



UKRAINE HUMANITARIAN RESPONSE: 2022-2024 IMPACT REPORT

**DOCUMENTING THREE YEARS OF LOCALLY LED HUMANITARIAN AID,
RECOVERY AND RESILIENCE IN CONFLICT-AFFECTED COMMUNITIES.**

DATES COVERED: FEBRUARY 24, 2022 – DECEMBER 31, 2024



Three weeks after the war began in 2022, in a converted school gymnasium in the small town of Przemysl in Poland near the border with Ukraine, Ukrainian refugees are given food, clothing and a place to sleep temporarily while they plan their journey to more stable lodgings.

Executive Summary

Since the onset of the war in Ukraine in 2022, Corus International has delivered life-saving humanitarian aid and recovery support to communities affected by the crisis. This marks the organization's first operational response in Europe, drawing on the expertise of our subsidiaries Lutheran World Relief, IMA World Health, and CGA Technologies to provide an integrated, multi-sectoral approach.

Over the past three years, we have scaled and adapted our programming to meet the evolving needs of conflict-affected populations, with a strong focus on supporting internally displaced persons (IDPs), restoring livelihoods, providing essential health care, preventing violence against women and girls and empowering local partners to lead sustainable solutions.

Key Results (2022–2024):

- **164,298 individuals** reached with humanitarian services, including essential non-food items (NFIs) or services, woodstoves, quilts and hygiene supplies across ten regions: Zakarpattia, Lviv, Rivne, Poltava, Kharkiv, Vinnytsia, Chernihiv, Sumy, Dnipro and Kyiv.
- **21,936 individuals** supported with health and mental health services.
- **9,602 individuals** reached with survivor-centered support and protection services related to violence against women and girls.
- **6,950 individuals** supported through food security and agricultural livelihoods recovery activities.
- **4,030 individuals** provided with emergency shelter through Federation of Trade Unions of Ukraine (FPU) housing centers.
- **315 individuals** received grants to restore their farming livelihoods.
- Developed and implemented the e-Dopomoga digital platform to support the Ministry of Social Policy's humanitarian cash transfer program

Despite extraordinary operational challenges, including repeated attacks on civilian infrastructure, displacement of populations and complex security environments, Corus has maintained critical services in some of the hardest-hit areas of Ukraine.

Corus International is a humanitarian organization that unites an array of nonprofit organizations and businesses, each with specialized expertise – from health to technology to economic development to emergency response. Alongside communities and local partners in fragile settings, our expert teams integrate disciplines, approaches and resources to overcome poverty and suffering for those living in the world's toughest and most difficult circumstances. Our traditional and nontraditional approaches bring together the multi-dimensional, holistic solutions needed to truly achieve lasting change.



Anna and another resident walk by destroyed buildings in Tsyrkuny, Ukraine after attending a quilt and kit distribution led by Corus organization Lutheran World Relief.

At the height of the crisis in 2022:

- **17.7 million people** were in need of humanitarian assistance.
- **Over 7 million people** had fled across borders as refugees.
- **6.9 million** were internally displaced within Ukraine.

By 2025, needs were most acute in frontline and newly accessible areas. Across Ukraine, 12.7 million people remained in need of humanitarian assistance, including 2.8 million IDPs.

Kharkiv Oblast, one of the regions most affected by the conflict, has sustained up to 18% of all war-related damage in Ukraine. Once a hub for smallholder agriculture and food production, the region has faced significant infrastructure damage, recurrent power outages and prolonged service disruptions.

In the early phase of the war, immediate priorities focused on lifesaving needs, including emergency shelter, food assistance, health care and protection services. By 2023 and 2024, as the crisis evolved, additional challenges emerged in response to protracted displacement, ongoing destruction and continued attacks—particularly in hard-hit and recently de-occupied areas. These included:

- Disrupted livelihoods and increasing food insecurity
- Limited access to health care and mental health services
- Ongoing needs for winterization support and energy system resilience
- Rising risks of violence against women and girls, and the need for protection of vulnerable groups
- Complex pathways for recovery and reintegration of displaced families and returnees

Corus International's response has evolved in parallel, reflecting the growing complexity of the crisis and the urgent need for both immediate relief and sustainable, community-driven recovery solutions.

Background

The war in Ukraine, which began on February 24, 2022, triggered one of the most severe humanitarian crises in Europe in recent history. More than three years of active conflict have resulted in widespread displacement, destruction of infrastructure, and immense strain on health, social and economic systems.

Corus International's Response Strategy (2022 – 2024)

From the onset of the war, Corus implemented a phased, adaptive response to address urgent humanitarian needs and support recovery efforts in Ukraine and among displaced populations in neighboring countries.

2022: Emergency Relief

- Partnered with the Federation of Trade Unions of Ukraine (FPU), which hosted large numbers of IDPs, providing shelter, food, hygiene kits and essential supplies to more than **4,000 people** in western and central Ukraine
- Delivered medical supplies, including surgical kits, medicines and oxygen equipment, to hospitals across Ukraine
- Provided early mental health and psychosocial support services to **3,743 individuals**
- Deployed mobile medical teams to address critical health care shortages
- Provided cash and voucher assistance to Ukrainian refugees in Poland, integrating protection services for women and children
- Distributed essential non-food items (NFIs), including hygiene kits, quilts and woodstoves, to **4,313 people**

2023: Expansion and Frontline Response

- Strengthened local partnerships in eastern Ukraine, expanding operations into frontline and hard-to-reach areas, especially Kharkiv Oblast
- Provided shelter and meals for **295,117 bed-days** to **1,624 vulnerable families** across six wellness resorts



In war-affected Chernihiv, medical staff and volunteers unload trauma and surgical supplies at a hospital treating the injured. Provided by Corus International and delivered in partnership with the Order of Malta, these critical materials were transported from Poland to support thousands of patients in need.

- Delivered food security and winterization support to more than **5,500 families** in Kharkiv, including packages of seeds to grow the vegetables needed for borscht in household garden
- Supported **500 farmers** with poultry, tools and training to restore agricultural livelihoods
- Delivered **43,443 medical services** and more than **12,000 psychological support sessions** via mobile medical units
- Launched violence prevention programs, awareness sessions and a Women and Girls Safe Space in the Lozova community

2024: Scaling Health, Livelihoods and Protection Response

- Expanded mobile medical units to deliver integrated primary health care, diagnostics and mental health services in Kharkiv, Chernihiv, Sumy and Dnipropetrovsk, reaching nearly **9,000 patients**
- Delivered **32,180 medical procedures**, including cardiology and ophthalmology services
- Provided mental health services to **4,978 individuals** and mental health support related to violence against women and girls to an additional **2,268 individuals**
- Supported **2,900 farmers** with tailored agriculture packages and awarded **\$1,000 microgrants** to 160 farmers
- Conducted more than **90 technical training** sessions in partnership with Ukrainian research institutes
- Distributed essential supplies, including hygiene kits, blankets and winterization items, to more than **95,301 people**
- Convened the national “Unite Against Violence” forum, securing high-level commitments to address violence against women and girls in Ukraine

Throughout all phases, Corus emphasized a **localization-first approach**—working in close collaboration with Ukrainian non-governmental organizations (NGOs), local government bodies and academic institutions. Programs were designed to reflect community priorities, withstand operational and security challenges and align with national response strategies. Focusing on resilience and long-term recovery, Corus invested in strengthening the capacity of local actors in financial management, compliance, reporting and program monitoring and evaluation.



Alina Kotlyarova and her mother Oksana stand in the barn that shelters their dairy cows—just meters from the frontline during the early days of the war. With support from Corus, Alina received technical training and equipment that will allow their small family-run cheese operation in Kharkiv to scale up production and restore their livelihood after months of occupation and hardship.

Impact by Sector

Health

Corus prioritizes access to essential health care in conflict-affected areas, with a focus on rural and frontline regions where health systems have been severely disrupted. The centerpiece of this response has been the **Mobile Medical Unit (MMU)** model — launched in 2023 and expanded in 2024 — which delivers integrated medical and mental health services directly to vulnerable and remote communities.

In response to disruptions in primary and secondary care in eastern Ukraine, Corus and our partners adapted the MMU staffing model to include medical specialists tailored to local needs. Each MMU is staffed by a skilled team, including an ophthalmologist, cardiologist, gynecologist, psychologist, family doctor and laboratory technician. Services include diagnostic testing, primary care consultations, psychosocial care and specialized services such as cardiology and ophthalmology.

In 2024, Corus expanded MMU services to include survivor-centered care for individuals affected by violence against women and girls, offering confidential, trauma-informed support at each deployment site.

Key Health Results (2022–2024):

- Covered the regions of Kharkiv, Chernihiv, Sumy, and Dnipropetrovsk
- Reached a total of **8,943 patients**
- Delivered **32,180 medical services**, including cardiology and ophthalmology services
- Supported **4,978 people** through psychotherapy, psychological first aid and specialized mental health referrals
- Strengthened the capacity of **41 health professionals** through trainings in modern clinical protocols, e-health systems and case management for violence prevention

The MMUs have ensured continuity of care amid ongoing disruptions and have built trust in communities historically underserved by formal health systems. In many areas, they remain the only consistent source of primary and mental health care available since the escalation of the war.



Dr. Oksana Rudenko, an ophthalmologist with the Corus Mobile Medical Unit in Balakliia, examines Tetiana as part of an outreach effort bringing critical health care to people.

Livelihoods and Economic Recovery

Recognizing the devastating impact of the war on Ukraine's agricultural sector and household incomes, Corus launched targeted **livelihoods and food security programs** to help communities restore production, rebuild self-reliance and improve food access. These efforts were especially focused in Kharkiv Oblast, one of the first regions targeted by Russian forces and home to thousands of smallholder farmers.

More than **6,000 farmers** received tools, inputs, poultry, training and other services designed to support both immediate needs and long-term recovery. Corus partnered with local institutions — including the Kharkiv Regional Center of Advice (KRCA), Organic



A New Chance at Life in Balakliia

Liubov, 42, lives in Volokhiv Yar, a village near Balakliia in Kharkiv Oblast. She and her family survived a six-month occupation without water or electricity, with their home damaged and windows shattered. During that time, Liubov suffered fractures to her arm and leg but was unable to seek medical care due to insecurity and restricted movement.

Months later, she learned that a Mobile Medical Unit – operated by Corus and Infection Control in Ukraine with support from the Ukraine Humanitarian Fund – was providing services nearby. Though her fractures had healed, Liubov had since lost all her hair and feared the ongoing stress might be to blame. Dr. Tetiana Kolesnyk, a general practitioner and endocrinologist with the MMU, suspected a more serious underlying cause. Tests revealed a rare but life-threatening condition: bilateral parathyroid gland adenomas.

Liubov was immediately referred to the National Endocrinology Institute in Kyiv, where she underwent treatment. Her lab results now show normalized levels, signaling a full recovery and eliminating the risk of further fractures or kidney complications. Reflecting on her journey, she asked with cautious optimism, “Maybe I can get my hair back?” Whether or not that happens, Liubov now has a renewed chance at life – one where she can rebuild her home, nurture her family and look to the future with hope.

Ukraine and national research institutes – to deliver technical support, inputs and funding to both experienced and first-time farmers. Programs promoted locally adapted agriculture while increasing resilience in frontline communities.

Key Livelihood Results (2022–2024):

- Distributed **2,900 customized agriculture packages**, including seeds, fertilizer, tools, canning kits, chicks, coops and fodder
- Provided **315 farmers** each with \$1,000 microgrants to restore farming operations, transition to organic production, or expand market access and complete business trainings
- Conducted **47 planting sessions** and **50 poultry trainings** in partnership with national institutes
- Delivered **90 individual** consultations through online platforms, including Telegram-based support channels
- **92%** of participants reported satisfaction, citing improved food security and productive capacity
- **87%** reported improved winter food availability through canning, jam-making, poultry stew preparation and seed preservation
- Farmers consumed on average **70%** of their own produce, leading to improved dietary diversity and reduced dependence on markets

Corus partnered with the **Kharkiv Regional Center of Advice (KRCA)** to restore livelihoods in one of Ukraine's most severely affected agricultural regions. Programming focused on strengthening KRCA's operational capacity through our Local Capacity Strengthening approach (see “Localization in Action”



After war ravaged her farm in Kharkiv, Valentina Starikova revived her land and livelihood with the support of Corus International's agricultural training and technical support.

section). This included support for financial management, procurement, partnership development and digital service delivery. By early 2024, KRCA had launched a nonprofit arm and joined coordination platforms to expand its humanitarian programming. The organization is now recognized as one of the most effective local implementers in Kharkiv.

Farmers reported increases in both vegetable and poultry production, with 60% of vegetable producers and 75% of poultry farmers citing improved yields. New market linkages were formed, including sales of fresh produce, baked goods, and preserved items to nearby towns and returning customers from Kharkiv city. Organic farming trainings and product diversification helped expand income streams and build financial independence.

In addition to economic gains, many farmers cited emotional and psychosocial benefits from participating in the program. More than half reported increased pride and satisfaction in their work, while others cited reduced stress, restored routines and a renewed sense of purpose amid the uncertainty of war.

Protection

The war in Ukraine has significantly increased the risks of **violence against women and girls**, particularly in frontline and newly accessible areas where displacement, economic instability and trauma intersect. In response, Corus implemented survivor-centered programming that prioritizes dignity, safety and access to care.

In 2023, Corus launched our first Women and Girls Safe Space (WGSS) in Lozova, Kharkiv Oblast—one of the country's most heavily impacted regions. Following the repair of local facilities, five additional WGSS centers were opened in Chernihiv and Sumy in 2024. These spaces offered confidential support and were staffed by 12 social workers and six psychologists trained in trauma response.

Our protection model combines **psychosocial services, legal support, medical referrals and community engagement** to address both individual needs and broader prevention goals. In Chernihiv and Sumy, nearly 10,000 individuals were reached with psychosocial services, including women, girls, men and boys affected by violence. Legal consultations were provided through local aid centers, and survivors were referred to trusted health facilities for care.

Protection services were also integrated into mobile medical programming. Seven medical personnel in Dnipropetrovsk received specialized training in trauma-informed care, and a new referral card was introduced to streamline survivor access to appropriate services.



Food for the Winter in Derhachi

Nadia, 63, has spent her life farming in Derhachi, Kharkiv Oblast, where she lives with her two grandchildren and two cats. When the war reached her village, Derhachi became a frontline, forcing most residents to flee. "I was one of only four households who remained," she said. With daily shelling and insecurity, she could no longer tend to her crops.

Through Corus International's partnership with the Center for Disaster Philanthropy, Nadia received a "Borscht Seeds" kit — complete with tomato, cabbage, onion, carrot, beet and dill seeds — along with essential tools like a grass cutter, chainsaw, electric water sprayer and canning lids. "Your support has helped me so much, it has lifted my life," she said through tears.

Now, Nadia's shelves are lined with preserved vegetables to sustain her family through the winter. "I cooked and ate the vegetables, made borscht, and the rest have been stored in the cellar," she explained, adding that the tomato seeds were of such high quality that she shared them with neighbors. The new equipment also enabled her to better care for her dairy cow, a critical source of food and income. She attended several training sessions through the program and learned pest control techniques and improved farming methods. "I am so grateful for this project, this support — thank you."



Protection specialist, Tetyana Medvid, stands in front of a Corus Mobile Medical Unit.

Key Protection Results (2023–2024):

- Reached **9,602 individuals** through violence prevention and survivor support services
- Provided **2,268 individuals** with dedicated mental health support related to violence, trauma or addiction
- Conducted **100 group** counseling sessions and **1,700 individual** therapy sessions through safe spaces
- Provided **51 survivors** with legal consultations on divorce, custody, labor rights and state benefits
- Supported **86 women** with psychosocial art therapy and community events
- **58% of participants** reported a decrease in psychological distress and an increased sense of safety

To strengthen prevention at the community level, Corus led a series of specialized trainings and public engagement efforts across Ukraine. Medical staff, humanitarian actors, school personnel, youth, community leaders and social protection workers received targeted lectures and tools to improve identification and response to violence. These efforts helped **shift attitudes, improve response systems and build trust** at the local level.

In December 2024, Corus and our partners convened more than 100 decision-makers at the “Unite Against Violence” national forum in Kyiv. Participants included government representatives, civil society leaders and the Ukrainian Parliament Commissioner for Human Rights (Ombudsman). The forum led to a public declaration with key recommendations and strengthened national coordination on survivor-centered care.

Essential Non-Food Supplies and Winterization

With Ukraine’s harsh winters and widespread damage to heating and energy infrastructure, Corus prioritized **non-food item (NFI) distributions and winterization support** to ensure families could stay warm, safe and healthy. Efforts began in early 2022, initially

focusing on displaced families housed in temporary shelters, and subsequently expanding to rural households, frontline communities and collective centers across multiple regions.

Corus distributed essential NFIs, including woodstoves, quilts, bedding kits and hygiene supplies, to support household resilience and reduce health risks during the winter months. These items were complemented by guidance on safe heating practices and hygiene promotion in temporary accommodation facilities.

Key NFI and Winterization Results (2022–2024):

- Provided **99,614 individuals** with essential NFIs, including stoves, blankets and hygiene kits
- Emergency winter support included fuel, blankets, thermal clothing and heaters to improve household resilience during power cuts and freezing temperatures
- Partnerships with local suppliers and humanitarian actors streamlined procurement and delivery, ensuring a timely response to seasonal needs



In Lyptsi, a frontline community in Kharkiv Oblast, Yurij Butrin and his wife endured a winter without gas or electricity. Corus provided a wood-burning stove to support off-grid heating and cooking needs, which Yurij said “helped us survive the winter.”

Corus also supported household-level **preparedness** through our livelihoods program. Farmers received canning kits, poultry feed and training in food preservation. According to the agricultural endline evaluation, 87% of participants reported improved winter food storage and availability as a result of these efforts.

At the shelter level, Corus provided winterization upgrades for collective centers, including insulation, minor repairs and heating equipment installation to improve safety and comfort for displaced families.

Cash Assistance and Temporary Shelter

In the early stages of the response, Corus provided **emergency shelter and cash support** to meet the immediate needs of IDPs.

These services were critical for families who had fled active conflict zones and arrived in western and central Ukraine with limited resources and few safe housing options.

Through a partnership with the Federation of Trade Unions of Ukraine in 2022, Corus supported wellness centers offering free accommodation, meals, and access to basic services. These centers operated in Lviv, Zakarpattia, Rivne, Kharkiv, Vinnytsia, and Khmelnytskyi, providing a temporary safety net for displaced families.

Key Shelter and Cash Assistance Results (2022):

- Supported **4,030 individuals** with emergency shelter and meals through the FPU initiative
- Provided **295,117 bed-days** across six wellness centers, including food and essential services
- Supported over **50,000 caseloads** of the Ukrainian refugees in Poland, accompanied by the secondment of technical staff
- Provided direct cash assistance to more than **1,300 Ukrainian refugees** in Poland for essentials such as food, clothing and hygiene items

Corus prioritized flexibility in our cash assistance model to allow households to meet their most urgent needs. Individuals noted the speed and dignity of the process, particularly during a time when displacement, uncertainty and bureaucratic delays limited access to public services.

Although cash and shelter interventions were most active in 2022, they laid the foundation for long-term trust and local partnership. Lessons from this early phase informed the broader localization and recovery strategies Corus deployed in subsequent years.



Kristina, a refugee from Kyiv now living in Gdańsk with her three children and family, registers for emergency cash assistance at a distribution center supported by Corus International and partners.

Localization in Action

From the onset of the Ukraine crisis, Corus grounded our response in a firm commitment to local leadership. Guided by our **Local Capacity Strengthening (LCS) approach**, Corus worked alongside Ukrainian organizations, institutions and authorities to co-design, deliver and scale humanitarian solutions that are community-led, sustainable and responsive to evolving conditions.

Across all sectors — agriculture, health, protection, shelter and winterization — Corus forged direct partnerships with community-based organizations, academic institutions and local governments. This localization-first approach ensured contextually relevant programming while helping to sustain critical systems under prolonged stress.

Empowering Frontline Service Delivery

Corus has partnered with more than a dozen Ukrainian organizations to deliver life-saving assistance in high-risk and newly accessible areas. These local actors led the implementation of emergency shelter, mobile health care, violence prevention and agricultural recovery—often using local infrastructure, referral networks, and staff trained through Corus-supported systems, including:

- In 2022, Corus worked with the **Federation of Trade Unions of Ukraine (FTU)** to provide shelter, meals and basic supplies to more than 4,000 IDPs across six oblasts.
- The **Evangelical-Augsburg Church of St. Martin in Krakow** provided cross-border shelter and emergency assistance for Ukrainian refugees in Poland.
- In **Kharkiv, Sumy and Chernihiv**, Ukrainian civil society partners led protection services, psychosocial programming and mobile health delivery.
- The **State Emergency Services of Kharkiv and Luhansk** facilitated non-food item distributions and supported disaster response following the Kakhovka dam collapse in 2023.

This community-based delivery model was strengthened through partnerships with government-run legal aid clinics, referral systems for survivors of violence, and targeted training for health professionals and social workers.

Strengthening Agricultural Systems in Kharkiv

In Kharkiv Oblast, Corus partnered with the **Kharkiv Regional Center of Advice (KRCA)** to restore livelihoods in one of Ukraine's most severely affected agricultural regions. KRCA, a locally run institution led by agricultural scientists, had experienced major disruptions due to displacement and infrastructure loss.

Through an intensive LCS process grounded in accompaniment and mutual learning, Corus supported KRCA to:

- Rebuild its expert advisory network
- Launch services for first-time and displaced farmers
- Strengthen its financial, procurement and reporting systems
- Leverage digital tools like Telegram-based support groups and an open-access knowledge-sharing platform
- Build partnerships with research centers and public agencies, including the **Institute of Vegetable and Melon Growing, Organic Ukraine** and the **State Experimental Station of Poultry Farming**

By early 2024, KRCA had formally established a new nonprofit arm, joined subnational coordination platforms and reached more than 5,500 farmers. With support from Corus and donors such as the Center for Disaster Philanthropy and the Evangelical Lutheran Church in America, KRCA is now positioned to replicate its advisory model in other conflict-affected regions of Ukraine.

Elevating Local Leadership in Health and Protection

Corus also strengthened the capacity and visibility of Ukrainian NGOs delivering critical health and protection services. For example:

- The **International Charitable Foundation (ICU)** led mobile medical units staffed entirely by Ukrainian providers, delivering integrated health and mental health services across Kharkiv, Sumy and Chernihiv.
- The **Ukrainian Foundation for Public Health (UFPH)** and the **League of Modern Women** operated women and girls safe spaces offering trauma-informed psychosocial care, legal referrals and protection services.

In 2024, Corus facilitated the participation of ICU and UFPH in the **European Forum for Primary Care** in Ljubljana. Their panel presentation, “Navigating Healthcare During Ukraine’s War,” amplified local models and provided a platform for Ukrainian expertise in international humanitarian discourse. The event also demonstrated the role of Corus in bridging global coordination platforms and grassroots implementers.

Policy Alignment and Coordination

Corus actively contributed to humanitarian coordination efforts at both national and global levels. This included support for data harmonization, localized policy development and alignment with government and UN strategies.



Corus International's Tamara Demuria and Daniel Brown during a visit to the Luybyn Velykyj wellness center in Lviv Oblast.

Key coordination bodies included:

- The **Health Cluster** and the **NGO Platform Advisory Group**
- The **Subnational Food Security and Livelihoods Cluster** in Kharkiv
- Ongoing engagement with the **Ministry of Health, Ministry of Agriculture, National Center for Public Health, Ombudsman's Office** and **local hromadas**

By embedding capacity development, accompaniment and shared leadership across every partnership, Corus advances a localization strategy that is both principled and practical. Our model centers the strengths of local actors, ensures services meet evolving community needs and builds long-term systems for resilience and recovery.

Challenges, Risks, and Adaptive Measures

Operating in Ukraine over the past three years has required constant adaptation to an exceptionally volatile security and operational environment. Corus and our partners have navigated repeated attacks, infrastructure disruptions and staffing challenges to maintain continuity of care and support for conflict-affected populations. These challenges have demanded **flexible strategies, robust risk mitigation and close coordination** with local and international actors.

Navigating Insecurity and Threats to Staff

Corus operations in eastern Ukraine have been repeatedly disrupted by their proximity to active combat. The field office in Kharkiv sustained the impact of nearby missile and drone strikes on three separate occasions, with some projectiles landing just 300 to 400 meters from staff facilities. In November 2023, a drone attack on a residential building—home to one of our drivers—highlighted the persistent threats to staff safety both on and off duty. In addition, three hotels previously used to house field staff during missions were destroyed by shelling, further reducing available safe accommodations in the region.

To ensure appropriate protection for staff, Corus continually conducted safety evaluations and strengthened operational security protocols when needed. All personnel were equipped with individual protective gear, including helmets, first aid kits and bulletproof vests. Offices in Kyiv and Kharkiv were retrofitted with blast-resistant film, stocked with emergency supplies and included in regular evacuation drills. Vehicles were visibly marked with Corus logos on the roofs to improve aerial identification and reduce risk during transport.

Mitigating Infrastructure Disruptions

Widespread and repeated attacks on Ukraine's energy infrastructure in 2023 and 2024 resulted in extended power outages across program areas, directly impacting operations. To maintain functionality during blackouts, Corus procured and installed backup charging stations for both field offices. These investments enabled staff to continue critical service delivery, data management and communications even in the absence of grid power.

Staffing Challenges from Military Conscription

The national military conscription presented an unanticipated human resource challenge when two Corus team members were conscripted into the Ukrainian armed forces. Their sudden departure necessitated the swift redistribution of responsibilities across existing team members. Through flexible staffing plans and internal cross-training, Corus was able to maintain service continuity and minimize disruption to field activities.

Ensuring Access and Operational Continuity

Access to program locations—especially those near the Russian border—remained a significant constraint. Corus overcame these challenges by formally integrating into the Ukrainian Humanitarian Notification System and the U.N. Department of Safety and Security information network. These systems provided real-time updates on military activity, security incidents and route access, enabling informed field movement decisions.

To operate within five kilometers of Ukraine's national borders, Corus obtained special permissions from the State Border Guard Service and maintained active coordination with civil-military cooperation units. Staff working in high-risk areas received hostile environment awareness training and first aid certification, while those in lower-risk zones participated in internal security briefings.

Real-Time Communications and Risk Monitoring

To ensure timely and transparent information flow, Corus implemented a flash report system that circulated regular updates on security conditions, regional threats and travel routes to

internal leadership and key partners. These reports became a critical tool for decision-making and accountability, reinforcing the organization's commitment to staff safety and operational agility.

Looking Ahead

As Ukraine continues to grapple with the consequences of ongoing conflict, the **needs on the ground remain immense**. Widespread displacement, damaged infrastructure, disrupted services and the enduring toll on physical and mental health have made recovery both urgent and complex. Yet amid these challenges, Corus has witnessed extraordinary resilience—from families rebuilding their farms, to local partners restoring health care access in devastated towns.

Corus International's approach from the outset has been grounded in **local leadership**. By working hand-in-hand with Ukrainian organizations, civil society actors and technical institutions, we have prioritized programs that are responsive to community needs, adaptable to changing conditions and sustainable in the long term.

Looking ahead, Corus will continue to deepen and expand this commitment. Building on trusted partnerships, coordinated engagement and field-tested models, our focus will remain on investing in systems that strengthen recovery, uphold dignity and equip communities to lead their own futures.

Building on the lessons, partnerships, and systems strengthened through this response, Corus will continue to:

- Deepen support for frontline organizations delivering essential health, protection and livelihood services
- Scale tested models—such as mobile medical units and localized agricultural advisory systems—in additional high-need areas
- Expand collaboration with clusters and civil society to align recovery efforts with national priorities
- Advocate for flexible, long-term funding that enables communities to lead their own recovery

Recovery in Ukraine will not be swift. But it will be shaped by the people and institutions closest to the challenges—and closest to the solutions. Corus is committed to walking alongside them, ensuring that humanitarian response paves the way for locally led, community-driven development.

Annex:

Project and Funding Overview (2022–2024)

The following table provides an overview of Corus International's humanitarian and development projects implemented in Ukraine between 2022 and 2024.

#	Project Title	Partner(s)	Sector(s)	Donor(s)	Budget	Start Date	End Date	Geographic Location
1	Emergency Strengthening of Essential Health Care for Conflict-Affected Communities	NGO Infection Control in Ukraine	Health	Appeals Funds	\$1,642,207	8/1/22	10/9/24	Kharkiv, Poltava oblasts
2	Emergency Response to Ukrainian Internally Displaced Persons – FPU	Federation of Trade Unions of Ukraine (FPU)	Shelter, MHPSS, NFIs, Food	Appeals Funds	\$3,453,444	4/13/22	7/31/23	Lviv, Zakarpattya, Rivne, Kharkiv, Vinnytsia, Khmelnytskyi oblasts
3	Winterization Support for Internally Displaced and Vulnerable Ukrainians	Direct Implementation	Shelter/NFIs	Circle of Service Foundation (CoS)	\$100,000	2/21/23	2/20/24	Kharkiv, Sumy oblasts
4	Agricultural Livelihoods Recovery for Food Security in Ukraine	Charity Fund Kharkiv Oblast Center for Counseling	Food Security and Livelihoods: Agriculture	Center for Disaster Philanthropy (CDP)	\$1,000,000	5/1/23	7/31/24	Kharkiv oblast
5	Supporting Farmers to Restore Resilient Livelihoods in Kharkiv	Charity Fund Kharkiv Oblast Center for Counseling, Volonterska	Food Security and Livelihoods, Agriculture, Health, Shelter/NFIs	Evangelical Lutheran Church in America (ELCA)	\$1,000,000	7/1/23	11/30/24	Kharkiv oblast
6	SsWIFT: Strengthening Services to War-Affected Populations Through Integrated Healthcare and Protection Teams	NGO Infection Control in Ukraine	Health, Protection, Violence Against Women and Girls	Ukraine Humanitarian Fund (UHF)	\$1,000,000	10/10/23	10/9/24	Kharkiv, Sumy, Chernihiv oblasts
7	Lozova Safe Space (Corus Pilot)	Direct Implementation through MoU with Lozova Social Center	Protection, Violence Against Women and Girls	Appeals Funds	\$12,000	11/21/23	4/14/24	Kharkiv oblast
8	FARMHELP: Farmers Assistance and Restoration Mechanism for Humanitarian Livelihoods and Production	Charity Fund Kharkiv Oblast Center for Counseling	Food Security and Livelihoods, Agriculture, WASH	The Church of Jesus Christ of Latter-day Saints	\$300,000	4/1/24	8/31/24	Kharkiv oblast
9	PROTECT Her: Promoting Resilience, Opportunities and Thriving Environments	League of Modern Women (LOMW), International Charitable Foundation "Ukrainian Foundation for Public Health"	Protection, Violence Against Women and Girls	Ukraine Humanitarian Fund (UHF)	\$1,231,502	4/15/24	4/14/25	Kharkiv, Sumy, Chernihiv oblasts
10	MOBILE: Medical Outreach Bridging Integrated Life-Saving Efforts	Medical Association of Luhansk Region (MALR)	Health	LDS Charities Australia	\$300,000	6/1/24	9/30/24	Dnipro oblast