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## **UPDATE ON THE “NOUVEAU CENTRE” AND ON RESOURCE MOBILIZATION**

### **INTRODUCTION**

1. Please refer to document [SC/57/3](#), paragraphs 1–3 for historical details on the project.
2. While IARC personnel still faced technical issues due to the ageing of the building, there were no major issues, except for the COVID-19 context, and no business disruption due to the building during 2021.

### **FINANCING THE BUILDING PROJECT**

3. Please refer to document [SC/56/3](#), paragraphs 10–19 for the historical details on the funding of the building project.
4. The global budget of the project was revised by the Métropole de Lyon in 2019 to include the amount of the Design-Build contract, taking account of the latest adjustments in the design of the building and was increased to €51.6 million; cost increases of €2.4 million are equally shared between the Métropole de Lyon and the Auvergne-Rhône-Alpes Region.
5. However, in 2021, due to the COVID-19 context and other adaptations of the project, the Métropole de Lyon assessed that the building project would need additional funding and voted an additional budget of €7.8 million. The Métropole de Lyon is currently discussing with its partners on how to share that additional budget. IARC was approached and IARC Secretariat mentioned that, on the one hand IARC Statute and host agreement prevent the Agency from participating in the funding of the building itself, and on the other hand, IARC still needs to find the funding to equip the building.

### **CURRENT SITUATION AND PROJECT TIMELINE**

6. Please refer to document [SC/57/3](#), paragraphs 5–15 to get the historical details on the design and build phases of the project.

7. The building works are still ongoing. Due to the COVID-19 context, the Métropole de Lyon officially agreed with the Design and Build team to extend the overall timeline of the project which has led to rescheduling of the delivery of the building. The revised project timeline is as follows:

- Building works until end of September 2022.
- IARC anticipated works and equipment (biobank set up and IT infrastructure) from February to October 2022.
- Set-up of conference rooms and physical move from 1 November to mid-December 2022.
- Official opening of the “Nouveau Centre” in January 2023.
- Official inauguration ceremony on 12 May 2023.

### **FINANCING THE PHYSICAL MOVE AND EQUIPMENT**

8. Aside from the budget adjustments by the Métropole de Lyon mentioned in documents SC/56/3 and SC/57/3 and paragraphs 4–5 above, the finalized “*Programmiste*” study allowed the Secretariat to define the overall costs of the project, which led to certain cost elements being identified as outside the scope of the Métropole de Lyon’s financial responsibility. These cost elements include, inter alia, the physical move of operations of a substantial number of biobank samples requiring specialized transportation; the purchase, transport and installation of laboratory equipment and benching; and the installation of specific security requirements as mandated by UN Security Standards.

9. Other potential costs associated with the move relate to modernization to ensure the best possible working environment in the new IARC Headquarters. This includes the replacement of some of the oversized or old office furniture, outdated laboratory equipment, as well as auditorium and meeting room video and sound systems. The Agency would also like to take this opportunity to replace old freezers in the biobank and transition to a modern, automated system.

10. During the detailed design studies phase (September 2018–October 2019) additional adjustments to the project were made, incurring supplementary costs.

11. The overall investments for a fully operational modern, smart and open building estimated at €13.4 million in 2019, were re-assessed in 2021 to be compliant with the new [IARC Medium-Term Strategy \(2021–2025\)](#), and mainly thanks to the hard efforts of IARC Procurement Office to get the best proposals from its suppliers. The overall investment budget was thus readjusted at €11.4 million (as of 1 December 2021), which would allow IARC to deliver at its full potential and further expand its activities.

12. In early 2020, the Governing Council Working group on Infrastructure requested IARC Secretariat to develop investment prioritization strategy scenarios for all the additional costs of items outlined in paragraphs 8–10 above.

13. As of 1 December 2021, the budget status to equip the Nouveau Centre is as follows (numbers in italic refer to the budget status as of December 2020):

Priority	Definition	TOTAL	Funds secured	Funds identified but not secured	Remaining funding gap
1	Critical item or earmarked donation	€6.76 million <i>(€7.66 million)</i>	€6.25 million <i>(€3.01 million)</i>	€0.15 million	€0.36 million <i>(€4.65 million)</i>
2	Non-critical item, rebuilding existing capacity	€1.62 million <i>(€1.61 million)</i>	€0.03 million	-	€1.59 million
3	Investment in upstream sectors, create an attractive working environment, improvement to align with Open science vision	€3.00 million <i>(€4.14 million)</i>	-	-	€3.00 million <i>(€4.14 million)</i>
	TOTAL	€11.38 million <i>(€13.41 million)</i>	€6.27 million <i>(€3.01 million)</i>	€0.15 million <i>(-)</i>	€4.95 million <i>(€10.4 million)</i>

14. Within the last two years, the Secretariat has put all its efforts to raise funds to cover at least Priority 1 items which are essential for the reopening of the Agency. So far, the Secretariat managed to identify the following funding to partially cover these costs:

- The Director has put in place a mechanism to set aside €1.5 million from earned overheads over the five-year period 2015–2019 to partially cover the physical move.
- The Director agreed to charge €164 000 on the unbudgeted assessments from new Participating States (UB) to cover some necessary and essential adjustments during the design phase.
- The residual balance of funds previously approved by the Governing Council ([Resolution GC/54/R6](#) refers).
- Anticipated revenue from sales of old furniture and equipment ([Resolution GC/60/R10](#), paragraph 3 refers).
- Savings from operational budget over the period 2020–2021 (€1.5 million).
- Thanks to the generosity of Norway, €143 000 will be used to equip the biobank.
- Thanks to the generosity of a philanthropist, €1 million was mobilized to fully equip the Auditorium.
- The Governing Council approved in May 2021 a €1 million loan from the Governing Council Special Fund to cover the purchase of Priority 1 items, to be reimbursed over a five-year period from the operational budget and/or resource mobilization results ([Resolution GC/63/R11](#), paragraph 5 refers).
- In-kind donations from suppliers (freezers, furniture, ITC equipment) amount to €34 000.
- The Nouveau Centre fundraising campaign managed to raise up to €31 000.
- 2020–2021 and 2022–2023 operational budgets would also partially cover the usual purchases of furniture and equipment.

15. Notwithstanding the above, the unfunded balance remains to be mobilized. As of December 2021, the overall funding gap amounts to €4.95 million, of which €0.36 million still need to be mobilized to cover Priority 1 items.

16. The Secretariat has thus made the “Nouveau Centre” one of the priorities in its resource mobilization efforts at least until 2023.

## **FURTHER RESOURCE MOBILIZATION EFFORTS**

17. IARC Secretariat is thus still working to provide additional funding for the Nouveau Centre.

18. The Secretariat has continued to implement its three-pronged strategy when it comes to the mobilization of resources for the Nouveau Centre.

19. The first stream of the campaign corresponds to the in-kind contribution campaign. The IARC Secretariat has been quite successful in reaching out to many companies, especially within the furniture sector, and some have responded positively to IARC’s call for support. We have already signed agreements with three companies: Office Concept (they are donating 49 tables that will equip all the ground floor meeting rooms), Froilabo (they will provide one large fridge for the biobank and we are currently negotiating for another fridge to be donated as well), and AVI (for some video-projectors and micro). Other companies should materialize in the next few months (namely Haworth, PSA Aménagement/Steel Case, CIDER, Silvera, Aspi and RBC). Thanks to their support, the Nouveau Centre conviviality spaces will have nicely designed furniture, procuring the best environment for our staff and scientists to brainstorm and engage in meaningful conversations with their colleagues and visitors.

20. The second stream of the campaign focuses on reaching out to the general public and non-state actors and ask them to make a financial contribution. For this purpose, the [isupport.iarc.fr](https://isupport.iarc.fr), a first-of-its-kind crowdfunding platform, was launched during the 63<sup>rd</sup> Governing Council session in May 2021. This platform offers the possibility to IARC supporters to write their name, or that of a loved one, onto the glass doors of the Nouveau Centre in exchange for an affordable donation (a minimum of €50).

21. To promote this operation, the IARC Secretariat has designed and is currently implementing a 360 degrees communication strategy.

- IARC personnel and friends. A communication package including email signature, banners, social posts and customizable emails has been shared widely with IARC personnel as well as with Scientific and Governing Council members and with IARC strategic partners. IARC Secretariat would like to express its sincere thanks to its Japanese colleagues from the National Cancer Center for their support in promoting the campaign. Thanks to their support, Japan is the second country, based on the number of donations, after France. A dedicated newsletter has also been designed and sent to IARC supporters’ database. The objective is for IARC staff and friends to become ambassadors and share the opportunity that represents this crowdfunding operation with their own personal and professional networks. Before the end of the operation (in early 2022), more communication materials will be shared with these ambassadors for them to hopefully play their role fully.

- In July 2021, with the support of the communication agency Comadequat (they provided all services for free, as an in-kind donation), IARC has organized a press conference at the Nouveau Centre construction site. This was an opportunity to be featured in many newspapers and on local television channels. Similarly, for two weeks in November, two-meter-high posters were positioned in 25 strategic and highly visible places in Lyon and around through the JC Decaux outdoors display network (mostly at bus stops). This was also done for free as an in-kind donation for IARC.
- During the 2021 Christmas period, IARC is launching a web-based campaign to promote its crowdfunding operation. Through Search Engine Marketing (SEM) and Social Media Marketing (SMM), IARC will boost the visibility of the platform and attract potential donors.
- The Secretariat is also reaching out to many of its strategic partners, in Lyon and abroad. Such group of partners include for example “Courir pour Elles” based in Lyon. This NGO is organizing races and sport events during the year to sensitize people about cancer and cancer prevention. They have a qualified database of more than 40 000 supporters. These are people who have already donated during a cancer related event and hence the best target for us to reach out to. “Courir pour Elles” has agreed on sending an email to its whole database to promote our campaign. We have similar arrangements with many other strategic partners (Fédération des Très Petites Entreprises, Gefluc, Chambre de Commerce Suisse en France, Jeune Chambre Economique, Rotary, European Cancer Leagues, etc). IARC is also discussing with the Union for International Cancer Control (UICC) the possibility to include the [isupport.iarc.fr](https://isupport.iarc.fr) platform as part of the 2022 World Cancer Day campaign.
- The Secretariat has organized over the last few months numerous visits of the construction site to increase the visibility of IARC and the Nouveau Centre project locally. IARC is also exploring the possibility of organizing an event, around 2 February 2022. The event, that we are currently discussing with our institutional local partners, will be the occasion to plant the trees in the Nouveau Centre open garden. This will give IARC another opportunity to bring the spotlight onto the Nouveau Centre project while promoting its crowdfunding operations.
- IARC is also reaching out to celebrities so they can become the spokesperson of the Agency and motivate people to participate in the campaign. As the WHO Goodwill Ambassador process is very strict, IARC is currently reviewing the Terms of reference of its Friends of IARC network to accommodate the relationship with local and international celebrities such as Caroline Garcia, number one French tennis woman, with 400 000 followers on social media.

22. The last stream of the campaign concerns large donations for the Nouveau Centre project, two of which have already been received at IARC (see paragraph 14 above). The Secretariat continues to seek such large donations, even though it is extremely difficult, due mostly to the lack of existing IARC network with this specific secluded world where the ultra-high net-worth individuals interact. However, some contacts have been made and discussions are starting with a few potential wealthy donors. In parallel, the Secretariat identified a number of philanthropic foundations, many of which based in the middle east, and in addition to the Nouveau Centre project, the possibility to fund some scientific projects, through direct funding, was also discussed.