



NEW PROPOSED STRUCTURE FOR PRESENTING IARC'S PROGRAMME AND BUDGET

1. The aim of this document is to propose a new structure for presenting IARC's Programme and Budget for increased consistency with the Agency's vision and strategy.

Background

2. Through Resolution GC/55/R7, the Governing Council coupled the IARC Programme and Budget in two year cycles and better aligned them with the planning and implementing phases of the Medium-Term Strategies. The intention of this change was for IARC to be able to more closely link the scientific programme reviewed every biennium with the prevailing Medium-Term Strategy and, as a result, align resources towards priorities that are more clearly identifiable for the Scientific and Governing Councils.

Aligning IARC's activities to clear goals

3. During the 55th session of the Governing Council the Director presented a vision for the Agency along five main priorities: describing cancer occurrence, establishing causes, evaluating prevention and supporting implementation, along with the cross-cutting theme of education and training.

4. These priorities were presented and discussed by all IARC personnel during the IARC Staff Day in November 2013, with several activities designed to develop clear goals for the Agency and ensure full understanding and ownership by the individuals and teams that work each day to achieve them. The Staff Day led to work on a second level of objectives within each goal which personnel of the Agency felt would further describe the impact from their efforts.

5. By combining output from the IARC Staff Day with a review of the current activities and initial discussions of the future scientific plans, the Secretariat proposed to develop a project tree structure. This structured approach will provide a well-defined description of the main areas of work of the Agency, including the administrative support to research. It will capture how the role of all personnel, defined at the project level in the Project Abstract Sheets (PAS), contributes towards reducing the global cancer burden through the conduct of research, the overarching principle of IARC's vision.

Proposed new Programme and Budget structure

6. A draft project tree (Annex 1) is presented to the Governing Council to illustrate the general approach being proposed to represent the types of areas and sub-areas of activity which are likely to be captured in the Medium-Term Strategy (2016–2020) and the Programme and Budget (2016–2017). These areas of activity will be refined in consultation with the joint Governing and Scientific Council Working Group on the Medium-Term Strategy during the latter part of 2014.

7. During 2014 as the IARC Secretariat develops the Medium-Term Strategy (2016–2020) and the Programme and Budget (2016–2017), IARC's Groups will prepare PAS aligned to the project tree, rather than the existing nine areas of the Programme, which have been the prevailing standards for a number of previous biennia (see Annex 2).

8. While the transition to this new planning and presentation process will require additional efforts by the IARC Secretariat, the expected benefits for the Agency are considered worthwhile. The IARC Secretariat anticipates that the respective stake-holders will see improvements from various perspectives:

- *Participating States:* improved assessment of the alignment of IARC's project activities with the overall defined strategy;
- *IARC management:* communications tool for improved outreach, advocacy and fund raising;
- *IARC personnel:* clearer representation of how their every-day work contributes to the overarching goals of the Agency.

Request to the Governing Council

9. The Governing Council is requested to approve the principle of a proposed change to the IARC Programme and Budget structure, away from the current nine areas, in order to align with a project tree structure to be developed and presented in the Medium-Term Strategy (2016–2020).

Annex 1

Draft project tree to illustrate the general approach being proposed

Level 1	Level 2	Level 3	Level 4	
Reduce the burden of cancer worldwide through the conduct of research	Describe the occurrence of cancer	Improve and expand global reporting of descriptive cancer statistics	Expand the descriptive analyses of cancer incidence, mortality, prevalence and survival worldwide	
			Improve the timeliness, availability and dissemination of national, regional and global cancer burden statistics	
		Improve the coverage and quality of cancer registration, particularly in LMIC		
			Improve WHO tumour classification to inform cancer registration, research and treatment	
	Understand the causes of cancer	Identify the risk factors for human cancer through the conduct of epidemiological studies		Advance understanding of the role of infectious agents
				Advance understanding of the role of environmental, occupational and iatrogenic factors
				Advance understanding of the role of dietary and lifestyle factors
				Advance understanding of the role of genetic factors in influencing risk
				Improve epidemiological and statistical methods for studies of cancer etiology
		Elucidate mechanisms of carcinogenesis through the conduct of laboratory studies		Advance understanding of biological and cellular pathways underlying carcinogenesis
				Understand mechanistic interactions between genetic and non-genetic risk factors using experimental model systems
				Develop mechanism-based biomarkers for studies of cancer causes and for tumour classification
		Provide expert evaluations of the available evidence-base to identify human carcinogens		

Level 1	Level 2	Level 3	Level 4
	Evaluate and implement cancer prevention strategies	Enhance understanding of the effectiveness of interventions for cancer prevention	Analyse the effectiveness of primary cancer prevention strategies
		Analyse the effectiveness of secondary cancer prevention strategies, including early detection and screening	
		Develop mechanism-based biomarkers of intermediate outcomes and early detection	
		Enhance the implementation of cancer prevention programmes	Identify factors influencing the effective implementation of primary prevention programmes
		Identify factors influencing the effective implementation of secondary prevention programmes, including early detection and screening	
		Provide expert evaluations of the available evidence-base in order to recommend prevention strategies	
	Increase the capacity for cancer research	Provide training in cancer research	Award fellowships and provide training through participation in collaborative research projects
		Deliver training courses, basic and advanced, in the areas of core competencies of the Agency	
		Provide the infrastructure to support research	Develop and maintain laboratory and computing services
		Develop and maintain the IARC Biobank	
	Enable, promote and support the efficient conduct and coordination of research	Ensure the Agency is directed and managed according to highest sector standards	Provide sound management of human and infrastructure resources
		Ensure the funding requirements for the Agency's activities are met and available resources are invested in line with the strategy	
Create and maintain key strategic partnerships with national and international organisations			
Promote recognition of the Agency's contribution to worldwide cancer research			

Annex 2

Programme areas used in previous biennia

Area 1 Describing the Global Cancer Burden

Area 2 IARC Monographs

Area 3 Cancer Etiology

- 3.1 Infections
- 3.2 Nutrition and metabolism
- 3.3 Genetics
- 3.4 Environment, radiation, lifestyle, and occupation

Area 4 Mechanisms of Carcinogenesis

- 4.1 Molecular carcinogenesis
- 4.2 Epigenetics
- 4.3 Molecular pathology

Area 5 Cancer Prevention

- 5.1 Primary prevention
- 5.2 Screening

Area 6 Education and Training

- 6.1 IARC Research Training and Fellowship Programme
- 6.2 IARC Courses

Area 7 Methodology and Research Tools

- 7.1 Biostatistics and bioinformatics
- 7.2 Exposure assessment
- 7.3 Biomarkers
- 7.4 WHO Classification of Tumours

Area 8 Scientific Support

- 8.1 Laboratory services
- 8.2 Biobank
- 8.3 Communication
- 8.4 Research facilitation

Area 9 Research Leadership and Management

- 9.1 Direction and leadership
- 9.2 Programme management and development
- 9.3 Ethics