



**PASTEUR
NETWORK**

2022-2023

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 period from November 2022 to November 2023 saw the Pasteur Network Association (Pasteur Network, PN) steering its focus towards establishing a robust and inclusive foundation for collaborative governance. Building upon the momentum of the previous year, the Pasteur Network has begun to reinforce and prioritize regional representation. Such structural modifications served to amplify the voices of member institutes and were a key conclusion of the organizational review (*see below*).

These changes underscored the Network's commitment to acting not just as a global entity, but as a cohesive and responsive unit that harmoniously integrates regional perspectives with an emphasis on collective action. As we transition into 2024, our Association remains devoted to its mission of global impact in the realms of science, public health, and education, while continually evolving to meet contemporary challenges and opportunities.

2. OVERVIEW OF EVENTS & ACTIVITIES

2.1 Reinvigorating the Pasteur Network Annual Meeting

The 54th Pasteur Network Annual Meeting, themed "The Start of a New Chapter," took place from November 28-30, 2022, and was hosted by Istituto Pasteur Italia Fondazione Cenci Bolognetti at Sapienza Università di Roma, Rome, Italy. Under this theme, the gathering marked the debut of its new name, "Pasteur Network Annual Meeting," replacing the traditional "Director's Meeting." This change signifies a transition to a more inclusive and participatory governance approach.

The conference saw participation from directors, scientific directors, and researchers from Network member institutes.. Distinguished speakers, including Prof. Antonella Polimeni, Prof. Luigi Frati, and Nobel laureate Prof. Françoise Barré-Sinoussi, provided their thoughts and hopes for the future of the Pasteur Network at the opening. Prof. Rino Rappuoli, Scientific Director of the Siena Biotechopolo Foundation, delivered a lecture on “The miracle of COVID-19 vaccines and the trillion-dollar gap” to illustrate the impact of new vaccine manufacturing technologies and public investment on vaccine development. The new vision of the Pasteur Network was presented by the new Executive Director, Dr. Rebecca F. Grais, alongside Prof. Amadou Sall, President of the Pasteur Network's Board of Directors (Conseil d'Administration) and Prof. Stewart Cole, Vice President of the Pasteur Network's Board of Directors. Dr. Norosoa Razanajatovo was honored with the 2022 Pasteur Network Talent Awards for her groundbreaking work in virology.

The conference consisted of three main plenary sessions: 1) Preparedness and response to outbreaks, emphasizing the "One Health" approach and the need for improved collaboration and intervention protocols, 2) Manufacturing and strengthening the R&D ecosystem, shedding light on affordable product manufacturing, and 3) Working better together, which delved into improving opportunities, mutualizing technological resources, and focusing on science. Parallel sessions were conducted for regional discussions, where Americas, Africa, Asia-Pacific, and Euro-Mediterranean regions addressed their specific challenges and strategies.

Transitioning to Biannual Meetings for the Pasteur Network Members: At the Pasteur Network Annual Meeting, there was a consensus within the Pasteur Network to convene more frequently than just annually.

In line with this, representatives from the Pasteur Network members were invited for a gathering in June 2023 in Paris, sponsored in partnership with the Rockefeller Foundation. As part of our evolution, the network aims to transition to biannual meetings and also organize regional sessions throughout the year (*for more details on the Rockefeller Foundation-Pasteur Network convening, please refer below*).

2.2 Structuring the Association and the Foundation

In our effort to strengthen the Association, the Pasteur Network pursued a series of internal strategic initiatives. The Network developed a comprehensive set of guidelines, policies, and procedures to streamline its operations in accordance with good governance practices and to ensure due diligence. This structuring initiative also ensures that institutional memory is enhanced, and the organization is professionalized. Critically, an onboarding program was created to familiarize both new and existing team members with the organization's values, updated priorities, and operational procedures. Additionally, the Network enlisted the support of members from the International Department of the Institut Pasteur, who were seconded to the Pasteur Network Association through the support of Institut Pasteur. This was formalized through the signing of amended contracts for 2 years.

Another notable achievement was the formulation and adoption of a policy outlining the operational collaboration between the Pasteur Network Association (PNA) and Foundation (PNF). This policy was ratified during the board meeting held in June 2023, marking a significant milestone in our governance structure and emphasizing our commitment to fostering a collaborative and transparent operational environment. The PNF and PNA work collaboratively, with the PNF primarily serving as a funding body, while the PNA takes on the roles of project initiation, validation, and execution. This interaction ensures well-funded and efficiently executed projects within the Pasteur Network. ¹

2.3 Business Case

The Board of Directors requested development of a Business Case as well as an Organizational Review in 2022. Both have been completed with the help and support of the Pasteur Network Members in 2023. The Network has built an overarching Theory of Change with focus pillars to guide us in becoming a world leader in science, globally. The Business Case identified 4 focus pillars:

- 1) Reinforcing epidemic intelligence and preparedness,
- 2) Research & Development and Innovation in critical diagnostics, vaccines, and therapeutics,
- 3) Creating multi-disciplinary knowledge communities
- 4) [all underpinned by] Equitable collaboration & sustainability

Furthermore, within these focus pillars key themes and cross cutting issues (e.g., climate, AMR, maternal and child health) were identified.

¹ The Pasteur Network Association (PNA) identifies and validates projects, subsequently forwarding them to the Pasteur Network Foundation (PNF) for funding. Financing requests to the PNF are based on predetermined project budgets. The PNA then receives the necessary funds from the PNF to carry out the approved projects. The PNA actively oversees the entire project lifecycle, from initiation to completion, ensuring the responsible allocation of funds and providing the requisite documentation to the PNF.

Based on the Business Case, the Pasteur Network is advancing its Theory of Change, aspiring to be a global leader in science, global health, and innovation in the near future. At the heart of our strategy is not only facilitating stronger partnerships and collaborations but also ensuring that these collaborations are equitable and that regional voices get amplified. Relatedly, and as a next step towards financial sustainability and equity, the Network will be exploring new financial mechanisms.

Furthermore, as noted within the Business Case, a pressing concern is the scarcity of actionable information on pathogens, humans, vectors and other key aspects for improving health in a diversity of global populations. This gap in knowledge complicates the development of effective diagnostic tools, treatments, and vaccines. Therefore, there is an emphasized need to monitor and study high burden diseases and syndromes as well as those emerging due to the climate crisis. At the heart of our organization's strength is our profound expertise in fundamental research, complemented by our longstanding ties with esteemed academic and research entities. *(please note this is a concise overview of the business case, the full business case is accessible here: <https://shorturl.at/brFG9>)*

2.4 Organizational Review

The 2023 Organizational Review highlighted several necessary challenges. First and foremost, the Network's global decision-making presence is limited. Despite our capacity to influence local scientific and health bodies, the Pasteur Network should increase its collective capacity for regional and global advocacy and influence. Furthermore, a lack of unified purpose remains a key weakness. Although each member is autonomous, a key value of the Pasteur Network, a shared foundation is essential for effective collective action. While we currently collaborate extensively in research and training, there's great potential in uniting our network more extensively. By fostering deeper internal and external connections, we can truly demonstrate the strength and unity of the Pasteur Network. Furthermore, there is an opportunity to bridge capability gaps among institutes, and by doing so, we can further empower local leadership and bolster the impact on local health systems.. Finally, the Pasteur Network holds immense value and potential, and we need to communicate this more effectively to global donors to ensure financial sustainability.

In 2023, we laid the foundation by improving our decision-making processes and realigning with our core values. Additionally, the establishment of regional and thematic coordination has been pivotal, accompanied by a renewed approach to our financial sustainability model. Part of this realignment involved the enhancement of communication structures between members, aimed at fostering a collaborative environment. A major initiative in this regard was encouraging active participation in the Pasteur Network Monthly Seminar, which became a forum for discussions, sharing of ideas, and sparking innovative thoughts during the seminar sessions. The communication officer from Pasteur Network undertook a tour across all the regions of the Network, providing on-ground support to bolster communication and engagement among members, which significantly contributed to nurturing a culture of open dialogue and continuous learning within the network. The Network is also working on a technology platform associated with the Pasteur Network, which offers a directory to discover Pasteur Network members, their staff, and their scientific specializations, and provides search tools to explore specific institutes or areas of research. Moving on to 2024-2025, the focus will shift towards additional aspects raised in the Organizational Review (e.g., building the Network's global presence, advancing equity, and sustainability) including the implementation of a communications platform (intranet) for all members and their staff. *(please note this is a concise overview of the business case, the full business case is accessible here: <https://shorturl.at/brFG9>)*

Prioritizing Regional Representation

In response to the Organizational Review, the Pasteur Network is moving towards reinforcing regional representation. To this end (and as the first step in that process), strategic development officers have been appointed for the Americas, Euro Med, Africa, and Asia regions. These strategic development officers will build a regional advocacy strategy aligned with the health challenges and regional institutions' priorities, via work with researchers, local in-country authorities, and our global partners to shape policy and mobilize additional funding. The goal is to increase regional collaboration, emphasize regional ownership, elevate regional voices in research and public health to shift policy, and center equity.

Reinforcing the Board (e.g., with External Members)

In 2023, the Network established robust terms of reference for the Board of the Association, laying down a clear governance framework. Our governance practices were further strengthened through the introduction of a conflict-of-interest policy for the board, alongside a monthly update mechanism, ensuring a continuous flow of information. Additionally, the Network ensured that an information pack was dispatched to the board members a month prior to the board meetings, promoting informed discussions and decisions. In response to the Organizational Review and in line with the Pasteur Network Association's statutes (i.e., the Board of Directors (Conseil Administration) should include two to three external co-opted members), in 2023, two external members were appointed and approved. Both external members will be present at the Board Meeting and the concurrent Pasteur Network Annual Meeting in Tunis in 2023. Finally, the Network has begun the process of developing a Strategic Advisory Board (e.g., TOR, shortlist of candidates) to advise the Network Board, help expand the Network's influence, and meet its updated properties.

Two Board meetings occurred in 2023:

- The first occurred on November 28, 2022, at Sapienza University in Rome during the 2022 Pasteur Network Annual Meeting.
- The second occurred on June 12, 2023, in Paris, coinciding with the Rockefeller Foundation-Pasteur Network convening.

Note: The Pasteur Network agreed to develop a Pasteur Network knowledge sharing platform to ease communication and foster equity and collaboration beyond the institute director level to include all staff and partners.

2.5 Bolstering Our Multi-Disciplinary Knowledge Communities

International Courses

Teaching and training are an essential part of the work of each member institute of the Pasteur Network. The Network's international courses are 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 organizations.

In 2022-2023, 5 applications were selected for funding for a total amount of 85,321 euros.

REGION	TITLE	COURSE VENUE	Funding
Americas	Biology of emerging and neglected viral infections in Latin America	Institut Pasteur de Montevideo	15 321,00 €
Americas	One Health Oceania 2023	Institut Pasteur de Nouvelle-Calédonie	10 000,00 €
Americas	Latest Advances in Genome Editing and Assisted Reproductive Technologies in Laboratory Mice	Institut Pasteur de Montevideo	15 000,00 €
Euro-Med	Bio-informatique et séquençage Nanopore pour la surveillance génomique de la résistance antimicrobienne portée par les plasmides chez les Entérobactéries	Institut Pasteur	30 000,00 €
Euro-Med	Innovation and Technology Transfer in Biological Sciences and Public Health	Hellenic Pasteur Institute	15 000,00 €

PhD Grants

In 2023, three Pasteur Network PhD grants were allocated, each providing funding of 25 K€/year for a three-year period. The recipients were:

- Joël Dote, based at IP Bangui, researching "Épidémiologie et diversité des entérovirus en République Centrafricaine".
- Swaélie Sauthier, based at IP Guyane, delving into the "Characterization of P. falciparum resistance to Artesunate-Pyronaridine worldwide".
- Loéiza Rault, at IP New Caledonia, focusing on "Unraveling the Complexities of Anti-Dengue Virus Humoral Immune Response in an Endemic-epidemic Setting: Emphasis on Oceanian Populations".

Furthermore, academic partnerships are being cultivated with North Carolina State University, University of Montreal, Circle U and Szeged University among others to ensure researchers are able to access additional training and mobility programs.

2.6 Revised Communications Plan

In line with the need to develop a strong and more unified voice, facilitate communication across the Network, and playing a larger role in global decision-making instances, the Pasteur Network revised its communications plan to align with these updated priorities:

- Internally, the revised communication strategy focuses on a) speaking with one voice (i.e., aligning internally on communication objectives, audiences, messages), b) better organizing ourselves (i.e., designing and put into place a clear, efficient, and participatory approach to executing on the

communication plan), and c) prioritizing inclusivity (i.e., engaging PN members through concrete actions that value and embody diversity and regional voices)

- Externally, the revised communications plan focuses on a) clarifying and simplifying the Network's identify (i.e., to partners and potential funders), b) demonstrating the value of the Network (i.e., through reports and communication of Network activities), and c) positioning the Network as a critical stakeholder in global health (i.e., building from the of identify of the scientific community)

An overview of the communication plan will be presented to the board in November 2023.

2.7 COS PN's Evolution

In 2023, the COS-PN focused on establishing and advancing several working groups and focus areas to address pressing health concerns, including:

- exploring wildlife-borne viruses in Amazonia, with considerations to expand the research to rodents and birds
- successful data collection from the Pasteur Network member institutes, capturing their expertise and resources related to infectious disease emergencies. The data collected aimed to inform a feasible action plan tailored to address the challenges and gaps identified.²
- knowledge sharing and collaboration on leptospirosis, emphasizing its global health implications and the urgent need for increased research
- showcases on bioinformatics and biostatistics, advocating for strengthened collaborations within the Pasteur Network.
- development of the Pan African Mosquito Control Association (PAMCA), revealing its primary focus on malaria and its expansion to address arboviruses.

Throughout the year, the COS-PN facilitated multiple presentations to enhance knowledge sharing and collaboration.

As the Pasteur Network continues to progress to meet its Theory of Change and updated priorities (e.g., creating multi-disciplinary knowledge communities and developing equitable and sustainable collaboration), and to be more responsive to member needs, the COS-PN will also evolve. While in 2023, the COS-PN focused on establishing several working groups to address pressing health concerns, there is a forward-looking plan to transition from the traditional COS-PN structure to a more robust, more inclusive structure. The future vision entails the creation working groups that are transversal across the PN, offering a more integrated and holistic approach to tackling global health challenges.

2.8 Funder Engagements

Over the past year, the Network has been actively engaging funders (e.g., World Bank, Wellcome Trust, The Rockefeller Foundation) to fund updated priorities and equity-based modifications to Network governance (e.g., SAB). The Network has also participated in global convenings including Grand Challenges Dakar and the World Health Summit among others.

² This action plan is set to be a topic of discussion at the upcoming Pasteur Network Annual Meeting in November 2023.

Pasteur Network & Rockefeller Workshop

In the wake of rapidly evolving environmental challenges posed by climate change, the Rockefeller Foundation and the Pasteur Network took a pivotal step forward by convening in Paris from June 13 to 15, 2023. This gathering aimed to tackle the repercussions of climate change on human health, particularly the surge and wider spread of climate-sensitive emerging infectious diseases (EIDs). The event was a mosaic of insights, comprising expert interventions, panel discussions, and intensive working group sessions.

A unanimous understanding permeated the workshop: the imperative nature of establishing early warning systems reinforced by global data collaboration. With the Pasteur Network's vast global reach and scientific prowess, especially in the Global South, its potential role as a frontrunner in addressing these challenges was highlighted.

The goal of the event was to bring together the expertise of the Pasteur Network members, to brainstorm on a robust intra-Network early warning system for climate sensitive EIDs. Collaborative working groups meticulously addressed the myriad facets of this challenge, from setting priorities regarding climate-sensitive diseases to laying the groundwork for the early warning systems. This convergence of minds and expertise in June 2023 was not merely a gathering but a call for a unified response against the looming emergence of climate sensitive emerging (or re-emerging) infectious diseases. The upcoming next steps entail crafting a Pasteur Network-wide data sharing policy and framework, and internal communications platform (as mentioned previously) alongside Early Warning System and Climate-Health Observatories.

Looking Ahead: Wellcome Trust-Pasteur Network Annual Meeting 2023

The Wellcome Trust has agreed to provide its support to the Pasteur Network Annual Meeting 2023 in Tunis. This year's meeting will focus on our four strategic pillars: (1) epidemic intelligence and preparedness with a clear focus on climate-sensitive infectious diseases; (2) R&D ecosystem reinforcement; (3) capacity building, knowledge transfer, and technology; and (4) equity to modernize and update the Network.

The support from the Wellcome Trust is set to significantly enhance the scope and impact of our upcoming annual meeting, including the organization of working groups centered around these themes (e.g., climate) that resonate with the strategic pillars of the Pasteur Network, and facilitating focused discussions and collaborative thinking. Importantly, the resources provided by the Wellcome Trust will also allow the Network to extend invitations to external stakeholders. External participation is anticipated to bring valuable insights to the working groups, enriching the discourse and aiding in the formulation of actionable strategies that align with the Pasteur Network's overarching objectives.

2.9 Partnerships

The Pasteur Network has been actively nurturing potential partnerships with a broad spectrum of global health stakeholders to further its mission, including engaging with the World Health Organization (WHO), Foundation for Innovative New Diagnostics (FIND), The Pandemic Fund spearheaded by the World Bank, as well as Qiagen, which places the Network in a vantage position in global health discourse. Additionally, collaborations are being fostered with the Coalition for Epidemic Preparedness Innovations, Novartis Global Health Fellowships, GHIT, Organization for Women in Science for the Developing World (OWSD; a UNESCO affiliate), Fondation Pierre Fabre, and Fogarty International Center under the National Institutes of Health (NIH), Circle U, the Elsevier Foundation, International Union of Biochemistry and Molecular Biology (IUBMB), International Union

of Immunologists and PATH, which further underpins the Pasteur Network’s commitment towards an inclusive and ambitious global health agenda. The above list is not exclusive but marks an important initiative to support greater connections within the Pasteur Network.

Project Spotlight: The DURABLE project, funded by HERA (EC), encompasses 19 partners from 15 European countries. Its focus is on pathogen detection, evolutionary analysis, and threat characterization, integrating a One Health approach to data collection and intelligence sharing. Within this initiative, Work Package (WP) 10, led by Pasteur Network, has a core objective: to facilitate continuous training for DURABLE members as well as third parties. This aims to enhance their foundational capabilities both at the EU and global levels and ensure they're prepared to respond during crises. Notable recent activities include the recruitment of an Outbreak Education Officer in August 2023, and ongoing discussions with multiple partners, including IP, to pinpoint areas of expertise and potential training avenues for the network.

3. FINANCIAL REPORT

Included as an appendix, you will find the financial accounts for the year 2023 along with the proposed budget for 2024.

3.1 Projection 2023: Main Assumptions

- **Operating income:**

Pasteur Network association accounts (in euros)	2023			2023			Compare Projection / Budget
	Budget			Projection			
	ASSOC	PROJECTS	TOTAL	ASSOC	PROJECTS	TOTAL	
Income Contributions	240 000	-	240 000	240 000	-	240 000	-
Other income	101 189	-	101 189	34 903	-	34 903	- 66 286
Project funding	19 000	1 358 787	1 377 787	19 000	946 074	965 074	- 412 713
		-	-		-	-	-
Total Operating income	360 189	1 358 787	1 718 976	293 903	946 074	1 239 977	- 478 999

1/Income contributions (240k€ vs 240k€ budgeted):

Membership fees for 240K€ = 7.5K€ x 32 members

2/ Other income (35k€ vs 101k€ budgeted):

- **Main explanation of the gap:**

- Difference between voluntary contributions promised and those received.

- **Details:**

- 7,5 k€: voluntary contribution of IP Guinée.
- 27K€: contribution of IP Paris. 50% of the annual salary of the PN’s communication manager.

3/ Project funding (965k€ vs 1 378k€ budgeted):

- **Main explanation of the gap:**
 - One project completed was not initially budgeted (“Wellcome Trust”) and payment of matching funds for new projects didn’t happen (budgeted 500 k€).

- **Details:**
 - Projects funded by the sheltered foundation:
 - **Project “Regional Development”** (01/01/2023 – 12/31/2025): 187K€ based on expected charges to 12/31/2023 (budgeted: 374 k€ - late start of the project).
 - Other projects:
 - **Project “Repair/DDHS” (end 06/30/2023):** 35K€ based on actual expenses => amount to be received by 12/31/2023.
 - **Project “Durable/EU”** (02/01/2023 – 01/31/2027): 298K€ according to amount already received in 2023.
 - **Project “Convening/Rockefeller”** (04/01/2023 – 12/31/2023): 224K€ (247K\$) based on the agreement. 234K\$ already received (05/2023).
 - **Project” PNAM/Wellcome Trust”** (10/01/2023 – 12/31/2023): 201K€ based on the agreement.
 - Overheads received: 19k€

- **Operating expenses:**

Pasteur Network association accounts (in euros)	2023			2023			Compare Projection / Budget
	Budget			Projection			
	ASSOC	PROJECTS	TOTAL	ASSOC	PROJECTS	TOTAL	
Project charges, lessons and regional meetings	- 408 152	- 796 469	- 1 204 621	- 236 321	- 314 702	- 551 023	653 598
Operating expenses - general expenses	- 39 785	-	- 39 785	- 99 443	-	- 99 443	- 59 658
Staff costs (salaries + social charges)	- 176 922	- 329 197	- 506 119	- 147 750	- 374 330	- 522 080	- 15 961
Total operating expenses	- 624 859	- 1 125 666	- 1 750 525	- 483 514	- 689 032	- 1 172 546	577 979

1/ Project charges, lessons/courses, and regional meetings (551k€ vs 1 204k€ budgeted):

- **Main explanation of the gap:**
 - Projects: one completed was not initially budgeted (Wellcome Trust) and payment of matching funds for new projects didn’t happen (budgeted 500 k€).
 - Durable project started later than expected (41k€ spent vs 136k€ budgeted)
 - Courses: 131 k€ spent vs 303k€ budgeted.

- **Details:**
 - Regional meetings: 80k€ (Rome 2022 for 37K€ and projection Tunis 2023 for the balance).
 - MOOC Rage: 25k€.
 - Project expenditures: 315k€.

- Courses: 131k€ for 2 postponed 2020 courses (46k€), and 5 postponed 2022 courses (85k€). The call for the courses budgeted in 2023 will be launched end of this year (and budgeted in 2024).

2/ General expenses (99k€ vs 40k€ budgeted):

➤ Main explanation of the gap:

- +49k€ for travel and missions (underestimated in the budget).
- +10k€ for administrative and accounting fees (new contract signed for legal support).

3/ Staff costs (522k€ vs 506k€ budgeted):

➤ Details:

- 374k€ (72%) assigned to projects and 148k€ (28%) to the association.
- 5 new employees hired in 2023:
 - A strategic development manager in May 2023 (for Europe).
 - An accountant in August 2023.
 - A senior project manager in August 2023(Durable project).
 - 2 strategic development managers in October 2023(for Asia and Africa).

• Net result 2023:

Pasteur Network association accounts (in euros)	2023			2023			Compare Projection / Budget
	Budget			Projection			
	ASSOC	PROJECTS	TOTAL	ASSOC	PROJECTS	TOTAL	
Operating result	- 264 670	233 121	- 31 549	- 189 611	257 042	67 431	98 980
Financial Products	25 000	-	25 000	22 512	-	22 512	- 2 488
Financial expenses			-			-	-
Financial result	25 000	-	25 000	22 512	-	22 512	- 2 488
Exceptional products			-			-	-
Exceptionnel charges			-			-	-
Exceptional result	-	-	-	-	-	-	-
Financial products tax	- 1 200	-	- 1 200	- 1 200	-	- 1 200	-
Dedicated funds			-			-	-
Net dedicated funds courses & project	183 152	- 233 121	- 49 969	164 152	- 257 042	- 92 890	- 42 921
Net result	- 57 718	-	- 57 718	- 4 147	0	- 4 147	53 571

- **Expected Net result at 12/31/2023: - 4k€ vs -58k€ budgeted.**
 - This variation is mainly due to the 2023 courses budgeted for a total of 120k€. These courses will finally be organized (and paid for) in 2024.
- **Dedicated funds:**
 - International courses: 2 “2020 courses” (46k€) and 5 “2022 courses” (89k€) were realized in 2023.
 - Durable project: 298 k€ received in 2023 vs 41k€ spent (late start of the project).
- **Financial result:**
 - 22,5k€: interests generated by financial investments.

3.2 Budget 2024: Main assumptions

- **Operating income :**

Pasteur Network Association (in euros)	BUDGET 2024		
	ASSOC	PROJECTS	TOTAL
Income Contributions	263 500	-	263 500
Other income	28 062	-	28 062
Projects fundings (including transfer of dedicated funds N-1)	82 800	1 990 956	2 073 756
		-	-
Total operating income	374 362	1 990 956	2 365 318

1/ Income contributions:

- Income contributions (membership fees) for 263.5K€ = 8k€ (+ 500€) x 32 members and excepted voluntary contributions for 7.5k€.

2/ Other income:

- Contribution of IP Paris: 50% of the annual salary of the PN's communication manager.

3/ Project funding:

- Projects funded by the sheltered foundation:
 - o **Project "Regional Development"** (01/01/2023 – 12/31/2025): 337 k€.
 - o **Matching funds** received for Durable (50k€) and BMGF project (250 k€).
- Other projects:
 - o **Project "Durable/EU"** (02/01/2023 – 01/31/2027): 121 k€.
 - o **Project Rockefeller 2** (new): 1 192 k€.
 - o **Project Prezode** (new): 40 k€
- Overheads expected: 83k€

- **Operating expenses :**

Pasteur Network Association (in euros)	BUDGET 2024		
	ASSOC	PROJECTS	TOTAL
Project charges, lessons and regional meetings	- 259 000	- 300 000	- 559 000
Operating expenses - general expenses	- 54 350	- 1 071 600	- 1 125 950
Staff costs (salaries + social charges)	- 61 600	- 619 356	- 680 956
Total operating expenses	- 374 950	- 1 990 956	- 2 365 906

1/ Project charges, lessons/courses and regional meetings:

- Regional meetings: 80k€

- Courses: 120k€ for 2024 courses and 19k€ for 2020 postponed courses.
- MOOC durable: 40k€
- Matching funds for Durable and BMGF project: 300k€ (received from the sheltered foundation).

2/ Operating expenses - General expenses:

- 54k€ for general operations of the association:
 - o 31k€ for various fees (accountant, auditors, lawyers, ...)
 - o 15k€ for travel expenses
- 1 072k€ for expenditures on projects
 - o Other fees (consultant) => 74k€
 - o Travel, missions, reception expenses => 147k€
 - o Communication => 11k€
 - o Contingency => 18k€
 - o Payment to partners => 822k€

3/ Staff costs:

- 619k€ (91%) assigned to the projects and 61k€ directly assigned to the association.

- **Net result**

Pasteur Network Association (in euros)	BUDGET 2024		
	ASSOC	PROJECTS	TOTAL
Operating result	- 589	-	- 589
Financial products	31 000	-	31 000
Financial expenses		-	-
Financial result	31 000	-	31 000
Exceptional products		-	-
Exceptional charges		-	-
Exceptional result	-	-	-
Financial products tax	- 11 100	-	- 11 100
Dedicated funds		-	-
Net dedicated funds projects N	19 000	-	19 000
Net result	38 312	-	38 312

- **Expected Net result: + 38 k€.**
- **Expected Financial result: + 31 k€.**