



# 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 which began in 2011 has resulted in massive refugee crisis in neighboring countries, including Jordan. Jordan has maintained an open border policy since the start of the conflict, resulting in receiving a huge influx of refugees, posing enormous challenges to the country, with strong implications for the socio-economic make up of the country in general and for 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 have settled in cities, towns, and villages in the northern governorates outside the refugee camps. As a result, one preoccupying challenge to the municipalities is 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 and include solid waste management, cash assistance/budget support, water and sanitation, social services support, energy resources, and so forth.

Host communities have often demonstrated enormous generosity towards new arrivals, welcoming them into their homes, sharing scarce resources and permitting them to access health and education services within the community. However, as the crisis has dragged on, the burden on local communities is becoming too much.

Realising the suffering of the host communities, UNDP has focused, since the beginning of the crisis, on supporting these communities in coping and sustaining their living conditions. UNDP in 2013 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 to establish the necessary baselines at the municipal level for examining the impact of the refugee crisis on host communities in Irbid and Mafraq through this study. 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 thank its partners sincerely for contributing to this assessment, without whose support this assessment would not have been possible: the Ministry of Municipal Affairs, 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 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

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



Za'atari Village, 2014 © UNDP/Alessandra Blasi





# 1. EXECUTIVE SUMMARY

The findings of both the quantitative and qualitative components of the project, based on a self-administered questionnaire and focus group discussions respectively, indicate similar problems and challenges that various municipalities in the Northern Governorates of Mafraq and Irbid face, as well as their priorities, with some variations 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 roads) are preexisting, but have been compounded due to the Syrian refugee influx.

The current situation has exposed 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 has aggravated unemployment and, to a lesser extent, also housing shortages. The competition for employment and housing, along with crowding of schools and healthcare centers, are potential sources of tension, antagonism, and disruption of social peace.

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

- As far as municipal services are concerned, the number one priority is solid waste management due to increased tonnage and aging infrastructure. There are insufficient vehicles, and pesticides; maintenance is lacking, containers are insufficient or broken-down, and there is not a large enough workforce to run the system. All this results in pollution, and problems with insects, rodents, and stray dogs. The findings indicate a great need in municipalities for an immediate intervention in the form of vehicles including garbage trucks and compressors, light pickup trucks, dump trucks, loaders, fogging trucks and equipment such as fogging machines, containers, garbage wheel-barrows, and pesticides.
- The number two priority is addressing the inadequate water service due to increase in demand. The water distribution network is dilapidated, resulting in high losses. It requires maintenance and expansion to cover new housing areas. In some areas over-ground networks risk contamination; the water purity is deteriorating, with water in many areas becoming salty or muddy. Water pressure is weak, which means that it does not reach mountainous 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 road infrastructure, also a preexisting problem. The roads to, around, or within municipalities in the Northern/North-Western Badia are in dire need of maintenance, especially those that are immediately affected by the Za'atari Camp traffic. New roads need to be built due to geographic expansion.
- Street lighting needs maintenance from repairs to replacing parts and new expansions to cover newly occupied areas. Many municipalities are indebted to their electricity provider. Hence, rationing is becoming an imperative. Some municipalities turn off street lights at midnight, resulting in increased crime and insecurity, with theft of cattle becoming a common problem. Solar panel operated street lighting might be an option.
- Sanitation is the number four priority and is also a preexisting 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 the distance of treatment plants from these areas. There is a risk of contamination of underground water and aquifers with sewage in some localities. The whole Za'atari area is located above a major aquifer. Municipality-owned sewage tanker trucks are a proposed solution.

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## EXECUTIVE SUMMARY

The other priorities relate to government services, education, and healthcare, which need attention, as the strain created by the additional Syrian population means they may also become sources of 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 overcrowded. Many schools have adopted double schedules, which entails shortening classes to 35 minutes from 45, and means that teachers are now working 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 have been observed. Increase in classrooms is needed in order to absorb Syrian students in particular areas. One indication that tensions are building is that Jordanian parents and school administrators have started demanding that Syrian and Jordanian students be segregated. However, there are also many voices rejecting such ideas and call for integration of Syrian students.

**Healthcare** is the number two government service priority. Healthcare in Jordan was problematic before the Syrian crisis, which has exacerbated its weaknesses. Health centers were already short of staff and facilities, especially in remote areas. Doctors move between several centers each day to serve different communities, and are therefore only available for a few hours per day. These issues have been compounded with Syrian arrivals overcrowding health centers and competing for treatment and medication. As with schools, some Syrians suffer from an array of serious conditions associated with escaping a war-torn country, including trauma, jaundice, skin diseases, and malnourishment.

Due to the conservative culture, many among the host/refugee communities are calling for the permanent presence of female nurses and midwives. In terms of material needs, there is an acute shortage of ambulances and hearses.

Syrian refugees are competing with the local population for housing, which has witnessed a sharp rental increase on top of the already existing shortage.

Syrians are also competing with Jordanians for **work opportunities**, especially in lower paid jobs such as farm hands and vocational occupations, where they possess better training and experience. Sometimes entire families of Syrians set up camps next to Jordanian farms for work, and they usually accept lower wages than locals. 70% of Jordan's land transport used to come through Syria; as a result, business and trade has been hit hard by the closure of borders and trade routes. This has affected various sectors of the economy in the north, particularly the informal sector and transport. This could be yet another cause for social tension.

Notwithstanding the many challenges the newly elected municipal councils face, UNDP feels that the latest municipal elections, held on 27 August 2013, present a unique opportunity to improve local governance and democratic participation that should be nurtured.

In spite of the low turnout, the reformed structure under which the latest elections were carried out is a cause for hope, and is expected to lead to increased accountability of mayors and other public officials.

In spite of these improvements, the municipalities still require legislative reform, to strengthen their independence. This would in turn guarantee their role as civil institutions that manage local affairs according to the will of their constituents. Such amendments could also be expected to contribute to the economic development of these jurisdictions.



## 2. BACKGROUND AND INTRODUCTION

The present crisis comes at difficult time for Jordan. Despite many efforts to engage in economic stabilization and liberalization, Jordan faces real economic and social challenges. The Syrian refugee influx is draining already limited national resources. The Minister for Municipal Affairs said in a statement in 2013 that the Ministry was unable to cope with the Syrian refugee impact on various municipal services.

The United Nations has estimated the cost of hosting Syrian refugees in Jordan for 2013-2014 at \$5.3 billion (3.9 billion euros). In 2013, international aid amounted to only \$777 million or just 39% of the total cost.

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

Moreover, resentment and growing feelings 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 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 complement governmental development efforts, as is highlighted in the Government of Jordan National Agenda 2006 – 2015, governorates’ development plans, and related policies and strategies.

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In view of the above, a local committee headed by each Governor, comprised of representatives of the Government, NGOs, and the private sector, was formed to supervise the implementation of the project, and facilitate its mission, as well as help prioritize needs of the two governorates.

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### 3. REPORT OVERVIEW

Both the quantitative self-administered survey and qualitative focus group discussions are means for UNDP to understand the needs of Syrian refugees, vulnerable host communities, and municipalities. In addition, they enable UNDP to gauge the perceptions of civil society and community leaders through face-to-face discussions about the Syrian refugee crisis and its impact on the daily lives and livelihoods of their communities, and constituents.

The self-administered survey was designed to assess the municipal needs and challenges from an official and technical perspective, focusing on the needed support for delivery of public services. The focus group discussions that were held with the local population in the 36 communities that make up the governorates of Irbid and Mafraq were designed to assess those needs from the perspective of regular citizens, and to detect any signs of tensions or antagonism towards the Syrian refugees.

The timing of these discussions was opportune as they followed the latest municipal elections (August 27, 2013), which will be discussed in greater detail further down. Thus the discussions facilitated dialogue with mayors and council members who had been in office for just over one month 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. Officials were keen to discuss the challenges they face in order to find solutions that would enable them to serve their communities effectively. Many expressed frustration at the limitations hampering their work, including the troubled finances of their municipalities. Nevertheless, officials also expressed optimism regarding how services could be improved with assistance in the right areas. The discussions provided municipal councils with a platform to engage with civil society and address problems together.

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 METHODOLOGIES

### Quantitative

#### 1. Self-administered Questionnaire

UNDP drew up the 'Municipal, Social Services and Infrastructure Needs Assessment Questionnaire,' in order to specify the needs of the municipalities and host communities in the governorates of Mafrq and Irbid.

The questionnaire addressed the main areas that were affected negatively by the influx of Syrian refugees. These include municipal services such as solid waste management, sanitation, water, infrastructure (primarily street lighting and roads), government services such as health, education, and housing, as well as areas outside of direct government control such as employment, business and trade, and the agricultural sector.

The questionnaire was reviewed by local committees from Mafrq and Irbid, who discussed and amended both the content and structure. The questionnaire was then approved and sent to the executive councils, administrative rulers, heads of municipalities, and heads of other social services.

This needs assessment exercise covered 18 municipalities in the Irbid Governorate and another 18 in the Mafrq 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 conducted 8 focus group meetings over the period Sep 8 – Oct 2013 with municipalities and community leaders to assess the municipal services and infrastructure needs for 36 municipalities in Mafrq and Irbid. The Local Development Unit at the Governor's Office invited participants.

The 'Q&A debriefing sessions' (focus group meetings) lasted anywhere between 90 -120 minutes in each of the designated municipalities, typically in council halls, schools, or other community venues and were attended by groups of 15-30 people.

These included the newly elected municipal councils

(mayor and members, including four female members, community leaders (youth and women included), tribal elders, school principals, doctors, religious leaders, and former council members.

Seating arrangements were either circular or U-shaped in order to put participants at ease and foster an inclusive discussion.

The 'Mutassaref' (Administrative Ruler) or mayor opened each discussion with an introduction to the local community followed by UNDP representatives presenting a Project Briefing, outlining the aims of the discussion. This was then followed by Q&A sessions led by a moderator and assisted by a UN rapporteur.

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

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

The moderator proceeded then to the Q&A on municipal services (solid waste management, sanitation, water, and infrastructure), government services (education and healthcare) and other (housing, employment, business and trade, and agriculture).

Sessions were concluded with a municipal 'priorities recap' that saw key themes from the discussion summarised. Mayors and/or tribal elders signed off the priority sheet that will constitute an important project document.



Za'atari Village, 2014 © UNDP/Salah Malkawi



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UNDP is the first international agency to have visited all municipalities of the Northern Governorates since the start of the Syrian crisis.

Group Discussions Involved 18 Municipalities in Irbid Governorate and 18 in Mafrq Governorate.

## 5. HISTORICAL AND POLITICAL CONTEXT

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

Since the beginning of the Syrian crisis, humanitarian assistance has concentrated primarily on Syrians refugees. The resources of the host communities, particularly in the Northern governorates, are being stretched beyond their limits to accommodate the resulting surge in inhabitants. All this undermines the Jordanian Government's ability to provide effective public services and foster development of its own people. The situation also has serious implications for the stability and security of Jordan's northern regions.

A brief overview of Jordan's history since its founding in 1946 will inform our analysis of current vulnerabilities faced by the host communities in dealing with the effects of the Syrian crisis in Jordan. Tribal communities both contributed to the construction of Jordan's national identity in the post-colonial era and provided the first independent governments with political support and security. 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

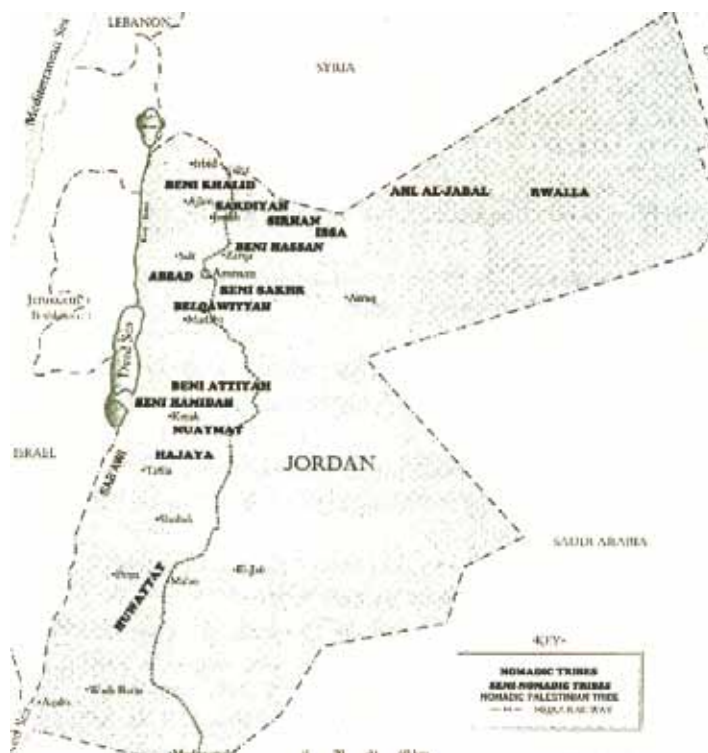
Many of the municipalities not only share the Jordan-Syrian border but also share tribal links, through intermarriage and familial relations, with communities in Southern Syria. (See Northern Governorates section for more details). While this has helped mitigate some of the strain normally evident in refugee-host community relations, it is also true that those amongst the host community who are sharing what little they have with extended relatives from Syria are bearing a more burdensome load with every year that the crisis continues. There is a general feeling that this goodwill is eroding with time and that tensions could spill over into actual confrontation.

### The Demographic and Financial Dimension

#### Jordan Carries the Burden and Shares the Cost

According to the Ministry of Interior, the number of Syrian refugees now accounts for almost one fourth to one third of the local population in many areas; in Ramtha they account for up to 40 percent of the population, while in certain areas in Mafrqa Syrians account for up to 100 percent of the population.

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





Jordan currently hosts some 600,000 Syrian refugees in camps (112,000 in Za'atari) and host communities, which depletes Jordan's already limited resources and puts enormous pressure on its infrastructure. In a speech to parliament on Sunday November 3 2013, HM King Abdullah II stated that the influx of Syrian refugees is draining Jordan's resources and called for international assistance to deal with the problem. He also warned that if the international community did not move quickly to help Jordan shoulder the burdens of the Syrian crisis, Jordan would be obliged to take measures to protect the interests of its people.

The United Nations has estimated the cost of hosting more than 500,000 Syrian refugees in Jordan for 2013 and 2014 combined at \$5.3 billion.. This figure covers humanitarian and development funding requirements to address the impact of Syrian refugees in Jordan. These tallies with Government estimates at \$2.1 billion. In spite of this publicized need, international aid amounted to only \$777 million or just 39% of total cost in 2013.

"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 on November 4 2013, 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.

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 Jordanian society".

"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 national budget which means

"the government is not able to fully cope with its own development and needs more support."

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

### The Numbers are Expected to Grow

The United Nations expect another 2 million Syrians to become refugees in 2014 and 2.25 million more to be displaced within the country. UN 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 ten UN agencies, the International Organization for Migration and 18 other aid organizations met in Amman on September 26 2013 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 OCHA told the participants.

### The Conflict is Likely to Continue

Studies indicate that civil wars do not 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 the early stages, which means combatants are less likely to negotiate a settlement. A Washington Post article published on October 23, 2013, stated that "political science says Syria's civil war will probably last at least another decade".\*\*

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 now accounts for almost one fourth to one third of the local population in many areas; in Ramtha they account for up to 40 percent of the population, while in certain areas in Mafraq Syrians account for up to 100 percent of the population.

\* Title of Article/ Jordan Times, March 21 2013, OR, [www.jordantimesarticlelink.jo](http://www.jordantimesarticlelink.jo).

\*\*<http://www.washingtonpost.com/blogs/worldviews/wp/2013/10/23/political-science-says-syrias-civil-war-will-probably-last-at-least-another-decade/>

## HISTORICAL AND POLITICAL CONTEXT

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 AND 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

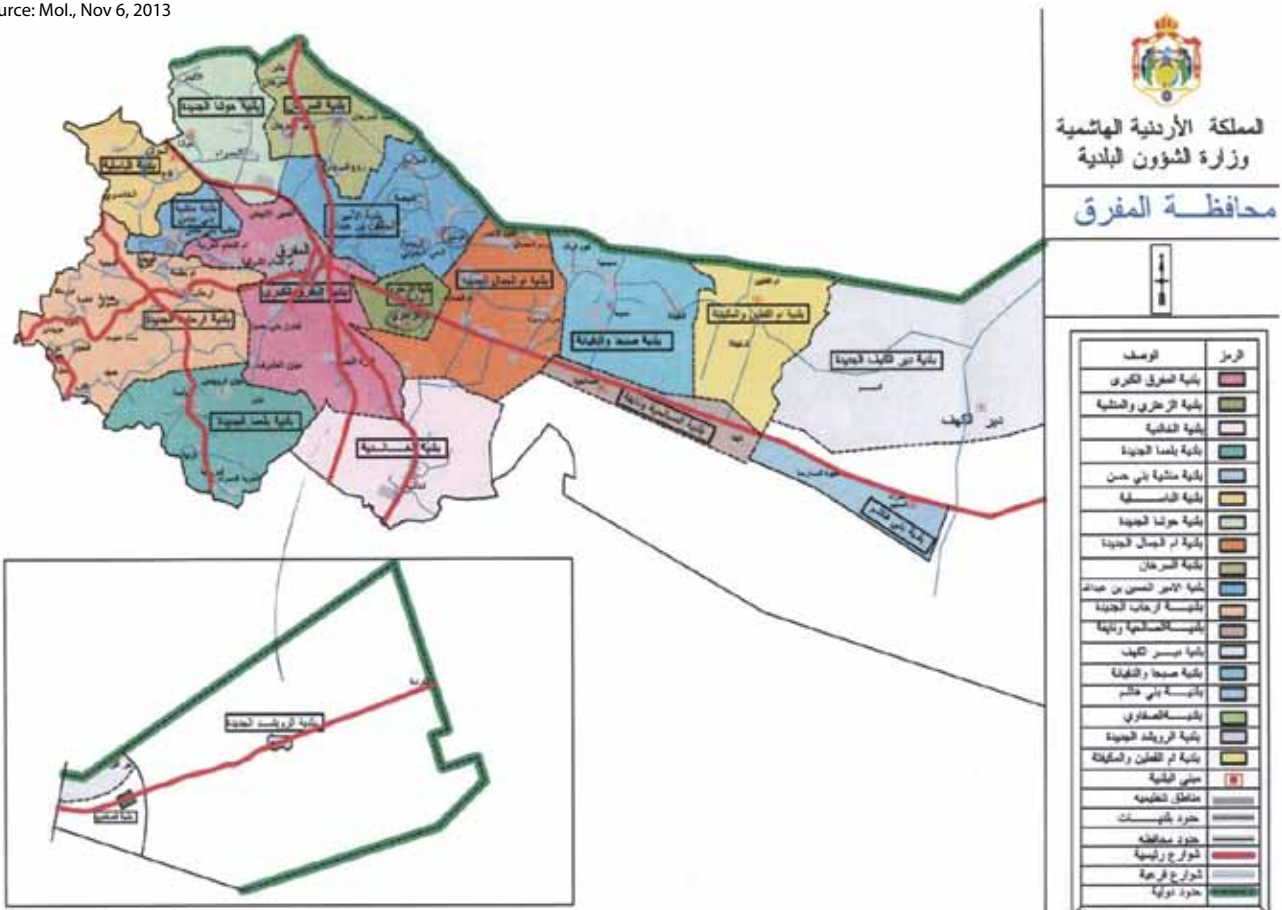
# 6. THE NORTHERN GOVERNORATES

## Mafraq 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 Mafraq
		Al Manshiah
		Rehab
		Bal'ama
	North Western Badia	Zaatari & Manshiat Solta
		Al Hussein Bin Abdallah
		Hosha
		Baseliah
		Sirhan
	North Badia	Khaldiah
		Salhiah & Nayfeh
		Umm Al Jimmal
		Sabha & Defyaneh
		Umm Al Quttain & Mkaifteh
		Deir El Kahef
	Ruwaished	Bani Hashem
		Al Safawi
		Ruwaished

Source: Mol., Nov 6, 2013



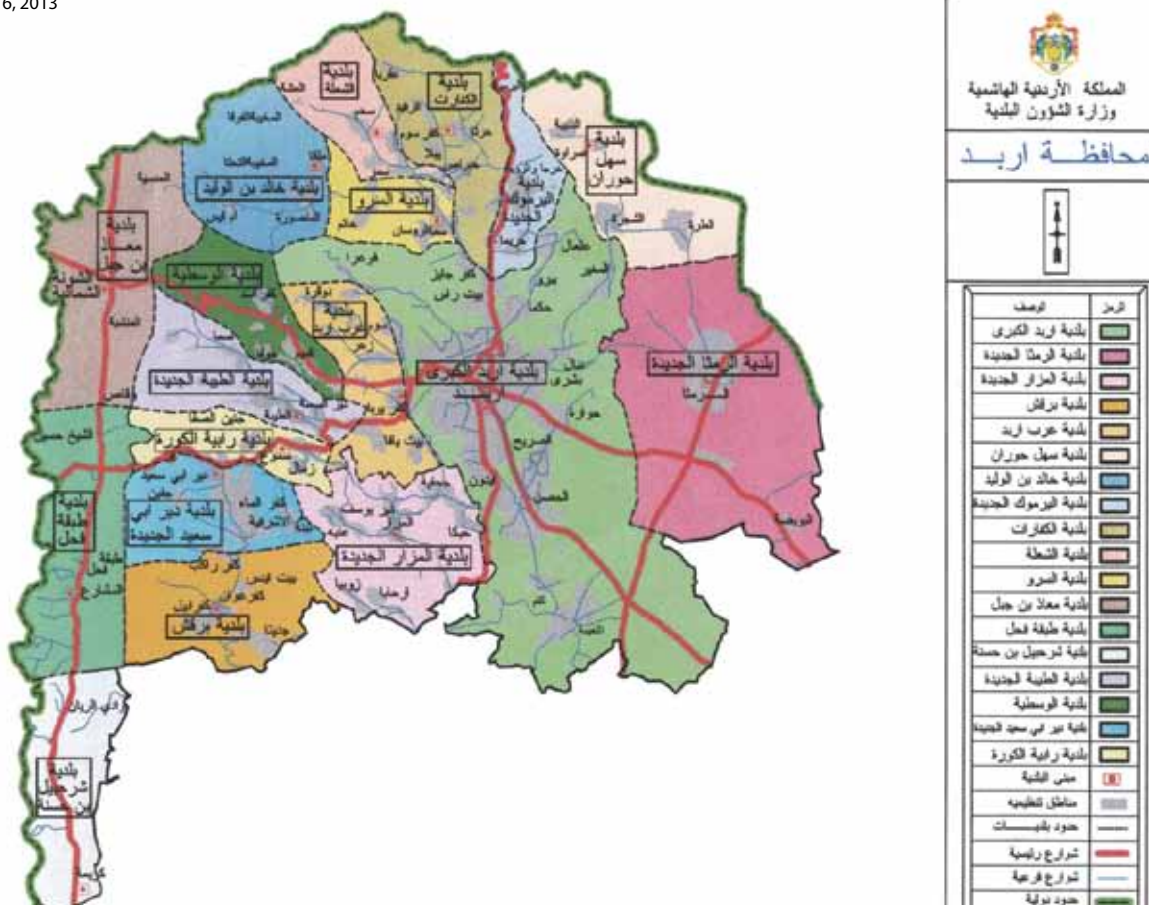


Irbid Governorate Administrative Divisions

- 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	
<b>IRBID Governorate</b> <b>18 Municipalities</b>	<b>Al Qasaba &amp; Bani 'Ubaid</b>	Greater Irbid	
	<b>Al Qasaba</b>	West Irbid	
	<b>Al Ramtha</b>		New Ramtha
			Sahel Houran
	<b>Al Mazar Al Shamali</b>		New Mazar
			New Yarmouk
			Al Shole
	<b>Bani Kenana</b>		Al Kfarat
			Al Sarou
			Khaled Ibn Al Walid
			Bargash
	<b>Al Kourah</b>		Rabyat Al Kourah
			New Deir Abi Said
			Sharhabeel Bin Hassana
	<b>Ghor Al Shamali</b>		M'ath Bin Jabal
			Tabget Fahel
	<b>Al Taybeh</b>		New Taybeh
	<b>Al Wastiyeh</b>		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!”

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## 7. THE LATEST MUNICIPAL ELECTIONS

### **A New Experience, a Unique Opportunity**

The latest municipal elections, which took place on August 27 2013 were held under difficult conditions: the huge refugee influx from neighboring Syria rendered the economy weak, fueling voter resentment and apathy. There was also a boycott by the Islamist opposition, and low participation among leftist and nationalist parties, who lost in the elections.

The electoral law reserves 297 or 25% of municipal council seats for women under the provisions of Municipal Law No13/2011. This is an increase from the 2007 quota, which was 20%.

The elections were managed for the first time by the Ministry of Municipal Affairs and supervised by the 'Independent Elections Commission', and executed according to procedural provisions designed by the Ministry of Interior to guarantee minimum standards of fairness and transparency.

Compared to the 2007 elections, the latest elections were one of the better experiences in recent years; according to the Minister of Municipal Affairs, Mr. Al Masri, in an interview with Al Ghad Daily, November 2, 2013, they were carried out to a high standard of integrity. Mr. Al Masri further argued it was necessary to bring forward elected mayors especially after the experiment of appointed municipal committees which contributed to the deterioration of the municipal governance, service delivery, and administration and that widespread incompetence, inefficiency, and financial mismanagement had been reported.

During field research, local citizens expressed a positive outlook regarding their new municipal leaders, and optimism regarding the effects the new electoral system would have on accountability in local government.

In spite of these reported improvements, the municipalities still require legislative reform, to strengthen their independence. This would in turn guarantee their role as civil institutions that manage local affairs according to the will of their constituents. Such amendments could also be expected to contribute to the economic development of these jurisdictions.

Another reform relates to the restructuring of municipal systems and training staff in governance and management order to improve their ability to tackle municipal problems.

"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. The reformed local electoral process is 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, fosters the concept of accountability, and above all strengthens the democratic participatory process. "This experience has the potential to usher in an era of decentralization...if electoral reform is accompanied by other developments, such as: promoting greater freedom of the press, encouraging political activism amongst the civilian population, improving channels of communication between citizens and local government officials he elaborated".

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

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

According to Government sources, municipal indebtedness reached around 100 million Jordanian Dinars (of which Irbid alone accounts for around 20 million and Mafraq for 6 million). However, the main problem lies in the municipal salaries, an expense that eats up 50-65 percent of municipal budgets.

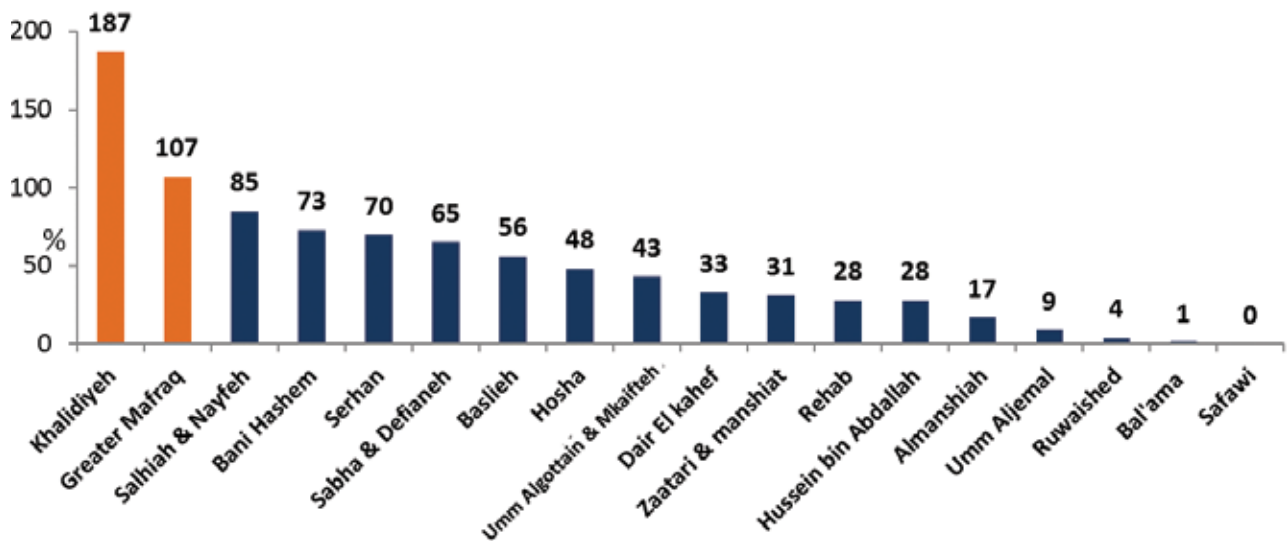
Average salaries for Mafraq Governorate municipalities stand at 60 percent and for Irbid Governorate at 65 percent. It is worth noting that according to international standards salaries should account for a maximum of 25 percent of the budget. This leaves around 20 percent for current expenses and only 20 percent for capital expenses. This is reflected in deteriorating municipal services and retreating development projects.

The Syrian refugee influx compounded pre-existing problems and exposed the weaknesses of municipal institutions and local governance.



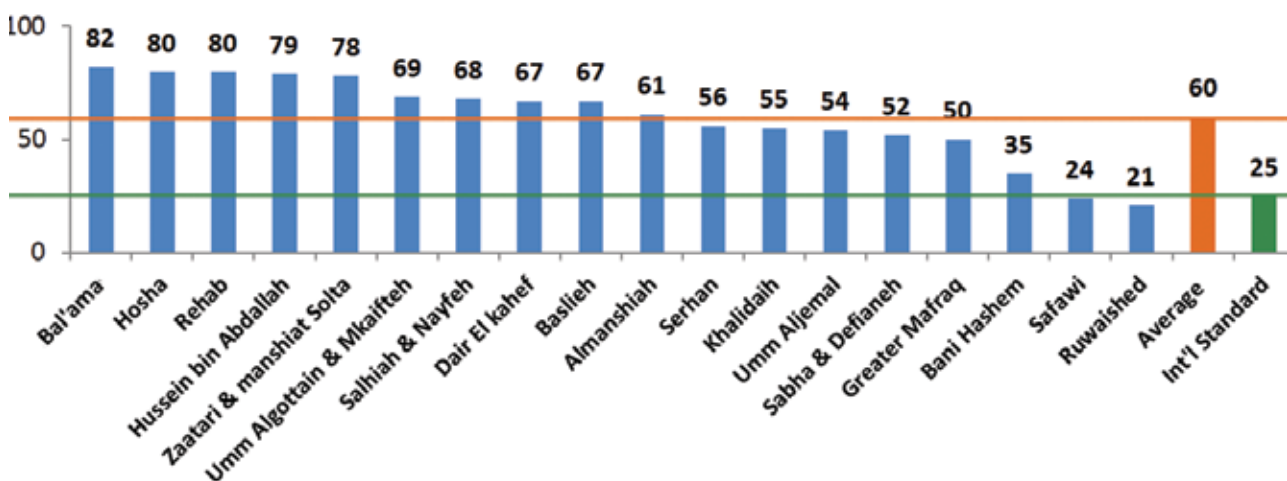


Graph 1 - Municipalities in Mafrq Governorate – % of Indebtedness to Budget



Source: Ministry of Interior, Nov 6, 2013

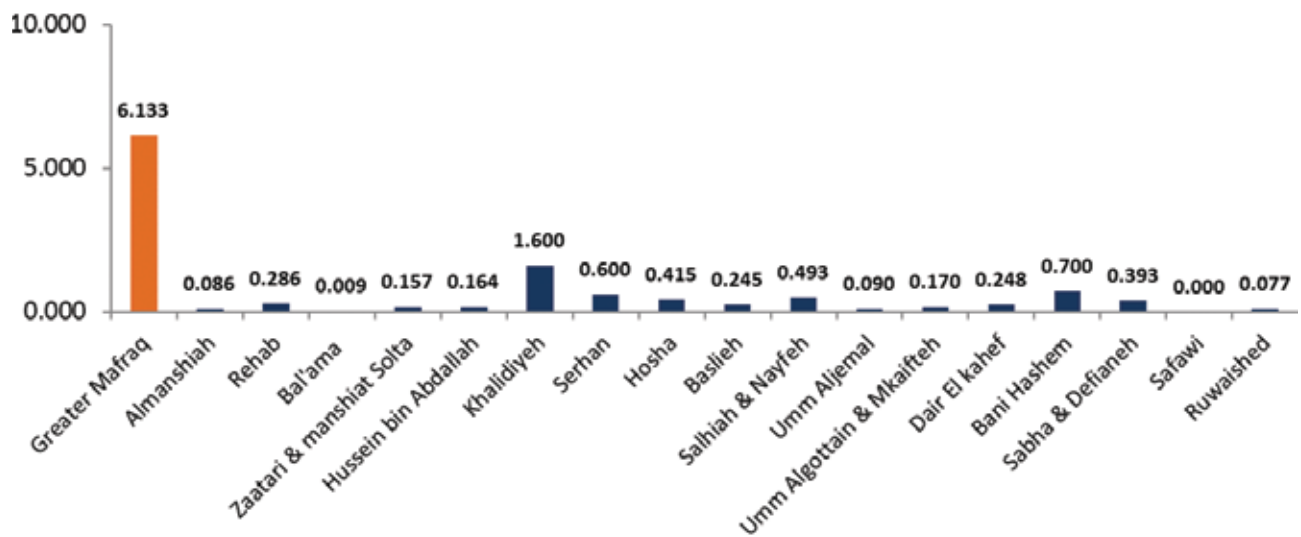
Graph 2 - Municipalities in Mafrq Governorate – Salaries as a % of local budget



Source: Ministry of Interior, Nov 6, 2013

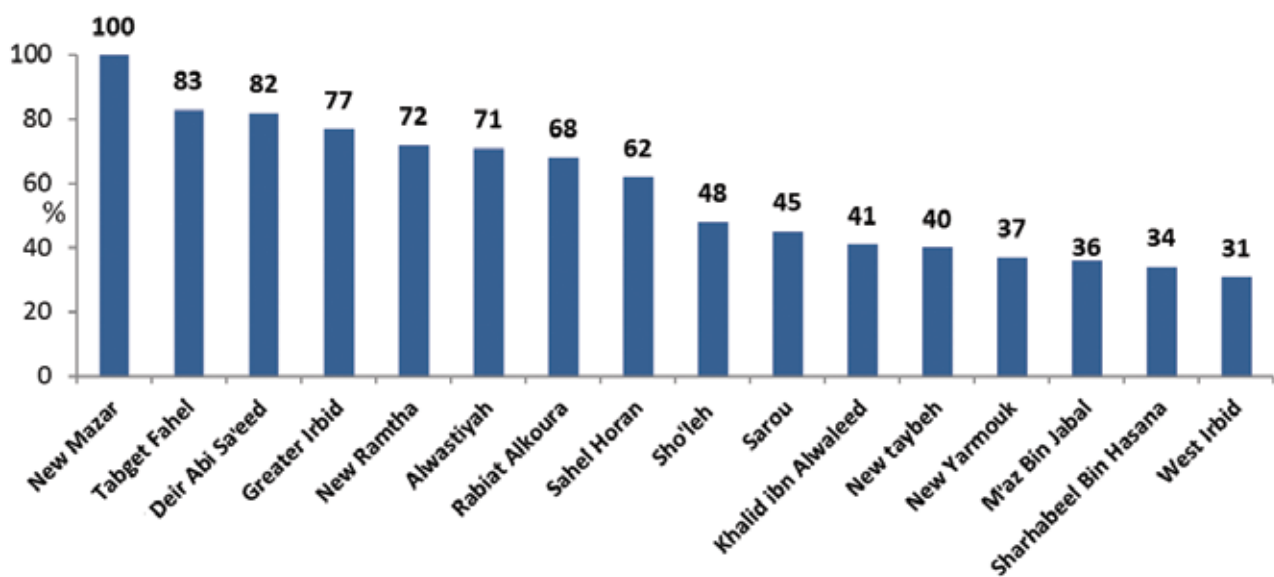
## THE LATEST MUNICIPAL ELECTIONS

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

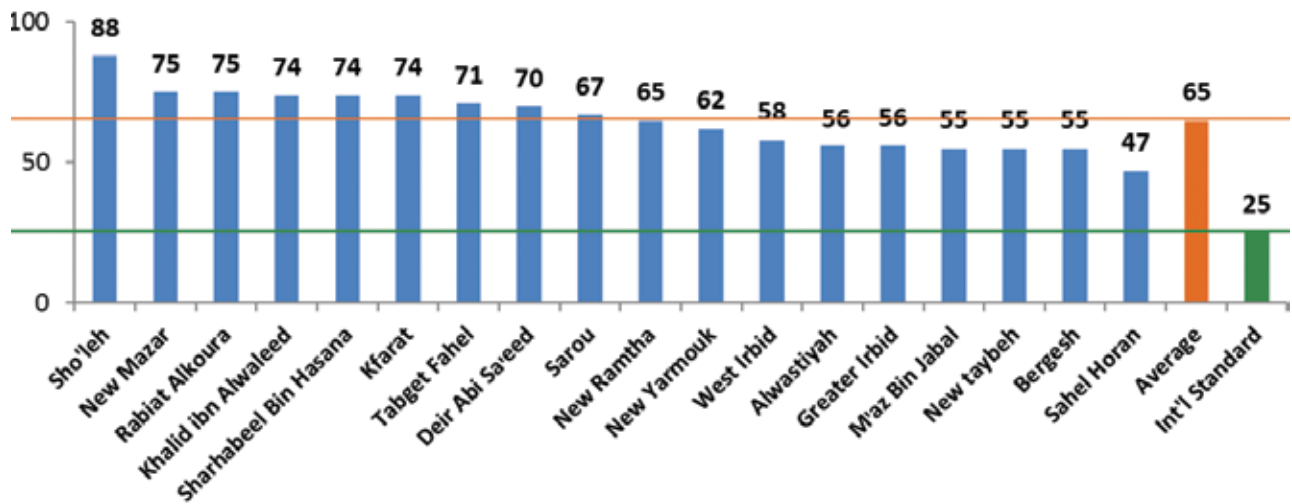


Source: Ministry of Interior, Nov 6, 2013

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

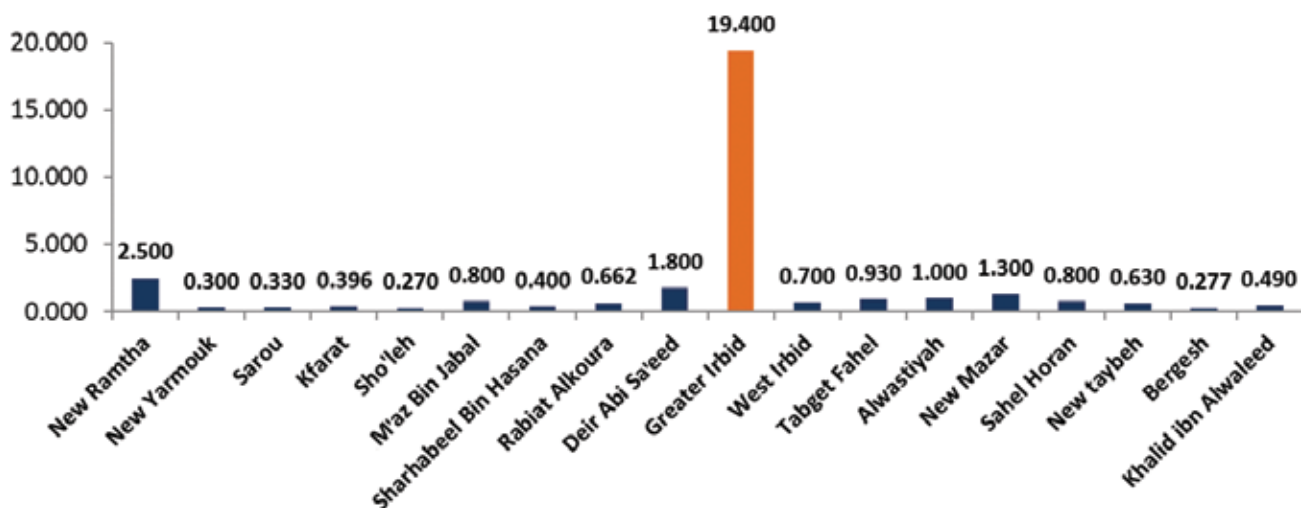


Graph 5 - Municipalities in Irbid Governorate – Salaries as a % of local budget



Source: Ministry of Interior, Nov 6, 2013

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



Source: Ministry of Interior, Nov 6, 2013

## THE LATEST MUNICIPAL ELECTIONS

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

Both municipal structures and service infrastructures have 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, or wasteful allocation of resources;
- Lack of financial resources due to mismanagement, bloated staffing, or inappropriate allocation of resources;
- **Inability or failure to collect revenue and enforce the law;**
- **Incompetence and inefficiency**
- **Lack of good governance** due to appointed (and therefore unaccountable) councils and mayors.

There are two important factors which it is believed will contribute to improving current problems.

Firstly, the municipalities must find the ways to increase their revenues by collecting past due revenues (amounting to 140 million Jordanian Dinars) and improving the effectiveness of current revenue collection, to achieve greater financial self-sufficiency and decrease dependence on support from the central Government.

Second, in view of the administrative incompetence and inefficiency, stricter adherence to job titles and terms of reference are called for.

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 did not complete their secondary school education with high marks. Only 4 percent of municipal officials in Jordan are university graduates.

It has been said of irregularities and nepotism in municipal appointments. However, according to new provisions, municipal appointments must be sanctioned and managed through the Civil Service Bureau. Mayors did not allocate any personnel budgets for 2014, as they no longer

manage such appointments. The Ministry of Municipal Affairs is currently working on the development of new legislation and amendments to the current municipal law, including re-instating parts of the 1955 Municipal Law provisions, which foresee that basic education and healthcare are municipal affairs.

While the local knowledge and professional experience of the elected council members is certainly valuable, UNDP believes there is a strong argument in favor of municipal assistance plans involving capacity building, technical assistance, and training.

“We are the less fortunate...”

--Local from Irbid

“We are poverty pockets...”

--Local from Mafraq

“And now we are merely  
road signs...”

--Local councillor from Mafraq

## Nobody stops here!



## 8. THE RELATIONSHIP BETWEEN CENTRAL GOVERNMENT, LOCAL AND INTERNATIONAL NGOS AND UN AGENCIES

The following points summarize impressions, observations, and remarks made during the discussions that were held under the project between researchers and locals over September and early October 2013:

- Municipalities in the northern peripheries feel left out of public decision-making, marginalized by the central Government, and neglected. As a result, their relationship with central Government is tense.
- There is a lack of confidence in central Government as municipalities perceive that promises are not fulfilled.
- Government assistance is scarce or not present.
- One councilor complained that, “Years of municipal committee rule, and no municipal elections, undermined the institutional framework of local government and left municipalities stagnant”.
- Others often highlighted that Government ministers scarcely ever visit the northern governorates.
- A large number of respondents felt that donors’ assistance is “bypassing” them and is channeled either to the governorate centers (cities larger than 100,000 inhabitants) or constituencies with parliamentary representatives who enjoy influence with Central Government.
- UNDP is the only international organization that has visited most of these municipalities in recent years.
- International humanitarian organizations assisting refugees recruit staff from Amman with connections and offer no job opportunities to local youth.
- Some/many cited mistrust of international aid organizations.

The Government, represented by the Ministry of Municipal Affairs meanwhile announced that Jordanian municipalities would be receiving assistance packages, the north in particular. There was also an intensive outreach effort towards those municipalities.



Za'atari village, 2014 © UNDP/Alessandra Blasi

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

### Focus Groups/Q&A Debriefing Sessions

In the following section, the results of both the quantitative and qualitative municipal needs assessment are summarized. These are listed according to the priorities established by the newly elected municipal councils through the Q&A debriefing sessions, which focused on singling out urgent requirements and demonstrating the severity of the impact of the Syrian crisis 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

### SOLID WASTE MANAGEMENT

The number one priority in 33 out of 36 municipalities

#### Qualitative Findings:

##### A pre-existing 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;
- Inefficient labor (bloating, performance and commitment issues);
- Costly petrol and maintenance;
- Pollution, insects, rodents and stray dogs (general health hazards);

##### 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 financial support and equipment to municipalities, so that they can act immediately on reducing the amount of uncollected solid waste.
2. Develop improved solid waste management (SWM): by designing a SWM cycle (collection, transfer, landfills, recycle, and re-use), revising delivery points, collection routes, transfer and recycling opportunities, and pollution-control measures, in order to increase effectiveness and reliability of services and cost-recovery.
3. Implement improved SWM plans including equipment support and funding of labor-intensive recycling activities; additional equipment and



training will be needed to introduce the upgraded SWM plans in pilot municipalities. 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;

4. Broaden the range of innovative solutions and partnerships for SWM: SWM Plans will include financial mechanisms, technology, and increasing the involvement of various stakeholders in SWM cycle. There will be a need for increased coordination of different stakeholders including municipalities, communities, NGOs and private sector actors. 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.

### Quantitative Findings:

Due to the influx of Syrian refugees, 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 before the Syrian crisis; after the Syrian Influx it increased to 500 tons. Meanwhile, in Mafraq Greater Municipality the daily amount of solid waste produced now ranges from 80-90 tons up to 200-250 tons. Nevertheless, the over-use of solid waste assets and equipment requires more regular maintenance to address the repeated breakdown and depreciation of equipment. Inadequate service provision for garbage collection has resulted from municipalities' shortages in both labor and material assets such as compressors, garbage tractors, waste containers, and so forth.

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. Now, the municipality's resources are under such strain that garbage is only collected a few times per week.

The municipality of Mafraq has seven compressors, two rollers and 115 staff with wheelbarrows for SWM. Outside Mafraq city, the other municipalities have less equipment and staff, and between two to a maximum of five compressors which can hold three tons of garbage. Currently, the main landfill site for Mafraq is Al Hussein. 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 resituated properly in 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 service towards locals. In Sabh, the amount of garbage has increased from 15 tons to 25 tons daily. With the municipalities unable to cope with the increased waste, there has been an increase in illegal dumping, and the inappropriate disposal and burning of waste, all of 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 or vans which had a capacity of 1-3 tons. 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.

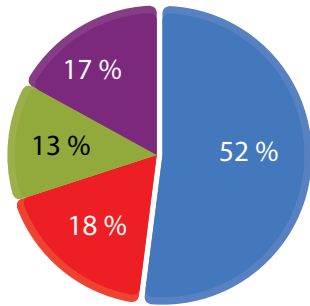
The municipality's needs assessment shows that the municipalities identify the increase of solid waste as a pressing problem. The question was, "What is the nature of problem?" 13% in Irbid and 5% in Mafraq explicitly stated the influx of refugees as the cause. A combined 35% in Irbid and 22% in Mafraq 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.

MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

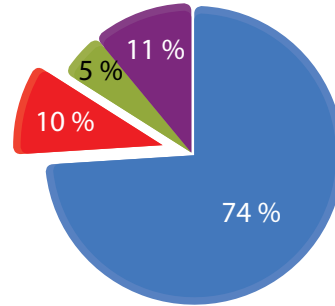
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**Solid Waste Management**  
Nature of Problem

MAFRAQ



- Increase in Quantity of Solid Waste
- Inability of Municipality to Collect Waste
- Influx of Refugees
- Insufficient SWM Capacity/Labor/Equipment

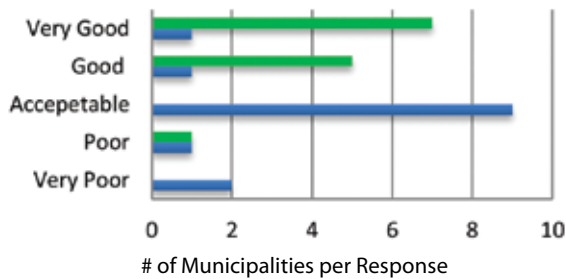


What is the nature of the problem (solid waste management)?  
- 23 responses

What is the nature of the problem (solid waste management)?  
- 19 responses

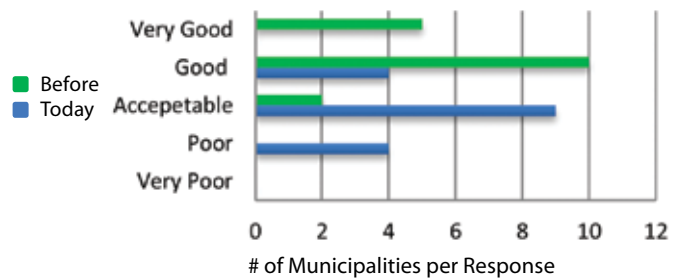
In both Irbid and Mafraq, the quality of SWM has shifted markedly from the Good-Very Good range to the Very Poor-Acceptable range.

Change in SWM



How was the quality of solid waste management before the crisis? -13 responses

How is solid waste management today? - 14 responses



How was the quality of solid waste management before the crisis? - 17 responses

How is solid waste management today? - 17 responses



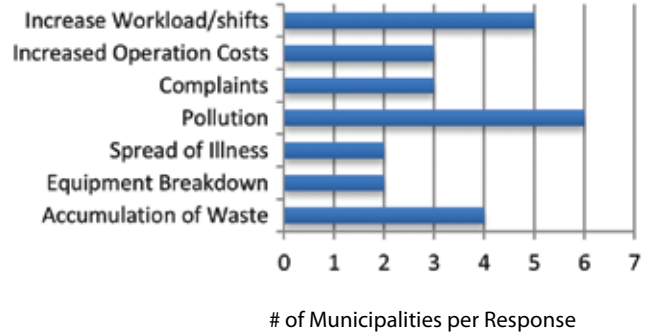
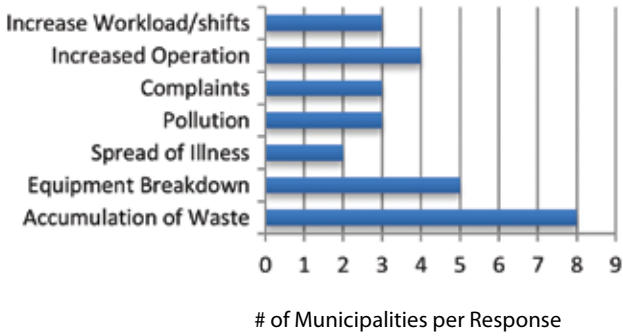


## MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

IRBID

MAFRAQ

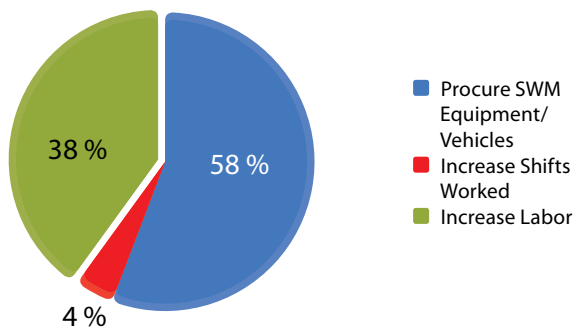
### Consequences



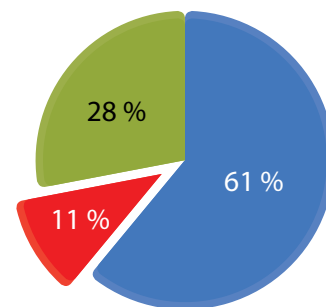
What are the consequences of such a change? - 28 responses

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

The second most urgent problem in 23 out of 36 municipalities

#### Qualitative Findings:

- 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 the over-ground network poses a threat of contamination
- 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 costs in electricity bills
- Supply does not reach high/mountainous areas, again due to weak pressure
- Water purity is deteriorating; it has been found to be salty or muddy in multiple instances
- Water purchased via water tank trucks is becoming prohibitively expensive
- Syrians who are used to water abundance are an additional cause of supply shortage
- New 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 and schools with rain water collection infrastructure
- Build water towers for better pumping pressure
- Provide municipalities with own tanker trucks for cheaper water service

#### Quantitative Findings:

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 Mafraq. While these responses appear to be the same issue, “lack of supply” implies the need to provide more water, with the obligation resting on the Government, while “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 Mafraq 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:

**Road Building & Maintenance** – The third most urgent problem in 18 out 36 municipalities

#### A preexisting 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
- Basic refurbishment of roads to agricultural areas could revive the agricultural sector and aid the rural economy.

**Street Lighting** – No 3 Problem in 18 out 36 municipalities

#### A preexisting problem

- Street lighting needs maintenance
- New expansions due to geographic growth
- Many municipalities are indebted to the electricity



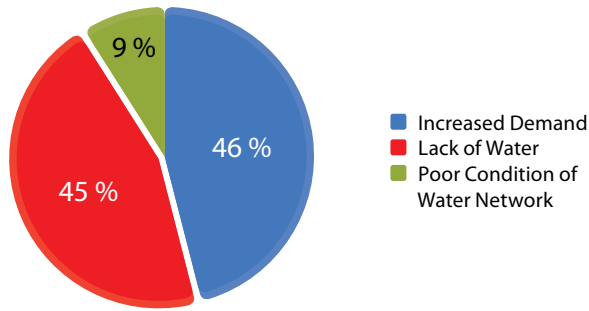
## MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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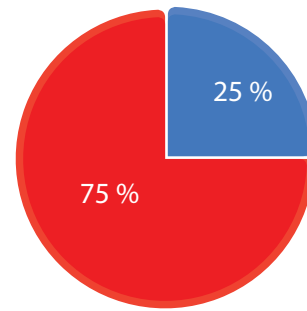
Water

MAFRAQ

### Nature of Problem

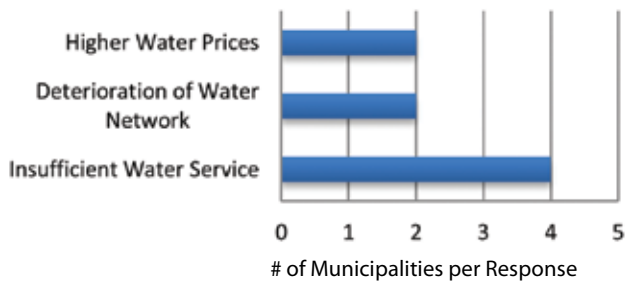


What is the nature of the problem? - 11 responses

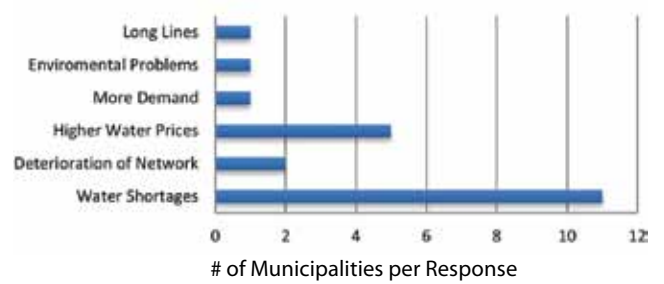


What is the nature of the problem? - 20 responses

### Consequences of Such Change

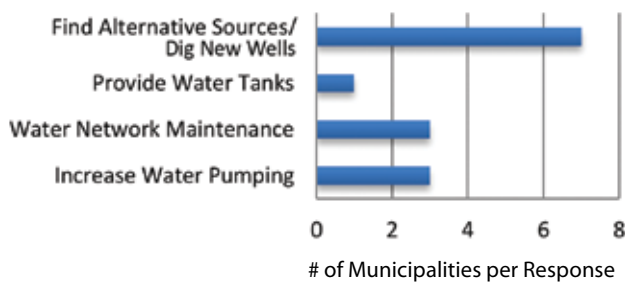


What are the consequences of such a change?- 8 responses

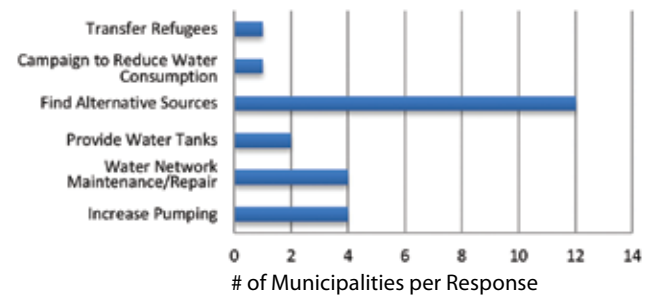


What are the consequences of such a change?- 24 responses

### Priority Interventions



What are the priority interventions? - 14 responses



What are the priority interventions? - 24 responses

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## MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

company. Hence, rationing is becoming an imperative. Some municipalities turn off street lights at midnight or use the eban number sequence for street lighting

- These issues present growing security risks, with crime (especially cattle thefts) on the increase

### Priority Intervention

- Maintenance of light units and installation of high quality energy saving bulbs
- Develop alternative sources of energy such as solar powered street lighting

- Home sewage cisterns are overflowing and disposal cost is becoming prohibitive due to distance to treatment plant
- Risk of contamination of underground water and aquifers with sewage in some areas
- The whole Za'atari area is built over a major aquifer

### Priority Intervention

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

## ELECTRICITY SUPPLY

### Qualitative Findings:

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

The fourth most urgent problem in 18 out of 36 municipalities

### Qualitative Findings:

#### Preexisting problem

- Increased load on sanitation networks, where available
- Network needs maintenance or expansion
- With the exceptions of Irbid, Mafraq, and Ramtha, almost all other smaller municipalities have no sewage systems. Poor quality topography of these areas means that addressing this problem would require considerable planning



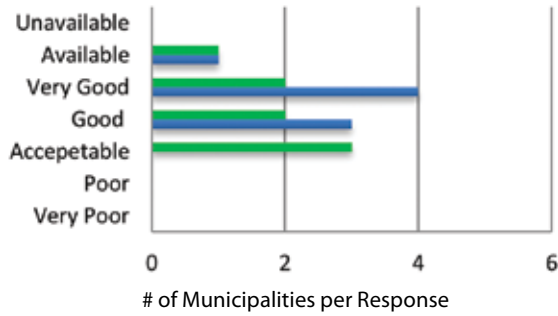
## MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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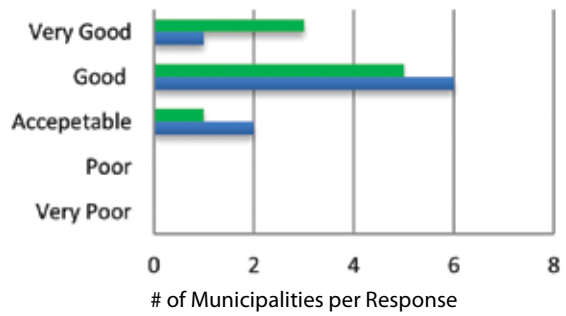
### Electricity Supply

MAFRAQ

#### Electricity Availability

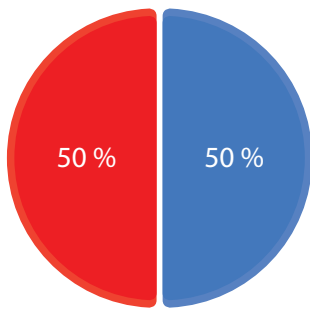


How was electricity availability before the crisis? - 8 responses  
How is electricity availability today? - 8 responses

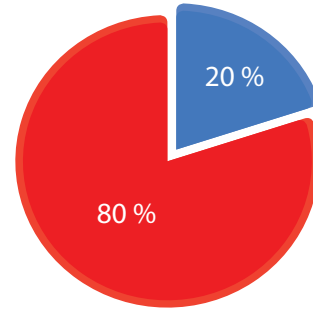


How was electricity availability before the crisis? - 9 responses  
How is electricity availability today? - 9 responses

#### Nature of Problem

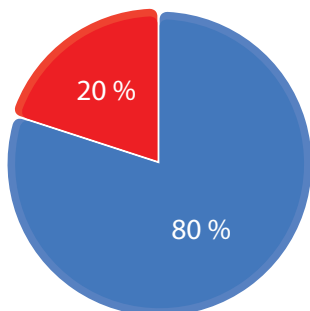


What is the nature of the problem? - 4 responses

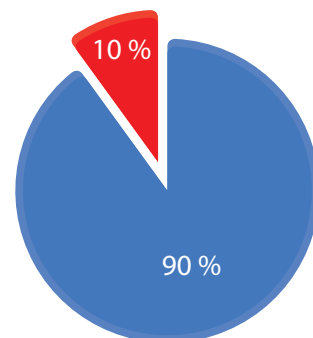


What is the nature of the problem? - 5 responses

#### Priority Interventions



What are the priority interventions? - 5 responses



What are the priority interventions? - 10 responses

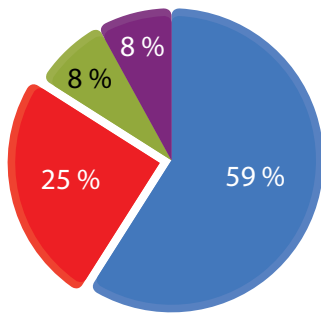
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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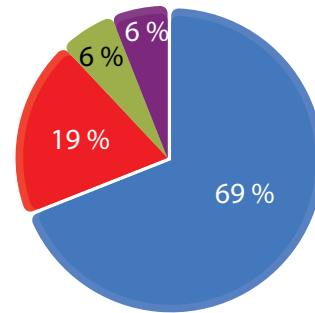
Sanitation

MAFRAQ

Nature of Problem



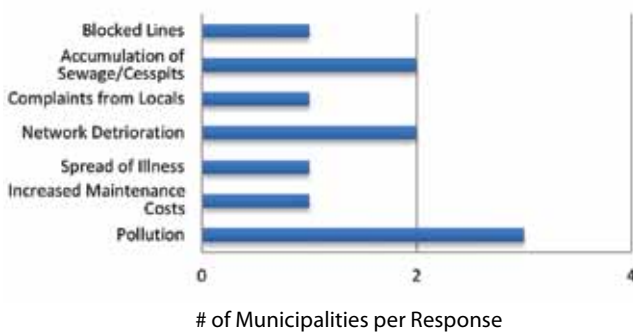
- No Sanitation System
- Increased Load on Sanitation Network
- Deterioration of Sanitation Network
- Increased Usage



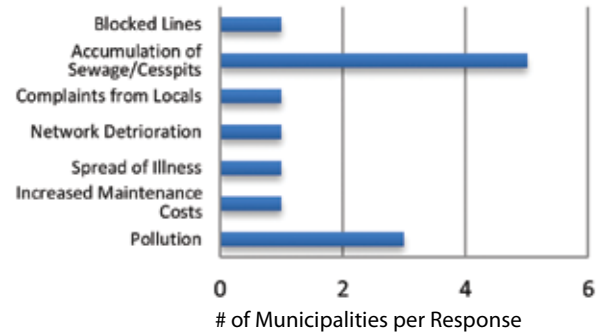
What is the nature of the problem? - 12 responses

What is the nature of the problem? - 16 responses

Consequences

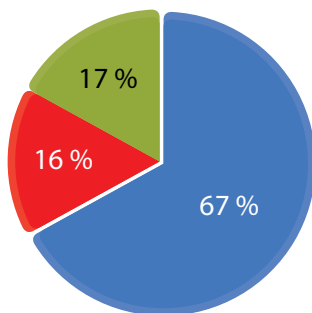


What are the consequences of such a change? - 11 responses



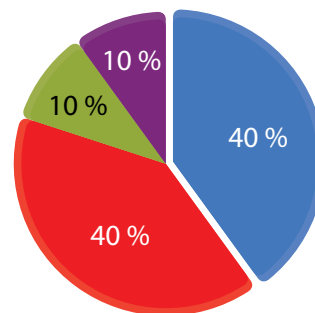
What are the consequences of such a change? - 13 responses

Priority Interventions



What are the priority interventions? - 6 responses

- Construct/Extend Sanitation Network
- Provide Sanitation Equipment
- Increase Maintenance Schedule
- Construct Aborbption Holes



What are the priority interventions? - 10 responses

## GOVERNMENT SERVICES

- Education
- Healthcare

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

## EDUCATION

The most urgent priority in 26 out of 36 municipalities

### Qualitative Findings:

According to UNHCR, some 83,232 Syrian children were registered in Jordanian public schools as of Oct 17 2013. More importantly, despite efforts to encourage Syrian children to enrol in Jordan's public schools, over 60 per cent of roughly **250,000 school-aged Syrians remained unregistered** as the 2013-14 school year began, according to UNICEF.

### A pre-existing problem

- Several schools are becoming too old and need maintenance or expansion due to population increase
- With Syrian arrivals, many school classrooms are overcrowded, something which was already a problem before
- Many schools have converted to two-shift timings. This entailed a shortening of classes to 35 min from 45 in addition to teachers working overtime that they are not compensated for.
- School principals and teachers complain that Syrian pupils' level of education is behind that of their Jordanian peers, often because the war has meant interrupting their schooling for the majority.
- School principals and teachers also complain about the difficulties they face in trying to teach Syrian pupils with a different conservative value system than the host communities.
- These issues are already causing difficulties at schools.
- Syrian students, with the exception of first-graders, do not have a health certificate

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

- Cases of jaundice and other rare diseases are observed.
- Increase in classrooms is needed to absorb Syrian students in certain areas with high concentrations of refugees.
- Overcrowding of schools is also affecting the admission of Jordanian students as schools are clearly instructed to accept Syrian students
- Transportation of Syrian children is becoming a problem since many of these live in scattered locations. This means an elevated risk of school dropouts.
- **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.
- **All of the above issues are already sources of tension between host communities and refugees, and could worsen.**

### Priority Intervention

- Recruiting young graduates to teach in afternoon shifts and relieve current teachers. This has the double benefit of also addressing unemployment of young graduates.
- Rent or construct new schools/classrooms.
- In some areas, prefab or caravans are acceptable for kindergartens or basic education (first to third grades).

### Quantitative Findings:

Overcrowded classrooms are identified as the serious problem in Education, in particular in Mafraq. As a result, quality of education, which was reported as mostly "very good" before the Syrian crisis, is now perceived as "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.





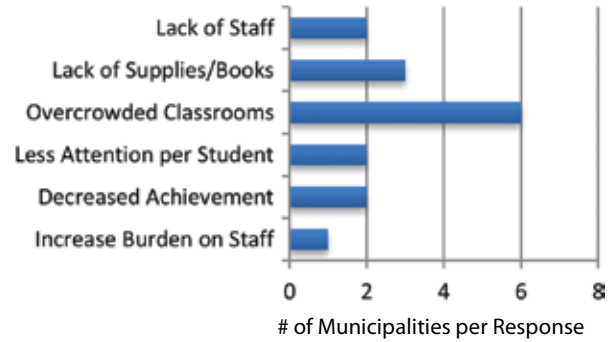
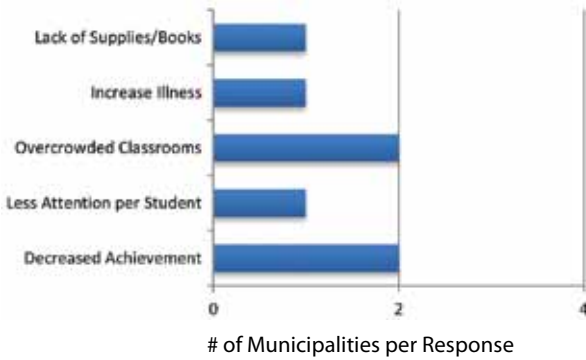
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

IRBID

Education

MAFRAQ

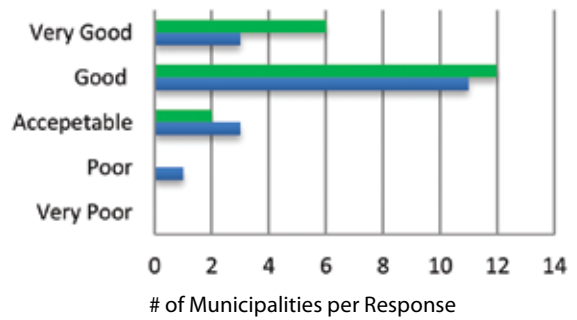
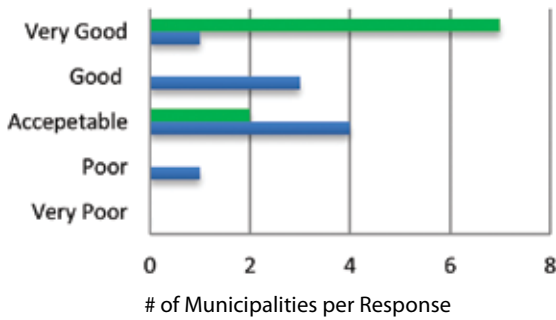
Consequences



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

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

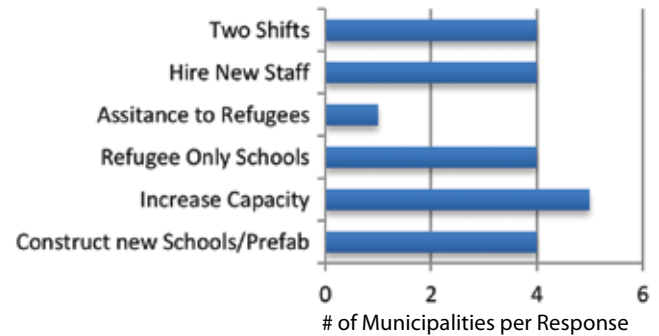
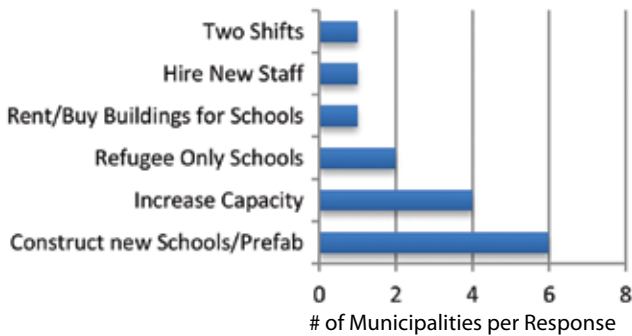
Education Quality



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

### HEALTHCARE

Second priority in 19 out 36 municipalities

#### Qualitative Findings:

– No 2 Priority in 19 out 36 municipalities

According to a July 2013 article published in medical journal *The Lancet* and 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 2013, with only \$5m provided in direct support by UN agencies during this period. The article stated that the Government would 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 ten existing facilities in the northern governorates to cope with the massive demands on the health care system there. (Oxford Business Group Sep 18, 2013)

#### A preexisting problem

- Health centers already faced shortage of staff, equipment, and facilities in many of the areas, especially the rural or remote areas
- Certain facilities stand empty during afternoons because there are not enough doctors, who move between several centers daily in order 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, all of which affects quality of service
- Workload for already limited staff has increased
- Shortages of medication as consequence of Syrian arrivals, in particular, monthly medication for the elderly and chronic diseases such as hypertension and diabetes.
- There are long waits and some Jordanians report leaving clinics without being treated. In many cases, these patients come from remote areas and are too poor to afford repeated transportation costs.
- As with schools, health centers cannot refuse treatment of any Syrians who are developing traumatic or otherwise serious illnesses.
- In a conservative society, many are calling for the presence of a female nurse and/or permanent midwife.



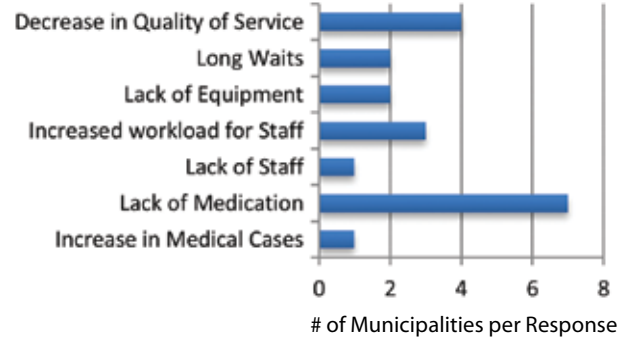
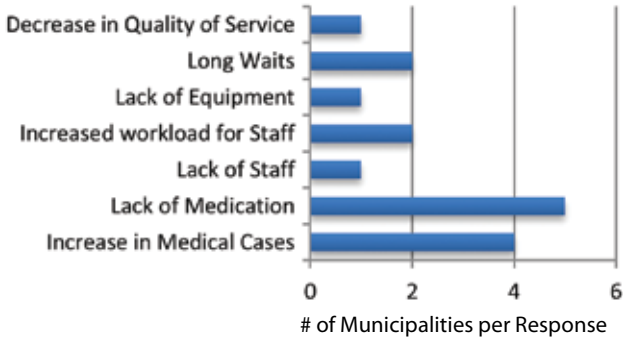
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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Healthcare

MAFRAQ

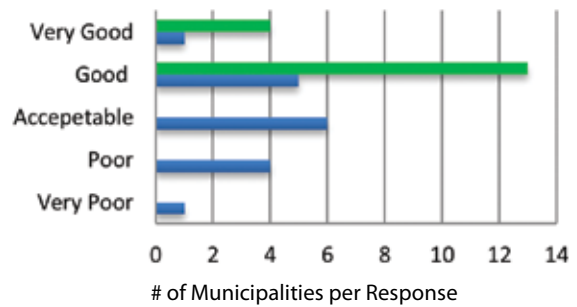
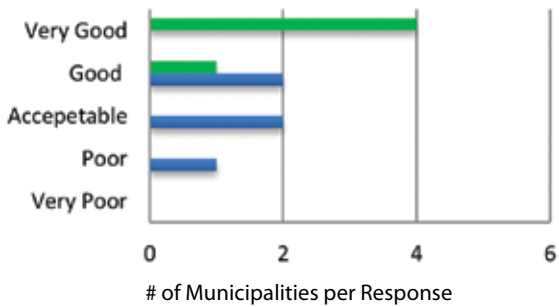
Nature of Problem



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

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

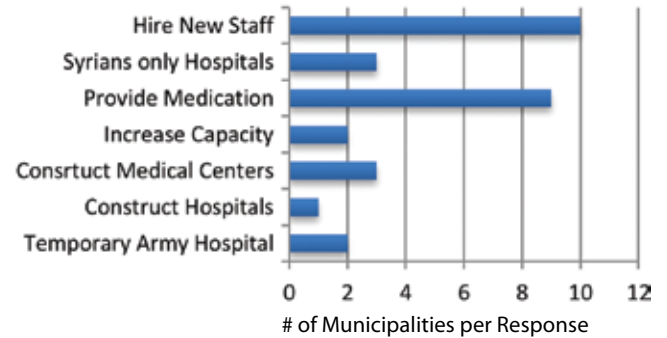
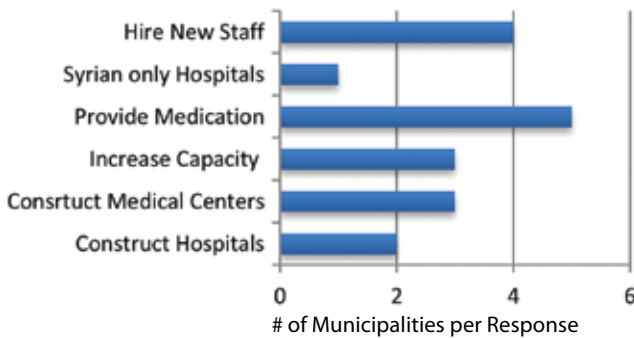
Change in Housing Availability



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



Za'atari Village, 2014 © UNDP/Salah Malkawi

- Ambulances are in acute shortage. The Civil Defense Department has contributed one ambulance; however, due to the dispersed layout of neighborhoods and communities, a second is needed.
- A hearse is also needed in many localities.
- **Healthcare shortages could be an additional reason for tensions between host and refugee communities.**

#### Quantitative Findings:

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 have been identified as priority interventions.

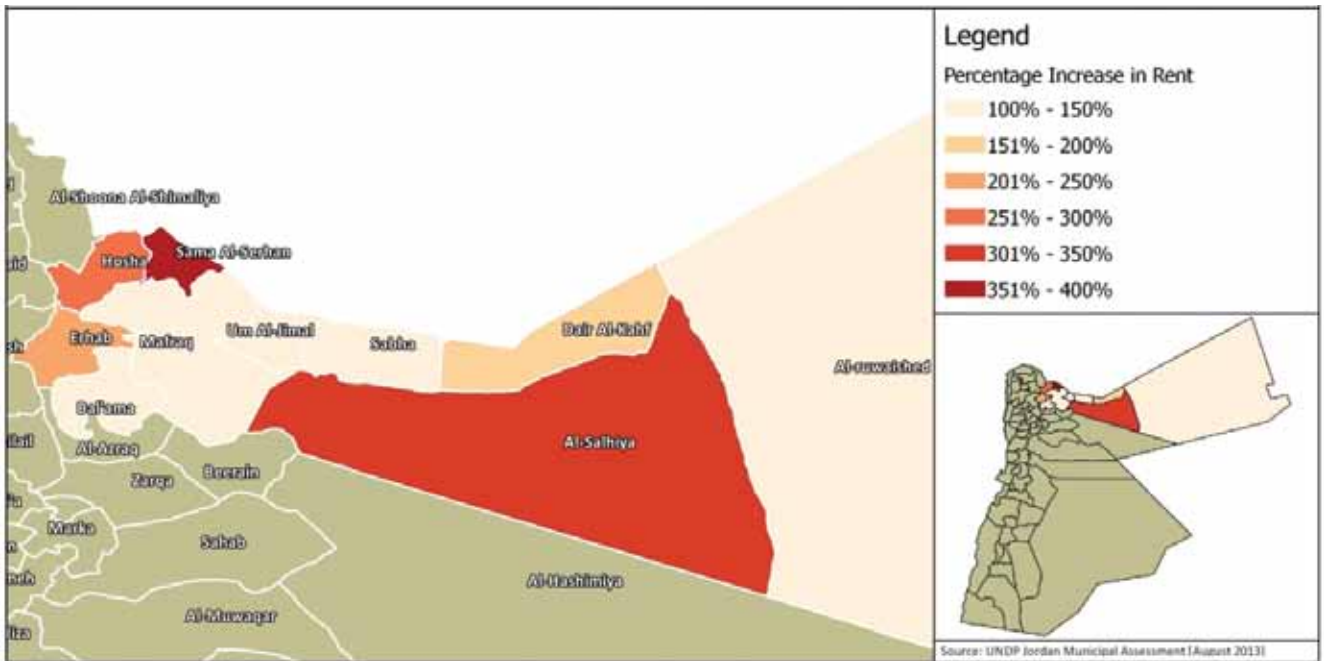
#### OTHER ISSUES

##### HOUSING

#### Qualitative Findings:

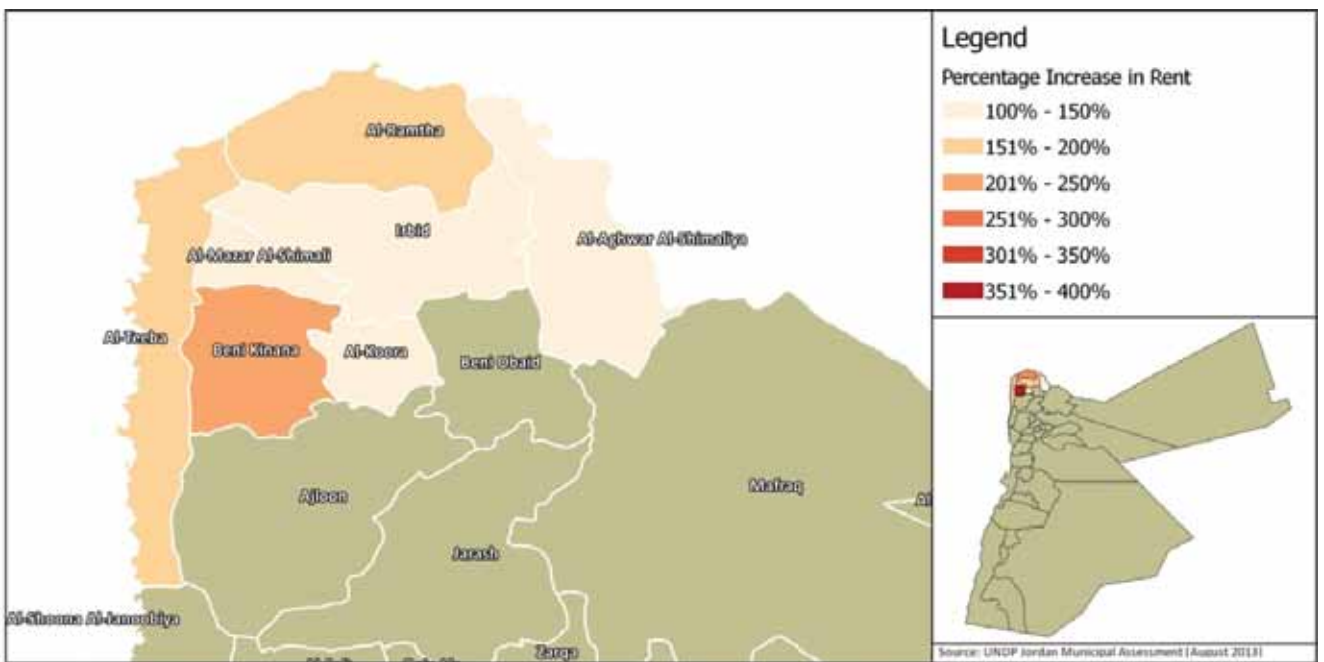
- Syrians are competing with Jordanians for housing as they are assisted through a lease contract in cash by UNHCR. Some irregularities in this specific regard are observed
- Syrians end up with more than one family in a rented place. This is a further burden on garbage collection, water and electricity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

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

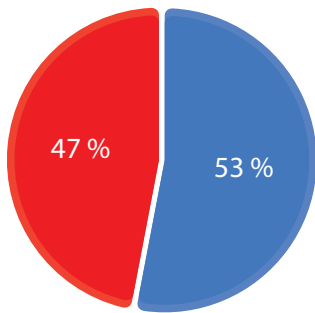
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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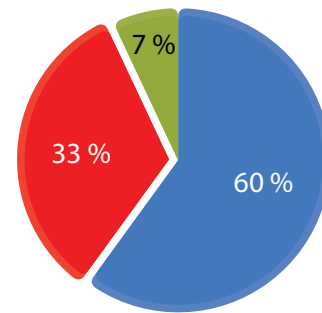
Housing

MAFRAQ

Nature of Problem



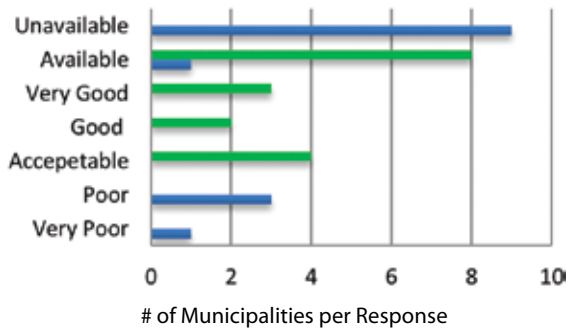
- Increase in Demand/Population
- Lack of Supply
- Syrians can Afford High Rents



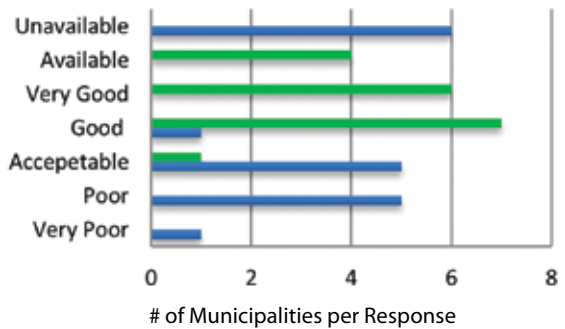
What is the nature of the problem? - 19 responses

What is the nature of the problem? - 15 responses

Change in Housing Availability

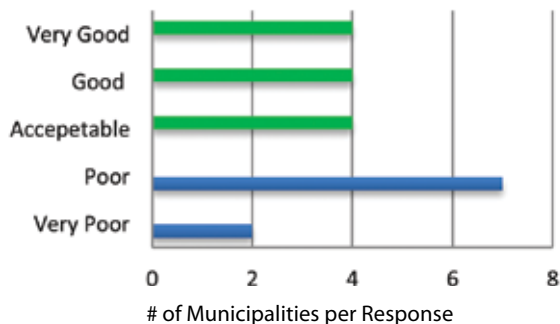


How was housing availability before the crisis? - 14 total responses  
How is housing availability today? - 17 total responses

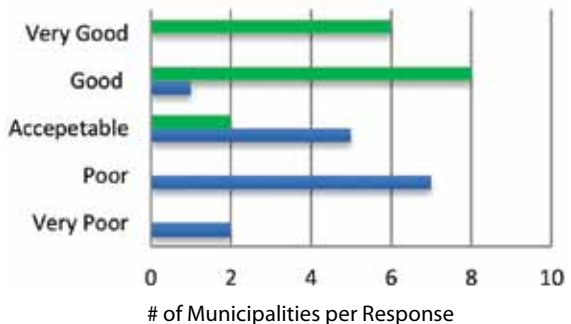


How was housing availability before the crisis? - 18 total responses  
How is housing availability today? - 18 total responses

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

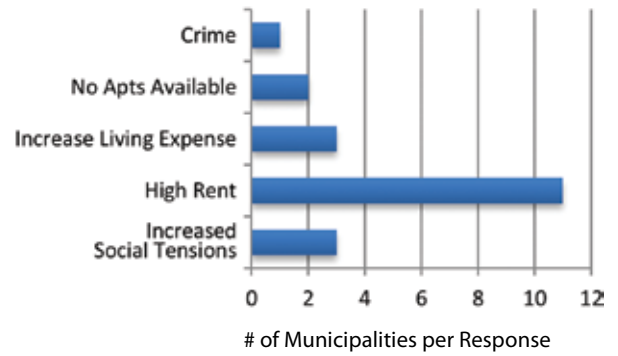
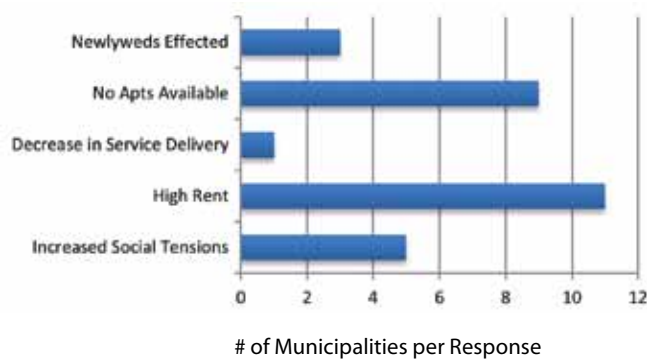


MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

IRBID

MAFRAQ

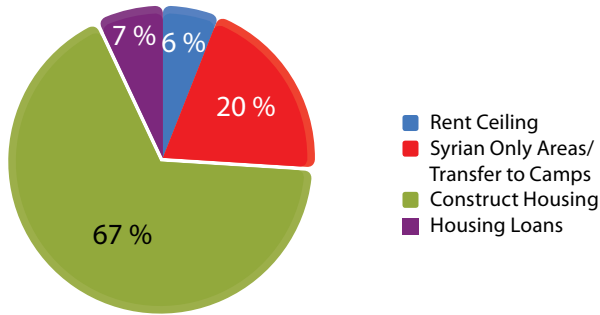
Consequences



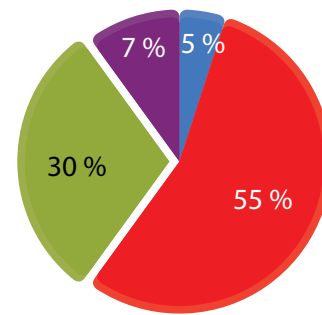
What are the consequences of such a change? - 29 responses

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.



### Qualitative Findings:

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. Those stating “increase in demand/population” arguably implicitly 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 “available”/ “good” to “unavailable”/ “poor” both in Irbid and Mafraq.

### EMPLOYMENT, BUSINESS AND TRADE

#### Qualitative Findings:

It is well documented that that trade between Syria and Jordan before the Syrian conflict was concentrated (on the Jordanian side) within the cities of Ramtha and Mafraq. It is therefore not surprising that these cities suffered the greatest economic losses as a result of the Syrian crisis. Estimates indicate that 80 percent of the constituents of these two cities were engaged in bilateral trade which came to a halt due to the crisis. With already high unemployment rates in the rural areas surrounding

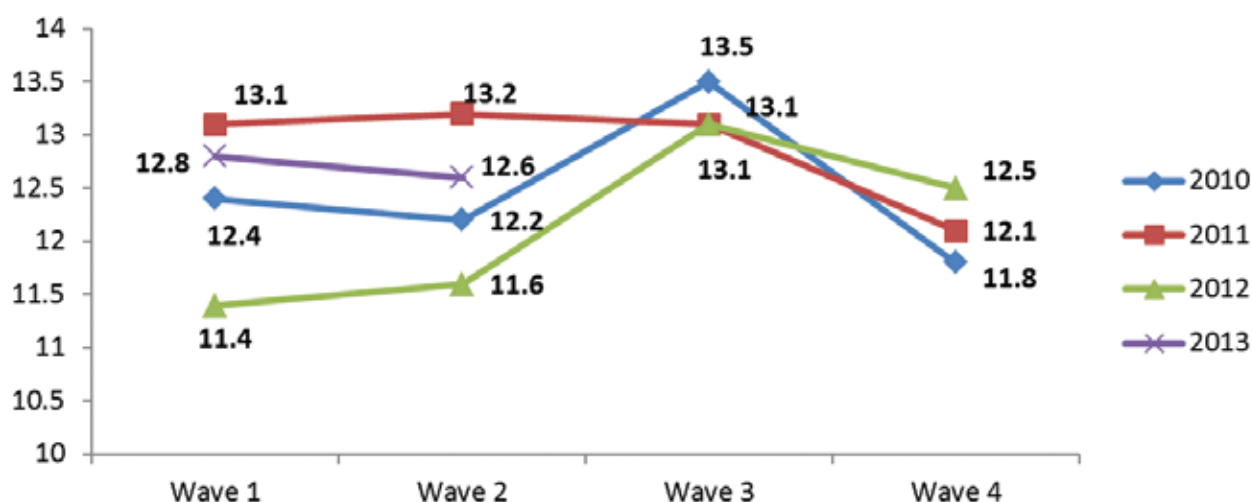
these cities, especially among women (23.3 percent), these were economic losses the area could ill afford. Further exacerbating the economic difficulties faced by locals, officials and community representatives estimate that at least 30,000 refugees of working age have gained employment, of which half or more are in Irbid and Mafraq.

- 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.
- Fieldwork indicated that Syrians generally work for lower wages. In some cases UNHCR handouts make it possible for Syrians to settle for lower salaries than locals, who do not receive the same assistance. In other cases Syrians accept lower wages simply because they are more desperate than locals. Local businesses and employers will almost often hire lower-paid workers at the expense of local employment.
- Some Syrians are opening businesses and contributing in important ways to the local economy, according to figures.
- 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 trade routes. This has affected various sectors of the economy in the north, especially the informal sector and transport.
- **These issues could be yet another source of social tension.**





### Rates of Unemployment



Source: DOS (2013)

In the wake of the Government's decision in July 2013 to remove fuel subsidies and double mobile telephone tax rates, tensions between Syrians and their Jordanian hosts mounted. This was evident in the way locals responded to a number of polls. 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 the same survey, 87 percent of respondents said it was preferable for Syrian refugees to remain in camps rather than entering cities and towns; and 92 percent said the Syrian influx has a negative impact on job opportunities for Jordanians.

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

In the same poll, as many as 76 percent of respondents believed that the presence of Syrian refugees in their areas had had a negative effect, mainly on competition for jobs (41 percent) as well as the cost of living (30 percent). Respondents also mentioned pressures on basic services such as water, transportation, education, and healthcare. Despite the increasingly widespread perception among Jordanians that Syrians are taking their jobs, the unemployment figures give no exhaustive evidence that

this is the case. Syrian laborers are either taking jobs nobody is keen to take or they compete with Egyptian expatriate workers. Nevertheless, even if unfounded, the perception among Jordanians is important as it is what influences relations between locals and the refugee population.

Nevertheless, the impact of the Syrian crisis on Jordan's economy has not been entirely negative. In 2012 Syrians injected more than \$1bn of capital into the Jordanian economy, a sum that was expected to grow by 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 Jordan. The breakdown by sector was 40 percent in industry, 38 percent in services, 33 percent in trade, 20 percent in agriculture, and only 2.5 percent in real estate, which demonstrates that Jordanian perceptions of Syrians driving up the price of real estate may be unfounded. 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 for the first 6 months of 2013. Moreover,

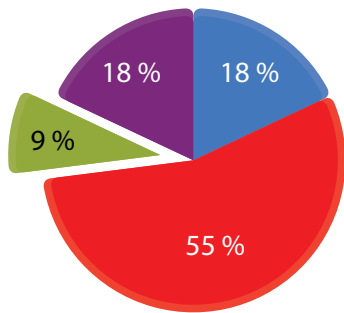
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

Employment,  
Business and Trade

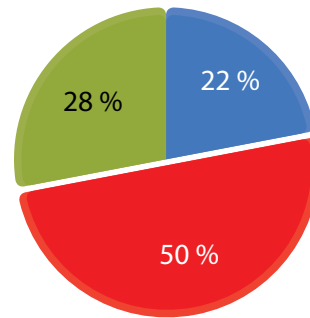
IRBID

MAFRAQ

Nature of Problem



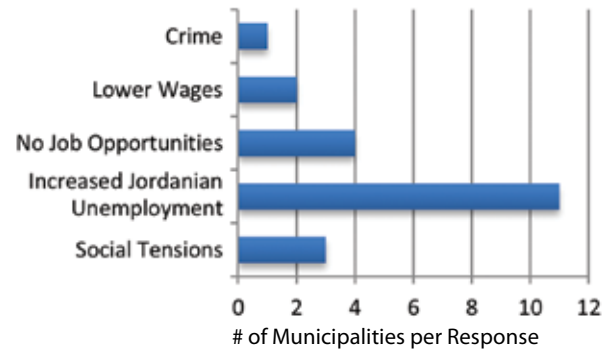
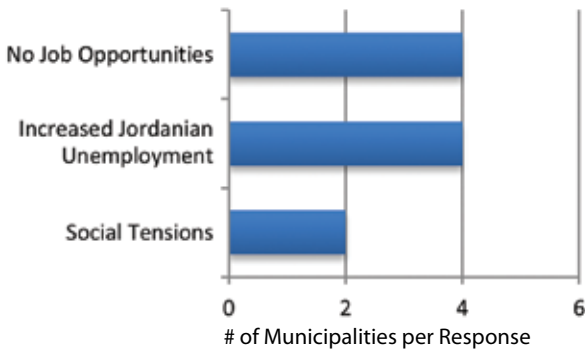
- Refugees Accept Lower Wages
- Employment of Refugees Workers
- Increased Competition
- New Syrian Owned Shops Opening without Permit



What is the nature of the problem? - 11 responses

What is the nature of the problem? - 18 responses

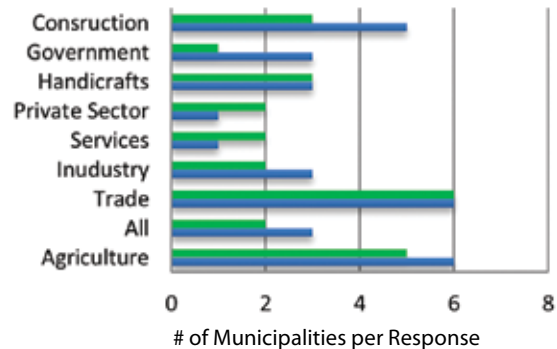
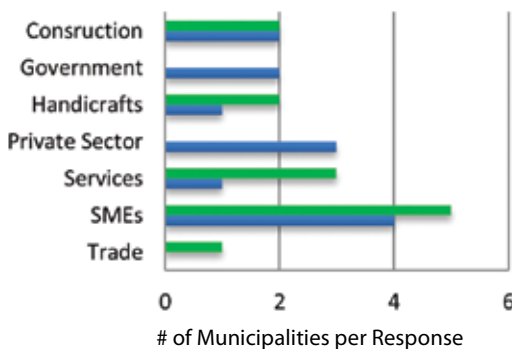
Consequences



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



500 Syrian companies were registered from the beginning of 2012 up to end of 2013 at a total capital of 42 million dinars out of which 158 in industry employing 2,157 workers. The percentage of Jordanians expected to work in Syrian startups stands at 59% compared to just 24% in Jordanian industries in 2013.

### Quantitative Findings:

One of the main problems with the Jordanian economy is the persistently high unemployment levels (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 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 make up 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 in rural areas. 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 per hour respectively, unskilled and skilled Syrian workers are ready to accept wages ranging between JD 5 to 6 and between JD 8 to 10 per hour respectively, i.e. far below the minimum wage and without any type of social security or medical insurance. Out of the estimated 44,000 Syrian refugees of working age currently in Jordan, it is estimated that no less than 30,000 refugees have found a job, half of them in the governorates of Irbid and Mafraq, suggesting that locals living in these areas might be facing particularly stiff competition for jobs.

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 changes as caused by 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, the perception of respondents was that small and medium enterprises (SMEs) are the main employment sector and also the most affected, followed by services. In Mafraq, respondents answered that 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 those designed to increase the capacity of Jordanians (ie, SME support, training projects, agricultural skills trainings) or to prohibit refugee workers from being employed. Other responses included the transfer of refugees to camps, and inspections to find illegal workers.

### AGRICULTURE

#### Qualitative Findings:

According to the Oxford business Group report, 2013, the agricultural sector - which accounts for about 4 percent of Jordan's GDP - has been among the most affected sectors by the Syrian presence. 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 previously benefitted from government-subsidized seeds, fertilizers, pesticides, and animal feed from Syria, or had earned income by trading or smuggling Syrian agricultural products 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 rise of illegal cross-border trade in Syrian livestock has pushed the price of sheep and goats down by half in some areas of the country.

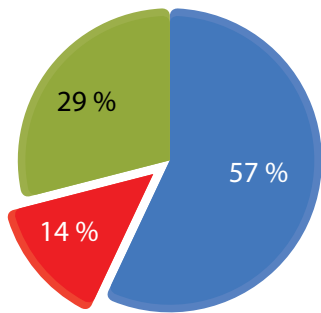
MUNICIPAL NEEDS ASSESSMENT RESULTS: PROBLEMS AND PRIORITIES

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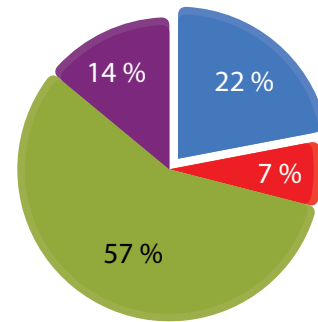
Agriculture

MAFRAQ

Nature of Problem



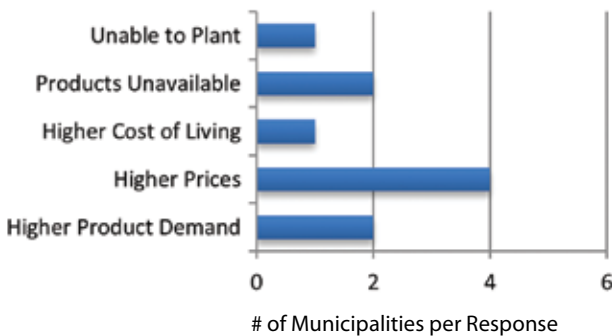
- Increase in Population of Refugees
- Farmers Unable to Plant
- Employment of Refugees
- None



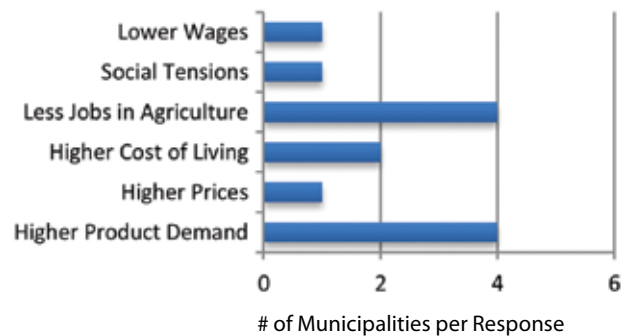
What is the nature of the problem? - 7 responses

What is the nature of the problem? - 14 responses

Consequences

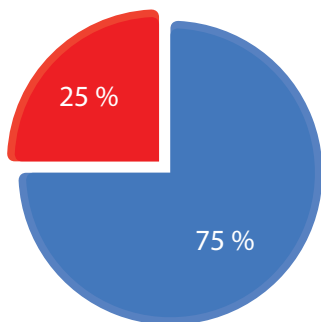


What are the consequences of such a change - 10 responses



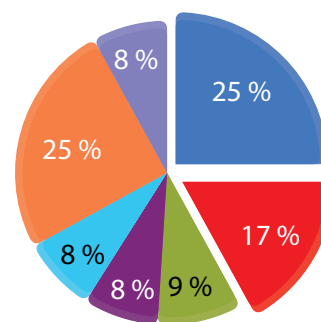
What are the consequences of such a change - 13 responses

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



Competition between Syrian refugees and Jordanians in rural areas has depressed seasonal farm wages to 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 from 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. In the spring of 2013\*, 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, overall food prices increased by 5 percent in Jordan. The Jordan Food and Drug Administration reported that the Kingdom had 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 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 unpaved roads. Roads to certain farming areas could be improved with base coarse material—a low cost intervention that could help revive the agricultural sector.

### Qualitative Findings:

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” generally is identified as the major problem in Mafraq. The prioritized interventions are to build the capacity of farmers/agricultural laborers, improving access to water and private sector investment, and also to prohibit or control Syrian refugee participation in the sector.

\* [http://www.oxfordbusinessgroup.com/economic\\_updates/impact-syrian-refugees-jordan%E2%80%99s-economy](http://www.oxfordbusinessgroup.com/economic_updates/impact-syrian-refugees-jordan%E2%80%99s-economy)

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## 10. CONCLUSION

The northern host communities are in urgent need of assistance. But more importantly,

- Assistance in form of vehicles, equipment, and supplies will strengthen the credibility of the new municipal and local governance processes, by increasing the efficiency of public service delivery. Increased confidence in local government should have positive implications for the democratic participatory process as a whole.
- In light of new amendments to the Municipal Law and proposed legislations which will affect the whole country, targeted assistance to northern communities and municipal institutions should establish **a role model and a test for the decentralization experiment in the Kingdom.**
- Compared to 2007, the latest elections were one of the better experiences in recent years, and were widely perceived as having been carried out with a great degree of integrity.
- Discussions with locals during fieldwork showed that public perception of the latest elections is positive, with many believing that the new mayors are responsible and accountable and truly represent the local community.
- The 2013 elections and the proposed amendments to the Municipal Law, which would reinstate the 1955 provisions and return control over basic education and healthcare to municipalities and local communities, should, taken together, empower constituents to decide on municipal priorities with minimal Government intervention.
- Assistance will therefore support 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 management, and financial planning capacity building.
- The impact of the Syrian crisis on host communities should, through such interventions, be mitigated in anticipation of an increase in influx or the continuation of the war.
- Potential social and political tensions in the country that are building due to economic strain and competition for jobs will be mitigated by interventions that address these problems.
- Such interventions will also bolster the security of Jordan's northern borders, which will contribute to national and regional stability.

## 11. RECOMMENDATIONS

The Syrian refugee influx not only compounded preexisting 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.

### Provide urgent assistance in the areas of:

- Solid waste management – Priority 1
- Water – Priority 2
- Infrastructure – Road Building/Maintenance and Street Lighting – Priority 3
- Sanitation – Potential pollution hazards – Sewage and fresh water aquifers – Priority 4
- Government Services – Capacity building for local government officials – Priority 5
- Schools and Healthcare – Building or expanding schools – Priority 6

### It is equally important to

- Improve, through technical assistance, **the efficiency of the municipal management process, restructuring of planning.**
- Aid municipalities, with the help of law enforcement and judicial authorities, **in collecting past due revenues and receivables.**
- Assist municipalities in identifying reasonable and economically feasible **revenue generating projects.**



Za'atari Village, 2014 © UNDP/Alessandra Blasi

## 12. 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





## 13. 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-Khaldiyeh

### 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

## 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

### Special Needs:

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

## 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

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For more information

United Nations Development Programme  
Ishaq Al Edwan street  
Building No. 16  
Jordan  
Email: [registry.jo@undp.org](mailto:registry.jo@undp.org)  
Website: [www.jo.undp.org](http://www.jo.undp.org)

HOST COMMUNITIES

Website: [www.hostcommunities-jo.org](http://www.hostcommunities-jo.org)



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