

Pasteur Network Roadmap for 2025-2030

The current global landscape is marked by a troubling erosion of public trust in health systems, global cooperation, and even science itself - while hyper individualism and a “survival of the fittest” mentality have taken hold among individuals and states, reshaping the global order and weakening long-standing norms of multilateralism.

This reality underscores the urgent **need to invest in the “connective tissue of health”**: networks that **enable collective action and promote equity**. The Pasteur Network embodies this vision as a decentralized alliance of over 30 members in diverse institutions spanning five continents, each deeply rooted in local contexts yet united by shared values and a commitment to advancing health through science and solidarity. The COVID-19 pandemic highlighted the Network’s strength in rapid, trusted collaboration, but also revealed the critical need for structured cooperation to ensure inclusive and effective responses in an increasingly complex and fractured world.

The PN is dedicated to being this “connective tissue of health”, dedicated to world class research and innovation, critical public health initiatives, and education and leadership. Guided by shared values of equitable partnership, collective interest, knowledge and resource sharing, and member autonomy, the Network addresses pressing health and scientific challenges.

1. Roadmap Overview

As the Pasteur Network transitions into the operationalization phase of its strategy (developed in 2023 and 2024), we are consolidating the flagship projects to anchor and define the mechanisms for their implementation. The purpose of this document is to translate the Pasteur Network’s Theory of Change and Business Case into actionable steps by clearly outlining the Network’s activities for 2025–2030 within its four strategic pillars:




- **Epidemic Intelligence & Preparedness with a Focus on Climate-Sensitive Diseases**
The Pasteur Network seeks to strengthen epidemic intelligence and preparedness by jointly monitoring, researching, and responding to high-risk infectious (e.g., those with zoonotic potential) and climate-sensitive diseases threats. This can be achieved by building infrastructure for sample and data sharing, monitoring critical health indicators to inform policy on climate change and antimicrobial resistance, and contributing to global efforts like the 100 Days Mission to accelerate outbreak response.
- **Research, Development, & Innovation**
The Pasteur Network seeks to drive the development of innovative and accessible diagnostics, vaccines, and therapeutics by advancing cross-member collaboration and sharing. This can be achieved by mobilizing capital to de-risk high-potential R&D projects, piloting virtual solutions to broaden access, developing cross-member mobility and capacity sharing programs, and co-developing novel approaches to collaborative innovation.
- **Multi-Disciplinary Knowledge Communities:**
The Pasteur Network seeks to cultivate the next generation of scientific leaders by fostering inclusive scientific exchanges and expanding collaborative education and mobility opportunities across members. By training and research resources, promoting shared learning, and elevating the voices of local scientists in regional and global forums, the Network will strengthen its collective capacity to address the world’s most pressing health challenges.
- **Good Governance & Equitable Collaboration**
The Pasteur Network is re-centering its governance, partnerships, and financial model to promote sustainability, inclusivity, and shared leadership across its global membership. This includes implementing transparent, equitable resource allocation processes and strengthening regional coordination to ensure all members - especially those in the Global South - have an active role in setting priorities and shaping strategy. By fostering collaboration rooted in mutual benefit, and by

linking research to policy influence, the Network is also helping to reshape the structures of global science and health - making them more representative, responsive, and resilient.

This roadmap provides a framework to guide collective efforts within the Pasteur Network from 2025 to 2030. It is important to emphasize, however, that members retain full autonomy in defining and pursuing their own priorities. The roadmap does not seek to override or exclude other initiatives taking place between members. By identifying shared objectives and areas for potential collaboration, this document aims to support coordination and alignment where beneficial without constraining the independent and diverse approaches that characterize the Pasteur Network. Additionally, while the Network evolves to meet new global challenges, it remains firmly grounded in the Pasteurian pillars of research, innovation, public health, and training - principles that continue to guide and unify its work across regions.

Ultimately, the Pasteur Network’s roadmap for 2025-2030 focuses on strengthening governance, strategic partnerships, and collaborative research and innovation. By investing in Network-wide coordination, leadership, and advocacy, the Pasteur Network aims to position itself as a key global research and global health actor while maintaining its commitment to scientific excellence, innovation, and sustainability / equity.

2. Strategic Framework (2025-2030)

STRATEGIC FRAMEWORK FOR 2025-2030		
<p>Vision for 2030:</p> <p><i>As a global Network and via its strategic pillars, the Pasteur Network seeks to advance scientific understanding and innovation and apply this knowledge to real world health issues and influence local, regional, and global health agenda and policies</i></p> <p>Overarching Objective for 2025-2030:</p> <p><i>Global Recognition: Establish the Pasteur Network as a visible and influential global and regional actor in public health, science, innovation, and leadership</i></p>		
 <p>Pillar 1. Epidemic Intelligence & Preparedness</p>	 <p>Pillar 2. Research, Development & Innovation</p>	 <p>Pillar 3. Knowledge Communities</p>
<p>Objective for 2025-2030: Secure sufficient funding and coordination to enable collaborative research and safe and secure information sharing</p> <p>Desired Impact by 2030: Develop a strong Network-wide public health, research and data sharing system that improves epidemic preparedness and works towards <u>documenting the health impacts of climate change in</u></p>	<p>Objective for 2025-2030: Support regional manufacturing and demonstrate new and innovative R&D models and innovations tailored to the needs of the Global South</p> <p>Desired Impact by 2030: <u>Increase availability, accessibility and affordability of health products and their development</u></p>	<p>Objective for 2025-2030: Develop strong cross-Network programs for knowledge exchange and mobility, including South-South collaboration</p> <p>Desired Impact by 2030: <u>Grow & empower the next generation of scientific researchers & leaders across the Network with a particular focus on the Global South</u></p>

Network geographies, and the importance of drug resistance¹

Flagship Projects:

Climate Health Observatory Accelerator, Collective Action on Dengue Secretariat, Public Health Wastewater Initiative, Regional Outbreak Task Forces, Data & Sample Sharing Plans, Cross-Network AMR Research & Action Team and Integrated AMR Preparedness Network

Flagship Projects:

Vaccine Manufacturing Initiative, PN Bio Accelerator, Virtual-Labs / Research Tools Repository Platform, Innovations in Understanding Mother and Child Health

Flagship Projects:

Scientific Working Groups, Educational Sponsorship Programs, with South-South Mobility, Network-wide Education & Training Programs, including Free Short Courses, Champions network & Young Investigator Forums



Pillar 4. Governance & Equitable Collaboration

Objective for 2025-2030:

A Network governance, financial and partnerships model recentered around sustainability and equitable collaboration by all Network members

Desired Impact by 2030:

A governance and financial model that allows flagship activities to be implemented successfully, and increases scientific excellence and innovation, and high-quality scientific advancements, by all members of the Network

Flagship Projects:

2025-2030 Roadmap (and related M&E plan), “What We Owe the Network, What the Network Owes Us” agreement, Pasteur Network Financial Strategy 2025-2030, Communication & Advocacy Strategy

3. Overview of Activities (2025-2030)

Please note, the list below is not exhaustive but provides an indication of key activities in the Network over the next 5 years. Additionally, many of these activities include the **development of global goods** at the disposition of the Network members.

ROADMAP OF ACTIVITIES (2025-2030)

Pillar 1: Epidemic Preparedness & Intelligence						
	Immediate term		Medium term		Long term	
	2025	2026	2027	2028	2029	2030
Flagship Projects	Climate Health Observatory Accelerator					
	Collective Action on Dengue Secretariat					

¹ Underlined sections are identified PN ToC impacts

Public Health Wastewater Surveillance Initiative	[TBC] Public Health Wastewater Surveillance Initiative	
	Cross-Network AMR Research & Action Team and Integrated AMR Preparedness Network	
<i>Incubated</i>	Regional Outbreak Task Forces	
	Data & Sample Sharing Plans	

1a. Climate and Health Observatory Accelerator: The Pasteur Network's Climate and Health Observatory Accelerator is a three-year incubating initiative aimed at supporting climate-resilient health systems in low- and middle-income countries. Supported by The Rockefeller Foundation and the Institute of Philanthropy, the project will empower members and local researchers to translate climate data into actionable public health responses and foster collaboration and knowledge sharing across the Network. The initiative also supports the cohort of fellows throughout the Network.

Estimated project timeline: 2025-2027 (with additional funding sought to expand the Accelerator)

1b. Collective Action on Dengue Secretariat: The Pasteur Network serves as the Secretariat for the Collective Action on Dengue, a global initiative aimed at enhancing awareness and response to dengue. In this capacity, it is focused on creating a more fit-for-purpose governance structure, identifying sustainable funding, advocating for increased funding and awareness of dengue, dengue research, and dengue prevention-related activities, and cross-sectoral strategies to combat the disease, especially in regions where its prevalence is increasing due to climate change.

Estimated project timeline: 2025 (and thereafter)

1c. Public Health Wastewater Surveillance Initiative: The Pasteur Network's Public Health Wastewater Surveillance Initiative, in collaboration with the Gates Foundation, focuses on enhancing disease detection capabilities in low- and middle-income countries (LMICs) through wastewater-based epidemiology. In 2025, the PN will focus on developing a strategy through a planning grant to address wastewater surveillance across PN geographies to facilitate synergies as a flagship project.

Estimated project timeline: 2025 (and TBD thereafter)

1d. Cross-Network AMR Research & Action Team and Integrated AMR Preparedness Network: The Cross-Network AMR Research & Action Team project would coordinate antimicrobial resistance (AMR) surveillance, research, and response efforts across the Pasteur Network. By linking researchers, laboratories, epidemiologists, and policymakers, the initiative would aim to generate comparative data, promote best practices in antimicrobial stewardship, and support regionally tailored interventions and support innovative solutions. Key outputs will include shared AMR datasets, joint research, and policy briefs to guide coordinated global action.

Furthermore, building on this Team's outputs, the Integrated AMR Preparedness Network (I-AMP Net) will translate them into integrated, AI enabled One Health preparedness systems that link human, animal, and environmental AMR surveillance and support predictive, coordinated response planning. The project seeks to strengthen regional and global AMR preparedness through predictive analytics, coordinated response planning, and policy-informed intervention strategies within the One Health paradigm.

Estimated project timeline (funding dependent): 2026-2030

1e. Regional Outbreak Task Force: The Regional Outbreak Task Forces initiative would establish rapid response teams across the Pasteur Network to detect (e.g., using genomic surveillance), investigate, and support the containment of infectious disease outbreaks at the regional level (and ultimately globally). These task forces would combine laboratory expertise, field epidemiology, and real-time data sharing to strengthen

local and regional response capacity. Outputs could include coordinated outbreak reports, training exercises, and regional contingency plans to improve preparedness and cross-border collaboration as well as maintaining, within sites of emergence, state-of-the-art technological platforms to ensure rapid development of diagnostic tests, treatments and vaccines during pandemics.

Estimated project timeline (funding dependent): 2026-2030 (but incubated in 2025)

1f. Data and Sample Sharing Plans: The Data & Sample Sharing Initiative aims to establish clear, equitable frameworks for sharing biological samples and health data across the Pasteur Network. This project would enhance collaborative research, outbreak response, and surveillance by streamlining access to critical data while respecting ethical, legal, and local governance standards. Outputs could include standardized agreements, governance protocols, and digital platforms to facilitate secure and transparent data and sample exchange.

Estimated project timeline: 2026-2028

Pillar 2: Research, Development & Innovation						
	Immediate term		Medium term		Long term	
	2025	2026	2027	2028	2029	2030
Flagship Projects	Vaccine Manufacturing Initiative, including					
	i. Developing a Network-wide Business Case					
	ii. Mapping of topics & capabilities					
	iii. Training programs to build capacity across the Network					
	iv. Governance and policy documents					
	Annual R&D / Innovation Scientific Meetings					
	PN Bio Accelerator					
	Innovations in Understanding Mother & Child Health					
	Virtual-Labs / Research Tools Repository Platform					

2a. Vaccine Manufacturing Initiative: The Vaccine Manufacturing Initiative, funded by the Wellcome Trust, focuses on strengthening vaccine production capacity across the Pasteur Network. It involves mapping existing topics and manufacturing capabilities, developing targeted end to end training programs for manufacturers and Network members, and creating governance and policy frameworks to enable collaborative manufacturing efforts. These outputs will include:

- i. Developing a Network-wide strategy and Business Case to socialize with donors / investors to acquire additional partnerships and support
- ii. Mapping the capabilities and capacities across manufacturing Network members to identify opportunities for collaboration and knowledge / capacity gaps
- iii. Developing end-to-end and topic specific (mRNA) training and mobility programs across the Network that allow members to build capacity across the vaccine value-chain
- iv. Developing governance and policy documents (e.g., MCA) that allow the Network to engage in collective manufacturing efforts (e.g., tech transfer)

Estimated project timeline: 2025-2027

2b. Annual Regional R&D / Innovation Scientific Meetings: Annual regional R&D and innovation scientific meetings would bring together researchers across the Pasteur Network, as well as relevant external partners, to share the latest scientific findings within R&D and innovation and foster collaboration. These meetings would facilitate knowledge exchange, highlight regional priorities, and strengthen partnerships to drive coordinated research. This initiative supports the scientific working groups (e.g., on R&D) found in Pillar 3 to enhance and support collaboration across the Network. Outputs could include collaborative project proposals and strategic regional research agendas focused on R&D and innovation.

Estimated project timeline: 2026-2030

2c. PN Bio-Accelerator: The PN Bio Accelerator would be designed to fast-track the development and deployment of innovative biological tools and technologies within the Pasteur Network. By supporting early-stage research, fostering partnerships, and providing resources for product validation, the initiative would accelerate solutions for infectious disease detection, treatment, and prevention. Key outputs could include prototype biological assays, pilot studies, and pathways for regulatory approval and scale-up.

Estimated project timeline (funding dependent): 2026-2030

2d. Innovations in Understanding Mother & Child Health: This proposed project could leverage innovative tools to monitor and analyze key maternal, newborn, and child health (MNCH) risk indicators across the Pasteur Network, generating actionable, region-specific data. It would focus on developing a deep understanding of the maternal-child dyad—particularly the health of pregnant women—and the influence of the “global exposome,” including infections, on maternal health, child development, and disease risk. By integrating advancements in vaccines and diagnostics, along with real-time data tracking and predictive analytics on indicators such as pre-term birth, neonatal infections, and maternal mortality, the initiative could empower local and regional stakeholders to advocate for precision-targeted interventions and informed policy decisions.

Estimated project timeline (funding dependent): 2027-2030

2e. Virtual-Labs / Research Tools Repository Platform: The Virtual-Labs / Research Tools Repository Platform would provide a centralized digital hub for the Pasteur Network to access, share, and collaborate on research tools, protocols, and virtual laboratory resources. This platform would enhance remote collaboration, standardize methodologies, and accelerate scientific discovery across members. Outputs could include an accessible database of validated tools, virtual training modules, and real-time collaborative workspaces.

Estimated project timeline (funding dependent): 2028-2030

Pillar 3: Knowledge Communities						
Immediate term		Medium term		Long term		
2025	2026	2027	2028	2029	2030	
Flagship Projects	a. PN Scientific Working Groups					
	b. Educational Sponsorship Programs, with South South Mobility					
	c. Champions Network & Young Investigator Forums					
	d. Network-wide Education & Training Programs, including Free Short Courses ²					

² E.g., in-person and MOOC courses

3a. Scientific Working Groups: The Pasteur Network Scientific Working Groups unite researchers across the Network to focus on high-priority scientific and public health challenges. These groups meet regularly (e.g., virtually) to foster interdisciplinary collaboration, align research efforts, and strengthen the Network’s collective expertise in areas such as infectious diseases, AMR, R&D, and environmental transitions / climate-health intersections.

Estimated project timeline: 2025-2030

3b. Educational Sponsorship Program, with South-South Mobility: The Educational Sponsorship Programs with South-South mobility would aim to support early-career scientists and public health professionals from low- and middle-income countries within the Pasteur Network. By facilitating training, mentorship, and research exchanges between institutions in the Global South, the initiative would build local and regional capacity and strengthen equitable collaboration across the Network.

Estimated project timeline (funding dependent): 2026-2030

3c. Champions Network & Young Investigator Forums: The Champions Network and Young Investigator Forums would be a platform to connect outstanding scientists and public health professionals across the Pasteur Network. The project would identify and support emerging leaders to serve as regional ambassadors, peer mentors, and facilitators of collaboration. By fostering cross-institutional exchange and raising the visibility of early-career researchers, the network would help strengthen scientific leadership across the Network and help cultivate the next generation of scientific leaders. This initiative would promote a culture of mentorship, shared expertise, and long-term engagement.

Estimated project timeline (funding dependent): 2026-2027

3d. Network-wide Education & Training Programs: The Network-wide Training Programs would offer free short courses across themes to build technical and scientific capacity across the Pasteur Network. These programs would provide accessible, high-quality education on topics such as epidemiology, genomics, AMR, and outbreak response, fostering continuous learning and collaboration among members.

Estimated project timeline (funding dependent): 2026-2030



Pillar 4. Governance & Equitable Collaboration

	Immediate term		Medium term		Long term	
	2025	2026	2027	2028	2029	2030
a. "What We Owe the Network, What the Network Owes Us" Document						
b. Develop 2025-2030 Roadmap (and related M&E plan)						
c. Continue to Engage the Strategic Advisory Board						
d. Establish Associate Membership Guidelines + Expansion Criteria						
e. Regional Registration (in Dakar, Rio, and Hong Kong)						
f. Secure Funding & Recruitment for Additional PN Staff (e.g., comms, finance, fundraising)						

g. Explore New Organizations / Initiatives for Partnerships ³	
h. Developing a Communication & Advocacy Strategy	
i. Develop Network Strategy to Prioritize Women in Science & Leadership	
j. Support Good Governance, Due Diligence, & Adapt Financial & Governance Models for Long-Term Sustainability	
k. 5-Year PN Statute Review	
l. Long-term Financial Sustainability Strategy Associated with 2025-2030 Roadmap	
m. Develop a Master Agreement for Operational Collaboration to Facilitate Data Sharing	

High priority for 2025

4a. “What We Owe the Network, What the Network Owes Us” Document: Develop a foundational document clarifying mutual expectations and responsibilities between members in the Pasteur Network.
Estimated project timeline: 2025

4b. Develop 2025-2030 Roadmap & M&E Plan: Create a 5-year roadmap with monitoring and evaluation (M&E) plan to identify priorities for the next 5 years across the 4 Network pillars, assess impact, and guide strategic decision-making across Network initiatives.
Estimated project timeline: 2025

4c. Continue to Engage the Strategic Advisory Board (SAB): Continue to engage the SAB over the five-year period, providing high-level advice on strategic decisions to enhance the Network’s global relevance and collaborative strength.
Estimated project timeline: 2025-2030 (continuous)

4d. Establish Membership Guidelines + Expansion Criteria: Define clear criteria and procedures for Network membership and expansion to ensure alignment with strategic goals.
Estimated project timeline: 2025

4e. Regional Registration (in Dakar, Rio, and Hong Kong): Establish legal registration of the Pasteur Network’s regional entities to enable local operations, partnerships, and funding.
Estimated project timeline: 2025-2026

4f. Secure Funding & Recruitment for Additional PN staff (e.g., comms, finance, fundraising): Obtain resources to recruit essential support staff in communications, finance, and fundraising to strengthen Network operations.
Estimated project timeline (funding dependent): 2025-2030 (continuous)

4g. Explore New Organizations / Initiatives for Partnerships: Identify and evaluate strategic partnerships with external organizations and initiatives that can enhance the Network’s reach and effectiveness.
Estimated project timeline: 2025-2030 (continuous)

³ e.g., Novo Nordisk, World Health Assembly, WHO Academy, PAHO, IDB, Sponsored PhD programs, CSR opportunities

4h. Developing a Communication & Advocacy Strategy: Craft a robust communication and advocacy plan to elevate the Network’s visibility, impact, and engagement with key stakeholders.

Estimated project timeline: 2025-2027

4i. Develop Network Strategy to Prioritize Women in Science & Leadership: Create a targeted strategy to promote gender equity, with a focus on advancing women in scientific and leadership roles within the Network.

Estimated project timeline: 2025-2027

4j. Support Good Governance, Due Diligence, & Adapt Financial & Governance Models for Long-Term Sustainability: Enhance support for good governance, strengthen due diligence processes, and reflect on sustainable business models (i.e., review and refine governance and financial frameworks to support the Network’s resilience and strategic growth over time). This effort aims to improve institutional transparency, accountability, operational efficiency, and sustainability across members and the Network.

Estimated project timeline: 2025-2030

Potential Priorities Starting 2026

4k. 5-Year PN Statute Review (with Potential Regional Reformulation) of Statutes: [pending Board decision]

Review the PN statutes 5 years into their major previous revision. As part of this review, consider redesigning the regional groupings within the Network, such as the Euro-Med region, to reflect evolving strategic priorities and improve regional coordination.

Estimated project timeline: 2026-2027

4l. Long-Term Financial Sustainability Strategy Associated with 2025–2030 Roadmap: Design and implement a financial sustainability strategy aligned with the Network’s 2025–2030 roadmap to ensure continued impact.

Estimated project timeline: 2026-2028

4m. Develop a Master Agreement for Operational Collaboration to Facilitate Data Sharing: Draft a standardized Master Agreement to streamline and govern data sharing and collaborative operations across Network institutions.

Estimated project timeline: 2026-2028

4. Appendix

2025 Workplan

The following is an indicative workplan for 2025 activities, including key milestones. This appendix will be updated annually to provide increasing specificity for the subsequent year(s)

Pillar	Jan	Feb	March	April	May	June
1		* Climate & Health Accelerator Fellow Cohort launch meeting in Hong Kong			* PN Public Health Wastewater Surveillance Initiative meeting in Abidjan * Survey sent to members for Public Health Wastewater Surveillance Initiative	* Analysis of Public Health Wastewater Surveillance Initiative survey completed
2					* PN Manufacturing Initiative Meeting in Casablanca	* Manufacturing Initiative Business Case finalized and sent to members * Vaccine manufacturing capacities mapped across Network members
3	* Scientific Working Groups begin mandate across key themes	* Scientific Working Groups across key themes (e.g., R&D)	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes (e.g., R&D)
4	* Discussions with Board, IP, and potential partners on funding & recruitment for additional PN staff (ongoing throughout the year) * Discussions to explore new organizations / initiatives for partnerships	* Draft of Associate Membership Guidelines + Expansion Criteria developed	* Draft “What We Owe the Network, What the Network Owes Us” document developed * Individual / ad hoc discussions with SAB members	* Regional Registration Planning begins	* Draft 2025-2030 Roadmap developed * PN Annual Report drafting begins	* Board Meeting in Lille * What We Owe the Network, What the Network Owes Us”, draft 2025-2030 Roadmap, and draft Associate Membership Guidelines + Expansion Criteria reviewed by PN Board

Pillar	July	Aug	Sept	Oct	Nov	Dec
1	* Proposal for Public Health Wastewater Surveillance Initiative finalized			*Collective Action on Dengue Announcement at World Health Summit ⁴	*Collective Action on Dengue Announcement at COP ⁵ * Planning for regional outbreak Task Forces begins (i.e., incubated)	
2			* Manufacturing training programs initiated and planning for possible clinical trials network	* Manufacturing Initiative meeting at PNAM (e.g., critical governance and policy documents to allow for manufacturing collaboration discussed)	* Manufacturing Initiative discussion with partners and potential funders based on Business Case (ongoing throughout Q3 and Q4)	
3	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes	* Scientific Working Groups across key themes
4			*Draft M&E plan based on Roadmap developed * Initial planning for PN communications and advocacy strategy	*Board Meeting at PNAM, draft M&E plan based on Roadmap reviewed by PN Board, and Board discussion on additional opportunities to support good governance, due diligence, & adapt financial & governance models for long-term sustainability * SAB meeting at WHS ⁶		* Initial draft of strategy to Prioritize Women in Science & Leadership developed *PN Annual Report finalized

⁴ To be confirmed

⁵ To be confirmed

⁶ To be confirmed