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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 10, 2021)**

**December 10, 2021**

**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 10, 2021)

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) continues to coordinate the implementation of a myriad of social services to the community. These Social Interventions are guided by a development framework approved by Cabinet which serves as a developmental roadmap with 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 a reduction of 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 continues to be supported by significant investments in both human development and physical transformation through Government of Jamaica (GOJ), NGO and multilateral development partners including the World Bank. Over J\$250 million has been spent towards supporting the development within the community. 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 4,300 meters of roadway completed accounting for more than 93% of the community roadways.
3. Over 1,300 meters of zinc fence substitution 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 in place.
6. Over 200 residents supported with care packages through partnership with the private sector, the St. James Police and the Mount Salem CDC.
7. A total of nine entrepreneurs accessing grant support of more than J\$1.3 million to include training and equipment.
8. Community Safety and Governance training to improve their participation in the community security, with over 36 community members receiving training as civic leaders and curfew monitors.
9. Equipping of Mount Salem Parent Place and homework centre in the community through support from the USAID and the National Parent Support Commission (NPSC).
10. Staging of two service fairs and a unity concert by the GOJ and the respective ministries.
11. Construction of the modern State of the Art Mount Salem Police Station
12. Mount Salem Community Centre – Rehabilitation of the community centre through the GOJ HOPE Project. The works cost approximately J\$18M, and was executed using the Community Contracting approach, which saw members of the community executing all elements of the construction.

**b) ACTIVITIES UNDER ACTIVE IMPLEMENTATION DURING REVIEW PERIOD:**

**RESULTS –October 8, 2021 – December 10, 2021**

The Mount Salem ZOSO has achieved the highest level of planned infrastructure and social development. Only a small number of projects remain outstanding or under implementation in the Zone

1. **SIC Meeting** – No meeting of the SIC was convened during the period.
2. **Enterprise Development**- 16 micro entrepreneurs confirmed, following completion of selection process and will receive equipment for their business from an allocation of J\$3m under the GOJ ICDP II Project.
3. **Mount Salem Primary School**- Design and Build contract signed, with the design element completed, and awaiting Parish Council Approval for the construction component to start.

**LEGACY 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. The COVID-19 pandemic continues to affect overall implementation of activities within the space.

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 (MOEYI)

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.

**TABLE 1: INTERVENTIONS SUCCESSFULLY IMPLEMENTED IN THE MOUNT SALEM ZOSO**

ACTIVITIES	Agency	Output	Status
Land Regularization	NLA/ HAJ	Subdivision of the Comfort Lands	Surveys completed and activities remain ongoing to execute subdivision of the comfort lands that has been transferred from the previous owners. Process delayed due largely to the expansive need for as build drawings etc.
Electricity Regularization	JSIF/ MLRD	Housewiring & regularization of households on the JPS grid	Work continues
Operation Certification (civil documentation)	JSIF	New birth certificates	Virtual application process ongoing.

Parks and Green Spaces	JSIF	<ul style="list-style-type: none"> <li>▪ Construction of a welcome sign to the community</li> <li>▪ Install Gazebo, Benches and dedicated green space</li> </ul>	Approximately 90 per cent completed.
Skills Training	HEART/ SDC	Youth trained in new skill areas	Recruitment process still ongoing with training projected to start in January 2022.
Enterprise Development (Phase II)	JSIF	Business grants to entrepreneurs.	16 entrepreneurs selected under Phase II and will receive equipment to a combined value of J\$3M.
Parenting support	NPSC/ JSIF	Parenting training & capacity building	J\$12 million project being funded by the GOJ ICDP II programme will include support to Mount Salem. Currently under active implementation.
Construction & rehabilitation of the Mount Salem Primary School	JSIF	Upgrade abandoned block, to accommodate new classroom, and support areas.	Design & Build contract to be deployed. The contractor has completed the design component, with the parish council approval now required to commence construction.

**TABLE 2: EXPANDED NARRATIVE ON 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>National Works Agency (NWA)</p>	<p>Over 4300 meters of roads rehabilitated:</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 meters</li> </ol>
	<p>2. Drain Cleaning &amp; Removal of solid waste</p>		<p>Three drains cleaned and the removal of 24 truckloads of bulky waste from the community in October 2017.</p> <p>A further 16 truckloads removed in April 2020.</p> <p>Main drain through community rehabilitated, with the community providing all the labor for the works.</p> <p>79 community members received short term employment to do community beautification.</p>







	<b>3. Rodent Control</b>	St. James Public Health	Community wide rodent and vector control programme.
	<b>4. Zinc Fence Substitution</b>	JSIF & Ministry of Economic Growth and Job Creation	<p>Over 1,300 meters 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</p> <p>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 supported over 82 homes in the community.</p>
<b>CRIME PREVENTION THROUGH SOCIAL DEVELOPMENT</b>	<b>5. Water Regularization</b>	National Commission	500 households benefitted to date from improvements in the quality of distribution and bills adjustments
	<b>6. Training of Community Based Committee (CDC)</b>	Ministry of National Security & JSIF	Capacity building of 25 community leaders in key modules to enable them to plan, action and manage their own development plans.
	<b>7. Back to school support (September 2017)</b>	JSIF & Other Agencies	97 students received supplies for back to school, inclusive of uniforms and books.

8. Faith Based Organization Community Outreach	Mount Salem Church	Over 100 residents received support through the church at a community fair hosted by the Mount Salem Seventh Day Adventist Church.
9. Skills Training	HOPE; HEART Trust/NTSA	15 residents completed training and graduated with Level I in Construction Management
10. Civil Registration	JSIF	Over 230 birth certificates were provided since ZOSO was declared.
11. Community Services Fairs	Joint Intervention Committee agencies and the Joint Forces	Over 2,000 services delivered through two fairs. Including medical, dental and the provision of civil documentations (Birth certificate/TRN)
12. Unity Concert	Ministry of Tourism/ JCDC & SIC partners	Cultural showcase in the community, including talent show and games.
13. Sports/ Recreation (Domino Tournament)	SDC	Over 80 community members directly participated however over 200 residents indirectly benefited.
14. Parenting Support	National Parent Support Commission	20 parent mentors trained on proper parenting and soft skills.  Establishment of a physical Parent Place in the ZONE with support from USAID.

<b>CRIME PREVENTION THROUGH SOCIAL DEVELOPMENT</b>	<b>15. Summer Camp 2018</b>	JSIF	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.
	<b>16. Health and Wellness</b>	St. James Public Health	Over 800 residents from the Zone have accessed healthcare services, including home visits. The range of services accessed included:  Antenatal Care (20 persons) Dressings: over 120 persons Child Health: Over 64 Curative: Over 264 persons
	<b>17. Community Development</b>	Mount Salem CDC & Joint Forces	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.

			<p>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.</p>
	<p><b>18. Enterprise Development</b></p>	<p>JSIF</p>	<p>Nine (9) Micro and Small enterprises from the community received grants totaling J\$1.3Million to establish and build their operations.</p>



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

**December 10, 2021**

