



MINISTRY PAPER NO .62

**The Law Reform (Zones of Special Operations) (Special Security  
and  
Community Development Measures)**

**The Mount Salem Community Zone**

**Social Intervention (September 1, 2017- August 7, 2020)**

**August 9, 2020**

**Office of the Prime Minister**

# The Law Reform (Zones of Special Operations) Special Security and Community Development Measures

## Social Intervention Report (September 1, 2017- August 7, 2020)

This Honourable House is being requested to note that after the enactment of the Law Reform (Zones of Special Operations) (Special Security and Community Development Measures) Act, the Prime Minister acting on the advice of the National Security Council declared Mount Salem the first Zone of Special Operation (ZOSO) on September 1, 2017.

Since the declaration of the zone, the Social Intervention Committee (SIC) has coordinated the implementation of a myriad of social services to the community. These Social Interventions are guided by a development framework with key performance indicators approved by Cabinet and serves as a developmental roadmap under six pillars:

- i) Transformation of the Physical Environment;
- ii) Land Tenure (Land regularization);
- iii) Community Safety (Improvement in citizen perception);
- iv) Human and Community Development and Employment (Livelihood and skill development);
- v) Business and Economic Development, Spiritual; and
- vi) Faith Based Intervention and Leadership.

The Social Interventions have been anchored in the Build Phase since February 2018 and since that period there have been significant achievements with respect to services deployed in the community, and an overall improvement in community safety and security, which have been anchored in the following theoretical approach:

1. Crime Prevention Through Environmental Design (CPTED)
2. Crime Prevention through Social Development (CPTSD)

This theoretical approach situates the transformation of the community, to achieve a reduction in crime and sustainable development of the community.

### **SUMMARY OF KEY SUCCESSES IN THE ZONE:**

The Mount Salem ZOSO has undergone three years of transformation; with significant investment in human development and physical transformation through GOJ and partner expenditure of more than J\$ 190 million. This expenditure has been channeled towards significant improvement in the infrastructure of the community including but not limited to the following quantitative and qualitative outputs:

1. Improvement in basic utilities including regularization for over 500 residents with the NWC
2. Over 4,000 metres of roadway completed
3. Over 1,300 metres of zinc fence substitution that has eliminated over 90 per cent of zinc fence in the community
4. Skills training, and livelihood programmes and academic support including summer camps, and programmes to address literacy and numeracy have been completed benefitting over 200 youth and children
5. Solid Waste Management, Vector control and community sanitization activities remain ongoing
6. Over 200 residents supported with care packages through partnership with the PSOJ, the St James Police and the Mount Salem CDC
7. Support to enterprises within the community with training and equipment grants
8. Community Safety and Governance training directed at the Mount Salem CDC to improve their participation in community security
9. Implementation of parenting support and a physical parent place in the community

#### **NEW INTERVENTIONS SINCE REPORT ON APRIL 9, 2020 IN MOUNT SALEM**

1. New round of vector control and community sanitization, with over 16 truckloads of non-household garbage removed from the community during the period.
2. Selection of a contractor to execute the rehabilitation of the community centre is at an advanced stage of procurement
3. One additional roadway (Coconut Palm) in the community was paved.
4. Over 200 residents were supported with care packages through partnership with the Private Sector Organization of Jamaica (PSOJ), the St James Police and the Mount Salem Community Development Committee (CDC).
5. Printed materials were delivered to over 50 students on an ongoing basis to supplement their online and distance learning following COVID-19 school closures. This programme will be continued to facilitate and support an additional 200 students.

#### **PENDING PROJECTS - WORKS**

Given the imperative nature to deploy support within the immediate declaration of the zone, the SIC adopted the dynamic approach where some activities that are considered standard services of the GOJ such as regular garbage collection and health services are facilitated immediately, while capital projects are carefully planned with appropriate community consultations. Among the significant capital projects in the development stages are:

1. The Mount Salem Primary and Infant School - Design works completed, however, following consultations with the Ministry of Education, Youth and Information, further amendments are being done to the proposed design and scope of works, which has shifted the timeline for tendering activities. Implementation is earmarked for 2020. The Project is being funded by the JSIF through the Caribbean Development Bank Basic Needs Trust Fund (BNTF).

2. Mount Salem Police Station and Health Centre – Mount Salem Police Station was tendered and is currently being evaluated. This rehabilitation will be funded through the EU Poverty Reduction Programme. Budget is in place and is pending EU final approval. This Project remains under active consideration for implementation in 2020.
3. The process for the rehabilitation of the community centre, is at an advanced stage, and is projected to commence within the course of the financial year.

The Tables below provide an outline of the progress of the social intervention components in the Zone, as well as the various agencies that have marshalled or contributed to the delivery of the components, notably the following:

The Jamaica Social Investment Fund (JSIF)

The Registrar General's Department (RGD)

The Social Development Commission (SDC)

The Jamaica Constabulary Force (JCF)

The Jamaica Defence Force (JDF)

Mount Salem Community Development Centre (CDC)

The Ministry of Education, Youth and Information (MEYI)

The Ministry of National Security (MNS)

The Ministry of Labour and Social Security (MLSS)

The Ministry of Economic Growth and Job Creation (MEGJC)

The Ministry of Tourism

The HEART NSTA Trust

The Housing Opportunity Production and Employment (HOPE) Programme

Peace Management Initiative

Fight for Peace

J. Wray & Nephew

Housing Agency of Jamaica (HAJ)

National Land Agency (NLA)

National Housing Trust (NHT)

Office of the Utilities Regulation (OUR)

St. James Public Health

The Zone has achieved a high level of development overall, and currently can be considered a model space in respect of transformation through the ZOSO.

**TABLE 1: INTERVENTIONS SUCCESSFULLY IMPLEMENTED IN THE MOUNT SALEM ZOSO SINCE SEPTEMBER 1, 2017**

DEVELOPMENT STRATEGY	INTERVENTIONS	AGENCIES	OUTPUT
<p><b>Crime Prevention Through Environmental Design</b></p>	<p>1. Road Improvement Works</p>	<p>NWA</p>	<p>Road rehabilitation:</p> <ol style="list-style-type: none"> <li>1. Piggot Street – 300 meters</li> <li>2. Crawford Street- 550 meters</li> <li>3. Pedlar Lane – 400 meters</li> <li>4. Mt Salem Main Road - 1,630 meters</li> <li>5. Barnet View Main Road – 700 meters</li> <li>6. Other roads in Zone - (approx.) 500 meters</li> <li>7. Coco Palm - approximately 500 metres</li> </ol>
	<p>2. Drain Cleaning &amp; Removal of solid waste</p>	<p>NWA</p>	<ul style="list-style-type: none"> <li>▪ Three drains cleaned and 24 truckloads of bulky waste removed from the community.</li> <li>▪ A further 16 truckloads removed since April 2020</li> <li>▪ Main drains through community rehabilitated, with the community providing all the labour for the works.</li> <li>▪ 79 community members received short term employment</li> </ul>

DEVELOPMENT STRATEGY	INTERVENTIONS	AGENCIES	OUTPUT
	<p>3. Rodent Control</p> <p>4. Zinc Fence Substitution</p>	<p>St. James Public Health</p> <p>JSIF &amp; Ministry of Economic Growth and Job Creation</p>	<p>Community wide programme that significantly reduced the rat and rodent population.</p> <p>Approximately 1,300 m of zinc fence removed and replaced with block and steel wall along the following streets:</p> <p>Peddlas Lane 108.5 meters  Corners Lane 65 meters  Crawford Street 241meters  Crawford to  Piggot Street 40 meters  Richardson Crescent 123 meters  Coconut Palm 81 meters  Coffee Lane 95 meters  Campbell Lane 215 meters  Katon Lane 111 meters  Clarke Street 70 meters</p> <p>Over 100 community members directly benefitted from employment on the project.</p> <p>Directly impacted over 82 homes in the community.</p>
	<p>5. Training of Community Based Committee (CDC)</p>	<p>MNS &amp; JSIF</p>	<ul style="list-style-type: none"> <li>▪ Capacity building of 25 community leaders including action planning and drafting of development plan.</li> </ul>

DEVELOPMENT STRATEGY	INTERVENTIONS	AGENCIES	OUTPUT
<b>Crime Prevention Through Social Development</b>	6. Back to school support (September 2017)	JSIF & Other SIC Agencies	<ul style="list-style-type: none"> <li>▪ 97 students received supplies for back to school, inclusive of uniforms and books.</li> </ul>
	7. Faith Based Organization Community Outreach	Mount Salem SDA Church	<ul style="list-style-type: none"> <li>▪ Over 100 residents received support through the church at a community fair hosted by the church.</li> </ul>
	8. Skills Training	HOPE; HEART Trust NTA	<ul style="list-style-type: none"> <li>▪ 15 residents completed training and graduated with level I in Construction Management</li> </ul>
	9. Civil Registration	JSIF	<ul style="list-style-type: none"> <li>▪ Over 230 birth certificates were provided since ZOSO was declared.</li> </ul>
	10. Community Services Fair	JSIF/ SIC Membets	<ul style="list-style-type: none"> <li>▪ Over 2,000 services delivered through two fairs - including medical, dental and the provision of civil documentation (Birth certificates/TRN)</li> </ul>
	11. Unity Concert	Ministry of Tourism/ JCDC & SIC partners	<ul style="list-style-type: none"> <li>▪ Cultural showcase in the community, including talent show and games</li> </ul>
	12. Sports/ Recreation (Domino Tournament)	SDC	<ul style="list-style-type: none"> <li>▪ Over 80 community members directly participated however over 200 residents indirectly benefitted</li> </ul>
	13. Parenting Support	National Parent Support Commission	<ul style="list-style-type: none"> <li>▪ 20 parent mentors trained on proper parenting and soft skills;</li> <li>▪ Establishment of a physical Parent place in the ZONE with support from USAID.</li> </ul>



DEVELOPMENT STRATEGY	INTERVENTIONS	AGENCIES	OUTPUT
	14. Summer Camp 2018	JSIF	<ul style="list-style-type: none"> <li>▪ Over 150 students were engaged in a six week summer Camp during June-July 2018. Children were exposed to digital animation, and other areas to include personal development.</li> </ul>
	15. Health and wellness	St. James Public Health	<ul style="list-style-type: none"> <li>▪ Over 800 residents from the Zone accessed healthcare services, including home visits. The range of services accessed included:               <ul style="list-style-type: none"> <li>Antenatal Care ( 20 persons)</li> <li>Dressings: over 120 persons</li> <li>Child Health: Over 64</li> <li>Curative: Over 264 persons</li> </ul> </li> </ul>
	16. Community Linkup	Mount Salem CDC & Joint Forces	<ul style="list-style-type: none"> <li>▪ The Mount Salem CDC and the Joint Forces had a joint initiative in November 30, 2018, where they interacted with the community-cookout and sport event. This formed a part of the continuous positive networking and partnership engagement with the community. The event was also symbolic as it was held during Police week 2018.</li> </ul>

**TABLE 2: INFRASTRUCTURE IMPROVEMENTS IN ACTIVE IMPLEMENTATION IN THE MOUNT SALEM ZOSO**  
**(2020-2021)**

**(Crime Prevention through Environmental Design)**

INTERVENTION	ACTIVITIES	OUTPUT	BENEFICIARIES	STATUS
<p><b>Upgrade to the Physical Environment</b></p>	<p>Rehabilitation of Mount Salem Primary and Junior High School and Development of a new State of the Art Infant School</p>	<p>Rehabilitation of the Mount Salem Primary and Junior High School:   <u>Scope:</u>                      A new State of the Art Infant School to be developed:</p> <ol style="list-style-type: none"> <li>a. construction of a four-classroom infant school block with bathroom and classrooms</li> <li>b. Construction of the perimeter fencing for the infant school and undertaking of termite treatment for the compound.</li> <li>c. The project will also involve the construction of a</li> </ol>	<p>1. Over 500 students</p>	<p>Approval received from the Caribbean Development Bank. Further adjustments to design being completed following consultations with the MOE. Still in planning stage for implementation.</p>

		<p>tertiary sewer system.</p> <p><u>Scope:</u> Primary School Section</p> <ol style="list-style-type: none"> <li>a. construction of a classroom block and associated link ways,</li> <li>b. rehabilitation of the sanitation block,</li> <li>c. Rehabilitation of School Infrastructure such as the kitchen, existing bathroom blocks,</li> <li>d. Undertaking of termite treatment for the compound.</li> <li>e. The project will also involve the rehabilitation of existing sewer system network.</li> <li>f. The project will also consider equipping</li> </ol>		
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<p><b>Upgrade to the Physical Environment</b></p>	<p><b>Land Regularization</b></p>	<p>of school furniture for students and teachers occupying the newly constructed classrooms.</p>	<p>The entire community will benefit</p>	<p>Survey completed and findings presented to the ONSA. Joint Agency approach including HAJ/NHT/ NLA and JSIF engaged to draft the development of an appropriate framework for resettlement and development of suitable housing solutions.</p> <p>Activities still being jointly executed among the partners.</p>
	<p>Through a major partnership among JSIF/ NHT / HAJ and NLA, the current spatial layout within the Zone will be formalized. This will include:</p> <ol style="list-style-type: none"> <li>1. Subdivision design and land holdings being regularized</li> <li>2. Overlay subdivision to incorporate the improved roadwork and related infrastructure which will form the basis for the splintering of titles</li> </ol>		<p>Entire ZONE is slated to benefit from the improved delivery and</p>	<p>Pilot project between JSIF/JPS and Ours. A technical presentation was made to the Cabinet</p>
	<p><b>Electricity Regularization</b></p>	<p>National Energy Solution Ltd(formerly REP) have started planting poles in the community</p>		

<p><b>Upgrade to the Physical Environment</b></p>	<p><b>Water Regularization</b></p>	<p>NWC is ongoing with their improvement to both water distribution and quality of access to the residents.</p> <p>As part of the coordinated approach, laterals are being included to ensure, the roadworks are not disturbed once they have been completed</p>	<p>regularization of electricity</p> <p>NWC will continue to target the entire zone.</p>	<p>Secretary on February 3, 2020. Intervention skill under consideration.</p> <p>Over 500 households have benefitted to date from improvements in the quality of distribution and bills adjustments.</p>
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**TABLE 3: SOCIAL SERVICES PROJECTS IN ACTIVE IMPLEMENTATION IN THE MOUNT SALEM ZOSO**  
**(2020 – 2021)**  
**(Crime Prevention through Social Design)**

INTERVENTION	ACTIVITIES	TARGET	BENEFICIARIES	STATUS
Vocational Skills	Skills Training programs: Welding & general construction)	Skills training for at risk youth within the Zone	Four students being trained in Event Management with the Main Event Training Institute	Completed.
<b>Entrepreneurship &amp; Business Development</b>	Entrepreneurship Programme: Grants, business training and equipping, regularization support permits and licenses.  Approximately 10 Enterprises (J\$ 10 million potentially available for business startup)	An unlimited number of applicants were invited to submit proposals for funding of between J\$1.5m and J\$ 2.5m in business support.	Applicants received from 14 enterprises in the zone with the submission of 9 strong business proposals that have been shortlisted.	Beneficiaries received training. Delivery now ongoing with beneficiaries receiving equipment to augment their enterprises.

<p><b>Community Safety and Security</b></p>	<p>Neighbourhood Watch: [Capacity building]</p>	<p>3,500 residents. 20 residents trained as curfew monitors by the JCF.</p>	<p>3,500 residents. 20 residents trained as curfew monitors by the JCF.</p>	<p>Training completed November 20-21, 2019. Baseline works ongoing. COVID-19 restrictions have however affected further activities to strengthen their capacity.</p>
<p><b>Community Safety and Security Livelihood and Training</b></p>	<p>Youth Clubs: [Capacity building/Grants]</p>	<p>Grant Support to youth groups in the Zone.</p>	<p>Four youth groups will be targeted for grant funding to execute programmes and to strengthen their operations.</p>	<p>Cancelled.</p>
<p>Summer Camp 2020</p>	<p>Remedial and development sessions for children</p>	<p>50 children</p>	<p>Classes commenced final week of July 2020 and will continue until end of August 2020.</p>	



**Andrew Holness ON, MP**  
**Prime Minister**

**August 10, 2020**

