

Transforming Resource Sharing: Mutualizing Resources in Latin America

Project Summary



TRANSFORMATIONAL
INVESTMENT
CAPACITY

Problem

MSF's organizational structure, inherited from a development articulated around European operational centers, led to increased decision-making complexity and difficulties adapting to specific needs in some areas of intervention to fulfill MSF's social mission, resulting in the duplication and overlap of initiatives, and the waste of operational and institutional resources.

Proposed Solution

Address inefficiencies in contextualizing and resourcing by fostering a culture of shared resources and capabilities in Latin America. Redesign resource sharing between MSF Brazil, MSF LAT, and CAMEX/CAMINO to gain efficiency, improve collaboration, and lay the groundwork for a future Operational Directorate in the Americas (ODA) in 2026.



Area/Type: Efficiency; Incubator

Sponsor/Support: MSF Brazil, MSF LAT, CAMEX

Length/Project Status: 18 months; **ONGOING**

Potential Impact

- Strengthens Latin America's collective effectiveness, knowledge and expertise, contributing to a more responsive and unified MSF globally.
- Transforms ways of working through participatory decision-making models aligned with the joint Operational Management Model centred on the needs of patients and communities.

Viability

- Features strong commitment from 3 Executive Directors and 3 Associative Presidents across the three entities.
- Structured with a project management lead, a strong Steering Committee and engaged leaders and staff in each pillar.

Risk Mitigation

- Engages multiple stakeholders in collaboration (3 entities, patients, communities, operational desks/cells operating in the region, field management teams, Full ExCom, Core ExCom, International Board, platforms, civil society, external actors in the region, etc).

Scalability

- Consolidates the news models, post-TIC, to further integrate resource-sharing and build a strong case for the official OD Americas application by the end of 2026.