



OFFICE OF THE DIRECTOR

Director

Dr Elisabethe Weiderpass

Director's Office team

Programme officer

Dr Véronique Chajès

Bioethics and compliance officer

Dr Chiara Scoccianti

Strategic Engagement and External Relations (SEE)

Strategic engagement and resource mobilization officer

Mr Clément Chauvet

Communications officer

Ms Véronique Terrasse
(from January 2021)

Information assistants

Mr Nicholas O'Connor
(from January 2021)

Ms Morena Sarzo
(from January 2021)

Executive assistant to the Director

Ms Nadia Akel

Secretaries

Ms Laurence Marnat
Ms Sylvie Nouveau
(from January 2021)

Consultants

Ms Laure Bernou (until May 2021)
Mr Olivier Exertier
Ms Beatrix Lahoupe
(until November 2020)

Trainees

Ms Houda Bouabdallah
Mr Tarek Eleiwy (until July 2020)
Ms Camille Mebarkia
(until March 2021)

The Office of the Director is composed of a team that provides scientific and administrative support to the Agency, specialist knowledge in strategic engagement, resource mobilization, and external relations, and expertise in bioethics and compliance. The bioethics and compliance team is an integral part of the Director's Office, to ensure its independence in the evaluation of the Agency's scientific work.

The team in the Director's Office supports the IARC Director in the implementation of the Agency's strategic priorities, as described in the IARC Medium-Term Strategy 2021–2025. This strategic roadmap was formulated by a Working Group including members of the IARC Scien-

tific Council and Governing Council, and WHO, and was fully endorsed by the IARC Scientific Council and Governing Council in 2021. The guiding objective of IARC – the promotion of international collaboration in cancer research – has remained unchanged since 1965, but the focus has been shifted to ensure the greatest public health impact of the Agency's work. IARC continues to address its fundamental priorities and will gradually strengthen its engagement in three emerging priorities, notably implementation research. Progress in the implementation of the IARC Medium-Term Strategy 2021–2025 will be assessed within an evaluation framework composed of pertinent key performance indicators (KPIs).

The organizational structure of IARC was revised during the biennium to promote collaboration across the Agency. The former Sections and Groups have been replaced by scientific Branches. The new structure is complemented by the conceptual idea of four scientific Pillars, representing IARC's four fundamental research priorities. A Nordic Research Leadership Training course was offered to senior scientific personnel to strengthen the Agency's strategic and scientific leadership.

In 2021, the Senior Leadership Team (SLT) was reviewed and replaced by a Senior Advisory Team on Management (SAT), whose purpose is to provide senior advisory support to the Director on



Centre building. The Agency has strengthened its collaboration with Centre Léon Bérard and is already engaging with more than 50 local actors. This engagement is very important, not only for IARC's relationship with local authorities but also to boost local participation in the Nouveau Centre campaign.

STRATEGIC ENGAGEMENT AND EXTERNAL RELATIONS (SEE)

The IARC Resource Mobilization strategy relies on four focus areas, as shown in the diagram. During the 2020–2021 biennium, important milestones have been achieved in each of these areas.

At the Sixty-third Session of the Governing Council in May 2021, IARC welcomed a new Participating State: China. The Secretariat has also engaged very closely with other potential new Participating States, including Portugal and Saudi Arabia, and is on track to meet the target of welcoming one new Participating State per biennium.

The Agency continued to be successful in attracting funding through research grants, with an average success rate of 27%

strategic, management, and operational policy matters for decision-making.

Strategic scientific discussions now take place within the IARC Science Forum and Open Forum to stimulate new and exciting scientific and creative ideas. The IARC Cross-Cutting Working Group on Cancer Prevention Knowledge Translation and Transfer was created to accelerate the adoption and implementation of evidence-based cancer prevention and control strategies among stakeholders.

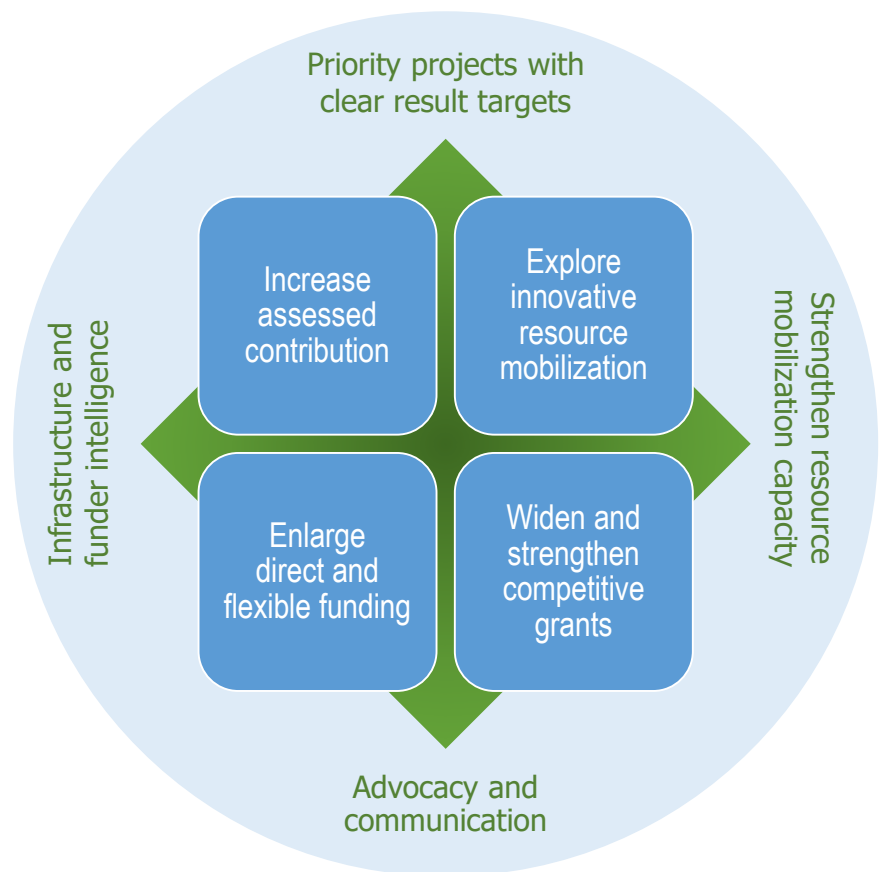
The Director's Office team is also responsible for strengthening and expanding the Agency's network of Participating States, governmental and nongovernmental partners, funding agencies, and collaborators.

The Agency signed five Memoranda of Understanding (MoU), with the Beijing Genomics Institute at Shenzhen/China National GeneBank in China, the Sociedade Beneficente Israelita Brasileira Albert Einstein in Brazil, the National Center for Disease Control and Public Health in Georgia, the Trustees of Columbia University in the City of New York in the USA, and the National Cancer Registry operated by the National Institute of Oncology in Hungary. IARC also renewed its MoU with the National Cancer Center Japan.

IARC and WHO re-engaged in a structured dialogue to develop a joint action plan to identify areas of cooperation. The plan will help bring to fruition the imple-

mentation of key global cancer initiatives towards better public health.

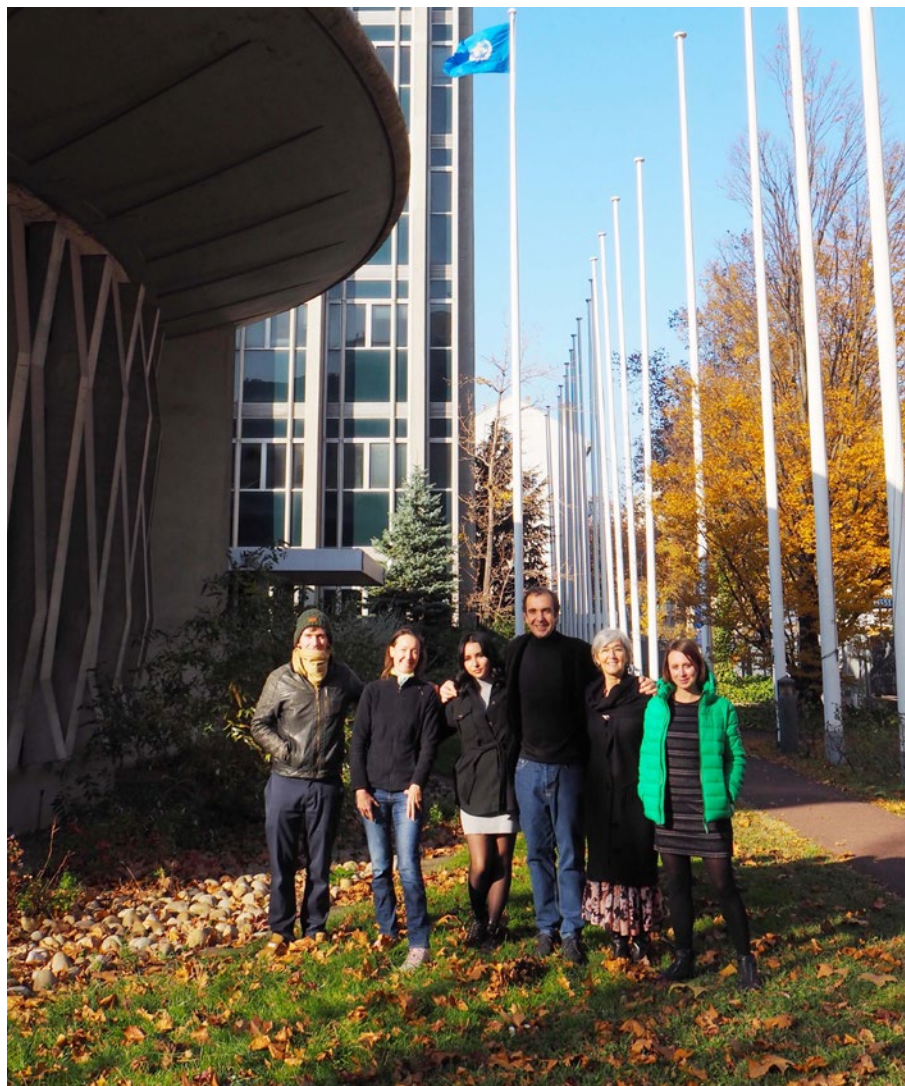
During the 2020–2021 biennium, the Director's Office had some important achievements. In May 2021, China joined IARC, bringing the total number of Participating States to 27. IARC is in contact with partners in Lyon to increase awareness of the fundraising campaign for the Nouveau



on 2019 applications. In 2020, 236 new grant applications and funding requests were submitted and the Agency signed extrabudgetary contracts amounting to a total value of €20.07 million, of which €12.34 million was attributed to IARC. Novel funding sources are being systematically identified and funding opportunities are closely monitored by a dedicated team, which continuously screens more than 130 funders; in 2020, more than 340 funding opportunities were posted on the intranet Resource Mobilization pages for IARC colleagues to consider.

IARC has been officially recognized by the Organisation for Economic Co-operation and Development (OECD) as an international organization eligible to receive official development assistance (ODA), with a coefficient of 51%. This means that 51% of Participating States' assessed contributions to IARC can be reported by them to the OECD as ODA. In addition, because IARC has a strong focus on cancer prevention research in low- and middle-income countries (LMICs), the Secretariat has developed a set of projects that are 100% ODA-compliant; this is often an advantage when seeking funding from development agencies and/or philanthropic organizations. The Secretariat is currently discussing such projects with different potential donors to substantially enlarge the direct funding component received by the Agency.

The Secretariat was able to attract funding from non-state actors during this biennium. For example, the European Society for Medical Oncology (ESMO) provided the funding to create and maintain the *World Cancer Report* Updates learning platform. Children with Cancer UK and the Terry Fox Foundation have funded fellowships for postdoctoral scientists from LMICs and thus helped to fulfil the capacity-building mission of IARC. Thanks to the support of the Sociedade Beneficente Israelita Brasileira Albert Einstein, IARC has started the development of a Latin America Code Against Cancer, similar to the European Code Against Cancer.



IARC has launched a three-pronged fundraising campaign for the Nouveau Centre building. This campaign focuses on attracting large gifts from ultra-high-net-worth individuals (during this biennium, the Secretariat was able to secure a gift of €1 million from Mr Alain Mérieux) and obtaining in-kind donations of equipment for the Nouveau Centre (IARC has signed in-kind donation agreements with several companies, including Office Concept, Froilabo, and Comadequat). The Secretariat also launched a crowdfunding campaign during the Sixty-third Session of the Governing Council. Through a web-based platform (<https://isupport.iarc.fr/>), IARC supporters can have their name, or that of a loved one, inscribed on the glass

doors of the Nouveau Centre building in exchange for an affordable donation.

In January 2021, a new unit was created that includes both Strategic Engagement and External Relations (SEE). SEE will ensure that IARC's communications reach a wider and more diverse audience, promoting the concept of open science as advocated by the Director. By reaching out to a very diverse range of potential partners and audiences, SEE will ensure that IARC's brand recognition improves and that, as a result, IARC becomes more attractive to potential partners.