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FUTURE DIRECTIONS FOR THE EDUCATION AND TRAINING GROUP (ETR)

Education and Training Group (ETR)
(Group Head: Mrs A. Berger)

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TABLE OF CONTENTS

Introduction

1. Over the past 47 years, IARC's Education and Training programme has made a substantial contribution to the development of cancer research in many countries in areas of the Agency's competence through the training of cancer researchers. This has in turn contributed to the shaping of the Agency's research strategy and to widening the network of collaborators as well as the promotion and enhancement of IARC's reputation and standing world-wide as an international organization.

2. The Education and Training Programme was restructured in 2005, with the goal of ensuring IARC's resources were devoted to providing a unique contribution to training in cancer research. Therefore since then, the IARC Fellowships have been uniquely tenable at the Agency and target scientists from low- and middle-income countries (LMICs) or with research projects relevant to these countries. Also, the Agency's resources were focused on one Summer School on Cancer Epidemiology held every year at IARC. Over the years Groups in the Agency had increasingly organized courses specific to their research programme using mainly extra-budgetary funding.

3. Recognizing the importance of education and training activities within the Agency's mission, and following internal consultation and the organization of an ad hoc Advisory Group meeting in 2009, the Director established the ETR Group in 2010 as a distinct structure within his Office. The mission of ETR is to coordinate the various IARC training initiatives and promote them both internally and externally. The Group is under the direction of an Education and Training Officer, with two Senior Programme Assistants managing the fellowship and courses programmes.

4. This report presents key achievements of the IARC Education and Training programme from 2008 to 2012. It should be noted that whereas the ETR Group oversees activities of the Agency in these matters, many initiatives are led by the research groups.

5. By building on experiences acquired through these initiatives, future directions of the Programme are proposed.

A. Activity Report

A.1 Background

6. Education and Training has been a statutory activity of the Agency since its inception, complementing and supporting IARC's research activities. The main goals of the programme have been to train new generations of cancer researchers and health professionals to be motivated and skilled in order to tackle the rising global cancer burden, as well as to develop or strengthen local capacities for cancer surveillance, detection and prevention. Priority has been given to scientists from, or with a research interest relevant to, countries where resources for cancer control are limited.

7. The programme has been organized in two major components: fellowships for junior and for senior scientists, and training courses focusing on the Agency's core competencies in cancer registration, cancer epidemiology, molecular carcinogenesis, molecular epidemiology as well as cancer screening and early detection.

A.2 Key achievements

8. The achievements of the IARC's Education and Training programme listed below are described in more detail in Section A.3.

A.2.1 IARC Research Training and Fellowship Programme

- The number of Postdoctoral Fellowships awarded each year has increased; extra-budgetary sources of funding have been secured in order to expand this activity, including bilateral agreements with cancer institutes;
- A Senior Visiting Scientist Award and an Expertise Transfer Fellowship for senior scientists have allowed an increasing number of top international cancer researchers to bring innovative research to the Agency's programmes or to transfer their knowledge and competence to institutions in LMICs;
- New opportunities for training at IARC are being tested, such as short-term stays at IARC (three to four months);
- A formal framework for hosting trainees, students, postdocs and visiting scientists has been developed and managed.

A.2.2 IARC Courses

- The number of applications to the IARC Summer School has been stable; the courses successfully run, with positive outcomes;
- Specialized courses are successfully organized in several countries;
- eLearning material has been developed and certain courses successfully run 100% at distance;
- Learning and teaching materials have been made available online;
- Synergies between the IARC Courses Programme and the Research Training and Fellowship Programme have been developed.

A.2.3 Leadership, coordination and support

- The Education and Training Group was created in order to oversee and coordinate the IARC's Education and Training programme;
- The internal Advisory Committee on Education and Training was set up to provide advice on related initiatives;
- Extra budgetary funding has been raised;
- Partnerships and collaborations have been maintained and new ones developed.

A.3 Detailed Report

A.3.1 IARC Research Training and Fellowship Programme

a) Background

9. The main objective of the Research Training and Fellowship Programme is to provide opportunities for training in cancer research at IARC to scientists who wish to pursue a career in cancer research, ranging from biostatistics and epidemiology to laboratory sciences, and to create and facilitate collaborative research links between IARC and cancer researchers worldwide. This training comprises the skills acquired during the research conducted by the scientists in their host Group as well as the more generic training provided by the Agency.

10. The Agency also attracts top international cancer researchers who spend various periods of time contributing innovative and visionary research to the Agency's programmes, which makes IARC an ideal environment for education, training and exchange.

b) Activities and Results

- **Postdoctoral Fellowships**

11. Since 2005 IARC Fellowships have been uniquely tenable at the Agency and target scientists from LMICs, or with research projects relevant to these countries in areas related to the Agency's own programme and with an emphasis on interdisciplinary projects.

12. The recruitment of Fellows is driven by scientific excellence and selection is made by peer-review through the IARC Fellowship Selection Committee composed of scientists from outside and within IARC. Furthermore, as one of the objectives of the programme is capacity building in the home institute of the Fellow, the motivation and perspective for return to the home country on completion of their Fellowship is an important selection criterion, especially for LMICs.

13. The number of applicants to the Postdoctoral Fellowships has increased during the past years (from an average of 26 in 2005–2008 to 38 in 2012), which is an extremely positive sign testifying to the growing interest in the programme.

14. As presented in Table 1 of Appendix 1, fellowships were awarded between 2008 and 2012 to 36 Postdoctoral Fellows (61 fellow-years, as the majority were extended for a second year) from 23 different countries; 67% were from LMICs; 58% were epidemiologists and 42% laboratory scientists; a majority were women (61%). A research Return Grant was awarded to 11 Fellows from LMICs to establish their research activity in their own country. Although modest, this represents a significant boost for the initiation of such projects.

15. A survey was carried out in 2012 to assess the outcomes of the programme since 2005. 87% of former Fellows answered the online questionnaire: 77% of respondents returned to their home country; 81% have remained active in cancer research, in public institutions; half considered that the Fellowship had a direct impact on successfully obtaining grants after their Fellowship and a majority of those benefitting from a Return Grant considered this to have been beneficial to their career as well as to their institution; all respondents considered that the Fellowship had been either helpful (69%) or decisive (31%) for their career.

16. In 2011 the Agency successfully concluded bilateral agreements with the Cancer Council Australia and with the Irish Cancer Society to establish the IARC-Australia and the IARC-Ireland Postdoctoral Fellowship Programmes. So far, two Fellows have been supported through the IARC-Cancer Council Australia collaboration. The eligibility criteria for the IARC-Ireland fellowship have been widened to allow a greater number of applications. Other similar partnerships are currently under discussion with several institutions in Participating States.

17. Although three PhD Fellowships had been awarded at the beginning of the reporting period, emphasis in terms of expansion of the programme has been on post-doctoral training rather than pre-doctoral, the former being better suited to the Agency's profile. However, hosting of graduate and doctoral students from local universities is helpful in creating good working relations in the French scientific community, particularly in relation to collaboration with laboratory groups (see below, "Hosting environment"). Discussions with Lyon University led to the setting up of a simplified process to officially entitle IARC senior scientists to supervise doctoral students.

18. Funding of the Fellowship programme is described below in Section A.3.3.

- **Senior Visiting Scientist Award and Expertise Transfer Fellowship**

19. The Senior Visiting Scientist Award gives the possibility to IARC of hosting eminent researchers providing a significant boost to its research activities and collaborations and an excellent opportunity for the development of its junior scientists. The Expertise Transfer Fellowship enables an established and experienced investigator to spend six to twelve months in an appropriate host institute in a LMIC in order to transfer knowledge and expertise in a research area relevant to the host country and related to the Agency's programme.

20. The number of applicants for the Senior Visiting Scientist Award has remained steady over the reporting period, at approximately five per year, with a peak in 2010 when the number doubled (10).

21. Ten Senior Visiting Scientist Awards and two Expertise Transfer Fellowships were awarded between 2008 and 2012. Additional funding made available by the Governing Council in 2011 and 2012 allowed the award of Senior Visiting Scientist Fellowships to all scientists who had been recommended by the IARC Fellowship Selection Committee. In addition, the Swiss Federal Office of Public Health in Berne has made a contribution to support the Senior Visiting Scientist Award programme that will be used in 2013.

- **New opportunities for training at IARC**

22. The possibility of expanding the Fellowship Programme to include short-term stays at IARC (3–4 months) has been further explored, in order to transfer basic skills for cancer research to promising candidates from LMICs. In 2012 and in collaboration with the Union for International Cancer Control (UICC), the "UICC- IARC Development Fellowship award in cancer epidemiology" was launched during the IARC Summer School. This will allow one of the most promising

participants of the course to return to IARC for a period of three months early in 2013 to receive further training and to set up a research collaboration.

- **Hosting environment**

23. In addition to the IARC fellows described above, the Agency hosts a number of junior or senior scientists supported by project funds from the Groups. A framework for hosting trainees, students, postdocs and visiting scientists funded either by the Fellowship Programme or directly by the IARC Groups has been developed and managed to ensure the quality of the hosting environment. This includes all the support for trainees and scientists, administrative procedures (contractual conditions, visa and Residence Permit formalities, stipend payments, travel arrangements as relevant, health insurance cover), day-to-day liaison and communication. As presented in Table 2 of Appendix 1, a total of 508 trainees, students, postdocs or visiting scientists funded by the Fellowship Programme or IARC Groups worked at IARC during the reporting period and benefitted from this hosting framework.

24. In addition the IARC Postdoctoral Fellowship Charter was launched in September 2011 in order to allow a more structured approach to postdoctoral training at IARC, defining expectations and including opportunities for generic training, to equip postdoctoral researchers with essential skills to enhance career prospects. This initiative has been well received by all parties. To date 26 postdocs have completed the training objectives' section of the Charter. Entry and exit interviews have been conducted with all postdocs and IARC Fellows. Thirteen generic training courses were organized in 2011–2012 in collaboration with IARC Groups: Principles of Oncology, Biomedical Research Ethics, Introduction to biostatistics, STATA, Project Management, Grant Writing, Effective scientific posters, Publishing in English-language journals.

25. Finally, the IARC Alumni Group was created in 2011 within the LinkedIn® social network, with the purpose of creating a community of people who have worked at IARC in the past, promoting informal discussion and keeping the members informed of activities and opportunities at the Agency. To date 165 former Agency staff, visiting scientists, fellows, postdocs or students have registered.

26. IARC Alumni Group page: http://www.linkedin.com/groups?mostPopular=&gid=3713610

c) Conclusion

27. The continued high interest for the IARC Research Training and Fellowship Programme, the excellence of candidates, the quality of the hosting environment and the positive outcomes of the participants continue to demonstrate its relevance and efficiency in providing excellent training and experience in an exceptional multi-cultural and international environment to deserving junior and senior scientists from around the world. Thus the programme continues to fulfil its mandate to train the next generation of cancer researchers, strengthen cancer research in local settings and widen its network of international collaborators.

A.3.2 IARC Courses

a) Background

28. As one of its core functions, and since its inception, IARC has been holding courses globally in order to provide the opportunity to improve theoretical and practical skills of cancer investigators, with emphasis on researchers from LMICs. These initiatives have also stimulated collaborations with IARC.

29. Over the years, the programme has broadened from basic epidemiology training courses to include courses in cancer registration and screening, as well as more methodology based courses (e.g. biostatistics) covering a wide range of subjects at both basic and advanced levels.

30. Since 2005, mainly in response to difficulty in targeting the best students at regional level, training courses were focused on one Summer School in Cancer Epidemiology held every year at IARC. Specialized courses have also continued to be organized by the scientific groups of the Agency in order to meet the needs of specific projects or target audiences.

b) Activities and Results

- **IARC Summer School in Cancer Epidemiology**

31. From 2008–2012, five Summer Schools were organized in Lyon in June-July. Both Cancer Registration (week one) and Introduction to Cancer Epidemiology modules (weeks two and three) were organized each year. In addition, an advanced module on Methodological Issues in the Design and Analysis of Gene and Environment Studies (week four) was organized in 2008.

32. The application rate to the course has been constantly high over the years (up to 250) resulting in an average of 45 participants attending each module. The selection of participants is carried out by the Scientific Course Director of each module (currently the Cancer Information (CIN) and IARC Monographs (IMO) Section Heads), based on the background of the applicants, their involvement in cancer research and the potential benefit of the training for their own institute and country. Participants from LMICs (as defined by the World Bank) are exempt from a course fee, and travel and/or accommodation and living costs for these participants are covered by IARC. Participants from high-income countries are requested to cover their own costs and to pay one flat-fee of €400 for the course. The funds raised from registration fees have been used to contribute to courses' local expenses.

33. As detailed in Table 1 of Appendix 2, over these last five years the Summer Schools allowed the training of a total of 283 researchers and health professionals from 92 countries, 219 of them from 63 different LMICs.

34. The Summer School modules have systematically been very well received by the participants who expressed their appreciation of the quality of content, teachers and learning environment.

35. A survey was carried out in 2012 to assess outcomes of the programme since 2005. An online questionnaire was sent to 159 former participants who had answered an initial message requesting confirmation of contact details. Seventy-two per cent of them completed the questionnaire: 80% of respondents remain active in cancer research, in public institutions; 93%

of respondents had been able to apply what they had learnt in the job they had at the time they took the course and a majority of them have been able to apply some contents since then (i.e. if they changed position). Almost all participants reused material for their own learning and 60% used it to train others. The majority of respondents considered that the Summer School had been either helpful (73%) or decisive (23%) to their career.

36. Funding of the Summer School is described below in Section A.3.3.

- **Specialized and advanced courses**

37. As mentioned above, specialized courses were also organized by scientific groups, sometimes with the support of ETR (particularly in the areas of cancer registration and screening with the CIN and Screening (SCR) Groups) and in some instances co-organized with external partners and held at diverse locations throughout the world (see Table 2 of Appendix 2). As an example, courses on cancer registration were organized in the framework of the Global Initiative for Cancer Registry Development in Low- and Middle-Income Countries (GICR). Bringing such training to the regions is supporting the establishment of regional hubs that will provide technical support for cancer registries and the establishment of a regional training programme. Also, courses organized by the SCR Group led to the setting up of collaborative cervical cancer prevention training schools in India, Angola, Guinea, Tanzania, Brazil and Peru that are active in training human resources in their respective regions.

38. The Agency also has a strong interest in more advanced courses. Specialized methodological courses include the one on Statistical Practice in Epidemiology with R, in collaboration with members of the R development team. In addition, courses on the EPIC-Soft® 24-hour dietary recall and on the Canreg5 software were organised (see below "eLearning").

39. As presented in Table 3 of Appendix 2, the Summer Schools, specialized and advanced courses allowed the training of a total of 1694 scientists and health professionals over the last five years.

- **Synergies with the Research Training and Fellowship Programme**

40. Although links between the two programmes have always existed, with the Summer School contributing to identifying and encouraging possible fellowship candidates, specific synergies have now been developed. For example, where the Research Training and Fellowship Programme has been identifying needs for generic training courses as described above, the Course Programme has actually coordinated their organization. Similarly, the UICC-IARC Development Fellowship award in cancer epidemiology has been jointly rolled out during the IARC Summer School 2012.

- **eLearning**

41. IARC has been seeking to develop distance learning projects in order to complement and expand the initiatives described above. Three types of activities have been carried out in the past years, as described below.

42. A number of teaching and learning materials have been made available online. The SCR Group published digital training manuals for cervical screening and treatment (http://screening.iarc.fr/training.php). More than 350 resources have been uploaded, such as recorded presentations, manuals, videos or posters. Most materials are available in several languages and are used either for self-learning or for teaching. As an example, materials have been locally translated into Tamil and integrated into guidelines on cervix, breast and oral cancer screening and treatment that were distributed to all health staff in the Tamil Nadu State in India (more than 100 000 persons). Similarly, some sessions of the Summer School's module on Cancer Registration were video recorded so that the lectures can either be made available online or used as modules to supplement some of the courses run in different locations, especially at regional hubs (see above).

43. In addition, specialized courses have been run completely at distance. For example, the CIN Section organized a cycle of six webinar sessions on the use of Canreg5 during 2012. Each session combined a lecture with time for questions and was attended by an average of 33 participants from all regions of the World. The sessions were recorded and posted as teaching and learning material on the web site of the GICR (http://gicr.iarc.fr/index.php?page_id=4&lang_id=1). Both high attendance to the virtual sessions and high numbers of material downloads underline the value of this approach. Furthermore, the webinars also led to propositions of collaboration (i.e. translation) by attendees. A similar successful experience was conducted by the DEX Group with a three-day course on the EPIC-Soft® 24-hour dietary recall software conducted 100% at distance over a period of two weeks.

44. Finally, the Agency initiated partnerships to develop eLearning material that can be used in several contexts, such as with the IAEA-PACT Virtual University for Cancer Control network (VUCCnet). In particular, IARC contributed academically to the development of the VUCCnet demonstration eLearning module on cervical cancer prevention that was successfully tested by the Institut Català d'Oncologia in 2011 and 2012. Additional negotiations with IAEA-PACT are being actively pursued to develop an eLearning module on cancer registration in 2013.

c) Conclusion

45. During the reporting period, IARC continued to organize and successfully run initiatives that both stimulated research on cancer globally and contributed to developing local expertise in cancer epidemiology and prevention, particularly in LMICs.

A.3.3 Leadership, coordination and support

a) Background

46. The IARC Education and Training programme was initially set up under the umbrella of a single group managing the fellowships and courses. From the mid-nineties the group was dissolved and the activities had been attached to different scientific groups, with individual scientists providing oversight to specific parts of the programme (e.g. fellowships), by assigning a small fraction of their overall time to the tasks. They were supported by dedicated senior administrative staff. During that period of time there was no overall integration of the programme, with research Groups taking initiatives in their individual areas of expertise e.g. cancer registration or screening.

b) Activities and Results

- **Education and Training (ETR) Group**

47. As described above, the ETR Group was created in 2010 with the goal of managing and coordinating the various IARC initiatives and promoting them both internally and externally.

48. Both the Courses and Fellowship programmes were incorporated into ETR. The Fellowship programme continued to be managed by a full-time Senior Administrative Assistant (Ms E. El Akroud), in close collaboration with its Scientific Responsible Officer (Dr Z. Herceg, MCA Section Head). The Courses programme continued to be managed by a full-time Senior Administrative Assistant (Ms S. Anthony), in close collaboration with the Scientific Directors of the Summer School modules (Dr D. Forman and Dr K. Straif, CIN and IMO Section Heads) and of other courses. A professional staff member was appointed to head the Group in order to provide leadership and strengthen this area of activity. Ms M. Heanue headed the Group until mid-2010. Dr E. Seleiro was acting head until May 2012, when Mrs A. Berger was recruited. From March 2010, Dr R. Saracci, Senior Visiting Scientist, has been contributing to the work of the Group by providing advice and support as well as setting up and conducting generic courses. The organigramme of ETR is shown in Figure 1 of Appendix 3.

- **Advisory Committee on Education and Training (ACET)**

49. With the creation of ETR in 2010, the ACET was set up to ensure that training activities were recognized as a priority across the Agency and to seek the collective input of Agency staff involved in such activities. The main functions of the Committee are detailed in Table 1 of Appendix 3.

50. The ACET is composed of eight IARC staff members (including four Section Heads), representing five scientific Sections, the Section of Support to Research (SSR) and the Communication Group. The four ETR staff members form the secretariat of the Committee and the Head of ETR is its chair.

51. The Committee meets twice a year and provides ad hoc advice as needed. Amongst others, the Committee provided recommendations on the process for courses' approval and planning. The ACET committee reviews training requests and provides recommendations to the Director on relevance and priority.

- **Funding**

52. As a core IARC activity, the majority of the costs of the Fellowship and Courses programmes have been covered by the regular budget. For the reporting period, the average regular budget for non-staff costs per biennium was 720 083€ for the Fellowships and 172 370€ for the Courses. Extra budgetary Governing Council approved funds complemented this amount for an average of 206 986€ per biennium, allowing IARC to provide additional awards (i.e. for Senior Visiting Scientists). The approved 2012–2013 and the proposed 2014–2015 budgets are detailed in Tables 2–5 of Appendix 3. The two programmes also enjoyed support over time from several external sources.

53. The Fellowship programme benefited, until 2009, from support from the Italian Association for Research on Cancer. In 2010, the programme successfully secured a grant from the EU Marie Curie Action FP7-PEOPLE-2012-COFUND (840 000€ over a period of four years) to jointly fund postdoctoral fellows (60% IARC, 40% COFUND). After a successful review of this grant in 2012, an application was made for a new EC-FP7 Marie Curie Actions-People-COFUND grant (1 240 565€ over a period of five years) to ensure the stability of the programme's funding in the medium-term. The proposal was favourably evaluated and is now under negotiation. In addition, the Agency successfully concluded bilateral agreements with the Cancer Council Australia and with the Irish Cancer Society to establish the IARC-Australia and the IARC-Ireland Postdoctoral Fellowship Programmes. For the reporting period (2008–2012), the total amount of extra-budgetary funds raised for the Fellowship programme was 995 810€.

54. The Course programme has also been successful in raising additional funds from governmental and non-governmental organizations to sponsor course participants from LMICs, e.g. the US National Institutes of Health, the National Cancer Institute (NIH/ NCI), the European Commission (through the ECNIS Network of Excellence), the International Atomic Energy Agency, the Alliance for Cervical Cancer Prevention, various WHO Regional Offices, the Fondation Léa et Napoléon Bullukian and the Nordic Cancer Union (NCU). For the reporting period, the total amount of extra-budgetary funds raised for the Courses programme was 91 137€.

- **Collaborations and partnerships**

55. As described above, the Agency established a range of collaborations and partnerships within the framework of both the Fellowship and Courses programmes and continues to actively pursue their development in areas such as bilateral agreements for fellowships, co-organization of courses, exchanges of faculty and development of eLearning material.

56. In addition, the IARC and the London School of Hygiene and Tropical Medicine (LSHTM) signed in 2011 a Memorandum of Understanding establishing a collaborative framework in the area of education and training. In practice the two organizations coordinate the timing of their respective flagship courses in Cancer Registration and Cancer Survival; in addition IARC sent one faculty member to the LSHTM course and received two faculty members from LSHTM, one for each Summer School Module. A wider collaboration is currently being discussed.

c) Conclusion

57. The creation of the ETR Group and of the ACET committee allowed better coordination of the IARC Education and Training programme, structuring the various activities, setting priorities and ensuring the programme continues to focus on training of benefit to LMICs and to adapt to the latest developments in cancer research.

58. The collaborations and partnerships set up to contribute to the programme have demonstrated both their value and the potential for more developments in the future.

B. Future Directions

B.1 Strategic vision

59. The priorities set for the development and delivery of the IARC Education and Training programme should continue to be driven by the research priorities and training mandate of the Agency.

60. Building on the activities that have been successfully carried out since the inception of the Agency and more specifically those developed in the latest years described in the previous section of this document, the strategic goals of IARC Education and Training will be the following:

61. IARC Research Training and Fellowship Programme

1. To provide young postdoctoral scientists from any country with training in aspects of cancer research, hosted in IARC scientific groups, in order to build a new generation of cancer researchers and reinforce cancer research worldwide, especially in LMICs;
2. To develop new opportunities for further professional development for junior scientists and other public health professionals, hosted in IARC scientific groups, in order to assist the development of cancer research and prevention, especially in LMICs;
3. To attract top international cancer researchers to spend various periods of time contributing to the Agency's programmes, and to making IARC an ideal environment for education, training and exchange;
4. To ensure the quality of the training/hosting environment for trainees, junior and senior scientists visiting IARC;
5. To promote exchange of information and networking with former Agency staff, visiting scientists, fellows, postdocs and students.

62. IARC Courses

6. To bring IARC learning and training resources closer to their target audiences, more specifically in LMICs, by developing eLearning material and initiatives;
7. To stimulate research in cancer epidemiology by improving scientific knowledge and developing skills among researchers in areas of IARC competence, especially in LMICs, through training courses;
8. To enhance cancer surveillance, detection and prevention by developing local individual and institutional expertise in cancer epidemiology, especially in LMICs, through training courses.

63. Leadership, coordination and support

9. To consolidate the ETR mandate as coordinating the development and implementation of a portfolio of IARC Education and Training initiatives for non-staff;
10. To maintain current resources and establish new technical and financial partnerships to develop IARC Training and Education initiatives.

64. Although not explicitly mentioned in the above list, stimulating collaborations in cancer research for IARC has been and will remain an important cross cutting goal of most IARC Education and Training initiatives.

B.2 Detailed plans for the ETR Group

65. While the Education and Training Group oversees the activities of the Agency in the Education and Training area to ensure the overall goals listed above are met, certain initiatives are led by the research Groups. Therefore and for the sake of clarity for the reader, this section focuses on the activities of the ETR Group only, outlining how they contribute to each of the above mentioned strategic objectives for the next five years.

B.2.1 IARC Research Training and Fellowship Programme

- **Goal 1:** To provide young postdoctoral scientists from any country with training in aspects of cancer research, hosted in IARC scientific groups, in order to build a new generation of cancer researchers and reinforce cancer research worldwide, especially in LMICs.

66. The priorities for the ETR group will be to further develop the Postdoctoral Fellowships, increasing the number of Postdoctoral Fellows hosted at IARC, to reach a total of 15 each year. The current funding sources and partnerships will be maintained (EU Marie Curie Actions FP7-PEOPLE-2012-COFUND, bilateral agreements with Cancer Council Australia and the Irish Cancer Society). Quinquennial post-fellowship surveys will be carried out in order to document outcomes of the programme.

67. In addition to expanding the current model of bilateral agreements, new models for joint postdoctoral fellowships might be explored at a later stage with other research institutes (e.g. 1 year at IARC, 1 year at the partner institution). Collaboration with universities and other relevant training programmes to identify and encourage their most promising trainees (i.e. terminating their PhD), especially in LMICs would also be explored.

- **Goal 2**: To develop new opportunities for further professional development for junior scientists and other public health professionals, hosted in IARC scientific groups, in order to assist the development of cancer research and prevention, especially in LMICs.

68. The priority will be to launch short three to four month fellowships tenable at IARC, based on the model tested in 2012 with UICC.

69. Other activities, of lower priority, would include a feasibility assessment for the development of "Sandwich Fellowships" between home institutions in LMICs and IARC. For example a model of a 12-month fellowship over an 18-month period could be explored (6 months at IARC, 6 months at home institution, 6 months at IARC).

- **Goal 3:** To attract top international cancer researchers to spend various periods of time contributing to the Agency's programmes, and to making IARC an ideal environment for education, training and exchange.

70. ETR will further develop the Senior Visiting Scientist Award. Wide communication on the programme will be continued and one to two researchers will be awarded each year. The provision of two to three additional awards per year would be subject to specific ad hoc requests for the release of funds from the Governing Council Special Fund and to identification of additional sources of funding.

71. The Expertise Transfer Fellowship will be promoted so that more applications are received and one scientist is awarded each year. Based on recent experience, this would include a change in focus to also include teaching as a transferable skill, as well as the continued wide communication of the programme.

72. Quinquennial post-fellowship surveys will be carried out in order to document outcomes of the programme.

- **Goal 4:** To ensure the quality of the training/hosting environment for trainees, junior and senior scientists visiting IARC.

73. The priority for ETR will be to further ensure the efficient administrative management of trainees, junior and senior scientists visiting IARC.

74. Of equal importance, the Post-doctoral Charter for Fellows and other postdoctoral scientists, including the organization of generic courses, will continue to be implemented and developed, in order to improve the training environment and enhance career prospects.

75. ETR will also streamline the above-related processes, in close collaboration with the DAF's Office.

76. Other activities contributing to this goal might include:

    - To organize the generic courses on a 24-month cycle, in order to ensure that all Fellows have access to the courses during their stay at the Agency. A generic essential skill set for postdoctoral scientists would also be developed and used as a guide to continue to identify generic training priorities for postdoctoral scientists hosted at IARC;
    - To liaise with relevant players to ensure that IARC is recognized as a host institute for PhD and master students, more specifically at the local level;
    - To support the development of an IARC post-doctoral association, providing social and networking activities of interest to the IARC postdoctoral scientists;
    - To support career development of post-doctoral scientists.

- **Goal 5:** To promote exchange of information and networking with former Agency staff, visiting scientists, fellows, postdocs and students.

77. ETR will contribute to the further development of the IARC Alumni Group on LinkedIn® by encouraging former Fellows and other non-staff to register. In addition, ETR will organize and advertise webcasted events such as webinars and online workshops (Goal 6). Some of the events would be opened in priority to the members of the IARC Alumni Group.

B.2.2 IARC Courses

- **Goal 6:** To bring IARC learning and training resources closer to their target audiences, more specifically in LMICs, by developing eLearning material and initiatives.

78. ETR will reshape its web site and maintain it as an online single entry point to all IARC Education and Training initiatives. The web site will contain the following:

- information about IARC Education and Training programme's goals and activities, with documented examples of past activities;
- calendar of planned courses and webinars (see below);
- online forms to apply to Fellowships as well as to IARC core courses and webinars (starting with the IARC Summer School);
- a resource centre linking learning and training resources (see below):
    - detailed curricula for core courses (i.e. Summer School modules);
    - (recorded) lectures and related material (i.e. quizzes and self-learning activities);
    - other self-eLearning resources;
    - link to reference materials (i.e. "Cancer Epidemiology: Principles and Methods", "Cancer Registration: Principles and Methods" – see below).
- Features would be added over time, such as registration to define a user profile, to receive alerts for new resources or upcoming events or to take part in specific thematic groups.

79. Part of the webinars announced on the IARC Education and Training web site will be co-organized by ETR. The project will be piloted with certain cycles of lectures/seminars currently organized at IARC, starting with the "Cancer and Society" lecture cycle. The sessions will be recorded and material posted on the site for free access. In addition to existing IARC cycles of seminars, cycles of lectures on a specific topic will be organized in the future and/or one senior scientist invited to present a cycle of lectures. The target will be for ETR to organize at least four such events per year. An evaluation framework will be designed and implemented to document outcomes of the programme.

80. In order to feed the IARC Education and Training resource centre, a key activity will be to describe each section of core IARC courses in terms of learning objectives, prerequisites, key messages and references. The material will be reshaped and part of the sessions will be recorded and edited. Quizzes and other self-learning activities will be developed to complement the material posted on the site. In relevant cases, this will be done in coordination with the team updating related reference manuals. In particular, IARC is revising two major text books "Cancer Epidemiology: Principles and Methods", "Cancer Registration: Principles and Methods"; the updated and/or newly developed related training material will therefore be aligned with the new versions of the manuals. An effort will be made to provide material in languages other than English, starting with French and Spanish.

81. Other self-eLearning resources will be jointly developed with partners. For example, and within the framework of the VUCCnet, key theoretical contents of the "Cancer Registration" module would be packaged as stand-alone self-learning modules that would be used to prepare and/or complement face to face sessions.

- **Goal 7**: To stimulate research in cancer epidemiology by improving scientific knowledge and developing skills among researchers in areas of IARC competence, especially in LMICs, through training courses.

82. Two different kinds of activities contribute to this goal: the organization of the IARC Summer School "Introduction to Cancer Epidemiology" module and the setting up of more advanced or specialized courses or seminars. It is to be noted that the IARC Summer School "Cancer Registration" module, although contributing as well, is described below (Goal 8).

83. Regarding the IARC Summer School "Introduction to Cancer Epidemiology" module, a priority for ETR will be to continue to organize and develop the module in Lyon, in close collaboration with the Scientific Director. Post-course surveys will be carried out regularly in order to document outcomes of the programme.

84. Another key activity will be to describe each section of the module in detail in terms of learning objectives, prerequisites, key messages and references, as described above (Goal 6).

85. Other activities, currently of lower priority, to continue to develop the "Introduction to Cancer Epidemiology" module would include:

- The enhancement of the existing Summer School module with some online learning and interactions that would take place before the face to face session;
- The development of distance learning initiatives that meet the same aim as the Summer School module, with a very similar content, and that would reach target audiences that cannot be reached by the current model, for example Spanish or French-speaking scientists. This could be developed with institutions such as e-Oncologia with which discussions are currently ongoing;
- The possibility of partnership with academic institutions would be explored to provide credits to those participants who follow the Summer School "Introduction to Cancer Epidemiology" module (i.e. within a master of epidemiology).

86. Regarding the setting up of more advanced or specialized courses or seminars, ETR will organize regular webcasted events, as described above (Goal 6). ETR will also provide support to related activities led by scientific Groups. Clear criteria will be defined to decide the extent and nature of the support provided by ETR. Depending on the cases, these events would be organized 100% at distance, at IARC or elsewhere. For example, the advanced course on the Statistical Practice in Epidemiology with R would be organised face to face every two years in Lyon, where the course on EPIC-Soft® 24-hour dietary recall would continue to be held at distance. ETR will monitor process and product of these courses and, depending on the cases, provide support to outcome evaluation.

87. Finally and related to both the IARC Summer School module and specialized courses or seminars, ETR will explore and set up collaborations and partnerships to develop synergies with existing initiatives (i.e. collaboration with the US NCI on specialized workshops) or to develop self-eLearning material.

- **Goal 8:** To enhance cancer surveillance, detection and prevention by developing local individual and institutional expertise in cancer epidemiology, especially in LMICs, through training courses.

88. A priority for ETR will be to reconsider, in close collaboration with the CIN Section, the design of the Summer School module "Cancer registration", based on the future development of the GICR hubs and on the update of the reference and training materials. The course in Lyon could evolve as an event to train trainers, in order to ensure sustained quality and uniformity of the training provided at the regional hubs. ETR will manage the organization of the course. An evaluation framework will be designed and implemented to document its outcomes.

89. ETR will also provide technical support to design and monitor the overall strategy for the implementation of the "Cancer registration" module at GICR hubs as well as for the update of related reference and training materials.

90. ETR will systematically describe in terms of targeted audience and learning objectives, the learning and training material already available online, especially on the SCR Group web site, in order to feed the IARC online education and training resource centre.

91. Finally, ETR will also provide support to related activities organized by scientific Groups as described above.

B.2.3 Leadership, coordination and support

- **Goal 9:** To consolidate the ETR mandate as coordinating the development and implementation of a portfolio of IARC Education and Training initiatives for non-staff.

92. ETR will further specify the scope of its functions and responsibilities:

  - Oversee the portfolio of IARC Education and Training initiatives;
  - Lead and manage the IARC Fellowship programme (Postdoctoral Fellowships, Senior Visiting Scientist award, Expertise Transfer Fellowship, potential new fellowships);
  - Ensure the quality of the training/hosting environment for trainees, junior and senior scientists visiting IARC;
  - Contribute to the Alumni network;
  - Manage IARC core courses for non-staff;
  - Provide support for the design, development and/or organization of courses and learning/training resources initiated by other Groups;
  - Develop and maintain an online platform to promote the IARC Training and Education initiatives and training materials;
  - Communicate internally on role, support functions, available tools and deliverables.

93. Internal meetings will be organized as needed to further communicate the role of the Group. Documents and tools for training design and organization will be available on an IARC intranet page that will be developed and maintained.

94. ETR will also continue to chair the ACET, in order to help prioritize training needs as well as to coordinate and evaluate training initiatives.

95. With regards to human resources, a plan will be developed in order to manage the transition period in the team to take place from 2014 to 2016, related to retirements of both senior assistants. Redistribution of staff functions in the Director's Office linked to other retirements during the next biennium will allow ETR to benefit from additional half time secretarial support.

- **Goal 10:** To maintain current resources and establish new technical and financial partnerships to develop IARC Training and Education initiatives

96. Regarding the IARC Research Training and Fellowship Programme, regular ETR budget resources, in kind contribution of IARC Sections (i.e. scientific oversight of Fellowships, conduction of generic courses) as well as maintaining collaborations with current partners (EU Marie Curie Actions FP7-PEOPLE-2012-COFUND, the Cancer Council Australia and the Irish Cancer Society, UICC), will allow the accomplishment of most of the priority activities described above:

- further development of Postdoctoral Fellowships and Expertise Transfer Fellowships;
- part of the Senior Visiting Scientists awards;
- UICC-IARC Development Fellowship award in cancer epidemiology; and
- administrative management of trainees, junior and senior scientists visiting IARC.

97. The increase of awards for Senior Visiting Scientists or the development of short–term fellowships, even if considered equally important, will be subject to ad hoc requests for the release of funds from the Governing Council Special Fund and/or to the identification of new funding sources and partnerships. Some discussions to set up bilateral postdoctoral fellowships are ongoing with institutions such as the American, Danish, Norwegian and Finnish Cancer Societies.

98. For the IARC Course, regular ETR budget resources, in kind contribution of IARC scientific Sections (i.e. scientific coordination of Summer School modules, teaching) as well as maintaining collaborations with current partners (US NCI, NCU), will allow the conduct of part of priority activities described above:

- continued organization of the IARC Summer School;
- oversight and coordination of IARC courses;
- chair of the ACET;
- provision of some support to Groups' courses; and
- internal communication.

99. Other priority activities such as the design, setting up and maintenance of the online education and training resource centre, the systematic description of core IARC courses, the development and/or packaging of learning and training resources, the translation of material,

the organization and recording of webinar cycle and additional technical support to Groups' courses will require additional resources. A generic funding proposal for the ETR online education and training resource centre will be developed and submitted to potential funding partners such as the Gates Foundation, the Gulbenkian Foundation or the Agence Universitaire de la Francophonie. Technical partnerships will be (further) explored for the development and maintenance of the underlying technical infrastructure as well as the development of learning material (i.e. VUCCnet, e-oncologia, LSHTM). An effort will also be made to identify additional sources of support for LMIC participants in the IARC Summer School.

C. Conclusion and questions to the Scientific Council

100. This report has described key achievements of the IARC's Education and Training programme from 2008 to 2012, illustrating the contribution that these activities have continuously made to the work of the Agency, as part of its core mandate.

101. Building on past and recent experiences as well as on the creation of the ETR Group within the Director's Office, future directions of the Programme for the next five years have been proposed, to further develop IARC's Education and Training programme.

102. The Scientific Council is asked for advice on priorities, especially given the size of the ETR Group and the resources currently available.

103. Finally, part of these developments is dependent on the mobilization of additional resources. The Scientific Council is therefore asked for advice on seeking additional resources from, for example, Participating States and Foundations, in order to finance the expansion of Education and Training proposed here, especially with regards to the development of the ETR web site and training platform.

Appendix 1 – IARC Research Training and Fellowship Programme

Table 1: IARC Fellowships 2008–2012 *

Year	No. of IARC Fellowships awarded	No. fellows from low- and middle-income countries
2008**	11 (6 + 5)	11
2009	8 (4 + 4)	8
2010	10 (6 + 4)	6
2011	13 (8 + 5)	5
2012	19 (12 + 7)	11

*Post-doctoral fellowships (new + second year renewals), including IARC-Australian Fellows (2011–2012)

**In 2008 and 2009, only candidates from LMICs were eligible to apply. From 2010, candidates from LMICs or with research projects benefitting to LMICs have been able to apply.

Table 2: Number of trainees, students, postdocs or visiting scientists funded by the Fellowship Programme or IARC Groups, 2008–2012, by category

Category	Number
Trainees*	49
Students, of whom	229
Master's students	63
Doctoral students	106
Other categories of students**	60
Postdocs	147
Visiting Scientists	52
Senior Visiting Scientists	31
Total, all categories	508

*At the pre-bachelor level or trainees in administration

**Postgraduate students and post-master students

Appendix 2 – IARC Courses

Table 1: Number of participants to the IARC Summer School, 2008–2012, by country and geographical regions (WHO Regions)

Region	Countries and number of participants	Total per Region	Total per LMICs
Americas	Argentina (7), Barbados (2),* Brazil (15), Canada (1), Chile (1), Colombia (4), Ecuador (1), Jamaica (1), Mexico (3), Nicaragua (2), Peru (5), USA (4)	46	39
Africa	Algeria (1), Angola (1), Botswana (2), Cameroon (1), Congo(1), Ethiopia (4), Gambia (2), Ghana (1), Guinea (1), Kenya (4), Malawi (2), Mali (2), Mauritania (1), Mozambique (1), Niger (3), Nigeria (5), Rwanda (2), Sierra Leone (1), South Africa (5), Tanzania (3), Togo (1), Uganda (3), Zambia (1)	48	48
Eastern Mediterranean	Bahrain (1), Egypt (4), Iran (5), Jordan (5), Lebanon (1), Morocco (1), Oman (1), Pakistan (2), Qatar (2), Sudan (6), Syria (2), Yemen (2)	32	28
Europe	Albania (1), Austria (3), Belarus (2), Belgium (1), Bosnia Herzegovina (1), Bulgaria (3), Denmark (1), Estonia (1), Finland (1), France (2), Georgia (2), Germany (4), Greece (2), Ireland (1), Italy (7), Lithuania (1), the Netherlands (3), Poland (2), Romania (1), Serbia (1), Slovakia (2), Slovenia (2), Spain (2), Sweden (2), Switzerland (7), Turkey (7), United Kingdom (2)	64	19
South-East Asia	Bhutan (1), DPR Korea (2), India (26), Indonesia (5), Nepal (6), Sri Lanka (8), Thailand (7)	55	55
Western Pacific	Australia (2), China (14), Japan (1), Malaysia (3), Mongolia (1), New Zealand (1), the Philippines (4), Republic of Korea (1), Seychelles (2), Singapore (3), Vietnam (6)	38	30
	Total	**283**	**219**

* High-income countries

Table 2: Specialized and advanced courses 2008–2012

Year	Course Title	Location	Number of participants	External collaborations
2008	Nurse training course on visual inspection aided by Acetic acid (VIA)/Lugol's Iodine (VILI) and colposcopy in high risk areas of cervical cancer in China	Shanxi Province, China	37	CICAMS and Peking Union Medical College, Beijing; Maternity & Child Care Hospital, Xiangyuan County, Shanxi Province
2008	CanReg Training Course	Bogota, Colombia	10	Colombian Cancer registries
2008	Introduction to Cancer Registration and its application to cancer epidemiology	Seoul, Korea	29	National Cancer Center of the Republic of Korea
2008	Cervical Cancer Prevention and Treatment in Low-Resource Settings	Hyderabad, India	22	MNJ Institute of Oncology & Regional Cancer Center, Hyderabad
2008	Preconference workshop in conjunction with the XVII AGOICON Conference – Early detection, prevention and treatment of cervical pre cancers	Trivandrum, India	141	Regional Cancer Centre Trivandrum
2009	Cervical Cancer Workshop	Dar es Salaam, Tanzania	12	WHO, UICC, Ocean Road Cancer Institute (ORCI)
2009	Workshop on Cancer Registration and HPV Vaccine in Uganda	Kampala, Uganda	26	PATH
2009	International course on introduction to cancer registration	Pataya, Thailand	11	NCC Thailand, Faculty of Medicine, Khon Kaen University
2009	IARC Workshop on Cancer Registration with Emphasis on Cervical Cancer	Lima, Peru	48	PATH
2009	Dépistage du cancer du col par l'IVA Formation des formateurs (French)	Rabat, Morocco	22	Association Lalla Salma de lutte contre le cancer
2009	Atelier de formation des formateurs à la prévention du cancer du col de l'utérus par le dépistage à l'aide de méthodes visuelles (IVA/IVL) et le traitement des lésions (French)	Libreville, Gabon	23	AFRO

Year	Course Title	Location	Number of participants	External collaborations
2009	Workshop on Cancer Registration and HPV Vaccine	Hanoi, Vietnam	60	PATH
2009	Cancer Registry and management of cancer prevention programme	Thimphu, Bhutan	25	NCC Thailand, Thimphu National Hospital
2009	Course on CanReg-5 software	Istanbul, Turkey	20	MECC, NCI
2009	Introduction to Cancer Registration and its application to Cancer Epidemiology	Beijing, China	34	Cancer Institute & Hospital Of Chinese Academy Of Medical Sciences
2009	Cancer Registration Course	Brasilia, Brazil	40	PAHO
2009	First video training course on CanReg with Inst of Human Virology	Lagos, Nigeria	30	Institute of Human Virology, Lagos Nigeria
2010	Cancer Registration Workshop	Antalya, Turkey	20	MECC
2010	CanReg Training Course	Casablanca, Morocco	10	Casablanca Cancer Registry
2010	International course on introduction to cancer registration and its application to cancer epidemiology (Spanish)	Guyaquil, Ecuador	28	PAHO
2010	International course on introduction to cancer registration and its application to cancer epidemiology	Trinidad & Tobago	12	PAHO
2010	International cancer registration at NCI Summer School	USA	79	NCI
2010	Workshop on cancer registration	Stellenbosch, South Africa	54	Stellenbosch Univ., Cape Town
2010	CanReg 5	Japan	17	IACR
2010	Cervical cancer prevention (including colposcopy, laparoscopy)	Trivandrum, India	200	Regional Cancer Centre, Trivandrum
2011	Cancer Registration and Descriptive Epidemiology: Principles and Methods course	Mumbai, India	29	Tata memorial Centre, UICC
2011	Cancer Epidemiology courses	EC - Luxembourg and Brussels	26	European Commission DG Sanco

Year	Course Title	Location	Number of participants	External collaborations
2011	Cervical cancer prevention training	Barshi, India	30	Tata Memorial Rural Cancer Project, Nargis Dutt Memorial Cancer Hospital, Office of UN Population Fund, Ministry of Health and Family Welfare, People's Republic of Bangladesh
2011	Statistical Practice in Epidemiology with R	Lyon, France	38	Professor Esa Läärä (University of Oulu, Finland), Dr Bendix Carstensen (University of Copenhagen, Denmark), Dr Krista Fischer (University of Tartu, Estonia), UICC/ICRETT
2011	Cervical cancer prevention training	Barshi, India	30	Tata Memorial Rural Cancer Project, Nargis Dutt Memorial Cancer Hospital, Office of UN Population Fund, Ministry of Health and Family Welfare, People's Republic of Bangladesh
2011	Theoretical Workshop on treatment using cold coagulation	Cairo, Egypt	10	African Organization for Research and Training in Cancer (AORTIC)
2011	Cours francophone sur l'enregistrement des cancers et l'analyse des données	Cairo, Egypt	20	Italian Association of Cancer Registries (AIRTUM)

Year	Course Title	Location	Number of participants	External collaborations
2011	EPIC-Soft® 24-HDR	Lyon, France	12	PILOT-PANEU consortium (EFSA project)
2012	Course on Cancer Registration and Survival: Principles and Methods	Mumbai, India	28	Tata memorial Centre, UICC
2012	PROLIFICA Virology Training workshop	Lyon, France	5	PROLIFICA, INSERM
2012	Quality improvement and basic analysis of information in population-based cancer registries in Latin America	Cali, Colombia	36	Instituto National de Cancerologia Colombia, Registro poblacional de cancer de Cali, Universidad del Valle, UICC, PAHO, RINC
2012	Role of Infections in Human Cancers	Trivandrum, India	30	HPV-HEAD consortium
2012	Training Course on Principles, Organization, Evaluation, Planning and Management of Cancer Screening Programmes	Lyon, France	25	FCS, EPAAC
2012	EPIC-Soft® 24-HDR	Online course	13	PILOT-PANEU consortium EFSA project)
2012	Canreg5	Webinars cycle	91	GIRC, IACR
2012	Cervical and breast cancer prevention training	Jaffna, Sri Lanka	20	Regional Cancer Treatment Center, Jaffna WHO SRL

Table 3: Courses organized by IARC 2008–2012

Table 7: Courses organized by IARC 2006–2009 **Year**	**No. courses organized**	**No. different countries where courses held**	**No. courses in low- and middle-income countries**	**No. participants**
2008	6	5	4	320
2009	13	13	12	405
2010	8	8	5	402
2011	9	6	4	235
2012	9	4	3	312

Note: The number of courses in 2011 was similar to previous years although the total number of participants across all the courses was lower. This reflects the fact that there were no courses with exceptionally high numbers of participants. For example in 2010 a single course on cervical cancer prevention was attended by 200 people in Trivandrum, India.

Appendix 3 – Leadership, coordination and support

Figure 1: ETR organigramme

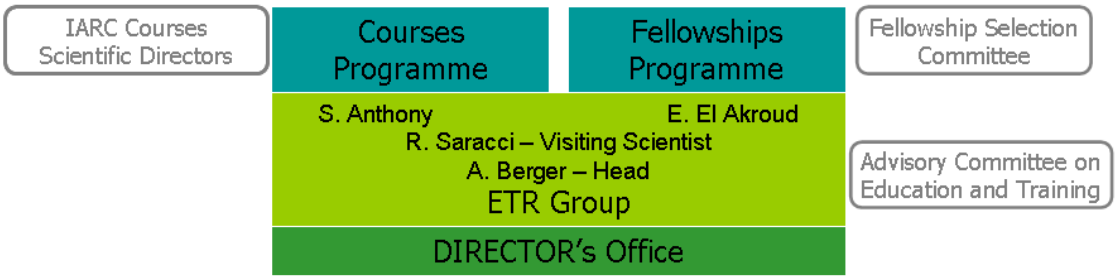

Table 1: Internal Advisory Group on IARC Education and Training (ACET) Terms of Reference

Mission	The Advisory Group on IARC Education and Training is to provide an inclusive group for discussion of interested Agency staff and to advise the Director on the activities of IARC in the areas of Education and Training.
Responsibilities	To assist in: • identifying priorities for the biennium 2010–2011 in relation to International Courses, the Summer School and Advanced Courses; • advising on distribution/allocation of ETR funding based on prioritized training needs; • identifying existing in-house capability for generic training for fellows; • identifying ways to meet the training needs of students from low- and medium resource; • countries and IARC Fellows; • determining quality standards for training materials in accordance with IARC's corporate image/identity; • ensuring a coordinated and integrated approach to training at the Agency.
Composition and appointment	The Advisory Group consists of an IARC secretariat and staff recognized for their contribution to Education and Training as well as cancer research.
Working Procedures	The Head of ETR convenes a meeting of the Advisory Group twice a year. Prior to each meeting Sue Anthony is responsible for generating and circulating documentation as well as monitoring progress.

Table 2: Regular Budget Approved for 2012–2013: non-staff costs (EUR)

	Fellowship	**Courses**
2012	397 500	87 500
2013	397 500	87 500
2012–2013	**795 000**	**175 000**

Table 3: Regular Budget Approved for 2012–2013 (person months)

	Fellowship		**Courses**	
	Person months Professional	Person months General service	Person months Professional	Person months General service
2012	5.5	10.0	5.0	10.0
2013	5.5	10.0	5.0	10.0

Table 4: Regular Budget proposed for 2014–2015: non-staff costs (EUR)

	Fellowship	**Courses**
2014	385 500	91 500
2015	385 500	91 500
2014–2015	**770 000**	**183 000**

Table 5: Regular Budget proposed for 2014–2015 (person months)

	Fellowship		**Courses**	
	Person months Professional	Person months General service	Person months Professional	Person months General service
2014	5.0	10.0	5.0	10.0
2015	5.0	10.0	5.0	10.0