TDR Financial update and Programme performance overview

Michael Mihut
Unit Head, Programme Innovation and Management

45th Meeting of the TDR Joint Coordinating Board (JCB45)

15–16 June 2022
OUTLINE

2020–2021

2022–2023

2024–2025

Related documents

• TDR Results Report 2021
• Risk Management Report 2021
• TDR certified financial report 2021
• TDR financial management report 2020–2021 and outlook 2022–2025
TDR PERFORMANCE FRAMEWORK 2018–2023

- Application of core values
- Management performance
- Technical results

Monitor, evaluate, improve
Progress and achievement of 23 expected results

On track: 18 (78%)
Minor delays: 4 (18%)
Major delays: 1 (4%)
The Wits School of Public Health initiated a new degree programme in 2021 – a Bachelor of Health Sciences Honours in Public Health. This is a one-year, full-time programme for students wanting to pursue postgraduate studies in public health. The Gender-based analysis of infectious diseases and climate change course is one of the courses students can take as part of the new programme. The first cohort of the Honours programme was enrolled in January 2021, with students undertaking the course in April–May 2021. While the original course included concepts and references with a binary gender identity categorization, the University of Witwatersrand, in collaboration with TDR, is developing an additional module to introduce and sensitize students to a broader spectrum of gender identities.

A new mechanism for funders to jointly review their investments in research capacity strengthening in low- and middle-income countries (LMICs) and to enhance coordination has been developed through ESSENCE.

“Your Digital Mentor” podcast was a finalist from a TDR Global crowdsourcing open call. The purpose of the podcast is to enhance mentorship, focusing on people in LMICs. The podcast now has over 5000 listeners in 93 countries. According to media analytics, it is now ranked in the top 5% most popular out of 2.5 million podcasts globally. Funds have been pledged from a major grant funding institution to complete a third season in 2021–2022.
## APPLICATION OF CORE VALUES: DEC LEADERSHIP 2021

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</thead>
<tbody>
<tr>
<td>Contracts awarded (US$)</td>
<td>70%</td>
<td>75%</td>
<td>70%</td>
<td>78%</td>
<td>82%</td>
<td>74%</td>
<td>83%</td>
<td>74%</td>
<td>71%</td>
<td>79%</td>
<td>75%</td>
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<tr>
<td></td>
<td>($2.8 / $4.1m)</td>
<td>($3.7 / $4.9m)</td>
<td>($5.4 / $7.7m)</td>
<td>($13.5 / $17.3m)</td>
<td>($9.1 / $11.1m)</td>
<td>($9.4 / $12.6m)</td>
<td>($6.4 / $7.7m)</td>
<td>($9.1 / $12.2m)</td>
<td>($6.4 / $9m)</td>
<td>($8.9 / $11.2m)</td>
<td></td>
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<tr>
<td>TDR committee members</td>
<td>59%</td>
<td>69%</td>
<td>71%</td>
<td>71%</td>
<td>72%</td>
<td>78%</td>
<td>68%</td>
<td>70%</td>
<td>70%</td>
<td>64%</td>
<td>60%</td>
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<tr>
<td>Publications (1st author)</td>
<td>65%</td>
<td>68%</td>
<td>67%</td>
<td>63%</td>
<td>73%</td>
<td>73%</td>
<td>73%</td>
<td>85%</td>
<td>81%</td>
<td>77%</td>
<td>67%</td>
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<td>Publications (last author)</td>
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<tr>
<td></td>
<td>56%</td>
<td>60%</td>
<td>63%</td>
<td>68%</td>
<td>60%</td>
<td>67%</td>
<td>60%</td>
<td>67%</td>
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<td></td>
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<tr>
<td>Publications (corresponding author)</td>
<td>83%</td>
<td>78%</td>
<td>79%</td>
<td>67%</td>
<td>83%</td>
<td>78%</td>
<td>79%</td>
<td>67%</td>
<td>83%</td>
<td>78%</td>
<td>67%</td>
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</tbody>
</table>
2021 GRANT/CONTRACT FUNDING DISTRIBUTION (US$)

Countries where individuals or institutions received grants or contracts in 2021

DEC 8,860,311 79%

non-DEC 2,327,288 21%
2021 TDR-SUPPORTED PUBLICATIONS FIRST AUTHOR DISTRIBUTION

Total number of 2021 publications: 176
**APPLICATION OF CORE VALUES: ENHANCING EQUITY**

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<tbody>
<tr>
<td>Contracts awarded ($) to women</td>
<td>22%</td>
<td>28%</td>
<td>28%</td>
<td>40%</td>
<td>29%</td>
<td>45%</td>
<td>47%</td>
<td>49%</td>
<td>43%</td>
<td>50%</td>
<td></td>
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<tr>
<td>Committee members women</td>
<td>28%</td>
<td>42%</td>
<td>43%</td>
<td>53%</td>
<td>54%</td>
<td>50%</td>
<td>57%</td>
<td>57%</td>
<td>60%</td>
<td>62%</td>
<td>50%</td>
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<tr>
<td>Publications – women first author</td>
<td>41%</td>
<td>47%</td>
<td>39%</td>
<td>39%</td>
<td>38%</td>
<td>44%</td>
<td>43%</td>
<td>45%</td>
<td>40%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Publications – women last author</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>24%</td>
<td>28%</td>
<td>28%</td>
<td>30%</td>
<td>29%</td>
<td>50%</td>
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<tr>
<td>Publications – women corresponding author</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>42%</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>Publications open access</td>
<td>66%</td>
<td>50%</td>
<td>88%</td>
<td>75%</td>
<td>80%</td>
<td>88%</td>
<td>81%</td>
<td>93%</td>
<td>93%</td>
<td>95%</td>
<td>100%</td>
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</table>
GENDER EQUITY
PROPORTION OF FUNDS AWARDED TO WOMEN (% AMOUNT)

<table>
<thead>
<tr>
<th>Year</th>
<th>Proportion</th>
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<tbody>
<tr>
<td>2012</td>
<td>22%</td>
</tr>
<tr>
<td>2013</td>
<td>28%</td>
</tr>
<tr>
<td>2014</td>
<td>28%</td>
</tr>
<tr>
<td>2015</td>
<td>40%</td>
</tr>
<tr>
<td>2016</td>
<td>41%</td>
</tr>
<tr>
<td>2017</td>
<td>45%</td>
</tr>
<tr>
<td>2018</td>
<td>47%</td>
</tr>
<tr>
<td>2019</td>
<td>49%</td>
</tr>
<tr>
<td>2020</td>
<td>43%</td>
</tr>
<tr>
<td>2021</td>
<td>50%</td>
</tr>
<tr>
<td>2022</td>
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</tr>
</tbody>
</table>
TDR-SUPPORTED PUBLICATIONS - OPEN ACCESS

66% 50% 88% 75% 80% 88% 81% 93% 93% 95%
Six risks are being mitigated and are fully controlled

- Risk 1 - Portfolio alignment with strategy and proposed direction
- Risk 9 - Communication of TDR’s unique value and contribution
- Risk 10 - Research results translation to policy and practice
- Risk 17 - TDR 2018–2023 strategy implementation
- Risk 18 - TDR’s visibility within collaborations and partnerships
- Risk 20 - Timely replacement of key personnel (new)
New risk: Succession planning policy + SOP

Objectives

• awareness at the senior management level and governing bodies of planned staff departures (e.g. retirement)

• recruitment processes initiated in a timely manner
Three risks are being mitigated and are monitored closely

- Risk 2 - Income level
- Risk 12 - Impact of WHO transformation on WHO Special Programmes
- Risk 19 - Anticipating global health emergency events

One risk is being mitigated and has potential major issues

- Risk 16 - Impact of WHO staff mobility policy on TDR
2020–2021 APPROVED PROGRAMME BUDGET SCENARIOS (BY FUNDING TYPE)

UD: undesignated funds
DF: designated funds

US$ millions

40m budget scenario 2020-2021
UD 28.0
DF 12.0

50m budget scenario 2020-2021
UD 34.0
DF 16.0
2020–2021 UNDESIGNATED REVENUE

Undesignated funds
US$ 28.2 million

Others includes
Spain 232 087
China 220 000
India 110 000
Thailand 97 874
Japan 50 000
Malaysia 50 000
Mexico 20 000
Panama 14 000
Miscellaneous 1 324
Total 795 285

US$ millions
Designated funds
US$ 15.9 million

- United Nations Peace and Development Trust Fund (UNPDF) 0.4
- Medicines Development for Global Health Limited (MDGH) 0.2
- World Health Organization 0.8
- Luxembourg 0.8
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) 0.8
- United States Agency for International Development (USAID) 1.0
- United Nations Development Programme (UNDP) 2.0
- Switzerland 0.2
- University of Oxford 0.1
- Robert Koch Institute (RKI) 0.1
- National Institute of Health Research (NIHR), United Kingdom 5.2
- Sweden 2.0
- Bill & Melinda Gates Foundation 2.3

US$ millions
2020–2021 PROGRAMME BUDGET SCENARIOS, PLANNED COSTS AND FUNDS UTILIZED

UD: undesignated funds
DF: designated funds

US$ millions
2020–2021 FUNDS UTILIZED BY STRATEGIC PRIORITY / WORK AREA

<table>
<thead>
<tr>
<th>Strategic Priority / Work Area</th>
<th>Planned Costs</th>
<th>Funds Utilized</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMP</td>
<td>3.8 US$</td>
<td>3.6 US$</td>
<td>87%</td>
</tr>
<tr>
<td>RCS</td>
<td>5.3 US$</td>
<td>5.1 US$</td>
<td>93%</td>
</tr>
<tr>
<td>GE</td>
<td>1.7 US$</td>
<td>1.6 US$</td>
<td>96%</td>
</tr>
<tr>
<td>SDF</td>
<td>0.8 US$</td>
<td>0.7 US$</td>
<td>81%</td>
</tr>
<tr>
<td>OS</td>
<td>2.7 US$</td>
<td>1.7 US$</td>
<td>79%</td>
</tr>
<tr>
<td>Staff</td>
<td>10.7 US$</td>
<td>10.4 US$</td>
<td>99%</td>
</tr>
</tbody>
</table>

92% overall implementation rate
OUTLINE

- 2020–2021
- 2022–2023
- 2024–2025
2022–2023 APPROVED BUDGET SCENARIOS

UD: undesignated funds
DF: designated funds
REVENUE TREND AND 2022–2025 FORECAST (US$ MILLIONS)

UD: undesignated funds
DF: designated funds

US$ millions

UD: 14.0  7.7  7.1  12.0  15.5  10.3
DF: 56.0  45.4  37.7  29.9  30.2  28.2  34.0  31.5
IMPACT OF EXCHANGE RATES ON CONTRIBUTIONS 2012 TO 2022

US$ millions
UNDESIGNATED REVENUE TREND AND 2022–2023 FORECAST (US$ MILLIONS)
OTHER UNDESIGNATED REVENUE TREND AND 2022–2023 FORECAST (BREAKDOWN OF “OTHERS” PER FIGURE 8) (US$ THOUSANDS)
DESIGNATED REVENUE TREND AND 2022–2023 FORECAST (US$ MILLIONS)
2022–2023 UNDESIGNATED REVENUE FORECAST

UD: undesignated funds
DF: designated funds

US$ millions

UD carry over 6.3
UD confirmed contributions 13.8
UD forecast contributions 8.1

UD 28.0

UD 34.0
2022–2023 DESIGNATED REVENUE FORECAST

US$ millions:
- DF carry over: 6.5
- DF confirmed contributions: 3.8
- DF forecast contributions: 4.6

2022-2023 forecast funds available:
- Total: 14.8
- DF carry over: 6.5
- DF confirmed contributions: 3.8
- DF forecast contributions: 4.6

2022 - 2023 40m budget scenario:
- Total: 13
- DF: 12.0

2022 - 2023 50m budget scenario:
- Total: 18
- DF: 16.0

UD: undesignated funds
DF: designated funds
2022–2023 TOTAL REVENUE FORECAST

US$ millions

43.0 (UD 28.2, DF 14.8)
- DF forecast contributions 4.6
- DF confirmed contributions 3.8
- DF carryover 6.5
- UD forecast contributions 8.1
- UD confirmed contributions 13.8
- UD carryover 6.3

40
- DF 12.0
- UD 28.0
- UD 34.0

50
- DF 16.0

UD: undesignated funds
DF: designated funds
2022–2023 BUDGET SCENARIOS (BY EXPENDITURE CATEGORY AND FUND TYPE)

UD: undesignated funds
DF: designated funds

40 (28 UD, 12 DF)

- Operations DF 9.9
- Operations UD 10.0
- Ops support DF 0.5
- Ops support UD 3.5
- Staff DF 1.7
- Staff UD 14.6

50 (34 UD, 16 DF)

- Operations DF 12.9
- Operations UD 16.9
- Ops support DF 0.5
- Ops support UD 3.5
- Staff DF 2.6
- Staff UD 13.6
2022–2023 BUDGET SCENARIOS (OPERATIONS VERSUS OPERATIONS SUPPORT)

UD: undesignated funds
DF: designated funds
2022–2023 BUDGET SCENARIOS (BY STRATEGIC PRIORITY AND WORK AREAS)

UD: undesignated funds
DF: designated funds

US$ millions

40

IMP 8.7
RCS 6.9
GE 3.6
SDF 0.7
Ops support 4.0
Staff 16.2

$40m budget scenario

19.8

$50m budget scenario

29.8

IMP 13.0
RCS 10.5
GE 5.6
SDF 0.7
Ops support 4.0
Staff 16.2
2022–2023 IMPLEMENTATION BY FUND TYPE

UD: undesignated funds
DF: designated funds

US$ millions

40m budget

UD 28.0
DF 12.0

8.2 (21%)

DF 3.7
UD 4.5

Funds utilized at 31 May 2022
2022–2023 IMPLEMENTATION BY FUND TYPE

UD: undesignated funds
DF: designated funds

40m budget scenario
2022-2023

Implementation at 31 May 22
2022–2023 IMPLEMENTATION BY WORK AREA

**IMP budget**
- Undesignated planned costs: 3.3
- Designated planned costs: 5.4
- Total: 8.7
- Funds utilized:
  - Undesignated funds utilized: 0.6
  - Designated funds utilized: 1.4
  - Total: 2.0 (23%)

**RCS budget**
- Undesignated planned costs: 4.2
- Designated planned costs: 2.8
- Total: 6.9
- Funds utilized:
  - Undesignated funds utilized: 1.1
  - Designated funds utilized: 0.6
  - Total: 1.8 (26%)

**GE budget**
- Undesignated planned costs: 1.9
- Designated planned costs: 1.7
- Total: 3.6
- Funds utilized:
  - Undesignated funds utilized: 0.4
  - Designated funds utilized: 0.7
  - Total: 1.2 (33%)

**SDF budget**
- Undesignated planned costs: 0.7
- Designated planned costs: 0.7
- Total: 1.4
- Funds utilized:
  - Undesignated funds utilized: 0.7
  - Designated funds utilized: 0.7
  - Total: 1.4

**OS planned costs**
- Undesignated planned costs: 3.5
- Designated planned costs: 0.5
- Total: 4.0
- Funds utilized:
  - Undesignated funds utilized: 0.3
  - Designated funds utilized: 0.5
  - Total: 0.8 (12%)

**Staff planned costs**
- Undesignated planned costs: 14.6
- Designated planned costs: 16.2
- Total: 30.8
- Funds utilized:
  - Undesignated funds utilized: 2.0
  - Designated funds utilized: 0.8
  - Total: 2.8 (18%)

**21% overall implementation rate**
2024‒2025 BUDGET CYCLE

**BUDGET DEVELOPMENT**
- Setting of budget levels – JCB 2 scenarios
  - June 2022
- Development of budget scenarios – 2 scenarios
  - February 2023

**BUDGET REVIEW**
- SC review / recommendations
  - June 2024
- JCB review / recommendations / approval
  - June 2025
- STAC review / recommendations
  - March 2025
- SC review / recommendations
  - April 2025

**Ongoing monitoring of income and expenditures**

**BUDGET APPROVAL**
- Approval of workplan within WHO
  - September 2023
- JCB review / recommendations / approval
  - June 2023
- SC review / recommendations
  - March 2023

**JCB Joint Coordinating Board**
**SC Standing Committee**
**STAC Scientific and Technical Advisory Committee**
2024–2025 PROPOSED BUDGET SCENARIOS BY FUND TYPE

<table>
<thead>
<tr>
<th>US$ millions</th>
<th>40m budget scenario</th>
<th>50m budget scenario</th>
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<tbody>
<tr>
<td>UD</td>
<td>UD 28.0</td>
<td>UD 33.0</td>
</tr>
<tr>
<td>DF</td>
<td>DF 12.0</td>
<td>DF 17.0</td>
</tr>
</tbody>
</table>

UD: undesignated funds  
DF: designated funds
2024–2025 PROPOSED BUDGET SCENARIOS BY EXPENDITURE CATEGORY

US$ millions

40
- Operations 20.5
- Operations support 3.5
- Personnel 16.0

50
- Operations 30.5
- Operations support 3.5
- Personnel 16.0

UD: undesignated funds
DF: designated funds
2024–2025 PROPOSED BUDGET SCENARIOS (OPERATIONS VERSUS OPERATIONS SUPPORT)

Operations 79.5%
Operations support 20.5%

Operations 84%
Operations support 16%

UD: undesignated funds
DF: designated funds
2024–2025 PROPOSED BUDGET SCENARIOS AND REVENUE FORECAST

UD: undesignated funds
DF: designated funds

US$ millions

40m budget scenario
UD 28.0
DF 12.0

50m budget scenario
UD 33.0
DF 17.0

Revenue forecast (April 2022)
UD 23.0
DF 8.5
range: 17-31.5
range: 5-10.5
• 7th External Review recommendations
• 2024–2029 Strategy development
• Revised Performance Framework
• Risk management, succession planning
• Fundraising
• Optimize Programme-wide systems

Contribute to TDR co-sponsors’ strategic plans and results frameworks towards the Global Action Plan for implementing health related SDGs
• Endorse **TDR Results Report 2021**

• Endorse **TDR Financial Report 2021 and outlook 2022-2025**

• Endorse **TDR Risk Management Report 2021**