





'Ethiopian Farmer with Jersey-sired cow and calf', Credit: RJA&HS

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## Foreword

**Jersey's Overseas Aid programme continues to deliver ever more-effective assistance to hundreds of thousands of people. Our projects and partners continue to achieve extraordinary things in some of the most challenging environments in the world, but equally importantly we have continued to invest in strengthening the capacity of Jersey Overseas Aid itself, which is becoming one of the most effective and professional donor agencies I know. The events of the past year have showed once again why this is so important.**

A lot of Jersey's work in less fortunate countries is plannable in advance. Poverty, hunger and conflict are not solved overnight, and (sadly) we usually have a pretty good idea where our aid will be needed in the coming year. In 2021 Jersey continued to respond to chronic humanitarian crises in Yemen, in Syria, in Afghanistan and in the Horn of Africa, as well as in dozens of other less well-known emergencies, and our Island's generosity – focused especially on children, women and refugees – helped save many thousands of lives.

Likewise, in our six target countries for development assistance (Ethiopia, Malawi, Nepal, Rwanda, Sierra Leone and Zambia) our long-term, focused approach is lifting tens of thousands out of poverty each year. We focus our sustainable projects on three of the things where Jersey add value and expertise; Dairy, Conservation and Finance. We can plan this in advance, coordinate our work with other agencies and work with Governments, and continue to build our expertise and reputation as a really effective, specialist donor.

However, overseas aid can sometimes be very unpredictable. The global COVID-19 pandemic was a devastating surprise for most people, ruining countless lives and sucking hundreds of millions of people in developing countries back into the poverty they were slowly escaping from. Likewise, as I write this in May 2022, Europe is suddenly gripped by its most serious conflict since the second world war. Russia's brutal invasion of Ukraine has displaced over 10 million people, and has sent global food prices soaring. Thousands have died already, and millions more in other fragile and food-insecure states now face the prospect of starvation. At the beginning of the year none of us foresaw a European refugee crisis or a lethal spike in the cost of grain.

The only way to prepare for the unplannable is to ensure we have the ability to respond to things effectively and at short notice. This is why in 2021 we continued to build the capacity of Jersey Overseas Aid, employing local expertise in grant management, finance and operations, and developing still further our abilities to manage risk, conduct due diligence and measure impact. We also continued to invest in the future with two 1-year internships and two 2-year placements for young Jersey professionals with the UN. And although we were still unable to send volunteers abroad, our funding for Jersey charities working overseas yet again broke records. I am so grateful to all our partner charities, and to JOA's highly-dedicated staff and Commissioners, for their extraordinary work.

With our aid budget gradually moving closer to international norms (0.26% of GDP in 2021, compared to the OECD average of 0.32%) Jersey is quietly becoming a centre of excellence in international development. This matters in lots of ways. It means that Jersey is doing more good in poor countries with the ever more well-chosen and well-executed projects you will read about in this report, we can continue to assist our private sector to become a global centre for sustainable finance and impact investment. It means we can help change the outdated narrative about Jersey and demonstrate how we are a force for good in the world. It means we can offer ever more opportunities for Islanders to make a difference themselves.

Most of all, though, it means that when the next COVID-19 or Ukraine strikes, Jersey will be there, providing efficient, timely and highly-effective assistance. For an Island receiving overseas aid itself within living memory, this is a source of tremendous pride and satisfaction. And in an increasingly volatile and unpredictable world, this is an investment in the futures of our own children, as well as those of the world's poorest and least fortunate.

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### Deputy Carolyn Labey

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



*Deputy Carolyn Labey, Jersey's Minister for International Development, meets Filippo Grandi, the United Nations' High Commissioner for Refugees in Geneva at UNHCR headquarters.*



# 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.

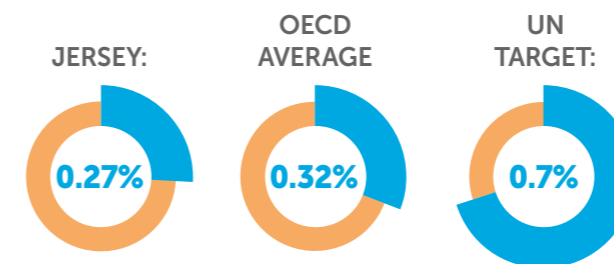
## What is Jersey Overseas Aid?

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.

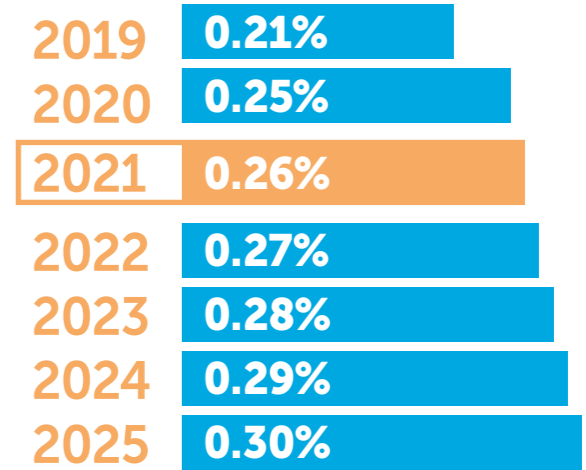
### JOA budget

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 Organisation for Economic Co-operation and Development (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 Outreach

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, runs an Internship Programme and offers work experience.

## JOA Funded Projects 2021



## JERSEY OVERSEAS AID (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.

### Jersey Overseas Aid

Jersey Overseas Aid is governed by six unpaid Commissioners, three States members and three non-States members, who are appointed by the States of Jersey. The Chair of the Commission represents Jersey as the Island's Minister for International Development.

The daily management of the organisation and its grants is conducted by staff members who have experience of selecting, implementing, overseeing and evaluating development and emergency projects all over the world.

\* Multiple Emergency Grants in the same country are represented by one pin. Global projects are not represented.



## International Development Grants

Multi-year International Development Grants (IDGs) remain at the centre of Jersey Overseas Aid’s work, reflected in 2021’s expenditure which saw IDGs represent half of total funding. This year marked the second year of our streamlined international development grant strategy that has enabled us to develop a greater understanding of the development landscape within JOA’s six target countries (Sierra Leone, Rwanda, Zambia, Malawi, Ethiopia and Nepal), and build stronger relationships with key-stakeholders, including government departments, civil society and international organisations. Establishing such a comprehensive country-specific understanding has proved invaluable this year, as we continued to support our partners to develop and implement effective programmes in the ever changing landscape of the COVID-19 pandemic.

Although COVID-19 restrictions impacted planned field-visits scheduled in 2021, the JOA team managed to utilise a short window of opportunity for travel in the spring, conducting due diligence visits to project applicants in Malawi, Rwanda and Sierra Leone. Whilst travel remained at a standstill for the remaining months of the year, our Monitoring and Impact Officer worked to establish JOA’s new monitoring and evaluation policy, due to be field tested in early 2022.

Despite the limited face-to-face contact with our partners this year, JOA has taken full advantage of virtual meetings in order to cultivate a sense of community amongst our grantees. In November, we conducted the first JOA ‘Grantee Community Workshop’ with all our partners supported under the Conservation Livelihoods funding theme. This workshop provided our partners with the opportunity to share their experiences, challenges and learnings, and will be repeated in 2022. In addition to this, in November the JOA-supported African Jersey Forum Conference took place at the Royal Jersey Agricultural & Horticultural Society (RJA&HS). This event reviewed the impact of the Jersey cow in development and focused in particular on the three Dairy for Development projects currently underway in Ethiopia and was attended by more than 1,000 virtual participants from around the world.

Looking forward to 2022, we will look to resume in-person visits to our project partners, continue to fund high-standard projects which are aligned with our three IDG thematic funding areas and provide reassurance to the Jersey public that we are selecting the most effective and impactful projects from the best organisations.



‘Community members engage in a participatory disaster risk assessment’. Credit: SC/AF

### NUMBER OF DIRECT BENEFICIARIES EXPECTED TO BE REACHED THROUGH JOA DEVELOPMENT FUNDING IN 2021:



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



## Conservation Livelihoods

Our Conservation Livelihoods programme aims to promote a mutually beneficial and sustainable relationship between conservation and human development. This Programme enables governments and communities to alleviate poverty without detriment to their surrounding environments, and the protection and revitalisation of threatened ecosystems in a way that improves the wellbeing of those who live in or near them.

2021 saw the continuation of eight Conservation Livelihood projects across Ethiopia, Rwanda, Malawi, Zambia and Nepal which collectively aimed to cultivate sustainable income generating opportunities, improved access to a diversity of food, reduced levels of pollution via improved cooking technologies alongside the restoration of degraded land, combating deforestation and the protection of biodiversity.

This year JOA also funded a new four-year project in Malawi led by Tearfund: CONSERVE (Conservation of Natural resources for Sustainable Economic Returns that empower the Vulnerable to find pathways out of poverty). The project aims to reach 39,460 people within 62 communities who live on the fringes of three wildlife reserves in Malawi, improving the conservation and biodiversity of such protected areas whilst also providing support to develop alternative livelihoods which do not contribute to environmental degradation.



*'Chepang Cluster, carrying water - shows situation prior to the installation of water distribution infrastructure'.  
Credit: Renewable World*



## Project in Focus

## Renewable Energy Access for Livelihoods in fragile buffer Zones (REALiZe)

COUNTRY: Nepal  
PARTNER: Renewable World  
DURATION: 2020-2023



**SUMMARY:** The Buffer Zones of Bardia National Park and Banke, Nepal's newest National Park, are home to over 100,000 people. Both parks lie in the Terai Arc Landscape, a biodiversity hotspot, home to some of Nepal's most charismatic, protected megafauna, such as rhinoceros, tigers and sloth bears.

Communities living in the northern Buffer Zones of Bardia and Banke National Parks in the Chure Range suffer from the national-level agriculture crisis, compounded by problems associated with living in an ecologically fragile area. They also face additional challenges posed by living in a protected forested area next to a National Park. These include increasing human-wildlife conflict, such as valuable livestock being taken by tigers, crops being eaten by families of wild boars, and restrictions placed on how and when Buffer Zone communities can access forest products.

This four-year project is working to enable over 8,000 poor people living in northern Bardia and Banke National Park Buffer Zones to generate a sustainable, renewable-energy enhanced income, regenerate the fragile forest landscape in which they live, and gain a louder voice in Buffer Zone decision-making.

Over the course of the year – and despite the challenges of recurring national lockdowns in Nepal – work commenced to repair and upgrade water systems in two communities, enabling each household to have an individual water tap and significantly improving access to water. During this period the project team worked with the communities to strengthen and improve livelihoods by conducting value chain assessments to identify appropriate and marketable products, commencing work to establish a multi-purpose nursery locally, and distributing legume seeds, resulting in communities already beginning to grow a variety of vegetables for their families. The project team also supported individuals to purchase improved goat bucks and provided training on goat rearing, including training on stall-fed feeding with the purpose of reducing ecologically harmful goat grazing in the forest. At the same time, the first allocation of improved goat sheds were constructed, enabling community members to protect their livestock from wildlife attacks.

**“Work commenced to repair and upgrade water systems in two communities, enabling each household to have an individual water tap and significantly improving access to water.”**

## Case Study

## A shift from traditional goat rearing

Manjula's family of five, who live in Siteni Gaira community forest of Bardiya National Park, own only a small plot of land of approximately 0.05ha, and rely on goat rearing as a major income source.

Interest in goat rearing is high in this region, with the Buffer Zone community forest acting as the main source of fodder. The low land requirement and high market demand commanding a high price, attracted Manjula to this business. Her husband, who has migrated to India for work, also sends home 80,000 Nepali Rupees (approximately £500) every year.

Manjula's husband bought a doe with kids three years ago from money he earned overseas. Thanks to Manjula's hard work, she now has nine goats in total, which she used to take to the nearby community forest for grazing.

After hearing about Manjula and other similar stories in Babbai cluster, the REALiZe project team delivered a two-day training to improve goat rearing practice, promote stall-feeding and increase productivity in Bheriganga Municipality. As so many of the men from these communities have migrated overseas for work, 48 out of 63 participants in the training were women. They actively participated in the training and asked many questions. As there was such high demand for this training, the project team are planning to run additional sessions, reaching a far higher number of people than originally anticipated.

Stall-feeding not only increases economic benefit for farmers through increasing productivity, but also helps to reduce pressure on the Buffer Zone community forest and conserve the flora found there.

Manjula noticed the growth and development of stall-fed goats was faster than those who grazed in the forest, and disease infection was lower. She has now stopped grazing goats in the Buffer Zone forest.

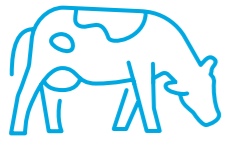
*“At the goat rearing training, I got information about nutritious grasses, grains, essential medicines, and mineral salts that goats require. I also learnt about different breeds of goats that could be reared in this region; and how breeding bucks need to be exchanged every year to avoid inbreeding. Now we make our own mineral salt at home and feed the goats two to three times a week. After understanding these things, I plan to grow different nutritive fodder species like mulberry, Epil-Epil, and Napeir on our own land. I hope this will support our daily lives and improve our livelihoods in the future.”*

– Manjula



*“Community members participate in goat-rearing training”,  
Credit: Renewable World*





## Dairy for Development

2021 saw the completion of three Dairy for Development (D4D) projects in Nepal and Ethiopia which collectively reached nearly 11,000 smallholder farmers and their families. These projects were implemented by Practical Action (Dairy for Development in Nepal), Farm Africa (Livestock for Livelihoods) and Self Help Africa (Market oriented Rural enterprise for Milk). JOA continued to fund two further projects focused on dairy in Ethiopia, led by our partners Scottish Catholic International Aid Fund (SCIAF) and Send a Cow.

This year, we awarded funding to Send a Cow's three-year 'Inka Nziza Zikamwa' ('Good cows that give milk') project in Rwanda. This is the third phase of the project in which Send a Cow aims to facilitate the establishment of sustainable livelihoods for an additional 12,000 Rwandan smallholder farmers in addition to boosting household nutrition with the introduction of an integrated farm systems approach.



'Jersey Cows in Africa'.  
Credit: RJA&HS

## Project in Focus

## Transforming Nutrition and Family Incomes in Eastern Africa with Good Dairy Management

COUNTRY: Ethiopia  
PARTNER: Send a Cow  
DURATION: 2020-2023

**SUMMARY:** A third of the population of Ethiopia – 30 million people – live below the poverty line, earning less than \$1.25 per day. In Wolayita, in the highlands of the south, 90% of people live in isolated rural settlements practising subsistence agriculture on small parcels of land.

Diets are very restricted, with very little protein or essential vitamins: farmers rely on the starchy staple crop Enset ('false banana'). Food availability is highly seasonal, and families are hungry for up to four months a year. Livestock plays an important role in Ethiopia's economy, society and culture, and the country has the highest cattle population in Africa. But despite the enormous potential of the dairy sector to improve lives, productivity is very low.

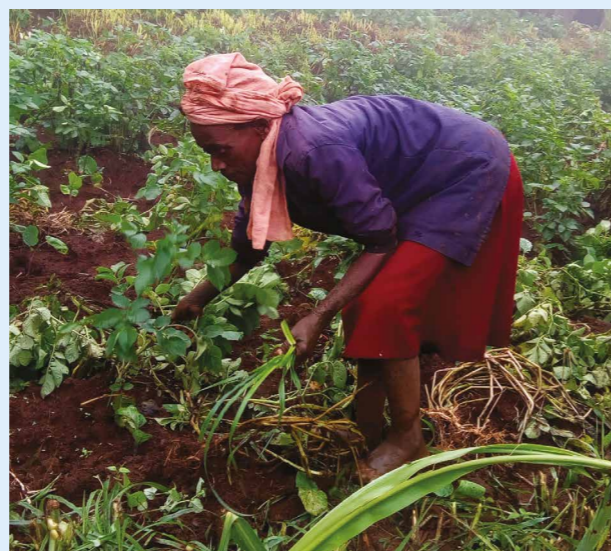
In July 2020, JOA launched the Dairy for Nutrition and Income (DaNI) project with Send a Cow, to improve nutrition and incomes for smallholder farmers in Wolayita. Farmers were to be trained in food production, and in animal management and feeding regimes to improve the health and productivity of their livestock. Improved volumes of high-quality milk would be stored and marketed. Local cattle would be improved by crossbreeding them with the Jersey cow, which is well-suited to east African conditions. To target the most vulnerable members of these communities, 70% of the project participants would be women.

The first project year was difficult, with communities facing the twin crises of the pandemic and climate crisis. The seasonal rains failed in February and March. People in the project area were almost entirely unvaccinated, so all activities were being delivered by staff using Send a Cow's revised, COVID-safe operating procedures, which included wearing PPE, social distancing, and reduced training group sizes.



Despite this, the project team recruited 2,940 smallholder farmers, organising them into 145 self-help groups. Training in improved animal management is underway, with improvements in the condition of cattle already visible. In addition, capping two springs has brought reliable, clean water to 85% of families – a vital part of good nutrition.

In the second year of the project, the focus has shifted to the sale of surplus produce, chiefly milk, butter and cheese, and homegrown fruit and vegetables. Farmers are engaging with local markets, and savings schemes giving them access to capital to re-invest and to build their resilience to 'shock' events.



'Etenesh, a single parent, tends to crops grown using skills developed through training'. Credit: Send a Cow

## Case Study

## Learning and Passing on Farming Skills

Kelta Alambo Bunare, 40, and his wife Abebech Alebo Asha have four children aged between 10 and 18. Kelta is a member of the Melkam ('Looks Good') self-help group in the DaNI project in Ethiopia. A neighbour of theirs was a member of an earlier Send a Cow project and helped the family to improve their vegetable garden and produce forage for their livestock. When the DaNI project was announced, Kelta was one of the first smallholder farmers who applied to join.

The family's farm, which is about one hectare in total, provides all of their income. They have developed a range of different crops including vegetables, cereal and roots. They use the milk from their cow for butter, cheese and yoghurt production (to sell) as well as for home consumption, and the manure to improve the soil organically. Formal training from Send a Cow has allowed them to consolidate and improve their farm, learning how to best manage their available space and resources to maximise production.

In the first year of the project, Kelta particularly valued the training in basic animal freedoms which enabled him to ensure his dairy cow is healthy and happy – and productive. He is excited to learn more about the potential for crossbreeding their local cow with Jersey genetics, to improve productivity and milk quality. He says: "I've learned so much since joining the Melkam group. I have been trained about dairy cow management, and how to support dairy farming as a business. Farming and livestock is my life, my family's life – I want to learn as much as I can."

**"Farming and livestock is my life, my family's life – I want to learn as much as I can."**



'Abebech and Kelta in southern Ethiopia with desho fodder grass they will shred as feed for their cow'. Credit: Send a Cow

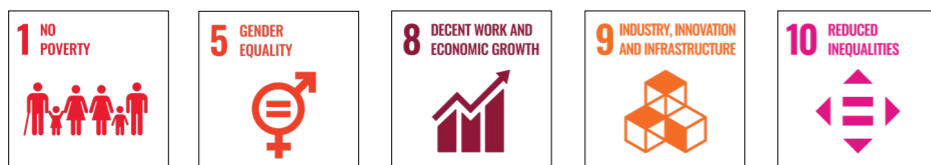


## Financial Inclusion

In 2017, it was estimated that 1.7 billion people lacked access to financial services, and therefore were 'unbanked'. However, with the detrimental socio-economic impact of the COVID-19 pandemic, this number is expected to continue to rise with people left unable to save for their children's education, unable to access loans to set up enterprises or purchase insurance to protect them, their businesses and their families from medical or natural disasters.

In 2021 JOA continued to address these issues. Ongoing projects include Comic Relief's 'Branching Out' programme, which focuses on Financial Inclusion in Rwanda, Sierra Leone and Zambia. In addition to this, 2020-funded projects facilitated by the Toronto Leadership Centre and Habitat for Humanity continued despite the challenges presented by COVID-19.

This year we funded five new Financial Inclusion projects with a total value of nearly £5.5million. These projects are located in Malawi (Opportunity International UK – focused on strengthening systems for Financial Inclusion in rural populations), Sierra Leone (CAFOD; Restless Development International – both of which aim to promote Financial Inclusion amongst women and girls), Ethiopia and Rwanda (Toronto Leadership Centre – focused on building regulatory capacity) and finally, we funded the third phase of Access to Finance Rwanda's Financial Inclusion and resilience programme.



'Members of Twikatane savings group in Luapula province'.  
Credit: FSD Zambia, Eneyah Phiri



Project in Focus

## Building Financial Stability and Inclusion

COUNTRY: Malawi & Nepal  
 PARTNER: Toronto Leadership Centre  
 DURATION: 2020-2024



SUMMARY:

The ultimate outcomes of the project are to:

- Promote Financial Inclusion and stability;
- Mitigate and effectively manage financial crises to minimise impact on the vulnerable;
- Improve financial sector governance; and
- Expand fair and safe access to financial services for the citizens of Malawi and Nepal.

The project focuses on strengthening the capacity of financial regulators in Malawi and Nepal. Financial regulators play a critical role in a country's economic development by overseeing the country's financial sector to ensure it is inclusive and stable. Financial regulators establish frameworks and rules to govern the financial system to promote safe and inclusive market development. This protects all citizens of a country who use the financial system. It allows people to safely make payments for goods and services, borrow funds to grow their business, save for their future, and access insurance to protect their livelihoods.

Through intensive capacity development programmes and technical assistance programming focused on knowledge and skills transfer, Toronto Centre is helping the Malawi and Nepal regulators implement international standards and good practices such as risk-based supervision (RBS) and proportionality. This facilitates tailoring the rules and intensity of regulation and supervision proportionate to the risks identified, allowing for:

- Easing of the rules for opening affordable digital bank accounts, issuing small loans and micro insurance products to low-risk customers such as rural women entrepreneurs. This helps them start a business, make small investments, and support their families.
- Simplifying licensing requirements for entry of new players, micro financial institutions and telecoms, to encourage Financial Inclusion through digitalisation.

Programming will address emerging risks and opportunities in the financial sector such as climate risk, cyber risk, digital financial supervision, market conduct, financial literacy and consumer protection.

The COVID-19 crisis has shattered the financial resilience of the world's most vulnerable countries and has wiped out some of the Financial Inclusion gains made by the development community. The pandemic has shone a spotlight on how the vulnerable, especially women, have always been disproportionately excluded from the financial system. Unfortunately, regulation in emerging markets can often be ineffective and lack gender sensitivity. A gender lens is applied to ensure that the needs and perspectives of women are considered.

Ten virtual training and capacity building programmes were delivered in 2021 that focused on RBS, technology risk, market conduct, consumer protection and securities supervision.

Case Study

## Financial Literacy and Inclusion for Forcibly Displaced Persons

Toronto Centre designed and developed a training programme to help Malawi regulators address the financial literacy and inclusion needs of Forcibly Displaced Persons (FDPs).

As of 31 December 2019, there were 44,385 refugees and asylum-seekers residing in Dzaleka refugee camp. The population of the camp continues to grow. The Government of Malawi through the National Registration Bureau (NRB) announced plans to register and issue ID cards to refugees and asylum-seekers in Malawi.

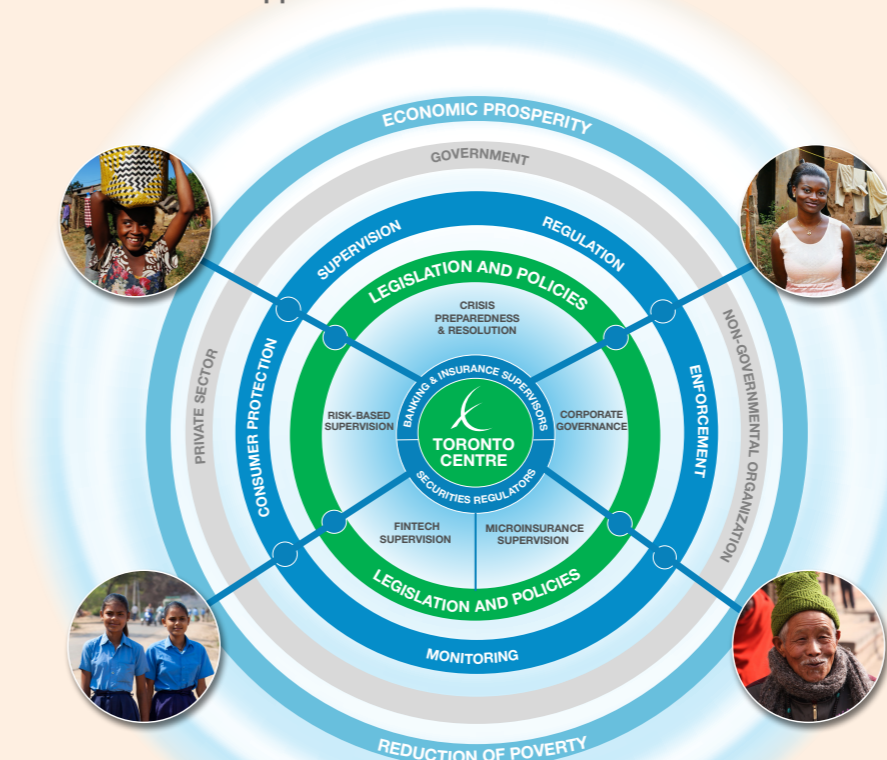
The programme equipped regulators with the knowledge and skills required to understand and address:

- The role of Financial Inclusion in poverty alleviation
- Barriers to Financial Inclusion for FDPs
- Removing the barriers - regulatory and supervisory best practices
- Financial literacy challenges for FDPs
- Developing a road map - Financial Inclusion and financial literacy action plans

The programme covered the need for a simplified and risk-based approach to know your client (KYC) and customer due diligence (CDD) requirements. It discussed the need for human centred education programmes to meet the needs of FDPs.

Participants from other organisations working in the domain were invited to attend this programme. This enhanced the quality of interaction, provided a diversity of perspectives and increased knowledge sharing.

Toronto Centre's 'Ripple Effect' Model'





## Health and Wash

In 2021, 15 Specialist Health and WASH (Water, Sanitation and Hygiene) projects were completed. These legacy projects, which began before JOA focused its attention on three priority themes, ranged from building a national network of nurse-led paediatric training in Sierra Leone (delivered by the Royal College of Paediatrics and Child Health) to improving WASH provision in primary schools in Chikwawa District, Malawi.

Six projects remain ongoing. These projects include WASH projects in Nepal (ChildHopeUK) and Sierra Leone (Street Child), specialist NGO Health funding in Ethiopia (Disability and Development Partners), Sierra Leone (Resurge Africa), and Tanzania (HelpAge International UK) and finally, a project led by Excellent Development in rural Mozambique, which strives to reduce water stress and hunger through the construction of sand dams and food production training among smallholder farmers.



*'Inclusive WASH for schoolchildren, Sierra Leone'.  
Credit: Chris Parkes, StreetChild UK*

## Project in Focus

## Capacity Building in Reconstructive Surgery and Burns Care in Sierra Leone

COUNTRY: Sierra Leone  
PARTNER: RESURGE  
DURATION: 2018 - 2022



**SUMMARY:** The World Health Organisation has described burns as “the forgotten global public health crisis.” This was vividly illustrated in November 2021 when a fuel tanker explosion in Sierra Leone’s capital resulted in catastrophic injuries which would have overwhelmed the most prepared of healthcare services. The tragic event brought to global attention the urgent need for burns care within Sierra Leone’s fragile health infrastructure. International aid was assembled and came to the support of the country’s first two reconstructive surgeons, Dr Eric Wongo and Abdulai Jalloh who led the acute crisis response. Many survivors will require long term surgical and rehab intervention, and both surgeons are leading the lobby for funding and infrastructure support.

The disaster highlighted the challenge faced by these two surgeons and their teams and reaffirmed the purpose behind the service that Resurge Africa has been working toward for a decade. Recently graduated as Fellows of the West African College of surgeons, Dr Jalloh and Dr Wongo hold clinical and teaching positions at Sierra Leone’s main teaching hospital; their development of reconstructive surgery and burns services is a significant outcome for Resurge project work supported by JOA.

Project highlights include support for 13 trainees through formal training in reconstructive surgery, nursing, community health, anaesthetics, technology and medicine. The project has arranged eight fellowships and training placements in India, six in Ghana and two in the UK for microsurgery, burns, reconstructive surgery, peri-operative nursing, anaesthetics as well as supporting training visits to Holy Spirit Hospital by surgical teams from Ghana and the UK. In-house clinical and computer training for Holy Spirit Hospital staff has been undertaken and a staff resource centre and library at Holy Spirit Hospital has been established. Burns and hand surgery training courses have been delivered at Connaught, Masanga and Holy Spirit Hospitals and data has been collected on burns incidence in northern Sierra Leone, with a feasibility study and plans drawn up for a potential burns ICU in Makeni. Essential equipment and consumables were also provided to support initial services at Holy Spirit Hospital and Connaught Hospital. In addition, the project has enabled the Interburns charity to undertake research which has led to the delivery of a national strategy document for the management of burn injury in Sierra Leone.



*‘Dr Edem Anyigba & Dr Abdulai Jalloh perform surgery’. Credit: RESURGE Africa*

## Case Study

## Strengthening Sierra Leone’s critical care capacity

There is a great burden of need in Sierra Leone for reconstructive surgery for trauma, burns, birth defects and infections. Because of very high prevalence and severe shortage of treatment facilities, the World Health Organisation has identified these conditions as priorities for intervention in low-income countries.

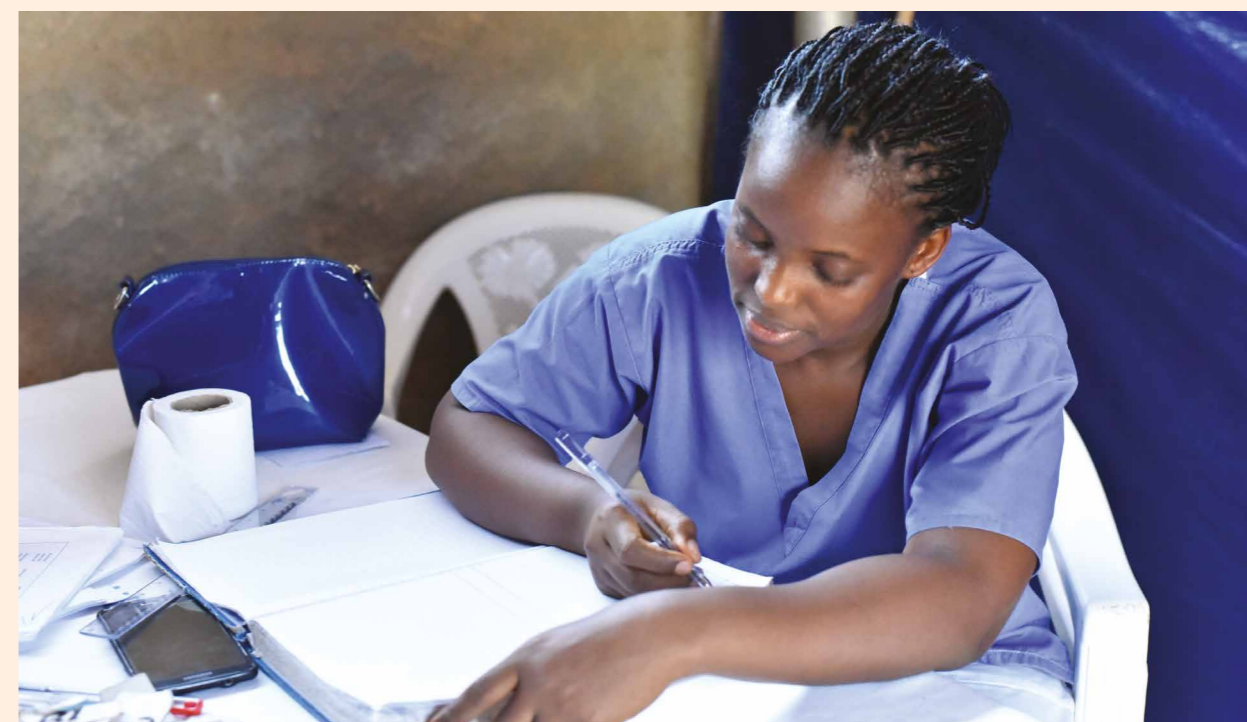
The primary need in building a self-sufficient healthcare service is motivated, local staff who have the training, skills and experience to deliver care and train others.

Since 2011, Resurge Africa has been working toward this complex goal in Sierra Leone, training the first team of reconstructive surgeons, nurses, anaesthetists and physiotherapists equipped to run a reconstructive surgery unit. The project enables leadership skills to drive local self-sustaining services and impact on thousands of lives in the career of each clinician. The team have used a combination of local training where possible, and international training where none exists in Sierra Leone.

Healthcare provision in Sierra Leone is among the world’s most challenged. Availability of health education is very basic. It is a long process investing in the right people; formal training of a reconstructive surgeon takes at least six years after primary medical training.

Supported by JOA, Resurge Africa has significantly increased the cohort of appropriately trained professionals in reconstructive surgery and burns. The result is a sustainable surgical unit in Sierra Leone, improving disability and relieving distress for many people.

*‘Writing up medical notes’.  
Credit: RESURGE Africa*



## Project in Focus

## To Improve Girls with Disabilities Access to Education and Learning Progress Through Safe Water Hygiene and Sanitation

COUNTRY: Rwanda  
PARTNER: AbleChild Africa  
DURATION: 2018 – 2021



**SUMMARY:** Implemented by AbleChild Africa and their Rwandan partner UWEZO Youth Empowerment, this project innovatively utilised safe water, hygiene and sanitation (WASH) as a way to empower girls with disabilities to access education in Rwanda. The project also aimed to contribute to the Rwandan government's commitment to 'leave no one behind' through the advocacy for disability inclusive WASH policies and programmes for girls with disabilities in education.

This multifaceted and youth-led project identified out-of-school girls with disabilities and trained female youth with disability mentors to design and implement a twofold peer to peer mentoring programme using child-friendly resources designed by them. This programme consisted of individual mentoring at the homes of girls with disabilities and inclusive group mentoring sessions in schools. The mentoring groups made up of both girls with and without disabilities, aimed to promote inclusion and break down stigma.

Other key activities included:

- teacher training on disability inclusion and disability inclusive WASH;
- school modifications to ensure that hygiene stations and toilets are accessible;
- the provision of hygiene kits to ensure girls with disabilities could manage their own hygiene safely and with dignity;
- community awareness events and a media campaign to increase wider knowledge and understanding of inclusive WASH; and
- parent group meetings to ensure buy-in from families.

The peer-to-peer mentoring programme was a continued success throughout the project, with many out-of-school girls with disabilities identified and supported to enrol in school as a direct result of the project. Project beneficiaries have also demonstrated high levels of knowledge and understanding of WASH and good hygiene practices, with many of these new practices being implemented both at school and at home. Schools underwent modifications meaning that toilets and handwashing stations are now fully accessible to all students, both with and without disabilities.

The final year of the project also saw UWEZO and project mentors stepping up to help girls with disabilities during lockdown, supporting them with remote education, disability-inclusive hygiene information and providing over 460 hygiene kits to those most in need. Despite the challenges of COVID-19, the project continued to facilitate significant positive impacts, including the continued involvement of male parents and community members, as well as some important advocacy successes such as government commitment to ongoing provision of hygiene kits for girls with disabilities in schools.



'Improving access to education for girls with disabilities'. Credit: H264 Waves

## Case Study

## Empowering students to become 'WASH Heroes'

Elizabeth is a 15-year-old girl with a physical impairment. She frequently missed classes in her lower primary years due to several health issues. Elizabeth therefore did not start primary school until she was 11 years old, alongside much younger classmates. Despite her late start, Elizabeth's teachers frequently said she was one of the top students and excelled in her studies. However, by the time Elizabeth was in Primary 3 class, she was already a teenager and dealing with her body changing, whereas most of her classmates were not, and she became increasingly ashamed and isolated.

After being identified to take part in the project, Elizabeth began receiving group mentoring as part of the school health clubs. This provided Elizabeth with the opportunity to speak openly about her experiences among peers, as well as receive crucial information about water, sanitation and hygiene (WASH) and sexual reproductive health. All the information shared was done so in a disability inclusive way, so for the first time the conversation was relevant and sensitive to Elizabeth's experiences.

The open and honest conversations around hygiene and sexual reproductive health have increased her confidence and have removed much of the stigma that she previously felt. Furthermore, she was given WASH materials as well as education on how to use them correctly, allowing her to better manage her hygiene. In turn, this has all led to her spending more time with her classmates and feeling more included in her class.

Elizabeth now visits other girls with disabilities who are currently out of school, helping them to understand the importance of good WASH practices. She loves her role as a 'WASH Hero', saying that she hopes every girl with disabilities can get a chance to access inclusive WASH in the same way she has.

The difference in Elizabeth's confidence is clear to see; she has continued to perform well at school, with constant praise from her teachers. Not only has the programme equipped her with the knowledge and confidence to know her rights when it comes to WASH and sexual reproductive health, but it has created a passion in Elizabeth to share this knowledge with her peers and community.



'Poster outlining disability-inclusive hygiene information'. Credit: AbleChildAfrica

## Humanitarian Response

In total, JOA provided over £3 million worth of emergency humanitarian support across the globe in 2021, including responding to the COVID-19 pandemic which continued to significantly impact low-income countries and amplify existing needs. JOA funds contributed to the global equitable vaccine roll out schemes implemented by UNICEF and the British Red Cross.

Outside of our COVID-19 response, JOA continued its commitment to four of the world's worst protracted crises – Syria, Yemen, Ethiopia and the Central African Republic through funding the UN's Country Based Pooled Funds (CPBFs). For the fourth consecutive year, JOA also contributed funds to the START Fund, a rapid financing mechanism, managed by NGOs, which provides support in sudden-onset small-to-medium scale crises.



'Relocation of internally displaced people starts in the Tigray Region – Sept 2021'.

Credit: UNHCR, Olga Sarrado Mur



## Humanitarian Response

JOA also provided support to multiple humanitarian emergencies:

### Gaza and the West Bank

In May 2021, we contributed £100,000 and £130,000 to Medical Aid for Palestinians (MAP) and International Health Partners (IHP) respectively. MAP's grant addressed Gaza's healthcare system - already stretched by 14 years of blockade and closure and a COVID-19 surge - and enabled them to procure urgent medicines and disposables alongside ongoing support to the central blood bank to ensure humanitarian aid is delivered rapidly to those injured. Funds to IHP ensured life-saving medicines were available to meet the severe humanitarian needs facing impoverished communities in the occupied territories of Gaza and the West Bank.

### Haiti

In August 2021 Haiti suffered another devastating earthquake which left 650,000 people in need of immediate support - JOA provided funding to the Red Cross to support search and rescue efforts, helping local authorities and communities to pull survivors from the rubble and proposition items including hygiene kits, jerry cans and mosquito nets.

### Afghanistan

JOA was quick to respond to the Taliban's take-over of the country. Jersey provided £100,000 to the Red Cross to aid their efforts to provide urgent health care services, water, sanitation and financial support to communities impacted by the upsurge in violence. £150,000 was awarded to UNHCR to contribute to preparations in neighbouring countries - Iran, Pakistan, Tajikistan, Turkmenistan and Uzbekistan - for the anticipated arrival of new refugees, in addition to addressing the immediate needs for an estimated 600,000 newly Internally Displaced Persons (IDPs) in Afghanistan. Jersey contributed £125,000 to Street Child's provision of protective services for 15,000 vulnerable children, especially girls, in two Afghan provinces with the most Internally Displaced Persons caused by the ongoing conflict. In December 2021 we granted a further £120,000 to both the Red Cross and UNHCR's efforts in Afghanistan bringing Jersey's total contribution to £615,000.

### Bangladesh

£250,000 was allocated to the UNHCR's efforts to provide essential assistance to Burmese Rohingya refugees in Cox's Bazar.

### South Sudan

Jersey funded a two-year intervention delivered by International Health Partners to provide essential medicines to displaced and vulnerable people (£69,300).

### Ethiopia

£100,000 was granted to Crown Agents to support survivors of sexual and gender-based violence (SGBV) and members of other vulnerable groups living in IDP camps near Tigray.



Red Cross aid workers in Afghanistan  
Credit: Afghanistan Red Crescent

## 10 Years: Syria

**As the conflict in Syria reached its tenth year, the losses and effects are staggering. Almost five million children born in Syria since the conflict began have never known peaceful times, and a million more Syrian children were born as refugees in neighbouring countries.**

Human suffering continued to rise, civilian infrastructure has been damaged or destroyed on a massive scale, and an economic collapse drove food prices and hunger to their highest levels since the World Food Programme began monitoring food prices in 2013.

The pandemic exacerbated humanitarian needs, affecting an already depleted workforce and stretching the country's debilitated health system beyond capacity.

**These numbers provide a snapshot of the 10-year Syria conflict.**

### 13 million

**The number of Syrians forced to flee their homes in the last 10 years.**

This is more than 60 per cent of the country's estimated population. Of these 13 million people, 6.6 million are Syrian refugees, who account for one fourth of the world's total refugee population.

An additional seven million Syrians are internally displaced—the world's largest population of Internally Displaced People (IDPs).

### 13.4 million

**The number of people in Syria who need humanitarian aid.**

This is more than three times the number of people in need identified by OCHA at the end of 2012. Humanitarian agencies aim to provide emergency life-saving assistance to 10.5 million of the 13.4 million people in need this year.

### 2.5 million

**The number of children out of school in Syria.**

A third of the country's schools cannot be used; they have been damaged or destroyed, are sheltering displaced families or being used for military purposes. Many children are also taken out of school to work or are forced into child marriage – both are negative coping mechanisms for families in crisis. The psychological distress suffered by children will have a profound and long-lasting impact on their prospects.

### 264

**The number of humanitarian aid workers reported killed between March 2011 and 2020.**

Another 922 medical personnel were reported killed during the conflict following aerial bombardments, shelling, kidnappings and shootings. These figures represent only recorded incidents, so they must be considered a minimum. In other words, on average, at least two aid workers and eight medical personnel have been killed in Syria every month for the past decade, the majority due to aerial bombardments by State actors.



For the sixth consecutive year, Jersey contributed to the Syrian Humanitarian Fund, a Country Based Pooled Fund managed by UN OCHA. Pooled Funds allow JOA to provide aid in multiple sectors at the absolute frontline of the humanitarian emergency without the risk and cost of bilateral funding. Our resources can be deployed rapidly to where they are most needed, to agencies we would never be able to vet or oversee on our own. The professional, transparent and low-cost administration of the funds make this an efficient and low-risk way for JOA to provide support. Since 2016 JOA has given over £2.2million to the SHF to address the intense suffering of the Syrian people.

**“The Syria Humanitarian Fund is an essential aspect of our humanitarian response in Syria. It allows us to quickly address new emergency needs while also responding in a more sustainable way to help people rebuild their lives. For six years, Jersey Overseas Aid has provided generous support to the Fund, enabling us to make a real and meaningful difference in the lives of countless Syrian women, men and children.”**

**Imran Riza** UN Resident Coordinator and Humanitarian Coordinator in Syria

**“Jersey Overseas Aid has provided generous support to the Fund, enabling us to make a real and meaningful difference”**



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

Project in Focus

## UNICEF & Jersey Overseas Aid Delivering COVID-19 Vaccines To The World

COUNTRY: Global  
PARTNER: UNICEF  
DURATION: 2018 – 2021



**SUMMARY:** The COVID-19 pandemic has had a devastating effect on the health and wellbeing of children and their families across the globe, especially those living in low- and middle-income countries. By supporting UNICEF's COVID-19 emergency work, Jersey Overseas Aid helped to provide an urgent response to the crisis, enabling countries and communities around the world to access the essential tools needed to bring an end to the pandemic.

Jersey's support has contributed to UNICEF delivering over a billion doses of COVID-19 vaccines to 144 countries and territories around the world.

UNICEF's role in the fight against COVID-19 goes further than just delivering vaccines. They have strengthened cold chains to help turn vaccines into vaccinations and provided access to oxygen and other essential interventions to help treat those suffering from the disease. They have also delivered millions of items of personal protective equipment to keep frontline health workers safe whilst tackling rumours and misinformation to boost vaccine confidence.

### Enhancing Cold Chains

Scaling up access to vaccines is absolutely vital in the fight against COVID-19. However, these vaccines can only be effective if they have been transported and stored at the correct temperature. Cold chain storage facilities and supplies need to be in place from the moment that COVID-19 vaccines leave the manufacturer to the moment they are administered. Vaccines travel by plane, truck, boat and even by foot to some of the most remote corners of the world. Throughout their journey, these vaccines must remain at stable temperatures - with some needing to stay as cold as -70 degrees Celsius. To help achieve this, UNICEF has shipped more than 200 Ultra-cold chain freezer units to 24 countries. Each unit can store up to 336,000 vaccines at a time, providing countries with large populations like Bangladesh, Pakistan and Indonesia with the resources needed to roll out vaccination campaigns at scale.



*Covid19 vaccine being administered in Gorkha District, NEPAL. Credit Unicef, Prasad Ngakhusi*



**Vaccines.** 1.07 billion doses of COVID-19 vaccines shipped to 144 different countries and territories around the world.



**Therapeutics.** Our global oxygen response has been scaled up to provide **increased access to life-saving oxygen supplies in 13 countries.**



**Supplies.** 4.3 million days' worth of quality personal protective equipment delivered to health workers on the frontline to help keep them safe.



**Community Engagement.** Tackling misinformation and **building vaccine confidence in 88 countries**

### Life-Saving Oxygen Supplies

Access to oxygen can be the difference between life and death for patients suffering from severe COVID-19. These patients often require large amounts of oxygen over a number of days and weeks, something which has put global oxygen supplies under severe pressure. Since the start of the pandemic, UNICEF has delivered oxygen equipment, including more than 32,000 oxygen concentrators, to 90 countries around the world. In addition to providing this immediate response, UNICEF has also been working with governments to build more resilient oxygen systems for the future. This includes installing oxygen plants, developing cylinder delivery networks and training staff to accurately diagnose respiratory illnesses and safely administer medical oxygen.

### Risk Communication And Community Engagement

UNICEF's work to raise awareness on the risks of COVID-19, and to tackle misinformation and rumours around the COVID-19 vaccines, is vitally important in protecting communities from the effects of the disease. Its teams are active in 88 countries around the world, working with influencers, local leaders as well as youth and other networks to help build trust in basic services and promote public health and social measures aimed at reducing the risk of transmission.

UNICEF said "Our COVID-19 work would not be possible without the support of our partners such as Jersey Overseas Aid. You are helping to deliver vaccines to some of the most remote parts of the world. You are helping to save lives and protect entire communities. And as the situation evolves, you are enabling our response to evolve with it."

## United Nations JPO Programme

Jersey Overseas Aid joined the United Nations' Junior Professional Officer 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 two young islanders, Faye Coggins and Johnny Rebours, into the scheme.

Faye was deployed to Cox's Bazar, Bangladesh, as an Associate Programme Officer. The Rohingya people have faced decades of systematic discrimination, statelessness and targeted violence in Myanmar. Such persecution has been forcing Rohingya women, girls, boys and men into Bangladesh for many years and today an estimated 1.2 million Rohingya reside in refugee camps in Cox's Bazar.

Johnny relocated to Lebanon where he joined the UNHCR field office in Tyre as Associate Protection Officer. Hosting around 850,000 registered Syrian refugees, Lebanon is temporary home to the highest number of refugees per capita anywhere in the world. In addition, Lebanon also hosts nearly 200,000 refugees from Palestine, and nearly 16,000 refugees from other countries of origin including Iraq, Sudan, and Ethiopia.

"The JPO programme is a mutually beneficial recruitment stream bringing in new talent and ideas to the organisation, offering young professionals a unique opportunity to serve the most vulnerable, and strengthening partnerships between donor countries and the organisation. We are very excited to have Jersey join this flagship programme and sponsor two passionate and dedicated colleagues where they are needed most, in field locations and emergency operations," said UNHCR's Director of Human Resources, Catty Bennett Sattler.

Jersey became the 19th member of the UNHCR JPO scheme, alongside Australia, Austria, Belgium, Canada, China, Denmark, Finland, France, Germany, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Sweden, Switzerland, and the USA.



'Johnny Rebours, Associate Protection Officer'



'Faye Coggins, left, Associate Programme Officer'



BANGLADESH  
UNHCR/Pablo Amos  
Kutupalong refugee camp, Bangladesh.



LEBANON  
UNHCR/Diego Ibarra  
Winter descends on Syrian refugees in informal settlements, Lebanon.

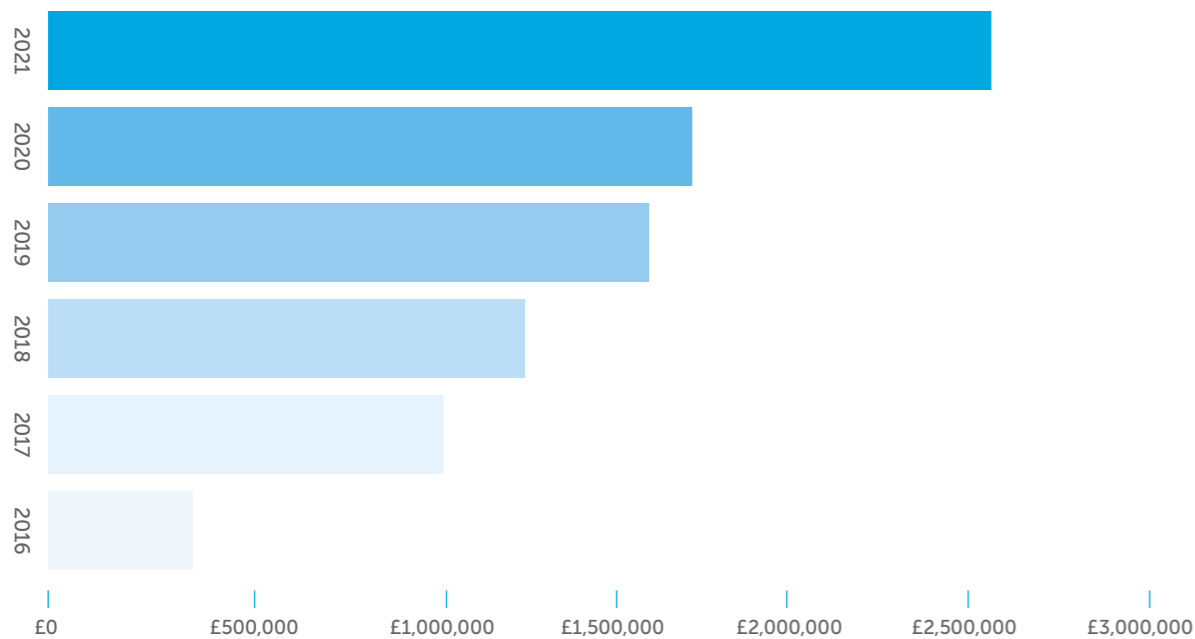
## Jersey Charities

For the sixth year in a row, more funds than ever before were given to Jersey-registered charities working overseas, with organisations ranging from tiny kitchen-table organisations to large international NGOs. Totalling £2,570,846.62 these funds supported the continuation of three ongoing dairy-focused projects in Zimbabwe, Malawi and Ethiopia implemented by the Royal Jersey Agricultural and Horticultural Society (RJA&HS) in addition to five new projects.

The new projects funded in 2021 include the rehabilitation of a classroom block (Jersey Gambia Schools Trust), and funding Eco Stoves in Uganda (Rotary Club of Jersey). Additionally, we continued to support the work of St John Ophthalmic Hospital - in partnership with St Johns Ambulance Jersey – by partially funding the salary of a nurse. We were proud to support the Gurkha Welfare Trust Jersey in developing their first multiyear programme in Nepal (focused on Rural Water and Sanitation Projects) and we want to continue to graduate Jersey charities onto longer, larger funding programmes, which we do in conjunction with support for their project design, implementation and reporting.

This year also saw the completion of six projects implemented by local charities – these ranged from a number of smaller scale WASH Projects in Nepal (Gurkha Welfare Trust Jersey) and Bangladesh (Together Making a Difference), to Hands Around the World's completion of its first three-year project in Bugarama, Rwanda, focused on the development and construction of schools.

### Funding to Jersey Charities



### Project in Focus

## Supporting Eco-Cookstoves in Uganda

COUNTRY: Uganda  
PARTNER: Rotary Club of Jersey  
DURATION: September 2021 – August 2022



**SUMMARY:** In recent decades, Uganda has experienced a high level of population growth, which has exerted pressure on existing resources, contributing to the degradation of forests and a scarcity of firewood. Over 80% of Ugandans cook over an open fire, which not only requires large quantities of firewood or charcoal, but also has serious health implications due to the daily exposure to smoke. In addition, the time women and girls must spend on firewood collection and cooking is an obstacle to gender equality.

In 2021, JOA partnered with the Rotary Clubs of Jersey and Abingdon Vesper to support a year-long project to reduce the ongoing pressure on forests, mitigate the impact of firewood scarcity, improve the healthiness of school environments, and make cooking at schools more affordable and sustainable by installing eco-cookstoves in 40 schools across the Mubende district in central Uganda.

These eco-cookstoves require 70% less firewood than traditional three-stone stoves, reducing the schools' reliance on firewood and the subsequent environmental and financial strain involved in sourcing, transporting and purchasing firewood. In addition, the eco-cookstoves, which are fitted with a chimney, eliminate exposure to smoke for both staff members and students.

Through the project, the Rotary Clubs are mobilising locally trained community members to construct and maintain the eco-cookstoves to ensure that each community has the knowledge and skills to keep the eco-cookstoves operational. To ensure sustainability, the eco-cookstoves are designed to be affordable and easy to maintain and are constructed from easily available local materials such as dried grass, soil, ash, sawdust, sweet potato leaves, water and cow dung.



'Eco-cookstoves in action'. Credit: The Rotary Club



## Volunteering and Outreach

Jersey residents have changed the lives of thousands of people across the globe by participating in JOA's outreach programmes. Whether taking part in our Community Work Projects, volunteering abroad with the support of a JOA bursary or becoming one of JOA's 12-month Programme Associates, Islanders continue to have life-changing experiences whilst making meaningful change to the lives of many across the globe.

Unfortunately, the travel restrictions imposed by the COVID-19 pandemic saw JOA's international volunteering opportunities put on hold during 2021. However, JOA has continued to provide local opportunities to Islanders who are interested in pursuing a career in International Development. We hosted work experience students and launched our fifth Programme Associate placement in partnership with HelpAge International.

*'Community work project, Kenya'*



# JOA Opportunities

## Programme Associate (Intern) Placement

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 commence a career in the International Development sector. The 12-month placement sees Programme Associates spend two months based in our JOA Office in St Helier, where they are introduced to the role of JOA as a donor and the basics of international development and humanitarian programming. Following this, Associates then undertake a four-month placement with one of our partner organisations in their UK office, before embarking on a six-month placement overseas.

### 2021 Programme Associate



Harriet Hall

**“Despite only being a few months into my internship placement, I have already had so many opportunities to experience different aspects of the International Development sector. This role is unique in that it allows Programme Associates to view the Development/Humanitarian sector holistically – from both the lens of a donor, with the JOA team in Jersey, yet also from the grantee perspective, with HelpAge International in London.”**

“The JOA team has introduced me to the inner workings of a Donor Organisation. Viewing the project drafting and selection process from the perspective of a donor has been incredibly interesting. So far, I have really enjoyed learning what the Programmes Team look for when selecting

which projects to fund, and how such projects are monitored and evaluated by the team in Jersey. With COVID-19 continuing to prevent in-country monitoring visits, I’ve also helped in researching and exploring ways in which monitoring can continue remotely.

“I’m looking forward to working with HelpAge International in the new year. HelpAge International facilitates a global network of organisations which strive to promote the right of all older people to lead lives which are dignified, healthy and secure. I will be working within the ‘Society for All Ages’ and ‘Healthy Ageing’ portfolio teams.

“In addition, I’m particularly looking forward to the final six months of my placement where I will be based in Amman, Jordan, and will have the opportunity to gain first-hand experience of supporting in-county project implementation.”

**HelpAge**

International

### JOA Work Experience



Aston Thareux - De La Salle College

**“I spent three weeks working with JOA through the Project Trident scheme. I applied for the placement as I was excited to help people and learn more about different situations around the world.”**

“During the placement I gained practical insight into the international development sector. I learned how JOA manages its budget and approves grants to different organisations and projects. I was even given the opportunity to review project reports, contribute to JOA’s outreach strategy and circulated news updates to the team about JOA’s target countries. I also took an online course which introduced me to past humanitarian crises and the history of the international development sector.

“Having finished my time working at Jersey Overseas Aid, the knowledge and understanding I have gained has left a lasting impression on me and I would like to learn more about the humanitarian sector and the way we can all enable change for the better.”

### 2020 Programme Associate Update



Doug Statt

**“The last 14 months with JOA and Send a Cow have been a rollercoaster. I was able to spend a lot more time learning how Send a Cow operates from the UK side, working with more teams and contributing to the Country Programmes from Bath as unfortunately the six month overseas placement in Ethiopia and Rwanda was prohibited by COVID-19.”**

“Nevertheless, I have been blown away by the experience and enthusiasm of my colleagues at Send a Cow – particularly how they work together to effectively run an international organisation during a global pandemic and how they have adapted to maximise their impact when traditional ways of working became impractical.

“JOA have also supported me to start a Postgraduate Certificate in Humanitarian Practice with the University of Manchester. This has been fascinating and has added a theoretical understanding to compliment the practical understanding I have gained throughout this placement. I have really enjoyed getting involved in debates about issues in aid and development work and being able to compare my opinions with those of people from all over the world.

“I will now focus on finishing my studies over the next few months before going to work as a Logistics Coordinator with a humanitarian response organisation in Greece.”



## Director's Report



**Simon Boas**  
Executive Director

**This report sets out to provide high-level, strategic and readable information on the governance and accountability of Jersey Overseas Aid in 2021. It follows the structure of the Framework adapted by Jersey Treasury from the Chartered Institute of Public Finance and Accountancy (CIPFA).**

### 1) Accountability

JOA has a unique, hybrid but effective governance structure, whose three principal components - Minister, independent States-appointed Commission, and Executive Director – each ensure the regularity of the other, while also being anchored to their own outside channels of accountability. These arrangements were strengthened in 2020 with the appointment of JOA's Director as Accountable Officer, and the formal agreement of this framework between JOA and Central Government in a Memorandum of Understanding.

- The Minister for International Development is the Government's representative on Jersey Overseas Aid's governing Commission, which he or she chairs. He or 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 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 or she 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 or she is also accountable to the Public Accounts Committee of the States.

**Assurance is provided through a variety of mechanisms, all of which were demonstrably effective in 2021.**

These include:

- The Minister presents to the States a report of the activities of JOA and the audited accounts for the previous year. The 2020 report was presented in September 2021, a month earlier than last year.
- JOA produces a strategic plan setting out its priorities and direction of travel every five years. Its contents are at the sole discretion of the JOA Commission, but will be presented to the Council of Ministers for review and comment before publication. This process was planned for mid-2020 but was delayed by COVID-19. However, the plan exists and is being adhered to, and an updated Strategy for 2022-26 has been submitted for JOA Commission approval. We intend to release it in Q1 of 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. Its detailed business case is examined in detail, and approval of its bid for increasing funding from 2022-25 reflects growing confidence in the efficacy and good governance of Jersey's aid programme.
- The Minister usually appears before the States of Jersey twice a year to answer Questions without Notice on the performance and future plans of Jersey Overseas Aid. In 2021 she appeared twice.
- 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 2021 the panel questioned the Minister three times.
- The Executive Director is responsible, if requested, 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, with whom regular Risk and Audit discussions were held in 2021. 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.
- 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 2021 they held eight such minuted meetings, plus about a dozen 'email meetings'. JOA's Commissioners have a wide variety of expertise, including senior roles with international organisations, and volunteer a considerable quantity of their time to oversee and improve JOA's effectiveness and accountability.



## Director's Report cont.

### 2) Partnerships

Since 2017 all new development projects have been covered by a comprehensive Grant Agreement, setting out the terms of any funding and the conditions for reporting, payment and termination (among others). In 2020 we extended this to Humanitarian grants, which should be quicker and lighter touch but which are now also covered by this contractual framework.

In 2019 JOA instituted its most comprehensive due diligence process ever for new development projects, and we have continued to improve and refine this process. Despite the challenges presented by COVID-19 in 2021 we managed around three man-months in the field, visiting existing and potential partners, and the project selection process was the most rigorous yet. Partners are kept informed of developments within JOA, including through industry members' organisations like BOND, and several are being 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.

Partnership arrangements with Central Government were formalised in an MOU in August 2020. This set out for the first time 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. In 2021 JOA began attending quarterly meetings of Non-Ministerial Departments' Accountable Officers.

### 3) Department / Service Management

JOA spent 2019 developing its first-ever strategic plan, which was due to be published in 2020 but whose public launch Commissioners put on hold as the COVID-19 crisis unfolded. Nevertheless the plan was put into action (and further refined) during 2021, 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. More specific objectives have been developed and shared with partners in two of these themes (Conservation Livelihoods and Financial Inclusion) while a more detailed dairy strategy was developed in partnership with the Royal Jersey Agricultural and Horticultural Society. The Strategic Plan will be published in full in early 2022.

A schedule of powers officially delegated to the Director and his Officers was lodged with the States Assembly in 2018. Staff job descriptions have been aligned to organisational objectives, and JOA's active participation in the government planning process ensures Government and JOA goals are harmonised.

### 4) Operational Issues and Communication

In 2019 JOA designed and introduced an electronic grant management system, systematising many workflows and vastly improving our ability to access and analyse project data. In 2020 all projects were successfully migrated to this system, including Local Charities and Emergencies. 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.

In 2021 JOA employed a dedicated Communications and Outreach Officer to help JOA engage with and inform the Jersey public. 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. However, COVID-19 meant that in 2021 – as with 2020 – we were unable to run any public events in the framework of our new Jersey International Development Network.

### 5) Ethics and Integrity

As per Internal Audit recommendations, JOA Commissioners now declare any conflicts of interest before every formal meeting. None have been identified, and nor were there any 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. Volunteers are also required to sign agreements governing their behaviour when abroad. Development grantees are assessed on the standard of their safeguarding policies. JOA keeps a register of gifts and hospitality, although only one instance was declared in 2021. In 2020 JOA updated its Conflict Policy and forms, based on the Nolan Principles of standards in public life. In 2021 we finalised new or updated policies covering Fraud, Safeguarding, Complaints and Whistleblowing, which – along with an updated Code of Conduct for staff – will come into effect at the beginning of 2022.

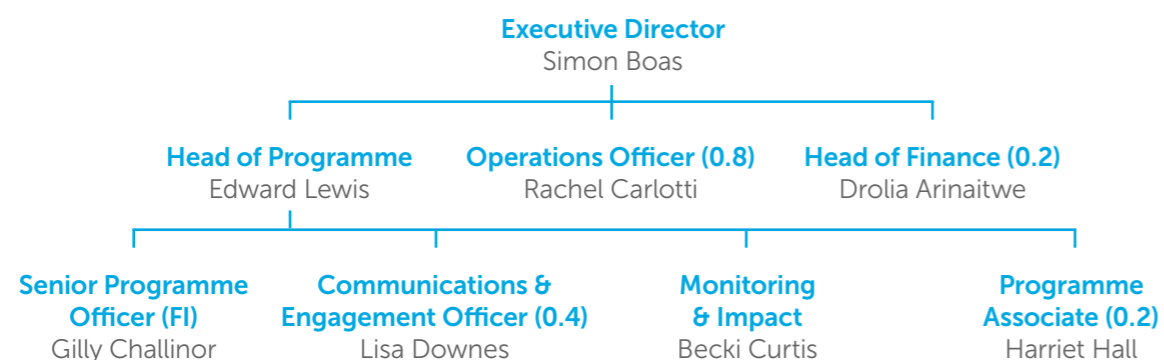
### 6) People

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.

## Director's Report cont.

### 6) People cont.

2021 saw JOA address one of the final remaining concerns raised at internal audit, that we were understaffed to manage a portfolio of projects now worth over £30m. The organogram below shows how JOA is staffed at the beginning of 2022.



### 7) Finance

JOA Budgets are drawn up by the Executive Director 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.

In 2019 JOA worked with Treasury to agree a special section of the new Public Finances Manual, which details which sections of the manual it fully complies with, partially complies with, or is exempt from. This came into force on 1st January 2020, and JOA has complied fully with applicable provisions. JOA has valued the support of its Finance Business Partner throughout 2021 in an increasingly close relationship whose parameters are now specified in JOA's MOU with central government.

Aided since July 2021 by a part-time Head of Finance (ex-Treasury), JOA reviews budgets monthly with Treasury and reconciles payments recorded on the JD Edwards system. This has helped identify errors, and new ways of working have been introduced to ensure that pro-formas are enacted on by the correct staff member. 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 2021 COVID-19 meant that several projects – and therefore payments – were delayed beyond the timeframes envisaged in the original grant agreements.

### 8) Risk Management

JOA has significantly reduced the risk of fraud, loss and mismanagement in its overseas grant-making. In addition to the improvements noted in its most recent internal audit, JOA has now:

- Introduced its most rigorous project-selection process ever, involving a two-stage application process to narrow down funding proposals, and then empirical desk assessments and field visits of the highest-scoring projects.
- Formalised a two-stage approval process, meaning that projects must be recommended by the Executive AND approved by JOA Commissioners.

- Introduced even more rigorous DD procedures for new development grants (on top of scored Financial Health Checks and analyses of the financial health of sub-grantees).
- Introduced a requirement for independent external evaluations for larger development grants and for independent project financial audits.
- Procured and launched an electronic grant management system, making selection and payment decisions systematic and auditable.
- Further specialised its grant-making to six countries and three sectors, enabling JOA to build up specialist knowledge and contacts and improving our ability to select competent partners and spot irregularities.
- Instituted risk assessment visits for Community Volunteering Projects.
- International Development and Jersey Charity projects must now include risk analyses in project documents.

In 2020 JOA instituted a requirement of all International Development Grants to commission an independent final project audit (in addition to the annual organisational audits and final evaluations) to ensure all expenditure is accounted for and eligible within JOA's strict rules as set out in its Grant Agreements. In Q3 it also carried out an ad hoc review of all development grantees' financial health in light of funding and delivery difficulties presented to NGOs by COVID-19, an exercise we repeated in 2021.

In 2021 JOA also finalised a bespoke fraud policy, setting out how it works with grantee partners to detect and resolve any instances of financial wrongdoing. There are no such outstanding issues at year end, nor is there evidence that public funds have been misused by any grantees.

In 2020 JOA finalised and instituted an independent risk register, with assessments and mitigating measures for a range of threats relating to fraud, partnerships, information management, business continuity, health and safety, reputation and general operations. This has been updated on a regular basis and was expanded to include new risks in 2021. In order to reduce operational risks to staff deployed in the field, all JOA employees attended a three-day Hostile Environments and First Aid training course in November 2021.

### 9) Information Governance

JOA is compliant with GDPR and has a nominated Information and Data focal point. It has also digitised its records, which are now held on a portal managed by Jersey Post. There have been no data or security breaches that we are aware of. JOA is not a scheduled public authority in terms of the Freedom of Information (2011) law.

## List of 2021 Grants

### International Development Grants

AGENCY	PROGRAMME	COUNTRY	THEME	VALUE
Toronto Leadership Centre	Building Regulatory Capacity to Increase Access to Financial Services	Ethiopia, Rwanda	Financial Inclusion	£1,200,000.00
Opportunity International UK	Strengthening Systems for Financial Inclusion in Rural Malawi	Malawi	Financial Inclusion	£1,200,000.00
CAFOD	Women and Girls FIRST (Financial Inclusion & Resilience Strengthening) in Sierra Leone	Sierra Leone	Financial Inclusion	£882,000.00
Financial Sector Deepening Zambia	Improving smallholder farmer resilience and productivity in Zambia	Zambia	Financial Inclusion	£1,200,000.00
Tearfund	CONSERVE: Conservation Of Natural resources for Sustainable Economic Returns that Empower the vulnerable to find pathways out of poverty	Malawi	Conservation Livelihoods	£1,168,891.48
Restless Development International	Financial Inclusion for Women Living in Freetown's Informal Settlements	Sierra Leone	Financial Inclusion	£999,437.00
Send a Cow	Inka Nziza Zikamwa ('Good cows that give milk')	Rwanda	Dairy for Development	£1,336,526.00
Access to Finance Rwanda	Access to Finance Rwanda Phase III- April 2021-March 2026	Rwanda	Financial Inclusion	£1,200,000.00

### Jersey Charities

AGENCY	PROGRAMME	COUNTRY	THEME	VALUE
Jersey Gambia Schools Trust	Rehabilitation of Schoolroom Block	The Gambia	Education	£8,645.00
RJA&HS	Development of a Jersey breed-focused Centre for Dairy Excellence at RAB Songa Station with Dairy for Development impact	Rwanda	Dairy	£1,059,478.00
Rotary Club of Jersey	Funding Eco Stoves in Uganda	Uganda	Conservation Livelihoods	£5,000.00
RJA&HS	Malawi Dairy Growth (MDG) Project - Phase II	Malawi	Dairy	£999,600.00
St John Ambulance	Partial funding of the salary of a nurse at the St John Ophthalmic Hospital for the years 2021, 2022 & 2023.	Occupied Palestinian Territories	Health	£21,000.00
RJA&HS	Scientific Grant to Support Zimbabwe Jersey Cattle Genomic Profiling and Research Report	Zimbabwe	Dairy	£9,900.00
Gurkha Welfare Trust Jersey	Rural water and sanitation projects 2021-2024	Nepal	Conservation Livelihoods	£299,841.00

### Humanitarian

AGENCY	PROGRAMME	COUNTRY	VALUE
United Nations High Commissioner for Refugees (UNHCR)	Associate Programme Officer, Cox's Bazar Bangladesh	Bangladesh	£118,524.16
United Nations High Commissioner for Refugees (UNHCR)	Associate Programme Officer, Tyre Lebanon	Lebanon	£130,817.29
Street Child	Afghanistan Emergency Response	Afghanistan	£125,000.00
British Red Cross	Afghanistan Emergency Response	Afghanistan	£100,000.00
United Nations High Commissioner for Refugees (UNHCR)	Afghanistan Emergency Response	Afghanistan	£150,000.00
British Red Cross	Earthquake Response	Haiti	£100,000.00
Crown Agents Ltd	Displacement	Ethiopia	£100,000.00
International Health Partners	Medical	oPt	£130,000.00
International Health Partners	Medical	South Sudan	£69,300.00
Medical Aid for Palestinians	Medical	oPt	£100,000.00
Royal College of Paediatrics and Child Health	COVID-19 Response	Sierra Leone	£25,000.00
British Red Cross	COVID-19 Response	Global	£100,000.00
The United Kingdom Committee for UNICEF	COVID-19 Response	Global	£200,000.00
Start Network	Underfunded Emergencies	Global	£500,000.00
OCHA	Prolonged Crisis Response	CAR	£250,000.00
OCHA	Prolonged Crisis Response	Syria	£250,000.00
OCHA	Prolonged Crisis Response	Yemen	£350,000.00
United Nations High Commissioner for Refugees (UNHCR)	Refugee Response	Bangladesh	£250,000.00
United Nations High Commissioner for Refugees (UNHCR)	Afghanistan Emergency Response	Afghanistan	£120,000.00
British Red Cross	Afghanistan Emergency Response	Afghanistan	£120,000.00
OCHA	Prolonged Crisis Response	Ethiopia	£150,000.00

## 2021 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 2021 Government of Jersey Annual Report.

### 2021 Income and Expenditure

Funding Stream	% of Spending	Year ended
		31 December 2021
		Total Funds £
<b>Incoming Resources</b>		
States Grant		£12,374,000.00
Project Co-Financing from Trust		£100,000.00
<b>Total Incoming resources</b>		<b>£12,474,000.00</b>
<b>Resources Expended</b>		
International Development Projects	49.57	£6,183,950.00
Grant Refunds	-	-
Emergency and Humanitarian Aid	26.94	£3,360,531.00
Community Work Projects	0.31	£38,411.00
Local Charities Working Abroad	17.94	£2,237,754.00
<b>TOTAL resources expended</b>	<b>95.0</b>	<b>£11,820,646.00</b>
<b>Commission Administration</b>		
Salaries, Pensions and Social Security	2.39	£298,697.00
Printing & Stationery	0.04	£4,410.55
IT Support	0.11	£13,629.00
Travel and Accommodation	0.19	£23,353.00
Meals and Hospitality	0.01	£1,547.00
Premises and Maintenance	0.13	£15,930.00
Insurance	0.10	£12,953.00
Other expenses	0.20	£25,104.45
<b>TOTAL administration expended</b>	<b>3.17</b>	<b>£395,624.00</b>
<b>Unexpended Funds Carried Forward</b>	<b>2.07</b>	<b>£257,730.00</b>
<b>TOTAL SPEND</b>		<b>£12,216,270.00</b>



'Girl with newly-installed tap'  
Credit: The Gurkha Welfare Trust

## 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 & Impact Officer:**

Ms Rebecca Curtis

**Head of Finance:**

Mrs Drolia Arinaitwe

**Communications & Engagement**

**Officer:** Mrs Lisa Downes

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