

Ministerial Offices | Government of Jersey | Union Street
Jersey | St Helier | JE2 3DN

Deputy Montford Tadier
Chair of the Economic and International Affairs Scrutiny Panel

BY EMAIL

7th November 2025

Dear Chair,

Economic and International Affairs Scrutiny Panel response to questions on Proposed budget 2026-2029

Thank you for your letter dated 17th October in which you ask a number of questions relating to the Proposed Budget 2026-2029. Before addressing each question in turn, I believe it would be helpful to provide some background on the statutory and governance framework under which Jersey Overseas Aid (JOA) operates.

Statutory & Governance Context

- **Status & independence:** The Jersey Overseas Aid Commission (Jersey) Law 2005 established the Jersey Overseas Aid Commission (JOA) as a body corporate. JOA operates as a Specified Organisation under the Public Finances (Jersey) Law 2019. The **States Assembly** allocates JOA's annual budget through the Government Plan; the JOA Commission determines project and workstream selection within that envelope.
- **Public Finances Manual (PFM):** JOA complies with relevant sections of the *Public Finances (Jersey) Law*:
 - JOA must: appoint an Accountable Officer, submit an annual budget to the Minister for Treasury & Resources, report on performance and the use of public funds, and comply with financial controls, risk management, procurement, reporting, and audit requirements.
 - Jersey Overseas Aid complies with the Public Finances Manual, but due to the unique nature and overseas-focus of its work it has developed some policies and procedures of its own which may differ from those in the Public Finances Manual. The dedicated section in the PFM lays out where Jersey Overseas Aid complies with and differs from the PFM

Ministerial portfolio-

Question1: Progress reporting on the projects and/or workstreams agreed by the States Assembly as part of the Government Plan 2025-28 including:

- *Where these are continuing in 2026*
- *Where these have been delayed and the rationale for this*
- *Where these have been cancelled and the rationale for this*

The States Assembly allocates JOA's annual budget through the Government Plan but does not approve individual projects; activity selection and delivery rests with the JOA Commission.

Status: Business-as-usual delivery across JOA's five funding streams is on track and will continue into 2026:

1. International Development Grants
2. Emergency Relief
3. Local Charity Grants
4. Volunteer & Outreach
5. Administration/Running Costs

Delays and terminations:

- A small number of projects experienced delays due to external operational or security challenges, particularly in fragile contexts.
- One grant – the Financial Inclusion for Clean Cooking Access in Rwanda and Sierra Leone (FICCARS) project – was formally terminated in 2025. The decision followed an extensive review of project performance and implementation challenges. The close-out period runs until September 2025, with final reporting and fund reconciliation under way.
- The unspent funding from FICCARS will be repurposed towards new financial inclusion and climate-resilient projects in 2026, ensuring that the original outcomes and strategic objectives are still achieved through alternative channels.

No other projects have been cancelled.

Question 2: An outline of any changes in policy direction or delivery for 2026 and the impact thereof

JOA's work continues to be guided by its Strategic Plan 2022–2026, which defines the organisation's mission, principles, approach, and four overarching objectives:

Mission:

To translate the generosity, skills, and compassion of the people of Jersey into effective assistance for the world's most vulnerable people.

Objectives:

- A. Promote sustainable economic and human development in the poorest countries;
- B. Provide timely humanitarian assistance to victims of natural and manmade disasters;
- C. Facilitate the efforts of Islanders and Jersey-based charities to assist the world's poor; and
- D. Enhance Jersey's international personality as a responsible global citizen and force for good.

The 2022–2026 strategy commits JOA to delivering impact through three thematic priorities and a focused country model, ensuring that Jersey's aid is both targeted and effective:

- **Dairy for Development:** improving livelihoods and nutrition by strengthening dairy value chains and animal productivity;
- **Financial Inclusion:** empowering marginalised groups, especially women, to access affordable financial services and improve their economic resilience;
- **Conservation Livelihoods:** linking poverty reduction with environmental protection through sustainable natural resource management.

JOA's development work is further concentrated in six focal countries - *Ethiopia, Malawi, Nepal, Rwanda, Sierra Leone, and Zambia* - chosen for their high levels of need, relatively strong governance, and existing project links with Jersey. The JOA Commission reviews these target countries – typically on an annual basis – to ensure strategic alignment is maintained. Note that during 2025, a pause on new funding allocations to Rwanda has been in place. That decision will be reviewed again in 2026.

In 2026, JOA's direction will remain broadly consistent with the current strategy, with no major shifts in policy anticipated. However, the following refinements will shape the year's delivery:

- **Strategic Review:** JOA is commissioning an independent external review of its 2022–2026 Strategic Plan during 2026, to evaluate performance and inform the design of the next five-year strategy (2027–2031). This will ensure continued alignment with international best practice, Jersey's policy priorities, and the evolving global development and humanitarian landscape.
- **Learning and adaptation:** Findings from programme evaluations, in addition to recent public and partner surveys, will inform improvements in due diligence, partner management, and results frameworks for future financial inclusion programming.
- **Operational strengthening:** Continued investment in digital systems, staff capacity, and monitoring frameworks will enhance efficiency and evidence-based decision-making.
- **Sustainability and climate focus:** Delivery will further integrate climate adaptation, biodiversity, and environmental protection, supporting Jersey's *Carbon Neutral Roadmap* and global SDG commitments (particularly SDGs 1, 5, 13, and 17).

Overall, JOA's policy direction in 2026 remains stable, focused on effective, principled, and targeted overseas aid, guided by the strategic priorities and thematic specialisations set out in the *Strategic Plan 2022–2026*.

Question 3: An outline of any changes to staff posts and restructuring within your department and the anticipated resultant savings and impact on service delivery

Restructure 2025: Following the death of the Executive Director (July 2024), JOA implemented a light restructure that temporarily reduced staffing costs while roles were realigned.

FTE: As of September 2025, staffing has returned to 9.2 FTE (~3% Annual Expenditure), the same level as prior to July 2024.

Impact on service: Role clarity and streamlined processes have maintained or improved delivery; no reduction in programme scope or quality.

Question 4: Details about the efficiencies and other savings made in 2025 and how these were achieved.

Although no formal savings target was set, JOA realised organic efficiencies without service degradation:

- Temporary vacancies during the restructure reduced personnel expenditure. JOA's staffing and overheads expenditure represents approximately 3% of total spending, demonstrating JOA's lean and efficient operating model.
- Improvements to digitised grant management & reporting processes improved transparency and created efficiencies.
- PFM-aligned controls strengthened risk management and value-for-money assurance.

Expenditure – Jersey Overseas Aid-

Question 1: *Please could you provide a more detailed breakdown of the following expenditure, as detailed in the statement of comprehensive net expenditure for Jersey Overseas Aid:*

- (a) Staff Costs
- (b) Other Operating Expenses
- (c) Grants and subsidies payments

The total expenditure for JOA for 2026 is as follows:

Staff Costs		Description
Basic salary	591,000	9.2 FTE
Pension	46,000	
Social security	35,000	
Other operating expenses		Description
IT Support	30,000	Grant management system (SS) annual invoices, telephone and other IT services
Other expenses	12,000	Office equipment and supplies, printing paper, stationary etc
Furniture	5,000	
Business and Management Services	25,000	Subscriptions, HR consultancy
Premises and Maintenance	60,000	Annual rent plus maintenance charges
Editorial, Design & Fine Art	12,000	Annual report, Newsletter publications, other misc. print design
Insurance	72,000	Travel insurance, Kidnap and ransom, staff medical insurance.
Education and Training Services	10,000	Training and professional development courses for staff
Travel, Accommodation & Hospitality	137,000	Monitoring visits to Development & Humanitarian projects, Volunteer travel (3 trips in 2026, approx. 40 people)
Grants and subsidies payments		Description
International Development Grants	12,085,000	
Humanitarian/Emergency grants	5,179,000	
Jersey Charities	3,045,000	

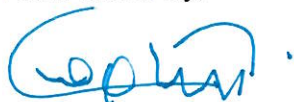
Community work projects & outreach	500,000	3 projects in 2026 (approx. 40 volunteers), JIDN events, professional and volunteer bursaries
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Question 2: *Please could you provide a more detailed breakdown of the following expenditure, as detailed in the Service Level Analysis for Jersey Overseas Aid in relation to 'Grants to Overseas Aid Commission' for 2026.*

Grants to Overseas Aid Commission		
Grants and subsidies payments	20,809,000	
Other operating expenses	363,000	Office and Operational expenses including IT, Travel, Training, Insurance, Editorial Services
Staff costs	672,000	9.2 FTE including Pension, Social Security

I hope the above information provides clarity to the areas you have raised, but please come back to me if you require anything further.

Yours sincerely,



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Chair of Jersey Overseas Aid Commission

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