

	JAMAICA SOCIAL INVESTMENT FUND THREATS AND OPPORTUNITIES ASSESSMENT FORM EMS-I-REC-T&O-ddmmyyyy	 
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OPPORTUNITIES		REVISION No: 2
	DISCUSSION	ACTIONS
Increasing focus of governmental and non-governmental organizations on improving the environment in underserved communities.	The JSIF was created by the Government of Jamaica as part of its poverty alleviation strategy. JSIF is playing the leading role in the transformation of poor and underserved communities across Jamaica and therefore any move to improve the environment in these communities would create additional opportunities for JSIF to be at the forefront considering the context of the organization. This opportunity would eventually result in the advancement of the EMS.	Continually train JSIF staff to improve capacity and competence in preparation for such eventuality. Additional staff could be employed if necessary to handle any increase in workload above the capacity of existing staff.
Growing demand by the public including NGOs for the country to be more environmentally sustainable	The JSIF is ISO 14001 certified since January 2009, the first Public entity in the region to receive this international certification and is only one of the few companies in Jamaica that is certified to international standards. JSIF has positive track record in environmental sustainability and therefore any demand for improvement in environmental sustainability should see JSIF taking the lead in planning and delivering the necessary interventions thus improving its environmental performance and credibility.	Training of staff and interested parties in environmental management. Create partnership with other implementing entities, community based organizations and NGOs to plan and implement projects.
Increasing generation and poor management of solid waste across Jamaica	Over the last several years, the JSIF has been investing considerable amount of funds into the improvement of solid waste management in underserved communities. JSIF will be expending in excess of three million US dollars to improve solid waste infrastructure, initiate recycling and composting programmes, provide the NSWMA with garbage trucks and other equipment, train and employ enforcement officers to name a few. Many of our objectives and targets are centred around solid waste management. Increasing waste generation across the country will only deepen the JSIFs involvement in trying to resolve the problems.	Continue to support and partner with the National Solid Waste Management Authority and other interested parties in the implementation of solid waste projects. Continue to provide and improve solid waste infrastructure across the country. Provide solid waste management training for residents in the communities that we served. Provide environmental awareness initiatives in schools.
Frequent outbreaks of pathogenic diseases	Recent outbreaks of pathogenic diseases including such as Zik-V and Chic-V have resulted in serious loss of productivity and GDP as well as lives and livelihoods. JSIF's experience in the implementation of sanitation and other health related projects in underserved communities, provides an opportunity for attracting funds to target disease prevention projects.	Partner with the Ministry of Health in the implementation of wellness and sanitation projects. Improve sensitization of community members and school children with respect to maintaining a healthy environment
Climate change adaptation and mitigation and disaster risk reduction become a primary focus of the Government of Jamaica poverty alleviation strategy. (Increased frequency and intensity of natural disasters in the region)	Climate change and natural disaster are cited as one of if not the leading cause of the anemic economic growth in Jamaica. It causes insurmountable stress on the lives of the poor; sinking them deeper and deeper into poverty. Considering JSIF's mandate, any move by the Government to tackle climate change and disaster risk reduction as a means to the alleviation of poverty will see JSIF driving the agenda, coordinating interested parties and implementing the interventions. These types of project will help to improve the resilience of the country.	Forging strong relationships with other implementing entities including the Office of Disaster Preparedness an Emergency Management (ODPEM), National Works Agency, NEPA, Ministry of Local Government and Community Development just to name a few. The JSIF will act as the executing entity and pull on the resources of these other agencies to coordinate and implement the projects.
Development of new partnerships with local and international environmental organizations or interested parties to implement projects.	Since its twenty years inception, the JSIF has been managing multiple loan and grant portfolios from the World Bank, EU, CDB, IDB, GoJ, OPEC just to name a few. The JSIF has developed a positive reputation with these funding partners or interested parties which augers well for forging new partnerships aimed at propogating our environmentally sustainable practices and procedures.	Continue to train JSIFs staff to build capacity to take on additional responsibilities in the event additional funding become available to support new programmes especially outside of our current scope or confort zone. Seek technical assistance from our international funding partners.
Increased funding from donor entities to implement environmental projects on a wider scale across the country	Considering the JSIF's good reputation, it is likely that existing donors will provide additional financial support in the form of grants and loans which will help the JSIF to implement more interventions in the pursuit of its environmental goals and objectives.	Continue to train JSIFs staff to build capacity to take on additional responsibilities in the event additional funding become available to support new programmes especially outside of our current scope or confort zone. Seek technical assistance from our international funding partners.

Communities become more receptive to the need for changes in knowledge, attitude, perception and behaviour of interested parties with respect to the environment.	Majority of the communities we serve if not all are plagued by social ills typified by lack of real concern for the environment. This makes it much more difficult to implement and sustain environmental projects and reducing the likelihood of achieving strategic objectives. Given a positive shift in communities KAPB towards the environment, it provides the opportunity to work more closely with the residents in accomplishing more far reaching environmental outcomes.	The JSIF will take the opportunity to harness the energy of the communities to their benefit. Community members and groups would be provided training and resources to implement their own environmental initiatives.
Development of new technologies that improve economic prospects of residents in project communities through environmental entrepreneurship activities.	Within the context of the JSIF, the key aspect is poverty alleviation. This is done through various means, for example provision of training and job placement or by providing employment via alternative livelihoods. The development of new technologies which are protective of the environment but at the same time provides an avenue for residents to generate income presents the opportunity for JSIF to impact the communities even more effectively.	Continue sensitize our communities about the possibilities for self-employment. Provide entrepreneurial and financial management training for residents involved in specific alternative livelihood projects.
Government of Jamaica ascribe JSIF a leading role in the transformation of solid waste management across the country.	JSIF continue to build a strong reputation in the management of solid waste in underserved communities. There are several media reports of JSIF's contribution in this area and the continued trust and confidence of the general public including the political directorate in the work that we are doing. Therefore, it is not far fetched for the JSIF to be afforded the lead in the implementation of solid waste management projects if the GOJ decided to implement a National programme.	Continue to support and partner with the National Solid Waste Management Authority in the implementation of solid waste projects. Continue to provide and improve solid waste infrastructure across the country. Provide solid waste management training for residents in the communities that we served. Provide environmental awareness initiatives in schools.
Development of new and cheaper technologies for monitoring air and water pollution	Environmental pollution is of major concern to the JSIF. In order to manage environmental aspects such as discharge to water and air, it is important to conduct proper monitoring which requires instruments to make quantitative assessment of the media preferably instantaneously. The development of advance and affordable monitoring tools will go a far way in improving the management of our significant environmental aspects and by extension reducing impacts, satisfy compliance obligations and meeting the needs of other interested parties.	Train our staff and external supervisors to improve their capacity to utilize monitoring instruments for managing environmental aspects. Hire consultants that have expertise in quantitative environmental monitoring.
Every underserved community has a Government environmental extension officer who conduct regular training.	The success of environmental programmes in the communities we served is highly dependent on the environmental awareness of the residents. Therefore, if residents are trained then it will be much easier to implement environmental projects because they would have a much better appreciation of for the environment. Having an environmental extension officer in the communities will enable JSIF to better meet its compliance requirements and achieve its objectives and targets.	Training of staff for timely implementation of projects in an environment with highly aware staff. Have constant dialogue with communities to identify stakeholder needs and establish environmental goals and objectives.
Development of new technologies to convert hazardous and non-hazardous waste into valuable commercial products.	One of JSIF's goals is to significantly reduce the number of plastic bottles in the environment by funding recycling initiatives as a source of income generation for residents. However, there are emerging technologies which allows for the conversion of various types of waste into commercial products. The availability of these technologies will afford JSIF the opportunity to expand alternative livelihood projects, reduce environmental pollution and satisfy interested parties.	Provide residents entrepreneurial and capacity building training. Identify and enroll suitable candidates in the alternative livelihood programmes
Environmental management become mandatory in university curriculum	Typically, the JSIF's works projects are outsourced to consultants and contractors. Contractors are contracted to carryout the works in accordance with the environmental management plan under the supervision of the consultants. Often times, both consultants and contractors do not hae adequate environmental training which makes it difficult to manage environmental aspects. Mandatory environmental training at local universities will definitely result in increased competence and capacity resulting in improved environmental performance.	Implement proper monitoring procedures for consultants and contractors to ensure that they are applying their environmental knowledge to good effect.
THREATS/RISKS		
More Stringent laws or regulations concerning environmental pollution	The Parliament may enact more stringent laws and regulations giving regulatory entities such as the NSWMA and NEPA wider scope and greater power which could impact the compliance especially in the short term. To the contrary, the enactment of stricter regulations could also lead to improved environmental performance.	Ensure that the staff are fully apprised of the laws that applicable to the EMS and what are some of the requirements. Legal and Governance Manager conducts regular meetings with the staff to discuss compliance issues. Legal and Governance Manager keeping current with the changing laws and implications.
Low buy-in or lack of interest in projects by interested parties	The success of our environmental projects and achievement of our targets and objectives is dependent on the support of interested parties. There is always a risk that stakeholders do not agree with our plans or just not interested which could impact our environmental performance negatively.	Constant communication between JSIF, interested parties and the communities. Allow the residents to the lead and make decisions about their communities' development programme. Provide training and awareness programmes for the community well in advance of implementing projects.
Competition for funding from Ministries, Departments and Agencies	There are a large number of Government entities in Jamaica that are competing for funding to implement social development projects. There is a risk that funds could be diverted from JSIF to some of these other entities which could impact resources available to fund the EMS and to achieve environmental goals and objectives.	Continue to deliver benefits to communities in an efficient, effective and non-partisan manner. Ensure that all staff are fully qualified for the position he/she occupied and are functioning at the optimal level. Implement projects that contribute significantly to economic growth of the country.
Environmental risks associated with significant aspects. Fines for violation of environmental laws	Non-compliance with regulatory or interested party requirements could lead to fines and lawsuits which could impact JSIF's environmental credibility and therefore affect our ability to attract funding and support from international partners and other interested parties.	Ensure staff and interested parties are adequately aware of the environmental laws that are applicable to the EMS by conducting regular training. Review of the laws annually by the Legal and Governance Manager to determine if there are any changes. Communicate any change to the law to all staff.

Change in Government policies with respect to poverty alleviation and the environment	The poverty alleviation strategy of the Government of the day could be shifted from the current state rendering JSIF less significant. Consequently, less resources could be allocated to JSIF resulting in deterioration in environmental performance due to lack of resources.	Provide capacity building training for staff to improve efficiency and productivity. Facilitate knowledge transfer between employees to enable staff to serve multi-functions within the organization. Train community stakeholders to perform some of the environmental tasks in the field that were typically carried out by JSIF staff.
Significant turn over of key staff	The success of the EMS is also incumbent on the performance and dedication of key staff. Any major attrition of these personnel may impact the performance of the EMS negatively.	Train all staff adequately in environmental management to enable smooth transition in the event a key staff leave the organization. Ensure staff are comfortable and happy in their work...provide job security to minimize turn over. Recognize and reward staff for good work.
Conflict between Local compliance obligations and interested party requirements	There is the possibility where the environmental requirements of funding partners contravene local laws. Failure to find common ground could lead to conflicts which may impact funding for the programme.	Conduct stakeholder meetings involving high level GOJ operatives including regulators and that of funding partners to find consensus on any contentious issues.
Extreme violence in project communities.	The JSIF operates in very volatile communities where there are regular outbreak of violence. Prolonged violence in these communities will prevent JSIF from implementing the necessary interventions to improve the environmental conditions in the space and therefore negatively impact our ability to achieve our objectives.	Implementation of social programmes aimed at curbing violence in the communities. Development of strong partnerships with the police and the Ministry of National Security. Conduct frequent community engagement with residents in order to build trust and good working relationship. Provide community interventions specifically targeting gang members.
Natural disasters and climate change	Natural disasters and the global phenomenon called climate change poses a significant risk to our projects. Extreme weather conditions could destroy projects, devastate homes, increase risk of diseases and contribute increase pollution by causing the discharge hazardous pollutants. These factors will limit the achievement of our objectives and targets and create more problems to be resolved which in itself could create opportunities for JSIF to establish new goals and get new mandates from the Government and interested parties.	Construct buildings in compliance with national building code. Conduct stake holder and interested parties training and workshops to increase climate and natural disaster adaption and mitigation strategies. Do not invest in high risk areas. Climate change and natural disaster considerations included in project designs. Provide contingency funds for natural disaster response and recovery. Develop evacuation plans for the office and project sites.
Change in leadership of the organization	Every organization experienced leadership changes from time to time for one reason or he other. The change in leadership from individuals with strong environmental focus to ones that are less inclined will negatively impact the performance of the EMS. Uncommitted leadership will affect resources flow into the EMS which will lead to its ultimate demise.	Ensure that the EMS is integrally linked to all aspect of the JSIF's project cycle and the achievement of leadership goals and objectives. Provide EMS training to new leadership. Ensure new leadership understand the link between the EMS and the potential for JSIF to attract international funding.