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# **Jamaica School Rehabilitation Project and Maintenance Plan**

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## Outline

- Impacts of Tropical Storm Gustav
- USAID School Rehabilitation Program
- Maintenance Issues
- School Maintenance Plan
- Lessons Learned

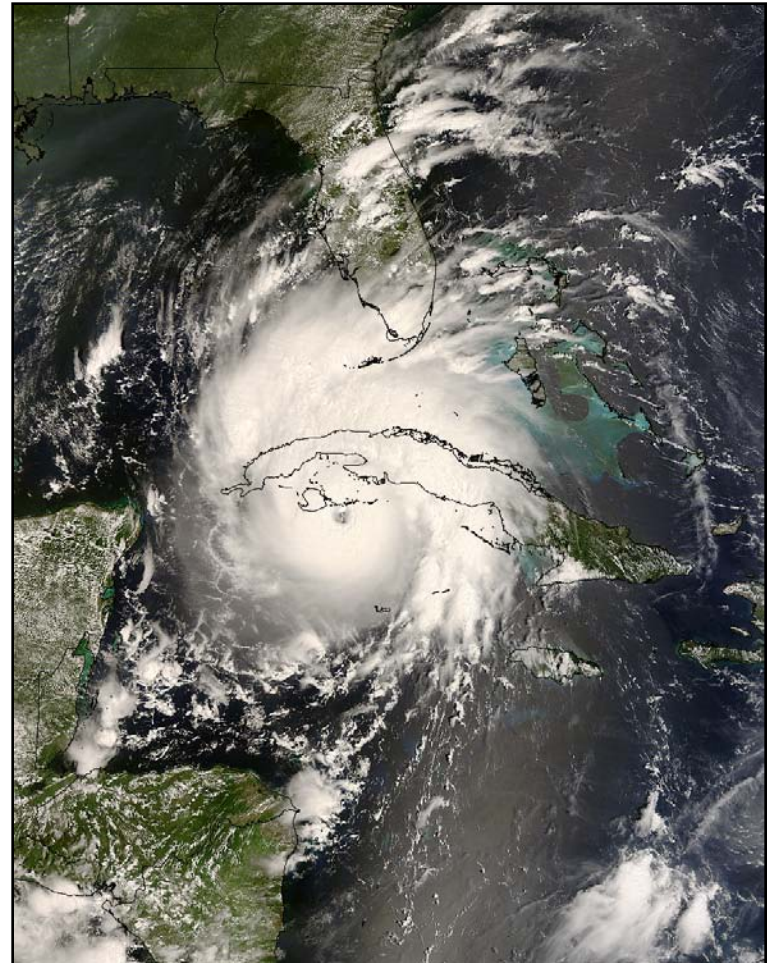


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## Tropical Storm Gustav

- Gustav hit Jamaica as a tropical storm August 28-29, 2008.
- Total damage to Jamaica was estimated at US\$210 million.<sup>1</sup>
- The Ministry of Education identified 51 priority schools in need of urgent rehabilitation. The total cost was estimated at \$2.2 M.

<sup>1</sup>[http://www.nhc.noaa.gov/pdf/TCR-AL072008\\_Gustav.pdf](http://www.nhc.noaa.gov/pdf/TCR-AL072008_Gustav.pdf)  
Picture: <http://rapidfire.sci.gsfc.nasa.gov/gallery/?2008243-0830/Gustav.A2008243.1605.2km.jpg>





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## School Damages

- A number of schools incurred damages to roofs, electrical systems, retaining walls, drainage systems, windows, and doors.

Top right: Port Antonio Infant School has serious damage to the bathroom roof.

Bottom right: Fair Prospect Primary School has damage to the classroom roof.





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## USAID School Rehabilitation Program

- In response to flooding and wind damage caused by Gustav, USAID is providing a grant to the Ministry of Education (MOE) for school repairs.
- A grant of \$1.8M will fund the repairs of approximately 40 schools located in St. Mary, St. Andrew, St. Thomas, and Portland parishes.
- In accordance with Section 611(a) of the Foreign Assistance Act of 1961, firm cost estimates must be made since the cost of the project is > US\$ 500,000. Detailed quantities (within 5%) and total cost estimates (within 10%) are necessary.
- In accordance with Section 611(e), the MOE and schools must commit to maintaining schools after repairs are completed because the total cost is > US\$1,000,000.



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## Designs and Cost Increases

- Initially, designs provided by the MOE lacked sufficient details.
- A contractor was hired to prepare cost estimates and detailed designs in accordance with Jamaican Code.
- Revised cost estimates with new variations led to a cost increase of 39% for the first group of 15 schools.



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## Adherence to Jamaican Code

- USAID is working with the MOE and the contractor, Pyramid Consultants, to ensure that designs and construction comply with Jamaican Code.

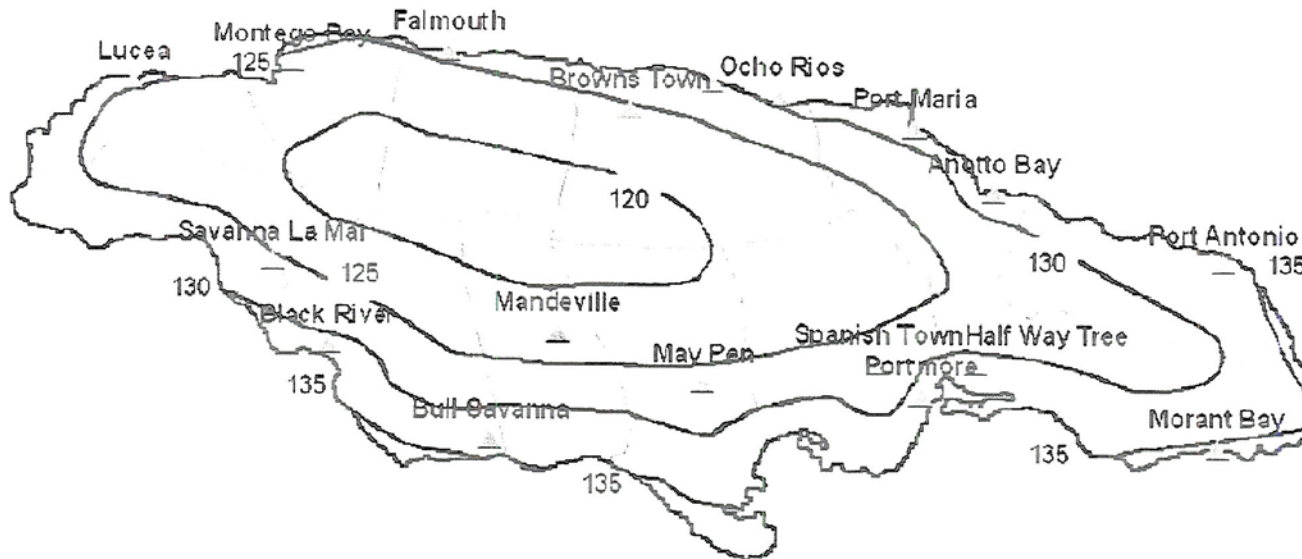


FIGURE 1609 BASIC WIND SPEED MAP OF JAMAICA IN MPH (3-SECOND GUST)



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## Maintenance Issues

USAID must ensure administrators can maintain the schools after rehabilitation is complete.

School administrators face obstacles in properly maintaining their schools. These challenges include:

- Funding
  - Schools receive janitorial and maintenance funding from the MOE, and they conduct fundraising activities. However, these funds are insufficient for conducting all maintenance inspections and activities required.
- Key Personnel and Community Involvement
  - Some schools do not have a person responsible for conducting maintenance inspections.
  - Some schools do not have strong community involvement (parents, businesses, etc.) for help in fundraising and maintenance projects.
- Reporting
  - Although schools report all maintenance expenditures to the MOE regularly, they do not report maintenance activities or building conditions.





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### Fair Prospect Primary School – Trash on school grounds



### Manchioniel All Ages School – Rust and water damage from missing roof





## Proposed Maintenance Plan

### 1. Maintenance Committee

- Involvement and participation of all interested and resourceful parties, including principals, teachers, PTA, School Board, community leaders & parents
- Responsible for maintenance, fundraising, and creating community awareness of school issues

### 2. Community Involvement

- Schools often have access to a variety of resources within their community (supplies from businesses, skilled/unskilled labor, community advocates, etc)
- Community awareness of school needs and issues vital to successful acquiring of resources



## Proposed Maintenance Plan

### 3. Budgeting and Fundraising

- School fundraisers (including bake sales, fun days, 'stay days' with schools selling lunches) can more than double the funding provided by the MOE
- The PTA and others in the community can provide in-kind donations that generate funds (organizational management, labor, food, etc)
- The target goal for maintenance funding is between J\$96,000 and J\$240,000 (or US\$100 – US\$250 per month)

### 4. Hurricane Planning

- Preventative actions, to be done at set or regular times throughout the year
- Emergency response actions, performed as soon as a storm is identified



## Proposed Maintenance Plan

### 5. Maintenance Activities

- Daily, weekly, monthly and yearly tasks identified in checklist type form
- Both cleaning/repair activities and inspection activities to identify greater maintenance needs

### 6. Reporting, Monitoring & Evaluation

- Monitoring, reporting and record keeping, including the state of previously completed projects to track successes, failures, and further maintenance needs

### 7. Training

- The MOE will train school staff on how to maintain the buildings and grounds



## Lessons Learned

- Importance of thorough design
  - Detailed design and cost estimates are necessary for infrastructure and construction projects (including school rehabilitation). These should be done first to avoid wasted money and/or time and to avoid cost overruns.
  - Field visits are necessary to ensure design and construction are satisfactory.
- Community involvement directly related to school maintenance success
  - Schools with the strongest ties to their community were much more successful in acquiring resources beyond those provided by the MOE.



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## Lessons Learned

- Reporting, monitoring, and evaluating are key to accountability and ownership
  - These increase maintenance committee (and school staff) involvement and provide direct feedback to the MOE on the success of repairs and the need of further support.
- Funding is inadequate for education programs as well
  - This is a strong need for more funding to improve underfunded education programs, in addition to school's physical maintenance and rehabilitation demands.