



The Greater Amman Municipality

Crisis Management and Response Guide

Guide



Acknowledgements

Developed by the Strong Cities Network's MENA Regional Hub in partnership with the Greater Amman Municipality (GAM), this Guide reflects local priorities in Amman while drawing on international practice in city-led crisis response. In doing so, it builds on and adapts the Strong Cities publication, *A Guide for City-Led Response*, ensuring that international good practice is translated into practical tools tailored to Amman's context.

This work has been possible thanks to the leadership of the Mayor of Amman and the Committee for Crisis and Emergency Management, as well as the active engagement of GAM Crisis Management Teams and colleagues across departments, including Social Development, Municipal Services, Urban Planning, Transport, Environment and Media & Communications. Their insights, testing and review have ensured that this is not only a strategic reference but also a practical, operational resource for the city.

The process has also benefited from strong cooperation with national counterparts whose mandates frame local action. The National Centre for Security and Crisis Management (NCSCM), the Ministry of Interior, the Public Security Directorate and Jordan Civil Defence provided coordination and technical input that helped align municipal procedures with national frameworks, reinforcing the complementarity of local and national response.

In addition, this Guide has been strengthened by external expertise. We extend special thanks to Dr Hiba Ewawi, crisis management expert, for her direct contribution to the drafting of this resource. We also thank Colonel Major Mokhtar Ben Nasr, senior crisis management expert and former President of Tunisia's National Commission for Countering Terrorism (CNLCT), together with peers from the Municipality of Strasbourg and Manchester City Council, whose shared knowledge and experience enhanced GAM's capacities in city-led crisis preparedness and response.

Finally, we acknowledge the vital role played by civil society organisations, community leaders and service providers in Amman. Their continued commitment to inclusive, community-centred preparedness, response and recovery remains indispensable in ensuring that the approaches outlined in this Guide are grounded in and responsive to the needs of the communities they are designed to serve.

This publication was made possible by generous support from the European Union. The views expressed do not necessarily reflect those of the Strong Cities Network's membership in its entirety nor its donors, partners and supporters.

The Strong Cities Network is hosted by the Institute for Strategic Dialogue (ISD). Production of this Guide was led by ISD's Strong Cities team. ISD continues to host the Management Unit and contributes its research and expertise to meet the policy and practice needs of cities and local governments around the world.

Institute for Strategic Dialogue (ISD)

The Institute for Strategic Dialogue (ISD) worked with mayors and government partners to launch Strong Cities at a meeting during the opening of the UN General Assembly in 2015. Since then, ISD has expanded and supported Strong Cities membership and has delivered its programming.

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Greater
Amman
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Acronyms

CMRG

Crisis Management and Response Guide

GAM

Greater Amman Municipality

HCCEM

Higher Committee for Crisis and Emergency Management

JNT

Joint National Committees

NCSCM:

National Center for Security and Crisis Management

Glossary

Action Point: A designated task within the crisis management framework where specific actions are carried out. In this Guide, action point refers to a defined element of preparedness, response, or recovery efforts, assigned to ensure coordinated and effective municipal action.

Crisis Management: The proactive and strategic direction of resources, people, and operations to lead the municipality through a crisis and support its recovery.

Crisis Management Team: A coordinated group with defined roles, responsibilities, and supporting units, established to manage and direct preparedness, response, and recovery activities during crises.

Emergency response: Tactical actions undertaken during and immediately after a crisis to protect lives, preserve property, and stabilize conditions.

Mayor: The senior-most official of the Greater Amman Municipality, responsible for directing emergency and crisis management, ensuring coordination with national authorities, and maintaining communication with residents, while operating within the framework of national governance.

National and Government Agencies (Joint National Committees): Bodies within the national governance structure that coordinate and support response efforts, implementing strategic directives through joint operational activities.

About this Guide

This Crisis Management and Response Guide provides the Greater Amman Municipality (GAM) with a practical, operational framework to help prepare for, manage and learn from crises. It is designed to strengthen the Municipality's ability to protect communities, maintain services and support response and recovery when crises happen.

The Guide recognises GAM's unique leadership role in engaging with communities, providing accurate information and coordinating locally, while working

alongside national and international partners.

Developed from local and international good practice, this Guide aims to complement national efforts by aligning closely with national objectives and reinforcing coordinated action.

Finally, this Guide is a living resource that will be updated as GAM continues to learn from experience, ensuring it remains relevant, practical and responsive to future challenges.



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Crisis Management and Response Toolkit

Introduction

Purpose and Scope

The Crisis Management and Response Guide for the Greater Amman Municipality (GAM) provides a structured and practical framework to strengthen local crisis management and response efforts. The Guide aims to support GAM's leadership, departments and partners in preparing for, managing and recovering from crises, while helping to safeguard residents, infrastructure and services, and ensuring that municipal actions remain aligned with national frameworks and responsive to Amman's specific needs.

In addition to offering adapted measures to address local operational needs, the Guide includes practical tools, templates and procedures designed to improve coordination, decision-making and service continuity at the municipal level. These resources aim to build the capacity of those involved in crisis management and enhance the effectiveness of municipal processes before, during and after crises.

Whilst national bodies such as the National Centre for Security and Crisis Management (NCSCM) provide overarching coordination and national policy direction, this Guide supports municipal needs. By promoting alignment with national priorities and offering practical, ready-to-use resources, this Crisis Management and Response Guide contributes to a more coordinated, effective and resilient city response.

Local Context and Risk Landscape

Amman, the capital and largest city of the Hashemite Kingdom of Jordan, is a rapidly growing urban hub with a population exceeding four million (Department of Statistics, 2025). Situated across a landscape of hills and valleys, the city functions as Jordan's political, economic and administrative heart. Its strategic location, combined with its role as a destination for both internal migration and regional displacement, places increasing pressure on city services, infrastructure and housing (UN-Habitat, 2022).

Amman's economy is shaped by a mix of formal and informal sectors, serving a diverse population with varying social and economic needs. These

characteristics significantly influence how emergencies are experienced, how services are accessed and how communities are supported during times of crisis (Resilient Cities Network, 2017; Greater Amman Municipality, 2022).

Identifying Immediate Risks and Secondary Impacts

With over four million residents, Amman has demonstrated notable resilience in accommodating rapid urban expansion and integrating migrant communities. However, the city now confronts increasingly complex and interconnected challenges: climate change, economic strain and resource scarcity are placing growing demands on its infrastructure and services (Halaseh, 2024). In response, the Greater Amman Municipality must continuously enhance its crisis preparedness and response capabilities to effectively meet these evolving demands (Greater Amman Municipality, 2024; Ababsa & Abu Hussein, 2020).

(Refer to Toolkit: 02. Risk Assessment, Mitigation and Register Template)

What Are the Immediate Risks?

The Greater Amman Municipality has identified key risks that could disrupt daily life and affect municipal operations. These risks include:

- Accidents in buildings and facilities
- Damage to public infrastructure and utilities
- Natural disasters
- Technical failures
- Industrial incidents
- Outbreaks of epidemics and diseases
- Labour related incidents
- Armed conflicts and political unrest
- National-level crises

Understanding Secondary Impacts

In addition to the direct impacts of various risks, secondary effects can intensify a crisis and weaken social cohesion. These may include:

- Rising social tensions, particularly during resource shortages or periods of high population influx.
- Spread of misinformation, where rumours and false information create fear, confusion or unsafe behaviour.

- Economic disruption and instability, including loss of income or services, which may fuel inequality, crime and unrest.

Recognising both immediate and secondary impacts is essential. Addressing them early supports vulnerable communities, builds public trust and strengthens the municipality's overall response.



Chapter 1: Leadership in Crisis Management and Response

The Role of the Mayor

As the highest-ranking official in Amman's municipal structure, the Mayor of Amman is responsible for leading Greater Amman Municipality's Higher Committee for Crisis and Emergency Management.

The Mayor helps ensure that local actions support national response efforts and reflect city-level priorities. This includes maintaining communication with residents and collaborating with national authorities as needed.

Whilst the Mayor holds a leading role at the city level, the position functions within the framework of national governance and in coordination with central government institutions.

The Role of Local Authorities

Local authorities serve as the first line of defence in emergency and crisis management response. In the capital, the Greater Amman Municipality (GAM) holds a significant role in preparing for, managing and responding to local emergencies by coordinating city services and addressing community needs during times of disruption.

Whilst the National Centre for Security and Crisis Management (NCSCM) oversees national-level coordination, GAM is responsible for supporting on-the-ground operations in Amman. This includes managing municipal services, supporting emergency responders and ensuring essential services remain available to residents with as little interruption as possible.

Target Audience and Stakeholders

In addition to operational leadership, the Greater Amman Municipality (GAM) works closely with community stakeholders and local organisations to promote social resilience and respond to evolving community needs. Strong cooperation between GAM and its partners is essential for protecting the city and supporting its residents through any crisis.

Greater Amman Municipality's Crisis Management and Response Guide is intended for those directly involved in crisis management and response efforts. Its effectiveness relies on strong coordination and collaboration across all levels of engagement. Key audiences include:

- The Mayor and the Higher Committee for Crisis and Emergency Management
- GAM Crisis management Teams
- National and Government Agencies (Joint National Committees)
- Local and International Partners

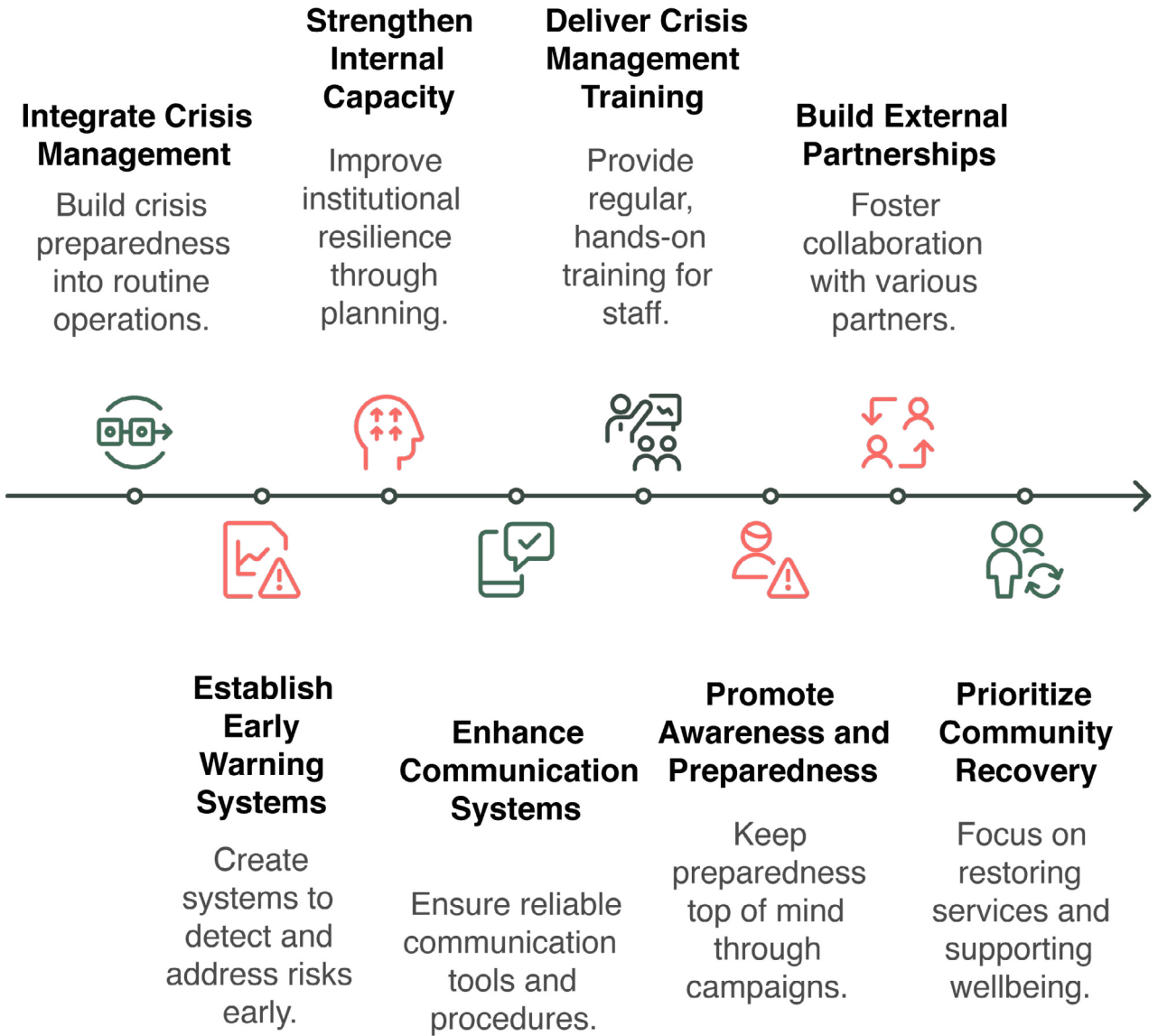
Enhancing Municipal Crisis Management Capabilities

Strategic Priorities for Effective Crisis Management in GAM

A crisis is a significant disruption whether anticipated or unexpected that requires swift and decisive action. Within the Greater Amman Municipality (GAM), a crisis can interrupt essential municipal operations and endanger the well-being of residents, services and

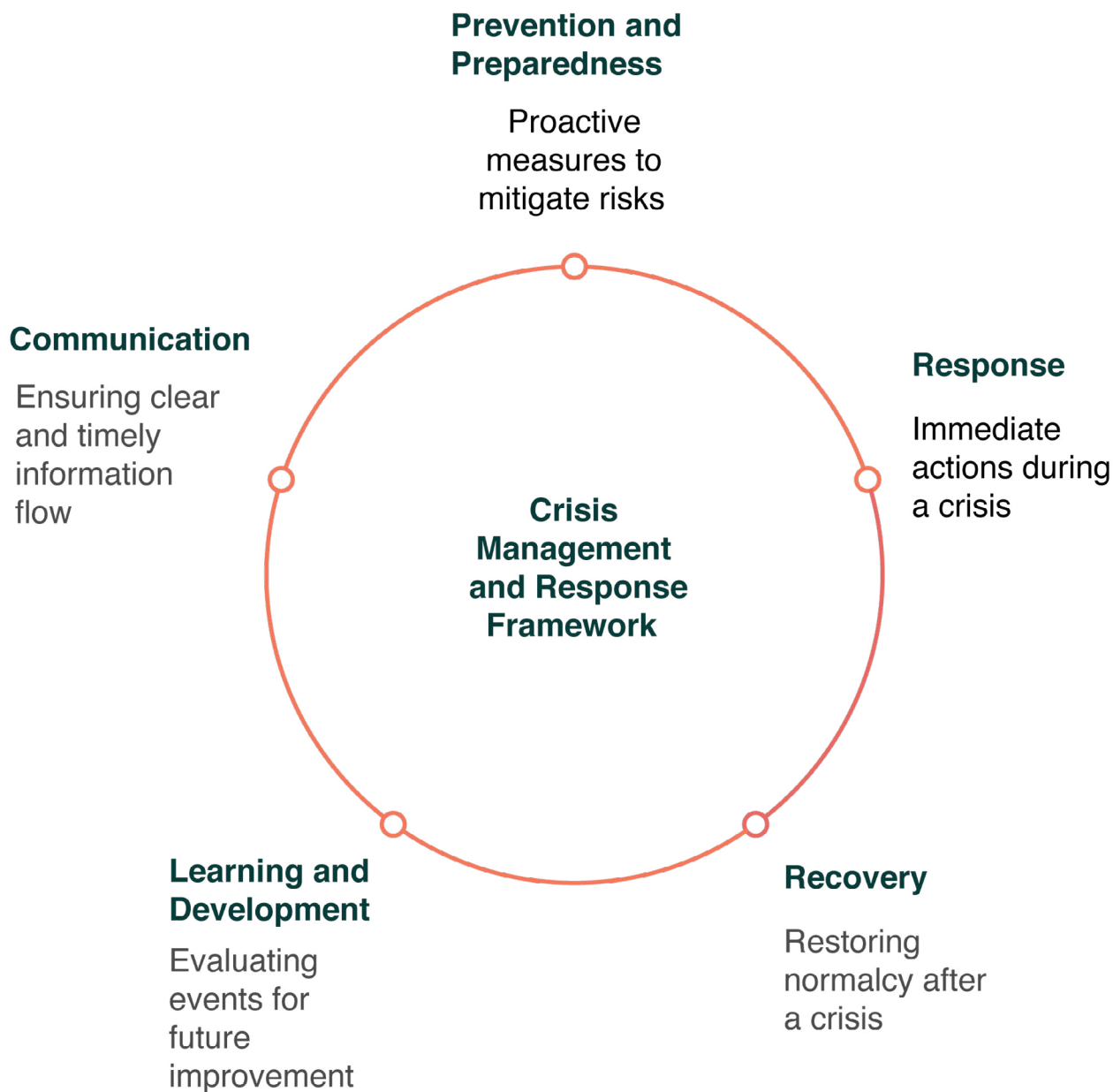
infrastructure. Establishing a clear understanding of what constitutes a crisis is a critical first step in ensuring an effective, coordinated response.

To strengthen the ability to prepare for, respond to, recover and learn from crises Greater Amman Municipality should:



Using the Crisis Management Framework to Lead with Confidence

In a crisis, quick, clear and coordinated action is vital. The Greater Amman Municipality (GAM) should apply the **Crisis Management and Response Framework**, a practical tool that guides actions before, during and after crises. The framework helps to establish clear roles, decision-making processes and communication channels to reduce confusion, speed up response and align efforts across all levels of GAM.



Using the framework, GAM will:

- Protect lives and maintain essential services,
- Strengthen internal and external coordination,
- Build public trust through clear communication,
- Enable faster, more resilient recovery.

Action Point: Conduct annual training sessions for designated crisis focal points in each GAM department on the application of the GAM Crisis Management and Response Framework.

Chapter 2

Preparedness and Community Engagement

Foundations of Prevention and Preparedness

Effective crisis management requires proactive planning and a sustained culture of readiness. Preparation goes beyond written plans; it involves embedding readiness practices across all GAM departments and within the broader community.

Whilst not all crises can be avoided, their impacts can often be minimised through early risk identification, established procedures and well-trained response teams. Continuous improvement through drills, simulations and plan reviews is essential.

Preparedness is a shared responsibility. GAM must engage collaboratively with national and government agencies, the private sector, civil society organisations and local communities. These partnerships enhance risk awareness, improve coordination and support a unified approach to resilience and crisis response.

Who Should Be Involved in Prevention and Preparedness

Building effective prevention and preparedness systems requires early coordination between a wide range of actors. The goal is to reduce risk, strengthen readiness and ensure that when a crisis occurs, GAM and its partners are ready to act quickly and effectively. Key stakeholders include

The Mayor and the Higher Committee for Crisis and Emergency Management

GAM Crisis Management Teams

Provide strategic oversight, approve plans, lead multi-sector coordination, and integrate risk reduction policies into municipal strategies.

National and Government Agencies (Joint National Committees) ensure local plans align with national frameworks, offer technical and policy support, advise on risk scenarios, participate in preparedness activities, and train staff.

GAM Sectors focus on building and maintaining resilient infrastructure, identifying vulnerabilities in essential systems, and ensuring effective coordination.

Private Sector

Private Sector and Utility Providers work on strengthening continuity plans for critical services and support public awareness and early warning systems.

Community Engagement Teams and Local Leaders promote preparedness at the neighbourhood level, identify local risks, and support early warning and continuity plans.

NGOs and Civil Society Organizations contribute by addressing community needs, especially for vulnerable groups, supporting preparedness risk education and outreach.

Readiness Strategies

Being ready before a crisis occurs is one of the most effective ways to reduce harm and ensure a faster, more organised response. For GAM, pre-crisis readiness means taking practical steps now that will make a real difference when challenges arise later. This includes:

Pre-Crisis Phase: Prevention and Preparedness

Actions

Risk Assessment and Vulnerability Mapping

GAM regularly assesses threats to operations, monitors emerging risks, maps high-risk Areas and evaluates community and infrastructure vulnerabilities using geospatial tools.

Mitigation

Early warning signs are monitored, with strategies developed to reduce risks and manage issues before they escalate.

Toolkit: 02. Risk Assessment, Mitigation, and Register Template.

Strategic Preparedness and Planning

A crisis management structure is established, supported by contingency planning and standardised procedures for crisis operations and communication. Support safe, accessible, and ready emergency shelters through assessment, basic provisioning and coordination with relevant authorities.

Toolkit: 01. Crisis Management Action Plan Framework
03. Crisis Management Team Chart
04. Stakeholder Mapping and Communications Matrix

Resource Allocation and Logistics

Critical resources are identified, inventoried and stockpiled, with partnerships formed to ensure their availability during emergencies.

Toolkit: 08. Pre-crisis Inventory Management Sheet

Training and Capacity Building

Crisis Management and municipal teams receive continuous training, including crisis simulations and media response preparation, to strengthen crisis readiness and coordination.

Toolkit: 07. Crisis Simulation Scenario Template

Communication, Coordination and Public Engagement

Multi-channel alert systems, public education campaigns and accessible communication tools ensure informed and engaged communities. Proactive media relations and pre-drafted messaging support clear, trusted communication during crises.

Toolkit: 05. Crisis Communication Plan and Action Guide
06. Crisis Communication Flow Chart

Action Point: Develop a -12month municipal readiness calendar that schedules monthly activities in risk assessment, training, simulations, stockpiling and communication testing. Share the calendar with all relevant internal and external stakeholders.

Empowering the Community

Community engagement is a vital part of crisis preparedness and response. For the Greater Amman Municipality (GAM), involving residents must be viewed as an ongoing commitment that strengthens resilience and public trust.

Engagement should combine personal interaction such as local meetings and collaboration with community groups with broader outreach through digital tools and public communication. Civil society organisations and NGOs play a crucial role in this process by acting as trusted intermediaries, mobilising resources and advocating for vulnerable populations. Their on-the-ground knowledge and networks enhance the municipality's ability to reach diverse communities effectively. When inclusive and consistent, these efforts help ensure that community needs and perspectives inform crisis planning, contributing to safer, more resilient and well-connected communities.

Community Engagement	Strengthens resilience and public trust as part of crisis preparedness, response and even recovery.
GAM's Commitment	Engagement with residents should be an ongoing effort, not a one-time event.
Engagement Methods	Personal interaction: local meetings and collaboration with community groups. Broader outreach: digital tools and public communication.
Role of NGOs and Civil Society Organisations	Act as trusted intermediaries, mobilise resources, advocate for vulnerable populations and provide local knowledge and access to diverse communities.
Outcome of Effective Engagement	Community-informed crisis planning that leads to safer, more resilient and well-connected communities.

Chapter 3

Strategic Coordination and Effective Communication

Working Together: Stakeholder Identification and Mappings

Strong coordination, clear communication and thorough stakeholder mapping are central to effective crisis management and response. These elements ensure that everyone involved from municipal departments to external partners is aligned and informed. (Refer to *Toolkit: 04. Stakeholder Mapping and Communications Matrix*.)

Whilst different agencies may follow their own protocols, successful crisis management depends

on collaboration. GAM must ensure that all relevant stakeholders are identified early, understand their roles and are connected through reliable information-sharing channels. Without coordination, efforts can become fragmented leading to duplication, delays and missed opportunities to maintain critical municipal services and support wider response efforts.

Action Point: Establish a network of local civil society actors, including CSOs, NGOs and community leaders, organised by priority neighbourhoods. Designate focal points within GAM to coordinate with this network during preparedness and response phases. Review and validate contacts annually in collaboration with local partners.

Emergency Response Crisis Management and Crisis Communication

Emergency Response - Tactical

Objective: To stabilise the situation, immediate actions taken to save lives, protect property and meet basic human needs during an emergency or crisis.

Scope: Tactical; involves first responders and operational teams. Limited to physical safety and immediate surroundings.

Leadership: Emergency Operations unit (Joint National Committees)

Timeframe: Short-term: begins as soon as the incident occurs.

Crisis Management – Strategic

Objective: A strategic and coordinated approach aimed at ensuring the continuity of GAM's core functions, protecting its reputation, restoring order, maintaining public trust and guiding long-term recovery through effective planning, communication and continuous learning.

Scope: Strategic; involves senior leadership, policy-level decisions and cross-sector coordination. Broad, covers systems, services, infrastructure and governance.

Leadership: The Mayor and the Higher Committee for Crisis and Emergency Management, Joint National Committees.

Timeframe: Mid- to long-term: begins during the crisis and continues into recovery.

Crisis Communication

Objective: Keep internal and external stakeholders informed, maintain trust through clear and timely communication, to reduce panic, and support response efforts.

Scope: Cross-cutting, supports both tactical and strategic efforts across all phases of an emergency and crisis.

Leadership: Spokespersons, communication officers, and media teams.

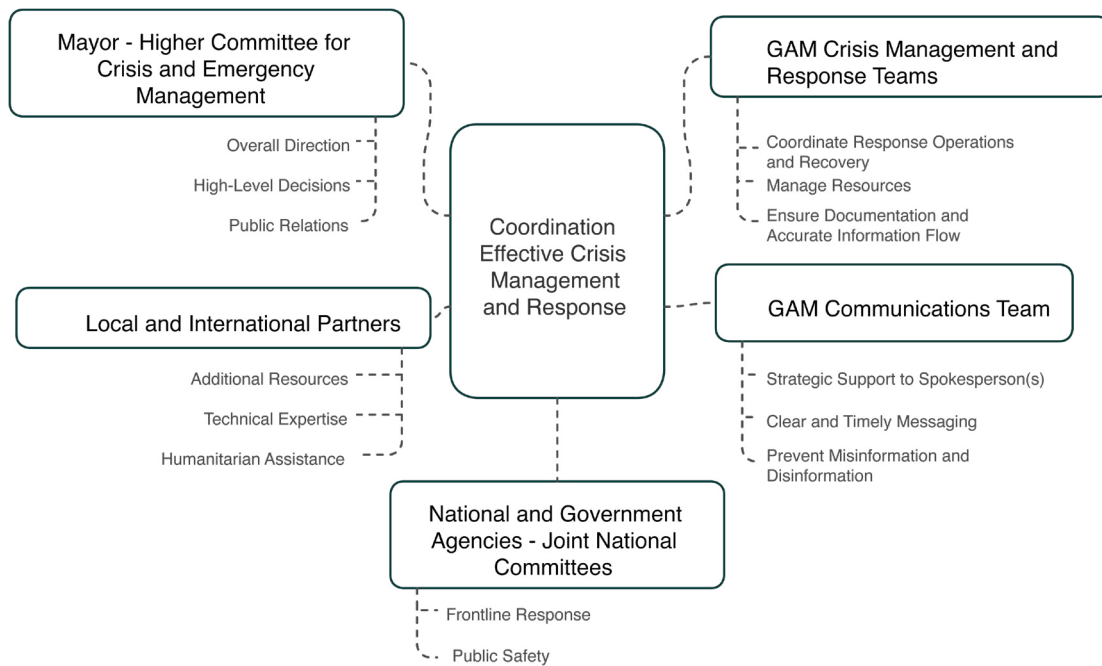
Timeframe: Runs throughout the emergency and/or crisis, before, during, and after.

Coordinated Roles for Effective Crisis Management

After identifying key stakeholders, the next step is to define how they work together during a crisis. For the Greater Amman Municipality (GAM), having clearly assigned roles helps ensure that teams are not only ready to act but are also aligned in their actions. Knowing who is responsible for what before a crisis happens reduces

confusion and allows for a more focused, timely response.

When roles are clearly established, coordination becomes smoother. GAM can better manage its own operations whilst supporting others involved in the response. This approach helps avoid duplication of efforts, makes the most of available resources and keeps essential services running when they are needed most.



Crisis Communication Principles

Effective communication is a cornerstone of the Greater Amman Municipality's (GAM) approach to crisis management. Whether a crisis arises from internal challenges or is driven by external events, the ability to convey timely, accurate and coordinated information is essential to maintaining public trust and institutional credibility.

Municipal authorities, including the mayor and senior leadership, are responsible for providing clear direction and speaking with a unified voice. All communications must be accessible, inclusive and culturally appropriate,

ensuring that messages reach the entire population, including vulnerable and hard-to-reach groups.

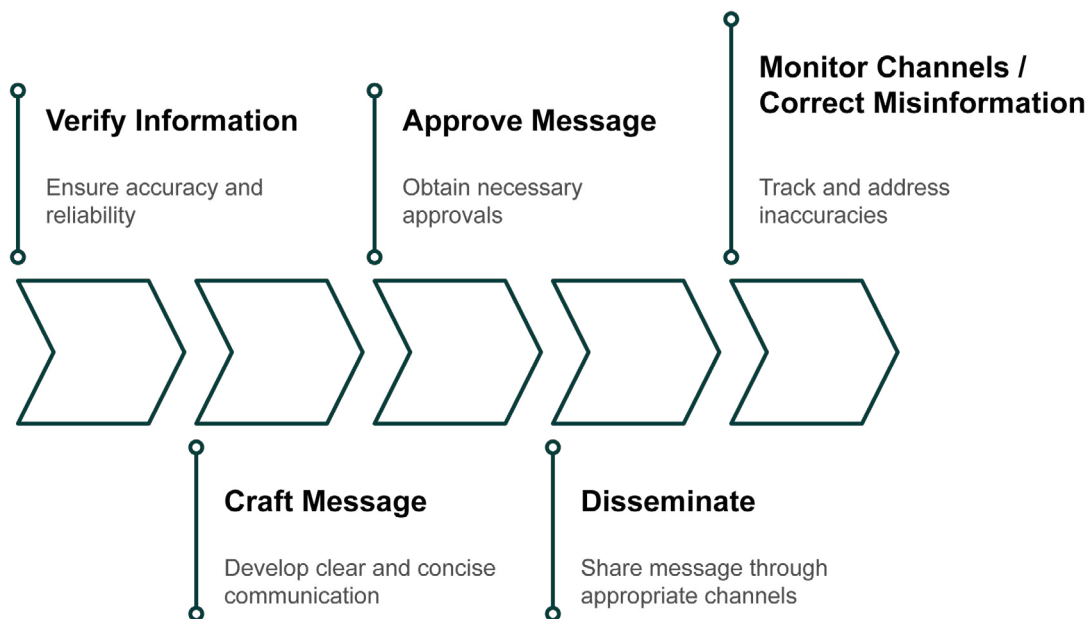
A central element of a successful communication strategy is the proactive identification and correction of misinformation and disinformation. Swift and transparent responses to false narratives are critical to preserving public confidence and supporting informed decision-making.

By adhering to these principles, GAM strengthens community resilience, fosters social cohesion and reinforces its role as a transparent, trustworthy and responsive institution throughout all stages of a crisis. (Refer to Toolkit: 05. Crisis Communication Plan and Action Guide)

Effective crisis communication should focus on:

- Delivering clear, accurate, and timely updates to the public.
- Coordinating messaging across media, digital platforms and partner agencies.
- Addressing concerns, dispelling rumours and reducing fear.
- Supporting safe public behaviour through trusted guidance.

Crisis Communication Flowchart



Managing Misinformation and Disinformation

In times of crisis, false or misleading information, whether unintentional or deliberately spread, can escalate rapidly, particularly through social media and informal networks. Disinformation actively undermines public understanding, disrupts response efforts and erodes trust in official institutions.

For the Greater Amman Municipality (GAM), managing information effectively must be an integral and continuous part of crisis communication. This involves actively monitoring public channels in real time, issuing timely corrections and using trusted sources to distribute accurate, verified updates. GAM must also take a proactive stance responding early to emerging rumours, clarifying official guidance and ensuring that the public knows where to find credible information. This helps minimise confusion and strengthen public trust in municipal leadership during critical crises.

Operational Measures for Managing Misinformation:

- Monitor online and offline sources to detect false narratives.
- Respond quickly with clear corrections and trusted updates.
- Coordinate messaging with key stakeholders to avoid contradictions.
- Document incidents of misinformation and the steps taken.

(Refer to 14. Social Media Monitoring and Response Log)

Action Point: Develop and maintain a dedicated crisis communication landing page on GAM's website, to serve as the central source of verified information. Ensure it is updated in real time during crises and actively promoted to the public.

Chapter 4

Strategic Crisis Response

Assessment Driven Response

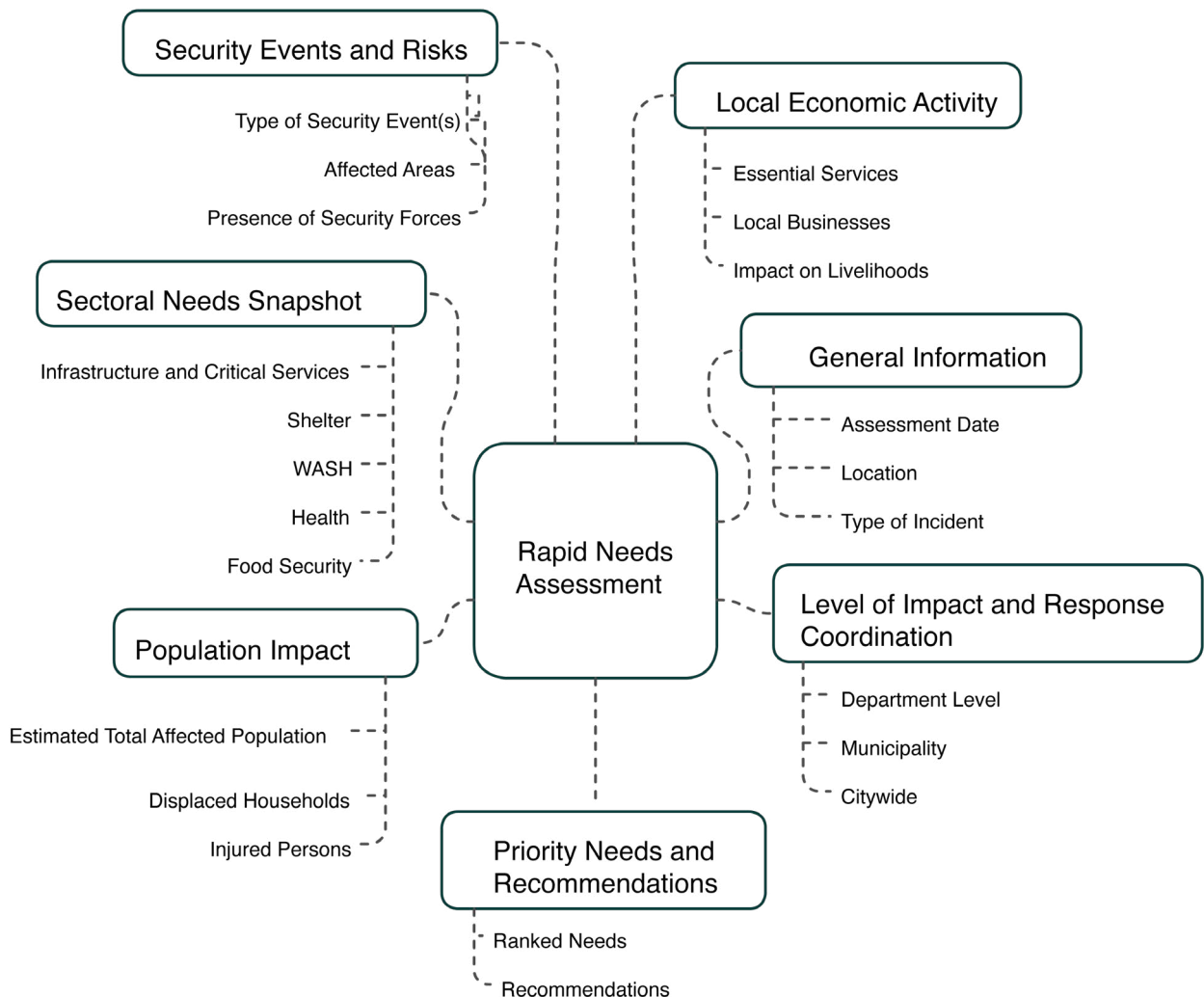
In the initial hours following a crisis, it is essential to quickly understand the scale of impact and the most urgent needs. For the Greater Amman Municipality (GAM), this means mobilising leadership to carry out a rapid, structured assessment that informs immediate decision-making.

A timely and accurate assessment allows GAM to prioritise actions, allocate resources effectively, communicate with clarity and coordinate with joint

national committees and local and international partners. These early insights are critical for directing support where it is needed most and for shaping the overall response strategy. Conducting such assessments under time pressure and with incomplete information is inherently challenging. It requires clear roles, efficient data-gathering methods and strong internal coordination. If done poorly, it can lead to delays, duplication of efforts or erosion of public trust.

GAM should view this process as a strategic one that guides effective crisis management and response which reinforces confidence in the municipality's leadership. (Refer to Toolkit: 10. Needs Assessment Sheet)

Rapid Needs Assessment



Decision-Making Framework

Effective leadership during a crisis relies not only on swift action but on a structured and adaptable approach to decision-making. For the Greater Amman Municipality (GAM), both the Mayor and the Higher Committee for Crisis and Emergency Management must be equipped to make timely, well-informed decisions that prioritise public safety, ensure continuity of municipal services and uphold community trust.

A sound decision-making framework provides the structure needed to manage complexity under pressure. It clarifies roles and responsibilities, fosters coordination among departments and stakeholders and allows flexibility to adapt as new information emerges. The objective is not just rapid action, but thoughtful, evidence-based decisions that reflect the evolving nature of the crisis and support a coherent, effective response. *(Refer to Toolkit: 15 Leadership Decision-Making Framework)*

Decision-Making Protocols

To support effective leadership during crises, the Greater Amman Municipality (GAM) should apply a structured and transparent approach to decision-making. The following principles guide how decisions are made and communicated throughout the response:

Clearly Defined Authority: Decision-making responsibilities must be established across strategic, operational and field levels, with clear escalation procedures in place.

Phased and Flexible Process: Decisions should evolve with the crisis, adapting appropriately across preparedness, response and recovery phases.

Data-Driven Judgement: All decisions should be informed by timely data from GAM's Crisis Management Team(s) and external partners.

Collaborative Input: Inclusive consultation with internal teams and key stakeholders promotes coordination and strengthens the quality of decisions.

Transparency and Accountability: Key decisions should be documented, communicated clearly and reviewed to ensure accountability and enable institutional learning.

By following these protocols, GAM can strengthen coordination, reduce uncertainty, and ensure that its crisis response is both timely and trusted by the public.

Crisis Response Measures

Implementing Crisis Response

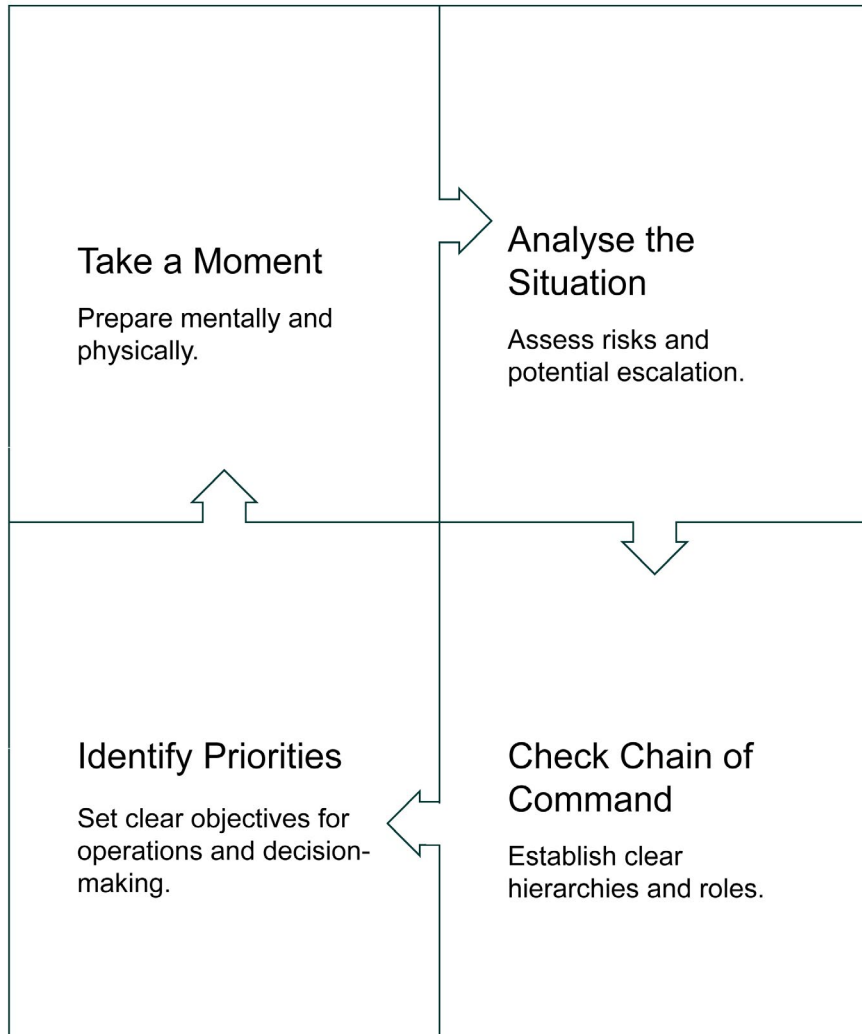
Once a crisis is underway, the immediate priority for the Greater Amman Municipality (GAM) is to transition from planning to coordinated action. This involves activating response operations that address urgent needs whilst ensuring the continuity of essential municipal services.

Effective implementation depends on strong leadership, clearly defined responsibilities and efficient

communication across all departments and partners. Teams must work collaboratively, following established procedures to avoid delays or duplication of effort.

Success is measured not only by the speed of the response, but by its coordination, clarity and ability to protect people, infrastructure and public confidence. All actions taken during this phase should contribute to a safe, stable and well-managed environment that supports both immediate relief and longer-term recovery.

Situation Analysis



Crisis Response Measures

Whether the crisis affects the city or originates within the municipality itself, GAM must quickly shift from assessment to a coordinated response, mobilising resources, managing risks and maintaining public trust to stabilise operations and support recovery.

The following measures support this phase of response:

Crisis Phase: Emergency and Crisis Response

Actions

Crisis Recognition, Activation, Mobilisation

When a crisis is identified, GAM activates its crisis response teams, initiates the Crisis Management Plan, and mobilises emergency units, responders and community support services based on the crisis type and severity.

Toolkit: 09. Crisis Activation Protocol.

09.1. Security Crisis Protocol

Emergency and Crisis Response

GAM Crisis Management Teams conduct rapid assessments, adjust response strategies and coordinate across departments and partners through the command-and-control unit.

Toolkit: 10. Rapid Needs Assessment Sheet.

11. Emergency and Crisis Response Worksheet and Checklist

15. Leadership Decision-Making Framework.

16. Community Support Services Coordination Template.

Resources and Logistics Management

Deploy available resources, secure supply chains and request additional support as needed to maintain essential services.

Toolkit: 08.1. Resources and Inventory Tracking sheet.

12. Emergency Budget Request Form.

Crisis Communication

The crisis communication team delivers timely, inclusive messaging across all platforms while the Mayor (appointed spokesperson) ensures transparent communication with the public, media and stakeholders to address concerns, correct misinformation and maintain trust.

Toolkit: 13. Spokesperson Briefing Sheet.

14. Social Media Monitoring and Response Log.

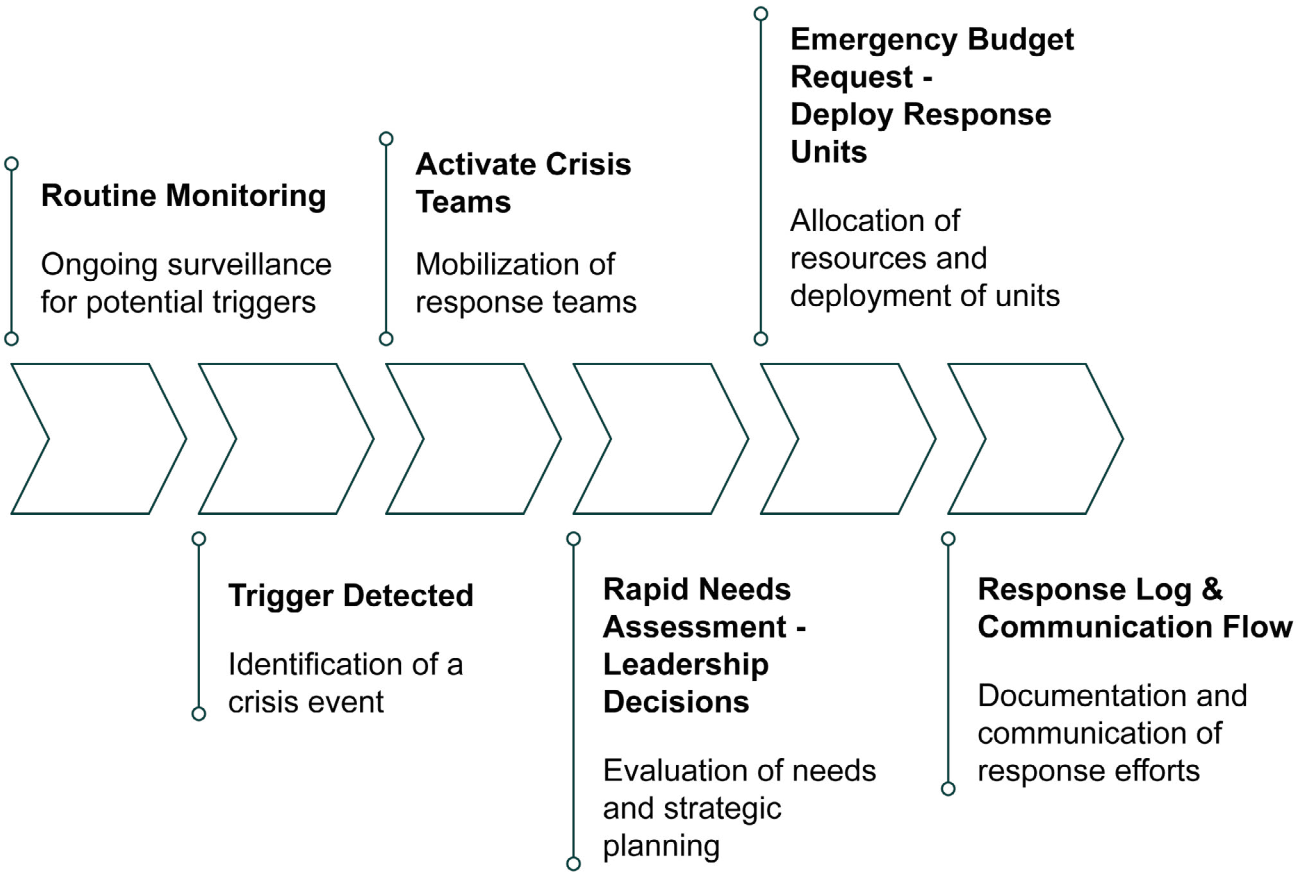
Documentation

Keep detailed, up-to-date records of the crisis, response actions and communications in a secure system.

Toolkit: 17. Crisis Response Documentation Checklist

Action Point: Assign a dedicated documentation officer at the onset of crisis activation to lead the use of the Crisis Response Documentation Checklist (Toolkit 17), ensuring real-time capture of decisions, actions and communications to support accountability and post-crisis learning.

Crisis Escalation and Response Activation Flow



Chapter 5

Recovery and Post-Crisis Evaluation and Learning

Transitioning from Response to Recovery

Moving from crisis response to recovery is a critical step in building long-term resilience. For the Greater Amman Municipality (GAM), recovery goes beyond restoring infrastructure, it involves rebuilding public trust, supporting affected communities and strengthening municipal systems. This phase requires early planning, cross-sector coordination and inclusive engagement. By approaching recovery as a shared responsibility among

municipal departments, national agencies, civil society and the private sector, GAM can effectively address community needs and emerge better prepared for future challenges. (Refer to Toolkit: 18. Post-Crisis Recovery Worksheet, 18.1 Post-Crisis Recovery Metrics Framework and 19. Post-Crisis Business Recovery Support Template.)

Action Point: Ensure that senior GAM leadership (Mayor or delegated officials) conduct timely field visits to severely affected areas within 48 hours of recovery activation, to assess conditions firsthand, engage with impacted communities and inform recovery priorities.

Understanding Short-Term Medium-Term Recovery and Long-Term Recovery

Medium-Term Recovery

Takes place over the weeks and months following a crisis. Focus areas include restoring daily life, reopening essential services, supporting mental health and wellbeing, and providing assistance to affected families and communities.

Long-Term Recovery

May take several months to years. It focuses on rebuilding infrastructure, improving city systems, restoring economic activity and strengthening community resilience ensuring the city is better prepared for future crises.

Post-Crisis Recovery Measures

Recovery is a critical phase after any crisis, whether it affects the wider city or is internal to the municipality. For GAM, this means restoring services, supporting staff and rebuilding public confidence. The measures below outline key steps to guide a coordinated and effective recovery process.

Post-Crisis Phase: Recovery

Actions

Confirm End of Crisis and Commence Recovery

Formally announce the end of the crisis, communicate its resolution to all Stakeholders and begin recovery while resuming core municipal functions.

Toolkit: 08.2. Post-Crisis Resources and Inventory Checklist.

Plan Recovery

Prioritise short-term actions to meet basic needs. In the longer term, efforts must focus on fully restoring essential municipal services to support the city's return to stability.

Damage and Impact Assessment

Assess damage and socio-economic impact and update resource inventories to guide recovery planning.

Toolkit: 18. Post-Crisis Recovery Worksheet.

18.1. Post-Crisis Recovery Metrics Framework.

Business Recovery

Support local businesses with recovery resources and guidance to help restore economic activity and resilience.

Toolkit: 19. Post-Crisis Business Recovery Support Template.

Community Support

Provide support to affected populations by delivering services and offering psycho-social Care, ensuring access to vulnerable communities.

Toolkit: 16. Community Support Services Coordination Template.

18. Post-Crisis Recovery Worksheet.

Checklist: Response to Recovery:

Leadership and Teamwork

- Has the Crisis Management Team officially shifted focus from emergency response to recovery?
- Have recovery teams or task forces been set up with clear roles and responsibilities?

Community Engagement

- Have survivors, families, first responders and community leaders been consulted about recovery needs?
- Has feedback from these groups been gathered and documented?

Medium-Term Recovery Actions

- Have essential services (health, transport, etc.) been restored as planned?

Long-Term Recovery Planning

- Has a long-term recovery strategy been developed?

- Has this strategy been shared with the public and partners?

Resources for Recovery

- Have the necessary budget and staff been assigned to lead recovery work?

Public Communication

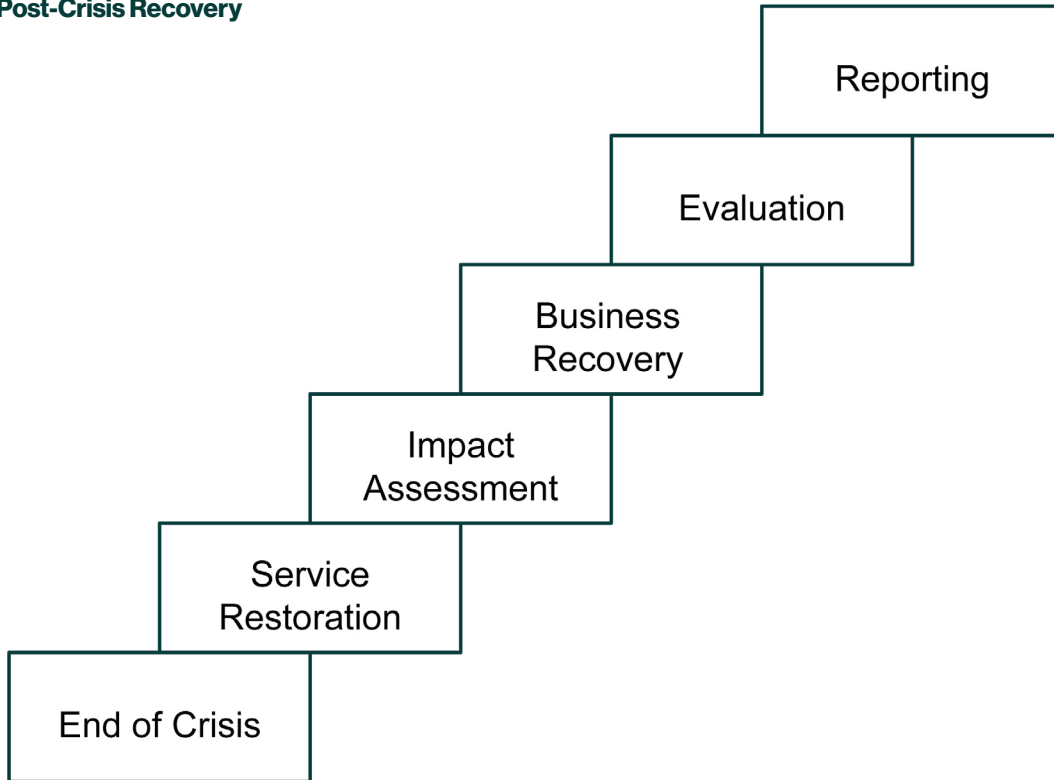
- Have regular and clear updates been provided to the public about recovery progress?

Learning and Improvement

- Have lessons from the crisis response been written down and shared?
- Have future crisis plans been updated based on these lessons?

Action Point: Deploy mobile recovery support units in affected districts to provide residents with access to essential services, assist with documentation needs and facilitate referrals for psychosocial support.

Steps to Post-Crisis Recovery



Post-Crisis Reporting Evaluation and Learning

After a crisis, it is important for GAM to review and reflect on the response. Documenting events, evaluating actions

taken and identifying lessons learnt are key steps in improving future preparedness. By turning experience into insight, GAM can enhance its crisis management systems and strengthen its capacity to respond to future challenges. The following measures outline how this process can be carried out effectively.

Post-Crisis Phase: Reporting Evaluation and Learning

Actions

Crisis Response Evaluation and Feedback

Evaluate the overall crisis response and communication efforts, gather feedback from stakeholders and apply key insights to strengthen future preparedness coordination, and public engagement.

Toolkit: 20. Post-Crisis Evaluation and Feedback Template.

Documentation and Reporting

Keep accurate records of crisis events and actions, store them securely and publish post-crisis reports to promote transparency and accountability.

Toolkit: 21. After-Action Report Template.

22. Post-Crisis Documentation and Archiving Checklist.

Organisational Learning and Development

Apply lessons learned by updating procedures, enhancing staff training and integrating change management to improve future preparedness and reduce risks.

Action Point: Within 30 days of crisis closure, GAM prepares its After-Action Report (Toolkit 21), identifying three priority lessons. At least one of these lessons should be used to inform the design of the next crisis simulation or preparedness activity.

Chapter 6

Addressing Psychological Wellbeing

Recognising Psychological Impacts

Crises can cause lasting psychological and social effects that may not be immediately visible. Addressing these impacts early is essential to supporting both individual wellbeing and community recovery. As part of its crisis response, the Greater Amman Municipality (GAM) should prioritise accessible, community-based psychosocial support. This includes promoting mental health, reducing stigma and ensuring that affected individuals particularly those most at risk can access emotional care, social support and essential services in a timely and safe manner.

Supporting Affected Populations

Crisis impacts extend beyond physical damage they often leave lasting emotional and psychological effects. For the Greater Amman Municipality (GAM), prioritising the mental wellbeing of affected individuals, including

survivors, first responders and vulnerable groups, is essential to both response and recovery.

By facilitating and providing timely, accessible and culturally appropriate psychosocial support GAM can reduce long-term harm and aid community recovery. GAM should coordinate through its Social Services Department and local partners to ensure people know where and how to access help. Leadership that promotes mental health and reduces stigma is key to encouraging affected individuals to seek the support they need. *(Refer to Toolkit: 16. Community Support Services Coordination Template.)*

Psychosocial Support: Immediate Steps After an Incident

In the immediate aftermath of a crisis, the Greater Amman Municipality (GAM) should prioritise early psychosocial support to mitigate emotional distress and promote social stability. A structured, community-based approach enables the delivery of timely and appropriate care to both the general population and individuals requiring more specialised support. The following steps outline key actions the Greater Amman Municipality (GAM) can take to implement this support effectively:

Actions for Psychosocial Support

Ensure Basic Needs and Safety

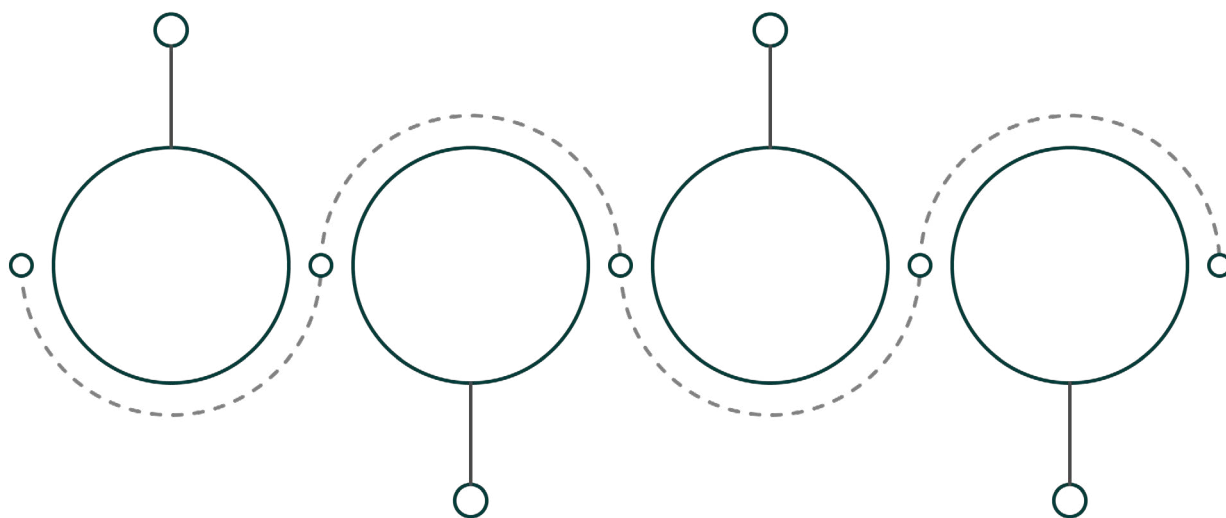
Provide essentials like food, water, and shelter.

Provide clear simple information about the crisis and where to find help.

Offer Basic Emotional Support

Train staff to provide psychological first aid.

Set up services where people can talk with trained professionals.



Engage Families and Communities

Empower community leaders, religious leaders, and community groups to offer support and reassurance.

Create safe spaces for people to come together.

Connect to Specialized Services

Establish referral pathways for specialist care.

Action Point: Within 72 hours of crisis activation, GAM's Social Development Department convenes a coordination call with public hospitals, mental health professionals and volunteer health networks to begin planning and mobilising community-based psychosocial support services for affected residents.

Fostering Unity Through Crisis: Psychological Support for Resilience and Integration

In response to the high influx of Syrian refugees into Jordan, the Greater Amman Municipality's Social Development Sector launched psychological support programs for both Jordanian citizens and Syrian refugees. These efforts brought communities together, fostering empathy and collaboration. Through shared experiences, the project became a model for social integration and harmony during times of crisis.

Conclusion

Sustaining Readiness: A Commitment to Continuous Crisis Management

Crisis management is an ongoing responsibility not a single event with demands that extend well beyond the initial emergency. It requires strong leadership, effective communication, coordinated planning and continuous engagement across all departments of the Greater Amman Municipality (GAM).

This guide offers a practical and structured framework to support GAM in preparing for, managing and recovering from various types of crises. It aims to promote clarity, readiness and timely action when it matters most.

Whilst every crisis presents unique challenges, a unified and well-practised approach ensures that GAM can protect lives, maintain essential services and guide communities through both immediate impacts and long-term recovery. The true strength of this approach lies not just in procedures, but in the commitment, cooperation and determination of the people applying them.

By nurturing a culture of ongoing learning, adapting based on experience and strengthening capabilities at every stage, GAM can build a safer, more prepared municipality ready to respond to future crises with confidence and care.



Appendix

Chapter 1: Leadership in Crisis Management and Response

Example: The Mayor of Greater Amman Municipality declared a medium-level state of emergency ahead of severe weather. The city warned residents, activated emergency hotlines and deployed crews and equipment to high-risk areas. This proactive response demonstrated clear leadership and public reassurance through early communication and resource mobilisation.

https://media.ammancity.gov.jo/En/NewsDetails/Mayor_Reassures_GAM_Preparedness_in_Bad_Weather_Conditions

Chapter 2: Strategic Coordination and Communication

Example: Greater Amman Municipality partnered with the CapTain Rain project to improve flood resilience. Through a formal agreement, GAM coordinated with local NGOs, municipal staff and community groups to promote rainwater management and engage the public in preparedness efforts enhancing both immediate response and long-term recovery planning.

<https://captain-rain.de/news-reader/mayor-of-amman-signed-the-memorandum-of-understanding.html>

Chapter 3: Crisis Communication Principles

Example: During the COVID19- pandemic, Greater Amman Municipality used social media to share accurate

information, counter misinformation and engage with residents. They coordinated with community and religious leaders to reinforce health messaging and promote social cohesion through clear, trusted communication.

<https://www.journalppw.com/index.php/jppw/article/view/361>

Chapter 4: Emergency and Crisis Response

Example: Greater Amman Municipality coordinated with the Jordan Civil Defence ahead of winter storms by holding joint planning meetings, aligning emergency operations and deploying unified field teams. Municipal and national efforts were synchronised to ensure efficient crisis response and public safety.

https://media.ammancity.gov.jo/En/NewsDetails/Coordination_Meeting_on_Winter_Preparations_between_GAM_and_the_Civil_Defence

Chapter 5: Recovery and Post-Crisis Evaluation and Learning

Example: Greater Amman Municipality conducted a comprehensive climate risk assessment to evaluate the city's exposure to flash floods and heatwaves. The insights from this evaluation were used to guide post-crisis recovery efforts, prioritise infrastructure upgrades and improve emergency preparedness.

<https://carnegieendowment.org/research/05/2024/amman-jordan-climate-vulnerability-adaptation?lang=en>.

https://www.amman.jo/site_doc/AmmanGreen2021.pdf



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