

Community Engagement and Accountability (CEA)

Annual Report 2024

Ukrainian Red Cross Society (URCS)



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Introduction

This annual report provides a detailed analysis of the activities of the Community Engagement and Accountability (CEA) Unit, including the Information Centre, the Feedback Sector, and the partner experience assessments carried out at national and regional level throughout 2024. The report provides a comprehensive analysis of feedback trends, requests, and activities, and the impact CEA work has had.

The aim of the report is to highlight key activities, achievements, and challenges, to understand the impact of our work, identify areas and opportunities for future development, and inform decision-making and planning.

Overview of CEA Activities

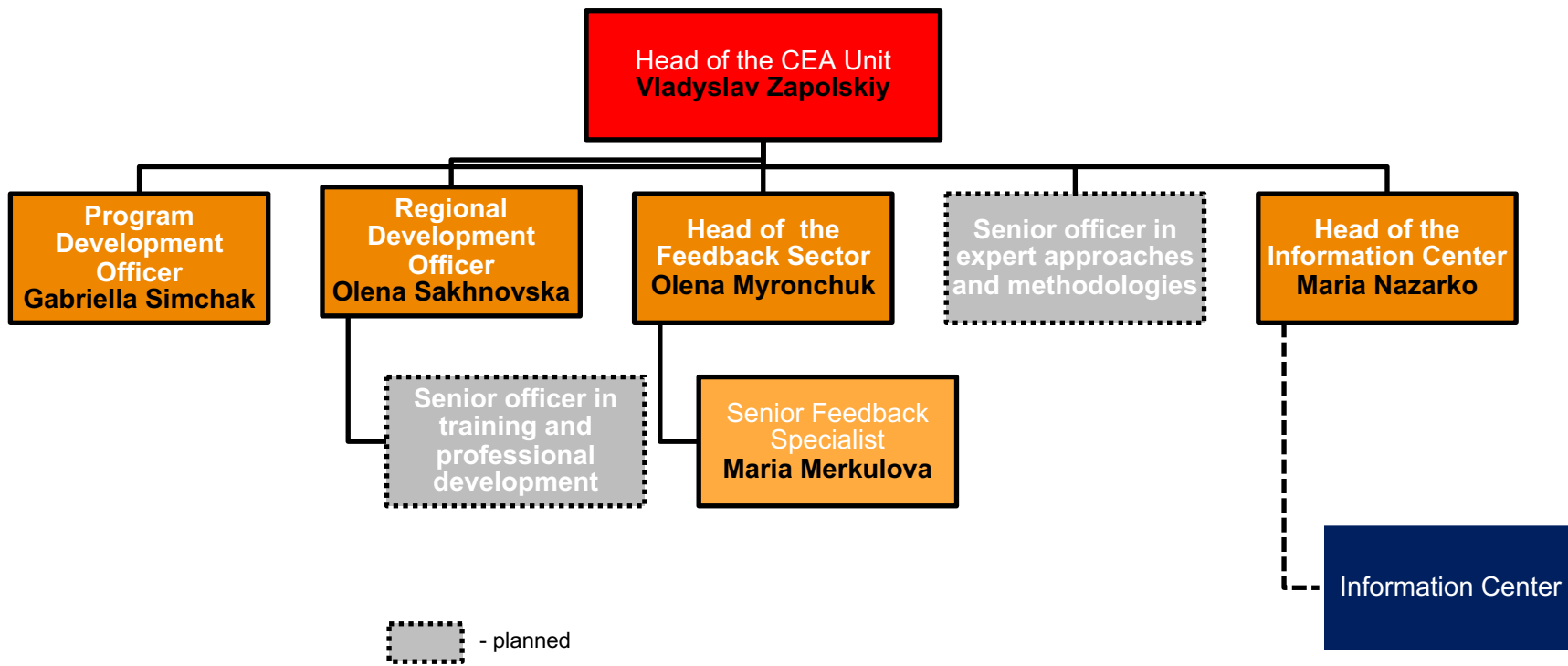
The Community Engagement and Accountability (CEA) Unit seeks to ensure a systematic approach to integrating community engagement principles into all organisational activities.

Our goal is to build community trust and enhance programme effectiveness by creating an environment where every community has a real opportunity to influence decisions that affect their well-being.

Through open communication and accessible feedback channels we work with colleagues to ensure the diverse needs, priorities, preferences and capacities of communities are taken into account at each stage of URCS work - from analysis and planning to implementation and evaluation - enabling community voices to shape what we do.


The function of the CEA Unit of the National Committee of the URCS is to play an advisory and supportive role, promoting the formation of constructive relations between URCS and the communities we work with. This helps ensure that we more effectively meet people's needs and priorities.

CEA Unit Structure 2024




EDUCATIONAL ACTIVITIES

“INTRODUCTION TO CEA”

 **13** training sessions
10 regions
314 employees and volunteers

“PRINCIPLES OF CEA” (TRAINERS)

 **10** informational sessions
4 regions
158 employees and volunteers

“INFORMATION AS AID” and “FEEDBACK MECHANISM”

 **129** employees and volunteers

Manual and training database created:


“**Information as Aid**” and

“**A practical guide to external communication for sharing information with communities**”

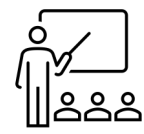


TRAINING WORKSHOPS


to raise awareness of the CEA standards

 **4** conducted (Kyiv - 3, Lviv - 1)
10 regions
143 participants

TRAINING of TRAINERS

 **10** days
8 regions
29 participants

DEPARTMENT PLANNING SESSION FOR 2025

 **5** days
28 participants

CEA Activity Overview 2024

FEEDBACK MECHANISM SECTOR



8,596 feedback cases processed, with over **80%** of cases resolved during the year

INFORMATION CENTER



95,557 inquiries handled with **80%** of all calls answered and responded to during the year.

A **Unified Veterans Hotline** was launched in collaboration with the Ministry of Veterans Affairs

REGIONAL DEVELOPMENT



14 CEA specialists in the regions

SECTORAL DEVELOPMENT CEA and RCCE



16 departments have completed the CEA Self-Assessment process identifying opportunities and priorities for CEA within their programmes, producing practical recommendation reports and work plans.

INITIATIVES

Implemented a comprehensive assessment for URCS Strategic Planning 2026-30.



- 2,748** - Community members surveyed
- 100** - Employees surveyed Partner
- 143** - In-depth interviews conducted
- 68** - Partner organizations surveyed



Goals for 2024

The CEA Department aimed to achieve six key goals in 2024:



Raising Awareness of CEA among staff, volunteers, communities, donors, partners, and other URCS stakeholders.

- ✓ **ACHIEVED: More than 600 employees and volunteers attended CEA training sessions. A handbook has been developed, and 16 departments have completed self-assessments with eight having already developed recommendations and action plans.**



Establishing an Analytical Center within the Unit to carry out research and analysis to support the operational work of URCS sectoral departments.

- ✓ **ACHIEVED: Since October, the CEA Unit's staff has been reinforced with two analysts specializing in feedback analysis and reporting.**



Development of Risk Communication and Community Engagement (RCCE) within the CEA Unit to better engage community members in understanding and sharing information about actions people can take to protect themselves and their loved ones, and about URCS activities.

- ✓ **ACHIEVED: Guides have been created, and training sessions reaching 129 staff and volunteers have been conducted, supporting improved two-way communication and information sharing to and within communities.**



Strengthening collaboration between URCS sectors and the CEA unit, and the integration of CEA into activity plans.

- ✓ **ACHIEVED: 16 Units have completed the CEA Self-Assessment process, developing bespoke recommendations and action plans.**



Capacity development of CEA Unit members' professional skills.

- ✓ **ACHIEVED : All team members have individual development plans and have taken part in internal and external trainings and workshops as part of their development process.**



Strategic development and institutionalization of CEA through the preparation and formal adoption of key organisational documents defining the unit's functions and activities, including the CEA Policy, Unit and Sectoral Regulations, updated Feedback Policy, and job descriptions.

- ✓ **PARTIALLY ACHIEVED: Many document have been completed, but the draft CEA Policy requires formal sign-off, and updating of the Feedback Policy is ongoing**

Sectoral Development of CEA and RCCE

Key Achievements



Working Group and "Information as Aid" Guide

Objective: Improving informational sharing with communities and two-way communication.

Composition: 20 participants, created in collaboration with the Communications and Marketing Department of the URCS.

Outcome: Developed an "Information as Aid" foundation training for the URCS.



A guide "**Practical Guide to External Communication for Sharing Information with Communities**" and standardized "**Information as Aid**" foundation training has been created



Sectoral Development of CEA and RCCE

Activities



"Information as Aid" Training

- Conducted for 8 URCS organizations, with **129** participants reached.
- A unique training package developed in collaboration with the Communications and Marketing Department.
- Additional webinar (August 2) held for representatives of the Kherson and Ternopil organizations.



"Feedback Mechanism" Training

- Three-day training in Ivano-Frankivsk region.
- Session for leaders and deputies of Rapid Response Units (RRUs) on organizing volunteer work and collecting feedback.



Working Meetings

- Session in Ternopil (July 23) for 15 participants on "Communication with Communities and Feedback"
- Three-day seminar on integrating CEA into URCS programs (February 27-29, 2024, Kyiv).

Results:

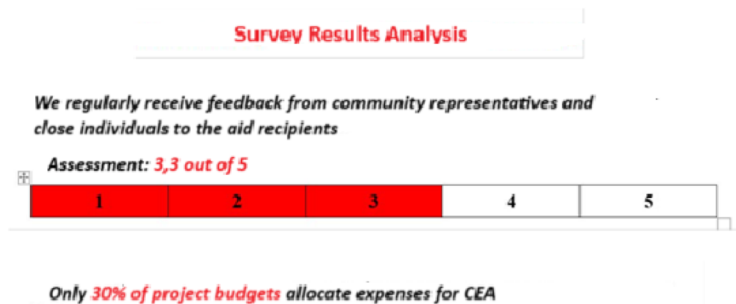
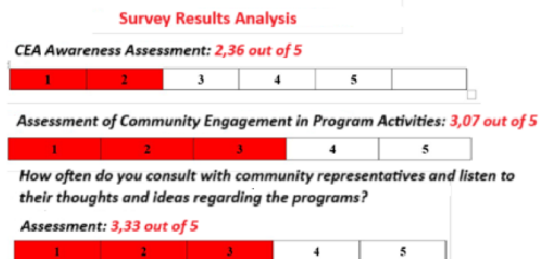
- **Improved two-way communication with communities.**
- **Practical tools for integrating CEA into program activities.**

Operational Activities



CEA Self-Assessment

- In 2024 16 Units of the Ukrainian Red Cross (URCS) carried out the CEA self-assessment to identify priorities for the integration of CEA into their activities.



★★★ CEA Capacity Assessment in the Program

- The first 8 Units carried out assessments at the beginning of 2024, and the next 8 Units completed assessments in December 2024.



Recommendations and Action Plans

- From the 16 units that completed the self-assessment process in 2024, 14 recommendation documents and 8 full action plans for the integration of CEA in Unit activities have been produced.

Sectoral Development of CEA and RCCE



Improvement of Community Engagement

- Work on strengthening feedback, adapting community information materials. Technical and operational support for the Units.



Development of the CEA Integration Framework (2024-2025)

- A strategic document for the systematic implementation of CEA principles across all URCS sectors.



Focus Groups and Performance Assessment

- Focus groups were conducted with volunteers to identify opportunities to improve the work of the Tracing Unit.



Development of Feedback Channels for Model for Mobile Health Units

- Appropriate channels for receiving feedback have been developed for Mobile Health units in collaboration with the feedback sector.



Sectoral Development of CEA and RCCE



CEA Implementation Plan for the Cherkasy Region

- Pilot Region for Enhanced CEA Implementation in 2025.



CEA Institutionalization

- Development of a CEA Policy to systematize approaches, enhance transparency, and involve communities in decision-making.
- The Policy is expected to be approved in 2025.



Risk Communication and Community Engagement / Coordination

- Materials and campaigns have been developed to support community health (blood donation, acute intestinal infections, heat safety, viral hepatitis, tuberculosis) in collaboration between URCS and the Public Health Center of the Ministry of Health.
- Collaboration with national and international partners, including biweekly meetings of the RCCE technical working group.
- Printed materials developed and shared via Google Drive. Activities highlighted at the national and international levels through social media, the URCS website, and IFRC CEA Newsletter.
- Further coordination will resume in the first quarter of 2025.

Форма збору зворотного зв'язку

Вітаємо,
Ваша думка важлива для Товариства Червоного Хреста України (ТЧХУ). Завдяки Вашим відгукам, ми зможемо покращити нашу роботу у наданні допомоги тим, хто найбільше цього потребує. Бази не потрібно надавати нам свої імена та контактні дані, якщо Ви цього не бажаєте. Але, якщо Ви вирішите надати свої контактні дані, ми матимемо можливість зв'язатися з Вами за потреби та надати відгovid.

Чи отримували Ви будь-яку допомогу/послугу від Червоного Хреста України (ТЧХУ)?

Так
 Ні

▼ Зворотній зв'язок про отримання допомоги

Залиште, будь ласка, свій відгук:

Пропозицію щодо покращення
 Зауваження
 Подяка
 Скарга
 Запит на інформацію про роботу та послуги ТЧХУ
 Інше

Опис:

Дякуємо за Ваш відгук! Він буде врахований в нашій подальшій діяльності. Ми пошуємо!

Sectoral Development of CEA and RCCE

Challenges

- Lack of awareness in program Units of CEA principles.
- Training content does not always match participants' contexts and needs.
- Fatigue often a challenge in lengthy trainings.
- Staff turnover undermines collaboration between CEA and other Units.
- Insufficient awareness within Units of the importance of URCS' commitment to being accountable to communities.

Risks

- Underestimating the importance of CEA could reduce the effectiveness of program implementation.
- Insufficient training may lower the quality of feedback and interaction with communities.
- Participant fatigue, especially in multi-day trainings, can hinder learning.
- Programmes may not be in line with community needs or wishes if CEA is not adequately integrated.

Recommendations

- Integration of CEA from the earliest assessment and planning phases of activities, as well as during implementation, can help ensure programmes fit communities' needs.
- Delivering training sessions, offering continuous consultations, adapting content to specific sectors, and supporting the development and integration of CEA within program departments.
- Consider participants' needs when designing trainings, keeping trainings as short as possible to prevent fatigue.
- Ongoing engagement and exchanges between the CEA and other Units, ensuring support at all program stages.



Regional Development of CEA

In the regions, CEA is supported by 14 community engagement specialists.

Tasks include:

- Entering paper-based feedback received from projects and programs into the electronic CRM system.
- Conducting CEA awareness-raising sessions with volunteers and local specialists, emphasizing the importance of collecting feedback from communities.
- Sharing data from the Information Center and the feedback sector to local and interregional centers on a monthly basis, supporting understanding of its relevance to local Red Cross activities, and ensuring it informs future work.

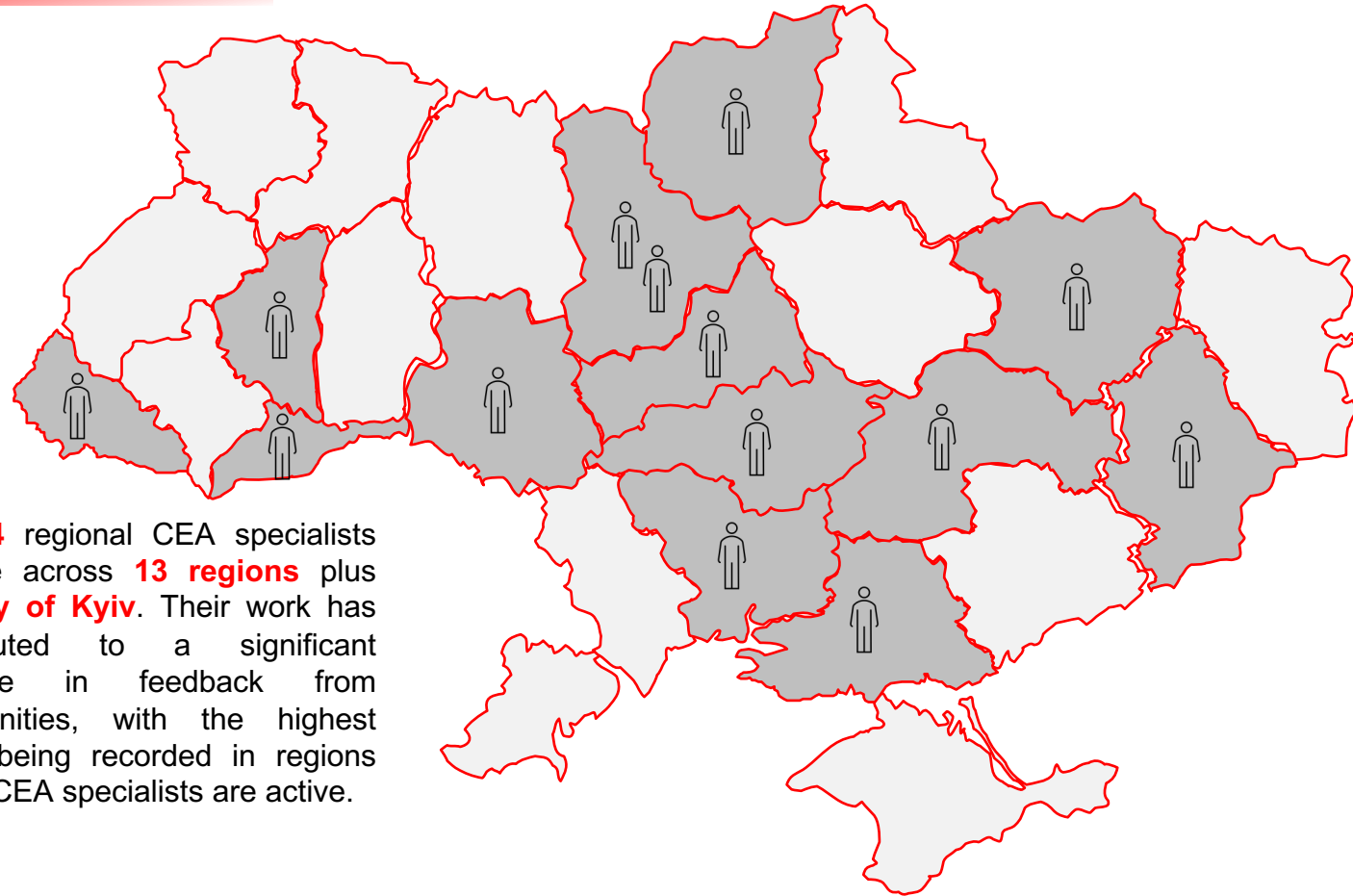


Regional Development of CEA

Map of Regional CEA Specialists

Kherson Oblast	969
Kharkiv Oblast	949
Cherkasy Oblast	775
Kirovohrad Oblast	770
Chernihiv Oblast	553
Donetsk Oblast	466
Dnipropetrovsk Oblast	446
Kyivska city	439
Mykolaiv Oblast	419
Kyiv Oblast	417
Zaporizhia Oblast	367
Vinnytsia Oblast	325
Unknown	295
Odessa Oblast	237
Sumy Oblast	182
Ternopil Oblast	182
Zakarpattia Oblast	172
Volyn Oblast	156
Chernivtsi Oblast	105
Ivano-Frankivsk Oblast	87
Lviv Oblast	85
Khmelnyskiy Oblast	66
Poltava Oblast	63
Zhytomyr Oblast	42
Rivne Oblast	17
	10
Усього	8596

The **14** regional CEA specialists operate across **13 regions** plus the **city of Kyiv**. Their work has contributed to a significant increase in feedback from communities, with the highest levels being recorded in regions where CEA specialists are active.



Regional Development of CEA

Activities



"Introduction to CEA + Self-Assessment" Training Sessions

- **13** training sessions were conducted during 2024 across **10** regions of Ukraine reaching **315** URCS staff and volunteers.



Technical Support Visits

CEA technical support visits were made to three Oblasts in 2024:

- Mykolaiv Oblast: March 22-23, 2024.
- Cherkasy Oblast: June 11-14, 2024 (Cherkasy Regional Office, Cherkasy Municipal Office, Uman Municipal Office, Zolotonosha Municipal Office).
- Kharkiv Oblast: October 1-5, 2024 (Kharkiv Regional Office, Kharkiv Information Center, Slobidska-Osnovianyvka Municipal Office, Saltivka Municipal Office, Berestivska Municipal District, Industrial Municipal Office).



Information Sessions

- **10** Information Sessions were conducted by newly-trained trainers (participants from the Training-of-Trainers) reaching **158** URCS staff and volunteers across four regions - Zakarpattia, Kherson, Kharkiv, Kirovohrad.



Operational activities



Weekly Meetings

- Online meetings between the regional CEA specialists and the regional CEA manager in HQ are held every Tuesday. During these meetings, successes and challenges in implementing CEA in the regions are discussed and experiences and best practices shared.



Comprehensive Assessment (01.11-29.11.2024)

- To support development of the URCS five-year Strategic Plan for 2026-30, large-scale research was conducted by the CEA department with the Information Center, regional CEA specialists, and volunteers deployed to support data collection. In all **2,748** people were surveyed.
- The study sought to collect information from diverse stakeholders, including community members, public sector partners, volunteers, staff, national and regional representatives, as well as individual donors to assess the effectiveness of programs, gaps, and priorities for assistance.
- Results from this research will provide a foundation for the development of the next URCS Strategic Plan for 2026-30, aimed at enabling the National Society to effectively address current and future humanitarian challenges.



Operational Challenges

- Managing to conduct at least two technical visits to each region to support the implementation and institutionalization of CEA in local projects and programs, and promote national feedback channels.
- Some CEA specialists only work half-time on CEA, with additional responsibility for other tasks under various donor programs. This can lead to insufficient time to effectively fulfill all responsibilities.

Risks

- Sub-optimal implementation of CEA in regions due to specialists' limited time and resources.
- Delays in project implementation due to a lack of buy-in to CEA at the local level.
- Lack of trust and low use of feedback channels due to flaws in implementation and insufficient promotion.

Recommendations

- Ensure at least two technical visits are conducted to each region to support the implementation of CEA and improve efficiency at the local level.
- Ensure CEA specialist positions are full-time with 100% salary, not divided across multiple roles, to enable staff to perform tasks effectively.



Feedback Sector

The Feedback Sector is a unit of the Community Engagement and Accountability Department within the Quality Control and Accountability Directorate. Sector staff includes the Head of the Sector, the Lead Specialist for feedback processing and responding to public inquiries, and the Specialist supporting WFP's Emergency Food Assistance project, responsible for processing feedback within the project in the Kherson region. The Feedback Sector actively participates in collecting feedback both at the regional level and within projects and programs.



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

The contact points for feedback include the Information Center hotline, the email addresses national@redcross.org.ua and feedback@recross.org.ua, as well as the postal address of the URCS' National Committee.

Feedback Sector

Development of New Feedback Channels

Introduces new communication channels for effective interaction with communities.

Analytical Reports and Humanitarian Advocacy

Collects data and prepares analytical reports for operational changes in projects. Supports humanitarian advocacy.

Processing and Redirecting Inquiries

Redirects inquiries to relevant departments and monitors their review.

Data Management and CRM

Ensures the relevance of information in the CRM system for quick access and analysis.

Information Consolidation

Collects necessary information to provide quality responses to inquiries. Handles interim correspondence with requesters.

Updating Information

Monitors the relevance of scripts and templates for operators.

Interaction with Departments

Communicates with departments and sections of the Ukrainian Red Cross regarding the handling of inquiries.

Control of Deadlines

Monitors the timeliness of processing inquiries and providing responses.

Preparation of Responses

Prepares final responses to inquiries based on verified information.

Training Regional Teams

Conducts training on collecting, registering, and processing feedback.

Technical Support

Provides technical support to regional teams for effective data management.

Operational Activities

Feedback Received in 2024



8,596

Complaints Received



485

Complaints Fully Resolved



81%

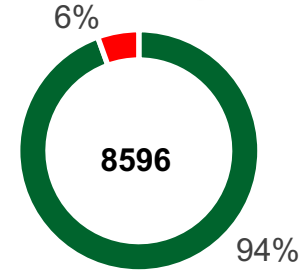
Feedback Meetings Held



40

In 2024, a total of **8,596** feedbacks were received by the Feedback Sector, including **485** complaints, representing **6%** of all feedback received. Overall, **80%** of all feedback was fully resolved, with **81%** of all complaints fully resolved. **40** meetings were conducted with enquirers regarding the feedback they submitted.

Among the achievements are changes to the composition of food packages based on people's feedback.



■ Thanks & Suggestions
■ Complaints

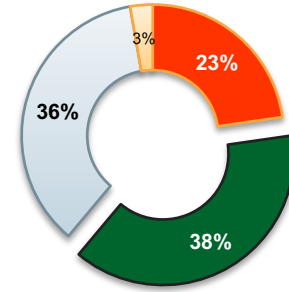
Feedback Sector

Key metrics

Feedback by Channel

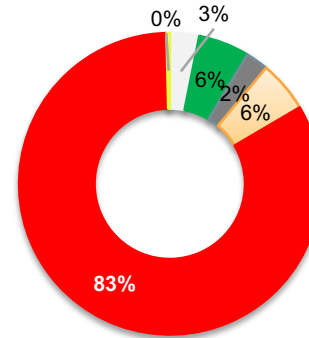
Feedback Categories

Feedback by Channel



- Incoming calls
- Paper form
- QR codes
- Others

Feedback categories



- Recommendations (not related to the Red Cross)
- Recommendations (related to the Red Cross)
- Persuasions and assertions
- Complaints about the Red Cross
- Thanks
- Rumors

Initiatives and projects



The Feedback Sector initiated the development of banner and flyer templates for printed information which included contact details of the URCS feedback channels. These were distributed to organizations in Zaporizhzhia, Mykolaiv, and Kherson regions.



A draft model of the feedback mechanism for Mobile Health Units (MHUs) was developed in collaboration with the Feedback Sector. Recommendations for effective collection and processing of feedback were also prepared.



A feedback channel for Rapid Response Units (RRU) was developed and the "Guide to Organizing the Work of RRU Volunteers and Collecting Feedback" was presented in July 2024 at the annual RRU meeting.



The Feedback Sector developed a dashboard displaying messages of gratitude to URCS that people have submitted as feedback. This tool helps motivate employees and volunteers, enhances the positive perception of the feedback mechanism, and strengthens trust in URCS activities by showcasing its human impact.



Ваш відгук дає змогу покращити наші програми!

Приділіть, будь ласка, декілька хвилин, щоб залишити відгук про роботу Українського Червоного Хреста:

- Відскануйте QR-код
- feedback@redcross.org.ua та через форму за QR-кодом



- **Гаряча лінія** Українського Червоного Хреста **0 800 332 656**

Лінія Добропорядності Українського Червоного Хреста – redcross@ethics.email та **0800 357 100** та за QR-кодом, для повідомлень які суперечать нашому Кодексу поведінки чи цінностям:



- конфлікт інтересів
- шахрайство
- корупція
- сексуальне насильство або експлуатація
- порушення прав дітей
- порушення приватності
- неетична поведінка
- втручання: фінансові операції
- зловживання службовим становищем
- дискримінація
- інші порушення, що викликають занепокоєння

Безпечний канал **НЕ ЛИШЕ** для отримувачів допомоги, але й для волонтерів та співробітників Українського Червоного Хреста.

Дізнатися більше про діяльність Українського Червоного Хреста



МИ ПОРУЧ

Initiatives and Projects



In March 2024, a Complaints and Feedback Mechanism (CFM) specialist joined the Feedback Sector team. The main focus of their work has been the collection and analysis of feedback from URCS programs in Kherson, particularly through feedback boxes near humanitarian aid distribution points



Working with the URCS National Committee leadership and Risk Management Department, systems have been established to incorporate the new Integrity Line into URCS' overall feedback architecture. Protocols for redirecting complaints between the Feedback Sector, Information Center, and Compliance Department were agreed upon, ensuring sensitive feedback related to violations of the Code of Conduct and other sensitive issues are processed through the Integrity Line, an important step in bolstering transparency and trust in URCS activities.



Feedback boxes were established in three locations in the Cherkasy region in late 2024, enabling local residents and internally displaced people to give feedback on URCS URCS Mobile Medical Team services. Feedback received supports improvement to services and helps ensure URCS continues to address people's priority needs.



СКРИНЬКА ДЛЯ ЗВОРОТНОГО ЗВ'ЯЗКУ
 Дана скринька лише для відгуків, не використовуйте її для пожертв

ЯКЩО БАЖАЄТЕ НАДАТИ СВОЇ ПРОПОЗИЦІЇ, ЗАУВАЖЕННЯ, СКАРГИ ЩОДО НАДАННЯ ГУМАНІТАРНОЇ ДОПОМОГИ У РАМКАХ ПАРТНЕРСТВА ВСЕСВІТНОЇ ПРОДОВОЛЬНОЇ ПРОГРАМИ ООН ТА УКРАЇНСЬКОГО ЧЕРВОНОГО ХРЕСТА, ЗРОБІТЬ ДЕКІЛЬКА КРОКІВ:

- 1 Заповніть форму, яка знаходиться поруч зі скринькою або напишіть у довільній формі. Якщо бажаєте отримати відповідь — залиште свої контактні дані
- 2 Киньте заповнену форму в скриньку
- 3 Відгук буде зареєстрований та проаналізований протягом 30 днів
- 4 Отримайте відповідь

Чи можна надіслати відгук анонімно?
 Ви можете залишити відгук анонімно, однак не радимо казати своє ім'я та контактні дані, аби ми могли відповідати та зв'язуватися з Вами для уточнення додаткової інформації. У будь-якому випадку інформація буде оброблятися конфіденційно.

Залиште свій відгук
 Будь ласка, приділіть 3 хвилини, щоб залишити відгук про роботу Українського Червоного Хреста

Зателефонуйте нам:
 0 800 332 656
 або
Надішліть QR-код
 та пройдіть коротке анонімне опитування

Ваша думка важлива для нас, адже завдяки вам ми зможемо:

- покращити нашу роботу;
- налаштувати нашу діяльність і допомогу;
- залучити потенційно нових бенефіціарів та донорів.

Приклад форми для заповнення зворотного зв'язку біля скриньки

Ваш персональний дані будуть оброблятися відповідно до Закону України про захист персональних даних

Ваша думка важлива для нас, адже завдяки вам ми зможемо:

- покращити нашу роботу;
- налаштувати нашу діяльність і допомогу;
- залучити потенційно нових бенефіціарів та донорів.

Activities



"Feedback Mechanism" Trainings

- **8** trainings
- **120** participants
- **March 1** – Online session for regional teams covering collecting feedback through paper forms and QR codes.
- **March 13** – Meeting with volunteer management specialists on volunteer needs and feedback mechanisms.
- **April 10** – Session "Feedback: 2023 Results and Mechanism Updates" for the "Home Care" program in Vinnytsia.
- **April 27** – Training on CEA and feedback collection for CVA coordinators in Kyiv.
- **June 19** – Online "Capacity Building" training for Kherson team.
- **July** – Session for leaders and deputies of rapid response teams on feedback collection.
- **November 6** – Workshop "Community Engagement and Feedback Collection" for mobile rehabilitation teams.
- **December 12** – Session at the "Introductory Training for Public Centers Teams."



Technical visits

- **2** regions
- March 22-23, 2024 – Mykolaiv region.
- June 11-14, 2024 – Cherkasy region (Cherkasy Regional Organization, Cherkasy City, Uman City District, Zolotonosha City).



Challenges

Institutional and Organizational Challenges: Lack of standard procedures for handling complaints, insufficient staffing, data collection issues, and heavy workload on national-level channels.

Workload: Uneven distribution of duties and misconception that handling complaints is the responsibility of only one department.

Technical: Limited resources for implementing the EspoCRM system in regions.

Community: Insufficient information shared with communities and mistrust in the feedback system.

Training and Adaptation: Low awareness among local organizations regarding feedback procedures.

Effectiveness: Incomplete case closures and a possible reduction in feedback and complaints submitted if people feel the system isn't effective.

Recommendations

- 📄 Implement standard operating procedures (SOPs) for processing feedback.
- 👥 Expand CEA capacity, including dedicated staff, particularly at the regional level.
- 📖 Expand training of staff and volunteers on the importance of collecting and responding to feedback.
- 💻 Enhance the functionality and integration of the CRM system – rationalization of existing data and ensure consistency of data collection and storage.
- 🔍 Ensure transparency of program conditions and criteria by better-sharing information with communities.
- 🌐 Engage with international partners to secure necessary resources for continuation of activities.



Plans for 2025

👉 **Increase coordination meetings with sectors at the national committee level**

Hold regular meetings to improve engagement with sectors and develop information flow.

📊 **Develop an interactive dashboard for monitoring URCS services**

Create an internal dashboard to monitor URCS services across Ukraine, and explore opportunities to integrate this into the Society's public website.

🔄 **Update the Feedback Policy**

Formalize new feedback and referral processes in an updated feedback policy to be approved by the URCS Board, ensuring the effectiveness of URCS feedback work.

📈 **Expand use of Microsoft Power BI Data Visualization**

Integrate functionality allowing feedback to be easily viewed down by sector, region, and theme.

🌍 **Conduct Technical Support Visits to Regional Organizations**

Conduct technical support visits to build relations with Regions, and develop regional feedback collection activities, and raise awareness of their importance.

📚 **Support training for local organizations and facilitate integration into the CRM system**

Continue to deliver training to local organizations in particular supporting their ability to adopt and feed in to the unified CRM system for logging and responding to feedback.

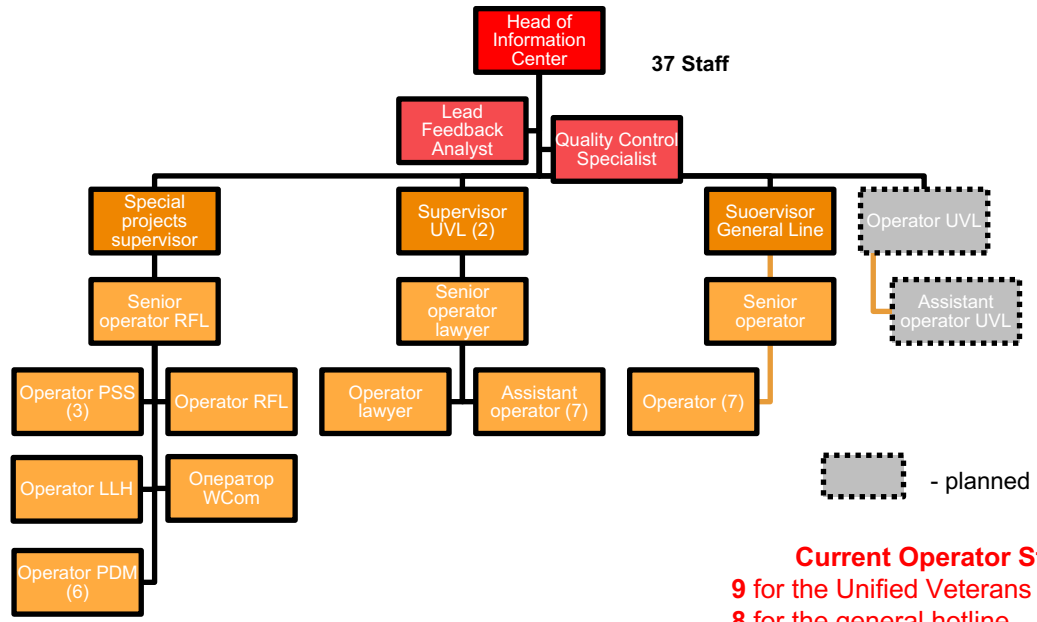


Information Center

The **Information Center** brings together teams of specialists and hotline operators who work over the phone to provide consultations with people enquiring about URCS assistance, offer psychosocial support, and record tracing requests, as well as conducting assessments, surveys and Post-Distribution Monitoring (PDM) to support planning, ongoing monitoring, and to understand the effectiveness and relevance of URCS programs and activities. The Information Center also works to collect, structure and analyze feedback data, sharing findings to inform the organization's overall learning and adaption of its activities.



Structure



- planned

- Current Operator Staff**
- 9 for the Unified Veterans Hotline
 - 8 for the general hotline
 - 6 for surveys and PDM
 - 3 for psychosocial support
 - 2 for Restoring Family Links

The Unified Veterans' Line, a cooperation between the Information Centre and the Ministry of Veterans Affairs, was launched in March 2024. To ensure efficient coordination, operators across all lines are supervised by a team lead. For the general hotline, an additional specialist monitors calls each day to ensure quality control and identify areas for improvement. In September 2024, the Information Center recruited a Lead Feedback Analyst tasked with compiling and analyzing data from the thousands of inquiries received each month. These reports have become a crucial tool, informing the development of new activities and adaption of existing projects to better meet people's needs

Operational Activities

The Information Center channels calls through Binotel IP telephony and uses the EspoCRM system to track and manage interactions and information sharing 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.

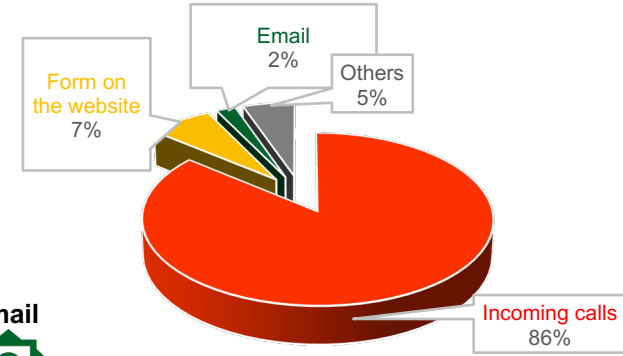
PDM Line – introduced in 2022 to conduct Post-Distribution Monitoring and other surveys, gathering information on people's satisfaction with URCS work..

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.

Project "Reboot" Line (LLH) – launched in early 2024 to provide information and guidance to jobseekers on employment opportunities, vocational training, grant applications, and workshops.

Enquiries received in 2024:

95,557



Main sources of inquiries:

Incoming calls



82,253

Web Form



6,353

Email



1,918

In 2024, **the Information Center** received and processed **95,557** enquiries.

The General Line handled **56,902** enquiries while the Unified Veterans Line received **38,655**. **82,253** enquiries came through calls to the inbound line, **5,000** through returned calls, **6,353** were through the web form, and **1,918** via email.

The proportion of calls answered first time in 2024 was **80%**, compared to 54% in 2023.

Based on the ongoing high numbers of enquiries, it is clear that tens-of-thousands of people continue to rely on the Information Center to access information and services, ask questions and share feedback.

In 2024, the **PDM Line** conducted **19,005** questionnaires, making **50,541** outgoing calls, and carrying out **45** interviews with donors.

Key metrics

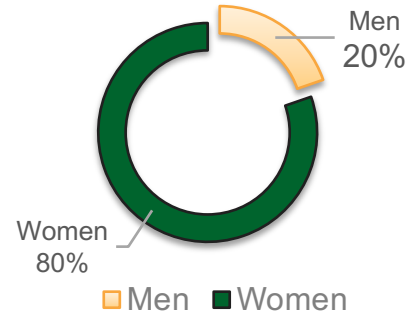
Gender

Age

Circumstance

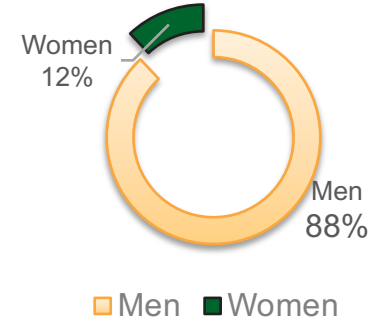
Gender

General Line



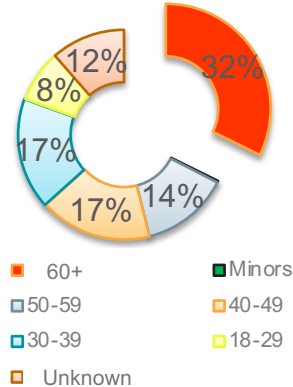
Gender

Unified Veterans Line



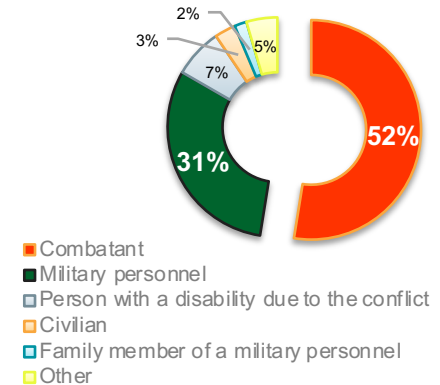
Age

General Line



Circumstance

Unified Veterans Line



Key metrics

Location

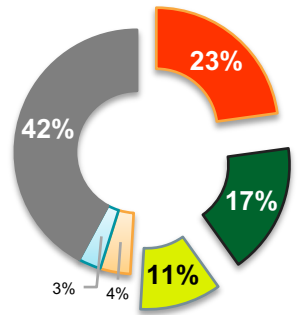
Where people are contacting from

Sector

Which sectors or issues people are enquiring about

Sector

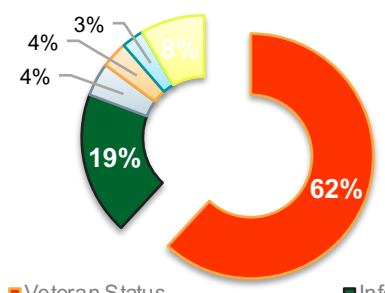
General Line



- Financial Aid
- Humanitarian Aid
- Restoring family links
- Psychosocial Support
- Health Services
- Other

Sector

Unified Veterans Line



- Veteran Status
- Information
- Primary Legal Assistance
- Health Services
- Housing and Land
- Other

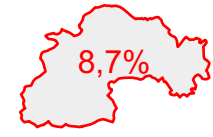
Location

General Line

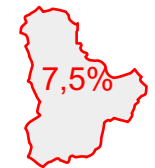
Kharkiv Oblast



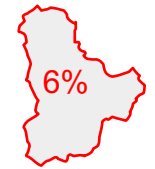
Dnipropetrovsk Oblast



Kyiv Oblast



Kyiv City



Zaporizhzhia Oblast



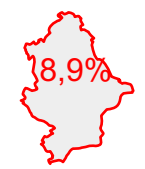
Location

Unified Veterans Line

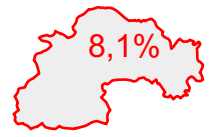
Kyiv City



Donetsk Oblast



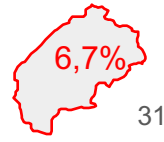
Dnipropetrovsk Oblast



Kharkiv Oblast



Lviv Oblast



8 main goals for 2024 achieved



Exchange of experience and fruitful cooperation with state and non-governmental organizations.

- ✓ **ACHIEVED:** Successfully established cooperation with the Ministry of Veterans Affairs, enabling the launch of the joint helpline for veterans. City councils supported coordination efforts at the local level.



Continuous communication and engagement with regional and local URCS organizations to support coordination and efficiency.

- ✓ **ACHIEVED:** Reliable communication channels have been established with regional organizations through local CEA specialists. This has helped facilitate exchanges of experience, information, and the prompt response to enquiries, helping enhance URCS support at the local level.



Launch of the Unified Veterans Line.

- ✓ **ACHIEVED:** The hotline was successfully launched in the second quarter of 2024, handling over 38,000 inquiries during the year, highlighting the ongoing high-demand for its services.



Refinement of Information Center ways of working and establishment of a fully-fledged Information Hub.

- ✓ **ACHIEVED:** The integration of increased information management and analysis capacity has enabled the Information Centre to better support operational counterparts, with reliable data to support evidence-based planning and decision-making.



Increase in PSS-line operators and systematic engagement with PSS department.

- ✓ **ACHIEVED:** The doubling of the team's size and establishment of a formal internal supervision system has enhanced effectiveness. Psychologists regularly conduct mini-sessions with department staff, promoting psychological well-being, reducing stress, and improving performance.

8 main goals for 2024:



PDM operators increased, improving quantity and quality of work.

- ✓ **ACHIEVED:** The team has been expanded by 3 people (34%), significantly increasing the team's capacity. This allowed simultaneous work on multiple projects, improving timeliness and efficiency.



Improvement of Coding.

- ✓ **ACHIEVED:** Experience from international partners plus further adaptation based on local needs has enabled the coding framework – used to categories and analyze information from enquirers – to better meet the Ukrainian context and deliver more effective data management and analysis, in turn enabling more relevant support to project implementers.



Improvement to the RFL line.

- ✓ **ACHIVED:** Bottlenecks in the operation of the line were identified and processes improved.





«Reboot» (LLH)

Reboot launched in early 2024, supporting jobseekers with guidance on employment opportunities, vocational training, access to grants and participation in training sessions, the helpline is a key element of the “Reboot” initiative.



Unified Veterans Line

The Unified Veterans' Hotline went live in March 2024. Over the course of the year, the work of its nine operators became more established, the process of transferring requests to the Ministry was automated using CRM, and support for the hotline's specialist operators was established to safeguard their emotional well-being.



Team growth

Throughout the year, changes took place to align the Information Centre's structure and capacities with its tasks. In particular, the number of psychosocial support operators increased to better meet demand, while the team conducting surveys and PDM expanded to enable faster and more efficient data collection and analysis to better support the planning and adaptation of URCS activities.



Methodology

Guidelines were developed to coordinate work with the CRM system and manage the expansion in users. Reports have been developed that will be implemented during the planning stages of new projects.



Reporting

In collaboration with the PMER department, **43** projects were completed, including Needs Assessments and Post Distribution Monitoring, with a total of **19,005** surveys.



Cooperation

The Info Centre's partnership with the Family Reunification department, saw over **10,000** tracing requests processed.

The work of the Information Center was presented to colleagues from other European National Societies as part of a CEA team experience exchange event organized by IFRC.

The team participated in the “Veterans - Path Home” forum organized by the Ministry of Veterans Affairs.

Together with the Ministry of Veterans Affairs and the Communications and Marketing Department, an “Open Day for the Unified Veterans Line” was organized in Lviv, where local journalists were invited to observe the work of the line's specialist operators.

Challenges

- Ongoing high demand for Information Center services, with constant need to resolve enquiries and refine the CRM system.
- During the launch of the government's E-Certificates scheme, there was excessive strain on the hotline with people asking how they could access the certificates (6-7 thousand calls per day), and there was not enough capacity to handle the volume of requests..

Risks

- An increase in the number of requests may lead to a decrease in service quality due to lack of resources to scale up.
- Technical issues are always possible and these, causing reductions in our performance, can lead to negative comments and conversations on social media.

Recommendations

Improvement of resources:

- Increase the number of operators.
- Update technical infrastructure.

Support staff capacity development:

- Expansion of training programs for operators.

Support and motivation:

- Regular feedback sought from operators to understand their experiences and challenges, informal meetings to support the morale and wellbeing of the team.





Plans for 2025

Coordination:

- Integration of existing and future helplines at the regional and national levels.
- Establish clear information exchange systems at regional and local levels.

Development of the Unified Veterans Hotline:

- Expand the team, prioritizing recruitment of people relevant lived experience.
- Ensure capacity to receive and respond to all enquiries.

Analytics and Reporting:

- Develop analytical capacity to support assessments, planning, ongoing monitoring, and evaluations.
- Update and improve the dashboard for clearer and more structured data visualization.

Collaboration:

- Deepen information exchange mechanisms with the Ministry of Veterans Affairs.

Information Hub:

- Development of the Information Centre into a broader Information Service Hub for the URCS.

Overall CEA Goals for 2025

CEA UNIT GOALS FOR 2025



Institutionalize the principles and practices of Community Engagement and Accountability (CEA) at the national and regional levels



Strengthen community involvement in the development, implementation, and evaluation of URCS programs



Expand and strengthen feedback mechanisms, ensuring transparency and accountability to communities



Improve engagement, two-way-communication, and information sharing on risks with affected communities



Develop the capacity of URCS employees and volunteers through training and skills development

ROADMAP for 2025

Activity	Timeline			
	Q1	Q2	Q3	Q4
Development of standardized CEA training modules				
Development of a communication and information support strategy				
Review and improvement of feedback channels				
Review of sector strategies and integration of CEA plans				
Development of a centralized feedback management system				
Training staff in feedback processing				
Creation of community advisory committees				
Conducting CEA training for regional branches				
Integration of CEA modules into sectoral training				
Development of e-learning courses				
Consultations with communities on feedback channels				
Conducting assessments and planning workshops				
Supporting community-level monitoring initiatives				
Production of multimedia information materials				
Conducting information sessions for communities				
Establishment of information centers in regions				
Providing technical support for CEA integration				
Documenting best practices and case studies				



Priority Activities for 2025

- Expand regional contact lines (Trainings, CRM connection, Info flow)
- Establish a unified Power BI DashBoard for displaying feedback and complaints by sector/location/time/channel with connected action log
- Produce visual materials (banners, posters, leaflets)
- Conduct regular sectoral needs assessment surveys
- Support transition to regional QCA Focal Point model
- Investigate options for URCS Mobile Application



FEEDBACK SYSTEM



Proposed QCA Regional Structure 2025

