



# Annual Report

2022

R.88/2023



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## Foreword



**I tend to begin my forewords to JOA's annual reports with some variation on the following sentence: 'This year witnessed several more exciting developments and milestones for Jersey's Overseas Aid programme'. You will have to excuse my lack of originality, but the problem is that it is always true. Jersey's Overseas Aid programme continues to advance in leaps and bounds, and it is a privilege for me to be the Minister responsible for one of the Island's great success stories.**

So in another year packed with achievements, let me pick out four which I think illustrate the progress we are making, both in serving those around the world who need us most, and in benefitting the compassionate and generous population of Jersey.

First, 2022 saw us restart our overseas volunteering programme, suspended for three years because of COVID-19. The year also marked half a century of these 'Community Work Projects', in which over a thousand Islanders have participated since 1972. JOA actively tries to give people and organisations in Jersey a chance to get involved in overseas aid, and our success in doing so perhaps partly accounts for the Jersey public's high level of understanding and support of international development. We are taking advantage of this by introducing clear pathways for Islanders to develop careers in this rewarding field: 2022 saw us double the size of our internship programme and deploy our third young professional on a paid two-year placement with the United Nations (UN).



*His Excellency Makozo Chikote, Zambia's Minister of Fisheries and Livestock with Jersey's Minister for International Development, Deputy Carolyn Labey, signing the memorandum of understanding which will enable the roll out of Jersey's renowned dairy aid programme to a fourth African country.*

2022 was also important for our expanding international development programme, which focuses on three themes where Jersey adds particular value. A key milestone was rolling out our successful dairy programme to Zambia, where Jersey cows and Jersey expertise are now beginning to increase milk yields for thousands of smallholder farmers. In February I was in Lusaka to sign an agreement paving the way for this with Zambia's Minister for Fisheries and Livestock. Sustainable development is not done 'to' countries but WITH them, and the close relationships Jersey is developing across the world form a valuable network of exchange and friendship for the Island.

Our humanitarian donorship also developed significantly in 2022. In addition to our support for serious long-term crises such as the wars in Yemen and Syria, and the drought in the Horn of Africa, we had to implement a rapid and wide-ranging response to Russia's brutal invasion of Ukraine. With an extra £1m provided by the Government of Jersey, and another £1m raised from the Jersey public by the Bailiff's Ukraine Appeal, JOA made 24 emergency grants worth more than £3m to Ukraine and neighbouring countries this year. We repurposed our grant management system, accelerated our due diligence processes, and (simply put) worked our small team really hard to ensure that Jersey's response was one of the quickest and best targeted in the world.

I saw first hand the results of some of this effort when I visited recipient organisations in Eastern Poland in April, as did JOA's Executive Director and Head of Programme when they met partners in Kyiv in August. I am so proud of what our team has achieved here, in Europe's worst humanitarian crisis since the War, and so proud also of the Jersey public's staunch support for it. This sense of solidarity – and the warm welcome we have provided displaced Ukrainian families – is demonstrated by the multitude of blue and yellow flags still fluttering over the Island, not to mention the many concerts, markets, vigils, film nights and even surf-competitions held over the year to show our support. Jersey knows what it's like to be invaded and occupied, and we're proud to 'pay forward' the assistance we received in 1945.

Finally, 2022 saw the release of JOA's first five-year strategic plan. JOA continues to develop and mature in its role as a respected and effective international donor (and its budget continues to inch closer to international norms, while tracking the size of the economy). Our strategic plan sets out what we want to achieve – for Jersey as well as internationally – and how we propose to go about it. It outlines how we choose our target countries and themes, how we approach selecting and managing projects, and how we plan to involve as many Islanders as possible along the way. Do have a read – and do join us!

**Deputy Carolyn Labey**

*Minister for International Development & Chair of Jersey Overseas Aid Commission*



Sifa, a refugee based in the Mahama refugee camp in the Kirehe District  
Credit: Comic Relief



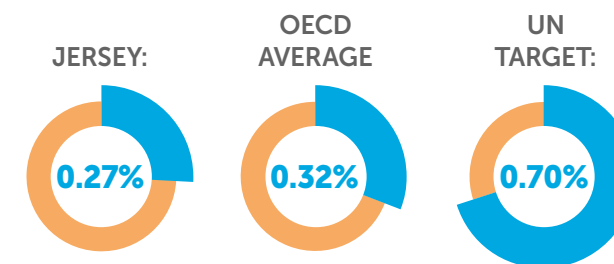
## Jersey Overseas Aid

Established 1968

JOA is an international aid agency funded by the states of Jersey that has been providing life-changing assistance to people in developing countries since 1968. JOA reaches more people every year than live on the Island.

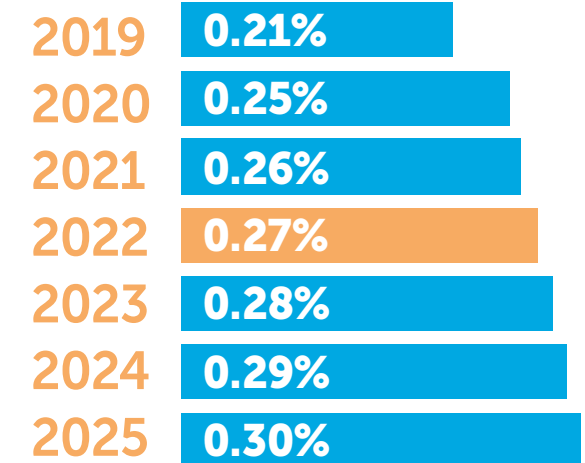
### JOA budget

Since 2021, JOA's budget has been formally tied to Jersey's Gross Value Added (GVA), meaning funding is automatic and proportionate to the Island's economy. The OECD country average is 0.32%. The UN target is for countries to spend 0.7% in official development assistance (ODA).



### Gross Value Added

Percentage of GVA JOA received / will receive.



GVA is the measure Jersey uses to account for the value of annual economic activity

### JOA has four main funding channels:

#### International Development Grants

These are multi-year projects awarded to registered UK and international charities. Jersey concentrates its major development grants on three carefully chosen themes – Dairy for Development, Financial Inclusion and Conservation Livelihoods - selected for their effectiveness in bringing lasting change to the lives of the poor and because they are areas in which Jersey has skills and knowledge that can be shared to add particular value.

#### Humanitarian and Emergency Aid

Jersey has been present at nearly every major global emergency since JOA's establishment, responding to hurricanes, droughts, famine, earthquakes, and outbreaks of disease. The Island also supports civilians affected by conflict. Having received humanitarian aid ourselves, we're proud to be in a position to save innocent lives abroad.

#### Jersey Overseas Charities

Jersey-based charities actively implement projects all over the developing world, receiving funds from JOA. In addition to the financial support, JOA provides capacity building and training.

#### Volunteering and Bursaries

Since 1972 Jersey has sent Islanders to volunteer for a few weeks on projects abroad. They bring a personal message that Jersey cares, and in many cases create enduring links between communities in Jersey and developing countries.


## Introduction to Jersey Overseas Aid

Jersey is a 45-square-mile island, close to the French coast, with a population of about 107,000. As a Crown Dependency it is not part of the United Kingdom or the European Union, but is a self-governing jurisdiction with its own history and traditions, its own laws, and its own government and institutions. It is, technically speaking, a nation, with its own UN Country Code, although it still looks to the UK for defence.

Jersey Overseas Aid (JOA) is the Island's official, publicly-funded relief and development agency. It is managed by a small team of professional staff and governed by a Commission, which is appointed by the States of Jersey (the Island's elected parliament) and which consists of three States members and three non-States members. Since 2018 the Chair of the Commission has served as Jersey's Minister for International Development, but the organisation is accountable to the parliament as a whole rather than the government of the day. This independence – enshrined in the Overseas Aid Commission (Jersey) Law (2005) – helps JOA pursue its long-term objectives unencumbered by short-term political considerations.



## Our Mission



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

## Objectives

JOA will pursue four related **general objectives**, which will be achieved by realising eleven more-specific **goals**.

### A. To promote sustainable economic and human development in some of the poorest countries in the world

1. Jersey-funded projects make a measurable and lasting contribution towards the UN Sustainable Development Goals
2. Jersey-funded projects build the capacities of other actors to reduce poverty and suffering

### B. To provide timely humanitarian assistance to victims of natural and manmade disasters

3. Jersey supports the emergency programming of the best international relief agencies
4. Jersey supports the effective coordination and efficient operation of the international humanitarian system

### C. To facilitate the efforts of individuals and organisations in Jersey to provide assistance to the world's poor

5. JOA provides opportunities for Islanders to pursue projects and work (paid or voluntary) in international development
6. JOA promotes understanding and disseminates knowledge in Jersey about international relief and development
7. JOA builds the capacity and reputation of Jersey-based development-oriented organisations through close coordination and privileged partnerships
8. JOA engages with Jersey Charities, regulators and donors to ensure charities follow high standards of good practice

### D. To enhance Jersey's international personality as a responsible global citizen and force for good in the world

9. JOA actively and positively engages with developing country governments, UN Agencies, charities and other donors
10. Jersey's aid programme is widely known and highly reputed
11. JOA is engaged with public and private sectors, charities and individuals to develop and coordinate philanthropy on the Island



## Principles

JOA is guided by the Principles of Aid Effectiveness, as developed in the 2005 Paris Declaration, the 2008 Accra Agenda for Action, the 2011 Busan Outcome Document and the 2014 Mexico Communiqué.

In addition, JOA is guided by the principles of Good Humanitarian Donorship in the financing of humanitarian assistance, including the core values of Humanity, Impartiality, Neutrality and Independence.

Thirdly, JOA is guided by Jersey's staunch commitment to environmental protection and taking action to halt climate change, including the Government's 2019 declaration of a 'Climate Emergency' and its commitment to the Aichi Biodiversity Targets.

**This has the following practical implications for our work:**

### Inclusion

We will prioritise interventions which are demonstrably sensitive to the inclusion of marginalised groups, including those which promote gender equality and the empowerment of Women, Girls and People with Disabilities, with the aim of 'leaving no one behind'.

### Local Ownership

We will support projects which promote local ownership through the direct participation in project design, implementation and review of beneficiaries, target communities, civil society organisations, and local and national authorities.

### Partnership and Coordination

We will promote partnership and coordination by working closely with other donors, governments and development-oriented organisations to share information, harmonise activities, reduce inefficiencies and increase impact.

### Environment and Natural Resources

We will acknowledge the urgency of addressing environmental degradation and climate change by supporting projects which promote the protection of the environment and the sustainable management of natural resources.

### Results

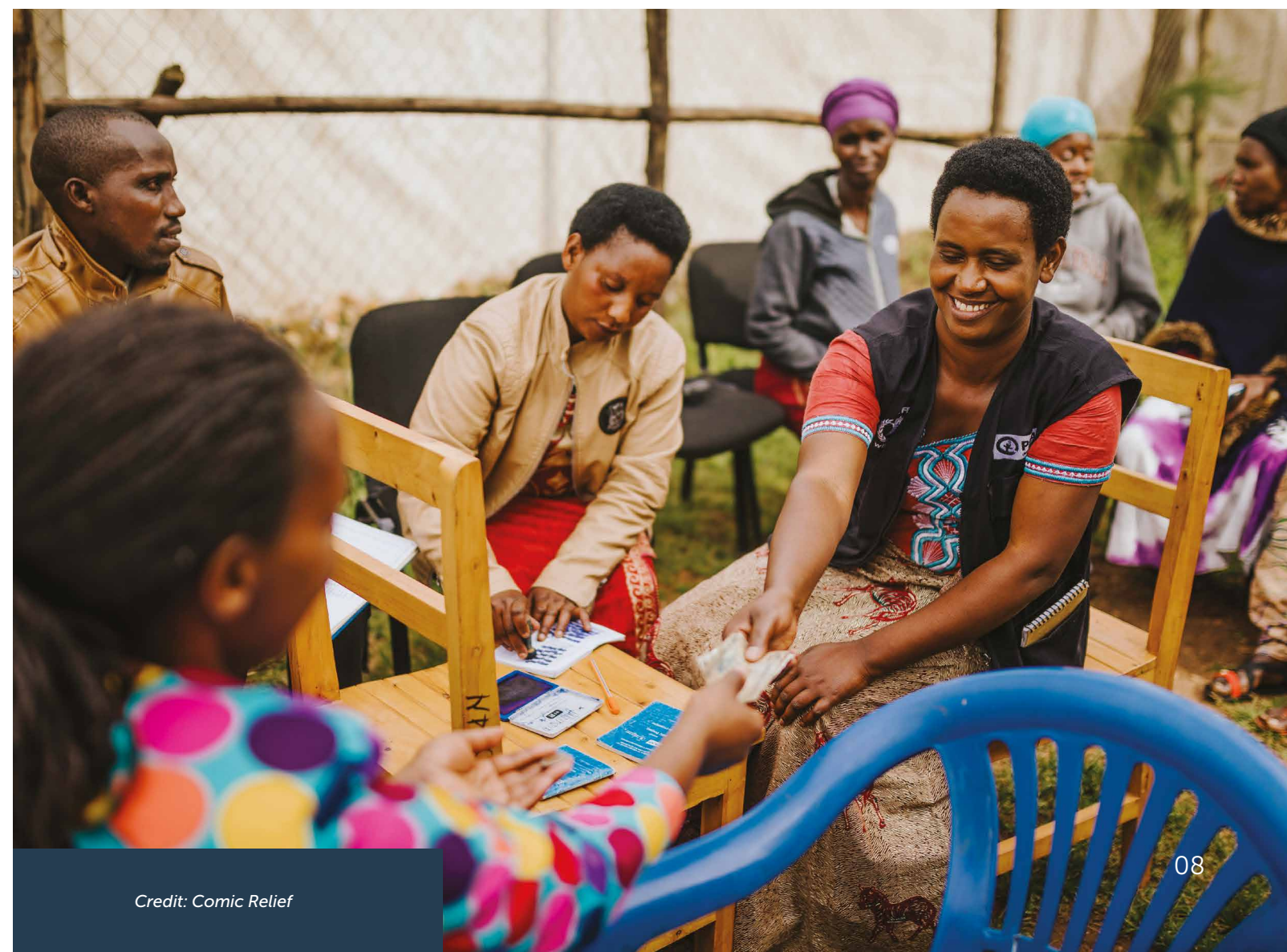
We will focus on results, ensuring our projects are properly evaluated and their outcomes and impact measured.

### Exclusions

We will not support projects, whether humanitarian or developmental, which intentionally or otherwise exclude people on the grounds of race or religion, and nor will we support activities which seek to proselytise or convert.

### Accountability

We will uphold our accountability to our beneficiaries and the people of Jersey by conducting due diligence on grantees, selecting projects empirically, monitoring activities and expenditure diligently, and transparently reporting what we do.





## Approach

JOA approaches its mission guided by the following ways of working.

### Playing to Jersey's Strengths

As a relatively small national development donor, Jersey must work hard to ensure that its aid is effective. It also needs to maintain the consent and goodwill of the Islanders who pay for it. JOA believes that one of the best ways of ensuring that its programming delivers the best value for money in a way that resonates with the people of Jersey is to specialise in areas of development programming where the Island already has a comparative advantage. This brings the additional benefit of bolstering the Island's expertise and reputation in fields that are of particular interest to it. In the context of this strategy, as explained in more detail below, this will involve a focus on Dairy, Conservation, and Financial Services for the Poor.

### Sharing Knowledge

The sharing of knowledge and learning within and between organisations is a key driver of improving the success and sustainability of overseas aid. Donors have a key role to play in ensuring that they encourage (and fund) grantees to gather and disseminate knowledge which will assist others in pursuit of similar goals. Jersey will ensure that partners are adequately resourced to learn from their activities and where relevant conduct research which can improve their effectiveness. It will try to foster a culture of openness and curiosity, and encourage grantees to admit and learn from mistakes. JOA will also promote opportunities for grantees to exchange information, and itself participate in forums and events which bring together other development actors.

### Political Independence

JOA will always pursue the good of the Island and cooperate with other bodies which also promote Jersey's international personality and reputation. It works in close partnership with Jersey's government, including its External Relations Department, but will maintain the operational independence safeguarded in its founding legislation and embodied in the appointment by the States Assembly of its six Commissioners. Although some other countries have taken this path, Jersey believes that amalgamating the delivery of its humanitarian and foreign policy goals is likely to hamper the delivery of both, and presents a number of risks to the quality and effectiveness of our aid.

### Partnerships

JOA is delighted to partner with other donors in support of mutual development and humanitarian goals. Co-funding provides an opportunity to increase the scope and impact of projects, improve coordination in target countries or emergencies, and to share information and good practice between funders. In 2018 JOA began a four-year £8m partnership with Comic Relief, focusing on financial inclusion in three African countries. We are happy to hear from other donors which can see an alignment of priorities and outlook.



Credit: HelpAge International

JOA is also keen to promote and facilitate philanthropy in Jersey. In addition to helping to coordinate the many aspects of giving on the Island – individuals, trusts, foundations, companies – it can provide advice to Jersey-based donors and impact-oriented investors on a range of key functions (due diligence, impact measurement, risk mitigation etc.).

Finally, JOA will actively pursue partnerships with Jersey-based organisations – including Durrell and the Royal Jersey Agricultural and Horticultural Society – to draw on their expertise and help build their capacity and to project Jersey's assistance and reputation ever further.

### Types of Funding

In order to achieve its objectives and fulfil its mission, JOA provides funding in the following main ways:

- Grants for multi-year development projects, usually implemented through pre-selected charities and other specialist organisations;
- Humanitarian and emergency aid, through internationally-recognised relief agencies;
- Supporting Jersey Charities in their work overseas, frequently on a matched-funding basis;
- Community Work Projects, whereby teams of Jersey volunteers undertake development projects overseas organised by JOA's partners;
- Providing sponsorship, bursaries and internships to Jersey citizens engaged in charity work abroad.



## 2022 Performance and Highlights

This annual report reviews progress and achievements in all JOA's main funding areas in 2022: Long-term development grants (with a particular focus on the three core themes of Dairy, Financial Inclusion and Conservation Livelihoods); Emergency Humanitarian Funding (with special sections on Ukraine, the Horn of Africa and Pooled Funds); Jersey Charities; and Volunteering and Outreach (with a close look at the opportunities we now provide Jersey citizens to get involved in overseas aid, including our Internships, work projects and two-year UN Placements).

Additionally, for the first time this report provides an overview of how JOA selects and monitors its projects, how it manages risk, how it communicates with the public, and how it is governed, structured and administered. Readers are encouraged to consider how all of JOA's actions contribute to its mission and objectives, which are articulated for the first time in our Five-Year Strategic Plan and reproduced some pages back.

Also, for the first time, this annual report presents a range of figures relating to JOA's work. These are not intended to be targets, or even performance indicators, as in many cases there is no correlation between a higher number and better performance. However, they serve as an illustration of the workload and achievements of 2022, which was JOA's busiest and most productive year yet.

**Simon Boas**  
Executive Director





# JOA Funded Projects 2022



**KEY**

- Emergencies
- Development Projects
- Jersey Charities





## International Development Grants Overview

Having effectively navigated the COVID-19 pandemic in the previous years, 2022 presented a new set of challenges for JOA's development portfolio. Although some readjustment was required, projects and partners proved resilient and robust, serving hundreds of thousands of vulnerable communities through the three themes of Dairy for Development, Conservation Livelihoods and Financial Inclusion.

Ethiopia proved a particularly challenging environment with the widespread civil unrest and violence in Tigray extending to Addis Ababa and other cities. Though local disruption to day-to-day project implementation was relatively minimal, a nationwide internet shutdown and intermittent mobile signal made communicating within Ethiopia very challenging for significant periods.

In the south of the country, two consecutive rain failures caused the death of more than 70,000 livestock and caused significant challenges to dairy projects in the region – particularly the Scottish Catholic International Aid Fund (SCIAF) Developing Inclusive and Profitable Dairy Market Systems for Pastoralist Communities in Borena Zone project. JOA's flexibility and nimbleness enabled staff to quickly readjust activities, securing gains already made and providing future opportunities for the project beneficiaries (see pages 23-26 to learn more).

Across all of JOA's target countries, partner organisations reported the pressures of rising cost of living and inflation – the war in Ukraine being felt far beyond Eastern Europe. Prices for basic commodities such as fuel rocketed causing many to readjust project activities and reassess targets with the available funds. One target country, Sierra Leone, had the added pressure of redenomination that affected partner organisations and target communities alike. Through regular correspondence and an in-country visit towards the end of the year, JOA project staff were able to see the impact first hand and provide support where possible.

A major highlight of the year was the roll out of Jersey's Monitoring and Impact Strategy. There is no substitute for the ability to visit project locations, engage with organisational staff and target communities and appreciate the contexts and nuances of project implementation. Having been held back in previous years due to the pandemic JOA was able to conduct rigorous monitoring trips of six projects spanning five countries, significantly enhancing JOA's ability to measure impact. (see pages 33-36 for a more detailed explanation of the process).

The seven new projects selected in the year provided exciting opportunities, particularly in the theme of Conservation Livelihoods where two grants in Sierra Leone were awarded – our first Conservation Livelihoods project in that country since the theme was introduced in 2018. Our dairy footprint extended beyond Africa with a new dairy project started with Adventist Development and Relief Agency (ADRA) in Nepal and three new Financial Inclusion projects started in Rwanda, Ethiopia and Nepal. JOA's ability to select the best Financial Inclusion projects was significantly boosted by the appointment of a Senior Programme Officer.

Another notable achievement was the introduction of a Conservation Livelihoods Strategy. This has allowed JOA to articulate what it would like to achieve in this space and provide detailed guidance to project partners on the kind of interventions JOA aims to support. The Conservation Livelihoods Strategy follows the previously published Dairy for Development Strategy with the Financial Inclusion Strategy due in 2023.



Chantal working in her garden, Inka Nziza project in Rwanda. Credit: Ripple Effect

### Number of new direct beneficiaries reached through JOA's development funding round in 2022:



- 1 New Project funded in Ethiopia
- 2 New Projects funded in Sierra Leone
- 1 New Project funded in Malawi
- 1 New Project funded in Rwanda / Sierra Leone
- 2 New Projects funded in Nepal

<sup>1</sup> This does not include two new RJA&HS projects, which are listed under Jersey Charities





## Project Selection Process International Development Grants

Multi-year International Development Grants (IDGs) remain at the centre of Jersey Overseas Aid’s work, reflected in 2022’s expenditure which saw IDGs represent half of total funding. We continue to refine and improve the way JOA selects and manages such projects to ensure they are achieving long-term impacts in our six focus countries - Sierra Leone, Rwanda, Zambia, Malawi, Ethiopia and Nepal.

In line with our Five-Year Strategic Plan we undertake a rigorous selection process in order to fund new International Development projects. Each year around 50 trusted partners are invited to submit an Expression of Interest for a project which contributes to at least one of JOA’s three thematic areas – Financial Inclusion, Conservation Livelihoods and Dairy for Development. This focused approach in areas which Jersey already specialises in enables us to deploy our expertise as well as our capital, and thus become a more effective donor.

Submitted Expressions of Interest are reviewed by multiple members of the team, assessing them against areas such as relevance, plausibility of change and value for money. Assessor scores are tallied into an overall average score which indicates whether the proposed project is highly recommended, recommended or not recommended. These recommendations are then reviewed by JOA’s Board of Commissioners who deliberate and agree a list of around 15 projects that will move onto the next stage.

Shortlisted applicants are then invited to submit detailed project proposals, which include logical frameworks, theories of change, risk analyses, implementation plans and detailed budgets. These alone can run to 100 pages, and they are supplemented by numerous supporting documents to enable JOA to conduct due diligence on the governance, management and operations of potential partners.

Following receipt of the full proposals, each organisation will take part in an in-country assessment with the project team, partners, and stakeholders. These are extremely valuable to JOA as they provide an opportunity to review the proposed project in considerable depth with the people who will be undertaking it if it is funded. They also allow a first-hand look at policies and procedures, and how an organisation deals with critical issues such as payments, procurement, safeguarding and fraud.

Each proposal is marked against 10 criteria, which include the organisation’s governance, finances and capabilities, and an assessment of how the proposed project is targeted, implemented, coordinated, monitored and funded. A report summarising all of this information, together with JOA staff’s recommendations, is presented to JOA Commissioners for their final decision on what to fund, which additionally takes into consideration budget and phasing issues and the current portfolio of funded projects.







## Conservation Livelihoods

**JOA's Conservation Livelihoods (CL) vision is a future in which biodiversity and ecosystem security and services are conserved through enabling people to live well and effectively manage the natural resources which sustain them.**

In April 2022, JOA held its first Conservation Livelihoods conference in partnership with Durrell Wildlife Conservation Trust. The online event was a huge success, attracting 200+ participants from more than 20 countries. A wide range of projects and research was presented by our partners, prompting discussions which meaningfully shaped JOA's new CL Strategy. The strategy guides future grantmaking to move beyond a 'do no harm' approach. JOA's CL projects will work to actively restore degraded land and waterscapes, reconnect fragmented ecosystems, and promote the prosperity and wellbeing of people as a tool for the recovery of shared lands.

2022 saw the continuation of eight projects in Malawi, Rwanda, Madagascar, Nepal and Ethiopia, which work to strengthen community-led conservation and governance of natural resources, increase regenerative agricultural productivity and nutritional diversity, diversify sustainable livelihoods opportunities, improve human health, and improve women's participation in conservation and natural resource management.

This year JOA funded three new CL projects in Sierra Leone and Malawi - with a fourth chosen to commence in 2023. The projects will work across wetland, forest and coastal mangrove ecosystems, supporting community governance structures to increase income from sustainably-managed natural resources like coastal fisheries, and to work with nature to protect lives and livelihoods from climate change risks.

Durrell's JOA-funded Enabling Change project in Madagascar came to an end in 2022, having transformed lives in 20 communities across three regions and contributed to the conservation of three critically-endangered, endemic species. JOA will continue its partnership with Durrell in 2023 with the commencement of the five-year VALIHA project, which builds on the success of Enabling Change and rolls it out to thousands more people.



*Cocoa sweet spot – Maximising livelihood biodiversity and carbon benefits from cocoa agroforestry in the Gola landscape  
Credit: Royal Society for the Protection of Birds*



- **13**  
Ongoing projects  
(includes three new projects funded in 2022)

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- 544,201**  
Core beneficiaries across the portfolio

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- 8,381**  
Climate Smart Technologies installed

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- 27**  
Ecosystems under active restoration by project teams

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- 17,128**  
Community members trained in climate smart activities and/or conservation measures

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- 12**  
National Parks, Wildlife Reserves and Conservation Areas in which projects are active

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## Project in Focus

## Improving Access To Eco-Cookstoves and Establishing Green Zones at Schools and Health Facilities in Nepal to Address Deforestation and Air Pollution (Eco-Zone Project)

COUNTRY: Nepal  
PARTNER: The United Kingdom Committee for UNICEF  
DURATION: 2020-2023



**SUMMARY:** Nepal has a unique but beautiful topography with 86% of its lands composed of high mountains and the remainder formed of plains in the south. The makeup of Nepal's landscape means forests are the greatest natural resource alongside water. The Karnali and Sudur Pachim Provinces are home to some of the most important areas of biodiversity, such as Shey Phoksundo National Park, Khaptad National Park, Api Nampa Conservation Area, Rara National Park, and Shukla Phanta Wildlife Reserve.

**“High reliance on the forests natural resources is resulting in unsustainable practices leading to forest degradation”**

Poor energy efficiency of cookstoves has steadily increased demand and use of fuelwood leading to accelerated deforestation, especially in Karnali and Sudur Pachim Provinces. High reliance on the forests natural resources is resulting in unsustainable practices leading to forest degradation, decreased biodiversity and increased soil erosion, which contribute significantly to low levels of agricultural output and reduced resilience to climate-related events such as landslides and floods. Nepal is particularly susceptible to climate-induced disasters and this vulnerability has been further exacerbated in Karnali and Sudur Pachim Provinces. Additionally, the use of fuelwood in traditional cookstoves also has a detrimental impact on health, especially women and children who are exposed to air pollution.

This four-year project is working to establish a positive cycle of human development to enable local communities to conserve forests, reduce indoor air pollution and enhance local livelihood opportunities for 14,000 rural households across five municipalities in Karnali and Sudur Pachim provinces. Through the provision of eco-cookstoves, the project aims to move away from traditional cooking stoves, which are inefficient and unsafe, to clean cooking, reducing deforestation and mitigating the harmful impacts of indoor air pollution. The programme also contributes towards increased disaster resilience at schools and health facilities through green zones.

Over the course of the past year the project has progressed towards achieving the overarching objectives as well as harnessing and bolstering the capacity of sub-national government systems in Nepal. As of December 2022, the project deployed stoves to 9,844 households, benefiting 29,532 children by reducing indoor air pollution. This activity has resulted in multiple cascading benefits as the reduction in use of firewood has lowered carbon emissions, and further harmful toxins within the household and into the atmosphere as well as ensuring better natural resource management, benefiting the wider community and ecosystem. Additionally, the planting of 7,000 saplings at 60 schools and 30 health facilities have been coupled with a series of awareness workshops on forest conservation and disaster risk reduction training. The project is building capacities of 16 social-mobilisers, who are responsible for facilitating and coordinating programme activities. These social mobilisers are monitoring the use of stoves, educating the local community and women's groups on the importance of their use and ensuring the long-term impact of project activities.

## Case Study

### Ganga Shahi

**Kalikot, Nepal:** On a cold December morning in the kitchen of her home in the hilly environs of Khandachakra Municipality in Kalikot District in Nepal's remote west, Ganga Shahi plays with her little girl, Yasodha. From time to time, Ganga turns to check on the rotis she is making on the stove next to them, flipping and tossing them into a waiting basket when ready.

The stove is a relatively new addition to Ganga's kitchen - this is an improved 'eco-cookstove', a device that is far more efficient, clean and time-saving than traditional stoves, and one that the 45-year-old says has made her life "a lot easier" on different fronts.

"When we were using the traditional stove, we needed much more firewood," Ganga says, describing the seven-hour walk it used to take to fetch just one load or 'bhari' of firewood - weighing between 50-60 kilograms - from the nearby Khadikhola jungle, a gruelling process that would have to be repeated seven or eight times before the month ended. "It was difficult carrying all that weight home on our backs, but if we didn't do it, we couldn't cook."

Now, however, those trips have been cut down substantially. "We can manage with just around three loads per month because the new stove doesn't need so much wood," she says. Indeed, according to local social mobiliser Sharmila Shahi, while households needed around 13 kilograms of firewood per day on average, the consumption with the eco-cookstove is significantly low, at an average of 2.5 kilograms per day.

Ganga has also noted positive effects on her health. "Before, when I stayed in the kitchen too long when cooking, my eyes would get sore, I would struggle to breathe properly and my head would start to hurt because of all the smoke," she says. A few times, the burning in her eyes and respiratory issues had compelled her to seek medical help at hospitals in the cities of Nepalgunj and Surkhet, journeys that took hours and cost money. "Since using the new stove, I haven't had these issues," she says.

Ganga's family is among 9,844 households that have so far received such improved eco-cookstoves as part of the Eco-Zone programme launched by UNICEF - with generous funding support from Jersey Overseas Aid - in partnership with six municipalities in the Sudurpaschim and Karnali Provinces.

"The benefits of this project for families in the area, particularly women and children, are clear," says Jaisi Prasad Chaulagain, Acting Chief Administrative Officer at the Khandachakra Municipality. "We feel that this has been a very effective venture." Ganga, for one, is in full agreement with this sentiment. "I have so much more time now to care for my children, make sure they get ready for school on time, and to do other things, like tend to the vegetables in our garden," she says. "I wish we'd had the stove sooner."



Ganga Shahi with her daughter Yasodha in their home in Kalikot District in western Nepal. Credit: UNICEF Nepal/2022/SShrestha





## Dairy for Development

As a centre of dairy expertise – and home of the Jersey breed – JOA is uniquely placed to support projects to boost milk yields and quality, improve animal health and genetics, strengthen value chains and support small-scale producers.

2022 saw a continuation of dairy projects in Rwanda (Ripple Effect) and Ethiopia (Ripple Effect and SCIAF) with the exciting development of expanding our footprint to Zambia and Nepal.

In Zambia, the Royal Jersey Agricultural and Horticultural Society, in partnership with ADRA Zambia, is working towards strengthening the dairy sector by increasing the use of improved genetics, increasing farmer capacity in climate smart agriculture supporting, extension workers, and supporting development of a sustainable genetic resource management system. This project is in close collaboration with Zambia's Ministry of Fisheries and Livestock and follows an MoU signed by Jersey and Zambia early in the year.

In Nepal, ADRA-UK's new project 'Enhanced Rural AI (TERAI) project for Smallholder Dairy Farmers', aims to transform the lives of 3,600 smallholder dairy farmers and significantly strengthen the existing dairy market, extension services and infrastructure by providing capacity building (of both farmers and technicians), breeding support, organisational management support and appropriate genetics. The ultimate project impact targeted is reduced poverty and improved livelihoods of Nepalese smallholder farmers through increased income and resilience – a key objective of JOA's Dairy for Development Strategy.

These new opportunities in 2022 were counterbalanced by significant challenges experienced by project partners – particularly around climate. The prolonged drought in Ethiopia caused by the successive failure of rains caused widespread distress and death to cattle, reduced milk production to minimal levels and undermined gains made in the dairy value chain. The Scottish Catholic International Aid Fund (SCIAF) dairy project 'Developing Inclusive and Profitable Dairy Market Systems for Pastoralist Communities in Ethiopia' was particularly affected.



Therese and her son Walter, Inka Nziza project in Rwanda. Credit: Ripple Effect



- 
- 10**  
Ongoing projects  
(includes one new IDG project funded in 2022)
- 
- 80,231**  
Core beneficiaries  
across the portfolio
- 
- 20,426**  
People received training
- 
- 443**  
Community groups  
supported / established



## Project in Focus

## Developing Inclusive and Profitable Dairy Market Systems for Pastoralist Communities in Borena Zone

COUNTRY: Ethiopia  
PARTNER: SCIAF  
DURATION: 2020-2023



**SUMMARY:** Ethiopia has seen significant economic growth over the last 15 years, but poverty, food insecurity, vulnerability to climate change and conflict remain major problems. Ethiopia has one of the lowest Human Development scores in the world. This innovative project seeks to develop livestock market systems and value chains so that women and men living in poverty can increase their incomes and food security, and their resilience to climate change.

In 2020 JOA launched the Developing Inclusive and Profitable Dairy Market Systems for Pastoralist Communities in Borena Zone with SCIAF and three national organisations: CIFA, F&S and OPA. The project aims to enhance the livelihoods of dairy producing pastoralist and agro-pastoralist women and their households (as well as unemployed youth) in the district of Moyale in Borena Zone through an integrated approach that facilitates private sector links in dairy value chains, while at the same time addressing gender inequalities, and promoting community-level savings and business skills, resilience to climate change and conservation of the eco-system. By the end of the intervention over 32,000 people should benefit.



Borena, Ethiopia  
Credit: SCIAF

2022 proved to be a very challenging year for the people of Borena, facing the fifth successive drought in three years. This caused the degradation of grasslands, the loss of hundreds of thousands of cattle and significant stress for surviving livestock. With support from JOA the project was adapted to continue using a market systems approach but switching focus to livestock that are more resilient to the drought (goats, camels and poultry) and the petty trading value chain. The project's support for rangeland management, feed preservation, and use of market-based livestock insurance has proven important in helping households to maintain their livestock and livelihoods.

A mid-term review in 2022 concluded the project has made significant progress in supporting women's empowerment, encouraging more equitable gender relations, and developing business skills and networks, as well as encouraging more equitable and inclusive value chains. The drought has proven a major challenge to the ability to promote commercial dairy in this stressed part of Ethiopia. However, the integrated approach, strong partners and partnerships, and an innovative market systems development approach have supported households to cope with the drought, develop their livelihoods, and encourage integrated and more sustainable humanitarian assistance. JOA's flexibility has been important in supporting this adaptation and success.

## Case Study

## Overcoming Challenges

**Tuku Golicha** is a member of one of the women's groups in Tuka Kebele, near Moyale. Along with 25 other women she is part of a group established to develop their milk production and marketing, as well as to create a joint saving and loans association, and develop their business and entrepreneurial skills.

Tuku says that she has gained a lot from the project, including financial literacy and a saving habit. She has been trained on how to maintain the quality of her milk and manage her dairy business. She says that as a result she has been able to save even during the dry season. However, the biggest challenge she faces is the drought.



Tuku Golicha.  
Credit: SCIAF



## Managing Environment and Resources

**Kebele Sefu** is the representative of the women's group in Tuka Kebele. She says that the project has taught the women a lot, especially about the gender imbalance between women and men. It has done this in a way that has produced an important change in men's thinking, and they have begun to assist women at a household level. The project has also helped women to begin to save, and to take part in projects to manage the environment and its resources. Kebele says a major challenge she faces to diversify her business is a lack of finance, and she hopes the project can help her overcome this challenge.

Kebele Sefu.  
Credit: SCIAF





## Financial Inclusion

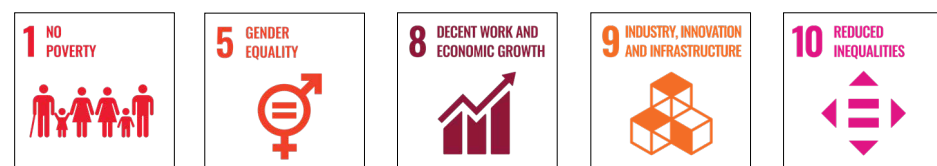
2022 saw numerous global shocks, including the COVID-19 pandemic, escalating energy and food prices, and supply chain disruptions fuelled by the war in Ukraine and other conflicts. These have reversed progress towards the Sustainable Development Goals (SDGs) such that the World Bank now projects that 7% of the world's population (around 574 million people) will remain in extreme poverty in 2030. JOA's Financial Inclusion programming plays a critical role in helping people who are most vulnerable to these shocks to build resilience and capture opportunities through the increased availability and use of appropriate financial services.

Across all of JOA's target countries, cost of living increases and fluctuating exchange rates have stretched project budgets, requiring partners to tightly and creatively manage their resources. In Sierra Leone for example, fuel costs increased by 300% which had the potential to severely impact on rural project activities. Fortunately, JOA's open dialogue with our partners meant that we could collaborate early and mitigate the potential effects through flexibility with workplans and budgets.

JOA continues our partnership with Toronto Centre to strengthen upstream regulatory and supervisory institutions. As a result of introductions made between Toronto Centre and another JOA partner, Habitat for Humanity, a roundtable event was convened at Nepal Rastra Bank. This gave Habitat for Humanity a platform to share the challenges experienced by the micro finance sector as a result of the regulatory environment in Nepal; thereby reinforcing their objectives to achieve poverty alleviation through policy change.

Our Financial Inclusion programmes have continued to confront the widening gender gap. Projects empower women through establishing group savings and building on women's financial literacy; create income generation opportunities through establishing sustainable and profitable agricultural value chains; provide income smoothing through access to savings and credit; and protect women against climate-related disasters like flooding and drought by supporting financial services providers to develop appropriate insurance and loan products.

With Comic Relief's "Branching Out" programme drawing to a close, JOA now has its own established portfolio of 12 Financial Inclusion projects with a value of over £13 million spanning all six of our target countries and supporting almost 500,000 direct beneficiaries. Newly-added projects in 2022 include Practical Action's 'Empowering Women Farmers with Digital Finance, Nepal', Mercy Corps 'Resilience And Incomes for Smallholders in Ethiopia through Digital Financial Services' and Energy for Impact's 'Financial inclusion for clean cooking access in Rwanda and Sierra Leone'. These projects will advance access and usage of financial services to vulnerable, hard to reach communities. The projects also address supply-side barriers by creating and diversifying financial products and services that are tailored to the needs and behaviours of the poor, especially women. Through ongoing partnerships with CGAP and the FSD Network, JOA continues to build Jersey's reputation and influence on the world stage, establishing Jersey as a financial services centre that's committed to serving the needs of the poor.



12 Ongoing projects (includes three new projects funded in 2022)

440,284 Core beneficiaries across the portfolio (Excluding CGAP)

30,918 Women given financial literacy / business skills training and support in 2022

33 Financial Institutions strengthened

59,330 Loans disbursed

1,524 Village savings groups established / strengthened



## Project in Focus

## Improving Financial Inclusion for Women Living in Informal Settlements

COUNTRY: Sierra Leone  
PARTNER: Restless Development  
DURATION: 2021-2024

**RESTLESS  
DEVELOPMENT**  
POWERED BY YOUNG PEOPLE

**SUMMARY:** 87% of Sierra Leone's population still faces financial exclusion, limiting their ability to thrive economically. Women living in Freetown's Informal Settlements (WLIIS) are disproportionately affected by exclusion from formal financial services, even though this group is a crucial enabler for reducing poverty, increasing financial resilience, and achieving economic growth. The objective of the project is to create an enabling environment for the WLIIS and their existing enterprises to access appropriate financial products and services, resulting in increased financial sustainability, independence, and resilience to economic shocks.

**A SERIES OF STRATEGIC PARTNERSHIPS HAVE BEEN ESTABLISHED:** Restless Development was able to work with the Ministry of Gender & Children's Affairs, informing the newly signed Gender Equality and Women Empowerment Act. In addition, Restless Development was enlisted as a member of the Community of Practice focused on sharing learning on women empowerment programmes. Findings from the project were used to inform the National Strategy for Financial Inclusion (2022-2026) with the Bank of Sierra Leone. The project team also coordinates with Freetown City Council to ensure the project is aligned with the city's priorities and that there is no duplication of interventions.

**KEY SUCCESSES SO FAR:** A survey was conducted to identify barriers preventing women from accessing financial services, and to clearly understand community perspectives. Findings from the survey have been used as evidence during deliberations for the development of key Government policies and bills. 74 female volunteers were trained to support the WLIIS. They provide training on savings and loan schemes, gender, basic literacy and numeracy, budgeting, money and well-being, life skills, advocacy, facilitation, and community engagement. The project worked with 74 Women's Savings Groups, through 285 sessions in the first year and mapped an additional 87 for the second year. The women reported enhanced knowledge and skills, and increased confidence to interact with formal Financial Service Providers (FSPs).

The project works with financial service providers such as Afrimoney, Orange Money, Sierra Leone Commercial Bank, and EcoBank. Through the interface between these FSPs and informal settlements, banking products such as "woman banking" have been introduced. Banks are also raising awareness of their general services and less rigid banking products such as "me yone teller", "keke banking" and recently "woman banking".



Savings Group meeting in Kaningo with the Deputy Director of the Ministry of Gender and Children's Affairs.  
Credit: Restless Development

## Case Study

## Financial Literacy and Inclusion for Forcibly Displaced Persons

Fanta Jalloh is a 23-year-old young, passionate and hopeful woman. She lives in Freetown and had to drop out of University due to a lack of funding. Because of her lack of qualifications, she was not able to get a job. In her community, she saw how women are discriminated against resulting in women failing to reach their potential educationally, socially and financially. She dreamt of leading women empowerment efforts in her community and when she came across an advert from Restless Development, looking for young females to be trained as Community Volunteers to lead the implementation of the project funded by Jersey Overseas Aid, she applied immediately.

Fanta was successful in her application and was trained in community mobilisation, financial literacy, numeracy skills and digital skills. The training also included sessions on leadership advocacy, communication, and life skills. She was trained on informal education methods and the "reflect" methodology of learning. Armed with this knowledge, she was deployed back to the Crab Town community in Lumley, Freetown and set about recruiting women for her groups and arranging sessions with them. Together with her partner, they began to deliver sessions in the community.

Initially, this was challenging, because the community were reluctant to accept the savings concept. In addition, most of them had never been to school, and considered the literacy and numeracy training very difficult. The women insisted that the time spent in sessions could be better used to make more money in the market. They considered bank savings a waste of time due to lengthy queues, preferring to keep their cash at home. Fanta was able to enlighten the community about the relevance of literacy and numeracy skills in petty trading, as well as bank savings for financial security. Fanta, who lacked confidence and could barely look anyone in the eyes, or speak in public before her two-week induction, has become an excellent community mobiliser.

Through her exceptional skills, she was able to mobilise 30 women in the community and provide them with training on financial literacy and numeracy skills. Through her support, the women who couldn't determine profit or loss nor talk about savings, can now boast of being able to take stock of their businesses and how to determine profit or loss. They now know how to negotiate to buy at low cost from suppliers and how to sell at a higher cost to make a profit from their petty trading.

Within nine months, Fanta's savings group has become the most outstanding group among the 74 savings groups set up by Restless Development and its partners as part of this project. The group now has savings of SLL10,000 (NL). Fanta has also benefited - by saving up her stipend she can now complete her University course in Gender Studies and feels strong enough to embark on her dream of becoming an advocate for women and girls. She feels fulfilled that she has positively impacted the lives of 30 women who have never been to school, to a point that they can now perform basic literacy and numeracy functions. They now understand the essence of bank savings and are willing to open accounts.



Fanta Jalloh.  
Credit: Restless Development





## Legacy Development Projects

In 2022, JOA's final six Specialist Health and WASH (Water, Sanitation and Hygiene) projects were completed. These legacy projects, which began before JOA streamlined funding into its three priority themes, were: Inclusive WASH for Sustainable Schools in Sierra Leone (Street Child), Healthy life for people with deafblindness in Nepal (Sense), Comprehensive leprosy and Rehabilitation Services Programme (The Leprosy Mission England & Wales), Improved health and wellbeing for older women and men in Tanzania (HelpAge International UK), Clean Futures for Rural Children in Nepal (ChildHope UK) and Combatting harmful traditional practices in Ethiopia to improve women and girls health and wellbeing (Disability and Development Partners).



## Monitoring and Impact

To ensure JOA is best placed to manage and oversee our projects, hold partners to account, learn from successes and failures, and measure the impact of our work, we have developed a comprehensive Monitoring and Evaluation Policy. This is in line with OECD principles and is led by JOA's dedicated Monitoring and Impact Officer.

### International Development Projects

**Approval:** Before approval, JOA ensures each project has a comprehensive M+E and reporting plan. Once agreed, JOA's staff work collaboratively with the new partner's M+E experts to review the logical framework and results matrix to ensure that indicators are well chosen to match objectives, that sources of verification are objective and available, and that the risks identified in the project design phase will be appropriately mitigated.

**Six months:** Upon completion of the first six months of the project, partners are required to complete a baseline study, gathering data which can be used to refine the project goals, and compared with data gathered later on to ascertain the impact of the activities. Partners are required to submit reports to JOA on a six-monthly basis (alternating between Informal Reports and Interim Reports).

**12 months:** Partners must submit Annual Interim Reports (which include a Narrative Report; Updated Financial Report and up-to-date Results Matrix) for review, prior to the release of their next payment tranche.

**Half-way point:** If a project has a JOA grant value of more than £450,000, the partner organisation is required to conduct a formal mid-term evaluation. It is also around this time that projects will undergo a JOA-conducted Monitoring Visit.

**Endline:** At the end of all of our IDG projects, partners are required to conduct a final evaluation. If a project has a JOA grant value of more than £450,000 this evaluation must be conducted by an independent consultant. An independent financial audit is also required to verify expenditure and ensure our conditions of funding have been adhered to.





## Monitoring and Impact cont.

### JOA Monitoring Visits

**Pre-visit:** Before conducting our monitoring visits, we provide a Terms of Reference (TOR) document which outlines the expectations and requirements for the visit. From this point onwards, we work collaboratively to devise a trip itinerary which incorporates a broad geographical range of project locations, interviews and focus group discussions, and key project stakeholders (including local staff, community members and Government officials).

Our Monitoring and Impact Officer also works in collaboration with our specialised thematic advisors to develop Lines of Enquiry which are used to guide discussions during the visit. We know that partners will always want to show us the best examples of their activities, but we ask also to see examples of where things have not gone so well, as this allows much more valuable learning for us and our grantees.

**The visit:** Our monitoring visits involve a one-day office assessment of the partner organisation, which involves spot-checks of financial records and discussions with core project staff members. We then spend several days engaging with project stakeholders across various project sites in focus group discussions, interviews and observation. At the end of the visit, our Monitoring and Impact Officer conducts a 'wash-up' debrief session with project staff to reflect on the visit and discuss key learnings to take forward.

**Post-visit:** Following each visit, our Monitoring and Impact Officer writes up a Monitoring Report and Executive Summary, which include key findings, lessons learned and any concerns. JOA will provide feedback to the partner. In the event a field monitoring visit raises concerns, JOA will initiate appropriate further action in accordance with our relevant policies.



6  
JOA-conducted  
Monitoring Visits in 2022:

2 Nepal  
1 Rwanda  
1 Malawi  
1 Ethiopia  
1 Sierra Leone

2 Financial Inclusion  
1 Dairy for Development  
3 Conservation Livelihoods

32  
Interim Reports  
received and reviewed

39  
Informal Reports  
received and reviewed

24  
Final Reports  
received and reviewed

16  
No-Cost Extensions





## Humanitarian Overview

**For most, 2022 will be remembered for Russia's invasion of Ukraine and humanitarian crises that rapidly unfolded on Europe's doorstep. Within weeks of the war, millions of people had been displaced, families torn apart and vital medical, food and energy supply chains and infrastructure damaged.**

Given the scale of the emergency, it was always going to be a challenge for Jersey to meaningfully contribute to Ukraine's needs, yet JOA's size was in many ways its advantage and through its agility and flexibility was able to identify and support humanitarian interventions that had significant impact on many thousands of lives. In total 24 grants were made (JOA funding and Bailiffs Ukraine Appeal including Government contributions and public donations), ranging from mental health and psycho-social support for those fleeing their homes to the provision of Explosive and Ordnance Disposal training for Ukrainian civilians. A full description of JOA's Ukraine response is included in pages 43-46.

Although headlines were dominated by the activity in Eastern Europe, millions more vulnerable people around the globe continued to need life-saving assistance. JOA maintained its commitment to protracted emergencies, proving targeted response to some of the world's worst humanitarian crises including Syria, Yemen, the Central African Republic and South Sudan (see the section on Pooled Funding to learn more).

Predictably, climate disasters were another feature of 2022. The failed rains for a fifth consecutive season in the Horn Africa significantly impacted livelihoods and led to acute food insecurity for millions of people and a sharp rise in malnutrition, a situation compounded by the Russian invasion of Ukraine - both countries being major sources of wheat for the drought-affected countries.

The disruption to food supply chains and sharp increase in food and fuel prices has placed millions in danger of not having access to enough food. (see pages 47-48 for more on JOA's response to the Horn of Africa drought).

Away from Africa, in August devastating floods hit Pakistan affecting over 33 million people. The country received 60% of total normal monsoon rainfall in just three weeks, causing widespread flash floods and landslides, loss of lives and extensive damage to property, livelihoods, and infrastructure. The floods wiped out 1.7 million hectares of agricultural land and 800 000 heads of livestock, pushing millions of rural households into poverty and food insecurity. JOA responded to the crisis by allocating £100,00 to two humanitarian partners (UNHCR and HelpAge) prioritising the provision of food, shelter and health for two groups often overlooked in emergency response – refugees and older persons.

In line with JOA's strategy, funds were also used to address under-the-radar emergencies – crises that don't make the headlines despite chronic needs. In Mozambique, JOA partnered with Street Child to provide essential mental health and psychosocial support (MHPSS) for 17,000 children as well as 8,200 adolescents and 3,200 parents affected by the ongoing insecurity and violence. Furthermore, JOA's funds were used as match funding and allowed Street Child to access a further £230,000 from UNICEF.

In Haiti, one of the poorest countries in the world whose economic and social development continues to be hindered by political instability, increasing violence and an unprecedented level of insecurity, JOA supported International Health Partners (IHP) to provide lifesaving and life-changing medicines (free at the point of use) for vulnerable communities in Haiti. Due to IHP's ability to source low-cost medicines, the £40,000 awarded to IHP was the equivalent to £1,488,000.







An aerial view of a flooded residential area of Nowshera Kalan in Nowshera district, Khyber Pakhtunkhwa province, Pakistan. Credit: UNICEF/Zaidi

In Gaza, JOA supported Medical Aid for Palestinians (MAP) with £120,000 to support the most marginalised and vulnerable women in Gaza, providing essential health care services, psychosocial and legal support for women dealing with domestic violence. Longstanding access restrictions imposed by the Israeli authorities have undermined Gaza's economy – low-income households rely on humanitarian assistance and there are high levels of unemployment (46.6%), poverty and food insecurity. Confinement, forced coexistence, restrictions in access and movement, and the associated fear and uncertainty of pandemics has contributed to an enabling environment that exacerbates protection vulnerabilities. These multiple pressures have contributed to an escalation in gender-based violence (GBV) in Gaza with cases of intimate partner violence, sexual abuse, and forced marriage particularly high.

**“Although headlines were dominated by the activity in Eastern Europe, millions more vulnerable people around the globe continued to need life-saving assistance. JOA maintained its commitment to protracted emergencies, proving targeted response to some of the world's worst humanitarian crises.”**

For the fifth consecutive year JOA supported UNHCR's Rohingya response in Cox's Bazar, Bangladesh, providing much needed funding to address the critical needs of nearly a million refugees crammed in sprawling camps with no right to work and limited access to basic services including shelter, food and water, education, healthcare, and basic sanitation.

Other highlights in 2022 saw Jersey's first Junior Professional Officers (JPO) with the UN's refugee agency, UNHCR, properly begin their postings – Faye Coggins to Bangladesh and Johnny Rebours to Lebanon. Towards the end of 2022 Jersey appointed its third JPO, Rebecca Curtis, who will be posted to Egypt early 2023. The international programme provides a unique opportunity for Islanders to start an international aid career with the UN, and to contribute at the frontline of an ongoing humanitarian emergency (see p49-50 to learn more).

JOA's role in the humanitarian space goes beyond grant making. In 2022, six monitoring trips took place that provided oversight of programmes and enabled staff to see first-hand the impact Jersey funds are having in emergency contexts. In June, JOA's Head of Programme visited Somaliland in Ethiopia with UN OCHA to learn more about drought response and humanitarian coordination. JOA's Executive Director and JOA Commissioner Alistair Calvert spent a week with MAP in the occupied Palestinian territories to observe JOA funded programmes on gender-based violence and health. In July and August, visits were conducted to Moldova and Ukraine and in October a delegation from JOA visited UNHCR operations in Cox's Bazar, Bangladesh. A few weeks ahead of Christmas, the JOA Executive Director visited a training camp in Kosovo where JOA has been supporting Ukrainian civilians in Explosive Ordinance Disposal through Guernsey-based Charity 'Friends of Ukraine EOD.

Such visits not only provide accountability and reassurance to both politicians and the public, they significantly enhance JOA's understanding of the complexities, mechanisms and best practice in humanitarian response, building JOA's inhouse expertise and ensuring JOA is able to identify and support the most effective and efficient interventions.

Beyond its physical presence, JOA maintains a degree of oversight and governance through its roles on various working groups and advisory boards including the START Fund donor council and the UN's Country Based Pooled Fund Working Group. For the seventh year, JOA were Observers on the UN Syria Humanitarian Fund, dialling in every quarter to Damascus to be briefed on the ongoing humanitarian response in Syria.

Overall, in 2022 JOA allocated more in humanitarian funding than in any previous year. A total of £4,379,858\* was awarded spread across 31 grants\* with a total of 17 humanitarian partners.

*\*excluding grants made from funds raised through the Bailiff's Ukraine Appeal*



## Pooled Funds

Ever-growing humanitarian needs require innovative ways to get funds effectively to frontline responders - pooled funds are becoming an ever more popular mechanism in the humanitarian landscape and now form a key pledge in JOA's Five-Year Strategy. Pooled funds are a valuable mechanism in countries affected by natural disasters and armed conflict, to deliver quick and effective assistance to the people who need it most. They allow Governments and private donors to pool contributions into single, unearmarked funds that strengthen local humanitarian efforts and directly support relief partners at the front lines of emergencies.

Pooled funds are re-shaping the humanitarian financing landscape by enabling funds to be rapidly allocated to responders delivering assistance on the ground. Funds and allocation decisions are transferred to those closest to humanitarian needs and prioritised at the local level. The low-cost administration of the funds makes them an efficient and low-risk option and JOA benefits from the high-quality visibility and communication materials.

JOA currently supports two primary pooled fund mechanisms; the UN OCHA's Country-Based Pooled Funds and the Start Fund.

**"Pooled funds are a valuable mechanism in countries affected by natural disasters and armed conflict, to deliver quick and effective assistance to the people who need it most."**



**OCHA** United Nations Office  
for the Coordination of  
Humanitarian Affairs

### United Nations Country-Based Pooled Funds (CBPFs)

Since the first fund was established in 1997, CBPFs have provided an urgent lifeline to vulnerable people in 28 of the world's most severe and complex humanitarian crises.

JOA has been a strong supporter of CBPFs since its first contribution to the Syria Humanitarian Fund in 2016. In 2022 JOA supported six CBPFs with a total allocation of £970,000:

Central African Republic (CAR)	£200,000
Syria Humanitarian Fund	£200,000
South Sudan Humanitarian Fund	£200,000
Yemen Humanitarian Fund	£100,000
Ethiopia Humanitarian Fund	£150,000
Ukraine Humanitarian Fund	£120,000

## START NETWORK

### Start Fund

The Start Fund is a global pooled fund managed entirely by Non-Governmental Organisations – the members of the Start Network. It is an innovative, rapid financing mechanism that enables NGOs to exploit their comparative advantage in responding to natural and man-made crises. Start Fund's rapid response pooled fund direct financial assistance towards locally led action.

The Start Fund is an extremely effective way of addressing significant funding gaps in the current humanitarian space - especially small/medium crises. One of its benefits is the speed at which funds are distributed – 72 hrs from when an alert is raised.

As a donor to the Start Fund, JOA has strategic oversight through its seat on the Start Fund Council, which meets every six months along with other government donors including the UK Foreign, Commonwealth and Development Office (FCDO), Netherlands, Irish Aid and Germany.



Displaced children at the Elevage IDP site in Bambari, Ouaka Prefecture. Credit: OCHA/S. Modola.



## Ukraine

Throughout the year, millions of Ukrainians endured intense hostilities, which killed and injured thousands, forced millions from their homes, destroyed jobs and livelihoods, and left many struggling to access food, water, health care, education, a safe place to live and other essential services.

From the very outset Jersey showed an incredible outpouring of support and solidarity with the people of Ukraine. In early March hundreds filed into the Royal Square for a candlelit vigil where, to the backdrop of a blue-and-yellow-lit States building, the Bailiff called on Islanders to do what they could. The distinctive Ukraine flag flew from every corner of the Island, and within days parish halls were overwhelmed with items generously donated. This support continued throughout 2022 and culminated in Ukraine Week in August, a week-long celebration of Ukrainian culture (and fundraising) organised by Islanders keen to help.

This sentiment was reflected in the Island's official humanitarian response, overseen by JOA. Recognising the scale of the crisis, the Government of Jersey made a grant of £1million which was complemented by the launch of the Bailiff's public Appeal. Established in partnership with local charity Side by Side, this allowed Islanders to claim the tax back on donations, making funding go 25% further.

Internally, a streamlined, robust, approval mechanism was established between JOA, Commissioners and the Bailiff's Office that enabled decisions on funding applications within 24hrs and ensured adequate oversight.

A Ukraine humanitarian dashboard was set-up on JOA's website allowing members of the public to see in real time where and how funds were being spent. In the early days of the Russian invasion as needs were being assessed and prioritised, JOA made initial allocations of £360,000 to OCHA, the Red Cross and UNHCR and their respective appeals.

But as the offensive unfolded, it was clear that this was unlike other emergencies. JOA had to assess its approach and question where, as a small donor, it could add value. It pushed the organisation to identify gaps that larger donors couldn't fill and ultimately led JOA to funding smaller, more agile organisations that were providing highly-targeted interventions. Not only did this mean Jersey was at the forefront of the response, it allowed greater accountability – JOA was able to report on exactly what funds had achieved rather than being absorbed by large appeals.

JOA's decision on what to fund was also guided by needs on the ground, often communicated to the organisation by the relevant Ukrainian Ministry. At the request of the Ministry of Health, and through Crown Agents, JOA supplied over 4,000 trauma kits to front line medics, complemented by a further allocation to procure and distribute Kevlar jackets and helmets to medics facing sniper fire on the frontline.



Islanders gathered on St Ouen's beach to recreate the Ukrainian flag as part of Ukraine Week



The destruction in Ukraine.  
Credit: Maciek Zygmunt, Crown Agents

Other areas of intervention included:

### Mobile Health Equipment

As health facilities became targets of Russian artillery, the provision of neo-natal care was prioritised resulting in JOA funding the procurement and distribution of 26 innovative and highly mobile 'mOm incubators'. The mOm incubator is designed to work in challenging environments and can run off alternative power sources, including car batteries. Importantly, these units allow critical health support to be transported to the mother and baby as opposed to the other way round. Jersey was the first donor to supply these to hospitals in Ukraine, where they were each reportedly saving two babies' lives every week.

This support for Ukrainian mothers and newborns was complemented by an allocation of £100,000 to Baby Lifeline to procure and distribute 88 out-of-hospital birth bags to address the risk posed to expectant mothers unable to access maternity wards or medical facilities. A conservative estimate of a bag being used on average every two weeks would mean that 88 bags would be able to assist in almost 2,300 deliveries per year.

### Civil Society and Faith-Based Organisations

Many at the centre of the Ukrainian humanitarian response have no or little humanitarian background, and suddenly faced complex operational and protection issues without any relevant training or experience. Providing basic training to local actors - including local municipalities, community-based and faith-based organisations - is a highly effective and efficient way to ensure minimum humanitarian standards are understood. Through a grant of £98,084, RedR designed five short, bite-size online facilitated modules that were free and accessible to those at the forefront of the response. By the end of June 2022, RedR had delivered 93 online courses, reaching over 1,500 responders.

Faith-based organisations are often well placed in emergency contexts, their reach and relationship with communities can be invaluable when trying to deliver humanitarian assistance. Through a local connection JOA was able to provide funding to Caritas Kosice, Caritas Sis and Caritas Slovakia, to procure and distribute essential medicines and supplies. The intervention also included procurement, warehousing and distribution of foodstuffs and non-food items to Internally Displaced Persons (IDPs) and provided much needed psycho-social care to Ukrainian refugees.





Bomb disposal training.  
Credit: FOU-EOD

## Monitoring

JOA maintained a good level of oversight, despite the obvious difficulties. In April, a JOA delegation visited Poland and were hosted by UNHCR's Representative and included a tour of an active Blue Dot Hub in Warsaw. JOA also attended a briefing hosted by the US 82nd Airborne Division and were able to visit warehouses on the Polish/Ukraine border that were housing JOA funded trauma kits and oxygen concentrators.

In August JOA staff members undertook a four-day visit to Kyiv, which allowed officers to be briefed by humanitarian agencies and government departments at the forefront of the response including OCHA, UNHCR and the Ukrainian Ministry of Foreign Affairs. JOA was able to visit a paediatric clinic that had received some of the JOA-funded mOm incubators where doctors explained how they had been able to move entire wards to the bomb shelter whilst providing critical care for new-borns and mothers.

Other trips included Moldova where JOA's support of Humanity & Inclusion was monitored and included visits to Refugee Accommodation Centres, a Blue Dot Hub at the Ukraine/Moldova border and briefings by UN agencies including UNHCR and UNICEF. In December, JOA's Executive Director travelled to Kosovo to observe training in EOD for Ukrainian nationals.



Minister for International Development, Deputy Carolyn Labey,  
with CEO of Crown Agents, Fergus Drake, inspecting trauma kits  
in Poland. Credit: Crown Agents

## Refugees and IDPs

Russia's invasion of Ukraine caused a displacement crisis not seen since the Second World War. In March an allocation of £300,000 was made to UNHCR and UNICEF to support their Blue Dot Hub initiative. These hubs, established along anticipated routes of major refugee flows provide critical support and protection services for children and families fleeing the conflict. In April JOA staff and Jersey's Chief Minister visited a Blue Dot Hub in Warsaw, Poland, seeing first-hand the scale and needs.

In Moldova, JOA funded Humanity & Inclusion (formally Handicap International) to establish an office in the capital and address the health needs of conflict-affected refugee populations with a specific attention to persons with disabilities/injuries and/or with signs of psychological distress.

## Explosive Ordinance Disposal (EOD)

Already before 24 February 2022, Ukraine was one of the world's most explosive-contaminated countries in the world. The situation now is even more serious. The impact on civilian safety is significant, hampering their ability to flee or return home, making agriculture difficult (sometimes impossible), and impacting humanitarian assistance. With an estimated failure rate of Russian munitions at up to 60%, the threat from unexploded ordnance and other explosive remnants of war (ERW) is significant and will remain for many years to come.

For JOA, the ability to address this was not too far away through Guernsey-based charity, Friends of Ukraine EOD. FoU EOD had the relevant facilities, expertise and contacts to quickly provide much-needed and highly cost-effective training to Ukrainian civilians through their centres in Kosovo and Montenegro. The vast majority of the students were female, many of whom had changed careers, some leaving family in neighbouring countries to attend. By the end of the year, JOA had funded a total of 29 individuals. Furthermore, JOA funding procured and delivered a vehicle and accompanying trailer to Ukraine to be utilised by the EOD operatives.



## Horn of Africa

**In 2022 the ongoing drought in the Horn of Africa was exacerbated following four consecutive failed rainy seasons and compounded by the Russian invasion of Ukraine - both countries being major sources of wheat for the drought-affected countries.**

The disruption to food supply chains and sharp increase in food and fuel prices has placed millions in danger of not having access to enough food. Furthermore, the drought follows other recent humanitarian shocks in the region including conflict, mass displacement, COVID-19, locust infestations and extreme weather events. Catastrophic consequences of the multi-year drought will continue into 2023, leaving communities in urgent need of assistance.

In 2022 JOA committed a total £595,000 directly to humanitarian agencies addressing food insecurity in the region whilst a portion of funds awarded to Country Based Pooled Funds in South Sudan and Ethiopia were used to address the rising needs.

In its first round of emergency allocations in mid-July, JOA awarded International Health Partners £70,000 to ensure lifesaving and life-changing medicines are available for free to families in the Horn of Africa during a period of severe drought. The British Red Cross received £150,000 for their Africa Food Crises Appeal and an additional £150,000 was allocated to OCHA's Ethiopian Humanitarian Fund.

Later in the year, JOA awarded £200,000 to Care International, targeting Dadaab refugee host communities in the Garissa hinterlands, Kenya. Funds addressed the needs of approximately 36,000 people with cash transfers, the rehabilitation of key water systems, distribution of therapeutic supplements to combat malnutrition and the distribution of menstrual hygiene kits.

An additional allocation of £87,500 to the British Red Cross aided Kenya's National Society in improving access to food and nutrition through cash and voucher assistance, health and nutrition screening and outreach to support basic health services.

Funds (£87,500) from Jersey allowed UNICEF to contribute towards the organisation's Humanitarian Action for Children Appeal in Somalia. The response focused on five priority areas and includes the distribution of treatments to children facing severe acute malnutrition, ongoing health interventions, access to safe drinking water, mental and psychosocial support, and provision of essential educational services.



Ladies collecting water in Dadaab, Kenya.  
Credit: CARE International



Displaced Somali women and children wait at a water disbursement area, Doolow. Credit: OCHA

### These numbers provide a snapshot of the humanitarian crisis:

**36 million** – the number of people who will be affected by the most prolonged and severe drought in recent history

- 24.1 million in Ethiopia
- 7.8 million in Somalia
- 4.5 million in Kenya

**11.9 million** – the number of people in Ethiopia who are severely food insecure due to the drought

**5.1 million** – Children who are acutely malnourished

**1.77 million** – People who have been forced from their homes in search of water, food, pasture, and basic services

**“This is a crucial time for Kenya. They have endured four consecutive failed harvests, with predictions that unless immediate action is taken, a fifth will follow. With support from Jersey Overseas Aid, this project will respond to the immediate humanitarian need, providing families with food and essential services, and strengthen community resilience to drought, providing clean water and helping farmers adapt to the changing weather to improve crop production.”**  
- Care International's Assistant Country Director- Program, Mwende Kusewa



## United Nations Junior Professional Officer Programme

Jersey Overseas Aid joined the United Nations' Junior Professional Officer (UN JPO) scheme in 2021. The international programme provides young professionals, sponsored by their respective governments, an extraordinary opportunity to embark on a career within the UN system and to contribute at the frontline of an ongoing humanitarian emergency.

2021 saw Jersey support the recruitment of two young Islanders, Faye Coggins and Johnny Rebours, into the scheme, both of whom had their funding from JOA continued and their contracts renewed by UNHCR in 2022. Faye is based in Cox's Bazar, Bangladesh, as an Associate Programme Officer and Johnny is based in Lebanon where he joined the UNHCR field office in Tyre as Associate Protection Officer.



**2022 saw a third Islander recruited into the UN JPO scheme. Rebecca Curtis is due to begin her position as Junior Programme Officer in Cairo, Egypt early 2023.**

"Being able to contribute toward international efforts to support refugees and displaced persons has been my dream ever since university, where I first began to volunteer with refugee communities. I am thrilled to have this opportunity to work with UNHCR in Egypt for the next two years and to be supporting their efforts to ensure that refugees and asylum seekers receive the protection they deserve.

UNHCR has a long history in Egypt, with communities from Russia, Armenia, Palestine, Sudan, Syria, and Eritrea – amongst many others – seeking protection in the country over the past seventy years. I look forward to dedicating the skills and experience I have gained to the ongoing efforts of the operation and to developing my skills further, through this role, so that I can continue to facilitate the protection of refugees and displaced persons, worldwide, for years to come."

**"Being able to contribute toward international efforts to support refugees and displaced persons has been my dream ever since university"**

**Johnny Rebours,  
Associate Protection Officer, Lebanon**

"Working in the Registration Unit, I started the year managing the team that would invite 135 families (some 400-500 individuals) to a Reception Centre every single day to be interviewed so we can assess their needs and make sure UNHCR is providing the best assistance. It was a steep learning curve, managing a large team with an important remit, whilst navigating this new UN system, a culture that is very different to what I had been used to before.

The worst parts have been getting to grips with the scale and complexity of the issues: trying to support hundreds of thousands of people all the while dealing with increased animosity towards refugees, budget cuts that affect the amount of assistance we can provide, an outbreak of cholera, and all during one of the worst economic crises in modern times. Today, shockingly, the Lebanese currency is worth less than half what it was when I arrived one year ago.

The best bits have been working to positively impact the team I am a part of, 28 individuals who deal with some of the most vulnerable people day in, day out. They have a really tough job, hearing the trauma that people who have fled Syria have had to endure. Being a part of the team and supporting them to do their jobs better, and to see their satisfaction and productivity grow, has been the most rewarding part for me."



*Johnny and the Tyre Registration Team celebrating a colleague's birthday in the Reception Centre.*



**Faye Coggins, Associate Programme Officer,  
Cox's Bazar, Bangladesh**

"During my year with UNHCR I have had the opportunity to work on a variety of different projects. The role of the UNHCR Programme Team focuses on overseeing the delivery of essential services via UNHCR's local partner charities and conducting monitoring and evaluation of our projects in the camps to ensure that the services UNHCR and its partners provide are being delivered to refugees in an effective and impactful manner. 2022 was an interesting year to be a part of the Programme Team. Some key areas of work included improving access to certified education, and scaling-up opportunities for livelihood and skill development of adolescents in the camps, to prepare them for their return to Myanmar.

Working in a field location has been a very rewarding, if sometimes a challenging experience, given the complexity and enormity of the refugee context in Bangladesh. The Rohingya refugees live in overcrowded settlements, exposed yearly to a monsoon season with high risks of floods and landslides, two cyclone seasons and a dry season with high numbers of fire incidents. Delivering humanitarian services in such a context is a complex task for UNHCR and its partners. The opportunity to work and learn from colleagues with specialist expertise, and who have experience of responding to crises across the globe, has enabled me to strengthen my skills and understanding of how a humanitarian organisation operates on the ground."



Teachers' accommodation being constructed in Gambia  
Credit: Jersey Gambia Schools Trust



19  
Projects

79,537  
Direct beneficiaries

13  
Different countries

7  
New projects funded with a value of £1.42million

## Jersey Charities

During 2022, JOA supported a total of 19 Jersey Charity projects, with a combined total of 79,537 core beneficiaries. Over the course of the year, five were completed, leaving 14 projects valuing £5.7million and supporting 66,000 core beneficiaries continuing beyond the end of the year. Jersey Charities have responded well to the ongoing global challenges, in all cases achieving the intended outcomes and outputs through good financial monitoring and close engagement with their downstream partners.

JOA has continued to encourage monitoring and learning best practice with funded Jersey Charities. This was demonstrated in 2022 through the final evaluation commissioned by Hands Around the World Jersey following the completion of their three-year project in Rwanda to improve access to education in the Bugarama region. JOA supported the charity through the procurement process to find a suitable evaluator who, through a participatory process, evaluated the relevance, coherence and effectiveness of the project's intervention. This valuable evaluation has provided Hands Around the World Jersey with clear recommendations, such as strengthening the results framework and monitoring systems, capacity building of key stakeholders to ensure continuity and sustainability of interventions and promoting and facilitating a volunteer programme.

A number of exciting projects were initiated in 2022 with Jersey Charities. These include supporting a new neonatal unit in Zambia (CRY Jersey), the construction of teachers' accommodation in the Gambia (Jersey Gambia Schools Trust), a youth-led sustainable enterprise programme in Indonesia (Bukit Lawang Trust) and a special-needs school in Palestine (Friends of the Holy Land Jersey). In addition, a new flagship Jersey Dairy programme was launched in Zambia by the Royal Jersey Agricultural and Horticultural Society (RJA&HS). This builds on their past success in transforming milk yields for tens of thousands of smallholder farmers in Rwanda, Malawi and Ethiopia, and is supported by the Zambian Government who signed a Memorandum of Understanding with Jersey in February 2022.

The charities that are supported by JOA have to respond to a wide range of challenges and needs, sometimes with very limited resources. This is why, throughout 2022, JOA continued to build the capacity of Jersey Charities by hosting a number of networking and learning events, including delivering two training workshops on how to measure and monitor the impact of their projects. JOA is committed to developing the capacity of our local partners so that they can continue to respond to the needs of the economically vulnerable communities in which they are embedded overseas.

### Project in Focus

## Promoting Development of Good Schools in Bugarama

COUNTRY: Rwanda  
PARTNER: Hands Around The World Jersey  
DURATION: July – December 2022

**SUMMARY:** Volunteers from Jersey have been visiting Bugarama in southwest Rwanda since 2012 helping to improve teaching and learning conditions in schools. Rwandans regard education as the gateway to a new future but with a high population of young people, they face overcrowded classrooms and the need to replace old buildings with more modern infrastructure. From small beginnings HATW with the help of grant funding from JOA, has developed a partnership with six schools and seen a real transformation.

In 2022 a grant of £62,000 enabled us to complete the second phase of a two-storey building at Nyakagoma. In 2015 there was only a broken barn housing a nursery section. Older children had to walk 10km to the nearest school on a busy, dangerous road. The school now has 13 classrooms and takes 567 pupils from nursery to O-level.

A second grant of £9,668 contributed towards the renovation of six degraded primary classrooms at Muko with newly plastered walls and good flooring. New plastic ceilings which reduce noise from adjoining classrooms and rain on tin roofs had a proven impact on learning and exam results. Usually, our volunteers play their part in painting classrooms alongside local teams thereby contributing to the overall strategy of renewal and partnership with local people. COVID-19 has prevented our visits for the past three years but with our local project coordinator we have been able to continue several construction projects.

HANDS AROUND THE WORLD 

In 2022 an independent impact assessment study was carried out by Lifetime Consulting focused on the previous three years of JOA grants. They concluded: The project's primary focus to reduce overcrowding in targeted schools and facilitate more conducive school environments has been remarkably achieved... The project was highly relevant; practical and positive impacts have emerged from the concerted efforts of HATWJ in collaboration with the local schools and with the outstanding support received from the funder, Jersey Overseas Aid."

In December 2022 two of our trustees, Mike and Dennis, were at last able to visit Bugarama again to review progress achieved over the past three years and plan our strategy of ongoing improvements for the next three years and our next funding application. The warm welcome received proves the appreciation of JOA investment. And we are recruiting volunteers again for July 2023!



School children in Nyakagoma  
Credit: Hands Around the World Jersey



## Volunteering and Outreach

### Volunteering

Jersey residents are passionate about changing the lives of people across the globe and this was highlighted in 2022 through an event celebrating the 50th anniversary of Jersey's overseas volunteering programme. The event looked back at the last 50 years of community work project trips and discussed the future of volunteering through an engaging panel-led discussion.

Taking part in JOA's overseas volunteer programme is a unique and rewarding opportunity enabling Islanders to work alongside local communities and organisations, building resilience in often excluded locations. 2022 saw a group of 12 Islanders travel to Kenya, in association with Sand Dams Worldwide, to begin the construction of a sustainable water harvesting mechanism which empowers communities to transform their own lives through water and soil conservation in dry lands.

Towards the end of the year, we hosted an event launching JOA's 2023 volunteering opportunities. The success of the event was highlighted by the room capacity being completely filled as Islanders flooded in to learn about the three opportunities available to them in 2023: Kenya with Sand Dams Worldwide, a teacher learning exchange initiative in Rwanda through local charity, Hands Around the World Jersey, and The Gurkha Welfare Trust's volunteering project in Nepal.

### Outreach

We are passionate about providing Islanders with opportunities to engage with International Development and Humanitarian materials and discussion opportunities. In celebration of Financial Inclusion Week our Senior Programme Officer, delivered two talks, one specifically for sixth formers, school leavers and graduates, on the need to focus on the provision of formal financial services to those who are excluded.

At JOA we place great importance on educating young Islanders. One way in which we have extended our reach to young Islanders in 2022 was through our careers focused workshops. Through these interactive workshops we hope to open students' eyes not only to who JOA is but the field of International Development and Humanitarian Aid, and the variety of career opportunities available within the sector.

In addition, JOA's team spoke at multiple events, addressing audiences from Chamber of Commerce to running workshops in schools.



*Celebration of 50 years of JOA volunteering event, April 2022*



*Volunteers building a sand dam in Kenya in June 2022*



# JOA Opportunities

## Programme Associates

The JOA Programme Associate role was designed to provide Jersey graduates and career-changers with a unique opportunity to gain the necessary skills and practical experience to launch them into a career in the International Development sector. The internship has traditionally been a 12-month placement, but in 2022, this was updated to 18 months, ensuring that all future Programme Associates benefit from six months in the JOA office in St Helier, followed by six months at one of our partner offices in the UK to be followed by six months working overseas. In addition to increasing the length of each placement, JOA has committed to recruiting two Programme Associates per year.

### 2022-2023 Programme Associate



Sam Houiellebecq, Ripple Effect (formerly Send a Cow)

**"It has been an incredibly rewarding 10-months with JOA and Ripple Effect.**

I was fortunate to experience working with JOA at a particularly busy time, coinciding with the start of the devastating Ukraine crisis. I supported with event preparations towards the Community Work Projects (CWP) 50th Anniversary. Alongside this, I gained an understanding of the donor perspective in the development sector and supported local Jersey charities in their applications for funding. I have now been eight months directly with Ripple Effect in Bath, Rwanda and recently, Kenya. I have benefitted from experiencing a breadth of departments and roles within an NGO's UK operations ranging from Programme Funding to Communications, Finance to Partnerships. I represented Ripple Effect at Tynwald Day, Isle of Man, and Big Church Festival, West Sussex.

In Rwanda, I supported with a proposal application alongside two partner NGOs, undertaking due diligence reviews and attending external stakeholder meetings. I visited various projects including the JOA funded, 'Inka Nziza Zikamwa' project, taking part in farmer trainings, case study collection visits and training technicians in the national cattle monitoring database. I am looking forward to the final two months with Ripple Effect and what this role will lead onto next. I'd like to thank both JOA and Ripple Effect for this amazing opportunity and the incredible learning and experiences I've had over the last 10 months."

### 2022-2024 Programme Associate



Zoe Pannenburg, Street Child

**Zoe Pannenburg is JOA's seventh Programme Associate. She joined the team in October 2022 and will be working with JOA's partner, Street Child, for the remainder of her placement.**

"Although my time as a Programme Associate only began in October 2022, I have already gained so much from this incredible opportunity. Following recent renovations to the role I am lucky enough to get to spend six months in the JOA office. Extending the period of time that interns - such as myself - get to spend working with the team here at JOA has amplified my knowledge of the inner workings of a donor organisation. I have already got to experience first hand the diversity of roles and activities within the Development and Humanitarian sector and definitely don't have time to twiddle my thumbs – it's never a quiet day in the JOA office."

Since starting at JOA I have been involved in various communications and engagement tasks, schools outreach workshops, reviewing humanitarian proposals, the selection process of prospective projects and the ongoing monitoring of current projects funded by JOA. Alongside this, the scheme has also supported me to widen my knowledge on the fundamentals of project management through the Bond DPro Project Management Certification. Despite loving my time in the JOA office – I am extremely excited for the next stage of my placement with Street Child."

### 2021-2022 Programme Associate



Harriet Hall, HelpAge International

**"The JOA Programme Associate scheme has been a great experience and allowed me to gain knowledge across the different layers of the international development sector by working with a donor, UK NGO and country-based team.**

At HelpAge International I was involved in various tasks including the delivery of Gender Equality Training and developing case-studies for a practitioners' guide on Intergenerational Approaches. My time with the HelpAge Jordan team gave me insight into the realities of project implementation and an opportunity to develop my programmatic skills.

The technical skillset I have strengthened as a Programme Associate has enabled me to launch a career in the sector and I'm pleased to re-join the JOA team as Monitoring and Impact Officer. In an increasingly competitive sector, this scheme offers a unique opportunity for Jersey residents to gain valuable work experience and I would encourage anyone who is considering a career in the international development sector to apply."



## JOA Opportunities

### Bursaries

Jersey Overseas Aid actively encourages Islanders to get involved in overseas projects. JOA's two bursary programmes seek to financially support professionals, young people or career changers to exchange and share knowledge while learning new skills and experiencing new cultures. In 2022 JOA raised its bursary limits, to £1,000 for personal bursaries and £10,000 for professional bursaries.



Ellen Baker – ThinkPacific Youth Empowerment Programme, Fiji

**“Needless to say, it has been an experience that I will never forget. As partially expected, the cultural exchange aspect of the trip was, for me, the most enriching aspect. Undergoing the privilege of living with a Fijian family was exciting, immersive and daunting.”**

In the mornings we facilitated workshops on topics such as leadership, mental health, public health and enterprise. These workshops ran for a couple of hours, and aimed to start conversations

within the village community. For instance, mental health is a topic which many of the youths had never been introduced to. Our role was merely to introduce conversation, key words and ideas. In many aspects, I feel as though we made a positive change within the village community.”

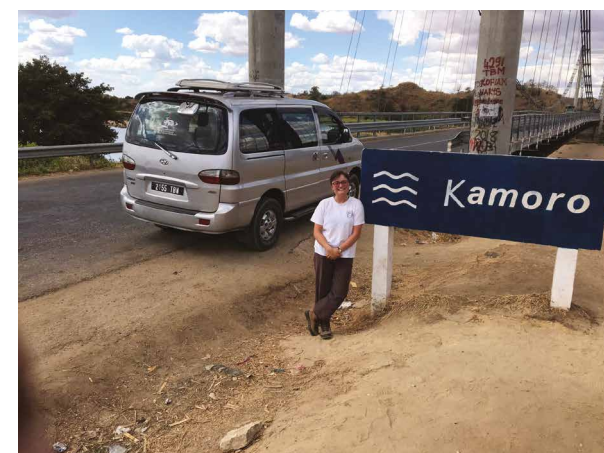
Abbie Thompson – Coaching netball in St Lucia

**“Throughout my trip, I was able to work on a number of projects within the community helping to develop fundamental skills within the sport. This was varied and ranged across all ages and abilities. One programme was based in a preschool working with children with a range of disabilities both physical and mental. For this, I was pushed outside of my comfort zone as I have little experience in working with children in this capacity. However, by the end of the six weeks I was able to comfortably run sessions in both a one-to-one capacity as well as group sessions.”**



By working in the community, you quickly get to discover first-hand the problems and issues people face. For me, I was surprised by the levels of poverty and violence within the Island as the Caribbean had always been presented to me as a paradise destination. Many of the programmes were based around supporting the poorest in the community and attempting to decrease the number of young people involved in gang violence by getting them involved in after school programmes.

The Jersey Overseas Aid Bursary was a great help in actually allowing me to feasibly go on the trip as travel costs are extremely expensive and for young people such as myself a key deterrent in getting young people to volunteer.”



Sarah Keirle – Nature recordings, Madagascar

**“JOA kindly funded my fieldwork trip to Madagascar which enabled me to take audio recordings for a composition exploring conservation work in Madagascar - in particular the theme of human development and conservation programmes. The final audio will be used to raise awareness of conservation livelihoods – both in Madagascar and Jersey – through a series of performances aimed at local communities, potential funders and members of the public.”**

Our first fieldwork location was Ankarafantsika National Park; there is a Durrell compound here where ploughshare tortoises are bred and protected. Our guide in Ankarafantsika took us into the forest for four walks of audio recording; through lemur habitat, around the local lake, near the canyon, and through the forest at night.

Two long days of driving later and we arrived at the second fieldwork location, Lake Alaotra. We interviewed several people in Andrebagare, at the Ambatondrazaka Durrell office, and across the lake in the village of Andilana – some patrol officers that protect the lake, Durrell workers, and community leaders. I was also invited to attend a Field Farmer School meeting in Andrebagare. Our guide took us on walks around the lake, in the rice fields, and up in the hills. The highlight of this location were the two boat roads we took on Lake Alaotra, one from Andrebagare and the other from Andilana, where I recorded many fantastic sounds.”

Lucy Chambers – Jeunesse et Développement, Senegal

**“In the summer of 2022, I spent three weeks in Senegal with the Breton association Jeunesse et Développement and I can say with no hint of hyperbole that it was the best three weeks of my life. I found out about this opportunity through JOA's visit to my school's careers fair.”**

We spent the first part of the trip in Pikine-Ouest, a suburb of the capital city Dakar. Our time here was split between three projects. The first was the regeneration of boko-jeff football field. The second project was improving conditions for the disabled community of Pikine-Ouest and Guinaw rails, in conjunction with the local disabled association, and our third was centered around a shipping container sent from France by the association containing two ambulances amongst other items.

For the second part of the trip we travelled to Faoye, where we ran another series of football tournaments. Working with the wider local community, we established a 'boutique solidaire which translates to 'solidarity shop'. The third project in Pikine was the replanting of a mangrove forest two hours downstream from the village.

The entire trip was an incredible experience and I am sure I have made friends for life. Thanks to the help and generosity of the JOA I was able to experience an entirely different culture, improve my language skills, help those in need, and see the world in a new light, for which I am eternally thankful.”







South Sudan Credit: OCHA

## Organisational Performance Overview 2022

This final section of the Annual Report provides a summary of JOA's achievements and performance in a range of fields in 2022 beyond the grants made and projects funded. It also gives the reader a fair idea of how JOA is administered and governed.

### 1) Accountability, Decision Making and Oversight

JOA has a unique, hybrid but effective governance structure, whose three principal components – Minister (Chair), independent States-appointed Commission, and Executive Director – each ensure the good performance of the other, while also being anchored to their own outside channels of accountability. In addition, this combination of political, independent and subject-matter expertise – now boosted by JOA's expanded human resources – enables informed decisions to be made about grants, policies and strategic direction with considerable opportunity for internal challenge and scrutiny.

- The Minister for International Development is the Government's representative on Jersey Overseas Aid's governing Commission, which she chairs. She is accountable to the Chief Minister, the Council of Ministers, the States Assembly, the Economic and International Affairs Scrutiny Panel, and the public for the performance of Jersey Overseas Aid.
- In addition to the Ministerial Chair, the five JOA Commissioners are appointed by the States Assembly for terms of three years, which may be renewed by the States Assembly only if it is satisfied with their performance.
- The JOA Commission appoints an Executive Director to manage the operations of the organisation. A schedule of powers officially delegated by the Commission to the Executive Director is lodged with the States Assembly.
- The Commission holds the Executive Director accountable for the effective operation of JOA, including the appointment and management of its staff, and the implementation of the strategies and policies established by the Commission.
- The Executive Director of Jersey Overseas Aid is also its Accountable Officer. He is required to provide assurance to the Principal Accountable Officer and Treasury about propriety, regularity, value for money and feasibility, and ensuring compliance with applicable chapters of the Public Finances Manual. He is also accountable to the Public Accounts Committee of the States.
- All new grants require both recommendation by the Executive Director and approval by the Commission.



# Organisational Performance Overview 2022 cont.

Assurance is provided through a variety of mechanisms, all of which were demonstrably effective in 2022.

These include:

- JOA produces a strategic plan setting out its priorities and direction of travel every five years. An updated Strategy for 2022-26 was lodged with the States Assembly and released to the public in Q1 2022.
- JOA's budget is agreed as a separate Head of Expenditure by the Council of Ministers and the States Assembly through the rolling four-year Government Planning process. JOA's bids for funding are agreed by the Commission and submitted by the Minister. Approval of its bid for increasing funding from 2023 reflects States Members' confidence in the efficacy and good governance of Jersey's aid programme.
- The Minister appears before the States of Jersey to answer Questions without Notice on the performance and future plans of Jersey Overseas Aid. In 2022 she appeared twice, in addition to her speech and questioning by States Members on her re-election to the Ministerial role in June 2022.
- The Minister appears before the Economic and International Affairs Scrutiny Panel, accompanied by the Executive Director. This Scrutiny Panel may also make recommendations to the States Assembly about JOA funding. In 2022 the panel questioned the Minister three times.
- The Executive Director is responsible for timely provision of accurate financial information and evidence to the Public Accounts Committee and the Controller and Auditor General. He is also responsible for liaison with Internal Audit. In September 2020 Internal Audit's latest review of JOA's compliance and performance rated JOA's control arrangements and direction of travel 4 / 4, making it one of the only publicly-funded bodies in Jersey to achieve a perfect score.
- The Minister presents to the States a report of the activities of JOA and the audited accounts for the previous year. The 2021 report was presented in August 2022, a month earlier than last year.
- JOA Commissioners meet formally several times a year and minutes of these proceedings are taken and kept by the States Greffier, along with copies of the Executive Director's report and any relevant documentation. In 2022 they held nine such minuted meetings, plus about a dozen email meetings.

## 2) Planning

In 2022 JOA published its first-ever five-year strategy, with four high-level and 11 more-specific goals, together with the methods and principles it will adopt to pursue them. The plan also sets out three priority themes and six target countries, defining much more narrowly and measurably the benefits Jersey will bring in terms of overseas aid. In 2022 JOA also launched its detailed strategy for Conservation Livelihoods, joining its 2021 strategy for Dairy. A strategy is under development for JOA's third theme (Financial Inclusion), and will be launched in 2023.

JOA's active participation in the government planning process ensures Government and JOA goals are harmonised. Additionally, with JOA's Chair also (by definition) Jersey's Minister for International Development, many of JOA's objectives are formalised as 'Ministerial Priorities', and the Government's annual Delivery Plan also includes several specific goals agreed by JOA Commissioners. Following her re-election in Q2 2022, JOA contributed seven detailed actions to the Ministerial and Government Delivery Plans.

## 3) Programme Management

In 2022 JOA's nine staff (seven Full-time Equivalents) were responsible for administering annual expenditure of £14.6m. In terms of 'core business' (ensuring the highest standards of project delivery and impact) this represents:

- Overseeing the delivery and finances of c. 35 multi-year development projects worth an average of £1m each.
- Managing ongoing (Emergency and Jersey Charity) and annual (Development) project selection processes, reviewing approximately 80 shorter proposals and 20 detailed ones, and contracting c.10 new multi-year development projects<sup>1</sup>, 10 smaller Jersey Charity projects and 15<sup>2</sup> new Emergency projects every year.
- Recruiting and deploying c.25 volunteers on overseas 'Community Work Projects'.

These core activities are complemented and supported by a range of other functions which contribute to JOA fulfilling its mission 'to translate the generosity, skills and compassion of the people of Jersey into effective assistance for the world's most vulnerable people'.

These include:

- Liaising with Jersey government (Ministerial support; accountability; External Relations; Treasury, planning and budgeting; JFSC; terrorist financing; policy compliance (finance, data protection etc); Comms).
- Assuring and improving quality of donorship (internal systems; policies; sector- and country-knowledge; strategy development; Monitoring and Evaluation; skills development).
- Representing Jersey internationally, developing relationships with aid and development stakeholders in beneficiary and donor countries and among NGOs and international organisations.
- Developing opportunities for Islanders – and Island businesses – to participate in overseas aid.
- Communicating activities with the public through media, outreach and education.
- Conducting a range of accounting, recording, compliance, due diligence, HR, IT, administration and finance functions ('Back Office').

With the outbreak of the Ukraine war in February 2022 JOA found itself undertaking significant additional workload (24 new emergency projects) and funding (an additional £1m directly from the Government and £1m given by the public to the Bailiff's Ukraine Appeal). Adaptation of the grant management system, due diligence of new partners, proposal selection and grant management, were all carried out rapidly and efficiently alongside the selection and management of numerous other 'business as usual' projects. This demonstrated the high degree of motivation and professionalism of JOA's small team.

<sup>1</sup>Including the larger Jersey Charity ones

<sup>2</sup>This year will be over 30 with JOA managing the Ukraine Appeal.



# Organisational Performance Overview 2022 cont.

Some key figures for 2022 are presented below. It is important to reiterate that these are not targets or performance indicators – in most cases, a higher number is not necessarily ‘better’ – but they serve as an illustration of the workload in 2022.

## Programme Management

Description	Total in 2022
Strategy documents developed and published	2
Number of grants under management end 2022 (multi-year development, active emergency, Jersey Charity)	73
Value of open grant portfolio end 2022	£36.1m
Multi-year Development project Concept Notes reviewed	42
Multi-year Development project full proposals reviewed	15
Due diligence field assessments conducted	13
New Development grants awarded	8
New Jersey Charity Grants Awarded	7
Humanitarian grants awarded	43
Annual narrative and financial reports reviewed for multi-year development grants	56
IDG Monitoring Trips	6
Humanitarian Monitoring trips	6
Tranche payments made (Including Bailiff's Ukraine Fund)	100

## Outreach, Community, Training

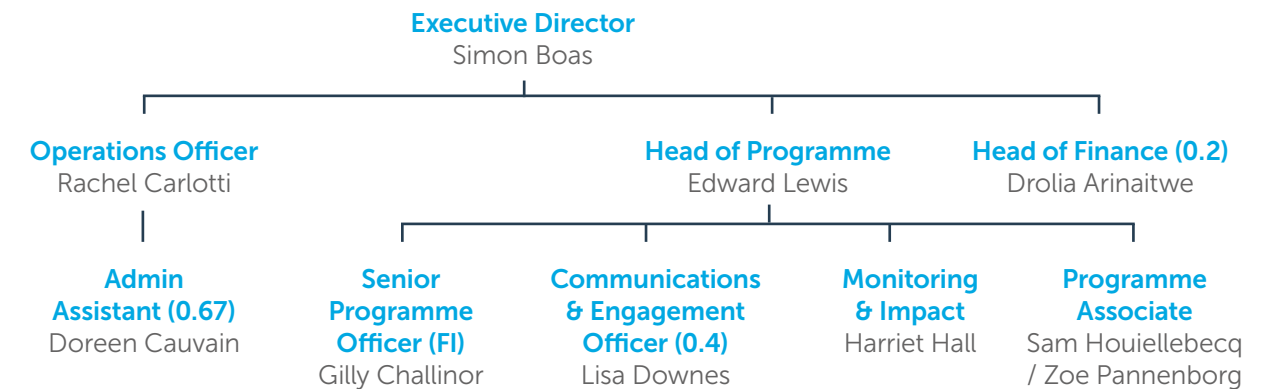
Description	Total in 2022
Number of community and school engagements / presentations	14
Community Work Projects undertaken	1
Jersey Charity workshops	3
Number of Personal and Professional Bursaries awarded	5
Number of courses attended by JOA staff	16

## 4) People, Remuneration and Diversity

JOA Commissioners are empowered in law to appoint and remunerate JOA officers as they see fit, and the Executive Director and other JOA staff are not employees of the States Employment Board but of JOA directly. However, they are appointed and managed in accordance with Jersey's employment legislation, and paid through States Payroll. Staff and Commissioners are selected following a competitive Jersey-wide or international recruitment process, in the case of Commissioners and Director one overseen by the Appointments Commission.

2021 and 2022 saw JOA address one of the final remaining concerns raised at internal audit, that we were understaffed to manage our portfolio of projects (now worth around £40m). The organogram below shows how JOA is staffed at the end of 2022. A three-year staffing plan was developed in Q4 2022 (though is yet to be approved) and Commissioners will continue to review staffing levels with the 20% increase to JOA's budget in 2023. A Compliance and Due Diligence Officer is due to be recruited in Q1 2023.

### JOA Organogram end 2022



Job Descriptions are reviewed regularly and aligned with JOA's organisational goals. Performance is reviewed regularly. Remuneration is benchmarked against comparable roles in the States, plus Arm's-Length Bodies, Jersey Charities and UK aid organisations. An independent review of JOA's reward policy was commissioned in 2022, which found all salaries to be mid-range. JOA employees also benefit from a private pension contribution of 10% of their salary. Staff participate in various professional development programmes, including specialist development courses, language tuition, management training and university qualifications.

Partly in order to address the lack of Jersey-qualified people with relevant skills, JOA instituted a paid internship in 2018 in partnership with UK development charities. In 2022 we employed our sixth and seventh interns (renaming the job as 'Programme Associate') and extended the placement to 18 months (which includes six months in a developing country). Additionally, the first two Jersey citizens to be selected to participate in the UN's Junior Professional Officer programme took up their paid two-year placements with the UN's Refugee Agency (UNHCR) at the end of 2021 and beginning of 2022, and a third joins them in January 2023.

A staff survey will be undertaken in 2023 to shed more light on JOA's diversity and inclusion. However, at this stage we can say that ages range from 22-60 and that seven out of JOA's nine employees at the end of 2022 are women.



## Organisational Performance Overview 2022 cont.

### 5) Partnerships

Partnership arrangements with Central Government are formalised in an MOU. This sets out how JOA interacts with different departments and entities, including Treasury, External Relations, the 'Office of the Chief Executive', the Law Officers, States IT, and States HR. This has provided a framework for cooperation while preserving Jersey Overseas Aid's strategic and operational independence from government.

All funding partnerships are governed by a comprehensive Grant Agreement, setting out the conditions for reporting, payment and termination (among others). JOA has continued to improve and refine its due diligence processes for new grantees, which includes field visits to country offices as well as direct relationships with HQs in the global north. Partners are kept informed of developments within JOA, including through industry members' organisations like BOND, and several have been involved in the organisation's ongoing sectoral strategic planning process. Partnerships have also been agreed with the Royal Jersey Agricultural and Horticultural Society and Durrell Wildlife Conservation Trust, beyond the projects they are implementing, to formally establish these Jersey organisations as JOA's strategic and operational partners in Dairy and Conservation respectively.

### 6) Ethics and Integrity

JOA Commissioners and staff declare any conflicts of interest before every formal meeting. No financial conflicts were identified, and where personal relationships existed with any potential grantee (as is occasionally the case with Jersey Charities) these were recorded and the person(s) in question recused themselves from decision-making. There were no instances of staff or Commissioners behaving unacceptably. JOA Staff are not formally bound by States of Jersey codes of conduct, but their employment contracts specify certain standards of behaviour and internal policies bind them (among others) to the Nolan Principles of standards in public life. Volunteers are also required to sign agreements governing their behaviour when abroad. Development grantees must submit copies of their safeguarding and fraud policies. JOA keeps a register of gifts and hospitality, and two instances (attendance at fund-raising dinners by partners) were declared in 2022. New or updated policies covering Fraud, Safeguarding, Complaints and Whistleblowing, and Staff Conduct came into effect at the beginning of 2022.

### 7) Finance

Since 2020 JOA's budget has been linked to the size of Jersey's economy, reaching 0.27% of 'Gross Value Added' in 2022. JOA Budgets are drawn up the Executive and approved by JOA Commissioners, who review progress about 10 times a year. JOA grantees' budgets – and their capacity to manage them – are reviewed against various criteria before projects are started.

JOA adheres to the Public Finances Manual, and JOA has complied fully with applicable provisions. JOA worked closely with its Finance Business Partner throughout 2022 in an increasingly close relationship whose parameters are now specified in JOA's MOU with central government.

Aided by a part-time Head of Finance, JOA reviews budgets monthly with Treasury and reconciles payments recorded on the JD Edwards system. This has helped identify the occasional clerical error by Accounts Payable. Attempts to profile expenditure in advance are complicated by the unpredictable

nature of humanitarian emergencies and the fact that grants are paid in tranches against agreed operational and expenditure milestones, which may be subject to unforeseen delays in the complicated environments in which JOA's partners work. In 2022 several multi-year development projects – and therefore payments – were delayed beyond the timeframes envisaged in the original grant agreements, with COVID-19 still affecting delivery in many cases, and projects in Ethiopia suffering from the civil war and the worst drought in living memory.

JOA's electronic grant management system has continued to be developed by JOA staff, systematising many workflows and improving our ability to access and analyse project data. A comprehensive project monitoring system is in place, linking tranche payments to the achievement of milestones. Where charities have fallen short of their obligations we have withheld payments or demanded that money be returned. There have been no complaints about JOA.

### 8) Communication and Engagement

2022 saw JOA's communications improve substantially, with the team able to draw on the skills of a professional Communications and Engagement Officer (appointed in August 2021). As well as informing and educating the public about what we do, we want to encourage people to get involved and to publicise Jersey's overseas aid programme internationally.

There were several areas of focus in 2022 including Ministerial visits, the redevelopment of JOA's website, the war in Ukraine, the Five-Year Strategic Plan and the relaunch of JOA's volunteering programme. We also improved our reach on social media, engaging more with the communications teams of JOA's key partners to facilitate improved content sharing. We are currently developing our first-ever communications strategy, as part of which we have commissioned our first-ever survey about public attitudes towards aid and development.

Numerous positive local news articles covered JOA's work in 2022, and our Dairy programmes were featured several times in the UK and Zambian media. JOA was also instrumental in August's 'Ukraine Week' – a series of events that celebrated Ukrainian culture while raising money for the Bailiff's Ukraine Appeal. Media coverage of Jersey's Ukraine response was extensive, and included pieces in The Times and The Telegraph newspapers.

JOA was able to relaunch public outreach and volunteering events in 2022 following a two-year hiatus for COVID-19. These included an event marking fifty years of overseas volunteering and 14 engagements in schools and community groups. In October JOA relaunched its volunteering programme, which hadn't recruited new volunteers since 2019. Around 80 Islanders attended the event, which resulted in a record number of volunteer applications being received.

### 9) Information Governance

JOA is compliant with GDPR and has a nominated Information and Data focal point. There was one data breach in 2022 when an email to supporters was sent with all recipients' addresses visible, for which JOA reported itself to the Information Commissioner. JOA is not a scheduled public authority in terms of the Freedom of Information (2011) law.



# Organisational Performance Overview 2022 cont.

## 10) Risk Management

JOA's mission is to provide life-changing or life-saving assistance to the world's most vulnerable people. As our results detailed elsewhere show, we are able every year to make a significant difference to the lives of many more people than live in Jersey. However, many of the same factors that make JOA's projects necessary also make them risky. We operate in difficult and sometimes dangerous environments, where if we were to be too cautious or averse to risk we would likely jeopardise our ability to help others. Given the importance of our work we have to be open to things sometimes not going to plan.

On the other hand, knowing that risks in many areas are probably higher than for most Jersey organisations, we have to take a particularly robust approach to risk management. Although we may need to have a higher tolerance of risk, the consequences may be just as severe for us. We therefore make every effort we can to reduce the likelihood of serious risks occurring, and to mitigate their impact should they do so.

Some of the most serious risks for JOA include fraud, the total failure of a project, and serious harm coming to a staff member or volunteer. There would also be very grave consequences if we were unable to run (or forced to shut down) some or all of our donor programming. This could come about in a variety of ways, including sudden funding cuts precipitated by reputational harm.

As an organisation, we have taken numerous measures to reduce and mitigate risk. Previous annual reports detail some of the improvements we have made to grant management and due diligence, while behind the scenes we have introduced a range of policies and procedures designed to keep employees and volunteers safe. As a team we work closely together to identify and analyse risks, reviewing our risk register every quarter, assigning ownership but also ensuring that all staff understand all the major threats we face.

In 2022 we continued to refine our approach. We JOA adopted a risk rating system for ongoing grants, and commissioned an additional mid-term expenditure audit for the only development project to be rated 'red'. We reinforced employees' training for operating in hostile environments, and strengthened our operations and programme teams to mitigate the (still present) key person risk. We continued to play a part in Jersey's development of Terrorist Financing guidelines for Non-Profit Organisations. Additionally, clarifying JOA's objectives by publishing our five-year strategy could also be viewed through the lens of risk management. On the negative side, though, we still have more work to do on our business continuity plan, and to improve our understanding of information security.

## JOA Risk Matrix (summary)

Risk	Consequences	Rating	Controls (summary)
<b>Strategic</b>			
Abrupt deterioration in conditions in a target country	Disruption to programmes; Committed funds jeopardised; Reputational damage	Medium	Horizon scanning, reporting and portfolio review. Development projects assess political risk, and development work focused on relatively less corrupt countries. Close contacts on ground.
Significant budget cut for JOA	Reputational damage to Jersey; Impairment in ability to conduct projects	Medium	Outreach and education. JOA work resonates with and ultimately benefits Jersey public. JOA budget formally tied to GVA
<b>Programme &amp; Grant Management</b>			
Significant project failure	Money wasted; Reputational damage	Medium	Rigorous DD and monitoring. Significant risks discussed with partners. Projects where zero benefits arise if project fails given additional scrutiny. Payments in tranches against milestones. Watertight Grant agreements.
Major disaster needs un-budgeted funding	Pressure to reduce expenditure on existing projects; Pressure on JOA human resources	Medium	Sufficient JOA staff capacity and interoperability. Flexibility in Grant agreements. Agreement with Bailiff's Chambers and Side by Side to raise funds
<b>Operational</b>			
Abrupt departure of key JOA staff	Impairment of operational capability for several months	Medium High	Formalising procedures and recording knowledge; interoperability and risk analysis. Staff adequately remunerated and motivated with sufficient staffing to increase capacity.
Significant loss of electronic project data	Project operations (payments, reporting) temporarily delayed	Low Medium	Project documents backed up. Participation in States-wide contingency planning and cyber-security initiatives.
<b>Financial</b>			
Terrorist Financing, Money Laundering, sanctions breach	Reputational damage to Jersey; Severe reputational damage to JOA; Island-wide drop in support for overseas aid; Criminal proceedings	Medium High	Participation in Island-wide AML and CTF initiatives. Rigorous DD conducted on grantees and volunteers. Grant Agreements impose obligations on partners.
A significant sum is stolen from JOA, a project or partner	Reputational damage to JOA, Loss of public support, potential impact on programme delivery	Medium	Grant agreements control spending and procurement, and active oversight of subgrants. Segregation of duties. Independent financial audits. Detailed Annual and Final financial reports required and scrutinised. Public Finance Manual and JOA Fraud policy.
<b>Health &amp; Safety</b>			
A staff member or volunteer is killed, seriously hurt or abducted	Impairment of operational capability; Inability to recruit volunteers; Reputational damage; Potential civil proceedings	Medium High	Travel advice followed. Relevant trainings undertaken. Vaccinations and COVID-19 advice taken Adequate insurance and special risks policies. Crisis communication training.
A partner, staff member or volunteer abuses beneficiary	Reputational damage to JOA Island-wide drop in support for overseas aid	Medium High	DD conducted on grantees' safeguarding and whistleblowing. DBS checks on volunteers. Safeguarding training.



## List of 2022 Grants

### International Development Grants

Agency	Programme	Country	Theme	Value
Practical Action	Empowering Women Farmers with Digital Finance, Nepal	Nepal	Financial Inclusion	£1,199,254.00
Mercy Corps Europe	Resilience And Incomes for Smallholders in Ethiopia through Digital Financial Services (RAISE-DFS)	Ethiopia	Financial Inclusion	£1,200,000.00
ADRA-UK	The Enhanced Rural AI (TERAI) project for Smallholder Dairy Farmers in Nepal	Nepal	Dairy for Development	£1,102,364.75
Royal Society for the Protection of Birds (RSPB)	Cocoa's sweet spot: Maximising livelihood, biodiversity and carbon benefits from cocoa agroforestry in the Gola landscape	Sierra Leone	Conservation Livelihoods	£1,180,449.00
Plan International UK	CLIMB - Conservation Livelihoods in Malawi's Biospheres	Malawi	Conservation Livelihoods	£1,200,000.00
Mercy Corps Europe	Financial inclusion for clean cooking access in Rwanda and Sierra Leone (FICCARS) - Energy 4 Impact	Rwanda;Sierra Leone	Financial Inclusion	£1,200,000.00
Save the Children	Sustainable Livelihoods and Community-Led Conservation for the Protection of Mangrove Ecosystems in Sierra Leone	Sierra Leone	Conservation Livelihoods	£1,000,000.00

### Jersey Charities

Agency	Programme	Country	Theme	Value
Together Making a Difference	School Improvements - BMS Model Primary School	Bangladesh	Education	£8,706.42
Friends of the Holy Land (Jersey)	School of Joy Special Needs School	Palestine	Education	£5,000.00
CRY Jersey	Neonatal Unit Building Project, Kapiiri District Hospital	Zambia	Health	£21,368.25
Jersey Gambia Schools Trust	Teachers accommodation and perimeter fence	Gambia	Education	£86,474.00
Bukit Lawang Trust	Youth Led Sustainable Enterprise Program	Indonesia	Education	£30,225.37
RJAHS	Jersey Breed Focussed Dairy Development in Zambia	Zambia	Dairy for Development	£1,198,007.00
Hands Around the World Jersey	Bugarama projects 2022	Rwanda	Education	£67,126

### Humanitarian - Including additional £1million grant from the Government of Jersey for Ukraine support

Agency	Programme	Country	Value
British Red Cross	Delivering critical healthcare to save lives in Yemen	Yemen	£100,000
UN OCHA	Yemen Humanitarian Fund (Country Based Pooled Fund)	Yemen	£100,000
Care International	Improving access to safe and reliable WASH services of vulnerable and displaced population, especially for women and children in Bani Sa'ad district, Al Mahwit governorate in Yemen	Yemen	£133,644
UN OCHA	Ukraine Emergency Humanitarian Response	Ukraine	£120,000
UNHCR	Ukraine Emergency Response	Ukraine	£120,000
UN OCHA	Syrian Humanitarian Fund (Country Based Pooled Fund)	Syria	£200,000
UN OCHA	Central African Republic (CAR) Humanitarian Fund (Country Based Pooled Fund)	Central African Republic	£200,000
UN OCHA	South Sudan Humanitarian Fund (Country Based Pooled Fund)	South Sudan	£200,000
Start Network	Start Fund 2022	Global	£400,000
British Red Cross	Ukraine Emergency Response	Ukraine	£120,000
Crown Agents Ltd	Individual First Aid Kits x 4,000	Ukraine	£407,500
Humanity & Inclusion	Emergency multi-sectoral response to the urgent needs of vulnerable populations affected by the Ukraine Crisis	Moldova	£300,000
Crown Agents Ltd	Procurement and supply of 150 Ballistic vests and Helmets for Medics	Ukraine	£199,968
Mercy Corps Europe	Emergency Response to Support Refugees, IDPs and Vulnerable Communities Affected by the Conflict in Ukraine	Ukraine	£150,000
RedR UK	Strengthening local capacities for a principled and effective humanitarian assistance to and protection of the displaced persons in Ukraine and neighbouring countries	Ukraine	£98,084
British Red Cross	Africa Food Crises Appeal	Ethiopia, Kenya, Niger, Nigeria, Somalia, South Sudan	£150,000
UN OCHA	Ethiopian Humanitarian Fund (Country Based Pooled Fund)	Ethiopia	£150,000
International Health Partners	Horn of Africa	Ethiopia, Kenya, Somalia	£70,000
Caritas Spis - Spišská katolícka charita	Phase II Psycho-Social Care for Refugees and IDPs	Slovakia, Ukraine	£65,000
UNHCR	Pakistan Floods Response Plan 2022	Pakistan	£50,000
HelpAge International UK	Provision of immediate lifesaving inclusive needs for flood affected older people, people with disabilities and their families in Sindh, Pakistan	Pakistan	£50,000
UNHCR	Response to the Rohingya crisis in Bangladesh	Bangladesh	£200,000
Medical Aid for Palestinians	Helping Women Escape Violence in Gaza	Palestine	£77,700
Friends Of Ukraine -EOD	Proposal for the Provision of Vehicle and Equipment for the Kyiv Police Explosive Ordnance Disposal (EOD) Unit, Ukraine	Ukraine	£23,000



## Humanitarian cont.

Agency	Programme	Country	Value
International Health Partners	Haiti: severe health needs mount in this chronically underfunded crisis	Haiti	£160,000
Street Child	Right to Care	Mozambique	£50,600
Crown Agents Ltd	Ukraine Winterisation	Ukraine	£99,982
UNICEF	Horn of Africa Humanitarian Response 2022	Somalia	£87,500
British Red Cross	Horn of Africa Humanitarian Response 2022	Kenya	£87,500
Care International	Horn of Africa Humanitarian Response 2022	Kenya	£200,000
Normandy Trader	Transport of Jersey's collected aid to Caritas in Poland to be distributed to Ukrainians	Poland	£9,380

## Bailiff's Ukraine Appeal – JOA oversaw the allocation of the money raised by the people of Jersey

Agency	Programme	Country	Value
UNICEF	UNICEF's Ukraine Appeal Blue Dot Hubs	Ukraine	£150,000
UNHCR	Ukraine Blue Dot Hubs	Ukraine	£150,000
Crown Agents Ltd	Incubators for Ukraine Emergency Response	Ukraine	£200,440
Friends Of Ukraine -EOD	Country Specific Explosive Ordnance Disposal & Search Training (EOD&S) to International Mine Action Standards (IMAS)	Ukraine	£30,000
Caritas Kosice	Provision of essential medicines, foodstuffs and psycho-social support to Ukrainian refugees in Eastern Slovakia and IDPs in Western Ukraine: Proposal to the Bailiff of Jersey's Ukraine Appeal	Slovakia	£125,000
International Health Partners	Ukraine Crisis	Ukraine	£20,000
Baby Lifeline LTD	Provision of out-of-hospital birth bags into Ukraine	Ukraine	£50,000
Baby Lifeline LTD	Provision of out-of-hospital birth bags into Ukraine	Ukraine	£50,000
Friends Of Ukraine -EOD	Country Specific Explosive Ordnance Disposal & Search Training (EOD&S) to International Mine Action Standards (IMAS)	Ukraine	£30,000
Crown Agents Ltd	Incubators for Ukraine Emergency Response	Ukraine	£100,500
Caritas Kosice	Phase II psycho-social care to Ukrainian refugees in Eastern Slovakia and IDPs in Ukraine	Slovakia, Ukraine	£58,530
Friends Of Ukraine -EOD	Country Specific Explosive Ordnance Disposal & Search Training of 8 Ukrainian female nationals (IMAS EOD L3)	Ukraine	£39,000

## 2022 Accounts

All JOA transactions are made through the States Treasury, and the figures below come from the States Accounting System (J D Edwards). JOA is subject to internal and external audits like other departments, though is exempt from adhering to States Financial Directions. JOA's accounts are also found in a slightly different format in the 2022 Government of Jersey Annual Report.

## 2022 Income and Expenditure

These accounts exclude funds raised by the Bailiff's Ukraine Appeal

Funding Stream	% of Spending	Total Funds £
<b>Incoming Resources</b>		
States Grant		£14,632,730
<b>Total Incoming resources</b>		<b>£14,632,730</b>
<b>Resources Expended</b>		
International Development Projects	50.57	£7,399,582
Grant Refunds	-	471
Emergency and Humanitarian Aid	24.57	£3,594,949
Community Work Projects	1.36	£199,643
Local Charities Working Abroad	12.03	£1,760,332
Government grant for Ukraine support	6.83	£1,000,000
<b>TOTAL resources expended</b>	<b>95.37</b>	<b>£13,954,976</b>
<b>Commission Administration</b>		
Salaries, Pensions and Social Security	3.06	£447,501
Printing & Stationery	0.06	£8,285
IT Support	0.18	£27,041
Travel and Accommodation	0.60	£87,178
Meals and Hospitality	0.01	£1,369
Premises and Maintenance	0.11	£15,673
Insurance	0.15	£22,303
Other expenses	0.26	£37,456
<b>TOTAL administration expended</b>	<b>4.42</b>	<b>£646,806</b>
<b>Unexpended Funds Carried Forward</b>	<b>0.21</b>	<b>£30,948</b>
<b>TOTAL SPEND</b>		<b>£14,601,782</b>



## THE COMMISSION

**Chairman:** Deputy Carolyn Labey

**Members:** Mr. Douglas Melville (Vice Chairman), Deputy Steve Ahier, Connétable Philip Le Sueur, Mr. Alistair Calvert, Ms Therese Morel

## JOA STAFF

**Executive Director:** Mr. Simon Boas

**Head of Programme:**

Mr. Edward Lewis

**Senior Programme Officer:**

Mrs Gilly Challinor

**Operations Officer:**

Ms Rachel Carlotti

**Monitoring & Impact Officer:**

Ms Harriet Hall

*(Replaced Ms Rebecca Curtis,*

*November 2022)*

**Head of Finance:**

Mrs Drolia Arinaitwe

**Communications & Engagement**

**Officer:** Mrs Lisa Downes

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