Example 2.2.3- - Schematic HR Design for Rental assistance and Host family support programs

*Note: This is a real example of an outline HR plan for shelter programming in Slovakia. It covered both hosting assistance and rental assistance programming.*

**Concept:** As displaced populations are expected to continue transitioning from Ukraine to neighboring countries and abroad, their temporary accommodation is expected to be in a combination of transit/collective centers, host families, and self-settlement in rentals, residences, and hotels, depending on the capacity and resources that people have. Once they have decided to settle in a safe location, support will be required for the most vulnerable to have access to an affordable and adequate accommodation for the mid- to the long-term. Support for these families to be accommodated should focus on quality assurance, protection, and sustainability of accommodation while mitigating the risk of future tensions between displaced and their host communities. Specific interventions will highlight rental assistance (cash-for-shelter) direct to displaced families as well as support to host families to reduce the burden of hosting in the form of payment of extra cost for utility bills and possible housing upgrades.

**Integrated approach:** Designing and implementing a rental assistance program requires a holistic approach drawing on multiple areas of expertise, ideally in multi-disciplinary teams to ensure best practice and to do no harm. Areas of expertise required include: shelter; market assessment and analysis; housing land and property (HLP); cash and voucher assistance (CVA); community engagement and accountability (CEA); protection gender and inclusion (PGI); migration; livelihoods; procurement; and finance amongst others. Coordination with external actors is also essential, including governmental social protection departments.

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| **Assumptions:**   * Support 5,000 Host families for a period of 4 months * Support 10,000 families for a period of 6 months with rental support, most vulnerable 2500 families extended for 6 additional months | |
| **Context Analysis, Design and Planning Phases (3-4 Months)**  **Fully dedicated national staff**  1 x National Shelter Program Manager (rental assistance and host family support)  1 x IM/Assessment  **Partially dedicated national staff**  1 x CEA  1 x PGI  1 x PMER  1 x CVA  1 x Training Coordinator  **Full/partial time in-country support from IFRC (followed by remote support as required during the implementation period)**  1 x Shelter/HLP/Market assessment expert (full time program manager)  1 x CVA expert (Partial time as it could be supporting other programs with conditional CVA or MPC)  1 x PMER expert (Part time)  **Training Phase** – assume 10,000 HH visits per month (20 days, 5 visits per day) = +/-100 volunteer monitors. Monitoring can also be done through the phone depending on the stage of the program. Training rollout at regional level to branches (Assume 1 month)  1 x Training Coordinator  3 x Trainers  100 x volunteers/staff trained for program implementation and monitoring | **General description of activities for the host family program**: The idea is to support those families who are hosting the people who flee from Ukraine. The support is provided to reduce the burden for having hosted extra people in their house by providing support to cover for ex. the extra cost on utility bills, need to buy extra food or basic household items (blankets, bed linen, pillows, mattress, etc.). There is no intention to turn the spontaneous arrangement between the hosting and the hosted families (most of the time based on the generosity of the hosting) into a rental agreement.  Initially project managers will determine the target population that will be assisted (hosting families). It suggests which information should be collected and analysed to enable selection of the most appropriate components that integrate the hosting family support. Following the assessments, project managers will design the hosting intervention (objective, exit strategy, response, targeting, selection of family, payments, housing minimum standards, security of tenure, risk) and planning for its implementation (programme management, IM, team and capacity building). This step will require a significant amount of intersectoral collaboration and integration with other programming experts within the National Society. This can be augmented with support from the IFRC.  **General description of activities for rental assistance:** Initially project managers will determine whether rental assistance programming is a feasible response option for the context, the crisis, and the target population that will be assisted. It suggests which information should be collected and analysed to enable selection of the most appropriate components that integrate the rental assistance. This is a broad step which includes Rental Housing Market Assessments, CVA Feasibility Assessment, Response Option Analysis, and Security of Tenure Assessment.  Following the assessments, project managers will design the rental assistance intervention (objective, exit strategy, response, targeting, selection of providers, rental payments, housing minimum standards, security of tenure, risk, and humanitarian diplomacy) and planning for its implementation (programme management, IM, team and capacity building). This step requires a significant amount of intersectoral collaboration and integration with other programming experts within the National Society. This can be augmented with support from the IFRC. |
| **Implementation and Monitoring (12-14 Months)**  **Full time program staff**  1 x national Shelter program manager  1 x shelter expert, 1 x CVA expert, 1 x PMER expert (part time as they can support other programs at the same time)  3 x IM  1 x CEA expert  5 x regional program managers  100 x volunteers/staff  **Part time external or remote support expertise (IFRC or PNS)**  Additional expertise for design – 1 x PGIE, 1 x HLP | **General description of activities:** Implementation and monitoring of the program requires having the capacity to outreach to the target population as well as manage the overall program and adapt as necessary to the evolving and often changing crisis context.  **For hosting assistance**: This step includes selecting the target households and hosting families, the hosting agreement and payment, activities associated with the end of the hosting assistance and the monitoring of the programme, especially in relation to mitigating risks and the programme exit strategy, for more vulnerable families it could be that the enter into the rental assistance programme. Monitoring should lead where necessary to corrective actions.  **For rental assistance**: This step includes selecting the target households and property owners, the rental agreement and payment, activities associated with the end of the rental assistance and the monitoring of the programme, especially in relation to mitigating risks and the programme exit strategy. Monitoring should lead where necessary to corrective actions. |