



**PASTEUR
NETWORK**

2021

The Board of Directors' Management Report



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As per the Articles of Association of Pasteur Network, the Board of Directors “produces an annual management report” (Art. 9.6) and the Ordinary General Meeting “receives a reading of the said report and issues any recommendations that applies (Art. 8.3).

1. BACKGROUND

The activities of the Association were impacted by COVID 19 in 2021. However, this is also the year the members of the Network transitioned to a more participatory and collaborative governance, which recognizes the autonomy of member institutions. This renewal marks a crucial step toward realizing the Network's potential as a global player in science, innovation, public health, and education. This reform includes restructuring the Network's specific governing body and creating an executive dedicated to collective action, strengthening members voices and the Network's ability to speak as one. By better pooling scientific, human and material resources, the Association, renamed “Pasteur Network”, will be better able to act as a coordinated, proactive and synergistic entity, capable of having an impact on public health policies and decisions at the global level.

2. GOVERNANCE

The Articles of the Association were amended to reflect the change in governance by reviewing the composition of its Board of Directors with President of the Association being elected from among the elected regional members on the board and with eight instead of five regional representatives, the President included, on the Board.

Board of Directors till June 2021



- Five Representatives of the Institut Pasteur - ex-officio administrator and President-Treasurer of the Pasteur International Network Association
- Five Elected Administrators, one from each region
- External Members: Two qualified external persons and non-members of the Association, co-opted by the other members of the Board of Directors

The New Board of Directors



- Director as of right: - Institut Pasteur, represented by its President, as of right Vice President of the Association
- Elected directors: Eight other directors, two directors per geographical region.
- The President of the Board of Directors, also President of the Association, is appointed from among the elected members for each region, for a term of office of two years renewable once.
- Co-opted members: Two or three qualified external persons and non-members of the Association, co-opted by the other members of the Board of Directors.

Election of the President

The Extraordinary Board Meeting of June 28th, 2021, elected Institut Pasteur de Dakar, represented by Amadou Sall President / Treasurer of the Pasteur Network. Institut Pasteur, represented by Stewart Cole is member by right and Vice-President of the Board.

3. ACTIVITIES AND ACHIEVEMENTS

2021 was a transitional year with the changes in Governance and their implementation.

3.1 Meetings of the Governing Bodies

Two Board meetings were held in 2021, on June 2nd, and on November 19th. An exceptional Board meeting was held on June 28th, 2021.

The 2021 Ordinary General Meeting took place by visio-conference on June 8th, and an Extraordinary session was held on November 24th, 2021.

Due to COVID 19, most of these meetings were held by visio-conference.

3.2 Director's Meeting

The 53rd Directors' Meeting of Pasteur Network, titled "Building tomorrow's network", took place from November 23rd to 26th, 2021. This online event offered an opportunity to take a fresh look at the Network, formerly known as the "International Network of Pasteur Institutes" and now known as "Pasteur Network" through its new organization. Young scientists from the Pasteur Network were given the opportunity to share their vision of the Network and two Talent Awards were given out on this occasion to two researchers, one from the Institut Pasteur de Montevideo, and one from Sciensano.



3.3 Training and Education

International Courses

Teaching and training are an essential part of the work of each member institute of the Pasteur Network.

The international courses have the objectives of responding to research and public health priorities at the global and regional levels, providing top-level training to scientists at different

stages of their scientific careers, and strengthening scientific relationships between scientists within the Network and with other institutions.

Each year the Pasteur Network issues a call for proposals for courses and training workshops aimed primarily at research scientists, technicians, and students from the Network, as well as people from other institutions (e.g., ministries or universities), who can subsequently put their knowledge to use in other national or regional organisations.

In 2020, 12 applications were selected for funding for a total amount of 244,000 euros. However, due to the COVID 19 situation, only one course could be held and the rest were rescheduled for 2021 and even 2022.

There was thus no call in 2021 as the health situation was still uncertain.

Region	Title	Organiser	Course Venue	Duration (Days)	Total Budget (€)	Requested Budget	Funding by PN
MATI	Bacteriologie et santé Publique	Magali Lago/ Paul Martin	Institut Pasteur du Maroc	10	62 600 €	50 000 €	25 000 €
America	Proteome Analysis by Mass Spectrometry	Rosario Duran	Institut Pasteur de Montevideo	10	51 300 €	25 000 €	25 000 €
Asia-Pacific	HKU-Pasteur Cell Biology Course	Roberto Bruzzone	Centre de Recherche Université de Hong-Kong-Pasteur	7	30 000 €	15 000 €	5 000 €
Asia-Pacific	Data analysis using Stata	Yoann Madec	Institut National d'Hygiène et d'Épidémiologie de Hanoi, Vietnam	6	23 080 €	17 580 €	18 000 €
MATI	Second workshop on translational venomics medicine challenging human envenoming issues - exploring & exploiting snake & scorpion venoms & antivenoms	Naoual Oukkache	Institut Pasteur du Maroc	5	23 000 €	18 000 €	18 000 €
MATI	"Les techniques de l'Immunologie", troisième édition	François Huetz	Institut Pasteur de Tunis	Site visit in preparation of the course	63 000 €	48 000 €	1 000 €
Asia-Pacific	The business of managing science: Scientific Management and Leadership skills for IPIN Scientific Research Infrastructures	Spencer Shorte	Institut Pasteur of Korea	5	36 000 €	25 000 €	25 000 €
MATI	Visualisation for Data Science (ViDi)	Fatma Guerfali	Institut Pasteur de Tunis	11	29 260 €	23 380 €	24 000 €
Europe	The First International Course on Molecular Cancer Genetics Identification et Suivi	Jean-Pierre Vartanian	Institut Pasteur - Fondation Cenci Bolognetti	10	31 000 €	15 000 €	5 000 €
MATI	Epidémiologique des Résistances aux Antibiotiques.	Lahcen Wakrim	Institut Pasteur du Maroc	8	36 048 €	30 048 €	30 000 €
MATI	Metagenomics and Health	Salsabil Hamdi	Institut Pasteur du Maroc	5	23 952 €	19 952 €	20 000 €
Africa-Indian Ocean	Appui des sciences sociales dans la préparation et la réponse aux dimensions sociales des épidémies	Chiarella Mattern	Institut Pasteur de Madagascar	9	35 951 €	29 951 €	28 000 €
MATI	International Training Course on Plague	Ehsan Mostafavi	Institut Pasteur de Madagascar	1 week	39 000 €	20 000 €	20 000 €
					484 191,00 €	336 911,00 €	244 000,00 €

PIC label



The PIC labelling programme, launched in 2020, ensures that, in an increasingly competitive environment, Pasteurian excellence will be recognised as best-in-class for research and training, attracting the students and researchers at all stages of their career, as well as laboratory technicians and health professionals.

The first call for PIC label courses was launched and the applications received were as follows:

- Institut Pasteur: 12 courses, 9 MOOCs
- Pasteur Network (5 member institutions) : 13 courses, 5 IPIN Institutes.

In 2021 the PIC committee evaluated the applications and 26 of the courses and MOOCs were pre-labelled PIC.

3.4 COS PN

The COS-PN performs the following activities, within the framework of Pasteur Network scope of activities:

- Conduct a prospective thinking on programs having a global or regional scope, by building on the skills, expertise and specificities of the member institutes and on the recommendations of their respective Scientific Advisory boards.
- Develop proposals for better visibility and specificity of RIIP and stronger interconnection between the Network partners and with the international scientific community.
- Participate in the programming of the main scientific meetings of the Network.

The Committee meets once every three months. The entire team under the chairmanship of Anna-Bella Failloux held four meeting in 2021, as well as three seminars and three working groups.

The three seminars concern on-going PN projects:

- SARA Project (AMR),
- MATI project (Leishmaniasis),
- Nanobodies and envenomation

The three working groups were:

- Emergences and Preparedness,
- Vector-borne diseases (special focus on Ticks),
- Child Health

The committee also took part in the selection of Sars-Cov-2 calls.

3.5 DIGITAL TOOLS

Development of the Pasteur Network website



Launched date: January 2021

Website's content reviewed following the Network's governance evolution (June 2021).

New sections:

Governance and branding

Fellowships and international mobility

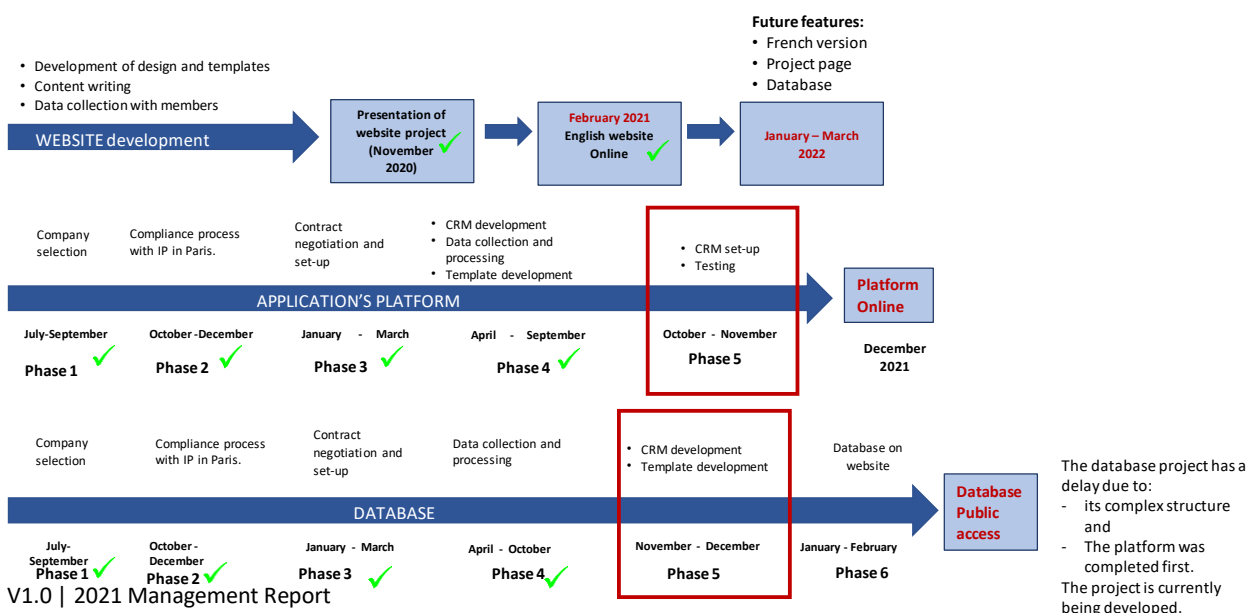
News: newsletter & journal of projects

What's next? Online in 2022

- Fellowship and mobility: new platform for applications
- Website French version
- Database webpage
- Revamped projects' page / extended scientific content: presentation of the common projects (involving at least three institutes).

Setting up of a Database

Update November 2021



Setting up of and application portal

What is it?

A unique space to submit applications for fellowships, grants and courses.

Proposes a friendly-user experience

It will improve the process for applicants and panel members

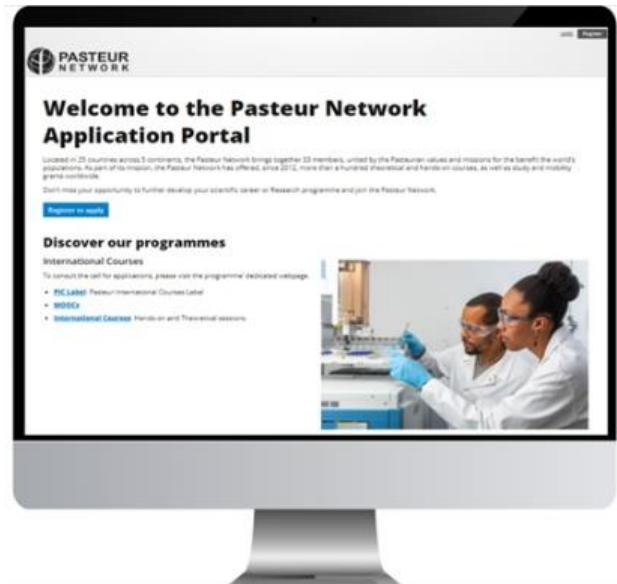
Next calls:

Calmette & Yersin Grants (Dec. 2021)

G4 programmes (Jan. 2022)

CESRI (March 2022)

Setting up of a Database



4. ONGOING PROJECTS IN 2021

4.1 REPAIR (Recherche Pasteurienne Internationale en Réponse au Coronavirus en Afrique)

REPAIR is a regional cooperative project led by 10 institutes, members of Pasteur Network, that aims at better understanding the dynamics of SARS-COV 2 diffusion in the African continent while creating an opportunity to develop common methods and responses for the continent:

- 3 institutes in the Maghreb region : Institut Pasteur de Tunis, Institut Pasteur d'Algérie and Institut Pasteur du Maroc.
- 4 institutes in West Africa and Sahel : Institut Pasteur de Dakar, Institut Pasteur de Côte d'Ivoire, Institut Pasteur de Guinée and CERMES in Niger.
- 2 institutes in Central Africa : Institut Pasteur de Bangui, Centre Pasteur du Cameroun.
- 1 Institute in Southern Africa: Institut Pasteur de Madagascar.

REPAIR is deployed around 5 specific axes organised into 5 working packages (WP):

- **WP1** will conduct a multicentric evaluation of the performance of SARS-Cov2 diagnostic tests in the African context.

- **WP2** will characterize the molecular epidemiology of SARS-COV2 in Africa and the evolutionary dynamics of the virus in time and space.
- **WP3** will analyse quantitatively and qualitatively the anti-SARS-COV2 antibody responses in infected people and will conduct population-based sero-epidemiological surveys of COVID-19 in Africa.
- **WP4** will create a model of the spread of COVID-19 in Africa.
- **WP5** will develop an approach of Social Sciences and Health, applied to COVID-19 in Africa.

All scientists involved in the development of the REPAIR program are indebted for the collaborative spirit that will enable mutualisation of the expected results. This will hopefully generate an accurate picture of the epidemiology of COVID-19 on the African continent in the diversity of its geography, its ecosystems, and its peoples. It will also prepare them for the next steps in the fight against the pandemic, including the introduction of the anti-SARS-COV 2 vaccination

4.2 SUREC (Surveillance et recherche épidémiologique au Congo)

The objective of the project is to contribute to strengthening the prevention of health risks at the national and international levels in Congo by helping Congolese health authorities to set up a surveillance Network and to position this Network in an operational sub-regional Network. To achieve this objective, the Pasteur Network will work alongside its Central African members (IP of Central African Republic, E. Nakouné and Centre Pasteur du Cameroun, R. Njouom). The actions will be performed in the framework of the “Health security and management of emergency situations” program of the PNDS which aims to strengthen the epidemiological surveillance of diseases and public health events at all levels, including the diagnostic capacities of the population Network of laboratories and the LNSP.

4.3 US – CDC Training funding

- Meningitis diagnostics training in countries surrounding the meningitis belt region in Africa postponed until 2022.
- Training of the African partner institutions on the use of the MinION in collaboration with the Fogarty Foundation.

5. FINANCIAL REPORT

The management of the Association finances is carried out in collaboration with Crowe Horwath Fideliante.

This Financial Report presents the details of the financial statements for the year ended December 31st, 2021, that have been audited, and the annual reporting with comparison between budget and final results.

Pasteur Network - Financial key figures 2021

Profit & Losses :

• Revenues	= 406k€	(692k€ as of 31/12/2020),
• Charges	= 291k€	(544k€ as of 31/12/2020),
• Operating result	= 100k€	(361k€ as of 31/12/2020),
• Net income	= 115k€	(148k€ as of 31/12/2020),

Balance sheet :

• Cash available	= 1 677k€	(1 661k€ as of 31/12/2020),
• Total net assets	= 1 834k€	(1 730k€ as of 31/12/2020),
• Dedicated funds remaining	= 477k€	(487k€ as of 31/12/2020),
• 173k€ related to GABON project,		
• 22k€ related to ASIDE project		
• 58k€ related to SUREC project		
• 224k€ related to courses :		
• 20k€ (2018) – International Training Course on Plague – Ehsan MOSTAFAVI		
• 204k€ (2020)		

Membership dues :

• 17,5k€ in 2021 (40k€ in 2020)	
• This concerns 2 members : 17,5k€ (2020) not paid as of 31/12/21 (IP Iran, INH Hanoi)	
• Doubtful membership (100% depreciated) :	
• FIOCRUZ 26,5k€ (10k€ in 2015 & 2017, 6,5k€ in 2016)	

Pasteur Network – Operating incomes 2021

Pasteur Network accounts (in euros)	2020	2021	2021	2021
	Real	Budget	Real	R/B
	Total	Total	Total	Variation
Income Contributions	247 500	-	-	-
Other income	237 783	270 000	264 664	- 5 336
Project funding	126 908	520 000	125 673	- 394 327
Total Operating income	612 190	790 000	390 337	- 399 663

- Income Contributions
 - No contributions in 2021 : paid directly to the IP foundation
- Other income
 - IP Paris contribution : 240k€ (218k€ en 2020)
 - Extra contribution of IP : 25k€ - partial payment (50%) of the remuneration of Digital communication's Manager (13k€ in 2020)
 - Donations to active members : 0 € in 2021 (7k€ in 2020)
- Project funding
 - ASIDE / DHHS project : 46k€ for 2021 (40k€ for 2020) against 150k€ budgeted
 - SUREC project : 18k€ for 2021 (86k€ for 2020), not budgeted for 2021
 - REPAIR project : 62k€ for 2021 against 250k€ budgeted
 - QWARS project : 0 € for 2021 against 120k€ budgeted

Pasteur Network - Expenses 2021

Pasteur Network accounts (in euros)	2020	2021	2021	2021
	Real	Budget	Real	R/B
	Total	Total	Total	Variation
Project charges, lessons and regional meetings	- 87 957	- 987 574	- 39 110	948 463
Operating expenses - general expenses	- 47 722	- 214 427	- 69 492	144 934
Staff costs (salaries + social charges)	-115 183	- 332 000	-181 792	150 208
Total operating expenses	-250 861	-1 534 000	-290 395	1 243 605

Direct expenses for member activities and projects :

- Network Courses : 0k€ (50k€ in 2020)
- REPAIR activity fees 7k€
- CDC / DHHS activity fees 32k€

Operating expenses: +22k€ in 2021 compared to 2020, and decrease -145k€ than budgeted (-60k€ communication costs and -87k€ travel expenses)

Staff costs : Much lower than budgeted; lower remuneration for operational director (end of the contract in August 2021 => -17k€, no project manager hired for CDC / QWARS (-60k€) and REPAIR (-60k€), hiring of scientific communication officer in October 2021 => + 6k€

Direct expenses much lower than budgeted (-1 244k€) :

- Real/budget 2021 variation for all projects : - 564 k€
- Real/budget 2021 variation for regional meetings : - 60 k€
- Real/budget 2021 variation for courses : - 224 k€ [11 postponed 2020 courses (204k€) & 1 postponed 2018 course (20k€)]
- Real/budget 2021 variation for MOOC : - 100 k€ (postponed to 2022 for 50 k€)
- Real/budget 2021 variation for wages : - 150 k€ (planned hires not completed in 2021)
- Real/budget 2021 variation for communication costs : - 60 k€
- Real/budget 2021 variation for travel expenses - 87 k€

Pasteur Network - Net result 2021

Pasteur Network accounts (in euros)	2020	2021	2021	2021
	Real	Budget	Real	R/B
	Total	Total	Total	Variation
Operating result	361 329	- 744 000	99 943	843 943
Financial products	4 932	5 000	4 952	- 48
Financial expenses	-	-	-	-
Financial result	4 932	5 000	4 952	- 48
Exceptional products	74 726	-	-	-
Exceptional charges	- 28 805	-	-	-
Exceptional result	45 921	-	-	-
Financial products tax	- 217	- 300	- 197	103
Net dedicated funds project N	-264 311	487 374	10 363	- 477 010
Net result	147 654	- 251 927	115 060	366 987

- Net result 2021 => + 115k€ (148k€ in 2020) vs -252k€ budgeted
- Dedicated funds project :
 - SUREC project in 2021 : Increase 18k€ (amendment to the initial contract) and 10k€ used to cover activity fees
 - DHHS/CDC project in 2021 : Decrease of 18k€ => reallocation to CDC SARSCoV 2 project
 - GABON and QWARS projects not used in 2021 (no actions)
- Dedicated funds project (budget) :
 - Explanation of 487k€ : It was considered that all the projects would be carried out in the year 2021

Pasteur Network – Dedicated funds 2021

Projects	Initial amount	Funds to engage in beginning of exercise	Use in during exercise	Commitments to realize on new resources affected	Funds remaining at engage at the end exercise
GABON	402 980	173 063			173 063
ASIDE - DHHS	82 093	40 421	63 754	45 727	22 393
SUREC	86 487	49 890	10 336	18 000	57 554
COURSES 2018	336 850	20 000			20 000
COURSES 2020	224 000	204 000			204 000
Total	1 132 410	487 374	74 090	63 727	477 010

- Gabon project : no actions for the year 2021
- Network courses : no actions for the year 2021
 - => Postponed in 2022
 - 1 course from 2018 (20k€)
 - 11 courses from 2020 (204k€)
- Other projects for the years 2021 :
 - SUREC : End of the project in 05/2022
 - ASIDE-DHHS : End of the project in 2022

Pasteur Network – Availability 2021

Cash flow analysis (In K€)	31/12/2021	31/12/2020	31/12/2019	31/12/2018	31/12/2017
Currents accounts	1 351	1 340	860	759	693
Savings accounts	203	202	201	-	-
Financial investment	123	119	115	111	108
Total PNA treasury	1 677	1 661	1 176	870	801
Dedicated funds	477	487	223	222	252
Cash flow for 1 year of operating costs (*)	515	215	136	397	310
Net for the financing of the operations of later years	685	959	817	251	239

(*) = 515K€ in budget 2022

- 2020 : 215 k€ represent actual disbursements in 2021
- Financial investment : Placement opened in 2014 for a period of 10 years for € 100k
- Dedicated funds = Dedicated funds postponed the next year included
 - 224k€ Courses
 - 173k€ Gabon project
 - 22k€ ASIDE/DHHS project
 - 58k€ SUREC project