# **Introduction**

An important aim of monitoring is to allow you to adjust your programme while it is ongoing to better achieve your intended outcomes to serve your target population, it should also allow you to pick-up on unintended consequences and manage risks. This should not just be about reporting on whether you have achieved your objectives at the end of the programme, although this is one of the aims of monitoring.

Monitoring of the following needs to be considered:

1. Process (activity) monitoring – see table at the end of this document
2. Outcome monitoring – see table at the end of this document
3. Exit strategy monitoring
4. Social tensions monitoring
5. Rental housing market monitoring

Where they exist, work with Planning, Monitoring, Evaluation and Reporting (PMER) colleagues to establish a Monitoring and Evaluation (M&E) framework. [IFRC (2021) Project/programme monitoring and evaluation (M&E) guide](https://www.ifrc.org/document/projectprogramme-monitoring-and-evaluation-guide) is a useful resource for general information on M&E.

This SoP has been written using information [IFRC (2020) Step-by-step guide for rental assistance to people affected by crisis](https://cash-hub.org/resource/step-by-step-guide-for-rental-assistance-to-people-affected-by-crisis/) , step 3, sub-step 2.

Tools and Examples from the toolkit, that may be useful to assist here include:

* 3.2\_Example\_PDM\_SK\_RentalAssistance.xlsx
  + An example Post Distribution Monitoring survey used in 2022-2023 Ukraine response, in Slovakia. Used with both property owner and tenant.
* 3.2\_Example\_ExitSurvey\_EndofAssistance\_RentalAssistance.docx
  + An example of the exit survey questions. These were completed by RCRC case workers who had worked with the displaced household. It would also be possible to rephrase and/or add to this survey to create a new document that could be used and sent to the tenant family directly at the end of the programme.
* 3.2\_Example\_Indicators Shelter & LH\_Slovakia\_RentalAssistance.xlsx
  + List of indicators that was used in the 2022-2023 Ukraine response, in Slovakia.
* 3.2\_Example\_Indicators-Activities\_Progress\_Bahamas\_RentalAssistance.xlsx
  + List of indicators used in the Hurricane Dorian response in 2019-2020 in the Bahamas.
* 3.2\_Example\_Rent\_Monitoring\_SecondaryData\_RentalAssistance.docx
  + An example of price monitoring of the rental market using online sources.

# **Process (Output) Monitoring**

This concerns your inputs, progress of activities and delivery of outputs and is about trying to ensure your programme is functioning properly thinking about efficiency, and if processes are on-track to allow the delivery of your programme in the time and with the resources available.

Typical process indicators on a rental programme may include, but are not be limited to, those shown in the table at the end of this document. Examples are also included in the toolkit.

Table 21, which is part of [IFRC (2020) Step-by-step guide for rental assistance to people affected by crisis](https://cash-hub.org/resource/step-by-step-guide-for-rental-assistance-to-people-affected-by-crisis/) , step 3, sub-step 2, provides a table that can be completed, since it is important to consider how the information will be connected, who will be responsible for collecting it and the frequency. The rental assistance toolkit also includes a post-distribution monitoring survey which is one form of means of verification: 3.2\_Example\_PDM\_SK\_RentalAssistance.xlsx.

# **Outcome Monitoring**

This is sometimes called result monitoring and should relate to your original objective setting explored in SoP\_2.1.1. to 2.1.3\_InitialProgrammeDesign\_RentalAssistance\_2023.docx

This directly concerns measuring the success of your programme and the change the programme team and the target population hope to see as a result of the programme. Typical examples could include, but are not limited to, those shown in the table at the end of this document.

Quantifying the indicators (i.e. stating what % or # means success) is difficult and could be based upon evaluations and the % or # achieved in other similar programmes, or based on the context, constraints envisaged, uncertainty, or ability to influence the outcome with the programme designed.

It may also be possible to pick up unintended impact (positive or negative), for example, are we finding that many households are not building their capacity to be able to pay the rent in future unsupported to ensure they are eligible for another agency’s rental programme when the support from the RC ends?

Depending on your programme objectives, a means of verification could include a baseline and endline survey. With respect to this it is recommended:

* Baseline surveys should not be merged into assessments, as they require specific sampling methodologies and specific survey questions that will be followed up at endline (and midline in some situations).
* Keep baseline surveys directly linked with the project/programme indicators and objectives. I.e. they are not a broader assessment.
* Ensure you have budget for a baseline and endline survey appropriately, but also consider that for a long-term programme there might be a value of a mid-line survey to provide insights into progress and suggest the need for adjustments in implementation in a timely manner. The mid-line survey can be done independently or can feed into a mid-term review for example.

# **Exit Strategy Monitoring**

In SoP\_2.1.1. to 2.1.3\_InitialProgrammeDesign\_RentalAssistance\_2023.docx you may have set out the exit strategy (which concerns households exiting the rental assistance programme and being able to maintain adequate housing).

For each of the main potential exit routes for the supported population you may want to set out an indicator. For example:

* % of displaced households that return home during or after the rental assistance programme
* % of displaced households that are absorbed into the government social protection system for rental payment assistance
* % of displaced households that find or increase their income through employment during the programme and are able to access accommodation using only their own resources during the programme or within 2 weeks of the end of the programme.

Normally this information will be collected from an exit survey.

However, for exit routes that involve integration and accessing livelihoods there might be several indicators that need to be monitored related to this. These may be monitored by social workers during regular visits to the home. In some responses a personal or household development plan is developed by the social worker with the tenant. This can include items such as enrolment in schools for children, having educational certificates translated and officially certified to improve employability, and many other activities concerning the household integrating into the host community. The outputs of these integration specific activities can be tracked at the individual household level. This will help to give those managing the programme as well as the social workers supporting the individual households, information on where and who they might need to focus on with additional integration support and resources. It can also help to determine the number of households that will require an extension of rental payment support.

See SoP 3.4 Integration and Exit Support.

# **Social Tensions Monitoring**

This will be undertaken with the involvement of CEA and PGI colleagues ideally. This can include:

1. Monitoring feedback / incidents from more marginalised recipients of support on the programme (e.g. such as Roma heritage tenants) and their interactions with neighbours. For example, on some programmes there has been cases where even when the property owner of an apartment is positive towards accommodating Roma heritage households the neighbours in the apartment building have been abusive to the tenants. Here social-worker follow-up with the neighbours and if necessary, authorities may be required.
2. Monitoring police reports related to incidents between host and guest community.
3. News and social media monitoring – looking for negative language used in posts concerning the host and guest community. This is sometimes called sentiment analysis, when analysing social media posts.
4. Public opinion surveys – not often used, but on large programmes they may be appropriate.

Addressing social tensions can be complicated and CEA, PGI and social workers should be involved in establishing appropriate strategies such as:

* Campaigns to build empathy between groups.
* Promotion of cultural exchange and understanding in school activities.
* Conflict resolution and mediation by social workers through engagement at the normal. apartment block management meetings.
* Inclusion of some members of the host community in rental programme where appropriate.

# **Rental Housing Market Monitoring**

Refer to SoP 1.6 on Rental Housing Market Assessment. In general practitioners will need to regularly monitor price increases, this might be every 2 or 3 months on a 1 year programme, or every month if prices are known to be varying significantly post-crisis. This can then contribute to:

* Checking that the rental payment value is not too high and driving rent increases since property owners know the rental payment ceilings.
* Considering increasing the rental payment value to ensure prospective tenants can still access accommodation that meets their needs.
* Stopping the rental programme early if the market is over-heating (sudden price rises) and it is compromising the host community and guest community access to rental housing.

# **Eviction Monitoring**

See SoP 2.1.8 – Security of Tenure

# **Outcome and Output Monitoring**

The following are examples (they would not all be used together).

| **Indicators** | **Indicator definitions** | **Means of verification** | **Method of data collection** |
| --- | --- | --- | --- |
| ***Outcome Level Indicators*** |  |  |  |
| % of targeted displaced people that are able to access adequate rental accommodation that meets their needs as a result of the programme. | This is a composite indicator. To count the household as having achieved the indicator you would need to ensure ALL of the following are achieved:  Able to access being defined as:   1. Household is in occupation of the rental accommodation for the duration of programme OR has departed voluntarily during the programme but occupied for at least 1 month.   Adequate rental accommodation being defined as:   1. Household has a signed and written tenancy agreement 2. Housing condition verification checklist (which includes checklist on connected services, markets and livelihood activities) has been completed and property rented passed.   Meets their needs:   1. Household self-reports that the rental accommodation met their households needs. | 1. Occupation monitoring & exit survey 2. Tenancy agreements 3. Housing condition verification checklist 4. Monitoring during the programme. | Monitoring and programme records |
| % of targeted displaced households that have enough income to allow them to continue renting adequate accommodation when the rental support ends. | In the last month of the programme supported period, the displaced household has an income-to-rent ratio that does not exceed 30%. | Occupation monitoring & exit survey | Monitoring forms completed in final months monitoring visit.  Evaluation |
| % of targeted displaced households with at least one stable source of income within a year after the rental support has ended | In the first 6 months following the end of the rental assistance programme, at least one member of the household has earned enough income to ensure the income-to-rent ratio does not exceed 30% for at least 3 consecutive months. | Post activity monitoring undertaken in the 6th month or 7th month after the programme has completed. | Phone survey – self-reported information.  Evaluation |
| % of targeted displaced households whose income-to-rent ratio does not exceed 30% within 3 months after the rental support has ended. | **Calculation:**  Formula to determine the Income-to-Rent Ratio for Each Household: (Monthly Income/Monthly Rent)x100  **Formula to calculate the indicator value**: ((Total  Number of Displaced Households with Income-to-Rent Ratio≤30%)/Total number of targeted displaced households))×100 | Post activity monitoring undertaken between 3 - 4 months after the end of the programme. | Phone survey – self-reported information.  Evaluation |
|  |  |  |  |
| ***Output Level Indicators*** |  |  |  |
| # of Branch staff (inclusion officer, liaison officer, HSP front desk officer) who received training on assessing the adequacy of the rental houses. | # of Branch staff (inclusion officer, liaison officer, HSP front desk officer who have undergone at least 1hr training in assessing the adequacy of the rental houses. | Training records  Attendance sheets | Monitoring  Review of MoVs |
| # of staff at HQ (national inclusion coordinator, field coordinator, CEA, CVA, PGI, Ops manager, helpline operators) and branch level (4 persons per 6 branch - inclusion officer, liaison officer, HSP front desk officer and admin officer) who receive training on host family support and rental assistance program. | # of staff at HQ (national inclusion coordinator, field coordinator, CEA, CVA, PGI, Ops manager, helpline operators) and branch level who receive training on rental assistance programming of any curriculum of at least a 1hr training session. | Training records  Attendance sheets | Monitoring  Review of MoVs |
| # of households that have applied for the rental programme | # of distinct (post-duplicate application check) households that have applied for the rental programme. | Programme records  Registration records | Monitoring  Review of MoVs |
| # of households that have had 1 or more of the rental properties they are interested to rent assessed to verify if the accommodation meets the minimum accommodation standards. | # of households that have had 1 or more of the rental properties they are interested to rent assessed to verify if the accommodation meets the minimum accommodation standards. | Housing condition verification checklist records | Monitoring  Review of MoVs |
| # of households that have had their accommodation assessed to verify its access to essential services, such as schools, medical facilities and public transport. | # of households that have had their accommodation assessed to verify its access to essential services, such as schools, medical facilities and public transport. | Housing condition verification checklist records (which includes check of access to essential services, such as schools, medical facilities and public transport) | Monitoring  Review of MoVs |
| # of households that have had their tenancy agreement assessed for compliance against the legal and fair-terms checklist | # of households that have had their tenancy agreement assessed for compliance against the legal and fair-terms checklist | Tenancy review checklist records | Monitoring  Review of MoVs |
| # of households that have signed an approved written tenancy agreement | # of households that have signed a written tenancy agreement that has been assessed for compliance against the legal and fair-terms checklist | Project records, signed tenancy agreements | Monitoring  Review of MoVs |
| # of households that have enrolled on the rental programme having passed the conditions required and had a rental programme support agreement signed on both sides (NS and tenant). | # of households that have enrolled on the rental programme having passed the conditions required and had a rental programme support agreement signed on both sides (NS and tenant). | Completed rental programme agreement records | Monitoring  Review of MoVs |
| # of households who have received their 1st month of rental payment support | # of households who have received their 1st month of rental payment support | Payment records | Monitoring  Review of MoVs |
| # of households who have received their 2nd month [etc. for all months for the duration of the programme]. | # of households who have received their 2nd month | Payment records | Monitoring  Review of MoVs |
| # of households in occupation of the rental housing accessed as part of the programme for at least 1 month. | # of households who have had their occupancy confirmed for at least 1 month in the project duration. | Occupancy monitoring reports | Monitoring  Review of MoVs |
| # of door-to-door monitoring and follow-up provided to solve issues and support referrals (e.g. It's 1 monitoring visit to the 1000 HHs in the 1st month and then 20% of 1000 so 200 per month after the first month, this is because the other households are just spoken to on the phone without a face to face visit). | # of door-to-door monitoring visits AND 1 or more follow-up actions undertaken to support the tenant (e.g. referral to another service, or sending tenant information) | Programme records, monitoring visit reports | Monitoring  Review of MoVs |
| # of displaced households that have attended employment support workshops | # of displaced tenant households where one adult has attended employment support workshops | Programme records, attendance lists | Monitoring  Review of MoVs |
| # of displaced households that have had qualification certificates officially translated | # of displaced tenant households where one adult has had qualification certificates officially translated | Programme records, translated certificates | Monitoring  Review of MoVs |
| # of displaced households that have been supported with employment related fit-to-work medical certificates | # of displaced tenant households where one adult gained fit-to-work medical certificates supported by the programme. | Programme records | Monitoring  Review of MoVs |