

Global Report

Strengthening Accountability in Chad

Round One

Key findings

Affected people

- feel treated with respect by humanitarians; displaced people say they feel welcomed by host communities
- say they need more aid and for it to arrive in a more timely way
- say that the support they are receiving does not prepare them to live without aid in the future
- are unaware of how to make a complaint to humanitarian agencies, how recipients of aid are targeted, or which rules of conduct apply to humanitarian staff
- are comfortable with reporting cases of abuse, harassment, or mistreatment to the appropriate authorities
- do not feel their views are taken into account by humanitarian agencies

Humanitarian staff

- are positive about the quality and fairness of humanitarian assistance
- say there is insufficient support for national and local organisations
- are encouraged by the coordination of humanitarian activities and the cooperation between humanitarian and development actors
- say that humanitarian organisations in Chad don't have enough flexibility to adjust programmes
- feel that humanitarian organisations take responsibility for the well-being of their staff, but feel exposed to high levels of stress
- know how to complain to their organisation but are not convinced that this will lead to action

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Overview

Background

As part of the 'Strengthening Accountability in Chad' project, Ground Truth Solutions (GTS) is responsible for gathering the views, perceptions, and priorities of affected people on the implementation of the Humanitarian Response Plan (HRP) 2017 - 2019. This project is a collaboration between Ground Truth Solutions and the CHS Alliance and is funded by the Swedish Development Cooperation Agency (SIDA).

GTS and the CHS Alliance support the Humanitarian Country Team by gathering the views of affected people, to make decisions based on those views and to ensure more effective implementation of the 2018 Humanitarian Response Plan for Chad. GTS systematically collects and analyses feedback from affected people, field staff, and local partner organisations on key dimensions of humanitarian performance, the results of which will also inform the Humanitarian Needs Overview for the HRP 2019. Using these results, the CHS Alliance works with humanitarian actors in Chad to increase their capacity to use the Core Humanitarian Standard on Quality and Accountability as a framework for improving their efforts in assisting affected people. Support is provided through workshops and bilateral meetings with cluster representatives, CHS Alliance member organisations, and other stakeholders.

Approach

People affected by humanitarian crises tend to perceive the humanitarian system only by what they receive (or not) and by their interactions with humanitarian staff. Ground Truth Solutions aims to present this perspective to the Humanitarian Country Team (HCT), based on data collected from a robust sample of affected people in the main humanitarian contexts in Chad. Analysis of the perceptions of humanitarian personnel and local partner organisations complements this exercise, enabling the HCT to gain a more comprehensive understanding of the situation, which is particularly useful when making decisions about operational matters and resource allocation. It also makes it possible to better monitor and evaluate the efforts of the various humanitarian actors.

In our first survey of affected people, we look at the quality of service and the relationship between affected populations and humanitarian personnel. We also probe the views of affected people regarding their participation in important decisions as well as how they gauge the competence of humanitarian personnel. We also want to know if people see an improvement in their situation and if the assistance allows them to become more independent.

Our second survey instrument asks humanitarian staff – the crucial link in the humanitarian supply chain – about their views on progress being made toward achieving the objectives of the Humanitarian Response Plan, the support they are receiving from their employer to do their job effectively, and how their organisation is meeting their responsibilities in terms of duty of care.

Data for this project will be collected in three rounds. A third type of survey, to be conducted during Round Two, will take the pulse of local partner organisations. We will ask them about the support provided to them by international humanitarian actors, such as UN agencies and international NGOs. The focus will be on the quality of the relationship between the international humanitarian

organisation and the local implementing organisation, as well as the local partner's financial support and capacity building.

Processus

Chad's Humanitarian Response Plan for 2017-2019 sets out three strategic objectives:

1. To save and preserve the lives and dignity of affected populations
2. To reduce the vulnerability of affected populations by building resilience, and
3. To contribute to the protection of vulnerable populations and strengthen accountability

Perception indicators have been included in the 2018 HRP to help monitor these objectives. Ground Truth Solutions' task is to collect data from affected people (including host communities), humanitarian staff, and local partner organisations to gauge their perceptions of the humanitarian response and implementation of the 2018 HRP. This data provides the necessary information to track progress against these indicators.

The project plans to collect views of affected people in three rounds across three regions of Chad: Logone Oriental, the Lake region, and Ouaddaï. Humanitarian staff will also be surveyed in three rounds but not confined to specific regions. The survey of local partner organisations will take place during the second round.

This report presents the overall results from the first round of interviews. (These results will serve as the baseline for all subsequent data collections). The humanitarian country team will set targets for each indicator, aiming to achieve these by February 2019. After each round of data collection, the results will be shared with humanitarian actors, humanitarian personnel, and affected communities. The results should be able to inform programmatic changes – and the next round of surveys will likely indicate if the programmes are evolving and moving in the right direction. The second and third phases of data collection are scheduled for October/November 2018 and February 2019.

Methodology

GTS seeks to monitor humanitarian performance through the eyes of those receiving assistance and those providing it. This report is based on the findings from the first round of surveys in Chad – the affected people survey and the humanitarian staff survey.

The survey questions were developed by GTS in collaboration with the CHS Alliance and OCHA Chad, our partners in the project, and were widely shared with key stakeholders in the humanitarian response, including UN agencies and international and national NGOs. The questions were designed for a Likert scale response (where answers correspond to a score from 1 to 5), and include binary, multiple choice, and open questions.

All survey questions are linked to one of the three strategic objectives of the 2017-2019 HRP as mentioned above. The questions are also directly linked to seven of the nine commitments of the Core Humanitarian Standard on Quality and Accountability (CHS), which allows them to cover as comprehensively as possible the different aspects of quality and accountability, to measure perceived compliance of humanitarian assistance with CHS commitments, and to provide clear guidance for the development of action plans.



A total of 1,596 affected people were interviewed in the first round across three regions; Logone Oriental (542), the Lake region (552), and Ouaddaï (502). The choice of these regions is justified by the number of people affected by crises and the number of humanitarian actors present. Locally recruited enumerators, trained by Ground Truth Solutions, conducted face-to-face interviews with affected people. A robust strategy was implemented to ensure the reliability of the representative sample. The sample is stratified proportionally to the size of the affected populations in each camp, site, or village, by status (refugees, IDPs, returnees, host community) and gender. Within each stratum, respondents are randomly selected, ensuring coverage across the entire camp, site or village. In addition, 42 focus group discussions were conducted in these three regions. Discussion groups of 11 participants on average were held with men, women and community leaders of both genders separately.

The humanitarian staff survey was administered as an online form and was completed by 397 individuals working for national organisations, INGOs, and UN organisations. Thirty-six international and national organisations distributed the online questionnaire to their own staff. This included field staff as well as national coordination staff based in N'Djamena.

Data was collected between May and July 2018. For all surveys, we explored the difference in perception between demographic groups. Disaggregated data is included in the regional reports which also contain more details on sampling and methods used. All reports are available at: groundtruthsolutions.org/our-work/strengthening-the-humanitarian-response-in-chad/

Results for the perception indicators

The table below presents the results for the indicators assessed through the affected people and the humanitarian staff survey. The indicators included in the humanitarian response plan are highlighted in grey. The other indicators provide complementary information.

The bars indicate the percentage of respondents who answered positively to the question for the perception indicator. Light green denotes response of “slightly positive” and dark green “very positive.” Positive answers to binary questions are shown in dark green only.

More detailed analysis is provided in the regional reports and the humanitarian staff survey report. These reports include analysis of open-ended questions, disaggregated results, and excerpts from focus group discussions.

SO1 – Strategic objective of the Humanitarian Response Plan 2017–2019

Save and preserve the lives and dignity of affected populations*

Affected people survey			Humanitarian staff survey		
Perception indicator	Score	CHS commitment	Perception indicator	Score	CHS commitment
Percent of affected people who feel that the assistance they currently receive covers their basic needs	5%	1			
Percent of affected people who say they receive assistance in a timely manner	4%	2			
Percent of affected people who feel informed about the different services available to them	60%	4	Percent of humanitarian staff who feel they can provide affected people with the information they need	90%	4
			Percent of humanitarian staff who have an information sharing tool/checklist for affected populations or partners	70%	4
Percent of affected people who know how agencies target beneficiaries	28%	4			
Percent of affected people who feel treated with respect by humanitarian actors	76%	8	Percent of humanitarian staff who believe that their organisation's staff understand the standards of behaviour imposed on them	85%	8

* The indicator “Affected people have the information they need to make informed decisions about their future,” included in HRP 2018, was ultimately not assessed, as we are always trying to limit the number of questions to the most relevant and there was more interest in other issues.

Percent of affected people who are satisfied with the way aid workers behave towards their community



Percent of humanitarian staff who believe that humanitarian staff behave appropriately towards affected people



Percent of humanitarian staff who know how to report cases of sexual exploitation, abuse, or harassment of affected people



Percent of humanitarian staff who confirm that they have been trained in the prevention and handling of cases of sexual exploitation, abuse, and harassment against affected people



Percent of humanitarian staff who would feel comfortable reporting cases of sexual exploitation, abuse, or harassment against affected people



SO2 – Strategic objective of the Humanitarian Response Plan 2017–2019

Reduce the vulnerability of affected populations through building resilience

Affected people survey

Perception indicator	Score	CHS commitment
Percent of affected people who feel the support they receive empowers them to live without aid in the future	7%	3
Percent of affected people who see improvements in their lives	25%	2

Humanitarian staff survey

Perception indicator	Score	CHS commitment
Percent of humanitarian staff who feel there is sufficient support for local and national organisations	16%	3
Percent of humanitarian staff who think humanitarian actors coordinate their activities efficiently in Chad	69%	6
Percent of humanitarian staff who think humanitarian and development actors work together efficiently in Chad	61%	6
Percent of humanitarian staff who believe that cash programmes lead to better outcomes than other kinds of aid	42%	1
Percent of field staff who see improvements of the situation of affected people	42%	2

Contribute to the protection of vulnerable populations and strengthen accountability

Affected people survey			Humanitarian staff survey		
Perception indicator	Score	CHS commitment	Perception indicator	Score	CHS commitment
Percent of affected people who think the services provided by aid agencies reach the people who need them most	34%	1	Percent of humanitarian staff who think humanitarian services reach the people who need them most	94%	1
Percent of affected people who feel the humanitarian assistance is provided in an honest way	55%	9			
Percent of affected people who do not see a negative impact of the humanitarian response on their community	83%	3			
Percent of affected people who feel safe in their place of residence	81%	3			
Percent of displaced people who feel welcomed by host communities	71%	3			
Percent of affected people who accept the presence of displaced persons in their community	94%	3			
Percent of affected people who are aware of initiatives in place to promote dialogue between displaced persons and host communities	54%	3			
Percent of affected people who feel comfortable to report cases of abuse, mistreatment, or harassment by					
humanitarian staff	87%	5			
community leaders	92%	5			
government officials	87%	5			
armed forces	76%	5			
Percent of affected people who know what kind of behaviour is expected from humanitarian staff	16%	4			

Strengthen accountability to affected populations

Affected people survey			Humanitarian staff survey		
Perception indicator	Score	CHS commitment	Perception indicator	Score	CHS commitment
Percent of affected people know how to make suggestions or complaints to aid providers	32%	5			
Percent of affected people who believe they will get a response to their complaint	58%	5			
Percent of affected people who feel safe making a complaint	88%	5			
Percent of affected people who think their views are taken into account by aid providers in decisions made about the support they receive	12%	4			
			Percent of humanitarian staff who feel humanitarian staff have enough information about the way affected people see aid programmes	76%	4
			Percent of humanitarian staff who think that affected people have enough say about the way aid programmes are designed and implemented	48%	4
			Percent of humanitarian staff have the flexibility to adjust their projects and programmes when the situation changes	70%	8

Duty of Care

Humanitarian staff survey		
Perception indicator	Score	CHS commitment
Percent of humanitarian staff who think their organisation takes responsibility for its employees' well-being	73%	8
Percent of humanitarian staff who think they have the means and training to do their job effectively	63%	8
Percent of field staff who feel they had to go beyond their stress limit in the last three months	49%	8
Percent of humanitarian staff who have enough opportunities to talk to people in their organisation about the challenges of their work	65%	8



How to read these results

This section uses bar graphs to analyse responses to closed Likert scale questions as well as binary questions. The bar graphs show the percentage of responses to a given question, using a colour scale from red to green. Red denotes negative responses and green denotes positive responses. All questions provide a "I don't want to answer" and some a "I don't know" response option.

Affected people indicate that the assistance is neither sufficient to cover their basic needs nor provided at the right time.

Perceptions in all three regions are negative. The most important need is food, which is mentioned by over 90% of respondents. The health and shelter/NFI sectors are the second and third most important needs in the three regions. These perceptions were confirmed during the focus group discussions.

Those affected are even more negative about the timeliness of the assistance provided, with an overall mean score of 1.5 out of 5.

Affected people do not see humanitarian assistance as reaching those most in need, while humanitarian staff are convinced it is. The most vulnerable groups in need of assistance in the three regions are primarily the elderly, followed by persons with disabilities and female-headed households.

The data shows that people with disabilities answer all questions asked more negatively than other respondents. They hold particularly negative views regarding the coverage of their basic needs, the timeliness of assistance delivery, and their confidence in complaint mechanisms.

Scale from 1 to 5:

- 1 Not at all
- 2 Not really
- 3 Neutral
- 4 Mostly
- 5 Completely
- I don't know
- I don't want to answer

Modalities for binary questions:

- No
- Yes
- I don't know
- I don't want to answer

Figure 1 : Are your most important needs met by the services you receive?

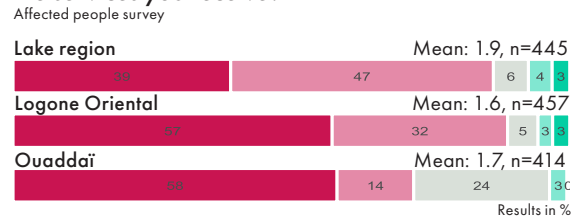


Figure 2 : Do you feel the services provided by aid agencies reach the people who need them most?

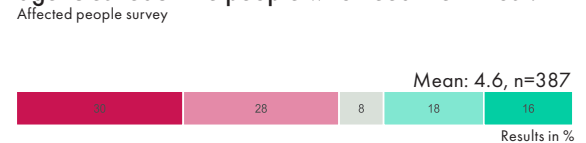
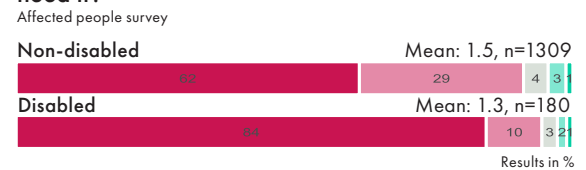


Figure 3 : Do the services provided by your aid agency reach the people who need them most?



Figure 4 : Do you receive the aid at the time you need it?



Although humanitarian staff believe they can provide sufficient information, affected people would like to be better informed.

When humanitarian staff are asked if they feel they can provide affected people with the information they need, the majority respond positively.

Affected people have a different perspective. Indeed, more than two-thirds of displaced people interviewed in the Lake region answer this question negatively; the proportion of negative answers is also relatively high in Logone Oriental. The responses are more positive in eastern Chad.

In the two regions where responses were rather negative, the Lake region and Logone Oriental, respondents demand information regarding distribution schedules, followed by information regarding cash assistance as well as how to access such assistance. In Ouaddaï, where perceptions are more positive, people say they first need information about how to access assistance, then information about cash assistance and health issues.

The general trend is that the older the respondent, the less informed they feel.

In the three regions covered by the survey, a majority of affected people indicate that they do not know how aid organisations target their beneficiaries.

In all regions, respondents say they rely primarily on community leaders to provide the necessary information. Among the options listed by enumerators, they prefer this way of receiving information. Community meetings, committees and town criers are also preferred choices.

The majority of affected people feel treated with respect by humanitarian staff, but do not know what rules of conduct apply to aid workers.

Affected people say they feel treated with respect and are satisfied with the behaviour of humanitarian staff towards their community.

However, they do not really understand what kind of behaviour is expected of humanitarian personnel.

Although humanitarian staff are positive about whether humanitarian staff in Chad behave appropriately, compared to other questions about appropriate treatment of affected people, this score is lower.

Figure 5 : Do you feel you can provide affected people with the information they need?
Humanitarian staff survey



Figure 6&7 : Do you feel informed about the kind of aid available to you?
Affected people survey

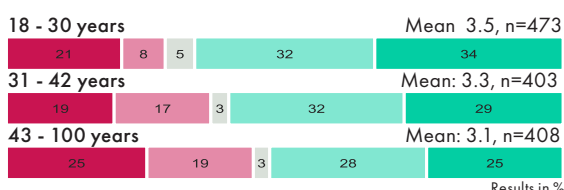
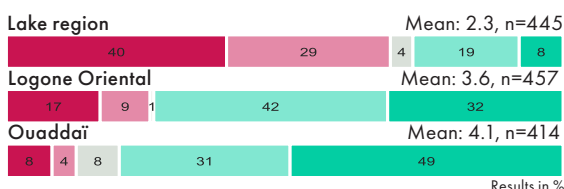


Figure 8 : Do you know how aid agencies decide who receives services and who doesn't?
Affected people survey

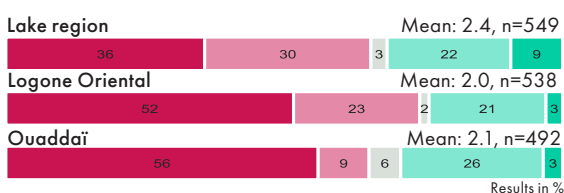


Figure 9 : Do aid providers treat you with respect?
Affected people survey



Figure 10 : Are you satisfied with the way humanitarian workers behave towards members of your community?
Affected people survey

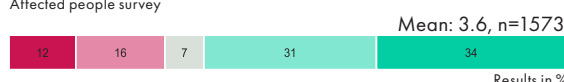
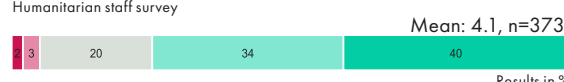


Figure 11 : Do you know what kind of behaviour is expected from humanitarian workers?
Affected people survey



Figure 12 : Do humanitarian workers behave appropriately towards local communities and affected people?
Humanitarian staff survey



Most people do not know how to make suggestions or complain about the humanitarian assistance they receive.

When asked if they know how to make suggestions or lodge complaints with humanitarian agencies, more than two-thirds say they do not.

Those who know how to complain to humanitarian agencies say they feel safe to do so. However, over one-third of respondents do not think that humanitarian organisations would respond to their complaints. Men are more negative than women in this regard.

Only one-third of respondents have access to a telephone that they can use to file a confidential complaint at any time, men are twice as likely to have such access to a telephone than women.

The reasons why people cannot use a phone to report a confidential complaint are mainly a lack of phone credit (41%), but also insufficient battery (20%) and the fact that they share this phone with other people and therefore cannot use it for making a call in private (19%).

Most humanitarian staff have been trained in the prevention of sexual exploitation and abuse (PEAS) and would feel able and comfortable to report such cases.

Seventy-seven percent of humanitarian staff say they have been trained in PEAS. United Nations staff respond most positively to this question. National staff respond considerably more negatively than international staff.

The vast majority of respondents say they know how to report cases of sexual exploitation and abuse, and feel comfortable doing so.

A small number of those working in central Chad appear to be less comfortable reporting these cases, they are also less aware of how to do so.

Figure 13 : Do you know how to make suggestions or complaints to aid providers?



Figure 14 : Do you feel it is safe to make complaints?

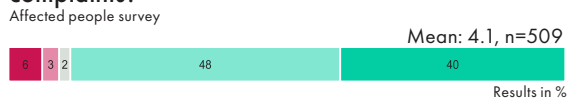


Figure 15 : If you were to make a complaint, do you believe you will get a response?

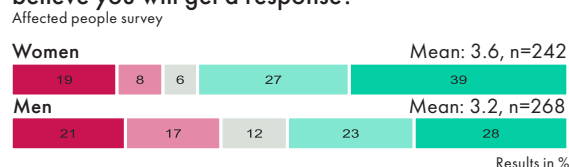


Figure 16 : Do you have access to a personal phone that you can use at any time to make a confidential complaint?

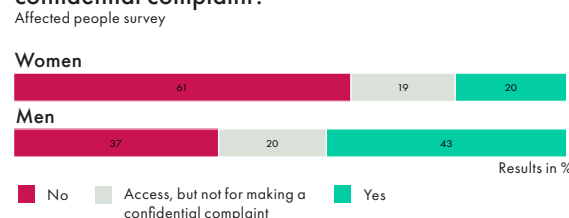


Figure 17&18 : Have you been trained to prevent and deal with cases of sexual exploitation, abuse, or harassment of affected people?

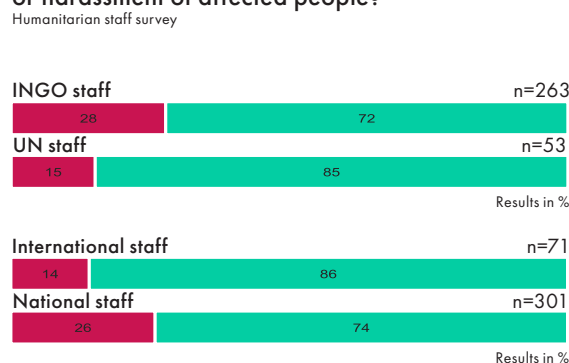
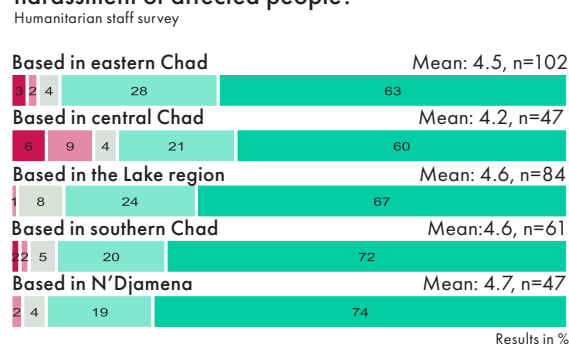


Figure 19 : Would you feel comfortable reporting instances of sexual exploitation, abuse or harassment of affected people?



The scores on the participation of affected people are low.

Affected people generally do not feel that their views are taken into account by humanitarian agencies. There is a positive correlation with the knowledge of complaints mechanisms: those who know how to complain to humanitarian agencies are also those who are more positive about humanitarian organisations taking their views into account.

The responses show that the opinions of humanitarian personnel are divided as to the participation of those affected. Some say that affected people are consulted during the needs assessment phase as well as during programme implementation, and therefore there is an element of participation. Others feel that affected people are not consulted enough, or that they cannot or should not participate because they do not know enough about the details of the programmes.

Humanitarian staff say they have sufficient information about how affected people view humanitarian programmes.

Most humanitarian workers are confident that their employer is looking out for their well-being, but feel exposed to high levels of stress.

This question is used to assess whether humanitarian staff feel that their employer cares for them and takes steps to ensure their well-being. National staff working for international NGOs, the UN, or national organisations answer this question more negatively than international staff.

Most of the comments in the open section at the end of the humanitarian staff survey refer to different treatment among the various groups of humanitarian personnel and call for fairer treatment of humanitarian staff and an end to discrimination against local personnel.

The majority of respondents report being under a lot of stress (with those in the oldest age group being the most negative) and having too few opportunities to talk about the challenges they face in their jobs. One-third of respondents do not feel safe in their workplace or accommodation. In terms of working conditions, national staff are more negative than international staff.

More than a third of respondents do not feel they have what they need to do their work effectively and mainly require training and capacity building. National staff appear to need more support than international staff.

Figure 20 : Do you feel your views are taken into account by aid providers in decisions made about the support you receive?

Affected people survey

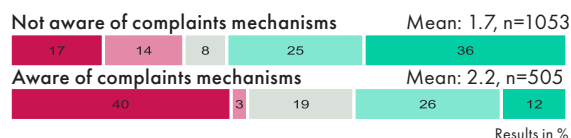


Figure 21 : Do you feel that affected people have enough say about the way aid programmes are designed and implemented?

Humanitarian staff survey



Figure 22 : Do field staff like you have enough information about the way affected people see aid programmes?

Humanitarian staff survey

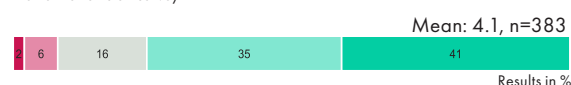


Figure 23 : Do you feel your organisation takes responsibility for the well-being of its employees?

Humanitarian staff survey

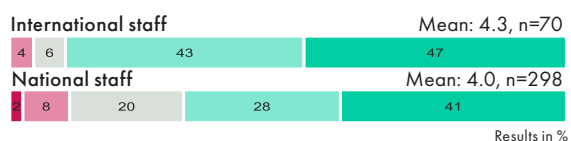


Figure 24 : Do you feel you've had to go beyond your stress limit in the last three months?

Humanitarian staff survey

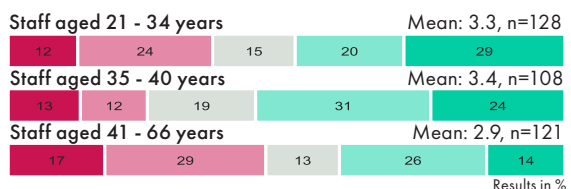
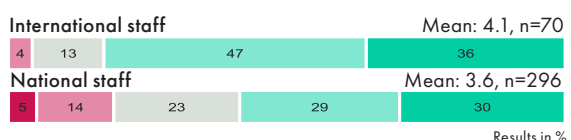


Figure 25 : Do you feel you have the means and training to do your job effectively?

Humanitarian staff survey



The majority of humanitarian staff know how to complain to their organisation, but a minority do not think this would lead to follow-up action. Those who have worked in Chad as humanitarian workers for longer have less confidence in the complaints management mechanisms than those who have started working in the sector in Chad more recently.

Coordination is viewed positively, but humanitarian staff feel that there is not enough support for national and local organisations.

Respondents are rather positive about the coordination between humanitarian actors as well as the collaboration between development and humanitarian actors, but some say it is not going well.

International staff members are the most critical on these two issues.

In terms of localisation, humanitarian staff do not believe that there is sufficient support for national and local organisations. This is the most negative score among all the questions in the humanitarian staff survey.

Neither affected people nor humanitarian staff see much progress.

More than two-thirds of affected people say there is no improvement in their situation and half the humanitarian staff say the humanitarian situation has not improved in the last three months. Recipients of cash assistance are more positive on this issue.

Affected people do not feel that the help they receive prepares them to live without aid in the future. Those in Ouaddaï are extremely negative. Farmers are more negative than those in other lines of work.

Open questions and focus group discussions reveal that affected people need the tools and means to develop income-generating activities, such as increased financial assistance, tools for agriculture, and training. A large proportion of those interviewed in Ouaddaï say they would return to Sudan if assistance were no longer available.

Figure 26 : If you were to make a complaint, do you think your organisation would act upon your complaint?

Humanitarian staff survey

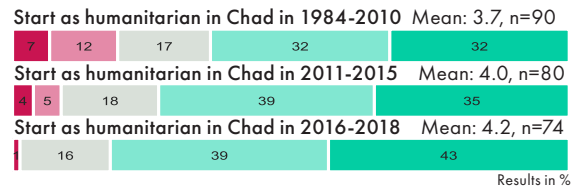


Figure 27 : Do humanitarian actors efficiently coordinate their activities in Chad?

Humanitarian staff survey

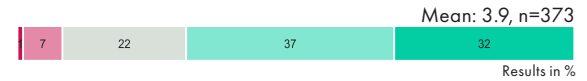


Figure 28 : Do humanitarian and development actors work together efficiently in Chad?

Humanitarian staff survey

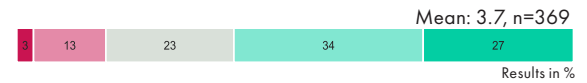


Figure 29 : Do you feel there is sufficient support for local and national aid providers in Chad?

Affected people survey

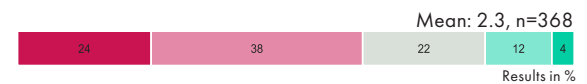


Figure 30 : Overall, has life improved over the past three months?

Affected people survey

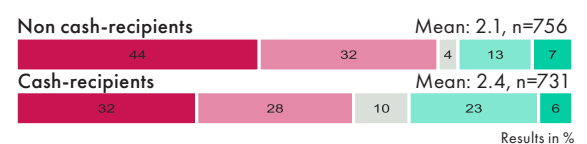


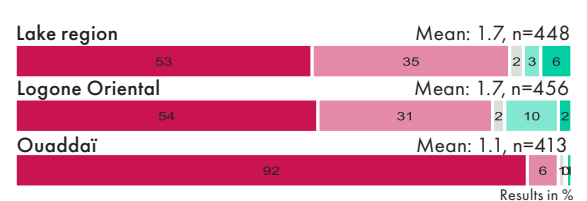
Figure 31 : Overall, has the situation for affected people improved over the past three months?

Humanitarian staff survey



Figure 32 : Do you feel the support you receive prepares you to live without aid in the future?

Affected people survey



Recommendations

- 1. Support for empowerment:** Approaches to enhance self-reliance are already being implemented and should be strengthened. A large proportion of respondents believe that more income-generating activities would empower them. Training and tools are essential and must be provided. A large proportion of respondents suggest support in the areas of agriculture, gardening, livestock and fisheries. A dialogue with donors should be initiated to ensure an increase in medium-term funding.
- 2. Participatory response:** Participatory approaches, which take the views of affected people into account, need to be consolidated. Affected people must be informed about the decisions taken after each consultation, so as to close the feedback loop. It goes without saying that those affected must be better informed about the programmes in order to be able to participate in decision-making.
- 3. Assistance for new arrivals:** In order for aid to be delivered equitably, the needs of displaced persons who have recently arrived at displacement sites need to be considered and addressed in a timely manner.
- 4. Communication channels:** The information channels preferred by affected communities need to be used for effective and sustainable communication. Affected people have confidence in community leaders, but direct communication between agencies and affected communities and individuals must also be ensured.
- 5. Improving access to telephones:** Our data shows that those who have access to telephones and can use them to make confidential complaints are generally more positive and better informed about the assistance available and complaints mechanisms. There must be increased access to personal telephones and telephone credit and recharging facilities should be provided. Women need special targeting because they have less access to telephones than men.
- 6. Complaints mechanisms:** It is most effective to tailor complaints mechanisms to the preferences and context of affected people. Most respondents would prefer to file complaints through complaints committees or independent organisations. Existing structures should be used and their capacities strengthened. Only one in three respondents indicates that they have access to a telephone at any time to file complaints. This must be taken into account when developing the Ligne Verte, toll-free hotline implemented by the World Food Programme.
- 7. Awareness of complaints mechanisms:** Affected people have limited knowledge of complaints mechanisms. They should therefore be made aware of the different mechanisms at their disposal. A common mechanism could provide more clarity and therefore easier access. Organisations should also review their internal complaints mechanisms and ensure that all staff are aware of them. All staff should also understand the procedures for handling suggestions and complaints.
- 8. PSEA:** All staff members should be trained in the prevention of sexual exploitation and abuse (PEAS). Raising staff awareness about PSEA case reporting mechanisms should be a priority. It is important and necessary to explore whether humanitarian staff based in central Chad need special support in terms of training and how this can be provided.
- 9. Localisation:** More support in terms of funding, but also capacity building must be provided to local humanitarian organisations and new collaborations with national organisations established. International partners should make local capacity building a priority.
- 10. Staff support:** Humanitarian staff must have access to relevant training and tools to do their work effectively. Internal discussions should take place to better understand the respective teams' needs and to explain constraints. Because they are operating under stressful conditions, staff members must have the opportunity to talk about the challenges of their work. Supervision must be ensured and means explored to improve working conditions, especially for national staff. Staff members need regular encouragement and recognition for their accomplishments.
- 11. Focus on national staff:** Differences in salaries and procedures must be transparent and discussed among management and staff members. If there are reasons for different treatment, these should be clearly communicated. If the imbalance is not justified, it should be rectified by providing local staff with additional support and the same sort of training opportunities provided to international staff.
- 12. Dialogue:** To get the most out of the data obtained by these surveys, it is important that you share the reports and exchange with colleagues and humanitarian partners to find concrete and coordinated solutions. Equally important, discuss these results with colleagues from your own organisation as well as affected people to better understand what underlies their views and communicate how you plan to respond or have responded to their comments and concerns.

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