Similar to other programmes, the success of a rental assistance programme will be closely related to your most valuable resource - your staff and volunteers. As part of this we need to consider:

1. Team structure
2. Skills and competences needed
3. Recruitment
4. Training and capacity building needs

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

* 2.2.3\_Example\_Organogram\_RolesResp\_RentalAssistance.ppt
	+ An example of an organogram for fictional programme, and gives example roles and responsibilities for the main positions.
* 2.2.3\_Example\_SRCOrganogramHSPs\_RentalAssistance.docx
	+ Example organogram for a shelter programme (host assistance and rental assistance) established in Humanitarian Service Points (HSPs) in Slovakia.
* 2.2.3\_Example\_PreliminarySchematicHRDesign\_RentalAssistance.docx
	+ An example of an outline HR plan for Shelter programming in Slovakia. Produced very early on in the 2022-2023 Ukraine response. It covered both Hosting assistance and Rental assistance programming.
* 2.2.3\_Example\_StaffOrientation\_SK\_RentalAssistance.ppt
	+ An example of a presentation used to on-board new staff so that they have some understanding of the rental programme.
* 2.2.3\_Example\_Job Description Inclusion Assistant\_Poland\_RentalAssistance.docx
	+ Example Job Description. This was used in Poland for advertising of an inclusion officer to specifically support marginalised people to access the rental market.

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 2.2.3.

It is recommended that you consult with Human Resource (HR) colleagues as early as possible when undertaking this sub-step.

# **Recommended process for designing the team**

|  |  |
| --- | --- |
| **Step** | **Process** |
| 1 | List the skill types that might be needed to deliver the programme by considering the different activities that will take place on the rental programme, this may closely relate to the components and approach adopted for the programme, and the detailed activities described in your flow-charts and work plans (see SoP 2.2.1 Programme Management Planning). A range of skill types will be required to make the programme a success. |
| 2 | Assess the existing staffing arrangements of the RC. Consider what skill types may need to be dedicated to the rental programme and what may sit above the programme and support the wider operation (e.g. CEA, Finance, PGI). |
| 3 | Develop a table with the roles and responsibilities, skills and experience of the different team members for the rental programme specifically. Note that some team members might undertake multiple activities and be required to have a range of skills and competencies. When considering skills and experience consider the likely backgrounds of the staff needed to undertake the role, and what is essential and what is desirable. For example, what languages is it desirable that at least one member of the area team speaks. |
| 4 | Create an organogram for the programme, considering how many people you will need for what role (see next section) to be able to undertake the activities required. Also consider the impact of geographical locations on the staff needed and how they will relate to existing RC staffing structures. |

[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 2.2.3 gives example competencies for the following skill type:

* Project Management (&leadership)
* Community Engagement & Accountability (CEA) expertise
* Shelter and Housing
* Protection, Gender and Inclusion
* Legal expertise
* Housing insurance expertise
* Cash and Voucher assistance
* Livelihoods
* Information management
* Human resource manager/Volunteer management
* Monitoring, evaluation and learning
* Policy & humanitarian diplomacy
* Migration & displacement

See examples in toolkit or organograms and roles and responsibilities list.

# **Considering the number of staff required**

To determine the number of staff needed, it is essential to consider the time required to undertake processes and what can be reasonably undertaken in a working day. Allow for 20 working days a month assuming 1.5 days a month are excluded for training and workshops.

For example, consider the following information for social workers:

* 1 household visit + follow-up of the issues from that visit + travel time takes 1.5hrs on average.
* Therefore, assume an average of 4 households visited per day.
* If there are 2 visits needed in the first month and 1 per month for the rest of the 6 month programme, this means that for every household supported on the programme requires 7 visits. This is the equivalent of 1.75 days in total required for visits per household for the duration of the programme.
* On a 6 months programme the social worker has 90 working days for visits say, allowing for 1 day a week supporting enrolment on the programme in the branch.
* This means that 1 social worker is required per 51 households supported.

# **Reflect on strategic direction of National Society with respect to rental assistance**

Operations are often a good opportunity for National Societies to develop, but they also present the risk that at the end of the operation when the funding returns to more ‘peace’ like levels, that significant staff numbers will either not have their contracts renewed or will be made redundant. It is recommended that the following are considered:

* What role does the NS want to play in rental assistance after this operation? For example, might the NS want to include preparedness in this response option in their country plan or contingency planning? Might the NS play a role in delivering rental assistance on behalf of government for migrant new arrivals? Or potentially for women survivors exiting domestic violence refuges to be more sustainable? What funding might be available after this operation for this activity? What might be the staffing needed for this residual service after this current operation?
* Although the RC will be competing with other humanitarian actors and government to hire appropriate staff, if salaries are raised too high this can impact the sustainability of the National Society post-operations. There have been cases of NS imploded at the end of large operations and having to be completely rebuilt.
* What staff can be brought on as temporary contracts for the operation? Rather than full-time staff?
* Are there some activities that are part of the plans for rental assistance where it would be more appropriate to contract them out to another humanitarian actor or commercial agency?

# **Recruitment**

Work with Human Resource (HR) colleagues to establish detailed job descriptions for each role, and identify appropriate pay bands against RC pay scale system. A recruitment plan will need to be developed, since it will be essential to focus on the most important roles for recruitment. There will also be some roles where staff of an appropriate background will be of short supply (such as social workers), as such start the recruitment of these colleagues as early as possible.

# **Safeguarding**

As with other types of programming rental assistance will work to support some of the most vulnerable as such appropriate safeguarding considerations will need to be made in-line with the organisations safeguarding policy (where this exists). This may include:

* Screening and criminal record checks for all staff and volunteers especially those who may come into contact with vulnerable people.
* Safeguarding responsibilities should be added to all job descriptions as it is everyone’s responsibility. The National Society’s Code of Conduct and/or PSEA policy should be mentioned as part of the obligatory requirements to meet in the job description.
* Safeguarding-related questions must be asked during the interview. See [examples here](https://pgi.ifrc.org/sites/default/files/media/document/2022-05/Safer%20Recruitment%20and%20Induction%20Procedures%20Guidelines.pdf).
* Staff signing the IFRC / NS staff code of conduct and other relevant policies (PSEA Policy, Child Protection/Safeguarding Policy)
* Training on child safeguarding
* Training on prevention of sexual exploitation and abuse (PSEA) and designating PSEA focal points. See [IFRC (2020) Manual on PSEA](https://www.ifrc.org/document/manual-prevention-and-response-sexual-exploitation-and-abuse).

Information posted, and briefings given, on how to recognize, respond and report misconduct.

# **Training and Capacity Building**

Training will be needed for all team members involved in the rental programme, some training will be common to all members of staff, such as:

* Inducting staff to the Red Cross Red Crescent Movement
* The feedback system, and how to deal with complaints including sensitive complaints.
* Safeguarding (including Child Safeguarding)
* Protection gender and inclusion
* An introduction to the Rental Assistance programme (see example in toolkit).

Whereas some training will relate to specific areas of responsibility:

* Developing the skills of staff in specific areas. For example, a social worker may not have worked with these particular case loads of displaced people, and may need to be familiarised with cultural practices.
* Training staff to be able to deliver specific activities and processed associated with the programme. For example, supporting a vulnerable person to complete a form to apply for the rental programme, running a property owner overcoming hesitancy workshop, assessing shelter adequacy, reviewing tenancy agreements, or processes related to rental payment approvals etc.

[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 2.2.3 gives a longer list of potential activity specific trainings.

IFRC has developed a self-guided online 1hr interactive “Introduction to rental assistance programming” course and this is available on the [IFRC Learning Platform](https://ifrc.csod.com/ui/lms-learning-details/app/course/940e74be-62f9-4e72-bf49-9f15723a13b8?utm_source=Online%20training). *Note that you do not need a Red Cross Red Crescent National Society or IFRC email address to login, anyone can do this course registering with any email address (e.g. Gmail account) on the IFRC Learning Platform.*

It is recommended that a training plan is developed and appropriately resourced for all team members. Where learning and development (L&D) colleagues exist consult with them to determine an appropriate training plan.