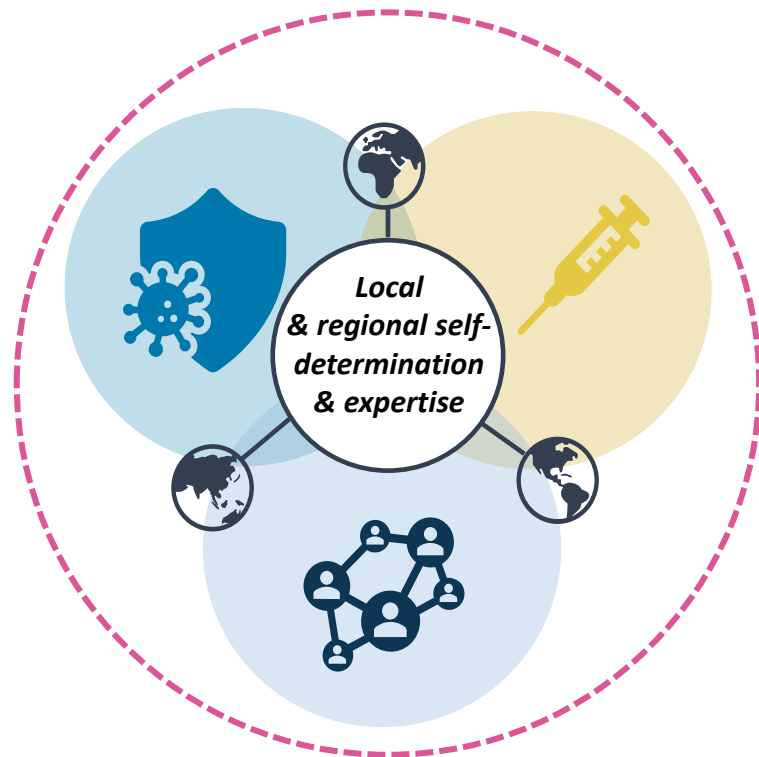


Our emerging *Theory of Change*

The Network has built an **overarching Theory of Change with focus pillars** to guide us in becoming a world leader in science, global health, innovation, and education



● Reinforcement of **epidemic intelligence & preparedness**

● **Research, development, & innovation** in critical diagnostics, vaccines, & therapeutics

● Creation of **multi-disciplinary knowledge communities**

● Unlock the **Network's full potential** through **equitable collaboration**

Our Ambitions

Build the broadest, highly connected, and most responsive health surveillance network.

Accelerate public health outcomes with breakthrough research and innovations on high burden diseases

Develop & empower the next generation of scientific leaders across the globe, focused on the world's most pressing issues

Re-center Network governance and collaboration around an inclusive and equitable partnership among institutes

Summary of our focus in Epidemic surveillance & preparedness

Build the broadest, highly connected and responsive health surveillance network

The challenge

- The Covid-19 pandemic demonstrated the importance of early detection and quick response to disease outbreaks
- The interfaces between wildlife and humans are widespread, and local surveillance systems are under-resourced and remain disconnected from local, regional, and global response mechanisms
- Climate change is increasing the risk of the rapid spread of (re) emerging pathogens, AMR to key medicines is becoming more widespread, and maternal and child mortality rates remain high in vulnerable countries

Proposed role for the Pasteur Network

- **What:** We will focus on 1) emerging and re-emerging diseases which pose risk of spreading (e.g., wildlife to human, human to human), and 2) exogeneous factors' (e.g., climate change) related impact
- **How:**
 - Building infrastructure to enable faster sharing of samples and information across institutes of the Network
 - Monitoring critical health indicators to influence public health policies on the effects of climate change, anti-microbial resistance effects, and MNCH

Proposed programs

Data and sample sharing platform | Develop (blockchain) technology platform which enables secure & ethical scientific data and sample sharing across the Network & with partners

Climate health observatories network | Develop multi-disciplinary observatories monitoring the health impact of climate change to anticipate public health challenges & influence public policy

Drug resistance evidence building | Address drug resistance evidence gaps & develop public health behavior change programs in vulnerable regions

Mother and child health surveillance system | Activate an MNCH surveillance system on related health risk factors, and collaborate with local stakeholders on better public health programs (e.g., malaria, nutrition, immunization)

Summary of our focus in R&D and innovation in critical diagnostics, vaccines, & therapeutics

Accelerate public health outcomes with breakthrough research and innovations on high burden diseases

The challenge

- High-burden diseases such as malaria have significant health and social consequences on populations. Advancing innovation in diagnostics and new vaccines is critical to eradicating these diseases
- Improving prevention and primary health policies is crucial to reducing the burden of high burden diseases on mothers and children
- Access to health products remains a challenge in the Global South, especially in rural areas. New models are needed to bring market solutions that are unattractive to traditional pharma players and provide cost effective, accessible solutions

Proposed role for the Pasteur Network

- **What:** We will focus on developing and testing innovative solutions for accessible diagnostics, vaccines, and therapeutics, and opportunities to increase accessibility Network-wide of critical research and development technology
- **How:**
 - Mobilizing capital to “de-risk” the most promising diagnostics and vaccines for infectious diseases
 - Testing virtual solutions to increase the accessibility technology and improve R&D capacity across the network

Proposed programs

Venture fund for promising therapeutics, diagnostics & vaccines | Develop a fund to enable clinical trials on the most promising high-burden diseases diagnostics, therapeutics, and vaccines

Virtual-Labs / Research tools repository platform | Build a shared infrastructure to increase the accessibility and streamline key research tools and technology platforms across the Network

Network of vaccine producers for the Global South | Develop locally adapted solutions using existing vaccine capabilities of institutes to cover growing needs across emerging markets – *Further consultation between current Network manufacturers is needed*

3. Multi-disciplinary knowledge communities

Summary of our focus in Multi-disciplinary knowledge communities

Develop & empower the next generation of scientific leaders across the globe, focused on the world's most pressing issues

The challenge

- Historical inequities and rapid increases in health needs have prevented adequate research and public health capabilities across the Global South. Resource gaps have led to limited collaboration opportunities and technology access, especially between Global South institutes, and depressed voices within key regional and global health decision-making bodies
- Post-graduate programs and training opportunities are often disjointed and lead to limited growth opportunities or emigration for professional reasons. Although many institutions offer short courses, few are integrated into degree programs, creating parallel and unintegrated approaches to postgraduate programs. Distance learning is rare, as are on-the-job and on-campus programs

Proposed role for the Pasteur Network

- **What:** We will focus on 1) Increase collaboration and CoP opportunities for Global South members, 2) Training, connecting, and elevating the next generation of scientific leaders and their voices
- **How:**
 - Pooling research resources and knowledge across the Pasteur Network and with partner institutions
 - Elevating local scientists' voices across regional and global decision-making bodies

Proposed programs

Build thematic communities of practices | Coalesce thematically aligned researchers to transfer knowledge and advance scientific discovery and improve local public health practices

Build coalitions for research and leadership training | Joint-PhD and masters programs to develop scientific leaders across Global South

Build a global advocacy program to influence decision-makers | Influence public policies through research outcomes via outreach and partnerships with regional and global institutions

Summary of our focus to

Unlock the Network's full potential via equitable collaboration & sustainability

Re-center Network governance, partnerships, and economics around sustainability and equitable collaboration

The challenge

- Historically, the structure of the Pasteur Network was primarily centered around the Institut Pasteur, with its origins linked to French colonial ambitions and related inequities. This structure probably inhibited the potential value of the Network's (e.g., contributions to scientific knowledge and public health) and failed to address inherent power imbalances
- The Network's focus gradually shifted towards more fundamental research, further distancing members from their local and regional needs

Proposed evolution of the Pasteur Network

- **What:** We will focus on 1) Evolving our organization and governance to empower the work of each of the institutes 2) A sustainable and equitable financial model and collaboration
- **How:**
 - Shift agency from Paris to the 4 regions by emphasizing regional ownership and elevating local voices
 - Empower cross-institute collaboration initiatives and increasing public and private partnerships
 - Transform the economics of the Network, its regions, and its members

Proposed programs

Accelerating collaboration & regional ownership via good governance shifts | Implement good governance changes to drive increased partnerships and equitable collaboration, and elevate regional voices

Enabling financial equity & sustainability | Evolve the Network through re-envisioned financial mechanisms, sustainable and competitive economics, and equitable resource allocation