Table : Main logistics challenges in

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| Theme | Verbatim |
| Detection equipment | "People trust us in the Red Crescent. I couldn't tell them after the long queue of screening on the road that the thermometer was broken. I had to lie that your body temperature was normal." (V1) |
| Protection equipment | “Volunteers felt that they were exposed to the coronavirus, and managers, on one hand felt pressured by aid workers and on the other hand were psychologically distressed, which endangered the lives of the aid workers”. (BM1) |
| “I was worried about the situation and that’s why I bought the mask myself. I told my other friends who were actively involved in the project to make some for themselves. I’m really surprised to know that the Red Crescent ran a mask and protective clothing production workshop, but they didn’t allocate any of them to us”. (V2) |
| “One of the aid workers came to me and said that his parents are elderly. Is it dangerous that he measures people’s temperature without protective equipment? I suggested him to not work anymore in this situation.” (V3) |
| “One of the volunteer aid workers was very scared that he might get into a problem (get infected) due to the lack of protective equipment? I talked to him and he was less stressed.” (V4) |
| "At the beginning of the plan, when the equipment was scarce, the employees were stressed that if we participate in the screening plan without the protective equipment, then what guarantee would there be that my family would not be affected?" (M1) |
| Human resources | "I don't think the organization of the human resources was well organized. For example, the youth officer in our branch was responsible for selecting the volunteers. But she only knew the youth members and did not know the experienced rescuers and aid workers." (V5) |
| "Some young, inexperienced volunteers were involved in the project. For example, one person was 17 years old. Well, he didn't know anything about the Red Crescent. I don't think people took him seriously. People expect an experienced aid worker measuring their fever or body thermal.” (V6) |
| “We had a problem with human resources, especially in the early days of the plan. Later, as facilities increased, so did the number of volunteers. The aid workers had a 24-hour shift in the early days and were really annoyed. Think they had to eat with the feeling that they might not be clean. That is, they ate with stress. " (V7) |
| "Younger volunteers were very reckless and wanted to help. But their families kept calling and worrying that their child would get into trouble. I didn't use younger volunteers whose families were worried and gave them some office jobs. Some parents were very worried and called several times not to use their child for a fever screening. I chose volunteers according to their capacity.” (BM2) |
| “Some volunteers who had not been trained were taken into account. I studied medicine and had no problems. But some volunteers stuck their heads inside of the cars and screened the passenger’s temperature. It is clear that they did not know how to control the spread.” (V8) |
| In terms of human resources, we have not yet prepared our colleagues for these crisis. In times of crisis, every employee must know his or her job and perform it under the supervision of the operations manager. He must have received the necessary training in advance, such as psychological support, and so on". (M2) |
| “Some rescuers asked why Red Crescent staff was not present at the screening stations. It is certainly very dangerous that they do not participate. We then announced that there must be an employee involved in each screening station, but that didn't work out in some branches”. (V8) |
| Financial challenges  Commitments of other organizations | “Legally, although it was an emergency and the law required that money to be spent without formalities; Tehran did not provide any formal letter on the matter. For example, at one point a supplier called and I had so many gloves at that price. I couldn't say wait for us to register in the system and ... that would take a week. We had to buy in cash at the moment.” (M3) |
| "In my opinion, the Red Crescent must be provided with and distribute protective equipment such as mask and gloves at a national level. It was easier and cheaper to provide gloves and masks for themselves. We had to buy some items four times the real price. One week before the arrival of Corona, the thermometer was priced at 8,600,000 Rials (57$), but three weeks later, its price reached 58,000,000 (386$). Some goods were not available at all. We ordered the protective glasses at the beginning of the plan, and we haven't received them yet.” (M1) |
| “There were cases approved by the governorate and the COVID-19 headquarters of the province regarding the equipment and logistics for the project were not allocated. For example, the municipality was supposed to give us 500,000,000 Rials of facilities, but it has not yet been fulfilled.” (M3) |

Table : Main plan challenges

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| Theme | Verbatim |
| Structure of the plan | “We saw that the plan first started and then the budget and the structure were gradually announced. When I don't know how much budget I have, how much labor can use, how can I expect the plan to succeed?” (BM3) |
| “I think it should be the head of the branch to determine what is best in the town. I know how much capacity we have in the county and the branch, how many human resources we have, what their situation is, how the cooperation of other departments has been and etc. The governor told the Director Manager and the Director Manager told me to do the work. But the troops don't need masks and gloves? When I don't have them, how can I do it? With this situation, my words are no longer effective in the town. In the long term, the Red Crescent in the town will be servant of the governorate and other governmental organizations.” (BM4) |
| Monitoring | “The issue of monitoring was weakened by Corona. Because everyone was stressed about corona at the time of the quarantine, some branch managers did not visit the station and did not know if the pre-determined people were in the station.” (M4) |
| Acceptability of the plan | “I don't think it was a matter of principle. Taking people on the road did not solve the problem. People who came on the road could have gone up because of being in the car or for other reasons. On the other hand, we introduced people who had a high fever but not necessarily after that, and it was possible that they would continue to travel. That is, our plan did not have an executive guarantee. The police escorted them to the clinic. But if the truck driver had a fever, he could no longer be taken to the clinic by truck or the truck could not be left. He was not told what to do. Just would have attended. At the same time the positive aspects of the plan were that social capital and the higher level of trust.” (BM3) |
| “I was not convinced about the principle of the plan. But I think it was very good because it made the Red Crescent stand out among the people and people see how active the Red Crescent is.” (V4) |
| “I was very happy to be in the project because I wanted to do something positive in Corona's time. Well, it made me feel very good.” (V5) |
| “In my opinion, although it caused the IRCS to be seen, it was not our job. We could focus on supporting families, the families of infected people, providing livelihoods, and so on."(BM4) |

Table :Main coordination challenges

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| Theme | Verbatim |
| **Lack of coordination** | “We, the Police and the Health Network of the county, were supposed to be at the station. The health network said from the beginning that it had no human resources. In the station, their employees were receiving high salaries, seven or eight times as much as us, but now in the time of crisis they are gone”. (BM2) |
| “There was no coordination between the organizations at all. We were told not to work, but the governor's office said you should be active. Well, they should send the same letter they send to us from the capital to the Ministry of the Interior so that they can be included in the list. We had this lack of coordination in our organization as well.” (BM3) |
| “The next issue is the consensus of the head units. It should be clear who can order me (the head of the county’s Red Crescent). The governor, the deputy governor, the director general, the deputy governor all of them give me orders, and the orders are different.” (BM5) |
| “I had no problem coordinating in the city. From the beginning, the governor made me head of the screening committee and the departments cooperated with me. We already have a good relationship with the departments, and I think the cooperation of the departments goes back to the past.” (BM6) |
| “Coordination was our main challenge in this plan. We did not get coordinate in different levels including provincial level (within organization and between different organizations), and national (the IRCS headquarter could not get coordinated between different sections, between IRCS and other national governmental organizations) and at a local level. We received various formal letters at the provincial and national levels every day with contradictory information.” (M5) |

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| Subcategory | Theme | Verbatim |
| Legal Challenges | Legal Challenges | “We didn't know who was responsible if there was a problem for our volunteer aid worker and he get infected from COVID-19. Surely the aid workers’ families consider me responsible. They (top level managers) said that these people were insured but still did not reduce our worries. We want to use these volunteers in difficult situations such as floods, earthquakes, accidents, and droughts, and it is always a problem. It is better to have a professional structure like the army. We should have a structure that is clear to all of us.” (BM3) |
| “Legally, although it was an emergency and the law required that the money be spent without formalities; Tehran did not provide any information on the matter. For example, at one point a supplier called and I had so many gloves at that price. I couldn't say wait for us to register in the system and ... that would take a week. We had to buy in cash at the moment.” (M5) |
| Mental health | Perception of safety | “Security forces were supposed to be in our posts, but they weren't. If there was a fight, our volunteer couldn't defend himself.” (BM2) |
| Verbal violence | “One of the problems our rescuers faced was verbal violence. The driver easily cursed at our rescuer. Of course, he was right to be angry after a long queue caused by screening. However, this was one of the reasons of the fatigue of our volunteers”. (BM1) |
| “Yes, we had many cases where drivers were angry, swearing, shouting, making a lot of jokes. But we came to help and it didn't matter to us. We had to do our duty to the community.” (V6) |
| Ethical challenges | Ethical dilemma | “People trust us in the Red Crescent. I couldn't tell them after the long queue of screening on the road that the thermometer was broken. I had to lie that your body temperature was normal.” (V1) |
| Political challenges | “Most of our presence was political. In the first announcement of this plan, the Red Crescent of our city was not supposed to have a station. The governor asked me why the Red Crescent in another town has a station and we do not have it. I did not agree in setting up one but after more pressure by the director manager of the IRCS provincial branch, I had to launch it”. (BM1) |