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# Strategic Plan

2022-2026

R.11/2021

Jersey Overseas Aid is the Island's official, publicly-funded relief and development agency. JOA's mission is to translate the generosity, skills and compassion of the people of Jersey into effective assistance for the world's most vulnerable people.

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# FOREWORD

**In the winter of 1944, the people of Jersey stood at the brink of starvation. Occupied by a foreign army for over four years, the Island had all but exhausted its food, fuel and medicine. Salvation came in the form of Red Cross parcels brought by the SS Vega, whose five wartime voyages brought life-saving supplies donated by the people of Canada and New Zealand. Without this lifeline, many of us would not be here today.**

In per-capita terms Jersey is now one of the wealthiest countries in the world, and it is a source of considerable satisfaction that the Island can now help others whose need and desperation is something which some of us can still personally relate to. For over half a century, Jersey Overseas Aid has worked to alleviate the suffering of those still afflicted by poverty, conflict, disease and natural disasters. A small country off the coast of France has built schools and clinics on six continents, provided emergency food and shelter in the rubble of hundreds of earthquakes and airstrikes, and given hope and dignity to millions of hungry, sick and displaced people. Almost as extraordinary, through our volunteering projects and home-grown charities, nearly a thousand of us have done so in person.

It is not just morally right to share a little of our wealth and expertise; it is a genuine pleasure to do so. However, we also have a moral obligation to target and manage our overseas aid as carefully as possible. If we don't fund the best projects, or support only the highest-performing charities, we let down both those we should have helped and those whose money we should have used better. In fact, Jersey Overseas Aid bears a dual responsibility: to the world's poorest and neediest people, and to Jersey's citizens.

Happily, discharging this dual responsibility requires the same, fairly straightforward approach. It involves a well-governed, professionally-staffed donor organisation making the most effective use of its budget, concentrating on areas where Jersey can add the most value, and focusing on long-term outcomes rather than short-term activities. It demands persistence and proficiency, informed and empirical decision-making, and a thorough understanding of needs, capabilities and good practice. Fundamentally, it also necessitates that we know what we want to achieve, and how best to go about doing so.

This strategic plan sets out how Jersey will maximise the impact of its overseas aid programme over the next five years. It is both a statement of intent and a framework for action: everything we do – every programme we support; every grant we make – is explained by and contributes towards the goals in this document. We are setting our sights higher than ever before, and at the same time welcoming being held to account for what we are promising to do.

Jersey's Aid budget may be modest in global terms, but by aspiring to the highest standards of good donorship we can punch a long way above our weight. Furthermore, we can increasingly help others in Jersey – individuals, companies, charities, foundations – to do likewise. An Island which within living memory required emergency assistance itself is quietly becoming well known as a centre for professional grant-making and effective philanthropy.

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**Deputy Carolyn Labey**  
Minister for International Development  
Chair, Jersey Overseas Aid



# INTRODUCTION

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.

Jersey is a country which has long taken its obligations as a good global citizen extremely seriously. However, its overseas aid programme has changed considerably since it began in 1968, and most particularly in recent years. An organisation without even an office in 2015 has turned into a professionally-staffed and increasingly-effective specialist grant-maker, which is gaining a reputation at home and abroad for the quality of its programming. Numerous reforms have fundamentally altered the way JOA selects and manages projects, vastly increasing both the impact of its funding and its accountability to taxpayers. Jersey now has an overseas aid agency able to effect long-term change for millions of people, contributing to poverty alleviation and humanitarian relief at national or even regional levels.

With these improvements to JOA's donorship, accountability, governance and human capital now in place, and recognised by Jersey's government in the form of an increase in funding, now is the moment to set out publicly what exactly Jersey wants to achieve in this field, and how it will do so. This document first sets out the overarching objectives, priorities and principles which guide the organisation, before turning to the specific ways it will adhere to and achieve them over the coming five years. The precise details of how they will be operationalised each year are left to future Commissioners and staff, but this plan provides the lenses through which JOA's activities will be focused.

**Simon Boas**  
Executive Director  
Jersey Overseas Aid

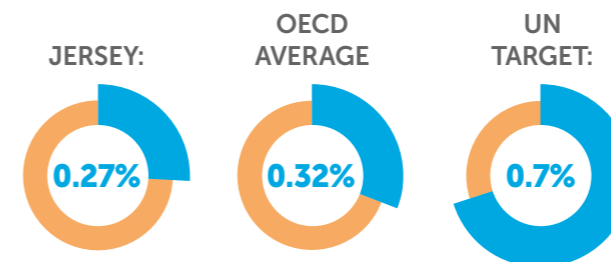
## What is Jersey Overseas Aid?

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.

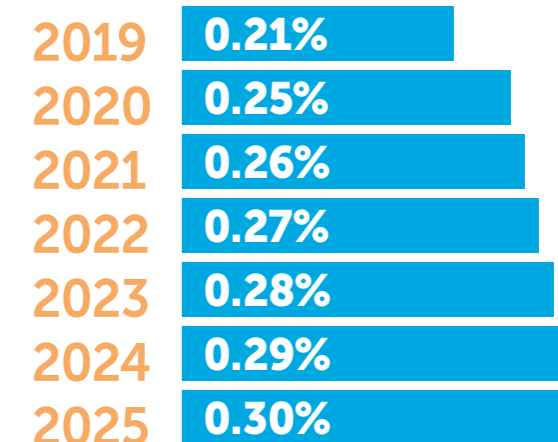
### JOA budget

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.

#### Community Work Projects 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. JOA also awards volunteering and financial bursaries for Jersey residents.

# 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.



Credit: Comic Relief

# 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.

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.



Credit: HelpAge International

# STRATEGIC PRIORITIES & PLANS 2022-2026

## INTERNATIONAL DEVELOPMENT

Over the past half century, JOA has supported development projects of almost every type in almost every poor country in the world. We now believe that we can effect more lasting change for greater numbers of people by narrowing and intensifying our development assistance, implementing larger, longer-term programmes in fewer places. We also realise that we can achieve greater impact by focusing our development grants in ways that enable Jersey to add more value than just the funds we contribute, promoting sustainable economic and human development in some of the poorest countries on earth through carefully-chosen interventions which play to our strengths as an Island.

In 2017 we began narrowing down our target countries, and in 2018 we began to specialise in particular sectors. We also increased the size and duration of our individual development projects, reaching £1m in 2017 and £2.4m in 2019, with projects now lasting for up to five years. We have also made the application process more demanding, the selection process more empirical, and the monitoring and oversight more rigorous. We have introduced independent final evaluations to check that projects have delivered the change they promised, and independent project audits to validate that funds have been properly expended. We have set our sights and our standards higher, and these trends will continue in the period 2022-26.



Credit: Farm Africa

Specifically, over the next five years, we will:

### Dairy, Financial Inclusion, Conservation Livelihoods

**1. Concentrate all new development programming on three sectors, chosen for their proven efficacy in making long-term improvements to people's lives, and for Jersey's ability to add particular value: Dairy, Financial Inclusion, and Conservation Livelihoods.** Jersey already possesses considerable expertise and international renown in these three fields. Focusing on them allows us to deploy our expertise and non-financial resources as well as our funding, and to develop our reputation even further. It will also allow us to broaden our pool of partners by being ever-more specific about what we wish to achieve. Having now created a detailed sector strategy for Dairy, we will develop and roll out similar plans for Financial Inclusion and Conservation Livelihoods.

### Target Countries

**2. Concentrate all new development projects on just a handful of countries, chosen for their need, their lower levels of corruption compared to similarly-poor nations, and the strength of existing links with Jersey.** As of 2022, these focal countries are Ethiopia, Malawi, Nepal, Rwanda, Sierra Leone and Zambia. See Country Selection Model for more details.

### Upstreaming

**3. Move some of our aid further upstream, ensuring we contribute to systemic, long-term change as well as the immediate amelioration of the symptoms of poverty.** This might include improving a country's livestock extension services, funding research on dairy genomics, or working with a central bank to change the rules to enable poor people to open savings accounts. Jersey will build the capacity of local actors, including Non-Governmental Organisations (NGOs), officials, and private firms, so that outside help is ultimately no longer needed.

### Focus on Results

**4. Focus unwaveringly on the results of our aid.** As well as providing the accountability that both Jersey taxpayers and aid beneficiaries deserve, measuring the outcomes and impact of our aid will help us and our partners improve it. We will continue to ensure that development projects are designed according to plausible Theories of Change, that they are properly monitored and evaluated, that lessons are learned where appropriate, and that they make a measurable and lasting contribution towards the UN's Sustainable Development Goals. We will encourage grantees to share knowledge within and across our three target sectors, and facilitate such exchanges where needed. We will also commission independent research on the impact of Jersey's development aid, holding ourselves to the same standards to which we now hold grantees.



# INTERNATIONAL DEVELOPMENT

## Three Thematic Priorities

Jersey will concentrate all its new development grants on just three sectors. This is a substantial change from past practice, when we would fund almost any type of project (in almost any poor country). However, this more focused approach allows us to deploy our expertise in three fields which Jersey already specialises in, and thus become a more effective donor. We will publish and update more specific sectoral strategies over the life of this plan.

### 1. Dairy for Development

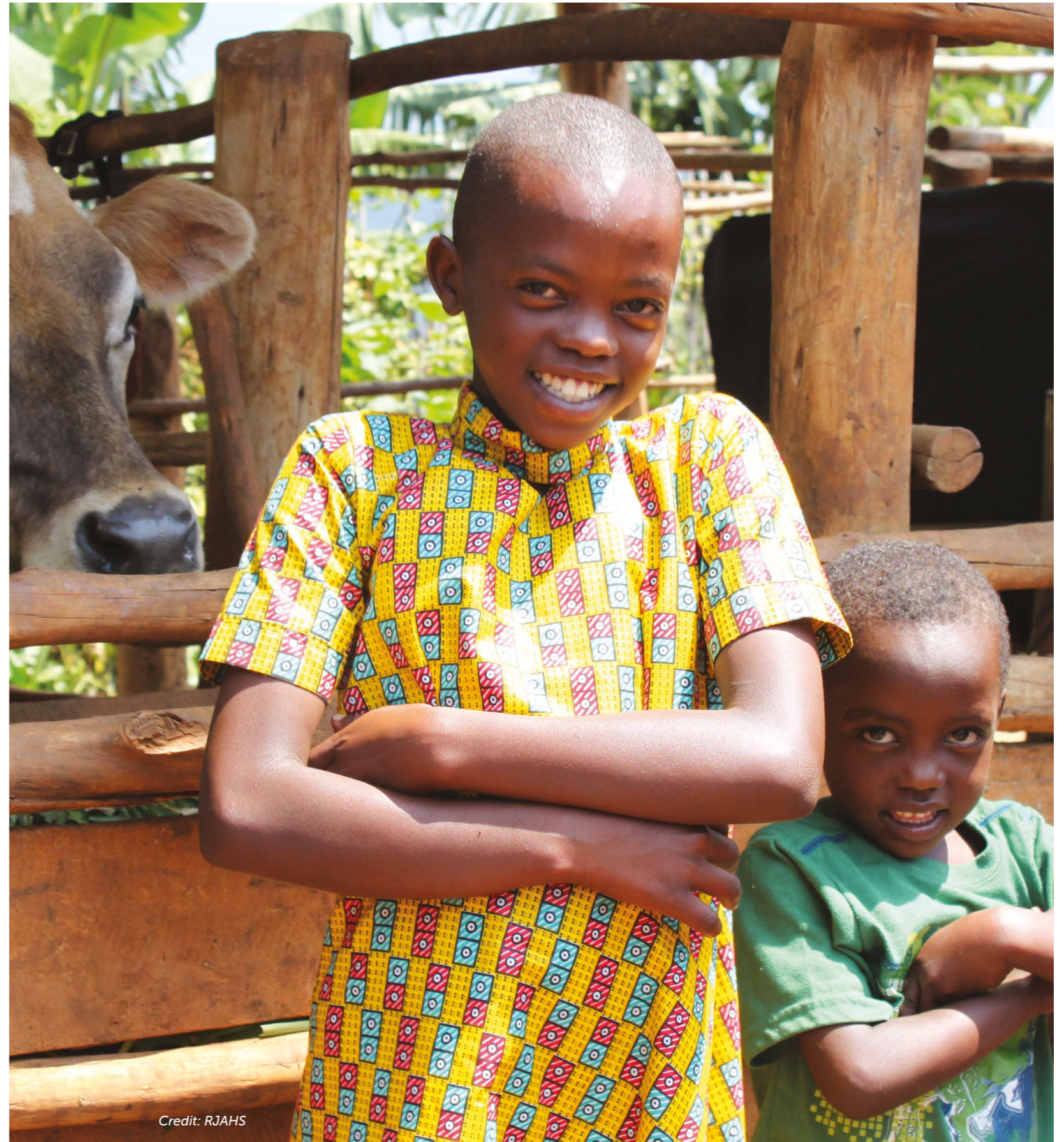
This programme focuses on boosting livelihoods and nutrition by enhancing dairy production techniques (specifically bovine) to boost milk yields and quality, strengthening value chains, improving animal genetics and providing innovative financing, especially to support small-scale producers.

Projects will focus on improving the health and profitability of dairy cows, and the competitiveness of businesses and cooperatives which depend on them. Interventions should support of the target country's national priorities for agriculture and dairy, complementing and enhancing the efforts of national ministries and extension workers, and building the capacities of local officials, institutions and experts.

Jersey is establishing a gene bank to provide cost-price Jersey semen to small-scale producers in developing countries. JOA particularly encourages projects to incorporate Jersey breed elements into their activities, and relies on close cooperation with the Royal Jersey Agricultural and Horticultural Society, which implements and coordinates many of Jersey's breeding and training activities.



> Impact > Outcomes > Outputs > Tools	Increased Resilience		Income Generation		Sustainable Dairy System Development	
	Enhanced Farmer Assets	Climate-Smart Practices	Increased Milk Volume	Increased Milk Volume	Inclusive Dairy Value Chain	Strengthened Dairy Services
	Targeted Dairy Genetic Gain	Farmer Capacity Development	Improved Dairy Cattle Management	Delivery of Last Mile Services	Market Linkage Creation	Government and Sector Engagement
	Grants (JOA) Investment and Loans (Impact Fund)		Technical Assistance, Capacity Building, and Knowledge Sharing (JOA+Fund)			



Credit: RJAHS

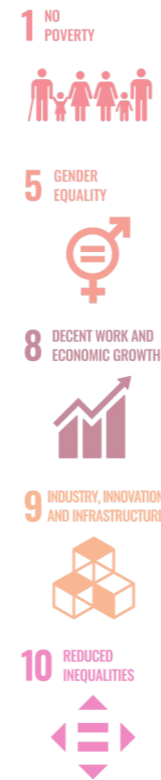
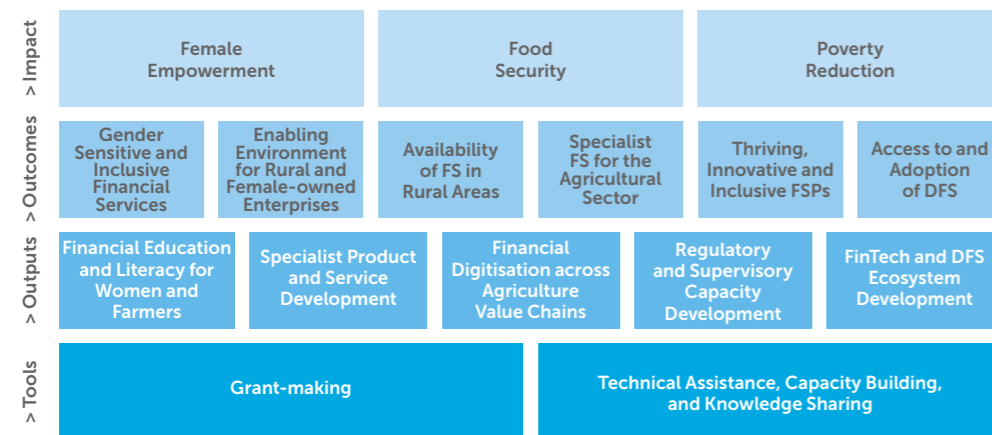
# INTERNATIONAL DEVELOPMENT

## 2. Financial Inclusion

Nearly two billion people lack access to formal financial services and approximately 90% of these people live in developing countries. However, evidence shows that when people have access to useful and affordable financial products and services that meet their needs - including money transfers, payments, savings, credit and insurance - everyone benefits. Greater financial inclusion means that people save more; spend more on healthcare and education; start and invest in enterprises; and weather unexpected shocks without falling back into dependency.

Jersey has been a leading international finance centre for more than 50 years, with expertise in banking, accountancy, philanthropy, trusts, fund management, company administration, regulation and investment advisory services. Jersey acts as a conduit for tens of billions of pounds of investment into developing countries, and has a fast-growing socially-responsible investing sector. Supporting the provision of financial services for the poor resonates as an idea in the Island, and will provide an opportunity to leverage our significant access to knowledge and capital in addition to our ODA resources.

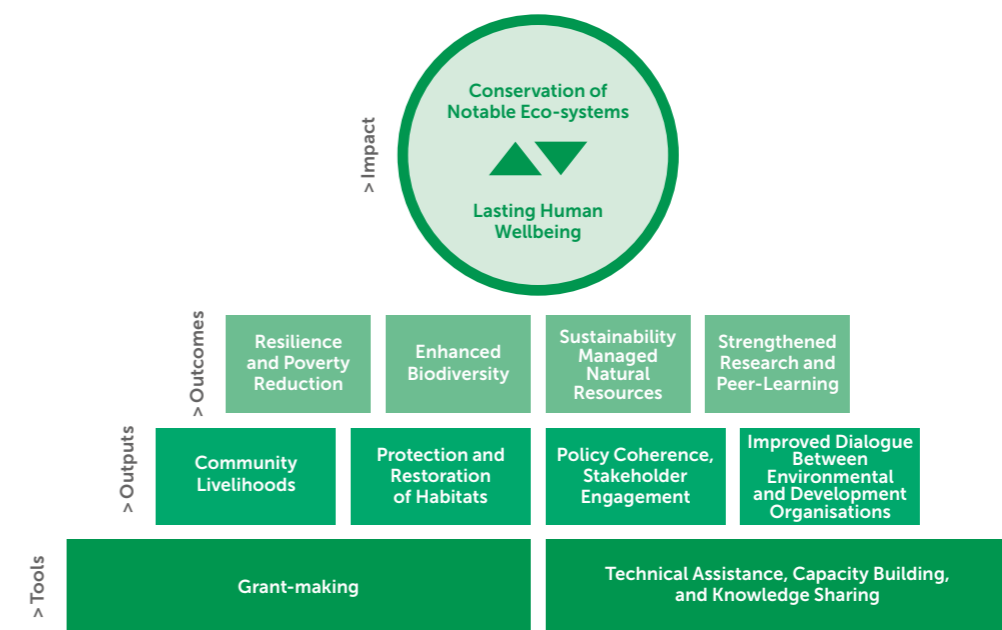
JOA's Financial Inclusion Programme targets poor and marginalised groups in its focal countries, with a particular focus on empowering women and on improving the efficiency and profitability of agricultural value chains. It aims to reduce poverty through providing access to different types of financial services, both increasing the availability of appropriate products and improving poor consumers' ability to benefit from them.



## 3. Conservation Livelihoods

This programme concentrates on the link between human development and environmental protection, in particular focusing on vulnerable ecosystems such as natural forests, special reserves and areas of important scientific interest, which are of noteworthy conservational importance but are under threat from population growth, habitat destruction or changing weather patterns. As Durrell Wildlife Conservation Trust - Jersey's internationally-renowned conservation charity - has long understood, conservation of ecosystems and poverty eradication are intrinsically linked and must be tackled together.

Projects in this theme seek to establish or strengthen a virtuous circle of human wellbeing with habitat or species conservation, underpinned by a system of sustainable livelihoods that also ensures conservation outcomes. Projects should promote participatory and inclusive natural resource management and sustainable livelihoods, developed to ensure that communities are able to grow their incomes without placing increased unsustainable pressure on their environment. Ensuring sound governance will create enabling conditions that will make the protection of biodiversity and ecosystems sustainable. Therefore, this programme also encourages grantees to address structures and mechanisms that drive the management and legal framework of natural resources.



# INTERNATIONAL DEVELOPMENT

## Country Selection Model

JOA must work where the needs are greatest, but knows that corruption is one of the major drags on sustainable development. Additionally, corruption is one of the public’s main concerns about overseas aid expenditure. Although JOA does not provide direct financial aid to other governments, it is important to take public probity into account when selecting the jurisdictions with which we hope to build much stronger connections. This will maximise the chance of projects succeeding, reduce the chance of aid money being wasted, and send a small but significant international signal that Jersey will not tolerate fraud, bribery and mismanagement.

The UN’s **Human Development Index** (HDI) is a good proxy for how much a country requires outside help. Meanwhile, Transparency International’s **Corruption Perceptions Index** (CPI) ranks countries by their perceived levels of public sector corruption, as determined by expert assessments and opinion surveys. In order to take both into account – but still to give more weight to needs – JOA developed the following formula:

$$\text{CPI VALUE} / \text{HDI VALUE}^2$$

We selected countries for future projects by applying this algorithm to the 50 least-developed countries in the world, with two other important filters:

- 1) We focused on Anglophone countries. We wish to form close working relationships with personnel and officials in the target countries, and to easily read official documents and plans.
- 2) We gave some preference to countries with which we already had good links and project experience, or which had particular potential for our three thematic programmes.

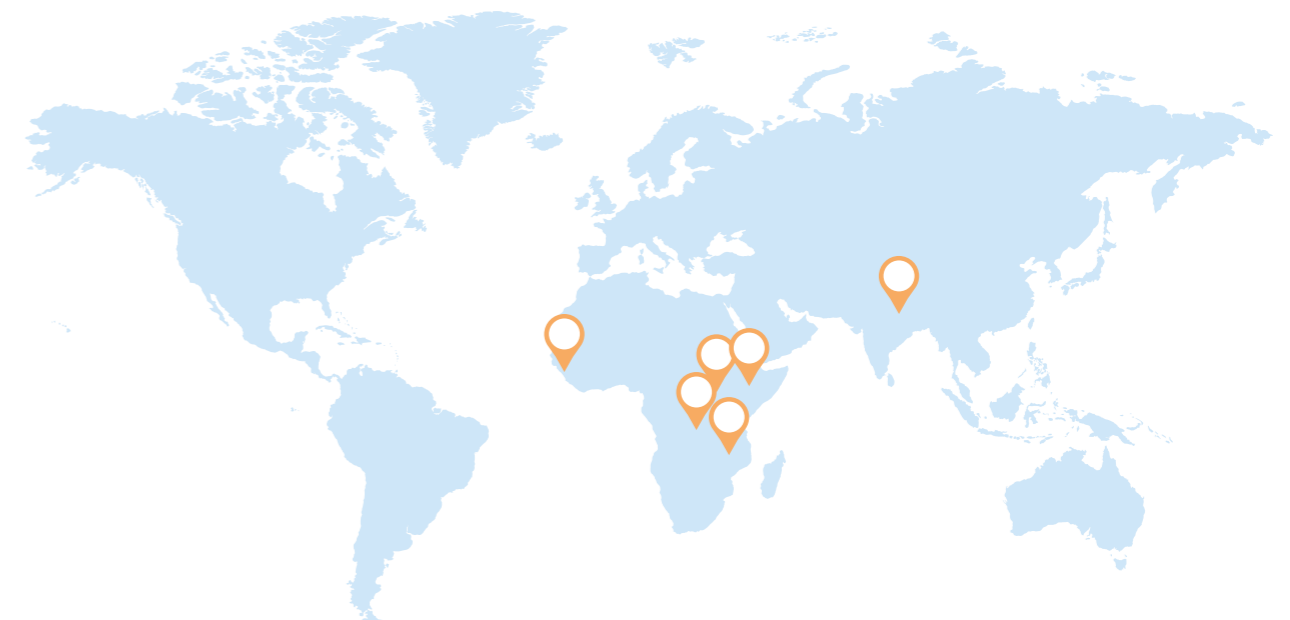
The formula is a decision-support aid, not a hard-and-fast rule. However, its value can be seen when comparing the levels of need and corruption – usually pretty closely correlated – in the final chosen countries.

Following consideration of the likelihood for success of our thematic programmes, six countries were subsequently selected; Sierra Leone, Ethiopia, Malawi, Rwanda, Nepal and Zambia. On average, these six countries are 59 places better in terms of corruption than they are in terms of need.

Country	HDI Rank <sup>2</sup> (/189)	CPI Rank <sup>3</sup> (/180)
Sierra Leone	182	117
Ethiopia	173	94
Malawi	174	129
Rwanda	160	49
Nepal	142	117
Zambia	146	117

These figures will be annually subject to review by JOA Commissioners. However, sustained links and interventions are a valuable part of poverty alleviation. Save for the exceptional circumstances, it is not envisioned that there will be a change in target countries during the period 2022-26.

### JOA’s Target Countries



<sup>1</sup>Human Development is ranked in reverse order, so a high number means a low HDI rating. Corruption is ranked with the least-corrupt countries at the top of the list, so a high number means a high degree of corruption.  
<sup>2</sup>2020 Human Development Report (published 15 December 2020).  
<sup>3</sup>2020 Corruption Perception Index (published 28 January 2021).

# HUMANITARIAN & EMERGENCY AID

Chronic crises and sudden-onset emergencies demand coordinated and cost-effective responses, but humanitarian funding can be fragmented, onerous and, at times, wasteful. This is a particular danger for a small donor without much of a global presence. Jersey is unable, for example, to do the necessary due diligence on the local and national responders which should play an increasing role in humanitarian interventions. Likewise, our contribution will only ever represent a tiny fraction of the £20 billion or so spent annually on emergency assistance (which itself only meets about 60% of the needs). However, our humanitarian aid literally saves lives, and there are many ways we can maximise the value and effectiveness of this part of JOA's programming in providing timely assistance to victims of natural and manmade disasters.



Over the next five years we will:

## Pooled Humanitarian Funding

**1. Continue to contribute to pooled humanitarian funding mechanisms such as those managed by the UN's Organisation for the Coordination of Humanitarian Affairs (OCHA), the Red Cross's Disaster Relief Emergency Fund and the NGO-led Start Network.** This will ensure that Jersey's aid reaches the best-placed local actors and the neediest beneficiaries, while also contributing to improving the overall coordination of humanitarian responses and raising our credibility and profile in this sector.

## Cash Assistance

**2. Provide cash assistance in emergencies.** The evidence now clearly supports the provision of cash rather than physical items in many circumstances as the most effective and efficient way of helping the most vulnerable, as well as to contributing to economic recovery. Where local markets are functioning and other conditions are right, Jersey will support the cash transfer programming of experienced humanitarian partners.

## Underfunded Emergencies

**3. Support underfunded and 'orphan' emergencies as well as those which make the headlines.** Some crises are well reported but many are not, even when huge numbers of people are displaced, a fact which frequently leads to mismatches between humanitarian needs and the funding available to meet them. JOA will continue to provide support where the public would expect it to – including by managing and sometimes matching funds collected in public appeals by the Bailiff's Fund – but will also stand alongside the most vulnerable in corners of the world which others forget.

## Flexible Funding

**4. Continue to contribute flexible, un-earmarked funding with simple application and reporting requirements.** In contrast with our development programming, where funding now entails detailed project documentation, we will keep our emergency funding as simple and light-touch as possible, recognising that this contributes to swifter and more efficient humanitarian responses. Accountability and value for Jersey's taxpayers will be preserved by only making such grants to organisations which adhere to the highest humanitarian standards of quality and accountability in their prioritisation, management and delivery of emergency assistance.

## Develop a Humanitarian Strategy

**5. JOA's development work now benefits from the focus and vision derived from developing sector-specific strategies and expertise.** Our humanitarian programming has also improved from the days of costly, small ad hoc grants, but we still need to determine the best niche for a donor of our size and reach. JOA will consult partners and experts to draw up a strategic plan for our emergency funding.

# JERSEY CHARITIES, VOLUNTEERING, BURSARIES & OUTREACH

Jersey is an exceptionally generous place. Households contribute almost 70% more to charity every week than the UK average, and tens of thousands of Islanders volunteer their time and expertise to help others in myriad ways. Since 1972 around 1,000 have travelled to developing countries on one of JOA's Community Work Projects, and dozens of local charities fund and even directly implement projects overseas. Through the Jersey Engagement and Outreach funding stream, JOA will facilitate the efforts of individuals and organisations in Jersey to provide assistance to the world's poor.



Over the next five years we will:

## Capacity

**1. Build the capacity of Jersey-based charitable organisations to operate more effectively.** JOA will continue to privilege partnerships with the best Jersey-based development-oriented organisations, including Durrell and the Royal Jersey Agricultural and Horticultural Society – to expand their capabilities and to enlarge Jersey's overseas aid footprint on the world stage. In addition to providing funds for good projects, JOA will offer training and support to Jersey Charities in key areas such as impact measurement, governance, decision-making and finance. We will also engage with regulators and other donors to ensure charities follow high standards of good practice.

## Opportunities

**2. Offer a wide range of opportunities for individual Islanders to take part in overseas development work.** We will continue to organise at least two Community Work Projects every year, and also offer two types of Bursary for Islanders to employ their skills and energy on self-organised trips. We will continue to run our unique 12-month Internship programme, launched in 2018, which partners with experienced International NGOs to launch Islanders into rewarding careers in aid and development. We will also continue to partner with the United Nations to put junior managers from Jersey on the track of an international career in the UN system through the Junior Professional Officer programme.

## Understanding

**3. Increase understanding about what we do and why it's important.** Our outward-looking Island is anything but insular, and to help keep it that way we will engage with schools, organisations and individuals and run presentations and workshops about issues of global importance. We will also expand the recently-launched Jersey International Development Network, with regular talks and debates, as a forum for interested individuals to discuss aid and development issues, and to help us develop and coordinate the many faces of Jersey's philanthropy. We will also survey public attitudes towards overseas aid in Jersey, to better understand and shape how we are viewed. In the long run, we want the people of Jersey to be as proud of their aid programme as they are of their dairy cows.

## Community Work Projects

Since 1972 Jersey has facilitated parties of volunteers to work with communities in developing countries for up to four weeks. As well as bringing lasting benefits to poor and vulnerable people, these Community Work Projects serve to raise awareness in Jersey of global development issues. They also play an important part in Islanders' own personal development. Many have led to lasting links with communities all over the world, and several local charities were born from volunteers' experiences abroad. By 2020 around 1,000 volunteers have completed over 100 projects in some of the world's poorest communities.

Each Community Work Project is usually formed of about twelve volunteers and is led by an experienced team leader. Participants contribute towards their travel expenses and JOA funds the additional costs of the trip. JOA also funds materials and supplies necessary in order to complete the projects. Volunteers are expected to participate in training and team-building exercises in the months before departure.

# JOA OPERATIONS

In 2021 JOA spent less than 4% of its budget on staff, travel and administrative expenses, considerably lower than the OECD average of 7.6%. However, a properly-resourced professional office is required to select and oversee the best projects; to ensure that outcomes and budgets are adhered to; to build the capacity of Islanders and Jersey Charities; to engage with developing country governments, UN Agencies, charities and other donors; to develop and coordinate philanthropy in Jersey; to collaborate with other international-facing Island bodies; and to fly a flag for Jersey abroad as a responsible global citizen.

**In addition to implementing the other specific activities set out in this document, over the coming five years we will:**

## Develop Philanthropy

- 1. Coordinate and develop philanthropy on the Island.** JOA will work to 'join the dots' of Jersey's existing relief and development actors, including charities, foundations, philanthropic trusts, generous individuals and Corporate Social Responsibility programmes. We will attempt to facilitate new models of development finance, including Impact Investing, and also to attract other donors to the Island.

## Represent Jersey Internationally

- 2. Our aid programme can help us develop the deep and durable global links on which the Island's long-term future depends.** The Minister for International Development, JOA staff and Commissioners will visit target countries and participate in conferences, events and communities of practice to increase the Island's visibility on the world stage, while at the same time increasing our knowledge and improving the effectiveness of our programming.

## In-house Expertise

- 3. Develop our in-house expertise and the sustainability of JOA as an institution.** JOA is still quite a young organisation and has attracted a highly-motivated cadre of staff from a range of backgrounds. It has also transformed into one of the top-rated public-sector organisations in Jersey from an Internal Audit point of view. Over the next five years we will continue to professionalise our processes and procedures, and continue to invest in our people, to create and maintain the effective and highly-respected international donor which Jersey can take pride in.



# RESOURCES

Since 2021, JOA's budget has been formally tied to the size of Jersey's economy, equating in 2022 to 0.27% of the Island's Gross Value Added. This reversed a decline in the period 2016-19 but was still some way below the international target of 0.7%, the UK's 0.5% and the OECD Development Assistance Committee Average of 0.32%. However, appreciating the value and effectiveness of Jersey's aid programme, Ministers and Deputies also agreed to a basis-point increase every year, reaching 0.30% in 2025. According to current economic projections, that is likely to represent around £16.7 million in 2025. **JOA Commissioners and staff will continue to make the case for greater investment in overseas aid, and for Jersey to shoulder its fair share of the responsibility wealthy countries have to assist the world's poor. We will also report our overseas aid expenditure annually in the standardised Official Development Assistance format so that it can be benchmarked against other countries' contributions.**

JOA is Jersey's official international aid agency, and almost all of its funding will always come from Government. However, while JOA does not solicit funds from other donors, it can assist funders who wish to contribute to one of its projects. As charitable trusts in Jersey have discovered, this can maximise their impact while reducing risk and cost. JOA can also ensure that their funds are spent in a manner which capitalises and builds on Jersey's expertise and international reputation in Dairy, Financial Services and Conservation.

## THE COMMISSION

**Chairman:** Deputy Carolyn Labey

**Members:** Mr. Douglas Melville (Vice Chairman), Deputy Judy Martin,  
Connétable Philip Le Sueur, Mr. Alistair Calvert, Mrs 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 and Impact Officer:**  
Ms Rebecca Curtis

**Head of Finance:**  
Mrs Drolia Arinaitwe

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Officer:** Mrs Lisa Downes

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