

Roadmap for 2026

Strategic plan 2026-2031: priorities & mindset

RENEWED VISION AND MISSION

- Epicentre's position within the MSF movement
- Ambition: to strengthen our operational and institutional impact

STRATEGIC PRIORITIES

Priority 1

Enhance qualitative and patient-centered approaches

Priority 2

Improve the use and interpretation of MSF program data

Priority 3

Adapt tools and methods to evolving needs and contexts, as well as to emerging scientific and technological developments

Priority 4

Regionalization and strategic collaboration

Priority 5

Strengthen MSF's impact through the integration of epidemiological perspectives

Mindset

- Safeguarding
- Ensuring integrity towards communities, participants, local partners, and researchers
- Reducing our environmental footprint
- Fostering a culture of critical review

MEANS AND CONDITIONS FOR IMPLEMENTATION (HR, organization and governance, funding, visibility and communication)

Key actions by priority in 2026

• Axis 1 | Strengthening the qualitative and population-centered approach

- Increase local recruitment of qualitative researchers
- Community engagement strategies in Uganda and Niger
 - ✓ Conduct a review of current practices
 - ✓ Develop a forward-looking roadmap and training
- Internal training on Mixed Methods: Train two staff members on implementing Mixed-Method Research to enhance MSF collaboration and proposal capabilities.
- Convert Mixed Methods training into an online format



- Axis 2 | Strengthening programmatic data use and interpretation within the MSF movement

- Improve understanding of field needs and data use
- Continue the dynamic with e-health
- Confirm and strengthen our role in intersectional outbreak description
 - Start at the national level and then try to scale-up

• Axis 3 | Tools, methods, environments, new scientific and technological developments

Cost-Effectiveness

- Build internal expertise through targeted training and practical application
- Better understand MSF's needs, specify the scope of the cost-effectiveness analysis and the key issues to be addressed, workshop with operational and medical departments, Crash, Board of Directors

Survey

- Develop new methodologies for difficult to reach population

Artificial Intelligence (AI)

- Facilitate scale-up and leverage AI for data-driven decision-making starting at project level.
- Train teams on AI tools for data analysis and interpretation.

• Axis 3 | Tools, methods, environments, new scientific and technological developments

Clinical Trials

- Strengthen our expertise in emulated trial approaches to expand their use
- Develop experience on adaptative trial platform and stepped wedge trial

Climate issues

- Developing approaches and reflection around floods and heatwaves
- Develop a pilot study to analyze the impact of low-carbon and less polluting approaches in terms of quality of care, efficiency, feasibility, and acceptability in the context of MSF.

• Axis 4 | Regionalization and collaboration

Steps to become a support for MSF missions in the region

- Reinforce expertise in epidemiology and qualitative research within regional centers
- Reinforce link with MSF Hubs and ODs (MSF Eastern Africa et WACa)
 - ✓ Strengthen laboratories as recognized centers of expertise within MSF, while adapting to current needs and anticipating future challenges.
 - ✓ For clinical trial and studies with monitoring, data management, laboratory analysis and samples transport

Mapping & partnership identification: Strengthen our network through targeted collaborations and regional themes

• Axis 5 | Enhance MSF's impact by Integrating epidemiological perspective

- Workshop 42 in Niger
Pilot implementation followed by scale-up in other countries
- Operationalizing our team
Increase epidemiology presence within missions (immersive approach)
- Regular forum discussions with the Cell
Share research results, lessons learned and best practices

Strategic medical priorities

Women's Health

- Develop a women's health research agenda, with the cells and the Gynaecological/Obstetric and Pediatric focal points
- Identify potential partners for women's health research projects



Oncology

- Develop a research strategy in oncology with OCP medical department and MSF Foundation
 - ✓ Two Epicentre focal points (M.D. and epidemiologist) on oncology to facilitate interactions with MSF Oncology advisors and the field



AMR

- Good intersections dynamics
- Translation of results into change of protocol



MINDSET

• Safeguarding

- Staff protection and awareness: Strengthen safeguarding measures towards all employees
- Recruitment and job descriptions: Integrate safeguarding responsibilities into roles
- Mandatory training: Ensure all employees complete safeguarding training
- Appoint focal points in our centers: dedicated safeguarding representatives across our sites
- Accountability : incidence, complains



• Integrity

Adopting a systematic quality approach based on:

- Clearly defined processes
- Adequate training
- Compliance evaluation and monitoring of projects

Partnerships with communities, participants, local actors, and researchers to ensure transparency, rigor, and reliability

• Environmental footprint

- Evaluation of the installation of photovoltaic panels and thermal insulation in Niger
⇒ To be reviewed depending on the evolution of the 2026 budget
- Create a working group on the use of single-use plastics in laboratories
- Implementation of waste management plan
- Calculation of the 2025 carbon footprint

Critical review and theory of change

- fPCV clinical trial review
- Positioning the R21 clinical trials in a theory of change framework
- Systematic review of use of survey results
- Emergency intervention in Chad with the Crash and the E-Cells





• Strong Ambitions for 2026

- Reposition Epicentre as an international entity within the movement
- Strengthen ownership across the entire movement, in close collaboration and complementarity with other entities
- Set the strategic direction of the portfolio, aligned with the Intersections research programme
- Adapt the financial mechanism