



**PASTEUR  
NETWORK**

**2024 - 2025**

# **MANAGEMENT REPORT**



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## Introduction

As stipulated in the Articles of Association of the Pasteur Network, the Board of Directors is responsible for producing an annual management report (Art. 9.6), which is presented to the Ordinary General Meeting for review and recommendations (Art. 8.3). From October 2024 through October 2025, the Pasteur Network (PN) continued to focus its efforts around its four strategic pillars

- epidemic preparedness and intelligence, with a focus on climate-sensitive diseases
- research, development and innovation
- multidisciplinary knowledge communities
- good governance, equitable collaboration, and sustainability

In October 2024, the Pasteur Network held its annual meeting (PNAM 2024) which was hosted by Fiocruz in Rio de Janeiro, Brazil and marked the first PNAM held in the Americas. During PNAM 2024, a Memorandum of Understanding (MoU) to strengthen collaboration on mRNA vaccine R&D and production was signed. PN members will convene in October for PNAM 2025 which will take place in Ho Chi Minh City, Vietnam.

In April 2025, the Pasteur Network Board elected Mario Moreira, President of Fiocruz, as its new Board President. Furthermore, the Board approved a Network Collaboration Agreement in June 2025 at its Board meeting in Lille aimed at advancing member collaboration and positively impacting Network-wide research, innovation and public health. In Lille, critically, the PN Board also approved its 2025-2030 Roadmap which will guide PN activities over the next 5 years.

In addition, the Pasteur Network launched and continued to implement several flagship projects including, the Vaccine Manufacturing Initiative (funded by Wellcome) and the Climate Health Observatory Accelerator (co-funded by the Institute of Philanthropy (IoP) and the Rockefeller Foundation). The Network revamped its Scientific Working Groups to make them more inclusive and better fitted for the Network's priorities and updated governance structure.

The PN has held multiple discussions with potential partners to expand opportunities for the Network across the 4 pillars. This includes discussions with the Islamic Development Bank, World Bank, Rockefeller, Wellcome, EU Commission, UNITAID, IVI, and Climate Action Accelerator. In addition, in 2025, the PN engaged across global conferences, trainings, and workshops, strengthening partnerships, showcasing science, elevating youth and LMIC leadership, and advancing priorities in climate and health, wastewater surveillance, and epidemic preparedness.

This report is not exhaustive of all initiatives and rather provides key highlights organized into the four strategic pillars.

## Good Governance and Equity

### 5-Year Roadmap

The 2025–2030 Pasteur Network Roadmap, approved by the Board earlier this year, provides the strategic framework that will **guide the Network’s activities over the next five years**. It sets out a shared vision for strengthening scientific collaboration, advancing public health impact, and enhancing regional and global engagement across the Network. It serves as both a strategic reference and an operational guide for common initiatives and partnerships. In parallel, the roadmap identifies priority areas for resource mobilization, guiding efforts to secure funding aligned with the Network’s strategic goals and impact priorities.

### Pasteur Network Collaboration Agreement

In March 2025, the PN Board approved the PN Collaboration Agreement to foster member cooperation and enhance the Network’s global impact. This document essentially defines “what we, as Network members, owe each other”. It outlines principles, objectives, and operational guidelines for PN members, in alignment with the values of member autonomy, collective interest, knowledge and resource sharing, and equitable partnerships. Designed to be living document, the Agreement will be reviewed and updated periodically to ensure its relevance and effectiveness in the evolving global health landscape. The document has been added to the Pasteur Network website (<https://pasteur-network.org/wp-content/uploads/2025/09/Collaboration-Agreement-2025.pdf>).

The progress tracker from 2024 (with updates on progress) can be found in the appendix and will be updated subsequently to reflect the new roadmap and collaboration agreement (i.e., developed for 2026).

### Strategic Advisory Board (SAB)

The SAB, created in 2024, provides high-level strategic advice on partnerships, funding, and strategic direction to the Network Board. In its 2<sup>nd</sup> year, the SAB will hold its annual meeting alongside the World Health Summit (WHS) in October 2025. During this meeting, the SAB will review the recommendations (noted below) it has provided over the past 2 years (e.g., which have been implemented, where the SAB can support), areas for the Network in this new scientific and global health landscape, and additional Network-wide projects and opportunities. The SAB will provide additional recommendations to the Board which will be discussed by the Network Board during their meeting at PNAM 2025 in Vietnam.

### SAB Recommendations and Progress Summary (as of Oct 2025)

- Further develop the four pillar approach and concentrate effort on a small set of shared platforms and initiatives: In progress. Context: Across the four pillars, the Pasteur Network is prioritizing strategic areas by integrating climate and health research in Pillar 1, advancing vaccine manufacturing capacity in Pillar 2, reinvigorating Scientific Working Groups through Pillar 3, and strengthening internal collaboration mechanisms in Pillar 4, e.g., the Network collaboration agreement

- Take a measured approach to membership expansion: Status: In progress. Context: Associate Membership criteria defined as the first step, with expansion team recommendations to the Board next.
- Reformulate the Euro Med region: Status: Not started, planned. Context: requires a statutes amendment with development and decision approved for 2026.
- Pillar 1: Define its competitive advantage: Status: In progress, more work needed. Context: Climate and Health Observatory and wastewater initiatives define part of the edge, with more regional opportunities.
- Pillar 2: Emphasize clinical trials, diagnostics, one to two core areas, and partnerships: Status: In progress. Context: VMI funded and underway, diagnostics not yet coordinated
- Pillar 3: Nurture early career scientists: Status: In progress. Context: PNAM 40 Under 40 and C and H Observatory fellows, with room to deepen engagement.
- Pillar 4: Increase transparency to optimize common resources: Status: In progress. Context: elements integrated into the collaboration agreement, updated Associate Membership criteria, and revised fee structure.
- Strengthening the Secretariat, dedicated personnel for communications, finance, and fundraising: Status: Not started. Context: a full time finance hire is in place, further staffing needed for communications and fundraising.
- Network topic and capabilities mapping: Status: In progress. Context: mapping done for VMI and wastewater, extend to diagnostics and publications for a fuller view.
- Master agreement for operational collaboration: Status: Complete. Context: Board approved in June in Lille, details of what members owe each other are posted on the Network site.
- Women in science and leadership: Status: Not started, planned. Context: dedicated PNAM session to inform approach, remains a member priority.
- Strengthen and clarify the relationship with Institut Pasteur as the historic originator and largest member: Status: In progress, more work needed. Context: preliminary work started, further work required.

### Communications and Online Presence

In 2025, the PN built out its communication infrastructure beginning with the launch of a new website in November 2024. To strengthen the Network's engagement and advocacy capabilities, the PN began holding recurring meetings with communications focal points of member organizations. Additionally, monthly seminar videos are being published on the PN YouTube (<https://www.youtube.com/@pasteurnetwork>) channel and Network-wide opportunities (e.g., training, grants) are being regularly disseminated to Network members.

### Associate Membership Process and Policy

To achieve its updated objectives and strengthen its position within the global health and research ecosystem, the PN aims to engage in strategic expansion. Despite the PN's existing presence across 25 countries on five continents, significant geographical and scientific gaps remain. Addressing these gaps

is critical for ensuring the PN's continued growth and effectiveness in tackling global and regional health challenges.

Given this, in June in Lille, the Board approved a revised policy governing Associate Membership in the Network. The updated framework outlines the procedure for prospective members, detailing the process for consideration, application requirements and criteria, and the process for selection and approval by Network and its Board. Key measures include forming a board expansion team to oversee outreach and evaluate new Associate members. By establishing a transparent and consistent pathway, the policy reinforces PN's commitment to openness, accountability, and inclusive governance across its membership. The criteria and process for Associate membership have been added to the Pasteur Network website (<https://pasteur-network.org/resources/join-pasteur-network>) .

### **Regional Registration**

The PN has in the process of formally registering in Dakar, Hong Kong, and Rio to ensure equity, expand its regional presence, enhance its organizational resilience, and increase impact for its members and initiatives.

### **Statutes Revision**

The Pasteur Network and Board have begun the process for the reviewing and revising its statutes in 2026. This is five years after their initial usage. The update is to ensure that the lessons learned are incorporated. A five-year time frame should be implemented following this revision.

### **EDCTP Fees**

The Network covered EDCTP fees to support collaboration, maintain eligibility for key programs, and enable continued participation by members in the African region.

## **Epidemic Preparedness & Intelligence**

### **Climate-Health Observatory Accelerator**

Since its launch at PNAM 2024, the Climate Health Observatory Accelerator (co-funded by Institute of Philanthropy and the Rockefeller Foundation) has set in motion several activities to advance climate-health research in low- and middle-income countries (LMICs). In its first year, key Accelerator activities involved identifying partnerships and collaborations, recruiting members (e.g., fellows, exemplars), and establishing workplans, goals, and milestones aligned with local and regional context. With the launch of its fellowship program, 18 fellows from countries across five continents are developing locally grounded research projects and models that will hopefully integrate climate into public health systems and learning agendas. Fellows are supported by a set of partners, including the PN Strategic Advisory Board and three exemplars based in Brazil, Senegal, and Vietnam (focused on developing climate-health-related global goods). A key milestone was the fellowship convening in Hong Kong in spring 2025, which deepened collaboration and strategic planning.

## **DURABLE Project**

The DURABLE project, supported by the European Union (HERA), aims to strengthen preparedness and emergency response to infectious disease threats and outbreaks by fostering unified, coordinated, rapid, and reliable action across European research institutions. Key activities in 2025 included a training course on “Bioinformatics for Outbreaks” organized in July at Institut Pasteur, Paris, with participants from six PN member organizations. Additionally, a large open online course (MOOC) on Research Management in Outbreak Preparedness and Response is currently under development and will feature several speakers from PN association and PN member organizations. Under DURABLE, PN is preparing to launch several fellowships, four of which will benefit staff from member organizations and will be hosted at the University of Helsinki (Finland) and the University of Tartu (Estonia).

## **Public Health Wastewater Surveillance Planning Grant**

In early 2025, PN was provided a planning grant from the Gates Foundation to explore leveraging its disease surveillance capabilities within its African members. The aim would be to build better public health infrastructure and related coordination (at a local and regional level), using wastewater surveillance, that guides action and protects populations. During this planning grant, members conducted an analysis to better understand the current state of wastewater surveillance capabilities in their respective countries and regions (i.e., mapping of capacity).

Based on these findings, the group put together a proposal for a joint initiative with the Gates Foundation. If accepted, the proposal would advance core objectives of the Wastewater Initiative focused on better understanding surveillance systems for enteric diseases of interest, enhancing enteric disease detection and monitoring, and strengthening response and control capabilities.

## **Collective Action on Dengue (CAD)**

As climate change increases the spread and impact of dengue, the research and global health community has called for a multisectoral and multidisciplinary response. In 2024, the Collective Action on Dengue (CAD) was founded to meet this challenge, with a mission to amplify integrated efforts through strategic advocacy, communications, and collaboration across diverse stakeholders. CAD brings together research organizations, funders, pharmaceutical companies, NGOs, multilateral and bilateral agencies, and technical experts as part of its Steering Committee and Working Groups. The Pasteur Network was chosen as the Secretariat for CAD in early 2025.

In early 2025, CAD held its kick off meeting in Paris, where members discussed the partnership’s role within the global ecosystem, formalized its governance structure, and developed a roadmap for 2025. Building on a scan of the dengue ecosystem, members agreed to focus in the near term on advocacy by raising attention and action on dengue control, and on amplifying tools and research across sectors to strengthen coordination. Over time, CAD envisions serving as an advisor, bridging Global North and South stakeholders to translate research and recommendations into country-level impact.

An official launch of CAD will take place at the World Health Summit in October 2025.

## Research, Development, and Innovation

### Vaccine Manufacturing Initiative

As part of the Network's objectives to support regional manufacturing, and health equity and innovations by and for the Global South, the Vaccine Manufacturing Initiative (VMI) brings together PN members to develop a collaborative, sustainable, and connected vaccine network. Additionally, this initiative aligns with regional manufacturing efforts post-COVID-19 (e.g., CEPI, WHO's mRNA tech transfer hub).

Building on the success of last year's Pasteur Network Annual Meeting (PNAM 2024), in 2025, the VMI held three meetings (two virtual and one in-person) to track progress and alignment against its core objectives. VMI members will meet again in-person in October during PNAM 2025 in Vietnam.

In June 2025, VMI members developed a business case to articulate the current and desired vaccine capacity within the Network, use as a strategy for its objectives, and solicit to potential partners. In addition to improvements in communication amongst the members, the business case proposes five near-term initiatives to strengthen R&D, innovation, and market access. These initiatives include:

- PN Biomanufacturing Knowledge and Training Hub – an end-to-end training and capacity-building hub to bolster PN members' biomanufacturing capabilities across the Network (leveraging existing training hub capabilities at Fiocruz, IP Moroc, and IP Dakar)
- Ecosystem building – infrastructure and frameworks for managing intellectual property, data, and internal communication within the Network
- Clinical Trials Network – a collaborative platform for members to conduct clinical trials and research
- PN Bio-Accelerator – a catalyst to drive R&D innovation across the Network
- Venture Fund for Promising Vaccines – financial support to advance trials on promising vaccine candidates for high-burden diseases

### Grand Challenges

PN regional offices are advancing several global health and development outcomes in partnership with the Grand Challenges program. Grand Challenges is a network of initiatives aimed at catalyzing bold ideas to solve critical health and development challenges. In 2025, within PN, four projects are being supported:

- The Village: Reimagining Global Health Collaboration through AI-powered Connections. Grantee: Institut Pasteur de Bangui. Award: \$100,000 USD
- Leptospirosis in Changing Climates: Soil Health, Sociocultural Behaviors, and Public Health Policy. Grantee: Institut Pasteur de Nouvelle-Calédonie. Award: \$200,000 USD
- Empowering Health Communication in Fulfulde-speaking Communities Through an Innovative Multilingual Educational Chatbot. Grantee: Centre Pasteur du Cameroun. Award: \$100,000 USD

- Climate Change Impacts on Ticks and Tick-Related Pathogens in Lao PDR Grantee: Institut Pasteur du Laos. Award: \$200,000 USD

## Knowledge Communities

### Scientific Working Groups

On April 30, the PN officially launched its new Scientific Working Groups (SWGs) with a webinar that drew over 90 participants and generated strong engagement. This was followed by a first round of nine individual SWG meetings held between May and June. During these meetings, members connected with one another, established preliminary goals, brainstormed initial actions. A second round of meetings occurred in July where members further defined their scope and priority activities. Furthermore, in September the first cross-SWG meeting was held. The reformulated SWGs are designed to be more equitable in composition and expanded in scope, and will continue to convene on a regular, sustained basis.

### Pasteur Network Knowledge Sharing Platform (PNLink)

PN has transitioned to a new digital knowledge sharing platform, PNLink, to better serve its aim of hosting a secure, internal online platform where members can share exclusive content, collaborate on research, discuss challenges, and organize events. Previously, the Network used Hive as its knowledge sharing platform but has moved to PNLink due to limitations with Hive. The new platform PNLink possesses several advantages for collaboration and knowledge sharing including a mobile app version, customizable profiles, event management, online forum, and document editing and sharing capabilities. The PNLink platform came online in October 2025

(<https://community.pasteur-network.org/>).

### SPARK / ACIP

Several scientific training workshops and events are planned across the Pasteur Network for 2025. The Institut Pasteur de Tunis hosted a course on Multiomics Integration (Fundamentals and Applications; September 2025). Earlier in the year, the Institut Pasteur de Madagascar organized the third edition of Les Techniques de l'Immunologie (June 2025). The Institut Pasteur du Cambodge will convene a workshop titled Immune Responses to Arbovirus Infections from a One Health Perspective in November 2025. During the same period, the Institut Pasteur du Maroc will host the Second International Workshop on Translational Venom Medicine, planned in November 2025 as well.

The SPARK 2025 session showed strong interest from the Scientific PN community in the redesigned tool, with 22 projects submitted of which 18 are eligible, including 8 SPARK IPP projects and 10 SPARK PN projects, plus up to 6 C & Y postdoc fellowships submitted. The PN mobilized significantly with LMIC representation, engaging 22 institutes, participation from 9 of 10 African partners and all LMIC Asian countries, and 12 projects involving at least two LMIC institutes including 3 led exclusively by LMIC consortia. Gender balance and youth leadership were notable, with 50 percent of projects coordinated by women and, as requested, most led by young PN researchers or new Group leaders at IP. New

consortia have been proposed, including some composed exclusively of LMIC members, and several innovative ideas were put forward, with most projects aligned to PN strategic axes primarily Epidemic Intelligence and Preparedness and Research and Innovation as well as to the IP Priority axes of Pasteur 2030 PA1. Next steps are project evaluation by a panel of PN experts including IP, with each proposal reviewed by an expert pair, and the final Selection Committee now being set up for November 13.

### **Women in Science Session (PNAM)**

The PNAM session will spotlight successful Women in Science initiatives from the Institut Pasteur de Dakar and Fiocruz as models for replication across the Pasteur Network. Presentations will highlight mentoring programs, leadership development, workplace support measures, and outreach activities to inspire young girls and underrepresented groups. The discussion will explore shared challenges and strategies for sustaining gender equity efforts through institutional leadership and collaboration. It will also identify next steps for expanding and connecting women-in-science initiatives across the Network.

### **Training and Scholarship support**

Training and Scholarship Support

Following the approved plan for PN supported courses, courses were conducted during this period. Also following the previously approved support, both PhD and post-doctoral support continued to be provided. Ongoing work on joint PhD programs with Institut Pasteur, Fiocruz, Hong Kong University and others remain an objective for 2026.

### **Scientific Training Workshops and Events**

Several scientific training workshops and events are planned across the Pasteur Network for 2025. The Institut Pasteur de Tunis hosted a course on Multiomics Integration (Fundamentals and Applications; September 2025). Earlier in the year, the Institut Pasteur de Madagascar organized the third edition of Les Techniques de l'Immunologie (June 2025). The Institut Pasteur du Cambodge will convene a workshop titled Immune Responses to Arbovirus Infections from a One Health Perspective in November 2025. During the same period, the Institut Pasteur du Maroc will host the Second International Workshop on Translational Venom Medicine, planned in November 2025 as well.

## Appendix

### Overview of Key Events and Engagements in 2025

#### Scientific Meetings and Conferences

- Scientific Meeting between INRS – Centre Armand Frappier Santé Biotechnologie and the Université de Montréal Faculty of Medicine (Montreal; March).
- Community of Practice Meeting on AI Challenges and the Global AI Summit in Africa (Kigali; April), PN attendance with Institut Pasteur of Bangui and Institut Pasteur of Cameroon presenting progress under the AI Grand Challenges Grant.
- Forecasting Healthy Futures Summit (Rio de Janeiro; 7 to 10 April), participation and coordination with Fiocruz to initiate the Pasteur Network's registration process in Brazil.
- Conference Challenges and Strategies in the Prevention of Dengue and Emerging Zoonoses (Mexico City; May), presentation at the conference organized by UNAM, IRD, the French Embassy, and partners.
- Global Conference on Climate and Health (Brasília; August), Fiocruz presented under the Pasteur Network Climate Change and Health Accelerator program.
- European Research and Innovation Days (Brussels; September), meetings with the European Commission DG RTD and DG INTPA to strengthen institutional relations and explore collaboration aligned with EU global health and One Health priorities.
- 8th Hellenic and Paris Pasteur Institute Young Scientists Joint Conference (Athens; September and October), hosted by the Hellenic Pasteur Institute, strengthened Euro Med regional collaboration and advanced efforts toward a youth network within the Pasteur Network.
- National Congress of Science and Technology of Panama APANAC (Panama City; September and October), attended and meetings held with the Gorgas Memorial Institute, the Regional Center for Innovation in Vaccines, and the French Embassy.
- Symposium on the Impact of Climate Change on Emerging Infectious Diseases (Montreal; October), participated with Network researchers from Fiocruz, Institut Pasteur de la Guyane, and Institut Pasteur du Cambodge.
- 80th Anniversary Ceremony of NIHE and National Conference of Preventive Medicine 2025 (Hanoi; October).

#### Trainings and Regional Meetings

- Évaluation des Tests Diagnostics training (Yaoundé; 7 to 11 April), organized with IP and CPC, financed by Institut Pasteur.
- Pasteur Network Africa Meeting Advancing Regional Collaboration and Public Health Surveillance in Africa (Abidjan; 15 to 16 April), organized with IPCI, financed by the Gates Foundation.
- UTI Diag Project Kick Off Meeting (Stockholm; 24 to 25 April), participated, hosted at Karolinska Institute, financed by EDCTP.
- Pasteur Network Convening on Wastewater Surveillance (Lille; June), organized, financed by the Gates Foundation.

#### Workshops and Global Collaborations

- World Conference of Francophone Journalists (June), supported by the Pasteur Network for the second year, focused on communication during health and environmental crises and launched a collaboration platform for scientists and media.
- Workshop to Develop the Continental Strategy for Wastewater Surveillance WWS (Nairobi; September), participated.
- Glowacon Working Meeting (Dublin; September), participated, financed by the Gates Foundation.
- Strengthening Public Health Surveillance in Africa workshop on enteric disease lab networks (Abidjan; April), organized.

### Presentations and Scientific Contributions

- Central African Infectious Disease and Epidemics Research Alliance CAIDERA biannual conference (Online; September), presented.
- European Commission Representative Meeting (no location listed; date not specified), engagement with DG RTD to explore potential collaboration between Europe and Africa through the Pasteur Network.
- Euro Med Regional Meeting (Virtual; September), held to brief members on outcomes from the last Board meeting and prepare for the next regional meeting during PNAM 2025 in Vietnam.
- EDCTP Annual Meeting (Kigali, April), featured speaker for the Pasteur Network
- World Health Assembly (Geneva, May), featured speaker on the Pasteur Network and special side event for visibility among global health funders and influencers
- CEPI Scientific Focus (Washington, July): featured speaker on the Pasteur Network and its global influence
- World Health Assembly (Berlin, October): featured speaker on the role of the Pasteur Network

### PN Progress Tracker (KPIs)

#### 1. Goal: Reinigorating the Pasteur Network Annual Meeting

Activity	Indicator	Lead	Progress
Annual meeting feedback survey from attendees	Positive survey scores related to questions on meeting inclusivity and value (n.b., questions will remain consistent in future years to compare year-on-year results)	PN staff	Completed

#### 2. Goal: Restructuring the Association & the Foundation

Activity	Indicator	Lead	Progress
Strategy on growth and memberships dues	Approved and articulated strategy from the Association Board to the Network on growth and membership dues	PN Board and Executive	Completed
Quarterly PN pulse check	Quarterly internal survey or check-ins with Directors sent to obtain feedback and ensure information flow	Regional strategic development officer	In Progress

### 3. Goal: Success Against Business Case Objectives

Activity	Indicator	Lead	Progress
Pillar 1: Climate & health observatories established	Concept developed and, funding secured for climate health observatories project	PN Staff	Completed
Pillar 2: Develop a time limited R&D and Innovation working group within the PN to develop a related strategy for the PN	TOR and workplan for the working group	PN Staff	Completed
Pillar 3: Improve communication and clarity on current intra-Network collaborative efforts (e.g., research, education, and training initiatives) and opportunities within the PN with external entities-	Establishment of an internal repository to monitor and track collaborative initiatives and opportunities for collaboration-	PN Staff	In process
Pillar 4: Transition COS-PN to new, more inclusive and fit for purpose body	Work plan with activities for 2024 and 2025 is developed by new COS-PN body – Scientific Working Groups	PN Staff	Completed

### 4. Goal: Revised & Effective Communications Plan

Activity	Indicator	Lead	Progress
Revised PN website	New website is updated and ‘live’	PN Staff	Completed
Disseminated annual report	Annual report is developed and disseminated internally and externally (e.g., on the Pasteur Network website)	PN Staff	Completed
Established internal communications platform	Platform available for all members launch in October; use is tracked	PN Staff	Completed

### 5. Goal: Improving Good Governance Practices

Activity	Indicator	Lead	Progress
Functional Strategic Advisory Board <i>(with 2 young scientists from the PN)</i>	75% attendance at the SAB’s first annual meeting (April), as well as a summary (2 pager) of recommendations from the SAB to the Association Board	PN Staff	Completed
Appointment of two external members to the Board of Directors.	Participation of external members at Board Meetings and the Annual Meeting.	PN Staff	Completed
Dissemination of updates to the board	Board monthly update	PN Staff	Completed

## 6. Goal: Improving Financial Management

Activity	Indicator	Lead	Progress
Preparation and approval of the annual budget with a focus on operational income increase and operational expenses optimization.	Budget approved by the Board	PN Staff	Completed
Preparation and presentation of monthly financial update report.	Monthly financial update reports archived on SharePoint	PN Staff	Completed
Implementation of comprehensive due diligence processes for financial operations and partnerships to ensure compliance and risk management.	Documentation and procedural checklist for due diligence processes established and utilized.	PN Staff	Completed
Establishing a process for regular, quarterly budget revisions to adapt to the PN Association's financial performance and needs.	Quarterly budget revision reports approved by the Executive Director	PN Staff	Completed
Enhancing financial transparency by providing breakdowns of expenditures and income by strategic pillar in the financial reports to the Board.	Inclusion of strategic pillar breakdown in all financial reports presented to the Board.	PN Staff	Completed

## Overview of SWG members

### SCIENTIFIC WORKING GROUPS MEMBERS

AntiMicrobial Resistance		Ethics		R&D&I Diagnostics		R&D&I Vaccines		Vector-Borne Diseases Climate Change	
Alidehou Jerrold Agbankpe	IP Guinea	Maria Elisabeth de Resende Modena	Fiocruz	David Koffi	IPCI	Ines Vigan Womas	IP Dakar	Diego Ayala	IP Madagascar
Séverine Ferdinand	IP Guadeloupe		IP New Caledonia	Adamou Lagaré	CERMES	Márcia Arissawa	Fiocruz	Yvon Gildas Gonetomy	IP Bangui
Daniela Megrian	IP Montevideo	Catherine Inizan	IP Algeria	Alexandre Dias Tavares Costa	Fiocruz	Alirez Kavianpour	IP Iran	Laurent Chatel-Chaix	INRS- AF
Lise Musset	IP Guyane	Mehdi Abdelli	SPB	Frederic Veyrier	INRS- AF	Euiho Kim	IP Korea	Quang Duy Pham	HCMC
Soojin Jang	IP Korea	Olga Kubar	IP Paris	Kyu-Ho Paul Park	IP Korea	Salma Djilani	IP Algeria	Khamsing Vongphayloth	IP Laos
Le Quoc Phong	IP Nha Trang	Fanny Momboisse	IP Italia	Yasaman Tastimi	IP Iran	Iliyan Manoylov	Stephan Angeloff	Kamat Eddine Benallal	IP Algeria
Phonepadith Khattignavong	IP Laos	Michela Muscolini	NIHE	Gary Wong	IP Laos	Nathalie Mielcarek	IP Lille	Khaiil Dachraoui	IP Tunisia
Anna Afinozenova	SPB	Le Anh Tuan		Laurence Cocqueret	IP Lille	Sotiris Missailidis	IP Paris	Richard Paul	IP Paris
Rahma Ben Abderrazek	IP Tunisia			Amira Debiane	IP Algeria	Dionysios Sgouras	IP Hellenique	Javier Rebollo	Sciensano
Sylvain Brisse	IP Paris			Vladimir Dedkov	SPB	Nguyen Van Trang	NIHE	Florent Sebbane	IP Lille
Katrien Latour	Sciensano			Thierry Rose	IP Paris			Niki Vassilaki	IP Hellenique
Kaotar Nayme	IP Morocco			Riadh Marrouchi	IP Tunisia			Diawo Diallo	IP Dakar
Farzad Badmasti	IP Iran			Nguyen Thi Thuong	NIHE			Mostafa Salehi-Vaziri	IP Iran
You Che	HKU-Pasteur							Nguyen Hai Tuan	NIHE
Tran Huy Hoang	NIHE								
Praveen Rahi	IP Cambodia								
Epidemic Preparedness		Mother & Child Health		Science Equity		R&D&I Therapeutics			
Mathias N'dri	IPCI	Mamane Abdou Oumarou	CERMES	Daniel Kamga Njile	CPC	Rita Ratovoson	IP Madagascar		
Issiaga Touré	IP Guinea	Cataud Marius Guede	IPCI	Sergio Pantano	IP Montevideo	André Bastos Daher	Fiocruz		
Florencia Diaz	IP Montevideo	Maria Eugenia Francia	IP Montevideo	Tineke Cantaert	IP Cambodia	Steven Laplante	INRS- AF		
Anne Loarec	IP New Caledonia	Svetla Danova	Stephan Angeloff	Myrielle Dupont-Rouzeyrol	IP New Caledonia	Romina Pagotto	IP Montevideo		
David Shum	IP Korea	Rym Kefi	IP Tunisia	Joy Bianchi	IP Paris	Inhee Choi	IP Korea		
Sandrine Belouzard	IP Lille	Era Taoufik	IP Hellenique	Sosanna Kolyva	IP Hellenique	Safouane Benazzouz	IP Algeria		
Geraldine Boseret	Sciensano	Hoang Thi Thanh Ha	NIHE	Milena Meseva	Stephan Angeloff	Ruben Hartkoorn	IP Lille		
Michael Casera	IP Paris					Naaoul Oukkache	IP Morocco		
Fatma Guerfali	IP Tunisia					Ioannis Rabias	IP Hellenique		
Vijay Dhanasekaran	HKU-Pasteur					Samia Rourou	IP Tunisia		
Pham Quang Thai	NIHE					Paul Huchede	IP New Caledonia		
FORMER COS-PN MEMBERS INCLUDED									
Ridha Barbouche	Epi Prep	IP Tunisia							
Hugues Ashard	Ethics	IP Paris							
Patricia Beltrão-Braga	M&CH	IP Sao Paulo							
Bich Tram Huynh	M&CH	IP Paris							
Moussa Moise Diagne	VBD & CH	IP Dakar							
Claude Flamand	VBD & CH	IP Cambodia							



KPMG SA  
Tour EQHO  
2 Avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex

# Pasteur Network

Rapport du commissaire aux comptes sur les comptes annuels

Exercice clos le 31 décembre 2024  
Pasteur Network  
25-28 rue du Docteur Roux 75015 PARIS

KPMG S.A., société d'expertise comptable et de commissaires aux comptes inscrite au Tableau de l'Ordre des experts comptables de Paris sous le n° 143008010101 et rattachée à la Compagnie régionale des commissaires aux comptes de Versailles et du Centre.  
Société française membre du réseau KPMG constitué de cabinets indépendants affiliés à KPMG International Limited, une société de droit anglais ( private company limited by guarantee ).

Société anonyme à conseil d'administration  
Siège social :  
Tour EQHO  
2 avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex  
Capital social : 5 497 100 €  
775 726 417 RCS Nanterre



KPMG SA  
Tour EQHO  
2 Avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex

## **Pasteur Network Association**

25-28 rue du Docteur Roux 75015 PARIS

### **Rapport du commissaire aux comptes sur les comptes annuels**

Exercice clos le 31 décembre 2024

A l'assemblée générale de l'association Pasteur Network,

## **Opinion**

En exécution de la mission qui nous a été confiée par l'assemblée générale, nous avons effectué l'audit des comptes annuels de l'association Pasteur Network relatifs à l'exercice clos le 31 décembre 2024, tels qu'ils sont joints au présent rapport.

Nous certifions que les comptes annuels sont, au regard des règles et principes comptables français, réguliers et sincères et donnent une image fidèle du résultat des opérations de l'exercice écoulé ainsi que de la situation financière et du patrimoine de l'association à la fin de cet exercice.

## **Fondement de l'opinion**

### **Référentiel d'audit**

Nous avons effectué notre audit selon les normes d'exercice professionnel applicables en France. Nous estimons que les éléments que nous avons collectés sont suffisants et appropriés pour fonder notre opinion.

Les responsabilités qui nous incombent en vertu de ces normes sont indiquées dans la partie "Responsabilités du commissaire aux comptes relatives à l'audit des comptes annuels" du présent rapport.

### **Indépendance**

Nous avons réalisé notre mission d'audit dans le respect des règles d'indépendance prévues par le code de commerce et par le code de déontologie de la profession de commissaire aux comptes, sur la période du 1<sup>er</sup> janvier 2024 à la date d'émission de notre rapport.



## **Justification des appréciations**

En application des dispositions des articles L.821-53 et R.821-180 du code de commerce relatives à la justification de nos appréciations, nous vous informons que les appréciations les plus importantes auxquelles nous avons procédé, selon notre jugement professionnel, ont porté sur le caractère approprié des principes comptables appliqués, sur le caractère raisonnable des estimations significatives retenues et sur la présentation d'ensemble des comptes.

Les appréciations ainsi portées s'inscrivent dans le contexte de l'audit des comptes annuels pris dans leur ensemble et de la formation de notre opinion exprimée ci-avant. Nous n'exprimons pas d'opinion sur des éléments de ces comptes annuels pris isolément.

## **Vérifications spécifiques**

Nous avons également procédé, conformément aux normes d'exercice professionnel applicables en France, aux vérifications spécifiques prévues par les textes légaux et réglementaires.

Nous n'avons pas d'observation à formuler sur la sincérité et la concordance avec les comptes annuels des informations données dans les documents sur la situation financières et les comptes annuels adressés aux membres.

## **Responsabilités de la direction et des personnes constituant le gouvernement d'entreprise relatives aux comptes annuels**

Il appartient à la direction d'établir des comptes annuels présentant une image fidèle conformément aux règles et principes comptables français ainsi que de mettre en place le contrôle interne qu'elle estime nécessaire à l'établissement de comptes annuels ne comportant pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs.

Lors de l'établissement des comptes annuels, il incombe à la direction d'évaluer la capacité de l'association à poursuivre son exploitation, de présenter dans ces comptes, le cas échéant, les informations nécessaires relatives à la continuité d'exploitation et d'appliquer la convention comptable de continuité d'exploitation, sauf s'il est prévu de liquider l'association ou de cesser son activité.

Les comptes annuels ont été arrêtés par le Conseil d'administration.

## **Responsabilités du commissaire aux comptes relatives à l'audit des comptes annuels**

Il nous appartient d'établir un rapport sur les comptes annuels. Notre objectif est d'obtenir l'assurance raisonnable que les comptes annuels pris dans leur ensemble ne comportent pas d'anomalies significatives. L'assurance raisonnable correspond à un niveau élevé d'assurance, sans toutefois garantir qu'un audit réalisé conformément aux normes d'exercice professionnel permet de systématiquement détecter toute anomalie significative. Les anomalies peuvent provenir de fraudes ou résulter d'erreurs et sont considérées comme significatives lorsque l'on peut raisonnablement s'attendre à ce qu'elles puissent, prises individuellement ou en cumulé, influencer les décisions économiques que les utilisateurs des comptes prennent en se fondant sur ceux-ci.

Comme précisé par l'article L.821-55 du code de commerce, notre mission de certification des comptes ne consiste pas à garantir la viabilité ou la qualité de la gestion de votre association.



Dans le cadre d'un audit réalisé conformément aux normes d'exercice professionnel applicables en France, le commissaire aux comptes exerce son jugement professionnel tout au long de cet audit. En outre :

- il identifie et évalue les risques que les comptes annuels comportent des anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs, définit et met en œuvre des procédures d'audit face à ces risques, et recueille des éléments qu'il estime suffisants et appropriés pour fonder son opinion. Le risque de non-détection d'une anomalie significative provenant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne ;
- il prend connaissance du contrôle interne pertinent pour l'audit afin de définir des procédures d'audit appropriées en la circonstance, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne ;
- il apprécie le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, ainsi que les informations les concernant fournies dans les comptes annuels ;
- il apprécie le caractère approprié de l'application par la direction de la convention comptable de continuité d'exploitation et, selon les éléments collectés, l'existence ou non d'une incertitude significative liée à des événements ou à des circonstances susceptibles de mettre en cause la capacité de l'associations à poursuivre son exploitation. Cette appréciation s'appuie sur les éléments collectés jusqu'à la date de son rapport, étant toutefois rappelé que des circonstances ou événements ultérieurs pourraient mettre en cause la continuité d'exploitation. S'il conclut à l'existence d'une incertitude significative, il attire l'attention des lecteurs de son rapport sur les informations fournies dans les comptes annuels au sujet de cette incertitude ou, si ces informations ne sont pas fournies ou ne sont pas pertinentes, il formule une certification avec réserve ou un refus de certifier ;
- il apprécie la présentation d'ensemble des comptes annuels et évalue si les comptes annuels reflètent les opérations et événements sous-jacents de manière à en donner une image fidèle.

Paris La Défense, le 8 octobre 2025

KPMG SA

Romain MERCIER

Associé

## Bilan actif

	Brut	Amortissement Dépréciation	Net au 31/12/2024	Net au 31/12/2023
<b>ACTIF IMMOBILISE</b>				
Immobilisations incorporelles				
Immobilisations corporelles				
<b>Autres immobilisations corporelles</b>	8 795	7 861	935	2 142
Immobilisations financières				
Total I	8 795	7 861	935	2 142
<b>ACTIF CIRCULANT</b>				
Stocks et en-cours				
<b>Avances et acomptes versés sur commandes</b>	24 523		24 523	
Créances				
<b>Créances usagers et comptes rattachés</b>	290 322		290 322	259 793
<b>Autres créances</b>	3 103 173		3 103 173	214 863
Autres postes de l'actif circulant				
<b>Disponibilités</b>	3 191 026		3 191 026	1 449 049
<b>Charges constatés d'avance</b>	1 012		1 012	
Total II	6 610 056		6 610 056	1 923 706
<b>TOTAL GENERAL (I+II+III+IV+V)</b>	<b>6 618 851</b>	<b>7 861</b>	<b>6 610 990</b>	<b>1 925 848</b>
Legs nets à réaliser :				
acceptés par les organes statutairements compétents				
autorisés par l'organisme de tutelle				
Dons en nature restant à vendre :				

## Bilan passif

	au 31/12/2024	au 31/12/2023
<b>FONDS PROPRES</b>		
Fonds propres sans droit de reprise		
Fonds propres avec droit de reprise		
Réserves		
Report à nouveau	1 185 035	1 244 704
Excédent ou déficit de l'exercice	-940	-59 668
Situation nette (sous-total)	1 184 095	1 185 035
Total I	1 184 095	1 185 035
<b>FONDS REPORTES ET DEDIES</b>		
Fonds dédiés	3 015 724	309 759
Total II	3 015 724	309 759
<b>PROVISIONS</b>		
<b>DETTES</b>		
Dettes fournisseurs et comptes rattachés	92 843	55 674
Dettes fiscales et sociales	96 963	122 405
Autres dettes	317 929	252 975
Produits constatés d'avance	1 903 436	
Total IV	2 411 171	431 054
<b>TOTAL GENERAL (I+II+III+IV+V)</b>	<b>6 610 990</b>	<b>1 925 848</b>

(1) Dont à plus d'un an (a)	
Dont à moins d'un an (a)	2 411 171
(2) Dont concours bancaires et soldes créditeurs de banque	
(3) Dont emprunts participatifs	
(a) A l'exception des avances et acomptes reçus sur commandes en cours	

## Compte de résultat

	Exercice N 31/12/2024	Exercice N-1 31/12/2023
<b>PRODUITS D'EXPLOITATION</b>		
Cotisations	305 000	240 000
Ventes de biens et de services		
<b>Ventes de prestations de services</b>	419 106	134 049
Produits de tiers financeurs		
<b>Ressources liées à la générosité du public</b>	5 000	7 500
Dont Dons manuels	5 000	7 500
<b>Contributions financières</b>	3 910 411	978 790
Reprises sur amort., dépréciations, provisions et transferts de charges	1 323	
Utilisation des fonds dédiés	291 759	150 152
Autres produits	7 722	20
<b>Total I</b>	<b>4 940 320</b>	<b>1 510 511</b>
<b>CHARGES D'EXPLOITATION</b>		
Autres achats et charges externes	1 028 200	740 988
Aides financières	137 366	
Impôts, taxes et versements assimilés	38 558	19 848
Salaires et traitements	539 340	379 945
Charges sociales	221 905	157 068
Dotations aux amortissements et aux dépréciations	1 207	1 111
Reports en fonds dédiés	2 997 724	276 759
Autres charges	22 503	12 507
<b>Total II</b>	<b>4 986 803</b>	<b>1 588 225</b>
<b>1. RESULTAT D'EXPLOITATION (I-II)</b>	<b>-46 483</b>	<b>-77 714</b>
<b>PRODUITS FINANCIERS</b>		
Autres intérêts et produits assimilés	59 422	26 840
Différences positives de change		51
<b>Total III</b>	<b>59 422</b>	<b>26 891</b>
<b>CHARGES FINANCIERES</b>		
Différences négatives de change	65	333
<b>Total IV</b>	<b>65</b>	<b>333</b>
<b>2. RESULTAT FINANCIER (III-IV)</b>	<b>59 358</b>	<b>26 558</b>



## Compte de résultat

	Exercice N 31/12/2024	Exercice N-1 31/12/2023
<b>3. RESULTAT COURANT avant impôts (I-II+III-IV)</b>	<b>12 875</b>	<b>-51 156</b>
PRODUITS EXCEPTIONNELS		
CHARGES EXCEPTIONNELLES		
Impôts sur les bénéfices (VIII)	13 815	8 512
Total des produits (I+III+V)	4 999 742	1 537 402
Total des charges (II+IV+VI+VII+VIII)	5 000 682	1 597 070
<b>EXCEDENT OU DEFICIT</b>	<b>-940</b>	<b>-59 668</b>

## ***ANNEXE***



## Règles et méthodes comptables

Désignation de l'association : PASTEUR NETWORK

Annexe au bilan avant répartition de l'exercice clos le 31/12/2024, dont le total est de 6 610 990 euros et au compte de résultat de l'exercice, présenté sous forme de liste, dégagant un déficit de 940 euros. L'exercice a une durée de 12 mois, recouvrant la période du 01/01/2024 au 31/12/2024.

Les notes ou tableaux ci-après font partie intégrante des comptes annuels.

Ces comptes annuels ont été arrêtés le 15/04/2025 par les dirigeants de l'association.

### Description de l'objet social, des activités ou missions sociales réalisées et des moyens mis en oeuvre

L'Association a pour but principal :

- de représenter le réseau international des instituts Pasteur auprès des tiers et notamment auprès des organismes internationaux et toutes autres structures engagées dans la recherche en santé ;
- de faciliter le montage, la recherche de financements, le pilotage scientifique sur le terrain et d'assurer, le cas échéant, la coordination et la gestion administrative et financière de projets et d'actions scientifiques impliquant la participation de plusieurs membres de l'Association et avec la collaboration éventuelle d'autres partenaires travaillant dans les mêmes domaines ; ceci dans l'objectif et le souci permanents de contribuer à la prévention et à la lutte contre les maladies, en priorité infectieuses, par la recherche, les actions de santé publique, l'enseignement et le développement des applications de la recherche.

Aux fins de réaliser ses missions, l'Association mettra en oeuvre les actions suivantes :

- Assurer une veille sur les opportunités de financement international de la recherche dans les domaines de la santé globale au bénéfice des membres de l'Association ;
- Accompagner les membres de l'Association dans le cadre d'appels à projets internationaux ;
- Répondre à des appels à projets internationaux, européens ou nationaux ;
- Proposer des actions multipartites coordonnées, dont la mise en oeuvre sera assurée par ses membres ;
- Adopter et mettre en oeuvre la stratégie scientifique de Pasteur Network après avis du Conseil d'Orientation Scientifique du Réseau (COS-RIIP) dont la composition et les modalités de fonctionnement sont définis dans le règlement intérieur de l'Association ;
- Poursuivre l'organisation et l'animation régionale et inter-régionale du réseau de Pasteur Network, et de façon plus générale, promouvoir toutes les actions susceptibles de consolider les liens entre les membres de l'Association ;
- Développer et coordonner la mise en oeuvre de programmes d'enseignements internationaux et de formations à la recherche par la recherche ;
- Développer, selon les besoins des membres du Réseau, des actions de développement des applications de la recherche et en rechercher le financement ;
- Développer des partenariats institutionnels au niveau régional ;
- Assurer la communication relative à l'activité de l'association et promouvoir le Réseau.

### Règles générales

Les comptes annuels de l'exercice au 31/12/2024 ont été établis et présentés conformément aux dispositions du règlement 2018-06 de l'Autorité des Normes Comptables relatif aux comptes annuels des personnes morales de droit privé à but non lucratif.

Les conventions comptables ont été appliquées avec sincérité dans le respect du principe de prudence, conformément aux hypothèses de base :

- continuité de l'exploitation,
- permanence des méthodes comptables d'un exercice à l'autre,
- indépendance des exercices.



## Règles et méthodes comptables

et conformément aux règles générales d'établissement et de présentation des comptes annuels.

La méthode de base retenue pour l'évaluation des éléments inscrits en comptabilité est la méthode des coûts historiques.

Fonds dédiés :

Les fonds dédiés ont été valorisés selon les coûts restant à engager sur les exercices suivants.

Seules sont exprimées les informations significatives. Sauf mention, les montants sont exprimés en euros.

### Immobilisations corporelles et incorporelles

Les immobilisations corporelles et incorporelles sont évaluées à leur coût d'acquisition pour les actifs acquis à titre onéreux, à leur coût de production pour les actifs produits par l'entreprise, à leur valeur vénale pour les actifs acquis à titre gratuit et par voie d'échange.

Le coût d'une immobilisation est constitué de son prix d'achat, y compris les droits de douane et taxes non récupérables, après déduction des remises, rabais commerciaux et escomptes de règlement de tous les coûts directement attribuables engagés pour mettre l'actif en place et en état de fonctionner selon l'utilisation prévue. Les droits de mutation, honoraires ou commissions et frais d'actes liés à l'acquisition, ne sont pas rattachés à ce coût d'acquisition. Tous les coûts qui ne font pas partie du prix d'acquisition de l'immobilisation et qui ne peuvent pas être rattachés directement aux coûts rendus nécessaires pour mettre l'actif en place et en état de fonctionner conformément à l'utilisation prévue, sont comptabilisés en charges.

### Amortissements

Les amortissements pour dépréciation sont calculés suivant le mode linéaire en fonction de la durée de vie prévue.

- \* Matériel de bureau : 5 à 10 ans
- \* Matériel informatique : 3 ans
- \* Mobilier : 10 ans

La durée d'amortissement retenue par simplification est la durée d'usage pour les biens non décomposables à l'origine.

L'association a apprécié à la date de clôture, en considérant les informations internes et externes à sa disposition, l'existence d'indices montrant que les actifs ont pu perdre notablement de la valeur.

### Créances

Les créances sont valorisées à leur valeur nominale. Une dépréciation est pratiquée lorsque la valeur d'inventaire est inférieure à la valeur comptable.



## *Faits caractéristiques*

### Autres éléments significatifs

L'Association a pour but de réaliser et de faciliter le développement et la réalisation de projets et d'actions scientifiques à grande échelle avec la participation de plusieurs membres du Réseau International des Instituts Pasteurs et avec la collaboration éventuelle d'autres partenaires travaillant dans le même domaine.

## Notes sur le bilan

### Actif immobilisé

#### Tableau des immobilisations

	Au début d'exercice	Augmentation	Diminution	En fin d'exercice
– Frais d'établissement et de développement				
– Fonds commercial				
– Autres postes d'immobilisations incorporelles				
<b>Immobilisations incorporelles</b>				
– Terrains				
– Constructions sur sol propre				
– Constructions sur sol d'autrui				
– Installations générales, agencements et aménagements des constructions				
– Installations techniques, matériel et outillage industriels				
– Installations générales, agencements aménagements divers				
– Matériel de transport				
– Matériel de bureau et informatique, mobilier	8 795			8 795
– Emballages récupérables et divers				
– Immobilisations corporelles en cours				
– Avances et acomptes				
<b>Immobilisations corporelles</b>	<b>8 795</b>			<b>8 795</b>
– Participations évaluées par mise en équivalence				
– Autres participations				
– Autres titres immobilisés				
– Prêts et autres immobilisations financières				
<b>Immobilisations financières</b>				
<b>ACTIF IMMOBILISE</b>	<b>8 795</b>			<b>8 795</b>

## Notes sur le bilan

### Amortissements des immobilisations

	Au début de l'exercice	Augmentation	Diminutions	A la fin de l'exercice
– Frais d'établissement et de développement				
– Fonds commercial				
– Autres postes d'immobilisations incorporelles				
<b>Immobilisations incorporelles</b>				
– Terrains				
– Constructions sur sol propre				
– Constructions sur sol d'autrui				
– Installations générales, agencements et aménagements des constructions				
– Installations techniques, matériel et outillage industriels				
– Installations générales, agencements aménagements divers				
– Matériel de transport				
– Matériel de bureau et informatique, mobilier	6 653	1 207		7 861
– Emballages récupérables et divers				
<b>Immobilisations corporelles</b>	<b>6 653</b>	<b>1 207</b>		<b>7 861</b>
<b>ACTIF IMMOBILISE</b>	<b>6 653</b>	<b>1 207</b>		<b>7 861</b>

## Notes sur le bilan

Les opérations s'analysent comme suit :

	Immobilisations Incorporelles	Immobilisations Corporelles	Total
<i>Ventilation des dotations</i>			
Compléments liés à une réévaluation			
Eléments amortis selon mode linéaire		1 207	1 207
Eléments amortis selon autre mode			
Dotations exceptionnelles			
<b>Dotations de l'exercice</b>		<b>1 207</b>	<b>1 207</b>
<i>Ventilation des diminutions</i>			
Eléments transférés à l'actif circulant			
Eléments cédés			
Eléments mis hors service			
<b>Diminutions de l'exercice</b>			

## Notes sur le bilan

### Actif circulant

#### Etat des créances

Le total des créances à la clôture de l'exercice s'élève à 3 394 507 euros et le classement détaillé par échéance s'établit comme suit :

	Montant brut	Echéances à moins d'un an	Echéances à plus d'un an
<i>Créances de l'actif immobilisé :</i>			
Créances rattachées à des participations			
Prêts			
Autres			
<i>Créances de l'actif circulant :</i>			
Créances Clients et Comptes rattachés	290 322	290 322	
Autres	3 103 173	3 103 173	
Charges constatées d'avance	1 012	1 012	
<b>Total</b>	<b>3 394 507</b>	<b>3 394 507</b>	
Prêts accordés en cours d'exercice			
Prêts récupérés en cours d'exercice			

#### Produits à recevoir

	Montant
Usagers, produits non facturés	809
Divers – produits à recevoir	3 095 141
Banque – intérêts courus à recevoir	9 927
<b>Total</b>	<b>3 105 878</b>

## Notes sur le bilan

### Fonds propres

#### Tableau de variation des fonds propres

VARIATION DES FONDS PROPRES	A l'ouverture	Affectation du résultat	Augmentation	Diminution ou consommation	A la clôture
Fonds propres sans droit de reprise					
Fonds propres avec droit de repris					
Ecart de réévaluation					
Réserves					
Report à Nouveau	1 244 704	-59 668			1 185 035
Excédent ou déficit de l'exercice	-59 668	59 668		940	-940
Situation nette	1 185 035			940	1 184 095
Fonds propres consommables					
Subventions d'investissement					
Provisions réglementées					
Droits de propriétaires (Commodat)					
<b>TOTAL</b>	<b>1 185 035</b>			<b>940</b>	<b>1 184 095</b>

### Dettes

## Notes sur le bilan

### Etat des dettes

Le total des dettes à la clôture de l'exercice s'élève à 2 411 171 euros et le classement détaillé par échéance s'établit comme suit :

	Montant brut	Echéances à moins d'un an	Echéances à plus d'un an	Echéances à plus de 5 ans
Emprunts obligataires convertibles (*)				
Autres emprunts obligataires (*)				
Emprunts (*) et dettes auprès des établissements de crédit dont :				
– à 1 an au maximum à l'origine				
– à plus de 1 an à l'origine				
Emprunts et dettes financières divers (*) (**)				
Dettes fournisseurs et comptes rattachés	92 843	92 843		
Dettes fiscales et sociales	96 963	96 963		
Dettes sur immobilisations et comptes rattachés				
Autres dettes (**)	317 929	317 929		
Produits constatés d'avance	1 903 436	1 903 436		
<b>Total</b>	<b>2 411 171</b>	<b>2 411 171</b>		
(*) Emprunts souscrits en cours d'exercice				
(*) Emprunts remboursés sur l'exercice				
(**) Dont envers les associés				

### Charges à payer

	Montant
Fournisseurs – fact. non parvenues	31 700
Dettes provis. pr congés à payer	28 842
Charges sociales s/congés à payer	15 169
Taxe sur les salaires	2 421
<b>Total</b>	<b>78 132</b>



## Notes sur le bilan

### Comptes de régularisation

#### Charges constatées d'avance

	Charges d'exploitation	Charges Financières	Charges Exceptionnelles
Charges constatées d'avance	1 012		
<b>Total</b>	<b>1 012</b>		

#### Produits constatés d'avance

	Produits d'exploitation	Produits Financiers	Produits Exceptionnels
Projet Rockefeller	479 974		
Projet Hong Kong Jockey Club	959 948		
Projet Durable	463 514		
<b>Total</b>	<b>1 903 436</b>		

## Notes sur le compte de résultat

### Chiffre d'affaires et ressources

### Répartition par secteur d'activité

Secteur d'activité	31/12/2024
Cotisations	305 000
Autres produits refacturations	419 106
<b>TOTAL</b>	<b>724 106</b>

### Charges et produits d'exploitation et financiers

#### Commissaire aux comptes Titulaire

Honoraire de certification des comptes : 5 040 euros

### Résultat financier

	31/12/2024	31/12/2023
Produits financiers de participation		
Produits des autres valeurs mobilières et créances de l'actif immobilisé		
Autres intérêts et produits assimilés	59 422	26 840
Reprises sur provisions et transferts de charge		
Différences positives de change		51
Produits nets sur cession de valeurs mobilières de placement		
<b>Total des produits financiers</b>	<b>59 422</b>	<b>26 891</b>
Dotations financières aux amortissements et provisions		
Intérêts et charges assimilées		
Différences négatives de change	65	333
Charges nettes sur cessions de valeurs mobilières de placement		
<b>Total des charges financières</b>	<b>65</b>	<b>333</b>
<b>Résultat financier</b>	<b>59 358</b>	<b>26 558</b>

## Autres informations

### Evènements postérieurs à la clôture

Aucun évènement n'ayant aucun lien direct prépondérant avec une situation existant à la clôture de l'exercice n'est survenu entre la date de clôture et la date d'établissement des comptes.

### Effectif

Effectif moyen du personnel : 9,06 personnes.

	Effectif Hommes	Effectif Femmes	Effectif Total	Effectif équivalent (Temps plein)
Cadres	5	5	10	9
Employés				
Ouvriers				
Contrat Emploi Solidarité				
Contrat de Qualification				
Contrat Retour Emploi				
Contrat initiative Emploi				
<b>Total</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>9</b>

### Contributions volontaires

	N	N-1
<i>Ressources</i>		
Bénévolat	449 980	309 735
Prestations en nature	1 155	1 155
Dons en nature		
<b>Total</b>	<b>451 135</b>	<b>310 890</b>
<i>Emplois</i>		
Secours en nature		
Mise à disposition gratuite de biens et services	1 155	1 155
Prestations		
Personnel bénévole	449 980	309 735
<b>Total</b>	<b>451 135</b>	<b>310 890</b>

Les contributions volontaires en nature renferment une mise à disposition gratuite (bénévolat) pour différents salariés de l'Institut Pasteur.

## Autres informations

Des conventions de mises à dispositions ont été établies.

La valorisation de ces contributions est faite sur la base du montant du coût brut chargé annuel en fonction du temps de mise à disposition pour l'Association.

La convention de mise à disposition pour le poste de directeur exécutif a commencé en septembre 2022, celles des autres salariés ont débuté au 01/05/2023 pour une durée de 2 ans.

Ces temps de mise à disposition sont consacrés à la gestion dans sa globalité de l'association Pasteur Network ainsi qu'au développement et au suivi des opérations du Pasteur Network en structurant et en accompagnant les projets clés scientifiques du réseau et en permettant le renforcement des capacités.

De plus, l'Institut Pasteur met à disposition un local pour l'association sous forme d'une convention de compensation pour 1 155 €.

### Fonds dédiés

Subventions affectées

	A l'ouverture de l' exercice	Reports  A	Utilisations  Montant global  B	Utilisations  Dont rembours.  C	Transferts  C	A la clôture de l'exercice Montant global A - B + C	A la clôture de l'exercice Dont fonds dédiés (proj sans dép.)
<b>Durable</b>	252 941	252 941	252 941		245 193	245 193	
<b>Renf régional</b>	23 818	23 818	23 818		10 791	10 791	
<b>Rockefeller</b>					1 625 257	1 625 257	
<b>HKJC</b>					1 116 482	1 116 482	
<b>Total</b>	<b>276 759</b>	<b>276 759</b>	<b>276 759</b>		<b>2 997 724</b>	<b>2 997 724</b>	

Projet Durable : 01/02/2023 - 31/01/2027

Projet Renforcement régional 01/2023 - 12/2025

Projet Rockefeller : 01/04/2024-31/03/2027

Projet HKJC : 07/06/2024 - 06/06/2027



## Autres informations

Contributions financières d'autres organismes

	A l'ouvertur de l' exercice	Reports  A	Utilisations  Montant global B	Utilisations  Dont rembours.	Transferts  C	A la clôture de l'exercice Montant global A - B + C	A la clôture de l'exercice Dont fonds dédiés
Cours 2020	23 000	23 000	5 000			18 000	
Cours 2022	10 000	10 000	10 000				
<b>Total</b>	<b>33 000</b>	<b>33 000</b>	<b>15 000</b>			<b>18 000</b>	



KPMG AUDIT IS SAS  
Tour EQHO  
2 Avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex

# Pasteur Network

**Rapport spécial du commissaire aux comptes sur les conventions réglementées**

Exercice clos le 31 décembre 2024  
Pasteur Network  
25-28 rue du Docteur Roux 75015 Paris

KPMG Audit IS, société de commissaires aux comptes rattachée à la Compagnie régionale des commissaires aux comptes de Versailles et du Centre.  
Société française membre du réseau KPMG constitué de cabinets indépendants affiliés à KPMG International Limited, une société de droit anglais ( private company limited by guarantee ).

Société par actions simplifiée  
Siège social :  
Tour EQHO  
2 avenue Gambetta  
CS 60055  
92066 Paris la Défense Cedex  
Capital social : 200 000 €  
512 802 653 RCS Nanterre



KPMG AUDIT IS SAS  
Tour EQHO  
2 Avenue Gambetta  
CS 60055  
92066 Paris La Défense Cedex

## Pasteur Network

25-28 rue du Docteur Roux 75015 Paris

### Rapport spécial du commissaire aux comptes sur les conventions réglementées

Exercice clos le 31 décembre 2024

Mesdames, Messieurs,

En notre qualité de commissaire aux comptes de votre association, nous vous présentons notre rapport sur les conventions réglementées.

Il nous appartient de vous communiquer, sur la base des informations qui nous ont été données, les caractéristiques et les modalités essentielles des conventions dont nous avons été avisés ou que nous aurions découvertes à l'occasion de notre mission, sans avoir à nous prononcer sur leur utilité et leur bien-fondé ni à rechercher l'existence d'autres conventions. Il vous appartient, selon les termes de l'article R. 612-6 du Code de commerce, d'apprécier l'intérêt qui s'attachait à la conclusion de ces conventions en vue de leur approbation.

Nous avons mis en œuvre les diligences que nous avons estimées nécessaires au regard de la doctrine professionnelle de la Compagnie nationale des commissaires aux comptes relative à cette mission.

#### **CONVENTION SOUMISE A L'APPROBATION DE L'ASSEMBLEE GENERALE**

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Nous vous informons qu'il ne nous a été donné avis d'aucune convention intervenue au cours de l'exercice écoulé à soumettre à l'approbation de l'assemblée générale, en application des dispositions de l'article L. 612-5 du Code de commerce.

Paris La Défense, le 8 octobre 2025

KPMG SA

Romain MERCIER

Associé



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## Introduction

As stipulated in the Articles of Association of the Pasteur Network, the Board of Directors is responsible for producing an annual management report (Art. 9.6), which is presented to the Ordinary General Meeting for review and recommendations (Art. 8.3). From October 2024 through October 2025, the Pasteur Network (PN) continued to focus its efforts around its four strategic pillars

- epidemic preparedness and intelligence, with a focus on climate-sensitive diseases
- research, development and innovation
- multidisciplinary knowledge communities
- good governance, equitable collaboration, and sustainability

In October 2024, the Pasteur Network held its annual meeting (PNAM 2024) which was hosted by Fiocruz in Rio de Janeiro, Brazil and marked the first PNAM held in the Americas. During PNAM 2024, a Memorandum of Understanding (MoU) to strengthen collaboration on mRNA vaccine R&D and production was signed. PN members will convene in October for PNAM 2025 which will take place in Ho Chi Minh City, Vietnam.

In April 2025, the Pasteur Network Board elected Mario Moreira, President of Fiocruz, as its new Board President. Furthermore, the Board approved a Network Collaboration Agreement in June 2025 at its Board meeting in Lille aimed at advancing member collaboration and positively impacting Network-wide research, innovation and public health. In Lille, critically, the PN Board also approved its 2025-2030 Roadmap which will guide PN activities over the next 5 years.

In addition, the Pasteur Network launched and continued to implement several flagship projects including, the Vaccine Manufacturing Initiative (funded by Wellcome) and the Climate Health Observatory Accelerator (co-funded by the Institute of Philanthropy (IoP) and the Rockefeller Foundation). The Network revamped its Scientific Working Groups to make them more inclusive and better fitted for the Network's priorities and updated governance structure.

The PN has held multiple discussions with potential partners to expand opportunities for the Network across the 4 pillars. This includes discussions with the Islamic Development Bank, World Bank, Rockefeller, Wellcome, EU Commission, UNITAID, IVI, and Climate Action Accelerator. In addition, in 2025, the PN engaged across global conferences, trainings, and workshops, strengthening partnerships, showcasing science, elevating youth and LMIC leadership, and advancing priorities in climate and health, wastewater surveillance, and epidemic preparedness.

This report is not exhaustive of all initiatives and rather provides key highlights organized into the four strategic pillars.

## Good Governance and Equity

### 5-Year Roadmap

The 2025–2030 Pasteur Network Roadmap, approved by the Board earlier this year, provides the strategic framework that will **guide the Network’s activities over the next five years**. It sets out a shared vision for strengthening scientific collaboration, advancing public health impact, and enhancing regional and global engagement across the Network. It serves as both a strategic reference and an operational guide for common initiatives and partnerships. In parallel, the roadmap identifies priority areas for resource mobilization, guiding efforts to secure funding aligned with the Network’s strategic goals and impact priorities.

### Pasteur Network Collaboration Agreement

In March 2025, the PN Board approved the PN Collaboration Agreement to foster member cooperation and enhance the Network’s global impact. This document essentially defines “what we, as Network members, owe each other”. It outlines principles, objectives, and operational guidelines for PN members, in alignment with the values of member autonomy, collective interest, knowledge and resource sharing, and equitable partnerships. Designed to be living document, the Agreement will be reviewed and updated periodically to ensure its relevance and effectiveness in the evolving global health landscape. The document has been added to the Pasteur Network website (<https://pasteur-network.org/wp-content/uploads/2025/09/Collaboration-Agreement-2025.pdf>).

The progress tracker from 2024 (with updates on progress) can be found in the appendix and will be updated subsequently to reflect the new roadmap and collaboration agreement (i.e., developed for 2026).

### Strategic Advisory Board (SAB)

The SAB, created in 2024, provides high-level strategic advice on partnerships, funding, and strategic direction to the Network Board. In its 2<sup>nd</sup> year, the SAB will hold its annual meeting alongside the World Health Summit (WHS) in October 2025. During this meeting, the SAB will review the recommendations (noted below) it has provided over the past 2 years (e.g., which have been implemented, where the SAB can support), areas for the Network in this new scientific and global health landscape, and additional Network-wide projects and opportunities. The SAB will provide additional recommendations to the Board which will be discussed by the Network Board during their meeting at PNAM 2025 in Vietnam.

### SAB Recommendations and Progress Summary (as of Oct 2025)

- Further develop the four pillar approach and concentrate effort on a small set of shared platforms and initiatives: In progress. Context: Across the four pillars, the Pasteur Network is prioritizing strategic areas by integrating climate and health research in Pillar 1, advancing vaccine manufacturing capacity in Pillar 2, reinvigorating Scientific Working Groups through Pillar 3, and strengthening internal collaboration mechanisms in Pillar 4, e.g., the Network collaboration agreement

- Take a measured approach to membership expansion: Status: In progress. Context: Associate Membership criteria defined as the first step, with expansion team recommendations to the Board next.
- Reformulate the Euro Med region: Status: Not started, planned. Context: requires a statutes amendment with development and decision approved for 2026.
- Pillar 1: Define its competitive advantage: Status: In progress, more work needed. Context: Climate and Health Observatory and wastewater initiatives define part of the edge, with more regional opportunities.
- Pillar 2: Emphasize clinical trials, diagnostics, one to two core areas, and partnerships: Status: In progress. Context: VMI funded and underway, diagnostics not yet coordinated
- Pillar 3: Nurture early career scientists: Status: In progress. Context: PNAM 40 Under 40 and C and H Observatory fellows, with room to deepen engagement.
- Pillar 4: Increase transparency to optimize common resources: Status: In progress. Context: elements integrated into the collaboration agreement, updated Associate Membership criteria, and revised fee structure.
- Strengthening the Secretariat, dedicated personnel for communications, finance, and fundraising: Status: Not started. Context: a full time finance hire is in place, further staffing needed for communications and fundraising.
- Network topic and capabilities mapping: Status: In progress. Context: mapping done for VMI and wastewater, extend to diagnostics and publications for a fuller view.
- Master agreement for operational collaboration: Status: Complete. Context: Board approved in June in Lille, details of what members owe each other are posted on the Network site.
- Women in science and leadership: Status: Not started, planned. Context: dedicated PNAM session to inform approach, remains a member priority.
- Strengthen and clarify the relationship with Institut Pasteur as the historic originator and largest member: Status: In progress, more work needed. Context: preliminary work started, further work required.

### Communications and Online Presence

In 2025, the PN built out its communication infrastructure beginning with the launch of a new website in November 2024. To strengthen the Network's engagement and advocacy capabilities, the PN began holding recurring meetings with communications focal points of member organizations. Additionally, monthly seminar videos are being published on the PN YouTube (<https://www.youtube.com/@pasteurnetwork>) channel and Network-wide opportunities (e.g., training, grants) are being regularly disseminated to Network members.

### Associate Membership Process and Policy

To achieve its updated objectives and strengthen its position within the global health and research ecosystem, the PN aims to engage in strategic expansion. Despite the PN's existing presence across 25 countries on five continents, significant geographical and scientific gaps remain. Addressing these gaps

is critical for ensuring the PN's continued growth and effectiveness in tackling global and regional health challenges.

Given this, in June in Lille, the Board approved a revised policy governing Associate Membership in the Network. The updated framework outlines the procedure for prospective members, detailing the process for consideration, application requirements and criteria, and the process for selection and approval by Network and its Board. Key measures include forming a board expansion team to oversee outreach and evaluate new Associate members. By establishing a transparent and consistent pathway, the policy reinforces PN's commitment to openness, accountability, and inclusive governance across its membership. The criteria and process for Associate membership have been added to the Pasteur Network website (<https://pasteur-network.org/resources/join-pasteur-network>) .

### **Regional Registration**

The PN has in the process of formally registering in Dakar, Hong Kong, and Rio to ensure equity, expand its regional presence, enhance its organizational resilience, and increase impact for its members and initiatives.

### **Statutes Revision**

The Pasteur Network and Board have begun the process for the reviewing and revising its statutes in 2026. This is five years after their initial usage. The update is to ensure that the lessons learned are incorporated. A five-year time frame should be implemented following this revision.

### **EDCTP Fees**

The Network covered EDCTP fees to support collaboration, maintain eligibility for key programs, and enable continued participation by members in the African region.

## **Epidemic Preparedness & Intelligence**

### **Climate-Health Observatory Accelerator**

Since its launch at PNAM 2024, the Climate Health Observatory Accelerator (co-funded by Institute of Philanthropy and the Rockefeller Foundation) has set in motion several activities to advance climate-health research in low- and middle-income countries (LMICs). In its first year, key Accelerator activities involved identifying partnerships and collaborations, recruiting members (e.g., fellows, exemplars), and establishing workplans, goals, and milestones aligned with local and regional context. With the launch of its fellowship program, 18 fellows from countries across five continents are developing locally grounded research projects and models that will hopefully integrate climate into public health systems and learning agendas. Fellows are supported by a set of partners, including the PN Strategic Advisory Board and three exemplars based in Brazil, Senegal, and Vietnam (focused on developing climate-health-related global goods). A key milestone was the fellowship convening in Hong Kong in spring 2025, which deepened collaboration and strategic planning.

## **DURABLE Project**

The DURABLE project, supported by the European Union (HERA), aims to strengthen preparedness and emergency response to infectious disease threats and outbreaks by fostering unified, coordinated, rapid, and reliable action across European research institutions. Key activities in 2025 included a training course on “Bioinformatics for Outbreaks” organized in July at Institut Pasteur (Paris), with participants from six PN member organizations. Additionally, a large open online course (MOOC) on Research Management in Outbreak Preparedness and Response is currently under development and will feature several speakers from PN association and PN member organizations. Under DURABLE, PN is preparing to launch several fellowships, four of which will benefit staff from member organizations and will be hosted at the University of Helsinki (Finland) and the University of Tartu (Estonia).

## **Public Health Wastewater Surveillance Planning Grant**

In early 2025, PN was provided a planning grant from the Gates Foundation to explore leveraging its disease surveillance capabilities within its African members. The aim would be to build better public health infrastructure and related coordination (at a local and regional level), using wastewater surveillance, that guides action and protects populations. During this planning grant, members conducted an analysis to better understand the current state of wastewater surveillance capabilities in their respective countries and regions (i.e., mapping of capacity).

Based on these findings, the group put together a proposal for a joint initiative with the Gates Foundation. If accepted, the proposal would advance core objectives of the Wastewater Initiative focused on better understanding surveillance systems for enteric diseases of interest, enhancing enteric disease detection and monitoring, and strengthening response and control capabilities.

## **Collective Action on Dengue (CAD)**

As climate change increases the spread and impact of dengue, the research and global health community has called for a multisectoral and multidisciplinary response. In 2024, the Collective Action on Dengue (CAD) was founded to meet this challenge, with a mission to amplify integrated efforts through strategic advocacy, communications, and collaboration across diverse stakeholders. CAD brings together research organizations, funders, pharmaceutical companies, NGOs, multilateral and bilateral agencies, and technical experts as part of its Steering Committee and Working Groups. The Pasteur Network was chosen as the Secretariat for CAD in early 2025.

In early 2025, CAD held its kick off meeting in Paris, where members discussed the partnership’s role within the global ecosystem, formalized its governance structure, and developed a roadmap for 2025. Building on a scan of the dengue ecosystem, members agreed to focus in the near term on advocacy by raising attention and action on dengue control, and on amplifying tools and research across sectors to strengthen coordination. Over time, CAD envisions serving as an advisor, bridging Global North and South stakeholders to translate research and recommendations into country-level impact.

An official launch of CAD will take place at the World Health Summit in October 2025.

## Research, Development, and Innovation

### Vaccine Manufacturing Initiative

As part of the Network's objectives to support regional manufacturing, and health equity and innovations by and for the Global South, the Vaccine Manufacturing Initiative (VMI) brings together PN members to develop a collaborative, sustainable, and connected vaccine network. Additionally, this initiative aligns with regional manufacturing efforts post-COVID-19 (e.g., CEPI, WHO's mRNA tech transfer hub).

Building on the success of last year's Pasteur Network Annual Meeting (PNAM 2024), in 2025, the VMI held three meetings (two virtual and one in-person) to track progress and alignment against its core objectives. VMI members will meet again in-person in October during PNAM 2025 in Vietnam.

In June 2025, VMI members developed a business case to articulate the current and desired vaccine capacity within the Network, use as a strategy for its objectives, and solicit to potential partners. In addition to improvements in communication amongst the members, the business case proposes five near-term initiatives to strengthen R&D, innovation, and market access. These initiatives include:

- PN Biomanufacturing Knowledge and Training Hub – an end-to-end training and capacity-building hub to bolster PN members' biomanufacturing capabilities across the Network (leveraging existing training hub capabilities at Fiocruz, Institut Pasteur du Maroc, and Institut Pasteur de Dakar)
- Ecosystem building – infrastructure and frameworks for managing intellectual property, data, and internal communication within the Network
- Clinical Trials Network – a collaborative platform for members to conduct clinical trials and research
- PN Bio-Accelerator – a catalyst to drive R&D innovation across the Network
- Venture Fund for Promising Vaccines – financial support to advance trials on promising vaccine candidates for high-burden diseases

### Grand Challenges

PN regional offices are advancing several global health and development outcomes in partnership with the Grand Challenges program. Grand Challenges is a network of initiatives aimed at catalyzing bold ideas to solve critical health and development challenges. In 2025, within PN, four projects are being supported:

- The Village: Reimagining Global Health Collaboration through AI-powered Connections. Grantee: Institut Pasteur de Bangui. Award: \$100,000 USD
- Leptospirosis in Changing Climates: Soil Health, Sociocultural Behaviors, and Public Health Policy. Grantee: Institut Pasteur de Nouvelle-Calédonie. Award: \$200,000 USD
- Empowering Health Communication in Fulfulde-speaking Communities Through an Innovative Multilingual Educational Chatbot. Grantee: Centre Pasteur du Cameroun. Award: \$100,000 USD

- Climate Change Impacts on Ticks and Tick-Related Pathogens in Lao PDR Grantee: Institut Pasteur du Laos. Award: \$200,000 USD

## Knowledge Communities

### Scientific Working Groups

On April 30, the PN officially launched its new Scientific Working Groups (SWGs) with a webinar that drew over 90 participants and generated strong engagement. This was followed by a first round of nine individual SWG meetings held between May and June. During these meetings, members connected with one another, established preliminary goals, brainstormed initial actions. A second round of meetings occurred in July where members further defined their scope and priority activities. Furthermore, in September the first cross-SWG meeting was held. The reformulated SWGs are designed to be more equitable in composition and expanded in scope, and will continue to convene on a regular, sustained basis.

### Pasteur Network Knowledge Sharing Platform (PNLink)

PN has transitioned to a new digital knowledge sharing platform, PNLink, to better serve its aim of hosting a secure, internal online platform where members can share exclusive content, collaborate on research, discuss challenges, and organize events. Previously, the Network used Hive as its knowledge sharing platform but has moved to PNLink due to limitations with Hive. The new platform PNLink possesses several advantages for collaboration and knowledge sharing including a mobile app version, customizable profiles, event management, online forum, and document editing and sharing capabilities. The PNLink platform came online in October 2025

(<https://community.pasteur-network.org/>).

### SPARK / ACIP

The SPARK 2025 session showed strong interest from the Scientific PN community in the redesigned tool, with 22 projects submitted of which 18 are eligible, including 8 SPARK IPP projects and 10 SPARK PN projects, plus up to 6 C & Y postdoc fellowships submitted. The PN mobilized significantly with LMIC representation, engaging 22 institutes, participation from 9 of 10 African partners and all LMIC Asian countries, and 12 projects involving at least two LMIC institutes including 3 led exclusively by LMIC consortia. Gender balance and youth leadership were notable, with 50 percent of projects coordinated by women and, as requested, most led by young PN researchers or new Group leaders at Institut Pasteur (Paris). New consortia have been proposed, including some composed exclusively of LMIC members, and several innovative ideas were put forward, with most projects aligned to PN strategic axes primarily Epidemic Intelligence and Preparedness and Research and Innovation as well as to the IP Priority axes of Pasteur 2030 PA1. Next steps are project evaluation by a panel of PN experts including Institut Pasteur (Paris), with each proposal reviewed by an expert pair, and the final Selection Committee now being set up for November 13.

## **Women in Science Session (PNAM)**

The PNAM session will spotlight successful Women in Science initiatives from the Institut Pasteur de Dakar and Fiocruz as models for replication across the Pasteur Network. Presentations will highlight mentoring programs, leadership development, workplace support measures, and outreach activities to inspire young girls and underrepresented groups. The discussion will explore shared challenges and strategies for sustaining gender equity efforts through institutional leadership and collaboration. It will also identify next steps for expanding and connecting women-in-science initiatives across the Network.

## **Training and Scholarship support**

Following the approved plan for PN supported course, courses were conducted during this period. Also following the previously approved support, both PhD and post-doctoral support continued to be provided. Ongoing work on joint PhD programs with Institut Pasteur, Fiocruz, Hong Kong University and others remain an objective for 2026.

Several scientific training workshops and events are planned across the Pasteur Network for 2025. The Institut Pasteur de Tunis hosted a course on Multiomics Integration (Fundamentals and Applications; September 2025). Earlier in the year, the Institut Pasteur de Madagascar organized the third edition of Les Techniques de l'Immunologie (June 2025). The Institut Pasteur du Cambodge will convene a workshop titled Immune Responses to Arbovirus Infections from a One Health Perspective in November 2025. During the same period, the Institut Pasteur du Maroc will host the Second International Workshop on Translational Venom Medicine, planned in November 2025 as well.

## **Financial Report**

Included as an annex, you will find the financial accounts for the year ended December 31st, 2024.

## Appendix

### Overview of Key Events and Engagements in 2025

#### Scientific Meetings and Conferences

- Scientific Meeting between INRS – Centre Armand Frappier Santé Biotechnologie and the Université de Montréal Faculty of Medicine (Montreal; March).
- Community of Practice Meeting on AI Challenges and the Global AI Summit in Africa (Kigali; April), PN attendance with Institut Pasteur of Bangui and Institut Pasteur of Cameroon presenting progress under the AI Grand Challenges Grant.
- Forecasting Healthy Futures Summit (Rio de Janeiro; 7 to 10 April), participation and coordination with Fiocruz to initiate the Pasteur Network’s registration process in Brazil.
- Conference Challenges and Strategies in the Prevention of Dengue and Emerging Zoonoses (Mexico City; May), presentation at the conference organized by UNAM, IRD, the French Embassy, and partners.
- Global Conference on Climate and Health (Brasília; August), Fiocruz presented under the Pasteur Network Climate Change and Health Accelerator program.
- European Research and Innovation Days (Brussels; September), meetings with the European Commission DG RTD and DG INTPA to strengthen institutional relations and explore collaboration aligned with EU global health and One Health priorities.
- 8th Hellenic and Paris Pasteur Institute Young Scientists Joint Conference (Athens; September and October), hosted by the Hellenic Pasteur Institute, strengthened Euro Med regional collaboration and advanced efforts toward a youth network within the Pasteur Network.
- National Congress of Science and Technology of Panama APANAC (Panama City; September and October), attended and meetings held with the Gorgas Memorial Institute, the Regional Center for Innovation in Vaccines, and the French Embassy.
- Symposium on the Impact of Climate Change on Emerging Infectious Diseases (Montreal; October), participated with Network researchers from Fiocruz, Institut Pasteur de la Guyane, and Institut Pasteur du Cambodge.
- 80th Anniversary Ceremony of NIHE and National Conference of Preventive Medicine 2025 (Hanoi; October).

#### Trainings and Regional Meetings

- Évaluation des Tests Diagnostics training (Yaoundé; 7 to 11 April), organized with Institut Pasteur (Paris) and CPC, financed by Institut Pasteur (Paris).
- Pasteur Network Africa Meeting Advancing Regional Collaboration and Public Health Surveillance in Africa (Abidjan; 15 to 16 April), organized with IPCI, financed by the Gates Foundation.
- UTI Diag Project Kick Off Meeting (Stockholm; 24 to 25 April), participated, hosted at Karolinska Institute, financed by EDCTP.
- Pasteur Network Convening on Wastewater Surveillance (Lille; June), organized, financed by the Gates Foundation.

## Workshops and Global Collaborations

- World Conference of Francophone Journalists (June), supported by the Pasteur Network for the second year, focused on communication during health and environmental crises and launched a collaboration platform for scientists and media.
- Workshop to Develop the Continental Strategy for Wastewater Surveillance WWS (Nairobi; September), participated.
- Glowacon Working Meeting (Dublin; September), participated, financed by the Gates Foundation.
- Strengthening Public Health Surveillance in Africa workshop on enteric disease lab networks (Abidjan; April), organized.

## Presentations and Scientific Contributions

- Central African Infectious Disease and Epidemics Research Alliance CAIDERA biannual conference (Online; September), presented.
- European Commission Representative Meeting (no location listed; date not specified), engagement with DG RTD to explore potential collaboration between Europe and Africa through the Pasteur Network.
- Euro Med Regional Meeting (Virtual; September), held to brief members on outcomes from the last Board meeting and prepare for the next regional meeting during PNAM 2025 in Vietnam.
- EDCTP Annual Meeting (Kigali, April), featured speaker for the Pasteur Network
- World Health Assembly (Geneva, May), featured speaker on the Pasteur Network and special side event for visibility among global health funders and influencers
- CEPI Scientific Focus (Washington, July): featured speaker on the Pasteur Network and its global influence
- World Health Assembly (Berlin, October): featured speaker on the role of the Pasteur Network

## PN Progress Tracker (KPIs)

### 1. Goal: Reinvigorating the Pasteur Network Annual Meeting

Activity	Indicator	Lead	Progress
Annual meeting feedback survey from attendees	Positive survey scores related to questions on meeting inclusivity and value (n.b., questions will remain consistent in future years to compare year-on-year results)	PN staff	Completed

### 2. Goal: Restructuring the Association & the Foundation

Activity	Indicator	Lead	Progress
Strategy on growth and memberships dues	Approved and articulated strategy from the Association Board to the Network on growth and membership dues	PN Board and Executive	Completed
Quarterly PN pulse check	Quarterly internal survey or check-ins with Directors sent to obtain feedback and ensure information flow	Regional strategic development officer	In Progress

### 3. Goal: Success Against Business Case Objectives

Activity	Indicator	Lead	Progress
Pillar 1: Climate & health observatories established	Concept developed and, funding secured for climate health observatories project	PN Staff	Completed
Pillar 2: Develop a time limited R&D and Innovation working group within the PN to develop a related strategy for the PN	TOR and workplan for the working group	PN Staff	Completed
Pillar 3: Improve communication and clarity on current intra-Network collaborative efforts (e.g., research, education, and training initiatives) and opportunities within the PN with external entities-	Establishment of an internal repository to monitor and track collaborative initiatives and opportunities for collaboration-	PN Staff	In process
Pillar 4: Transition COS-PN to new, more inclusive and fit for purpose body	Work plan with activities for 2024 and 2025 is developed by new COS-PN body – Scientific Working Groups	PN Staff	Completed

### 4. Goal: Revised & Effective Communications Plan

Activity	Indicator	Lead	Progress
Revised PN website	New website is updated and ‘live’	PN Staff	Completed
Disseminated annual report	Annual report is developed and disseminated internally and externally (e.g., on the Pasteur Network website)	PN Staff	Completed
Established internal communications platform	Platform available for all members launch in October; use is tracked	PN Staff	Completed

### 5. Goal: Improving Good Governance Practices

Activity	Indicator	Lead	Progress
Functional Strategic Advisory Board ( <i>with 2 young scientists from the PN</i> )	75% attendance at the SAB’s first annual meeting (April), as well as a summary (2 pager) of recommendations from the SAB to the Association Board	PN Staff	Completed
Appointment of two external members to the Board of Directors.	Participation of external members at Board Meetings and the Annual Meeting.	PN Staff	Completed
Dissemination of updates to the board	Board monthly update	PN Staff	Completed

**6. Goal: Improving Financial Management**

Activity	Indicator	Lead	Progress
Preparation and approval of the annual budget with a focus on operational income increase and operational expenses optimization.	Budget approved by the Board	PN Staff	Completed
Preparation and presentation of monthly financial update report.	Monthly financial update reports archived on SharePoint	PN Staff	Completed
Implementation of comprehensive due diligence processes for financial operations and partnerships to ensure compliance and risk management.	Documentation and procedural checklist for due diligence processes established and utilized.	PN Staff	Completed
Establishing a process for regular, quarterly budget revisions to adapt to the PN Association's financial performance and needs.	Quarterly budget revision reports approved by the Executive Director	PN Staff	Completed
Enhancing financial transparency by providing breakdowns of expenditures and income by strategic pillar in the financial reports to the Board.	Inclusion of strategic pillar breakdown in all financial reports presented to the Board.	PN Staff	Completed

**Overview of SWG members**

**Statutory auditor's special report on regulated agreements & the financial statements for the year ended Dec 31<sup>st</sup>, 2024**

