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

**The Mount Salem Community Zone**

**Social Interventions (September 1, 2017- December 3, 2020)**

**December 3, 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- December 3, 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 declaring of the zone, the Social Intervention Committee (SIC) has coordinated the implementation of a myriad of social services to the community. These Social Intervention are guided by a development framework approved by Cabinet and serves as a developmental roadmap with under seven 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,
- vi) Spiritual and Faith Based Intervention; and
- vii) Leadership.

These seven pillars are underpinned by the strategic theoretical framework including the Theory of Change (TOC). The transformation of the community, to achieve reduce crime and sustainable development is further rooted in the following construct:

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

### SUMMARY OF KEY SUCCESSES IN THE ZONE:

The Mount Salem ZOSO is now operational for over three years. During the period, the community transitioned, achieving significant investment in human development and physical transformation through GOJ, NGO and multilateral partner support. More than J\$ 200 million has already been committed, with a further J\$ 80Million in new works in execution.

This expenditure has been channeled towards significant improvement in the infrastructure of the community resulting in the following quantitative and qualitative outputs:

**a) Interventions completed:**

1. Improvement in basic utilities including regularization for over 500 residents with the NWC
2. Over 4,000 meters of roadway completed accounting for in excess of 90% of the community roadways
3. Over 1,300 metres of zinc fence substitution that has eliminated over 90 % 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 completed benefitting over 200 youth and children
5. Recurrent schedule for Solid Waste Management, Vector control and community sanitization activities.
6. Over 200 residents supported with care packages through partnership with the private sector, the St. James Police and the Mount Salem CDC
7. Three enterprises receiving support to enterprises with training and equipment
8. Community Safety and Governance training to improve their participation in the community security
9. Equipping of a parent place and homework centre in the community
10. Staging of two service fairs and a unity concert

**b) Activities under active implementation:**

Given the imperative to deploy support within the immediate declaration of the zone, the SIC committee has 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 - Contract approval and construction scheduled to commence in the first Quarter of 2021. Project funded by the JSIF through the Caribbean Development Bank Basic Needs Trust Fund.
2. Mount Salem Police Station and Health Centre – contract signed and works scheduled to commence in December 2020. This rehabilitation will be funded through the EU Poverty Reduction Programme.

3. Mount Salem Community Centre- Contracting process to complete with works scheduled for 1<sup>st</sup> quarter of 2021.
4. Enterprise Development - A further five (5) enterprises to access GOJ grants of up to J\$500,000 in equipment support in January 2021.

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 Trust/NSTA

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.

In light of the COVID-19 pandemic, ongoing activities and programmes in the space continue to be impacted.

**NARRATIVE ON DEVELOPMENT COMPLETED IN THE ZONE**

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

<b>DEVELOPMENT STRATEGY</b>	<b>INTERVENTIONS</b>	<b>AGENCIES</b>	<b>OUTPUT</b>
<b>CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN</b>	1. Road Improvement Works	NWA	Over 400 meters of roads rehabilitated:  <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 meters</li> </ol>
	2. Drain Cleaning & Removal of solid waste	NWA	<ul style="list-style-type: none"> <li>▪ Three drains cleaned and the removal of 24 truckloads of bulky waste from the community in October 2017.</li> <li>▪ A further 16 truckloads removed since April 2020</li> <li>▪ Main drain through community rehabilitated, with the community</li> </ul>

	<p>providing all the labor for the works.</p> <ul style="list-style-type: none"> <li>79 community members received short term employment to do community beautification.</li> </ul>		
<p>3. Rodent Control</p>	<p>Community wide rodent and vector control programme.</p>	<p>St. James Public Health</p>	
<p>4. Zinc Fence Substitution</p>	<p>Over 1,300 metres 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 241 meters  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>JSIF &amp; Ministry of Economic Growth and Job Creation</p>	

<p style="text-align: center;"><b>CRIME PREVENTION THROUGH SOCIAL DEVELOPMENT</b></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 in key modules to enable them to plan, action and manage their own development plans.</li> </ul>
	<p>6. Back to school support (September 2017)</p>	<p>JSIF &amp; Other SIC Agencies</p>	<ul style="list-style-type: none"> <li>▪ 97 students received supplies for back to school, inclusive of uniforms and books.</li> </ul>
	<p>7. Faith Basec Organization Community Outreach</p>	<p>Mount Salem SDA Church</p>	<ul style="list-style-type: none"> <li>▪ Over 100 residents received support through the church at a community fair hosted by the Mount Salem Seventh Day Adventist Church.</li> </ul>
	<p>8. Skills Training</p>	<p>HOPE; HEART Trust NTA</p>	<ul style="list-style-type: none"> <li>▪ 15 residents completed training and graduated with Level I in Construction Management</li> </ul>
	<p>9. Civil Registration</p>	<p>JSIF</p>	<ul style="list-style-type: none"> <li>▪ Over 230 birth certificates were provided since ZOSO was declared.</li> </ul>
	<p>10. Community Services Fair</p>	<p>JSIF/ SIC Members</p>	<ul style="list-style-type: none"> <li>▪ Over 2,000 services delivered through two fairs. Including medical, dental and the provision of civil documentations (Birth certificate/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 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>	
	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 has accessed healthcare services, including home visits. The range of services accessed included: Antenatal Care (20 persons)</li> </ul>	
	<b>CRIME PREVENTION THROUGH SOCIAL DEVELOPMENT</b>			

	16. Community Unity	Mount Salem CDC & Joint Forces	<p>Dressings: over 120 persons  Child Health: Over 64  Curative: Over 264 persons</p>
			<ul style="list-style-type: none"> <li>▪ The Mount Salem CDC and the Joint Forces had a joint initiative on November 30, 2018, where they interacted through the community- cookout and sport event. It formed part of building positive network and partnership within 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 align="center"><b>CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN</b></p>	<p>Rehabilitation of Mount Salem Primary and Junior High School</p>	<p>Rehabilitation of the Mount Salem Primary and Junior High School:</p> <p>Scope</p> <p>a. Rehabilitate main classrooms block, and the construction of new bathrooms.</p>	<p>1. Over 500 students</p>	<p>Contract approved and works to commence in 1<sup>st</sup> quarter of 2021.</p>
	<p>Land Regularization</p>	<p>Through a major partnership among JSIF/ NHT / HAJ and NLA the current spatial layout within the Zone will be</p>	<p>The entire community will benefit</p>	<p>Surveys completed, and works ongoing to execute subdivision of the comfort lands that has been transferred from the previous owners.</p>

<p style="text-align: center;"><b>CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN</b></p>			<p>formalized. This will include:</p> <ol style="list-style-type: none"> <li>1. Subdivision designed 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>Activities commenced to put in new roadways in this section of the community.</p>
	<p><b>Electricity Regularization</b></p>	<p>JSIF</p>	<p>Entire ZONE is slated to benefit from the improved delivery and regularization of electricity</p>	<p>JSIF to explore the needs for electricity in partnership with the JPS.</p>
	<p><b>Water Regularization</b></p>	<p>NWC is ongoing with their improvement to both water distribution and</p>	<p>NWC will continue and will target the entire zone.</p>	<p>Over 500 households benefitted to date from improvements in the</p>

		<p>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>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
<b>Entrepreneurship &amp; Business Development</b>	Entrepreneurship Programme: [Grants, business training and equipping].	Applications were received from 10 entrepreneurs in the community.	Five (5) enterprises from the community to benefit from the phase two of the enterprise grant project.	Successful applicants to receive training and equipment by January 2021.

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

8 December, 2020