MSF EAST AND HORN OF AFRICA SCENARIO PLANNING WORKSHOP

EAST AND HORN OF AFRICA 2035: BRIDGING CLIMATE, CONFLICT AND HUMANITARIAN NEEDS

INTERNAL MSF REPORT

Nairobi, 27-29 November 2024

N.B.: To enrich this workshop, colleagues from different external organizations have been invited to share their experience and viewpoints under the Chatham House Rule. Therefore, their names and affiliation (with a few exceptions) are not described in this report, and they are referred to as "External Guests – EG1, EG2, etc.".

Executive Summary

MSF has a proud history of responding effectively to complex, urgent, and rapidly evolving humanitarian crises. Yet, today we face an unprecedented reality. The humanitarian landscape is increasingly shaped by converging crises, including climate change and environmental degradation, which disproportionately impact the most vulnerable communities. These challenges have the potential to overwhelm traditional humanitarian response capacities, including our own. To stay effective, we must quickly adapt *as a Movement*. This requires deepening our understanding of the emerging risks as we reshape our approach to humanitarian intervention. Future successes will depend on moving beyond reactive emergency responses and embracing proactive strategies. This means strengthening our surveillance systems, developing early warning mechanisms, improving emergency preparedness, and implementing anticipatory actions. By doing so, we can ensure that our interventions are not only timely but also well targeted and impactful. This shift is not just necessary, it is crucial to continue delivering the quality of care and support the populations we serve so urgently need.

The **MSF East and Horn of Africa Scenario Planning Workshop – East and Horn of Africa 2035: Bridging climate, Conflict and Humanitarian Needs**, held in November 2024 in Nairobi, Kenya, underscored the need for MSF to adapt its operational and strategic focus. By developing evidence-informed, plausible future scenarios, participants were able to move beyond current emergencies into thinking about medium- and long-term challenges that MSF will likely face, enabling them to identify barriers, as well as opportunities to ensure MSF's response is resilient and fit for purpose for more challenging futures. Finally, practical examples of adaptation initiatives across MSF's operational directorates (ODs) helped to demonstrate their value in improving preparedness and response capacities.

Some of the key insights included:

Mindset evolution: For this to happen, we need a shift from reactive emergency responses to proactive approaches emphasizing surveillance, early warning systems, preparedness, and anticipatory actions.

Partnerships: Addressing future humanitarian needs requires strong internal collaboration across ODs and external partnerships with communities, ministries of health, academic institutions, civil society, other actors, and multidisciplinary stakeholders. This workshop provided a first-time connection point to some relevant actors in the region, with the aim to strengthen existing and start new connections.

Capacity Building: To achieve this transformation, MSF must focus on: **strategic foresight** to support scenario planning as climate and multiple crises continue to converge; **data and knowledge sharing** by establishing a "knowledge bridge" to ensure evidence-based decision-making; **revising its founding approaches,** for example by allocating resources strategically and exploring alternative funding sources; devoting more **human resources for** expertise in climate adaptation and resilience; investing in **internal communication and technical support**, by providing clear frameworks for action and strengthening communications to mobilize internal and external stakeholders, and finally, participating in **research** on climate change, its humanitarian impacts, and innovative solutions.

Community-Centered Approaches: The workshop underscored the importance of placing communities' perspectives, needs, and indigenous knowledge at the core of our strategies. While MSF has made progress in

adopting a People-Centered Approach, participants acknowledged the need for a more radical evolution in traditional practices. The absence of direct community representation at the workshop highlighted this gap.

Need for Strategic Alignment and Integration into Programmatic Process. Participants stressed the importance of embedding climate adaptation and resilience into MSF's 2026-2031 Strategic Planning, Accountability, and Resources Cycle (SPARC). Sustaining the momentum will require regional workshops in Asia, the Americas, and West and Central Africa in 2025 and ongoing dialogue with leadership to operationalize these insights.

Need for MSF to keep the momentum. Participants recognized the importance of keeping the conversation going and the need to do so at multiple levels, from field teams to HQ. Other possible next steps being considered are:

i) For MSF Eastern Africa, to trickle down strategic foresight tools at country level (e.g., Sudan) and have follow up meetings/workshops among Eastern and Southern Africa teams (Ubuntu) to discuss MSF's preventive role and advocacy in the region, invest in better understanding of the interactions between conflict, climate, and displacement, develop early warning systems, and find solutions to address water scarcity in the region; and invest in local partnerships with other actors and communities.

ii) For all the OD's representatives who joined the workshop, to discuss internally its outcomes, and include this lens in their respective Annual Project Plans and overall Strategic Plans.

iii) As mentioned above, organize other regional workshops (e.g., in the Americas, Asia, West and Central Africa) adapted to their realities and needs so a larger audience can benefit from the outcomes of a similar event.

In short, the workshop served as a turning point, highlighting the need for MSF to rebalance proactiveness and reactiveness. By embracing this evolution in mentality, fostering partnerships, and building internal capacity, MSF can better navigate future challenges and deliver impactful humanitarian responses in a rapidly changing world.

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Introduction

The planet faces an era of novel converging crises – geopolitical, socioeconomic, technological, health, climate, and environmental – which, in various combinations, impact MSF's medical-humanitarian operations. Climate change, with global reach and scale, is one of the most prominent crises of our century, adding to already existing crises and exacerbating in many cases the already dire conditions experienced by affected communities. For example, it drives emerging infectious diseases and amplifies existing health issues, straining healthcare systems and humanitarian responses. The burden of Non-Communicable Diseases, responsible for nearly 70% of annual global deaths,[1] is expected to be exacerbated by climate change,[2] which also intensifies vector-borne diseases, water- and food-borne illnesses, heat stress, zoonoses, food insecurity, malnutrition, air pollution, natural hazards, and mental health issues.

On February 5th and 6th 2024, the first MSF Intersectional Climate Scenarios Workshop was held in Brussels[3], with the purpose of contributing to future-proofing MSF's response in a climate-smart(er) way. The workshop was attended by 40 participants from all MSF operational directorates and created a space to share common challenges, think collectively, and conceptualize together about: *"How should/could MSF plan to better prepare to face multiple unprecedented crises?"*, and *"what are the needs from an investment perspective, in the short, mid, and long term?"*. It represented the first foray into thinking strategically with foresight and collectively conceptualize how MSF should/could position itself and what it needs to/must do (and invest in) to safeguard the appropriateness and relevance of the organization in the years to come, especially in the setting of unprecedented impacts of climate change and environmental degradation. The Brussels Workshop highlighted important outcomes, including a willingness among teams to mutualize resources and collaborate more effectively, as well as the recognition of a need for more structured support to translate these ideas into concrete actions. In response to this need, the Eastern Africa regional workshop held in Nairobi was designed to provide detailed insights into current and future trends impacting the region, foster collaboration among regional actors, and help operationalize this information into actionable strategies for the teams.

Over the last five years, East and Horn of Africa has faced severe impacts from the climate crisis, including more frequent and intense droughts, unpredictable rainfall patterns, unprecedented floods, and increased temperatures.[4] These have led, for instance, to increased vulnerability of populations, failed crops, intense displacement, damage to critical infrastructure, and altered transmission patterns of climate-sensitive infectious diseases. In confluence with other concerning trends, including increasingly hard-to-anticipate actions of warring parties and growing violations of International Law and International Humanitarian Law, the climate crisis has placed an immense strain on humanitarian efforts, highlighting the urgent need for new approaches to support the affected populations.

Due to the relative economic and political stability of Kenya, the strategic location of Nairobi, and rising regional needs, a vibrant hub of innovation on climate response and adaptation is emerging locally. The region's growing ecosystem includes a strong humanitarian sectoral presence, with numerous organizations collaborating to address climate resilience and foster sustainable development in partnership with multi-sectorial stakeholders, including in the areas of conflict analysis, community engagement, and agricultural solutions.

In February 2024, at the Brussels Workshop, these pieces started to be put together, with the launch of this initiative within the Movement. Now, at this regional workshop, it is expected that the concepts learnt in Brussels are grounded and operationalized within the reality of East and Horn of Africa, with the hope it will set a precedent and showcase the opportunities this can bring to MSF, paving the way for other regions.

[1] NCD Countdown 2030: worldwide trends in non-communicable disease mortality and progress towards Sustainable Development Goal target 3.4 Bennett, James E et al. The Lancet, Volume 392, Issue 10152, 1072 – 1088.
[2] Non-communicable diseases and climate change: linked global emergencies. Nugent, Rachel et al. The Lancet, Volume 394, Issue 10199, 622 – 623.
[3] For more details, refer to the Brussels Climate Scenarios Workshop Report.
[4] The 2024 report of the Lancet Countdown on health and climate change: facing record-breaking threats from delayed action. Romanello, Marina et al. The Lancet, Volume 404, Issue 10465, 1847 – 1896.

The workshop was strategically organized in November, just before the ODs Annual Strategic Plans to allow time to consider these in their budgeting and planning. Also, with the start of the new Strategic Planning, Accountability, and Resources Cycle (SPARC) coming up, it will be especially relevant and useful to begin reflecting on what the landscape in the region might plausibly look like in the years ahead.

Opening Speeches

As the host of this workshop, **Rolland Kaya**, the MSF Eastern Africa General Director, stressed that "*Climate Change is not just an environmental issue. It is a humanitarian health crisis in Eastern Africa, in the African continent and globally severely impacting vulnerable populations in Kenya, Sudan, South Sudan, Somalia and beyond*". Extreme weather events like drought, flood, and heat waves are intensifying, exacerbating malnutrition, waterborne diseases and population displacement, all of which require urgent medical and humanitarian interventions. MSF teams on the ground are witnessing firsthand the escalating health challenges caused by climate variabilities and its cascading effect on already fragile systems. The increase of extreme weather events has caused a proportionate rise in migration and displacement. Internally displaced people and refugees are finding themselves on the front line of a climate crisis despite contributing almost nothing to the carbon emission fuelling this climate breakdown. Rolland thanked the presence and commitment of the participants of this workshop to exploring how they can make a positive change on climate issues in their respective roles and responsibilities.

> ***"Climate Change is not just an environmental issue. It is a humanitarian health crisis."***
>
> Rolland Kaya, MSF Eastern Africa General Director

Maria Guevara, the International Medical Secretary, highlighted that indeed MSF's work is to serve the most vulnerable populations, who are the most hit today and will continue to be intensely hit in the future if nothing changes, but at the same time are the least responsible for the triple planetary crisis of climate change, biodiversity loss and pollution, and other converging crises as conflicts that cause innumerable deaths, physical and psychological traumas, and massive displacements. To turn this tide, it is imperative to better collaborate radically, both internally and externally, and be thorough in our thinking, by applying strategic foresight to face uncertainty in a planned way and continue to be a relevant medical humanitarian organization. When the stakes are high, the decisions made today will have significant ramifications down the line in decades from now, and strategic foresight can support bridging climate, conflict and humanitarian needs today into the future, allowing MSF to shift from its historical reactiveness into planned proactiveness to be prepared and still be a relevant humanitarian organization in face of what is to come, through the iterative process of scenario planning, forecasting, analyzing, and becoming ready to effectively respond to plausible scenarios in the short, medium, and long term.

> ***"When the stakes are high, the decisions made today will have significant ramifications down the line in decades from now."***
>
> Maria Guevara, International Medical Secretary

Certainly, MSF will not be able to cover all the needs, so one of its essential roles – in complementarity to providing as much direct humanitarian assistance as possible – will be to continue bearing witness to the plight of the most affected populations whose vulnerabilities, particularly on health issues, remain sidelined in high-level political meetings.

The **External Guest 1** (EG1), from the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), started by mentioning something that may look obvious: "*the climate crisis is here today*". However, coming back from the COP 29, it was clear that its implications are not fully understood at all political levels. Humanity is still beating the negative records of the indicators used to monitor climate change: CO_2 emissions, surface temperatures, oceans heat, glaciers retreat, etc. Consequently, according to the EG1, 1.6 billion people were affected by climate hazards over the last five years, a 35% increase in a decade, a trend that tends to escalate faster in the next years. Predictions are showing that 10 medium- to large-scale climate hazards will be expected per week in the next decade if this pace continues, which will have tremendous impacts on the humanitarian work, as 15 out of the 20 most climate crisis affected countries are also defined by the World Bank as fragile and conflict-affected countries.

While the consequences of these hazards to infrastructure, loss of life, and displacement are most apparent and get relatively more attention, the consequences to the health sector are not in the spotlight of high-level political debates about climate, even though the WHO, and many international NGOs, including MSF, are pushing for it. Some strides were made on early warning and preparedness, but Health remains underfunded and essential investments are not happening fast enough to save more lives. Climate resilience and adaptation also remain considerably underfunded and only a small percentage is allocated to countries that are most affected, particularly those in Africa. Hence, there is a long way to go, as politically this is not moving fast enough. Indeed, the main issue is the lack of political will, as the money exists, but is invested elsewhere. For instance, 7 trillion USD were provided to fossil fuel subsidies last year.

To conclude, the EG1 mentioned that despite these enormous funding challenges there are many good examples of efforts being done by governments and communities on the resilience and adaptation fronts, and the humanitarian organizations ought to pick that up and provide support to scale up these initiatives.

> ***"10 medium- to large-scale climate hazards will be expected per week in the next decade."***
>
> External Guest 1

The **External Guest 2** (EG2), from the Kenyan Ministry of Health, reiterated that climate change is a very big public health problem. Most of its effects will be manifested in people seeking care in public health institutions. Recent heavy rains in Kenya have killed over 300 people and displaced more than 300,000. There have also been subsequently increased cases of waterborne, zoonotic and vector borne diseases, disruption of food systems, mental health impacts, and damage to health infrastructure. These occurrences significantly threaten universal health coverage (UHC), particularly in regions with high vulnerability and limited coverage, especially in Kenya with a UHC index of 53%, according to the World Health Organization. There is therefore the need to build sustained national, regional, and global partnerships and cooperation, political engagement, and enhanced health leadership on climate and health.

In alignment with the Kenyan Constitution and the Health Act of 2017, which guarantee every Kenyan the right to emergency medical treatment, the government has prioritised universal health coverage as part of its economic transformation and development agenda. This is further reinforced by the enactment of the Social Health Insurance Act of 2023, which establishes an emergency health fund that is accessible to all. In addition, in the just concluded Kenya Climate Change and Health Strategy 2024 to 2029, the Ministry has prioritised the building of the capacity of health professionals in climate change and health as an important action to develop adaptive and resilient health systems.

Additionally, Kenya has prioritised climate change across all levels, from policy to implementation involving every Ministry, Department and Agency. In the health sector, this commitment is reflected in the country's active participation in major global climate initiatives. These actions, supported by adequate financial resources and a responsive expert base, will enable Kenya and the region to implement robust and effective

measures for climate change mitigation/adaptation and addressing the immediate health impacts, including loss and damage. The EG2 thus encouraged all partners to collaborate more closely with the Ministry of Health to strengthen the integration and implementation of these strategies.

External Perspectives: From Global Trends to Community Impacts

Panel 1: The Big Picture. Converging crises in East and Horn of Africa

The **External Guest 3** (EG3) explained that the intensity and frequency of hot extremes, such as the number of days above 35°C, and heavy rainfall is projected to increase in the East and Horn of Africa, whereas the intensity and frequency of cold extremes is expected to decrease, and by 2030 non-communicable diseases are projected to overtake communicable, neonatal, and maternal mortality as the leading cause of deaths, and the increased migration of pastoralist communities to urban settlements will expose them to urban risks linked to poor housing, sanitation and basic services.[5] Hence, the EG3 suggests that leverage on existing (or developing new) anticipatory action protocols is essential for addressing climate, environmental, and other risks at relevant scales.

The large proportion of pastoralist communities in the region directly depend on regular and stable climate patterns for their survival. However, in recent years, these patterns are not regular nor stable anymore. They have been suffering with intense droughts in one year, and massive floods in the next, while facing unprecedented levels of extreme heat and the intense spread of crop-eating locusts. Thus, planning is now being undermined at different levels.

The EG3 highlighted that this situation prompted their organization to work on another level of data sharing and monitoring of indicators to ensure that different hazards are addressed in a comprehensive approach by anticipating the risks, forecasting scenarios, developing early warning systems, and improving the communication channels to reach the targeted populations and relevant stakeholders from different sectors.

Focusing on the intersection between the dynamics of war and conflict economies and the infrastructure dominated by national forces or non-state armed groups (i.e., roads, borders checkpoints, and airstrips for the movement of weapons and the exploitation of natural resources such as gold mines), and the humanitarian crisis exacerbated by climate change, the **External Guest 4** (EG4) explained that the access to vulnerable populations is hindered, hence reducing options for delivering humanitarian aid in the controlled areas. This prompted the EG4 organization to develop the work of mapping the specific hotspots in the region and the conflict stakeholders (militarized borders where the movement of people is not allowed, roads and airstrips used for illegal movements, areas controlled by armed groups and who are they, IDP and refugee camps, etc.) for better understanding of the context for strategic decisions and advocacy.

This deep context analysis shows that the humanitarian agencies at all levels need to engage with one another for better information sharing and to find novel creative, agile, and flexible ways of working in such volatile environments.

Panel 2: Humanitarian Impact of the Converging Crises in the East and Horn of Africa

The **External Guest 5** (EG5) explained that a modeling from their organization shows that between 2030 and 2050, climate change is expected to cause approximately 250,000 additional deaths in the East and Horn of Africa per year from four health risks: malnutrition, malaria, diarrhea and heat stress, which are already increasing exponentially nowadays. Between 2001 and 2021 in the AFRO region, 56% of all public health events were climate-related emergencies and this figure keeps increasing, affecting disproportionately the most vulnerable groups (women, children, and the elderly).

[5] Climate risk report for the East Africa region, p.4.

The EG5 organization is regularly measuring the level of health risks in the region and has identified malnutrition and cholera (plus other infectious diseases as measles) as the top risks, interlinked with the large IDP and refugee populations being hosted in the region. Moreover, mental health has been identified as a major issue that is not being prioritized. Together with conflict, climate change is a threat multiplier to vulnerable communities, which must be put at the center of humanitarian interventions. For better planning, anticipatory action, and advocacy the organization is proactively monitoring and analyzing the projected evidence-based impacts of climate change in the region in partnership with local and international entities. The EG5 emphasized the importance of breaking the silos and develop collaborative intersectional work between governmental and humanitarian organizations from all relevant specialties and use climate data and forecasts to strengthen disaster preparedness, adaptation, and resilience.

> ***"Between 2001 and 2021 in the AFRO region, 56% of all public health events were climate related emergencies and this figure keeps increasing."***
>
> External Guest 5

To support the sharing of evidence-based information for decision-making, the organization of the **External Guest 6** (EG6) generates local contextually situated reports with their positioning and recommendations to decision makers. In a violent world where over 1/4 of all countries are afflicted by some sort of conflict it may seem to be politically easier to make the case for missiles rather than for mediators. Additionally, the countries that used to be able to influence are no longer as influential, double standards are seen, and politicians and warlords are getting away with murder. In East and Horn of Africa particularly, populations are at the epicenter of converging crises where extreme weather events are exacerbating existing political and social fragilities and displacing millions of people. Indeed, the organization's evidence-based research shows that climate conditions are closely linked to political, social and economic issues. In Somalia, for example, there are cyclical droughts, erratic rainfall, and the flooding linked to the El Niño phenomenon on top of Al Shabaab's insurgency and the fighting against it, which altogether have displaced millions and left the majority without the minimum food security. Also, in the protracted Sudanese war, where neither side has managed to gain a clear military advantage, the parties prefer to continue trying to improve their position on the battlefield rather than engaging in diplomatic talks, disregarding the suffering of the civilians. Moreover, in many contexts inter-communal violence is deepening over natural resources, which increases the pressure on states' legitimacy if they cannot deliver what the population needs.

Consequently, the EG6 believes that climate change is a big leveler and entry point for humanitarian aid negotiations with non-state armed groups, as it affects everyone. Al Shabaab, for instance, has allowed treatment for cholera and vaccination programs sporadically. Hence, climate and conflict need to be integrated into early warning systems and included in a multi-hazard perspective because conflict drives food insecurity as much as climate does. Additionally, resilience building needs to be connected to environmental peace building, alongside stronger governance, political will, and accountability.

> ***"Climate change is a big leveler and entry point for humanitarian aid negotiations with non-state armed groups."***
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> External Guest 6

In 2024, as illustrated by the **External Guest 7** (EG7), 62.9 million people were highly food insecure worldwide, a 164% increase in 8 years compared to 2016, when it was calculated at 23.8 million. Thus, the food security community is having a lot of conversations about what needs to change, what clearly did not go well over this last decade, and how they can potentially do things differently. For example, conversations about how to

better collaborate between different sectors are ongoing. There is a pressing need for multisectoral early warning work and advocacy for the response. The EG7 explained that major issues related to WASH and Health, further intensified by climate change, were overlooked by her organization as one of the main root causes of famine, being more relevant than the Food Security programs *per se*. Therefore, as previously mentioned by another EG, breaking silos between organizations is fundamental.

> ***"We need to break silos and move from the single hazard and single organization viewpoints to multi-hazard, multi-organization, multi-sector collaboration."***
>
> External Guest 7

The EG7 reiterated the importance of strengthening preparedness actions, contingency planning, early warning systems, and anticipatory actions in the region, and highlighted the fact that many positive pilot examples of their cost-effectiveness can be found worldwide, but they hit the wall when it comes to scaling them up by governments. Thus, a potentially important role for humanitarian organizations is to support governments and communities in scaling up existing successful initiatives. It is equally important to influence major donors to rethink their funds allocation mechanisms, evolving from releasing funds only when emergencies are declared to investing more in preparedness and anticipatory actions.

The organization of the **External Guest 8** (EG8) has explored the triggering factors of migration and the strategies adopted by the displaced populations. Adding to the immediate causes of migration (i.e., natural hazards, interpersonal violence, and conflict), livelihood-related factors, particularly the increase in the prices of commodities alongside livestock and crop loss are increasingly forcing people to be displaced. Thus, monitoring inflation trends is another way to predict migration patterns.

Furthermore, it is important to acknowledge that migration outcomes should not be looked at in a vacuum. Households adopt multiple strategies that need to be understood by organizations so they can better plan tailored interventions. For example, many households reported that they have sponsored one younger member to move along the Eastern route and work temporarily in Saudi Arabia and send remittances as a strategy for spreading risk, whereas most household members moved nearby and some have remained in affected communities of origin either because they have to maintain ties to the land or because they are too vulnerable to move. Normally, organizations tend to rightly focus on programs targeting the elderly, women, and infants, for instance, who are indeed the most vulnerable who remain in the community of origin, but it is equally essential to assist the people on the move at the migration routes. When host countries impose visa restrictions or increase border management, that does not stop the flow of the people and pushes those movements into greater irregularity, increasing the risks.

> ***"Understanding the different migration strategies would challenge organizations to think how their current interventions are either enabling or hindering people's migration choices."***
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> External Guest 8

Another important way to monitor migration patterns is to understand the social networks of the target communities, considering that it is very likely that they mobilize their migration strategies based on them. Hence, the EG8 encourages organizations to leverage those networks when designing responses. Additionally, especially when the displacement is due to conflict, there is generally less of a desire to return and more to stay in the places that they have reached. That also implies in organizations designing strategies that similarly

support this choice by involving local authorities in secondary cities who often do not have the competencies or the mandates to work on migration issues. Understanding the different migration strategies would challenge organizations to think how their current interventions are either enabling or hindering people's migration choices.

Panel 3: Community perspectives on converging crises. From global and regional trends to local realities

Indigenous knowledge and practices allowed communities across East and Horn of Africa to live in close harmony with the environment for centuries, developing intricate systems of resilience rooted in observations, cultural wisdom, and collective actions. However, unfortunately and for different reasons, this wisdom is being lost at an accelerated pace and even where it is still alive, it is often overlooked and undervalued by international actors. In this panel, the external guests sought to explore not only how this invaluable knowledge can be preserved, but also how it can be centered in solutions that meet the scale and urgency of the challenges faced in terms of adaptation and resilience. It was also explained that the local knowledge is dynamic and overlapping, as people draw on a wide variety of sources to manage and interact with climate/environment – experiential, religious, scientific, technological, cultural, etc. – often in combination. Hence, the panel agreed on the need for a more holistic understanding of communities' perspectives (of which indigenous knowledge is one aspect), as well as the need to go beyond a focus on knowledge and rather putting the emphasis on the co-design of activities with communities based on integration of diverse 'local' and 'scientific' knowledges and practices.

> ***"Climate change is disrupting communities' subsistence mechanisms and indigenous knowledge."***
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> External Guest 9

The **External Guest 9** (EG9) has explained how climate change is disrupting communities' subsistence mechanisms. At one point they are struggling with the heat, droughts, hunger and starvation, but within a short interval, it is raining again, but in such a manner that before they could make the most of the rain this same rain now destroys their infrastructure. Added to this, there is conflict and war.

> ***"For emergency humanitarian organizations, understanding the disaster management continuum and unpacking it is essential to safeguard effective and sustainable community interventions."***
>
> External Guest 9

These changing patterns in recent years are creating a shock to what would have otherwise been indigenous knowledge mechanisms, able to identify when a new season was approaching by, for instance, listening to the sound of frogs and the chiming of birds, cutting the intestines of goats, and observing the movement of the ants. Until not so long ago, these approaches were accurate when compared to scientific methods, with many scientific articles corroborating this.

Nowadays, one of the challenges when approaching these communities is to translate and encourage them to trust in early warning information that may not necessarily be from the indigenous sources they are accustomed to, also when this information is enlarged not only to the prediction of new climatic patterns, but to anticipate waterborne diseases and other public health emergencies. This is not to disregard nor discredit their indigenous knowledge, but it is about considering what works best now. Yet, whenever possible, the points of convergence and integration between the indigenous knowledge and science ought to be explored in the dialogue with the communities and in the co-design of scenarios and interventions.

Especially for emergency humanitarian organizations, understanding the disaster management continuum and unpacking it is essential to safeguard effective and sustainable community interventions. The right balance

between emergency to save lives *versus* community engagement and co-design of strategies needs to be achieved within the different stages of the disaster management continuum. An example is to engage communities on disease surveillance, helping them to understand what indicators to look at and at the same time recognizing the community perspectives and dynamics on information consumption. This and other actions can be performed in between windows of opportunity. In terms of cholera prevention, for instance, this window is during dry seasons. Hence, it is fundamental that health practitioners use the disaster management cycle to effectively co-design and implement anticipatory action with the community.

It is equally extremely important that international organizations do not disrupt community resilience mechanisms as an unintended consequence of their actions. To illustrate this, the EG9 gave the example of communities where historically the wealthier members, which had more cattle or sheep, would donate part of them to a pool that would be distributed to the members affected by a hazard, so everybody would have enough. That was their cultural resilience mechanism. Then, international humanitarian actors came and targeted the vulnerable populations within those communities as their beneficiaries. By observing that the population in need would receive the external assistance, the wealthier members (who were excluded from the humanitarian aid) stopped sharing their resources into the communal pool and changed their attitude towards the vulnerable members, asking them to wait for the support of the humanitarian agencies, as they would not release their resources anymore. Hence, it is essential that the existing coping mechanisms are well understood and ideally supported and enhanced prior to any unilateral intervention from humanitarian organizations.

> ***"It is important to rethink the spectrum that modern societies use to imagine progress."***
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> External Guest 10

The **External Guest 10** (EG10) explored the tensions between indigenous and scientific knowledge in the present context of climate change. Many scientists defend the idea that the solution is the adoption of advanced technology. As already explained by EG9, this sometimes creates conflicts with indigenous knowledge systems. People have safeguarded this practical wisdom for centuries, which has evolved over time and accumulated the knowledge of generations and, most importantly, has worked well for them over these centuries. Africans have struggled and suffered with so many kinds of crisis and have equally learned so many ways of responding to them. And now one comes to them (either internally – someone from the community's younger generation – or an external person) and suggests that their knowledge is backward, it is not progressive, does not fit for modern times, and this creates tensions.

The indigenous knowledge systems are about survival and resilience, about the flourishing of communities and about relationships with the nature, with fellow humans, and with spirits. These relationships define how a lot of African communities see themselves and shape how they respect the environment. It is exemplified in the philosophy of Ubuntu: "I am because we are". These fundamental values are observed, to cite only a very few examples, in the preservation of sacred forests, in the use of medicinal plants, and in an elder thanking and asking forgiveness to an animal before slaughtering it to feed one's family.

One of the areas where the EG10 has observed strong tensions is in medicine. During the Covid-19 pandemic, for instance, he has worked with a rural community that relied so much on a traditional local plant to survive the infection but at the same time was being discriminated by medical experts who were saying their plants would not have any effect. As a result, the community felt deeply neglected by the government and everyone else, as there was no support coming in from anywhere. Eventually, that plant did not only help them to cope with the symptoms but gave them hope to deal with so many issues psychologically and socially. It was not simply about the biomedical value of the plant. These are some of the things that indigenous systems bring to the table. Sometimes it is not just about science but every other aspect that contributes to the well-being of the community and its members.

Indigenous knowledge may not appear to be as clearly defined and clear cut and measurable, but it does not always make it backward. A lot of knowledge may still be hidden, trapped in the many languages spoken in Africa and many experiences may have never been shared. Considering this lived experience, there is a need to listen, to learn, and to localize. For peace builders and mediators, the most important tool is listening, yet in many communities, people do not feel listened to. They feel that when interventions come, they are imposed in many instances. Sometimes there is a pretense of conversation, of dialogue, but in reality there is no true dialogue. Understanding what exactly the needs and priorities of the community are can help to address the climate and related crisis in co-designed ways that are effective.

It is also valuable to reframe the climate change crisis and the resilience story being told, from a story primarily focused on survival to a story of flourishing: "*How can organizations design processes that help communities to not just survive, but to flourish?*". An intersectional and pluri-versal approach can help to account for different kinds of and levels of vulnerabilities, relating to ethnicity, gender, subsistence, health, and several other holistic aspects. One of the most important capitals for resilience in most indigenous communities is the social capital – the relationships they have, be them of family ties, kinship, or of religious affinity. It is from these relationships that they draw their sources of resilience when they struggle, when they need to bounce back from shocks.

Likewise, for the EG10 it is important to rethink the spectrum that modern societies use to imagine progress. Very often it is thought of in terms of a line where there are backward communities and advanced communities, and new tools, knowledge, and solutions from the advanced communities are brought to the benefit of the backward ones. This frequently leads to misconceptions because that lens does not give a true picture of what is happening at the community level, as what appears to be backwardness is only simply because it is looked at from a certain perspective. However, if the multiple ways and systems of knowing are acknowledged, opportunities can be identified to develop hybrid practices, mixing ancient and modern, indigenous and scientific.

An example is the project of transformation of the Ngong Hills near Nairobi, which united traditional healers and scientists to restore native vegetation and water bodies, resulting in the re-flourishing of the fauna and flora. Similar collaborations could be adopted in healthcare, where mixed and multidisciplinary teams of health professionals, cultural and religious experts, and traditional healers address each one of the person's holistic needs.

Nell Gray, the Manson Unit Anthropology Advisor, is currently studying how MSF can adapt its programming in the context of climate change in eastern Chad. Her study is looking at this question from two main perspectives: on one hand, asking how MSF as an organization is understanding and acting upon climate change and, on the other, how people and communities living in the area are doing so with the aim of seeing how these perspectives can be brought together.

The study is still ongoing and midway through the data collection, but a snapshot of what she heard so far in the last months could be preliminary shared. To contextualize, Nell explained that OCA has been running a co-designed community healthcare project since 2001 in Chad, in collaboration with the Ministry of Health and local communities.

During the month of May 2024, amid the dry season, the main concern of the population was on livelihood. For the farmers, the crops are yielding less year after year, mainly due to the reduced or changing rainfall patterns, but also combined with a big increase in pests, such as caterpillars, destroying the harvest. For the people who raise livestock this is similarly affecting the pastures available to their animals, and intercommunal conflicts over land use were reported. The lack of resources for their households triggered concerns about undernutrition and ill health, along with increased stress and worries around this situation. Additionally, more extreme heat was associated with changing disease patterns, especially malaria.

When the rains finally started in June, suddenly the landscape changed. Everything went green, people were planting their crops all around, the animals were getting fatter and there was hope about this year's harvest. However, unfortunately in August the seasonal river that runs through the town and neighboring villages flooded the whole town after heavy upstream rains in Sudan, so everybody, including the MSF team, had to

be displaced to a higher area next to the town. It destroyed almost all the crops that have been planted so far, many houses, livestock and other goods. The inhabitants mentioned that they had not experienced anything of this scale in their living memory. No one had anticipated or was prepared for this flooding, including MSF.

At the time of this workshop (end of November 2024), some people have moved back into town, but most remained in the areas they were displaced to, due to the combination of not having enough resources to rebuild their houses, and the fact that local authorities have recognized that the town is now in a flood risk area.

To cope with the converging crises that have been hitting the region for many years, the population had historically adopted different strategies such as making changes in farming practices or other livelihood activities in line with the climatic changes and moving along with seasons to access farmland and drinking water. Others have mentioned that the young men of the households are heading north to work in gold mines near the border with Libya. Social networks and religion also play a key role in supporting the management of stress and anxiety.

Nevertheless, communities are increasingly losing hope, as unprecedented hazards like these floods are hitting the region, and the economic precarity limits the adaptation mechanisms when they can no longer afford seeds, agricultural machines, land products, and so on. A lot of people are asking themselves how they will make it through the next seasons, as they are facing the impossible choice of whether to stay in a flood risk area or move to areas where, on the contrary, they may face prolonged droughts and water scarcity.

In this context, how can MSF be better at understanding and working with these local realities, incorporating seasonality and mobility into programming to align with the needs of the communities the organization works with? Could MSF think about the longer-term impacts of interventions that might influence the adaptation or the future trajectory of a town or a village? For example, does MSF repair the well in the floodplain or does it consider developing new accesses to water where people have been displaced to or want to move to in the future?

Finally, in this area where MSF already has a long presence and influence, it is important to take the time to really understand what co-design or community participation means for the communities themselves, because it can still be approached from the MSF viewpoint, hence actually ending up being an imposed and biased co-design, considering that MSF is the stakeholder with the resources in hand. Thus, it really means thinking more deeply around the structures that are needed to support this and what success looks like from the community perspective in these types of projects, as it cannot always be neatly reduced to a quantifiable metric like some other more medicalized programs.

Introduction to Strategic Foresight

This session was led by **Mr. Sanjay Khanna**, Strategic Foresight Advisor and founder of SK Futures Inc. He is an internationally recognized foresight and futures expert who has substantially contributed in several international projects thought leadership, evidence-based research on complex intersecting trends, and strategy and leadership education for the "era of converging crises", referred to foresight as a human right, considering that access to information around how the planet is changing is becoming privileged and even a matter of national security in some countries. Mr. Khanna provided a comprehensive and compelling evidence-based overview of the evolution of climate change impacts globally, highlighting the pressing need for mitigation and adaptation action, and proposing Strategic Foresight as a useful and practical set of methods to start to query the available information, identify trends and understand plausible futures, so that we can define how best to act. Complementing his presentation in the Brussels Workshop in February 2024, in which he introduced Strategic Foresight as "*the deliberate, methodical, imaginative exploration of what the future may hold, incorporating various methods to craft responses to major trends, weak signals of change, multiple scenarios, and other realities that could disrupt organizations and their stakeholders,*" Mr. Khanna emphasized the crucial role that organizations such as MSF, with highly skilled professionals with relatively more access to this information, may support vulnerable populations in planning and acting ahead, as an additional way to serve them more effectively.

The work on Strategic Foresight is done for **two main reasons: to prevent harm or suffering and to increase the chances of positive long-term outcomes for human development, human rights and protection.** No one is living in a geography that is not going to be in one way or another, and sooner or later, affected by converging crisis, as the planet has reached a situation of "no turning back". Even if the fossil fuels emissions dramatically reduce to zero by 2050 (which is not looking plausible at all), this best-case scenario is already worse from environmental and climatological perspectives than anything human beings have lived through in history.

Temperature increases have reached unprecedented levels, and biodiversity loss has progressed to a point where the stable planet we once knew is gone. Even if conditions ever stabilize – which would take thousands of years— it would be to a new, unfamiliar state. What lies ahead are **unprecedented conditions** that every individual and organization must prepare for, to whatever extent this is possible.

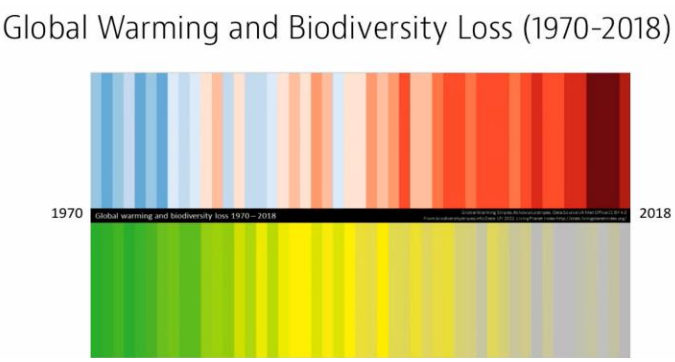

Figure 1. SK Futures Inc.'s global warming and biodiversity loss spectrum.

A key challenge in strategic planning today is **breaking down silos and addressing converging crises in an intersectoral way.** This involves strategic planning and scenario planning, communicating how these crises converge clearly and in an actionable manner, and aligning resources to effectively respond.

Historically, Strategic Foresight gained prominence when Royal Dutch Shell used it in the 1960s to predict the Arab oil embargo, creating scenarios that led to their investment in the North Sea, eventually becoming the 3rd largest oil company in the world. Today, countries like Australia, Canada, Finland, New Zealand, Singapore, the UAE, the UK, and the UN are developing strategic foresight capabilities, some having done so for decades. Organizations such as the OECD[6], WHO[7] and the IFRC[8] are also engaged in it, but with mixed results.

It is essential to note that strategic foresight is not about predicting the future Rather it is about using evidence, expert and stakeholder interviews to develop future scenarios that are relevant to the strategic and operational planning of an organization. Scenario planning is iterative and meant to provide a foundation for strategic conversations that allow participants to rigorously explore plausible futures that may emerge and evolve, and what needs to be done today to strengthen an organization's strategy. Scenario planning helps organizations view the present from the future's perspective, identifying gaps and informing strategies to build resilience. For MSF, this may mean asking what actions are needed to be resilient to these plausible realities? What can be learnt from the scenarios and which gaps can we identify that can be translated into MSF strategies to act differently?

This workshop focused on East and Horn of Africa, involving MSF's leadership in the region to understand and apply the scenario planning techniques and approaches to build regional capacity to address climate change, conflicts, and medical humanitarian action in an anticipatory and proactive approach, in complementarity to the emergency reactiveness. The two scenarios of this workshop were developed based climate, meteorological, geopolitical, technological, and other research; on internal and external expert interviews; and with feedback from representatives of the regionally based MSF offices. Therefore, they were grounded in evidence and in real concerns of the colleagues working in the region, and permeated by relevant uncertainties to be addressed: how much worse could the impacts of climate change and environmental degradation become in the region? What is plausible? Over what timeframe? What does that mean on the ground, that is, how prepared is MSF Eastern Africa in practical terms, to respond to climate change in multiple converging crises in the coming years and decades? Will the need to build capacity to think ahead effectively be prioritized by the MSF leadership?

[6] https://www.oecd.org/en/about/programmes/strategic-foresight.html
[7] https://www.who.int/publications/i/item/9789240048393
[8] https://solferinoacademy.com/shifting-sands-humanitarian-foresight/

What was expected from the analysis of the scenarios, was that participants acknowledged the need for strategic foresight, developed the ability to reframe their planning, and acquired social capital among each other, ultimately strengthening regional, internal and external collaboration.

Introduction to Climate and Environmental Adaptation and Anticipatory Action

In this session, **Léo Tremblay**, Lead of MSF's Humanitarian Action for Climate and Environment (HACE), provided an overview of what we understand as climate change adaptation, why HACE thinks it is important for MSF and what does (or could) this look like for MSF, giving a brief overview of some of the available resources and products produced by the HACE team, which can be used to support these efforts. This complemented his presentation in the Brussels Workshop in February 2024.

Referring to the causes of climate change, Léo cited Ivan Ilich, who affirmed that "*the systems that we have built to manage life have increasingly turned against the people that they were meant to serve*" and mentioned that this is applicable to the climate change, pollution, and the biodiversity loss being intensely felt in the last years. Additionally, the impacts are inequitably affecting the nations in Africa, South America, and Asia, for instance, who are the least responsible for these crises and where MSF has most of its operations (Figure 2). As an example, Canada, with a population of 40 million emits 17.5 times more (35 billion tones) than Sudan, South Sudan, Kenya, Ethiopia, Eritrea, Somalia, Tanzania, Uganda, Burundi, and Rwanda together, with a population of 400 million (2 billion tones) (Figure 2B).

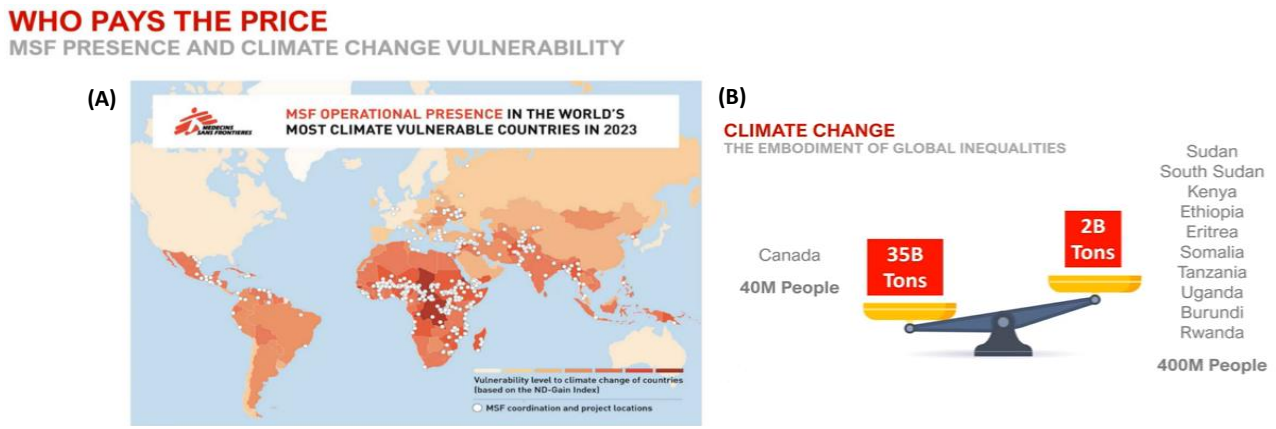

Figure 2A and 2B. MSF's operational presence in the most climate vulnerable countries and the comparison of the emission of environment pollutants from Canada and 10 African countries.

Ocean temperatures are increasing fast, and the weather is becoming more abnormal due to climate change's exacerbated influence over the natural phenomena of El Niño (related to the rainy session in the region) and La Niña (related to the dry season). The intensified El Niño was responsible for the heavier rains in Uganda in 2018 and 2019, which culminated in the massive rise in the volume of Lake Victoria, while the intensified La Niña was responsible for the extensive droughts in Ethiopia, Somalia, and Kenya in 2020-2023.

The projection for the region for 2030-2040 is that shorter and heavier rains will be more frequent than long rains, thus increasing the risk of floods, due to the continuous rising of the levels of the biggest lakes in the region, such as Lakes Victoria, Turkana, and Tanganyika, and their influence on the White Nile River. Concomitantly, East and Horn of Africa is also prone to prolonged exposure to extreme heat and the expansion of endemic malaria to previously unexposed populations. To support MSF in anticipating and adapting to the

consequences of climate change and environmental degradation on the populations served by the organization, the HACE team focuses on providing guidance for MSF's operational adaptation, defined as "*developing and implementing healthcare and emergency response strategies that account for the evolving health risks and challenges posed by climate change and environmental degradation to effectively deliver humanitarian aid to affected populations*".

Figure 3. The exacerbation of El Niño and La Niña by Climate Change. Source: NOAA Climate.gov

Following the Brussels Workshop in February 2024, Léo explained that a Climate Adaptation Community of Practice has been constituted under the oversight of the MedOp platform between the climate focal points from all the Operational Directorates and the HACE team, meeting every month to collectively discuss different topics. To avoid duplication and foster inter-departmental collaboration, the members of the CA-COP group have either planned to focus on "orphan topics" in Climate Adaptation Focused E-groups (CAFEs), for topics that are not already covered by any other group within MSF (e.g., heat and flood response guidelines), or to be ambassadors to the existing Intersectional Medical Platforms for topics linked with climate adaptation.

Additionally, HACE produces Regional **Seasonal Outlooks**, which review past and predicted rainfall and temperature patterns, along with their impacts on health and risks, and **Spotlights**, which focus on specific climate-related topics. These resources help MSF projects understand climatic trends and plan anticipatory actions and usually which are seasonally relevant. As described by the IFRC, **Anticipatory Action** is an approach in which humanitarian actors implement "*actions to prevent or mitigate potential disaster impacts before a shock or before acute impacts are felt*". These actions are implemented based on forecasts and require pre-agreements on who will be responsible for what, along with pre-agreed funding mechanisms, once forecast thresholds or agreed triggers are met. Concrete examples of anticipatory actions in MSF will be described in the section "*Case studies of adaptation and anticipatory action in MSF*" below.

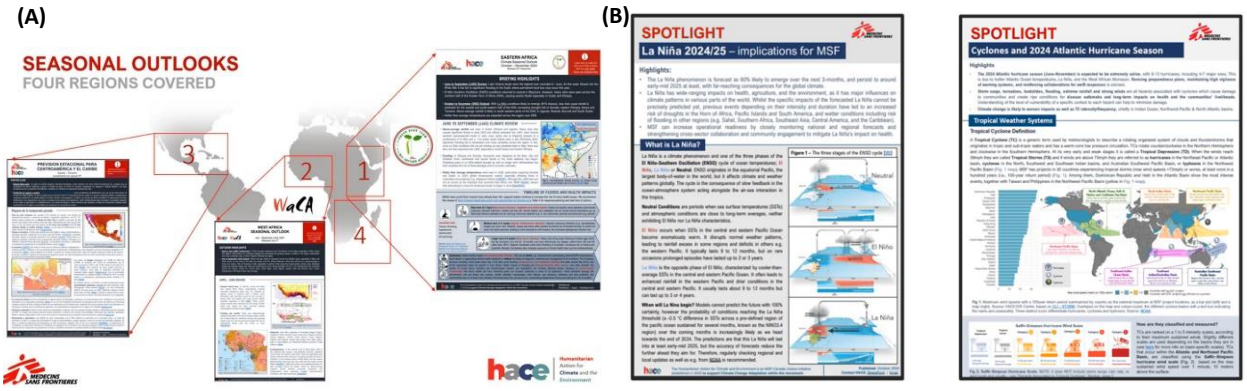

Figure 4. (A) Seasonal Outlooks and (B) topic-specific Spotlights produced by HACE.

Complementing the provision of direct humanitarian aid, another essential role MSF can play in leveraging climate adaptation efforts is to bear witness to the inequitable impacts of climate change in the vulnerable populations it works with, particularly in hard-to-reach areas where MSF may be the only international actor present.

Scenarios: "Malaria in Addis – A Perfect Storm" and "The Coastal Bottleneck"

As explained previously, two plausible future scenarios have been developed following current observations from internal and external experts and the gathering of evidence-based data. Participants were asked to reflect on both scenarios and identify their challenges for MSF's response and operational planning and which resources and information MSF will need to gain or invest in to facilitate action. There were no right or wrong answers. The idea was to get the participants engaged in more flexible and dynamic ways of thinking through some common questions around the scenarios (Box 1). The first scenario was titled "*Malaria in Addis – A Perfect Storm*" (Box 2) and the second "*The Coastal Bottleneck*" (Box 3).

Box 1. Questions for the scenarios

For both scenarios, the participants were divided into groups and asked to reflect about the following questions:

1. What are the implications of this scenario for MSF response and operational planning concern you most, and why?

2. Which aspects of the scenario are unprecedented (new, novel, concerning, requiring an adaptive response, new

processes, different talent, knowledge, or experience)?

3. Describe the risks that the unprecedented nature of converging crises pose for this scenario.

4. What resources and information do you need to gain to facilitate action in this particular scenario?

- What do you need to know more about?
- What kinds of expertise might need to be in-house versus external?
- What kind of innovations in MSF practices would be relevant to this scenario?

Box 2. Scenario on Malaria in Addis – A Perfect Storm

Context Overview

Between 2035 and 2040, Addis Ababa's transformation into a bustling metropolis brought an influx of new residents, many arriving from rural and malarious regions of Ethiopia, inadvertently contributing to the presence of *Plasmodium falciparum.* Over the years, climate change and environmental changes have reshaped the city's vulnerability. Increasingly rising temperatures, coupled with the urban heat island effect, created ideal conditions for *Anopheles stephensi* to establish itself within the city's rapidly expanding neighborhoods. Unfortunately, too, since 2031, the urban security situation in Addis Ababa is unprecedented. A five-year long occupation of multiple sub-cities by militias from Amhara and Oromia means that there is now, who now regular conflict with government forces—and among the militias.

Excess rains during this year's rainy season have brought flooding in the Great Akaki river meandering through Akaki Kality. Strengthened by increasingly usual "supercharged atmospheric rivers," these rains also left pools of stagnant water scattered across the informal settlements of Akaki Kality (1.5M people), where many newly arrived residents had settled. These informal settlements, characterized by poor drainage and a dense population, became hotspots for mosquito breeding.

For the past decade, Addis Ababa has faced constant pressure to rebuild after urban flooding, the city's inability to strengthen its already weakened and damaged drainage infrastructure makes it impossible to manage catastrophic downpours. The global economic crash of 2032, and its undermining of World Bank climate finance programs. makes it impossible to fund desperately needed infrastructure upgrades. Simultaneously, warmer temperatures accelerated the lifecycle of Anopheles stephensi. Unlike its rural counterparts, this mosquito thrived in urban settings, breeding in small containers, puddles, and water tanks. A month after the first rains, an epidemic of unprecedented scale – with mortality rates rising by a factor of 4.

The city's healthcare system is buckling under the surge of malaria cases and fatalities (epi week 27: 11 000 confirmed cases/56 fatalities, epi week 28: 25 000 confirmed cases/234 fatalities) mainly coming from the sub-cities of Nafas Silk Lafto and Akaki Kality. Hospitals and clinics are overwhelmed, especially by children, to the point where many patients are leaving without being tested or treated. A growing number of patients is testing negative to malaria but still suffering from heavy fever. Arboviruses are suspected. Children are the hardest hit, with the case fatality rate reaching 20% in some sub-neighborhoods, levels unseen in decades, likely fueled by the insufficient and flood-prone "test and treat" points, increasing artemisinin resistance and overall low malaria immunity in the population.

Response From the MoH

For over a decade, the Ministry of Health (MoH) has been working to establish a highly effective malaria early warning system. In May 2035, the system successfully predicted the Addis Ababa outbreak but lacked precise data on which sub-city would be most affected. As a result, vector control efforts were distributed across Addis, ultimately falling short in preventing the outbreak. After two consecutive weeks of rapidly increasing cases (epi week 27 and 28), the MoH reached out to MSF and other actors for support in vector control efforts in Akaki Kality.

MSF's Presence

In July 2035, three MSF operational directorates (Ubuntu, OCA, and OCB) are active in Addis Ababa, each with coordination and emergency teams. MSF is well-equipped for preventative measures for malaria, with resources such as IRS, IITNs, larvicides and vaccines readily available. However, despite this preparedness, MSF has limited experience in addressing malaria in urban settings.

After reflecting and debating the **first scenario**, the main reported **challenges for MSF's response and operational planning** were:

- It was difficult to project the evolution of the outbreak because so many new factors were compounding and there was lack of good epidemiological data.
- The high level of artemisinin resistance.
- The difficulty in confirming the diagnosis of malaria and arboviruses and the possibility of a new disease emerging. If a new disease is emerging, how to protect MSF staff as well?
- The compounding risk factors within a highly dense population.
- The potential inefficiency of larvicides if there is heavy rain all the time.
- Security risks for MSF staff, on top of the high exposure to the diseases.
- The inexperience of MSF in treating patients in such dense urban areas with high mortality rates.
- The size of the event is too big, and MSF cannot do everything alone. Internal, intersectional, and external (including communities) coordination are needed.
- MSF was called by the MoH already in the middle of the outbreak, more specifically to support vector control. Does MSF have the expertise to do so?
- High-risk of cholera outbreak as well.

The resources and information MSF would need to gain or invest in were:

- Partnering:
  - Directly invest in or seek partnerships to develop novel larvicide strategies.
  - Learn from existing expertise in responding to outbreaks in large urban areas in other parts of the world.
  - Directly invest or advocate/partner to the relocation of vulnerable populations to safer locations and with more adequate infrastructure.
  - Work in collaboration with non-typical actors to improve power and water stations, for example.
- Operational design:
  - Use mobile clinics/outreach teams in floating boats.
  - Keep investing in GIS technologies and forecasting strategies.
  - Build knowledge and expertise about *Anopheles stephensi* through pilot projects and/or collaborations in Asia where it already exists in urban areas.
  - Adopt long-term planning and adjust MSF's funding cycles accordingly.
  - Enhance multi-dimensional responses including decentralized models of care actively involving the communities (e.g., households capacitated for surveillance, testing, reporting mechanisms and treatment in case health facilities are not reachable).
  - Develop more expertise in the medical anthropology of urban areas.
  - Invest in novel strategies for decontaminating or draining stagnated water more easily.
  - Prepare for scenarios in which the use of the technologies that are now ubiquitous start becoming more restricted because of, for instance, geopolitical issues, the desire of security forces to have control over technologies that may facilitate social mobilization and protest, a collapse on the Internet, electricity, etc.
- Innovation:
  - Apply new technologies in healthcare delivery such as using drones to transport hygiene and medical kits in insecure urban areas and flying small robots that could scan and identify fever cases in the neighborhoods.
  - Invest in building or rehabilitating climate resilient hospitals and facilities.
- Human Resources:
  - Hire full time employees to work on scenarios and inform E-preps, early warning systems, and anticipatory actions in the most cost-effective and sustainable ways as possible.
- Research:
  - Develop new research partnerships on new treatments and vaccines, especially with local institutions.
  - Advocate for malaria research. For example, the current malaria vaccine requires 3 doses to be effective and in this scenario this would be a big issue. Therefore, efforts to develop a single dose need to continue.
- Epidemiology and Data:
  - Invest in entomological expertise and data analysis.
- Supply:
  - Identify local suppliers when importation and/or delivery from MSF Supply are not possible due to political or security reasons.

Box 3. Scenario on the Coastal Bottleneck

Context Overview

In 2036, the 2ºC threshold was crossed globally for an entire year. After more than a decade of continuously unprecedented environmental and climate-related shocks, a persistent four-year drought triggered by an exceptionally long La Niña event has devastated Ethiopia's Somali region, parts of Somalia, and eastern Kenya. The resulting land degradation has plunged pastoralist communities beyond coping capacity. With U.S. withdrawal from the U.N. and failed E.U. efforts to relocate U.N. headquarters to Paris, efforts by humanitarian actors to respond to the crisis by drilling deeper boreholes—some exceeding 1,000 meters—have only accelerated the depletion of remaining aquifers, leaving the land barren and unable to recover. With pastures gone and cattle herds decimated, families who rely on livestock for their survival face a grim decision: endure starvation or abandon their homes.

Thousands set out on grueling migration routes, often following clan ties, crossing borders into Somalia, Kenya, or Djibouti in search of safety. Many aim for coastal areas, lured by hope of humanitarian aid and access to ports. The journey to the coast is unforgiving. Entire families, already weakened by malnutrition and starvation, or succumb to exhaustion along the way. During their arduous journey, an unprecedented heatwave lasting over 8 days with temperatures above 50ºC engulfs Somaliland, intensifying the plight of the communities heading that way. Children, the elderly, and pregnant or lactating women already weakened by malnutrition suffer the consequences the most. Communities are reporting an alarming rise in stillbirths, low birth weights, and gastrointestinal issues in newborns. Malnutrition rates among children and pregnant women worsen significantly, with dehydration and heat stress compounding their fragility. By the time many reach the coastal towns, they are severely, with a deteriorated physical and mental health, leaving their survival in doubt.

The situation in the coastal areas in Somaliland is scarcely better. Overburdened towns are overwhelmed by the influx, and resources—already scarce—are pushed to the breaking point. Fishing yields have plummeted due to rising sea temperatures and toxic algae blooms, leaving little for both locals and new arrivals. Warmer temperatures accelerate locust reproduction, and swarms from Yemen and the Arabian Peninsula have invaded Somalia, devastating crops like maize, sorghum, and millet in newly affected regions. Piracy is on the rise as they hire more local population, who are desperate to provide for their families. Malnutrition becomes rampant, as food and water supplies dwindle. Al-Shaabab has expanded their areas of control in the north, making alliances with other uprising local militia and pirate groups controlling the coast.

MSF's Presence

After several years of only OCA remaining in Somalia, there has been some reassurance of access thanks to fruitful negotiations (fragile) with Al-Shaabab to address the health needs in some cities in Somaliland. Access is for now limited to norther Somalia and Somaliland. This has resulted in some OCs coming back. Most of the work MSF is doing there is focused on malnutrition. MSF struggles to keep cold chain due to the high temperatures. We struggle to have long lasting supplies. Tents with plastic sheets have become unbearable for staff, who suffer the physical and mental consequences, and also reducing our capacity to respond. The only other actors present are USAID and EU WFP (EU World Food Program), which stepped in after US withdrawal from the UN system. However, funding for food and other humanitarian aid has fallen by 70% in real terms since 2025.

After reflecting and debating the **second scenario**, the main reported **challenges for MSF's response and operational planning were**:

- Work in unprecedented and regular high temperatures. The traditional way of MSF's work will be changed because of these extreme conditions. Will MSF be able to make a difference and still be relevant? Will it still be accepted by the population?
- Reduced funds and withdrawal of other organizations.
- Intense conflict and massive exodus to areas that are already vulnerable, with poor infrastructure and without resources to support the additional population.
- Extreme food insecurity.
- Highly insecure context with piracy, theft, and high level of crime. In such a context where resources are very depleted, MSF can easily become a target.
- How to protect MSF's own staff from all these converging crises? Will it be possible to operate?
- Lack of more epidemiological data.

The resources and information MSF would need to gain or invest in were:

- Partnering:
  - Check with other organizations and communities how they are perceiving and preparing for the plausible future scenarios, and establish partnerships as needed.
  - Involve communities in early-stage discussions and anticipatory actions.
- Operational design:
  - Keep investing and further enhancing expertise in security and context analysis.
  - Adapt the working hours to evenings and nights.
  - Start small scale operational research projects to figure out how MSF could work in such environments practically and be prepared for scaling up when needed.
  - Further invest in security management and negotiation skills with armed actors.
- Innovation:
  - Referring to the movie "Dune", explore the development of the suits that enable the recycling and reuse of one's own body water waste. As shown in this news from NASA, this is actually not too far from reality: NASA Achieves Water Recovery Milestone on International Space Station - NASA.
  - Construction of underground villages/cities.
  - Invest in desalinizing sea water and other technologies/options for the delivery of safe water. Do not invest in drilling groundwater as mentioned in the scenario, as it will be extremely expensive and prone to attacks.
  - Integrate cooling systems using eolian and solar energy.
  - Have satellite images to track migration patterns (even with independent MSF satellites if needed and possible).
- Research:
  - Learn from animals and plants who are adapted to extreme conditions and try to adapt similar mechanisms to human beings.
  - Control locust populations by processing them into food and/or other goods.
  - Invest in research of medical supplies and equipment that can be adapted to high temperatures without cold chain.
- Epidemiology and Data:
  - Invest more heavily in surveillance dashboards that compile context, security, climate and medical data.
- Fundraising:
  - Reach out to the diasporas for their direct support and/or funding.
- Advocacy:

- Advocate for the recognition and incorporation of “climate refugees” in the UN and Geneva Conventions, so they can have the same rights as other categories of refuge.

Important note on mental health:

Some participants were shocked and distressed by the scenarios, as they were considered very plausible and aligned with the realities they are already experiencing locally. If you also felt distressed, please identify family members, friends, and/or colleagues to talk about it and remember that MSF has a team of psychologists who are available to support all MSF staff.

Case studies of adaptation and anticipatory action in MSF

Anticipatory Action for Flood Response in Old Fangak, South Sudan

Quentin Blanchet, one of the intersectional Advocacy Managers in South Sudan, and **Léo Tremblay** shared the flood-response experience from Old Fangak (South Sudan). This serves as an example of a successful anticipatory action based on intersectional and multidisciplinary collaboration. On the one hand, it was enabled by monitoring water levels by local project and GIS teams, local forecasting and reporting from HACE, and larger engagement with external academic partners for a broader overview of the development of the floods in the region. On the other hand, advocacy played a key role in mobilizing timely action among relevant actors in the region, preventing a major catastrophe that would have otherwise flooded the town.

Even though Old Fangak sits in one of the biggest wetlands in the world and its inhabitants are used to the seasonal flooding and have developed coping mechanisms, the evidence gathered by the GIS and HACE teams forecasted a higher-than-normal rise in the water levels for this year, which were clearly going to overflow the dikes of the town (Figure 5). This made a strong and irrefutable case for advocacy at the National Floods Taskforce Meeting and a massive response to reinforce the dikes was carried out with support from OCHA, WFP and the community (Figure 6).

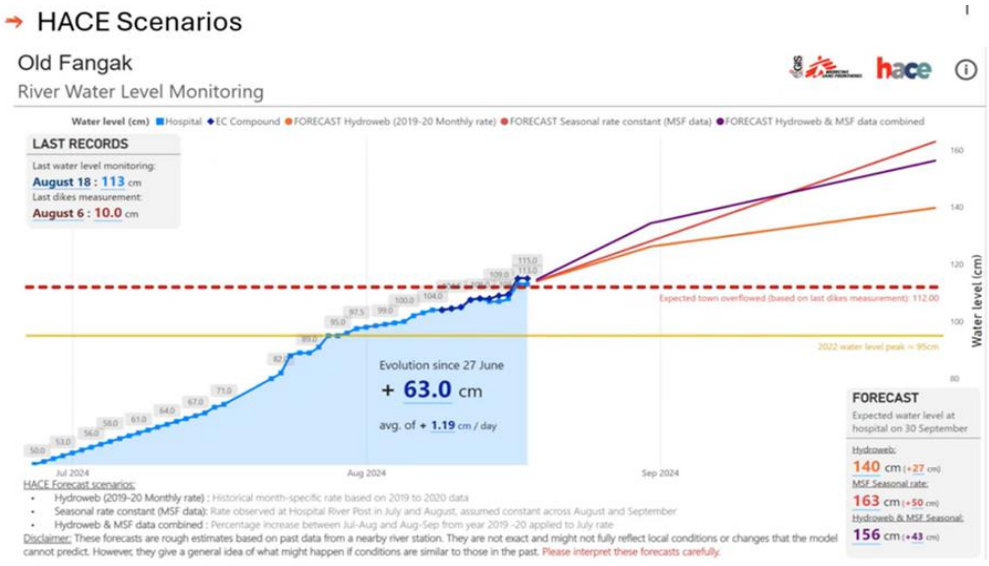

Figure 5. Water level monitoring and forecasting. The blue line is the measured levels, the red line is the level of the dikes, and the three lines to the top are the predictions of the water levels expected in the coming days.

Figure 6. Simple but effective reinforcement of the dikes, which prevented the flooding of Old Fangak.

This successful example of applying GIS and water level monitoring and forecasting linked with advocacy and operational anticipatory action is being replicated in other locations and encouraged to be rolled-out to as many applicable regions as needed.

The Hazard Maps Project

Dikolela Kalubi, OCG Planetary Health Coordinator, and **Aina Roca-Barceló,** Climate Preparedness Advisor at HACE, have presented another example of collaboration with the HACE that is a work in progress: the Hazard Map Project, which aims to identify and map the types of hazards MSF projects and their respective catchment areas are prone to (e.g., floods, cyclones, heat waves, droughts, etc.) and make this information available in an accessible format, including the ranking of projects by the level of risk. It is expected that by having a clear overview of the risks and their impacts, MSF adapts its context analysis and E-Preps accordingly and implement surveillance systems, advocacy strategies, and anticipatory actions as needed. This can also be useful to identify locations for operational research.

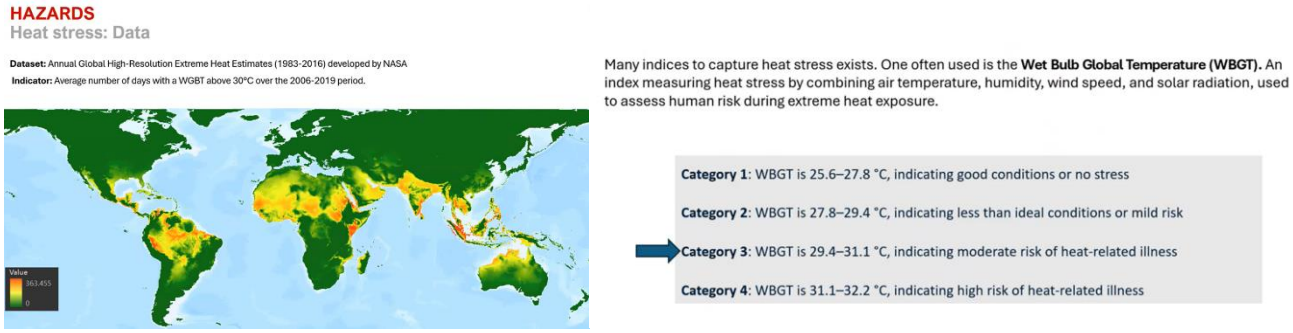

Figure 7. Example of the monitoring of areas prone to heat stress and how they evolved over time. For example, OCBA has a project in Yemen that had 197 days per year above the category 3 of the Wet Bulb Global Temperature (WBGT).

Climate, Environment, and Health: Risk and Vulnerability Assessment

Caroline Voute, Manson Unit Climate and Environmental Health Advisor, shared that from February to September 2024, OCA desks and country coordination in Nigeria have been working with the Red Cross to design and pilot an user-friendly tool to identify which populations are most at risk and most vulnerable to the impact of climate change interlinked with other converging health and humanitarian issues. The purpose of this tool is to help the country coordination and desks to make decisions on whether they adapt operations based on possible impacts of climate hazards, and check if they are in the right place in terms of the conversion of hazards and vulnerabilities that pose the highest threat to populations, as well as which activities should be prioritized based on the timing and likelihood of certain climate hazard scenarios. Hence, it helps to think about planning for the short, medium, and long term.

It also helps with the rapid development of proposals for emergency response for climate and environmental hazards and shocks, including variables related to environmental degradation, particularly pollution, and possibly environmental contaminants in due time, as OCA is investing and digging deeper into this topic.

In practice, this tool lays different information on top of the other per region of the country and individual scores are assigned. The layers include information, for instance, about the likelihood of climate hazards (e.g., flooding, drought, heat waves, storms, cyclone, and heavy rainfall), the presence or possibility of environmental hazards (e.g., desertification, landslides, deforestation, water scarcity, rapid unplanned urbanization, mining industries, oil spills, and chemical or air pollution), the prevalence of health issues (e.g., diarrheal diseases and other infectious diseases, non-communicable diseases, and additional health issues that can be decided upon based on the priorities and realities of the regions), and the number of displaced people and number of people living in informal settlements, among other vulnerability assessment information (e.g., crude mortality rates, vaccination rates, the number of physicians, access to healthcare, exposure to conflict in the past 12 months, sanitation coverage, food insecurity, etc.). One of the main differences from other vulnerability assessment tools is the inclusion of the climate hazards layer.

To make it as light as possible to the end user in terms of data collection and sharing, it is mainly based on secondary data gathering, unless there is an important gap that can only be covered by firsthand information from the projects. The disadvantage of relying on secondary information is that they may be missing or incomplete for some or most regions, so some of the variables may fall short of details.

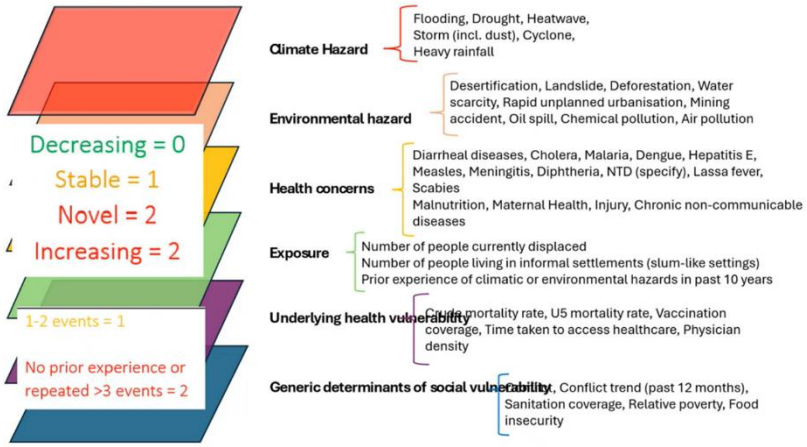

Figure 8. The layers of converging crises and their classification.

As shown in the picture above, for each of the layers a threshold based on the trends of the past 5 years is assigned and a value is given compared to it, enabling the user to tabulate and give a score to each region being analyzed. The classification of the different regions by urgency then allows for informed reaction and anticipatory actions as needed. It is important to note that, based on the results of this tabulation, it was observed that MSF sections were already present in the most at risk and vulnerable regions of Nigeria, which was good news in terms of the strategic footprint.

Another product that has been developed was a seasonal calendar for each region of Nigeria, which can inform when to expect climate hazards and their subsequent impacts in epidemics, food security, access to healthcare, displacement, among others, and position E-Preps accordingly.

Considering that there are many deforestation areas in Nigeria and 2030 projections show the increase of extreme heat and flood prone areas, the investment in resilience infrastructure, equipment and consumables is essential. Additionally, the surveillance of the evolution of climate sensitive infectious diseases (e.g., cholera, malaria, meningitis, and dengue) in the areas where MSF works will be very important.

Concluding, Caroline explained that the tool was appreciated by the end users and is being initially applied to review the E-prep scenarios being used by the national emergency pool and is expected to support operational resilience planning and be integrated as a checklist into the MSF programmatic control cycles.

Using Time Series Analysis to determine the temporal pattern of malaria cases in Zamfara, Nigeria

Michael Adeyemi Lawal, Manson Unit Malaria Advisor, talked about the project being conducted in Zamfara, Nigeria, about using time series analysis to determine the temporal pattern of malaria cases, in order to develop an approach that will help MSF in planning and scaling up malaria control interventions. This is very relevant because over 65% of countries where MSF operates report malaria cases. Understanding the timing of the onset of malaria peak is critical for the successful implementation of malaria control actions.

Currently, MSF uses simple Excel analysis of malaria epidemiological data with year-to-year variations to make operational decisions, thus it is more of a retrospective analysis. This is helpful, but it lacks precision, especially now that malaria transmission patterns are changing due, among other factors, to climate change and displacement.

To provide this needed precision for operational decision-making, the time series analysis gives a more in-depth analysis based on the historical malaria data, particularly in settings where MSF has been operating for many years and a large repository of data is available. In this analysis, it will be able to identify seasonal trends and predict the intensity of the epidemic and the onset of the peak to inform early warning systems. The data is extracted from the MSF DHIS and the expected outcome of the analysis is to use time series to create a visualization of temporary patterns to be available to the project teams.

The Malaria Anticipation Project (MAP)

Léo Tremblay explained that the MAP is focused on anticipatory action involving forecasts and early warning systems to act before the malaria peak is expected. It is expected that effective anticipatory action could bring a paradigm shift in emergency preparedness and response as it has the potential to increase timeliness and efficiency of MSF operations and to direct resources to the most affected places, reducing morbidity and mortality.

There is a spectrum of different early warning systems that can be developed depending on the needs of a project and the data available, from those built using indigenous local knowledge to those using machine learning approaches.

The aim is to operationalize different types of early warning systems and anticipatory actions for malaria in a way that can be applied to a plurality of humanitarian contexts by developing systems and structures that support the development of anticipatory action in a way that is scalable.

The MAP started in 2021 and is embedded in the Manson Unit and supported by a team of technical and operational advisors who collaborate with external data scientists and climate sensitive infectious disease experts to model development protocols and governance. This is the first MSF project to support anticipatory action as a way to directly influence operational decision making and use novel approaches to better understand the linkage between climate and malaria and support MSF teams to prepare and respond in the face of a changing climate. This project is currently being applied in Lankien, South Sudan and will soon be deployed to Nigeria.

Strategic investments per OD

Following all the panels and the scenario exercises, the representatives of each OD (including Ubuntu) have gathered to discuss which could be their strategic investments particularly in East and Horn of Africa to bridge climate, conflict, and humanitarian needs in the region.

OCA's group

- Raise awareness about the impacts of climate change in the projects and include the climate lens in their context analysis and emergency preparedness.
- Move from the yearly project planning to medium- and long-term planning. This would allow project and country coordination staff also to start thinking around the issues that they are likely to confront in relation to climate change and its impact.
- Integrate climate-related health vulnerabilities indicators in the control cycle planning for regular monitoring.
- Think about how MSF itself would survive and stay relevant to be able to effectively support populations in extreme situations as describe in the scenarios.
- Start thinking of piloting operational research and innovation projects.
- Need of a systematic approach because MSF keeps responding to the situations in an *ad hoc* manner and of more intra- and intersectional organizational learning.
- Do not be alone and partner with (and learn from) other stakeholders who are also working on climate change and have invested in anticipatory actions and have joint responses when applicable, rather only thinking of MSF doing everything.
- Advocate to bring more stakeholders to the table and ensure mutual accountability around the responses.
- Include communities and their indigenous knowledge in the strategic planning process.

OCBA's group

- Keep building up on the community engagement expertise and reach out to a wider range of communities and local organizations as needed.
- Invest in user-friendly early warning systems for timely anticipatory actions and responses.
- Improve data analysis capacities for effective decision making.
- Be more in touch with the communities and bear witness to their real needs for advocacy.
- Get more creative in fund raising by targeting the diasporas to fund projects in their countries of origin, for instance.
- Adapt the design of MSF's facilities to endure climate hazards and invest in innovative healthcare products that are adapted to extreme conditions.
- Trickle down climate scenarios building to project teams and operationalize them accordingly, in complementarity to the already implemented extreme violence scenarios.
- Invest in putting multiple and converging information together in the HMIS for epidemiological surveillance and context analysis, for instance, without creating new tools.

OCB's group

- Discuss and work internally, but also engage with governments, analyzing their level of commitment and support the implementation of their national plans.
- Evaluate new funding opportunities while carefully assessing the risks of greenwashing. Be more prepared to deal with intercommunal conflicts to access the most vulnerable communities.
- Adapt medical protocols and guidelines as needed.
- Reflect on adding the preventive component into the projects' strategic plans, to be implemented particularly when there are no acute crises happening and involve the community and local institutions accordingly.
- Support government research institutions.
- Adopt vulnerability assessment tools in different contexts.
- Invest in the expertise to provide clean water for the communities served by MSF.

- Develop more expertise in vector surveillance (vectors but also water) as their habitats and patterns are changing, assessing the possibility of using a the One Health approach.
- Monitor emerging neglected medical diseases that are reapering influenced by climate change and environmental degradation.
- Trickle down scenarios building to project and country coordination teams.
- Invest in resilient MSF infrastructure (energy, water, construction, waste management).
- Develop expertise in addressing outbreaks in large urban settings.
- Perform surveillance of water quality and the level of water tables.
- Integrate strategic foresight into operational planning and emergency preparedness.
- Review current E-Prep documents using the lens of what has been learnt in this workshop and adapt them as relevant.

OCG's group

- There is a need to have more preventive action. But how far do we want to go as MSF? How much resources to invest in preventive activities in comparison with the emergency response? There are performance indicators (e.g., number of consultations, surgeries, etc.) and there would be a need to develop preventive actions indicators.
- Communities have to be included in strategic discussion to provide their insights, but these discussions are still too MSF-centered.
- Identify gaps in the current community engagement strategies.
- Identify gaps in the E-Preps, particularly for floods.
- Check if MSF's E-Preps are aligned with the local governments E-Preps.
- Get a better understanding and revise medical (and other) protocols for floods and heatwaves.
- Be more efficient in information sharing by harmonizing ODs tools.
- Foster experiences sharing and mutual learning.
- Build more regional capacity on surveillance and build partnerships with local universities, authorities, and humanitarian actors.
- Invest in research/knowledge about the impacts of heat and how to address them. Subsequently, include it in trainings to the staff.

OCP's group

- Assess the climate vulnerability of projects.
- Make use of the information and forecasting tools that have been presented during the workshop.
- Disseminate more widely materials and resources.
- Integrate the climate lens in MSF trainings and briefings for all staff.
- Community engagement to be an integral part of strategic planning.
- Develop more expertise in working with people on the move, particularly due to climate change.
- Develop expertise in operating in large urban settings.
- Develop expertise in operating under intense heat waves, addressing both health-related issues and logistical challenges.
- The scenarios showed that MSF will not be able to address the magnitude of the curative healthcare if a similar situation is faced. Therefore, the investments in preventive approaches need to be part of the planning.
- Invest in supporting the development of resilient health systems and infrastructure.
- MSF has historically been a very adaptive organization for different reasons. Now it is time to adapt to the climate change and environmental degradation.
- Enhance partnerships with non-traditional actors.
- Advocate for a "Global Fund for Climate" that may be created.
- Learning from the Covid-19 experience, in which equity failed and states were focusing on their own populations, reflect about where MSF supplies should be put.
- Keep investing in alternative and sustainable energy solutions.

- Keep monitoring and developing expertise in addressing the patterns of diseases (e.g., dengue in Somaliland).
- Start applying adaptation and anticipatory actions right now where applicable.

Ubuntu's (Eastern and Southern Africa) group

- Need for a mindset change to open space for multi-year planning with more integration of strategic foresight and anticipatory work into programming by facilitating simulation exercises to stimulate reflections and build resilience at different levels of the organization, bringing it down to country level (SSD, Somalia), and engaging outside humanitarian networks only (e.g. technological and socioeconomics domains).
- Invest in a regional intersectional Climate Hub with professionals dedicated to data collection, analysis, and operational support.
- Develop a regional dashboard with reliable data to inform surveillance and early warning systems.
- Invest in adapted medical and logistics innovations.
- Research on conflict, climate and displacement interactions (e.g., water scarcity, Pastoralist-Farmers relations, constantly updated/improved Geopolitical analysis, and the identification and building of climate specific knowledge around, for instance, urbanization and heat waves – which are new in MSF – and support ongoing initiatives in malaria prevention and control.
- Support communities' adaptation practices.
- Advocate and build alliances with new actors that may complement/support MSF's responses.
- Ground strategic decisions in the local knowledge and the expressed community needs.
- Adapt staff working conditions in extreme situations.
- Advocate on innovations such as heat stable vaccines and others.
- In terms of Comms, speak out more about the impacts of climate change on the most vulnerable populations. Support MSF's political voice on the climate crisis through public positioning and building an advocacy strategy.
- Bridge the knowledge gap on the health-related impacts of climate change. Develop partnerships and alliances with the Academia, ICPAC, CBOs, MSF GIS and HACE, development and multilateral organizations such as the World Bank who can address root causes, and middle powers in our multipolar world.
- Coordinate operational support activities with other ODs to avoid duplication. Support regional vulnerability assessments and integrate climate into context and security analysis.
- Maximize sustainable outcomes: invest in the highest quality impact today, but making sure it is integrated within the communities and health systems so there is buy-in and continuity after MSF has left.
- Possibility to assign a percentage investment for anticipatory (5%) and preventative work (5%) as part of our operational outlook, with emergency response remaining the core of our activity (90%).
- The use of scenarios is valuable to shift the perspective out of the day-to-day work into a strategic medium- and longer-term mindset, so useful to be included in more training, similarly to what is done for critical incident management.
- Better understanding the dynamics between climate and conflict to inform pre-positioning of E-preps. Develop anticipation capabilities and specific competences and tools in the areas of displacement, malnutrition, outbreaks, urbanization, and WASH.

WaCA's group

- Make sure climate concerns are translated into the strategic plan for short-, medium- and long-term approaches.
- Put mechanisms in place to reduce the current footprint.
- Invest in climate capacity, tools, training and resources.
- Trickle down the climate lens to countries coordination and projects E-Preps and planning cycles beyond one year.

- Currently WaCA's Green Focal Point is part of the logistics team, but it was discussed that this position would be better placed within a higher-level department to support climate-oriented decision-making more transversally.
- Invest in data tools collect and analyze data to trigger actions based on reliable evidence.
- Have similar workshops in West and Central Africa.
- Learn from partners who already have more experience on climate adaptation and embrace new ideas.
- Clarification question to the Movement/MSF high-level platforms: how far MSF should/can go to invest in climate adaptation and anticipatory actions?

Conclusion

MSF is well known for its expertise in emergency responsiveness. However, the changes the global and humanitarian landscape have been through in recent decades, driven by many converging crises including climate change and environmental degradation (which exacerbates the humanitarian needs of the most vulnerable populations) are summoning MSF to dedicate more time and investments in surveillance, early warning systems, preparedness and anticipatory actions for climate adaptation and resilience.

For this, debating about and developing iterative future plausible scenarios based on evidence as one of the strategic foresight methodologies, has proven of great value to the participants of this workshop. It helped MSF colleagues to zoom out of the daily emergency mode and think about the importance of anticipating, and to start **getting ready to respond to medium- and long-term critical situations** that otherwise could catch the organization unprepared and even challenge its relevance as an effective humanitarian responder when the time comes. Besides, some of the practical examples of **anticipatory tools and actions shared by colleagues from different ODs being currently applied have empirically demonstrated their relevance and effectiveness**. Therefore, it is important to keep **building on the strengths MSF has already developed** and **further allocate resources to advance in expertise to meet the foreseen needs** (e.g., data collection/gathering and analysis, early warning systems, vulnerability assessments, effective anticipatory actions – including the rescale of WASH interventions –, internal and external communications around the thematic for advocacy and fundraising, climate adapted guidelines, among others).

Importantly, it has been widely presented and debated that the **views and real needs of the communities**, as well as their indigenous wisdom and coping mechanisms must be at the center of MSF's actions to ensure buy-in, mutual respect, and sustainability as much as possible. This is indeed something in which MSF has been investing for the last years in terms of having a People-Centered Approach and important progress has been made. However, in the opinion of some participants the organization is still not good enough at this and needs a more **radical evolution in its traditional ways of working and organizational culture**. Using the example of the workshop itself, it was observed, for instance, that no direct community representation took part.

It has also been debated that in face of the possible scenarios (and based on what has already been observed in the projects), MSF will not be able to respond to the multiple needs alone. Therefore, getting out of its isolationism and **build stronger strategic collaborations and partnerships** internally between the ODs and externally with the communities, Ministries of Health, academic institutions, civil society organizations, humanitarian organizations from distinct domains, among other multidisciplinary stakeholders, will be essential to ensure the best possible effective anticipatory actions and emergency responses.

Finally, the participants found the workshop very useful and a turning point for many. It helped them realize the need for MSF to find a new balance between proactiveness and reactiveness, adding some extra weight to the first and adapting the organizational culture and strategic investments. A very important acknowledgement was the need to **improve knowledge transfer and exchange on this topic iteratively** among all levels in the organization to enhance effective implementation particularly at project level. In fact, one of the biggest concerns at the end of the workshop was how to keep the momentum going and really operationalize what has been discussed. This involves individual participants trickling it down to their respective teams and engaging in regular dialogues with their leadership and, from an institutional perspective, to make the case for climate adaptation and resilience to be embedded in the next 2026-2031 Strategic Planning, Accountability, and Resources Cycle (SPARC).

Additional resources

This report offered a detailed summary of the key topics discussed during the workshop. For further information, including the workshop's concept note, full agenda, supporting documents, presentations, and recordings, please refer to the accompanying materials available at the following link.

Credits

A huge thanks to all the colleagues involved in the organization of this workshop:

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