 17.12.86            | \$ 135 + per diem \$ 25 for first 60 days          |
| 2. Mr. Noorullah            | Admn. & Logistics Support Consultant | DTWG            | Y                  | USAID                | 1.11.84                      | 30.9.86             | Tk.350 per day<br>(Tk.10,500 per month)            |
| 3. Dr. A. Latif             | To work on E.Coli Phase              | DTWG            | Y                  | USAID                | 1.10.82                      | 14.7.86             | Tk.333.33 per day<br>(Tk.10,000 per month)         |
| 4. Dr. K.A. Monsur          | E.Coli Phase                         | DTWG            | Y                  | USAID                | 1.5.82                       | 11.8.86             | Tk.500 per day<br>(Tk.15,000 per month)            |
| 5. Mr. Obaidur Rob          | Demographic Researcher               | MCH-FP<br>CSRWG | Y                  | USAID                | 1.1.86                       | 30.6.86             | Tk.307.67 per day                                  |
| 6. Ms.Susan Brechin         | To assist NIPPORT & FWA TASK Force   | MCH-FP<br>CSRWG | Y                  | USAID                | 20.8.85                      | 19.7.86             | \$ 50 per day                                      |
| 7. Mr.Tom L.Grand           | Demographic Researcher               | MCH-FP<br>CSRWG | Y                  | USAID                | 16.10.85                     | 31.7.86             | \$ 45 per day                                      |
| 8. Ms.Deborah Balk          | Economic Policy Analyst              | MCH-FP<br>CSRWG | Y                  | USAID                | 16.6.85                      | 14.8.86             | \$ 38 per day                                      |
| 9. Mr.Khurshid A. Chowdhury | Pathologist                          | DTWG            | Y                  | Bosted/<br>UNDP      | 13.3.86                      | 12.9.86             | Tk.333.33 per day                                  |
| 10. Ms.Parveen H. Pasha     | Computer Programming                 | MCH-FP<br>CSRWG | Y                  | USAID                | 25.9.85                      | 24.6.86             | Tk.150 per day<br>(Tk.4,500 per month)             |
| 11. Ms. Reba Som            | Resources Development                | Res.Dev.        | N                  | -                    | 25.5.86                      | 24.11.86            | \$ 50 per day (Not to exceed US\$ 1,500 per month) |

| Name                                  | Area of Responsibility     | Working Group   | Funded Unfunded | Source of funding | P E R I O D               |                  | Daily Rate  |
|---------------------------------------|----------------------------|-----------------|-----------------|-------------------|---------------------------|------------------|---|
|                                       |                            |                 |                 |                   | First Contract Start Date | Current End Date |   |
| Mr. M.A. Samad                        | Translator                 | MCH-FP<br>CSRWG | Y               | USAID             | 9.11.85                   | 8.8.86           | Tk.180 per day<br>(Tk.4,500 per month)                                  |
| Ms. P.M. Read                         | Material Developer         | TE&C            | Y               | UNICEF            | 1.4.86                    | 30.9.86          | Tk.266.66 per day   |
| TOTAL CONSULTANTS                     |                            | 13              |                 |                   |                           |                  |   |
| <u>Short Term Staff</u>               |                            |                 |                 |                   |                           |                  |   |
| Mr. H. Janssen                        | Chief Finance Officer      | Finance         | Partial         | WUSC              | 1.4.86                    | 30.6.86          | \$ 5,000 per month<br>(\$2917 Canadian Funded)                          |
| Ms. L. Saldhana                       | Executive Secretary        | CSRWG           | N               | Centre            | 6.11.84                   | 5.9.86           | \$ 1,375 per month plus<br>Non Residence allowance<br>\$ 8.48 per month |
| TOTAL SHORT TERM                      |                            | 2               |                 |                   |                           |                  |   |
| <u>Contractual Services Agreement</u> |                            |                 |                 |                   |                           |                  |   |
| Ms. Bilquis Amin Huq                  | Mirzapur Hand-pump Project | CSRWG           | Y               | World Bank        | 1.3.86                    | 30.9.86          | Tk.12,500 per month   |
| Dr. Ferdousi Quadri                   | Antigen OMP in Shigella    | HDWG            | Y               | UNDP/WHO          | 1.3.86                    | 30.9.86          | Tk. 9,533 per month   |
| TOTAL CONTRACTUAL SERVICE             |                            | 2               |                 |                   |                           |                  |   |

Attachment III

C. Manpower Statistical Summary

| <u>International Staff</u> | <u>Regular</u> | <u>Seconded</u> | <u>Short-Term</u> | <u>Total</u> |
|----------------------------|----------------|-----------------|-------------------|--------------|
| Nov. 30, 1985              | 33             | 13              | 4                 | 50           |
| July 1, 1986               | 18             | 13              | 2                 | 33           |
| Variance                   | 54.5%          | 100%            | 50.0%             | 66.0%        |

| <u>National Staff</u> | <u>Core</u> | <u>Project</u> | <u>Other</u> | <u>Total</u> |
|-----------------------|-------------|----------------|--------------|--------------|
| Oct. 30, 1985         | 813         | 407            | 181          | 1401         |
| May 31, 1986 (est)    | 784         | 399            | 179          | 1362         |
| Variance              | 96.4%       | 98.0%          | 98.9%        | 97.3%        |

D. Definitions used in Attachments

**CORE** : This refers to the status of a staff member. This category of staff member includes those who are hired for a Working Group/Branch/Unit whose functions directly relate to the Centre's normal continuing operations.

**PROJECT** : This refers to the status of a staff member. This category of staff members includes those who are hired for Projects carried out by the Centre and are funded externally. The length of service of a project position is for the duration of a Project.

**OTHER** : This refers to the status of a staff member. This category of staff members includes those appointed to

Attachment IV

Discussion Paper on Local Staff Reduction

This note has been prepared to compare the reductions proposed by the Board in November in local staff employment level and the outcome to date.

Revision of the Target Reduction

The initial target was to reduce core funded local staff salary costs by 20 percent or \$433,000 annually. The base of \$2.2 million on which the 20 percent reduction was calculated included two UN announced salary increases and projects which subsequently became funded. As only one salary adjustment was provided, core salary costs were \$160,000 lower. In addition there were about \$240,000 in core funded staff now covered through funded projects. The revised estimate of core funded staff is now \$1.8 million versus the November 1985 estimate of \$2.2 million.

As indicated in the March 1986 Executive Committee meeting, the management had decided that no local staff lay-off actions were to occur prior to July except by attrition and for poor performance. However, planning for a reduction in establishment was to proceed.

In general the proposed reductions assume the continued ability to deliver services at levels considered appropriate to the conduct of Centre research. Further reductions may be possible following agreement on organizational structure. However, there may also be some new positions required.

... The attached table provides a summary of the possible changes. The reductions of \$82,000 in annual salary occur primarily in the administrative area and represent 33 positions, generally GS3 or higher,

so that there have not been reductions in the area of the lower skilled where job alternatives are virtually nil.

It also became quickly clear that the treatment centre in Dhaka and Matlab had staff needs which were not compressible and during epidemics additional staff were needed as research was curtailed to deal with patient load. Together the treatment centres account for one third of core funded staff costs.

In a review with many departmental managers by Finance there were strong views expressed that staff reductions would be extremely difficult to accommodate. Most managers cited the hiring freeze on core positions as already having reduced their establishment through attrition or migration to higher paying project-funded positions. The growth in overtime in 1985 is consistent with this viewpoint.

From June 1985 to April 1986 the total employment level declined by 66 from 1,434 to 1,368. The exact breakdown of the 66 positions as between core funded and project funded is not available. However, the proposed additional reduction of 33 staff deals with unrestricted/core funded positions only.

## ATTACHMENT IV

CHANGES IN CORE FUNDED PERSONNEL COSTS  
(proposed and Consequent Cost Reduction)

| <u>Area</u>                       | <u>April/86<br/>Establishment</u> | <u>Proposed*<br/>Reduction</u> | <u>Projected<br/>Establishment</u> | <u>Annual*<br/>Cost<br/>Reduction</u> |
|-----------------------------------|-----------------------------------|--------------------------------|------------------------------------|---------------------------------------|
| Disease Transmission              | 8                                 | 1                              | 7                                  | \$ 4,500                              |
| Pathogenesis & Therapy            | 5                                 | -                              | 5                                  | -                                     |
| Host Defense                      | 3                                 | -                              | 3                                  | -                                     |
| Nutrition                         | 3                                 | -                              | 3                                  | -                                     |
| Community Services Research       | 5                                 | -                              | 5                                  | -                                     |
| Training & Extension              | 2                                 | -                              | 2                                  | -                                     |
| Program Sub-total                 | 26                                | 1                              | 25                                 | \$ 4,500                              |
| <u>Treatment Centre</u>           | <u>347</u>                        | -                              | <u>347</u>                         | -                                     |
| <u>Interdepartmental Services</u> | <u>128</u>                        | -                              | <u>128</u>                         | -                                     |
| <u>Project Offices</u>            | <u>529</u>                        | -                              | <u>529</u>                         | -                                     |
| <u>Training &amp; Extension</u>   | <u>25</u>                         | -                              | <u>25</u>                          | -                                     |
| <u>Administration</u>             |                                   |                                |                                    |                                       |
| Admn. Services                    | 174                               | 23                             | 151                                | \$46,055                              |
| Matlab Admn.                      | 50                                | -                              | 50                                 | -                                     |
| Finance                           | 19                                | 3                              | 16                                 | \$12,550                              |
| Personnel                         | 25                                | 5                              | 20                                 | \$15,864                              |
| Management <sup>1/</sup>          | 8                                 | 1                              | 7                                  | \$ 2,738                              |
| Res. Development                  | 5                                 | -                              | 5                                  | -                                     |
| Other <sup>2/</sup>               | 32                                | -                              | 32                                 | -                                     |
| Sub-total                         | 313                               | 32                             | 281                                | \$77,207                              |
| TOTAL                             | 1,388                             | 33                             | 1,335                              | \$81,707                              |

1/ Staff on National Office Categories

2/ Staff on training, Guest House and Cafeteria

\* Core or unrestricted funded staff



INTERNATIONAL CENTRE FOR DIARRHOEAL DISEASE RESEARCH, BANGLADESH

TERMS OF REFERENCE FOR  
PERSONNEL TECHNICAL ASSISTANCE CONSULTANT

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Description of assistance activity:

The Consultant would review the Centre's systems for classification of positions, particularly in respect to the relationship of classification of National Officer jobs with classification of Professional and General Service support jobs, and the impact of this classification on differences in remuneration. He/she would then develop a set of recommendations to improve the administration of the Centre's Personnel section, and to attain consistency with the UN "Common System" for job classification.

Objectives of study:

To identify consistency of ICDDR,B practices with United Nations common system practices and policies;

To summarise the costs/benefits of current ICDDR,B personnel classification;

To evaluate the extent to which implementation of personnel classification systems is current and correct;

To suggest what refinements might be indicated, along with recommendations for implementing refinements;

To provide other guidance as required to assist ICDDR,B to attain consistency with UN common system practices and policies.

Estimated time required would be a total of four weeks; three weeks on site and one week for preparation of report.

Attachment .v.b.

## RESUME

GARRY RAHN           Via Venete 7,  
                      00187 Rome, Italy  
                      Tel.: 34-6-4750311

### Previous Experience

FAO, Rome, 1962 - 76  
Recruited as Chief d'Establishments, left as Deputy & Acting  
Director of Personnel

US Government experience both in Washington and abroad in  
Personnel Management;

Los Angeles Civil Service Commission, Los Angeles, California

### Consultancies:

Numerous with experience in some 20 international and national  
institutions and governments in a total of over 30 countries in  
Asia, Africa, Europe and North America.

Senior Consultant to the Administrator UNDP, One UN Plaza, New  
York, N.Y. 10017; also ICSC, FAO, WFP.

### Education:

B.Sc., Indiana University  
Master's Degree, University of Maryland

Attachment Vc

RESUME

R.J. HISCOCK            57, Drayton Rd.  
Pointe Claire  
H95 4V4  
Quebec, Canada

Education:

B Comm (Melbourne)  
Certified Administrative Manager (US/Canada)

Experience:

Organisation Officer, International Civil Aviation  
Organisation, Montreal, 1961 - 65

Chief Management Services Office I.C.A.O. 1965 - 85

Upon Retirement:

Consultancies with International Civil Service Commission,  
New York, Jan-Feb-March 1986.

Attachment VI

Classification Consultant Report

Brief Summary of the Consultants Report on Classification

The Consultants expressed the belief that the Centre is too rigidly using WHO as a model for employment conditions, and while this is understandable in view of the similarity in the objectives of the two organisations, it does not provide for adequate consideration of the differences in activities between the two. Dhaka is the headquarters of ICDDR,B and as such, should adhere to the U.N. rule that "all Professional staff employed at the Headquarters....are employed under conditions of service including salaries and post adjustment applying to the UN Professional category". This rule would clearly be impossible for the Centre to follow. The Consultants felt that the Centre's focus on research activities for professionals was incompatible with the emphasis of all UN organisations on administrative type activities.

The Consultants went further to recommend that the Board should again consider (as with the budget system) "the experiences of the International Agricultural Institutes or similar organisations" which while not health related do have research as their primary focus. The leading UN agency in Dhaka is UNICEF which is almost exclusively administrative and employs no research or scientific posts.

The Consultants suggested that recognition of ICDDR,B as a Headquarters Duty Station would permit the Centre to abandon the

need to have separate National Officer and General Service category scales or to follow the local GS graded salary scale of the leading UN agency in Dhaka. The Centre could then establish "one local grading scale based on local market practices, containing several levels with the higher levels being confined to positions performing Professional type functions and normally requiring a University degree". One positive aspect of an integrated local scale would be the concept of a career ladder for qualified personnel.

The current undergrading for Medical and Scientific staff was also emphasised - it became evident that the key functions of ICDDR,B are of a Medical and Scientific nature, and should be reimbursed on a higher basis than administrative support ones".

They also commented that "there is an urgent need for a satisfactory performance appraisal system. In the absence of it, it is impossible to consider making any effective identification of unsatisfactory, poor, average, good and superior performance, except for the more conspicuous cases".

Lastly, they commented on the need for the Centre to adopt a coherent integrated classification policy. They suggested that the UN "Master Standard Job Classification" Methodology be used for all international posts and also as a reference point for national professional posts.

The consultants made the following recommendations:

1. Adopt the Master Classification Standard of the ICSC, with factor I amended to provide credit for publications, to grade International Professional and National Officer posts.
2. Arrange to have a staff member trained in the application of the Master Standard by participation in a training course offered by the ICSC in New York.
3. Adopt for the classification of its GS posts a standard which it is expected will be adopted by the ICSC during 1987. Analyse and review the duties and responsibilities of all posts and assign proper grades and post titles.
4. Rationalise the use of titles for posts of the Centre.
5. Cease using the international level classification grade levels as a means of effecting what may be expedient salary adjustments.
6. Consider improving the NO salary for the Centre by comparison with the levels established for National experts in Bangladesh.
7. Every attempt be made to use incremental salary steps rather than grade levels for fixing salary levels for applicants from high income countries.
8. Consider a reorientation of its status as the Headquarters of an international organisation and take steps to develop and adopt more appropriate integrated salary scales than those now in use, incorporating both National Officers and General Service.
9. Review the possibility of introducing the National Expert salary ranges for application to posts as appropriate.
10. Limit the number of international level posts to an appropriate number to be determined (estimated at approximately 20) by restricting their use to senior posts for eminent scientists, posts requiring a high level of leadership, ability and other medical, scientific and engineering type of posts and key posts in the administrative area.
11. Consider the use of contractual services for activities such as cleaning, laundry, maintenance, security and transport in order to scale down the size of the establishment, attempting to have the contractor assume responsibility for the affected personnel and also consider using agreed terminations to ease the situation for settling difficult cases.
12. Consider the use of UN Volunteer Programme for middle and

higher level expertise in appropriate fields of work as a means of retaining and strengthening the international character of the Centre without incurring excessive additional costs.

13. Consider a policy of relying more heavily on the administrative and personnel practices of the CGIAR centres in order to deal more realistically with problems encountered by the ICDDR,B.
14. Introduce a more flexible policy with regard to renewal or extension of contracts when such action is in the interest of the Centre. The "six-year rule" should be considered as a guide only and not applied too rigidly.

9/BT/JUNE. 86

NOMINATIONS OF TRUSTEES



9/BT/June '86

STATUS OF BOARD MEMBERS TO BE REAPPOINTED/REPLACED

|                       |   |  |
|-----------------------|---|--|
| Dr J. Sulianti Saroso | - | Not eligible for reappointment               |
| Dr A.R. Al-Swailem    | - | Available for reappointment if Board wishes  |
| Dr Manzoor ul Karim   | - | Govt. of Bangladesh to request reappointment |
| Dr I. Cornaz          | - |  |
| Dr D. Rowley          | - | Available for reappointment if Board wishes  |

Note: Dr D. Sebina has resigned and needs to be replaced for the remainder of his term i.e. to 30 June, 1987.

### LIST OF BOARD MEMBERS REMAINING

| <u>Name</u>             | <u>Country</u> | <u>Discipline</u>              |
|-------------------------|----------------|--------------------------------|
| Mr M.K. Anwar           | Bangladesh     | Finance Administration         |
| Prof D. Bell            | U.S.A.         | Population/Admin./Finance      |
| Dr R. Feachea           | U.K.           | Water Sanitation               |
| Haj.Gen. M. Shaosul Haq | Bangladesh     | Health Admin./Clinical Science |
| Prof J. Kostrzewski     | Poland         | Epidemiology                   |
| Dr L. Mata              | Costa Rica     | Nutrition/Clinical Science     |
| Dr M.H. Merson          | WHO            | Epidemiology                   |
| Dr Nyi Nyi              | UNICEF         | International Hlth. Admin.     |
| Prof V. Ramalingaswami  | India          | Clinical Sc./Science Admin.    |
| Dr Y. Takeda            | Japan          | Microbiology                   |

### OUTGOING MEMBERS

|                        |              |                              |
|------------------------|--------------|------------------------------|
| Dr A.R. Al-Swaileh     | Saudi Arabia | Paediatrician/Hlth. Admin.   |
| Dr I. Cornaz           | Switzerland  | Social Sciences              |
| **Mr Manzoor ul Karim  | Bangladesh   | Health Administration        |
| Prof D. Rowley         | Australia    | Immunology                   |
| +Dr D. Sebina          | Botswana     | Public Health/Admin./Finance |
| +Dr J. Sulianti Saroso | Indonesia    | Research/Admin.              |

\* Not able to accept another term without a break

\*\* Mr A.B.M. Ghulam Mostafa's term of 3-years up (see Ordinance re completing 3 years for someone else)

+ Replacement needed for remainder of term i.e. to 30.6.87

LIST OF RECOMMENDATIONS FOR TRUSTEES FROM LIST CIRCULATED  
TO BOARD MEMBERS & ASSOCIATE DIRECTORS PLUS NEW SUGGESTIONS

| <u>Person Recommended</u>         | <u>Recommended By</u>                 |
|-----------------------------------|---------------------------------------|
| Dr David Picou                    | Dr M.M. Rahaman                       |
| Prof J. Waterlow                  | Dr M.M. Rahaman                       |
| Dr S.C. Pal/Prof Mathan           | Dr M.M. Rahaman                       |
| Dr Oscar Brunser (new suggestion) | Dr M.M. Rahaman                       |
| Dr Aung Than Batu                 | Dr David Sack                         |
| Dr Sune Bergstrom                 | Dr Sack, Prof Kostrzewski & Prof Bell |
| Dr L.R. Trabulsi                  | Dr David Sack                         |
| Dr D. Habte                       | Prof D. Rowley                        |
| Dr Jay Stephen Keystone           | Dr O. Solandt                         |
| Dr Leslie Spence                  | Dr O. Solandt                         |
| Prof Olikoye Ransome-Kuti         | Dr M. Rowland                         |
| Dr John A. Walker-Smith           | Dr M. Rowland                         |

NOMINATION LIST FOR MEMBERS OF BOARD OF TRUSTEES

| <u>Person Nominated</u>       | <u>Area of Expertise</u>                       | <u>Nominated By</u>           |
|-------------------------------|--|-------------------------------|
| Dr S.C. Pal, India            | Microbiology/Diarr. Dis.                       | Dr F. Assaad/<br>Dr Y. Takeda |
| *Dr D. Habte, (Ethiopia)      | Paediatrics/Nutrition                          | Dr F. Assaad                  |
| Dr Vedvina, Russia            | Nutrition/Microbiology                         | USSR Foreign Min              |
| Dr D. Picou, (Trinidad)       | Nutrition Res/Inst. bldg                       | Dr F. Assaad                  |
| Dr Bai Zhisheng, China        | Virologist                                     | Dr D. Rowley                  |
| Prof Mathan, India            | Gastroenterologist                             | Dr D. Rowley                  |
| *Dr Jesus Azurin, Philippines | Epidemiologist                                 | Dr J. Sulianti                |
| Dr L. Trabulsi, (Brazil)      | Microbiology                                   | Dr Y. Takeda                  |
| Dr P.R. Keyna, Kenya          | Epidemiologist                                 | Dr M.K. Were                  |
| Dr J.M. Borgono, Chile        |  | Dr F. Assaad                  |
| Dr I. Bencic, Yugoslavia      | Epidemiologist                                 | ICDDR,B/WHO                   |
| Prof J. Waterlow, U.K.        | Nutrition<br>Fellow Royal Soc. Eng.            | British H. Cr.                |
| Dr Gauri Sankar Lall Das      |  | UNFPA Coordinatior            |
| Dr Carl Taylor, U.S.A.        | Public Health Policy &<br>Planning             | UNFPA Coordinatior            |
| Dr Jon E. Rohde, U.S.A.       | Public Health Planning/<br>Diarrhoeal Diseases | Ken Warren,<br>Rockefeller    |
| Dr S.T. Keusch, U.S.A.        | Clinical Research                              | Ken Warren,<br>Rockefeller    |
| Dr R. Guerrant, U.S.A.        | Clinical Research                              | Ken Warren,<br>Rockefeller    |
| Dr Joaquin Cravioto           | Nutrition                                      | Clifford A Pease              |
| Dr Jose Obdulio Mora          |  | Clifford A Pease              |

\* Also nominated by Minister of Health, Philippines

# Also nominated by SAREC

| <u>Person Nominated</u>                 | <u>Area of Expertise</u>                | <u>Nominated By</u> |
|---|---|---------------------|
| Dr Fernando M. Barros                   |   | Clifford A Pease    |
| Dr Jose E.D. de Oliveira                |   | Clifford A Pease    |
| Dr A. Al-Mehedib                        |   | Saudi Arabia Aty    |
| Dr A. Al-Baqui                          |   | Saudi Arabia Aty    |
| Dr Ali Al-Saif                          |   | Saudi Arabia Aty    |
| Dr Dhiman Barua, India                  | Microblgy/Epidemiology                  | Dr A. Zahra         |
| Dr David Bersch                         |   | Dr A. Zahra         |
| Dr Pornchai<br>Matangkasonbut, Thailand | Microbiology, teaching/<br>researching  | Dr A. Zahra         |
| Dr (Mrs) A. Nangay-Angara               |   | Dr A. Zahra         |
| Dr B.K. Adadevoh                        |   | Dr A. Zahra         |
| Dr Aziz El Kholi                        |   | Dr A. Zahra         |
| Prof Natth Bhamarapravati               | Pathology/Vaccine dev.                  | Dr Z. Sestak        |
| Dr Aung Than Batu                       | Research Admin./<br>diarrhoeal diseases | Dr Z. Sestak        |
| Dr Prakorb Boonthai                     |   | Govt of Thailand    |
| Dr Indra B. Khatri                      | Public Health Admin.                    | Dept. Hith Nepal    |
| Dr Manindra R. Baral                    | Paediatrician                           | Dept. Hith Nepal    |
| Dr Sune Bergstroa                       | Clinical Science<br>Nobel Laureate      | Mr Mashler, UNDP    |
| Dr Oscar Brunser, Chile                 | Paediatrics                             | Dr M.M. Rahman      |

+ Nominations received for persons already Trustees not included

BOARD OF TRUSTEES MEMBERS

1 year then 3 yrs from July 1980

Dr H. Al-Dabbagh  
Dr J. Holmgren  
Dr G. Jones  
Dr J. Sulianti Saroso  
Dr M.K. Anwar

2 years then 3 yrs from July 1981

Dr J. Kostrzewski  
Dr L. Mata  
Dr V. Ramalingaswami  
Dr M. Were  
Dr M.A. Matin

3 years then 3 yrs from July 1982

Dr D. Bradley\*

3 years from July 1982

Dr Y. Takeda  
Prof D. Bell  
Maj. Gen. M.S. Haq  
Dr F. Assaad

1 yr, 3 yrs then 3 yrs fr July 1983

Dr J. Sulianti Saroso\*

3 years from July 1983

Dr A.R. Al-Swailem  
Mr A.B.M. Ghulam Mostafa#  
Dr I. Cornaz  
Prof D. Rowley

2 yrs, 3 yrs then 3 yrs fr July 1984

Prof J. Kostrzewski\*  
Dr L. Mata\*  
Prof V. Ramalingaswami\*

3 years from July 1984

Mr Munir-uz-Zaman†  
Dr D. Sebina

3 years then 3 years from July 1985

Prof D. Bell\*  
Maj. Gen. M.S. Haq†  
Dr Y. Takeda\*

3 years from July 1985

Dr M.H. Merson  
Dr R. Feachen  
Dr S. Joseph@

3 years then 3 years from July 1986

3 years from July 1986

- \* Not eligible for a further term without a break  
# Now Mr Manzoor ul Karim  
† Now Mr M.K. Anwar  
@ Now Dr Nyi Nyi

10/BT/JUNE. 86

SELECTION OF THE CHAIRMAN OF BOARD -  
MEMBERSHIP OF THE COMMITTEE OF BOARD.

10/BT/June 86

SELECTION OF CHAIRMAN OF BOARD

Previous Chairmen of the Board are as follows:-

|                       |                     |
|-----------------------|---------------------|
| Dr J. Sulianti Saroso | 1979-80 and 1980-81 |
| Dr M.A. Matin         | 1981-82             |
| Dr J. Bradley         | 1982-83             |
| Prof. J. Kostrzewski  | 1983-84             |
| Dr I. Cornaz          | 1984-85             |
| Prof. D. Bell         | 1985-86             |



## MEMBERSHIP OF COMMITTEES OF BOARD

The Chairman of the Board and Director of the Centre are both ex officio members of all Committees. Present membership of the Committees is as follows:-

### Personnel & Selection Committee

Prof. D. Bell  
Prof. R. Eeckels

Dr I. Cornaz, Chairman of Cttee  
Dr R. Feachem  
Mr Manzoor ul Karim  
Dr V. Ramalingaswami  
Prof. D. Rowley  
Dr J. Sulianti Saroso

### Finance Committee

Prof. D. Bell  
Prof. R. Eeckels

Dr D. Sebina, Chairman of Cttee  
Mr M.K. Anwar  
Dr L. Mata  
Dr Nyi Nyi

### Programme Committee

Prof. D. Bell  
Prof. R. Eeckels

Prof. D. Rowley, Chairman of Cttee  
Dr M. Merson, Vice-Chairman of Cttee  
Dr A.R. Al-Swailem  
Dr R. Feachem  
Prof. J. Kostrzewski  
Dr L. Mata  
Prof. M.A. Matin  
Dr Y. Takeda

All Board Members are encouraged to participate in the Programme Committee.