UNHCR
The UN Refugee Agency

UNHCR's approach to call centres and contact centres

May 2025

Contents

1. Definition / Glossary

Call centres

Call centres are phone-based platforms which enable communities to contact UNHCR to ask questions, make complaints, share feedback and obtain critical information on rights, entitlements, and how to access services.

Contact centres

Contact centres are centralized platforms which enhance communication and provide support to communities through an omnichannel approach encompassing multiple channels of communication, including calls, e-mails, SMS, webchat, and messaging apps such as WhatsApp, Telegram, Signal, Viber, Line, and others. While call centres focus solely on phone-based communication, set up as stand-alone, contact centres encompass several channels of communications. These platforms facilitate information provision in a safe and timely manner on rights, entitlements and services. Communities can also make complaints, provide feedback and receive responses through their preferred and trusted channels. Contact centres are supported with a Customer Relationship Management (CRM) system.

Multi-country contact centres

Multi-country contact centres are contact centres covering multiple countries and providing forcibly displaced and stateless people with information and services based on what is available in the geographic location covered by multi-country contact centres. Multi-country contact centres may be manged at the regional level with a team of operators, while they could also be diffused at the country level with several teams of operators.

Customer Relationship Management (CRM)[1]	CRM systems help operations to systematically record, categorize, analyse, and respond to feedback and complaints from people, including confidential complaints, through safe, accessible and inclusive mechanisms in a timely manner. Through a CRM system, feedback and complaints can be referred, so that appropriate action can be taken, and a response provided in a timely manner. CRM systems also track interactions between UNHCR and forcibly displaced and stateless persons, providing timelines and details of such interactions.
Interactive voice response (IVR)	Interactive voice response, or IVR, is an automated telephone system technology that enables callers to receive or provide information, or make requests using voice or menu inputs, without speaking to a live agent.
Knowledge base	A knowledge base, or FAQ (frequently asked questions), is a repository of information about services or topics communities may be interested in, which staff should refer to when answering queries in order to ensure consistent information is provided. The primary source of data will be the updated UNHCR Help Website for the respective operation. Operations can adjust the information as needed for the purpose of contact centres or call centres. While all call and contact centres should ideally have a knowledge base, it is particularly useful in a context where contact centres respond to diverse types of feedback and complaints such as in multi-country situations or inter-agency context.
Omnichannel	Omnichannel integrates all channels, offering a unified and consistent experience across calls, web applications, messaging apps so that forcibly displaced and stateless people can seamlessly interact with UNHCR across different platforms.

---

[1] As per UNHCR's core output indicator's guidance, UNHCR refers a CRM as customer relationship management, whereby 'customer' are forcibly displaced and stateless people as well as host community.

2. Background and rationale

As an international humanitarian organisation, with protection at its core, UNHCR, has, in its Strategic Directions (2022-2026), committed to strengthen accountability to affected people, especially women and children. In line with its **2018 Age, Gender, and Diversity (AGD) Policy**, UNHCR is committed to ensuring the intentional and systematic inclusion of the expressed needs, concerns, capacities, and views of forcibly displaced and stateless people regardless of their age, gender and diversity, and being answerable for organizational decisions and staff actions, in all protection, assistance and solution interventions and programmes.

Accountability to affected people (AAP) is widely used in the humanitarian community to refer to mechanisms that ensure communities are meaningfully and continuously involved in decisions that impact their lives. **Accountability** requires direct and sustained engagement with communities, through transparent and continuous two-way communication. For UNHCR, community engagement entails working collaboratively with forcibly displaced and stateless people to address issues that affect their well-being, sharing information, promoting transparency, listening, and acting on individual and community feedback and concerns. This includes engagement on digital platforms through their preferred and trusted channels of communication.

In 2024, UNHCR conducted a global assessment of the organization's people centred approach, with specific focus on the AAP four core actions: **Participation and Inclusion, Communication and Transparency, Feedback and Response** and **Organizational Learning and Adaptation**. The objective of the assessment was to identify gaps in implementing these four core actions to improve increased partnership with forcibly displaced and stateless people, by giving them meaningful influence over decision making in a way that is inclusive, non-discriminatory and accounts for the diversity of communities.

Based on the findings from the assessment, UNHCR aims to enhance accountability by continuing to 'put people first' and ensuring that forcibly displaced and stateless people of different ages, genders and diverse characteristics have increased trust in UNHCR and systematically influence the direction of its work.

The global assessment highlighted the following gaps in how UNHCR engages with forcibly displaced and stateless people:

- UNHCR **lacks a corporate contact centre solution** as well as **easily deployable tools** that can support two-way communication, such as messaging apps.
- There is limited human resource capacity and no **standard** feedback systems to record, categorize, consolidate, analyse, and respond to feedback obtained from forcibly displaced and stateless people through in-person and digital communication channels. This means that UNHCR is not always able to track whether feedback has been acted upon, and the feedback loop has been closed.
- Participation of forcibly displaced and stateless people in programming and decision-making is often limited to consultations during formalized participatory assessments.

- There is **very limited use of feedback obtained from forcibly displaced and stateless people for corrective action, programme adaptation and decision making** due to the absence of a robust customer relationship management facility. This is also attributable to the fact that there are no mandatory checkpoints in UNHCR's programme cycle requiring operations to adapt programmes based on inputs from forcibly displaced and stateless people.
- Community engagement is challenging and often limited in conflict situations due to security and access constraints, at the onset of emergencies as well as in situations of mixed and onward movement because population movement is fluid.

The gaps identified as a result of the assessment are in line with feedback received in recent years from the field. In the absence of a corporate solution, several operations have gone ahead to set up call or contact centres, including a regional contact centre in Europe. A concerted effort has also been made at HQ level to consolidate and act upon this feedback, starting with a Global Contact Centre Workshop co-led by GDS and DIP, held in Istanbul in October 2022 with participation from all seven regional bureaux, including 14 operations that have call or contact centres, and several HQ entities: DIP, GDS, Digital Service and Innovation. The workshop discussions and outcomes directly contributed to defining business requirements for the corporate solution, as well as the framing of the Contact Centre Toolkit.[2] More recently, another Contact Centre Workshop was held in February 2025, once again co-led by DIP and GDS, with participation from Digital Service, Innovation, DIST and regional contact centre managers from Americas and Europe to agree upon the strategic approach to contact centres, as well as to discuss UNHCR's corporate Contact Centre Solution.

3. Scope and audience

This document sets out UNHCR's strategic vision for call centres and contact centres, and how this vision helps to advance the four AAP core actions. It includes definitions, the rationale for contact centres, how to achieve the vision, the requirements and which functionalities should be in place for different levels of call centres and contact centres, as well as an overview of what will be available as part of the corporate **Digital Gateway Contact Centre Solution**[3], which will be ready in late 2025.

It does not, however, cover the Digital Gateway more broadly, or offline feedback and response systems, for which separate documentation is available[4]. In addition, operational aspects and realities on the ground, which need to be considered, are also not covered here. The operational aspects not covered here include information and communication ecosystems in a country, existing feedback and response systems including interagency mechanisms, human, and financial resources.

For operational guidance on how to set up a call centre or a contact centre, please refer to the Contact Centre Toolkit.

---

[2] The toolkit is currently under development, to be released in late 2025.
[3] Illustration of the contact centre solution can be found in the Annex I.
[4] Digital Gateway Intranet page here. The tools for feedback and response system are available here.

The target audience of this document is UNHCR staff at headquarters, in Regional Bureaux and in field operations. The document serves as a reference for UNHCR operations wishing to upgrade existing call centres and contact centres, and operations establishing call / contact centres, to be read in conjunction with the Contact Centre Toolkit.

4. Why does UNHCR need contact centres?

In practice, and in line with the organization's 2018 Age, Gender and Diversity Policy, UNHCR's accountability to affected people is expressed through four core actions; **Inclusive Participation** of all forcibly displaced and stateless people, including marginalized and at-risk groups, in key decisions and processes, and communicating with women, men, girls, and boys of diverse backgrounds, through means that are appropriate and accessible to all groups. By ensuring continuous **Communication and Transparency**, and by enhancing our **Feedback and Response** systems and mechanisms, the ongoing **Organizational Learning and Adaptation of programmes**, for sustainable responses and impact, is made possible.

Contact centres enable UNHCR to meet its AAP commitments, when they integrate an omnichannel functionality, and are inclusive (available for use by displaced and stateless people in multiple languages and easily accessible to persons with disabilities, children and those with low literacy levels). They also enhance operational efficiencies because of having robust systems for managing communication and feedback complaints. The below table outlines how contact centres can support the operationalization of the 4 AAP core actions.

	Participation & Inclusion	Communication & Transparency	Feedback & Response	Learning & Adaptation
How contact centres support AAP core actions	Forcibly displaced and stateless people are able to update personal information such as contact details and addresses and can book appointments/raise tickets for any other changes, informing inclusive programming	Forcibly displaced and stateless people have multiple communication channels (entry points) to obtain information. This includes updated Help websites and virtual multi-purpose hubs (especially for operations prioritized for route-based approach).	Forcibly displaced and stateless people and host communities can share feedback and complaints (including anonymously) through safe feedback systems. Forcibly displaced and stateless people and host communities have their complaints acted	UNHCR and partners are able to record, categorize, analyse, visualize feedback data and generate reports for decision making (corrective action and programme adaptation) Feedback data inform strategic moments of reflection and help operations to develop, and

	Forcibly displaced and stateless people can access information about opportunities to participate in programming and decision making

Forcibly displaced and stateless people are consulted on issues affecting their rights

UNHCR and partners use contact centres to conduct consultations and M&E exercises

Forcibly displaced and stateless people are consulted on whether a contact centre responds to their needs, and feedback gathered is used to improve the contact centre | Forcibly displaced and stateless people and people on the move, can access information on available services, rights, entitlements, how to report misconduct, SEA. This also includes real-time and critical information dissemination and coordination on lifesaving services in emergency situations, updates on UNHCR's financial situation and its implications, and risks on dangerous journeys.

Forcibly displaced and stateless people can access information on eligibility and targeting criteria, solutions and opportunities

Dissemination of information from other partners including UN agencies and government. | upon and receive responses to their feedback

UNHCR & partners receive, respond to, and refer feedback and complaints through established referral pathways

UNHCR & partners can consolidate feedback and complaints from other channels (including offline) using a standardized taxonomy

UNHCR & partners are able to track action taken on feedback and complaints from forcibly displaced and stateless people, and host communities

UNHCR and partners can refer and exchange information using collective mechanisms, and where possible through interoperable systems | adapt/change multi-year strategies

UNHCR and partners are able to triangulate feedback data to assessment, M&E and other available data. |

5. Vision statement for contact centres

Forcibly displaced and stateless persons regardless of their age, gender, and diverse characteristics influence UNHCR and partners' programming and decision making through efficient, safe, accessible and fit-for-purpose two-way communication channels designed in consultation with them.

Contact centres should be supported with appropriate systems allowing operations to record, categorize, analyse, and respond to feedback and complaints from forcibly displaced and stateless persons, including confidential complaints, in a timely manner. These systems should also enable UNHCR to efficiently and accurately provide critical and relevant information to individuals, whether on their individual cases or on protection and services more generally. They should be designed in consultation with forcibly displaced and stateless people and tailored to the different needs by age, gender and diversity. Unless the operational context necessitates otherwise, UNHCR operations should utilize an HQ-supported, trusted, and secure face-to-face and digital solution) for two-way communication supported by a CRM system to help ensure UNHCR delivers on its AAP commitments (e.g. Digital Gateway Contact Centre Solution).

6. How to achieve the vision

In UNHCR, CRMs are used primarily for two purposes: tracking interactions and facilitating case management and referrals. Certain instances see both functions combined into one tool, but they can also exist as two components, interlinked or standalone. Accordingly, most existing call centres and contact centres in UNHCR fit into the following categories:

1. **Omnichannel + PRIMES**	The Digital Gateway Contact Centre Solution is UNHCR's first corporate, centrally supported contact centre solution, and as such, is integrated within the PRIMES ecosystem and streamlined within the PRIMES support structures at HQ. In its first iteration, incoming calls were linked to the phone number/e-mail address of displaced persons recorded in the Self-Service Portal, allowing for the caller's information to be displayed on the staff interface, as well as the ability to search for and look at previous interactions. The Minimum Viable Product (MVP) will feature enhancements to the existing system, including the ability to streamline communication from other channels (such as email, WhatsApp messages, self-reported tickets from the Digital Gateway portal and face-to-face interactions), so that all interactions with that person are viewable in one single location. Post-MVP, other enhancements are planned, such as integrating with other messaging apps and creating new contact records when a person unknown to UNHCR contacts us.

2. Calls only + proGres for case management (referrals)	This option is relatively easy to set up but requires more manual data entry as the descriptions of interactions need to be recorded a in the Communications entity and requires manual tracking of whether or not the feedback loop was closed. Cases for follow-up can be referred to other proGres users (including partners), while external referrals have to be done through other channels and manually tracked to ensure the feedback loop being closed. Until the Digital Gateway Contact Centre solution is ready in late 2025, this option can be employed as a stopgap in emergency contexts where a line of communication needs to be established quickly, and interactions will be tracked by existing staff.[5]
3. Calls only or Omnichannel + RAIS for case management (ticketing and referrals)	The Refugee Assistance Information Assistance (RAIS) is a secure web-based platform developed by UNHCR and used by UNHCR, implementing partners and other organisations for ticketing and referrals of complaints and feedback. In the operations where it is used, it hosts registration records of registered forcibly displaced and stateless people through daily synchronization with proGres. Further deployments of RAIS are being kept at a minimum as the plan is to eventually replace RAIS with the Contact Centre Solution.
4. Calls only or omnichannel + CRM only	The CRMs referred to here are either custom-built for UNHCR through local service providers, or existing ones on the market, such as Salesforce, among others. This option lacks integration with PRIMES, creating parallel systems whereby either no information regarding the communication is entered into proGres, not allowing for a comprehensive view of the case, or it is entered manually, duplicating efforts. As this is not developed by UNHCR, these systems can have different security standards and it is highly unlikely that any of the data they contain will be migrated to PRIMES in the long-term, resulting in loss of critical information.

As the only corporate and centrally supported option, **UNHCR recommends the use of the Digital Gateway Contact Centre solution, either as one-use case of a broader Digital Gateway deployment in a specific operation, or as a stand-alone solution in other contexts.** As mentioned above, the MVP will be available in late 2025, and operations can choose which communication channels they wish to include, according to their resources and capacity.

---

[5] This can be the case where operations can secure an external phone line from a local telecommunications provider (such as one they already have a contract in place with for the office) or take advantage of the global frame agreement with Ciptex set to be in place for the MVP phase of the Contact Centre Solution as of mid-2025.

The solution can also be used as an inter-agency feedback and response tool, as it will be possible to grant partners and/or other agencies access (either directly, in the case of partners already using PRIMES, or through the PRIMES Interoperability Gateway for external actors[6]).

The table below outlines how the contact centre solution directly responds to existing gaps identified previously, and during the global assessment of the organization's people centred approach, with specific focus on the AAP four core actions.

The following feature…	Ensures…	Which results in…
Multiple channels of two-way communication, including the ability for forcibly displaced and stateless persons to raise their own tickets (in operations where the Digital Gateway portal is deployed) and track their progress	**Participation and Inclusion** (by ensuring that forcibly displaced persons regardless of their age, gender and diversity, can have access to UNHCR or can be reached more easily) **Feedback and response**	UNHCR becoming more accessible to communities through their preferred and trusted channels (determined by an Information and Communication Needs Assessment)
Knowledge Base, including imported content from Help sites, where articles can be rated by operators based on their usefulness and flagged for updates if required.	**Communication and transparency**	Consistent information being provided to forcibly displaced and stateless persons.
Possibility to tag queries in relation to the targeting eligibility criteria for assistance to facilitate appeal process	**Communication and transparency** **Feedback and response** **Organisational learning and adaptation**	Easy extraction and analysis of queries related to targeting criteria
Integration between the (omni)channels, CRM and PRIMES, tracks all interactions, links them to a contact record and categorizes them using UNHCR's standard taxonomy	**Feedback and response** **Organisational learning and adaptation**	Better quality data, comparable across agencies, operations and regions

---

[6] In cases where, due to specificities in operational contexts, it is not possible to grant external partners direct access to the Contact Centre Solution.

All interactions (including face-to-face) stored and visible in one central location.	**Feedback and response**	Better tracking progress of queries, including referrals, and follow-up to ensure action is taken.
Case status can be updated at the different stages of case management, and queries can only be marked as resolved when feedback has been provided to the person who raised it (with the exception being if the person is unreachable at that stage)	**Organizational learning and adaptation** (for example, by analysing feedback data and trends, including average time for closing the feedback loop, corrective actions can be undertaken)	Increased trust and satisfaction due to high percentage of feedback and complaints being acted upon and closed in a timely manner.
Cases can be seamlessly referred to focal points, whether internally within UNHCR or externally to partners, other NGOs/UN agencies, and/or government services. Actions taken are recorded in CRM systems by focal points.	**Feedback and response**	Enhanced case management process, where contact centres facilitate identification and referral of protection cases, effective tracking and monitoring of case status, and ensuring closure of case or feedback loop by UNHCR and external actors

Most of the features outlined above will be available as part of the corporate contact centre solution; post-MVP, further enhancements can be made to the tool in order to address all the above, in addition to feedback received from countries where the solution will be piloted. The Contact Centre Solution is the only corporate tool which can be supported by HQ[7].

7. Multi-country contact centres

Multi-country contact centres facilitate dynamic information sharing with, and provision of protection services for, forcibly displaced and stateless people across countries. A multi-country contact centre brings an added value for small operations, including advocacy operations with less capacity and funding to run call centres through a centralized approach at the regional level. Experiences have shown that the centralized supply process and procurement are strengths of multi-country contact centres.

---

[7] In situations not under UNHCR's mandate, for example in IDP or mixed movement contexts, PRIMES integration is not required, and other solutions may be considered, including as part of an inter-agency effort; however, these solutions will not be centrally supported by HQ.

A multi-country contact centre brings a greater flexibility and scalability in terms of operating modalities as it is manged by a Regional Bureau or a multi-country operation coordinating protection and solutions across countries. However, further customized configurations may be required to facilitate case management processes. Where a multi-country contact centre is adopted, the solution needs to be presented as an inter-agency tool and accessible for partners. Regional bureaux and operations are invited to consult with the decision-making tree to help determine the types of contact centres fit for the operational needs.

8. Samples of standards and benchmarks for call centres and contact centres

The below table gives an overview of a set of proposed draft standards and benchmarks relevant for call centres and contact centres. These standards and benchmarks can be used to measure operational performance, and for funding proposals and other purposes.

Communication & Transparency		
Standard	Country operations ensure availability of **multiple communication channels** designed in consultation with forcibly displaced people and tailored to different needs by age, gender, and diversity.	
Benchmark 1	**Communication and Feedback Channels**	
	Basic	Operations have **face-to-face and telephone/digital** channels (e.g. help website, messaging app).
	Intermediate	Operations have **face-to-face and telephone/digital** channels (e.g. help website, messaging app), **designed in consultation** with forcibly displaced and stateless persons.
	Excellence	Operations have a **contact centre solution** (e.g., Digital Gateway and omni-channels).
Benchmark 2	**Help website**	
	Basic	Operations **have a Help website** and **update** it at least once a year.
	Intermediate	Operations **update** the Help website at least once per year, ensuring content is **informed by community feedback**.
	Excellence	Operations **update** the Help website at least once per year, ensuring content is **informed by community feedback**, and **collect feedback and complaints** through the Help website's contact form.

Feedback and Response		
Standard	Country operations systematically record, categorize, analyse, and respond to feedback and complaints from forcibly displaced and stateless persons, including confidential complaints, through safe, accessible and inclusive mechanisms in a timely manner.	
Benchmark 1	**Feedback and complaint systems**	
	Basic	Operations **have a tool** (e.g. Excel, Kobo, proGres) for feedback and complaints.
	Intermediate	Operations use **UNHCR's standard tool** that supports **inter-agency response** to feedback and complaints.
	Excellence	Operations have a **contact centre solution** (e.g., Digital Gateway and omni-channels).
Benchmark 2	**Responsiveness to feedback and complaints**	
	Basic	At least 60% of feedback and complaints received by UNHCR is acted upon by operations, in accordance with SOPs.
	Intermediate	At least 75% of feedback and complaints received by UNHCR is acted upon by operations, in accordance with SOPs.
	Excellence	At least 90% of feedback and complaints received by UNHCR is acted upon by operations, in accordance with SOPs.
Benchmark 3	**SEA (one benchmark for all operations)**	
	100% of SEA complaints are referred for victim support and accountability through existing referral pathways within 72 hours.	
Benchmark 4	**Fraud (one benchmark for all operations)**	
	100% of fraud, corruption and misconduct complaints are referred through existing referral pathways.	

9. Requirements and functionalities for call centres and contact centres

> **Basic requirements**
>
> Maintaining call centres and contact centres requires human and financial resources, including for hiring operators, trainings, toll-free line registration (where applicable), technical maintenance, and licences, among others. These requirements however depend on the type of solution and set-up adopted by the operation. More detailed operational guidance and key considerations are found in the Contact Centre Toolkit.
>
> In addition, call centres and contact centres should always allow for:
>
> o **Recording feedback and response** in a formal feedback and response system, which allows submission of anonymous feedback and complaints as well as confidential and sensitive complaints.
> o **A knowledge base / FAQs** to facilitate up-to-date information sharing and response to the diverse types of feedback and complaints.
> o **Case referrals** through established referral pathways, and where applicable through a CRM system, to relevant focal points and ensure feedback is acted upon and closed for each query as required in a timely manner.
> o **Age, Gender, and Disability data** which can be easily extracted, analysed and used for organizational learning and adaptation.
> o **User satisfaction survey** to receive feedback on call / contact centres and to improve quality of services. This can be embedded in contact centres through interactive Voice Response (IVR) or undertaken during regular assessments.

The below table illustrates a three-tier approach of functionalities. In setting up call centres, operations should make sure that the basic functionalities are in place. Operations may introduce additional functionalities based on their operational needs and availability of resources to scale up their contact centres. Since displacement situations can rapidly evolve in scale and complexity, the Contact Centre Solution is designed to be scalable, allowing operations to configure their systems based on the needs while maintaining the minimum standards and basic requirements.

With the view to advancing collective AAP and enhancing effectiveness and coherence of contact centres across agencies, operations may decide on the implementation of joint / collective contact centres by adopting an interagency approach and allowing access to UNHCR partners and other UN agencies. As the Contact Centre Solution is designed to be used by partners, operations are strongly encouraged to present and promote it as an inter-agency contact centre whenever it is deployed.

Basic call centres	Additional functionalities for scaled up call centres	Digital Gateway Contact Centre Solution
o Incoming & outgoing calls o Interactive Voice Response (IVR)[8]	o Toll-free lines o Interactive Voice Response (IVR) o Click-to-call features o Call recording o Inbound and outbound messages o Ticketing system for referrals o Integration of knowledge base in CRM o Power BI to extract, analyse and visualize data aggregated by AGD	o Omnichannel approach (e-mail, SMS, messaging apps, etc.) o Interactive Voice Response (IVR) o Click-to-call features o Call recording o Chatbot/pre-programmed messages o Help website integration (including anonymous feedback submission through Help website) o Ability for users to raise tickets through the Digital Gateway portal o Integration of knowledge base in CRM o Power BI to extract, analyse and visualize data aggregated by AGD o Data synchronization with PRIMES

---

[8] While in emergency settings, it might not be feasible to set up IVR at the outset, operations are still encouraged to begin exploring this possibility as early on as possible in order to make the process more efficient.

10. Roles and responsibilities

DIP is responsible for coordinating with relevant divisions, services, Regional Bureaux and supporting operations to roll out contact centres. GDS is accountable and responsible for further development of MVP, integration and configuration of technical solutions for telephony/omnichannel and CRM, while Digital Service is accountable and responsible for messaging apps. Other divisions and services at HQ will be consulted as appropriate in the entire process.

When the MVP is deployed in an operation, the operation is responsible for its maintenance. Operations are accountable and responsible for standardization of their feedback and response systems using UNHCR standard taxonomy, and periodic review and adjustments to their call centres and contact centres, considering their operational capacity, inter-agency context and available resources. This can entail, for example, streamlining communication and feedback channels, adjusting the number of operators, introducing advanced IVR and among others. While DIP and GDS are accountable and responsible for data protection in consultation with Data Protection Office, as well as ensuring human rights due diligence, operations are responsible for ensuring adequate contractual arrangements and conducting risk assessments for local solutions[9].

---

[9] For more details, please refer to the RACI matrix for contact centres.

Annex I: Digital Gateway Contact Centre Solution
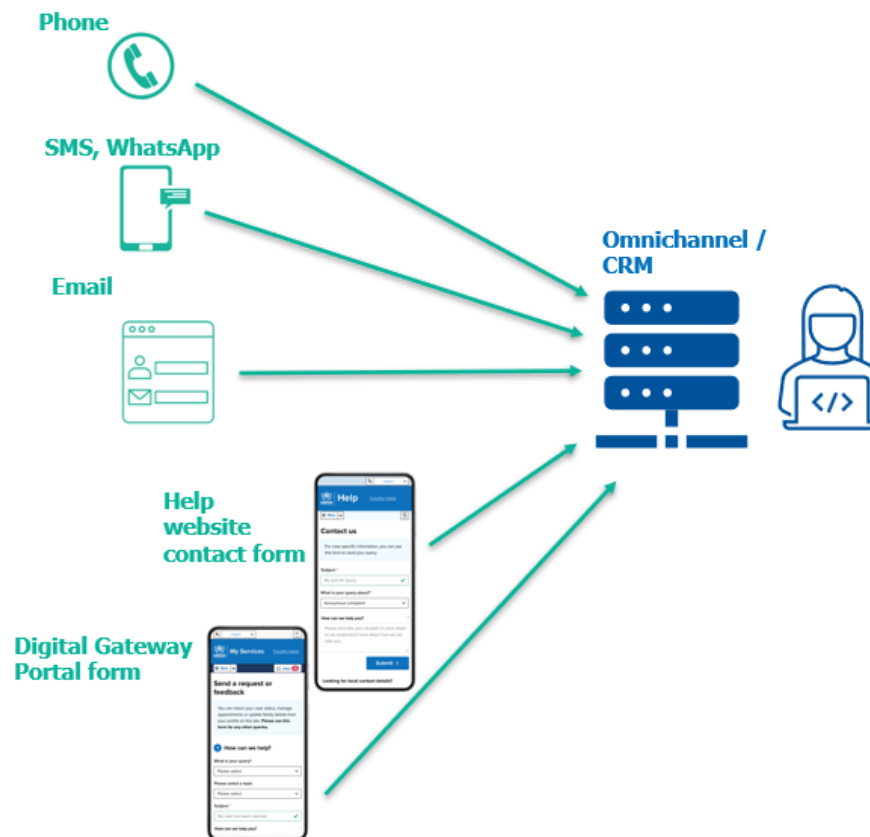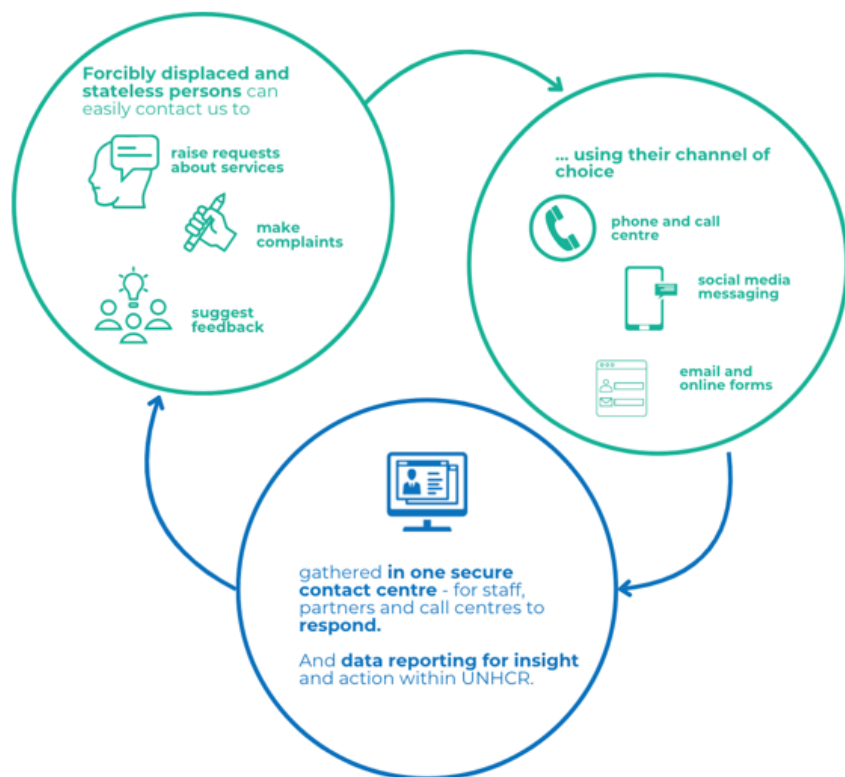
Annex II: Current landscape

In the global survey of digital communication channels conducted with UNHCR operations, more than 80 per cent of approximately 120 countries indicated that forcibly displaced and stateless people are able to reach UNHCR by phone, such as through call centres or hotlines. The figures in this section are a combination of survey responses, and knowledge of existing call/contact centres in operations that did not respond to the survey. For easy reference, the table immediately after this section lists the operations where call or contact centres exist, with IVR, CRMs and/or are interagency.

21 of operations[10] have phone-based call centres, while there are 9 contact centres[11], including two at the regional level covering a total of 8 operations. 17 of call / contact centres or individual phone lines have an interactive voice response (IVR) system[12]. 15 are supported with Customer Relationship Management (CRM) system which tracks interactions with people who reach out to UNHCR[13].

24 call / contact centres or individual phone lines are toll-free line. 27 are managed by UNHCR directly, while 4 are managed by funded partners and 4 by a hired third party. 8 operations have inter-agency (collective) call / contact centres[14].

The existing call / contact centres with CRMs are mostly using the following feedback and response systems to record, categorise, analyse and respond to feedback: 1) RAIS, mainly deployed in the MENA region, and 2) CRM available on the market such as Salesforce, ServiceNow, or custom-built for UNHCR. In some contexts, additional tools are deployed to facilitate the workflows such as referrals using ticketing systems.

Kobo and excel sheets are used by at least 15 operations in situations where operations don't deploy any centralized systems to record and respond to feedback; a number of others use the communications module and referral entity in proGres. In the inter-agency set up, where UNHCR leads and coordinates AAP, partners including other UN agencies and NGOs use UNHCR's feedback and response systems in the contexts such as Bangladesh and Uganda, while other systems are used of which includes WFP's Sugar CRM deployed for example in Ethiopia, Sudan and Haiti.

---

[10] Column A
[11] Column B
[12] Column C
[13] Column D
[14] Column E

A. Phone-based call centres (21)	B. Contact centres (9)	C. Interactive Voice Response available for individual phone lines, call or contact centres (17)	D. Supported with a CRM (15)	E. Interagency (collective) call / contact centres (8)
Afghanistan	Jordan	Armenia	Burkina Faso	Afghanistan
Armenia	Mexico	Bangladesh	Iraq	Burkina Faso
Bangladesh	Regional Contact Centre for Ukraine response (RCC) covering Czechia, Hungary and Poland	Costa Rica	Jordan	Haiti
Burkina Faso	Safe Mobility Offices (SMO) regional contact centre covering Colombia, Costa Rica, Ecuador and Guatemala *(shut down in Feb 2025)*	Egypt	Lebanon	Niger
Costa Rica	Sudan	El Salvador	Libya	Somalia
Egypt	Tunisia	Hungary	Mexico	Sudan
El Salvador	Türkiye	Iraq	RCC	Uganda
Greece	Uganda	Jordan	SMO	Venezuela
Haiti	Venezuela	Libya	Somalia	
Iran		Niger	Sudan	
Kenya		Pakistan	Türkiye	
Lebanon		Peru	Uganda	
Libya		RCC	Ukraine	
MCO Italy		Libya	US	

Niger		SMO	Venezuela	
Pakistan		Sudan		
Peru		Türkiye		
SAMCO		Uganda		
Somalia				
Ukraine				
US				