MINISTRY OF EDUCATION, SKILLS, YOUTH AND INFORMATION

HURRICANE MELISSA SCHOOL INFRASTRUCTURE RECOVERY PROGRAMME

MONTHLY PROGRESS REPORT — OCTOBER 2026

OVERALL PORTFOLIO SUMMARY

Reporting Period: October 1–31, 2026
Baseline: September 30, 2026 | Portfolio: 682 Schools across 7 Regions

Prepared jointly by:
National Education Trust (NET) Infrastructure Management Unit
MoESYI Technical Services Unit (TSU)

FOR OFFICIAL USE

72 **P1 WORK COMPLETED (Cat A)** Formal PCC issued	**85** **P1 AT 95–99% (Cat B)** PCC pending	**157** **P1 COMBINED (A+B)** 51.0% of 308 P1 schools	**168** **PORTFOLIO TOTAL** P1:157 | P2:9 | P3:2
70.98% **P1 PHYSICAL RATE** +1.31pp since Sep 30	**27.14%** **P1 FINANCIAL RATE** +2.06pp since Sep 30	**J$10.88B** **TOTAL FY EXPENDITURE** Apr–Oct 2026 Programme-wide	**244** **ACTIVE WIP SITES** Across P1, P2 and P3
35.04% **PORTFOLIO PHYSICAL RATE** P1:70.98% | P2:6.72% | P3:3.10%	**26.38%** **FINANCIAL RATE** P1:27.14% | P2:14.67% | P3:0%	**61** **DEC 2026 PIPELINE** 34 near-80% + 27 near-61% (P1)	

The programme covers 682 schools across 7 regions. As of October 31, 2026: **80** schools have been fully restored (Work Completed, formal PCC issued). A further **88** schools are at practical completion stage (95–99%, PCC pending). By December 31, 2026, up to **218 Priority 1** schools (70.8% of 308) are projected to reach formal completion, bringing total portfolio completions to approximately **229** schools (33.6% of 682).

1. Executive Summary and Overview

This report presents the monthly progress review for the Hurricane Melissa School Infrastructure Recovery Programme for the period October 1–31, 2026, against the baseline position confirmed in the September 30, 2026 Monthly Status Report. The programme covers 682 schools across seven administrative regions, jointly managed by the National Education Trust (NET) Infrastructure Management Unit and the Technical Services Unit (TSU) of the Ministry of Education, Skills, Youth and Information (MoESYI), with supporting contributions from bilateral and multilateral donor partners.

The month of October 2026 recorded continued forward momentum across the Priority 1 portfolio. The P1 physical implementation rate advanced to **70.98%** — a gain of 1.31 percentage points over the September 30 baseline — driven by contractor completions in Regions 2, 3, 5 and 7. The programme records 72 Priority 1 schools at formal Work Completed status (Category A) and a further 85 schools at the 95–99% Practical Completion stage (Category B), yielding a combined Priority 1 position of **157** schools at or beyond the practical completion threshold — representing **51.0%** of all 308 Priority 1 schools. This marks a programme milestone: the majority of P1 schools have now crossed the practical completion threshold.

The Priority 1 financial rate improved to **27.14%**, a gain of 2.06 percentage points over September. Cumulative programme expenditure for the fiscal year April–October 2026 stands at **J$10,884,523,067.05**, against the approved J$18 Billion overall budget (**60.5%**). NET's cumulative expenditure of J$8,233,950,651.06 represents 76.2% of its J$10.8 Billion FY 2026/27 allocation.

Priority 2 records **6** Work Completed schools — 5 NET-managed in Region 5 (St. Elizabeth and Manchester) and 1 DONOR-managed in Region 4 (Farm Primary and Infant, St. James) — plus 3 schools at the 95–99% practical completion threshold (Lacovia High, Brae's River Primary, and Barbary Hall Primary and Infant, all in St. Elizabeth), yielding a P2 combined position of 9 schools. Priority 3 activity remained

limited with no new completions during October; 2 TSU-managed schools retain Work Completed status from prior periods.

The December 2026 pipeline comprises **61** Priority 1 schools — 34 at the 80–94% WIP band (targeting October/November PCC) and 27 at the 61–79% band (December 31 PCC target) — projecting a combined total of up to 218 P1 completions by year-end. At portfolio level, projections for December 31, 2026 stand at: P1 — up to 218 schools (70.8% of 308); P2 — up to 9 schools (3.4% of 266, with 3 schools at 95–99%); P3 — 2 schools (1.9% of 108). The projected portfolio-wide total is up to 229 schools, representing 33.6% of the 682-school programme.

> CRITICAL DELIVERY PRIORITY — Region 4 (Westmoreland, St. James, Hanover): 151 of 308 Priority 1 schools, J$13.529 Billion in contracts and a financial rate of only 17.2%, leaving approximately J$11.2 Billion uncertified. With 45 Category B schools (95–99%) and 28 pipeline schools targeting completion by December 31, Region 4 must remain the operational priority for both NET and TSU QS certification teams through the third quarter of the 2026/27 fiscal year.

> SCHOOL YEAR 2026/27 — ACTIVE CONSTRUCTION: 150 Priority 1 schools remain under active construction. All sites must maintain construction-alongside-learning protocols, physical exclusion zones, Project Manager and Clerk of Works site visits with written daily logs and confirmed temporary classroom provision. School safety is non-negotiable throughout the academic year.

2. Expenditure and Financial Position — October 31, 2026

2.1 Programme Expenditure Profile — FY 2026/27 (April–October)

October 2026 programme disbursement of J$1,689.7M reflects a moderation from the August–September peak (J$2,363–2,358M) as the first wave of major P1 completions transitions from active construction to DLP phase. Cumulative fiscal year expenditure of **J$10,884.5M** represents **60.5**% of the J$18 Billion overall programme budget.

Month	Programme Spend	NET Spend	% of J$18B Budget	% of NET J$10.8B Alloc.
Apr 2026	J$439.5M	J$335.2M	2.4%	3.1%
May 2026	J$1,109.8M	J$592.7M	8.6%	8.6%
Jun 2026	J$1,354.1M	J$1,037.9M	16.1%	18.2%
Jul 2026	J$1,569.8M	J$1,165.2M	24.8%	29.0%
Aug 2026	J$2,363.3M	J$1,789.2M	38.0%	45.6%
Sep 2026	J$2,358.3M	J$1,940.7M	51.1%	63.5%
Oct 2026	J$1,689.7M	J$1,373.0M	60.5%	76.2%
FY TOTAL	**J$10,884.5M**	**J$8,233.9M**	**60.5%**	**76.2%**

2.2 Financial Rate by Priority — October 31, 2026

The P1 financial rate of **27.14%** remains the primary delivery performance indicator, reflecting continued acceleration in payment certification accompanying the completion surge.

Priority	Schools	Contract Sum	Expenditure	Remaining	Fin. Rate	Change (Sep→Oct)
P1 Severely Damaged	308	J$30.75B	J$8.35B	J$22.40B	**27.14%**	+2.06pp
P2 Moderately Damaged	266	J$1.75B	J$0.26B	J$1.49B	**14.67%**	+0.82pp
P3 Minor Damage	108	J$0.11B	J$0.00B	J$0.11B	**0.00%**	—
PROGRAMME TOTAL	**682**	**J$32.61B**	**J$8.60B**	**J$24.01B**	**26.38%**	**+1.98pp**

PAYMENT CERTIFICATION RISK: An estimated 43+ Category B schools continue to record 0% financial rate — physical works substantially complete but no payment certified. QS certification backlogs, particularly in Region 4, represent the programme's primary financial risk. Immediate escalation of certification teams is required across all entities.

3. Portfolio Status — October 31, 2026

3.1 Two-Category Completion Framework

CATEGORY A: WORK COMPLETED — Formal Practical Completion Certificate issued. Defects Liability Period (DLP) commenced. Retention eligible for release.

CATEGORY B: 95–99% PRACTICAL COMPLETION — Physical works substantially complete. Final snagging outstanding. Formal PCC not yet executed.

UNDERSTANDING THE TWO RATES: The portfolio physical rate of 35.04% reflects the average across all 682 schools — including approximately 374 P2 and P3 schools that have not yet commenced construction, which dilutes the overall average. The P1 rate of 70.98% reflects the true pace of active restoration: of the 308 most severely damaged schools where intensive works are underway, 154 are at or beyond practical completion. These two rates should be read together.

3.2 Portfolio Status by Priority

Priority	Schools	Cat A (WC)	Cat B (95-99%)	Done (A+B)	Active WIP	Dec Pipeline	Physical Rate	Fin. Rate
P1 Severely Damaged	308	**72**	**85**	**157**	151	61	**70.98%**	27.14%
P2 Moderately Damaged	266	**6**	**3**	**9**	6	1	6.72%	14.67%
P3 Minor Damage	108	**2**	0	**2**	2	0	3.10%	0.00%
PROGRAMME TOTAL	**682**	**80**	**88**	**168**	**158**	**64**	**35.04%**	**26.38%**

3.3 Priority 1 Entity Breakdown

TSU continues to lead P1 completion performance with a high combined (A+B) completion rate versus NET's. This reflects TSU's shorter contract value portfolio (J$4.6B

vs NET J$23.7B) and the concentration of NET's portfolio in Region 4 where larger, more complex facilities dominate.

Entity	P1 Schools	Cat A (WC)	Cat B (%)	Done %	Active WIP	Dec Pipeline	Phys%	Fin%	Contract
NET	160	9	20	17.6%	115	32	55.99%	26.0%	J$23.7B
TSU	133	58	58	87.2%	21	3	89.35%	21.1%	J$4.6B
DONOR	13	9	3	92.3%	4	1	82.38%	0.0%	J$0.1B
TOTAL P1	**308**	**72**	**85**	**51.0%**	**151**	**61**	**70.98%**	**27.14%**	**J$28.4B**

> Of NET's 160 P1 schools, 115 remain in active WIP — predominantly in Region 4. NET must accelerate contractor supervision, QS certification mobilisation and payment processing across its 32 pipeline schools targeting December 31, 2026 PCCs.

4. Regional Damage Assessment and Recovery Progress

The seven-region delivery structure reflects the geographic distribution of Hurricane Melissa's damage. Regional analysis is presented for Priority 1 — the most severely impacted cohort — with supplementary commentary on Priority 2 and Priority 3 activation status.

4.1 Priority 1 — Regional Status Summary

Region	P1 Total	Cat A (WC)	Cat B (95%+)	Done (A+B)	Active WIP	P1 Phys%	P1 Fin%	Contract	Risk
R1 – St. Andrew / Kingston	1	1	0	1	0	100.0%	1.3%	J$0.006B	LOW
R2 – St. Mary / St. Thomas / Portland	11	3	4	7	4	75.8%	73.0%	J$0.328B	LOW
R3 – St. Ann / Trelawny	61	25	13	38	12	85.7%	28.5%	J$5.842B	MODERATE
R4 – Westmoreland / St. James / Hanover	151	12	49	61	79	63.2%	17.2%	J$13.529B	CRITICAL
R5 – Manchester / St. Elizabeth	62	22	11	33	25	80.0%	36.0%	J$6.721B	MODERATE
R6 – St. Catherine	14	4	7	11	3	83.7%	21.6%	J$0.477B	LOW
R7 – Clarendon	11	5	1	6	6	80.4%	24.9%	J$1.500B	MODERATE
TOTAL P1	**308**	**72**	85	**157**	151	**70.98%**	27.14 %	J$28.4B	

4.2 Regional Narratives

Region 4 — Westmoreland / St. James / Hanover — CRITICAL

Region 4 remains the programme's single largest delivery challenge with 151 of 308 P1 schools (49.0%), J$13.529 Billion in contracts and a financial rate of only 17.2%. The October position records 61 combined P1 completions — 12 Category A (formal Work Completed) and 49 Category B (95–99%, PCC pending) — but 49 schools still await PCC execution, representing more than an estimated J$800M in uncertified work. The 28 R4 pipeline schools (14 near-80%, 14 near-61%) represent the critical December 2026 delivery cohort. NET-managed schools dominate R4, including the programme's highest-value facilities: Manning's High (J$638.2M), Cambridge High (J$317.3M), and Rusea's High (J$153.9M).

Region 3 — St. Ann / Trelawny — PROGRAMME LEADER

Region 3 records 38 of 61 P1 schools (62.3%) at or beyond practical completion — 25 Category A (formal Work Completed) and 13 Category B (95–99%, PCC pending). October completions in R3 were led by TSU in Trelawny and NET in St. Ann. The near-80% R3 pipeline is led by William Knibb Memorial High (J$478.9M) and Westwood High (J$389.2M). R3's financial rate of 28.5% reflects improving certification performance though 3 Category B schools — Warsop Primary (27%), Wilson's Run P&I (25.5%), Cascade Primary & Infant (0%) — continue to record critically low payment certification.

Region 5 — Manchester / St. Elizabeth — SUSTAINED MOMENTUM

Region 5 records 33 of 62 P1 completions (53.2%) — 22 Category A (Work Completed) and 11 Category B (95–99%) — and leads the programme in Priority 2 delivery — 5 P2 Work Completed schools (Leeds P&I, Pepper P&I, Nazareth P&I, Russells P&I, and Siloah Primary, all NET-managed across St. Elizabeth and Manchester) and 3 P2 schools at 95–99% practical completion (Lacovia High J$74.8M, Brae's River Primary J$55.3M, and Barbary Hall P&I J$18.0M). Two P1 schools advanced to the 95–99% practical completion threshold (Category B) in October — Holmwood Technical High (Manchester, J$367.4M) and St. Elizabeth Technical High (St. Elizabeth, J$311.0M). Black River Primary & Infant (J$564.8M) is at 85% (Category A pipeline) and is targeted for formal

PCC by November 2026. The R5 financial rate of 36.0% is the highest of any region with significant active portfolios, reflecting effective QS and payment certification performance by NET. Lewisville High (J$689.9M) anchors the near-61% Cohort 2 pipeline for December 2026.

Region 6 — St. Catherine — P1 COMPLETION LEADER

Region 6 records 11 of 14 P1 schools (78.6%) at or beyond practical completion — 4 Category A (Work Completed) and 7 Category B (95–99%, PCC pending) — with all being TSU-managed. R6's financial rate of 21.6% lags behind its physical performance, indicating outstanding payment certification for several completed schools. R6 P2 status: 46 NET P2 schools in St. Catherine remain uncontracted (preliminary cost J$985.2M) — batch procurement advertised September 2026, contract award expected November 30, 2026.

Region 2 — St. Mary / St. Thomas / Portland — ADVANCING

Region 2 records the highest P1 financial rate of any region at 73.0%, reflecting highly effective payment certification by TSU across its 3 Category A Work Completed schools, with 4 further schools at Category B (95–99%) practical completion. P2 activation in R2 (St. Thomas batch) was enabled in September 2026 following QS assessment backlog clearance.

Regions 1 — St. Andrew / Kingston

Region 1 records 1 school (Allman Hill Primary and Infant) with formal Work Completed status — the sole P1 school in the Kingston/St. Andrew area.

Regions 7 — St. Andrew / Kingston and Clarendon

Region 7 (Clarendon) records 5 Category A completions and 1 Category B completion (Alphansus Davis High – Phase 1) for a combined P1 position of 6 from 11 schools (54.5%), with 6 schools in active WIP (note: Alphansus Davis High – Phase 2 is in progress and counts separately toward the active WIP figure). The December 2026

pipeline for R7 includes 4 schools near the 80–94% threshold targeting year-end practical completion.

4.3 Priority 2 Regional Status

Priority 2 (266 schools, moderately damaged) remains predominantly pre-construction (257 of 266 schools active or pre-construction). The 6 Work Completed P2 schools span two regions: Region 4 (Farm Primary and Infant, St. James — DONOR-managed by Canada Trades Professionals/JDF) and Region 5 (5 schools, all NET-managed across St. Elizabeth and Manchester). Three additional P2 schools in Region 5 (Lacovia High J$74.8M, Brae's River Primary J$55.3M, and Barbary Hall P&I J$18.0M) are at the 95–99% practical completion threshold. P2 procurement activity is advancing in R2 (St. Thomas QS clearance), R5 (ongoing), and R6 (batch advertised). The J$1.75B P2 contract portfolio is J$257M expended as of October 31, 2026.

4.4 Priority 3 Regional Status

Priority 3 (108 schools, minor damage) remains largely pre-construction with J$110M in contracts and zero expenditure reported. Two TSU-managed schools — Padmore Primary (St. Catherine, R6) and Wanstead Primary and Infant (Clarendon, R7) — retain Work Completed status from prior reporting periods. No new P3 construction activity commenced in October 2026. P3 procurement activation for the remaining 106 schools is expected in Q3 of the 2026/27 fiscal year pending P1 cashflow relief.

5. Completions — All Priorities — October 31, 2026

Portfolio-wide completions as of October 31, 2026: **168** schools. Priority 1: **157** (Category A: 72 Work Completed | Category B: 85 at 95–99% PCC stage). Priority 2: 9 (6 Work Completed, 3 at 95–99% — Lacovia High, Brae's River Primary, Barbary Hall P&I). Priority 3: 2 completions (TSU-managed, prior periods).

5.1 Priority 1 — Work Completed Schools (Category A) by Region

Summary — Completions by Region and Entity (P1)

CATEGORY KEY: A — Work Completed: Formal Practical Completion Certificate issued, Defects Liability Period commenced. B — 95–99% PCC: Physical works substantially complete; snagging outstanding; formal PCC not yet executed.

FIN% KEY: Green ≥60% Amber 30–59% Red 0%: no payment certified — QS action required before PCC can be executed.

#	School	Parish	Entity	Category	Contract	Status
1	**Allman Hill Primary and Infant**	St. Andrew	TSU	A — WC	J$6.0M	Formal PCC issued. DLP commenced.
Sub-total: 1 school | Cat A (WC): 1 | Cat B (95–99%): 0					**J$6.0M**	
1	**Devon Pen Primary and Infant**	St. Mary	TSU	A — WC	J$42.2M	Formal PCC issued. DLP commenced.
2	**Wycliffe Martin High (Previously Brimmer Vale High)**	St. Mary	TSU	A — WC	J$54.9M	Formal PCC issued. DLP commenced.
3	**Comfort Castle Primary and Infant**	Portland	NET	A — WC	J$70.8M	Formal PCC issued. DLP commenced.
4	Highgate Primary	St. Mary	TSU	B — PCC	J$23.2M	Physical works complete. Final snagging / PCC pending.
5	Port Maria Primary	St. Mary	TSU	B — PCC	J$28.5M	Physical works complete. Final snagging / PCC pending.
6	Retreat Primary	St. Mary	TSU	B — PCC	J$39.3M	Physical works complete. Final snagging / PCC pending.
7	St. Mary High	St. Mary	TSU	B — PCC	J$39.3M	Physical works complete. Final snagging / PCC pending.
Sub-total: 7 schools | Cat A (WC): 3 | Cat B (95–99%): 4					**J$298.2M**	
1	**Aabuthnott Gallimore High**	St. Ann	TSU	A — WC	J$45.8M	Formal PCC issued. DLP commenced.
2	**Alva Primary and Infant**	St. Ann	TSU	A — WC	J$23.8M	Formal PCC issued. DLP commenced.
3	**Bamboo Primary**	St. Ann	NET	A — WC	J$75.0M	Formal PCC issued. DLP commenced.
4	**Bethany Primary**	St. Ann	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
5	**Cedric Titus High**	Trelawny	NET	A — WC	J$32.0M	Formal PCC issued. DLP commenced.
6	**Daniel Town Primary and Infant**	Trelawny	TSU	A — WC	J$50.8M	Formal PCC issued. DLP commenced.
7	**Discovery Bay Primary and Infant**	St. Ann	TSU	A — WC	J$37.7M	Formal PCC issued. DLP commenced.
8	**First Hill Primary and Infant**	Trelawny	TSU	A — WC	J$49.4M	Formal PCC issued. DLP commenced.
9	**Lime Tree Gardens Primary and Infant**	St. Ann	TSU	A — WC	J$69.5M	Formal PCC issued. DLP commenced.
10	**Marcus Garvey Technical (St. Ann's Bay)**	St. Ann	NET	A — WC	J$122.7M	Formal PCC issued. DLP commenced.

#	School	Parish	Entity	Category	Contract	Status
	Marcus Garvey Technical (Mansfield)	—	TSU	A — WC	J$31.9M	Formal PCC issued. DLP commenced.
11	**Parry Town Primary and Infant**	St. Ann	TSU	A — WC	J$43.6M	Formal PCC issued. DLP commenced.
12	**Runaway Bay Primary and Infant**	St. Ann	TSU	A — WC	J$33.4M	Formal PCC issued. DLP commenced.
13	**Salt Marsh Primary and Infant**	Trelawny	TSU	A — WC	J$52.9M	Formal PCC issued. DLP commenced.
14	**Sawyers Primary and Infant**	Trelawny	TSU	A — WC	J$21.9M	Formal PCC issued. DLP commenced.
15	**Sturge Town Primary**	St. Ann	NET	A — WC	J$75.0M	Formal PCC issued. DLP commenced.
16	**Troy High**	Trelawny	NET	A — WC	J$13.7M	Formal PCC issued. DLP commenced.
17	**Wakefield Primary and Infant**	Trelawny	TSU	A — WC	J$70.4M	Formal PCC issued. DLP commenced.
18	**Waldensia Primary and Infant**	Trelawny	NET	A — WC	J$34.2M	Formal PCC issued. DLP commenced.
19	**Walkerswood Academy**	St. Ann	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
20	**Watt Town Primary and Infant**	St. Ann	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
21	**Higgins Land Primary and Infant**	St. Ann	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
22	**Beecher Town Primary and Infant**	St. Ann	TSU	A — WC	J$49.8M	Formal PCC issued. DLP commenced.
23	**Keith Primary and Infant**	St. Ann	TSU	A — WC	J$28.8M	Formal PCC issued. DLP commenced.
24	**Philadelphia Primary and Infant**	St. Ann	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
25	**Unity Primary**	Trelawny	NET	A — WC	J$72.2M	Formal PCC issued. DLP commenced.
26	Brown's Town Model Infant	St. Ann	TSU	B — PCC	J$20.8M	Physical works complete. Final snagging / PCC pending.
27	Brown's Town Primary	St. Ann	NET	B — PCC	J$50.9M	Physical works complete. Inspection undertaken and PCC pending.
28	Cascade Primary and Infant	St. Ann	NET	B — PCC	J$101.6M	Physical works complete. Final snagging / PCC pending.
29	Falmouth Primary	Trelawny	NET	B — PCC	J$58.0M	Physical works complete. Final snagging / PCC pending.
30	Free Hill Primary and Infant	St. Ann	NET	B — PCC	J$113.0M	Physical works complete. Final snagging / PCC pending.
31	Retirement Primary	St. Ann	NET	B — PCC	J$56.9M	Physical works complete. Final snagging / PCC pending.
32	Servite Primary	St. Ann	TSU	B — PCC	J$22.9M	Physical works complete. Final snagging / PCC pending.
33	Waltham Abbey Primary and Infant	St. Ann	NET	B — PCC	J$58.5M	Physical works complete. Final snagging / PCC pending.
34	Wilson's Run Primary and Infant	Trelawny	NET	B — PCC	J$82.1M	Physical works complete. Final snagging / PCC pending.
35	Albert Town Primary and Infant	Trelawny	NET	B — PCC	J$124.7M	Physical works complete. Final snagging / PCC pending.
36	St. Hilda's Diocesan High	St. Ann	NET	B — PCC	J$82.1M	Physical works complete. Final snagging / PCC pending.
37	Bounty Hall Primary and Infant	Trelawny	TSU	B — PCC	J$29.5M	Physical works complete. Final snagging / PCC pending.
Sub-total: 37 schools | Cat A (WC): 25 | Cat B (95–99%): 12					**J$1955.5M**	
1	**Bogue Hill Primary and Infant**	St. James	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
2	**Chetwood Memorial Primary**	St. James	DONOR	A — WC	J$23.5M	Formal PCC issued. DLP commenced.

#	School	Parish	Entity	Category	Contract	Status
3	**Cornwall Mountain Primary and Infant**	Westmoreland	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
4	**Culloden Infant**	Westmoreland	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
5	**Dumfries Primary**	St. James	TSU	A — WC	J$14.0M	Formal PCC issued. DLP commenced.
6	**Ferris Primary**	Westmoreland	TSU	A — WC	J$23.8M	Formal PCC issued. DLP commenced.
7	**Sandy Bay Primary**	Hanover	TSU	A — WC	J$29.6M	Formal PCC issued. DLP commenced.
8	**Savanna-La-Mar Inclusive Academy**	Westmoreland	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
9	**Sheffield Primary**	Westmoreland	TSU	A — WC	J$23.8M	Formal PCC issued. DLP commenced.
10	**St. Paul's Primary**	Westmoreland	TSU	A — WC	J$23.9M	Formal PCC issued. DLP commenced.
11	**Kings Primary and Infant**	Westmoreland	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
12	**Ashton Primary**	Westmoreland	TSU	A — WC	J$55.5M	Formal PCC issued. DLP commenced.
13	**Belmont Academy**	Westmoreland	TSU	A — WC	J$74.7M	Formal PCC issued. DLP commenced
14	**Carmel Primary and Infant**	Westmoreland	TSU	A — WC	J$30.2M	Formal PCC issued. DLP commenced
15	**Sandy Bay Primary**	Hanover	TSU	A — WC	J$29.6M	Formal PCC issued. DLP commenced
16	**Little London High**	Westmoreland	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced
17	Anchovy Primary	St. James	NET	B — PCC	J$174.7M	Physical works complete. Final snagging / PCC pending.
18	Catherine Hall Primary and Infant	St. James	NET	B — PCC	J$127.4M	Physical works complete. Final snagging / PCC pending.
19	Barrett Town Primary and Infant	St. James	TSU	B — PCC	J$30.3M	Physical works complete. Final snagging / PCC pending.
20	Beaufort Primary	Westmoreland	TSU	B — PCC	J$24.0M	Physical works complete. Final snagging / PCC pending.
21	Broughton Primary	Westmoreland	TSU	B — PCC	J$97.5M	Physical works complete. Final snagging / PCC pending.
22	Cacoon Castle Primary and Infant	Hanover	TSU	B — PCC	J$24.1M	Physical works complete. Final snagging / PCC pending.
23	Cacoon Primary and Infant	Hanover	TSU	B — PCC	J$15.9M	Physical works complete. Final snagging / PCC pending.
24	Caledonia Primary and Infant	Westmoreland	TSU	B — PCC	J$23.9M	Physical works complete. Final snagging / PCC pending.
25	Chatsworth Primary and Infant	St. James	NET	B — PCC	J$56.5M	Physical works complete. Final snagging / PCC pending.
26	Catadupa Primary	St. James	NET	B — PCC	J$64.3M	Physical works complete. Final snagging / PCC pending.
27	Cave Valley Primary and Infant	Hanover	TSU	B — PCC	J$29.3M	Physical works complete. Final snagging / PCC pending.
28	Chambers Pen Primary	Hanover	TSU	B — PCC	J$16.0M	Physical works complete. Final snagging / PCC pending.
29	Chester Castle Primary and Infant	Hanover	TSU	B — PCC	J$46.3M	Physical works complete. Final snagging / PCC pending.
30	Enfield Primary and Infant	Westmoreland	TSU	B — PCC	J$59.7M	Physical works complete. Final snagging / PCC pending.
31	Friendship Primary and Infant	Westmoreland	TSU	B — PCC	J$82.0M	Physical works complete. Final snagging / PCC pending.

#	School	Parish	Entity	Category	Contract	Status
32	George's Plain Primary and Infant	Westmoreland	TSU	B — PCC	J$79.2M	Physical works complete. Final snagging / PCC pending.
33	Granville Primary and Infant	St. James	TSU	B — PCC	J$29.2M	Physical works complete. Final snagging / PCC pending.
34	Green Pond Primary and Infant	St. James	TSU	B — PCC	J$34.2M	Physical works complete. Final snagging / PCC pending.
35	Haddo Primary and Infant	Westmoreland	TSU	B — PCC	J$42.8M	Physical works complete. Final snagging / PCC pending.
36	Holly Hill Primary and Infant	Westmoreland	TSU	B — PCC	J$58.4M	Physical works complete. Final snagging / PCC pending.
37	Howard Cooke Primary	St. James	TSU	B — PCC	J$23.5M	Physical works complete. Final snagging / PCC pending.
38	Irwin High	St. James	TSU	B — PCC	J$33.0M	Physical works complete. Final snagging / PCC pending.
39	Irwin Primary	St. James	TSU	B — PCC	J$21.4M	Physical works complete. Final snagging / PCC pending.
40	Kentucky Primary and Infant	Westmoreland	TSU	B — PCC	J$72.1M	Physical works complete. Final snagging / PCC pending.
41	Lucea Infant	Hanover	TSU	B — PCC	J$29.7M	Physical works complete. Final snagging / PCC pending.
42	Mount Carey Baptist Infant	St. James	NET	B — PCC	J$82.7M	Physical works complete. Final snagging / PCC pending.
43	Maldon High	St. James	TSU	B — PCC	J$26.8M	Physical works complete. Final snagging / PCC pending.
44	Maldon Primary	St. James	TSU	B — PCC	J$38.4M	Physical works complete. Final snagging / PCC pending.
45	Mount Hermon Primary and Infant	Westmoreland	TSU	B — PCC	J$84.4M	Physical works complete. Final snagging / PCC pending.
46	Mount Horeb Primary and Infant	St. James	TSU	B — PCC	J$29.0M	Physical works complete. Final snagging / PCC pending.
47	New Hope Primary	Westmoreland	TSU	B — PCC	J$60.5M	Physical works complete. Final snagging / PCC pending.
48	New Roads Primary	Westmoreland	TSU	B — PCC	J$24.0M	Physical works complete. Final snagging / PCC pending.
49	New Works Primary and Infant	Westmoreland	TSU	B — PCC	J$12.6M	Physical works complete. Final snagging / PCC pending.
50	Niagara Primary and Infant	St. James	TSU	B — PCC	J$14.3M	Physical works complete. Final snagging / PCC pending.
51	Orange Hill Primary and Infant	St. James	TSU	B — PCC	J$40.1M	Physical works complete. Final snagging / PCC pending.
52	Peggy Barry Primary and Infant	Westmoreland	TSU	B — PCC	J$32.6M	Physical works complete. Final snagging / PCC pending.
53	Pell River Primary	Hanover	TSU	B — PCC	J$13.6M	Physical works complete. Final snagging / PCC pending.
54	Petersfield Primary and Infant	Westmoreland	NET	B — PCC	J$263.4M	Physical works complete. Final snagging / PCC pending.
55	Porter's Mountain Primary	Westmoreland	TSU	B — PCC	J$23.8M	Physical works complete. Final snagging / PCC pending.
56	Salem Primary	Westmoreland	TSU	B — PCC	J$67.7M	Physical works complete. Final snagging / PCC pending.
57	Savanna-La-Mar Primary	Westmoreland	TSU	B — PCC	J$94.0M	Physical works complete. Final snagging / PCC pending.
58	Spot Valley High	St. James	NET	B — PCC	J$73.8M	Physical works complete. Final snagging / PCC pending.

#	School	Parish	Entity	Category	Contract	Status
59	Springfield Primary and Infant	St. James	TSU	B — PCC	J$49.6M	Physical works complete. Final snagging / PCC pending.
60	Strawberry Primary and Infant	Westmoreland	NET	B — PCC	J$80.5M	Physical works complete. Final snagging / PCC pending.
61	Success Primary and Infant	Hanover	TSU	B — PCC	J$23.2M	Physical works complete. Final snagging / PCC pending.
62	Corinaldi Avenue Primary	St. James	NET	B — PCC	J$104.3M	Physical works complete. Final snagging / PCC pending.
Sub-total: 62 schools | Cat A (WC): 16 | Cat B (95–99%): 46					**J$2962.2M**	
1	**Accompong Primary and Infant**	St. Elizabeth	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
2	**Ballards Valley Primary**	St. Elizabeth	TSU	A — WC	J$20.4M	Formal PCC issued. DLP commenced.
3	**Bishop Gibson High**	Manchester	TSU	A — WC	J$23.8M	Formal PCC issued. DLP commenced.
4	**Bryce Primary**	Manchester	NET	A — WC	J$47.2M	Formal PCC issued. DLP commenced.
5	**Christiana Moravian Primary and Infant**	Manchester	TSU	A — WC	J$23.2M	Formal PCC issued. DLP commenced.
6	**Clapham Primary and Infant**	St. Elizabeth	TSU	A — WC	J$46.3M	Formal PCC issued. DLP commenced.
7	**Comfort Hall Primary and Infant**	Manchester	TSU	A — WC	J$36.0M	Formal PCC issued. DLP commenced.
8	**Craighead Primary**	Manchester	TSU	A — WC	J$23.0M	Formal PCC issued. DLP commenced.
9	**Ferguson Primary and Infant**	Manchester	TSU	A — WC	J$40.3M	Formal PCC issued. DLP commenced.
10	**Grove Town Primary and Infant**	Manchester	TSU	A — WC	J$28.8M	Formal PCC issued. DLP commenced.
11	**Manchester High**	Manchester	NET	A — WC	J$91.4M	Formal PCC issued. DLP commenced.
12	**Marie Cole Memorial Primary**	St. Elizabeth	TSU	A — WC	J$24.1M	Formal PCC issued. DLP commenced.
13	**Mile Gully High**	Manchester	TSU	A — WC	J$18.6M	Formal PCC issued. DLP commenced.
14	**Mizpah Primary**	Manchester	TSU	A — WC	J$23.0M	Formal PCC issued. DLP commenced.
15	**Mountainside Primary**	St. Elizabeth	TSU	A — WC	J$31.3M	Formal PCC issued. DLP commenced.
16	**New Green Primary and Infant**	Manchester	TSU	A — WC	J$22.9M	Formal PCC issued. DLP commenced.
17	**Newcombe Valley Primary**	St. Elizabeth	TSU	A — WC	J$22.7M	Formal PCC issued. DLP commenced.
18	**Retirement Primary and Infant**	St. Elizabeth	TSU	A — WC	J$26.5M	Formal PCC issued. DLP commenced.
19	**Sandy Bank Primary**	St. Elizabeth	DONOR	A — WC	J$0.0M	Formal PCC issued. DLP commenced.
20	**St. Paul's Primary and Infant**	Manchester	TSU	A — WC	J$41.1M	Formal PCC issued. DLP commenced.
21	**Thornton Primary and Infant**	St. Elizabeth	NET	A — WC	J$74.3M	Formal PCC issued. DLP commenced.
22	**Mayfield Primary and Infant**	St. Elizabeth	DONOR	A — WC	J$22.2M	Formal PCC issued. DLP commenced.
23	Brinkley Primary and Infant	St. Elizabeth	NET	B — PCC	J$68.3M	Physical works complete. Final snagging / PCC pending.
24	Elderslie Primary and Infant	St. Elizabeth	NET	B — PCC	J$74.8M	Physical works complete. Final snagging / PCC pending.
25	Glen Stuart Primary, Infant and Special Education	St. Elizabeth	NET	B — PCC	J$134.3M	Physical works complete. Final snagging / PCC pending.
26	Hampton School	St. Elizabeth	NET	B — PCC	J$163.3M	Physical works complete. Final snagging / PCC pending.
27	Holland Primary	St. Elizabeth	TSU	B — PCC	J$24.0M	Physical works complete. Final snagging / PCC pending.
28	Holmwood Technical High	St. Elizabeth	NET	B — PCC	J$367.4M	Physical works complete. Final snagging / PCC pending.

#	School	Parish	Entity	Category	Contract	Status
29	Lacovia Primary and Infant	St. Elizabeth	NET	B — PCC	J$35.7M	Physical works complete. Final snagging / PCC pending.
30	Middlesex Infant	St. Elizabeth	NET	B — PCC	J$0.0M	Physical works complete. Final snagging / PCC pending.
31	Munro College	St. Elizabeth	NET	B — PCC	J$137.7M	Physical works complete. Final snagging / PCC pending.
32	Park Mountain Primary and Infant	St. Elizabeth	NET	B — PCC	J$159.7M	Physical works complete. Final snagging / PCC pending.
33	St. Elizabeth Technical High	St. Elizabeth	NET	B — PCC	J$310M	Physical works complete. Final snagging / PCC pending.
Sub-total: 33 schools | Cat A (WC): 22 | Cat B (95–99%): 11					**J$2251.56M**	
1	**Garden Hill Primary and Infant**	St. Catherine	TSU	A — WC	J$23.1M	Formal PCC issued. DLP commenced.
2	**Redwood Primary**	St. Catherine	TSU	A — WC	J$12.5M	Formal PCC issued. DLP commenced.
3	**Southborough Primary**	St. Catherine	TSU	A — WC	J$28.0M	Formal PCC issued. DLP commenced.
4	**Dinthill Technical High**	St. Catherine	TSU	A — WC	J$52.9M	Formal PCC issued. DLP commenced
5	**Ginger Ridge Primary**	St. Catherine	TSU	A — WC	J$23.0M	Formal PCC issued. DLP commenced
6	**Gregory Park Primary**	St. Catherine	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced
7	**Hamwalk Primary and Infant**	St. Catherine	TSU	A — WC	J$59.2M	Formal PCC issued. DLP commenced
8	**Naggo Head Primary**	St. Catherine	TSU	A — WC	J$48.1M	Formal PCC issued. DLP commenced
9	**Rosemount Primary and Infant**	St. Catherine	TSU	A — WC	J$42.9M	Formal PCC issued. DLP commenced
10	**The Enid Bennett High**	St. Catherine	TSU	A — WC	J$45.2M	Formal PCC issued. DLP commenced
11	McGrath High	St. Catherine	TSU	B — PCC	J$70.7M	Physical works complete. Final snagging / PCC pending.
Sub-total: 11 schools | Cat A (WC): 10 | Cat B (95–99%): 1					**J$429.6M**	
1	**Anderson Town Primary and Infant**	Clarendon	TSU	A — WC	J$28.6M	Formal PCC issued. DLP commenced.
2	**Bunkers Hill Primary and Infant**	Clarendon	TSU	A — WC	J$24.0M	Formal PCC issued. DLP commenced.
3	**Main Ridge Primary**	Clarendon	TSU	A — WC	J$11.4M	Formal PCC issued. DLP commenced.
4	**Trout Hall Primary and Infant**	Clarendon	TSU	A — WC	J$12.1M	Formal PCC issued. DLP commenced.
5	**Windsor School of Special Education- Denbigh**	Clarendon	TSU	A — WC	J$5.9M	Formal PCC issued. DLP commenced.
6	**Alphansus Davis High (Spalding High) (PHASE 1)**	Clarendon	NET	B — PCC	J$166.6M	Physical works complete. Final snagging / PCC pending.
Sub-total: 6 schools | Cat A (WC): 5 | Cat B (95–99%): 1					**J$248.0M**	
PROGRAMME TOTAL: 157 COMPLETIONS | Category A (Work Completed): 82 | Category B (95–99% PCC): 75					J$ 8151.06	

Note: Marcus Garvey technical has two (2) sites managed by TSU and NET separately. However, it is counted as one (1) school.

5.2 Priority 2 Completions

Six (6) Priority 2 schools have achieved formal Work Completed (Category A) status: five (5) NET-managed in Region 5 (four in St. Elizabeth, one in Manchester) and one DONOR-managed in Region 4 (Farm Primary and Infant, St. James — Canada Trades Professionals/JDF). Three (3) additional P2 schools are at the 95–99% practical completion threshold (Category B), all NET-managed in St. Elizabeth: Lacovia High (J$74.8M), Brae's River Primary (J$55.3M) and Barbary Hall Primary and Infant (J$18.0M).

#	School	Parish	Region	Entity	Category
1	**Farm Primary and Infant**	St. James	R4	DONOR	A — WC
2	**Leeds Primary and Infant**	St. Elizabeth	R5	NET	A — WC
3	**Nazareth Primary and Infant**	Manchester	R5	NET	A — WC
4	**Pepper Primary and Infant**	St. Elizabeth	R5	NET	A — WC
5	**Russells Primary and Infant**	St. Elizabeth	R5	NET	A — WC
6	**Siloah Primary**	St. Elizabeth	R5	NET	A — WC
	— Category B: 95–99% (PCC Pending) —				
8	**Lacovia High**	St. Elizabeth	R5	NET	B — 95–99%
9	**Brae's River Primary**	St. Elizabeth	R5	NET	B — 95–99%
10	**Barbary Hall Primary and Infant**	St. Elizabeth	R5	NET	B — 95–99%

5.3 Priority 3 Completions

#	School	Parish	Entity	Category
1	**Padmore Primary**	St. Catherine	TSU	A — WC (prior period)
2	**Wanstead Primary and Infant**	Clarendon	TSU	A — WC (prior period)

6. Physical Implementation Rate — Progress Tracker

Physical rates are calculated using weighted band midpoints: Work Completed/95–99% = 100.0/97.5, 80–94% WIP = 89.5, 61–79% WIP = 70.0, 51–60% = 55.5, 41–50% = 45.5, 21–40% = 30.5, ≤20% = 10.0, pre-construction = 0. The October gain in P1 rate (+1.31pp) reflects 8 new Work Completed schools and 5 new Category B schools crossing the 95% threshold. The modest portfolio-level gain (+0.83pp) continues to be diluted by approximately 374 P2/P3 schools at pre-construction stage.

Entity / Priority	Apr 2026	Jun 2026	Jul 2026	Aug 31	Sep 30	Oct 31	Change Sep→Oct	Commentary
P1 Programme	~20%	43.1%	54.1%	69.27%	69.67%	70.98%	+1.31pp	Completion surge; Oct new WC: 8
P1 — NET	~18%	~38%	~46%	N/A	53.90%	55.99%	+2.09pp	115 active WIP; 32 pipeline
P1 — TSU	~22%	~48%	~60%	N/A	87.66%	89.35%	+1.69pp	Near full P1 completion
P2 Programme	0%	2.5%	3.4%	5.04%	5.17%	6.72%	+1.55pp	3 Cat B: Lacovia, Brae's River, Barbary Hall
P3 Programme	0%	0%	0%	0%	2.09%	3.10%	+1.01pp	No new activity
PORTFOLIO OVERALL	**~8%**	**20.8%**	**25.8%**	**33.98%**	**34.21%**	**35.04%**	**+0.83pp**	**P2/P3 pre-con drag persists**

> INTERPRETATION: The P1 rate of 70.98% represents true delivery performance on the most damaged schools. The portfolio rate of 35.04% is a mathematical average that includes ~374 schools where construction has not commenced and will remain low until P2/P3 procurement activates. Focus is primarily on the P1 rate as the primary progress indicator.

7. December 2026 Pipeline and Year-End Projections

The December 2026 delivery pipeline is anchored by **61** Priority 1 schools in the 61–94% WIP band. Cohort 1 (80–94%, 34 schools) was targeting Practical Completion Certification by October 31 / November 15; as of the reporting date, a number of these schools may have crossed the 95% threshold but await formal QS assessment and PCC execution. Cohort 2 (61–79%, 27 schools) represents the December 31 delivery challenge for both NET and TSU supervision teams.

Cohort	Schools	Target Date	NET	TSU	Key Schools
Cohort 1: 80–94% WIP (Oct PCC target)	**34**	Oct 31 – Nov 30	30	4	Manning's High, Cambridge High, Rusea's High, Sydney Pagon STEM, William Knibb Memorial High
Cohort 2: 61–79% WIP (Dec PCC target)	**27**	Dec 31	20	6	Lewisville High, Maggotty High, Godfrey Stewart High, Denbigh Primary, May Pen Primary
TOTAL P1 PIPELINE	**61**	By Dec 31, 2026	**50**	**10+**	1 Donor

Note: Knox Community College has two (2) project sites managed by NET. However, it is counted as one (1) school.

Cohort 1 — 80-94% WIP: October 31 PCC Target (34 schools)

The following 34 Priority 1 schools are at 80–94% active WIP as of October 31, 2026 and are targeted to achieve Practical Completion Certificate by December 31, 2026:

No.	R	School	Parish	Ent.	Contract
1	R3	**William Knibb Memorial High**	Trelawny	NET	**J$478.9M**
2	R3	**Westwood High**	Trelawny	NET	**J$389.2M**
3	R3	Brown's Town High	St. Ann	NET	J$107.0M
4	R3	Hoolebury Primary and Infant	St. Ann	TSU	J$69.3M
5	R3	Aboukir High	St. Ann	TSU	J$41.9M
6	R3	Hastings Primary and Infant	Trelawny	NET	J$39.8M
7	R3	Alderton Primary and Infant	St. Ann	TSU	J$23.9M
8		Warsop Primary	Trelawny	NET	J$135.5M
9	R3	**Edgehill School of Special Education**	St. Ann	NET	J$183.0M
10	R4	**Manning's High**	Westmoreland	NET	**J$638.2M**

No.	R	School	Parish	Ent.	Contract
11	R4	Rusea's High	Hanover	NET	J$153.9M
12	R4	Anchovy High	St. James	NET	J$120.3M
13	R4	Montego Bay Infant	St. James	NET	J$112.3M
14	R4	Goodwill Primary and Infant	St. James	NET	J$100.1M
15	R4	Mount Hannah Primary	Hanover	NET	J$97.1M
16	R4	Cambridge Infant	St. James	NET	J$75.0M
17	R4	Mount Alvernia High	St. James	NET	J$177.97
18	R4	Flankers Primary and Infant	St. James	NET	J$70.7M
19	R4	**Cambridge High**	St. James	NET	**J$317.3M**
20	R4	Green Island High	Hanover	NET	J$76.2M
21	R4	Gurney's Mount Primary and Infant	Hanover	NET	J$67.4M
22	R4	Esher Primary	Westmoreland	TSU	J$23.4M
23	R4	Watford Hill Primary	Hanover	NET	J$58.3M
24	R5	**Sydney Pagon STEM Academy**	St. Elizabeth	NET	**J$654.9M**
25	R5	**Black River Primary and Infant**	St. Elizabeth	NET	**J$564.8M**
26	R5	Pondside Primary	St. Elizabeth	NET	J$152.9M
27	R5	**Glen Stuart Primary, Infant & Special Ed.**	St. Elizabeth	NET	J$134.3M
28	R5	Slipe Leased Primary and Infant	St. Elizabeth	NET	J$115.2M
29	R5	Fullerswood Primary and Infant	St. Elizabeth	NET	J$57.5M
30	R5	Pike Primary and Infant	Manchester	NET	J$53.7M
31	R5	Bogue Primary and Infant	St. Elizabeth	NET	J$51.4M
32	R5	Ginger Hill Primary	St. Elizabeth	NET	J$124.6M
33	R6	Top Hill Primary	St. Catherine	NET	J$47.3M
34	R7	Edwin Allen High	Clarendon	NET	J$270.1M

Cohort 2 — 61-79% WIP: December 31 PCC Target (30 schools)

The following **27** Priority 1 schools are at 61–79% active WIP as of October 31, 2026 and are targeted to achieve Practical Completion Certificate by December 31, 2026:

No.	R	School	Parish	Ent.	Contract
1	R2	Richmond Primary and Infant	St. Mary	TSU	J$30.2M
2	R3	**Brown's Town Community College**	St. Ann	NET	**J$394.3M**
3	R3	Ferncourt High	St. Ann	NET	J$260.1M

No.	R	School	Parish	Ent.	Contract
4	R3	St. Christopher School for the Deaf	St. Ann	NET	J$250.7M
5	R3	Lime Hall Primary and Infant	St. Ann	NET	J$277.5M
6	R3	Ulster Spring Primary and Infant	Trelawny	NET	J$149.0M
7	R4	Herbert Morrison	St. James	NET	J$562.6M
8	R4	Maud McLeod High	Westmoreland	NET	J$193.7M
9	R4	Askenish Primary and Infant	Hanover	NET	J$188.8M
10	R4	St. James High	St. James	NET	J$132.9M
11	R4	Dundee Primary and Infant	St. James	TSU	J$96.4M
12	R4	Grange Hill Primary	Westmoreland	TSU	J$73.9M
13	R4	Roehampton Primary & Infant	St. James	TSU	J$55.8M
14	R4	Little Bay Primary and Infant	Westmoreland	TSU	J$44.6M
15	R4	Montego Bay High	St. James	NET	J$114.3M
16	R4	Green Pond High	St. James	DONOR	J$0.0M
17	R4	Little London Primary and Infant	Westmoreland	TSU	J$0.0M
18	R4	Clifton Primary and Infant	Hanover	NET	J$91M
19	R4	Claremont Primary and Infant	Hanover	NET	J$50.5M
20	R4	Montego Bay Community College	St. James	NET	J$388.97M
21	R5	Knox Community College (Cobbla Campus)	Manchester	NET	J$336.9M
22	R5	**Lewisville High**	St. Elizabeth	NET	**J$689.9M**
23	R5	Springfield Primary	St. Elizabeth	NET	
24	R5	Beersheba Primary	St. Elizabeth	NET	J$89.9M
25	R5	Parottee Primary	St. Elizabeth	NET	J$85.0M
26	R5	Roses Valley Primary and Infant	St. Elizabeth	NET	J$67.5M
27	R5	Merrywood Primary	St. Elizabeth	NET	J$53.2M
28	R5	Crawford Primary and Infant	St. Elizabeth	NET	J$52.1M

Note: Knox Community College has two (2) project sites managed by NET. However, it is counted as one (1) school, therefore this is reflected as 27 in the pipeline.

7.1 Year-End (December 31, 2026) Projections

Priority	Schools	Current (A+B)	Proj. Dec 31	Proj. % of Priority	Basis
P1 Severely Damaged	308	157	**Up to 218**	**70.8%**	Current 157 + Cohort 1 (34) + Cohort 2 (27) if fully delivered

Priority	Schools	Current (A+B)	Proj. Dec 31	Proj. % of Priority	Basis
P2 Moderately Damaged	266	9	**Up to 9**	**3.4%**	3 Cat B schools (Lacovia, Brae's River, Barbary Hall) — PCCs targeted Nov/Dec 2026
P3 Minor Damage	108	2	**2**	1.9%	No new P3 construction expected in Oct–Dec period
PORTFOLIO TOTAL	**682**	**168**	**Up to 229**	**33.6%**	Subject to contractor delivery and QS certification mobilisation

Of 682 schools in the Hurricane Melissa Recovery Programme, 80 have been fully restored (formal Work Completed, PCC issued, DLP commenced). A further 88 schools are at practical completion stage (95–99%, PCC pending). By December 31, 2026, up to 218 Priority 1 schools (70.8% of 308) are projected to reach completion, with an additional 9 P2 schools and 2 P3 schools — for a portfolio-wide projection of approximately 229 restored schools (33.6% of 682). Full portfolio completion is targeted for fiscal year 2027/28 subject to sustained funding and contractor mobilisation.

8. Issues Raised and Risk Register

8.1 Payment Certification Backlog — CRITICAL

The most significant programme risk remains the disconnect between physical completion rates and financial rates across all entities. Approximately 43 Category B schools continue to record 0% financial rate. The root causes are:

- QS staffing shortfalls, particularly NET-managed R4 sites where 1 QS is supervising multiple large secondary school contracts
- Contractor invoicing delays — several contractors have not submitted interim payment applications despite physical progress exceeding 95%
- Retention disputes on 12+ contracts where 5% retention release is contested by contractors upon PCC

> ACTION REQUIRED: NET and TSU to mobilise dedicated QS certification task forces for all Category B schools in November. Target: all 85 P1 Cat B schools and 3 P2 Cat B schools to have payment certification commenced by November 30, 2026.

8.2 Region 4 Delivery Concentration Risk

Region 4's concentration of 151 P1 schools (48.6% of P1 portfolio), J$13.529B in contracts and a 17.2% financial rate creates a systemic programme risk. Should Region 4 contractor performance deteriorate or payment certification remain stalled, programme-wide financial utilisation will fall significantly below the J$18B budget allocation target for 2026/27 fiscal year. Escalation measures adopted in Q2 — dedicated NET regional coordinator, weekly site visits, monthly Clerk of Works reporting — must be sustained and expanded.

8.3 Construction-Alongside-Learning Safety Compliance

The 2026/27 academic year commenced with an estimated 150 P1 schools still in active construction. Non-compliance with physical exclusion zones and construction-alongside-learning protocols has been reported at 7 sites. Project Managers have issued formal non-compliance notices; corrective action plans are required within 5 business days. All remaining active construction sites must maintain:

- Certified physical exclusion zone barriers inspected weekly
- Confirmed temporary classroom provision for all displaced classes
- Daily written construction logs by Clerk of Works
- Project Manager site visits minimum twice weekly
- Parent/PTA consultation on timeline and safety measures

8.4 Priority 2 Procurement Activation

Of 266 P2 schools, 260 remain pre-construction or in early WIP. Procurement activation is proceeding in batches:

- R5 (St. Elizabeth/Manchester): 46 schools contracted — 5 Work Completed, 3 at 95–99% (Cat B), 38 in active works
- R2 (St. Thomas): QS assessment backlog cleared September 2026; procurement activation underway
- R6 (St. Catherine): 46 schools batch advertised September 2026; contract award expected November 30, 2026
- R4, R3, R7: Batch procurement preparation at design stage; activation targeted Q3–Q4 of the 2026/27 fiscal year.

8.5 Priority 3 Activation Deferral

Priority 3 activation for the 106 unstarted schools remains deferred pending P1 cashflow relief and contractor capacity. The current J$10.88B cumulative expenditure against J$18B budget leaves J$7.12B for P2/P3 completion and programme overhead. MoF reallocation discussions are underway for the Q4 of the 2026/27 fiscal year supplementary estimates.

9. Contractor Engagement Status

9.1 Active Contractor Portfolio

The programme engages approximately 87 active contractors across the P1 portfolio, ranging from small regional firms (contract values J$8–25M) to large national contractors (J$500M–J$638M). Contractor performance is assessed monthly by entity (NET/TSU) project management teams through site progress reports, Clerk of Works logs and payment certification records.

9.2 Performance Classification

Based on October 2026 site reports and payment certification records, contractor performance is classified as follows:

Performance Band	Contractors	Schools	Key Issues
High Performing (On/Ahead of Schedule)	31	82	Completions or near-completion; payment certification current
Satisfactory (Minor delays)	28	71	1–4 week slippage; recoverable; active QS engagement
At Risk (Significant delay / cash flow issues)	19	52	Payment application delays; resource mobilisation concerns; formal notices issued
Non-Performing (Default notices issued)	9	22	Show-cause notices issued; PMU review underway; potential retendering of 3 contracts

> Three contracts in Region 4 (Westmoreland) have been issued formal default notices for sustained inactivity (>45 days with no material progress). PMU review to be completed by November 15, 2026; retendering decision expected by November 30, 2026.

9.3 Retentions and DLP Status

72 P1 Work Completed schools have formally commenced Defects Liability Periods (DLP). Retentions held against these contracts represent a combined J$180–250M liability across the programme. Release of retentions is subject to:

- Satisfactory completion of DLP inspection at 6-month mark
- Submission and approval of final account documentation
- Clearance of all outstanding contractor/client correspondence
- MoESYI Permanent Secretary approval for releases

Eight contracts have reached the 6-month DLP milestone and are eligible for retention release review. NET and TSU are to complete final account preparation and execute payment by November 30, 2026.

10. Priority Actions and Recommendations

Immediate Actions (By November 15, 2026)

- Payment Certification Task Force: NET and TSU to deploy dedicated QS teams to all 89 P1 Category B schools and 3 P2 Category B schools to initiate payment certification. Target: every Cat B school to have at least one certified interim application by November 30, 2026.
- Region 4 Escalation: Convene emergency R4 delivery review meeting with NET Regional Coordinator, TSU R4 team lead, and MoESYI PIMD Director. Agenda: contractor performance, QS deployment, certification backlog clearance.
- Non-Performing Contractors: Complete PMU default notice reviews for 9 non-performing contractors. Issue formal cure notices or initiate retendering as appropriate.
- P2 R6 Procurement: Confirm contract award for 46 R6 P2 schools; issue letters of intent by November 30, 2026.
- DLP Retention Release: Submit final accounts for 8 DLP-eligible contracts for retention release processing.

Short-Term Actions (By December 31, 2026)

- December Pipeline Delivery: Activate intensive supervision of all 61 Cohort 1/2 pipeline schools. Daily progress reporting required from Clerk of Works at all Cohort 1 sites.
- P2 Procurement Acceleration: Complete R2 (St. Thomas), R3 (St. Ann/Trelawny) and R7 (Clarendon) P2 batch procurement. Target: all P2 schools under contract by March 31, 2027.
- Financial Projections Update: Prepare revised for the 2026/27 fiscal year expenditure projections incorporating October actuals; submit to MoF for supplementary estimates consideration.
- Construction Safety Audit: Conduct formal construction-alongside-learning compliance audit at all 150 active construction sites. Non-compliance reports to PS by December 15, 2026.

Progress Summary: How Far Have We Come — Where Will We Be by December?

Milestone	Sep 30, 2026 (Baseline)	Oct 31, 2026 (Current)	Dec 31, 2026 (Projected)
P1 Schools Completed (A)	63	**72**	**Up to 218 (A+B)**
P1 Combined Completions (A+B)	144 (46.8%)	**157 (51.0%)**	**Up to 218 (70.8%)**
Portfolio Combined Completions	151 (22.1%)	**168 (24.6%)**	**Up to 229 (33.6%)**
P1 Physical Rate	69.67%	**70.98%**	**~75–80%**
Portfolio Physical Rate	34.21%	**35.04%**	**~37–40%**
Programme Expenditure (FY)	J$9.19B (51.1%)	**J$10.88B (60.5%)**	**~J$12.5B (~69%)**
Active WIP Sites	156	**244**	**~183 (after Dec completions)**

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