



# MUNICIPAL NEEDS ASSESSMENT REPORT

Mitigating the Impact of the Syrian  
Refugee Crisis on Jordanian Vulnerable  
Host Communities

UNITED NATIONS DEVELOPMENT PROGRAMME



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## FOREWORD

### **The conflict in Syria resulted in massive refugee crisis to neighboring countries, including Jordan.**

Jordan kept an open border policy, resulting in receiving a huge influx of refugees, posing enormous challenges to the country, with strong implications on the socio-economic situation in general and on municipal service delivery in particular. The spillover effects of the Syrian refugee crisis are taking a heavy toll on Jordanians, especially on the most vulnerable segments of the population in the northern part of the country, where over 600,000 Syrian refugees currently reside, swelling its total population by 11%. This crisis is exacerbating existing vulnerabilities in Jordanian communities.

**The majority of Syrian refugees** in Jordan settled in cities, towns, and villages in the northern governorates outside the refugee camps. As a result, one preoccupying challenge to the municipalities was, and continues to be, providing adequate support for host communities whose services, resources, and infrastructure have been strained by the sudden and enormous influx of the refugees, with sometimes destabilizing effects on their own livelihoods and natural environments.

**Municipal needs** are huge: solid waste management, cash assistance/budget support, water and sanitation, social services support, energy resources, etc.

**Host communities** have often demonstrated enormous generosity for new arrivals, welcoming them into their homes, sharing scarce resources and accepting their rights and dire need to access health and education services within the community. However, as the crisis has dragged on, the stress on local communities is becoming unbearable.

**Realising the formidable suffering** of the need to support host communities, UNDP focused, since the beginning of the crisis, on supporting these communities respond, cope and sustain their living conditions. UNDP undertook an advocacy campaign to shed light on the suffering of the host communities, and the need to preserve hard-won human development gains. UNDP aimed through this study at establishing the necessary baselines at the municipal level to examine the impact of the refugee crisis on host communities in Irbid and Mafraq. The assessment was undertaken through a survey and focus group meetings covering the 36 municipalities in the two governorates, and will form the basis for many interventions to be implemented in the two governorates.

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UNDP wishes to sincerely thank its partners in the undertaking of this assessment, without whose support this assessment would not have been possible: the Ministry of Municipal Affair, and the Local Development Units of the Ministry of Interior, the governorates and municipalities of Irbid and Mafraq, and the Government of Japan. UNDP also wishes to thank the national consultant, Muin Khoury, who undertook the assessment. UNDP hopes that the results of this assessment will guide the prioritization of support to be provided to municipalities hosting Syrian refugees in the country.

**Zena Ali Ahmad**  
UNDP Country Director

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Those who lost everything are hosted  
by those who already have little...



Za'atari Village, 2014 © UNDP/Alessandra Blasi





# 1. EXECUTIVE SUMMARY

The findings of both the quantitative and qualitative components of the project, a self-administered questionnaire and focus group discussions respectively, indicate similar problems and challenges various municipalities in the Northern Governorates of Mafraq and Irbid face, and their priorities, albeit slightly nuanced from one municipality to another.

In many cases the problems of municipal services such as solid waste management, water, sanitation and infrastructure (street lighting and road building and maintenance) are old-new, but have been compounded due to the Syrian refugee influx.

The current situation also exposed the tragic state of affairs, as well as the vulnerability of the municipal institutions and local governance.

The same applies to government basic services such as school education and healthcare. However, the large influx of Syrian refugees added to the aggravation of persisting problems of unemployment and to a much lesser extent housing. The competition for opportunity in employment and housing, along with crowding of schools and healthcare centers are potential causes for tension, antagonism and disruption of social peace.

In face to face discussions, municipal and society representatives did not express high concern for potential tension as many of those communities share tribal extensions through intermarriage or tribal belonging, however, the quantitative results clearly indicate such a trend and municipal and governorate level executives warn tensions are building up and could develop.

- As far as municipal services are concerned, the number one priority and the most acute problem is solid waste management due to increased tonnage, aging and insufficient vehicles, lack of maintenance, insufficient or broken-down containers, pollution, insects, rodents and stray dogs, lack of pesticides and inadequate number of labor. The findings indicate a great need by municipalities for an immediate intervention in form of vehicles such as garbage trucks and compressors, light pickup trucks, dump trucks, loaders, fogging trucks and equipment such as fogging machines, containers and garbage wheel barrows beside pesticide supplies.
- The number two priority is inadequate water service due to increase in demand. The water distribution network is dilapidated with high loss and needs maintenance and/or expansion to cover new housing areas. In some areas over-ground network faces a threat of contamination, and the quality is deteriorating, salty in many cases, and muddy. Water pressure is weak, and supply does not reach high/mountainous located areas. There is a need for fresh water and rain water cisterns, roof tanks, city water towers and municipality-owned tanker trucks.
- The number three priority is infrastructure which is an old-new problem. The road network to, around or within municipalities in the Northern/North-Western Badia is in bad need for maintenance especially those that are immediately affected by the Za'atari camp traffic as well as the international road leading to the camp. New roads need to be built due to geographic expansion.
- Street lighting needs maintenance/parts replacement or new expansions due to geographic growth. Many municipalities are indebted to the electricity company. Hence, rationing is becoming an imperative. Some municipalities turn off street lights at midnight with a growing security problem looming with thefts especially cattle. Solar panel operated street lighting might be an option.
- Sanitation is the number four priority and is also an old-new problem. With the exception of Irbid, Mafraq and Ramtha almost all other smaller municipalities have no sewage systems. Home sewage cisterns are overflowing and disposal cost is becoming prohibitive due to distance of treatment plant. There is a risk of infiltration in some localities of sewage with underground water and aquifers. The whole Za'atari area is a major aquifer. Municipality-owned sewage tanker trucks are a solution.

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## EXECUTIVE SUMMARY

The other two priorities relate to government services, education and healthcare that besides crowding by Syrian refugees need attention as they may become potential sources of social tension.

**Education** is a number one government service priority. Some schools are becoming too old and need maintenance or expansion due to population increase. With Syrian arrivals, many school classrooms are over-crowding. Many schools have converted to two-shift timings that entailed a shortening of classes to 35 min from 45 - a loss of education time – in addition to teachers overtime that they are not compensated for. Except for first grade, Syrian students do not have a health certificate. Cases of jaundice and other rare diseases are observed. Increase in classrooms is needed in order to absorb Syrian students in special cases and concentration localities. Tensions are building up and could develop. Parents and school administrations are already asking for segregating Syrian students. However, there are also many voices that reject such a notion altogether and call for their integration.

**Healthcare** is the number two government service priority. Healthcare is an old-new problem. Health centers are already at shortage of staff and or facilities in many of the localities especially the distant ones. Certain facilities stand empty afternoons. Doctors transfer among several centers each day to serve different communities. Service is given for a few hours only. This has been compounded with Syrian arrivals who are overcrowding health centers and competing for treatment and medicines. Like at schools Syrians are given priority for treatment while some are developing traumatic conditions and otherwise illnesses including jaundice, some skin diseases and general malnourishment.

In a conservative society, many are calling for the presence of a female nurse and/or permanent midwife.

Ambulances and hearses are in acute shortage. Healthcare shortages could be reason for tensions.

Syrian refugees are competing for **housing** that has witnessed a sharp rental increase with an already existing shortage.

Syrians are also competing with Jordanians for **work opportunities**, especially the lower paid jobs and the vocational occupations where they possess better training and experience, as well as business. 70% of Jordan's land transport used to come through Syria. Business and trade has been hit hardly by the closure of borders and trading routes. This has affected various sectors of the economy in the North especially the informal sector and transport. This could be yet another cause for social tension.

In spite of the mounting pressures on the Northern host communities, and the many challenges the newly elected municipal councils have to face and cope with, UNDP feels that the influx of Syrian refugees and consequent impact on basic community services, along with the latest municipal elections (27 Aug 2013) present a unique window of opportunity from both a local governance perspective as well as a new democratic participatory experience that can only be supported and empowered. And irrespective of a low turnout, the latest elections were not only one of the better experiences since many years especially with a great degree of integrity, but because these elections produced 'elected' mayors and councils with a great sense of responsibility and who truly represent the local community and who are fully aware that they would be accountable vis a vis their constituents. UNDP strongly feels that this is a new experience that is worthy of being nurtured, supported and empowered not only in the interest of the host communities but rather to strengthen Jordan's Northern flank and a burgeoning democratic experience.

## 2. BACKGROUND AND INTRODUCTION

The deterioration of the security and humanitarian situation in Syria has forced hundreds of thousands of Syrians to flee and seek refuge in neighboring countries, including Jordan. This large influx of Syrian refugees is placing a considerable burden on local Jordanian host communities that are already poor and suffer from inadequate and dilapidating basic social and economic services such as solid waste management, water, sanitation, infrastructure, but above all education and healthcare. Crowding effects in the local market, in particular with regard to housing and labour, are widely reported in the Northern governorates.

The present crisis comes at difficult time for Jordan. Despite many efforts to engage in economic stabilization and liberalization, the country faces real economic and social challenges, and the Syrian refugee influx is draining and depleting already limited national resources. The Minister for Municipal Affairs said the ministry was unable to cope with the Syrian refugee impact on various municipal services.

Jordan currently hosts some 600,000 Syrian refugees in camps (112,000 Za'atari) and host communities. The United Nations has estimated the cost of hosting the Syrian refugees in Jordan for this year, and 2014 at \$5.3 billion (3.9 billion euros). The UN and the Government estimate cost at \$2.1 billion. International aid amounted to only \$777 million or just 39% of total cost for 2013.

"International assistance is not moving quickly to help Jordan shoulder the burdens of the Syrian crisis", His Majesty King Abdullah II said in a speech to Parliament recently.

Moreover, some resentment and a growing feeling of unfairness and exclusion are emerging in certain aggrieved areas that could, in the medium and longer terms, threaten social peace and stability of the North, and trigger wider adverse effects on Jordan as a whole.

Consequently, it is important that direct support will be provided to vulnerable Jordanians in host communities of the Northern governorates of Irbid and Mafraq, and to help the Government of Jordan mitigate the impact of the Syrian crisis on their lives. In addition, it is essential that the assistance provided in the context of the current situation will be complementing the governmental development efforts, as is highlighted in the Government of Jordan National Agenda 2006 – 2015, Governorates development plans and related policies and strategies.

In March 2013, UNDP Jordan has kicked off the two-years pilot project "Mitigating the Impact of the Syrian Refugees Crisis on Jordanian Vulnerable Host Communities", to help address the challenges posed by the influx of the Syrian refugees and the pressure they exert on the Jordanian host communities, with the overall goal of contributing to sustaining social and economic stability of the country. The project is part of a network of projects that are being implemented in support of Jordan's achievement of its national development, thanks to the pivotal contribution of the Government of Japan, which is extensively supporting the Syrian crisis response in the region.

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In view of the above, a local committee headed by the Governor, comprised of representatives of the Government, NGOs, and the Private Sector, had been formed to supervise the implementation of this report, provide necessary help and support the facilitation of its mission, as well as help to prioritize needs of two governorates.

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### 3. REPORT OVERVIEW

Both the quantitative self-administered survey and qualitative focus group discussions are an attempt by UNDP to understand and assess the needs of the Syrian refugee vulnerable host communities and municipalities as well as gauge the perceptions of civil society and community leaders through face to face discussions towards the Syrian refugee crisis and consequent impact on their daily life and the livelihoods of their communities, compatriots and constituents alike.

While the self-administered survey was designed to assess the municipal needs and challenges from an official and technical perspective, being more aware of the support challenges and needs for the delivery of communal services and the quality thereof, the focus group discussions in the 36 communities that make up the governorates of Irbid and Mafrq were designed to assess those needs from a grass root and popular representative perspective and detect any signs of tensions or antagonism towards the Syrian refugees.

The timing of those discussions was opportune as they followed the latest August 27, 2013 municipal elections which will be discussed at length later in this report and engaged mayors and council members who hardly had been 40 days in office when the focus group discussions were held. It was an advantage that they at such a short tenure could discuss freely the issues they faced when they took over the municipalities from 'appointed' municipal committees. They were both keen to highlight in all honesty the challenges and at the same time showed every interest and enthusiasm to serve their communities. It was an atmosphere marked by frustration that they were almost helpless in face of such grand hardships, as well as the disastrous financial state of affairs of their municipalities, yet full of optimism that they were willing to best serve the communities in front of which they felt full accountability, and able, should the conditions improve and provisions of assistance come through. The discussions were a great opportunity for the municipal councils to engage with civil society in their own domains and experience that participatory process of dialogue and shared concerns.

The highlight of those discussions were the contributions made by the female council members who counted three or four depending on the quota system in their municipal category – there are four categories according to size of population - and civil society leaders and activists. These ladies were articulate and knowledgeable due to their day to day engagement with issues of basic services such as water and garbage collection as well as schools or healthcare for their next of kin.

## 4. NEEDS ASSESSMENT METHODOLOGY

### Quantitative

#### 1. Self-administered Questionnaire

The UNDP team established Municipal, Social Services and Infrastructure Needs Assessment Questionnaire, in order to specify the needs of the municipalities and host communities in both governorates, Mafraq and Irbid.

The questionnaire addressed the main development sectors that were affected negatively due to the influx of Syrian refugees. These include municipal services such as solid waste management, sanitation, water, and infrastructure - electricity (street lighting) and road building and maintenance - health and education, housing, employment, business and trade, and the agricultural sector.

The questionnaire was reviewed by local committees of Mafraq and Irbid, who discussed and amended it in terms of its content and structure. The questionnaire was then approved and sent to the executive councils, headed by the administrative ruler and heads of municipalities within the area of the administrative ruler as well as heads of other social services, in order to respond to their questions.

This needs assessment exercise covered 18 municipalities in the Irbid Governorate and another 18 in the Mafraq Governorate.

### Qualitative

#### 2. Focus Groups/Q&A Debriefing Sessions

In close cooperation with the Local Development Unit representatives (Ministry of Interior) in the two governorates, UNDP team conducted over the period Sep 8 – Oct 6 focus group meetings with municipalities and community leaders to assess the municipal services and infrastructure needs for 36 municipalities in Mafraq and Irbid governorates.

Attendants were invited by the Local Development Unit at the Governor's Office.

The 'Q&A debriefing sessions' (focus group meetings) lasted anywhere between 90 -120 minutes in each of the designated municipalities, typically in council halls, school or community venues and attended by groups of 15-20 persons (in some cases up to 30).

These included the newly elected municipal councils (mayor and members, including 3-4 female members within or outside the quota system, community leaders (youth and women included), tribal elders, school principals, doctors, mosque Imams and former council members.

Format of discussions was arranged in round table or U shaped seating arrangement.

'Mutassaref' (administrative ruler) or mayor opened the discussion (welcome and a brief overview of locality) followed by UNDP Project Briefing and then Q&A sessions were opened by moderator and assisted by rapporteur/ technical writer.

Sessions were ended by a municipal 'priorities recap' and score. Mayor and/or tribal elder signed off the priority sheet that will constitute an important project document.

Discussions were initiated by moderator with the question to the newly elected Mayor:

*"Taking all things into consideration, what is in your opinion the most pressing and challenging problem X municipality is facing today?"*

In keeping with the self-administered questionnaire, time constraints and an orderly sequence, moderator proceeded then to Q&A on 'Municipal Services' – typically, solid waste management - sanitation – water - infrastructure (street lighting and road building and maintenance), then moved on to Government services (education and healthcare) and finally to other issues (housing – employment, business and trade and agriculture).



Za'atari Village, 2014 © UNDP/Salah Malkawi



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UNDP was the first international agency to visit all municipalities of the Northern Governorates.

All 18 Municipalities in Irbid Governorate and all 18 Municipalities in Mafrq Governorate participated in Group Discussions

## 5. HISTORICAL AND POLITICAL CONTEXT

### The Jordanian State, Tribes, State Alliances and the Making of Jordan

For the past two years, and since the beginning of the Syrian crisis, humanitarian assistance has concentrated on primarily on Syrians refugees. While such aid and funds are quickly drying up, the resources of the host communities, such as in the Northern governorates are being exhausted.

The Syrian crisis is having a phenomenal impact on the society of Jordan in ways that is undermining the ability and the responsiveness of the Jordanian Government to fully cope with the service needs and development of its own people, and more importantly jeopardizing the stability and security of its Northern flank.

And in order to fully appreciate the urgency of extending direct support to vulnerable host communities, and help the Government of Jordan mitigate the impact of the Syrian crisis on their lives, we need to understand the historical context of the making of Jordan since its inception some 90 years ago and the role Jordanian tribes have played in developing a clear stake in the survival of the Jordanian state ever since.

The tribal communities not only contributed to a degree

of national identity in the post-colonial world but also to a continued political and security support. Due to the impact of the Syrian crisis, some resentment and a growing feeling of unfairness and exclusion are emerging in certain aggrieved areas that could, in the medium and longer term, threaten social peace and stability of the North, and trigger wider adverse effects on Jordan as a whole.

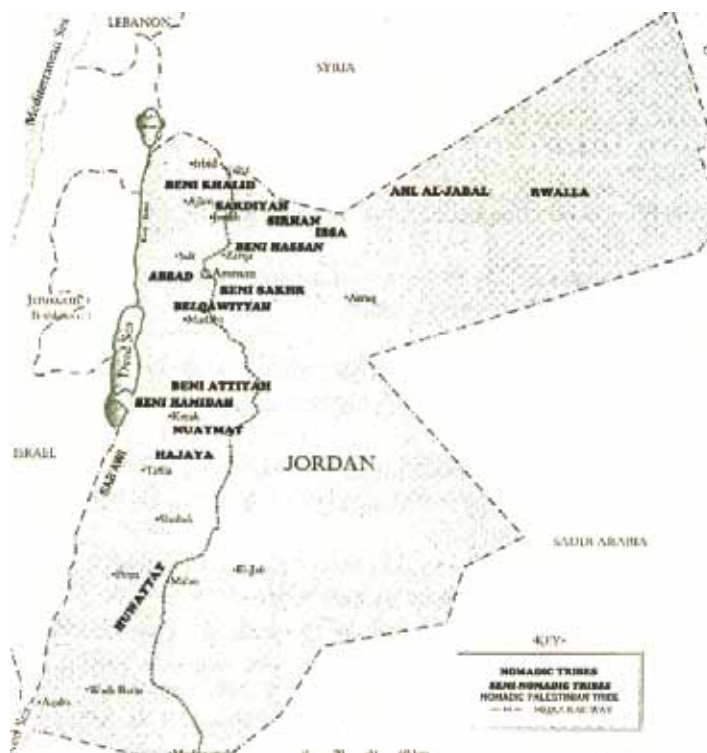
### The Tribal Extensions between Syria's South and Jordan's North

Many of the municipalities not only share the Jordan-Syrian border but also share a tribal extension (intermarriage and familial relations) with communities in Southern Syria. (See Northern Governorates for more details).

While this has a mitigating effect on 'refugee of relations' in the shorter term however sharing with those who lost everything the little the 'poor relations' already have can become burdensome year after year.

There is a general feeling that this hospitality is eroding with time...from welcome to frustration to potentially outright anger.

Map 1 - Jordan and its tribes by  
HRH Prince Ghazi bin Muhammad,  
Page 71.



Source: Tribes of Jordan at the beginning of the Twenty-first Century





## The Demographic and Financial Dimension

### Jordan Carries the Burden and Shares the Cost

According to UNHCR the number of 'registered' Syrian refugees in Jordan as at Nov 21, 2013 reached 553,311 in various Governorates of the Kingdom. The number of 'registered' Syrian refugees in Mafraq Governorate is 174,759 and 126,301 in Irbid Governorate at same date respectively.

Jordan currently hosts some 600,000 Syrian refugees in camps (112,000 Za'atari) and host communities, an issue that depletes Jordan's already limited resources and puts enormous pressure on its infrastructure. In a speech to parliament on Sunday Nov 3, 2013, HM King Abdullah II said that the influx of Syrian refugees is draining Jordan's resources and called for international assistance to deal with the problem and if the international community does not move quickly to help Jordan shoulder the burdens of the Syrian crisis... Jordan was able to take measures to protect the interests of its people and country.

According to AFP, The United Nations has estimated the cost of hosting more than 500,000 Syrian refugees in Jordan for 2013 and 2014 at \$5.3 billion (3.9 billion euros). "A rough estimate would be \$2.1 billion for 2013, and \$3.2 billion for 2014" for humanitarian and development funding requirements for the impact of Syrian refugees in Jordan, according to the documents released at the end of a closed-door meeting of UN agencies in Amman.

This tallies with Government estimates at \$2.1 billion as well however international aid amounted to only \$777 million or just 39% of total cost.

"Humanitarian agencies and host countries are doing their very best, but we always seem to be overtaken by events and never manage to scientifically plan the response to the crisis and manage the assistance given to Syrian refugees," said Davide Terzi, Jordan's Chief of Mission of the International Organization for Migration (IOM) in a Jordan Times interview.

Humanitarian aid and funds are quickly drying up and the resources of the host communities, such as Jordan, are exhausted, he elaborated.

In an interview with The Jordan Times Nov 4, Sima Bahous,

UN Assistant Secretary General and Chair of the UNDG explained that while the UNDG will continue to provide essential humanitarian support to Jordan, it will also cater to its development needs.

For the past two years, and since the beginning of the Syrian crisis, "we have been always concentrating only on humanitarian assistance for Syrians", she noted. However, now, and with some 600,000 Syrians living in camps and host communities, "these refugees have had an impact on the society of Jordan".

"The government is supporting all these services, which means that now, instead of serving only its own people, it also serves some 600,000 Syrians," Bahous said. This puts more pressure on the budget; thus "the government is not able to fully cope with its own development and needs more support."

The greatest impact was mostly evident in the Northern Governorates of Jordan, Irbid and Mafraq, hosting around 375,000 Syrian refugees outside the Za'atari camp but including around 86,000 school children.

### And the Numbers Will Grow

According to media reports the United Nations expects another 2 million Syrians to become refugees in 2014 and 2.25 million more to be displaced within the country, according to a document seen by Reuters.

U.N. agencies are preparing to launch a new appeal for aid to help victims of the conflict, which began in March 2011 and shows no sign of ending. Officials from 10 U.N. agencies, the International Organization for Migration and 18 other aid groups met in Amman on Sept. 26 to plan their strategy for 2014.

"The most likely scenario was perceived to be continuation and escalation of the conflict with increased fragmentation, disruption of essential services and further erosion of coping mechanisms," officials from U.N. humanitarian agency OCHA told the meeting, according to a summary posted on a U.N. website.

## HISTORICAL & POLITICAL CONTEXT

### And It Would Not Stop At That

Studies that have been quoted by major Western media indicate that civil wars don't end quickly. The average length of civil wars since 1945 has been about 10 years. This suggests that the civil war in Syria is in its early stages, and not in the later stages that tend to encourage combatants to negotiate a settlement. "Political science says Syria's civil war will probably last at least another decade" according to the Washington Post of Oct 23, 2013.

The greater the number of factions, the longer a civil war tends to last. Syria's civil war is being fought between the

Assad government and at least 13 major rebel groups whose alliances are relatively fluid. This suggests that Syria's civil war is likely to last longer than the average civil war.

According to the Ministry of Interior the number of Syrian refugees accounts now for almost up to one fourth/third of the local population in many localities, in Ramtha up to 40 percent and in the case of Mafraq up to 100 percent.

Table 1 - Presence of Syrian Population in Municipalities of Mafraq Governorate.

GOVERNORATE	MUNICIPALITIES	POPULATION	SYRIANS	% of POP
<b>MAFRAQ Governorate 18 Municipalities</b>	Greater Mafraq	90,000	90,000	<b>100</b>
	Al Manshiah	12,000	2,500	<b>21</b>
	Rehab	22,000	5,000	<b>23</b>
	Bal'ama	40,000	7,500	<b>19</b>
	Zaatari & Manshiat Solta	15,000	3,500	<b>23</b>
	Al Hussein Bin Abdallah	16,000	800	<b>5</b>
	Hosha	10,000	3,500	<b>35</b>
	Baseliah	7,500	1000	<b>14</b>
	Sirhan	22,000	9,000	<b>41</b>
	Khaldiah	30,000	3,500	<b>12</b>
	Salhiah & Nayfeh*	16,000	1,000	<b>6</b>
	Umm Al Jimmal*	25,000	1,000	<b>4</b>
	Sabha & Defyaneh*	20,000	3,000	<b>15</b>
	Umm Al Quttain & Mkaifteh*	15,000	850	<b>6</b>
	Deir El Kahef*	12,000	500	<b>4</b>
	Bani Hashem	6,000	1,000	<b>17</b>
	Al Safawi	4,000	500	<b>13</b>
	Ruwaished*	7,000	750	<b>11</b>

Source: Local Development Unit – Mol., Oct 5, 2013

\* Poverty pockets



## HISTORICAL & POLITICAL CONTEXT

Table 2 - Presence of Syrian Population in Municipalities of Irbid Governorate.

GOVERNORATE	MUNICIPALITIES	POPULATION	SYRIANS	% of POP
<b>IRBID Governorate 18 Municipalities</b>	Greater Irbid	520,000	120,000	<b>23</b>
	West Irbid	60,000	10,000	<b>17</b>
	New Ramtha*	100,000	40,000	<b>40</b>
	Sahel Houran	45,000	15,000	<b>33</b>
	New Mazar	55,000	6,000	<b>11</b>
	New Yarmouk	16,000	4,000	<b>25</b>
	Al Sholeh	18,000	4,000	<b>22</b>
	Al Kfarat	35,000	8,000	<b>23</b>
	Al Sarou	15,000	4,000	<b>27</b>
	Khaled Ibn Al Walid	30,000	1,500	<b>5</b>
	Bargash	45,000	2,500	<b>6</b>
	Rabyat Al Kourah	18,000	2,000	<b>11</b>
	New Deir Abi Said	65,000	6,000	<b>9</b>
	Sharhabeel Bin Hassana	40,000	5,000	<b>13</b>
	M'ath Bin Jabal	45,000	1,500	<b>4</b>
	Tabget Fahel	42,000	1,250	<b>3</b>
	New Taybeh	7,000	4,000	<b>57</b>
	Al Wastiyeh	29,450	5,000	<b>16</b>

Source: Local Development Unit – Mol., Oct 5, 2013

\* Poverty pockets

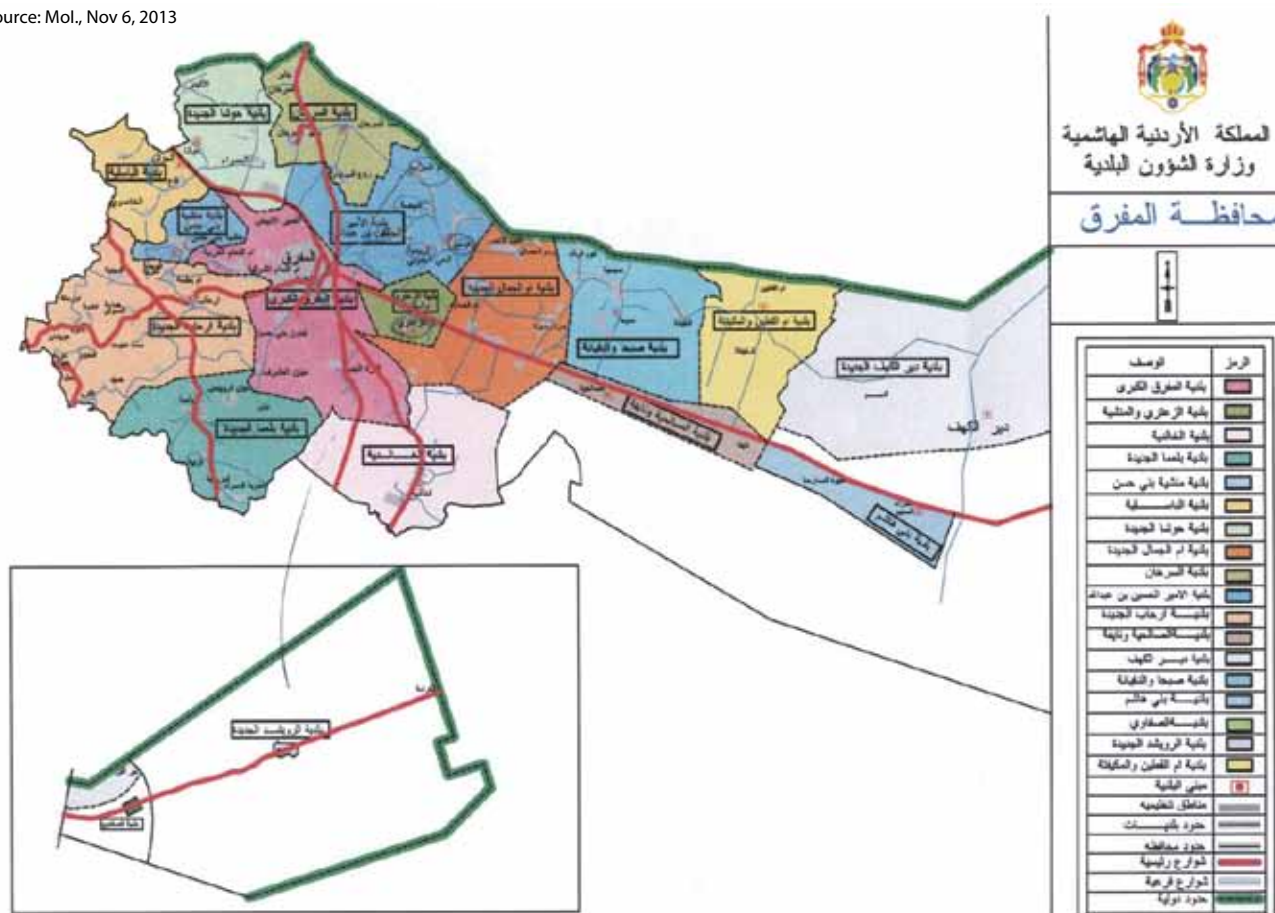
## 6. THE NORTHERN GOVERNORATES

### Mafrq Governorate Administrative Divisions

- 8 out of the 18 municipalities lie adjacent to the Syrian border, with Hosha, Sirhan and Sabha & Defyaneh hosting the largest numbers of Syrian refugees.
- Several of those localities share a tribal extension (intermarriage and familial relations) with communities in Southern Syria: These are
  - Zaatari & Manshiat Alsolta
  - Sirhan
  - Hosha
  - Umm Al Jimal
  - Sabha and Defyaneh
  - Prince Hussein bin Abdullah
  - Deir Al Kahef
  - Umm Al Quttain & Mkaifteh

GOVERNORATE	ADMIN DIVISION	MUNICIPALITY
<b>MAFRAQ Governorate</b> <b>18 Municipalities</b>	Al Qasaba	Greater Mafrq
		Al Manshiah
		Rehab
	North Western Badia	Bal'ama
		Zaatari & Manshiat Solta
		Al Hussein Bin Abdallah
		Hosha
		Baseliah
	North Badia	Sirhan
		Khaldiah
		Salhiah & Nayfeh
		Umm Al Jimal
		Sabha & Defyaneh
		Umm Al Quttain & Mkaifteh
		Deir El Kahef
	Ruwaished	Bani Hashem
		Al Safawi
		Ruwaished

Source: Mol., Nov 6, 2013



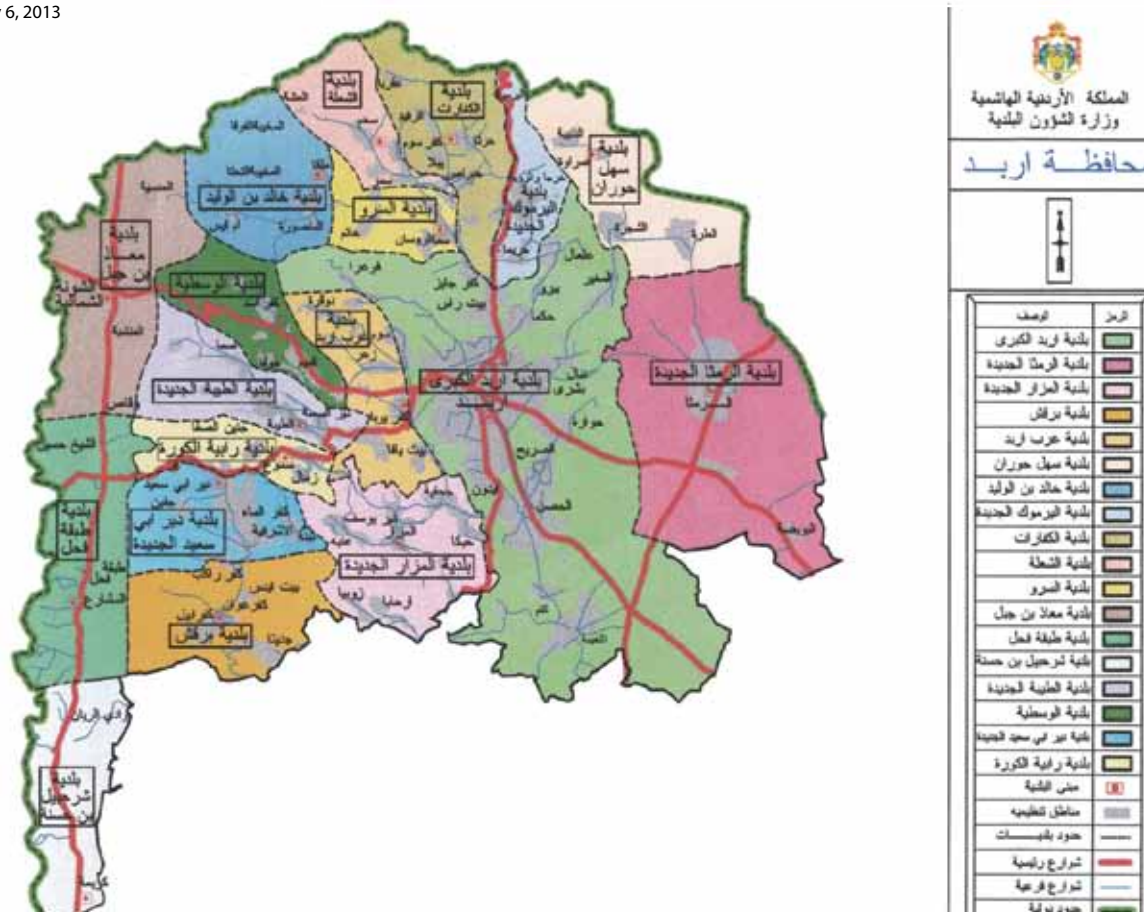
## Irbid Governorate Administrative Divisions

- 6 out of the 18 municipalities lie adjacent to the Syrian border, with Ramtha, Sahel Houran and New Yarmouk hosting the largest numbers of Syrian refugees.
- Several of those localities share a tribal extension (intermarriage and familial relations) with communities in Southern Syria: These are:

- Ramtha
- Sahel Houran
- New Yarmouk
- Saru
- Kfarat
- Al Sholeh

GOVERNORATE	ADMIN DIVISION	MUNICIPALITY
IRBID Governorate 18 Municipalities	Al Qasaba & Bani 'Ubaid	Greater Irbid
	Al Qasaba	West Irbid
	Al Ramtha	New Ramtha
	Al Mazar Al Shamali	Sahel Houran
		New Mazar
		New Yarmouk
		Al Sholeh
	Bani Kenana	Al Kfarat
		Al Sarou
		Khaled Ibn Al Walid
	Al Kourah	Bargash
		Rabyat Al Kourah
		New Deir Abi Said
		Sharhabeel Bin Hassana
	Ghor Al Shamali	M'ath Bin Jabal
		Tabget Fahel
	Al Taybeh	New Taybeh
	Al Wastiyeh	Al Wastiyeh

Source: Mol., Nov 6, 2013







Municipal Elections, on Aug 27, 2013 © Abdullah Ayoub



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“Our most challenging problem is what we were left with by the former municipal councils and committees over the last 10-20 years. We took over bankrupt and devastated municipalities. We don’t know where to start!”

said one newly elected mayor.

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## 7. THE LATEST MUNICIPAL ELECTIONS

### **A New Experience...A Unique Opportunity**

In spite of the low turnout, the latest municipal elections (27 Aug 2013) were conducted under the impact of a huge refugee influx from neighboring Syria on a struggling economy fueling voter resentment and apathy but at the same and for the first time, under improved conditions. The elections were held amid a boycott by the Islamist opposition, and low participation among leftist and nationalist parties that lost in the elections.

The electoral law reserves 297 municipal council seats for women according to a 25% quota for women under the provisions of Municipal Law No13/2011 from 20% in the old law of 2007.

The elections were managed and implemented for the first time by the Ministry of Municipal Affairs and supervised by the 'Independent Elections Commission', as well as under specific procedural provisions that were designed by the Ministry of Interior to guarantee the minimum standards of fairness, integrity and cleanliness.

Compared to 2007 elections the latest elections were one of the 'better' experiences since many years especially with a great degree of integrity according to the Minister of Municipal Affairs, Mr. Al Masri, in an interview with Al Ghad Daily, Nov 2nd, 2013. It was necessary to bring forward 'elected' mayors especially after the failure of the experiment of 'appointed municipal committees' which contributed to much of the deterioration of the municipal state of affairs whether in the spheres of service delivery or administrative incompetence and inefficiency and otherwise financial mismanagement and wastefulness, he said.

Irrespective of the low turnout these latest elections produced mayors with a great sense of responsibility and who truly represent the local community and who are fully aware that they would be accountable for their mistakes.

The municipalities need reform, partly legislative through new proposed legislations that strengthen their independence as popularly elected civil institutions that manage the affairs of its constituencies according to their free choices.

The amendments should also contribute to enhancing the developmental concept and role of municipalities.

The other part relates to the restructuring of municipal

systems and the provision of rehabilitation and training to staff in order to raise their competence and capability to better grasp and solve municipal problems as a great number of them are currently neither qualified nor trained to serve their municipalities. A full training for capacity building has been agreed with the municipalities at their expense.

"There is a great sense of optimism that the newly elected mayors are convinced that they represent the will of the local community and they are ready to work. We have no choice but to be optimistic because if the elected municipalities' experience fails then we would have arrived at a point of no return, even where the concept of democracy is concerned", he added.

This is a new experience that needs to be nurtured, and the new councils need to be supported and empowered. This experience presents an opportunity for local good governance, ushers in an era of decentralization and fosters the concept of accountability and above all strengthens the democratic participatory process.

### **The New Municipal Councils Inherited a Heavy Legacy and Face Unprecedented Challenges**

The newly elected municipal councils have inherited bankrupt, heavily indebted, bloated and dysfunctional municipalities in general.

According to Government sources, municipal indebtedness reached around 100 million Jordanian dinars (out of which Irbid alone boasts around 20 million and Mafraq another 6 million). However, the main problem lies in the 'municipal salaries' expense item that eats up 50-60 percent of the municipal budgets.

The average salaries item for Mafraq Governorate municipalities stands at 60 percent and for Irbid Governorate municipalities at 65 percent. This leaves around 20 percent for current expenses and only 20 percent for capital expenses which are reflected on deteriorating municipal services and retreating development projects.

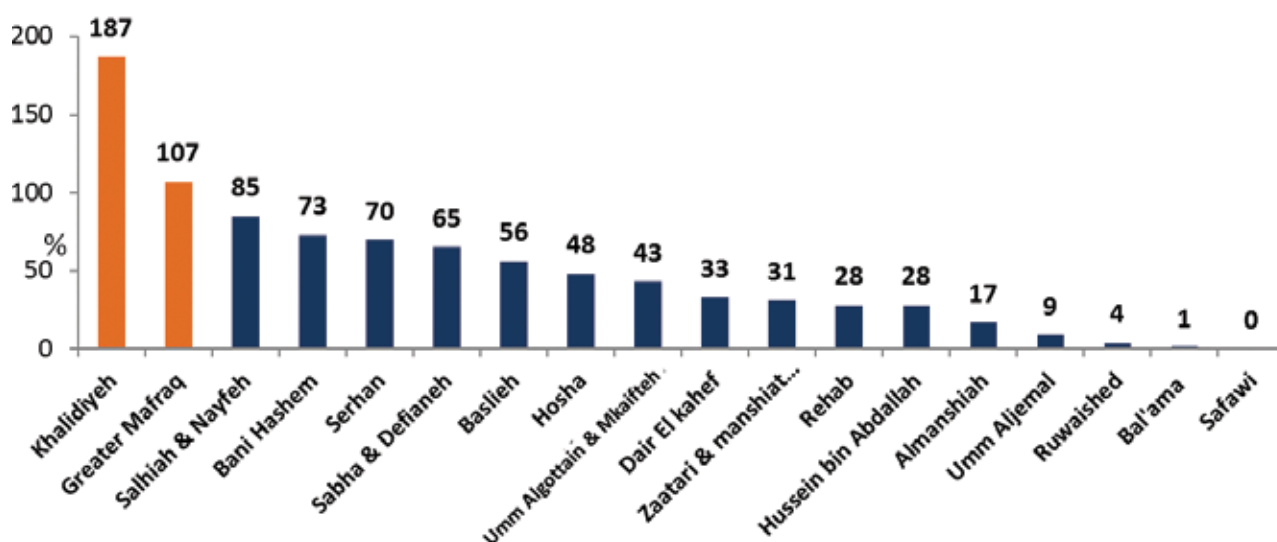
The Syrian refugee influx not only compounded old-new problems and challenges but exposed the tragic state of affairs, as well as the vulnerability of the municipal institutions and local governance.





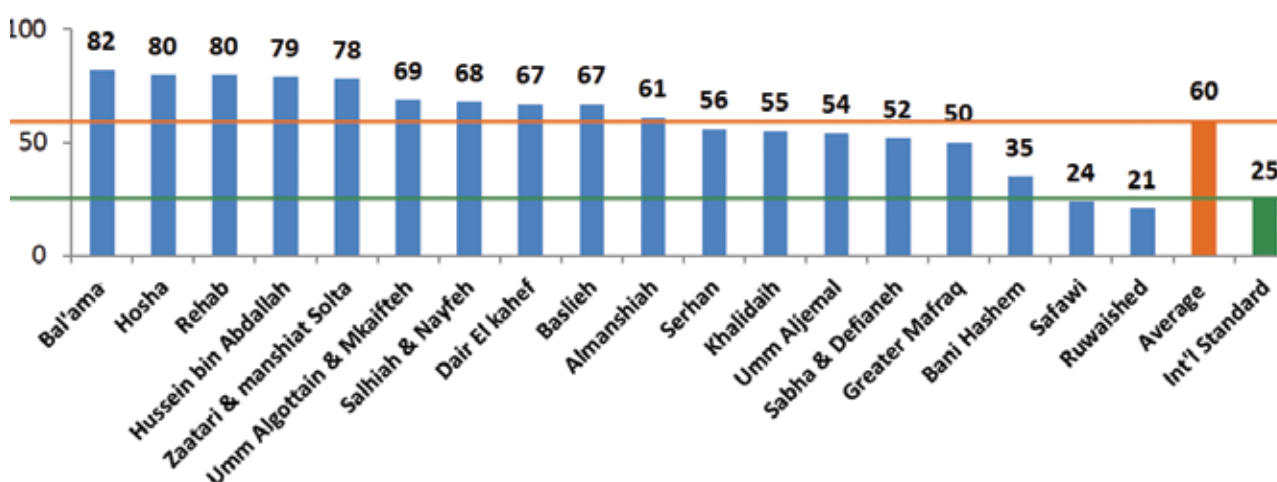
## THE LATEST MUNICIPAL ELECTIONS

Graph 1 - Municipalities in Mafraq Governorate – % of Indebtedness to Budget



Source: Ministry of Interior, Nov 6, 2013

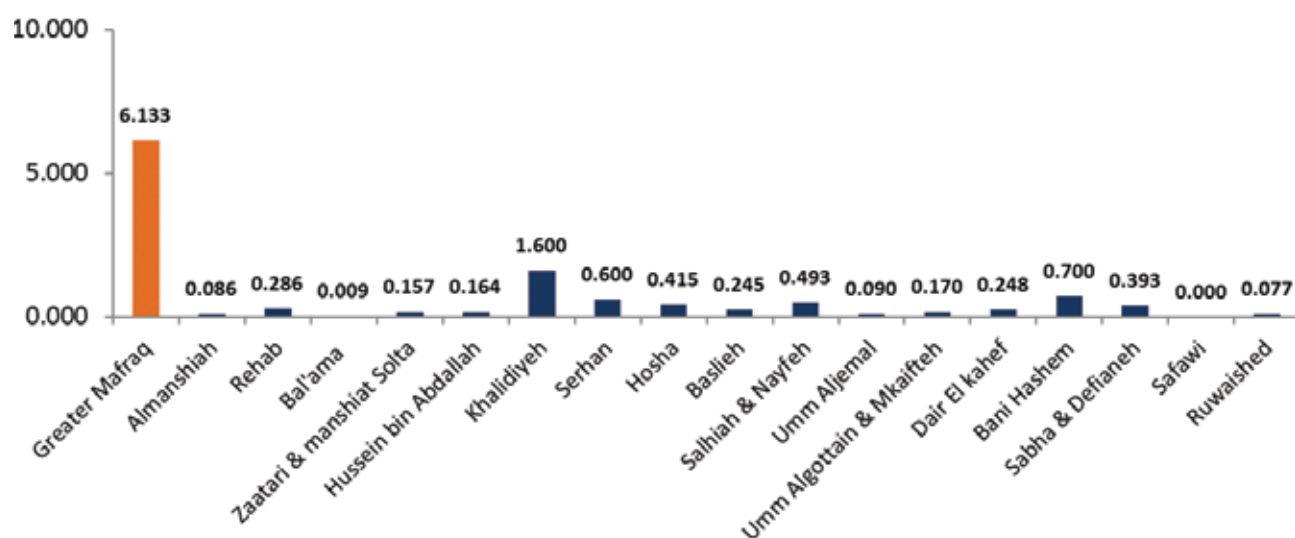
Graph 2 - Municipalities in Mafraq Governorate – Salaries as a % of local budget



Source: Ministry of Interior, Nov 6, 2013

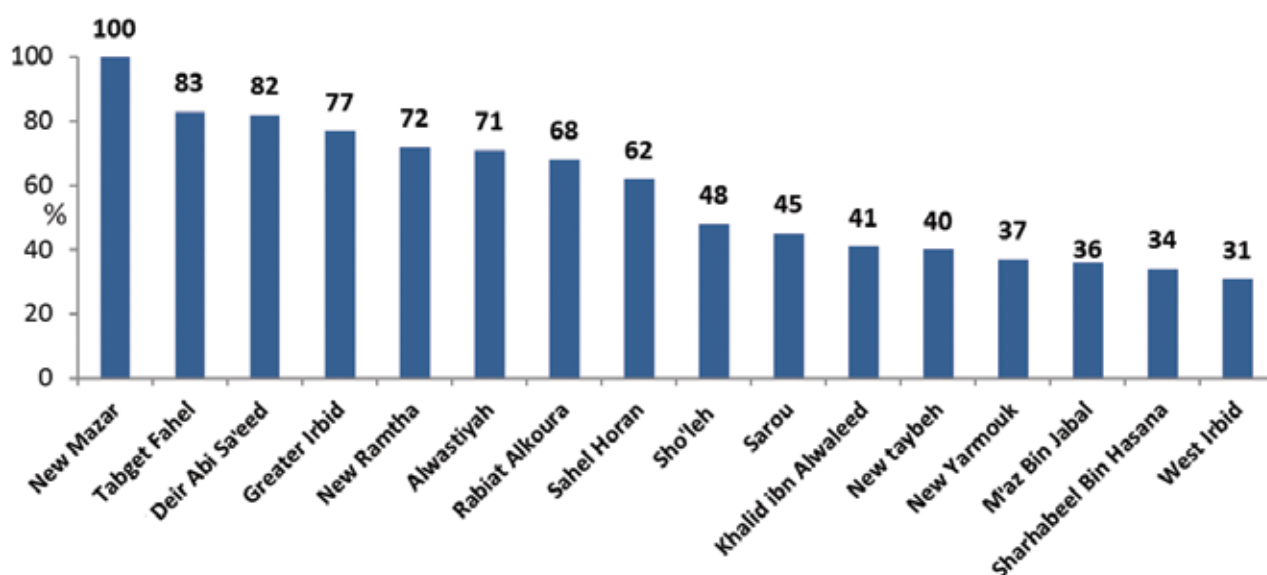
## THE LATEST MUNICIPAL ELECTIONS

Graph 3 - Municipalities in Mafrq Governorate – Indebtedness in JOD millions



Source: Ministry of Interior, Nov 6, 2013

Graph 4 - Municipalities in Irbid Governorate – % of Indebtedness to Budget



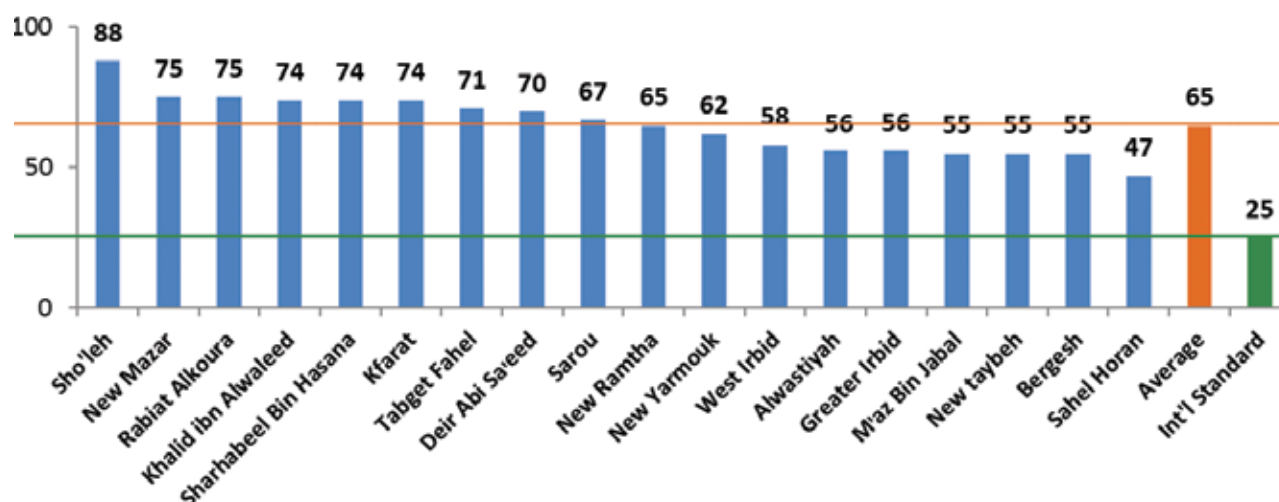
Source: Ministry of Interior, Nov 6, 2013

*It is worth noting that according to international standards salaries should not account for over 25 percent.*



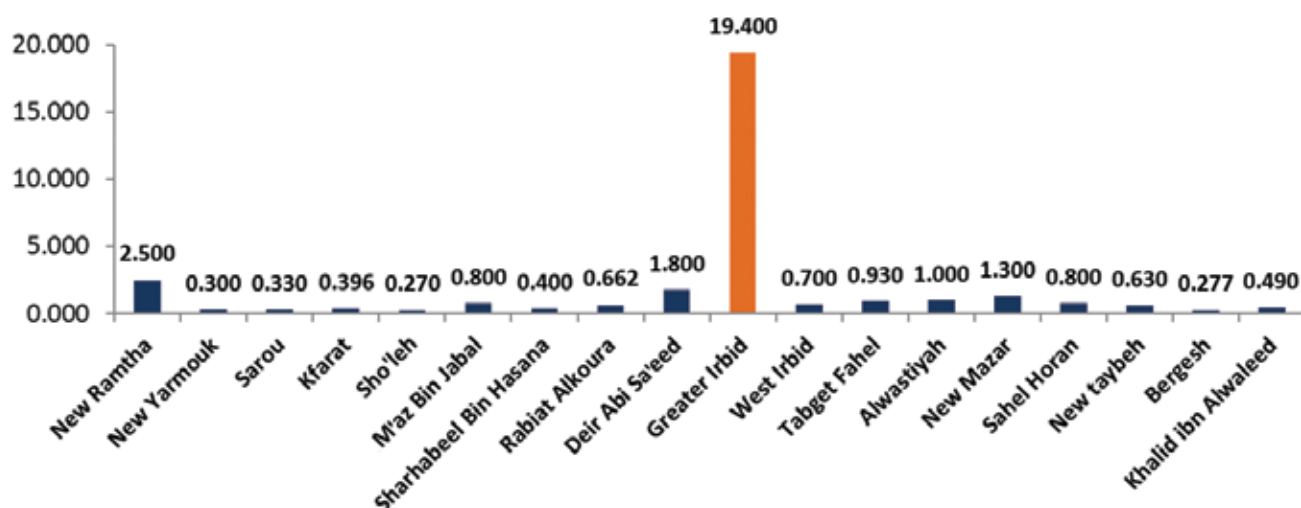
## THE LATEST MUNICIPAL ELECTIONS

Graph 5 - Municipalities in Irbid Governorate – Salaries as a % of local budget



Source: Ministry of Interior, Nov 6, 2013

Graph 6 - Municipalities in Irbid Governorate – Indebtedness in JOD millions



Source: Ministry of Interior, Nov 6, 2013

Moreover, the dire general economic conditions in Jordan, public indebtedness, budget deficit and other fiscal and budgetary considerations made it even more difficult for the state to continue to generously intervene. However, the Government announced an assistance package of US\$ 70 million of donors' money before year end.

Both municipal structures and service infrastructures have been depleted and depreciated over the years due to a combination of factors, mainly:

- Aging and lifespan of vehicles and/or equipment
- Shortage of vehicles and labor
- Lack of maintenance due to mismanagement, lack of financial resources and/or wasteful allocation of resources
- Lack of financial resources due to mismanagement, excess baggage in term of staffing, and inappropriate allocation of resources, or
- Inability or neglect to enforce revenue collections and the law,
- Incompetence and inefficiency
- But above all lack of good governance and lack of elected accountable councils and mayors.

Two important issues are believed to improve the current situation.

One, the municipalities must find the ways and means to increase their revenues, but also collect past due (amounting to 140 million Jordanian dinars) as well as current revenue collections to be able to achieve some sort of financial subsistence along whatever the State is providing as budget assistance.

Second, in view of the administrative incompetence and inefficiency and otherwise wastefulness over the last years, stricter adherence and commitment to job titles and description are called for as a requirement to raise the standards of municipal competence and efficiency.

According to The Minister of Municipal Affairs (in an interview with Albalad Radio on Oct 22, 2013), 96 percent of municipal staff do not hold a university degree, and the majority of who did not even finish high school successfully. Only 4 percent are university graduates.

He spoke of past irregularities, nepotism and favoritism in municipal appointments, however, according to new provisions, any appointments must be sanctioned and

managed through the 'Civil Service Bureau'. Mayors did not allocate any personnel budgets for 2014 vacancies as they are no longer authorized with such appointments. The Ministry is working on the development of some new legislations and amendments to the current municipal law including re-instating some of the 1955 Municipal Law provisions which foresee that basic education and healthcare are a municipal affair.

Without prejudice to their knowledge of municipal affairs and professional experience many of the elected council members there is clear case for capacity building, technical assistance and training that have to be part of any municipal assistance plans for municipal teams.

**"We are the less fortunate..."**  
**"We are poverty pockets..."**  
**"And now we are merely**  
**road signs..."**

# Nobody stops here!



## 8. RELATIONSHIP WITH CENTRAL GOVERNMENT, LOCAL AND INTERNATIONAL NGOS AND AGENCIES

Following are impressions, observations or remarks made during our discussions (September and early October 2013).

- Municipalities in the Northern peripheries feel left out, marginalized and neglected and the relationship with Central Government is tense.
- We felt a confidence gap as promises are not fulfilled.
- Government assistance is scarce or not coming.
- “Years of municipal committee rule, and no municipal elections for a few, did away with any institutional framework and left municipalities in a morgue”.
- “When was the last visit by any minister here?”
- Donors’ assistance is “bypassing” them and channeled to either the governorate centers (cities larger than 100,000 inhabitants) or constituencies with parliamentary representations who have more clout and influence with Central Government.
- UNDP is the only international organizations that visited most of those municipalities.
- International (refugee) organizations recruit from Amman and offer no job opportunities to local youth. “Even those have learnt ‘wasta’.
- A credibility issue with international aid organizations.

The Government represented by the Ministry of Municipal Affairs announced meanwhile some donor assistance package to Jordanian municipalities, the Northern in particular. There was also an intensive outreach effort towards those municipalities.



Jordan, 2013 © UNICEF/Noorani

## 9. FINDINGS: MUNICIPAL NEEDS ASSESSMENT RESULTS, PROBLEMS AND PRIORITIES

### Focus Groups/Q&A Debriefing Sessions

Following are the results of both the quantitative and qualitative municipal needs assessment according to the priorities established by the newly elected municipal councils through the Q&A debriefing sessions in terms of needed urgent response assistance and severity of impact on host communities.

#### 1) Municipal Services and Delivery

- Solid Waste Management
- Water
- Infrastructure – Road Building and Maintenance  
Street Lighting
- Sanitation

#### 2) Government Services

- Education
- Healthcare

#### 3) Other Issues

- Housing
- Employment, Business and Trade
- Agriculture

### Priority Interventions (See Annex).

- Garbage Trucks and Compressors
- Light Pickup Trucks, Dump Trucks, Loaders
- Fogging Trucks and Equipment and Pesticide Supplies
- Containers
- Garbage Wheel Barrows
- Labor Assignment

### Priority Government Interventions

1. Provide immediate limited budget support and equipment to municipalities, so that they can act immediately on reducing the amount of uncollected solid waste.
2. Develop improved SWM plans at municipal levels: involving the design of an SWM cycle (collection, transfer, landfills, recycle and re-use). The aim is to increase effectiveness and reliability of services and cost-recovery; it will involve revising delivery points, collection routes, transfer and recycling opportunities, pollution-control measures, etc.
3. Implement improved SWM plans including equipment support & funding of labor-intensive recycling activities: additional equipment and training will be needed to introduce the upgraded SWM plans in pilot municipalities.
4. At the same time, in order to address urgent livelihoods issues, cash-for-work modality can be used for sorting, picking-up, handling, transportation, and reusing/recycling.
5. Broaden the range of innovative solutions & partnerships for SWM: The SWM Plans will include financial mechanisms, technology and role of various stakeholders in SWM cycle. There will be a need for increased coordination of different stakeholders including municipalities, communities, NGOs and private sectors. Private sector involvement, through public-private partnerships (PPPs), can be an option for improving cost-effectiveness and quality of service. Infrastructure, such as landfills, can be awarded to private companies on a build-operate-transfer basis.

## SOLID WASTE MANAGEMENT

### Qualitative Findings: Solid Waste Management

– No 1 Problem in 33 out of 36 municipalities

Old-new problem

- Increased tonnage (due to increase in local population, upgraded lifestyles over the years and Syrian arrivals)
- Aging and insufficient vehicles - out of service or lifespan.
- Insufficient or broken-down containers
- Inadequate number of labor (bloating, performance and commitment issues)
- Costly petrol and maintenance
- Pollution, insects, rodents and stray dogs (general health hazards)

## 10. FINDINGS: MUNICIPAL NEEDS ASSESSMENT

### MUNICIPAL SERVICES AND DELIVERY

#### Quantitative Findings: Solid Waste Management

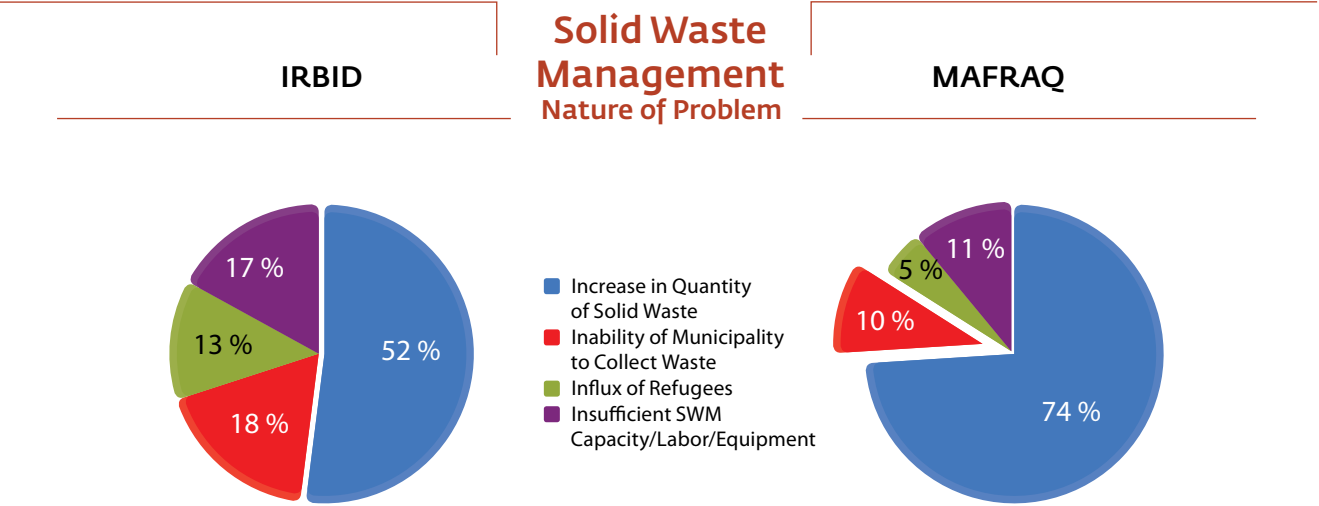
Due to the influx of Syrian refugees, Solid Waste Management (SWM) has been identified as the major challenge for municipalities in the Mafraq and Irbid governorates. It is estimated that the increase in population represents an additional volume of almost 60 tons per day, bringing the total volume to be collected to 150 tons, which exceeds current collection capacity. As a result, in Mafraq, the municipality had to request help from the army. In Qasabat Irbid municipality, daily waste collection was 300 tons, after the Syrian influx it increased to 500 tons. While in Mafraq Great Municipality the daily amount increase is ranging from 80-90 tons up to 200-250 tons. Nevertheless, the over-use of solid waste assets and equipment requires more regular maintenance to resolve the repeated breakdown and increased depreciation of equipment. Additionally, the shortages in service provision for garbage collection resulted from insufficient municipality capacity (labor, compressors, garbage tractors, waste containers, etc.).

In the Governorate of Mafraq, prior to the influx of refugees, garbage was collected on a daily basis (twice daily inside the city of Mafraq) according to fixed routes and a schedule. The municipality of Mafraq has seven compressors, two rollers and 115 staff and wheelbarrows for SWM. Outside Mafraq city, the other municipalities have less equipment and staff, between two to a maximum of five compressors which can hold three tons of garbage. Currently, the main landfill site for Mafraq is Al Hussayniyat. Most of the containers for rubbish are old and have not been maintained. They have been moved by residents from outside their houses and thus need to be sited properly with consultation with the community. With addition of the Syrian refugees, the city of Mafraq now spends approximately 18% of its budget on waste management excluding salary costs; however resources are not sufficient to cover the costs necessary to extend services to all its residents and at the same time provide regular and quality service towards those already being serviced. In Sabh, the amount of garbage has increased from 15 tons to 25 tons daily. With the municipalities that are unable to cope with the increased waste, there has been an increase in illegal dumping, and the inappropriate disposal and burning of waste which contributes to water, soil and air pollution.

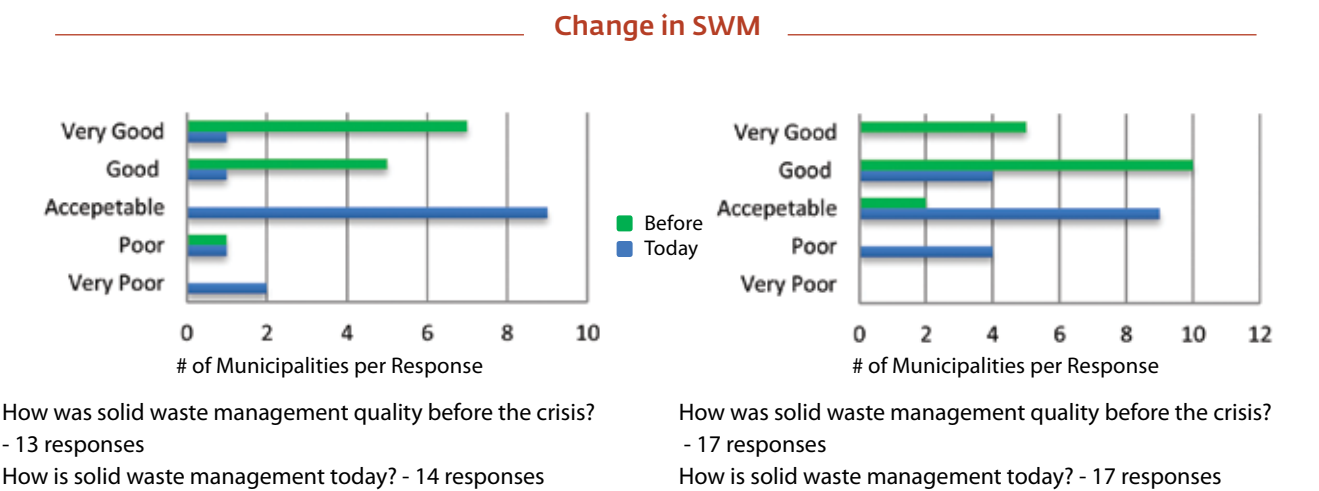
In the Governorate of Irbid, prior to the influx of refugees, garbage was collected twice daily in the city by laborers using compressors and/or vans which had either a 1 or 3 ton capacity. This was then transferred to compressors with a 9-12 ton capacity and transported to one of three landfills (Al Sari, Toqboi and Alakeeder). Due to the influx of refugees, the municipality has had to increase the frequency of collection with the same resources in terms of equipment and labor.

The municipality needs assessment shows that the municipalities identify the increase of solid waste as a pressing problem. Although the question was "What is the nature of problem", 13% in Irbid and 5% in Mafraq explicitly stated the influx of refugees as the cause. A combined 35% in Irbid and 22% in Mafraq place the blame on the municipalities' inability to collect waste and on a lack of capacity rather than on refugees or an increase of solid waste.





In both Irbid and Mafraq, the quality of SWM has shifted markedly from the Good-Very Good range to the Very Poor-Acceptable range.





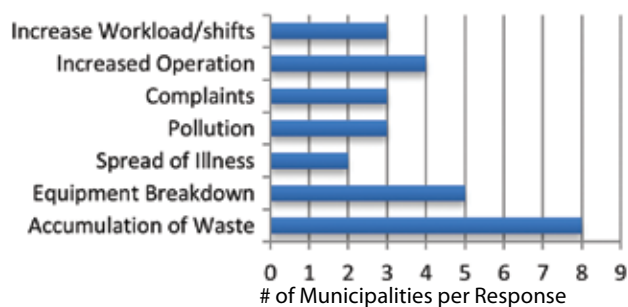


## MUNICIPAL NEEDS ASSESSMENT RESULTS: MUNICIPAL SERVICES AND DELIVERY

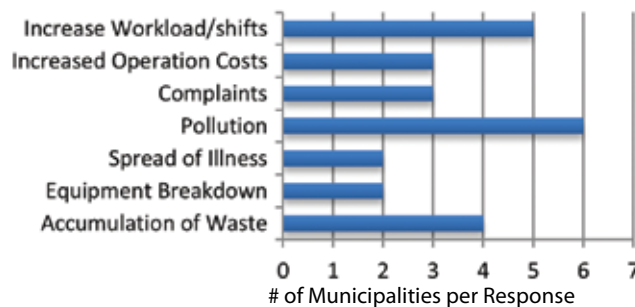
### IRBID

#### Consequences

### MAFRAQ

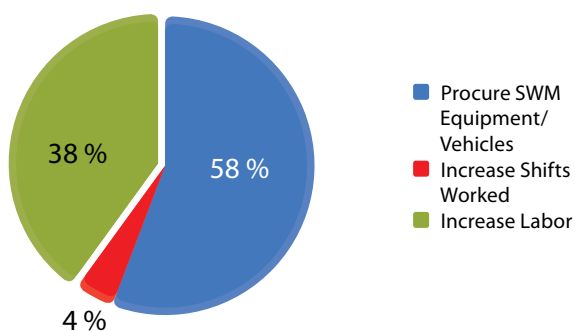


What are the consequences of such a change? - 28 responses

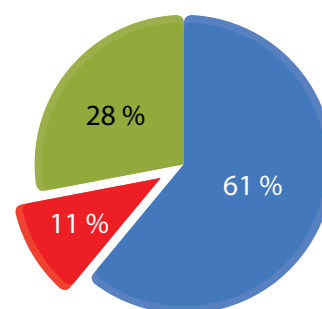


What are the consequences of such a change? - 25 responses

#### Priority Interventions



What are the priority interventions? - 24 responses



What are the priority interventions? - 27 responses

## WATER

### Qualitative Findings: Water

– No 2 Problem in 23 out of 36 municipalities

- Increased demand (due to increase in local population and especially Syrian arrivals)
- Water distribution network is old and dilapidated with high loss rates
- In some areas over ground network poses a threat of contamination
- Needs maintenance
- Needs for new expansion to cover new housing areas.
- Inadequate frequency of water supply (once a week for a few hours), by rotation and by neighborhood
- Frequent water shortages
- Weak water pressure, so pumps need to be purchased and installed, with extra cost to poor communities and extra cost electricity bills
- Supply does not reach high/mountainous located areas and neighborhoods
- Quality is deteriorating, salty in many cases, and muddy
- Water purchased via water tank trucks is becoming prohibitive
- Syrians used to water abundance are an extra supply shortage
- Schools, mosques and public places add to increased demand
- In certain areas army and security camps or installations also add to local water shortages

#### Priority Interventions

- Alternative water sources (drilling new wells or rehabilitating old ones)
- Review underground water policy and regulations (theft and monopoly)
- Provide homes with fresh water cisterns and roof tanks
- Provide homes, schools with rain water collection infrastructures
- Build water towers for better bumping pressure
- Provide municipalities with own tanker trucks for cheaper water service

### Quantitative Findings: Water

The nature of the problem in the water sector was stated to be “Increased Demand” and “Lack of Water” by the

municipalities in Irbid and Mafrq. While, both responses appear to be very similar, “Lack of Supply” implies the need to provide more water and “Increased Demand” implies the influx of refugees as the source of the problem.

The consequences of the influx of refugees on water were stated to be water shortages, increased price of water, and deterioration of the water network. Therefore, the priority intervention recommended by the municipalities in Irbid and Mafrq are to “Find Alternative Sources”, which includes digging new wells or providing water tanks, followed by “Water Network Maintenance” and “Increase Water Pumping”.

## INFRASTRUCTURE

### Qualitative Findings: Infrastructure

Road Building & Maintenance – No 3 Problem in 18 out 36 municipalities

Old-new problem

- Road network to, around or within municipalities in the Northern/North-Western Badia is in need for maintenance especially those that are immediately affected by the Zaatari camp as well as the international road leading to the camp
- New roads need to be built due to geographic expansion
- Roads to certain farming areas could be furnished with base course material that could revive the farming industry

Street Lighting – No 3 Problem in 18 out 36 municipalities

Old-new problem

- Street lighting needs maintenance/parts replacement
- New expansions due to geographic growth
- Many municipalities are indebted to the electricity company. Hence, rationing is becoming an imperative. Some municipalities turn off street lights at midnight or use the eban number sequence for street lighting
- A growing security problem is looming with thefts especially cattle



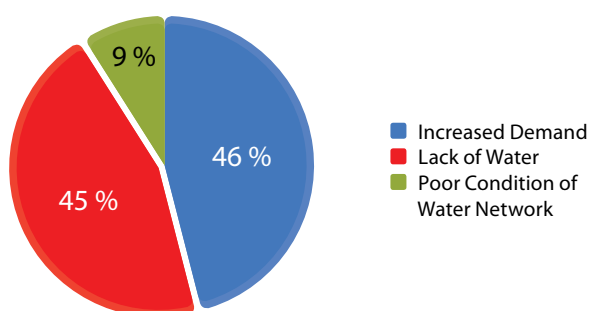
## MUNICIPAL NEEDS ASSESSMENT RESULTS: MUNICIPAL SERVICES AND DELIVERY

IRBID

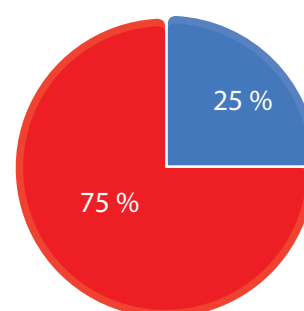
Water

MAFRAQ

### Nature of Problem

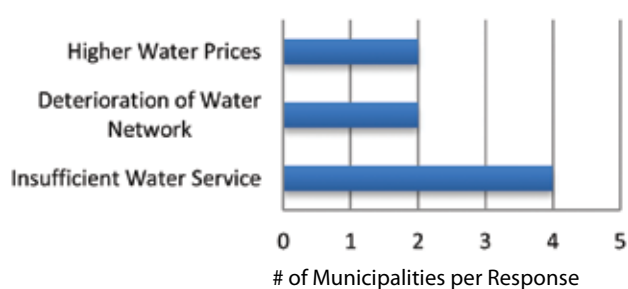


What is the nature of the problem? - 11 responses

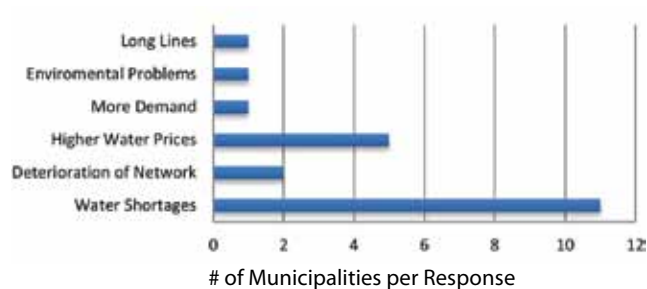


What is the nature of the problem? - 20 responses

### Consequences of Such Change

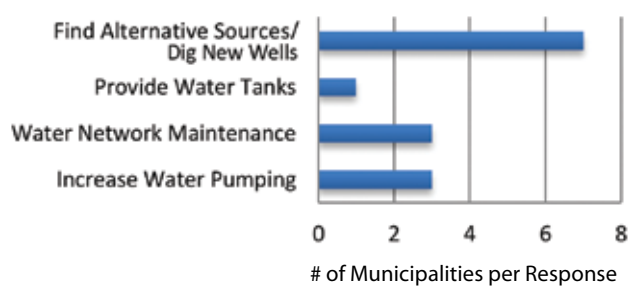


What are the consequences of such a change? - 8 responses

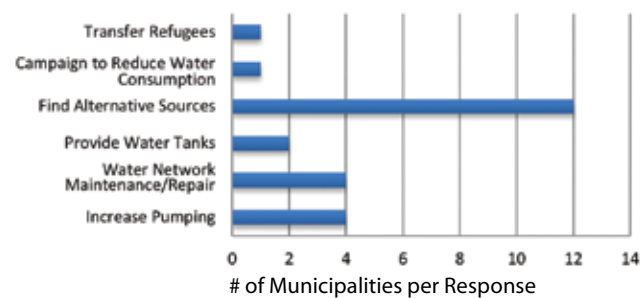


What are the consequences of such a change? - 24 responses

### Priority Interventions



What are the priority interventions? - 14 responses



What are the priority interventions? - 24 responses

### Priority Intervention

- Maintenance of light units and provide quality energy saving bulbs
- Develop alternative sources like solar powered street lighting

### Qualitative Findings: Electricity Supply

While electricity service delivery has not been perceived to have decreased greatly, increased financial burden and power outages are reported as problems. The response that refugees should pay higher prices than Jordanians as a priority intervention may show that the problem is perceived as being associated with the influx of refugees.

## SANITATION

### Qualitative Findings: Sanitation

– No 4 Problem in 18 out 36 municipalities

#### Old-new problem

- Increased load on sanitation network where available
- Network needs maintenance or expansion
- With the exception of Irbid, Mafraq and Ramtha almost all other smaller municipalities have no sewage systems. Some topography does not help either
- Home sewage cisterns are overflowing and disposal cost is becoming prohibitive due to distance to treatment plant
- Risk of infiltration in some localities of sewage with underground water and aquifers
- The whole Za'atari area is a major aquifer

### Priority Intervention

- Municipality-owned sewage tanker trucks
- Mapping of locations with potential pollution threats



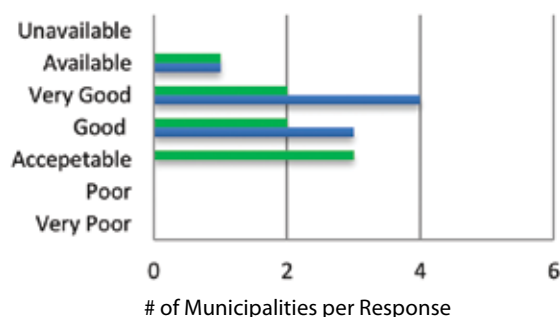
## MUNICIPAL NEEDS ASSESSMENT RESULTS: MUNICIPAL SERVICES AND DELIVERY

IRBID

### Electricity Supply

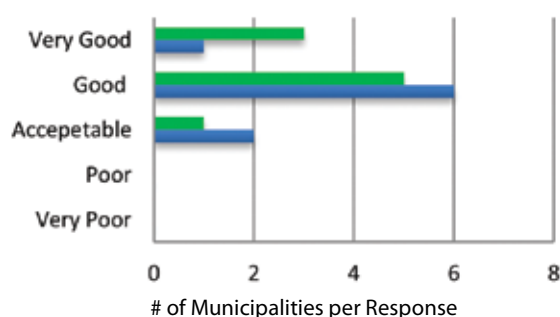
MAFRAQ

#### Electricity Availability



How was electricity availability before the crisis? - 8 responses

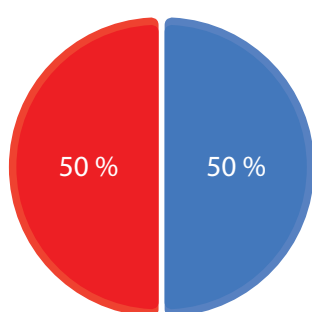
How is electricity availability today? - 8 responses



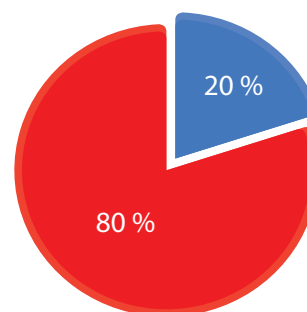
How was electricity availability before the crisis? - 9 responses

How is electricity availability today? - 9 responses

#### Nature of Problem

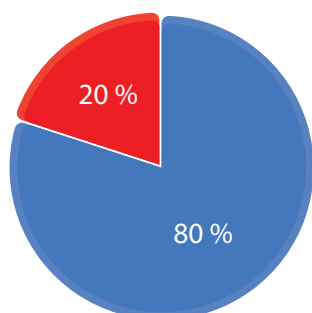


What is the nature of the problem? - 4 responses

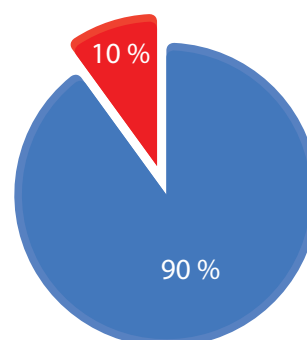


What is the nature of the problem? - 5 responses

#### Priority Interventions



What are the priority interventions? - 5 responses



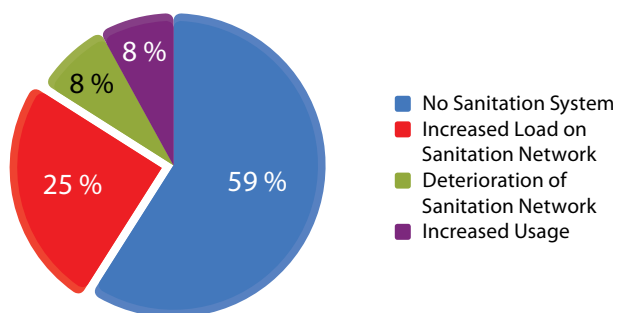
What are the priority interventions? - 10 responses

IRBID

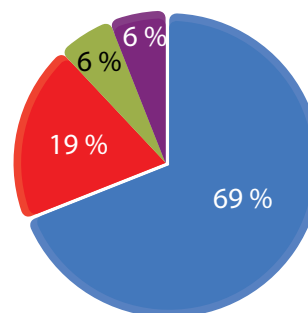
Sanitation

MAFRAQ

Nature of Problem

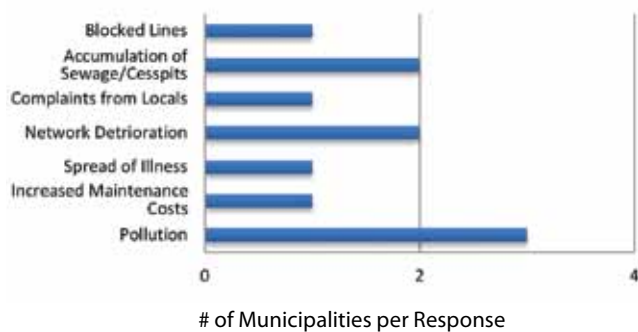


What is the nature of the problem? - 12 responses

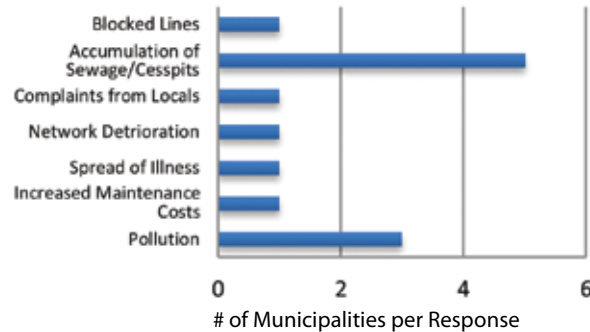


What is the nature of the problem? - 16 responses

Consequences

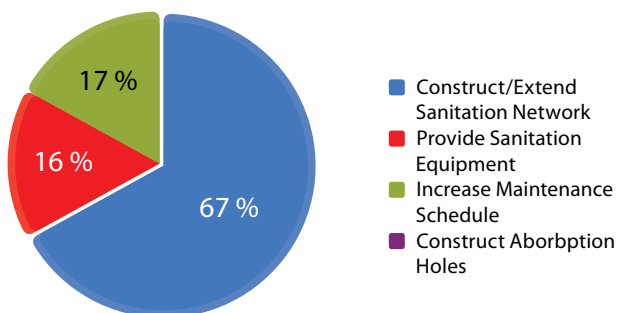


What are the consequences of such a change? - 11 responses

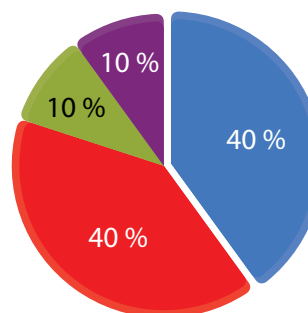


What are the consequences of such a change? - 13 responses

Priority Interventions



What are the priority interventions? - 6 responses



What are the priority interventions? - 10 responses

## 11. FINDINGS: MUNICIPAL NEEDS ASSESSMENT RESULTS: GOVERNMENT SERVICES

### EDUCATION AND HEALTHCARE

Provisions of the 1955 Municipal Law could be reinstated in a forthcoming law amendment that gives back to municipalities the responsibilities of basic education and healthcare, according to media reports. This would allow empowering the constituents to decide on municipal priorities like building a school or a health center without any government intervention.

#### Qualitative Findings: Education

– No 1 Priority in 26 out 36 municipalities

According to UNHCR some 83,232 Syrian children are registered in Jordanian public schools as at Oct 17, 2013. More importantly, despite efforts to encourage Syrian children to enrol in Jordan's public schools, over 60 per cent of the **some 250,000 school-aged Syrians remain unregistered** as the new school year begins, according to UNICEF.

An old-new problem

- Several schools are becoming too old and need maintenance or expansion due to population increase
- With Syrian arrivals, many school classrooms are overcrowding. These were barely enough for Jordanians
- Many schools have converted to two-shift timings. That entailed a shortening of classes to 35 min from 45 - a loss of education time – in addition to teachers overtime that they are not compensated for. There is an employment freeze by Government
- School principals and teachers complain of inadequate level of education by Syrian students as well as different a value system in a conservative environment such as those communities
- This is already causing tensions at schools
- Except for grade one Syrian students do not have a health certificate
- Cases of jaundice and other rare diseases are observed
- Increase in classrooms is needed to absorb Syrian students in certain cases and concentration localities.
- Overcrowding of schools is also affecting the

Jordan's schools  
struggling to  
accommodate  
Syrian refugee  
children



Jordan, 2013 © UNICEF/Noorani



Za'atari Village, 2014 © UNDP/Salah Malkawi



## Jordan's hospitals manage care for wounded Syrians



Jordan-2013 © UNICEF/Lyon



Za'atari Village, 2014 © UNDP/ Alessandra Blasi

admission of Jordanian students as schools are clearly instructed to accept Syrian students irrespective

- Transportation of Syrian children is becoming a problem since many of these live in scattered locations. Danger of school dropout
- Tensions are building up and could develop
- Parents and school administrations are already asking for segregating Syrian students. However, there are also many voices that reject such a notion altogether and call for their integration

### Priority Intervention

- Recruiting young graduates to teach in afternoon shifts and relieve current teachers. This eases unemployment of young teacher graduates.
- Rent or construct new schools/classrooms
- In some localities prefab or caravans are acceptable for kindergartens or basic education (first few grades)

### Quantitative Findings: Education

Overcrowded classrooms are identified as the most affected area in Education, in particular in Mafraq. As a result, quality of education, which was reported as mostly Very Good, is now being reported in a range from Poor to Very Good. Therefore, most stated the Priority Intervention as the "Construction of New Schools/Increase in Capacity of Current Schools" including some municipalities calling for the construction of schools for refugees only.

### Qualitative Findings: Healthcare

– No 2 Priority in 19 out 36 municipalities

According to a July article in medical journal The Lancet, co-authored by the Jordanian minister of health and environment, the government spent an estimated \$53m on medical care for refugees between January and April, with only \$5m provided in direct support by UN agencies during this period. The government will have to boost its total annual health expenditure by \$135m in 2013 to provide the same level of care to the new refugees projected to arrive by the end of the year. It estimates that an additional \$180m will be needed to expand and upgrade 10 existing facilities in the northern governorates





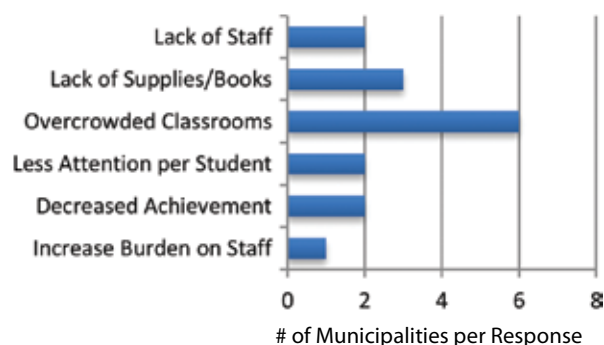
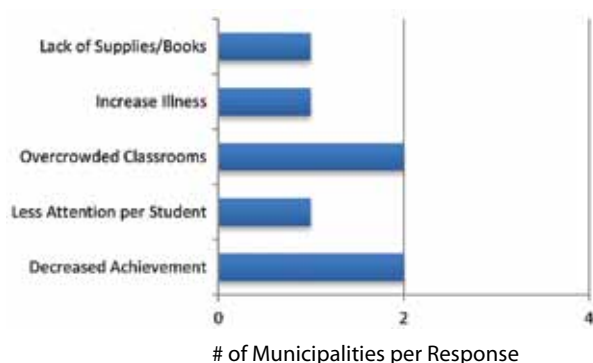
## MUNICIPAL NEEDS ASSESSMENT RESULTS: GOVERNMENT SERVICES

### IRBID

### Education

### MAFRAQ

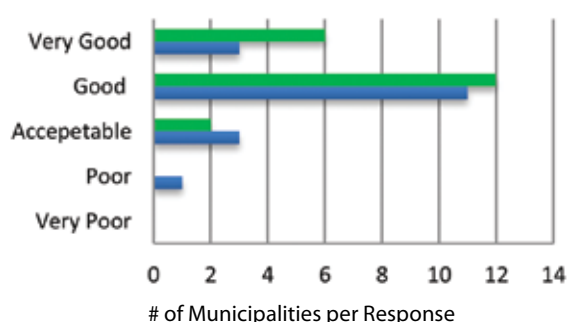
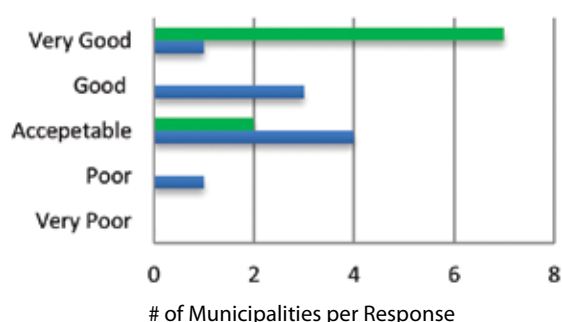
#### Consequences



What are the consequences of such a change? - 7 responses

What are the consequences of such a change? - 16 responses

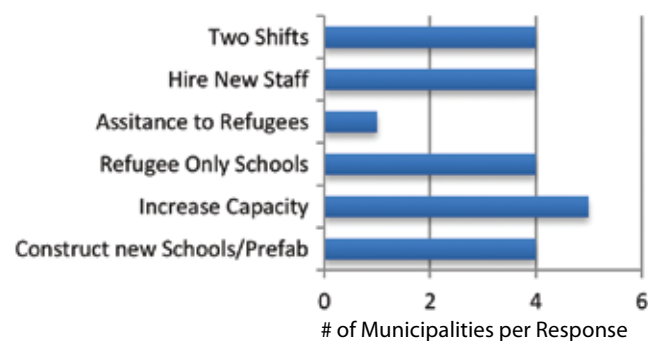
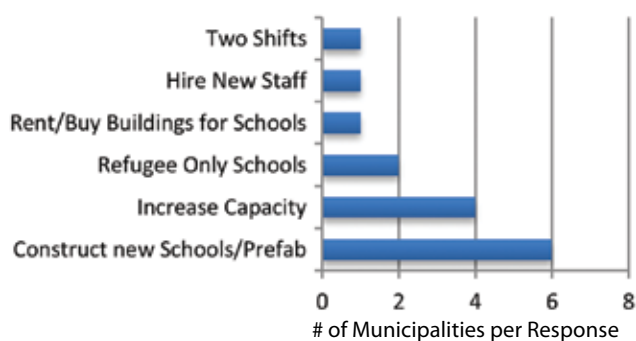
#### Education Quality



How was education quality before the crisis/today? - 18 responses

How was education quality before the crisis/today? - 38 responses

#### Education Priority Interventions



What are the priority interventions? - 6 responses

What are the priority interventions? - 22 responses

## Jordan's hospitals provide care for wounded Syrians



2013 © Brenda Stoter

to cope with the massive demands on the health care system there. (Oxford Business Group Sep 18, 2013)

### An old-new problem

- Health centers are already at shortage of staff equipment or facilities in many of the localities especially the distant ones
- Certain facilities stand empty afternoons. Doctors transfer among several centers each day to serve different communities. Service is given for a few hours only. This has been compounded with Syrian arrivals that are overcrowding health centers and competing for treatment and medicines that effected quality of service
- Overload for staff, albeit in shortage, has increased
- There is a shortage or lack of medication as consequence of Syrian arrivals. In acute shortage is the monthly medication for the elderly and chronic diseases such as hypertension and diabetes.
- There are long waits and some Jordanians leave without being treated. These in many cases come from distant domiciles and poor to afford repeated transportation costs.
- As with schools, health centers cannot refuse treatment of any Syrians who are developing traumatic and otherwise illnesses including jaundice, some skin diseases and general malnourishment
- In a conservative society, many are calling for the presence of a female nurse and/or permanent midwife
- Ambulances are in acute shortage. Civil Defense Dept. is helping with one ambulance however due to dispersed neighborhoods and communities, a second is needed.
- A hearse is also needed in many localities.
- Healthcare shortages could be reason for tensions.

### Quantitative Findings: Healthcare

In health, the most pressing need is medication, in particular for chronic diseases such as diabetes and high blood pressure. The municipalities reported a decrease in quality of health service delivery from Good-Very Good to mostly Poor-Acceptable. Therefore, "Hire new staff", "Increase Capacity", and "Provide Medication" to respond to the increased demand are identified as priority interventions.



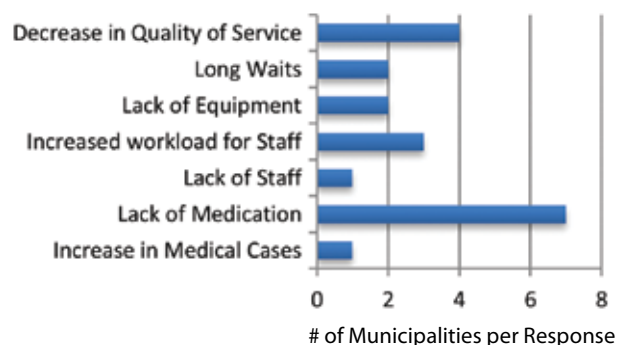
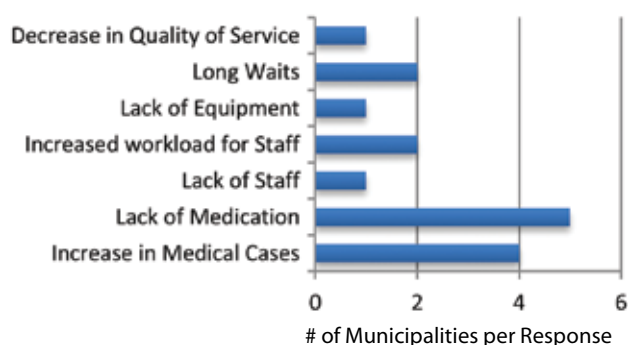
## MUNICIPAL NEEDS ASSESSMENT RESULTS: GOVERNMENT SERVICES

IRBID

### Healthcare

MAFRAQ

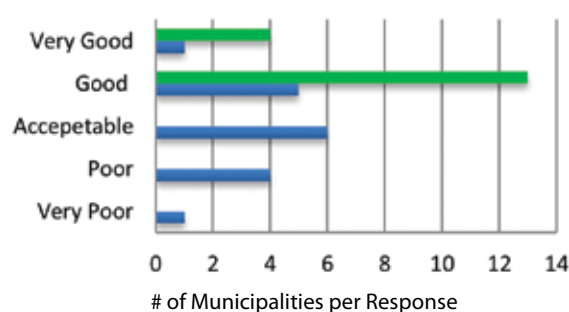
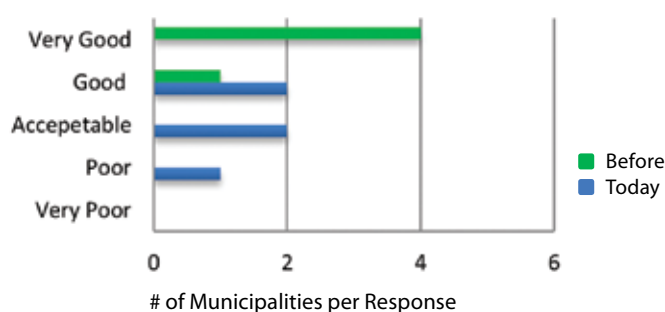
#### Nature of Problem



What are the consequences of such a change? - 16 responses

What are the consequences of such a change? - 20 responses

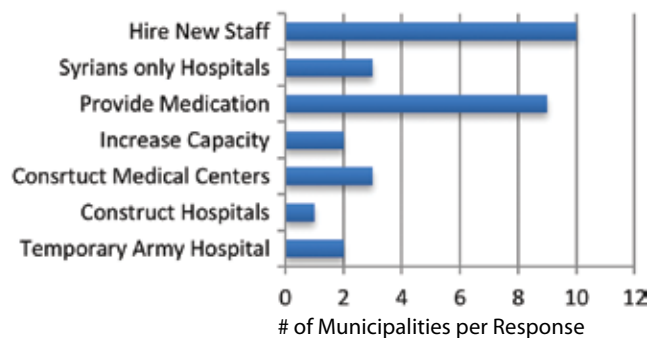
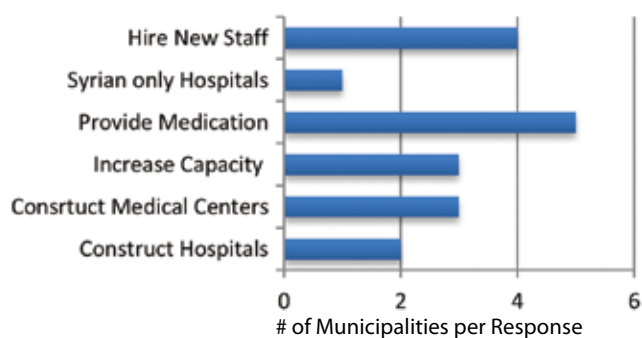
#### Change in Housing Availability



How was health service delivery before the crisis? - 5 responses  
How is health service delivery today? - 5 responses

How was health service delivery before the crisis? - 17 responses  
How is health service delivery today? - 17 responses

#### Change in Housing Quality



What are the priority interventions? - 18 responses

What are the priority interventions? - 30 responses

## 12. FINDINGS: MUNICIPAL NEEDS ASSESSMENT RESULTS: OTHER ISSUES



Za'atari Village, 2014 © UNDP/Salah Malkawi

### Qualitative Findings: Other Issues

#### HOUSING

- Syrians are competing with Jordanians for housing as they are assisted through a lease contract in cash by UNHCR. Some irregularities in this specific regard are observed
- Syrians end up with more than one family in a rented place. This is a further burden on garbage collection, water & electricity consumption and sanitation
- Rents have increased due to Syrian arrivals that Jordanians, especially bridal couples, can no longer afford market rental prices
- This could be yet another major cause for social tension

### Qualitative Findings: Housing

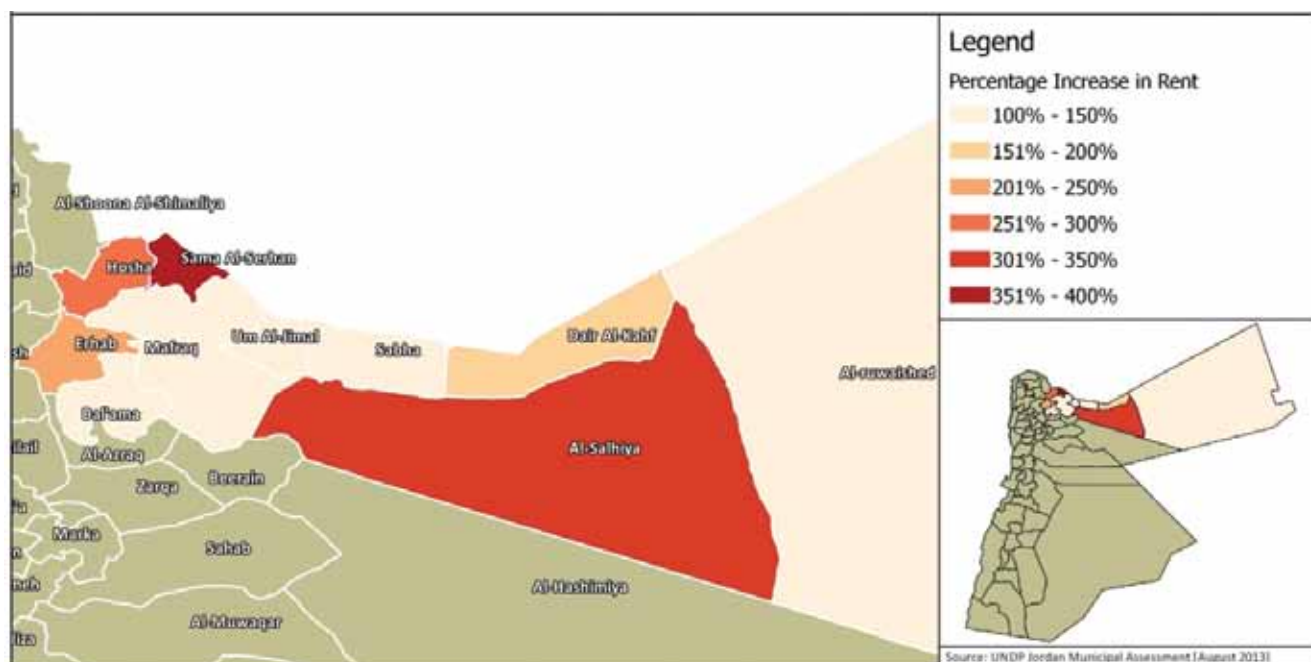
The municipalities self-reported that rental prices have increased between 150-400% in the two governorates.

The municipalities identified the nature of problem from the perspectives of both demand and supply. It can be implicitly read that those stating "Increase in Demand/Population" perceive the problem to stem from the influx of refugees. The chart titled "Change in Housing Availability" shows that the change in the availability of housing has shifted from the Available/Good to Unavailable/Poor both in Irbid and Mafraq.

Consequently, rent has increased, which is particularly problematic for newlyweds that cannot find accommodation, but also for more vulnerable populations who cannot afford to pay the higher rents. Eight municipalities in total directly stated there has been an increase in social tensions due to the current housing situation. While 67% of municipalities in Irbid suggest constructing new housing and 20% call for the transfer of Syrians to camps or the designation of Syrian only living areas; 55% in Mafraq call for the transfer of Syrians to camps or the designation of Syrian only living.

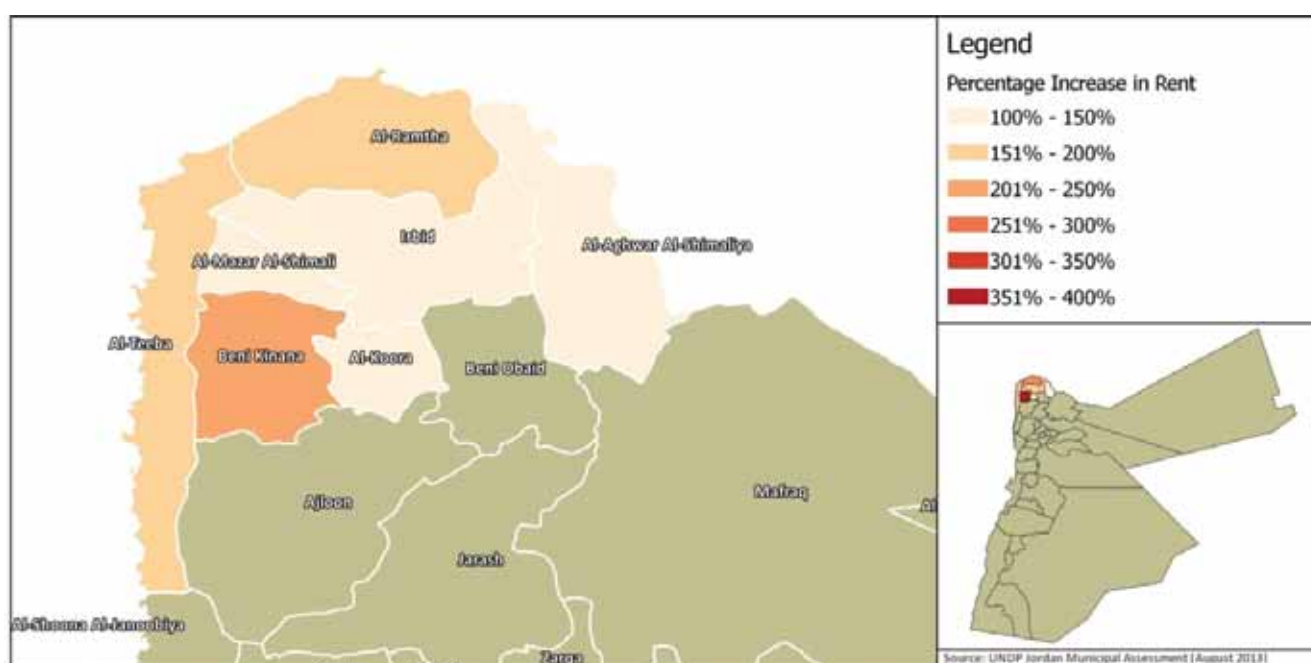
## MUNICIPAL NEEDS ASSESSMENT RESULTS: OTHER ISSUES

Map 2 - Mafraq Governorate: % increase in rent rates before and after the crisis



Source: HCSP Jordan, 2013

Map 3 - Irbid Governorate: % increase in rent rates before and after the crisis



Source: HCSP Jordan, 2013

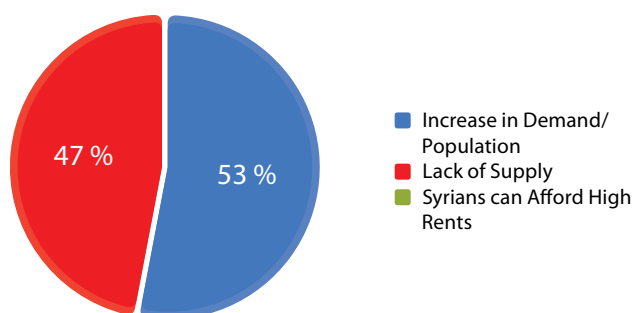


IRBID

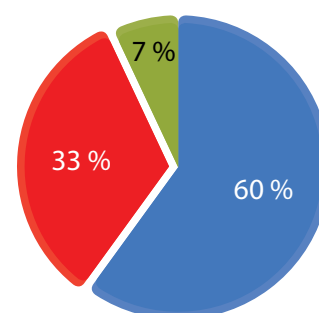
Housing

MAFRAQ

Nature of Problem

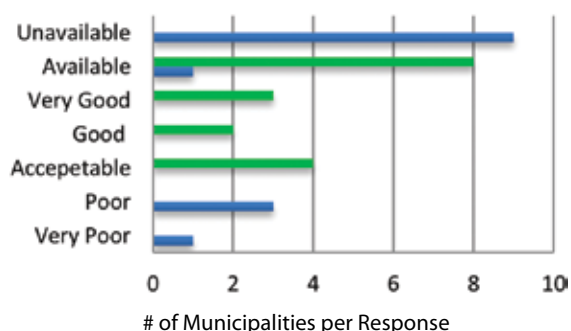


What is the nature of the problem? - 19 responses

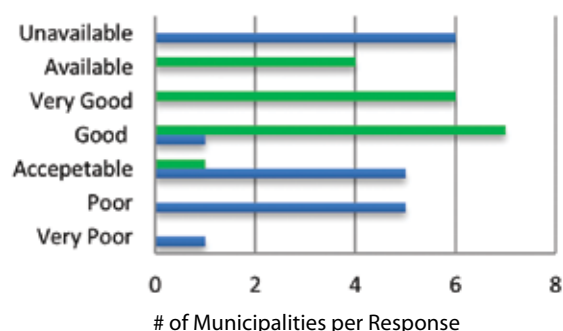


What is the nature of the problem? - 15 responses

Change in Housing Availability

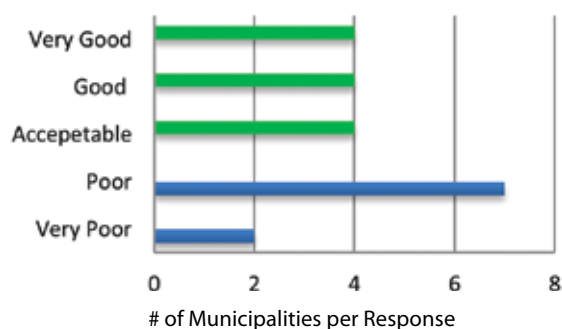


How was housing availability before the crisis? - 14 total responses  
How is housing availability today? - 17 total responses

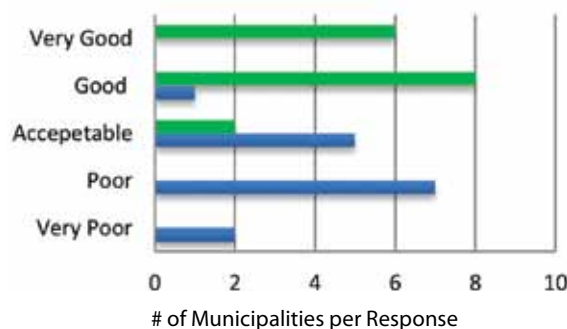


How was housing availability before the crisis? - 18 total responses  
How is housing availability today? - 18 total responses

Change in Housing Quality



How was housing quality before the crisis? - 12 responses  
How is housing quality today? - 9 responses



How was housing quality before the crisis? - 16 responses  
How is housing quality today? - 15 responses

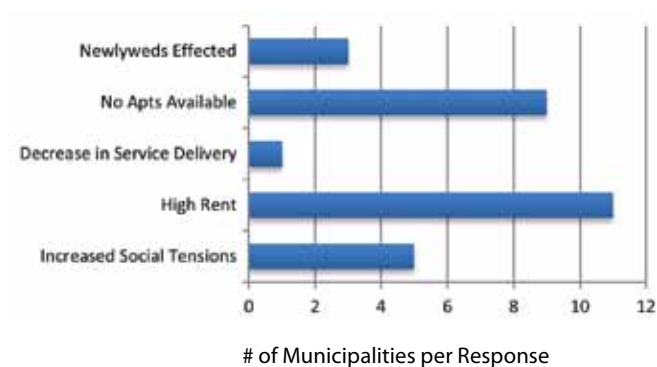


## MUNICIPAL NEEDS ASSESSMENT RESULTS: OTHER ISSUES

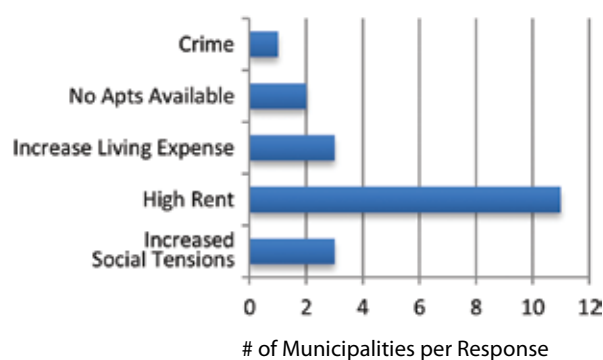
### IRBID

#### Consequences

### MAFRAQ

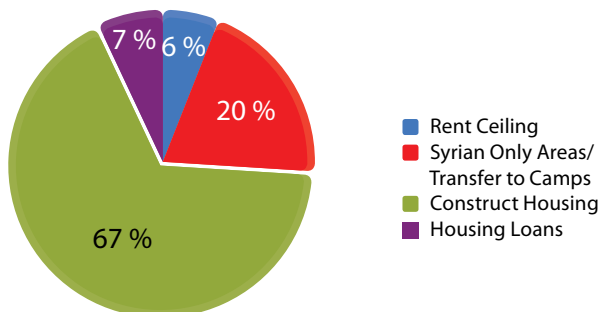


What are the consequences of such a change? - 29 responses

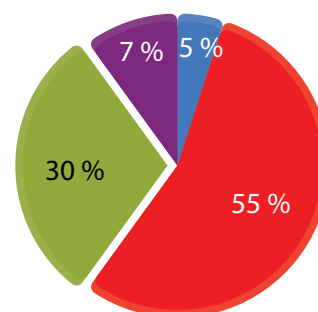


What are the consequences of such a change? - 20 responses

#### Priority Interventions



What are the priority interventions? - 15 responses



What are the priority interventions? - 20 responses



Bakdash is a landmark in the Syrian capital, serving the Arab world's most famous ice cream since 1895 set up shop in Amman.

<https://www.facebook.com/pages/Bakdash-Amman/139288186236332>



### EMPLOYMENT, BUSINESS AND TRADE

#### Qualitative Findings: Employment, Business and Trade

It is believed that the trade between Syria and Jordan was concentrated within both the cities of Ramtha and Mafrq which were hardest hit by the Syrian crisis. Estimates indicate that 80 percent of the constituents of these two cities were engaged in the bilateral trade that was all grounded due to the crisis. With already high unemployment rates in the rural areas, especially among women (23.3 per cent), and the lack of job opportunities the economic predicament becomes more aggravated. Local officials and community representatives estimate that no less than 30,000 refugees in working age have landed jobs half of them at least in Irbid and Mafrq.

- Syrians are also competing here with Jordanians for work opportunities, especially the lower paid jobs and the vocational occupations where they possess better training and experience
- Syrians accept lower wages as they can afford it next to UNHCR assistance or due to dire need in specific and Jordanian employers and businesses seize such opportunities
- Some are opening businesses and paying key-money to Jordanians

- 70% of Jordan's land transport used to come through Syria
- Hence, business and trade has been hit hard by the closure of borders and trading routes. This has affected various sectors of the economy in the North especially the informal sector and transport
- This could be yet another cause for social tension

In the wake of the government's decision in July to remove a fuel subsidy and double mobile telephone tax rates, tensions between Syrians and their Jordanian hosts appear to be mounting as the country determines how to respond to the largest potential refugee influx yet in the autumn.

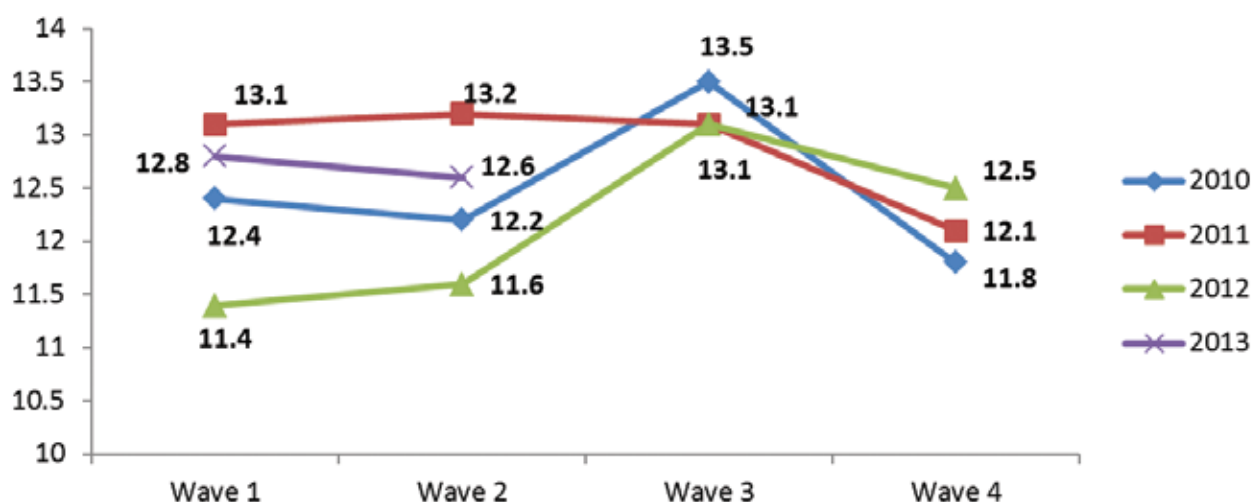
According to a poll conducted by the University of Jordan's Centre for Strategic Studies in June 2013, 73 percent of the national sample surveyed did not believe that Jordan should allow any more Syrian refugees to enter.

In June 2013, 87 percent said it was preferable to keep Syrian refugees in camps rather than letting them free in cities and towns while 92 percent said the Syrian influx has a negative impact on job opportunities for Jordanians.

In October 2013, 72 percent of Jordanians noticed that Syrians are working in a commercial outlet in their neighborhood with an increase of 11 percentage points from April 2013.



## Rates of Unemployment



Source: DOS (2013)

In this context as many as 76 percent of Jordanians believe that the presence of Syrian refugees in their areas had a negative effect, mainly because of the competition on job opportunities (41 percent) as well as rising cost of living (30 percent), pressures on basic services such as water, transportation, education and healthcare, among other reasons.

Despite the increasingly widespread perception among Jordanians that Syrians are taking their jobs, the unemployment figures however give us no conclusive evidence that this is predominantly the case. Those Syrian laborers are either taking jobs nobody is keen to take or they compete with Egyptian expatriate workers. Nevertheless, the perception among Jordanians is more than legitimate.

At the same time, the Syrian impact on Jordan's economy has not been all bad. In 2012 Syrians injected more than \$1bn of capital into the Jordanian economy, which is expected to grow by just 3% in 2013, according to the most optimistic forecasts. (Oxford Business Group Sep 18, 2013)

According to data released by Jordan's Ministry of Industry and Trade, Syrian capital invested from January 2012 to September 2013 amounted to 34 percent of total

registered Arab capital - in industry (40 percent), services (38 percent), trade (33 percent), agriculture (20 percent) and only 2.5 percent in real estate.

Syrian capital accounted for 9.5 percent of total corporate capital registered during the same period. The Syrian industrial investments accounted for 42 percent of industries established in Jordan's Industrial Estates/Cities for the first 6 months of 2013. Moreover, 500 Syrian companies were registered from the beginning of 2012 up to now at a total capital of 42 million dinars out of which 158 in industry employing 2,157 workers. The percent of Jordanian workers expected to work in Syrian setups stands at 59% compared to just 24% in Jordanian industries.

### Quantitative Findings: Employment, Business and Trade

One of the main challenges of the Jordanian economy is the persisting high unemployment level (currently at 12.2%), and the specific patterns of the labor market, which sustains the mismatch between demand and supply. The Jordanian working age population is young and increasingly skilled. However, with only 38% of the population economically active, Jordan has one of the

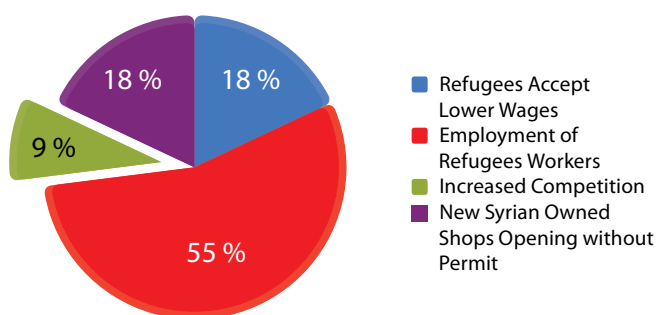
## Employment,

## Business and Trade

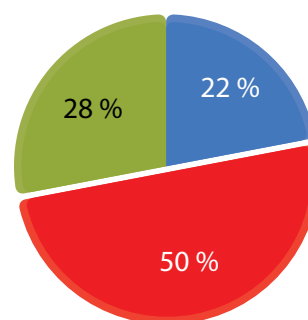
IRBID

MAFRAQ

### Nature of Problem

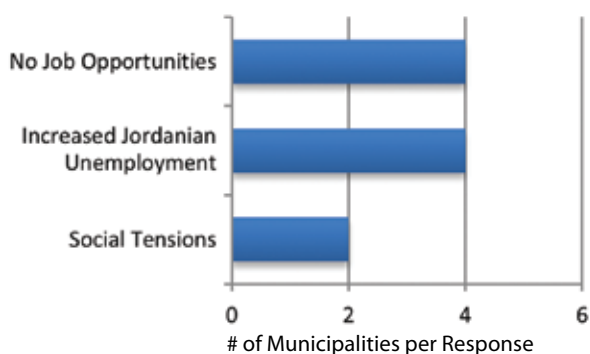


What is the nature of the problem? - 11 responses

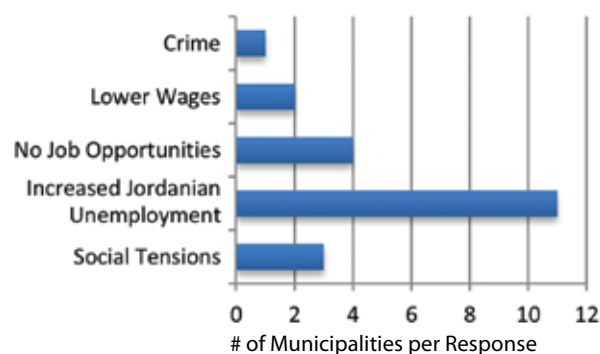


What is the nature of the problem? - 18 responses

### Consequences

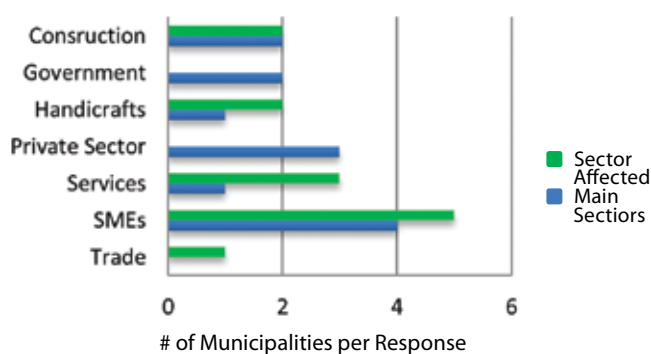


What are the consequences of such a change? - 10 responses

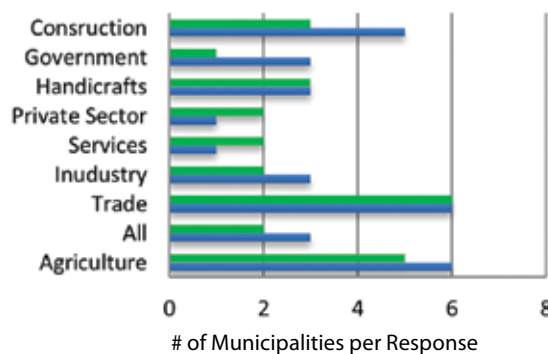


What are the consequences of such a change? - 21 responses

### Employment Sectors



What were the main sectors of employment? – 31 responses  
What are the sectors affected? – 13 responses



What were the main sectors of employment? – 31 responses  
What are the sectors affected? – 26 responses



lowest labor market participation rates in the world. Unemployment rates for women are particularly high reflecting their low participation in the labor market compared to men - 85.9% of women are economically inactive, despite the fact that they form 60% of university graduates.

In rural areas, female unemployment has reached 25.6 %, compared to 18.7 % in urban areas. The heavy reliance of rural areas on public sector employment, combined with a shrinking public sector helps to explain the source of recent protests originating in rural areas. In addition, while women form 45% of the civilian civil service, they only account for 13% of the private sector workforce.

Income-generating opportunities have become increasingly competitive in Mafraq and Irbid due to the influx of Syrian refugees. While unskilled and skilled Jordanians are usually paid between JD 8 to 10 and between JD 15 to 20 respectively, unskilled and skilled Syrian workers are ready to accept wages ranging between JD 5 to 6 and between JD 8 to 10 respectively, i.e. widely below minimum wages (JD 195) and without any type of social security or medical insurance. Out of the estimated 44,000 Syrian refugees in working age, it is estimated that no less than 30,000 refugees have found a job, half of them in the governorates of Irbid and Mafraq.

The assessment also identifies “increased unemployment” and “no job opportunities” as the major impact of the influx of Syrian refugees. Notably, some observed social tensions as a consequence. The municipalities identified the causes of such impacts/changes as having to do with refugee workers, with the main response being the “Employment of Refugee Workers”, which is also related to “Refugees Accept Lower Wages”.

In terms of employment in Irbid, SMEs are the main employment sector and also the most affected, followed by “Services”. In Mafraq, “Agriculture” and “Trade” are the main sectors and also the most affected. “Construction”, “Handicrafts”, and “Industry” are perceived as being affected as well. The priority interventions identified are either to increase the capacity of Jordanians (SME support, Training project, Train Jordanians to work in Agriculture) or to “Prohibit Refugee Workers”. Other responses included the transfer of refugees to camps, and inspections to find illegal workers.

## AGRICULTURE

### Qualitative Findings: Agriculture

According to the Oxford business Group report, the agricultural sector - which accounts for about 4 percent of Jordan's GDP - has been among the affected areas. Some 60 percent of Syrian refugees are located in small towns or villages in the governorates of Irbid, Mafraq, Balqa and Ajloun, where farming is one of the main livelihoods, according to the Food and Agriculture Organization (FAO). Border communities in Jordan that had benefitted from government-subsidized seeds, fertilizers, pesticides and animal feed from Syria, or earned income by trading or smuggling Syrian agricultural inputs through informal trade networks, have seen the costs of production rise significantly.

Shortages in inexpensive poultry products imported from Syria, the increased price of animal feed on the local market and a spike in animal-borne diseases due to strained border controls have caused the price of eggs to increase four-fold, according to the FAO. Animal feed prices rose by 22-38 percent between 2009 and 2012, mostly due to increased transportation costs as a result of the change in the trading route from Tartous in Syria to the new ports of Aqaba and Haifa. Meanwhile, the illegal cross-border trade in Syrian livestock has pushed the price of sheep and goats down by half in some areas of the country. Competition between Syrian refugees and Jordanians in rural areas has depressed seasonal farm wages as low as JD150 (\$210) for 30 days of work. Employment of refugees in the agricultural sector is on the increase.

Agricultural commodities that once travelled overland through Syria to markets in the Arabian Peninsula and Iraq, or were trans-shipped through the port of Latakia to Eastern European countries are now transported by sea through ports in Israel, Turkey or Egypt, or by air from Lebanon, at a much higher cost to producers. Some farmers in the Jordan Valley have resorted to throwing away large amounts of vegetable produce due to be exported because transport costs have skyrocketed, the Jordan Exporters and Producers Association for Fruit and Vegetables has reported.

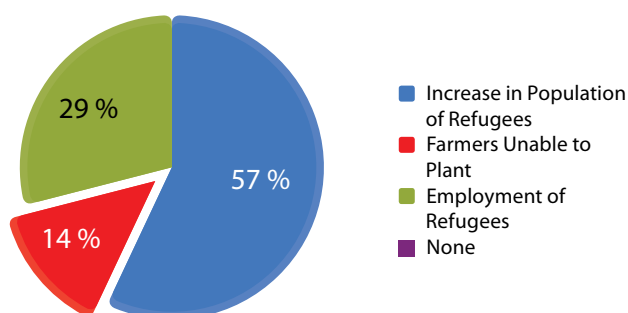
Concerns of an impending crisis in Jordan's food supply are also mounting as the government copes with a rising import bill due to increased demand from refugees and a decline in Syrian food imports of at least 50 percent.

IRBID

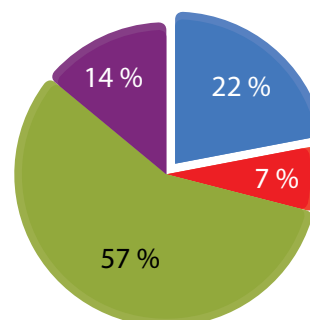
Agriculture

MAFRAQ

Nature of Problem

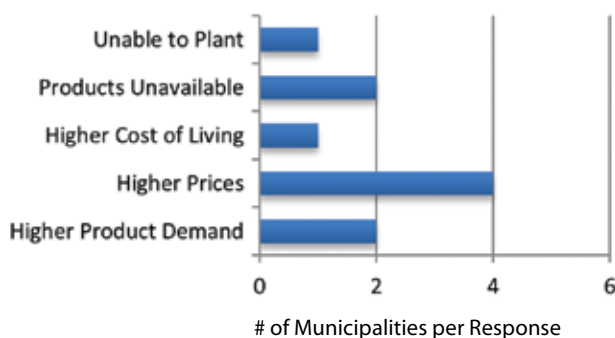


What is the nature of the problem? - 7 responses

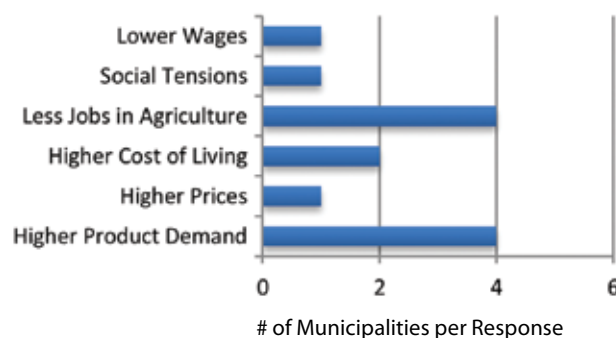


What is the nature of the problem? - 14 responses

Consequences

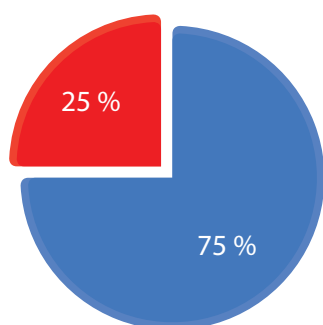


What are the consequences of such a change - 10 responses



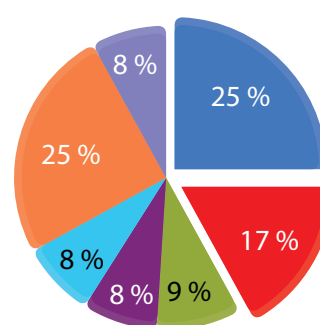
What are the consequences of such a change - 13 responses

Priority Interventions



What are the priority interventions - 4 responses

- Support Farmers/Agri Sector
- Prohibit Refugees from Working in Agri
- Water Accumulation Projects
- Private Sector Investment
- Animal Husbandry Projects
- Recruit Jordanian Workers
- Prohibit Exportation of Local Goods



What are the priority interventions - 12 responses



In the spring, the FAO estimated that the government's six-month supply of strategic food reserves would be depleted within four months if the number of refugees continued to grow at the existing rate, and also questioned the government's ability to maintain its food subsidy program, which costs the equivalent of 1% of GDP annually. Between 2011 and 2012 the overall food prices increased by 5 percent in Jordan. The Jordan Food and Drug Administration reported that the Kingdom imported 87 percent of its food requirements in 2012, at a total annual cost of JD2.2bn (\$3.1bn), which represents 14 percent of its total import bill.

- Syrian refugees are also competing with Jordanians for work on farms at lower wages in the Northern farming communities
- Sometimes whole families set up camps next to Jordanian farms for work
- Some farmers have no access to their farms during winter due to unasphalted roads. Roads to certain farming areas could be furnished with base course material that could revive the farming industry

### Qualitative Findings: Agriculture

The "Increase in Population of Refugees" is perceived as the major problem in Agriculture with a sizeable group mentioning the "Employment of Refugees in the agricultural sector" in Irbid, while "Employment of Refugees" is identified as the major problem in Mafraq. The prioritized interventions are to build the capacity of farmers/agricultural sector including water access improvement and private sector investment, and also to prohibit/control Syrian refugee participation in the sector.

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## 13. CONCLUSION

**The northern host communities are in urgent need of assistance.**

- Assistance in form of vehicles, equipment and supplies will certainly add credence to a new municipal and local governance experience, support a new opportunity for local good governance, usher in an era of decentralization and will foster the concept of accountability and above all strengthen the democratic participatory process.
- Given the new amendments to the Municipal Law and proposed legislations, assistance to Northern communities and municipal institutions, will establish a role model and a success story and a test for the decentralization experiment in the Kingdom.
- Compared to 2007, the latest elections were one of the 'better' experiences since many years especially with a great degree of integrity.
- The latest elections produced mayors with a great sense of responsibility and who truly represent the local community and who are fully aware that they would be accountable for their mistakes.
- The 2013 elections, along with the proposed amendments to the Municipal Law, including the proposed reinstatement of 1955 provisions that give back the municipalities and local communities the responsibilities of basic education and healthcare, should empower the constituents to decide on municipal priorities without any government intervention.
- Assistance in any kind or form will empower the newly elected councils and establish this experience as an opportunity for local good governance.
- The current state of municipal affairs also requires serious interventions, such as restructuring, training and/or management and financial planning capacity building.
- The impact of the Syrian crisis on host communities will also be mitigated in anticipation of an increase in influx or longer war.

But more importantly,

- Potential social and political tensions in the country that are building up due to dire economic conditions in general, competition for opportunity by the Syrian refugees in various spheres and consequent antagonism towards them will be mitigated.
- Last but not least, the international community should support the Jordanian government to bolster Jordan's Northern flank and Jordan's stability in general at such critical times.



## 14. RECOMMENDATIONS

The Syrian refugee influx not only compounded old-new problems and challenges but exposed the tragic state of affairs, as well as the vulnerability of the municipal institutions and local governance. Obvious signs of administrative incompetence and inefficiency are apparent.

With the latest municipal elections, a new experience as well as an opportunity for improved local governance and strengthened participatory process has been identified.

In addition, there is a growing feeling of resentment, unfairness and exclusion emerging in aggrieved areas that could, in the medium and longer term, threaten social peace and the stability of the North, and trigger wider adverse effects on Jordan as a whole.

In view of these developments and state of affairs, there is the urgency of extending direct support to vulnerable host communities, as well as helping the Government of Jordan mitigate the impact of the Syrian crisis on their lives.

This becomes further necessary in anticipation of an increase in influx or a longer war.

Therefore, assistance in any kind or form will not only mitigate the impact of the Syrian crisis, but would empower the newly elected councils and establish this experience as an opportunity for local good governance and participatory process.

The current state of municipal affairs requires serious interventions, such as restructuring, training and/or management and financial planning capacity building as a requirement to raise the standards of municipal competence and efficiency.

At the same time, technical interventions could help municipalities improve collection of past due revenues and receivables, improve outreach and greater responsiveness as well as foster the concept of accountability.

Municipalities could be granted technical assistance to identify reasonable and economically feasible money and revenue generating projects.



Za'atari Village, 2014 © UNDP/Alessandra Blasi

## 15. ANNEX I: MUNICIPALITIES QUANTIFIED NEEDS LISTINGS

Municipality	Compressors	Containers	Dump Truck	Pickup Truck	Loader	Fogging Machine	Fogging Truck	Electricity Crane	Road Roller	Water Truck	Sewage Truck	Ambulance	Hearse
<b>GREATER IRBID</b>	23	4000	NA	-	1	-	-	1	-	1	1	1	-
WEST IRBID	4	500	2	-	1	-	1	1	-	2	2	1	1
NEW RAMTHA	5	300	3	-	1	-	1	-	-	-	-	3	-
SAHEL HORAN	2	200	-	-	-	-	1	-	-	3	2		1
AL SHOLEH	2	100	1	-	1	-	1	1	-	1	1	1	1
YARMOUK	2	150	2	-	1	-	1	-	-	1	1	1	1
AL SAROU	2	150	-	-	-	-		-	-	1	1		-
KFARAT	8	800	-	1	1	-	1	-	-	1	1		-
KHALID B ALWALID	2	600	4	-	1	1	1		-	1	1	1	1
MA'AZ BIN JABAL	2	100	-	-	-	1	1	-	-	1	1		1
TABGAT FAHEL	2	200	1	-	1	-	1	-	-	1	1		-
SHARHABEEL B HASANA	2	100	-	-	1	-	1	1	-	1	2		-
TAYBEH	5	500	3	-	2	1	4	1	-	3	3	1	3
AL WASTIYEH	3	1000	3	-	1	-	1	-	-	1	1		1
RABIAT AL KOURA	3	200	-	-	1	-	1	-	1	1	2	1	-
DEIR ABI SAID	4	200	3	1	1	-	1	-	1	1	4		-
BERGESH	3	200	1	3	1	1	1	-	-	1	1	1	-
NEW MAZAR	4	600	-	3	1	-	1	-	-	1	1	1	1
<b>GREATER MAFRAQ</b>	5	NA	-	-	1	-	1	-	-	-	1		-
NEW BAL'AMA	6	400	2	-	2	-	4	-	-	-	2	1	-
ZA'ATARI & MANSHIYEH SOLTA	2	100	2	-	1	-	1	-	-	-	2		1
SIRHAN	4	NA	2	-	1	-	1	1	1	2	1	1	1
MANSHIYEH	3	NA	-	-	1	-	1			1	2	1	-
REHAB	2	NA	-	-	-	1	-	-	-	-	2	1	-
HUSSEIN BIN ABDULLAH	3	NA	1	-	1	-	1	-	1	1	2	1	-
HOSHA	2	NA	1	-	1	-	1	-	-	1	2	1	-
BASSILIYEH	2	NA	1	1	1	-	1	-	-	1	1	1	-
KHALDIYEH	2	100	2	-	1	-	1	1	-	1	1	1	1
SALHIYEH & NAYFE	2	150	-	1	-	-	1	-	-	1	1	2	-
UM AL JIMAL	1	150	-	-	-	-	1	-	-	2	1	1	-
SABHA & DIFYANEH	1	300	-	-	1	-	1	-	-	1	1	1	1
UMM AL QUTTAIN & MKAIFTEH	1	200	-	-	1	-	1	-	-	1	1		-
DEIR EL KAHEF	2	500	1	-	1	-	1	1	-	1	1	2	-
BANI HASHEM	1	100	1	-	1	-	-	1	-	1	1	1	-
SAFAWI	1	NA	-	-	1	-	-	1	-	1	1		-
RUWAISHED	1	100	2	-	-	-	1	1	-	2	1	2	1

NA= No Number Specified



## 16. ANNEX II: MUNICIPAL PRIORITIES AND WISH LISTS

### Greater Mafraq Municipality

#### Wish List for Vehicles & Equipment

Compressors	5
Containers	NA
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	-
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

#### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Sanitation	5
2	Solid Waste Management	5
3	Water	5
4	Education	4
5	Employment and Business	3
6	Healthcare	5
7	Housing	3
8	Electricity	3

#### Special Needs:

- International Agencies to assign a quota for employment of local community youth

### Al Manshiah

#### Wish List for Vehicles & Equipment

Compressors	1
Containers	3
Dump Truck	NA
Pickup Truck	-
Loader	-
Fogging Machine	1
Fogging Truck	-
Electricity Crane	1
Road Roller	-
Water Truck	-
Sewage Truck	1
Ambulance	2
Hearse	1

NA= No Number Specified

#### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Sanitation	5
2	Solid Waste Management	5
3	Water	5
4	Education	4
5	Employment and Business	3
6	Healthcare	5
7	Housing	3
8	Electricity	3

#### Special Needs:

- Water network maintenance
- Water well drilling
- Some school expansion
- Revenue and employment opportunity generating project like roof solar panel powered tanks
- Household refuse water treatment equipment to allow household small farming projects

## Za'atari & Manshiyeh As Solta

### Wish List for Vehicles & Equipment

Compressors	2
Containers	100
Dump Truck	2
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	-
Sewage Truck	2
Ambulance	-
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Sanitation	4
4	Water	5
5	Electricity	5
6	Healthcare	5
7	Education	5
8	Employment and Business	5

### Special Needs:

- Water network maintenance

## Sirhan

### Wish List for Vehicles & Equipment

Compressors	4
Containers	NA
Dump Truck	2
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	1
Water Truck	2
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Electricity	4
3	Water	5
4	Sanitation	5
5	Education	4
6	Healthcare	5
7	Employment and Business	4
8	Housing	4
9	Agriculture	4

### Special Needs:

- Water network maintenance



## Bal'ama

### Wish List for Vehicles & Equipment

Compressors	6
Containers	400
Dump Truck	2
Pickup Truck	-
Loader	2
Fogging Machine	-
Fogging Truck	4
Electricity Crane	-
Road Roller	-
Water Truck	-
Sewage Truck	2
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Sanitation	5
2	Solid Waste Management	5
3	Healthcare	4
4	Education	3
5	Employment and Business	3
6	Housing	3
7	Electricity	3

## Rehab

### Wish List for Vehicles & Equipment

Compressors	2
Containers	NA
Dump Truck	-
Pickup Truck	-
Loader	-
Fogging Machine	1
Fogging Truck	-
Electricity Crane	-
Road Roller	-
Water Truck	-
Sewage Truck	2
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Water	4
3	Sanitation	5
4	Employment and Business	5
5	Education	4
6	Healthcare	4
7	Housing	3

### Special Needs:

- Water network maintenance

## Hussein bin Abdullah

### Wish List for Vehicles & Equipment

Compressors	3
Containers	NA
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	1
Water Truck	1
Sewage Truck	2
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Water	4
3	Sanitation	5
4	Employment and Business	5
5	Education	4
6	Healthcare	4
7	Housing	3

### Special Needs:

- Cement water tower in Ba'ej and Umm Masrab areas
- Water pumps for some wells
- Repair some underground wells

## Hosha

### Wish List for Vehicles & Equipment

Compressors	2
Containers	NA
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	2
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Sanitation	4
4	Water	5
5	Electricity	5
6	Healthcare	5
7	Education	5
8	Employment and Business	4

### Special Needs:

- Certain underground water wells need rehabilitation ( Swailmeh, 1, 3& 4)
- Water network maintenance
- Drilling of well in Hamra



## Al-Bassiliyeh

### Wish List for Vehicles & Equipment

Compressors	2
Containers	NA
Dump Truck	1
Pickup Truck	1
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	4
2	Infrastructure	5
3	Water	5
4	Healthcare	5
5	Agriculture	5
6	Education	5
7	Electricity	5
8	Housing	5
9	Employment and Business	4

### Special Needs:

- Water network maintenance
- Drill underground water well
- Agricultural projects

## Al-Khaldiyyeh

### Wish List for Vehicles & Equipment

Compressors	2
Containers	100
Dump Truck	2
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Healthcare	5
3	Education	5
4	Sanitation	5
5	Water	5
6	Electricity	5
7	Housing	5
8	Employment and Business	5
9	Infrastructure	4

### Special Needs:

- Water network maintenance



## Salhiyeh & Nayfe

### Wish List for Vehicles & Equipment

Compressors	2
Containers	150
Dump Truck	-
Pickup Truck	1
Loader	-
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	2
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	4
3	Water	5
4	Healthcare	3
5	Education Water	5

## Um Al Jimal

### Wish List for Vehicles & Equipment

Compressors	1
Containers	150
Dump Truck	-
Pickup Truck	-
Loader	-
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	2
Sewage Truck	1
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	5
4	Sanitation	5
5	Education Water	5
6	Healthcare	5



## Sabha & Difyaneh

### Wish List for Vehicles & Equipment

Compressors	1
Containers	300
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Water	5
3	Healthcare	5
4	Education	3
5	Housing	2
6	Employment and Business	4

### Special Needs:

- Water network maintenance
- Drill underground water well
- Investment projects such as solar energy, distilling station or gas storage.

## Umm Al Quttain & Mkaifteh

### Wish List for Vehicles & Equipment

Compressors	1
Containers	200
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Education	5
3	Healthcare	3
4	Infrastructure	5
5	Electricity	5
6	Water	5

## Deir El Kahef

### Wish List for Vehicles & Equipment

Compressors	2
Containers	500
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	2
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	5
4	Sanitation	5
5	Education	5
6	Healthcare	5

### Special Needs:

- Drill two underwater wells for agricultural purposes, one in the Western and another in the Eastern areas of the municipality
- Maintenance of schools

## Bani Hashem

### Wish List for Vehicles & Equipment

Compressors	1
Containers	100
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	-
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Sanitation	5
4	Education	5
5	Healthcare	5

### Special Needs:

- Repair Bishriyeh treatment tank
- Enable/allow the exploitation of volcanic tuff/ Zeolitic Tuff Mountains in the municipal area to generate revenue and employment for the whole region.



## Al- Safawi

### Wish List for Vehicles & Equipment

Compressors	1
Containers	NA
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	-
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Healthcare	5
4	Education	5
5	Water	5

### Special Needs:

- Pedestrian bridges over the international Baghdad highway to avoid repeated run over incidents
- Repair treatment plant
- Employment projects

## Ruwaished

### Wish List for Vehicles & Equipment

Compressors	1
Containers	100
Dump Truck	2
Pickup Truck	-
Loader	-
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	2
Sewage Truck	1
Ambulance	2
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	5
4	Sanitation	5
5	Education	5
6	Healthcare	5

### Special Needs:

- Employment project for girls
- Building of a school. Land is donated.
- Homes for 60 families that still live in tents, 20 of which in jute tents.

## Greater Irbid Municipality

### Wish List for Vehicles & Equipment

Compressors	23
Containers	4000
Dump Truck	NA
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	-
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	3
4	Sanitation	3
5	Education	5

## West Irbid

### Wish List for Vehicles & Equipment

Compressors	4
Containers	500
Dump Truck	2
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	2
Sewage Truck	2
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Healthcare	5
3	Water	5
4	Education	5
5	Infrastructure	5



## New Ramtha

### Wish List for Vehicles & Equipment

Compressors	5
Containers	300
Dump Truck	3
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	-
Sewage Truck	-
Ambulance	3
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	4
4	Sanitation	4
5	Education	3
6	Healthcare	3

## Sahel Horan

### Wish List for Vehicles & Equipment

Compressors	2
Containers	200
Dump Truck	-
Pickup Truck	-
Loader	-
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	3
Sewage Truck	2
Ambulance	-
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	5
4	Education	5
5	Healthcare	3

## Al Sholeh

### Wish List for Vehicles & Equipment

Compressors	2
Containers	100
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Water	3.5
3	Infrastructure	5
4	Employment and Business	2
5	Education	5
6	Healthcare	4
7	Housing	2

### Special Needs:

- Support some youth centers
- Children's playground – revenue generating
- Touristic site upgrade – revenue generating project
- Samar Charity Society For the persons with Disabilities needs support as they are trying to integrate PwD's in schools.

## Al Yarmouk

### Wish List for Vehicles & Equipment

Compressors	2
Containers	150
Dump Truck	2
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Healthcare	5
3	Water	5
4	Education	4
5	Infrastructure	5
6	Sanitation	5





## Al Sarou

### Wish List for Vehicles & Equipment

Compressors	2
Containers	150
Dump Truck	-
Pickup Truck	-
Loader	-
Fogging Machine	-
Fogging Truck	-
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Sanitation	3
3	Water	2
4	Education	4
5	Infrastructure	5

### Special Needs:

- An agricultural money generating project for the municipality like an olive press

## Al Kfarat

### Wish List for Vehicles & Equipment

Compressors	8
Containers	800
Dump Truck	-
Pickup Truck	1
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Water	5
4	Healthcare	4
5	Education	4
6	Sanitation	4

### Special Needs:

- NGO's for Persons with Disabilities need real support in terms of transportation and other services.

## Khalid bin Alwalid

### Wish List for Vehicles & Equipment

Compressors	2
Containers	600
Dump Truck	4
Pickup Truck	-
Loader	1
Fogging Machine	1
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Education	4
4	Healthcare	5
5	Water	5
6	Housing	5

## Ma'az Bin Jabal

### Wish List for Vehicles & Equipment

Compressors	2
Containers	100
Dump Truck	-
Pickup Truck	-
Loader	-
Fogging Machine	1
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Education	5
4	Healthcare	5
5	Water	5
6	Sanitation	5

### Special Needs:

- School canopies



## Tabgat Fahel

### Wish List for Vehicles & Equipment

Compressors	2
Containers	200
Dump Truck	1
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	4
3	Lighting	3
4	Sanitation	4

### Special Needs:

- Treatment station
- Children's playground in Sheikh Hussein area

## Sharhabeel Bin Hasana

### Wish List for Vehicles & Equipment

Compressors	2
Containers	100
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	1
Road Roller	-
Water Truck	1
Sewage Truck	2
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Education	4

### Special Needs:

- Revenue generating projects for municipality
- Children's playground
- Special problem with sewage cisterns

## Al Taybeh

### Wish List for Vehicles & Equipment

Compressors	5
Containers	500
Dump Truck	3
Pickup Truck	-
Loader	2
Fogging Machine	1
Fogging Truck	4
Electricity Crane	1
Road Roller	-
Water Truck	3
Sewage Truck	3
Ambulance	1
Hearse	3

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Education	5
4	Healthcare	5
5	Water	5
6	Sanitation	5

### Special Needs:

- Multi-purpose hall
- Municipal and public department center

## Al Wastiyeh

### Wish List for Vehicles & Equipment

Compressors	3
Containers	1000
Dump Truck	3
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	-
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Education	5
4	Healthcare	5
5	Water	5
6	Sanitation	5

### Special Needs:

- Water tower
- Youth centers and public parks



## Rabiat Al Koura

### Wish List for Vehicles & Equipment

Compressors	3
Containers	200
Dump Truck	-
Pickup Truck	-
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	1
Water Truck	1
Sewage Truck	2
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Healthcare	4
4	Sanitation	4
5	Water	5
6	Education	5

### Special Needs:

- School canopies

## Deir Abi Said

### Wish List for Vehicles & Equipment

Compressors	4
Containers	200
Dump Truck	3
Pickup Truck	1
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	1
Water Truck	1
Sewage Truck	4
Ambulance	-
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Healthcare	4
4	Sanitation	5
5	Water	3
6	Education	5

### Special Needs:

- Support youth centers
- Vocational occupations complex
- Children's playground

## Bergesh

### Wish List for Vehicles & Equipment

Compressors	3
Containers	200
Dump Truck	1
Pickup Truck	3
Loader	1
Fogging Machine	1
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	-

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Healthcare	5
4	Sanitation	4
5	Water	4
6	Education	4

### Special Needs:

- Rain water collection systems
- Vocational occupations complex
- Agricultural projects

## New Mazar

### Wish List for Vehicles & Equipment

Compressors	4
Containers	600
Dump Truck	-
Pickup Truck	3
Loader	1
Fogging Machine	-
Fogging Truck	1
Electricity Crane	-
Road Roller	-
Water Truck	1
Sewage Truck	1
Ambulance	1
Hearse	1

NA= No Number Specified

### Priorities

Top Priorities		
	Priority	Degree of Importance
1	Solid Waste Management	5
2	Infrastructure	5
3	Healthcare	5
4	Sanitation	4
5	Water	4
6	Education	5

### Special Needs:

- Water tower
- Rainwater collection systems
- Wind powered electricity generation due to height of area

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.



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