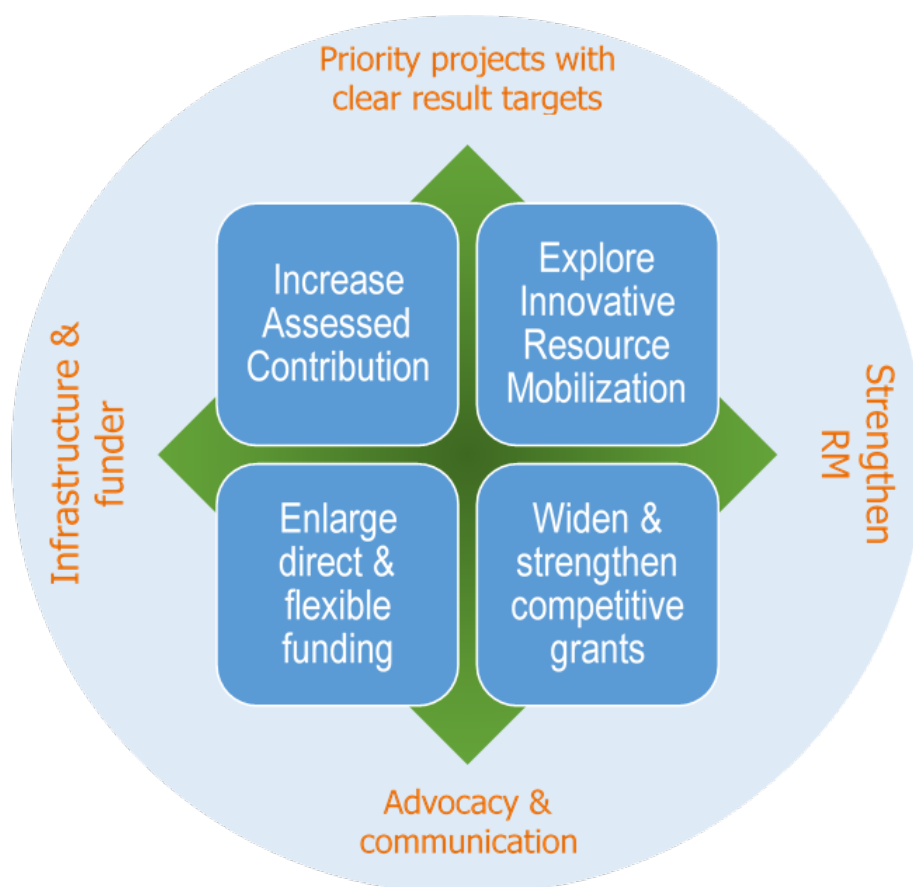


Monday 11 and Tuesday 12 May 2020

To be held by webconference (due to COVID-19 pandemic and travel restrictions)

OPERATIONAL PLANS FOR THE RESOURCE MOBILIZATION STRATEGY

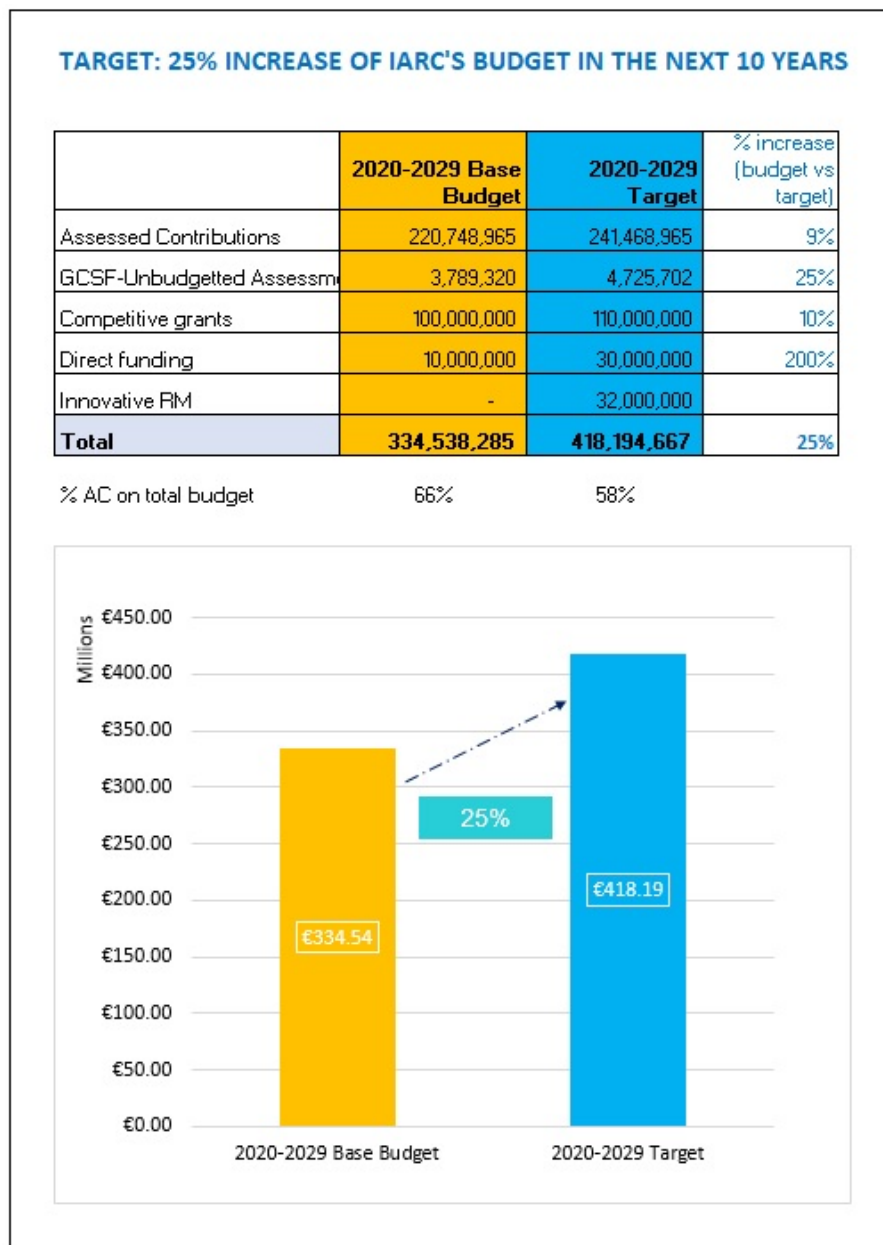
1. In May 2019, the Governing Council requested the IARC Director to explore alternative sources of funding and to present a funding strategy with projections for resource mobilization at the 62nd Governing Council Session in May 2020.
2. The Resource Mobilization (RM) Strategy that IARC created a few years ago remains relevant. It created a sound framework detailing the main priorities to increase the mobilization of resources for the Agency as well as the four enablers that facilitate this task. The diagram below presents this framework in a concise and precise manner:



3. This strategy highlights four strategic RM priorities:

- **Increase assessed contributions** through the admission of new Participating States;
- **Enlarge direct and flexible funding** through expanding strategic engagement with State and non-State Actors;
- **Widen and strengthen competitive grants** through proactively identifying funding opportunities and coordinated submission of quality grant applications;
- **Explore innovative resource mobilization and fund raising campaigns**, some of them targeting private individuals and private companies.

4. IARC Secretariat then worked on financial projections for the next ten years (2020–2029) according to the operational plans of this strategy. A summary of these projections is presented below:



5. Based on these financial projections, it is worth mentioning that:

- The base budget is the projection made based on IARC's current budget. The column "2020-2029 Target +" is the actualization of this financial projection, taking into account the Nouveau Centre campaign and the focus on developing new avenues for growth (especially in innovative Resource Mobilization).
- The Agency hopes to see an increase of its budget of about 25% over the next ten years, which would mean IARC mobilizing €418 million from 2020 to 2029.
- The assessed contributions and the competitive grants (the two traditional sources of income for IARC) are expected to grow at a pace of around 10% vs the base budget for the whole decade.
- The direct funding and the innovative Resource Mobilization categories see a tremendous increase. They show a six fold increase, from a mere €10 million for the whole 2020–2029 decade, as per the base budget, to more than €60 million for the 2020–2029 target financial projections.
- While the assessed contributions represent 66% or two thirds of the total income in the base budget, their share decreases to 55% only for the last biennium of the 2020–2029 target + projections.

6. **Assessed contributions.** The assessed contributions represent the membership fees paid by Participating States on an annual basis, based on the budget approved by the Governing Council. The assessed contributions represent the main source of funding for IARC, around two-thirds of the total budget if we take the base budget as a reference. They constitute the Agency's regular budget that is critical to run the core activities of the Agency. The Governing Council has voted a zero-growth of overall assessed contributions of existing Participating States while agreeing to the Agency's growing the regular budget through an increase of the number of Participating States.

- The People's Republic of China submitted its application to become an IARC Participating State to WHO Director-General in March 2020. China's membership would bring approximately €3.38 million per biennium to the IARC budget (when it pays its full contribution). More importantly, China has the largest cancer population in the world and will bring much value to the Agency's scientific mission.
- As part of the financial projections, the Secretariat is aiming at one new Participating State (PS) per biennium (one in 2020/2021, one in 2023, one in 2025, one in 2027 and one in 2029). In these projections the Secretariat anticipated that the new PS in 2020/2021 would be a Group 1 country providing approximately €3.38 million per biennium and that the other prospective PS would be Group 5 countries, hence providing a contribution of around €1.2 million per biennium.
- To achieve such results (one new PS per biennium), the Secretariat has worked on a decentralized strategy, including clear prioritization of countries. Convincing countries to become IARC PS cannot be the responsibility of the IARC Director only. Most of the IARC senior staff often travel to different countries and can take the opportunity to

arrange meetings with high-level officials of different governments; responsibility to attract potential new PS is thus distributed among IARC senior staff.

- The list of potential new PS was also prioritized. The Agency will focus its efforts on a limited number of countries. For each country, a thorough analysis will be done to create a robust investment case and to identify relevant high level contact points within the government. The support from existing PS in convincing their peers to join forces with us will certainly be of great help. The priority list includes: Israel, Luxembourg, Mexico, New Zealand, Portugal, Saudi Arabia and South Africa. The Secretariat will update this priority list based on the negative or positive answers IARC will receive to its requests.
- Last but not least, IARC Secretariat has worked on the creation of a renewed investment case for the Agency, compiling all the competitive advantages and the unique selling point that IARC has to offer. This new investment case, in addition to the fact that IARC should soon be recognized as an Oversea Development Assistance (ODA) compliant organization (see below on direct funding for more details), should help in convincing new target countries to become IARC PS.

7. **Widen and strengthen competitive grants.** Competitive grants continue to be an important source of funding notwithstanding their increasing challenges.

- More than 100 funders are permanently screened for funding opportunities. IARC will continue its surveillance of national funding programmes on research and public health, and enhance the competitive funding base through proactive searching for novel funders. Particular developments could include the internationalization of national research agendas and the partnering on funding programmes.
- IARC also closely monitors the Agency's future eligibility under the upcoming "Horizon Europe" research and innovation framework programme of the European Commission.
- Cultivating a good relationship and maintaining dialogue with our current competitive funders is also extremely important to keep their trust and retain them.

8. **Direct Funding.** This source of income corresponds to voluntary contributions made by an entity (public or private) to the Agency budget. It is the consequence of a direct relationship between the donor and the recipient (vs a call for proposal in the competitive grant category). It requires the establishment of a trusted and generally long-term relationship between the donor and the grantee. While more flexible or even unrestricted contributions are preferred, it is worth noting that direct funding is generally allocated to a specific project.

- The projections of the Secretariat estimate that the income from direct funding will have a three-fold increase during the 2020–2029 decade (€30 million vs €10 million in the base budget). It is worth mentioning that while direct funding represents only 3% of IARC total base budget, they represent 75% of WHO's.
- Cancer will soon become the number one killer in many countries. The burden of cancer reflects the inequalities of our society: 70% of cancer-related deaths happen now in low- and middle-income countries (LMICs). The cost of treatment, the loss of productivity, and the number of premature deaths imply that the economic weight of cancer is by far the highest, compared to other diseases. Ensuring that most cancers

can be prevented is the only way for LMICs to avoid bankruptcy due to cancer. Cancer thus has an impact on more than just the SDG target 3.4 on noncommunicable diseases. It has an impact on at least four other SDGs: 1 (no poverty), 8 (economic growth), 10 (reduced inequalities) and 17 (partnerships).

- The focus on LMICs, the clear definition of the outcomes that can be achieved, the autonomous and independence (the Agency's intrinsic values), the reliability and trust of the United Nations system make IARC projects different and very attractive to potential donors.
- IARC should look beyond its traditional donors that are mostly part of the medical research ecosystem. Other public or private donors, outside of the cancer-related environment, might be interested in the work done by the Agency as long as they can understand the effect this work will have on the final beneficiaries (especially in LMICs). IARC has to build long-term relationships with these new donors, understand their needs and expectations and make itself more visible with this specific target audience.
- As briefly mentioned above, IARC should in principle soon be recognized as an ODA-eligible international organization. The Secretariat is now in discussion with the OECD to define more precisely the ratio that can be attributed to ODA for regular budget contributions (most probably defined at 50%). This would mean that around half of the membership fees from PS will be considered as ODA-compliant and could thus come from PS Ministries of External Affairs, for example. This could help in getting new countries to become PS but it could also open new avenues for collaboration with existing PS on voluntary contributions. For example, the Medical Research Council of the United Kingdom has made a generous contribution of GBP 1 million in early 2020 for three IARC projects in Africa.
- The Secretariat is currently working on the creation of a portfolio of around 15 ODA-compliant projects. Existing PS might be interested in investing in these projects through their development aid budget. The Secretariat will also approach large philanthropic foundations with these proposals.

9. **Innovative Resource Mobilization.** This category of income encompasses two main types of activities: the Nouveau Centre campaign and the resource mobilization activities targeting new donors for the Agency, namely private individuals and corporate donors.

- This is without any doubt one of the possible avenues for growth for the Agency. The Secretariat has estimated that the total amount mobilized from this category could amount to 10% of the overall budget for the 2020–2029 decade. The first three years (2020–2022) will be critical as they should allow mobilizing a substantial amount of funding for the Nouveau Centre.
- All the activities in this category and all discussions with potential donors will be carried out within the WHO Framework of Engagement with Non-State Actors (FENSA).
- For the **Nouveau Centre campaign**, please refer to Document GC/62/8 for a detailed explanation about the target audiences and the medium used to reach them.
- For **private individual donors**, the innovative RM team will create different

programmes based on different segments of the population. The first priority will be to create a legacy programme. Many people have witnessed cancer, either as patients or as patients' relatives and do understand the value of research and prevention, which could save their lives or that of their loved ones. They might be willing to give part of their wealth through a legacy to a cancer prevention research agency. IARC has been receiving legacies in the past, but has not yet established a structured legacy programme. The new legacy programme will increase IARC's visibility as a possible recipient for such donations. The advantage of this programme is that it does not require excessive start-up investment. A targeted brochure distributed in notary offices can achieve the desired result.

- For its **major donor programme**, IARC will wait for the results of the Nouveau Centre campaign, especially the part focusing on UHNWI (Ultra High-Net-Worth Individuals). The network created during the Nouveau Centre campaign will form the basis of this programme. The objective will be to retain these donors and transform them into champions or advocates for the Agency. They could then become ambassadors and use their influence to convince some of their peers / people from their network to come on board as well.
- IARC has been producing content over the last few years that is not destined only to the research community but also to the public in general. The Code Against Cancer, elaborated in collaboration with the European Commission, is the perfect example of this. The recommendations that our nutrition team has developed reflect also the same willingness to have an impact on people's behaviours through IARC research findings. However, except by posting the results of its research on the IARC website, IARC will never have the necessary budget to disseminate those findings to the wider public. What if IARC were to partner with organizations that have that outreach capacity, organizations that have budgets to reach out to the masses? What if IARC were to use the global distribution channels of these organizations, their media power and influence? Collaborating with a mobile phone company for example could help IARC mobilize resources to elaborate a new (region specific) code against cancer. It could also help IARC disseminate widely the results of such a code and thus achieve a greater impact by communicating to a large audience about the possible risk factors of cancer. The same could be said about possible partnerships with cooking recipe websites which reach out to millions of people. Creating a component on their website about nutrition and cancer could increase significantly IARC research finding reach.

10. The current COVID-19 epidemic situation will delay some of these activities. Ministries of Health of most countries are struggling with the COVID-19 crisis and becoming an IARC PS may not be their immediate priority. Grant-making organizations may also delay their grant application process due to the current pandemic. Companies today and in the near future (and probably until the end of the year at least) are struggling with the lockdowns and will be affected by the resulting economic recession. They will have less disposable income (or equipment) to provide to the Agency. It will take time for the world to recover. This will undoubtedly have an impact on IARC fundraising plans.

11. Nevertheless, while the COVID-19 crisis might have an impact on the funds mobilized by the Agency and on the timelines of certain activities, the Secretariat remains committed to this

important priority and seeks the Governing Council members' support in helping IARC reaching out to potential donors.