Appropriate and efficient organisation
– impact assessment

Three alternative organisational models have been developed to support the processing by the organisation, and they have been subject to separate impact assessments.

In this document, the impacts of these models are reviewed and analysed. The aim is to ensure that the solutions chosen support the strategic objectives, are equitable and improve the quality and efficiency of operations.

We invite everyone to share their views on the implications of the organisation model and how the models best meet the objectives of the strategy and the changing needs for aid.

IFRC Guidance for National Society Statutes

The Statutes must ensure that the National Society decides, acts and speaks as one.

Must

The Statutes must describe a clear delineation of roles between the different layers of the National Society.

The National Society must be governed by a central body. Centralised functions must include, but not necessarily be limited to:

- protecting the integrity of the National Society, including maintaining the Fundamental Principles and ensuring respect for the emblem
- contacts with central authorities
- international relations, including contacts and agreements with other components of the Movement
- overall policy frameworks (in areas such as finance, human resources, volunteering, and compliance and integrity) and risk management
- coordinating national programmes to ensure that resources are used according to humanitarian needs and that there is consistency in service delivery
- overall financial coordination, oversight and accountability, including consolidated budgeting, financial accounts and audit
- disciplinary procedures and dispute resolution (in the event that disputes cannot be solved locally).

Source: Standard 5.2, Guidance for National Society Statutes 2018, IFRC

Two-tiered model

Operations are based on local branches, which respond directly to the needs of their own region. Decision-making, resource use and operational planning take place locally, without intermediate levels or regional administration. Branches can make quick decisions and react flexibly to changing situations.

National support and guidance protect quality and equality, but do not limit local application. Staff members are highly dispersed as close to the branches as possible.

Preparedness area model

We move from district organisations to broader regional models, based on the collaborative areas for healthcare and social welfare. The areas support branches and allocate resources within the region. Staff members in the area coordinate crisis preparedness, training and resource allocation, and cooperate with the authorities.

Staff members are spread across the region to provide comprehensive support to the branches. The model streamlines administration and shifts employee resources to generic branch support. The importance of the authority support role will grow and volunteers from the region will be able to participate in large-scale operations.

Evolving current model

The current district structure will be renewed so that the boundaries of the districts more closely follow the wellbeing service county boundaries. At the same time, we look for ways to enable the appropriate use of staff members across organisational boundaries. We promote common support services and centralise digital systems.

District staff members in the region provide training, skills and resources to branches and enable a wider sense of community and networking. Local branches remain at the front line of assistance, but the support provided by the districts ensures equality and quality.

Two-tiered model

In the two-tiered model

- Local units are strengthened
- Intermediate levels are lightened or removed
- Decision-making is decentralised according to local needs

Strengths and weaknesses of the model:

+
Fast local response

Strong experience of ownership

−
Quality and equality may vary

National coordination will become stronger

What would change in the two-tiered model

Key features of the model:

Independent local units

National support and guidance

Changes for the person in need of help:

Faster access to help

Emphasis on local knowledge and flexible response

Changes to voluntary activities:

Volunteering becomes more self-directed

Operating groups are formed whenever necessary

Changes to the status and activities of staff:

Staff members are primarily working in branches

Staff members work under a single business ID

Changes to the management system:

Management becomes more straightforward

Reduced administration

Economic impacts:

Resource needs may be reduced

Higher resource efficiency

Preparedness area model

In the preparedness area model

- Operations are anchored in preparedness structures
- Regional entities grow
- Clearer leadership and guidance in crisis situations

Strengths and weaknesses of the model:

+
Speed and coordination in crises

Flexible use of resources

Higher scalability

—
Distance from everyday aid work

Volunteering needs strong support

What would change in the preparedness area model

Key features of the model:

Regional organisations based on society's preparedness structures

Regional teams support operations

Changes for the person in need of help:

Better allocation of aid

More flexible use of resources

Changes to voluntary activities:

Larger areas and branches

Centralised management

Resources are freed up for local volunteer support

Changes to the status and activities of staff:

Working communities grow, job descriptions become clearer

New staff profiles

Easier decision-making and administration

Changes to the management system:

Branches receive support from regional centres of excellence

The focus of management shifts to the core mission

Economic impacts:

More efficient allocation of resources

Increased consistency

Evolving current model

In the evolving current model

- The current structure is developed to better reflect the wellbeing service counties
- Local action is maintained and regional support is strengthened
- Gradual harmonisation of policies and support services

Strengths and weaknesses of the model:

+

Continuity and familiarity support its implementation

Moderate change costs and manageable risks

—

Limited capacity to react to rapidly changing situations

The capacity for structural change is slow in relation to the operating environment

Effectiveness and crisis resilience improve slowly

What would change in the evolving current model

Key features of the model:

The current structure is specified to better reflect the wellbeing service counties

Changes for the person in need of help:

The quality and equality of aid is improved by developing policies and digital solutions

Changes to voluntary activities:

Local action is maintained

Regional support is strengthened

Changes to the status and activities of staff:

Increased staff mobility and knowledge sharing

More integrated support services

Changes to the management system:

Realistic implementation and manageable risks

Economic impacts:

Moderate change costs

More efficient use of resources

What would be the impact of different operating models?

Perspective	Two-tiered model	Preparedness area model	Evolving current model
Society	Emphasises local decision-making, but requires strong national coordination, equality and joint responsiveness.	Supports the role as part of public authorities' preparedness systems. Improves crisis preparedness but can increase the distance to everyday aid work.	More equality and continuity in the current structure. Maintains confidence but is not enough on its own to respond to fast-changing crises.
Community activities and structures	Strengthens local autonomy, but the competence and resource gaps need to be balanced as activities may become fragmented.	Enables more consistent quality, scalability, better training and resource allocation.	Supports cooperation and knowledge sharing within regions without weakening local ownership. However, the change may remain incomplete.
Individuals and everyday life	Aid can be given quickly in some areas, but strong coordination is needed to ensure the quality and accessibility of aid.	In crisis situations, aid is provided quickly and effectively. In everyday life, preventive and flexible support enables access to help.	Low-threshold aid remains strong. Meeting new needs requires investment, especially in digital solutions.
Capacity for change and trust	Based on strong local identities, but trust and performance vary from region to region and a common direction needs to be strengthened.	Meets the expectations of public authorities and increases trust in the event of crises. Causes changes among volunteers and staff.	Perceived as safe and realistic. The risk is that if the change is too small, it will lead to a more significant reform later.