

ANNUAL REPORT

1 October 2021 – 30 September 2022

HSOT Humanitarian
and Stabilisation
Operations Team



 **Palladium**
MAKE IT POSSIBLE


ukaid
from the British people



WE ARE HSOT

We are a team of humanitarian and stabilisation experts who support the Foreign, Commonwealth and Development Office to deliver the UK's humanitarian and stabilisation priorities.

We are committed to supporting FCDO to save lives, alleviate suffering and maintain dignity of people affected by crisis.

We bring extensive operational expertise and provide the UK Government with world-class response capabilities. Our team provides a full spectrum of preparedness planning and response to sudden-onset disasters, protracted crises and complex emergencies to meet humanitarian needs and restore stability in fragile and conflict-affected states.

We contribute to strategic thinking and provide technical expertise and analysis to inform FCDO's decision making and policy development on longer term strategic priorities in areas such as localisation and prevention of violence against women and girls. Through our work, we strive to maintain FCDO as a global leader in international development, security and responding to humanitarian needs.

From Ukraine to Bangladesh, to Yemen and Mali – we have been a trusted partner of the UK Government since 2017 and have responded to 73 crises.

We are a diverse team of over 70 UK-based experts working closely with FCDO colleagues. The team maintains a high readiness to respond (8 hours from the onset of a crisis) and also includes 900+ humanitarian and stabilisation consultants on our rosters that we can deploy to support FCDO strategic priorities, UK Overseas Missions and United Nations agencies.

We solve problems and deliver at pace with impact. We are a team known for our 'can do' attitude and agility who can be relied upon to deliver at pace and at scale during times of crisis. We hold ourselves and others to the highest professional and ethical standards and aim to raise the bar across the sectors we work in.

HSOT is implemented by positive impact firm Palladium and is part of the UK aid-funded Humanitarian Emergency Response Operations and Stabilisation (HEROS) programme since 2017.

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FOREWORD

The world is facing the highest level of violent conflict since 1945 and more people than ever need humanitarian assistance. Inter-related drivers of political instability, climate change, economic downturns and demographic shifts are driving up humanitarian needs and pushing already fragile situations further towards violent conflict, whilst the combined impacts of the COVID-19 pandemic and the crisis in Ukraine are creating a global cost of living crisis.

In the Horn of Africa, an unprecedented drought may permanently change how lives are lived in the region, while flooding in Pakistan and Nigeria has created new humanitarian crises. These types of extreme weather events are expected to increase over the coming years. The resources available to meet these needs are not growing at the same pace as the number of people in need of assistance and the international system is under strain, with the crisis in Ukraine rocking the norms that underpin the international order. At home, the UK Government has reasserted its commitment to bringing together development, diplomacy, investment, trade, defence and intelligence to advance its foreign policy objectives, as set out in the new International Development Strategy, published in May this year.

In this environment of increasing need and declining resources, the Humanitarian and Stabilisation Operations Team (HSOT) has continued to enable the UK Government to respond rapidly and at scale to global disasters and protracted crises. As the results outlined in this Annual Report clearly demonstrate, HSOT has this year continued to extend FCDO's impact and reach.

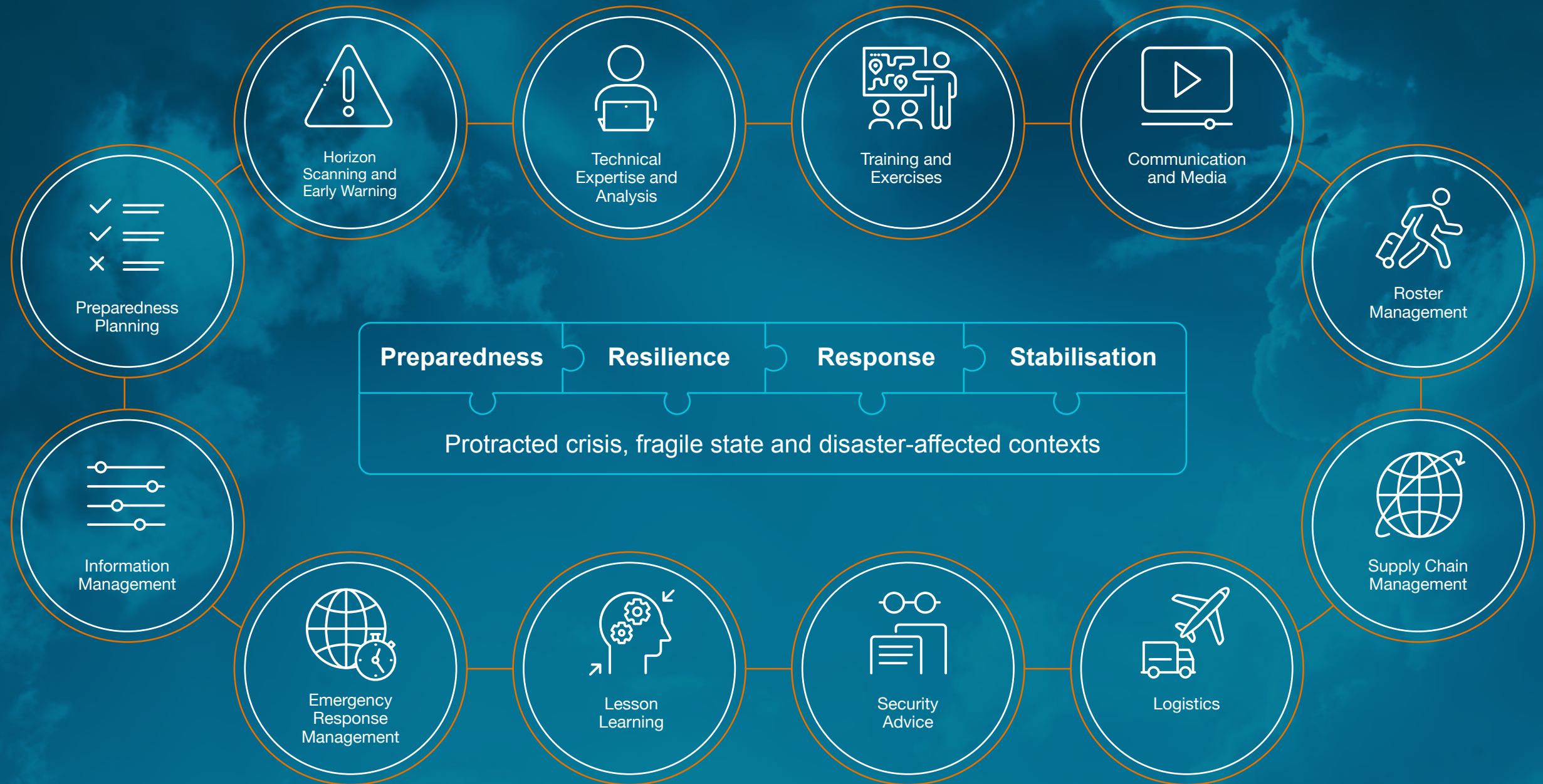
I am proud of the commitment HSOT staff and roster members demonstrate, as they work alongside FCDO to deliver results in some of the most challenging operating environments in the world. At the end of Year 5, HSOT has responded to 73 crises, managed nearly 3,000 expert deployments and delivered over 1.6 million emergency relief items. I am looking forward to working with all HSOT personnel and FCDO colleagues over the course of the

coming year to ensure we continue to deliver world-class operational services, enabling the UK Government to respond to people and support countries affected by disaster and conflict.



Rebecca Pankhurst-Lapiña,
HSOT Director

HSOT CAPABILITIES



FROM READINESS TO RESPONSE

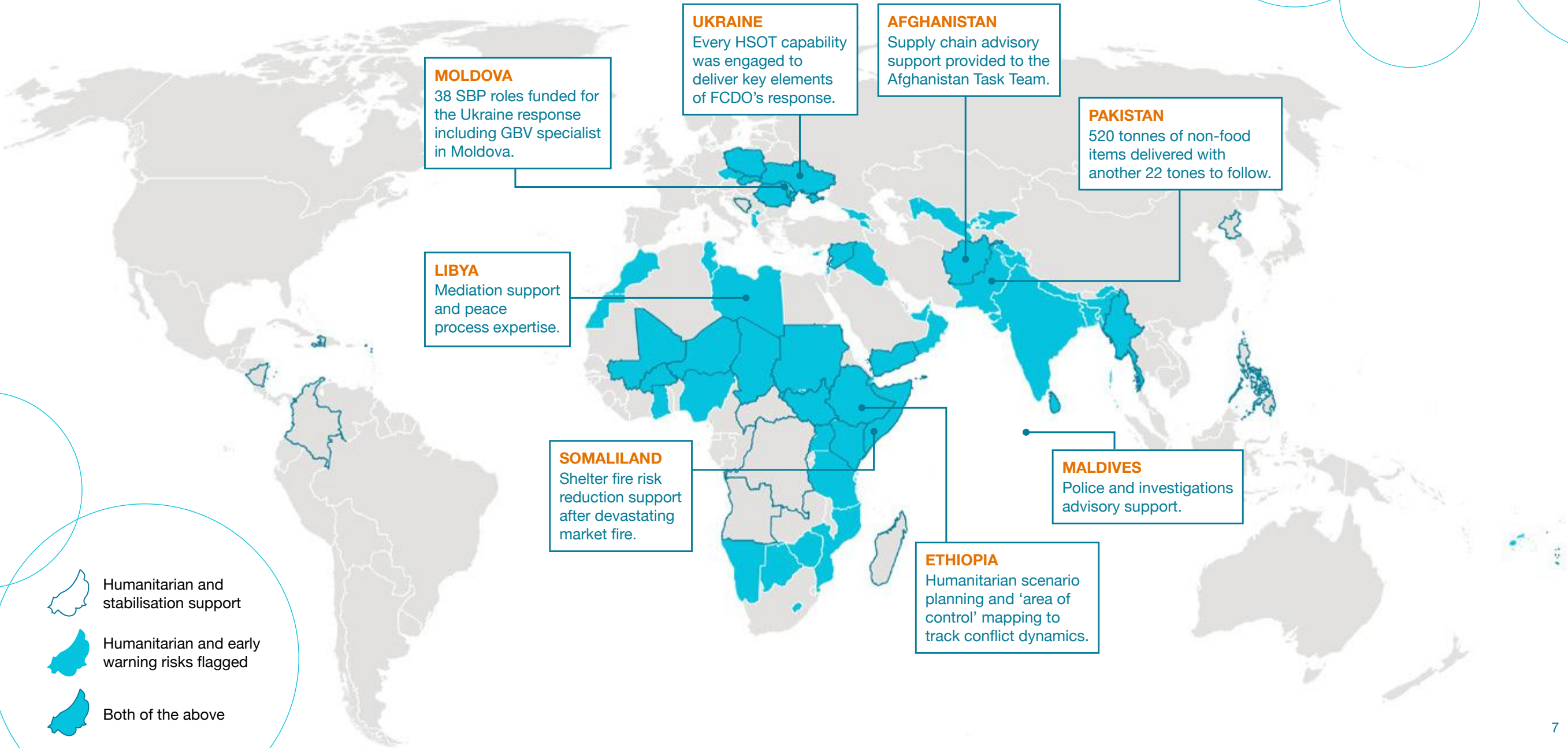
HSOT helps the FCDO to deliver a better informed and more efficient humanitarian response.

Since 2017, we have responded to 73 rapid-onset and protracted crises.

Through a range of technical capabilities and coordination, we provide an agile and reliable end-to-end service, supporting crisis response that is aligned to UK policy priorities and guided by humanitarian principles.

- 1 Provide early warning analysis and preparedness support for FCDO central and country-based teams.
- 2 Conduct 24/7 global crisis monitoring and horizon scanning to inform FCDO decision making.
- 3 Generate rapid response analysis and strategy development to support alignment with policy.
- 4 Mobilise humanitarian experts, often within hours, to deliver elements of FCDO responses.
- 5 Maintain prepositioned non-food item stocks and enabling equipment in a ready state, with the ability to scale up capacity as required.
- 6 Deploy experts into the FCDO from a diverse roster and facilitate deployments into the UN via the UNDAC and SBP mechanisms.
- 7 Promote options for monitoring the UK's aid contribution to responses and use monitoring for learning and evidence purposes.
- 8 Lead internal operational learning to inform training and exercises and strengthen FCDO's response capability.

OUR GLOBAL REACH





SPOTLIGHT INTERVENTION UKRAINE

A person wearing a high-visibility yellow vest with the UKaid logo and a dark jacket with a fur-lined hood stands on an airfield. In the background, a large white cargo plane with its cargo door open is visible. The scene is set against a clear blue sky. The image is overlaid with a large blue circular graphic on the right side and a white circular graphic on the left side.

UKRAINE CRISIS RESPONSE

On 24 February, Russia invaded Ukraine with troops crossing the border from Russia, neighbouring Belarus, and from Crimea to the south. Intense hostilities followed causing massive destruction and a severe impact on civilians. The conflict has triggered the fastest-growing refugee crisis since the Second World War – approximately 6.65 million people have been displaced since the start of the conflict, while 5.8 million people have registered as refugees in European countries.

Preparedness planning underway

Russia's invasion was shocking but not fully unexpected. Prior to the invasion, HSOT undertook preparedness action including building humanitarian need scenarios and supply chain planning to make sure emergency supplies could be moved quickly into Ukraine or neighbouring countries. The team also mapped partners' stocks of emergency relief items held locally or in the region. During the time of escalating tension and Russian military build-up, a HSOT Humanitarian Adviser was also deployed to Kyiv to gain a vital overview of the UN system's readiness and capacity to inform the UK Embassy and wider cross-government stakeholders.

A multi-expert team is rapidly deployed

Moving to crisis mode, HSOT immediately deployed a field team on 26 February only two days after the invasion. The team on the ground was made up of humanitarian advisory, information management and logistics specialists to manage the UK's humanitarian response, and provide updates on the fast-evolving situation inside Ukraine and in neighbouring countries. Operational logistics experts were key members of the field team in Poland working continuously to get emergency supplies moved into Ukraine. In tandem, the team was scoping out alternative transit routes for goods and emergency supplies.

Delivering aid supplies at pace

26 February: first HSOT staff deploy to Rzeszow in Poland

28 February: first RAF flight departs with vital medical supplies

From 1 March: regular chartered flights commence, providing supplies of medical equipment and medicines

Diversity and scale of the UK's in-kind assistance

Since the invasion of Ukraine, the UK has pledged £220 million of humanitarian assistance to help save thousands of lives. HSOT dispatched teams to 10 countries including Ukraine, Poland, Moldova, Romania, Turkey, and UAE.

HSOT's Procurement and Logistics team have managed the sourcing and delivery of a wide range of in-kind commodities – some directly procured, and others from HMG stock and HSOT-managed stockpiles in UAE and UK. In-kind assistance included medical equipment, pharmaceuticals,

generators, NHS-donated and new ambulances, food aid, tented reception centres, generators, non-food items (NFIs) such as blankets, solar lights, hygiene kits, and kitchen sets. These items supported Ukraine's critical services and provided humanitarian aid to civilians affected by the conflict. For example, the generators have provided access to power for essential services, including hospitals and shelters, whilst armoured vehicles have helped evacuate civilians from besieged areas and transported UN staff working inside Ukraine. The fleet of UK-donated ambulances has provided urgent care to those injured and helped replace Ukrainian ambulances lost to Russian attacks.

Each commodity presented the team with individual challenges – for example, moving cold-chain and controlled drugs is governed by strict legislation and procedures whilst sourcing ambulances with the right technical specifications was made more difficult by a shortage of ambulance stock in Europe as a result of Russia's invasion of Ukraine.

Over 11 million items of medical equipment and supplies to Ukraine

This includes wound care packs to treat over 220,000 Ukrainian patients and around 2.8 million doses of pharmaceuticals including antibiotics and pain relievers.



SUPPORT IN NUMBERS



398 tonnes of food aid

81 tonnes of non food aid



72 ambulances +24 scheduled



176 tonnes of medical equipment and medicines

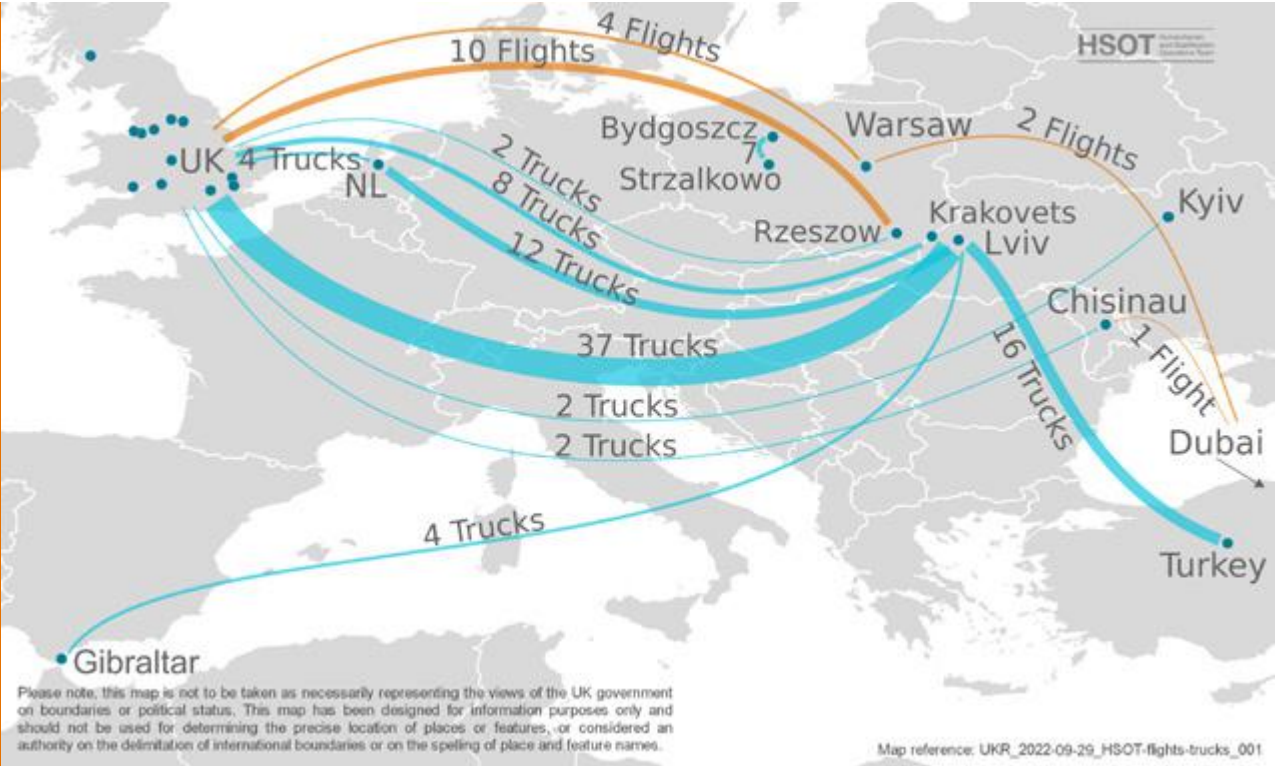


23 armoured vehicles





17 flights:
 14 flights from the UK
 3 flights from UAE carrying UK humanitarian aid

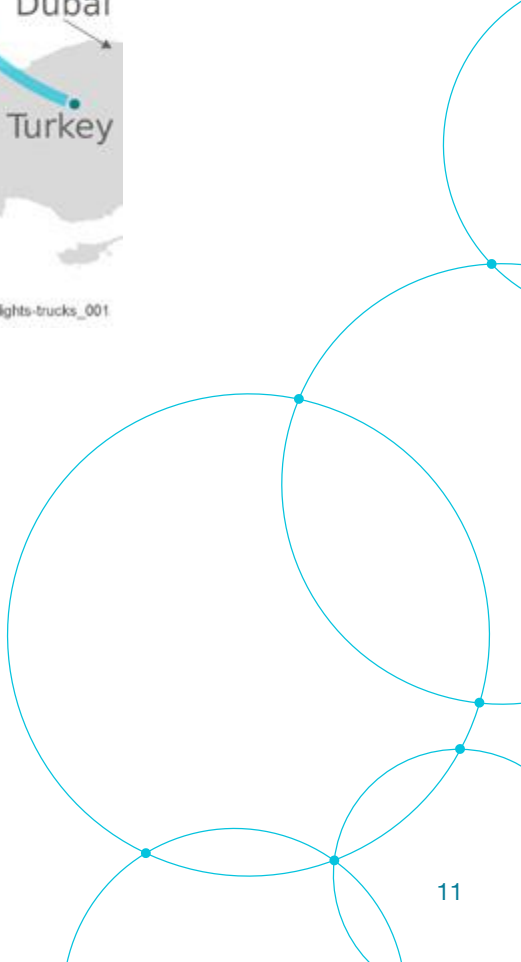
HSOT has managed complex supply chain routes from suppliers in the UK, the Netherlands, Gibraltar, Poland, Turkey and UAE – moving UK in-kind assistance to a number of end destinations by both air and road. As the team gained better regional knowledge, they were able to deliver directly to warehouses in Lviv in western Ukraine bringing down costs and reducing the logistics burden for the ministry.

A challenging operating environment

Throughout the response, the operating environment was challenging. HSOT was agile and continuously tackled transport constraints including closed airspace over Ukraine, border queues, and an ongoing lack of trucks and drivers as many Ukrainian truck drivers had enlisted in the army. Transport challenges increased whenever Russia attacked areas closer to EU borders, because few drivers were willing to enter Ukraine due to safety concerns.

‘Any Russian attacks close to the border had immediate ramifications. This meant constant re-appraisal of supply chain plans based on the operational reality.’

Julian Neale OBE CMILT, Head of HSOT Procurement and Logistics



HSOT humanitarian advisory, information and analysis support

HSOT deployed humanitarian experts to Ukraine and neighbouring countries, where they helped UK Embassies to respond while providing a link to FCDO's response structure in London. HSOT specialists provided mission-critical support through a range of activities including information gathering and analysis, external engagement, response strategy development, humanitarian advocacy and lobbying, and oversight of the UK's response.

Deployment of humanitarian experts is critical. Getting humanitarian experts on the ground enabled FCDO to gather relevant information from first-hand sources to ground-truth planning assumptions when developing the UK's humanitarian response strategy, and to promote prioritisation of FCDO resources for the most vulnerable.

Getting experts
on the ground
40 deployed
across
10 countries



HSOT also facilitated the deployment of 21 roles through the UN Standby Partnerships surge mechanism to support key UN functions for the Ukraine response. A further 9 roles have been funded through this mechanism and are in the recruitment stage.

HSOT-deployed specialists were also able to embed the humanitarian response within UK Embassies to ensure join-up with country-level priorities and draw on the expertise of country teams. HSOT humanitarian specialists also contributed to UK policy and advocacy work in London to ensure that key humanitarian issues were being prioritised and discussed at the highest levels.

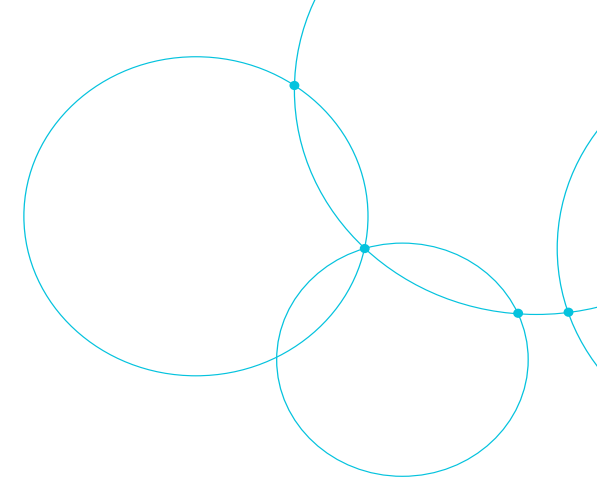
For the UK's humanitarian response in Romania, Moldova, Poland and Ukraine, HSOT Humanitarian Advisers have spearheaded coordination with like-minded donors to align engagement and approach. Their presence on the ground and work with external partners helped establish credibility and affirm the role of the UK as humanitarian leader.

'Deploying our humanitarian specialists enabled FCDO to gather information from first-hand sources – including those affected and those responding – which proved crucial to shaping the UK's response to the crisis.'

Siobhan Parnell, HSOT Deputy Director

HSOT's Humanitarian Adviser deployed to Romania has facilitated dialogue with the Government of Romania, UN agencies and NGOs to promote a well-coordinated response.

The UK was the only donor invited to speak in the Romanian Senate on education in emergencies and disability inclusion, demonstrating Romania's recognition of the UK's approach and humanitarian leadership.



Humanitarian surge support at HQ

HSOT Humanitarian Advisers surged into the Ukraine response structures in London to cover key positions and support the overall strategic coordination. A dedicated humanitarian information and analysis team was set up and provided critical information products which ensured a common understanding of the rapidly evolving situation. Strong cross-Whitehall information-sharing ensured that humanitarian analysis was reflected in other key internal HMG communication updates.

HSOT information products were critical to ensure meaningful programming on the ground and helped equip FCDO to make decisions in real time.

Shifting the focus to more analytical products provided a deeper understanding of the crisis in support of advisory work. The team provided analysis of the food security situation in Ukraine and developed recommendations for addressing urgent lifesaving needs and longer-term risks of food insecurity resulting from Ukraine's declining resources, rising unemployment and destruction to the agricultural sector.



HSOT Humanitarian Advisers also provided key analysis and advice covering other thematic areas. HSOT's Health Advisor surged in for 6 weeks to deliver a report on the health situation inside Ukraine. The report was a deep dive into the Ukrainian health situation to provide FCDO decision-makers with an overview of the UK and international response, highlighting specific challenges, exploring access issues and making recommendations for future support.

HSOT's specialist on Gender and Inclusion also provided surge support to the regional refugee crisis. This work helped embed the needs and priorities of specific at-risk groups, including women and girls, people with disabilities and older people into programming and policy positions. HSOT's expert advised on issues such as trafficking, PSEAH and child safeguarding and support to survivors of gender-based violence.

Following the withdrawal of Russian troops, scores of sexual and gender-based violence cases (SGBV) were reported. Two civilian experts with extensive experience in this field were deployed to support the Ukrainian authorities for the Office for Conflict, Stabilisation and Mediation (OCSM).

HSOT also provided a new communication response capability. From the onset of the Ukraine humanitarian response, HSOT's Communication Officer liaised with FCDO comms teams in London and at UK Embassies to showcase the UK Government's humanitarian assistance. HSOT helped plan and execute content-gathering for FCDO social media channels, provided



input into Ministerial visits, core scripts and Q&As for external engagements, and hosted news crews at the Kemble warehouse.

Working closely with field teams and logistics colleagues, HSOT's communication lead has been instrumental in creating regular content for DHSC, FCDO, ambassador and ministerial social media channels with some content achieving as high as 60K views.

Security advice is an integral part of HSOT support. Assessing and managing security has been a key pillar of HSOT support to the Ukraine humanitarian response. Having provided security advice to the OSCE Special Monitoring Mission (SMM) in Ukraine for FCDO, the HSOT security team were well positioned to provide support across the crisis programme as the crisis developed. HSOT security experts enabled the rapid deployment of staff to the region, as well as travel further afield to procure items critical to the Ukraine response.



Deploying our experts

HSOT is on standby to respond within 8 hours from the onset of a crisis. The team is made up of 70+ UK-based staff and a core team of experts are ready to surge in to support HQ teams or to deploy abroad at short notice to support the UK's humanitarian response.

HSOT's core team delivers first phase response and provides cover until longer-term recruitment from the roster can be completed. Experts are security cleared to deploy on UK Government platforms and are able to complement civil service teams, through providing technical expertise, as long as additional response capacity is needed.

The combined approach of a standing core team and surge system on the HEROS programme was designed to be used in a demanding cross-contract response like the Ukraine response. The surge personnel costs increased by 42% this year due to the Ukraine crisis demonstrating that the system provides value for money and is an effective way to enable FCDO to flex in times of increased demands.

Our agile response model

In October 2021, with conflict spreading and humanitarian needs escalating in Ethiopia, HSOT surged in support from the core team. With the British Embassy drawing down staff and HSOT experts in the process of onboarding, the team provided support across a range of functions, enabling a smooth continuity of humanitarian support.

Humanitarian and stabilisation talent

HSOT manages a roster of 300+ humanitarian advisers with thematic expertise in areas such as health, nutrition, food security, Civil-Military liaison, procurement, protection, and MEL. HSOT also provides dedicated support to OCSM with managing its 600+ roster of civilian experts who deploy to assist the UK Government in addressing instability.

The two pools of talent offer a flexible resource to work in both short-term assignments and medium-term posts. Thus, experts are security cleared to deploy on UK Government platforms.

Since 2017,
HSOT has managed
2,917 deployments



Surge support to strengthen UN humanitarian operations

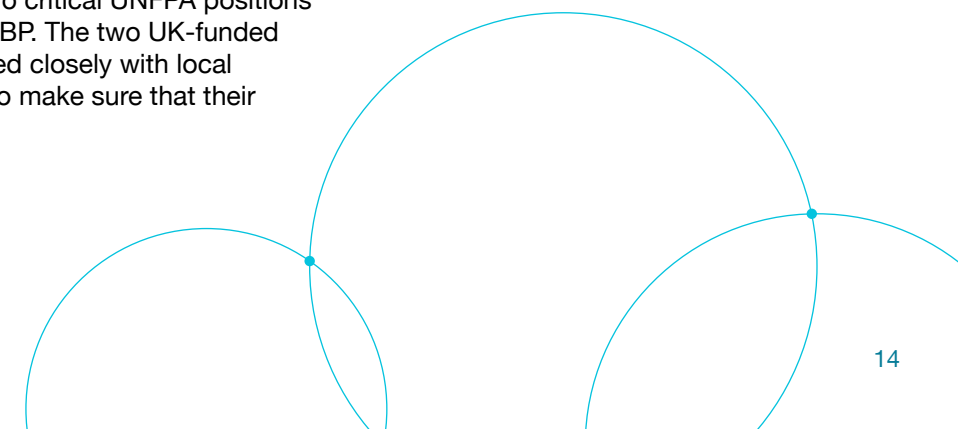
HSOT also manages the UN Standby Partnership (SBP) and UN Disaster Assessment and Coordination (UNDAC) roster on behalf of FCDO facilitating all deployments and leading engagement at the network level. Via the Standby Partnership, the UK and other partners can support UN agencies to respond to humanitarian emergencies by seconding personnel to fill urgent staffing needs and gaps in UN operations.

For the Ukraine response alone, HSOT managed a total of 152 SBP requests, with 38 roles funded. In Moldova, the UK funded two critical UNFPA positions through the SBP. The two UK-funded experts worked closely with local government to make sure that their

support services considered the needs of vulnerable women, children and families that had fled the fighting in Ukraine.

In 2021-22, HSOT managed a total of 439 Standby Partnership requests with 52 roles funded

They have also been instrumental in setting up and running UNFPA's Orange Dots, which are safe spaces for women, young people, and older persons. The safe spaces offer women and girls from Ukraine immediate support, counselling and serve as an entry point for gender-based violence, and sexual and reproductive health services.



An aerial photograph of a river with white water rapids, overlaid with a white grid of concentric circles and radial lines. The text 'EMERGENCY RESPONSES' is centered on the left side of the image.

EMERGENCY RESPONSES

OCT
2021

DEC
2021

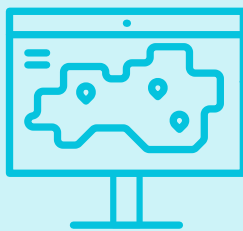
JAN
2022

Ethiopia: Surging in the HSOT core team to meet critical needs

As the conflict intensified in Ethiopia, bringing the fighting close to the capital and escalating humanitarian needs, HSOT surged in support from the core team. In the context of the British Embassy staff drawdown, the team provided support across a range of key lifesaving sectors and enabled a smooth continuity of humanitarian activities. After the initial surge, HSOT provided eight humanitarian experts to support the FCDO country team with analysis, humanitarian advice, information management and logistics support for a scaled-up response.

Developing additional 'area of control maps'

allowed the FCDO country team to track the conflict, and understand conflict dynamics.



Philippines: Responding to humanitarian needs in the aftermath of Super Typhoon Rai

On 16 December 2021, Super Typhoon Rai struck the Philippines. The powerful storm, locally known as Odette, brought destructive winds and torrential rainfall causing extensive damage with 6 out of 11 affected regions experiencing mudslides, storm surges and flooding. Across the six worst affected regions, 16 million people were affected including more than 500,000 displaced from their homes, and extensive damage to livelihoods especially among those depending on fishing and farming to make a living.

In advance of the storm, HSOT monitored the storm's intensity and trajectory and delivered continuous information updates. Following landfall, HSOT then provided analysis of needs on the ground, updates on the UN and Philippine Government response, response advice and coordination with humanitarian actors, plus managed all requests for technical expertise via the UN Standby Partnership. This support provided FCDO with immediate bandwidth and technical expertise to inform decision making and response.

Zimbabwe, Namibia & Lesotho: Shipping life-saving medical equipment for Covid Omicron wave

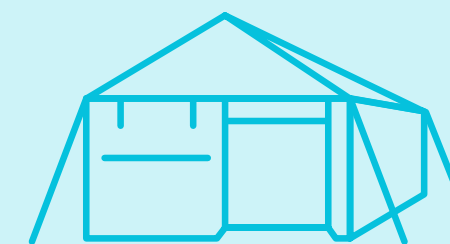
HSOT worked alongside the Africa Regional Department and Department for Health and Social Care (DHSC) to develop COVID-19 support packages to assist African countries responding to COVID-19. Following the identification of the Omicron variant, the team doubled their efforts to urgently deliver medical support packages making use of surplus stocks from DHSC including Continuous Positive Airway Pressure (CPAP) devices providing non-invasive oxygen for Covid patients. Acting quickly, the medical equipment was ready for dispatch on 24 December only 3 days after receiving the initial tasking.

HSOT dispatched 24 pallets from Kemble to deliver life-saving support to African nations impacted by COVID-19.



Tonga: Partnering for a response to a catastrophic tsunami

In January 2022, a volcanic eruption caused a tsunami in Tonga. In collaboration with Palladium and Australia's DFAT, HSOT supported FCDO to deliver rapid humanitarian aid and assistance to the Commonwealth nation. The UK's joint response with Australia offered strong value for money and demonstrated the UK's support to a Commonwealth partner in a strategic region.



At the request of the Tongan Government, the UK sent 17 pallets of supplies including **90 family and 8 community tents** thanks to its DFAT partnership.



DEC 2021:

Ramping up preparedness for Ukraine

HSOT develop a Supply Chain Plan and conduct a regional mapping of partners' stock of emergency relief items.

JAN 2022:

Ukraine preparedness planning continues

During escalating political and military tension with the build-up of Russian forces along the border, a Humanitarian Adviser is deployed to the British Embassy in Kyiv and undertakes 2-week rapid assessment to gain a critical overview of the UN system's capacity and readiness to respond to a humanitarian crisis if the conflict in the Donbas were to escalate.

FEB 24:

Russia invades

Russia invades Ukraine in multiple locations creating a humanitarian crisis and displacement on a scale not seen in Europe since the end of the Second World War. Millions of refugees start pouring across Ukraine's borders and millions more remain in Ukraine, many displaced from their homes to areas of greater safety or unable to move because the conflict has forced them behind front lines, and they are cut off from supplies of food, water, and health care.



FEB 26:

Experts deployed

HSOT deploys first team of experts to Rzeszow near the border with Ukraine to manage humanitarian response and supplies of emergency relief items.

UKRAINE



FEB 28:

First flight on RAF aircraft departs carrying critical medical supplies.

MAR 1:

First of 12 chartered planes leaves with more medical supplies.

MAR 26:

First humanitarian food delivery departs the Kemble warehouse.

APR 7:

First delivery of NHS donated ambulances is transported across the border and handed over in Lviv to Ukraine's Ministry of Health (MoH).

MAY 10:

First delivery of new ambulances arrives in Lviv.

JUN 1:

Another tranche of new ambulances delivered from Turkey.

JUL 6:

HSOT supplies final food aid delivery (35,850kg) via trucks transported from Turkey.

AUG 4:

Security situation allows for HSOT Humanitarian Adviser to re-join small group of Embassy staff working in Kyiv.

AUG 11:

First HSOT transport to Kyiv delivers forensic kits for use in war crime investigations.

AUG
2022

Pakistan:

Responding to the most severe flooding in Pakistan's recent history

Pakistan has experienced abnormal monsoon rains causing severe flooding across the country. The scale of need is enormous with UN OCHA estimating that there are 2m houses damaged or destroyed and 20.6 million people in need of humanitarian assistance. HSOT has provided dedicated humanitarian advice to inform response decision making, and deployed humanitarian IM experts to deliver continuous information management support. To deliver thousands of emergency shelters, family water filters and hygiene kits to flood affected communities, HSOT operational logistics deployed to Pakistan and UAE, where UK aid stocks are strategically prepositioned to deliver aid to disaster zones around the world.

£2 million worth of relief items delivered by HSOT on behalf of FCDO, to provide immediate assistance and protect vulnerable people in the areas hardest hit by the devastating floods.



Emergency shelter for up to **194,300 people**



Blankets and mats for **10,000 people**



Water filters and hygiene supplies to reduce health risks for **32,495 people**

SEP
2022

Uganda:

Rapidly deploying experts to support the Ebola response

On 20 September, the Uganda health authorities declared an outbreak of Ebola virus after a case was confirmed in Mupende district. This Ebola outbreak is of particular concern; it is a variant of the virus for which there is no approved vaccine, mortality rates are high and the outbreak has spread quickly to several districts as the first case was detected only after several weeks. In response to this serious outbreak, HSOT's Health Adviser stepped in to provide technical advice and situation monitoring channelled to key cross-government audiences. HSOT has also rapidly deployed two humanitarian specialists to support the UK's Ebola response, while HSOT's expert operational logistics team has advised on equipment required for a scaled-up response including provision for a coordinated International Humanitarian Partnership (IHP).





HEARING FROM OUR EXPERTS



Peter Rundell

Stabilisation and Civil-Military Adviser

Providing closer liaison between civilian and military efforts in Gao, northern Mali

Working in international development since the 1970s, and spent the last 15 years working in conflict-affected countries, including Afghanistan, Iraq, Libya, Mali, and the Western Balkans.

I am one of two advisers deployed to Gao. Since May 2022, I have been working here in northern Mali to provide stabilisation advice to the UK's Long-Range Reconnaissance Group (LRRG), which forms part of the United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA). Terrorist and armed groups have caused insecurity in Mali for more than a decade killing civilians and causing massive internal displacement of villagers fleeing the violence. Sadly, MINUSMA remains the UN's most deadly Mission, sustaining more casualties in 2021 than all other Missions combined.

What is your role?

My role has three parts: I provide civilian advice to the LRRG. Secondly, I help the MINUSMA civilian office in Gao to be more effective, for example by providing closer liaison between civilian and military efforts. Lastly, I support the Conflict, Stability and Security Fund (CSSF) programme by providing field understanding and strategic overview of the mission to the British Embassy in Bamako.

Insight from the ground level is invaluable

I think it is an extraordinary privilege to be able to engage at field level to make the efforts of the international community more effective. I regularly join the LRRG field patrols over days or weeks, which allows me to see what is happening on the ground. In a setting where violent extremist and terrorist groups have been growing in brutality and displacing increasing numbers of Malians, MINUSMA's mandate has become ever more challenging. However, making use of the LRRG's niche capacity to meet more inaccessible communities is crucial to

mission success. I am able to meet local people and leaders to better understand the challenges that ordinary people face.

Understanding the concerns of ordinary villagers and integrating them into MINUSMA civilian and military planning helps to bridge some of the gaps. For example, speaking to a family group of pastoralists about the risks they face revealed that their understanding of security risks is very different from that of people living in more prosperous sedentary farming communities. Actively engaging with remote local communities and seeking their perspectives on threats allows me to provide sharper strategic advice to HMG and MINUSMA civilian and military decision-makers.

Bringing in specialist expertise

I have experience implementing aid programmes in insecure parts of the world, and I bring that perspective to bear when supporting the FCDO in assessing the overall effect of the programme and updating our 'theory of change'. The global situation and the

dynamics on the ground have changed since it was drafted, and we also understand the conflict better. We conduct a regular conflict assessment, which has been productive both for our MINUSMA partners with whom we share it and also for the FCDO country team's understanding of the problems and conflict dynamics.

To improve strategic cooperation between actors, I have also built relationships with MINUSMA counterparts and other actors in the region. This has allowed us to spot new opportunities; for example, we have worked closely with our German colleagues in Gao, who are also part of MINUSMA, to combine research capacity and to deliver support together. Indeed, just this month, we are helping rebuild a local radio station. It was burnt out last month, so the Germans are refurbishing the building, while we are providing the equipment, and the regional Governor is leading the whole process.



Providing specialist support to the UK's humanitarian response in Ukraine

More than 30 years' experience in humanitarian emergency response and policy development.

What was your role?

I was assigned as Humanitarian Adviser to the British Embassy in Kyiv in late January 2022. This was at a time of escalating political and military tension with the build-up of Russian forces along the border with Ukraine. My role was to undertake a rapid assessment of the capacity of the UN international system in Ukraine to scale up and respond to a humanitarian crisis if conflict in the Donbas were to escalate.

In late January and early February, I deployed for to Kyiv to gain a first-hand overview of system readiness, capacity and to work on scenarios and contingency planning. It was a brief two-week visit but vitally important for getting an overview of system readiness and resource capacity should the worst-case scenario occur.

On 24 February, the worst-case scenario did occur when Russian forces invaded Ukraine in multiple locations. The nature and scale of the resulting humanitarian emergency is overwhelming.

My role continued but pivoted into leading on humanitarian advice to the FCDO country team overseeing the majority of the UK's £220m contribution to the humanitarian Ukraine response. The funding includes support to other countries in the region, including Poland, Moldova and Romania, which have received millions of refugees, and other HSOT Humanitarian Advisers were contracted to support the response in those countries.

In August 2022, I returned to Kyiv for the first time since February. Deployment to Kyiv requires close security protection, but it is vital to be based in Kyiv in order to coordinate with UN agencies and other donors and provide direction to the UK's

humanitarian response. The humanitarian programme is very much a part of the wider work of the British Embassy and I connect across teams that are working to promote human rights or support stabilisation and resilience-building.

Humanitarian expertise brings added value

Feedback from the FCDO's country team highlight Rachel's humanitarian expertise. Prior to the invasion, Rachel worked closely with Embassy staff on contingency planning – she highlighted clear gaps and made strong recommendations to seniors. She focused on prudent planning, and many of her recommendations were acted upon, including setting up mechanisms to allocate spend rapidly, if required.

'Rachel has been an absolutely critical member of the team from the outset [...]. Rachel's experience is such that she is able to understand both the complex strategic picture, apply this to the development of a policy response, as well as providing on the ground advice and support.

She played a crucial role in pushing the INGOs to ramp up their coordination efforts and was instrumental in bringing together key international humanitarian actors and donors in order to better coordinate and develop advocacy messages. Her knowledge of the wide range of humanitarian actors meant she was able to use their expertise to leverage insights and respond quickly to emerging needs.'

Feedback from country team colleagues also flags that Rachel was helping seniors set up meetings with stakeholders and provide input and advice that allowed non-specialists to make the most of engagements.



Rachel Kessler

Humanitarian Adviser



Advising the UK's support to the Ebola response in Uganda

Over 30 years' experience of humanitarian response and previous experience with Ebola outbreaks.

I was deployed to Uganda just over 3 weeks ago to support the health emergency caused by an Ebola outbreak, together with a Humanitarian Affairs Officer. It was a quick turn-around; one week from first being contacted to jumping on a plane.

Ebola spreads through human-to-human transmission and is very infectious. It's a deadly disease – fatality rates have varied from 25% to 90% in past outbreaks. This particular outbreak is caused by the Sudan strain of the Ebola virus for which there is no vaccine currently available. The dangers of an Ebola outbreak spreading to densely populated areas and across borders are obvious.

What is your role?

I am here as a Humanitarian Adviser and have extensive previous experience with Ebola outbreaks, including the West Africa response in 2014-15 and previous work in South Sudan on Ebola preparedness. Hence, responding to an Ebola outbreak is familiar territory for me.

A big part of my role is about information and trying to analyse the situation. We need to continually assess the outbreak from an epidemiological point of view, but also in terms of the health response and how that is performing. That information and analysis helps inform decision-makers on how the UK can best support the response led by the Ugandan Government and supported by UN and NGO partners.

FCDO has already released funding to several partners. Importantly, it is not just about funding, but also about providing various sorts of in-kind support that the UK is able to offer including deployment of experts from across HMG. For example, the UK's

Health Security Agency has deployed experts to WHO to help with specific technical tasks through the Global Outbreak and Response Network (GOARN), which is a mechanism providing rapid response to infectious disease outbreaks and public health emergencies. We are also following possible vaccine trials. There are a number of candidate vaccines that are going into trials and one of those have been developed in the UK.

At the moment, I am also doing a lot of engagement with the response coordination structures and taking part in meetings with the various response pillars – case management, logistics etc. We provide information and analysis which is updated on a daily basis some of which ultimately helps inform the consular section advising UK residents in Uganda and providing official travel advice.

What is the advantage of the HSOT roster?

It's about surge capacity quickly. In this situation, technical specialist expertise and previous experience are valuable. Deploying experts who understand the outbreak response architecture and have previous experience of managing Ebola outbreaks allows the UK to anticipate where issues are going to arise, flag concerns early, and intervene appropriately. Intervening might entail liaising with other partners, as they may be better placed to lead on a particular issue. A big part of a response to an infectious disease outbreak is sharing analysis and ensuring coordinated support to the Ugandan Government and UN partners.



Nigel Clarke

Humanitarian Adviser





Liz Gaere (OBE)

**Deployable
Civilian
Expert**

Adviser highlights the need for inclusive peacebuilding pathways in Cyprus

Deployable Civilian Expert with extensive experience in inclusive governance, stabilisation and peacebuilding in Fragile and Conflict-Affected States.

What was your role?

I was deployed to help finding ways that the UK government could thaw the 'frozen' conflict in Cyprus on request of the FCDO's Conflict, Stabilisation and Mediation (OCSM) team and the British High Commission in Nicosia.

Over recent years, the UK has been actively providing high-level support to the UN-led negotiations towards a fair Cyprus settlement. So far political will on both sides has been limited. In this context, a review and refresh of the UK's approach was required to work out how to revive and engage stakeholders across the divide in support of progress towards a settlement was important.

At a high level, my role was to help FCDO understand the UK's unique position and comparative advantage in this complex situation and how to leverage this to support intercommunal confidence-building as a pathway to building peace.

I mapped different intercommunal confidence-building initiatives supported by the UN, the UK and other international partners, as well as bottom-up initiatives to see the ways in which this could be applied to this situation.

I met with a wide range of stakeholders from both sides in Cyprus that included consultation with international and national stakeholders. For example, consultations with civil society – especially women and young people. These revealed a high level of interest in engagement towards a political settlement. Crucially, these interactions also highlighted a 'missing middle'

between high-level political efforts and more bottom-up, home-grown peace efforts.

Applying a 'multi-track' peacebuilding model, I was able to identify a potential niche for the UK to use its political leverage and convening power bringing together key players more effectively across the divide to build constructive intercommunal dialogue and relations across a wide range of sectors.

What were the aspects that stood out for you in this assignment?

Linking work on gender, youth and the environment – areas where the UK has comparative advantage and applying a more intersectional approach seemed promising. Bringing in civil society activists, including women and youth, who have a real stake and the need to bridge the gap between high level

efforts and a desire for a locally-led and more inclusive peacebuilding pathways, stood out for me.

My work also helped to shape a more focused political and stakeholder engagement approach within the different communities in Cyprus and enabled a sharper focus for FCDO programming efforts in the region.

The hope is that the recommendations and learning from this assignment have helped to ultimately lay some stronger foundations for the UK's investment in this region.





BEYOND RESPONSES

HSOT – a driving force in mainstreaming safeguarding in the humanitarian supply chain

In recent years, the humanitarian sector has made meaningful strides toward mainstreaming the prevention of sexual exploitation and abuse (PSEAH), primarily focusing on humanitarian response organisations and their frontline aid workers. HSOT is going one step further by prioritising PSEAH throughout our humanitarian supply chain – by broadening our focus to include the private sector suppliers that HSOT contracts to manufacture and transport relief items.

Bringing in risk assessment tools to guide safeguarding action

This year, we set out to build on the team's previous research on PSEAH best practices and suppliers' risk awareness. Actions have focused on developing practical risk assessment tools for the Procurement & Logistics (P&L) department and its suppliers to use in preparing and implementing response supply chains. The tools survey country-specific safeguarding risks, including attitudes toward gender, prevalence of violence, socioeconomic inequalities, and perceived vulnerabilities that perpetrators could seek to exploit.

Other components of the tools assess risks specific to transportation routes, warehouses, manufacturing facilities, and suppliers' offices. Our PSEAH tools generate a safeguarding risk score, which allows HSOT to pinpoint and take action to minimise risks by discussing risk mitigation with suppliers and advocating for additional PSEAH resources. P&L is rolling out and reviewing the tools beginning in autumn 2022.

Why promoting diversity, equity and inclusion is important

We have been evaluating our suppliers' approaches toward diversity, equity, and inclusion (DEI). Maintaining a diverse, equitable, and inclusive workplace can help reduce PSEAH risks. An inclusive work environment – one in which everyone feels valued without the need to conform to certain characteristics – has been shown to help break down stereotyping, reduce the negative impacts of systemic inequality, and encourage staff to address safeguarding concerns more confidently and effectively. The P&L team plans to make use of the information to promote best practices and encourage stronger DEI implementation at all levels of the humanitarian supply chain.

HSOT is taking wider action on PSEAH with mandatory safeguarding training for HSOT's core team and members of both rosters.

Continued action on safeguarding

'Looking ahead, we want to develop a library of PSEAH tools and information to give our suppliers, so they have the best chance at reducing risks and thoroughly addressing any reported incidents. That will mean providing dedicated PSEAH training and messaging resources to companies that are less familiar with this issue. PSEAH risks are inextricably linked to power imbalances', explains Christine Colburn, who leads P&L's work on safeguarding. 'Where unequal power dynamics exist – which is anywhere – some people will be willing to exploit them. Our aim is to adapt all the PSEAH work that's being done in the humanitarian sector and add to it so our commercial suppliers and their subcontractors align their practices to reduce harm everywhere.'

'When we supply goods for humanitarian assistance, we must ensure we do no harm, and this means not just being aware of safeguarding risks within our supply chains but also actively attempting to reduce these risks.'

Julian Neale,
HSOT Deputy Director



HSOT delivers advisory and policy support

HSOT routinely provides specialist humanitarian analysis and advice to support FCDO policy decisions, programme delivery and advocacy work. Our work on women and girls, gender-based violence, humanitarian access, food security and sanctions illustrate the breadth of HSOT advisory support and how policy support can help the UK Government realise advocacy goals.

[#CalltoActionGBV](#)

Prioritising women and girls and support to end gender-based violence in humanitarian crises

In 2021, the UK placed women and girls at the centre of its foreign policy including work to end gender-based violence (GBV). This priority is reflected in the 2022 International Development Strategy, which aims to protect and prioritise the most vulnerable people when crises occur – including from GBV – and to amplify the voices of the most marginalised, including women and girls, to ensure their needs are met.

HSOT's core team has provided continuous support to the UK Government's efforts to set up policies, systems and mechanisms required to mitigate GBV risks and provide comprehensive and safe services to those affected by GBV.

With HSOT's thematic expertise, FCDO has been instrumental in establishing a special Task Team for the Call to Action on Protection from GBV in Emergencies

to galvanise action and identify concrete recommendations. HSOT's thematic specialist also helped secure Ministerial representation at an important UNGA side event highlighting the increased risks of GBV during food crises, and the urgent need to address this risk in all humanitarian responses.

'We know that gender-based violence escalates in times of conflict and crisis. A study found that in conflict-affected communities of the DRC, nearly 70% of women had experienced violence in the last 12 months alone.'

Jessica Skinner, HSOT
Adviser on Protection and Inclusion



Specialist support was provided to UK Embassies overseas to strengthen the integration of gender, inclusion and addressing GBV within cross-governmental responses to humanitarian crises. HSOT's Adviser on Protection and Inclusion set up a Humanitarian Policy Fund project, which deployed advisers to Ethiopia, Somalia and Nigeria to conduct country-specific analysis, develop recommendations and drive initiatives.

HSOT also surged in to support FCDO's response providing specialist advice to the crises in Afghanistan and Ukraine to strengthen the overall humanitarian response to GBV and access to sexual and reproductive health services.

➔ RESULTS:

HSOT engagement with UK overseas country teams provided concrete support on how to translate the UK's priority on women and girls into tangible action on the ground.

🎯 IMPACT:

HSOT helped to strengthened action in emerging crises in Ukraine, Afghanistan and Ethiopia that resulted in improved access to sexual and reproductive health and GBV services for survivors.

HSOT engagement with FCDO overseas country teams provided concrete support on how to translate the UK's priority on women and girls into tangible action on the ground.

➔ RESULTS:

HSOT helped maintain and develop FCDO's policy and action to strengthen gender equality and address GBV in emergencies.

🎯 IMPACT:

HSOT facilitated the UK's ongoing support to the Call to Action on Protection from GBV in emergencies – the joint action with Call to Action partners has led to important changes within the international humanitarian system, including:

- GBV programme funding is now being tracked by the OCHA Financial Tracking Service which is critical for understanding gaps in funding
- GBV needs are now represented in all Humanitarian Response Plans
- GBV is one of four priority areas for UN Humanitarian Country Teams
- GBV is recognised as a priority for emergency pooled funding mechanisms



Humanitarian access to vulnerable Syrian populations

A Humanitarian Adviser from HSOT's roster provided specialist expertise for UK-led contingency planning around an uncertain UN Security Council renewal with very high stakes for humanitarian access.

The UN Security Council Resolution (UNSCR 2585) mandates the UN to move aid across the border from Turkey into northwest Syria, however, the agreement was up for renewal in July 2022 with no guarantee of success to continue aid operations.

Each month, over 2.3 million Syrians rely on this pipeline for UN assistance in a context where 4.1 million depend on humanitarian assistance. In this context, non-renewal of the resolution would force vulnerable Syrian families into Turkey in search of assistance – a country that already hosts 2 million refugees.

The adviser to the Syria Humanitarian Team has provided dedicated support since February 2022. Advice on contingency planning included

mechanisms to replace the existing ones if the UN Security Council Resolution (2585) was not renewed to keep assistance going to this highly vulnerable population. The OCHA Pooled Fund (\$132m 2021) is the backbone of the humanitarian response and thus represents a significant part of the UN's overall investment in northwest Syria. HSOT's adviser played a key role in reviewing contingency funding mechanisms to sustain critical life-saving humanitarian support.



Humanitarian advisory support on UK sanctions following Russia's invasion of Ukraine

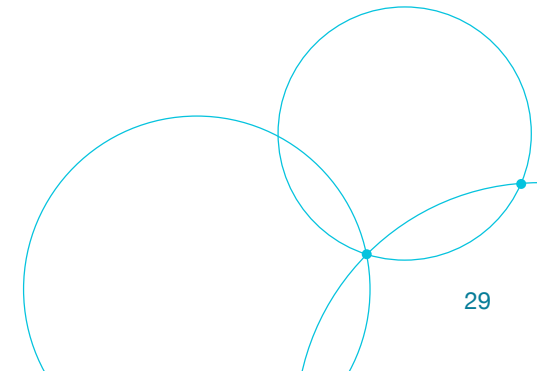
The UK and international partners have introduced a broad regime of sanctions in response to Russia's invasion of Ukraine. The sanctions are designed to show the world that the Russian Government's actions have severe consequences and to hamper Russia's ability to conduct warfare in Ukraine. HSOT developed a methodology based on International Humanitarian Law and latest best practice in a growing field. A Humanitarian Adviser from HSOT's core team provided recommendations based on analysis of over 8,000 items and services to minimise the impact of sanctions on civilians, and on the international humanitarian response to the Ukraine crisis.

Analysis and advice on food security

A Humanitarian Adviser from the core team played a key role in analysing the food security situation in Ukraine and supported FCDO's development of recommendations for addressing urgent lifesaving needs and longer-term risks of food insecurity resulting from declining domestic resources, rising unemployment, and destruction to the agricultural sector. This analysis helped to place food security in the spotlight and highlight the need for supporting longer-term recovery in parallel to the humanitarian response.

During May-July 2022, the UK's political focus was centred on Russia's invasion of Ukraine, and attention was given to reinstating Ukraine's grain exports as a solution to the growing global food crisis. HSOT's Early Warning, Analysis and Reporting team undertook an analysis to support FCDO in their understanding of the knock-on implications of the Russia-Ukraine war.

The team worked with a range of cross-FCDO stakeholders to set out a framework before conducting qualitative and quantitative analysis to verify to what extent Ukraine grain exports would address global food insecurity. While grain exports would address the challenges of rising food prices and global supply chains that were having a severe impact on food security in some countries, the analysis showed that they would not address climate change or conflict as primary drivers of famine. The analysis contributed to proposals for scaling up UK support to famine in the Horn of Africa and Yemen alongside supporting grain exports from Ukraine.



Early warning and analysis are critical tools for evidence-based decision making

HSOT has a team dedicated to providing horizon scanning, early warning and analysis to inform FCDO decisions. The team have continued to provide the standard suite of services covering 24/7 monitoring, monthly editions of the Humanitarian Early Warning Note, and 2-4 risk briefs providing a deeper-dive analysis of a crisis and assigning a risk classification.

Over 2022-21, HSOT has delivered a greater number of bespoke pieces of analysis to support specific humanitarian decision points. The additional analysis included scenario mapping for Ukraine plus analysis products to support FCDO's understanding of the knock-on implications of the Russia-Ukraine war. These extra analysis products illustrate EWAR's agility and responsiveness – to surge into a response while also maintaining a commitment to producing critical analysis for the humanitarian directorate.

GIS mapping is a key tool

HSOT's GIS mapping expert has delivered 275 maps over the course of this year. HSOT digital maps are key tools to represent complex data – the maps help FCDO audiences to understand pressing humanitarian needs, and improve situational awareness and coordination.

Routine mapping tasks include maps for all early warning products, and maps predicting affected populations are generated in tandem with colleagues tracking the path of tropical storms.

HSOT produces maps to accompany analysis, and the team received a number of specific requests for maps, including to support FCDO's humanitarian response in Ukraine and Pakistan.

For the conflict in Ethiopia, the team developed 'area of control' maps, allowing FCDO teams to track the conflict and to understand changes in conflict dynamics over time by producing a gif animation showing progression.

HSOT created a dashboard tool that detailed the global implications of the Russia-Ukraine conflict. The tool provided a quantitative measure of exposure and a classification of crises.



Taking action to reduce our environmental footprint

We are working to reduce waste and damage to the environment from humanitarian action, and to share insights and resources so that impact is amplified. Our work this year continued to focus on improving the sustainability of Non-Food Item (NFI) packaging, which gained significant traction across the sector.

HSOT procurement specifications now set out strict requirements to reduce single-use plastics. Our work has resulted in:

60% of NFI commodity types purchased by HSOT are manufactured, transported and stored using zero plastic packaging.

Guiding suppliers to take action

We also developed best practice guidelines for suppliers to reduce their use of single-use plastic packaging. These efforts form part of our work to advocate for better environmental practices in the sector.

Changemaker in the humanitarian sector

Our work is influencing how other influential stakeholders are thinking. USAID has adopted some of our single-use recommendations in their tenders, and our recommendations were also shared with other leading stakeholders including the Joint Sustainable Packaging Initiative and the Global Logistics Cluster.

‘This is a major achievement for HSOT given the influence these organisations have among donors, NGOs and UN agencies – even a partial implementation of guidance will have a tangible and sizable impact towards reducing the environmental footprint of responses.’

Rebecca Pankhurst-Lapiña,
HSOT Director

Sustainability data guides our actions

This year, we undertook an environmental value analysis of NFI stocks. Our analysis revealed that the largest proportion of carbon emissions generated through NFI production is through raw material production. For example, producing the raw materials for 1,000 tarpaulins, corresponds to approximately 92% of the carbon emissions generated from cradle to gate. Using this evidence, we will continue to advocate for increased use of recycled materials in NFIs where possible.

HSOT has been working with suppliers to reduce the environmental impact during humanitarian responses. The SUNLITE solar light no longer uses plastic packaging but is instead supplied in a cloth bag.



Supporting FCDO's work in protracted crises and Fragile and Conflict-Affected States

The International Development Strategy sets out the UK's approach to supporting Fragile and Conflict-Affected States (FCAS). The strategy aims to address the causes of crises, as conflict and violence underpin many protracted humanitarian emergencies. Throughout 2021-22, HSOT has supported FCDO's work across its 'prioritise, protect and prevent' strategy – delivering robust humanitarian action plus investing in conflict prevention and reduction in protracted crisis and conflict affected-states.

Launching Resilience Pilots

A Humanitarian Adviser from HSOT's core team led a process to establish Resilience Pilots in five priority countries. The aim was to identify and capture learning on effective policy and programmatic approaches to building resilience in humanitarian contexts in states affected by conflict and characterised by protracted crisis. The pilots were designed to inform wider uptake across FCDO and country teams working in similar contexts.

Technical experts from the roster provided support to FCDO country teams for developing cross-portfolio approaches to building resilience. In particular, FCDO teams in Somalia, Nigeria, South Sudan, Yemen and Syria were supported to assess how FCDO can best build resilience before setting out recommendations and developing action plans to strengthen future approaches.

FCDO Nigeria express this specialist support enabled the team to cement a cross-portfolio approach to building resilience in the Lake Chad Basin, and to integrate a resilience lens into the new programme Business Case. Feedback from FCDO Nigeria highlights the complexity of the consultant's task.

FCDO South Sudan report that this support helped them develop a new resilience strategy and design a new mechanism for responding to climatic shocks in their new Humanitarian and Resilience Business Case.

Learning was documented and captured on best practice for building resilience in a guidance document to Embassy posts making it relevant to FCDO structures and operating modalities. FCDO country teams continue to reach out for advice based on the pilots and the learning generated.

'[HSOT's deployed Humanitarian Adviser] was responsible for two major areas of work – to mainstream resilience concepts into the new humanitarian programme, and to develop a resilience framework that brought together all HMG's development offers in the north-eastern parts of Nigeria. Given the complexity and scale of UK development equities in Nigeria, this was no easy feat. However, the HSOT deployed consultant had the necessary skillset to simplify, generate clarity from complexity and create consensus across FCDO teams.'



Risk of famine analysis key to early warning and FCDO prioritisation

Building on HSOT's initial analysis of the Ukraine/Russia conflict's impact on global food insecurity, HSOT support to FCDO's Humanitarian & Protracted Crisis Policy team pivoted to countries considered to be at risk of famine. HSOT analysis supported FCDO to prioritise those most at risk, and to focus advocacy with donor partners, UN agencies and other actors to encourage early action against famine.

HSOT's analysis specialists from the core team developed an analytical framework to guide data collection and analysis that considers the complex situation that characterises conflict-affected states. The famine framework seeks to explain how the complex and interrelated drivers of famine impact food insecurity, malnutrition, and displacement, and how these are further compounded by inadequate funding levels and access challenges. Specific attention was paid to presenting the data clearly and setting out famine risk for each of the focus countries detailing scope and magnitude. This broad-spectrum analysis has been key to understanding famine risks and valuable for informing senior decision-makers across FCDO.



WASH support to one of the world's most fragile states

Following a fourth consecutive failed rain, Somalia is again on the brink of famine. Affected by cycles of drought, flood, and disease, Somalia ranks second on the Fragile States Index and has been among the bottom three states for more than a decade. Chronic fragility is exacerbated by the ongoing violence of the al-Shabaab terrorist group, deep societal divisions, and the increasing impact of climate change.

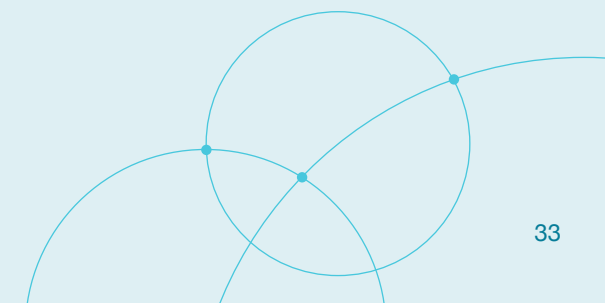
A specialist WASH Adviser from HSOT's core team was tasked to deliver a WASH Strategy for FCDO Somalia. The strategy provided in-depth advice for a sector response that is crucial for reducing displacement and addressing food insecurity and disease outbreaks. The comprehensive review of strategy and programming continues to benefit partner performance whilst increasing linkages across the portfolio to resilience, durable solutions and infrastructure programmes.

Supply chain advisory support to the Afghanistan Task Team

Since December 2021, a core HSOT team member has provided critical logistics advisory support to the Afghanistan Task Team. A combination of conflict, drought and economic collapse following the Taliban takeover

caused Afghanistan's protracted food crisis to widen and deepen with nearly 19 million people experiencing high levels of acute food insecurity between September and October 2021. Importantly, 6.8 million people were Phase 4 food insecure – the emergency phase leading up to famine. The Taliban Government was keeping records of incoming supplies, however, not sharing the information. Hence, FCDO required supply chain analysis covering both commercial and humanitarian food supplies plus deliveries of fuel and fertiliser vital to food production to gain a fuller picture.

Since December, HSOT's adviser has been monitoring food supplies, prices of food commodities, plus reporting on the availability of financial services to flag potential risks. Based on the supply chain analysis, HSOT's adviser warned of the severe impact on food prices if Ukraine was invaded and wheat supplies disrupted. The analysis of food prices also showed that food was available in the market but that people were unable to afford to buy it. The advisory support has subsequently informed the decision to provide cash programming to help people purchase food.



HSOT IN NUMBERS

SINCE 2017



73

crises
responded to



123

countries and
Overseas Territories



2,917

deployments



1.648m

of relief items
delivered

with a
value of

£106.6m



CONTACT US

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For more information contact:

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Palladium has a zero-tolerance policy towards sexual exploitation, abuse and harassment. If you know or suspect that an incident has occurred, you can seek confidential advice and/or report this incident using the following hotlines:

FCDO's Whistleblowing helpline +44 (0) 1355 84 3747 or reportingconcerns@fcdo.gov.uk

Palladium's compliance hotline: +44 (0) 20 3318 5468 or tellus@thepalladiumgroup.com

HSOT Humanitarian
and Stabilisation
Operations Team

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