

2025 Business Plan – International Development

Minister: Deputy Carolyn Labey

Note: *The JOA Commission is an independent body governed by its own (2005) law and is a separate legal entity from the Government of Jersey – it is not linked to any Department or States Body for funding purposes. It is a separate Head of Expenditure in the Government Plan. Information on JOA’s objectives, programmes and reports can be found at www.joa.je*

Key Objectives

This document sets out the 2025 workplan under the Minister for International Development who is also Chair of the Jersey Overseas Aid Commission (JOA) and leads the Island Identity Project. In conjunction with the Commission, the Minister is responsible for promoting economic and social development in developing countries through supporting sustainable economic and human development projects, overseeing Jersey’s response to overseas emergencies and facilitating the efforts of individuals and organisations in providing overseas aid. The work plan will be delivered through the Island’s independent official aid agency, Jersey Overseas Aid (JOA).

Jersey Overseas Aid (JOA) is not classified as an Arm’s Length Body (ALB) or an Arm’s Length Organisation (ALO); rather, it is one of six Specified Organisations in Jersey. This distinction is important when considering oversight and operational frameworks. JOA operates under clear governance and accountability mechanisms, including a dedicated section in the Public Finance Manual and the appointment of an Accountable Officer—both unique among Specified Organisations. This framework allows for clear strategic oversight while safeguarding JOA’s independence from direct political influence.

This Plan aligns with [JOA’s Strategic Plan](#) ‘22-26, that was presented to the States Assembly by Deputy Carolyn Labey, Jersey’s Minister for International Development and Chair of the JOA Commission in January 2022 ([R.11/2022](#)). The strategic plan sets out JOA’s principles, approach and highlights the value that Jersey’s generosity and compassion delivers to both the recipients and to the island of Jersey.

This Plan demonstrates how JOA’s mission and approach is translated into activities over the coming year, underpinned by the **four following objectives**:

1. To promote sustainable economic and human development in some of the most disadvantaged countries in the world.

Through JOA’s professional staff base, Commissioners and development partners, in 2025 JOA will:

- **Continue bilateral engagement with relevant Ministries and Government departments in JOA’s six target countries**
Identify and progress opportunities for mutual benefit in the fields of dairy for development, conservation livelihoods and financial inclusion. Build on existing MoUs and reinforce ongoing relationships including engagement with official overseas representatives in the UK.

- **Conduct relevant due diligence and capacity assessment of shortlisted 2025 International Development Grant projects.**

In Q1, JOA will conduct thorough due-diligence and capacity assessments of shortlisted projects from development partners in the fields of Dairy for Development, Financial Inclusion and Conservation Livelihoods. Assessments are conducted in-country with the implementing partners and focus on key areas including governance, capacity, financial management, level of need, impact, sustainability, and value for money.

- **Present comprehensive analysis and recommendation to JOA Commission for new multi-year International Development Grants.**

JOA Commissioners will receive analysis and recommendations from staff on multi-year development programmes. Commissioners make decisions on which projects to support from the shortlisted applications. Grant Agreements terms are agreed prior to project inception phase commencement.

- **Maintain current development portfolio of International Development projects across JOA's six target countries and three priority themes.**

Throughout the year, JOA will appropriately oversee the delivery and finances of c.40 multi-year development programmes including the selection, contracting, launch, variation, payment and closure.

- **Monitor existing International Development projects**

JOA will conduct at least four in-country monitoring visits of JOA's multi-year development projects, to review activities and assess the effectiveness and efficiency of each project. These visits take place mid-way into a project and involve a one-day office assessment of the partner organisation followed by several days engaging with project stakeholders. Ongoing data analysis of results frameworks, standard indicators (aligned to the UN SDGs) and analysis of narrative and financial reports to monitor and assess the impact of projects.

- **Select New Partners for JOA International Development Grants**

In June, JOA Commission will consider new partner applications from international organisations who meet the minimum criteria and align with JOA's thematic strategies.

- **Launch the International Development Grant funding cycle for 2026**

In Q3, JOA will launch its annual development funding cycle. International Development partners are invited to submit an 'Expression of Interest' concept note. JOA will assess applications against agreed criteria. The JOA Commission will shortlist proposals which will be invited to submit a full detailed proposal.

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

Through JOA's professional staff base, Commissioners and humanitarian partners, in 2025 JOA will:

- **Continue to make timely allocations to rapid onset emergencies**

Throughout the year, pre-approved humanitarian partners may submit applications for funding to respond to rapid on-set emergencies. JOA will assess applications against agreed criteria and conducts due diligence assessments on applicant organisations. JOA Programme Officers will then provide a written recommendation which is reviewed and decided by the JOA Commission. Agreed projects are ratified through the Grant Agreement terms ahead of project inception. Projects are monitored closely by JOA, including regular narrative, financial

reporting throughout the grant period. JOA's efficient and streamlined decision making process allow for the rapid deployment of resources to humanitarian agencies delivering life-saving assistance.

- **Support protracted and under-funded crises through Pooled Funds**

JOA will maintain its commitment to responding to protracted crises via its partnerships with Pooled Fund Mechanisms – including UN Office for the Coordination of Humanitarian Affairs (UN OCHA) Country Based Pooled Funds, Start Network's Start Fund and Start Fund Bangladesh, and the Aid Fund for North Syria (AFNS).

In line with the multi-year grant agreements ratified in 2023, JOA will release 2025's allocations in Q1 to ensure partners are able to rapidly mobilise funding as required throughout the year.

- **Contribute to the Coordination of humanitarian response**

JOA will continue to strengthen relationships with other humanitarian donors in order to enhance knowledge, capacity and improve coordination, rather than fragmentation, when responding to emergencies. This will include through bilateral engagement (e.g., UK's Foreign, Commonwealth & Development Office) and via other established fora e.g., the Good Humanitarian Donorship Initiative (GHDI).

- **Play a leadership role within the humanitarian community**

JOA will continue its responsibilities as co-chair of the UN OCHA Pooled Fund Working Group (PFWG) in partnership with Italy. In June 2025, JOA will host the PFWG's biannual meeting in Jersey as well as the Start Fund's Donor Council. As co-chairs of the working group, Jersey will be responsible for steering the discussion around important issues facing both the pooled fund donor base and wider humanitarian community, facilitating dialogue between government representatives, UN agencies and international and national non-government organisations. Jersey is the first non-UN member state to co-chair this group.

- **Publish & Implement JOA's humanitarian strategy**

JOA will publish its first Humanitarian Strategy which builds upon the commitments made in JOA's Five Year Strategy.

- **Continue to demonstrate the highest standards of accountability**

JOA will report its humanitarian allocations to the centralised [OCHA Financial Tracking Service \(FTS\)](#) as well on its website and annual report with the Minister attending accountability mechanisms including the States Assembly and Scrutiny (by the Economic and International Affairs Panel).

3. To facilitate the efforts of individuals and organisations in Jersey to provide assistance to the world's most vulnerable populations

Through JOA's professional staff base, Commissioners and development partners, in 2025 JOA will:

- **Onboard, prepare and deploy Jersey Volunteers to overseas volunteering projects**

In 2025, a total of 3 Teams (Jersey resident volunteers) will take part in 3 volunteering projects with JOA partners and 1 Skilled Volunteering Project, across 4 countries. Preparation workshops with teams are implemented Q1-Q2, project launch Q3 and recruitment in Q4.

- **Host volunteering opportunities event**

In Q3, JOA will host its annual public event, showcasing the upcoming year's volunteering opportunities to Islanders. Representatives from partner organisations and previous volunteers present past experiences and answer questions which demonstrate our alignment to the Global Volunteering Standard.

- **Onboard, prepare and deploy skills-based volunteers overseas**

Work with private and public sector to provide skills-based volunteering supported by JOA currently includes international teacher mentoring – with 15 Jersey teachers due to take part in 2025 – and accountancy support to local NGOs. Pipeline projects include in-country and virtual support to rural medical facilities by Jersey healthcare professionals.

- **Continue to allocate personal and professional bursaries**

Applications for personal and professional bursaries are reviewed and assessed against agreed criteria prior to onboarding and agreements. Approximately four professional and four volunteer bursaries will be awarded during the year.

- **Continue to host public information events including JOA's Jersey International Development Network (JIDN)**

JOA to organise at least three, free of charge, public information events in 2025. These events bring together Islanders with an interest in international development or humanitarian aid. Events discuss current crises, debate the latest trends, and hear from leading actors in the sector.

- **Allocate grants to Jersey Charities**

Throughout the year, local charities may submit applications for funding through JOA's online Grant Management System. JOA assesses applications against agreed criteria and conducts due diligence assessments on applicant organisations. JOA Programme Officers then provide a written recommendation which is reviewed and decided by the JOA Commission. Agreed projects are ratified through the Grant Agreement terms ahead of project inception. Projects are monitored closely by JOA, including regular narrative, financial and results framework reporting throughout the grant period.

- **Build capacity of Jersey Charities**

JOA will conduct three learning and networking events for Jersey Charities, to facilitate shared learning and build the capacity of local charities in monitoring and evaluation, project design, risk monitoring and management and relevant regulatory requirements.

- **Continue prestigious Programme Associate Placement (Internship)**

JOA will continue its Programme Associate (Internship) placement in 2025. The 18-month placement provides recent graduates and career changers with the opportunity to kickstart a career in the International Development sector. Recruitment rounds will take place in Q1 and Q3.

- **Continue UN Junior Professional Officer placement**

JOA will continue its partnership with the United Nations Junior Professional Officer (UN JPO) placements. Since 2021, five Islanders have been placed with the United Nations High Commissioner for Refugees (UNHCR). In 2025, JOA will launch recruitment for one JPO placement.

4. To reflect Jersey's international personality as a responsible global citizen and force for good in the world

Through JOA's professional staff base, Commissioners and development partners, in 2025 JOA will:

- **Continue public sector engagement**
As part of JOA's role as co-chair of UN OCHA's Pooled Fund Working Group, JOA will facilitate engagements between Jersey Government Representatives and UN Officials. Disability and Inclusion roundtable event hosted at PwC Jersey with participants from Jersey NPO sector (20 organisations represented), in partnership with Age International and CBM Global Disability Inclusion.
- **Continue private sector engagement**
JOA officers will participate in panel discussions (for example KPMG's International Women's Day panel) and present at private sector forums such as Santander's Financial Inclusion Week. JOA will continue to create links, develop expertise and open doors for the finance industry.
- **Enhance international engagement**
JOA will maintain representation in Development and Humanitarian working groups, donor councils, steering boards and advisory bodies broadening JOA's reputation as an agile and effective non-traditional donor.
- **Enhance media relations and social media**
JOA will share updates regarding our work and that of our partners and volunteers through our own social channels as well as through media channels both on and off island.
- **Enhance JOA outreach**
JOA will continue to deliver workshop sessions throughout the year to community groups and schools, discussing the work of JOA, that of our partners and the Sustainable Development Goals (SDGs). Build on the STEM teaching resources established with JOA partners to demonstrate interventions and impact of JOA-funded projects and learn about the organisation and Jersey's role as a responsible global citizen.
- **Explore the opportunity to sign MOUs and partnerships in JOA target countries**
JOA to explore potential bilateral agreements with relevant Ministries in target countries to help facilitate implementation of development programmes.

Island Identity

- The Minister continues to lead on the Island Identity project . The work seeks to strengthen Jersey's distinct and unique cultural, economic and environmental identity. It looks to provide common focal points for Jersey's increasingly diverse population, and to further the Island's interests, profile and international reputation as an outward-facing Island, confident of its place in the world.

Accountability

- Having a Minister for International Development adds several additional layers of democratic accountability: to the Council of Ministers, to the States Assembly, and to Scrutiny (by the Economic and International Affairs Panel). Internally, the representation of Jersey's aid programme at Ministerial level improves its coordination with other aspects of Jersey's

international work, while externally it adds weight to our voice and to our reputation as a good global citizen.

- JOA participates in several Government initiatives, including the Be Heard Survey that aims to measure organisations' performance in key areas such as leadership, management, wellbeing and job satisfaction.
- In addition, JOA contributes to Government of Jersey Biennial Transparency Report, Government of Jersey Sustainability Report.
- While still governed by its own (2005) Law, JOA has also agreed to implement an MOU with central government, and a special chapter of the Public Finances Manual outlines how it meets its unique obligations.