

Information sharing barriers of supply chain management between humanitarian organization in

Jordan

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Section A

Jordan – Background and Location

The Middle Eastern Kingdom of Jordan is located in the continent of Asia, at the south of Europe. It is the 122th largest nation in the world and covers an area of 88,802 square kilometres. The population of the country is 7,862,565 with a density of around 70 people per square kilometre (Country Meters, 2016).

The Western part of the country experiences essentially a hot climate with dry summer spells and a cool wet winter. However, overall, the country has a desert climate with less than 200 mm of annual rain. Its climate is divided amongst three distinctive geographical regions: the Mountain height Plateau, the Jordan Valley and the Badia region of the Eastern desert. With respect to its water resources, Jordan is considered the 4th driest country in the world with desert environments covering around 92% of its land area (Aitz-Stamm,2012). The water resources of the country are utilized mainly by four sectors: municipal supplies, tourism, industry and agriculture. The agriculture in the Jordan Valley is supported mainly by directing the surface water resources while the Highland farms quench their thirst mainly by wells or rainfalls.

It is a relatively small country located at the intersection between the Levantine and the Arabian areas of the Middle Eastern regions of the world. It is bordered on the east by Iraq, to the north is Syria and Saudi Arabia in the East and the Southeast. The Western area is neighboured by Israel and Palestine, with the country's only access to the sea through the Gulf of Aqaba to the far south(Cavanagh, 2013). Figure 1 shows a map of Jordan and its neighbouring boundaries.

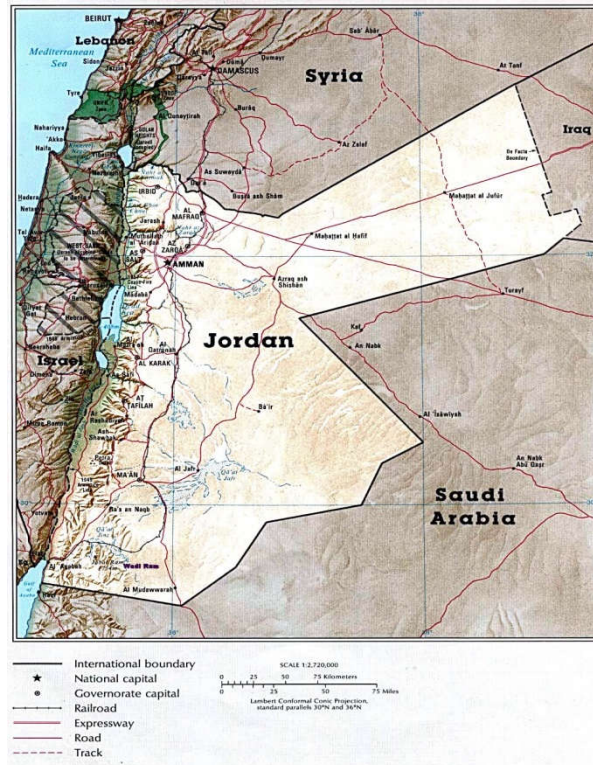


Figure 1: Map of Jordan and its Neighbours

Source: Cavanagh (2013)

Political Status of Neighbouring Countries

With respect to the crisis in Iraq, the economic impact on Jordan has been mixed. The country has faced many benefits from serving Iraq as a gateway by providing contractors, volunteers, aid workers and entrepreneurship and business people. The banking sector and the real state in Jordan are booming and it waits for situations in Iraq to improve to reap more benefits through increased trade and transportation sectors (Lasensky, 2006). However, after the crisis and fall of the Iraqi government, Jordan lost huge amounts of oil subsidies and trade shipments. Many of the Jordanian companies suffered as their Iraqi business partners were unable to clear their debts due to the embargos and sanctions. The key sector of Jordan, agriculture, was also affected due to the UN resolutions.

Considering the Syrian civil war, the conflicts in the country began in March 2011 which led to more than half the country's pre-war population, more than 11 million people, flee the country as refugees to other countries or being killed (Mercy Corps, 2016). Many travel to find acceptance in neighbouring countries and many embarked on a journey towards Europe hoping to find peaceful livelihood on foreign borders.

The country has faced a prolonged bloody civil war resulting in disastrous situation for the multi-religious and multi-ethnic Syrian society. This has caused the influx of refugees in Jordan and as of 2015, there were 620,000 Syrian refugees registered with the UN refugee agency (Manfreda, 2016). This has caused the economic and infrastructure resources in Jordan to stress out which were already underdeveloped before the crisis. The locals of Jordan also have begun to complain and overstate the negative aspects of the refugee influx and oversee the positive side. The public sentiment towards the crisis issue restricts the government's ability to answer the crisis in a productive manner (Blackwell, 2013). Apart from that, the Jordanian government has lost hope in any foreign aids and with what little they can suffice, it continues to restrict the protection space for the Syrians (Francis, 2015).

Refugee Crisis and its Impact on Jordan

In order to understand the impact of refugee influx into the Jordanian territories, it is important to understand the diversity amongst these refugees (Fagen, 2009). Comparably, the number of Iraqi refugees in Jordan has been stable over the years with the current population of only 29,072 in 2014 (Su, 2014). They have swept into the Jordanian boundaries twice. Firstly, during the early 1990s, when the Gulf war was at an outbreak and secondly during the invasion of 2003 (ICMC, 2014).

During the current crisis of Syria, the influx of the Syrian refugees has made all the non-Syrian refugees in Jordan feel forgotten(Hudson, 2015, p.22). In 2014, the government released the NRP (National Resilience Plan) in order to balance out the effects of the Syrian Crisis on the Jordanian economy(Alshadfan, 2015).The concentration of the Syrian refugees contains a majority under the age of 18 years and the government faces extreme challenges in order to educate this population.

With respect to health care systems and the impact of refugees on the formal and informal sector of the economy initially, the government had offered free medical services to the refugees, but with time those were repealed as a result of straining budgets and deteriorating health care systems(Francis, 2015). Among all the havoc, the Syrian refugees are not allowed to work in Jordan legally. Despite that, around more than 150,000 Syrians contribute to the informal sector of the Jordanian economy(Connable, 2015), which is worsening formal sector by increasing a downward pressure on the wages which resulted in a rise in the poverty level of Jordan's most sensitive communities(Schneider et al., 2016). Figure 2 shows the distribution of the Syrian refugees geographically in Jordan. As it can be seen, the concentration of refugees is uneven and creates a significant problem for the Jordanian government to manage the limited resources of food, water and infrastructure.

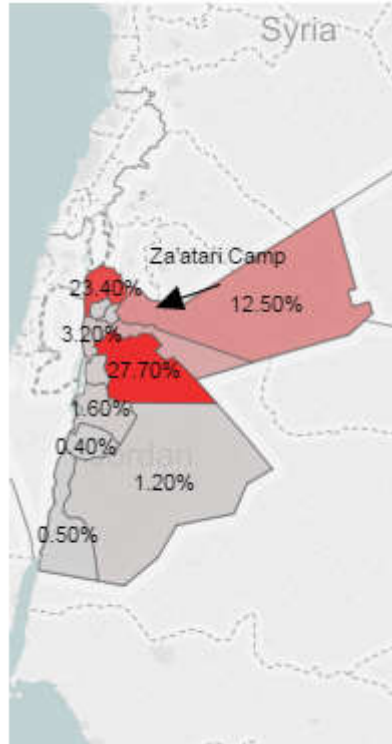


Figure 2: Distribution of Syrian Refugees in Jordan

Source: UNHCR, 2015

Section B

Humanitarian needs of Syrian Refugees in Jordan

The Syrian crisis has reached in its fifth year and millions of Syrians continue to face hardships (Margesson, 2013). However, the neighbouring countries are also affected and faced with a variety of challenges, particularly refugee problems. In Jordan, the number of Syrian refugees has been increasing and around 85% of the refugees live in host communities. It is important for Jordan administration and humanitarian organisations to cater to the needs of Syrian refugees in Jordan.

Food Needs and Emergency Aid

Food and emergency are the highest priorities of refugees (Coutts and Fouad, 2013). According to WFP (2016), the humanitarian crisis is worsening the food needs of refugees continue to increase in all hosting countries. In case of Jordan, WFP has been actively involved since the onset of crisis in 2012. In Jordan, there are various ways in which WFP provides food assistance to refugees. WFP started food assistance in the form of hot meals in Zaatari refugee camp. This was followed by WFP's take home rations. In 2013, WFP started paper food vouchers which could be redeemed in large supermarkets in Jordan. Similar strategies are in place for non-camp refugees. The UNHRC has been actively involved in registering Syrian refugees and it started issuing e-vouchers in January 2014 which was followed by issue of e-card in August 2014. There are three established partners in the voucher programme of WFP in Jordan, namely, Human Relief Foundation, Islamic Relief Worldwide, and Save the Children International. Recently, ACTED also joined in the partnership, providing services in Azraq camp (WFP, 2016).

Health

International Medical Corps (IMC) has had a significant role in health care services for Syrian refugees. Considering primary health care, IMC assisted in static health clinics managed by Jordanian national authorities and also helped in managing health centres in various refugee camps. IMC also operated mobile medical units (MMUs) to provide medical care to those who are unable to access local health care system. The MMU offers basic health care effectively and facilitates overall health and diagnoses of disease. IMC also established Mental Health and Psychosocial Support programme which focuses on meeting mental health needs of children affected by armed conflict. Child-friendly spaces were established IMC in refugee camps as well

as in urban areas. These spaces make children feel, provide play area, and promote interpersonal relationships. IMC also provides training to health care staff which as well as to refugees.

Training focuses on detecting and addressing mental health issues particularly. There are case managers who follow up mental health cases and ensure recommendation to any additional service as needed by service user (internationalmedicalcorps.org, 2015).

In 2013, the Jordan Health Aid Society (JHAS) launched nutrition programmes. Before 2013, the extent of nutritional work of JHAS was limited to education messaging regarding nutrition among refugees who attended clinics established by JHAS. Gradually, JHAS made improvements in the nutrition component health services and now effective programmes have been designed and implemented which include management of severe acute malnutrition (SAM) (in association with UNHCR), iron deficiency anaemia in management pregnant women (MEDAIR-WFP), and management of MAM. Most recently, JHAS conducted a survey research in partnership with UNICEF, UNHCR, WFP, and Centres for Disease Control & Prevention (CDC) and then implemented MEDAIR. JHAS has also been actively involved in supervising teams and in the collection of data for further research. JHAS also drafted standard operating procedures for CMAM and anaemia management programme (data.unhcr.org, 2014).

The Amnesty International Charity Limited reported that the support provided by international community and Jordanian government to provide access to health service has been grossly inadequate. There are significant barriers that hinder Syrian refugees' access to health care as well as other vital services. The report presents heart-rending cases in Jordan to show lack of health care services of that require emergency care for their war inflicted injuries. Many of them are being turned away and left to die. The major barrier for Syrian refugees in Syria is increased fees of health care services imposed in 2014. Furthermore the verification process has

become increasingly complex, leaving refugees unable to get health care services (The Amnesty International Charity Limited, 2016).

Section C

The Role of Humanitarian Organizations in Jordan in Meeting Refugee Needs

As the Syrian conflict broke out in 2011, there have been massive humanitarian outcomes inside Syria as well as in neighbouring countries. In case of Jordan, around 600,000 Syrians have taken refuge, thus prompting a large-scale challenge for the government of Jordan in meeting the needs of refugees and humanitarian organisations at the local and international level (Fargues, 2014). The Jordanian government and citizen have been very helpful and welcoming towards refugees, and have sought to bear the wide impacts due to the influx in terms of living standards and political stability (Mitri, 2014). Hence, there has been a significant strain on the government services. Due to these concerns, restrictions on access to Jordanian border have been growing, particularly on the border areas. The humanitarian community and organisations have provided principal support to the government of Jordan (Ferris, Kirişçi and Shaikh, 2013). However, bilateral development assistance in general has been limited (Zetter and Ruaudel, 2014).

The biggest refugee camp is located at Zaatari, which holds more than 150,000 refugees. The focus of the humanitarian agencies has overwhelmingly been on this camp because of its size, difficult security situation, and visibility (Libal and Harding, 2011). In the beginning, when the camp was being set up there were a lot of difficulties, but now the support being provided is adequate (Balsari, et al., 2013). There are no crises in the camp in terms of health, water, shelter and food. However, there are concerns about protection and security as there is a lack of governance system and lack of consultation with local communities (Stoianova, 2012). This

situation is compounded by the unhappiness and grief among refugees and consequently a rather tense situation prevails (Zyck, 2013). Due to the lack of coordination among humanitarians, the donor and agency resources are concentrated in this camp and there has not been a solution so far (Hall, 2013).

Although the purpose of Zaatari camp is to release the pressure, yet the Syrian refugees in all other cities are growing (Abisaab et al., 2014). The majority of the refugees (around 85%) has registered with UNHCR and thus are receiving adequate assistance in the form of cash, vouchers and from the government in the form of free access to various services (Achilli, 2015). But the main problem is that the services being provided to the services are not sufficient neither in breadth (i.e. the number of refugees receiving it) nor in depth (i.e. the amount of service received by refugees) (Francis, 2015). Thus, the majority of the refugees are facing a destitute situation (Balsari et al., 2015). A survey in 2013 revealed that 62% of refugees in urban areas were living in a less than acceptable situation in terms of income and livelihoods, health, education, non-food items and shelter. The un-registered are the most vulnerable, followed by those whose registration has expired (Zyck and Armstrong, 2014).

On the other hand, a large mobilisation of “emerging” actors has been observed in Jordan (Sharp and Blanchard, 2013). In terms of health support, such organisations have a significant representation, and they are playing a substantial role particularly in both camps and urban settings (Berti, 2015). However, the ability of these actors has been compromised due to technical and political factors. Overall, there is wide consensus that these actors have catered refugees’ needs significantly. But there is a lack of flexibility, lack of adaptability to the middle-income population, but they are certainly culturally acceptable to the refugee population (Sami et al., 2014).

Médecins Sans Frontières (MSF) has majorly been involved in focusing on the health needs since 2012. It has been running a long-running surgical programme in Amman and particularly responds to the needs of reconstructive surgery (Betts and Collier, 2015). Syrian refugees now claim a 50% share of the patient load (Zaatari, 2014). MSF was approached by the Ministry of Health to establish a paediatric inpatient/outpatient department at Zaatari, which has since been stably operating. MSF has recently started a surgical programme on the border area on the Southern side in Irbid (Balsari, et al., 2013).

There has been a high level of activity by humanitarian organisations and high visibility in Jordan, however, the situation lacks a clear picture of the crisis (Coultas and Fouad, 2013). The country profile by UNHCR shows that there is a 'favourable' protection space in Jordan (UNHCR, 2014). All activities are coordinated between UNHCR and Ministry of Planning and International Cooperation of Jordan in assistance with the Ministry of Interior (MOI), which manages emergency response, national security, and other domestic security issues. There have been some personnel and structural changes in MOI indicating that there will be a change in the overall refugee management in Jordan (Crisp et al., 2013). The new directorate focuses on all Syrian affairs instead of managing camp affairs only which also include concerns of host communities (Darcy et al., 2013). The Memorandum of Understanding (MOU) between UNHCR and Jordan states that there must be a durable solution for refugees after the first six months, but there is lack of enforcement of this provision in terms of actions for example refoulement. Jordan allows UNHCR along with other UN agencies, IGOs and NGOs adequate operating space to help in the humanitarian causes regarding Syrian refugees (Balsari et al., 2015).

Jordan maintained an open border policy allowing refugees enter Jordan through two official crossings (Darcy et al., 2013), although the number of refugees has become

overwhelming and tensions among host communities are rising (Hall, 2013). Often refugees enter through unofficial crossings and are apprehended by Jordanian authorities. The Jordanian army provides shelter to the refugees and transport them to the camps. Often refugees' Identity documents are lost and thus limiting their ability to move freely in the host country (Fargues, 2014). The government has been actively curtailing such practices. Refugees can also be bailed out by citizens and leave the camp and get their documents back. Still, a recent re-verification process conducted by UNHCR in Za'atari revealed that around 35% of refugees' documents were lost or misplaced by the Jordanian government (El-Khatib et al., 2013). Sometimes, refugees only ask for short-term leave and never return or just leave camps without notice (Fargues and Fandrich, 2012).

An unprecedented challenge has been posed by the Syrian crisis. In Jordan only the refugee influx has increased Jordan's population by 10%. Jordan in accordance with 1951 Convention Relating to the Status of Refugees, provided support to the refugees, yet, the humanitarian needs of Syrian refugees are overwhelming and have taken its toll on Jordan's infrastructure. The challenges for host communities include decline in quality of health care and education services, rise in rents, decline in wages, and increase unemployment (El-Khatib et al., 2013). On the other hand, the refugees are struggling with an insidious feeling of insecurity, shame of dependence, and impoverishment leading to significant psychological distress manifested as loss of dignity and hope. There are also negative coping mechanisms which are manifested by an alarming rise in child labour, early marriage, and gender-based violence (Fargues and Fandrich, 2012).

A number of local and international humanitarian organisations have responded to the situation and provided aid in the form of food, shelter, water and sanitation at the camps, among

other services. Syrian refugees are also receiving help in the form of cash , employment. Yet, the situation continues to worsen. One of the main issues causing lack of effectiveness of humanitarian services is lack of coordination among humanitarian organisation and this study is focused on this issue. Following discussion provides brief summaries of activities of various organisations in Jordan.

According to Andrew Harper, UNHCR Country Representative in Jordan the role of UNHCR is to provide essential assistance and protection to the Syrian refugees and ensure collaboration with the government of the host communities. The main objective is to support the government in alleviating pressures exerted by refugee influx and dealing with extremely challenging situations which is unprecedented in any part of the Middle East. It is unlikely that crisis and the problems caused by it are coming to an end soon, and thus Jordan and other host communities are facing extremely challenging situation (HPN, 2013).

UNICEF has been involved in supplying comprehensive Water, Sanitation, and Hygiene (WASH) services in refugee camps such as Azraq camp, Za'atari camp, Cyber City (CC), and King Abdullah Park (KAP). UNICEF is working in collaboration with various other organizations in order to fulfil various WASH needs such as facilitating access to safe drinking water, providing sanitation facilities, managing Solid and water waste, and hygiene promotion (unicef.org, 2015). The combined efforts resulted in providing over 35 litres of water per person per day, building 2800 latrines, 2000 showers, and 700 water points in Za'atari. UNICEF and ACTED catered the WASH needs of 95,000 Refugees. UNICEF and ACTED have also been focusing on assisting host communities. For example in public schools of Jordan, they provided WASH services to 188,000 Jordanian and Syrian students in around 3,041 schools. There are 10 more water and sanitation infrastructure projects planned in Irbid, Zarqa, and

Mafrq that will benefit over 800,000 Jordanians and Syrians in host communities (unicef.org, 2015).

UNESCO plays a very active role in international efforts to help Jordan deal with the consequences of the Syrian conflict. To adapt to the rapid evolution of new developmental and humanitarian, UNESCO works at an accelerated pace since mid-2013 in various program levels to support stakeholders in Jordan, both in humanitarian activities (Plan regional response 6) and in the national recovery Plan (Betts and Collier, 2015). UNESCO plays a leading role in Jordan in the education sector at the strategic level, both in the mechanism of humanitarian coordination and structure - based aid resilience, namely the "Platform for community support host" (Achilli, 2015).

UNESCO has also promoted access to formal education, non - formal education and preparation for life of Syrian refugee children and young Jordanians and has improved the skills of teachers and supervisors and officials of the Ministry of Education to respond to the challenges they face in schools before the arrival of Syrian students. In addition, it has also provided analytical support to the Ministry of Education for the development of management tools sector in the context of the crisis (Hall, 2013).

The Organization has also launched a joint program with UN Women, which focuses on providing employment opportunities for rural women and to link this element to the cultural heritage of northern Jordan in one of the areas most affected by the influx Syrian refugees. Finally, UNESCO has played an active role in the fight against illicit trafficking and looting Syrian cultural objects, through implementation of advocacy and awareness for the protection of endangered heritage and strengthening regional and international cooperation (El-Khatib et al., 2013).

Danish Refugee Council (DRC) stated operation in Jordan in 2003 during the Iraqi refugee crisis. Since 2012, DRC has played a significant role in multi-sector Syrian crisis. The focus of DRC operations is Amman, which is hosting over 25% of all Syrian refugees Jordan. It has been active in other southern governorates such as Karak, Tafileh, and Ma'an and DRC is proud to maintain continuous presence as the only INGO. It serves Syrian refugees as well as vulnerable Jordanian households. There are also significant efforts in Mafraq and Irbid governorates and recently started operation in Azraq refugee camp. By the end of April 2016, approximately 81% of all Syrian refugees are living in peri-urban or urban settings while the camps hold only 19% (mostly Azraq and Za'atari). In 2015 alone, DRC Jordan assisted 65,000 refugees (identified vulnerable) by providing life-skills trainings, psychological support, information provision, cash assistance, and referral assistance (DRC, 2016).

Oxfam has also played an active role and claims that it has provided humanitarian aid to nearly half a million refugees in Jordan and Lebanon, ensuring access to potable water, money in cash, and emergency supplies such as blankets and stoves, and vouchers for hygienic products. We also provide information to families about their legal and human rights and help them access medical, legal or support services (Margesson and Chesser, 2013). Oxfam also built blocks of latrines and showers in refugee camps, informal settlements and routes that people use to flee from Syria through the desert. Oxfam has also repaired latrines in host communities and installed water distribution systems through pipes in the refugee camp of Zaatari. Oxfam also supplies clean water to the Syrian population in the country through tankers and initiatives for the rehabilitation of infrastructure and workover.

The overall role of NGOs has been large and effective and succeeded in preventing mortality. However, humanitarian agencies have focused on camp settings overwhelmingly and

have missed other critical needs of refugees in urban settings (Yazgan, Utku and Sirkeci, 2015). In the urban areas, refugees majorly rely on their own and on government services. It is important to appreciate the role of UNHCR as it has successfully implemented a large-scale and effective response. But there are considerable criticisms on the level of coordination (Abisaab et al., 2014). There is a significant lack of coordination among different agencies and the government along with considerable challenges contributing to the coordination gap, thus leading to a lack of leadership and long term strategy. It is fair to opine that there is a very large humanitarian machine operating in Jordan and also it established relatively quickly, yet the focus of this machine is to accomplish easier tasks and it often fails at managing complex tasks, for example managing the refugees in urban settings (Yazgan, Utku and Sirkeci, 2015). Although there have been similar doubts and predictions yet it seems that due to lack of coordination and proper unified leadership the overall humanitarian response was good but poorly directed (Zyck, 2013).

Section D

The Need and Importance of Coordination among Humanitarian Organizations

The Government of Jordan drafted the Jordan Response Plan 2015 with the aim to coordinate between national, local, and international partners in Syrian crisis challenges. This plan consolidates the responses in humanitarian and development plans into a single comprehensive framework led by the country in accordance with the principles of the Paris Declaration (Crisp et al., 2013). Response Plan Jordan 2015 seeks to bridge the gap between humanitarian approaches and building resilience and reconciling program objectives, funding mechanisms and operating systems often operate in parallel when respond to the vital needs in

the short term, in addition to other systemic and institutional medium and long term considerations (MOPIC , 2015).. One of the main aims of this programme is to establish high level of communication and collaboration among various humanitarian organisations in order to maximise sharing of information and organisational efficacy which in turn would optimise services to refugees as well as host communities (Abisaab et al., 2014).

It was noted that if it had the support of all actors, this approach could positively transform the way the international community to assisting the people of Jordan. The delegation also noted the need to promote the development of Jordan disaster, rather than simply reacting to various natural disasters and manmade (Balsari et al., 2015). Response Program 2015 Jordan adopted a system based on resilience to mitigate and respond to the effects exerted by the Syrian refugee crisis in Jordan and host communities. The coordination among various organisations, particularly logistic information is critical to the success of Jordanian response plan in tackling future crises and tensions arising from continued crisis (Ferris, Kirişçi and Shaikh, 2013).

Collaboration between UN agencies and the government is noticeable. The country team of the United Nations in Jordan is making notable progress in promoting coherence to improve coordination among humanitarian programs, promoting resilience and long-term development (Abisaab et al., 2014). The merger of the functions of the Resident Coordinator and Humanitarian Coordinator was a crucial first step in the transition towards a coherent structure of the leadership of the United Nations to coordinate humanitarian action and development assistance with the aim of boosting the resilience of Jordan (Sami et al., 2014).

Zyck and Armstrong (2014) noted the lack of coordination among the various agencies, particularly in the context of the work performed in accordance with their respective mandates. They all focus on maintaining or boosting their own visibility. Although Jordan has not yet

adopted the approach "Delivering as One", it is vital that agencies adopt a holistic approach and speak with one voice in order to improve and strengthen coherence, coordination of delivery services and accountability. This is essential to achieve positive results (Sharp and Blanchard, 2013).

Challenges and Shortcomings to Coordination

The main reason of lack of coordination is that the humanitarian situation involves a large array of variety of diverse actors and therefore they bring in their fair amount of challenges, issues, and criticisms (Francis, 2015). Following are some major challenges that hurdle effective communication and collaboration among various humanitarian organisation with local NGOs among others.

Lack of Strategic Coordination and Planning

As mentioned in the previous discussion, the donor actors are diverse. Prior to the crisis, the majority of the work done was directly through the embassies and in accordance with the decisions made in the capitals (Hall, 2013). However, unsurprisingly, these settings inhibited all sorts of strategic planning except planning for the day-to-day reaction (Hall, 2013). So to tackle the problem of coordination among various agencies multi-partnerships, there must be a leading organisation that should be responsible for the development and successful implementation of a strategic framework. But since there is a lack of leadership, the overall aid process has only short-term benefits. For an organisation to deal with leadership issues effectively, it must face following main challenges (Francis, 2015).

The main hurdle faced by UNHCR in Jordan is that it is triple hated (having three roles at the same time), although it made significant efforts to avoid the situation. The UN refugee

agency is acting not only as a donor, but also as a coordinator and implementation partner. The triple roles make it difficult to function effectively in all three roles, especially due to the enormous scale of the Syrian crisis (Zetter and Ruaudel, 2014). Thus, a widespread concern has emerged among all the humanitarian actors about the role and ability of UNHCR in leading and coordinating, although in general, the coordination as well as the response has been improved (Yazgan, Utku and Sirkeci, 2015). Some of the critics have argued that UNHCR lacks the experience to deal with a crisis of such massive scale, particularly in delivering leadership and coordination functions (although it created a dedicated unit for coordination) (Balsari et al., 2015).

Short-term versus Long-term Orientation

Another problem is that majority of the organisations tend to treat this crisis in short term or as an emergency response, however, Syrian war has become a long-term crisis which requires strategic planning and coordination among all actors including government, international and local organisations (Balsari, et al., 2016). This problem can be credited to the tendency of humanitarian organisations to treat this crisis as a refugee one instead of a humanitarian one. The reason of this tendency lies with inclination of an organisation to work within the organisational context and goals only (Yazgan, Utku and Sirkeci, 2015). This in turn hindered full and prompt acknowledgement of the spill-over effects of this crisis on hosting communities and economies, infrastructure, and social cohesion of neighbouring countries (Mitri, 2014). Although there has been clear discussion about the impacts of the Syrian crisis on neighbouring countries for instance the implementation of livelihood projects, yet there have been some mistakes made in developing and pursuing an inclusive institutional environment (Mitri, 2014). Thus it is

important that all organisations should change their approach to deal with this crisis by collaborative working.

Lack of leadership

Lack of leadership has also been considered as a significant factor that reduces organisational efficiency. Furthermore, considering the transition from emergency response to a response towards an elongated long-term crisis means that the focus of the development agencies should be to facilitate host communities efficiently to face the refugee management issues (Mitri, 2014; Hall, 2013). Thus, within this perspective a more established organisation such as the UNDP should be considered as the most suitable candidate for leadership and developing an Early Recovery Strategy (Fargues and Fandrich, 2012). In case of such a massive scale and prolonged crisis and various organisations failed to do so assistance is essential which is not possible without effective collaboration (Margesson and Chesser, 2013). According to (Berti, 2015), also highlighted coordination issues and suggested that UNDP can play a significant role in the development projects.

Poor Information Sharing Infrastructure

One of the major impacts of the shortfall in the inter-agency coordination is poor information sharing leading to a lack of census (El-Khatib et al., 2013). Furthermore, data collection process is also difficult and shows varying results and do not fulfil the standards accuracy (El-Khatib et al., 2013). For example, the WFP conducted a Vulnerability Assessment of Syrian Refugees (VASyR) in the beginning of 2013, under the aim to improve targeting of main beneficiaries based on the identification of vulnerabilities (El-Khatib et al., 2013). The

conclusions of the survey show that 12% of the refugees show severe vulnerability, 65% of the refugees show moderate vulnerability, implying that around 35% of refugees do not need emergency assistance for example food aid. Fundamentally, this survey was to assist in identifying targets and to verify and assess registration of refugees, but UNHCR requested to focus mainly on food assistance. Thus, although there was a complicated formula used for VASyR study, but the indicators used for the survey were inaccurate. This means that they do not show actual situation instead they show improvement (Betts and Collier, 2015).

Organisational Limitations

Local NGOs and small social organisations are also actively participating in this crisis. All these are relatively smaller organisations as compared to those mentioned above and are also no match to the government. The main limitation of local NGOs and organisations is that they lack in adequate resources both financial and human resources. Due to limited financial resource the local NGOs are unable to launch large scale programmes. Furthermore, smaller NGOs also lack highly trained and capable staff (ref).

Lack of Funds

Finally, the lack of coordination issue is compounded by the existence of non-traditional donors (Betts and Collier, 2015; Schneider, et al., 2016). The USD 2.99 billion funded Jordan Response Plan, in coordination with the government of Jordan, has proven to be insufficient because the aid-approach from a solely aid-focused strategy to a more comprehensive host community development plan which is central to necessary the humanitarian response in the

situation. It is important to meet the needs of both host communities and refugees. However, the lack of funding continues to rise. Due to shortfall in funding the Jordanian government is forced to reduce services to refugees. Which include cash assistance, education, and health care, and protection of women and children (Balsari, et al., 2015).

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