



Humanitarian Strategy

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JOA Humanitarian Strategy

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1. Introduction

This strategy aims to elaborate on Jersey Overseas Aid’s humanitarian work, the guidelines on which it is based, its priorities and methodologies. The strategy responds to and embeds commitments made in JOA’s Five-Year Strategic Plan (2022-2026) and takes into consideration JOA’s ambition to allocate at least 25% of its Annual Budget towards humanitarian relief interventions.¹

2. Abbreviations

CBO – Community Based Organisations
CHS – Core Humanitarian Standard
CSO – Civil Society Organisations
CVA – Cash and Voucher Assistance
DAC – Development Assistance Committee
GHDI – Good Humanitarian Donorship Initiative
IDP – Internally Displaced Persons
IFRC – International Federation of the Red Cross and Red Crescent Societies
IHL – International Humanitarian Law
INGO – (International) Non-Governmental Organisation
LNGO – Local/National Non-Governmental Organisation
MEL – Monitoring, Evaluation, Learning
MPHSS – Mental Health and Psychosocial Support
ODA – Overseas Development Assistance
OECD – Organisation for Economic Co-operation and Development
PFWG – Pooled Fund Working Group
SDGs – Sustainable Development Goals
SGBV – Sexual and Gender Based Violence
UN OCHA - United Nations Office for the Coordination of Humanitarian Affairs
UNHCR - Office of the United Nations High Commissioner for Refugees
WFP – World Food Programme

3. About Jersey Overseas Aid

The island of Jersey is close to the French coast, measuring 45 square miles and with a population of 103,267 (2021). 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 government, laws, history, and traditions. Jersey Overseas Aid (JOA) is the Island’s official, publicly funded relief and development agency.

JOA is driven by a clear mission: to translate the generosity, and skills of the people of Jersey into effective assistance for the world’s most vulnerable people – saving lives and keeping people safe.

JOA believes that the way to ensure its programming delivers the best value for money in a way that resonates with people from Jersey is to specialise in areas where the Island already has a comparative advantage. JOA’s approach to humanitarian funding seeks to provide timely

¹ Subject to funding availability.

humanitarian and protection assistance to populations affected by natural and manmade disasters, and conflict, and build on their resilience.

4. Background

Global humanitarian needs are increasing, so too the pressure on the humanitarian system: by the end of 2023, the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) estimated over 363 million people² require humanitarian assistance. Protracted crises, pandemics, conflict and climate-related emergencies have resulted in increased displacement, conflict and unmet protection needs. Global food insecurity levels have skyrocketed, with an estimated 282 million people facing high levels of acute food insecurity at the end of 2023 compared to 256 million³ in 2022.

At the same time, the global economic climate is seeing a reduction in available funds and heightened implementing costs, making it crucial to allocate resources more effectively. In addition, the growing humanitarian need across the globe is compounded by increasing disregard for International Humanitarian Law (IHL).

As an Island which within living memory received humanitarian assistance via the Red Cross' SS Vega, Jersey is especially aware of the importance of timely emergency assistance. We strive to continuously improve the impact of our own humanitarian aid, to ensure effective delivery to those we are seeking to protect and assist and ensure the best use of taxpayer's funds.

Since its establishment in 1968, JOA has responded to ad-hoc humanitarian emergencies. From 2018, under the guidance of JOA's Commissioners and Executive Director, the organisation was professionalised into the well-respected, agile international aid agency and donor it is known as today. This document sets out JOA's Strategic Approach to Humanitarian Funding, drawing on previous experience and expertise.

5. JOA's Approach

As a modestly sized, non-traditional donor, JOA faces both challenges and opportunities. While our humanitarian funding is a small fraction of global aid, our agility and streamline decision-making process allows for rapid mobilisation of funding where it is most needed. We can fill critical gaps left by larger donors and advocate for a more diverse humanitarian donor base.

JOA's approach aligns with [The Grand Bargain](#) commitments, and we seek to engage with internationally recognised humanitarian initiatives. Guided by the "Do No Harm" principle, our needs-based response prioritises the most vulnerable. We uphold International Humanitarian Law (IHL) and adhere to key [humanitarian principles](#):

- **Humanity:** Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for the human being.
- **Neutrality:** Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.
- **Impartiality:** Means that humanitarian aid must be provided solely on the basis of need, without discrimination.
- **Independence:** Humanitarian objectives must be autonomous from political, economic, military or other objectives.

² [OCHA](#), (2023)

³ [Global Network Against Food Crises](#), (2024)

Accountability and Transparency

JOA works with pre-approved Humanitarian Partners who align with our priorities, meet eligibility criteria, and pass our rigorous due diligence process. This ensures accountability, taxpayer confidence, and compliance with internationally recognised standards such as the Core Humanitarian Standard (CHS).

JOA actively participates in governance structures of the pooled funds to which we contribute – including donor councils, steering committees, and working groups. Notably, JOA now co-chairs the UN OCHA Pooled Fund Working Group (PFWG) with Italy for 2024-25, showcasing the role small donors can play in humanitarian decision-making.

JOA reports its humanitarian funding to OCHA's Financial Tracking Services (FTS) on an annual basis, further underscoring our commitment to transparency and publicly sharing data on our Official Development Assistance (ODA).

Decision Making Criteria

To determine whether an emergency will be funded, in line with other reputable organisations and donors, JOA will consider the (i) urgency and timeliness; (ii) capacity to respond, (iii) funding gaps, (iv) alignment with humanitarian principles.

Allocation recommendations will take into consideration UN Humanitarian Response Plans; Humanitarian Needs Overviews; Partner Situation Reports and Updates. Other reputable source information will be considered - including and not limited to (i) [ACAPS](#), (ii) [FEWS.NET](#), (iii) [Global Hunger Index](#), (iv) [Integrated Food Security Phase Classification](#) (IPC) and (v) [ReliefWeb](#).

Through considering such criteria, JOA ensures its humanitarian allocations contribute to impactful, well-coordinated response efforts that are targeted towards unmet needs in humanitarian crises. All allocations will ultimately be reviewed and approved by JOA's Commissioners.

Risk Management

JOA has in place its own Risk Appetite Statement and complies with the JFSC 'Prescribed NPO Order and Codes of Practice' on Terrorist Financing. We recognise that there is no such thing as risk-free humanitarian response, therefore ensure that partners have in place appropriate and functioning policies and mitigation procedures.

Within JOA-conducted due diligence assessments – partners' policies and procedures relating to Anti Money-Laundering, Anti-Terrorist Financing and Anti-Fraud, Bribery and Corruption are reviewed. In most cases we conduct visits to HQs and/or key country offices. We look at who regulates the organisations, and review which other donors fund them.

Specific project applications are reviewed in detail and where risk is perceived to be higher – e.g., in conflict settings – projects are adapted accordingly.

In addition, where JOA partners are monitored by the Multilateral Organisation Performance Assessment Network (MOPAN) - that carries out independent audits of their performance – JOA will include published reports where possible when conducting due diligence.

JOA's core policies can be found on our website [here](#).

Strategic Partnerships

JOA partners range from UN Agencies, multilateral organisations, (I)NGOs and Networks. JOA values partners who are needs-led and can demonstrate a deep understanding of the context in which they operate.⁴

- i. **Office of the United Nations High Commissioner for Refugees (UNHCR):** UNHCR protects and assists refugees, asylum-seekers, and displaced populations worldwide. It provides shelter, food, legal aid, and support to millions displaced by conflict, persecution, and natural disasters.
- ii. **United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA):** UN OCHA coordinates global humanitarian response efforts, ensuring timely, effective aid to crisis-affected communities. It mobilises funding, facilitates partnerships, and monitors disaster preparedness and response across the humanitarian ecosystem through its Country Based Pooled Funds (CBPFs).
- iii. **World Food Programme (WFP):** WFP is the UN's largest humanitarian organisation, delivering food aid to people facing hunger due to conflict, natural disasters, and economic instability. It also focuses on nutrition, resilience, and sustainable food systems.
- iv. **British Red Cross:** The British Red Cross provides emergency support, disaster relief, and community resilience services both in the UK and internationally. It is part of the global Red Cross network, focusing on humanitarian aid and crisis response.
- v. **Start Network:** The Start Network is a global coalition of humanitarian agencies aiming to transform crisis response by fostering collaboration, early action, and locally led responses. It supports innovative, agile solutions to address urgent needs

Geographic Focus

JOA does not prioritise certain geographies within its Humanitarian funding stream. It is typically mobilised in countries and territories that are defined by the Organisation for Economic Co-operation (OECD) and Development Assistance Committee (DAC) eligible Overseas Development Assistance (ODA) [recipient list](#).

Flexible and Multi Year Funding

To ensure best practice and clarity on funding projections, JOA will endeavour to facilitate multi-year funding agreements – particularly for contributions to Pooled Funds and protracted crises. Multi-year funding lowers administrative costs for both donors and aid organisations and create the conditions for more responsive programming, notably where humanitarian needs are protracted or recurrent.

⁴ See Annex 2 Application Process

Force Multiplication

JOA maximises the impact of its humanitarian funding by supporting interventions that achieve a force multiplier effect. This includes funding pilot programmes, such as the Start Fund's Tiered Due Diligence Framework, and partnering with specialist organisations like International Health Partners to leverage private sector collaboration for scalable initiatives such as capacity building and training.

6. Vision

JOA's overarching vision:

"To provide timely humanitarian assistance to the best placed actors to meet the needs of populations affected by humanitarian crises."

JOA will achieve this by funding interventions that will:

- i. Save lives and ensure protection of affected populations
- ii. Facilitate effective Humanitarian Assistance
- iii. Support the Humanitarian system through strategic partnerships and coordination

JOA will prioritise two core funding mechanisms within its humanitarian strategic approach, to maximise the effectiveness and impact of its humanitarian budget. This will be supported by five Strategic Pillars encompassing four Priority Themes and underpinned by principles of good donorship, as summarised in *Annex 1: JOA Humanitarian Funding Framework*.

7. Objectives

Objective 1: Save lives and ensure protection of affected populations

This objective reflects the fundamental humanitarian imperative to save lives and alleviate suffering, ensuring safety and dignity of affected populations. By focusing on immediate protection and life-saving measures JOA's Humanitarian Strategy seeks upholding the rights of those most at risk in addition to building the resilience of all groups.

JOA recognises the impacts of humanitarian crises are not uniform and are often compounded by individuals' intersecting identities, including (and not limited to) gender, ethnicity, age, religion, sexual orientation, and disabilities. JOA seeks to support interventions that respond to the unique needs of marginalised groups.

In addition, JOA seeks to fund interventions that integrate gender mainstreaming within programming and ensure accountability to affected populations (AAP). AAP strengthens humanitarian impact by ensuring interventions are aligned with community needs and priorities – interventions must ensure local and national responders and affected populations are engaged and consulted within design, implementation and monitoring. Interventions must demonstrate clear complaints reporting and feedback mechanisms in place and operational.

Objective 2: Effective Humanitarian Assistance

Effective Humanitarian Assistance ensures that aid is needs-based, timely, and delivered by capable and well-positioned actors to maximise impact and save lives. It emphasises strong coordination, accountability, and efficient use of resources to ensure assistance reaches affected populations without delay. By addressing urgent needs while respecting the dignity and

rights of individuals, under this objective, JOA seeks to ensure its humanitarian response mitigates suffering, supports recovery efforts, and strengthens resilience, aligning with core humanitarian principles of humanity, impartiality, neutrality, and independence.

JOA recognises that strengthening and streamlining humanitarian architecture - globally and in-country - is key to enhancing the effectiveness of assistance. This includes fostering collaboration between international, national, and local actors, improving information-sharing mechanisms, and enhancing operational frameworks. By building capacity, streamlining coordination, and reinforcing locally led responses, the humanitarian system becomes more inclusive, adaptable, and responsive to the complexities of crises.

Objective 3: Improve the humanitarian system with effective partnerships

This objective is interrelated with Objectives 1 and 2 – to ensure that humanitarian response fulfils its commitment to save lives and ensure the protection of affected populations, and to ensure allocations support effective humanitarian assistance, JOA will fund interventions that seek to improve the humanitarian system with effective partnerships. JOA will also continue to contribute to sector learning.

8. Strategic Pillars

Strategic Pillar 1: Rapid Onset Emergencies

Rapid onset emergencies are sudden, unforeseen crises caused by natural disasters, conflict, or other shocks, requiring immediate humanitarian action to save lives, reduce suffering, and protect dignity. These emergencies demand swift, coordinated responses aligned with international principles, ensuring timely aid delivery through flexible, efficient funding mechanisms and well-placed humanitarian partners.

To respond to such crises, JOA's pre-approved humanitarian partners are eligible to apply for funding throughout the year on a revolving basis. Concept Notes and topline budgets are to be shared with JOA via email with Recommendations reviewed and approved by JOA's Commission.⁵

Example: British Red Cross - Libya Flood Response (2023).

JOA contributed to the Red Cross and Red Crescent response to deliver life-saving aid following devastating floods in Libya. Support focused on emergency medical assistance, treating injuries, and preventing waterborne disease outbreaks – such as cholera. Families forced from their homes received emergency shelter kits, including tents, blankets, and essential items to restore stability.

The overall response achieved the following outcomes:

- Improved food security for 75,095 individuals through emergency food distribution.
- Enhanced hygiene and disease prevention for 47,867 people receiving essential supplies.
- Increased mental well-being for 7,268 individuals through psychosocial support.

⁵ Please note, JOA is in the process of reviewing its pre-approved partner application process, along with funding application process. Updates will be included in future iterations of this strategy and existing partners will be notified of any changes.

Strategic Pillar 2: Underfunded and Protracted Emergencies

Underfunded and protracted emergencies are crises that receive inadequate international attention or funding despite significant humanitarian needs. These emergencies often affect marginalised or overlooked populations, requiring targeted, flexible funding to address critical gaps, enhance equitable assistance, and support actors best positioned (often local and national NGOs, and community-based organisations) to deliver life-saving humanitarian response in complex contexts.

In accordance with the principle of “Leave No One Behind”, JOA seeks to support humanitarian response in underfunded and orphaned emergencies. This is particularly pertinent in the current global economic environment, where funding gaps are on the increase.

Example: International Health Partners (IHP) *Horn of Africa Response (2022-2024)*

Years of lower-than-average rainfall in the Horn of Africa resulted in the loss of cattle, crops and livelihoods for many communities – with millions facing acute food insecurity. In 2022, the region experienced El Niño induced flooding – which heightened disease outbreaks including cholera and malaria. JOA’s multi-year contribution to IHP’s Horn of Africa response (Ethiopia, Somalia and Kenya) was leveraged almost five-fold to directly reach 999,758 patients who received lifesaving and life-changing medicines via project activities, such as mobile pharmacies.

The response contributed to the following outcomes:

- Reduced deaths and infections in new-borns and under-fives.
- Reduced risks of preventable maternal death and/or illness
- Improved access to clean water and reduced risk of disease outbreaks
- Improved access to treatment for individuals with chronic health conditions

Strategic Pillar 3: Coordination and Partnerships

Effective humanitarian aid goes beyond immediate relief – it requires a system that delivers faster, higher-quality, and long-term support. That’s why JOA invests in coordination and partnerships, supporting initiatives that strengthen how aid is planned, delivered, and improved. By supporting coordination initiatives – e.g., working groups, pilot projects, and knowledge-sharing, JOA helps shape policies that make humanitarian response more efficient, accountable, and impactful for those in crisis.

JOA will work alongside others to drive improvements in funding mechanisms, oversight, and aid effectiveness e.g., through its participation in international donor forums – such as the Good Humanitarian Donor Initiative (GHDI). Strengthening such partnerships ensures that funding is used strategically, reducing duplication and ensuring resources are directed where they are needed most.

JOA will support the Humanitarian-Development-Peacebuilding (HDP) nexus—an approach that connects emergency aid with long-term sustainable solutions that build resilience and reduce reliance on humanitarian aid. Where appropriate, JOA will leverage its development expertise in

[Conservation Livelihoods](#), [Dairy for Development](#), and [Financial Inclusion](#), to complement humanitarian response.

Example: Promoting Inclusive and Locally Led Humanitarian Action

JOA actively contributes to cross-learning and knowledge sharing advocacy initiatives to profile how a small, non-traditional donor like JOA can uphold best practice in humanitarian donorship.

In 2024 JOA contributed to the advocacy initiative led by the United Kingdom, Denmark and Switzerland which resulted in the development of a [Guidance Note for donors on Promoting Inclusive and Locally Led Humanitarian Action through Pooled Funds](#). The Guidance Note includes illustrative examples – including those from JOA – that demonstrate good practice, such as multi-year funding allocations towards Pooled Funds.

By supporting efforts that seek to improve coordination and partnerships, JOA directly contributes to the following outcomes:

- Improved coordination within the humanitarian system – e.g., streamlining donor systems.
- Improved access to funding for local and national actors – including women-led organisations (WLO).
- Improved delivery of efficient, quality and needs-led humanitarian response.

Strategic Pillar 4: Action Research and Capacity Building

Effective humanitarian action requires continuous learning and adaptation. Through this pillar, JOA invests in action research—real-time, evidence-based studies that strengthen response strategies, inform policy, and enhance accountability. By bridging practice and learning, JOA fosters innovation and context-specific solutions to improve outcomes for crisis-affected communities.

Capacity building is equally critical in ensuring aid reaches those in need efficiently and effectively. JOA is committed to strengthening the skills and expertise of local and national actors, enabling them to lead and sustain humanitarian efforts. In doing so, JOA will play its role in building a more resilient and self-sufficient humanitarian system, ultimately improving the quality and accessibility of aid for affected populations.

JOA will support the development of humanitarian expertise in Jersey by funding two-year UN Junior Professional Officer placements for Islanders. JOA will explore opportunities for staff to gain experience with partner organisations, strengthening their technical understanding and capacities.

Example: RedR UK Strengthening Earthquake Response and Reconstruction in Türkiye and Syria (2023)

The 2023 earthquakes in Türkiye and Syria devastated communities, destroying infrastructure and leaving hundreds of thousands homeless in harsh winter conditions. In response, JOA supported RedR in bridging the engineering and humanitarian sectors by providing tailored training in structural damage assessments.

With JOA's funding, RedR contributed to the following outcomes:

- Strengthened capacities of 920 local responders to conduct safer, more effective building assessments and secure reconstruction efforts
- Improved access to critical infrastructure, including safer accommodation, supporting long-term recovery and resilience for local actors

Strategic Pillar 5: Advocacy and Communication

JOA recognises the importance of advocacy and improved communication efforts within the humanitarian sector. In addition to supporting efforts to improve coordination and partnerships within the sector, JOA will prioritise interventions to enhance advocacy and communication to raise awareness of the work of its partners and advocate for increased donor funding. This is evidenced by JOA and Italy's shared donor priorities as cochairs of the Pooled Fund Working Group in partnership with OCHA.

Where JOA cannot contribute fiscally, it will see to advocate for the improvement of the sector and will look to facilitate the education and outreach of both the Jersey Island community, in addition to Private Sector and Philanthropic actors.

Example: Demonstrating the role of non-traditional donors in contributing to humanitarian action.

JOA contributes its expertise and experience to support advocacy and communications events. For example, in 2025 JOA was invited by Global Cities Hub and UN OCHA to speak as one of two panellists at the event: [*"International Humanitarian Action and the Role of Local and Regional Authorities"*](#).

Key outcomes from such engagements include:

- Increased awareness among 30 local and regional authorities re. JOA's profile as an agile non-traditional donor and the value of supporting humanitarian pooled funds.
- Strengthened collaboration between local governments and humanitarian agencies, and advocacy to encourage municipal engagement in humanitarian response.

9. Priority Themes

JOA's priority themes draw on its experience and expertise to maximise impact. While not exhaustive, they focus funding where it adds the most value, ensuring cost-effectiveness and accountability to both affected populations and Jersey's taxpayers.

Priority Theme 1: Cash and Voucher Assistance (CVA)

Cash and Voucher Assistance (CVA) is one of the most effective and researched humanitarian tools. It empowers crisis-affected people with the choice and dignity to buy what they need and ensures people have their own decision-making power. On a larger scale, it also means that local businesses and the local economy are supported: creating a cycle of income generation and recovery. With the increased prevalence of digital payments, prepaid cards and mobile money, CVA is also a more transparent and cost-efficient way to support crisis-affected populations.⁶

CVA is adaptable to crises all sizes and has proven its impact, including in the COVID-19 pandemic. In recognition of the effectivity and efficiency of CVA, JOA will support experienced humanitarian partners to deliver CVA-integrated response.

Example: British Red Cross *The Cash Hub* (2023-2025)

Through a multi-year contribution to The [Cash Hub](#) hosted by British Red Cross, JOA aims to enhance the Red Cross and Red Crescent Movement's capacity for cash assistance - supporting priority National Societies in Africa, Asia, and MENA become operationally ready to deliver scalable, accountable cash and voucher assistance (CVA) to crisis-affected communities.

In supporting the Cash Hub, JOA contributes to the following outcomes:

- Red Cross National Societies are better prepared to deliver CVA to crisis-affected populations – e.g., 2023 Turkey Syria Earthquake saw RCRC mobilise almost £11million cash assistance to affected households.
- Increased evidence and learning re. the impact and value of CVA and provision of technical guidance to Movement staff and volunteers via the Cash Hub Helpdesk.
- Improved efficiency and effectiveness of humanitarian action through expanded cash preparedness and assistance. Demonstrated in the [Dignity in Action 2024 Annual Report](#).

Priority Theme 2: Protection

The protection needs of affected populations in humanitarian crises are not one-size-fits all. Marginalised members of society – including women, girls, older persons and persons with disabilities – face higher risk of human rights violations in crises, including sexual and gender-based violence (SGBV). As such, JOA seeks to fund interventions that respond to the multifaceted protection needs of affected populations.

⁶ [RCRC Movement CVA Strategic Framework 2030](#)

In addition, Jersey's experience of occupation and evacuation of Islanders during WWII creates a unique understanding of displaced populations. When displaced by humanitarian crises, refugees and internally displaced persons face increased risk of violence, exploitation and lack of access to essential services due to loss of legal status, community and home. JOA encourages interventions that respond to the specific protection needs of displaced populations.

JOA encourages programmes and projects that engage an intersectional lens and address gender equality. In addition, projects and programmes must ensure fair participation of people with disabilities within programming.

Example: Medical Aid for Palestinians *Helping Women Escape Violence in Gaza (2022)*

JOA supported MAP's programme aimed to integrate gender rights into health and broader public policies and programmes in Gaza. Through this project, MAP addressed the causes and impacts of gender-based violence. Over 2,000 women were reached with reproductive health services and 642 women and girls were supported with sexual and gender base violence awareness training, including reporting and prevention.

In supporting this response, JOA contributed to the following outcomes:

- Improved access to high-quality GBV, reproductive health, counselling and legal services for marginalised women and girls.
- Increased awareness in participating communities re. GBV prevention and protection activities.
- Increased economic independence and advocacy engagement of women and girl survivors of GBV.

Priority Theme 3: Localisation

The Localisation Agenda seeks to empower local and national actors (LNAs), such as NGOs and community-based organisations (CBOs), by shifting power and resources to them in humanitarian responses. This approach strengthens local ownership, ensures humanitarian response is contextually relevant, and builds long-term resilience in affected communities. LNAs play a vital role in complex crises, where international actors may face accessibility challenges.

JOA acknowledges its limitations in directly funding LNAs as necessary due diligence is challenging without international presence. Nevertheless, JOA remains committed to localisation. To address this, JOA will prioritise funding mechanisms such as Pooled Funds, which act as a lever for localisation – supporting locally led humanitarian action with comprehensive oversight and financial controls. For further details on this approach, please refer to Section 10.

Example: The Aid Fund for Syria (AFS) Pooled Fund

JOA has contributed to the Aid Fund for Syria (formerly known as the Aid Fund for North Syria) - a multi-donor humanitarian pooled fund, since its establishment in 2022 to meet the priority needs in the north of Syria. JOA holds an observer seat on the governing Steering Board.

A key guiding principle of the Fund is Localisation. In alignment with their Localisation Strategy, AFS developed the Anchor Organisation Concept – where larger INGOs and local NGOs form consortia with smaller local women-led and community-based organisations to broaden access to funding. In [2023](#), 71% of funding went to LNAs – surpassing the Grand Bargain target of 25%.

Priority Theme 4: Build Resilience

JOA's approach to building resilience through its humanitarian funding is twofold: building the resilience of humanitarian response and building resilience within affected communities.

To build resilience within the humanitarian system and within affected communities, JOA seeks to fund interventions that support the development and response of local and national actors and the streamlining of the wider humanitarian system. In addition, JOA seeks to ensure that interventions funded incorporate clear sustainability considerations and exit strategies – JOA recognises that multi-year funding allocations support the effectiveness of interventions and enable organisations to better incorporate sustainable response.

Within this theme, JOA will support efforts to incorporate Anticipatory Action in broader humanitarian response. There is an increasing body of evidence that demonstrates how funding anticipatory action enables donors to invest in proactive, data-driven responses that minimise the human impact of crises. Anticipatory action in humanitarian response demonstrates improved value for money, mitigates the material and human impact of crises and builds resilience—creating lasting, cost-effective change.

Example: Start Network *Start Fund Bangladesh (SFB)*

Start Network's [Start Fund Bangladesh](#) – is a civil society managed, pooled fund mechanism for anticipatory and rapid emergency response to humanitarian crises that are small to medium scale, and thus often underfunded. Its aim is to protect lives, livelihoods and dignity through a pre-positioned fund which is localised, and membership driven, as well as accountable to communities affected by humanitarian crises.

JOA's contribution to this Pooled Fund supports the following outcomes:

- Strengthened and localised humanitarian response – the Fund enables improved access for local and national Start Network members operating in Bangladesh.
- Enhanced community preparedness – SFB supports communities and LNAs in responding to crises more effectively, including through early action to mitigate disaster impacts, reduce long term vulnerabilities and strengthen resilience.

10. Funding Mechanisms

Mechanism 1: Pooled Funds

Pooled funds are shared financial resources collected from multiple donors and managed centrally to quickly address emergencies or specific projects. A key example is OCHA's country-based pooled funds (CBPFs), which ensure aid reaches local organisations and communities when and where it's needed most.

Pooled funds are a vital part of global humanitarian efforts. In 2023, \$1 billion was committed to OCHA's CBPFs, with growing support from both traditional and non-traditional donors. JOA's contributions have expanded from one fund in 2016 to seven in 2024, reflecting a key pledge in its Five-Year Strategy.

Pooled funds are well-suited to Jersey's needs, enabling rapid decision-making and flexible funding distribution, often within 72 hours. This ensures humanitarian responders can quickly address urgent needs. The well-coordinated governance structures of pooled funds reduce administrative burden and risk, ensuring effective oversight and due diligence.

Pooled funds are also central to JOA's localisation efforts. They facilitate direct funding to local and national responders, overcoming barriers and bringing decision-making closer to those affected. National NGOs can apply for funding directly, supporting the Grand Bargain commitment to allocate 25% of humanitarian funding to local responders.

Through pooled funds, JOA ensures fast, effective, and locally driven humanitarian action, aligning with its commitment to both rapid response and localisation.

In recognition of the need for Pooled Funds to respond in spike in needs throughout the year, JOA is committed to allocating resources by the end of the first quarter of each calendar year. At the beginning of Q4, JOA will review commitments and – budget permitting – allocate additional funding.

Mechanism 2: Direct Funding

International Appeals In addition to utilising pooled fund mechanisms, JOA will maintain its direct funding of Humanitarian Appeals and Humanitarian Response Plans – including, and not limited to, Country Specific/Regional Response Plans.

Humanitarian Appeals and Response Plans – such as the Global Humanitarian Overview, or Regional Response Plans (e.g., Horn of Africa drought) consolidate annual humanitarian funding needs across multiple sectors, or countries. The decision-making structure of Humanitarian Appeals is also different to that of pooled funds, as donors, like JOA, contribute directly to a specific organisation’s multi-sector response.

Example: United Nations High Commissioner for Refugees (UNHCR) - Sudan Regional Response Plan (2024-2026)

JOA’s multi-year contribution to UNHCR’s Regional Refugee Response Plan in Sudan seeks to support the scaling up of UNHCR’s protection response to the protracted humanitarian crisis, which has seen millions displaced, many of whom to neighbouring countries inc. Chad, Ethiopia, Egypt, South Sudan. UNHCR’s Regional Refugee Response Plan focuses on addressing not only the immediate needs of affected populations, but also on fostering resilience.

In supporting UNHCR’s Sudan Regional Response Plan, JOA contributes to the following outcomes:

- Improved Protection and Safety for affected populations via increased access to emergency shelter, essential relief.
- Strengthened inclusion of refugees in national services and economies, and sustainable reintegration of returnees.
- Improved Protection and Support at Borders - enhanced registration, protection, and targeted assistance for vulnerable individuals fleeing Sudan.

Island-based Appeals

In addition, JOA seeks to continue to effectively translate the generosity of islanders who wish to donate to a particular cause into targeted allocations to trusted partners.

JOA is a member of the Bailiff’s Appeal Working Group in partnership with the Bailiff’s Chambers and Jersey Side by Side. When a public appeal is raised by the Bailiff, JOA maintains oversight and grant making responsibilities for disbursing funds. Key responsibilities for JOA therefore include:

- JOA staff will solicit and review options for funding, in consultation with humanitarian partners and with input from interested parties in Jersey.
- JOA will recommend appropriate agencies to JOA Commissioners and the Bailiff based on the proposed organisations’ capacity to implement, the situation on the ground, and an assessment of the risk that funds may be wasted or misappropriated.
- JOA Commissioners and the Bailiff will be responsible for approving all funding decisions.
- JOA will ensure grantees abide by the usual procedures for humanitarian funding, and ensure that funds are appropriately earmarked and reported on

Example: Bailiff’s Ukraine Appeal (2022-present)

Since the full-scale Russian invasion of Ukraine in February 2022, JOA has overseen the allocation over £1.4million in public donations to the Bailiff’s Ukraine Appeal.

Most recently, allocations have been made to UNHCR’s Winterisation Appeal 2024/25 and the work of Jersey-based charity, Friends of Ukraine EOD – specialising in the training of Ukrainian nationals in explosive ordnance disposal to International Mine Action Standards.

Standalone Emergency Response

JOA will reserve a proportion of its humanitarian budget to contribute towards Standalone Emergency Response delivered by its trusted partners, provided proposed interventions align with the Strategic Pillars and Priority themes outlined in this strategy.

Example: CARE International Kenya Flood Response (2024)

Following the severe drought and subsequent flooding in the Horn of Africa, CARE International and partners launched a multisector response to support flood-affected communities in Mandera and Garissa. With JOA's funding, the intervention achieved the following outcomes:

- **Improved Household Economic Support:** Cash assistance provided to 1,200 households, benefiting 7,200 people, including 3,664 females and 3,796 males.
- **Enhanced Access to Clean Water:** Solarization of two strategic boreholes enabled 4,527 households (27,162 people, including 14,396 females and 12,766 males) in Garissa and Mandera counties to access clean and safe drinking water.
- **Improved Hygiene and Health Awareness:** Hygiene awareness messages reached 4,863 households, improving sanitation and reducing the risk of water-borne diseases in flood-affected communities.

11. Reporting

The simplification of reporting mechanisms is just one example of how JOA, like the UK, Canada and Norway – aligns itself with international best practice and commitments e.g., the Grand Bargain. This approach enhances operational flexibility for our partners, enabling them to respond more effectively to urgent needs arising from evolving crises, conflicts, and sudden climate-related disasters.

As such, JOA will ensure reporting requirements are proportionate to our contributions and the scale of humanitarian response efforts. Reporting requirements may differ according to the duration and size of allocation and/or recipient organisation:

- For Pooled Fund contributions and direct funding of appeals and humanitarian response plans, JOA will accept standardised reports, including annual reports and overall response reports, provided the content aligns with the grant agreement. In cases where multi-year funding agreements are in place, partners will provide an Interim Narrative and Financial report to JOA which will, upon approval, trigger the release of subsequent years' funds.
- For direct funding of individual/standalone interventions, if a grant is more than 12 months in duration, partners will be required to submit a shorter Informal report at the midway point providing key updates on activities and impact.

All projects must submit a Final Report (Narrative and Financial) typically no later than three months from project closure unless otherwise agreed by JOA.

Where feasible, JOA will participate in in-country donor monitoring visits to gain deeper insights into local operations. To minimise the administrative burden on implementing teams, these visits will be coordinated with other donors.

12. Communicating Impact

JOA recognises the importance of communicating the impact of its humanitarian funding to both decision-makers and the public. All JOA grantees must follow the requirements outlined in [JOA's Visibility Guidelines](#) and Grant Agreements. Areas of collaboration include:

- **Human Impact Stories:** Grantees to provide case studies and human impact stories showcasing their response efforts and broader initiatives supported by JOA. These materials will help enhance public understanding of JOA's Humanitarian contributions. JOA will leverage existing material where available e.g., OCHA's Pooled Fund Impact Stories
- **Media Assets:** JOA will leverage visibility and recognition measures from partner agencies, such as reports, publications, social media, and multimedia content (photos, videos etc.).
- **Infographics & Data Visuals:** JOA will utilise partners' data systems e.g., OCHA's Data Hub, the Start Network's Start Fund Performance Dashboard and Data Hub to highlight JOA's contributions.
- **Public Events:** JOA will collaborate with its humanitarian partners and host public events, providing Islanders with the opportunity to learn more about the impact of JOA's funding – including the Jersey International Development Network (JIDN). Providing Islanders with the opportunity to hear directly from JOA Partners e.g., 2024 – Rohingyatographer Exhibition.
- **Schools & Community Outreach:** JOA will engage with schools and community groups on Island to raise awareness about the impact of its humanitarian funding. When possible, JOA will invite partners to deliver workshops.
- **Media Engagement:** In line with JOA's Communication and Engagement Strategy, JOA will leverage its local media relationships to profile the impact of JOA's Humanitarian funding.
- **Social Media Engagement:** JOA will also reshare the content of its partners on social media when deemed appropriate. Although independent from Government, JOA will look to amplify the communication of the impact of its humanitarian funding via relevant Government of Jersey media channels.

Annex 1: JOA Humanitarian Strategy Framework

Overarching Goal: To provide timely humanitarian assistance to the best placed actors to meet the needs of populations affected by natural, humanmade disasters and conflict.

Objective 1: Save lives and ensure protection of affected populations

Objective 2: Facilitate effective Humanitarian Assistance

Objective 3: Improve the Humanitarian system with strategic partnerships & coordination

Pillar 1: Rapid onset emergencies

Pillar 2: Underfunded & orphaned emergencies

Pillar 3: Coordination & Partnerships

Pillar 4: Action research & Capacity Building

Pillar 5: Advocacy & Communication

Theme One:
Cash and Voucher Assistance (CVA)

Theme Two:
Protection

Theme Three:
Localisation

Theme Four:
Building Resilience

Mechanism One:
Pooled Funds

Mechanism Two:
Direct Funding
Appeals, Response Plans, Standalone Response

Underpinning: Principles of Good Humanitarian Donorship: inc., quality, multi year funding, flexible reporting requirements.

Anne 2: Application Process



