



STRATEGIC PLAN 2026-2031

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« This document outlines Epicentre’s strategic priorities for 2026–2031. It is the result of collective reflection within Epicentre, developed in close collaboration with Médecins Sans Frontières (MSF). It addresses the need to adapt our vision and actions to significant institutional, operational, and scientific changes. »

Introduction

A shifting context

The medical research and humanitarian aid ecosystems are undergoing profound transformation. UN agencies and US institutions are withdrawing or scaling back their presence in many of the countries and contexts where MSF operates. Funding for international aid and global health from major OECD (Organisation for Economic Co-operation and Development) donors is declining.

Health facilities in West Africa continue to face major structural challenges, yet centers of excellence in research and care are developing in East Africa. Local initiatives are gaining ground, most notably the emergence of vaccine and diagnostic test manufacturers which, although still few in number, hold significant strategic potential for the continent.

MSF in transition

MSF is evolving, aligning around enduring and distinctive shared ambitions. New medical priorities are emerging in response to shifting health needs in the countries where we operate, particularly in the areas of non-communicable diseases, antibiotic resistance, women's health, and mental health, which have become increasingly critical.

At the same time, the MSF movement is advancing new decision-making and organizational methods that emphasize decentralization and regionalization, while reaffirming its commitment to working

differently and improving the experience of patients and staff through strengthened principles of safeguarding, integrity, and a people-centered approach.

Epicentre's position

In this changing landscape, Epicentre is well positioned to maintain a legitimate and relevant role that reflects local specificities, regional realities, and the aspirations of emerging actors. We aim to reinforce Epicentre's capacity and expertise at a time when many partners are facing difficulties and retreating or changing course.

Epicentre's mission remains clear: supporting MSF operations, advancing medical practice through research, documenting needs, and advocating for access to essential products. The organization draws on its centers in Uganda and Niger, medical and epidemiological expertise strengthened by social science, a broad network of epidemiologists across multiple fields, a continually evolving digital infrastructure, and a central role in MSF's evaluation and research system (see Typology p. 17

Looking ahead, we must continue to enhance the relevance and impact of our work, develop innovative methods, advance the regionalization of our structure, and strengthen the mechanisms for conducting and funding medical research within the MSF movement. This document sets out these ambitions through five strategic priorities and four cross-cutting principles.

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)

MONITORING, EVALUATION AND STEERING

Priority 1: Enhance qualitative and patient-centered approaches

Evaluations using epidemiological indicators or routine data provide essential information to guide interventions, but quantitative methods alone cannot fully capture the complexity of contexts, or the perspectives, behaviors, and expectations of participants and caregivers. Qualitative approaches address this gap by revealing sociocultural dimensions that quantitative analyses may overlook.

These methods are crucial for assessing whether interventions are acceptable and operationally feasible, analyzing health behaviors, understanding access to and use of care, and designing strategies that are truly adapted to local realities. They are especially critical in the context of implementing person-centered approaches and the patient partner model. Attention will be given to documenting barriers to access to care, diagnostics, and vaccines across all population groups.

This strategic focus aims to consolidate internal expertise in qualitative methods in a sustainable manner while advancing integrated approaches that combine qualitative and quantitative (mixed) methods. This ambition draws on:

- The expertise already present within Epicentre's teams and centers in Niger and Uganda, which work closely with communities;
- The development of internal and external partnerships, particularly with the Manson Unit, patient associations, and field actors.

Key actions

Consolidate the mixed methods research team

- Organize a dedicated and sustainable team of experts in qualitative research methods.
- Integrate a qualitative dimension into all portfolio activities, including mortality studies and clinical trials.
- Apply qualitative methods at multiple stages of the research process: upstream to formulate or refine quantitative hypotheses and tools, and downstream to interpret results and illuminate complex or unexpected dimensions.

Systematize the integration of social and community dimensions

Integrating communities at all stages of research requires strengthening internal skills in community engagement and developing partnerships with patient associations to promote patient partnerships and participatory research approaches. Our centers in Maradi (Niger) and Mbarara (Uganda), leveraging their deep understanding of local sociocultural, economic, and health realities, will play a leading role in advancing this approach.

Documenting inequalities in access to care and proposing corrective strategies

Drawing on joint analysis of qualitative and quantitative data,

- Assess strategies implemented to improve access to care; identify structural and social barriers—particularly those related to gender;

propose corrective adjustments; and evaluate their impact.

- Document real-world situations; identify factors that limit patient empowerment (particularly in cases of treatment failure or non-compliance); and formulate actionable operational recommendations.

Priority 2: Improve the use and interpretation of MSF program data

MSF collects extensive data throughout its medical and humanitarian activities. These data are essential for assessing the scope of interventions, optimizing resource allocation, and, most importantly, evaluating and improving the quality of care. In many crises, MSF may be the sole medical provider serving isolated or conflict-affected communities, rendering its data exceptionally valuable.

Beyond routine data, additional information can be gathered to answer key medical and humanitarian questions: What are the risk factors for a given disease? How effective is a treatment or vaccine in a specific context? What is the overall magnitude of an epidemic or crisis? Objective and representative analyses provide critical insights to inform effective action.

As an organization dedicated to epidemiology, we have a responsibility to maximize the value of these data. This involves not only rigorous analysis but also cross-referencing data collected by MSF with information from other local actors to strengthen interpretation and response. Achieving these objectives requires prioritizing operational needs, supporting teams in identifying relevant data, and strengthening capacity through training in effective data use. Given the logistical and security constraints inherent to extreme

contexts—epidemics, war zones, and regions with mass displacement—it is also essential to develop and deploy alternative data collection methods that are agile and adapted to the most challenging field conditions.

Key actions

Consolidate data collection

- Develop clinical data collection tools to strengthen knowledge on under-documented pathologies. This includes, for example, infectious diseases such as Ebola virus disease, cholera, and hepatitis E, as well as non-communicable conditions such as cervical cancer and diabetes.
- Strengthen coordination with E-health teams and key partners—such as ministries of health, WHO, and other NGOs—to jointly develop appropriate collection tools, establish prior agreements to anticipate obstacles, and reduce inefficiencies.

Strengthen data analysis

- Ensure timely and operationally relevant analyses of complex, multidimensional data (demographic, geographic, environmental, and others) drawn from both internal and external sources.

- Strengthen and further develop capacity for intersectoral coordination of epidemiological surveillance in response to emerging health threats (e.g., pandemics) or newly prioritized topics (e.g., sickle cell disease).
 - Enhance the presence of qualified epidemiologists in the field capable of supporting teams in decision-making, while simultaneously strengthening Epicentre's understanding of operational dynamics—including objectives, constraints, timelines, and decision-making processes.
- Facilitate the integration of data into operational practice
- Develop tailored visualization tools that support operational decision-making at all levels.
 - Establish structured forums for discussion and exchange between operational teams, epidemiologists, and other relevant stakeholders.
 - Design and implement targeted training programs for field teams.
 - Strengthen the communication and dissemination of our findings to operational teams.

Priority 3: Adapt tools and methods to evolving needs and contexts, as well as to emerging scientific and technological developments

Epicentre's activities focus on interventional epidemiology, research and training. These domains are evolving rapidly, driven by the emergence of new methodologies and tools, as well as by shifting operational contexts.

To remain relevant and responsive to field needs, Epicentre must explore new medical approaches, actively monitor scientific and technological innovations, and integrate tools best suited to operational realities. This encompasses advances in artificial intelligence (AI), including generative AI, which are transforming epidemiological practices and creating new opportunities for analysis and modeling.

As a center of expertise, Epicentre must uphold its excellence in clinical trials while continuing to explore new research areas to meet the increasing demands from MSF's operational centers. These include studies on

cost per intervention, cost-effectiveness, and the health impacts of climate change.

To enhance efficiency and responsiveness, Epicentre must also capitalize on existing methodological achievements and validated tools. Developing generic models adaptable to different contexts can reduce implementation times, harmonize practices, and ensure the quality and comparability of collected data.

By sustaining its capacity for innovation and adaptation, Epicentre positions itself to fulfill its mission alongside MSF: to be a driving force in MSF's research agenda, respond more rapidly to or assess situations and interventions using available data, and provide the evidence required to scale up interventions.

Key actions

Acquire and strengthen key areas of expertise to expand the impact and scope of our studies.

Strengthen expertise in clinical research

In contexts where conventional clinical trials face logistical, ethical, or financial constraints, it is essential to develop and integrate alternative models that offer greater agility and are adapted to the nature of available data. Epicentre will strengthen its expertise in innovative approaches such as emulation trials (which reproduce the conditions of randomized trials using observational data), synthetic cohorts (which serve as virtual comparison groups based on historical or real-world data), and stepped wedge trials (which enable the sequential introduction of interventions while preserving methodological rigor). Strengthening our capacity to fully exploit observational data is also a critical priority.

Develop internal expertise in cost-per-intervention and cost-effectiveness analysis

Contextualized economic analyses must become a core tool for informing strategic and operational decision-making, while enhancing accountability to partners, donors, and participating communities. This will involve more systematically integrating cost or cost-effectiveness analyses into studies assessing the value of interventions relative to the resources mobilized. Beyond economic evaluation alone, this approach aims to foster a more comprehensive understanding of access and impact by combining epidemiological, social, and economic perspectives.

Strengthen expertise in climate-related health issues

Faced with the growing impacts of climate change, Epicentre seeks to strengthen its expertise on the phenomena most critical to MSF's areas of intervention: heat waves, floods, and pollution. The health effects of these events on the most vulnerable populations—refugees, displaced persons, and residents of densely populated settings—remain insufficiently documented. These phenomena exacerbate food and water insecurity, degrade housing and hygiene conditions, and increase overcrowding in camps. Furthermore, as MSF implements low-carbon and less polluting approaches, Epicentre can contribute its analytical expertise to assess the impact of these measures, including their effectiveness, feasibility, and acceptability within MSF's operational contexts.

Strengthen the use of AI to improve the speed and quality of epidemiological analyses in humanitarian settings

The recent, rapid advances in Artificial Intelligence (AI), particularly large language models (LLMs), are profoundly transforming the way we work and creating new opportunities. Integrating these innovations into Epicentre's work is essential for enhancing the speed, quality, and scope of epidemiological analyses, notably through initiatives such as the EpiAI project, among others.

At the same time, Epicentre will continue to develop and apply proven AI approaches, such as machine learning for predictive modeling and computer vision for image analysis (e.g., counting roofs or graves), in partnership with external experts. This work will be

implemented collaboratively with MSF to ensure robustness, and compliance, leveraging MSF's Azure AI infrastructure for data protection and coordinating with MSF's software engineers and the AI Accelerator's team leading AI initiatives.

In parallel, a training program will be developed in collaboration with MSF to equip epidemiologists—both in the field and at headquarters—with the skills necessary for the responsible and effective use of these tools. Together, these efforts aim to foster an ethical, coherent, and integrated AI ecosystem that is firmly grounded in operational realities.

Deploying and embedding innovative operational research

Epicentre will maintain strategic oversight of high-potential innovations and continuously track emerging technologies, including OMICs,

bioinformatics, and other promising fields. The goal is to identify innovations early that have the potential to transform current practices and to evaluate them in terms of impact, feasibility, and sustainability for integration into MSF's operational contexts.

Epicentre is also committed to strengthening the understanding and use of innovative approaches among MSF's teams and local partners. This will include developing targeted training programs, communication strategies, and workshop activities within thematic groups. Such support aims to facilitate the integration of these tools into everyday practice, ensuring their acceptance and increasing awareness among stakeholders. By doing so, Epicentre ultimately guarantees sustainable adoption and tangible impact in the field.

Priority 4: Regionalization and strategic collaboration

This strategic focus aims to strengthen Epicentre's presence and partnerships, initially around its two centers in Niger and Uganda. The objective is to develop research and studies that are more closely rooted in communities and to deepen collaboration with national and regional actors, ensuring that MSF priorities are addressed as close to affected populations as possible. More broadly, this ambition calls for reflection on Epicentre's engagement in other regions of the world—identifying where to invest and how our geographic positioning and organization model should evolve over time.

Key actions

Strengthen local scientific expertise and community-based research

Epicentre aims to become a leading scientific partner in the regions where its two centers are located, by developing research agendas aligned with local and regional priorities. This will involve strengthening scientific networks around these themes and establishing an exemplary model for project co-development with communities, engaging them throughout the research cycle—from planning to completion—to ensure that local knowledge and priorities are fully integrated. This will also require deeper collaboration with university hospitals and local laboratories, fostering

mutual learning, partnership, and capacity strengthening.

This approach ensures that research is more firmly rooted in local realities, fosters ownership of results, and facilitates their translation into national and community health policies and practices. In parallel, we will proactively disseminate this knowledge to maximize its impact and usefulness. Collectively, these efforts will consolidate the centers' local positioning and expand their reach at the regional level.

[Becoming a strategic regional player for MSF](#)

Our ambition is to position the centers in Niger and Uganda as responsive, long-term partners for MSF teams in their areas of intervention. This will require strengthening their integration into MSF decision-making processes and giving them an active role in the definition and implementation of regional projects. The two centers should be clearly identified as strategic centers of expertise, capable of:

- Leading clinical trials and studies with methodological quality, robust data management, laboratory analyses, and sample transport.
- Responding rapidly to epidemics and emerging epidemiological needs in the field, thereby consolidating their role as reference laboratories within MSF.

Before positioning our centers as key actors in regional project development, a preparatory analytical phase is required to ensure a structured and effective approach:

1. Analysis of MSF decision-making processes

In collaboration with MSF, identify the spaces and mechanisms where medical and

operational decisions are made (Operational Directorates, regional hubs such as Dakar, Nairobi, Amman, etc). This analysis will help determine how and at what levels the centers should be integrated to offer relevant studies and strengthen their strategic contribution.

2. Analysis of Epicentre's internal structure

Assess the current capacities of the centers—including human resources, expertise, governance—to assume a more proactive role. Identify the organizational, operational, and HR adjustments needed to support leadership development and effective interaction with MSF teams.

3. Analysis of the regional medical and scientific landscape

Map key regional actors (universities, research institutes, laboratories, scientific networks, and international institutions) and identify strategic partnerships to be developed. This analysis will support the strengthening of scientific credibility, promote co-construction, and help anticipate opportunities for collaboration.

In parallel with the work undertaken in Niger and Uganda, and in line with ongoing developments within the MSF movement, a broader reflection will be initiated on Epicentre's positioning and added value in other regions, particularly in the Middle East and North Africa (MENA). This will involve identifying priority areas and determining the most appropriate forms of presence—ranging from centers to relocated epidemiologists—to best respond to regional specificities and needs.

Priority 5: Strengthen MSF's impact through the integration of epidemiological perspectives

Epidemiology does not yet fully realize its potential contribution to MSF. Strengthening its integration into MSF's operations requires developing skills, fostering interdisciplinary collaboration, and creating shared spaces for decision-making and research.

Key actions

Strengthen skills through training

The objective is to foster mutual understanding between epidemiologists, operational managers, and medical leaders in order to optimize the use of data in decision-making. This will involve:

- Training epidemiologists (from Epicentre and the field) in operational realities, particularly logistical constraints and priorities, while strengthening the capacity of MSF's medical managers and coordinators to interpret and use epidemiological data to inform decisions.
- Delivering training tailored to operational needs, such as Epidemic Response training (RepEpi or REE) or other targeted support, to increase the effective use of epidemiology by teams.

Promote immersion and operational collaboration

Epicentre aims to strengthen the role of epidemiologists in decision-making and fully leverage their expertise to guide operational choices. This will involve:

- More systematic deployment of epidemiologists on field missions to provide direct operational support.

- Greater involvement of epidemiologists in strategic discussions within projects, coordination teams, units, and working groups.

Create shared spaces and time for reflection and research

The objective is to jointly identify priorities and enhance the added value of epidemiology. This will involve:

- Organizing workshops that bring together operational, medical, and epidemiological teams to define relevant research questions and develop collaborative projects.
- Establishing regular forums, online or in hybrid format, to share experiences, lessons learned, and research findings.

Together, these initiatives aim to foster a collective dynamic and strengthen the integration of epidemiology into both strategic and operational decision-making.

Strengthen academic partnerships and innovation

Academic partnerships are essential for diversifying methodological approaches and sustaining continuous learning. This will involve:

- Developing partnerships with universities to co-design training modules and research projects.
- Strengthening the skills of Epicentre epidemiologists and local partners through advanced training opportunities.

- Inviting academic experts for targeted contributions, such as seminars or mentoring.

These initiatives aim to consolidate skills, stimulate innovation, and reinforce the added value of epidemiology in MSF operations.

Mindset

The following principles will guide the implementation of the priorities set out in this plan.

Principle 1: Safeguarding people through proactive and inclusive practices

This approach aims to foster a safer, more protective, caring, and more inclusive working and research environment for both our teams and study participants, with particular attention to those who are most vulnerable due to precarious conditions, illness, or exposure to discrimination.

Reflections and safeguarding measures have been underway within the MSF movement for several years, and Epicentre is fully aligned with this policy framework. We must now shift from a predominantly reactive stance to a proactive and preventive approach, making safeguarding a cross-cutting principle that guides our practices, our teams, and our studies.

- Encourage individual reflection among staff and clearly identify and communicate responsibilities through job descriptions, performance evaluations, and related mechanisms.

- Train teams to question themselves, create conditions conducive to debate, and promote open dialogue.
- Implement systems for early detection and active prevention of abusive behavior.
- Encourage individuals to share their experiences and perspectives while actively considering and integrating the viewpoints of their colleagues.

Principle 2: Ensuring integrity towards communities, participants, local partners, and researchers

As a scientific entity dedicated to research, Epicentre must ensure that its work meets the highest standards of ethics and quality. Integrity is reflected in a systematic quality-driven approach based on:

- Clearly defined processes
- Adequate training
- Robust project compliance assessment and monitoring (evaluation, oversight, and steering)

This approach is reinforced through strong partnerships with communities, participants, local partners, and researchers, ensuring transparency, rigor, and reliability across all our activities.

With regard to a population-centered approach, our aim is to go beyond existing

frameworks (such as good research practices and ethical review boards) by moving towards a systematically population-centered model in which participants become genuine partners. This entails establishing sustained dialogue with communities and participants throughout the entire research cycle—from project design to the dissemination of results. It will require identifying key individuals (local representatives) and formalizing consultation mechanisms, such as an advisory committee, to ensure meaningful and ongoing participation. Initial discussions have already begun in Uganda, notably around informed consent, particularly on how to ensure its objectivity and alignment with community expectations. This process must continue and be extended across Epicentre.

We must also ensure fair recognition of researchers from the Global South in publications, promote best practices in the use of artificial intelligence, and maintain rigorous peer review standards. Together, these principles form the essential foundation for strengthening the scientific credibility, relevance, and impact of our research.

Principle 3: Reducing our environmental footprint through a holistic approach

In 2022, Epicentre committed to reducing its carbon footprint by 50% by 2030. An initial assessment conducted in 2024 on 2023 yielded encouraging results, and progress will be reviewed again in 2026 based on the calculation of our 2025 carbon footprint.

Our commitment extends beyond reducing emissions linked to transport, energy consumption, and procurement. It is part of a broader, holistic approach that also addresses

polluting practices, waste management, and resource use. Furthermore, Epicentre must strengthen its capacity to study the impact of low-emission and less polluting approaches. The measures currently being implemented by MSF to reduce its environmental footprint must be evaluated in terms of effectiveness, feasibility, and acceptability before being scaled up. This emerging area of research represents an important opportunity to further demonstrate Epicentre's expertise and added value.

Principle 4: Fostering a culture of critical review

We do not always have a clear understanding of how our survey and research outputs are ultimately used. Were they conducted under appropriate conditions, including realistic timelines? Were the results applied—and if so, in what ways? When they were only partially used or not applied at all, what factors contributed to this outcome?

To address these questions, we will introduce light but systematic reviews of the use and uptake of results from simple projects (see Project Typology box p. 17). In parallel, we will conduct in-depth reviews of selected complex projects, with a dual objective: identifying shortcomings retrospectively and pinpointing the stages at which they could have been anticipated or mitigated. We will also continue to cultivate a culture of exchange and critical discussion among epidemiologists, clinicians, and research staff, particularly around methodological choices. By encouraging dialogue and peer reflection, we aim to better harness the diversity and richness of our epidemiologists' experiences.

Critical review should serve as the foundation for developing a realistic, coherent, and robust theory of change. By explicitly linking our activities to anticipated outcomes and intended impact, this approach will help define

the conditions for success and align the organization around a shared vision of the change we aim to achieve.

Means and conditions for implementation

To deliver on the priorities and guiding principles of this strategic plan, Epicentre must secure the human, logistical, and financial resources required for effective implementation. This will involve not only deploying these resources efficiently but also ensuring their appropriation by all teams and systematically assessing their impact. Resource mobilization must be coherent, coordinated, and sustainable to guarantee the success and long-term viability of the actions undertaken.

Several key levers will be activated to ensure the plan's successful implementation.

Organizational and governance framework

Epicentre's portfolio is shaped by the ambitions expressed by the various Operational Directorates (ODs). Beyond this, Epicentre seeks to contribute to the consolidation of a movement-wide platform dedicated to defining MSF's strategic orientations in research. This platform would provide an overview of research activities across the movement and ensure alignment between Epicentre's portfolio and MSF's broader strategic priorities. Bringing together key actors (medical departments, Access to Products for Health –APH– and others), the platform would ensure that priority topics for MSF are adequately covered, promote coherence across research initiatives, and encourage synergies among actors—in short,

enhancing both effectiveness and efficiency at movement level.

External funding will be sought in alignment with the strategic priorities defined by this platform. Such funding will complement—and where appropriate, substitute for—MSF funding.

Epicentre's Board of Directors will be responsible for overseeing the operational implementation of the portfolio, developed on the basis of OD ambitions and aligned with the movement-wide strategic orientations, and ensuring that the resources required for its execution are in place.

Revision of the financial model

In line with the integration of Epicentre's portfolio into MSF's global agenda, and to enable the delivery of complex projects serving the entire movement, an evolution of the current funding model is required. At present, funding is based entirely on project- and section-level contributions. This model must progressively evolve towards the introduction of movement-wide funding to support the structural base essential to the sustainability of cross-cutting activities and the quality of complex projects.

Complex projects of interest to the MSF movement as a whole will be eligible for funding via TICs (i.e., outside operational budgets) and/or external sources.

Simple projects (see Project typology p. 17)—implemented at the request of a single OD or with direct operational support—will continue to be funded directly by the requesting OD, based on the number of full-time equivalents required.

Human resources

Achieving the ambitions of this strategic plan will require strengthening and, where necessary, complementing key areas of expertise. This entails mapping existing internal skills and closely monitoring the evolution of Epicentre’s portfolio and methodologies in order to:

- Identify priority areas for capacity development, including health economics, social and environmental sciences, data science, and artificial intelligence.
- Assess needs and define appropriate responses, whether through recruitment, partnerships, or targeted training.

Specific measures will also be implemented to reinforce the operational capacity of epidemiologists, notably through:

- Immersion periods in MSF programs for Epicentre epidemiologists without prior field experience.
- Promoting mobility as close as possible to operational settings.

Increasing Epicentre’s visibility within MSF

Epicentre’s work and its scientific and operational expertise remain insufficiently visible within the MSF movement. Strengthening understanding of Epicentre’s added value among MSF staff is therefore a

priority. This will involve developing clear and accessible communication tools, regularly sharing information on research themes, and disseminating key results with high operational relevance.

Concrete actions will include the creation of a dedicated section on the Epicentre website, the publication of concise research summaries, and the organization of initiatives such as decentralized “Scientific day” at regional centers and in collaboration with them. In addition, communication focal points will be designated within the centers to support communication efforts and enhance regional visibility.

Gradual rollout

Covering the period from 2026 to 2031, this strategic plan addresses themes at varying levels of maturity. Its annual translation into concrete, prioritized actions will therefore be essential to transform strategic ambitions into measurable outcomes.

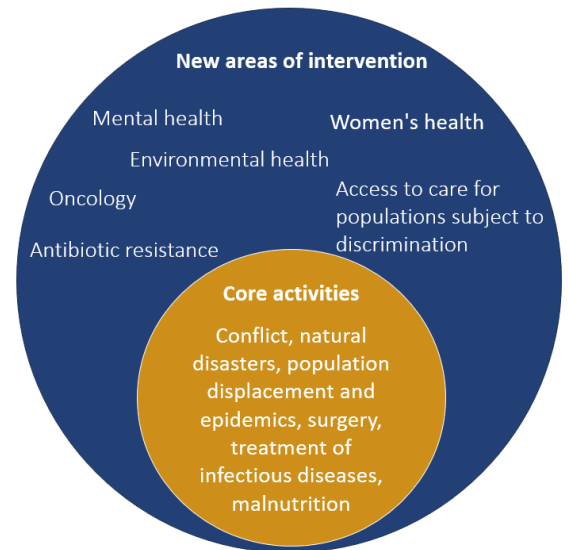
Conclusion

This plan is intended to guide Epicentre’s choices in terms of actions, organization, and resource allocation, enabling it to anticipate and respond effectively to the evolving demands of its profession and the strategic orientations of the MSF movement. The medical and scientific priorities already established or emerging within the ODs’ strategic frameworks form the foundation of this approach.

Box: Fields of activity

MSF's core activities remain centered on conflict and natural disasters, population displacement and epidemics, surgery, and the treatment of infectious diseases and malnutrition. In recent years, additional fields and practices have expanded, notable oncology, the fight against antibiotic resistance, mental health, environmental health, women's health, and access to care for populations facing discrimination.

Epicentre will remain actively engaged alongside MSF's medical and operational teams in these emerging areas. Early phases of new activities are particularly critical moments to evaluate practices and outcomes, making epidemiological input all the more essential.



Box: Project typology

We classify our projects according to a simple typology:

- **Support projects:** Activities led by one or more MSF sections with support from Epicentre
- **Simple projects:** Activities conducted by Epicentre at a single site, for one MSF section, and lasting less than one year
- **Complex projects:** Activities conducted by Epicentre across multiple sites, for several MSF sections, and/or over multiple years

We are committed to maintaining a high volume of support activities and simple projects. This enables us to respond rapidly to MSF's urgent needs, in line with its identity as an emergency organization, and to provide support to field medical teams. Doing so requires sustained agility: experts and teams must remain available for rapid deployment, and generic methods must be ready to be adapted to emergency contexts.

Complex projects, although less visible, represent a substantial share of Epicentre's activity. Epicentre is, in fact, the largest producer of complex projects within the MSF movement. These projects are demanding, long-term, and expensive. The diversification of our funding sources—central to the previous strategic plan—has enabled us to partially finance them. However, we are now reaching several limits: the volatility of these resources may threaten both the continuity of complex projects and Epicentre's medium-term stability.

