

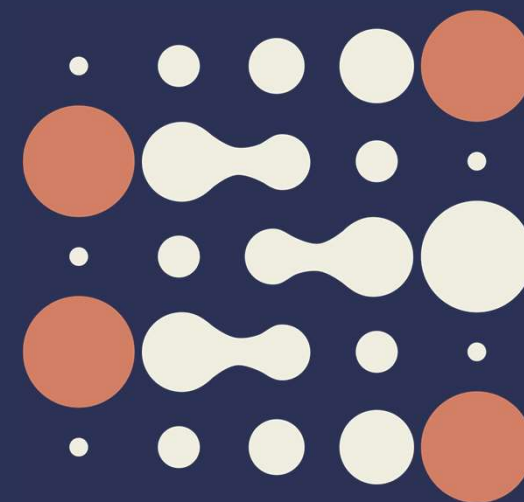
Discussion on the recommendations of the Working Group on the Evaluation Framework of the IARC Medium-Term Strategy (MTS) 2021-2025 and its Key Performance Indicators (KPIs)

Governing Council

Lyon, 22 March 2022

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International Agency
for Research on Cancer



Agenda

1/ Introduction

2/ MTS evaluation methodology

3/ MTS evaluation framework and KPIs

Quote from WHO Director-General Dr Tedros Adhanom Ghebreyesus:

“We must be able to measure progress to make progress. (...) Reliable data is the best way to coordinate response efforts and improve health in all areas.”

Introduction

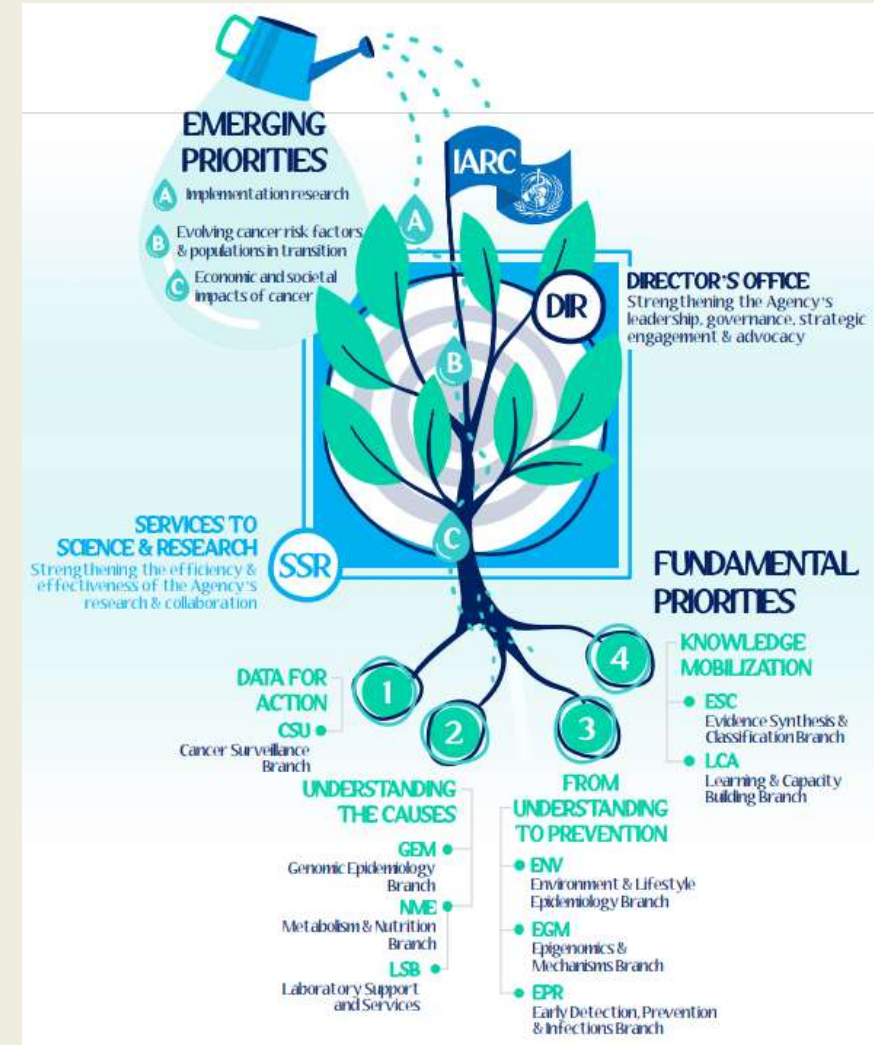
MTS evaluation methodology: **working groups**

- **Literature review and benchmarks (February–April 2021)**
 - Literature review, interviews and benchmarks
- **Technical working groups (May–July 2021)**
 - Technical working group composed of IARC staff (7 people)
 - Contribution of Branches (10 people) + the pillar liaisons (5 people)
 - Discussion with the Senior Advisory Team on Management (SAT)
 - Support from the WHO Evaluation Office: Robert McCouch (WHO HQ)
- **Strategic working group with governance (September–November 2021)**
 - Scientific Council: Mathilde Touvier (France) & Luis Felipe Ribeiro Pinto (Brazil)
 - Governing Council: Yui Sekitani - Tomohiro Matsuda - Kay Ohara (Japan)
 - + IARC (Véronique Chajes, Olivier Exertier, Agnès Meneghel, Anna Schmutz)

Introduction

MTS 2021-2025 priorities

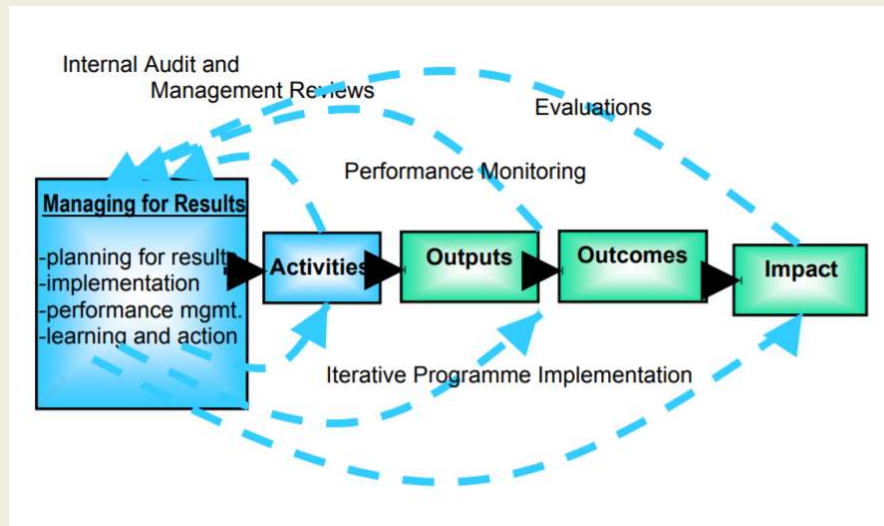
- The MTS 2021-2025 of IARC was adopted by the Governing Council in May 2021. Based on a global vision and a collaborative definition, this MTS focuses on:
 - 4 Fundamental Priorities & 3 Emerging Priorities
 - A new paradigm promoting scientific excellence as a key lever for stronger public health impact
 - Cooperation with WHO (SDG Target 3.4) and partnerships (public & private)
 - Consolidation of role as the leading global cancer authority, maintaining its neutral and independent position



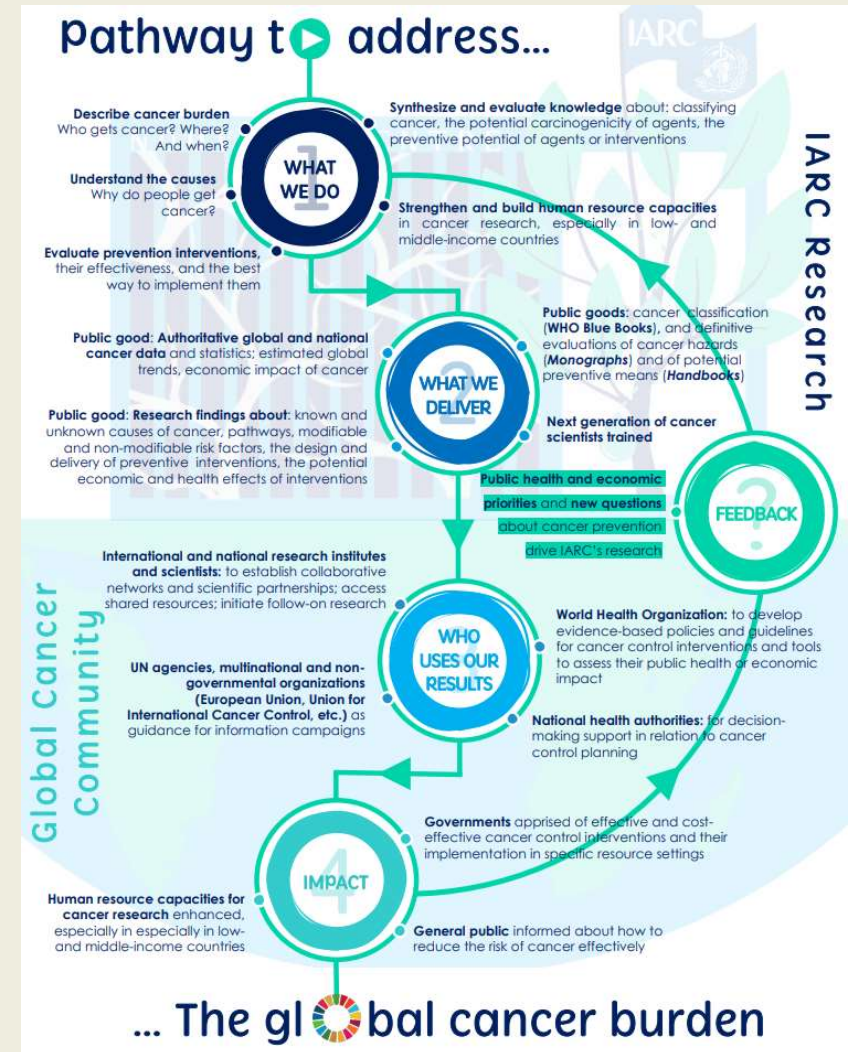
Introduction

MTS 2021-2025 priorities

- The MTS relies on the impact pathway :
 - IARC will further strengthen its impact pathway, by placing more emphasis on research driven by feedback from cancer control interventions, as well as global public health and economic priorities



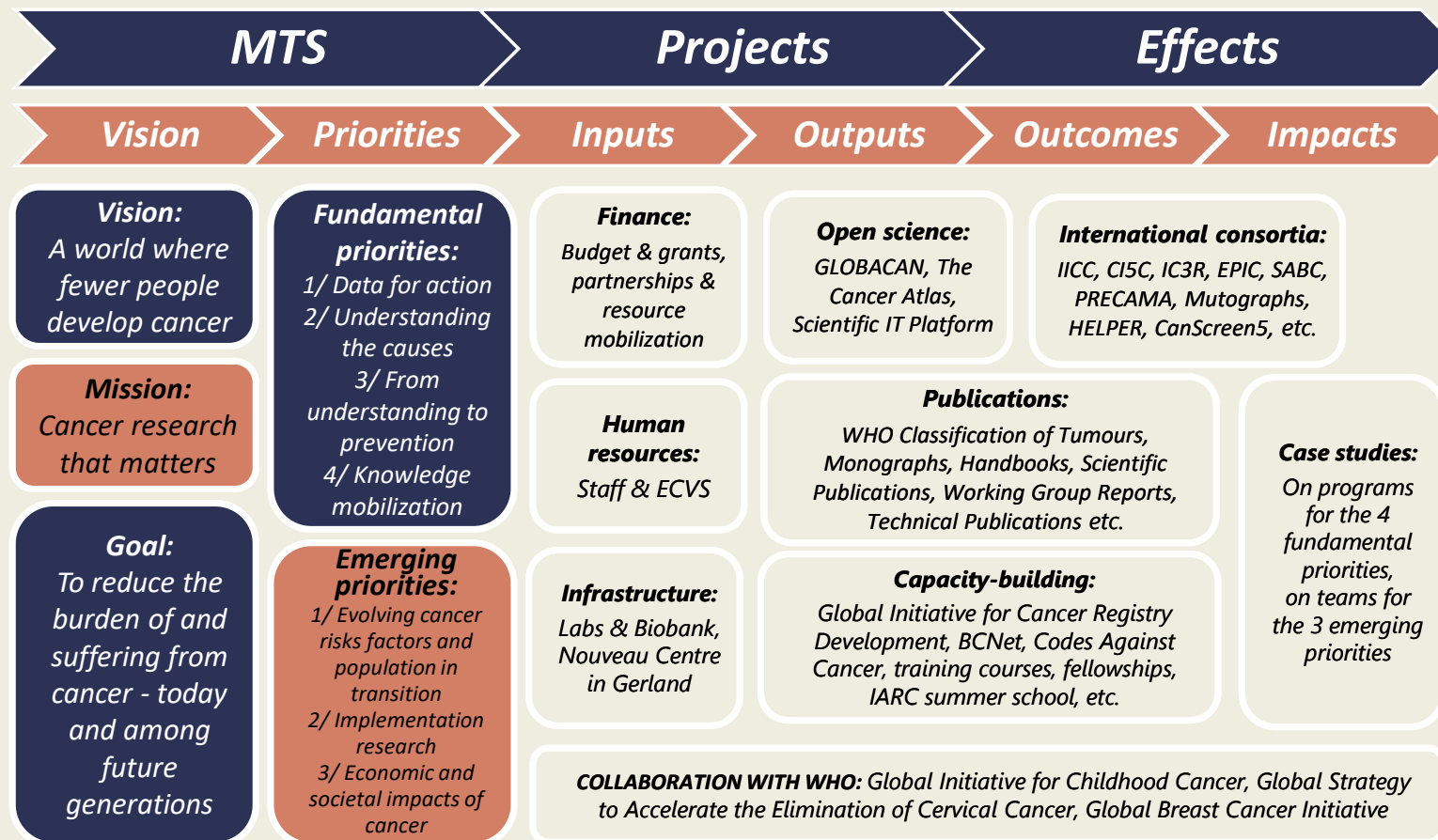
Source: UN Results-Based Management (RBM)



... The global cancer burden

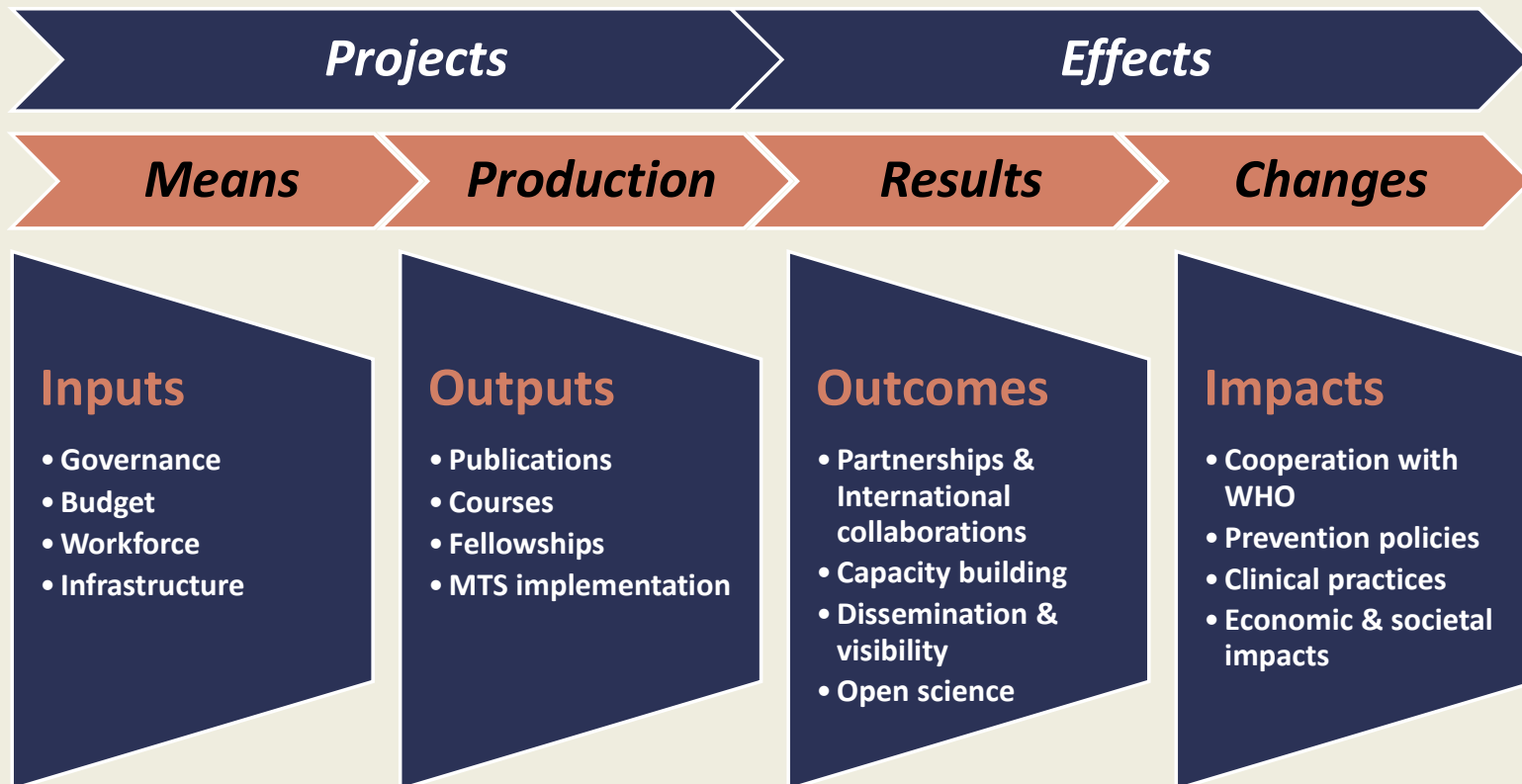
MTS evaluation methodology

The logic model for the MTS evaluation



MTS evaluation methodology

The “IOOI” model and categories of KPIs for the MTS 2021-2025



MTS evaluation framework and KPIs

MTS evaluation framework & KPIs: **INPUTS**

Category (sources)	Main ambitions	Main indicators	KPIs
GOVERNANCE (Source: DIR & SSR)	<ul style="list-style-type: none"> <input type="checkbox"/> Recruitment of new Participating States 	<ul style="list-style-type: none"> ▪ <i>Activities with current Participating States</i> ▪ <i>Actions to integrate new Participating States</i> 	<ul style="list-style-type: none"> • <i>Integration of new Participating States</i>
BUDGET (Source: DIR & SSR)	<ul style="list-style-type: none"> <input type="checkbox"/> Budget increase: 25% in 10 years <input type="checkbox"/> Diversification of resources <input type="checkbox"/> Increase of extrabudgetary funds <input type="checkbox"/> Innovative resource mobilization 	<ul style="list-style-type: none"> ▪ <i>Evolution of direct funding</i> ▪ <i>Evolution of voluntary contributions</i> ▪ <i>Evolution and proportion of grants, donations, legacies, fundraising, and grants with IARC as Principal Investigator or Work Package/task leaders</i> ▪ <i>Competitive grants: volume, number of funders, contracts, success rates on calls (compared with average success rates)</i> ▪ <i>Analysis of grants: % for IARC staff, % for IARC Early Career and Visiting Scientists (ECVS), % for low- and middle-income country (LMIC) partners, % for low-income country partners</i> 	<ul style="list-style-type: none"> • <i>Evolution of total and regular budget</i> • <i>Number and evolution of funders</i> • <i>Resource mobilization and fundraising (case study)</i>
WORKFORCE (Source: HRO)	<ul style="list-style-type: none"> <input type="checkbox"/> Attraction and building of talents <input type="checkbox"/> Well-balanced geographical representation <input type="checkbox"/> Equal treatment of all personnel regardless of race, gender, disability, religion or belief, sexual orientation, and age 	<ul style="list-style-type: none"> ▪ <i>Number, distribution, and evolution of staff members</i> ▪ <i>Number, distribution, and evolution of ECVS</i> ▪ <i>Staff turnover and comments per personnel category</i> ▪ <i>Report of the IARC Equity and Diversity Advisory Group (EDAG) of IARC referring to the WHO Diversity, Equity and Inclusion (DEI) Initiative</i> 	<ul style="list-style-type: none"> • <i>Gender balance at management level (Branch Heads and Deputy Branch Heads)</i> • <i>Geographical diversity across the Agency and at management level</i>
INFRASTRUCTURE (Source: ASO)	<ul style="list-style-type: none"> <input type="checkbox"/> IARC's new building (Nouveau Centre) in Gerland <input type="checkbox"/> Support of the laboratories and biobank's sustainability <input type="checkbox"/> Digitalization, open science and data 	<ul style="list-style-type: none"> ▪ <i>New-generation biobank and laboratories in the Nouveau Centre</i> ▪ <i>Implementation of the IT roadmap (Enterprise Resource Planning and Scientific IT Platform)</i> 	<ul style="list-style-type: none"> • <i>Nouveau Centre in Gerland – investment and operating costs (case study)</i> • <i>Implementation of the IARC Data Protection Policy</i>

MTS evaluation framework and KPIs

MTS evaluation framework & KPIs: **OUTPUTS**

Category (sources)	Main ambitions	Main indicators	KPIs
PUBLICATIONS (source: PLW)	<ul style="list-style-type: none"> <input type="checkbox"/> Promotion of scientific excellence in cancer prevention <input type="checkbox"/> Collaborations between disciplines <input type="checkbox"/> Implementation research 	<ul style="list-style-type: none"> ▪ <i>SWOT analysis of the 5-year Branch reviews</i> ▪ <i>Evaluation of IARC's contribution in the form of publications, taking into account the DORA and Leiden guidelines</i> ▪ <i>Manuscripts based on IARC grants per funders</i> ▪ <i>List of key publications per Pillar and selection of the 5 most relevant per Pillar, including comments on their scientific, public health, and societal impacts</i> 	<ul style="list-style-type: none"> • <i>Number and evolution of publications</i> • <i>Number and evolution of publications per scientific staff & ECVS</i> • <i>h-index overall and per Pillar</i>
LEARNING EVENTS / COURSES (source: LCB)	<ul style="list-style-type: none"> <input type="checkbox"/> Training of the next generation of scientists <input type="checkbox"/> Support of capacity-building in LMICs 	<ul style="list-style-type: none"> ▪ <i>Courses organized by IARC, and courses held in LMICs</i> ▪ <i>Number and distribution of participants, including from Participating States</i> ▪ <i>Available training materials</i> ▪ <i>Collaborations with the WHO Academy</i> ▪ <i>Diversification of training materials (digital interactive tools, webinars, etc.)</i> 	<ul style="list-style-type: none"> • <i>Attendees of courses, and attendees from LMICs</i>
TRAINING & FELLOWSHIPS (source: LCB)	<ul style="list-style-type: none"> <input type="checkbox"/> Training of the next generation of scientists <input type="checkbox"/> Support of capacity-building in LMICs 	<ul style="list-style-type: none"> ▪ <i>Number and distribution of fellowships (IARC Fellowships and other fellowships)</i> 	<ul style="list-style-type: none"> • <i>Number of ECVS overall and from LMICs</i> • <i>Number and distribution of IARC Fellowships overall and from LMICs</i>
MTS IMPLEMENTATION (Source: DIR & SSR)	<ul style="list-style-type: none"> <input type="checkbox"/> Reduction of ecological footprint ("green" research) <input type="checkbox"/> Digital transformation 	<ul style="list-style-type: none"> ▪ <i>Reduction of work travel (avoidable working trips), teleworking, e-learning or blended learning, hybrid meetings for governance, reduction of energy consumption, paperless work</i> 	<ul style="list-style-type: none"> • <i>Monitoring of carbon footprint</i> • <i>Compensation programme for international travel</i>

MTS evaluation framework and KPIs

MTS evaluation framework & KPIs: **OUTCOMES**

Category (sources)	Main ambitions	Main indicators	KPIs
PARTNERSHIPS & INTERNATIONAL COLLABORATIONS (Source: DIR & SSR)	<ul style="list-style-type: none"> ❑ Establishment of partnerships ❑ Engagement with UN agencies ❑ IARC as the leading global cancer authority 	<ul style="list-style-type: none"> ▪ <i>MoUs and agreements with research institutes, nongovernmental organization, patient organizations, companies, national cancer centres and health authorities, etc.</i> ▪ <i>Cooperation with UN agencies (UNSCEAR, UNEP, UNFPA, IAEA)</i> ▪ <i>Cooperation with UICC</i> 	<ul style="list-style-type: none"> • <i>International and national MoUs, MoAs, CRAs, etc., and international consortia (applications and grants)</i> • <i>International team with Japan (case study)</i> • <i>International publications with co-authorship</i>
CAPACITY BUILDING (Source: CSU & LCB)	<ul style="list-style-type: none"> ❑ Support of capacity-building in LMICs ❑ Training of trainers and cancer leaders 	<ul style="list-style-type: none"> ▪ <i>Expertise missions for governments and contribution to guidelines</i> ▪ <i>Support to research infrastructure and governance</i> ▪ <i>BCNet programme (case study)</i> ▪ <i>Sponsorship of local fellows through IARC grants</i> ▪ <i>Coordination role in consortia</i> 	<ul style="list-style-type: none"> • <i>Summer School and ECVS outcomes surveys</i> • <i>Global Initiative for Cancer Registry Development (CICRNet Training of Trainers) (case study)</i>
DISSEMINATION & VISIBILITY (Source: PLW & COM)	<ul style="list-style-type: none"> ❑ Sharing knowledge and scientific evidence ❑ Dissemination of information ❑ Presence in media, on the web and social media 	<ul style="list-style-type: none"> ▪ <i>Access to online tools and databases</i> ▪ <i>Traffic and downloads on IARC website</i> ▪ <i>Amount of sales of IARC publications</i> ▪ <i>Lectures given to public audiences</i> ▪ <i>Oral presentations for scientific conferences, for state actors or international organization events (governments, EU, WHO, etc.)</i> ▪ <i>Media coverage</i> 	<ul style="list-style-type: none"> • <i>Printed publications and e-publications as public goods</i> • <i>Media releases and social media presence</i> • <i>Organization of scientific conferences and events and oral and poster presentations by IARC scientists at congresses and invited conferences</i>
OPEN SCIENCE (Source: SSR & GEM)	<ul style="list-style-type: none"> ❑ Open Access as cornerstone of Open Science 	<ul style="list-style-type: none"> ▪ <i>Development of data analysis tools, with open-source code</i> ▪ <i>Data sharing on the Scientific IT Platform in line with FAIR principles</i> 	<ul style="list-style-type: none"> • <i>Open access publications</i> • <i>Scientific IT Platform (case study)</i> • <i>Open access biobank (case study)</i>

MTS evaluation framework and KPIs

MTS evaluation framework & KPIs: **IMPACTS**

Category (sources)	Main ambitions	Main indicators	KPIs
COOPERATION WITH WHO ON IMPLEMENTATION (Source: ESC, CSU, IMO, PLW, ENV, HB, EPR)	<ul style="list-style-type: none"> ❑ Common strategy with WHO NCDs department ❑ Support of WHO normative work ❑ Establishment of a formal engagement structure (IARC, WHO headquarters and regional offices) 	<ul style="list-style-type: none"> ▪ <i>Actions with WHO headquarters</i> ▪ <i>Actions with WHO regional offices</i> ▪ <i>Contribution to WHO guidelines or policy briefs</i> ▪ <i>IARC-WHO co-publications</i> 	<ul style="list-style-type: none"> • <i>High-level oversight committee and implementation committee</i> • <i>Contribution of IARC Handbooks to prevention policies (case study)</i> • <i>Contribution to the three WHO global initiatives (case studies)</i>
PREVENTION POLICIES (Source: ESC, CSU, IMO, PLW, ENV, HB, EPR)	<ul style="list-style-type: none"> ❑ Translation of IARC's scientific production into WHO public health prevention policies 	<ul style="list-style-type: none"> ▪ <i>Production of IARC Evidence Summary Briefs. Expertise missions. Contribution to WHO guidelines or policy briefs</i> ▪ <i>Citations in public health policy documents (Altmetric/Google Scholar)</i> 	<ul style="list-style-type: none"> • <i>Contribution of IARC Monographs programme to prevention policies (case study)</i> • <i>Codes Against Cancer (case study)</i> • <i>Documentation on primary prevention advocacy</i>
CLINICAL PRACTICES (Source: ESC)	<ul style="list-style-type: none"> ❑ Translation of IARC's scientific publications into clinical practices 	<ul style="list-style-type: none"> ▪ <i>Research on cancer survival (SURVMARK-2)</i> ▪ <i>Research on patterns of care in cancer</i> ▪ <i>Number and scientific production of research programmes on secondary or tertiary cancer prevention and cancer survival</i> 	<ul style="list-style-type: none"> • <i>Contribution of tumour classification programme and scientific production to clinical practices (case study)</i>
ECONOMIC & SOCIETAL IMPACTS (Source: CSU & Branches)	<ul style="list-style-type: none"> ❑ Integration of economic and societal impacts into IARC programmes and studies 	<ul style="list-style-type: none"> ▪ <i>3 emerging priorities</i> ▪ <i>Contribution of teams related to emerging priority number 3</i> ▪ <i>Integration of economic indicators into the Global Cancer Observatory database</i> ▪ <i>Number and scientific production of research programmes on the reduction of health inequalities in cancer prevention</i> 	<ul style="list-style-type: none"> • <i>Teams: Health economics and cancer, Cancer inequalities (case study)</i>

MTS evaluation framework and KPIs

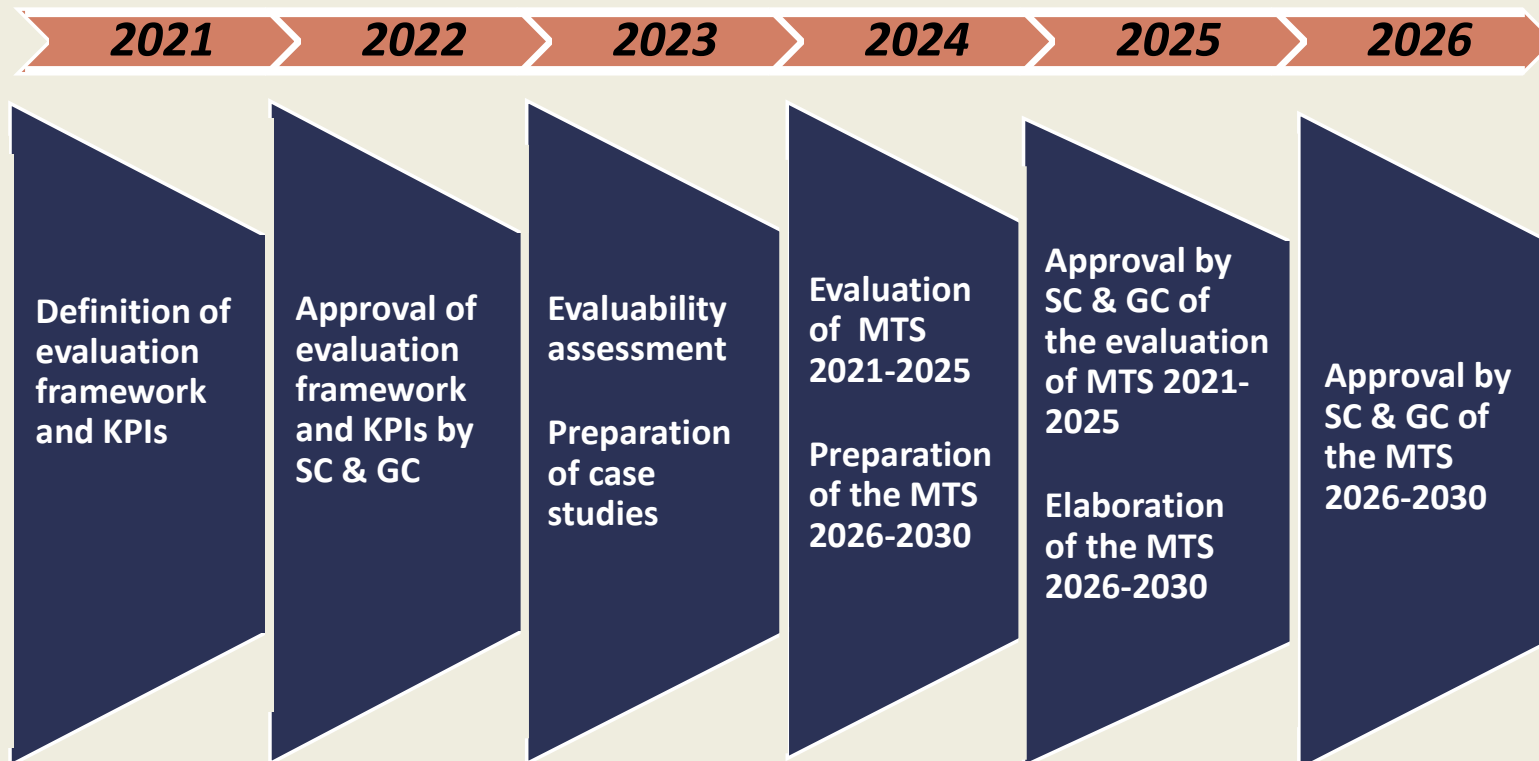
Focus on the Project Tree and **case studies**

- **Global Initiative for Cancer Registry Development**
 - **Health economics & Cancer inequalities**
 - **Mutographs programme**
 - **EPIC programme**
 - **Population-based long-term surveillance Team (International Team with Japan)**
 - **Codes Against Cancer**
 - **ABC-DO programme**
 - **Tumour classification programme**
 - **Handbook programme**
 - **Monographs programme**
- **3 WHO Global Initiatives on cancer**
- **Resource mobilization and fundraising**
- **Open science & scientific IT Platform**
 - **Biobank**
 - **Nouveau Centre**

Level 1 Objective: To reduce the burden of and suffering from cancer globally	
Level 2 Objective	Level 3 Objective
1. Describing the occurrence of cancer	1.1 Improve and expand reporting of cancer data and statistics to inform global, regional, and national priorities for cancer prevention and cancer control
	1.2 Improve coverage, quality, and utility of cancer registration data worldwide, with an emphasis on low- and middle-income countries (LMICs)
	1.3 Enhance understanding of global, regional, national, and subnational changes in cancer risk, including in relation to ongoing socioeconomic transitions and social inequalities
	1.4 Enhance understanding of economic consequences of cancer and cancer disparities – descriptive economics
2. Understanding the causes of cancer	2.1 Enhance understanding of new and known causes/risk factors for human cancer, including those that accompany key cancer transitions, and those related to cancer disparities, through the conduct of epidemiological studies
	2.2 Enhance understanding of and elucidate biological mechanisms of carcinogenesis relevant to environmental/lifestyle factors, including those that accompany key cancer transitions, and those related to cancer disparities, through the conduct of laboratory studies
	2.3 Enhance understanding of exposure sources, including those related to key cancer transitions, and those related to cancer disparities, and related pathways
	2.4 Enhance understanding of potential risk factors, including those that accompany key cancer transitions, and those related to cancer disparities, in underserved populations and/or in LMICs and their interplay with the observed cancer patterns
3. Evaluating cancer prevention interventions	3.1 Enhance understanding of evidence-based interventions for cancer prevention and control to support their practical application, including those related to cancer disparities
	3.2 Enhance understanding of the efficacy and effectiveness of population-based interventions and cancer prevention programmes
	3.3 Enhance understanding about the development and application of biomarkers for early detection and outcome through translational studies
4. Synthesizing and mobilizing knowledge and strengthening global capacities for cancer science	4.1 Strengthen global knowledge and global and national capacities in cancer research and science
	4.2 Strengthen the understanding and use of tumour classification to underpin cancer diagnosis, management, and research
	4.3 Strengthen global knowledge and global and national capacities to implement effective, quality-assured, affordable interventions
	4.4 Enhance understanding of the causes of human cancer, including emerging cancer hazards, through cancer hazard evaluations of the available evidence base by leading independent experts
5. Strengthening the Agency's leadership, governance, strategic engagement, and advocacy	5.1 Define the vision and implement the scientific strategy of the Agency, enabling an empowering culture, providing the framework for the fulfilment of its objectives
	5.2 Oversee the strategic direction of the Agency and the implementation of its programme with full respect of the Agency's values, ethical standards, and code of conduct
	5.3 Create and maintain key strategic engagement with stakeholders at national, regional, and international organizations, and scale up resource mobilization activities
	5.4 Strengthen the Agency's global image, communication and outreach to stakeholders
6. Strengthening the efficiency and effectiveness of the Agency's research and collaboration	6.1 Ensure the availability of adequate laboratory and computing/statistical infrastructure to support and enhance research
	6.2 Enable strategic vision and implementation, including management of financial, human, information, and infrastructure resources, to enable and support the effective delivery of the Agency's mandate

Planning 2021-2026

MTS evaluation methodology: main steps



International Agency
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MTS 2021-2025 implementation

