



PASTEUR NETWORK

BIENNIAL REPORT

2024
2025

LEADERSHIP NOTES

Welcome



It is a real pleasure to introduce the 2024–2025 Biennial Report and to share with you the breadth of work accomplished across the Pasteur Network over the past two years.

Remarkable energy, collaboration, and creativity have marked this period. Across our institutes, teams continue to advance scientific excellence, respond to urgent public health challenges, and strengthen links between research, policy, and practice. What stands out most to me is not only the quality of the work, but the way it is being done — through deep cooperation, mutual support, and a shared commitment to serving public health globally.

This report also reflects an evolution in how we communicate about our work. We have intentionally adopted a more streamlined, concise format to synthesize key activities, achievements, and impacts in a way that is accessible and meaningful to a wide range of audiences. Moving forward, we will continue to report on a biennial basis, allowing us to step back and better capture longer-term trends, progress, and collective impact across the Network.

I am particularly pleased that this report coincides with an important leadership transition. I would like to warmly thank Amadou Sall for his leadership as President of the Pasteur Network and for the vision, dedication, and momentum he brought to the role. At the same time, I am delighted to welcome Mario Moreira as the new President of the Network. I very much look forward to continuing to work closely with him as we build on our shared priorities and navigate the opportunities ahead.

Thank you to all colleagues across the Network whose work, engagement, and commitment make these collective achievements possible. I hope this report gives you a clear sense of where we have been, what we have accomplished together, and the strong foundation we are building for the years to come.

REBECCA GRAIS
Executive Director,
Pasteur Network

Merci



Serving as President of the Pasteur Network has been a true honor, and I look back on this period with real pride and gratitude.

Over the course of my presidency, I watched the Network grow and deepen — institutes collaborating more closely, responding together to emerging health threats, and reinforcing our place as a trusted scientific community. The resilience and solidarity I witnessed across the Network were a constant source of inspiration.

What I'm most proud of is how we kept opening new spaces for collaboration — across regions, disciplines, and generations — while staying true to our

core mission of science in the service of public health.

In my new role at the Coalition for Epidemic Preparedness Innovations (CEPI), I remain closely connected to the Network and follow its work with genuine enthusiasm. And I couldn't be more pleased to have passed the presidency to Mario Moreira. I have full confidence in him, in Rebecca Grais, and in all the colleagues who carry this work forward. The Network is in excellent hands.

AMADOU SALL
President, Pasteur Network
(2020–2024)
Executive Director of Manufacturing
and Supply Chain, CEPI

Bem-vindo

Taking on the presidency of the Pasteur Network is a responsibility I embrace with great enthusiasm and commitment. This is a community with a remarkable history, and I'm deeply aware of what it means to help carry it forward.

What strikes me most, stepping into this role, is the strength already here — in the people, the partnerships, and the shared sense of purpose that runs across every institute in the Network. That foundation makes everything possible.

My ambition is to build on it. To deepen collaboration, nurture the next generation of scientists, and make sure the Network continues to be a meaningful

force in global health — responsive, innovative, and united around a common mission.

I'm grateful to Amadou Sall for the legacy he leaves, and I'm looking forward to working closely with Rebecca Grais and colleagues across all our institutes. This report reflects a Network in full momentum — and I'm excited to be part of what comes next.

MARIO MOREIRA
President, Pasteur Network
President, Fiocruz



Bienvenue

Joining The Pasteur Network as Vice President is a responsibility I took on with deep conviction in 2024, and as someone who is a direct product of this Network.

It was at the Institut Pasteur d'Algérie that I first learned to become a scientist. Thirty years later, I return to the Pasteur family at this pivotal moment.

Across every institute, I see something rare: scientists from vastly different contexts, united by a singular identity and shared values — to protect, to educate, and to improve human life. That determination is our greatest asset.

Health threats do not respect borders, and our response cannot either.

In an increasingly fragmented world, Network is a necessity more than ever. We must expand collaboration, invest in the next generation, and ensure our voice carries weight where it matters.

I look forward to working alongside Rebecca Grais, Mario Moreira, and colleagues across all Pasteur Network members.

YASMINE BELKAID
Vice President, Pasteur Network
President, Institut Pasteur



About the Pasteur Network

The Pasteur Network is an alliance of over 30 institutes that plays a crucial role in tackling global health challenges through science, innovation, and public health. Its distinctive strength lies in the diversity and extensive geographic reach, spanning 25 countries across five continents, and fostering a dynamic community of knowledge and expertise. The Network plays a pivotal role in advancing scientific understanding and applying this knowledge to real-world health issues, with more than 25,000 articles published since 2019.

The World Health Organization (WHO) recognizes the Pasteur Network as a non-state actor, with its members frequently embedded within local ministries of health. The Network sustains a global infrastructure encompassing more than 50 national and regional reference laboratories, which include multiple biosafety level 3 laboratories, and 19 WHO Collaborating Centers.

A strong local presence and a shared mission to advance health worldwide uniquely position the Network's more than 5,000 researchers, engineers, and technicians to respond quickly to emerging outbreaks and other urgent global

health challenges. Its strong footprint in francophone countries and throughout the Caribbean, sub-Saharan Africa, and Southeast Asia, along with deep expertise in "data deserts" such as the Sahel and Amazonia, enables the Network to generate critical evidence and insights where reliable health data are often hardest to obtain.

Each member institute serves as a trusted national or regional public health leader, combining diagnostic, research, and surveillance capabilities with strong local legitimacy. Collectively, the Pasteur Network is at the forefront of globally significant research, including work on emerging infectious diseases and mRNA technologies, often conducted in settings rich in biodiversity and areas with a high burden of infectious diseases. The Network also plays a growing role in research and development and innovation, with substantial investments in biotechnology, diagnostics, therapeutics, and vaccine development and manufacturing, helping to expand local capacity and address persistent challenges around access and affordability, particularly in the Global South.

BY THE NUMBERS



30+
INSTITUTES



25 COUNTRIES
5 CONTINENTS



25,000+
SCIENTIFIC PAPERS
PUBLISHED



50+
NATIONAL AND REGIONAL
REFERENCE LABORATORIES



19
WHO COLLABORATING
CENTERS



5,000
RESEARCHERS, ENGINEERS,
AND TECHNICIANS

Strategic Pillars

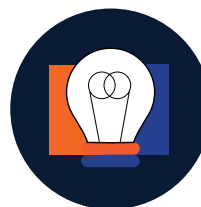
Four strategic pillars articulate how the Pasteur Network's mission translates into impact and guide its work. Together, these pillars reflect the Pasteur Network's belief that scientific advancement and public health impact are most effective when pursued through collaborative, equitable, and locally anchored partnerships.

By reinforcing institutional capacity and fostering shared knowledge and resources, the Network aims to contribute meaningfully to resilient health systems, informed policy, and improved population health outcomes around the world.



PILLAR 1 :
Epidemic Preparedness and Intelligence, With a Focus on Climate-Sensitive Diseases

Addressing emerging health challenges through surveillance and research



PILLAR 2 :
Research, Development, and Innovation

Advancing scientific understanding and technological innovation in public health and biomedicine



PILLAR 3:
Multidisciplinary Knowledge Communities

Fostering multidisciplinary collaboration and global knowledge exchange, and enhancing expertise to empower the next generation of scientific leaders



PILLAR 4 :
Good Governance and Equity

Establishing governance structures and practices that are both effective and equitable, with a focus on financial fairness and sustainable operations



PILLAR 1

Epidemic Preparedness and Intelligence, With a Focus on Climate-Sensitive Diseases



Strategic Pillar 1 focuses on strengthening epidemic intelligence and preparedness, with particular attention to diseases influenced by climate change, through enhanced surveillance, research, and rapid-response systems.

The Pasteur Network aims to build stronger infrastructure for sharing data and samples across its members, monitor key health indicators to inform public health policy, and support global efforts to detect and respond quickly to emerging and re-emerging health threats. This pillar also emphasizes understanding how climate and other external factors affect disease spread and resilience, helping to anticipate and address future public health challenges.

KEY ACTIVITIES

DURABLE Project

The Delivering a Unified Research Alliance of Biomedical and Public Health Laboratories Against Epidemics (DURABLE) project, supported by the European Union's Health Emergency Preparedness and Response Authority (HERA), strengthens preparedness and emergency response to infectious disease threats and outbreaks by fostering coordinated, rapid, and reliable action across European research institutions. In 2024, DURABLE organized a training course on research management during outbreaks and hosted a webinar on virus research models that brought together 185 participants. In 2025, it continued this capacity-strengthening effort by facilitating a bioinformatics course for outbreaks. Six Pasteur Network member organizations participated in the course held in Paris.

In 2026, DURABLE will develop a large, open online course on research management during outbreaks, featuring speakers from Network member organizations. As part of this work, the Network launched a series of fellowships hosted at European organizations, intended to benefit DURABLE project staff as well as staff from Pasteur Network institutions.

Climate and Health Observatory Accelerator Project

Since its launch in 2024, the Climate and Health Observatory Accelerator project (co-funded by the Institute of Philanthropy and the Rockefeller Foundation) has set in motion several activities to advance climate health research in low- and middle-income countries. In its first year, the Accelerator Project identified partnerships and collaborations, recruited fellows and observatory hubs / exemplars and established workplans, goals, and milestones aligned with local and regional contexts.

With the launch of its fellowship program, 18 fellows from countries on five continents are now developing locally grounded research projects and models that will integrate climate into public health systems and learning agendas. A group of partners, including the Pasteur Network Strategic Advisory Board and

three model observatories based in Brazil, Senegal, and Vietnam, supports the fellows. In April and May 2025, the fellowship convened in Hong Kong for a week long program featuring expert-led lectures, interactive workshops, and collaborative sessions on epidemiological modeling, GIS and climate data analysis, smart cities, media engagement, and policy transformation. This convening provided the first opportunity for fellows to present their research projects to one another, build peer support systems, and collectively explore pathways to impact.

Wastewater Surveillance

In early 2025, the Pasteur Network received a planning grant from the Gates Foundation to leverage its disease surveillance capabilities with African members. The work used wastewater surveillance to complement public health surveillance systems and strengthen coordination at the local and regional levels. As part of this grant, members analyzed the current state of wastewater surveillance capabilities in their respective countries and regions and presented their findings to the wider Pasteur Network wastewater community at the Institut Pasteur de Lille in June 2025. Participants included the Gates Foundation, Wellcome Connecting Science, HERA, Agence Française de Développement, and the Fondation Mérieux.

50

INTERNATIONAL EXPERTS
gathered in Lille in June 2025 to
advance wastewater surveillance

**18 CLIMATE AND HEALTH FELLOWS ARE
DEVELOPING LOCALLY-GROUNDED RESEARCH
PROJECTS AND MODELS TO INTEGRATE
CLIMATE INTO PUBLIC HEALTH SYSTEMS**

Collective Action on Dengue

As climate change increases the spread and impact of dengue, the research and global health communities have called for a multisectoral and multidisciplinary response. In 2024, a group of health, climate, and development leaders, including researchers, policymakers, innovators, and advocates, launched the Collective Action on Dengue to confront this growing challenge, with a mission to amplify integrated efforts through strategic advocacy, communications, and collaboration across diverse stakeholders. The initiative brings together research organizations, funders, pharmaceutical companies, non-governmental organizations, multilateral and bilateral agencies, and technical experts through its Steering Committee and Working Groups. Collective members selected

the Pasteur Network as the Secretariat in 2025.

The Collective held its kick-off meeting in Paris in 2025, where members discussed the partnership's role within the global landscape, formalized its governance structure, and developed a roadmap for the year. Building on a scan of the dengue ecosystem, members agreed to focus in the near term on expanding its network, focusing on action-driven projects, and amplifying tools and research across sectors to strengthen coordination. Over time, the initiative envisions serving as an advisor, bridging Global North and South stakeholders to translate research and recommendations into country-level impact. The Collective officially launched at the World Health Summit in October 2025.

THE PASTEUR NETWORK IS DRIVING COORDINATED ACTION TO ADDRESS THE GROWING THREAT OF DENGUE WORLDWIDE

Mpox Response

In response to the WHO's August 2024 declaration of mpox as a Public Health Emergency of International Concern, the Pasteur Network accelerated its regional and global response to mpox. Leveraging deep virological expertise, members strengthened surveillance, particularly in highly affected countries, through diag-

nostic capabilities and training to better track viral dynamics.

Beyond research, the Network actively supported the assessment of medical countermeasures and collaborated with local authorities to ensure equitable access to solutions intended for high-risk populations. By bridging the gap between advanced science and frontline public health, the Network continues to play a pivotal role in mitigating the outbreak's impact.

Asia-Pacific Avian Influenza Symposium

The Pasteur Network Asia-Pacific Avian Influenza Symposium was held in Phnom Penh, Cambodia, in December 2024. The event brought together leading scientists and public health experts from all nine Network institutes in the Asia-Pacific region, as well as key partners and policymakers, to address one of the most pressing zoonotic challenges of our time. Central to the symposium was the One Health approach, which integrates human, animal, and environmental health. Beyond presentations, the symposium also featured interactive workshops designed to foster collaboration and tackle critical challenges in influenza research and implementation. These workshops not only strengthened networks but also paved the way for actionable solutions to drive future progress. The event concluded with a unified vision for advancing influenza research and prevention. Participants emphasized that, while challenges remain, the partnerships formed and the knowledge exchanged during the symposium provide a strong foundation for addressing avian influenza at both regional and global scales.



Leading scientists, public health experts, and policymakers gathered in Phnom Penh in December 2024 to address avian influenza in the Asia-Pacific region.

Photo credit: Institut Pasteur du Cambodge

SPOTLIGHT

Project Name: Regional Alliance for Pandemic and Infectious Diseases

Region: Asia

Funding: Korea Ministry of Science and Information and Communication Technology and the National Research Foundation of Korea

Network Members: Institut Pasteur Korea, Pasteur Institute in Ho Chi Minh City, Pasteur Institute in Nha Trang, Institut Pasteur du Cambodge, University of Hong Kong-Pasteur Research Pole

Over the last several years, the Regional Alliance for Pandemic and Infectious Diseases (RAPID) has established a comprehensive community-based surveillance framework to characterize the distribution of pathogens and antimicrobial resistance (AMR) across the Asia-Pacific region. Through the systematic analysis of more than 1,000 environmental samples collected in Korea, Vietnam, Cambodia, and Hong Kong, RAPID has revealed both country-specific and shared patterns in microbial community structure and the prevalence of antibiotic resistance genes. These findings provide critical evidence that clinically relevant pathogens and resistance determinants circulate and persist beyond traditional healthcare settings, underscoring the importance of community-level surveillance in AMR preparedness.

Building on these achievements, RAPID is advancing integrated research activities that combine metagenomic and culturomic approaches with artificial intelligence (AI) driven analytical frameworks. This multidisciplinary strategy is enhancing early-warning capacities for emerging AMR threats while enabling the translation of complex surveillance datasets into predictive and actionable insights to support public health decision-making. Beyond its scientific contributions, RAPID has strengthened international collaboration within the Pasteur Network, established sustainable mechanisms for cross-border data sharing, and substantially supported capacity building through training and knowledge exchange. Collectively, these advances position RAPID as a meaningful contributor to global health security and a scalable model for data-driven preparedness against future infectious disease and AMR threats.

1,000+

ENVIRONMENTAL SAMPLES COLLECTED



PILLAR 2

Research, Development, and Innovation



Strategic Pillar 2 of the Pasteur Network emphasizes research, development, and innovation to advance scientific knowledge and create new tools that improve public health and biomedicine.

Pasteur Network members unite to accelerate mRNA vaccine research through a strategic memorandum of understanding (Rio de Janeiro, Brazil, October 2024)

Photo credit: Pasteur Network

Pillar 2 focuses on developing and testing innovative diagnostics, vaccines, and therapeutics, especially for high-burden diseases, and on making these solutions more accessible and affordable, particularly in the Global South. Through collaborative innovation, capital mobilization, and the sharing of technology across member institutes, the Network aims to accelerate breakthroughs that address persistent health challenges worldwide.

KEY ACTIVITIES

Vaccine Manufacturing Initiative

The Pasteur Network Vaccine Manufacturing Initiative, supported by the Wellcome Trust, is a transformative effort to address systemic gaps in vaccine access, manufacturing sovereignty, and epidemic preparedness. Member institutes launched the initiative in Rio de Janeiro in 2024 in recognition of the need for deeper collaboration across the vaccine value chain. Building on this momentum, representatives from key manufacturing institutes convened in Casablanca in May 2025 to align on a shared vision. During the meeting, the group developed a 2025 roadmap, including a focus on collaborative training and on finalizing a business case to align priorities and attract investment in the Network.

Leveraging the Network’s diverse vaccine manufacturing capabilities (spanning over 2,600 staff across nine countries and more than 525 million

doses produced annually), the Vaccine Manufacturing Initiative ultimately seeks to create an interconnected, sustainable ecosystem for vaccine development, production, and equitable distribution. In addition, the initiative proposes a series of integrated programs. These include establishing a Biomanufacturing Knowledge and Training Hub to build technical skills and harmonize manufacturing practices across members, creating a centralized platform for collaboration through shared intellectual property frameworks and communication tools, developing a multi-site Clinical Trials Network, and launching a Bio-Accelerator to drive research innovation and expedite the development of promising vaccine candidates.

Accelerating RNA Vaccine Research

In October 2024, in Rio de Janeiro, key members of Pasteur Network, including Fundação Oswaldo Cruz (Fiocruz), Institut Pasteur de Dakar, Institut Pasteur Korea, Institut Pasteur in Paris, and Institut Pasteur de Tunis, signed a strategic Memorandum of Understanding to strengthen collaboration on mRNA vaccine research and development. The memorandum seeks to expand mRNA vaccine production capabilities and tackle global health challenges by promoting joint research, training, and knowledge sharing, with a particular focus on low- and middle-income countries.



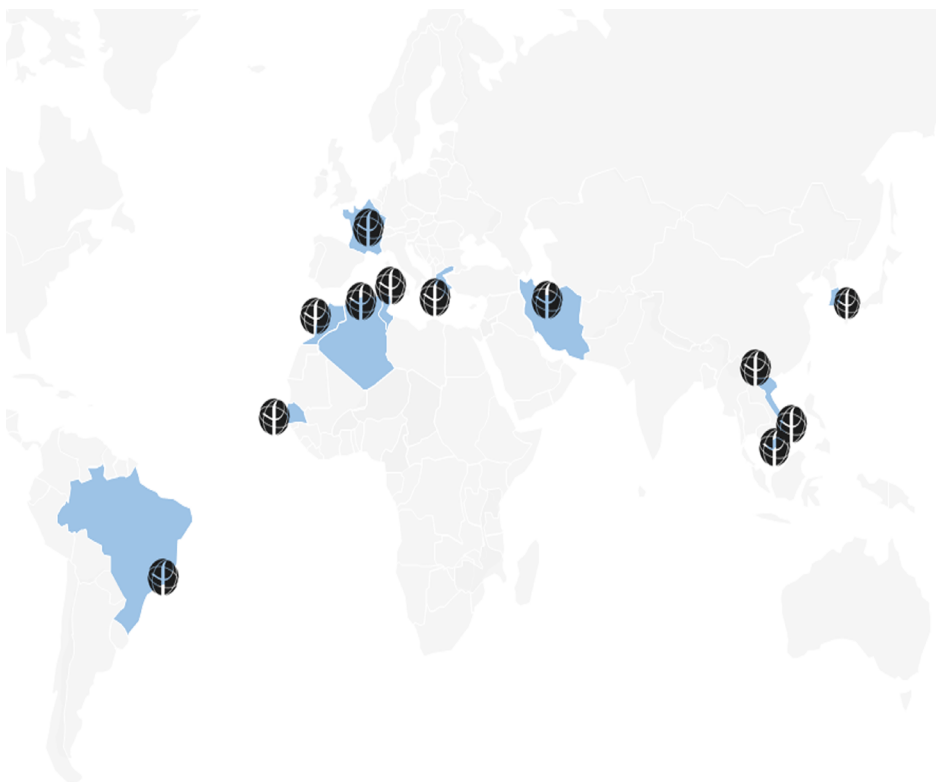
525 MILLION
VACCINE DOSES
PRODUCED ANNUALLY



2,600+
EXPERTS



9
COUNTRIES



Location of Pasteur Network Vaccine Manufacturing Initiative members
Photo credit: Pasteur Network

**CREATING AN INTERCONNECTED,
SUSTAINABLE ECOSYSTEM FOR
VACCINE DEVELOPMENT,
PRODUCTION, AND EQUITABLE
DISTRIBUTION**

Under the initiative, selected member institutes will enhance local capacities for mRNA vaccine production through a technology hub that supports the dissemination of advanced methods and innovation. Institut Pasteur Korea is contributing its expertise in stabilizing

ACCELERATING MRNA VACCINE RESEARCH AND PRODUCTION THROUGH CROSS- NETWORK COLLABORATION AND KNOWLEDGE SHARING

mRNA and cost-effective production techniques. At the same time, the Institut Pasteur in Paris provides high-level research support, and the WHO recognized Bio-Manguinhos (Fiocruz) as a regional hub for mRNA vaccine development. The collaboration also aims to facilitate joint training programs, workshops, and research projects that foster sustainable solutions tailored to regional public health needs.

International Vaccine Institute Memorandum of Understanding

The International Vaccine Institute and the Pasteur Network signed a landmark Memorandum of Understanding in Paris in June 2024 to deepen collaboration on global health and infectious disease challenges. The memorandum establishes a comprehensive cooperation framework that prioritizes strengthening vaccine research and development, especially in the Global South, enhancing regional vaccine manufacturing capacity, and improving preparedness for epidemic and pandemic emergencies. It also emphasizes joint training and education to build scientific and technical capacity, as well as collaborative efforts to pursue funding and develop joint research and training proposals.

A joint Steering Committee oversees the collaboration, regularly reviews progress, and ensures transparent communication, equity, sustainability, and adherence to anti-fraud and anti-corruption policies. This Memorandum of Understanding represents a strategic alignment of resources and capabilities to generate impactful solutions to global health challenges, drive innovation, and improve public health outcomes worldwide.



The International Vaccine Institute and the Pasteur Network signed a landmark Memorandum of Understanding in June 2024 to deepen collaboration on global health and infectious disease challenges.

Photo credit: Institut Pasteur

SPOTLIGHT

Project Name: Point-of-care serological rapid diagnostic test for risk of *Plasmodium vivax* hypnozoite infection

Region: Europe/Mediterranean

Funding: European Commission

Network Members: Institut Pasteur (Paris), Institut Pasteur de Dakar, Institut Pasteur de Madagascar

The *P. vivax* serological rapid diagnostic test (PvSeroRDT) addresses a major gap in malaria control by tackling *P. vivax*, the most difficult form of malaria to eliminate because it can remain hidden in the liver and escape standard diagnostic tests. Developing a simple, point-of-care rapid diagnostic test will support a new “test and treat” approach that identifies people who are likely to carry these dormant infections. The test is the first of its kind, designed specifically to detect recent *P. vivax* infections by measuring antibodies linked to the parasite’s hidden liver stage, enabling health workers to target treatment more effectively and prevent future relapses and transmission. To support equitable access and sustainability, the project includes plans to establish manufacturing capacity in Africa, with production based in Senegal following initial development in the United Kingdom. The diagnostic test will undergo rigorous validation using existing sample collections, followed by real-world testing in Senegal, Ethiopia, and Madagascar. By combining innovative diagnostics, local manufacturing, and field validation, PvSeroRDT aims to provide malaria programs with a practical new tool to accelerate progress toward *P. vivax* elimination. Correctly diagnosing and treating individuals with *P. vivax* malaria can have major societal and economic benefits, given that there are 6.9 million annual cases, and that malaria-related morbidity and mortality lead to an estimated annual loss of USD 12 billion in economic activity in sub-Saharan Africa.

6.9 MILLION

P. VIVAX MALARIA CASES

occur every year

1y

2y

* Cooperation
Define reference lab
in function of pathogen/
human health / animal health / wild
* Define sending route
for sample -> NGS lab

Develop mutual
Transfer Agreements
(MTA) bet west countries
and identified / centralized
lab

EXECUTIVE
COUNCIL/
STEERING
COMMITTEE

YEARLY
NETWORK
MTG

CENTRALISED
BOARD TO
REPRESENT INDIVIDUAL
STAKEHOLDERS
(CARICOM, ASEAN ETC)

One Health
Network

Regional
Referral
Network

PILLAR 3

Multidisciplinary Knowledge Communities



Strategic Pillar 3 of the Pasteur Network aims to build multi-disciplinary knowledge communities that foster collaboration and shared learning across scientific disciplines and geographic regions.

CONNECT TO PN LINK:

The Pasteur Network Community



Only for PN members

Participants identify annual priorities during a workshop of pathogen genomic surveillance organized by the Institut Pasteur de Nouvelle Calédonie held in Nouméa in March 2025.

Photo Credit : Institut Pasteur de Nouvelle Calédonie

KEY ACTIVITIES

Website Refresh

In 2024, the Pasteur Network undertook a redesign of its organizational website to modernize its aesthetics and clearly present the Network’s strategy, strengths, and accomplishments. The redesign focused on timeless design elements, improved website functionality, incorporated features such as a dedicated media page, and integrated the PNLINK knowledge-sharing platform to enhance member engagement. These upgrades to enhance user experience launched in October 2024.

New Knowledge Sharing Platform

Building on its experience with the WHO platform, *The Hive*, the Pasteur Network launched its own digital knowledge-sharing platform, PNLINK, in October 2025

(<https://community.pasteur-network.org/>). This secure, internal, and highly customizable platform, accessible via a mobile application, enables members to share content, collaborate on research, exchange expertise, and organize events. By the end of 2025, PNLINK had over 900 members and aims to reach at least 2,500 members by the end of 2026.

Scientific Working Groups

In April 2025, the Pasteur Network reconfigured its Conseil d’Orientation Scientifique (Scientific Steering Committee) into Scientific Working Groups. This more inclusive framework enables broader participation from members across all career stages, fostering collaboration and access to resources. As part of the launch of the working groups, the Pasteur Network hosted a webinar that drew over 90 participants and generat-

ed strong engagement. The first round of nine individual Scientific Working Group meetings followed, during which members connected, established preliminary goals, and brainstormed initial actions. Members further defined their scope and priority activities in a second round of meetings. This work culminated in the first cross-working group meeting held in September. By the end of 2025, the working groups had further clarified their objectives and kicked off a range of activities, including a knowledge exchange, mapping strengths, gaps, needs, and opportunities across the Network, and planning collaborative events.

Thematic Trainings

In 2024, the Pasteur Network revised its approach to training courses to align them with the four strategic pillars. The Network facilitated the following thematic training courses in 2025:

YEAR	COURSE TITLE	MEMBER
2024	GIS and Information Systems	Institut Pasteur d’Algérie
	Proteome Analysis by Mass Spectrometry	Institut Pasteur Montevideo
	High Content Screening for Therapeutics Discovery	Institut Pasteur Korea
	Bioproduction, Intellectual Property, and Technology Transfer	Fiocruz
2025	Multionics Integration: Fundamentals and Applications	Institut Pasteur de Tunis
	Immunology Techniques - 3rd edition	Institut Pasteur de Madagascar
	Immune Responses to Arbovirus Infections from a One Health Perspective	Institut Pasteur du Cambodge
	Second International Workshop on Translational Venom Medicine	Institut Pasteur du Maroc

Monthly Seminars

Monthly seminars have also become a key tool for fostering collaboration and knowledge exchange. In 2024–2025, the Network hosted the following monthly seminars:

2024	The Faculty of Medicine at Université de Montréal: Partnership Opportunities to Address Global Health (June 2024)
	Harnessing Data-Led Innovations to Strengthen Public Health Surveillance (July 2024)
	Innovating in Dengue Therapeutics and Beyond: DNDI’s Global Contributions (September 2024)
	Multi-Site Management of Biospecimen Collections and Associated Data (October 2024)
	Developing Partnerships to Bolster the Antimicrobial Resistance Ecosystem: The Role of GARDP (November 2024)
	The INRS Armand-Frappier Research Center: A New Focus on Arbovirus Threats to Fight Against Infectious Diseases (December 2024)

2025

Frugal Science: A Toolmaker's Approach for Tackling Problems in Global Health, Ecological Monitoring, and Science Education (January 2025)

Mapping Modeling in the Pasteur Network: Capacities, Challenges, and Future Perspectives (February 2025)

Empowering Young Researchers: Initiatives Within the Pasteur Network (March 2025)

India Health Fund: Accelerating Innovation to Combat Infectious Diseases (April 2025)

Blueprint for Resilience: How CARE Transforms Outbreaks into Opportunities for Africa (June 2025)

One Sustainable Health Forum: Together for A Healthy Planet & Healthy Life (July 2025)

Climate Change and Vector-Borne Diseases: A Major Challenge for the 21st Century (September 2025)

From One Health to Circular Health to Face Contemporary Challenges (October 2025)

Global.Health: A Federated Data Platform Enabling Cross-Border Collaboration (November 2025)

Institut Pasteur du Laos: The Story of a Young Institute in Asia (December 2025)



Grand Challenges

The Grand Challenges network of partners supports innovative solutions to pressing “grand challenges” in health and development, with a vision of a world where local, regional, and global innovation ecosystems are thriving and generating solutions with the greatest impact. As a global initiative, Grand Challenges funds bold ideas to address some of the world's most urgent health and development

problems—especially those affecting low- and middle-income countries. The program seeks to stimulate scientific and technological innovation that can dramatically improve global health, reduce poverty, and create new opportunities for underserved populations. During 2024–2025, the Pasteur Network supported four grants under this initiative, two related to AI and two on climate change:

Institut Pasteur de Bangui

The Village: AI-Driven Global Health Collaboration and Decolonization Platform: The Village platform uses AI to connect healthcare professionals and organizations worldwide, fostering equitable collaboration and mentorship in global health. By promoting resource-sharing and cross-border networking, The Village seeks to democratize access to healthcare knowledge and accelerate advancements in underserved regions. The platform connects scientists from low- and middle-income countries with mentors, resources, and peers to strengthen research capacity and collaboration, solve local challenges, and drive global health progress.

Centre Pasteur du Cameroun

Multilingual Health Communication Chatbot for Fulfulde-Speaking Communities: This project uses AI to develop a multilingual chatbot that will deliver real-time health information in Fulfulde, spoken across West and Central Africa. Equipped with offline capabilities, the chatbot will facilitate a better understanding of health topics, aiming to enhance health literacy and lower health risks for communities with limited internet access.

Institut Pasteur du Laos

Climate Change Impacts on Ticks and Tick-Related Pathogens in the Lao People's Democratic Republic: This project is developing a surveillance program for ticks and tick-borne pathogens to model and predict the transmission dynamics. It also integrates a knowledge, attitudes, and practices study to understand community awareness and behaviors related to ticks and vector-borne diseases.

Institut Pasteur de Nouvelle-Calédonie

Leptospirosis in Changing Climates: Soil Health, Sociocultural Behaviors, and Public Health Policy: The project explores how climate change influences the spread and persistence of leptospirosis in a highly affected region of Oceania. The team will conduct an in-depth sociological assessment to understand community dynamics and vulnerabilities and develop tailored prevention strategies that effectively address the identified risks.

SPARK Program

The Seeded Partnerships for Advancing Research & Knowledge (SPARK) Program supports new international collaborations by connecting early-career scientists across the Pasteur Network. The program aims to build a strong community of emerging researchers, promote innovative research aligned with Pasteur 2030 priorities and the Network’s scientific pillars, and strengthen collaboration

among members. By doing so, SPARK helps increase research impact while expanding opportunities for capacity strengthening, knowledge sharing, and professional networking.

The 2025 call for collaborative projects under the SPARK program received 22 proposals. Of these, the Network selected four projects for funding:

PROJECT	PARTNERS
Analyzing Defective Interfering Genomes of Japanese Encephalitis Virus and Their Effects on Virus Replication	Institut Pasteur Korea (Coordinator), Institut Pasteur Paris, Institut Pasteur du Cambodge
Haemophilus Africa-Asia-Pacific Initiative	Institut Pasteur de Nouvelle-Calédonie (Coordinator), Institut Pasteur d’Algérie, Institut Pasteur du Cambodge
Mapping <i>Plasmodium</i> species reservoirs: Characterizing tissue sequestration and silent transmission in Cameroon and Cambodia	Institut Pasteur du Cambodge (Coordinator), Centre Pasteur du Cameroun, Institut Pasteur (Paris)
Stabilized Antigens for Monoclonal Antibody Discovery against Severe Fever with Thrombocytopenia Syndrome Virus	Institut Pasteur du Cambodge (Coordinator), Institut Pasteur du Laos, Institut Pasteur (Paris)

SPOTLIGHT

Project Name: African Leishmaniasis Consortium

Region: Africa

Funding: Science for Africa Foundation’s Developing Excellence in Leadership, Training, and Science Africa II, with support from the Wellcome Trust and UK Foreign, Commonwealth & Development Office

Network Members: Institut Pasteur de Tunis, Institut Pasteur d’Algérie, Institut Pasteur du Maroc

The African Leishmaniasis Consortium is a pan-African and international research partnership led by the Institut Pasteur de Tunis and the University of Ibadan Research Foundation (Nigeria). It brings together the Institut Pasteur d’Algérie, the University Clinical Research Center (Mali), the Armauer Hansen Research Institute (Ethiopia), and the Barcelona Institute for Global Health (Spain). The consortium aims to develop a comprehensive scientific and public health approach towards controlling and eliminating leishmaniasis in Africa,

bridging the gap from research to policy and practice, and addressing national and regional policy imperatives.

The Consortium focuses on strengthening research quality and scientific leadership, building infrastructure and research culture, and fostering scientific citizenship to generate locally relevant evidence and solutions. Its multidisciplinary research spans genomic and AI-driven tools, improved diagnostics and patient management strategies, vector control, and predictive disease mapping to guide decision-making and public health interventions.

Collaboration across all partner institutions is a cornerstone of the African Leishmaniasis Consortium. The Institut Pasteur de Tunis, Institut Pasteur d’Algérie, and the Institut Pasteur of Morocco play a central role through their expertise in diagnostic platforms, vector dynamics, and geographic modelling, contributing to the design and implementation of activities, fostering collaboration, supporting training and skills development, and promoting cross-country knowledge sharing within the Consortium and beyond.

In parallel, the Consortium supports capacity strengthening and career development through 28 fellowships for PhD students, postdoctoral fellows, and early and mid-career

researchers focused on neglected tropical diseases, ensuring sustained links between research outputs, policy translation, and practice. By fostering strong collaborative networks and nurturing future research leaders across Africa, the African Leishmaniasis Consortium seeks to reduce the burden of leishmaniasis and contribute to the broader elimination of neglected tropical diseases on the continent.

3
KEY PASTEUR INSTITUTES
TUNIS, ALGERIA, MOROCCO

28
FELLOWSHIPS
SUPPORTING PHD STUDENTS, POSTDOCS,
AND RESEARCHERS



PILLAR 4

Good Governance and Equity



Strategic Pillar 4 centers on good governance and equitable collaboration, aiming to transform how the Network operates to ensure fairness, shared decision-making, and sustainable partnerships across all regions.

Participants in the Women and Girls in Science Program.

Photo credit: Fiocruz

This pillar prioritizes evolving governance structures, financial models, and collaborative practices to elevate regional voices, allocate resources equitably, and ensure that all members can participate fully in collective scientific and public health efforts. By fostering inclusive governance and strengthening equitable partnerships, the Network seeks to unlock its full potential to address global health challenges together.

KEY ACTIVITIES

Annual Meetings

2024: The Pasteur Network Annual Meeting 2024 was held from October 21–23, in Rio de Janeiro, Brazil, and co-organized with Fiocruz. It brought together leaders, scientists, and experts from across the Network and beyond to address major global health challenges through presentations, workshops, and discussions focused on epidemic preparedness, climate-sensitive diseases, health equity, and scientific innovation. Topics included the impacts of climate change on infectious diseases (such

as dengue), epidemic preparedness for mpox and avian influenza, advances in diagnostics and therapeutics, vaccine equity, gender and maternal health, and the role of AI in health research. During the meeting, the Network presented a draft statement ahead of the G20 Summit held in Rio de Janeiro in November 2024. The statement underscored the Pasteur Network’s commitment to advancing global health and highlighted the G20’s essential role in fostering collaboration for a healthier, more equitable, and sustainable world. The statement also emphasized the importance of reducing health disparities, enhancing disease surveillance, and ensuring universal access to high-quality health services to bolster resilience against health threats.

2025: Co-organized with the Pasteur Institute in Ho Chi Minh City, the Pasteur Network Annual Meeting 2025 was held October 21–24, 2025, in Ho Chi Minh City, Vietnam. A highlight of the meeting was the “40 Under 40” initiative, featuring 40 emerging researchers under 40 leading plenary sessions to showcase innovation and leadership in infectious

SPOTLIGHT

Project Name: Advancing Women’s Leadership in Science

Region: Latin America and Africa

Funding: Brazil Ministry of Health, large anonymous donor

Network Members: Fiocruz, Institut Pasteur de Dakar

Across the Pasteur Network, member institutes are developing ambitious, context-specific initiatives to address persistent gender inequalities in scientific careers. Two flagship efforts—the Women and Girls in Science Program at Fiocruz (Brazil) and the Women and Scientific Careers Program at the Institut Pasteur de Dakar (Senegal)—illustrate how institutional commitment, data-driven action, and inclusive leadership can translate into tangible change.

At Fiocruz, the Women and Girls in Science Program, launched in 2019, builds on more than a decade of institutional mobilization around gender and race equality. The program addresses structural inequities in Brazilian science, where women remain underrepresented in leadership and, on average, receive smaller research grants than their male counterparts. Anchored within Fiocruz’s broader equity agenda, the initiative combines recognition, research, mentoring, and early-career pipeline development. A flagship component, the Science, Technology, Engineering, and Mathematics

(STEM) in Health Project, connects over 100 women researchers with secondary school students, undergraduates, teachers, and early-career scientists, with priority given to Black, Indigenous, and Quilombola women. To date, the program has supported 68 fellowships across academic levels, operates across 11 Fiocruz units in 10 states, and ensures that at least 40% of participants come from Black and Indigenous backgrounds. By linking scientific excellence with social inclusion, Fiocruz is shaping a more representative and resilient health research ecosystem.

The Institut Pasteur de Dakar launched the Women and Scientific Careers Program in 2023 as part of a broader institutional transformation, placing human capital, diversity, and equity at its core. Designed through listening sessions, focus groups, and co-creation workshops, the program

aims to increase women’s representation in STEM fields and leadership positions while improving working conditions and career progression. In its first year, the initiative reached over 180 beneficiaries, trained 150 collaborators in emotional intelligence, mental health, and menstrual health, and supported career development, leadership training, and work-life balance for women across the institute. Concrete, transformative measures include expanded access to continuing education, support for young women researchers, and family-friendly infrastructure, such as a daycare system and pumping rooms. A growing mentoring and youth ambassador program further extends its impact to schools and universities, reaching hundreds of students—two-thirds of them girls—and reinforcing scientific aspirations from an early age.



Participants of the Women and Scientific Careers Program. Photo credit: Institut Pasteur de Dakar

disease research and public health. Over several days of plenary sessions, roundtables, and discussions, participants explored topics such as epidemic preparedness, climate-sensitive diseases, arboviruses, respiratory and emerging viruses, microbiota and parasites, vaccine manufacturing, community involvement in research, and gender equity in science.

Strategic Advisory Board

The Strategic Advisory Board, established in 2024, provides high-level guidance on partnerships, funding, and strategic direction. This advisory group, which includes two representatives from each region and two young scientists, focuses on enhancing equity in decision-making processes.

The Strategic Advisory Board held its second annual meeting alongside the World Health Summit in October 2025. During this meeting, the Board reviewed the recommendations it has provided over the past two years, the Network's

IN 2024, THE PASTEUR NETWORK ADOPTED THE TRUST CODE FOR EQUITABLE RESEARCH PARTNERSHIPS

role in this new scientific and global health landscape, and additional Network-wide projects and opportunities. The Board provided additional recommendations during the Pasteur Network Annual Meeting 2025 in Vietnam.

TRUST Code

In 2024, the Pasteur Network adopted the TRUST Code, a globally recognized code for equitable research partnerships. Fifty-six authors, representing every continent and including populations particularly vulnerable to exploitation in research, originally developed the code. The Network promotes the TRUST Code to all its member institutions to reinforce its commitment to ethical and equitable collaboration, particularly between high- and lower-income regions.

Collaboration Agreement

In March 2025, the Pasteur Network approved a Collaboration Agreement (<https://pasteur-network.org/wp-content/uploads/2025/09/Collaboration-Agreement-2025.pdf>) to foster member cooperation and enhance the Network's global impact. This document defines "what Network members owe each other." It outlines principles, objectives, and operational guidelines for members, in alignment with the values

of member autonomy, collective interest, knowledge and resource sharing, ethics, environmental considerations, and equitable partnerships. Designed to be a living document, the Network will review the Collaboration Agreement and update it periodically to ensure its relevance and effectiveness in the evolving global health landscape. The progress of the Network's objectives, projects, and goals will be monitored and evaluated over time to ensure accountability and help assess the effectiveness of the collaboration.

Associate Membership

Despite its presence in 25 countries across five continents, significant geographical and scientific gaps remain throughout the Pasteur Network. Addressing these gaps is critical for ensuring the Network's continued growth and effectiveness in tackling global and regional health challenges. In June 2025, the Pasteur Network adopted a framework governing Associate Membership (<https://pasteur-network.org/resources/join-pasteur-network>). These admission criteria and procedures outline the application, selection, and approval processes for prospective members and establish a transparent and consistent pathway to become an Associate Member organization.

Regional Registration Processes

The Network has initiated processes to formally register in Dakar, Hong Kong, and Rio de Janeiro to ensure equity, expand its regional presence, enhance its organizational resilience, and increase the impact of its members and initiatives.



40

EARLY-CAREER RESEARCHERS HIGHLIGHTED IN 2025



56

CONTRIBUTORS TO THE TRUST CODE



Partnerships

Partnerships are central to the Pasteur Network’s ability to advance scientific excellence and public health impact, enabling collaboration across countries, disciplines, and sectors to address shared global health challenges. During 2024–2025, the Network:

Renewed and received approval as **WHO Non-State Actor** through 2027.

Joined the **WHO International Pathogen Surveillance Network** to strengthen global preparedness and response to infectious diseases.

Signed a Memorandum of Understanding with the **International Vaccine Institute** to strengthen vaccine research and development, especially in the Global South, enhance regional vaccine manufacturing capacity, and improve preparedness for epidemic and pandemic emergencies.

Signed a Memorandum of Understanding with key members of the Pasteur Network to strengthen collaboration on **mRNA vaccine research and development**.

Established a strategic partnership with the **European University Alliance for Global Health (EUGLOH)**, a consortium of nine distinguished European universities. Through this partnership, the Pasteur Network will contribute its extensive global expertise and geographic diversity to enrich the Alliance’s educational initiatives. Moreover, the partnership provides new opportunities for members of the Pasteur Network to engage in EUGLOH’s academic and training programs—ranging from contributing to course development and delivery to participating in events and sharing research outputs.

Collaborated to establish the new **One Health - Emerging Infectious Diseases Graduate School** at Université Paris Cité. The school provides high-level, research-based, multidisciplinary training to build a community of scientists, health-care professionals, and policymakers who share a common vocabulary, network, and understanding of the health, societal, economic, and communication challenges posed by emerging infectious diseases.

Participated in the **Preventing Zoonotic Disease Emergence (PREZODE)**, an international collaborative initiative that provides a scientific framework for pandemic prevention. It aims to enhance prevention, early detection, and resilience to prevent or rapidly respond to emerging infectious diseases of animal origin that could become pandemics.

Established a partnership with the **School of Public Health at The University of Hong Kong**, to facilitate placements for students from their Global Health and Development program at Pasteur Network member institutes.



Looking Ahead

Looking ahead to 2026, the Pasteur Network will continue to advance its mission through the four strategic pillars that guide its collective action. Building on the progress achieved in 2024–2025, the Network will deepen its work in epidemic preparedness and intelligence, research and innovation, knowledge communities, and good governance and equity—strengthening its ability to translate scientific excellence into public health impact.

Under Pillar 1, several major initiatives will continue to expand. The Collective Action on Dengue will advance its role as a global platform for coordination, advocacy, and knowledge exchange, helping align research, policy, and implementation efforts across regions as dengue risk intensifies with climate change. The Climate and Health Observatory Accelerator will move further into implementation, supporting fellows and exemplar sites to integrate climate data, modeling, and decision intelligence into public health systems. In parallel, work on wastewater surveillance will continue to explore scalable, complementary approaches to epidemic intelligence, strengthening early warning and coordination at local, national, and regional levels.

Through Pillar 2, the Network will continue to strengthen research, development, and innovation, with particular emphasis on equitable access to life-saving technologies. The Vaccine Manufacturing Initiative will advance its collaborative roadmap, focusing on workforce development, shared manufacturing capabilities, and sustainable investment pathways to reinforce regional manufacturing sovereignty and preparedness.

Across Pillar 3, the Pasteur Network will further expand multidisciplinary knowledge communities through scientific working groups, trainings, and digital platforms, fostering collaboration across disciplines, regions, and generations of scientists.

Pillar 4 efforts will continue to reinforce inclusive governance, equitable partnerships, and transparent operating models, ensuring that the Network's growth remains aligned with its values.

Together, these efforts position the Pasteur Network to enter 2026 with a strong foundation—anchored in local expertise, global collaboration, and a shared commitment to advancing science in the service of public health in an increasingly complex and interconnected world.

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