

Executive Summary
Lessons Learned from Countermeasures
against Covid-19 in Tehran Municipality

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Tehran Urban Research and Planning Center

This Report is a Summary of Documentation from Actions Taken by Affiliated Deputies, General Directories, Organizations, Centers and Companies of Tehran Municipality in Response to Prevalence of Covid-19.

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Initial statement

Recent outbreak of COVID-19 which began in china-Wuhan and has involved many of the world's cities, suggests that the prevention of the spread of the mentioned disease requires extensive measures, especially at the level of urban management.

Efforts in the city of Tehran also initiated with the report of the first cases in Iran and still is in progress. This document tries to compile all activities conducted regarding COVID-19 in Tehran municipality subordinates within deputies, general directorates, companies, organizations and district headquarters with an integrated view to be reflected to the management board of Tehran metropolis.

The preliminary documents of this report addressing each subsets of the municipality of Tehran have been collected by the relevant subset itself, and the Research and planning Center of Tehran municipality has tried to reach a detailed account of these measures as far as possible within its contents without any interfering in the provided contents.

in this executive summary, which contains a summary of actions and considered as a managerial content of documentary reporting of the actions of Tehran municipality regarding the disease, is tried to present the content extracted from the original report as abstract and applicable to managers.

According to the mission of Research and Planning center of Tehran Municipality, the report is uploaded along with other reports prepared by the center which can be used by other Persian language speakers of the world as well as the municipalities of other metropolitans of Iran.



Key Points of the Executive Summary

In the present document, a summary of the most important measures carried out by around 84 affiliated organizations, companies and centers of municipality of Tehran combating the spread of COVID-19 have gathered with the intention to convey a reasonable perspective of the whole countermeasures taken by the Municipality.

Due to the nature of the mentioned emerging disease, which in fact affects different social and individual layers, the role of urban management in controlling and reducing the spread of the virus and also reducing the adverse impacts of the disease is obvious to anyone.

Gathering important measures done by the various affiliated organizations and centers of the municipality of Tehran can create a necessary and desirable coherence about different urban issues.

In the municipality of Tehran, effective steps have been carried out to deal with Corona virus and essential steps have been taken in this regard. In spite of the crisis that has emerged in several aspects, appropriate countermeasures have been conducted with an acceptable speed in the most sections of Tehran municipality subsets. Furthermore, in many cases, the activities carried out by subordinated organizations or centers of Tehran municipality; are beyond the scope of services and the structural framework of those institutions which can be effective not only to strengthen the sense of empathy among citizens but also to help reduce the anxiety caused by the spread of covid-19 across the city. In this regard. The best practices and lessens learned from the actions taken by the bodies of Tehran municipality are as the following:

1-The necessity of establishing integrated urban management with a unique command in order to coordinate with greatest number of relevant institutions. The type and nature of the crisis caused by Covid-19 and involvement of different parts and layers of the society with different issues on the one hand and the existence of different institutes and centers with diverse range of scope of services in Tehran municipality, on the other hand, necessitates the coordination between institutions and centers more than before.

2-The necessity of correctly and early understanding of the critical conditions and quick demand to create the operational structure for facing with the crisis.



3-The use of intelligent and technology-based systems to manage urban subsets and eliminating the presence of customers by enhancing internet-based facilities for providing services such as online selling of products including goods and green groceries based on the interest of citizens and partnership with the private sector. This way, due to the need for momentary awareness from the existing condition, making cities smart is considered as one of the important factors to deal with the mentioned disease.

4-Advertising, giving awareness and informing to the personnel as well as citizens has become of great importance in order to influence people extensively in a continues manner. This way, it is very effective to use cyber space to accelerate informing to citizens and to deliver social and health-oriented education.

5-The need for a firm confrontation with intervening factors in public health area such as the followings;

- Collection of dry wastes,
- Promotion of waste separation at source in accordance with guidelines;
- Destruction of medical wastes related to Corona virus in accordance with guidelines;
- Provision of guidance and necessary instructions for waste separation at source and destruction of medical wastes.

6-The necessity of making coordination and maximum utilization of the capacities for disinfection of subordinate centers, provision and distribution of face masks and disinfectant solutions and other PPEs¹.

7-The necessity for planning and preparing hardware and software infrastructures for teleworking of personnel and planning for further supervising and improving the quality of the conducted tasks through teleworking.

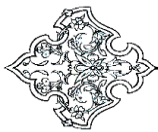
8-The need to equipping all service delivery men and laborers employed by contractors affiliated to the municipality with clothing, gloves, boots and face masks.

9-Increasing the effectiveness of controlling the arriving and departing of the personnel and clients on the building through daily measurement of their fever, periodical screening of them and finally recognizing individuals with underlying disease.

10-Effectiveness of eliminating the traffic restriction zone or reducing restriction time in order to encourage citizens to use their personal vehicles.

11-Daily and continuous disinfection the means of public transport including buses, taxies, subways, stations and their precincts, screening, controlling the facemasks for the crew and

¹ -Personal Protection Equipment



passengers, controlling the social distancing regulations and other measures played a very important role in ensuring the public transport safety against covid-19 for the citizens.

12-In order to be able to allocate more budget to "combat against Corona virus" it is necessary to revive urban revenues and to reduce excess functions in order to save budgets in the interest of the mentioned mission.

Due to the significance of serving the citizens as much as possible as well as maintaining their health for the municipality of Tehran on the one hand and the existing budget limits on the other hand, the municipality of Tehran has delivered some services beyond its budget and its determined contributions.



1-Introduction

After the outbreak of Covid-19 disease in different countries around the globe, the epidemic of Corona disease was confirmed officially in Iran on 30th of Bahman 1398 (February the 19th 2020). Although, in accordance with a group of specialists, a number of patients suffering Corona virus attended medical centers but they were not diagnosed because the disease and its nature was newfound. The other reason was that due to its concurrence with the peak time of H1N1 flue, their symptoms were not identified as Covid-19; so that the health system of Iran recognized that wrongly as seasonal flue and realized the emergence of the disease very late.

The first reported case of the new Corona disease was in Wuhan, Hubei Province in China, Dey 1398 (December 2019). The new Corona is highly contagious and has a very high prevalence and based on its rapid pandemic worldwide on 30th of Bahman 1398 (February the 19th 2020). On the 10th of Bahman 1398 (30th January 2020), world emergency condition declared by world health organization (WHO).

Some 20% of the cases with severe symptoms and the rate of the death due to Corona were reported by almost 3%. This virus is transmitted to humans via bats, but transmission of Corona from human to human by means of breathing, drops and direct contact. The average common period of the disease varies between 4 to 6 days. the most common symptoms were fever, cough, nose drops, sore throat, asthma, body pain.

The Corona virus has made involved 218 countries so far. The number of Corona virus cases has reached more than 42 millions and the number of deaths currently is over a million cases. From 13th of Esfand 1398 (March the 3rd 2020), the Corona situation in Iran changed from white statues and shifted to yellow status. in 14th of Bahman 1398 (February the 3rd 2020), Mike Ryan, executive director of the world health organization 's emergency program, said: Iran, which has only two cases last week, has confirmed up to 245 cases of infection for today. Ryan says the disease has entered Iran without any recognition and its dimensions may be much higher than what we can see.

In March 2020, ministry of health said that the slope of Corona virus infection rate would be increasing in the future days. On Wednesday 14th of Esfand 1398 (March the 4th 2020), the new Corona virus spreads almost all of the provinces around the country. In mid- Esfand 2020 (first days of March), Iran became the second focal point of the spread of Corona virus in the world.

Since the mid Esfand 1398 (first days of March 2020), after the outbreak of covid-19 epidemic in Iran, health and medical service centers have been on high alert throughout the country. During the



next days, many public places and events such as schools, higher education centers and universities, cinemas, concerts and theaters, sport matches and sports leagues in Tehran and other cities were closed and working hours of government agencies decreased in several provinces.

Disinfection of parts of Tehran, Qom and Guilan, the launch of more than 56 laboratories for diagnosis of the Corona virus, producing and carrying out at least six thousands of free tests for patients suspicious of Corona, was another governmental effort to deal with the spread of the virus.

The above literature gave a brief overview of the emergence of the Corona, the effects and implications of the Corona. For learning from different dimensions of a crisis, not only it is necessary to document its consequences but also the actions taken against it. The missing link is documentation of past crises in the country that leads to continuous improvement of structures. Many of the actions taken by organizations facing with past happened crises have always been hidden, and therefore lessons learned from then have not been transferred to later periods.

In order to overcome this weakness in Tehran municipality sub-organizations, a set of actions carried out by the extensive subsets of Tehran municipality to prevent and deal with the Corona virus has been collected and documented in two phases.

In addition, the performance of the municipality of Tehran including the mayor's office , municipalities of regions , general directorates , organizations and finally the companies on the basis of compliance with the regulations and instructions issued by the national committee of Corona and the Counteracting committee of Tehran so that the implementation of the taken countermeasures have been evaluated and analyzed.

Article 15-item 55 of (Iranian) municipality law which is related to the scope of services of the municipalities states that: Preventing the spread of human and animal related diseases and notifying such contagious diseases to the Ministry of Health and Veterinary and nearby municipalities when they occur, keeping away patients with contagious diseases, treating them and excretion of animals with communicable diseases, stray and harmful ones.

After the estimation of the prevalence of the disease in Tehran just after observing the first Corona cases in the nearby city of Qom, the municipality of Tehran took immediate action and tried to rearrange its structure against Covid-19. Tehran Urban Planning and Research Center started its



initial mission on 1st of Esfand 1398 (February the 20th 2020) by initiating the first research on the subject of "recognizing the mentioned diseases and its preventive measures"

The first action issued by the municipality of Tehran was to start holding periodical emergency meetings in collaboration with its subordinates via Tehran committee of Corona Virus and as well as with other corporations. On the other hand, the city council of Tehran, performed urgent meetings in order to help facilitate the flow of necessary actions to be done by the municipality subsets via legislation and budgeting. Tehran municipality then constituted 5 working groups to direct the actions taken by TDMMO² regarding Corona virus. Tehran municipality, in general tried to help prevent and counteract against Covid-19 via the following measures:

- 1-Performing weekly emergency meetings by the committee of combating Corona virus;
- 2- Providing traffic proposals regarding the timing of restriction zones, suspension of the traffic zone regulations etc. in order to help limiting the travelling within the city.
- 3-Raising the awareness of the citizens via Training, informing and publicizing within the municipality as well as in public.
- 4-Cleansing, disinfecting and sanitizing the spaces belonged to the municipality departments as well as public places.
- 5-Applying restriction on public places including recreational, religious, shopping etc.
- 6-Applying restrictions on the presence of municipalities' personnel in administrative departments by limiting their working hours, screening, teleworking etc. to help protect them against Covid-19.
- 7-supervising and controlling key points within the city like Behesht Zahra (public cemetery) while holding funeral ceremonies for deceased people, transportation systems etc. to be complied with the signified guidelines.



2-The Most Important Countermeasures Taken By Tehran Municipality

In this part of the report, a summary of the most prominent measures taken by different components of Tehran municipality will be presented. The mentioned actions are classified in 7 groups including;

- 1- Health, medical and caring;
- 2- Distribution of PPEs and supportive items;
- 3- Informing, Educating and publicizing activities;
- 4- protection of the personnel;
- 5- Applying restrictions to organizations / places within the city;
- 6- providing remote Services and extending the use of cyber spaces;
- 7- Managerial, policy making and coordination activities.

Table1) countermeasures taken by affiliated subordinates of Tehran Municipality against the prevalence of Covid-19

No	Affiliated Subordinates of Tehran Municipality	The most prominent Countermeasures taken
		Deputy for Social and Cultural Affairs
1-1	General Directorate of Health	<ol style="list-style-type: none">1- Contribution to screening test of citizens in cooperation with the Ministry of Health2- applying social-psychological interventions specific to victim families3- presenting urban policy making package of proposals based on social distancing4- Preforming special training workshops for citizens of 352 numbers of Tehran districts5- Delivery of psychological consulting services to 200 cases.6- To provide and signify the guidelines associated with mental health in emergency situations with emphasis on people with special needs and conditions as well as provision of educational messages and informing to public in particular.7- Designing, publishing and distribution of educational posters pertaining to covid-19 prevention particularly for bakeries and training a number of 4200 traditional bakeries on the subject of prevention and response to Corona virus.8- Call for professional volunteers in the field of health for delivering health



		<p>services to citizens.</p> <p>9- Setting up phone line 6 on 137's system special to attracting volunteers and donations</p> <p>10- Implementing a schema called Salamatyar (Health Assist) in that the 1st phase includes making call phones, empathizing with people and meeting the demands of elderlies, handicaps and people with underlying disease for a number of 18553 number of people.</p> <p>11- Implementing a schema called Sepas (Gratitude) including provision and signification of guidelines associated with donated aids of the municipality to the medical staff of governmental hospitals giving health care to patients in 22 regions of Tehran municipality/donating aid packages to medical staff of 22 referral hospitals.</p> <p>12- Establishing a number of 352 teams, each with 5 members of volunteers in districts of Tehran mainly focused on Health Houses(khane Salamat)</p> <p>13- Implementation of a schema called Virtual Health Council</p> <p>14- Implementing a schema called Salamatyar (Health Aid) in order to giving awareness to citizens.</p> <p>15- Delivering voluntarily consulting services to members of assembly for health - focused communities during the period of covid-19 epidemic.</p>
1-2	General Directorate of citizens education of Tehran municipality	<p>1- Content development in cyber space and social media containing poster, info graphs, motion graphs as well as educational and advertising clips</p> <p>2- Development of TV programs for Pooya TV channel channel¹</p> <p>3- Donation of E-Books with 50% discount</p> <p>4- Performing different matches in order to encourage combating the prevalence of Corona virus</p> <p>5- Designing several campaigns such as "We Stay at Home" and "Social Distancing"</p>
1-3	General Directorate of women affairs of Tehran municipality	<p>1- Performing training workshops on prevention of prevalence of Corona virus in complexes associated with ladies</p> <p>2- Disinfection of the complexes specific for ladies.</p> <p>3- Making notifications and announcements regarding combating the</p>

1-Pooya TV Channel broadcasts TV programs special for kids and teenagers 24hours/7days a week



		<p>prevalence of Corona virus in complexes specific to ladies as well as cyber spaces.</p> <p>4- Closure of complexes specific to ladies.</p> <p>5- Provision and distribution of goods packages to help people in need</p> <p>6- Provision of face masks and hospital clothing</p> <p>7- Performing matches along with the campaign of "Staying at Home"</p> <p>8- Calling the elderlies in contact with the mentioned directorate in order to train them the hygienic tips and inviting them to register in health(Salamat) website</p> <p>9- Donating hygienic tools and materials to complexes specific to ladies.</p>
1-4	Tehran Municipality Sports Organization	<p>1- Setting up the campaign of "staying at home to defeat Corona" based on inviting more than 50 of champions and veterans of national competitions for the citizens</p> <p>2- Performing New Year's league of electronic and computer games</p> <p>3- Design and provision of 100 clips to be used in cyber space with the subjects of practices, family games and sportive practices at home.</p> <p>4- Sharing booklets relevant to children's games in cyber spaces for different age groups</p> <p>5- Delivering scientific-sportive consulting services in social media</p> <p>6- Establishing remote exercise spots for residents of complexes</p> <p>7- Installing informative tabloids, warning signs and notice boards regarding Corona virus in gyms and pools, regular cleansing of public toilets and gyms using cleaning liquid(50%purity), providing plastic bags in pools for wet dresses</p> <p>8- To facilitate the refund of tuition fees or reserving them for future months on request for applicants based on their writing request</p> <p>9- Installing awareness banners and posters in headquarters and sport</p>



		<p>complexes</p> <p>10- Distribution of motivational posters in order to encourage people to stay at home during NowRuz¹ and 13th of NowRuz called the Ruze-e-Tabiat(Nature's Day)</p> <p>11- Cleaning and sanitizing the surfaces in sport complexes and headquarters</p>
1-5	Tehran Municipality Cultural Spaces Development Company	<p>1- Daily disinfecting and sanitizing surfaces, public toilets, door handles, tables and computers of the personnel</p> <p>2- Provision and distribution of hand washing gel for all subordinate units</p> <p>3- Display images and educational messages on boards and monitors</p>
1-6	Milad tower company	<p>1- Disinfection of passages and surfaces in Milad tower complex</p> <p>2- Screening the whole performers of virtual concerts for Corona virus symptoms</p> <p>3- Informing the citizens by means of banners, provision of motion graphic movies and performing on the screens.</p> <p>4- Educating citizens and personnel in person</p> <p>5- Displaying movies, theaters and concerts in public scenes and facilitating the participation of the audience in their cars (called :Car Cinema)</p>
1-7	religious activities and prayer headquarter	<p>1- Performing the great cultural schema of "Ramadan with Qoran" for 30 days and 30 lessons" in cyber spaces with the motto of "staying at home with Qoran"</p> <p>2- Implementing necessary arrangements for performing funeral ceremonies and memorial of victims of Corona (in each region, a number of mosques have been nominated) with the presence of families of the deceased and remaining family members</p> <p>3- Notification of closure of Namaz Jomeh² to the departments and public places of Tehran including parks, gardens, terminals etc.)</p>

1 -new year holiday

2 - Friday Mass Prayer



2-Deputy of Urban Services and Environment		
2-1	General directorate of planning and urban services	<ol style="list-style-type: none"> 1- Giving awareness and informing extensively via posters and banners containing safety messages and tips in the building's entrances and stories 2- Purchasing and distributing personal protection equipment (PPE) including disinfection gel and latex glove for personnel and surface disinfection liquid. 3- Deactivating the fingerprint system at the entrances and manual recording of staff's arrival and departure by security guard.
2-2	Tehran Parks and Green Space Organization	<ol style="list-style-type: none"> 1- Progressively disinfection of existing elements in 2269 number of small and large parks of Tehran including benches, pergolas, toilets and platforms in forest parks 2- Progressively inspection of live stuck from the aspect of health (in accordance with the veterans), in time vaccination of them in order to protecting them optimally to help prevent spread of disease 3- Taping around powerlifting and playing equipment 4- Implementing social distancing schema in gardens by drawing lines on benches placed on parks
2-3	Behesht Zahra(Graveyard) Organization	<ol style="list-style-type: none"> 1- Equipping the complex of Orojjan¹ with 40 morgue each 2 foots and two cluster morgue in order to support central morgue and isolation from the system of Tehran morgue. 2- Design and construction of conveyor belt, urgently within 24 hours in order to transfer coffins to the containers and Corona isolating site 3- Distributing free of charges face masks to citizens, costumers and the personnel of the organization in order to prevent the spread of Corona virus 4- Design of a new local system of disinfection based on optimum use of foggers in order to sanitizing public spaces 5- Disinfecting ambulances, electronic vehicles, sanctification halls, the precinct, toilets etc. 6- Provision and distribution of informing Brochures used for preventing the spread of Corona virus amongst colleagues and installing notice boards at the spots with high traffic
2-4	Tehran	<ol style="list-style-type: none"> 1- Progressively supply and providing people with their demands and ensuring

1-A part of Behesht Zahra where coffins are washed and get ready for burial



	Municipality Fruit and Vegetable Markets Organization	<p>of the availability of goods until the end of Khordad 99(mid June 2010) in accordance with the approvals of the national committee of Corona and the command of the honorable mayor of Tehran</p> <p>2- Setting up online purchase of products in collaboration with private sector in accordance with the approvals of national committee of Corona and the command of the honorable mayor of Tehran</p> <p>3- Spraying the surfaces with disinfectants in accordance with the approvals of national committee of Corona</p> <p>4- Training of the laborer's in accordance with the approvals of the national committee of Corona</p> <p>5- Distribution of protective items including face mask, glove etc. in accordance with approvals of the national committee of Corona amongst laborers of the stalls</p> <p>6- Preventing suspicious laborers and personnel from working in accordance with significations of the national committee of Corona</p>
2-5	Tehran Beautification Organization	<p>1- Implementing the awareness and informing schema for citizens by installing placards and banners focused on self-care within two stages</p> <p>2- Installing 40 moving structures and displaying cultural programs in front of hospitals stating that "Iran Appreciates You" in order to appreciate physicians, nurses and the medical staff.</p> <p>3- Implementing the schema of "The House is Safer than Outside" for the purpose of preventing the spread of the virus</p> <p>4- Performing a virtual graphical workshop in the month of Ramadan</p> <p>5- Inviting artists and sculpturers to create artworks with the subject of "appreciation for activists of the health society confronting covid-19 diseases"</p> <p>6- Moving the mailroom¹ of the organization to the ground floor and allocating a unique special phone line to the customers in order to accelerate the administrative processes and to avoid unnecessary transfers amongst different stages</p>
2-6	Fire and Safety Services Organization	<p>1- Designing fogger disinfectant equipment by engineers group of the deputy of Technical and Design Development</p> <p>2- Disinfecting all over the city by using fogger disinfectant device</p> <p>3- Disinfecting public places of Tehran including centers of vehicles technical</p>

1-a room where a company's mail is sent and received



		examination, Saraye Mahalat(districts cultural centers), gardens, municipality buildings, labor camps, Garm khaneh ¹ , stores, administrative buildings, cultural centers, holly places, police stations and public market places.
2-7	Tehran Municipality Waste Management Organization	<p>1- Developing virtual training contents based on educational messages of the Ministry of Health, making educational movies with the subjects of methods of recognizing potential Corona virus patients, preventive measures, nutritive recommendations and preforming weekly training courses for all contractors and workers of the organization since 13th of Bahman 1398(February 2nd 2020) until the beginning of Esfand(mid February).</p> <p>2- Doing corresponding with 22 regions of the municipality of Tehran and issuing the order to halt the whole contracts regarding separation of wastes at source and collecting dry wastes until 15th of Farvardin 99(April the 3rd 2020) in all stages, avoiding activities of all allowable and unallowable agents of waste separation at source within the whole sources and storages of the city, stopping the activities and shutting down the whole workplaces and equipment's belonged to contractors related to separating wastes at source and collecting dry waste(recycling stations all over the region, recycling stalls, Melody vehicles² and all kinds of activities that cause the contact of human resources with wastes via common minutes written with the presence of representatives of supervision unit and the authorities of urban services departments of the regions.</p> <p>3- Applying continually superior supervising on progressive disinfection of storages using detergents in accordance with technical and executive order by the contractors of urban services (waste collection and mechanized cleansing services) in regions.</p> <p>4- Corresponding with and taking the order of the honorable authority of judiciary(Public and Revolutionary Prosecutor's Office of district 37 of Tehran special for general properties and support of general rights) addressing honorable commander of police of Tehran (and transcript to the mayors of 22 districts of Tehran) and the order of collaboration of police</p>

1-Shelters runed by the municipality where homeless people are allowed to live at nights

2 -vehicles playing a melody music while driving to warn residents of their mission of collecting wastes



		<p>stations with agents of municipalities for collecting the wastes and avoiding illegal separation of domestic, industrial and hospital wastes as well as doing coordination for cooperation of the municipality's security Unit, Shahrban and Hareemban Company of Tehran Municipality and the agents of Waste Management administration, urban services with the Police organization(Kalantari) in order to prevent any illegal activity regarding collection, preservation and the spread of wastes by informal and unofficial labors.</p> <p>5- To halt the activities and shutting down the whole buildings and equipment of the contractors of segregation at source and collection of dry waste for waste stations of the regions, Waste collection stalls, Melody Vehicles etc.</p> <p>6- Cooperation and corresponding with regional municipalities in respect of accelerating the outset of collecting the wastes, the mechanized conveying of the wastes in regions of the mayoralty and increasing the number of times of waste collection during the day.</p> <p>7- Cooperation in development and broadcasting the relevant programs on public media on the purpose of familiarizing people with the activities of the organization of waste management and avoiding the dropping face masks and gloves all over the city.</p> <p>8- Preventing the contractors and illegal agents from doing activities such as collection and segregation of wastes from Storages.</p> <p>9- Supplying and distribution of full body clothing, gloves and protective glasses used for collection of hospital wastes of Special Hospitals for Corona virus patients in hospital units.</p> <p>10- Disinfection and sterilizing the Krebs and passages along the city</p> <p>11- Disinfection and sterilizing the machinery and stations of urban services of the organization</p>
2-8	City Industries and Jobs Organization Company	<p>1- Provision and installing banners, stands, informative and educational posters in buildings, dependent or under supervision centers such as daily markets and nightly bazars, centers for dealing cars, CNG fueling centers, flower and publications Kiosk along side 22 regions, centers presenting ornamental birds and finally corporate and service townships.</p> <p>2- Obliging vehicle drivers to carry out refueling only by CNG station's</p>



		<p>operators, prohibiting the use of nozzles by vehicle drivers and doing payments Just via pose systems</p> <p>3- Delivering 20 sets of foggers to 20 CNG fuel stations to be used for progressively and daily disinfection of them accompanied by necessary support.</p> <p>4- Delivering 6 set of foggers used for daily disinfection of flower and publications kiosks</p> <p>5- Disinfection of the whole buildings and centers under management including permanent market places (Hakimieh and Janat), CNG fuel stations, flower and publications kiosks and centers for dealing vehicles.</p> <p>6- Closing daily markets, the whole car sale centers, centers presenting ornamental birds located in west and east parts of Tehran in order to avoid people of referring to them and finally to cancel the permission of spring exhibitions to avoid prevalence and spread of covid-19.</p> <p>7- Collecting Stray dogs during two working shifts, vaccinating and quarantining them aiming at preserving public health and sanitation and finally continuously disinfection of recovery houses and fleets (live capturing).</p> <p>8- Provision and uploading files and educational clips regarding "preventive measures from prevalence and encountering actions against Corona virus" in cyber spaces for the use of citizens.</p>
2-9	Shahrban and Hareemban Company of Tehran Municipality	<p>1- Disinfection of vehicles and motor vehicles fleet of shahrban and Harimban of the municipality of Tehran from the beginning of the implementation of anti- Corona virus schemas.</p> <p>2- Disinfecting vehicular equipment, working tools and the lounge related to operating work force located in regions of the municipality also the rooms of the headquarter buildings continuously.</p> <p>3- Installation of banners associated with Corona on the vehicles belonging to shahrban and Harimban Company for educational and publicizing purposes all around the city.</p>



3-Deputy Minister of Finance and Urban Economy		
3-1	General directorate of auditing	<ol style="list-style-type: none"> 1- Replacing physical contacts and appointments for doing office works with virtual handling of them. 2- To apply restrictions, implementing hygienic and safety guidelines and social distancing in accordance with approvals of national committee of Corona and the company of Shahr-e Salem(Healthy City) 3- Cancellation of meetings and unnecessary sessions 4- Daily disinfection and cleansing of the whole sections of the headquarters' building 5- Distribution of disinfecting liquid amongst the colleagues as well as sterilization the office tools. 6- Installing posters and brochures containing educational concepts associated with Corona
3-2	General Office of Revenue Recognition and Collection	<ol style="list-style-type: none"> 1- News broadcasting and awareness pertaining to paying charges of renovations, businesses and charges related to waste management services without attending the department and emphasizing on non-attendance payment of vehicles tools. 2- Extending the period of paying the charges relevant to businesses, waste management services as well as applying incentives for returned documents. 3- Applying restrictions and implementing safety and hygienic guidelines and social distancing signified by the national Committee of the Corona virus and Shahr-e Salem Company.
3-3	Tehran Investment and Public Participation Organization	<ol style="list-style-type: none"> 1- To flatten a carpet soaked with disinfecting liquid in building entrances 2- Provision of fans in order to be used for spraying disinfectant to people dressings and costumers before entering the organization 3- Provision of thermometer for measuring the costumer's fever 4- Regularly cleaning the whole space of the organization 5- Provision of oximeter device in order to measure the oxygen concentration and heart beat rate of the personnel and costumers.



3-4	Shahrvand ¹ company	<ol style="list-style-type: none"> 1- Disinfection of administrative spaces, sailing halls, baskets, cash desks and other sections of the department store. 2- Distribution of latex and plastic gloves to be used by costumers and staff in the headquarters and the branch shops 3- Provision of thermometers for measuring the fever degree of the personnel and the customers while entering the shop 4- Installing the labels in the branches to notice people of social distancing regulations and to isolate the lines of elderlies from other aged groups. 5- Isolating the space specified to cashiers with costumers using plastic covers. 6- Installing disinfecting devices at the entrances of the shops to be used by costumers.
3-5	Aftab Exhibition city company	<ol style="list-style-type: none"> 1- Giving awareness and informing the contractors via educational messages including movies and pamphlets in cyber spaces. 2- Preparing and installing disinfecting devices (containers) at the entrances of buildings and elevators for disinfection of customer's hands. 3- Daily measuring the costumer's fever at the entrance of the exhibition 4- Daily disinfection of Laboure's camps and guardian kiosks 5- Supplying and distribution of face masks, gloves and disinfectants to the laborers, service personnel and drivers
4-Technical and Civil Deputy		
4-1	Engineering and Civil Organization of Tehran	<ol style="list-style-type: none"> 1- Continuous disinfection of the whole exposed surfaces 2- Daily measuring of the costumer's fever at the entrance in order to prevent suspicious people from entering the organization. 3- Supplying and distribution of hand and surface disinfectants among staff 4- Installation of special bins for hygienic disposal of used masks and tissues
4-2	Tehran Technical and Engineering Consulting Organization	<ol style="list-style-type: none"> 1- Continuous cleansing and disinfection of the surfaces 2- Daily measuring of the costumer's fever at the entrance and to prevent suspicious people from entering the organization. 3- Supplying and distribution of masks and disposable gloves among staff 4- Suspending the use of water coolers and shoe polishing machines to be inaccessible by users 5- Daily screening of the staff regarding covid-19



4-3	Tehran Municipal Areas Development Organization	1- Daily and continuous sanitizing and disinfection of the administrative buildings, tables and office tools used by staff and vehicles 2- Training personnel and janitors of the organization according to the sensitivity of this job by holding training classes and preparing disinfection pack including face mask, gloves, surface disinfectants, antibacterial hand and face detergents for securities and janitors 3- Daily and Continuous sterilizing and disinfection of the labor camp and administrative buildings belonging to the clients, contractors and supervision sections 4- Distribution of hand washing disinfectants to people involved in the project 5- Installing informative posters about Corona virus at the work stations
4-4	Yademan Sazeh Company	1- Extensively growing awareness and informing by installing posters indicating safety warnings in different sections and stories of the company and sending educational files through office automation 2- Supplying disinfectants, face masks and disposable gloves and daily distribution of them 3- Sanitizing and disinfection of the workstations and rental vehicles 4- Daily screening of the staff and preventing suspicious people from entering the company.
4-5	Khakrizab Company	1- Daily screening of the staff and preventing fevered and suspicious personnel and costumers from entering the company. 2- Daily sanitizing and disinfection of the work stations and supervision on the correct conduction of the task 3- Installing educational banners within construction sites of Khakrizab Company 4- Performing live training classes for laborers of Khakrizab Company projects and supervising them for correctly conduction of the task.
5-Deputy of Traffic and Transportation		
5-1	Tehran Transport and Traffic Organization	1- Allowing medical staff to enter traffic restricted zone free of charge 2- Reducing the limitations for entering traffic restricted zones within Tehran for all of the citizens 3- Supplying and distribution of face masks, glove and disinfectants among the staff specially those of administrative sections in contact with costumers like



		<p>executive, security and secretariate sections.</p> <p>4- Daily sanitizing and disinfection of the surfaces, administrative spaces, elevators, toilets, vehicles and installing disinfecting devices at the entrances of administrative buildings and elevators.</p> <p>5- Provision of 3 set of clinical thermometer for daily measuring the staff's and customer's fever at the buildings entries.</p> <p>6- Installing thermal cameras within the buildings of the organization</p> <p>7- Design and performing cycling matches and other matches aiming at encouraging people staying at home and progressively training of people virtually.</p> <p>8- Notifying the cycle hangers not to deliver services within 22 regional municipalities that previously used to conduct educational, publicizing and recreational activities in gardens and parks, educational centers and residential townships.</p>
5-2	<p>Tehran Municipality</p> <p>Passenger Terminals and</p> <p>Passenger Park</p> <p>Organization</p>	<p>1- Disinfection of the ticket sale counters, bed chambers of the drivers, waiting rooms, passenger platforms, service stalls, praying rooms, ,mosques, maternal and kid's rooms, children's playgrounds, sports equipment and toilets within the whole terminals.</p> <p>2- Obliging travel companies personnel to use face masks, gloves and supervising them as well as continuously disinfecting inside companies and intercity fleet before traveling.</p> <p>3- Making coordination with health centers to deploy the medical teams in terminals in order to provide suspicious patients with health and medical Services and transferring them by emergency teams that are present in the terminals in accordance with protocols</p> <p>4- Health monitoring and daily measuring of the whole staff using clinical laser thermometer</p> <p>5- Increasing the supervision and necessary controls to avoid entering homeless and beggars to terminals and making coordination with police forces for intervening.</p> <p>6- Installing more than 200 number of banners and informative billboards for</p>



		<p>citizens in the terminals.</p> <p>7- Supplying and delivery of more than 2000 face masks and 1000 liters of disinfectants to the whole personnel and service contractors' work forces.</p> <p>8- Implementing the regulation of social distancing in terminals by installing special labels on the seats and in front of crowded places like ticket sail counters, ATMs and public phones.</p>
5-3	Tehran Taxi Management and Supervision Organization	<ol style="list-style-type: none"> 1. Daily sanitizing and disinfection of 60 thousands of taxis 2. Continuous distribution of sanitary items through the mobile taxi unit including disinfectant, face mask, gloves and hand sanitizer at terminals and stations 3. Notifying the extension of expired taxi certificates until 31/01/99 for the period of 2 month. 4. Establishment of a system called Panel based on requesting unattended administrative services for taxi drivers. 5. Stop allowing taxi drivers from going on leave (by stopping issuing leave allowance) in order to prevent taxi drivers from going on travel outside of Tehran. 6. Installing isolating and protective shields between drivers and passengers. 7. Progressively implementing social distancing regulation in taxis and strict and supervision on the execution of this condition until 10th of Khordad 1399 (May 30th 2020)
5-4	Tehran and Suburbs Bus Company	<ol style="list-style-type: none"> 1. Supplying and distribution of personal protective equipment including facemasks, gloves, shields and goggles, cap and cover amongst employees according to their job. 2. Isolating driver cabins with passengers section to help protect bus drivers health based on reducing their contact with passengers 3. Daily and progressive disinfection of 5 thousands of buses 4. Implementation of the schema of chartered buses and vans in order to consider social distancing 5. Cleansing and disinfecting public buses in accordance with approved guidelines nightly after daily work also while working at origins and destinations at terminals 6. Posting health messages on the internal and external boards of express buses



		<p>and screens installed within stations in order to increase the awareness of citizens regarding health issues.</p> <ol style="list-style-type: none"> Installing posters in buses and terminals to be seen by citizens in order to publicize and educating them to fight against Corona virus prevalence Considering the possible use of ozon generators and UV lamps in disinfecting the fleet by negotiating with knowledge based companies under the surveillance of presidency institution. Supplying 6000 number of face masks(NoorPak face masks) for the protection of drivers of public and private sector Supplying and use of 20 sets of foggers to accelerate and improving disinfection of the fleet in the stations of origins and destination
5-5	Traffic control company of Tehran	<ol style="list-style-type: none"> Daily sterilizing and disinfection of the surfaces, spaces, galleries, elevators, door handles, devices and tools and finally tables and seats used by the personnel. To arrange the office tables with 2 meters distance Supplying of clinical thermometer used for daily measuring of the staff's fever at the entries of the company. Daily screening of the staff regarding covid-19 virus. Supplying and distribution of face masks, latex gloves, hygienic liquid, surface disinfectant, sanitary pack, rolling tissue and disposable glass.
5-6	Air quality control company	<ol style="list-style-type: none"> Daily and continuous sanitizing and disinfection of the spaces, equipment and tools used by the personnel. Daily screening of the staff regarding covid-19 virus. Daily measuring of the staff's fever at the entrances of the company
5-7	Tehran Vehicles Technical Inspection Headquarters	<ol style="list-style-type: none"> Reception of the vehicles in the hall in a way to arrange each vehicle in one line in order to avoid congestion of vehicles and costumers. Implementation of social distancing regulations for customers in the vehicles technical inspection headquarters Arranging necessary requirements for conducting virtual appointment of the costumers. Daily sanitizing and disinfection of the whole headquarters in cooperation with firefighting agents every other day also hourly disinfecting the headquarters by it's own staff



5-8	Tehran and Suburbs Urban Railway Company (Metro)	<ol style="list-style-type: none"> 1- Installing educational banners within the stations and the trains 2- Development and broadcasting training clips from stations and trains monitors, as well as broadcasting advertising messages from station control rooms 3- Facilitating the online purchase of one-way tickets 4- Deactivation of water coolers in stations and closing of food bars in stations and closure of maternal rooms(mother and child rooms) in stations 5- Implementing hygienic measures in the pray rooms of the stations 6- Changing the working scenario of air conditioners for active ventilation within stations and full use of air conditioning capacity on trains 7- Removing the advertising handles from inside the trains 8- Increasing the frequency of replacing garbage bags in stations 9- Removing paper tickets to minimize physical contacts with costumers in order to encounter Coronavirus prevalence 10- Establishment and equipping the temporary isolated rooms in all stations to keep passengers suspected of being infected (until arrival of Tehran emergency services) 11- Sanitizing and disinfection of the whole parts of the stations and compartments using Chlorine based detergents 3 times a days 12- Setting up electrical escalators in all stations, trying to install social distancing labels and observing the distance when using escalators
6-Deputy of Urban Planning and Architecture		
6-1	Tehran City Renovation Organization	<ol style="list-style-type: none"> 1- Daily screening of the staff regarding covid-19 virus. 2- Distribution of health packages among residents of decayed urban fabrics 3- Supervising the implementation of encountering Corona virus protocols by contractors and consultants 4- Delivering educational and informative services to the residents of decayed urban fabric by urban development offices
6-2	Renovation Company of	<ol style="list-style-type: none"> 1- Holding training workshops in some of the restaurants located on the Abbasabad lands (before the peak of the Corona virus and their closure)



	Abbas Abad Lands	<p>dated 12th of Tir 1398(July the 4th 2019) by the experienced professors of the Comprehensive Health Service Center</p> <ol style="list-style-type: none"> 2- Installation of Stands and banners in Abbasabad lands for the notice of the citizens 3- Daily disinfection of the Nature Bridge(Tabiat Bridge), guardians kiosks, ground surfaces, labor camps, passages, urban furniture elements placed in gardens and toilets 4- Obliging the whole subordinates and restaurants to closure 5- Obliging all workers of urban service and maintenance of green spaces to obey principles of personal hygiene and use of face masks, gloves and other basic requirements. 6- Supervising all parts of the Abbas Abad lands during the NowRuz and official holidays in cooperation with security forces (security) and preventing all individuals and citizens from entering the green spaces of Abbas Abad lands during curfew times.
7-Deputy of Urban Planning and Development and Council Affairs		
7-1	Tehran Municipality Information and Communication Technology Organization	<ol style="list-style-type: none"> 1- Launch of the bicycle application with the aim of promoting the culture of cycling in Tehran as one of the components of combined transport in the time of Corona virus 2- Monitoring car traffic in Tehran on the period of social distancing regulation and sending text messages to drivers aiming at avoiding unnecessary traffic within city. 3- Expansion of Remote services and development of My Tehran Software system with the purpose of reducing the presence of people in the community 4- Improving and developing the infrastructures associated with 137 phone line and 1888 call centers to facilitate public relations with Tehran municipality 5- Assigning a special section named Corona option virus to 137 phone line by dialing sub code 6 6- Conducting a survey of people regarding municipal services encountering Corona virus via code # 137 7- Providing spatial information regarding health centers and crisis management bases in Tehran on the Tehran's map system (map.tehran.ir) and also the mobile map application of Tehran (RAYA) with the possibility of routing. 8- Sanitizing and disinfection of over 12000 square meters of the buildings owned by the organization of IT twice a day.



8-Office of the mayor		
8-1	Tehran Urban Research and Planning Center	<ol style="list-style-type: none">1- Translation of around 200 documents associated with preparedness, prevention and response measures to encounter Covid-19 virus under critical conditions and its various aspects2- Compiling the documents titled “Corona Virus Epidemic” and “Municipal Financing Risk-a Framework for Urban Policy”3- Compilation of the document titled “Analytical Investigation of Corona Cases and Deaths due to Covid-19 in the World”4- Compilation of a document called "the Occurrence of Epidemics in Urban Management"5- Compilation of a relevant Corona virus document titled “The Psychopath more than the Human losses”6- Compilation of a document reviewing the experiences of national and local governments in dealing with Covid-197- Compilation and translation of summaries of the countermeasure taken by the municipalities of the world's major cities against the Corona virus including actions in the field of municipal services and the environment8- Compilation of a document titled “preventive and restrictive counter measures and experiences of some countries regarding prevention and control of Corona virus in the field of human resources and workplaces”9- Compilation of a document titled” review of damages due to broadcasting fake news, information and statistics regarding Corona virus crisis around the globe”10- Compilation of a document titled ” investigation of the impact of Covid-19 on the third five-year development plan of Tehran”11- Compilation of a document titled ” investigation of the impacts of the Corona virus outbreak on the city's economy and financial issues”12- Compilation and translation of a document titled “investigation of the global experiences of the impacts of the Corona virus outbreak on the economy of the city and municipalities”13- Documenting the actions and lessons learned from Tehran Municipality



		<p>against Covid-19 virus (Part 1: Departments, organizations, companies and centers)</p> <p>14- Documenting the actions and lessons learned from Tehran Municipality against Covid-19 virus (Part 2: 22 regions of Tehran Municipality)</p>
8-2	Tehran Municipality Inspection Organization	<ol style="list-style-type: none"> 1- Preparation of monitoring checklists (based on circulars and notified protocols) for public and private sections, monitoring and evaluation of queuing units and Tehran Municipality headquarters in encountering Corona virus. 2- Receiving public opinions in the forms of criticism, complains, suggestions and appreciations regarding Corona virus and guidance and removing ambiguity of citizens via the public monitoring system (1888). 3- Immediately following-up citizens' requests received by the 1888 public monitoring line (through correspondence with relevant regions). 4- Uploading a collection of educational images and videos regarding encountering the Corona virus on the portal of the 1888 public monitoring system line. 5- Providing continuous daily and weekly reports from the number of citizens' requests on the issues related to Corona virus to the informing working group of the Tehran Crisis Prevention and Management Organization. 6- Conducting a survey of a statistical population out of 400 citizens on the countermeasures of Tehran Municipality regarding encountering Corona virus. 7- Performing expert meetings on how to supply and distribute health items as well as monitoring the performance of affiliated units
8-3	Tehran Municipality Basij Organization	<ol style="list-style-type: none"> 1- Compilation and implementation of community based social organizing plan and notifying to communities in order to recognize community volunteers and coordination for delivery of relevant services to citizens. 2- Providing a number of 30,000 citizens with financial and nonfinancial aids including goods, psychological assistances etc. 3- Distribution of 2,000 liters of disinfectant liquid to be used by the employees



	<p>4- supplying 50,000 liters of disinfectant solution for disinfecting surfaces and public passages and Pathways in accordance with the instructions of the Ministry of Health</p> <p>5- Supplying 2000 bottles of natural juices on daily basis and distributing them within hospitals allocated to Corona cases and labor camps.</p> <p>6- Assisting governmental hospitals such as Rasool Akram, Milad, Modarres and Loghman hospitals by supplying the required materials and equipment including disinfectants, insulating clothes, facemasks and professional shields</p> <p>7- Implementing the plan called Barakat Alavi(blessing of Alavi)schema on the eve of the holy month of Ramadan to solve the living problems of the needy</p> <p>8- Implementing the schema of voluntary blood donation special to superior managers of Tehran Municipality based in Blood transfusion base of city council in order to compensate the blood shortages due to Corona</p> <p>9- Cooperation in carrying out the second phase of distributing 100,000 support packages to needy people in Grand Mosalla mosque of Tehran</p> <p>10- Coordinating among Ministry of health, Sepah(revolutionary guard) and Tehran Municipality (in terms of facilities and human resources) in order to conduct the schema of daily screening of the citizens.</p> <p>11- Coordinating, evacuating and handing over the Fath Square crisis management support base named Al-Zahra Complex in cooperation with Tehran Disaster Mitigation and Management Organization for delivery to the Hamzeh Seyed Al-Shohada Basij¹ region and the Ministry of Health to be used as a convalescent home for Corona virus patients.</p> <p>12- Distribution of disinfectants among dustmen and citizens with the amount of 2000 liters.</p> <p>13- Cooking 500 meals a day with the participation of donors, Basij and Imam Reza (peace be upon him) foundation and distributing them among hospitals.</p> <p>14- Sanitizing and disinfection of deprived and suburban regions</p> <p>15- Daily screening of the staff regarding covid-19 virus.</p>
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		16-Cooperation with mobilization army (Basij) in order to disinfecting passages, gardens and other centers throughout the city.
8-4	Tehran Municipality Cultural and Artistic Organization	<ol style="list-style-type: none"> 1- Disinfecting and sanitizing the building in order to protect the health of the personnel 2- Production of 500,000 facemasks in Khavaran Cultural Center by Hazrat Zeinab Jihadi Camp 3- Developing special programs in cultural center of Resaneh(Media) in support and appreciation of health defenders 4- Developing special social media programs in Sarv Cultural Center during NowRuz holidays 5- launching an exhibition of artifacts on the Instagram page of Sarv Cultural Center
8-5	Payam Rasa Company	<ol style="list-style-type: none"> 1. Distribution of hygienic requirements such as gloves, face masks and disinfectant liquids to the personnel 2. Installation of optical automatic Hand Disinfection Machines on different stories and entrance of the company for the use of the clients 3. Delivery of disposable gloves and paper towels to clients 4. Provision of clinical thermometer used for daily measuring of the staff's fever at the entries of the company.
9-Deputy of Human Resources Development		
9-1	Salem(Healthy) City Company	<ol style="list-style-type: none"> 1. Provision and compilation of health instructions and recommendations associated with "disinfection of cars" for organizations and service companies in the field of public transportation including buses, taxis and subways 2. Development of educational video content based on educational messages of the Ministry of Health, educational video on disinfection and sound cleaning of surfaces for the use of citizens 3. Following-up and performing health training courses for urban services and green area workers to prevent the spread of Coronavirus 4. Developing health and medical guidance and consultations via 1842 line and affiliated medical centers of the company to patients suspected of having Corona virus, in-person clients and telephone contacts made by doctors and



		<p>experienced health and medical staff of the company</p> <ol style="list-style-type: none"> 5. Holding meeting with donors to benefit from their assistance 6. Performing training programs in medical centers for medical staff and providing them with recommendations and preventive measures and methods to encounter Corona virus. 7. Daily measuring of the staff's fever at the entries and the exits of the whole service centers, health centers and the headquarter of the company 8. Supplying 4,000 liters of hand and surface disinfectant and delivery to organization of Fire and Safety Services as well as provision of over 37,000 health and personal protection tools and items required by the company's medical centers including simple and filtered facemasks, insulated clothing and disposable caps and arm sleeves. 9. Performing training programs for training of urban services workers in 22 regional municipalities
9-1	Construction Company of Tehran Municipality Employees	<ol style="list-style-type: none"> 10. Daily justifying the contractors of active recreational equipment of the Persian Gulf Martyrs Lake (Shohaday e khalij Fars) complex for prevent and control the Corona virus under the supervision of the HSE unit. 11. Disinfection and sanitizing the passages of Persian Golf lake complex with the area of 227716 square meters 3 times a day by waterjet using hypochlorite sodium in accordance with the guideline of the Ministry of Health conducted by the contractor under the supervision of HSE unit 12. Disinfection and sanitizing the outside and inside toilets (208 numbers) of Persian Golf lake complex 3 times a day by waterjet using hypochlorite sodium in accordance with the guideline of the Ministry of Health conducted by the contractor under the supervision of HSE unit 13. Continuous daily inspection of 54 stalls throughout Persian Golf lake complex by HSE unit 14. Daily disinfection and sanitizing the 4600 meters of handrails of the main ring of Persian Golf lake complex by waterjet using hypochlorite sodium in accordance with the guideline of the Ministry of Health conducted by the contractor under the supervision of HSE unit. 15. Daily disinfection of urban furniture throughout Persian Golf lake complex for a number of 1821 items. 16. Daily disinfection and sanitizing indoor spaces (praying rooms, mosques, inside toilets and Laboure camps) including outside areas and facades with the area of 4200 square meters in Persian Golf lake complex by waterjet



		<p>using hypochlorite sodium in accordance with the guideline of the Ministry of Health conducted by the contractor under the supervision of HSE unit</p> <p>17. Daily disinfection and sanitizing children playing equipment(fiberglass) With the area of 733 square meters in Persian Golf lake(Shohadaye Khalij Fars) complex by waterjet using hypochlorite sodium in accordance with the guidelines of the Ministry of Health conducted by the contractors under the supervision of HSE unit</p> <p>18. Closure of the entire Persian Gulf Martyrs Lake (Shohadaye Khalij Fars) complex and preventing the entry of people since 6th of Farvardin 1399(March the 25th 2020), including the surrounding area of the complex and arranging the security forces at the entry points, monitoring the complex by security supervisors using motorcycle continuously and finally cooperating with the security police and traffic police to restrict the traffic towards the lake.</p> <p>19. Installation of banners and tracts with different topics such as symptoms of Corona virus, how to wash hands etc. in different places such as precinct of the Lake of the Martyrs of the Persian Gulf (Shohadaye Khaleej Fars) and public toilets.</p> <p>20. Posting news related to the closure of the Lake of the Martyrs of the Persian Gulf (Shehada-e Khaleej Fars) complex on social networks</p> <p>21. Training the operators and contractors of active recreational equipment in Persian Gulf Martyrs Lake (Shehada-e Khaleej Fars) complex in order to help prevent and control Corona virus under the supervision of the HSE unit.</p> <p>22. Closure of existing sections of the Persian Gulf Martyrs Lake (Shehada-e Khaleej Fars) complex and toilets, blocking the path ways leading to the lake, imposing heavy fines and Transferring cars parked in the passages around the complex to the police parking lot, informing via national media about the implementation of the mentioned laws, the widespread presence of police, traffic police and NOPO¹ on Nature Day.</p>
9-2	City Car Service Company	<p>1. Development of visual contents based on the educational messages of the Ministry of Health, educational videos on the subjects of approaches, preventive measures, nutritional recommendations etc. and performing weekly training courses for all contractors of the company.</p>

1-Nirohaye Vijeh Pasdar Velayat(means: special Velayat protection forces)



		<p>2. Informing and giving awareness by installing posters at the headquarter stations</p> <p>23. Distribution of support-care packages including disinfectant liquid, face masks and gloves among drivers suffering Corona disease</p>
10-Deputy for Coordination and Regional Affairs		
10	All 22 district municipalities	<p>Actions conducted by 22 districts in the field of citizenship</p> <p>disinfecting of roads and squares, bus terminals, taxi terminals, metro stations and public transportation vehicles, public and religious places, urban furniture, community halls, ladies' cultural complexes, care homes and service provider administrations, laborer camps, hospital entrances and clinics, ATM systems, decks of pedestrian bridges, petrol stations and banks.</p> <p>preparation and installation of educational posters on how to prevent the transmission of corona virus specific to bakeries and their customers and train the workers in bakeries.</p> <p>to provide face - to - face training to executive forces of fruits and vegetables markets and continual monitoring of them.</p> <p>the closure of the sports complexes under the supervision of the municipality, the museums and the cancellation of all the community hall programs in order to prevent corona disease</p> <p>blocking paths leading to tourism centers, resorts and orchards and parks.</p> <p>sewing masks by voluntary and donors of the district and distribution of them to vulnerable people at the regional level.</p> <p>the evacuation and delivery of support bases to Basij of Hamza-Al-Shohada area and the ministry of health in coordination with Basij and in cooperation with the regional crisis headquarters to be uses as convalescence home.</p> <p>Cooperation with the Al- Hamza Basij area for conducting health screening of residents in the Ministry of Health system</p> <p>Identifying areas prone to the occurrence of corona disease and notifying Basij bases of metropolitan area of them.</p> <p>Providing consulting services to anxious individuals, sufferers from</p>



	<p>corona and bereaved families.</p> <p>provision and distribution of health and aid packages to the citizens</p> <p>Actions done by 22 district municipalities within organizational level:</p> <p>Equipping service delivery personnel with clothing and special equipment to disinfect all administrative buildings within the district on daily and continuously basis.</p> <p>The protection of the health of municipal personnel including measuring fever, providing counseling services to personnel and clients at the early hours of working days, equipping personnel with masks, gloves and disinfectant liquids.</p> <p>Implementing screening scheme for the personnel of the district municipalities, registering and notifying the names of suspected employees of corona virus and close relatives of them</p> <p>Implementing the plan of teleworking to personnel with specific and underlying disease, disability, pregnant women and mothers with children less than 6 years of age.</p> <p>deployment of segregated trash bins for masks and gloves used within areas and districts</p> <p>holding meetings through video conference and holding virtual training courses</p> <p>Poisoning and disinfecting the interior and exterior of all mechanized and non - mechanized vehicles and equipping all drivers and car operators to masks, hats, gloves and disinfectants</p> <p>preventing the activity of the restaurant and canteens and collecting all commonly used stuff from praying rooms.</p> <p>Innovative actions of municipalities in 22 district municipalities regarding Covid-19:</p> <p>Creating virtual tourism sites for virtual visits to cultural and historical places</p>
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		<p>Designing and implementing festivals and cultural matches, artistic and sporting contests for citizens virtually.</p> <p>Launch of an application used for the purpose of purchasing and delivering at the doors to sailors in order to purchase items needed and other products and delivery at home</p>
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3-Assessment and analysis of the performance of subordinates of Tehran Municipality in Response to covid-19

In this section of the report, the results of the analysis associated with the performance of subordinates of Tehran municipality in response to Covid-19 is presented. The adopted countermeasures are in accordance with significations and approvals of Tehran municipality which are derived from the outputs of the National Committee of Corona. The method used is based on the qualitative measurement of the implementation of the measure which has been notified to every subordinate with respect to its organizational weight. Thus, it is of initial necessitation to define the share and weight of every subsection in order to determine the effectiveness of the countermeasures then to asses the achievement of counter measures lead by different subsections based on their scope of Services and notified guidelines. The weight of every subordinate of Tehran municipality has been determined based on the following criteria;

- 1-Dimension of the administrative building and the number of the buildings owned by the organization which represents the degree of extension of the organization within the Tehran and the number of staffs belonged to;
- 2- The number of clients and costumers;
- 3-The significance of the measures taken and relevance of the organizational scope of services with health issues (Corona)
- 4-Target community including number of citizens affected by decisions and measures taken by that subordinate organization.

Results of the assessment and analysis are presented in the following table.



Table2) contribution of the municipalities' subset to the measures taken against Covid-19

NO	Affiliated Subordinates of Tehran Municipality	Dimension, number of buildings and personnel	Number of customers and clients	Relevance with scope of services	Target Community	Total Score	Normalized Score	Total Normalized Score	Normalized sum
1-Deputy for Social and Cultural Affairs									
1-1	General Directorate of Health	1	2	4	3	10	3	19	10
1-2	General Directorate of citizens education of Tehran municipality	1	2	4	4	11	4		
1-3	General Directorate of women affairs of Tehran municipality	1	2	3	3	9	3		
1-4	Tehran Municipality Sports Organization	1	2	3	4	10	4		
1-5	Tehran Municipality Cultural Spaces Development Company	1	2	3	2	8	3		
1-6	Milad tower company	1	3	2	4	10	4		
1-7	religious affairs and prayer headquarter	1	1	1	3	6	1		
2- Deputy of Urban Services and Environment									
2-1	General directorate of planning and urban services	1	2	2	2	7	2	24	13
2-2	Tehran Parks and Green Space Organization	1	2	1	4	8	2		
2-3	Behesht Zahra(Graveyard) Organization	3	2	3	4	12	3		
2-4	Tehran Municipality Fruit and Vegetable Markets Organization	4	2	3	4	13	4		
2-5	Tehran Beautification Organization	2	1	1	4	8	2		



2-6	Fire and Safety Services Organization	4	2	4	4	14	4		
2-7	Tehran Municipality Waste Management Organization	2	1	2	4	9	3		
2-8	City Industries and Jobs Organization Company	1	2	3	2	8	2		
2-9	Shahrban and Hareemban Company of Tehran Municipality	1	1	2	2	6	2		
3- Deputy Minister of Finance and Urban Economy									
3-1	General directorate of auditing	1	1	1	1	4	1	9	5
3-2	General Office of Revenue Recognition and Collection	1	3	1	1	6	2		
3-3	Tehran Investment and Public Participation Organization	1	1	1	1	4	1		
3-4	Shahrvand company	4	1	3	3	11	3		
3-5	Aftab Exhibition city company	1	1	2	2	6	2		
4- Technical and Civil Deputy									
4-1	Engineering and Civil Organization of Tehran	2	2	1	2	7	2	8	4
4-2	Tehran Technical and Engineering Consulting Organization	1	2	1	2	6	2		
4-3	Tehran Municipal Areas Development Organization	2	2	1	2	7	2		
4-4	Yademan Sazeh Company	1	1	1	2	5	1		
4-5	Khakrizab Company	1	1	1	2	5	1		
5- Deputy of Traffic and Transportation									
5-1	Tehran Transport and Traffic Organization	1	2	3	4	10	3	22	12
5-2	Tehran Municipality Passenger Terminals and Passenger Park Organization	2	2	3	4	11	3		
5-3	Tehran Taxi Management and Supervision Organization	1	2	4	4	11	3		
5-4	Tehran and Suburbs Bus Company	4	2	4	4	14	4		
5-5	Traffic control company of Tehran	1	1	3	4	9	3		
5-6	Air quality control company	1	1	1	2	5	1		



5-7	Tehran Vehicles Technical Inspection Headquarters	1	1	2	3	7	2		
5-8	Tehran and Suburbs Urban Railway Company (Metro)	2	1	4	4	11	3		
6- Deputy of Urban Planning and Architecture									
6-1	Tehran City Renovation Organization	1	2	1	1	5	1	2	1
6-2	Renovation Company of Abbas Abad Lands	2	1	1	1	5	1		
7- Deputy of Urban Planning and Development and Council									
7-1	Tehran Municipality Information and Communication Technology Organization	3	1	1	1	6	1	3	2
8- Office of the Mayor									
8-1	Tehran Urban Research and Planning Center	1	1	2	1	5	1	10	5
8-2	Tehran Municipality Inspection Organization	1	2	2	1	6	2		
8-3	Tehran Municipality Basij Organization	1	1	3	3	8	2		
8-4	Tehran Municipality Cultural and Artistic Organization	1	3	3	3	10	3		
8-5	Payam Rasa Company	1	1	3	2	7	2		
9- Deputy of Human Resources Development									
9-1	Salem(Healthy) City Company	1	2	4	3	10	3	8	4
9-2	City Car Service Company	4	1	2	3	10	3		
9-3	Construction company of Tehran Municipality Employees	1	1	2	3	7	2		
10- Deputy for Coordination and Regional Affairs									
10-1	Municipality of Region1	4	3	3	4	14	4	85	45
10-2	Municipality of Region2	4	3	3	4	14	4		
10-3	Municipality of Region3	3	3	3	4	13	4		
10-4	Municipality of Region4	4	3	3	4	14	4		



10-5	Municipality of Region5	4	3	3	4	14	4
10-6	Municipality of Region6	3	3	3	4	13	4
10-7	Municipality of Region7	3	3	3	4	13	4
10-8	Municipality of Region8	3	3	3	4	13	4
10-9	Municipality of Region9	3	3	3	4	13	4
10-10	Municipality of Region10	3	3	3	4	13	4
10-11	Municipality of Region11	3	3	3	4	13	4
10-12	Municipality of Region12	4	3	3	4	14	4
10-13	Municipality of Region13	3	3	3	4	13	4
10-14	Municipality of Region14	2	3	3	4	12	3
10-15	Municipality of Region15	4	3	3	4	14	4
10-16	Municipality of Region16	3	3	3	4	13	4
10-17	Municipality of Region17	3	3	3	4	13	4
10-18	Municipality of Region18	2	3	3	4	12	3
10-19	Municipality of Region19	3	3	3	4	13	4
10-20	Municipality of Region20	3	3	3	4	13	4
10-21	Municipality of Region21	2	3	3	4	12	3
10-22	Municipality of Region22	4	3	3	4	14	4
Sum							

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3-1-Summary and Conclusion

Based on the obtained results, 13 subsets of scored 4 out of 4 and the countermeasures have made the most amount of impacts on the health of the personnel and citizens and they have a very important impact on realization of the predetermined objectives of the Tehran municipality. This way, the score of the rest of subsidiaries are as the following;

-10 subordinates are scored 3

-13 subordinates are scored 2

- 10 subordinates are scored 1 with the least priority



In the second step, with respect to the scores of the subordinates estimated based on the degree of performance of general directorates, organizations and companies on the criteria of 7 groups of countermeasures executed by them, weighting them based on the aforementioned criteria, the contribution of each subordinate including the municipality subsections and deputies is estimated.

In order to estimate the contribution of each subordinate out of total performance of man Tehran municipality, total scores of each subsection is divided by the total score of the section. In the following, the whole countermeasures applicable by all subordinates are classified into 7 groups based on the nature and effectiveness of the countermeasures.

Table3) classifying activities conducted by different subordinates of Tehran municipality

Group 1	health, medical and caring	Cleansing, sterilizing and disinfecting administrative buildings, urban places and spaces, sets of equipment, facilities and vehicles, establishing recovery houses for Corona infected patients, screening, health and mental consultation
Group 2	Distribution of Sanitary and support items	Distribution of Sanitary packages including face masks, gloves, disinfectants used for hand and surfaces, subsidized goods and aid packages.
Group 3	Informing, Educating and publicizing activities	Public informing via banners, posters, billboards, stands and by distributing Brochures. Performing training workshops, appreciating health personnel, organizing campaigns aimed at training and publicizing. Content development containing pamphlets, educational clips and guidelines regarding prevention of the prevailing and countermeasures for facing with Corona virus and uploading to cyberspace to be used by personnel and citizens
Group 4	protection of the personnel	Screening of the personnel and costumers at the entry pf the buildings, Cancelling the meetings and the sessions with lower priorities, allowing. eligible personnel to work from home (teleworking), isolation, social distancing, distribution of sanitary and personal protective packages, equipping the personnel with working dress, gloves, boot and facemask, provision of bins in particular for throwing out used masks and gloves and finally installing disinfecting liquid at the entrance of the buildings.
Group 5	Applying restrictions to organizations / places within the city	Closing places with sportive, cultural, artistic, historical, religious and business activities, applying social distancing, isolation and finally recognizing patients and quarantining them
Group 6	providing remote Services and extending the use of cyber spaces	Replacing current customer Services processes and approaches with electrical services, arranging for virtual visits from cultural places, artistic, historical places, developing websites and applications targeted at educational purposes, service providing etc.
Group 7	managerial, policy making and coordination activities	Publishing and signifying the guidelines, recommendations, performing Planning and coordination sessions, monitoring and assessment of conducted activities, supervision on implementation of countermeasures against Corona virus.

**Table4) Scores received by subsets of Tehran municipality based on their coverage on the classified countermeasures**

NO	Affiliated Subordinates of Tehran Municipality	G1	G2	G3	G4	G5	G6	G7	total Score
1-Deputy for Social and Cultural Affairs									
1-1	General Directorate of Health	*		*	*		*	*	5
1-2	General Directorate of citizens education of Tehran municipality	*		*		*	*		4
1-3	General Directorate of women affairs of Tehran municipality	*	*	*	*	*	*	*	7
1-4	Tehran Municipality Sports Organization	*	*	*	*	*	*	*	7
1-5	Tehran Municipality Cultural Spaces Development Company	*		*	*			*	4
1-6	Milad tower company	*	*	*	*	*	*	*	7
1-7	religious activities and prayer headquarter				*	*		*	3
2- Deputy of Urban Services and Environment									
2-1	General directorate of planning and urban services	*	*	*	*			*	5
2-2	Tehran Parks and Green Space Organization	*	*	*	*	*			5
2-3	Behesht Zahra(Graveyard) Organization	*	*	*	*	*	*	*	7
2-4	Tehran Municipality Fruit and Vegetable Markets Organization	*	*	*	*	*	*	*	7
2-5	Tehran Beautification Organization	*	*	*	*	*	*	*	7
2-6	Fire and Safety Services Organization	*	*				*	*	4
2-7	Tehran Municipality Waste Management Organization	*	*	*	*	*	*	*	7
2-8	<u>City Industries and Jobs Organization Company</u>	*	*	*	*	*	*	*	7
2-9	Shahrban and Hareemban Company of Tehran Municipality	*	*		*	*		*	5
3- Deputy of Finance and Urban Economy									
3-1	General directorate of auditing	*	*	*	*	*	*	*	7
3-2	General Office of Revenue Recognition and Collection		*	*	*	*	*	*	6
3-3	Tehran Investment and Public Participation Organization	*	*	*	*			*	5
3-4	Shahrvand company	*	*	*	*	*	*	*	7



3-5	Aftab Exhibition city company	*	*	*	*	*	*	*	7
4- Technical and Civil Deputy									
4-1	Engineering and Civil Organization of Tehran	*	*	*	*	*	*	*	7
4-2	Tehran Technical and Engineering Consulting Organization	*	*	*	*	*	*	*	7
4-3	Tehran Municipal Areas Development Organization	*	*	*	*	*		*	6
4-4	Yademan Sazeh Company	*	*	*	*	*		*	6
4-5	Khakrizab Company	*	*	*	*	*		*	6
5- Deputy of Traffic and Transportation									
5-1	Tehran Transport and Traffic Organization	*	*	*	*	*	*	*	7
5-2	Tehran Municipality Passenger Terminals and Passenger Park Organization	*	*	*	*	*	*	*	7
5-3	Tehran Taxi Management and Supervision Organization	*	*	*	*	*	*	*	7
5-4	Tehran and Suburbs Bus Company	*	*	*	*	*	*	*	7
5-5	Traffic control company of Tehran	*	*	*	*	*		*	6
5-6	Air quality control company	*		*	*				3
5-7	Tehran Vehicles Technical Inspection Headquarters	*		*		*	*		4
5-8	Tehran and Suburbs Urban Railway Company (Metro)	*	*	*	*	*		*	6
6- Deputy of Urban Planning and Architecture									
6-1	Tehran City Renovation Organization	*	*	*	*	*	*	*	7
6-2	Renovation Company of Abbas Abad Lands	*	*	*	*	*		*	6
7- Deputy of Urban Planning and Development and Council Affairs									
7-1	Tehran Municipality Information and Communication Technology Organization	*		*	*	*	*	*	6
8- Office of the mayor									
8-1	Tehran Urban Research and Planning Center	*		*		*		*	4
8-2	Tehran Municipality Inspection Organization		*		*	*	*	*	5
8-3	Tehran Municipality Basij Organization	*	*	*	*	*	*	*	7
8-4	Tehran Municipality Cultural and Artistic Organization	*	*	*	*	*	*	*	7



8-5	Payam Rasa Company	*	*	*	*	*			5
9- Deputy of Human Resources Development									
9-1	Salem(Healthy) City Company		*	*	*	*	*	*	6
10- Deputy for Coordination and Regional Affairs									
10-1	22 Regional Municipalities of Tehran	*	*	*	*	*	*	*	7
10-2	Construction company of Tehran Municipality Employees	*		*	*	*		*	5
10-3	City Car Service Company	*	*	*	*			*	5

With respect to the estimated scores for every subsection of the municipality and implication of each section, it would be elaborated that the deputies of Urban Planning and Architecture, Finance and Urban Economy, Technical and Civil Deputy have gained the highest score regarding implementation of Counter measures against Corona In addition the overall percentage of success of Tehran municipality is estimated as 87%. Achieving this high score conveys the message that Tehran municipality has conducted relatively a good level of countermeasures regarding prevention and counteraction against Corona virus.

At the end, the score for every subordinate of Tehran municipality representing the contribution amount of fulfilling of the relevant measures have been estimated based on weighted average score of each subset using relationship 1. The reason for using weighted average is that every municipality subset implies different levels of activities with respect to their performance and mission. Thus, the score associated with each subordinate is proportional with the effectiveness of their subsets regarding implementation of Corona virus countermeasures.

Relationship 1:	$\frac{(\text{The implication weight}) * (\text{fulfillment scores of each groups of activities})}{\text{Sum of implication weight for organizational section}}$
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Where:

- The implication weight is the weight of each subordinate estimated table 2;
- Fulfilling score is a number of ranges from 1 to 7 estimated in accordance with table 4

In conclusion, the final result including final score and the percentage of realization of measures implication of counter measures associated with each organizational section as well as the whole Tehran municipality has been provided in the following table.

**Table5. Contribution of the deputies to fulfilling the implementation of Corona virus countermeasures**

No	Affiliated Subordinates of Tehran Municipality	Percent of Fulfilment Of Covid-19 Countermeasures	Fulfilment Score (Max 7)	Percent of Contribution
1	Deputy for Social and Cultural Affairs	80	5.6	10
2	Deputy of Urban Services and Environment	86	6	13
3	Deputy Minister of Finance and Urban Economy	94	6.6	5
4	Technical and Civil Deputy	93	6.5	4
5	Deputy of Traffic and Transportation	91	6.3	12
6	Deputy of Urban Planning and Architecture	95	6.7	1
7	Deputy of Urban Planning and Development and Council Affairs	86	6	2
8	Office of the mayor	84	5.9	5
9	Deputy of Human Resources Development	86	6	4
10	Deputy for Coordination and Regional Affairs	84	5.9	44



Tehran Urban Research and Planning Center

