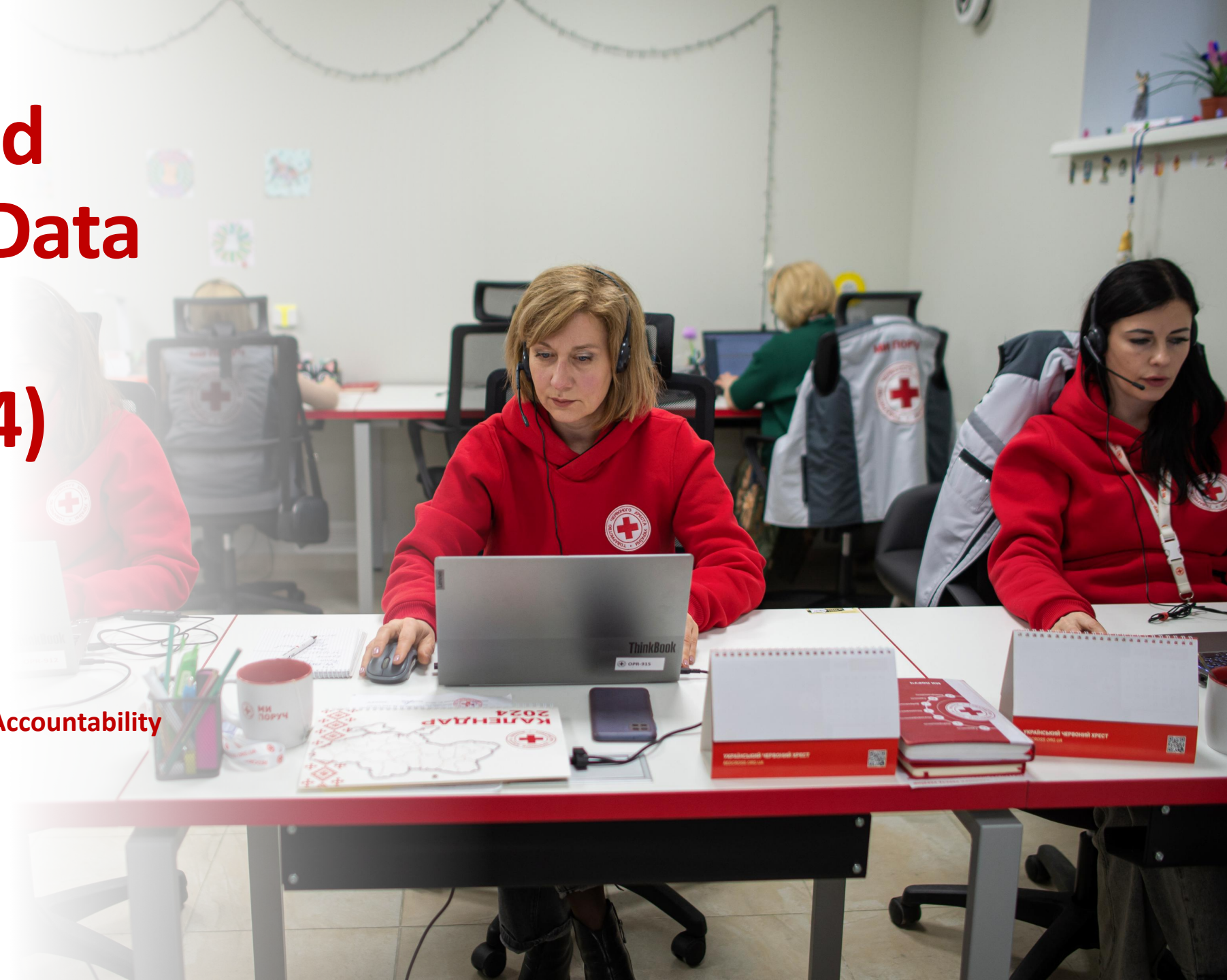


Enquiry and Feedback Data Analysis (2022-2024)

Community Engagement and Accountability

Ukrainian Red Cross Society

Jan 2025



About this report

This report provides a detailed analysis of feedback data collected through the Information Center and Feedback Sector since their establishment in 2022 up to the end of 2024.

Enquiries received have been disaggregated based on key factors, including type, location, sector, age and gender to highlight critical insights.


As well as providing analysis, this report also identifies 12 key recommendations for URCS to improve service delivery, address community concerns, and strengthen accountability.





Overview of Information Center and Feedback Sector


INFORMATION CENTER

The Information Center channels calls through Binotel IP telephony and uses the EspoCRM system to track and manage interactions with callers. Enquiries can also be received via web forms and email.

 **General Information Line** – the primary channel for incoming requests, offering information on URCS services and assistance.

 **WComm Line** – Established in 2022 to manage enquiries received through email, web forms, and social media.

 **PDM Line** – introduced in 2022 for outgoing calls to conduct Post-Distribution Monitoring and other surveys, gathering information on people's satisfaction with URCS work.

 **Unified Veterans Line (UVL)** – established in March 2024 in collaboration with the Ministry of Veterans Affairs, offering consultations on social issues and support services for veterans.

FEEDBACK SECTOR

The Feedback Sector processes feedback including complaints, compliments, suggestions, and recommendations for improvement, as well as enquiries received through feedback channels at the National Committee level.

Development of New Feedback Channels

Creates accessible and effective communication channels so all communities can engage with the URCS, express their needs, and access support.

Preparation and Finalization of Responses

Ensures the completion and formal communication of final responses to feedback based on verified information.

Monitoring Response Timelines

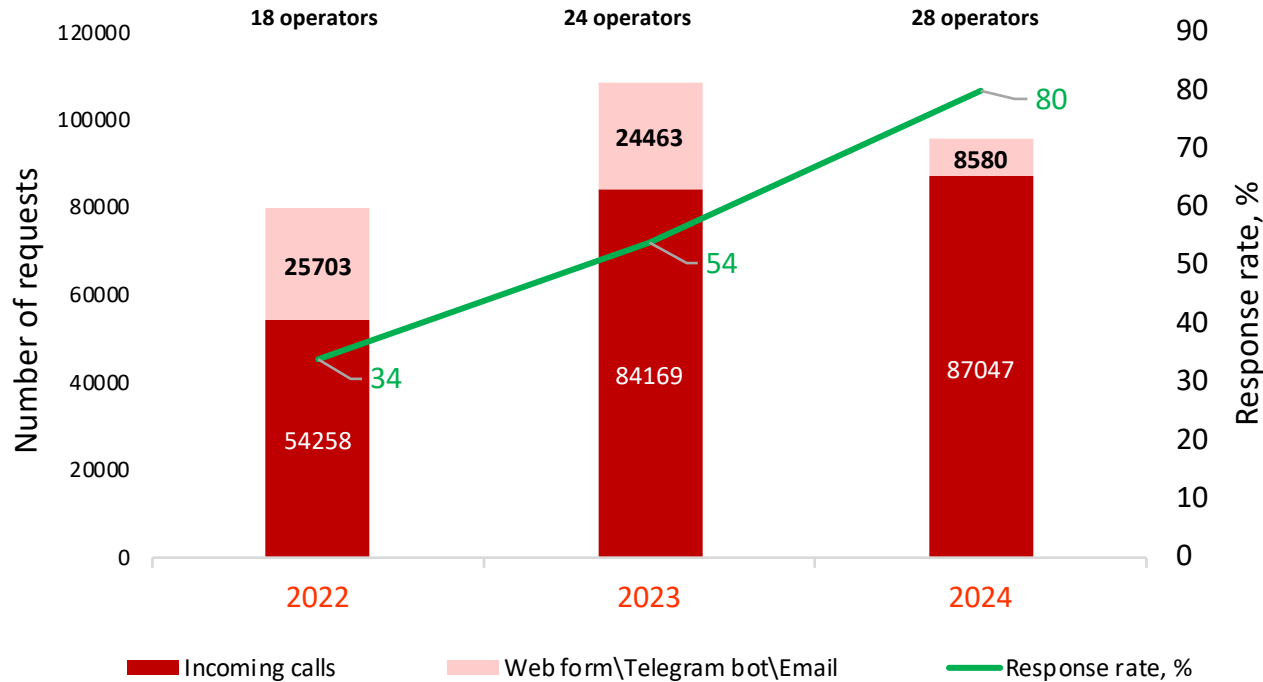
Ensures timely processing of enquiries and prompt provision of responses in line with URCS feedback policy.

Training for Regional Teams

Conducts training sessions on collection, registration, analysis, and response to feedback.

Inquiries by Channel

Information Center key metrics



The chart above shows the main indicators for the Information Centre 2022-2024.

Incoming calls: the number of calls received through the telephone line.

Web form/Telegram bot/Email: the number of requests received through the web form, e-mail and Telegram bot.

Response rate: Due to the volume of enquiries, it is not always possible for operators to answer every call first time. The green line shows the percentage of calls that operators have been able to pick-up. In 2022, 34% of all calls were answered first time, in 2023 this increased to 54%, and reached 80% in 2024, reflecting the increasing capacity of the Information Centre to receive and manage calls. All missed calls are returned at the earliest opportunity..

Distribution of Enquiries 2024



Information Center Key Metrics (2022–2024)

1. General Number of Enquiries

While the overall number of enquiries to the Information Centre as a whole fell marginally in 2024 compared to 2023, **the number of calls received has continued to increase every year – bolstered in 2024 by the opening of the Veterans Unified Line alongside the general information line. Demand for URCS services and information remain high**, underscoring the ongoing relevance and importance of the Information Centre and URCS activities.

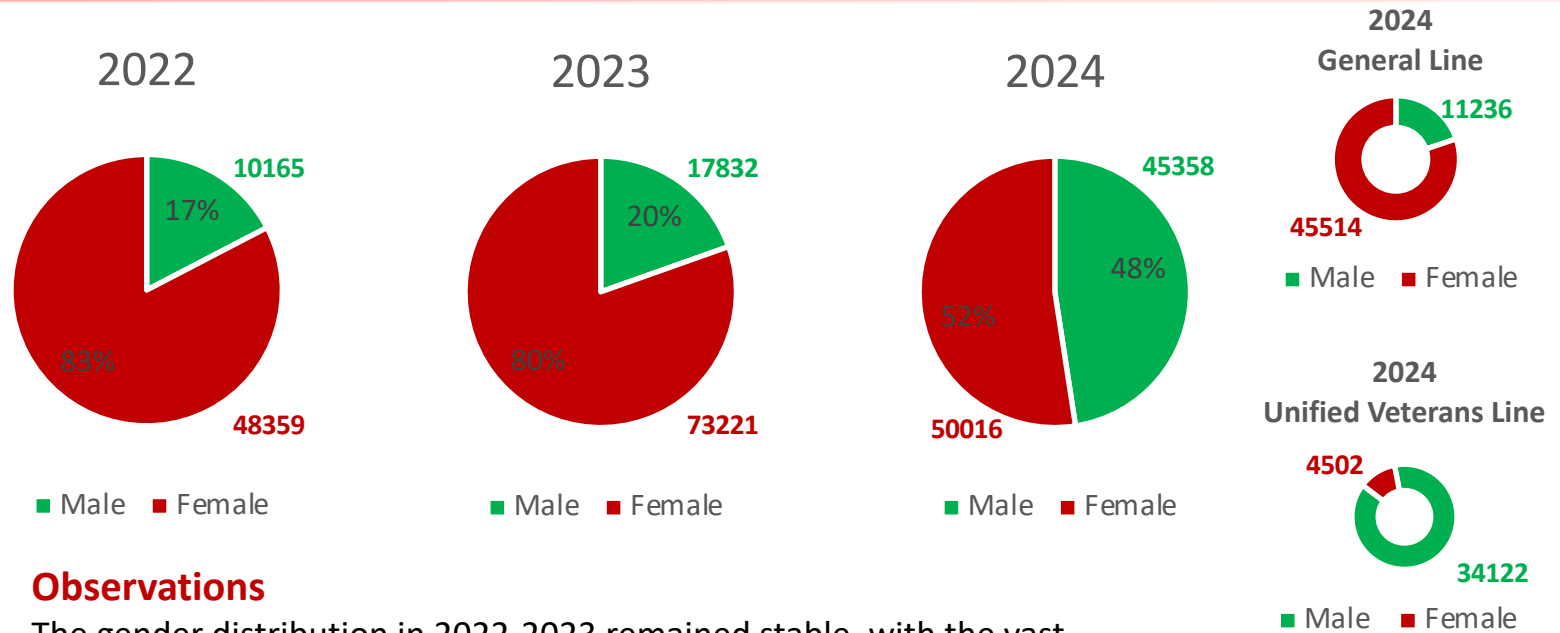
2. Preferred Channels of Communication

The number of **incoming calls remains high and continues to grow** in comparison to enquiries through the web form, email or the Telegram bot. **Phone calls** are clearly the preferred option as people’s primary method of accessing the Information Centre, suggesting this channel should remain the priority.

3. Response Rate Improvement

The **response rate (the percentage of calls answered) has improved significantly and steadily over time, from 34% in 2022 to 54% in 2023, and reaching 80% in the first half of 2024.** This increase reflects **improved capacity** and development of the Centre’s systems to handle inquiries more efficiently and effectively.

Inquiries by Gender (2022-2024)



Observations

The gender distribution in 2022-2023 remained stable, with the vast majority of enquiries coming from women. In 2022, 83% of requests came from women and 17% from men. In 2023 it was broadly the same at 80% to 20%.

In 2024, looking specifically at the General Line for 2024, the trend remain unchanged from previous years with 80% of inquiries coming from women, and 20% from men, but the launch of the Unified Veterans Line created an overall shift.

Almost 90% of calls to the Unified Veterans Line came from men, a reflection of the gender balance amongst Ukrainian military veterans, resulting in 48% of all enquiries to the Information Centre as a whole coming from men and 52% from women.

Recommendations

The improved gender balance is to be welcomed, but as the gender disparity remains marked for the two respective lines, it will be important to check that nobody is being missed by either line and that the gender balance aligns with those who need the services offered. The success of the veterans line also suggests opportunities for additional more-targeted lines may be worth exploring.

Analysis

1. Stable Gender Distribution (2022-2024)

From 2022 – 24 the gender balance of callers to the general information line has remained stable at around 80% women and 20% men. This is likely reflective of the many female-headed households created as a result of men serving in the armed forces, particularly amongst people who are displaced, and families prioritized for URCS support.

2. Shift in 2024

•The launch of the Unified Veterans Line in 2024 caused a shift in the overall gender distribution of inquiries to the Information centre as a whole. When both the general information line and veterans' line are considered, the balance is almost 50:50 with 48% of calls coming from men and 52% from women.

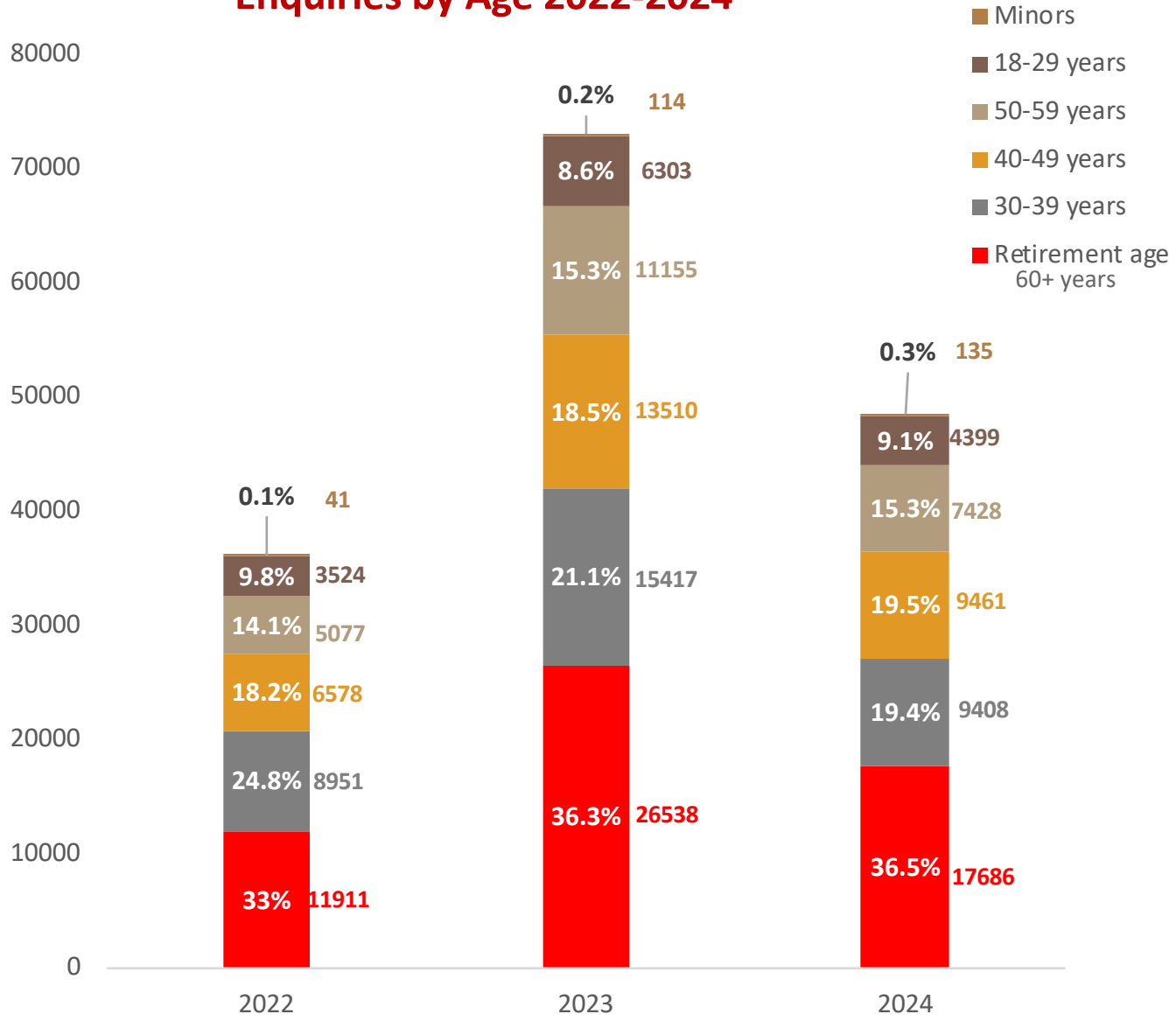
•This shift highlights the importance of targeted services like the Veterans Line, which - based on the demographics of veterans - is more likely to be contacted by men.

4. Key Trend

•The increase in calls from men overall reflects the broadening demographic reach of the Information Centre, driven by the establishment of the Veterans Line.

Inquiries by Age (2022-2024)

Enquiries by Age 2022-2024



Observations

The chart shows the known age distribution of inquiries received by the Information Center from 2022 to 2024. As it is not compulsory for inquirers to share their ages, we can only report on those whose ages were collected.

60+ Retirement Age:

- This age group has consistently been most represented, accounting for around a third of all inquiries.
- The number of inquirers aged 60 or over more than doubled between 2022 and 2023, reducing in 2024, but continuing to account for more than a third of all inquiries.

30-39 Years:

- The number of inquiries from 30–39-year-olds almost doubled - in line with growth in inquiries to the Information Center generally - between 2022 and 2023, with the proportion of inquiries from this age group holding steady from 2022-24 at between a quarter and a fifth.

40-49 and 50-59 Years:

- Similarly, for both the 40-49 years and 50-59 years groups, proportions have held steady at 18-19% and 14-15% of inquiries respectively, with absolute numbers doubling 2022-23 and dropping off slightly in 2024.

18-29 Years and Minors:

- As with other groups, the proportion of inquiries from the 18-29 age group have been consistent across all the years, at 8 -10% of all calls, almost doubling in terms of numbers between 2022 and 2023, and reducing slightly in 2024.
- Minors (under 18 years) have remained a very small proportion of enquirers growing marginally from 0.1% in 2022 (41 calls) to 0.2% in 2023 (114 calls) and 0.3% in 2024 (135 calls).

Inquiries by Age (2022-2024)

Analysis

- **Increase Across All Age Groups**

Although the proportion of enquiries from each age group has held largely steady from 2022 through to 2024, there has been significant growth in the numbers of inquirers from every age group, with each almost doubling in terms of absolute numbers of calls between 2022 and 2023, and remaining elevated in 2024. There is continuing demand for the Information Centre and URCS services across each of the disaggregated age groups.

- **Retirement Age Group Most Represented**

Ongoing high demand for the Information Centre from people who are 60 or over is a strong indicator that people of this age continue to experience hardship and require URCS services and support. While the demographics of inquirers also reflect the groups which URCS services have prioritized - with being aged 60 or over often a criteria for accessing URCS support – that this group have consistently made up a third of inquiries suggests elevated needs persist amongst this age group. This elevation also suggests that they may not be able to access information through other channels – e.g. online, social media etc.

- **Minimal Engagement from Minors**

The proportion of requests from minors (under 18 years) remains small both in terms of proportion (0.1%-0.3%) and absolute numbers (41-135), but has grown slightly over the three years. The low numbers reflect that few URCS services engage directly with minors – reaching out instead to parents or caregivers – however the increasing numbers suggest this is an area where there may be unmet demand.

Recommendations

- **Maintain capacity of Information Centre**

Continuing high levels of calls across all age groups show continuing demand for Information centre and URCS services – while this continues it is important to maintain capacity in the Information center to ensure access to information, the ability to ask and resolve questions quickly, and to raise issues directly with URCS.

- **Adapt to Older People**

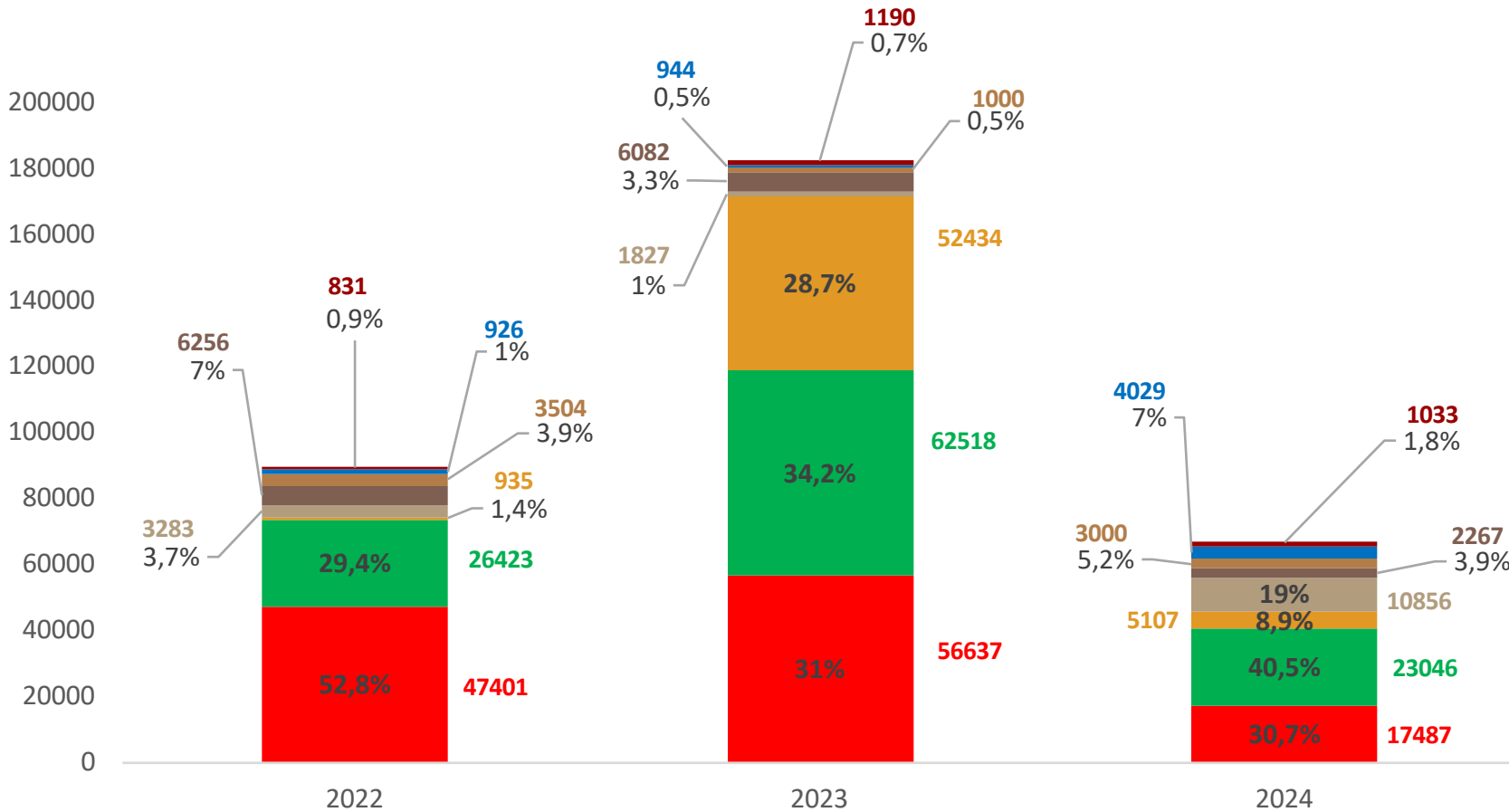
With older people making up the largest proportion of enquiries, it may be useful to ensure that the call center is adapted to their needs in terms of accessibility and the information being provided. A brief survey and focus groups could help understand if and how the information center could be optimized to meet their needs, and also if there are barriers to them accessing information about URCS services and activities through other channels.

- **Opportunities with Young People?**

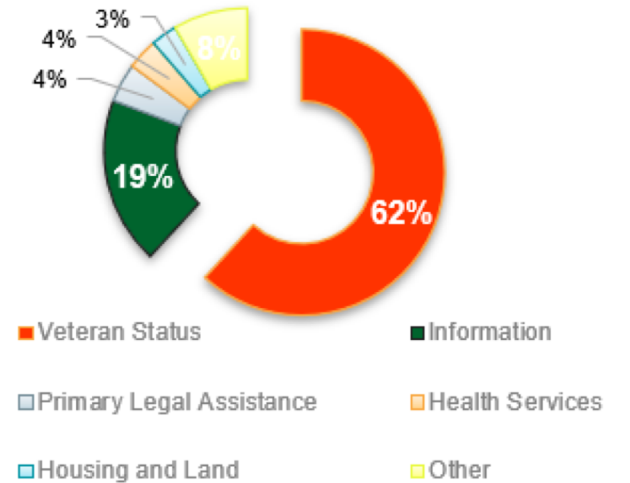
As younger people appear to be under-represented amongst inquiries, it could be useful to discuss internally whether URCS sees a role for itself to engaged more with young people, or whether this is simply a reflection of its existing and longer-term goals and priorities. More generally, further analysis could be done across all age groups to see how much these are simply a reflection of the ages of people accessing URCS services, or if some age groups are over- or under-represented in how often they contact the Information Centre.

Inquiries by Sector(2022-2024)

General Line 2022-2024



Unified Veterans Line 2024



Since March 2024, the Unified Veterans' Line, established in cooperation with the Ministry of Veterans Affairs, has been operating under the URCS Information Center.

- Humanitarian aid
- Financial aid
- Other
- Restoration of family link
- Information
- Health
- Psychosocial support
- Evacuation or transportation

*Inquiries can relate to multiple sectors, which is why the numbers reported here are greater than the total number of individual inquiries received each year.

Inquiries by Sector (2022-2024)

Observations

The coding of Inquiries 2022-24 enabled them to be disaggregated by sector with the breakdown shown in the charts on the previous page. Significant changes to the coding framework over the years have created some challenges in definitively combining all data together, however the results shown are felt to be a best fit and can be seen as indicative of general trends.

- Humanitarian Aid – this refers specifically to tangible in-kind assistance such as food or hygiene items. As shown in the chart, this remains one of the two most-enquired about categories for each year, was the most-inquired about sector in 2022, and in subsequent years has been in second place to financial assistance, falling to its lowest level in 2024.
- Financial Assistance – the proportion of inquiries about this sector has grown each year, accounting for four in ten enquiries in 2024, however in terms of numbers of enquiries these peaked in 2023 at almost 63,000, before falling to 23,000 in 2024.
- Other - The “other” section exploded in 2023, before reducing again in 2024.
- Restoring family Links - Inquiries relating to RFL emerged as a significant trend in 2024, accounting for almost one in five inquiries.

Analysis

- In '22 and '23 Humanitarian Aid and Financial assistance were by some margin the most inquired about activities, reflecting the high levels of emergency basic needs, and correlating URCS activities.
- In 2024, numbers of inquiries relating to these sectors reduced significantly in terms of absolute numbers of enquiries - from 63,000 in 2023 to 23,000 for financial assistance, and from 57,000 to 17,000 for humanitarian aid.
- At the same time inquiries diversified, with growing numbers of questions relating to Restoring Family Links, Psychosocial support and other areas.
- While the evolving coding framework in this period means it is difficult to draw definitive conclusions – some changes may simply be the result of more sophisticated coding rather than genuine significant changes in the nature of inquiries – it seems that generally there has been a diversification of inquiries away from emergency assistance towards other areas. However, with more than 40,000 inquiries received relating to humanitarian and financial assistance in 2024, demand for these types of support remains high.

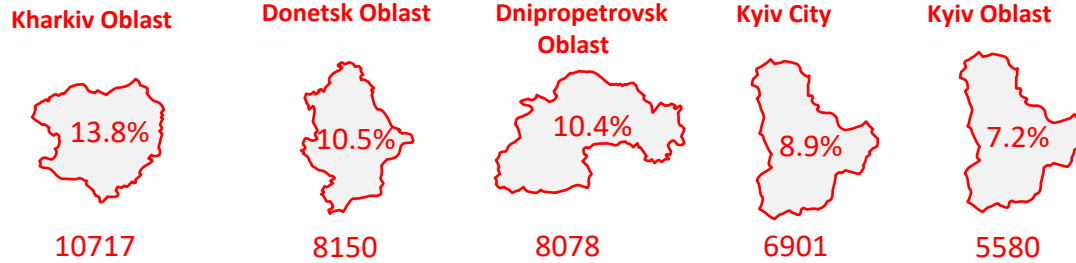
Recommendations

- The most pressing recommendations following compilation and analysis of this data are firstly for the cleaning and consistent archiving of existing data, and secondly for a review and rationalization of the coding framework to ensure the integrity and comparability of data collected so far and into the future.
- More operationally – based on the trends shown so far, there is reducing (but still high) demand for emergency assistance, both in-kind but particularly for financial assistance, and growing demand for information about a more diverse range of URCS services. Suggesting as emergency needs reduce there is still a big role for tailored URCS services to communities, which can be supported through the Information center.

Inquiries by Location (2022-2024)

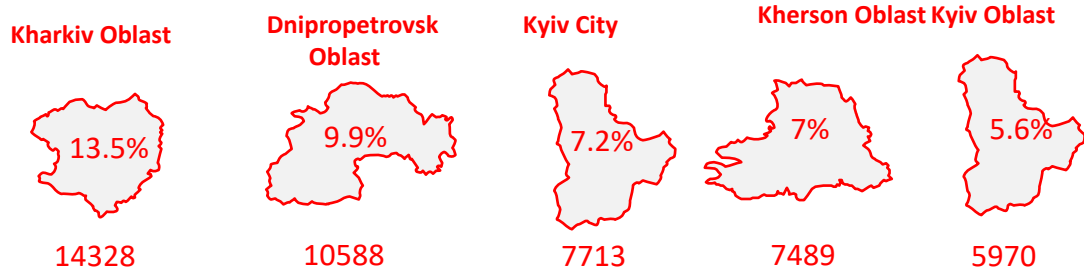
2022:

Location
General Line



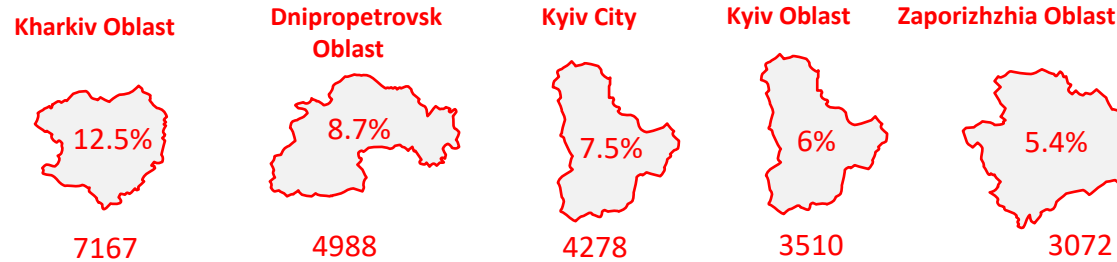
2023:

Location
General Line



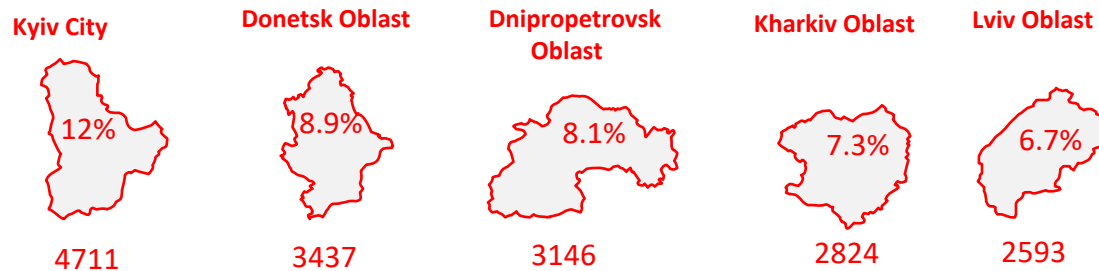
2024:

Location
General Line



Location

Unified Veterans Line



Observations

This slide shows the distribution of inquiries from various regions to the General Line and Unified Veterans Line over three years: 2022, 2023, and 2024.

The graphic provides a top-five of regions accounting for the most inquiries each year.

2022 - General Line: Kharkiv Oblast accounted for the highest number of inquiries, with 13.8%. Donetsk Oblast and Dnipro Oblast followed, with 10.5% and 10.4%, respectively. Kyiv Oblast and Kyiv City made up 8.9% and 7.2% of the total inquiries.

2023 - General Line: Kharkiv Oblast remained the leader with 13.5% of inquiries. Dnipro Oblast dropped slightly to 9.9%. Followed by Kyiv City (7.2%) and Kherson Oblast (7%), with Kyiv Oblast (5.6%) entering the top five.

2024 - General Line: Kharkiv Oblast maintained its leading position with 12.5% of inquiries. Dnipro Oblast, Kyiv Oblast, and Kyiv City each accounted for between 6% and 8.7% of inquiries. Zaporizhzhia Oblast and Lviv Oblast joined the top regions list for the first time, with 5.4% and 5.3%, respectively.

2024 - Unified Veterans Line: The distribution for the Veterans Line is significantly different to the General Line, receiving more inquiries from areas where veterans traditionally live. Kyiv City and Donetsk Oblast led, with 12% and 9.8% of enquiries respectively. Dnipro Oblast, Kharkiv Oblast, and Kyiv Oblast followed closely with 8.1%, 7.3% and 6.7%.

Inquiries by Location (2022-2024)

Analysis

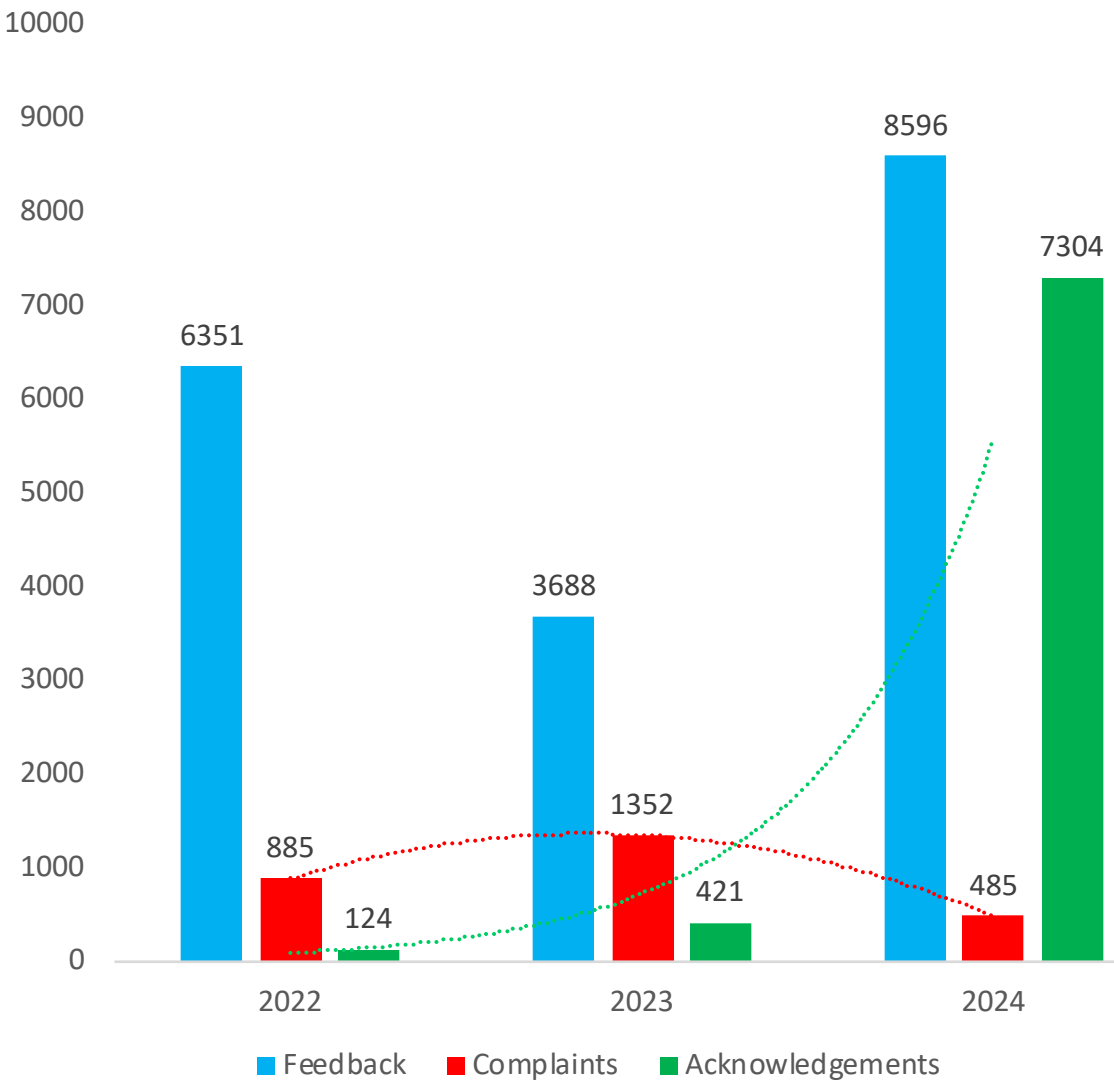
- **Kharkiv Oblast's Consistent Leadership:** Over the years, Kharkiv Oblast consistently generated the highest number of inquiries to the General Line. This reflects the region's ongoing humanitarian needs due to its proximity to conflict zones.
- **Emergence of New Regions:** Zaporizhzhia Oblast entered the top request regions in 2024, likely due to ongoing displacement and humanitarian efforts in these areas. At the same time, the distribution of inquiries became more even across the country in 2024, possibly suggesting a reduction in acute needs as well as ongoing chronic needs nationally coupled with a growing awareness of the Information Centre as a resource.
- **General consistency in top five:** The regional distribution on the General Line remained relatively stable from 2022 to 2024, with Kharkiv, Dnipro, Kyiv and Kyiv City regions accounting for four of the top five each year.
- **Unified Veterans Line (2024):** The Veterans Line in 2024 shows a significantly different pattern to the General Line, with enquiries focused on areas with high numbers of military veterans, including the population centers of Kyiv City and Lviv, as well as Donetsk, Dnipro and Kharkiv.

Recommendations

- Areas with acute needs - such as Kharkiv - and larger population centers – such as Kyiv City and Oblast - continue to account for the highest levels of inquiries. It is important that links are maintained between the Information Centre and URCS branches in these locations to ensure that Information Centre operators are able to provide inquirers with the most up-to-date information for their area, and also so that the Information Centre can share the questions and needs they are hearing from people on the ground with relevant branches to support the adaption of activities.
- It may be useful to carry out a more detailed analysis to see if there are any areas which are specifically over- or under-represented in the data - i.e. areas from which we receive more or fewer enquiries than we would expect based on population or intensity of needs, and why this might be. This could help identify areas where general information provision and communication in URCS activities is lacking, or where greater awareness of the Information Centre and URCS feedback processes generally could be beneficial.
- As the locations and subjects of inquiries become more diverse, it is vital that sectors and branches work together with the Information Centre to make sure information about URCS services and activities across the country are kept up to date and accurate – establishing and maintaining information sharing systems and protocol to do this is vital.

Feedback (2022-2024)

Feedback received



Observations

The chart illustrates the volume of feedback received between 2022 and 2024, categorized into general feedback, complaints, and acknowledgments (messages of thanks).

2022 - a total of 6,351 feedback entries were received, alongside 885 complaints and 124 acknowledgments.

2023 - 3,688 feedback entries were received, alongside 1,352 complaints and 421 acknowledgments.

2024 - the feedback volume significantly increased to 8,596 – more than doubling the 2023 figure. Acknowledgments saw an even sharper increase, reaching 7,304, a more than 15-fold increase on 2023, while the number of complaints more than halved to 485.

Analysis

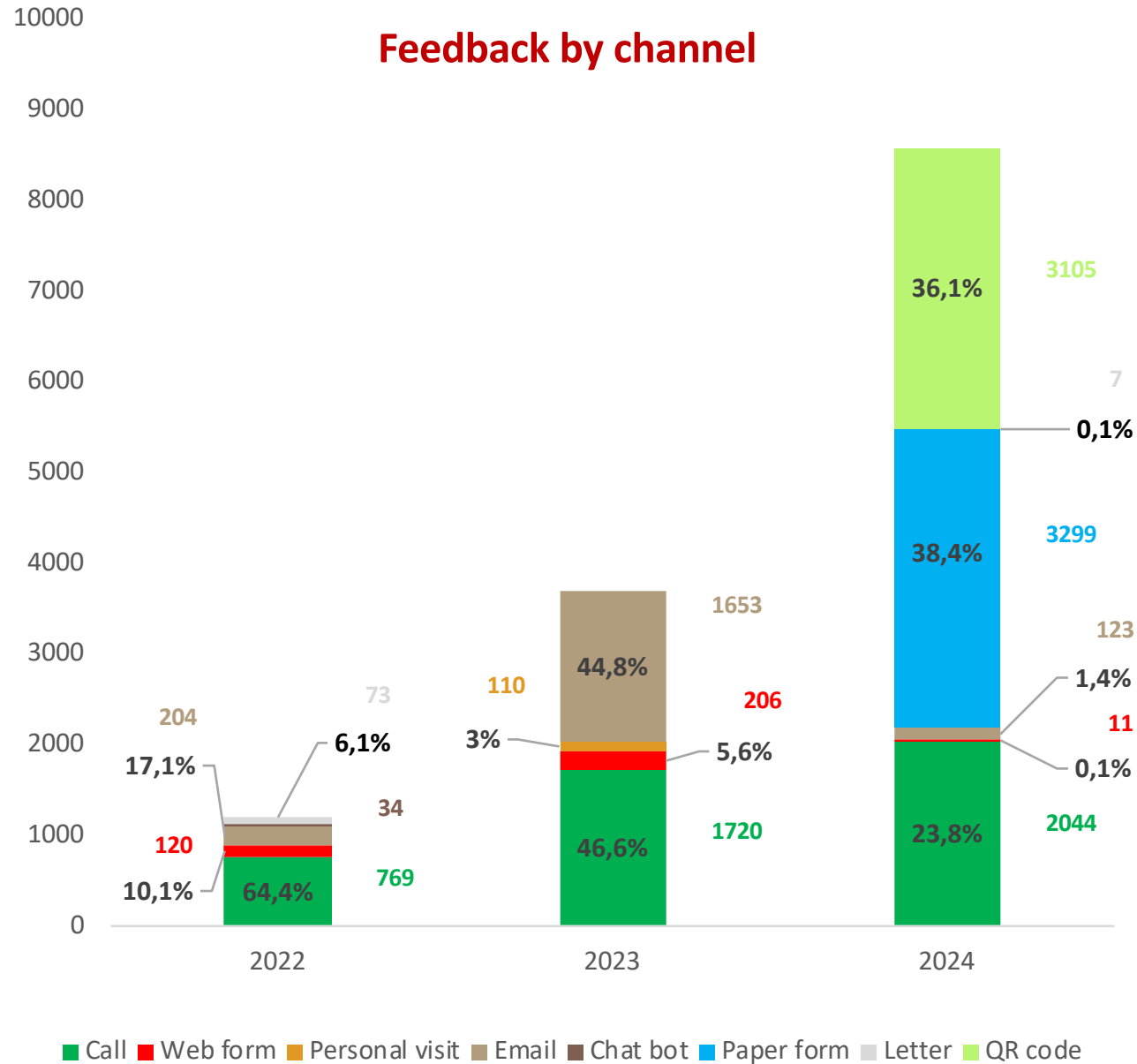
Increases in feedback generally, and in acknowledgements, and a precipitous decrease in complaints, are all encouraging, but the extreme nature of these changes in 2024 means it is important to understand what is driving them. New feedback channels introduced in 2024 and changes to coding practices may be feeding this change and preventing like-for-like comparison with previous years.

Recommendations

For complaints especially it will be important to understand the reason for the marked decline – it may well be that services have improved in reaction to previous complaints and people simply have fewer reasons to complain, but reduced complaints can also be a sign of reduced trust in complaint processes. Some research (survey/focus groups) with people accessing URCS services could help identify if trust in the complaints process is an issue. A review of coding practices to control for biases this could introduce is also recommended.

Feedback (2022-2024)

Feedback by channel



Observations

The chart on the left illustrates the volume of feedback received between 2022 and 2024, divided by the channels through which feedback has been received.

Calls - remain a major source of feedback, increasing year on year from 769 in 2022, to 1,720 in 2023, and 2,044 in 2024, however overall the proportion of feedback received over the phone has reduced as use of other channels has grown.

Emails and Web-Form – these constituted a significant, and growing, proportion of feedback received in 2022 and 2023 - increasing from 204 to 1653 and from 120 to 206 respectively, but have become negligible in 2024 as other channels have grown.

Paper Forms and QR codes - introduced in 2024, these newly introduced channels now lead the way as the preferred channels for sharing feedback, each accounting for over a third of all feedback received.

Analysis

Feedback through calls has grown steadily year-on-year and reached more than 2,000 cases, but the arrival of feedback through paper forms and QR codes in 2024 turbo-charged the volume of feedback received, while emails and webform feedback dropped off almost entirely.

Recommendations

Feedback Received through the call center has grown every year and is an important foundation to retain. The explosive popularity of QR Codes and Paper Forms mean it is essential to investigate their impact and possible opportunities to expand their use further.

Feedback (2022-2024)

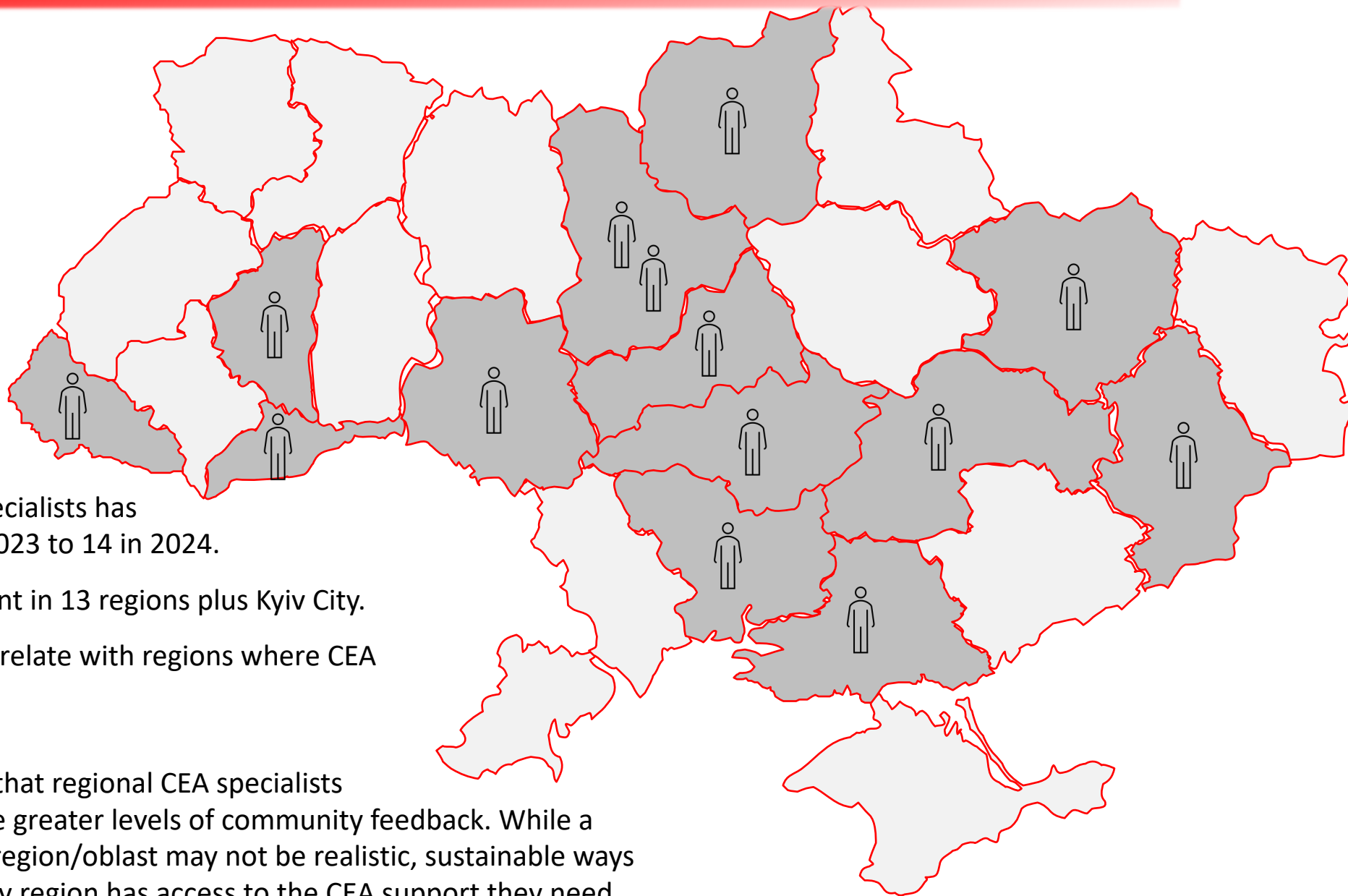
Regional CEA Specialists (2024)

2022 & 2023

1 regional CEA specialist

2024

14 regional CEA specialists



Observations

- The number of regional CEA specialists has increased from 1 in 2022 and 2023 to 14 in 2024.
- These specialists are now present in 13 regions plus Kyiv City.
- Higher volumes of feedback correlate with regions where CEA specialists are deployed.

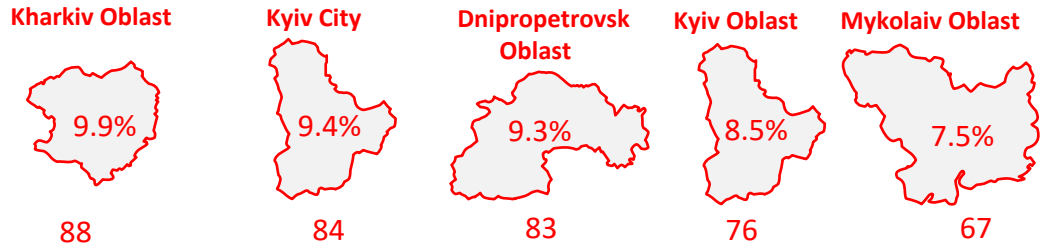
Recommendations

- It seems reasonable to suggest that regional CEA specialists have been able to help facilitate greater levels of community feedback. While a specific CEA specialist in every region/oblast may not be realistic, sustainable ways should be found to ensure every region has access to the CEA support they need.

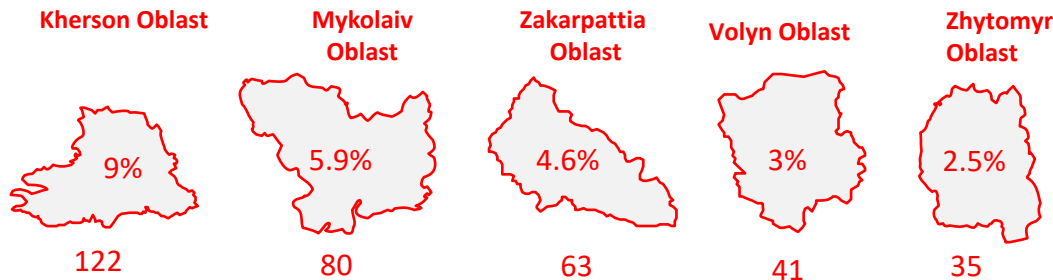
Feedback (2022-2024)

Complaints by location – Top Five 2022 -24

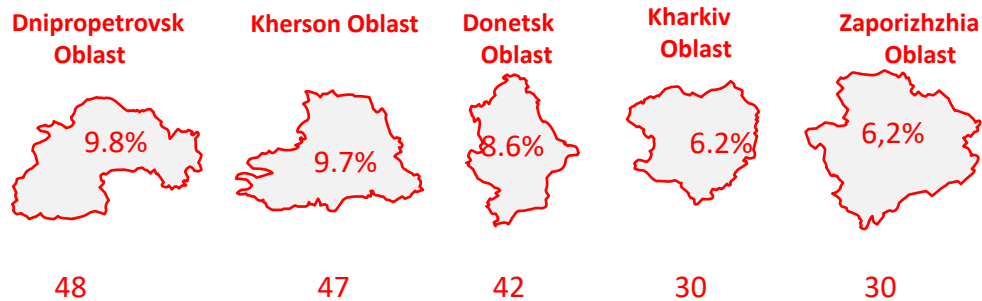
2022
(885
Complaints)



2023
(1,352
Complaints)



2024
(485
Complaints)



Observations

2022 – Four of the top five areas for complaints also made the top five for inquiries generally (see slide 10). Kharkiv registered most complaints followed by Kyiv City and Dnipro Oblast - areas with acute needs and high populations.

2023 – Saw the highest number of complaints, which were also far more spread across the country, tallying with the increase in URCS emergency relief activities, and increased access to the feedback and complaint channels.

2024 – Saw the lowest number of complaints for any of the three years, with all those in the top five being areas of acute needs.

Analysis

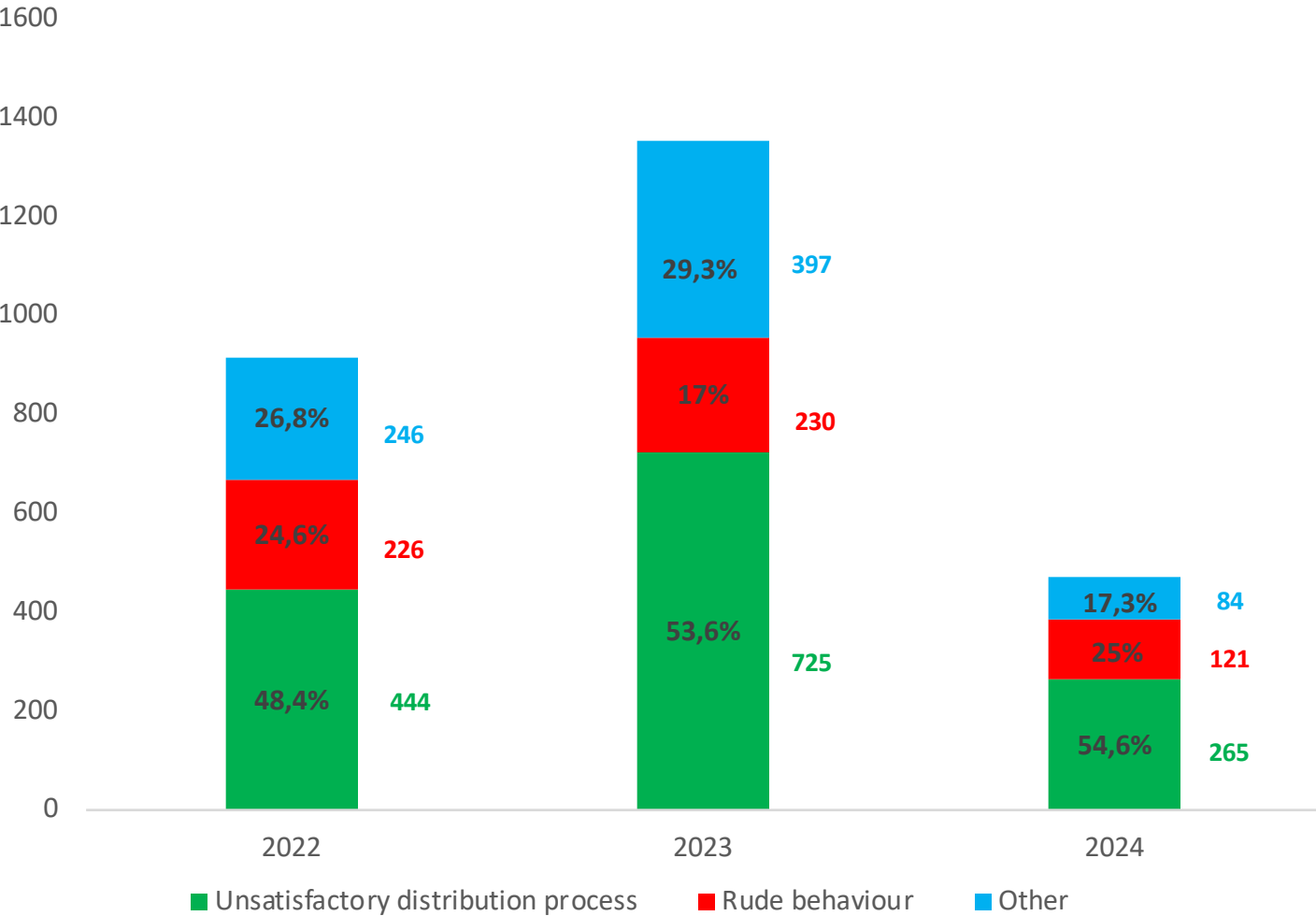
In 2022 complaints coincided with areas where the majority of general feedback was coming from, suggesting the area complaints came from may have had more to do with access to channels than services there being worse than elsewhere. This was backed up in 2023 when the spread of complaints became more varied as URCS activities expanded and access to feedback and complaints grew. In 2024 there was a stark decline in complaints received, but focused on areas with acute needs, where gaps and lack of access to support are hardest felt.

Recommendations

It is important to confirm that the reduction in complaints is real and not due to falling trust in complaints processes. The findings also underline the need to ensure CEA support to areas of acute need to ensure quality of services in emergency relief.

Feedback (2022-2024)

Main Topics of Complaints:



Important: some complaints may relate to several topics at the same time, so the total number may vary.

Observations

Each year, around 50% of complaints related to the process of aid distribution. Complaints included:

- the lack of certain desired items in distributions
- restrictions on the amount of aid and frequency of distributions
- eligibility criteria ruling people out from accessing support

The second most common complaint each year related to perceived rude behavior by staff or and volunteers.

The “other” category was too varied to be easily summarized.

Analysis

Anecdotally, the two most common types of complaint are strongly linked. People not fitting the eligibility criteria, or unable to access adequate support, felt this was due to poor processes, or in some cases felt refusal of failure itself was rude – even if it was in line with established criteria.

Recommendations

The prevalence of complaints about rudeness and poor processes indicates more needs to be done to ensure communities know and understand eligibility criteria and recognize them to be fair. Support for participatory planning to set eligibility criteria with communities, and improved communication of those criteria – as well as the limitations URCS itself faces - could help with this. In particular, this support should focus on areas with acute needs where complaints are most prevalent.

Feedback (2022-2024) - Summary Conclusions

- Overall, there has been a significant increase in the volume of feedback received, suggesting growing engagement with communities.
- The rise in acknowledgments of support indicate there is increasing recognition of URCS efforts.
- Rising levels of feedback can be attributed partly to the implementation of QR codes and paper forms, which have proven popular.
- The decline in complaints suggests previous grievances are being learned from, the quality of services has increased, and that concerns are being handled more effectively at the field level – but there is a risk that declining trust in the effectiveness of complaints processes could also be a factor.
- The increase in regional CEA specialists has helped grow engagement and feedback collection, with Regions with active specialists returning higher levels of feedback, highlighting the importance of local capacity.
- There is a need for increased community participation, engagement, and communication on the ground, particularly in regions with acute needs where higher levels of complaints are most likely to be reported.

Overall - Summary Conclusions

- The Information Center and Feedback Sector remain critical elements of URCS structure and ways of working.
- The Information Center's steadily increasing response rate shows the impact of increased capacity and workflow efficiency.
- Ongoing demand for the call center and other feedback channels highlights the need to maintain and continue to develop these capabilities.

Gender and Age

- Women continue to be much more likely to call the general line – outnumbering men four to one.
- The skew towards male callers of the Unified Veterans Line (90%) significantly shifted the overall gender distribution of inquiries received - men accounting for 48% of all calls in 2024 – reinforcing the need for tailored services.
- People aged 60 or are consistently the most represented group of callers to the Info Center's General Line.

Sectors

- Humanitarian and financial assistance remain top concerns, confirming ongoing economic and material needs.
- Enquiries relating to psychosocial support and restoring family links have increased, suggesting a growing awareness of needs in these areas.
- In its first year, the Unified Veterans Line mainly received inquiries about veterans' status and general information, underscoring basic information gaps.

Location

- Kharkiv Oblast consistently leads in total requests, reflecting persistent humanitarian challenges.
- Zaporizhzhia region ranked among the top in requests by region in 2024, likely due to ongoing displacement and humanitarian efforts in these areas.
- The Unified Veterans Line follows a different regional pattern, with Kyiv City, Donetsk, and Dnipro being top regions for veteran requests.

Feedback and Complaints

- The overall feedback volume has increased, signaling growing engagement with communities.
- The growth in acknowledgments suggests increased recognition and appreciation of URCS services.
- The overall decline in complaints could indicate service improvements.
- The introduction of QR codes and paper forms contributed to people sharing more feedback.
- Most complaints came from areas with acute needs and related to eligibility and a lack of access to adequate support.

12 Recommendations

The Information Center and Feedback Sector have made significant progress in efficiency and effectiveness. However, shifting demographic trends, evolving sectoral needs, and changing regional contexts require continuous adaptation. Based on evidence from inquiries, feedback and complaints received over the last three years, the following 12 recommendations have been made to further enhance URCS responsiveness, inclusivity, and impact.

- 1.** Continue to invest in and develop the Information Centre and Feedback processes – train phone operators, investigate options for more tailored services, explore opportunities for AI automation for routine enquiries to optimize workflow and operator capacity.
- 2.** Investigate the gender-balance of the general information and veterans’ lines to ensure they align with those who need the services. The success of the veterans line also suggests opportunities for additional more-targeted lines are worth exploring.
- 3.** Ensure that the call center is adapted to meet the needs of older people and investigate if there are barriers to older people accessing information about URCS services and activities through other channels. Carry out further analysis to understand if other age groups are over- or under-represented compared to their inclusion in URCS services generally. Discuss internally about URCS appetite to seek increased engagement with young people.
- 4.** Review and rationalize data archives and current data collection – ensuring clean and consistent data is available to track impact and review changes over time. This should include a review of the coding framework to ensure the integrity and comparability of data being collected, as well as archiving processes and storage protocol.

12 Recommendations

- 5.** Explore opportunities for Information Centre support to help meet the growing demand for more diverse URCS support and services, for example mental health and family reunification.
- 6.** Strengthen links between the Information Centre and areas with acute needs - such as Kharkiv - and larger population centers – such as Kyiv City and Oblast - to ensure Information Centre operators are able to provide the most up-to-date information for these areas. This should also enable the information Center to quickly and effectively share location-specific information from callers back to the relevant branches.
- 7.** Carry out more detailed analysis to see if there are any areas which are specifically over- or under-represented in the data - to identify where access to information may be limited or where greater awareness of the Information Centre and URCS feedback processes generally could be most beneficial.
- 8.** Strengthen Standard operating Procedures for communication and information sharing with regions and sectors to ensure information about URCS services and activities across the country are up to kept date and accessible to all who need them.

12 Recommendations

- 9.** Investigate the decline in complaints and growth of acknowledgements – check for trust in URCS procedures and other potential explanations for complaints reducing.
- 10.** Review impact and potential for expansion of QR Code and Paper Form feedback channels.
- 11.** Explore sustainable options to ensure every region has access to adequate CEA support through regional CEA experts, prioritizing areas of acute need to ensure the quality of emergency relief services.
- 12.** CEA on-the-ground has strong potential to reduce complaints about rudeness and poor processes. Support participatory planning to establish eligibility criteria together with communities, and improve communication of those criteria, particularly in areas with acute needs where complaints are most prevalent.