

CONTENT

STEP 3: FINALIZE THE ORGANIZATIONAL STRUCTURE FOR THE IMPLEMENTATION

Step 3: Finalize the organizational structure for the implementation

[Chapter 8](#) outlines how to design your activation process. Now, it is time to finalize the organizational structure so that organizational capacity for the implementation of your anticipatory action plan is achieved and maintained before (including the readiness activities) and during an activation. Note that the guidance below focusses on s/EAPs but have valid considerations for other plans, e.g. community-based plans or imminent DREF as well.

Some of the questions you should be asking yourself are:

- **Who is involved at national / HQ level?**

Which persons and departments, as well as partners need to be involved in the activities related to the s/EAP at national level – both during and outside the activation period. For the external partners, it is a good idea to ask them to appoint an anticipatory action focal point and a backup, at their level, so that it is always the same people that attend. Otherwise, you might need to explain anticipatory action and the s/EAP every time you start a meeting or activity.

- **What is the structure at regional / branch level?**

You need to design a structure for the implementation of the anticipatory action plan or s/EAP at regional/branch level. Where is anticipatory action and the s/EAP anchored in the branch? You can for instance, consider appointing an anticipatory action focal point at branch level, who will be the contact in the branch outside the activation period. They will then serve as the entry point to coordinate trainings, maintain contact lists, communicate anticipatory action in the branch, etc.

You will also need to design the setup of the branch during an activation. Who will be in contact with the HQ / national level? Who will be in contact with the intervention team? Which partners need to be involved?

- **What is the composition of the (s/EAP) intervention team and how are they organized?**

The best composition of the intervention team depends very much on the context, as well as the early actions to be implemented, as some activities might be sensitive. In general, the intervention team should reflect the diversity of the community they serve. There needs to be gender diversity within the team, and potentially different languages of the communities must also be spoken in the team. In addition to that, there might be considerations on ethnicity, age, and other context-specific factors, which need to be considered. Reach out to your PGI advisor to get more support on this for your specific context.

You also need to determine the size of the team and how they will implement the early actions. For instance, you can divide them into sub-teams, which have different areas of responsibility. This will also affect who and how many you need to train in specific technical skills (see step 4).

- **At what levels are external actors involved? And how?**

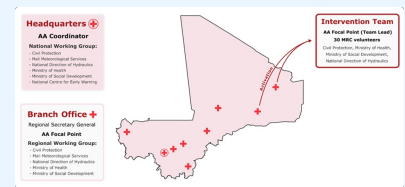
If external actors are involved in the s/EAP implementation, you need to identify at which level (national, regional / provincial / district, community) they need to be involved. You also need to make sure that their role is clearly defined and understood by them. This can be anything from coordination at national level to implementing specific early actions in the targeted communities.

- **Revise SOPs (if needed) to accommodate early actions (see step 2) or identify alternatives.**

If you identified any procedures that potentially could become a bottleneck or otherwise be a challenge for the implementation of the s/EAP in step 2, you need to explore whether it will be possible to revise this procedure in a way so that it can accommodate the smooth implementation of the (s)EAP. This could either be done by doing a total revision of the procedure or by adding exceptions, where the normal procedures can be disregarded in order to, for instance, facilitate a quick transfer of funds to branch level. If it is not possible to revise the existing procedures, you need to identify alternative ways of dealing with the potential challenges. Would it, for instance, be possible to agree with service providers that they are paid for their services after the early actions have been implemented, so that the implementation is not delayed due to the transfer of funds being slow?



Mali Red Cross (MRC) has developed a multi-level coordination structure to be used both before and during an activation of their riverine flood Early Action Protocol. The overall engagement by MRC on anticipatory action is being managed by the MRC AA National Coordinator, who is thereby also responsible for the implementation of the EAP. Outside of specific activation windows, MRC is hosting a National Working Group at HQ, consisting of relevant technical services of the state and MRC itself. This group meets every two months to discuss and exchange on various topics or challenges related to the EAP.



Source: Mali RC

On regional level, all MRC branches have a designated AA focal point, which is a volunteer that has received specific training on anticipatory action and the EAP. The AA focal point is responsible for keeping the branch updated and ready, as well as being in regular contact with the National Society's AA coordinator at HQ level for training coordination, workshops and general updates, which also includes the monitoring data of the trigger level. Each MRC branch also hosts a Regional Working Group, which consists of the same technical services of the State as the national group, but just at the regional level. These regional working groups meet once a year, just before the onset of the rainy season to prepare and refresh their knowledge on the EAP.

All MRC branch regional secretary generals and their AA focal points also meet annually with the National Working Group and the relevant MRC HQ staff for a refresher training and a tabletop exercise on the EAP activation, as well as being informed of any potential updates or changes of the EAP. Due to Mali's vast territory and the conflict setting in parts of the country, MRC has decided to divide the prepositioned stock between five strategically chosen locations to ensure easy access and an efficient and rapid intervention.

During activation

During an activation of the EAP, the National Working Group together with MRC's heads of departments will act as the overall coordinating body of the early action intervention at national level. At the regional branch level of the area where the EAP is activated, the regional working group and the MRC branch management will similarly coordinate the intervention in their area and be responsible for deploying the intervention team. The intervention team is led by the MRC branch AA focal point and consists of 30 trained MRC volunteers, and agents from the various relevant technical services, notably the Civil Protection who plays a key role in implementing the early actions.