

# Ground Truth Solutions 2020 Annual Report



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SOLUTIONS

Our mission is to ensure that people affected by crisis have a say in humanitarian action, from individual projects to global humanitarian reform.



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Ground Truth Solutions is an international non-governmental organisation that helps people affected by crisis influence the design and implementation of humanitarian aid.

We believe that the intended beneficiaries of humanitarian aid should have more of a say in how aid is provided. GTS regularly engages with people affected by crisis to discover whether they find humanitarian services relevant and fair, if they trust aid agencies, and whether they feel empowered. Through our research, we help communicate this feedback to policymakers and aid providers. Our goal is to make their perceptions the touchstone and driver of humanitarian effectiveness. To achieve this, we champion the views of people affected by crisis wherever decisions about aid are made.

Photo sources: p. 2: ICRC, Mari Aftret Mortved; p. 5: OCHA Steve Hafez; p. 9: OCHA, Halldorsson; p. 11: Ground Truth Solutions; p. 14: Bangladesh Red Crescent Society; p. 16: Ground Truth Solutions; p. 18: Getty Images, Lynsey Addorio; p. 21: Ground Truth Solutions

# A Note From Our Founder

At the time our strategy was going to print, the world began to shut down. Austria, where Ground Truth Solutions is headquartered, was quick to close the gates. It was a strange time to publish a strategy. With everything so uncertain, we wondered whether we should put the brakes on too. If travel was impossible, would we be able to do our work? If the pandemic sucked money out of donor aid budgets, would small initiatives like ours be the first to be scratched?

Even in chaos, people the world over must make strategic decisions with the limited information available to them. The pandemic would not dampen our belief that those impacted by crisis should have more of a say over the aid they receive. We knew that climate change would not go on lock-down. And we knew that as the virus crossed borders and infiltrated the many places affected by humanitarian crises, it would be important to understand how people perceived the intersection of the coronavirus and existing aid systems.

It was not easy. Remote data collection is fraught with challenges and although people the world over saw the value of perception data, ensuring its quality would prove difficult. Getting this right became a source of motivation for us. We were also energised by the fact that while many went into hibernation, others woke up: the critical eye cast over the international aid ecosystem, spurred on by movements like Black Lives Matter, took our thinking further. Could our work help to push forward a decolonised approach to humanitarian action? Are we focusing on the right things? How tailored are our advocacy approaches to existing humanitarian decision-making powers, and would they be as effective in a more decentralised model? We set about finding out, and the diversity of our interlocutors has become a key focus.

An organisation like ours cannot exist without optimism and eagerness, but we know that the global outlook is bleak. There are now 239 million people affected by humanitarian crisis, all too reliant on a system that is lamentably underfunded. We cannot fix that. But we can encourage decision-makers to listen to people, making their work more relevant. We believe this is an important starting point.

At the start of 2020, there was a moment when our future was as uncertain as everything else. By year end, we were operating at capacity, with the biggest programme and budget since Ground Truth Solutions' inception. Our strategy, and the generosity of donors who share our vision, has led to a more integrated approach, a greater percentage of core funding, and a more diverse team imbued with renewed enthusiasm to move the needle on humanitarian accountability.

While we indicate in the following pages the funding sources for our projects, I would be remiss if I did not mention our long-term, multi-year funders. Without them, none of our achievements would be possible. For 2020, they are: the Swiss Agency for Cooperation and Development (SDC), the Swedish International Development Cooperation Agency, the Netherlands Ministry of Foreign Affairs, Norway's Ministry of Foreign Affairs and the IKEA Foundation.

As 2021 takes us into the much discussed but ill-defined 'new normal,' reflecting on last year makes us feel quietly proud. We have a new team structure, new funders, new ways to measure our impact – and the weight of responsibility that comes from knowing we have been entrusted to tackle a gargantuan task ahead. We're excited.

— NICK VAN PRAAG



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# Reform Starts at the Country Level

Pandemic or not, we were adamant that our work with humanitarian country teams (HCTs) and response coordination would continue. After all, the adoption of feedback from affected people to track humanitarian responses had been hard won. Advocacy efforts coupled with proof-of-concept examples from a handful of countries, supported by a small and willing group of early movers within HCTs, meant that not only was systematic listening occurring across a critical mass of the world's biggest humanitarian crises, but that it was enshrined in humanitarian policy.

Our projects in Chad, the Central African Republic, Bangladesh, and Somalia continued. We took on a new project in Burkina Faso, while our work in Iraq wrapped up in line with the evolving nature of humanitarian aid there to a 'durable solutions' model. We kept listening to feedback in Uganda but in a different way, with new partners.

We secured the inclusion of perception indicators in six response plans, our greatest number to date. We also scoped some work in Yemen, thanks to the UK's Foreign, Commonwealth and Development Office (FCDO), but we decided ultimately not to take it on. We hope to revisit the idea of working in Yemen when the time is right.

## Central African Republic (CAR)

Funded by UNICEF and the German Federal Foreign Office (GFFO)

Community perceptions in CAR have influenced response

coordination for a second year, thanks in large part to active partnership with UNICEF and UN OCHA. We added qualitative enquiry to our survey rounds, learned the importance of strengthening our local network, and found new ways to disseminate our findings among the population. Such engagement is important, because 75% of our respondents do not feel that humanitarian assistance covers their basic needs, and only one in five female respondents knows how to use complaint and feedback mechanisms – significantly fewer than men. Our work on Covid-19 saw us supplement face-to-face surveys with telephone interviews, and a new cash analysis allowed us to explore different experiences for aid recipients, based not just on demographics and region but on modality. Respondents who receive cash and/or vouchers are nearly twice as likely to say that aid covers their most important needs, and slightly more positive about respect and inclusion. The security situation deteriorated but did not hamper the resolve of our teams, nor response coordination actors, to find ways to listen. This provided inspiration for sector peers who tend to consider accountability efforts in CAR too dangerous.

## Bangladesh

Funded by SDC, FCDO and the H2H Network (H2H)

A key win for our advocacy efforts in Bangladesh was the first-time inclusion of perception indicators in the Joint Response Plan (JRP), something for which we had been

lobbying for two years. We hope in 2021 and beyond to see the inclusion of a broader set of perception indicators in the JRP, focused not only on accountability-to-affected people-type activities (helplines, information provision and so on) but to overall response quality and effectiveness. More dialogue and facilitation with humanitarian actors will feature in our upcoming two-year programme with Australia's Department of Foreign Affairs and Trade (DFAT). Social cohesion is a unique area of focus, as Rohingya tend to think the relationship between refugees and host communities is better than locals think it is. Both communities believe that sharing the same religion, coupled with assistance and community projects, has helped. However, locals attribute tensions to Rohingya working unofficially in the local economy, sparking competition for employment and food. We have been working with the International Organisation for Migration (IOM)'s Needs and Population Monitoring unit, Rohingya researchers and Communicating with Communities staff to learn more about the socio-linguistic barriers the Rohingya may face in providing feedback.

### Somalia

Funded by H2H and GFFO

Applying lessons learned from previous projects to the evolving pandemic situation, we did something that raised a few eyebrows: we shifted from phone surveys to face-to-face interviews at a time when many humanitarians were doing the opposite. We felt that with the right Covid-safe protocols in place, this would improve data quality in a context where courtesy bias tends to be high. We found that aid recipients' ability to meet their most important needs declined during the pandemic, something they put down to decreasing cash and voucher assistance and remittances. Containment measures that restrict movement, disruptions to imports and domestic supply chains, and widespread flooding reduced the availability of basic items and increased prices. While most people still prefer cash, this caused a significant increase in aid recipients' preference for in-kind aid. Revising our survey to include questions on cash and Covid-19, not only did we have our findings included in the Humanitarian Response Plan (HRP), we also stepped up our advisory role across the response.

### Uganda

Funded by FCDO/U-LEARN

Our final bulletin tracking perceptions alongside the Office of the Prime Minister's Comprehensive Refugee Response Framework (CRRF) was published in March 2020, before we took on a new, behind-the-scenes role in Uganda, advising the U-Learn consortium on how to carry on with perception tracking themselves. This soon grew to include

a focus on rumours at the request of actors on the ground. Refugees tell us they feel respected and welcomed, but not necessarily heard – many respondents don't feel that their opinions are taken into account (with the exception of Bidi Bidi, Palorinya, and Rhino Camp), and women are less likely to know how to provide feedback – which may explain why people feel aid does not always meet their most important needs.

### Chad

Funded by Sida

In the place where we first piloted our perception indicators with UN OCHA, we've watched over time as information access seems to have gone up, trust in targeting down and prospects for self-reliance remain steadily low. With the CHS Alliance, we continued to explore how affected people were viewing the changing response in 2020, while supporting activities to increase awareness and uptake of the Core Humanitarian Standard. As before, we've found that perceptions vary significantly depending where people live, so we have been producing regional bulletins, our team on the ground facilitating regional dialogue to match.

### Burkina Faso

Funded by H2H

In Burkina Faso, the majority of our respondents feel humanitarian staff treat them with respect, but only half say their opinions are considered in humanitarian decisions. This was one of the countries where, for crisis-affected people, Covid-19 was not high on the priority list. These and other findings have informed ongoing community engagement efforts as well as planning and monitoring within the Humanitarian Programme Cycle (HPC), since our project began at the beginning of 2020. By year end our work had expanded to include more support to both individual agencies and coordination actors, with indicators on aid effectiveness included in the HRP.

### Iraq

Funded by FCDO and H2H

Our final response-wide bulletin in Iraq showed that people felt relatively safe, and considered their relationships with aid providers to be positive. But our respondents seemed to feel less able to participate in the response than in 2018, and the majority felt that their needs remained unmet. After our project concluded in April, to remain active in the country where we have seen exemplary commitment from the HCT and others to listen to affected people, we shifted focus to Covid-19 and livelihoods, and are now seeking ways to support the transition to durable solutions. Over two-thirds of our respondents were satisfied with the

response to the pandemic, but less than half believe the authorities are equipped to handle future challenges.

### Looking ahead

Our aim for 2021 is to deepen our impact in the countries where we are working, and we are in discussions about adding projects in Afghanistan, Myanmar and Syria. Core funding will help us to plan more strategically, filling gaps to carry on this work even where country level funding is harder to come by.

### Not a magic bullet: Understanding what it is like to be a cash recipient

As cash and voucher assistance scales up, so too does our focus on this dynamic type of aid. Like many others, we see the transformative potential of cash and our reports continue to show modest but important differences in the way cash and non-cash recipients see things. Our flagship ‘user journey’ work expanded to Lebanon in 2020, while the Cash Barometer saw us apply a mixed methods approach in Nigeria, the Central African Republic, and later, Somalia.

Our findings continue to show that cash is not exempt from the issues that plague humanitarian action. It’s also too simplistic to assume all people want all cash, all of the time. In Nigeria, there is an increasing preference for in-kind. Understanding of targeting criteria and the duration of cash support is still elusive, and people tend to lack the information they need to make decisions, rendering it difficult to maximise their cash assistance amid difficult circumstances. In Lebanon our interviews shed light on issues people have accessing their money because they don’t always know how to use ATMs. While some literate interviewees found training on this matter helpful, almost all relied on others to withdraw their assistance from ATMs, sometimes from strangers. A partnership in Burundi with the GSMA taught us that mobile money could help to improve

digital access and literacy, but that more effort should be made to help people understand mobile technology if they have rarely, or indeed never, used it before.

Our findings were included in the State of the World’s Cash Report, and more than 150 people registered for our online learning event on accountable Cash and Voucher Assistance in the Covid-19 response.

As outlined in our strategy, we now want to make sure our work on cash is more integrated into our overall approach to humanitarian reform. This means not taking on cash projects in isolation but trying to better understand perceptions on cash assistance as part of broader country work. We believe this will have more impact.

### Why perception indicators?

We know that for accountability to become systematised, it cannot sit off to the side. We can advise, but our work is only as good as those who listen to it. That is why we fully endorse the UN OCHA policy guidance to include perception indicators in HRPs. We can help make this possible by co-crafting the indicators, providing a baseline, and collecting and analysing the data. But their inclusion in the HRP is not down to us. It is a commitment from response leaders to listen to the feedback gathered, and act. We will keep pushing for this in every country where we work. We remain grateful to the HCT in Chad who first adopted this approach in 2018, and to response leaders in CAR, Burkina Faso, Iraq, Somalia and Bangladesh for sharing this vision.

CASH WORKING GROUP  
CENTRAL AFRICAN REPUBLIC

“Ground Truth Solutions allows us to remember that behind the word beneficiary there are people, women and men, who need to be listened to and understood. It is a great challenge for us humanitarians and I hope that GTS can continue its activities in CAR to keep us aware of these issues.”





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# Helping Humanitarian Actors Collect and Respond to Feedback

Our strategy recognises that collecting feedback at the response-wide level is critical, but it can only go so far. Systemic shifts rely upon change at all levels, which was why some of GTS' earliest work was with individual agencies, helping them simply to listen better to their clients.

In 2020, we took a more localised approach to our work with individual agencies, knowing that while national actors are often closest to the communities, they frequently remain invisible in accountability coordination efforts. Our work in the Pacific saw the National Disaster Management Office in both Fiji and Vanuatu endorse GTS and CDAC-led design processes for involving communities in their responses to climate emergencies. We also began developing a certification programme for national NGOs, supporting seven national entities in Afghanistan to design and implement their own feedback mechanism with support from Welthungerhilfe. We worked with Red Cross and Red Crescent National Societies to support feedback collection on migration (Niger, Burkina Faso) and Covid-19 (Zimbabwe, Lebanon) under the aegis of the British Red Cross.

In Nigeria, we developed and piloted our Accountability Scorecards, helping humanitarians diagnose strengths and weaknesses in their systems and processes. This resulted in collective recommendations that were adopted by both implementing partners and the UK's Foreign, Commonwealth and Development Office (FCDO).

## How do we support humanitarian actors?

Our bespoke work with humanitarian actors takes many forms, but tends to include some combination of:

- A health check to assess existing feedback practices
- Working with our partners to co-design a system relevant to their needs and capacity
- Training on data collection, analysing and visualising information, dialogue and course-correcting
- Guiding and supporting partners through a full feedback cycle (or more)
- Evaluating the system's impact and suggesting ways to improve it
- Helping to create communities of practice involving several partners



# Perceptions of a Pandemic: Our Work on Covid-19

As the pandemic took hold, we knew that listening to community feedback about what worked and what didn't would be more important than ever when humanitarians, health workers, governments, and others came together to combat the virus. Affected people were bombarded with often hard-to-grasp information and subjected to new regulations restricting movement, travel, and daily routines. Our initial efforts sought to learn about peoples' trust in the response, the fairness of support, and the profound economic impact. We then set out to share what we learned with responders and policymakers.

We did this in countries where GTS was already active, or had previously been: Iraq, Uganda, Syria, Somalia, and Bangladesh – countries scoring high on the INFORM risk index and low on the Universal Health Care index. We knew we would need to be flexible with our methods, since face-to-face data collection was all but impossible.

## Our focus countries

In Iraq, an innovative collaboration with the Iraq Information Centre (IIC) repurposed the centralised humanitarian hotline for proactive data collection. The findings indicated that despite high awareness of health

measures, people found it difficult to adhere to guidelines around prevention and containment. The biggest concern voiced by affected people and aid workers was the threat of losing their livelihoods and income, a reminder to the humanitarian community and others that a broader response must take into account Iraq's stuttering economy. To explore this further, we undertook a qualitative study of the experience of daily workers (people working on an hourly or daily rate and on a seasonal or temporary basis, usually without a contract) with the Cash Consortium of Iraq (CCI).

In Cox's Bazar, we partnered with the Bangladesh Red Crescent Society (BDRCS), to survey five population groups (imams, mahjis, women, people with disabilities, and the elderly) in 12 camps. Phone-based data collection posed additional challenges with Rohingya communities, where barriers to open feedback were already significant before the pandemic – so with Covid prevention measures in place, we did the surveys face-to-face. In addition to directly informing programme adjustments at BDRCS on community engagement, protection and cash, data was shared across the response and fed into regional analysis.

In Syria, we worked with the Humanitarian Needs Assessment Programme (HNAP) to conduct some of

our largest-scale survey work to date. More than 7,700 community focal points in all of Syria's 14 governorates answered questions about the pandemic's impact. As in Iraq, Syrian communities were struggling with compliance. The feedback indicated that containment measures were becoming less effective over time, as people increasingly felt the fallout of the countrywide economic crisis.

In Somalia, where perceptions on Covid-19 behavioural themes had largely been covered by others, GTS saw an opportunity to dig deeper in certain areas while building on our existing time series data. Working with others in-country to identify gaps, we asked people for their views on the pandemic's economic impact and its effect on the ongoing response – with a particular focus on cash and voucher assistance.

In Uganda, we interviewed South Sudanese and Congolese community leaders in refugee settlements. These leaders had been identified as trusted interlocutors by respondents in our previous surveys. We also completed a staff survey to hear from those working for international and national NGOs, UN agencies, the Ugandan Red Cross, and the Ugandan government. Results indicated the virus had significantly impacted social cohesion and economic prosperity, and although people felt fairly positive about their access to information, rumours were spreading. This triggered follow up work – as part of our relationship with the U-LEARN consortium – to analyse perceptions and rumours on Covid-19, using both qualitative and quantitative methods.

### A project that grew and grew

The survey instruments and methodology we had designed travelled well beyond the borders of our original project countries. We conducted a Covid-19 survey in Burkina Faso. We used our tools to help the Zimbabwe and Lebanon Red Cross societies, and our Afghanistan partners (mostly local organisations) to undertake their own Covid-19 survey work. We shared our thematic inquiry areas with partners in the Pacific, helping them to incorporate these elements into their work.

In the Central African Republic, GTS used its growing experience to pitch a scale-up and extension of the approach to UNICEF, that then funded our Covid-19 perception surveys.

In the Philippines, we shared our tools and provided support to UN OCHA to incorporate perception questions into their ongoing Covid-19 community engagement work there.

Finally, we partnered with the International Federation of the Red Cross and Red Crescent Societies (IFRC) across Africa to track community volunteers' perceptions on the pandemic. We have tailored the approach there to try to unearth the most actionable findings possible for the

organisation.

### An abundance of lessons learned

This project was one of our most interesting and most challenging to date. We're grateful to the [H2H Network](#) for supporting our work with such flexibility and encouraging us to innovate, realising that if remote methodologies were to work, they had to be tailored to context. We have worked hard to ensure that colleagues and peers benefitted not only from the data, but from what we learned in the process. At a time when more and more agencies are turning to various forms of perception tracking, we feel this is more important than ever. We plan to make lessons learned from this project a sustainable source of knowledge for responders by continuing to track perceptions throughout 2021 on how Covid-19 is influencing ongoing humanitarian responses. Most of our survey work will shift to themes related to economic impact, vaccine uptake and overall response effectiveness, reflecting what communities have told us is most important to them.

## **We must listen to people on the front lines of climate change**

As climate change continues to ravage the environment, food security and livelihoods, we know that without listening to those most affected, programmes aimed at mitigating its effects will have limited success. That is why we have softly launched a programme aimed at ensuring those on the front lines of the climate crisis will have a say in how adaptation efforts are designed, implemented and monitored. Launched in 2020 in partnership with the International Institute for Environment and Development (IIED), our research focused on Bangladesh and Ethiopia, laying the foundations for the design and piloting stage of our programme in 2021.



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# Global Advocacy for Local Impact

The pandemic kept our staff grounded for much of the year, but we managed to find ways to bring the voices of crisis-affected people into the humanitarian policy arena. By March, we had made sure that community perception data made its way onto at least four stages at Humanitarian Networks and Partnerships week. We also presented our work on 'trust' at the Red Cross Red Crescent movement conference and gave briefings to key humanitarian donors including SDC, FCDO and the Canadian government.

For the rest of the year, our advocacy went digital. We contributed via online webinars, presentations and briefings to the Grand Bargain workstreams on the Participation Revolution, Cash, Localisation, and Transparency. We facilitated dialogue with donors, presented our findings and lessons learned at conferences including the Communicating with Disaster Affected Communities (CDAC) Network global forum, GeONG forum and via the Risk Communication and Community Engagement (RCCE) global network on Covid-19. We played a key role in the Inter-Agency Standing Committee (IASC) [Results Group 2](#), ensuring the inclusion of community indicators in the new global results tracker on accountability. Our lessons learned throughout the year were published on the ALNAP and Overseas Development Institute's HPG and Cash Learning Partnership (CaLP) blogs, and those we shared ourselves helped our newsletter to gain a record number of subscribers.

## Publish what you fund

Accountability is of course more than feedback, and we were pleased to see [our work](#) with Publish What You Fund disseminated in 2020. We had set about understanding the information needs and challenges of humanitarian actors on the ground, to identify improvements to data sharing standards, platforms, and tools. This work fed into the Grand Bargain transparency workstream, providing a much-needed reality check for policymakers and global data bodies far removed from programmatic realities.

CO-CONVENOR OF THE GRAND BARGAIN PARTICIPATION REVOLUTION WORKSTREAM

“Ground Truth Solutions have been critical throughout 2020 both as an active participant in driving forward the participation revolution, but also as a key provider of the evidence we need to understand how affected people are experiencing new ways of engaging in decision-making about humanitarian response.”





# Who Funded Our Work

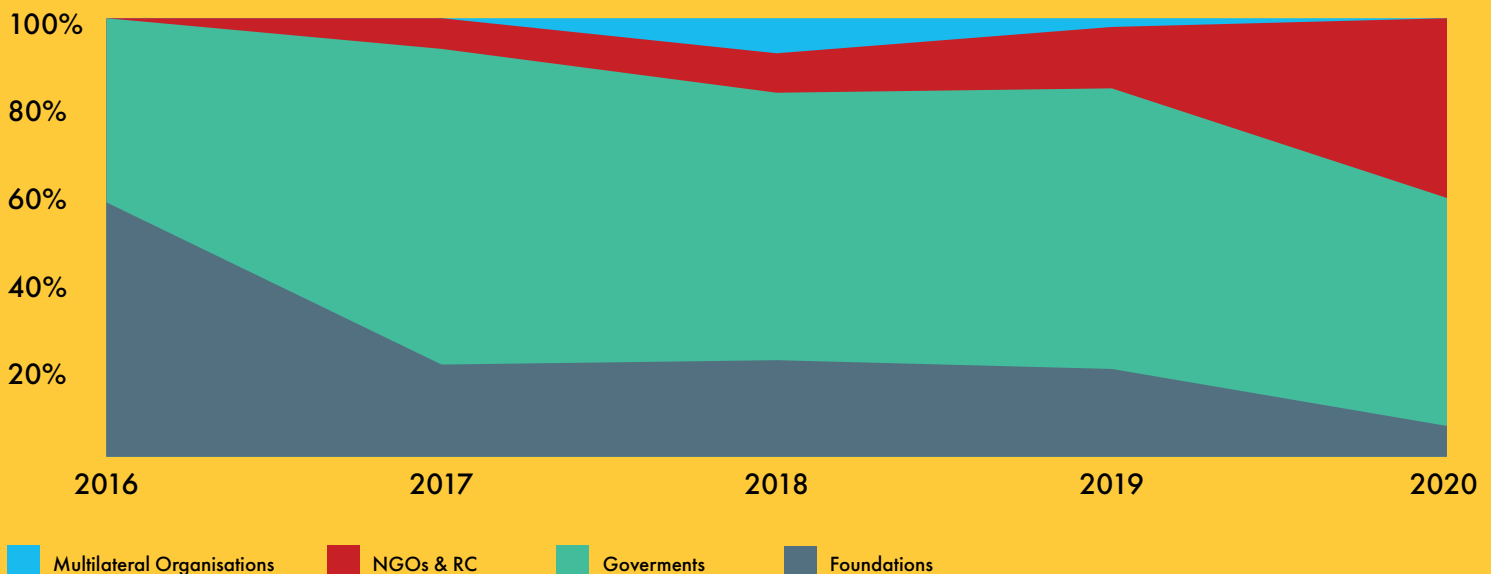
Our work would not be possible without the partnership of our committed donors. We thank:

- Swiss Agency for Cooperation and Development (SDC)
- Swedish International Development Cooperation Agency (Sida)
- Australian Department of Foreign Affairs and Trade (DFAT)
- Norwegian Ministry of Foreign Affairs
- German Federal Foreign Office
- Netherlands Ministry of Foreign Affairs
- The IKEA Foundation
- UK Foreign, Commonwealth & Development Office (FCDO)
- The H2H Network

And our project funding partners:

- Communicating with Disaster Affected Communities Network (CDAC)
- Core Humanitarian Standard (CHS) Alliance
- UNICEF
- British Red Cross
- IMPACT Initiatives (REACH)
- The GSM Association
- BBC Media Action
- International Rescue Committee
- Norwegian Refugee Council
- Welthungerhilfe
- Netherlands Red Cross

Ground Truth Solutions funding 2016–2020



The audited accounts with analytical sources of funding will be on the website from May 1, 2021 along with the audits from previous years.



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# Our Dynamic Team: How We Stay Bold, Curious, and Accountable

GTS is a small group of committed, passionate, and talented people not bogged down by the type of bureaucracy that afflicts larger organisations – and proud of it. In 2020 we underwent an inclusive process to define what it meant to work in a Ground Truth Solutions culture, resulting in a set of organisational virtues that we are now applying to our recruitment, orientation, performance management, and programme coordination. We also examined our team structure, employing the services of an outside expert observer to help us think through how to best organise ourselves. This resulted in several changes, such as a flatter structure, and an effort to empower more team members to take ownership of our mission and impact. In line with our strategy, we formalised our communications function, bolstered our finance and statistics departments, and reviewed our performance management process. We pride ourselves on our direct feedback approach and dedication to collective learning. We continue to pursue ways to further diversify our team.

## Telling our story

Our year of working remotely showed us even more clearly the importance of good storytelling to cut through the noise and ensure affected people's opinions are heard, read or seen. We brought on board communications staff dedicated to creating and implementing a communications strategy in support of our overall goals. The roll out across 2021 will include a new website, a pool of freelance story tellers and more innovative ways to present our data.

# Ground Truth Solutions

## Data and analysis

Christian Els, Hannah Miles, Elise Shea, Ulrich Utner

## Programme management and coordination

Nick Archdeacon, Kai Kamei, Yannick Koudoufio, Isabella Leyh, Pierrot Allayam Ndikinan, Carine Nzeuyang, Andrew Nzimbi, Guillaume Pocard, Cholpon Ramizova, Max Seilern, Marie-Francoise Sitnam, Léonce Zatao

## Advisory

Kai Hopkins, Rieke Vingerling

## Communications

Jackie Hanafie, Marianne Liyayi

## Finance and administration

Konstantinos Liakos, Rendy Morison

## Leadership

Elias Sagmeister, Meg Sattler, Nick van Praag

## Our Board and Verein

Marie von Engelhardt, Eva Erlach, Marco Hennis, Luigi Passamonti, Florian Pollack, Michael Potacs

Read more [about us](#) and [get in touch](#).

## Our Virtues

- We are honest about our take on the humanitarian system and in our communication about it. We pride ourselves on our direct feedback culture.
- We are disciplined. When we say we will do something, we do it. We do not just do it quickly — we do it the best way.
- We are curious. We do not know it all. As our organisation is founded on the principle of listening, we start from a place of curiosity, always.
- We are bold. We approach our work without fear. We do not blindly accept the way things are, especially in humanitarian programming, but also in our own work.
- We are accountable. Once we have listened, we decide. People count on us and we strive constantly to deserve their trust.
- We are a dream team. The sort of team that exists when all of our colleagues are extraordinary at what they do and collaborate effectively.

SWISS AGENCY FOR  
COOPERATION AND DEVELOPMENT

**“GTS’s new strategy emphasizes its role in researching on the quality and effectiveness of aid. Analysis based on GTS’ research will be crucial to understanding the impact of aid and contributing to policies and practice in areas of specific interest to my government and our partners in the international community.”**



# Where To From Here?

We would be lying if we said that 2020 was easy. But it certainly taught us a thing or two. One year into implementing our new strategy, we know there are things we have done well, and things we need to hone-in on. In 2021 we will be rolling out a new measurement framework, so that this time next year we will be even clearer on where we have done well and where we need to improve.

We know that more needs to be done to support a feminist agenda in humanitarian action. We will work harder to find ways to listen to the unique experiences of women and girls living in crisis.

We began the new year with projects in Afghanistan, Bangladesh, Burkina Faso, Chad, CAR, Fiji, Lebanon, Somalia, Uganda, Vanuatu and a regional survey exercise across Africa. Our first climate change pilot work will commence, as will the evolution of our Covid-19 surveys, now focusing on vaccine roll-out.

To keep up with what we are doing, [sign up](#) to our newsletter, look at our website, or get in touch with us at [info@groundtruthsolutions.org](mailto:info@groundtruthsolutions.org).



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