



Collaboration Agreement

The Pasteur Network is an alliance of 32 institutes spanning 25 countries across 5 continents, fostering a dynamic and diverse community of knowledge and expertise. Members focus on four missions inspired by the pioneering work of French microbiologist Louis Pasteur: research, public health, education, and innovation. The vision of the Network is to play a crucial role in tackling global health challenges through science, innovation, and public health.

This collaboration agreement outlines the principles, objectives, and operational guidelines for members of the Pasteur Network. Aligned with the values of member autonomy, collective interest, knowledge and resource sharing, and equitable partnerships, this agreement aims to foster collaboration and enhance the Network's global impact on biomedical research and public health.

Article 1: Objectives

The Pasteur Network is committed to:

- Advancing scientific understanding
- Applying research knowledge to develop innovative solutions for health challenges
- Influencing science and health policies globally
- Supporting health authorities during epidemics and pandemics
- Acting as a global good and hub for collective scientific progress

Scientific rigor is key to building trust in the Network and achieving these objectives; it must be applied to all research by implementing best practices, such as the FAIR Guiding Principles for scientific data management and stewardship.

Article 2: Strategic Pillars

The Pasteur Network will focus its efforts through the following strategic pillars:

- Epidemic Preparedness & Intelligence: Strengthening global capacity to predict, prevent, and respond to epidemics, with a focus on climate-sensitive diseases
- Research, Development & Innovation: Promoting cutting-edge research and development to create new tools and strategies for combating diseases
- Knowledge Communities: Fostering collaboration and knowledge sharing among members to maximize the impact of research
- Good Governance & Equity:
 - Ensuring transparent, accountable, and equitable governance structures that promote fairness and inclusivity.
 - Promoting gender equity across all levels of the Network, with a particular emphasis on empowering women in science, leadership, and decision-making roles

Article 3: Membership and Governance

The Network's governance structure includes:

- A Board of Directors responsible for setting the strategic direction of the Network
- A Strategic Advisory Board which provides external guidance and expertise
- A General Assembly (or General Meeting) composed of representatives of all the members who participate in key decision-making and provide oversight on the Network's activities.

The governance model emphasizes inclusivity, participation, collaboration, and respect for the autonomy of member institutions while promoting collective action. No single member should have more power or influence than the others, and all Network members pay dues.

Article 4: Collaboration and Communication

- Members are encouraged to collaborate on projects with other members
- Members are expected to participate in Pasteur Network meetings, such as the annual in-person meeting and monthly virtual seminars
- Regional hubs will drive regional collaboration, partnerships, and response to infectious disease outbreaks and public health emergencies by supporting communications, advocacy, research priorities, and public health initiatives
- Members should communicate regularly with other members directly or via the Network about scientific activities (e.g., workshops, publications, grants, epidemiological surveillance and response). Use email, communications platforms, and social media as appropriate.

Article 5: Knowledge and Resource Sharing

- Training materials for researchers and/or public health professionals should be shared among members
- High-priority research results are encouraged to be shared among members through secure platforms to reduce duplication of effort and accelerate discovery
- Members are encouraged to share data and biological samples within the Network and with external research and public health institutions, in accordance with applicable legal, regulatory, and ethical requirements in their respective countries. All necessary measures should be taken to ensure compliance with data protection laws, patient privacy, and biosecurity standards. Secure and institutionally approved platforms should be used for data sharing, considering the specific requirements of each context.
- Members should enable staff exchanges within the Network
- Members with revenue-generating activities are encouraged to share their strategies with other members of the Network

Article 6: Financial and Resource Management

The Pasteur Network is committed to re-envisioning its funding strategy. The Network will develop alternative financial mechanisms to increase competitiveness and sustainability in the global scientific and health landscape. Resource allocation principles will center equity, transparency, and empower all Network members. For example, clear rationale should be provided to all members when funding is transferred between members, and multilateral funding (e.g., grants) should be dispersed via the Network.

Article 7: External Engagement and Influence

- The Pasteur Network will advocate for evidence-based policies and practices by engaging with stakeholders across governments, civil society, and the private sector
- The Network will actively participate in the global health community, e.g., by partnering with other networks and as a non-state actor of the World Health Organization (WHO)
- Members should establish or expand links with national, regional, and global partners to ensure that research efforts are aligned with needs and priorities at those scales

Article 8: Commitment to Laws and Ethical Standards

- Members will follow the laws and regulations of their respective countries
- Corruption and bribery will not be tolerated
- Members will promote a culture of scientific integrity in which plagiarism, hiding conflicts of interest, and the falsification or fabrication of data are unacceptable
- All Network activities must proceed with full respect for ethical standards and human rights
 - Members must follow ethical principles accepted by the international community, including the Helsinki Declaration, CIOMS guidelines, UNESCO Universal Declaration on Bioethics and Human Rights, Oviedo Convention and its supplementary protocol and the ICH good clinical practices
 - Members must also follow specific ethical guidelines issued by the WHO and UN agencies for certain fields, such as HIV/AIDS
- Research projects involving human or animal subjects must be approved by a local ethics committee
- The use of artificial intelligence (AI) within the Network must align with scientific integrity and ethical principles, ensuring transparency, accountability, and respect for human rights.

Article 9: Equitable partnerships and fairness

The Network is committed to equitable research partnerships and promotes the following:

- At the beginning of a project or partnership
 - All partners jointly conceiving the research questions and methods
 - Clarifying each partners' roles and responsibilities, which should align with their skills and preferences.
 - Setting rules and procedures for the partnership and regularly reviewing compliance; mechanisms to resolve conflicts should be established (e.g., designating an external arbitration board)
 - Anticipating potential profits or merits of the research; all partners should agree on how to fairly allocate benefits (e.g., authorship on publications, patent rights, and other intellectual property)
- At the end of a project or partnership
 - Making research results accessible to the public, especially the study population, by (1) adapting content to different languages and formats and (2) using effective communication channels, such as open-access journals, websites, pre-print servers, and traditional print and news media.
- Throughout the project
 - All partners having opportunities to learn and develop professionally
 - Assessing and mitigating the impact of disparities between partners with respect to academic status, influence, and/or power.
 - Proactively addressing gender imbalances by supporting the leadership, participation, and career advancement of women and underrepresented groups within the Network and its research partnerships.

Article 10: Environmental Considerations

Members are encouraged to take steps to reduce the environmental impact of their public health programs and research activities (e.g., share reagents across units).

Article 11: Monitoring and Evaluation

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.

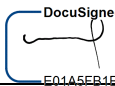

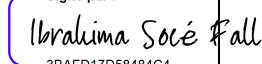
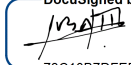
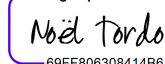
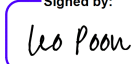
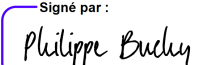
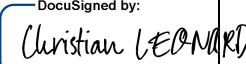

Article 12: Regular Review and Adaptation

This agreement will be reviewed and updated periodically to ensure its relevance and effectiveness in the evolving global health landscape. The review process will involve input from all members to ensure that it reflects the collective vision and priorities of the Pasteur Network so that key challenges can be addressed.

This Collaboration Agreement is hereby adopted and agreed upon by the undersigned:

Board of Directors

We, the members of the Board of Directors of the Pasteur Network, serving as Directors and/or official representatives of our respective member institutions, affirm our commitment to the principles and provisions set forth in this Collaboration Agreement.

Name	Institution	Signature
Mario Moreira (President)	Fondation Oswaldo Cruz (Fiocruz)	DocuSigned by:  E01A5EB18EE649D...
Yasmine Belkaid (Vice President)	Institut Pasteur - Paris	Signed by:  C9B59306DD9240E...
Ibrahima Socé Fall	Institut Pasteur de Dakar	Signé par :  3BAED17D58484C4...
Carlos Batthyany	Institut Pasteur de Montevideo	DocuSigned by:  73C10B7DEFF84C8...
Noël Tordo	Institut Pasteur de Guinée	Signé par :  69FF806308414B6...
Leo Poon	HKU – Pasteur Research Pole	Signed by:  1DE1B5A0C2B2470...
Philippe Buchy	Institut Pasteur du Laos	Signé par :  23C181FE6DAD4F7...
Christian Leonard	Sciensano	DocuSigned by:  93B03E215EC3403...
Abderrahmane Maaroufi	Institut Pasteur du Maroc	Signé par :  E8A1B23D64CF449...

Signatory Members

We, the Directors and/or representatives of the following member institutions of the Pasteur Network, hereby acknowledge and endorse the Collaboration Agreement on behalf of our respective organizations.

Name	Institution	Signature
Mirdad Kazanji	Centre Pasteur du Cameroun	Signé par : Mirdad KAZANJI C846F682CBBE473...
Haoua Seini Sabo	CERMES - Niger	Signé par : Haoua SEINI 948409C6B829461...
George Patrinos	Hellenic Pasteur Institute	Signed by: George P. Patrinos 0047269446614CB...
David Chatenet	INRS - Centre Armand-Frappier Santé Biotechnologie	Signé par : David Chatenet 918C128C97574C9...
Fawzi Derrar	Institut Pasteur d'Algérie	Signé par : Fawzi Derrar 9D7C5C913CC249E...
Emmanuel Nakoune	Institut Pasteur de Bangui	Signé par : Emmanuel Nakoune 64670993CE8E4C9...
Syndou Meïté	Institut Pasteur de Côte d'Ivoire	Signé par : Syndou Meite 06F642AA351542B...
Antoine Des Graviers	Institut Pasteur de la Guadeloupe	Signé par : Antoine DES GRAVIER 85A7E4D2EC5040E...
Christophe Peyrefitte	Institut Pasteur de la Guyane	Signé par : Christophe Peyrefitte 3C3EAE742D924B8...
Frederic Batteux	Institut Pasteur de Lille	Signé par : Frederic Batteux 34979DD25DE9407...
Philippe Dussart	Institut Pasteur de Madagascar	Signé par : Philippe DUSSART 5B587D675D7048C...
Do Thai Hung	Institut Pasteur de Nha Trang	DocuSigned by: Do Thai Hung 882C1914F2AB41D...
Marc Jouan	Institut Pasteur de Nouvelle-Calédonie	Signé par : Marc Jouan 09A301BA52F94DE...
Paola Minoprio	Institut Pasteur de Sao Paulo	DocuSigned by: Paola MINOPRIO F341C9B514384A1...
Samia Menif	Institut Pasteur de Tunis	DocuSigned by: Samia Menif 457F37673AEF438...

André Spiegel	Institut Pasteur du Cambodge	Signed by: André SPIEGEL 9026D6A5D33740B...
Ehsan Mostafavi	Institut Pasteur in Iran	Signed by: Ehsan Mostafavi 83264BA7A70A4ED...
Luigi Frati (Represented by Angela Santoni)	Institut Pasteur in Italy - Cenci Bolognetti Foundation	Firmato da: Luigi Frati (Represented by A05C2606B05147B...
Sung-Key Jang	Institut Pasteur Korea	서명인: Sung Key Jang 21BF51E2B7C34F0...
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Nguyen Vu Trung	Pasteur Institute in Ho Chi Minh Ville	Signed by: Nguyen Vu Trung E23FE0C73AEE430...
Areg Totolian	Saint-Petersburg Pasteur Institute	Подписант: Areg Totolian 70B4D0AB0EE8423...
Penka Petrova	Stephan Angeloff Institute of Microbiology	Signed by: Пенка Петрова 4950157045C64E9...