Zaatari Camp Management Council
Background Guide

Chair: Babs Hough
Assistant Chairs: Jillian Riney

Crisis Director: Katarina Huss
Assistant Crisis Directors: Michael Metiva, Nora Teagan, Uzair Bandagi
Dear Delegates,

Welcome to MSUMUN XVIII! My name is Babs Hough and I will be your chair for the Zaatari Camp Management Council. I am a second year student at MSU pursuing a dual degree in Business Management and Humanities Pre-Law with focuses in political science and English. I have been doing MUN since my sophomore year of high school. Last year, for MSUMUN XVII, I was assistant chair for the Yatsenyuk’s Interim Government Committee. In addition to MSUMUN, I am in the Comparative Worldviews club and MSU Students for Life. I also work as a research assistant and resident assistant on campus. In my free time I enjoy reading and hanging out with my friends and have a habit of becoming engrossed in conversations on political philosophy.

While I am originally from Holland, Michigan I lived in Istanbul, Turkey from 2006-2012. Living overseas introduced me to many perspectives, cultures, and people. Wanting to continue immersion in other cultures and helping newcomers, I began volunteering at the Refugee Development Center (RDC) in Lansing. The following semester I interned at the RDC and since my interest in the refugee crisis has only increased. The Zaatari Refugee Camp in Jordan, I feel, provides an encompassing yet unique view of the crisis. The management of the camp faces a plethora of issues all while attempting to prevent the camp from becoming a permanent settlement. Upon researching the camp you’ll find that the obstacles are endless, the camp’s management is creative, and the people are hopeful. It is very human and very intimate topic; I hope that you enjoy learning about it as much as I have.

This year I am fortunate to have a wonderful assistant chair, Jillian Riney. Jillian is a first year student at MSU planning on studying International Relations in James Madison College. In addition to MSUMUN, she is on MSU’s competitive MUN team and the Honors College Dean’s Advisory Council. Being extremely passionate about Arabic and Middle Eastern studies, Jillian is a perfect fit for this committee.

Sincerely,
Babs Hough
Chair, Zaatari Camp Management Council

SRA @ msumun.org
Dear Delegates,

My name is Katarina Huss, I will be your Crisis Director for Zaatari Camp Management Council at MSUMUN XVIII. I am a sophomore in James Madison College at MSU majoring in Comparative Cultures and Politics and Social Relations and Policy, with minors in Peace and Justice Studies and Political Economy. This is my second year of Model UN experience. Last year I served as an Assistant Crisis Director on Yatsenyuk’s Interim Government for MSUMUN XVII, and competed with the International Relations Organization at MSU. I am also a policy writer and Communications Director for the Roosevelt Institute at Michigan State, focusing on refugee and immigration policy. Additionally, I am an intern with the Refugee Development Center in Lansing, MI as an ESOL Teacher.

I am so excited to be sharing this committee with you. Typically, committees approach the refugee crisis and refugee camps with broad assumptions and vague resolutions. However, as you will find, Zaatari is an incredibly complex temporary city. Many different organizations are working hard everyday to innovate and improve lives of displaced peoples living in Zaatari. They have made incredible progress, but it is time that we as the next generation of policy leaders, begin to imagine other solutions.

Helping me to direct this committee in the crisis room is a fantastic team of ACDs: Michael Metiva, a graduate student studying Environmental Geosciences. Michael directed the committee “2099: Survival of the Martian Colonies” during MSUMUN XVII and was a member and treasurer of IRO as an undergraduate. Nora Teagan, a Freshman in James Madison College majoring in Comparative Cultures and Politics. In addition to MSUMUN, she is in IRO, Case Hall Government, and Associated Students of MSU’s Freshman Council. Uzair Bandagi, a Freshman in James Madison College majoring in International Relations and Economics. He has been doing MUN since his freshman year of high school and continues to be involved as a member of IRO. He is also a member of the Muslim Student Association.

Babs Hough, my fellow senior staff, and I consider the case of the Zaatari Camp a critical issue to examine. Not only will this committee with reveal new information to you about an ongoing issue, we hope that you develop your skills as leaders and communicators while cooperating with other delegates to create the best possible outcomes. We hope that you will become the next generation of innovators who will seek to improve the lives of others in new and astounding ways. There are no right answers in a crisis, only ideas to test. We are so excited to work with all of you!

Sincerely,

Katarina Huss
Crisis Director, Zaatari Camp Management Council

crisiscommittee4@msumun.org
Introduction

The Syrian Civil war broke out in 2011 and began the Refugee Crisis in Middle East. The ongoing violence has displaced 65 million people worldwide. Nearly 22 million of those displaced are refugees. According to international law, as established by the 1951 Convention on Refugees and the 1967 Protocol, refugees are persons who “owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it.” Syrian refugees fleeing violence found themselves primarily in Jordan, Lebanon, Turkey, and Egypt.

Jordan, as a neighboring country to Syria, houses a bulk of the displaced Syrians. Despite not signing the 1951 Refugee Convention or the 1967 Protocol, Jordan has a long history with refugees. Since 1948, Jordan has hosted refugees from Palestine, Kuwait, and Iraq. Since the Syrian war, more than 650,000 refugees from various Middle Eastern countries live within Jordan. However, there likely more than a million unregistered refugees and migrants in Jordan, with more passing through every day. To accommodate the mass influx of Syrian refugees, Jordan allowed United Nations High Commissioner on Refugees (UNHCR) to construct various refugee camps in Jordan. In 2012, UNHCR constructed the Zaatari Camp.

Zaatari is located approximately 8 miles from the Syrian border. It is the largest refugee camp in the Middle East and the second largest refugee camp in the world. When constructed, the camp had only basic resources for the refugee’s survival. It has now spiraled into a city-like home for nearly 79,000 refugees. Since its construction more than half a million people have passed through Zaatari with 125,000 people living in the camp at its peak. Nearly 57% of the camp is under the age of 18, and 80 children are born in the camp each week. Despite its size and age, Zaatari remains a temporary settlement at the insistence of the Jordanian government.

3 Shirin Jaafari, “This refugee camp in Jordan has turned into a frontier town for Syrians escaping war”, PRI, 05 April 2010, https://www.pri.org/stories/2017-04-05/refugee-camp-jordan-has-turned-frontier-town-syrians-escaping-war
Given Jordan’s long history with refugees, the country is reluctant to allow any program that would encourage long term settlement. The influx of refugees caused Jordan to seal their border with Syria on multiple occasions, and it enforces harsh restrictions upon Zaatari.10 Jordan also forbids refugees from living outside of refugee camps, and limits migrant work to certain industries, effectively making refugees dependent on camps and humanitarian aid.11 The dependence is problematic considering that since its conception Zaatari has frequently faced significant funding shortages. Jordan claims that refugee immigration depletes a quarter of its annual budget and already limited resources, making the government even more hostile.12 The Camp Management Council is primarily concerned with providing for the needs of refugees. They manage funding to Zaatari, and cooperate with restrictions by the Jordanian government, all while attempting to implement new programs for Zaatari residents. The Camp Management Council is composed of organizational leaders and working group representatives concerned with the function of the camp. These leaders in the camp are responsible for collaborating with each other to create more durable solutions for camp residents. At their disposal is a wide array of operating non-government organizations (NGOs), all with their own agendas and plans to improve conditions.

Our committee, the Zaatari Camp Council, begins in August of 2012 shortly after the establishment of the camp. This background guide will tell you the situation as it existed in 2012 at the outset of the camp as well as major camp developments since then. As a delegate you will face some of the same problems as actual Council leaders in Zaatari. However, hopefully you and other members of the committee will be able to generate new and creative solutions that avoid some of the major hardships Zaatari faced.

**Camp Planning**

The physical layout of the camp falls mainly under the purview of the Council’s Associate Site Planner. This includes the organization of up to 30,000 shelters, as well as assorted buildings for health services, education, administration, etc.13 Zaatari is currently organized into twelve districts along an approximate grid pattern. This helps facilitate the distribution of food and creates a relatively simple way for electrical grids, piped water systems, and public transportation systems to be structured. Council members such as the Electrical Engineer Associate and WASH representatives are therefore also involved in camp planning, among others.

The camp was established in July 2012, and by August 15,000 refugees had found shelter there. By September, that number had doubled to 30,000. Zaatari’s population continued to grow by tens of thousands of refugees every month until April 2013, when the opening of the nearby Azraq refugee camp allowed Zaatari to shrink from over 125,000 people down to about 80,000.14

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The rapid growth was exceedingly difficult to plan for, and many shelters were erected in that time with very little foresight. To remedy this, a camp-wide restructuring project took place in April 2016. Cranes and trucks were brought in to physically relocate many shelters. The restructuring made the gridded road system more consistent, and allowed space to be used more efficiently. It also provided a clear way to give buildings addresses.\(^\text{15}\) The critical importance of addresses and an organized landscape are often overlooked due to their ubiquity in well-developed areas. Without an address system, delivering services like street mapping, gridded electricity, piped water, and emergency medical response becomes difficult. Many facets of everyday life therefore depend upon the camp having some level of formalized organization.

**Camp Services**

Supplying the basic needs of tens of thousands of refugees is a monumental task. Food, water, and shelter are the three components which are absolutely crucial for the Council to maintain. The World Food Programme (WFP) provides much of the food to refugees living in Zaatari. When the camp was first established, the WFP mainly provided “regular ‘dry’ rations of lentils, rice and bulgur along with sugar, salt and some canned food.”\(^\text{16}\) This system is efficient, as it predetermined amounts of only a select few foods are necessary to feed the camp and delivery is the only aspect requiring coordination. However, it does not allow much room for choosing one’s own food, which can go a long way toward improving morale. To improve this, in September 2013, the WFP moved toward a voucher system which allowed refugees to purchase food from designated shops. This introduced a more complex system for the WFP to administer but allowed refugees the opportunity to purchase the foods they prefer in a wider range of options.

Water services in the camp are provided by the WASH Working Group. Individuals in the camp require 35 liters of water or more per day for needs like drinking, cooking, and sanitation, and the provision of this water can be achieved in a few different ways. Directly providing water in containers or at individual “WASH centers” is the simplest and cheapest in the short-term, but it can pose long-term issues with convenience and camp self-sufficiency. In 2016, three water wells and a wastewater treatment plant were established in order to move toward that self-sufficient point. Piped water supply networks can also provide a viable solution to water distribution, ensuring delivery of water to every household within the camp. However, they require a lot of money and manpower as well as a way to monitor and regulate water use. A piped sewage network and wastewater treatment plant would improve solid waste management and “community-led low-cost recycling are priorities.” Proper water supply and disposal of waste is necessary for health, sanitation, and disease prevention in the camp.

Several different iterations of prefabricated or “prefab” shelters have been used throughout the camp’s history, from simple tents to structures resembling mobile homes. Feedback from the residents points toward increased living space and private hygiene facilities as particularly important to them. Coordinating with donors of these shelters such as Foundation Sheikh Thani Ibn Abdullah for Humanitarian Services, abbreviated RAF, and the Saudi National Campaign is key to replacing and improving existing shelters, and was of particular importance at the camp’s inception when rapid growth threatened to outpace the availability of prefab shelter. One particular challenge facing camp organizers is the mobile nature of the refugee population. Refugees often move in or out of the camp without proper records being kept, and within the camp they change houses frequently as better ones become available. This plays a large role in disrupting the provision of various services geared toward helping specific people or families, as it is nearly impossible to keep accurate records of where a person lives within the camp.

Secondary to the supply of food, water, and shelter is the availability of electricity and transportation to the Syrian refugees in Zaatari. When the camp first opened, no houses had electrical connections. Power was purchased from Jordan’s electrical grid to light up streetlights installed shortly after the camp opened, which made the camp safer. However, theft of electricity from these streetlight connections soon became common. Through the installation of power lines refugees living in Zaatari now have access to 8-9 hours of electricity per day, although the cost of providing these services is in the millions of dollars per year.

For transportation, most people travel on foot. Many roads remain unpaved, likely due in part to the reluctance of the Jordanian government to allow permanent developments in Zaatari. A bus system, administered mainly

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20 Ibid.
by the Associate Site Planner, runs around the perimeter of the camp connecting a variety of administration buildings, resource distribution centers, and points-of-entry into Zaatari.\(^{23}\) Notably, it does not serve to connect children to schools. This, combined with other safety factors, may partially explain depressed rates of attendance in the camp.

Sanitation services in Zaatari include water and latrine infrastructure, hygiene services, and water delivery.\(^{24}\) The drought and water scarcity in Jordan along with limitations in facilities complicates these issues severely.\(^{25}\) Both Oxfam and ACTED had provided water truck delivery services to help with the situation.\(^{26}\) Solid waste management and hygiene require a certain amount of infrastructure to build and maintain. Pre-fab structures and temporary structures have both suffered from theft, overuse, destruction, and lack of cleaning, which discourages residents from using the structures.\(^{27}\) This adversely affects women specifically. Women and girls have reported being embarrassed to access public hygiene facilities thinking the men would keep them from showering. Thus women and girls typically do not access hygiene services at night, or attempt to construct private services from stolen material.\(^{28}\)

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\(^{26}\) Ibid.


\(^{28}\) Ibid.
While Zaatari suffers relatively few outbreaks of highly infectious diseases, failure of administrators to take preventative action to promote hygiene will likely cause problems in the future. Preventing outbreak of disease remains a focus in the camp, but many organizations also work to improve health services in general. The Jordanian Ministry of Health in cooperation with other facilities supply primary and secondary services to refugees in Zaatari. Many barriers prevent adequate access of health services in the camp. Most distinctly, the distance to health services and the inconsistent quality of services provided prevent adequate health care. Additionally, only refugees registered with UNHCR can access public health services.

Despite increased need for mental health services for migrants fleeing war, resources for mental health are stretched in Zaatari. Not only are there limited organizations willing to assist, there is a shortage of trained mental health professionals capable of assisting refugees. Family Planning services are also available through Jordanian Healthy care services for married couples. However, many refugees feel conflicted about receiving such services and often only seek these services when prompted by the family.

Security and Protection
Zaatari is a living “city” in which crime, need for protection, and security exist. While current reported crime rates are low, events that occurred at the inception of Zaatari tell a different story. In 2012, aid workers did not feel comfortable spending the night in the camp. By the end of the first year, however, the camp became increasingly secure and aid workers had moved in permanently. This improvement was largely due to increased meetings between refugees and aid workers in an effort to better understand one another.

Although the camp has made many improvements, it still has a long way to go. A camp manager identified the three key reasons for high levels of criminal activity in Zaatari as: “1) Syrians’ historical mistrust of elites...
begets mistrust of aid workers who often constrict camp residents’ freedoms; 2) the anger at the international community’s failure to end the fighting, resulting in feelings of entitlement; and 3) organized crime.”

The types of crimes that the Camp Council are mainly concerned with include violence, theft, and sexual assault. Refugee-refugee and refugee-aid worker violence are two kinds of violence seen in Zaatari and, initially, both types of violence were prevalent. Fist-fights and rock throwing were common occurrences, often resulting in the use of tear gas by authorities. In 2014, refugees attacked a police station, the conflict became so intense that authorities responded with gunfire; one was killed and thirty others were injured. Since this incident, Zaatari has seen a quell in such intense and violent acts.

On the other hand, many accounts of violence are not being reported due to the somewhat unstable nature of policing. Jordanian Lieutenant General Husayn al-Majali has been quoted as saying “there are assaults, burglary, homicides in Zaatari. It’s a town. These things happen.” Placid acceptance of these acts by persons of power discourages reporting and may even propel hidden crime.

Theft has become a growing problem as it is coupled with the poverty of refugees. Both personal and public goods are being stolen at an alarming rate. UNHCR has constructed buildings and tents within the camp in such a way that refugees can pick up tents and steal them, causing homelessness among camp residents.

Sexual violence is also a prevalent camp issue. Although many reports indicate that there is not a large problem with this kind of violence, these reports should be taken in context. Many refugees are already in the most vulnerable positions of their lives and would understandably underreport crimes. Sexual assault, domestic violence, and gang rapes have all been reported within the camp. A camp official noted that organized crime in Zaatari, human trafficking groups, and the Free Syrian Army allows for a growing market in prostitution. In addition to sexual violence, Zaatari faces many challenges with early forced marriages. A report by UN Women finds that “the rate of early marriage among Syrian refugee women and girls is 51.3 percent”. Early marriage is incredibly problematic as it limits the ability of girls to go to school and women to work. Heavy restrictions on a woman's ability to leave the home only perpetuate economic issues, education, social engagement, and the ability to receive aid.

Given that the three most pressing types of crimes are consistently underreported, it is imperative that refugees within the camp have the programs and resources available to them to respond. As preventative measures, Zaatari holds three main forces: The Jordanian Ministry of the Interior which holds charge of the camp through

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36 Ibid.
37 Ibid.
40 Ibid.
the Jordanian police and SRAD, the “gendarmerie” which is a specialized unit of the Jordanian police deployed in cases of emergency, and SIREN, a private firm hired by the British Embassy in hopes of “community policing.” Several humanitarian partners are taking steps to provide services that protect refugees and ensure their well-being through giving them space and opportunities to develop themselves; they mainly aim to ensure survivors still feel as if they are a part of the Zaatari community and can lead a life of dignity after trauma.

### Security and Protection of Children

More than one million children have fled from Syria, 6,675 of whom now call Zaatari their home. Children of Zaatari have lives wrought with instability and crisis. Life in Zaatari is meant to be temporary; the effect of this lack of permanency must not be overlooked. Growing up as a refugee of Zaatari is formative in the mental health and education of children. Zaatarí’s CMC providing adequate support to these children through the combined efforts of Council members, working groups, and partner organizations is vital to the future of these children.

The UNHCR recognizes the gravity of this issue in the recommended reading report, “The Future of Syria--Refugee Children in Crisis.” In the report, the UNHCR provides a full and deep understanding of the hardships and trauma children of Zaatari face. The extensive research and writing demonstrate the enormity of issues faced by refugee children; now it must inspire a response to the same degree.

“UN organizations, and local and international NGOs,” are praised for the ways in which they “are providing crucial support to governments, working to protect and assist Syrian children, and restore a sense of normalcy in their lives.” However, these organizations have not gone far enough. Thus far, the camp contains eight specific organizations that cater to child protection. These organizations provide a wide range of services for children living in Zaatari, including opportunities for appropriate education, psychosocial development support, and mental health services. UNHCR reports that 32% of all refugees living in Zaatari who are receiving mental health support are children. As the World Health Organization sees it “the loss of education and social protection spaces coupled with the physical and psychological damages mean that major challenges in the future are a distinct likelihood for the children of Syria.” The organizations in place are a starting point, but the children of Syria need stability and support for their futures. It is imperative to protect the most vulnerable citizens of our world from a future that has not been supported adequately.

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47 Ibid.


Education

Education, an established basic right for refugees, in Zaatari is mainly under the supervision of UNHCR. Jordan has pledged to have all school-aged refugee children in Zaatari into school by the end of 2017. Current estimates make this goal highly unlikely particularly due to restrictions by the Jordanian government. The Jordanian government does not want to allow the establishment of permanent schools as it would give the impression that the camp is more of a permanent settlement rather than a temporary placement.

Refugees face many barriers to attending school. There are only fifteen schools to serve a population of 80,000. This scarcity means some children have to make long walks to school every day. Many children may instead decide that their time would be better spent supporting their family. Young girls are verbally and sometimes physically harassed at school which deters many of them from going to school and only further perpetuates the issue of early marriage. Furthermore, the schools that exist in the camp are not adequate in addressing physical and mental disabilities. Many children are still dealing with injuries from the conflicts that displaced them: 55% of children in Zaatari have physical disabilities, 32% have mental disabilities, and 13% have both. Some of the most common mental disabilities are PTSD, anxiety, and depression. Meanwhile, about 18% of students are simply not interested in school because they do not see a future beyond living in a refugee camp.

In addition to access to education, the Council must make decisions on curriculum, teacher training, and availability of technology. Planning schools requires coordination with camp planning services, WASH and health, and community services. Establishing schools requires careful planning as the Council must consider complicated issues such as the supply of food to school children and the effect of them no longer working alongside their parents in the markets. Like all of the topics touched on, education requires collaboration amongst working groups, NGOs, and Council members if the camp is to progress.

Livelihoods and Community Services

Employment opportunities for refugees in Zaatari are mainly provided through the Cash for Work initiative, which is run by the Basic Needs and Livelihoods Working Group and partners such as ACTED and OXFAM. Cash for Work employs refugees with skills related to different programs going on in the camp. Some programs, such as those in health, education, or electrical engineering, require more well-trained or highly skilled refugees than do other programs. More than half of all Cash for Work positions are related to WASH programs. A variety of organizations also help refugees set up their own businesses. Unlike most refugee camps, Zaatari has a thriving market in which camp residents buy and sell goods. The market, popularly referred to as ‘Champs Elysees’ after the famous French avenue, hosts more than 3000 shops selling a wide variety of food, household goods, and clothes. Innovative refugees have opened a pizza delivery service,

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51 Ibid.
wedding dress shop, and a pastry shop that employs five other camp residents. The ability to work and own their own businesses helps refugees find some normalcy amidst turmoil.

Community services are an important topic of the Council as they attempt to balance the needs of the refugees with daily life in the camp. As with the “Champs Elysees”, economic opportunities help families develop a sense of self-reliance. Another way that community service working groups try to develop a sense of normalcy is through the establishment of mosques: “The mosque has become a key center of life in Zaatari as in Syria, with 120 mosques in the camp.” Other organizations such as the Union of European Football Associations and the Asian Football Development Project “provide enriching activities for residents, such as football, which has successfully brought residents together.”

In addition to social outlets, community service is concerned with providing camp residents with the tools necessary to connect with the outside world. Camp residents already trade in the camp’s black market that sells electronics such as laptops and smartphones and the equipment necessary to pull data from nearby cell towers. Recently, UN officials have begun exploring the prospect of setting up free wi-fi in the camp. Providing internet access to residents could aid in education, job posting, and communication with family members living elsewhere.

Registration is the legal process for refugees to claim assistance and refugee status in a host country. Typically, refugees register at border crossings and welcome centers. The process of registration includes a documentation of refugees and an interview conducted by a staff member to verify the legitimacy of claim to refugee status. Upon registration refugees are entered into the UNHCR Registration Database. The refugee then receives an identification card from the host country and a ration card from UNHCR to be used within refugee camps. Children and adults receive both documents. Newborns are also registered with UNHCR at birth and are given a Jordanian birth certificate. Failure to register children creates issues of statelessness and increases the likelihood of child recruitment by militant groups. Since Jordan is not a signatory on the 1951 Convention on the Rights of Refugees, UNHCR manages all registration within Jordan. Only registered refugees are officially assisted by UNHCR and permitted to live within Zaatari. Refugees are officially required

to re-register with UNHCR every six months. However many refugees refuse to reregister particularly if they have left the camp or fear deportation by the Jordanian government.

The purpose of registration according to UNHCR is to prevent refoulement (forced return to home country), arbitrary arrest, or detention of refugees. The Jordanian government is ultimately in control of refugees within their country though. There have been reported cases of refugees being prevented from registering with UNHCR, or being deported even after registration. Though UNHCR has no official number for the amount of unregistered individuals living in Zaatari Camp or the rest of Jordan, the number is likely very high. Any Refugee who leaves the refugee camp they are registered in or fails to register with Jordan or UNHCR upon entering the country loses their claim to refugee status.

In 2012, refugees could choose to apply for asylum in Jordan and receive a separate identification card from the Jordanian Ministry of the Interior. Asylum recipients live outside of the refugee camps, often working and living in Jordanian cities. However, as of 2014, Jordan stopped allowing refugees to claim asylum and issuing asylum identification. All refugees are required to live within established refugee camps instead.

The failure of refugees to renew registration after 6 months, double registration of refugees in different countries, and unregistered individuals living in host countries limit the efficacy of humanitarian aid to refugees and complicate the registration process. In 2016, the World Food Programme and UNHCR cooperated to develop a new biometric registration system that scanned the iris of refugees. The eye scan is replacing ration cards in Zaatari and serves to more accurately gauge active refugees living in Zaatari against refugees who have moved to another camp. The length of the registration process causes further problems such as the length of time it takes to register. Since the entire process is handled at the border or welcome center, in 2012, the lengthy process led to long lines due to UNHCR understaffing and most registrations took 8 months to fully complete.

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64 Ibid.


67 Ibid.


Resettlement

The interview process that refugees undergo at registration determines their eligibility for resettlement. As not every refugee can be resettled, UNHCR chooses refugees most vulnerable within refugee camps to be resettled into host nations. Often, women, children, victims of torture or violence, or individuals with medical or physical needs are considered foremost for resettlement. Upon selecting the refugees most eligible for resettlement, UNHCR conducts more interviews and security screenings before referring the refugee to a country they most match for resettlement. Host countries are allowed to conduct their own interviews and security screenings before resettlement.

The International Organization for Migration is one of the main NGOs responsible for the resettlement of refugees from the Zaatari Refugee Camp. It provides assistance to refugees who have been accepted by other countries such as Australia, Canada, the US, and countries in Europe. The IOM manages the Resettlement Support Center for the Middle East and North Africa that assists in most of the resettlement process of refugees in the Middle East. There is not much that can be done within the camp to alleviate this problem except to comply with NGOs like the IOM which work to resettle refugees in willing host.

It is crucial to have an effective and swift process of resettlement otherwise refugees are forced to use unsafe methods of transportation such as being illegally smuggled into Europe on rafts. Thousands die every year trying to flee to Europe. Zaatari Refugee Camp is not meant to be a permanent settlement. This causes a problem for refugees because many lose the necessary paperwork and legal documents required to apply for refugee status through any country’s refugee resettlement program.

Internal/External Affairs

The size of the camp necessitates a multitude of various government and non-government organizations participate in camp activities. These external parties play a significant role in camp planning, funding, and program development. The most notable NGO involved in the camp is UNHCR. Since Jordan is not a signatory on the 1951 Refugee Convention, UNHCR handles all refugee related operations in Jordan, including the management of Zaatari in conjunction with the Jordanian Government. Over half of the members in the Camp Management Council are representatives or employees of UNHCR.

While UNHCR is the largest presence they cannot possibly provide for the entire camp. Other NGOs supplement their actions and programs. As a result, 216 partner organization ranging from the Danish Refugee Council, to Handicap International, to the YMCA operate in Zaatari. Of these, the United Nations Children’s Fund (UNICEF), the French humanitarian Agency for Technical Cooperation and Development (ACTED), the

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Jordan Response Platform to the Syria Crisis (JRPSC)\(^75\), the Jordanian Government’s organization Syrian Refugee Affairs Directorate (SRAD), the World Food Program (WFP), the Norwegian Refugee Council (NRC), and the International Rescue Committee (IRC) have considerable influence on the actions of the Council. Within their own respective area, each member of the camp management and coordination Council communicates with NGOs on a running basis. All Council members must work to balance allegiance to their respective organizations while also working together to advance the Council’s causes and ultimately the welfare of refugees.

In addition to organizational interests, the Council also faces external political, social and even environmental pressure. When nations pledge financial support to Zaatari it is in the camp’s interest to act in a manner that coincides with the wishes of that nation. Naturally, this becomes convoluted as many nations become stakeholders in the camp. Nations that play a critical role in funding and operations of the camp include Jordan, Lebanon, Turkey, many European countries, and the United States.

**Character List**

**Zaatari Camp Management Structure**

Dr. Mohammed abu Khudair: Health Coordinator

Dr. Mohammed abu Khudair is the health coordinator for Jordan’s Ministry of Health. He coordinates new programs to improve health and hygiene initiatives within Zaatari on behalf of the ministry. He can provide health services and determine gaps in health and hygiene plans. Coordinating with other operating NGOs to determine the needs of these actors and evaluate the services provided is critical.

Iyad Shtayiat: Public Health Officer

Iyad Shtayiat is a UNHCR Public Health Officer who provides policy and technical guidance on health, and training. In coordination with WFP and UNICEF, he carries out assessments and program implementation, and

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ensures standard settings and protocols. He develops a Public Health strategy and guidelines for use by UNHCR, with emphasis on Health Information System. He has the ability to enforce compliance with, and integrity of, all public health standard operating procedures.

**Abrassac Kamara: Water Resource Engineer**
Abrassac Kamara is a UNICEF Water Resource Engineer. He works on WASH in schools, water supply projects management, and monitoring. Integrated water resource management, appropriate supply, and quality technology are important to his role. He is also chair of the WASH sector coordination initiative, developing the work-plan for the WASH engineering. He approves disbursement of funds ensuring proper utilization and accountability, and checks that activities are within established plans of action, and the programme budget allotments,

**Jill Hass: WASH Officer**
Jill Hass is the UNHCR WASH Coordinator in water management. She is responsible for creating potable water and sewerage designs for 140km of piping within camp of 85,000 registered refugees. She oversees responsibilities including tender, contract administration and monitoring & evaluation of innovative wet infrastructure servicing as part of humanitarian aid. In coordination with other working groups on WASH initiatives, she must also evaluate infrastructure, communicate with contractors, ensure the progression of projects and evaluate new programs.

**Sergii Lavrukhin: Protection and Security Coordinator**
Sergii Lavrukhin is the UNHCR protection and security coordinator. He maps and analyzes protection risks among the refugee community and resources to implement community-based protection. He can implement new measures for security or design strategies for community building in order to achieve desired outcomes. While he has a lot of freedom to design programs, he must also coordinate with many Council members regularly.

**Rehab Osman Khalifa: Community Officer**
Rehab Osman Khalifa is a UNHCR community officer. In his position, he oversees services offered by community centers, and interacts closely with individuals in community. His interactions are vital to deciding priorities, and can help organize workforces from the community by helping with applications. Needs are assessed through large meetings and surveys, used to open community centers and decide what they offer.

**Ala Almadani: Field Safety Advisor**
Ala Almadani is the UNHCR field safety advisor to the camp Council. He takes on the role of leading and providing appropriate guidance related to security management. In order to effectively manage security he must maintain relations with governmental and non-governmental parties. He can use the power of working with NGOs and private companies in order to improve program design.

**Captain Mahmoud Qasqas: Police Advisor**
Captain Mahmoud Qasqas is a Police Officer in Jordan and a police advisor to the United Nations. As a police advisor, he attends Council meetings and relays information about local security and policing activities. More
than other Council members, he works closely with local Jordanian government in implementing new programs and possible legislation.

Ma’en Al-Alem: Assistant Deputy Director
Ma’en Al-Alem is the assistant deputy director for the International Rescue Committee (IRC). He prepares staff to deal with safety and security-related risks through regular training and briefings. He must ensure that course content remains up-to-date and that the staff is regularly retrained. His influence on security implementation and communication with stakeholders is extensive. Meanwhile, he also maintains a technical reporting relationship with the Regional Safety & Security Adviser.

Phoebe Goodwin: Associate Site Planner
Phoebe Goodwin is a UNHCR architect and shelter specialist for the camp. She has played an instrumental role in the installation of fences, bus stops, art projects and speed bumps near schools. To make changes such as these it is important to collaborate with Council members such as those in education, community services, security. She can effectively alter physical parameters of camp and dictate how the shelters should be organized.

Noor Khrino: Registration Assistant
Noor Khrino is the UNHCR Head of Registration. He is the sole manager of operations of registration within Zaatari and cooperates with other UNHCR registration bases. He ensures that registration is effective and appropriate for needs of the area, assists in implementing registration policies, maintains records, and collaborates with staff and partners. Organized registration is necessary for the camp to run, and to track the flow of refugees, thus his decisions have a profound impact on every other Council member.

Yanal Madanat: Senior Electrical Engineer
Yanal Madanat is a senior electrical engineer working for the UNHCR as a point of contact for all issues related to the electricity network. Madanat decides the electrical supply of hours which has traditionally been eight, but residents are appealing for more. Additionally, he manages electricity training for qualified refugees to manage connections and raise energy awareness.
He supervises 100-200 electrical workers and can implement policies and decide new projects.

Livia Das Neves: Associate Field Advisor Needs and Livelihoods
Livia Das Neves works for the UNHCR as an associate field advisor as part of the basic needs and livelihoods working group. She represents the interests of the UNHCR in the working group, working closely with the Cash for Work program. Neves has begun development of work permits, a promising solution to work-related issues in the camp. Additionally, she directly supervises all BNL issues and sub-groups. Since she is a UNHCR representative her decisions have more pull than those of her counterpart Chris Ringer who works for ACTED.

Chris Ringer: WASH Program Manager
Chris Ringer supervises and builds national staff capacity he co-chairs and coordinates the Basic Needs and Livelihoods Working Group. He works on hygiene promotion and community mobilization teams. He developed the camp water delivery monitoring system. He is the only representative for ACTED on the Council, and so can defend the interests of ACTED without having to consult with another Council member.
Irene Omondi: Community Service Officer Education
Irene Omondi is the UNHCR General Community Service Officer in Zaatari, with a focus on education. She works with organizations to expand educational opportunities for refugees, implement policies, and bring in additional technological resources. Her position as a community service officer is unique in that she works closely with the Cash for Work Program while still focusing on education. Acting as a liaison between educational and work-related programs is fundamental to cooperation and advancement in the Council.

Gavin David White: External Relations Office
Gavin David White is a UNHCR representative who coordinates with external parties. He oversees diplomatic missions, media, donations, research and new projects in order "to persuade and obtain assistance of others on matters of non-routine significance." More than most Council members, he works with outside organizations, he has the final say in what outside parties hear, and is ultimately the face of UNHCR operations within the camp.

Mohamed Ahmad: SRAD Advisor
Mohamed Ahmad is an advisor for the Syrian Refugees Affairs Directorate (SRAD) within the camp. The design of his position with SRAD is to represent the interests and operations of the Jordanian government in Zaatari. He reports to the main branch of SRAD about operations of the Council, can request additional resources or information from SRAD, and can provide approval on upcoming plans in place of the Jordanian government.

Hugh Earp: Non-Food Items Coordinator
Hugh Earp is a representative of the Norwegian Refugee Council (NRC) in Zaatari. He is a member of the Inter-Agency Coordination Brief in charge of Non-Food Item distribution. In this capacity he manages the distribution and obtainment of non-food items within Zaatari under the direction and authorization of the NRC. He develops programs for the distribution of non-food items, organizes the needed resources for the camp population, negotiates with NGOs other needed resources or funding, and is petitioned for new the development of new programs.

Shorouq Fakhouri: Education Coordinator
Shorouq Fakhouri is the education coordinator for UNICEF in Amman, Jordan. He coordinates with partners to accommodate Syrian Refugee school aged children in schools and is trained on psychosocial support for communities in stress. Additionally, he manages induction training and psychosocial support for newly appointed teachers at the schools in the camp and in urban areas. He can implement educational policies such as teacher training programs based on real needs, partnerships, monitoring and evaluation, educational reform, and program management.

Vishal Patel: Information Management Coordination
Vishal Patel works for the Jordan Response Plan for the Syria Crisis (JRPSC) as a member of the Information Management Coordination Group under the Ministry of Planning and Cooperation. Patel works to share information between partners and organizations, conduct needs assessments, stimulate discussion on shared
information, analyze data, and establish statistical standards. Since needs assessments are vital to the operations of the Council, he plays an integral role by overseeing them.

Dorte Jessen: World Food Program Representative
Dorte Jessen is a representative for the World Food Program’s (WFP) operations in Syria and Jordan. She Coordinates and organizes all WFP programming within Jordan with respect to partner organization Jordan Hashemite Charity Organization (JHCO). Jessen is unique to the committee in that she can access WFP functioning programs, request funding and new programs to begin from WFP, and access any WFP resources. She oversees the functionality of WFP distribution in Zaatari, and communicates with other representatives in the area.

Questions to Consider
1. In what ways can the Camp Management Council cooperate in new ways to improve the conditions in Zaatari for residents while keeping the camp temporary?
2. How can we better collaborate amongst NGOs and programs to create effective programs?
3. How can camp programs be made less costly, but more effective for residents?
4. What does it mean to improve the livelihoods of refugees?
5. How can the Camp Management Council better prepare refugees to participate in integration, resettlement, or repatriation?

Additional Resources
- Syrian Refugee Stories by UN Development Program (https://stories.undp.org/syrian-voices)
- UNHCR Jordan (http://www.unhcr.jo/)
- World Food Program Jordan (https://wfpusa.org/countries/jordan/)
- Reliable News Sources: Al Jazeera, Reuters, WFP, UN News Centre, The Atlantic, NYT, Oxfam, International Rescue Committee, ACTED,
- MSUMUN Twitter: @Zataari_MSUMUN