# **Introduction**

Similar to other programmes, when undertaking rental assistance, a number of internal programme management tools need to be developed, these specifically include:

1. Programme flow-charts – detailing the process of implementation and including staff responsibilities.
2. Project workplans/activity schedule/Gantt charts – these will normally detail activities, timeframes, deadlines/milestones. They may also show responsibilities and resource needs for each activity.
3. Budgets.
4. Indicator Tracking Tools - See separate SoP 3.2 Monitoring and Indicators.
5. Risk management tools – See separate SoP 2.1.9 Risk Analysis and Mitigation.

This step helps the programme team to consider the detail of what needs to happen to implement the programme, what activities specifically need to be developed, who needs to be involved, when, and how they are going to be undertaken.

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 2, sub-step 2.2.1.

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

* 2.2.1\_Example\_FlowChart\_Bahamas\_ProcessRepresentation1\_RentalAssistance.docx
	+ Flow chart using a “swimming lane” model, where the process chart also shows the tasks that are the responsibility of specific teams or stakeholders.
* 2.2.1\_Example\_FlowChart\_Bahamas\_ProcessRepresentation2\_RentalAssistance.docx
	+ Flow chart for the overall process for rental assistance in Bahamas 2019 response to Hurricane Dorian.
* 2.2.1\_Example\_FlowChart\_Bahamas\_Process\_Cheques\_Inspections\_RentalAssistance.docx
	+ Flow chart for a particular activity in the programme.
* 2.2.1\_Example\_ShelterProgrammeProcessSteps\_SK\_Rental Assistance.docx
	+ List of steps in the process for implementing the rental assistance programme. It was developed relatively early in the 2022-2023 Ukraine response rental programme.
* 2.2.1\_Example\_FlowChart\_Slovakia\_OverallProcess\_RentalAssistance.docx
	+ Rental Assistance flowchart used in the 2022-2023 Ukraine response in Slovakia
* 2.2.1\_Example\_FlowChart\_Slovakia\_ProgrammeData\_RentalAssistance.docx
	+ Programme data flow chart - used specifically to consider how data on the programme would move between different information management systems. This helped to understand how different activities interacted with different systems, and helped when the information system that was being designed.
* 2.2.1\_Example\_GanttChart\_RentalAssistance.xlsx
	+ Gantt chart which gives an example of the top-line activities related to the first 6 months of a rental assistance programme.
* 2.2.1\_Example\_ShelterProgramme\_PlanofAction\_SK\_RentalAssistance.xlsx
	+ An example Plan of Action developed early on in the 2022-2023 Ukraine response in Slovakia.
* 2.2.1\_Example\_DecisionLog\_RentalAssistance.docx
	+ An artificial example of a decision log setup to help note decisions and their rationale which might be outside of the normal processes.

# **Programme flowcharts**

Normally these are produced at both a programme overview level and also around specific aspects of the programme (e.g. flowchart of the distribution of cheques and inspections). It can also be useful to consider the user experience (prospective tenants and property owners) and how they interact with the programme through a flowchart.

The flowcharts are useful when discussing with a range of internal teams and partners as to who will do what. A range of examples are included in the toolkit.

# **Project workplans/ activity schedules/ Gantt charts**

These are useful tools to plan out when activities will take place and to establish which activities may be dependent on each other and what can be undertaken in parallel. There are various pieces of software to help with this activity such as Microsoft Project, however, within the humanitarian sector we often use excel to allow us to easily share documents in an openable and editable format for all.

See 2.2.1\_Example\_GanttChart\_RentalAssistance.xlsx and in the toolkit which gives an example of the first 6 months of a programme. However, it is recommended that a programme is developed for the full length of the programme, even if the first 6 months is planned in more detail.

Also see: 2.2.1\_Example\_ShelterProgramme\_PlanofAction\_SK\_RentalAssistance.xlsx.

Note that some activities may need to be developed in significant detail to lead to the output. For example, the activity of rental payments could have sub activities such as:

* Financial Service Provider (FSP) Tender Design - Week 2
* Advertising of Tender for FSP – Week 3 to 7
* FSP Tender Evaluation – Week 8
* FSP Contracting (including negotiations) - Week 9 – 10
* Payment Information Management System (RedRose) connection with Application Programme Interface Intervention (API) of FSP – Week 11
* Testing of Rental Payment – Week 12
* Payment of rental payment to first batch of enrolled recipient tenants – Week 13

The work plans/ activity schedules/ Gantt charts should be regularly monitored and used in programme management meetings to check progress and adjust resourcing and priorities as needed.

# **Budget**

See the budget section of SoP 2.1.1-2.1.3 Overall Programme Design and revise the budget now that the programme has been designed and it will be clearer what financial resourcing will be needed for activities.

# **Indicators and Indicator Tracking Tool**

An Indicator Tracking Tool serves as an important instrument for documenting and overseeing the performance of indicators. Its purpose is to provide insights for the execution and management of projects or programs. This tool distinguishes itself from a Monitoring and Evaluation plan by focusing on the continuous measurement of indicators, whereas the M&E plan primarily prepares the project or program for data collection on these indicators.

One of the key functions of this tool is to facilitate the assessment of variance, a critical metric in indicator performance. Paying attention to variance prompts a thorough analysis and reporting of project or program performance. Furthermore, the tool involves the establishment and revision of targets, which is an encouraged practice in program management. The ability to establish whether an indicator exceeds or falls short of its target is useful in determining whether the project or program is advancing in alignment with its plans. See the example of the [indicator tracking tool in the IFRC Monitoring and Evaluation Guide (page 108).](https://www.ifrc.org/sites/default/files/2021-09/IFRC-ME-Guide-8-2011.pdf)

Also see separate SoP 3.2 Monitoring and Indicators.

# **Decision Log**

It can be useful to establish a decision log to concisely document key decisions and the rationale for them where they are not documented elsewhere. This is particularly useful when there are expected to be changes in staffing. It is also a useful document for reviews and evaluations.

See 2.2.1\_Example\_DecisionLog\_RentalAssistance.docx , however, note that it is possible to have a decision log that is broader than this example and includes key programme design decisions where the decisions are not documented elsewhere.