New Normal

Standard Operating Procedures

For Businesses: INFORMAL SECTOR

04 September 2020

BCCET • Prospero

Ownership

These standard operating procedures (SOPs) belong to the businesses of Zambia. Together, business experts designed a set of SOPs that, when implemented, have the highest potential of ensuring that businesses that are currently open remain open; and those that are closed re-open in a responsible manner, despite the COVID-19 pandemic.

Acknowledgements

Special thanks are extended to the Business Coalition Council Emergency Taskforce (BCCET), UK Aid and Prospero Zambia for making this initiative possible. To the champions of industry in Zambia that made their COVID-19-adapted SOPs available for case studies and the extraction of best practices, we say a sincere THANK YOU!
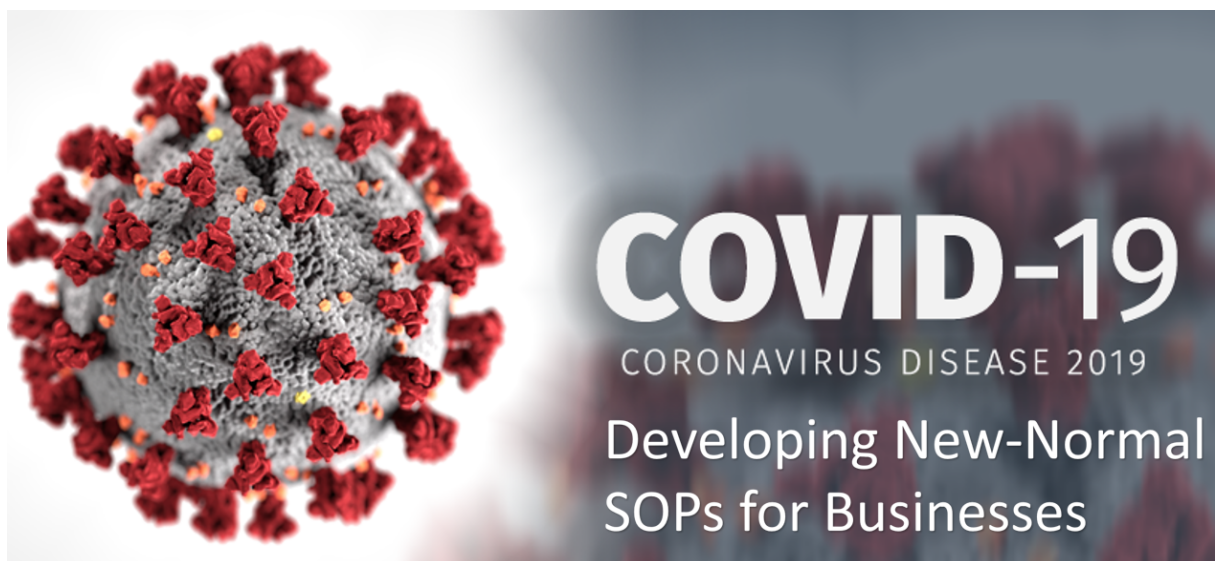
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Message from the Business Coalition Council Emergency Taskforce (BCCET)

We are all aware of the devastating effects that COVID-19 has had on the Zambian economy. During this trying time, the business community, through BCCET, has strived to find solutions to keep our economy going; preserve jobs and enable a safe working environment. As part of this, we have identified the need for sector-based Standard Operating Procedures (SOPs) to mitigate the fear of doing business and, hence, bring a standardised multi-sector approach to the 'new normal.' As such, we have, in partnership with DFID and Prospero, developed the attached SOP Guidelines for use by the private sector and for onward transmission by the Government of Zambia.

It is our hope that BCCET will continue to supplement Government's efforts to make sure that economic activity continues. This document addresses this issue and also empowers the private sector to take responsibility for implementing these SOPs across multiple industry sectors. This undertaking demonstrates a proactive private sector approach in finding solutions that support Zambia's economic recovery.

Professor Oliver Saasa
Chairman

Ashu Sagar
Vice Chairman Economics

Sam Abrahams
Vice Chairman Medical

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Safety is on everyone – We are only as safe as the least safe member of society.

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INTRODUCTION – New-Normal SOP's – A Business Adaptation to COVID-19

To support the responsible opening up of the Zambian economy during the COVID-19 pandemic, the BCCET and Prospero identified the urgent need to develop a set of standard operating procedures (SOPs). These SOPs were developed to assist employers to prepare their respective workplaces for workers to return and business operations to continue. Many industries/businesses do not have clear guidance on mandatory and recommended best practices for operation under current conditions, so these SOPs will advise industry sectors on how to work safely during the COVID-19 pandemic. The SOPs offer a framework for respective workplaces to protect workers, their families, business clients/customers and the wider community while also protecting livelihoods, jobs and employee productivity.

These SOPs are timely and are urgently required to enable an economically sustainable, proactive and collective approach to opening up the Zambian economy under medical and industry expert guidance.

This SOP compendium primarily focuses on overall sector and sub-sector considerations and does not seek to provide specific guidance on occupational health and safety (OHS) measures on a site-specific basis.

Situational Analysis – How the COVID-19 Pandemic is Affecting Business and Economic Development

As a result of the increase in reported cases of COVID-19, the Government of Zambia moved to introduce Statutory Instruments 21 and 22 of 2020, which empowered various government ministries and agencies to, among other things, close selected sections of the Zambian economy. The abrupt interruption to normal business operations obviously had a substantial impact in terms of economic disruption, as has been the case across the world, resulting in a loss in revenue for numerous businesses. According to the following sources, COVID-19 has impacted Zambia both on social and economic aspects:

Accommodation and food (tourism)	CUTS (2020)	Drop in room occupancy due to social distancing guidelines Anticipated job losses (if cases continue to rise) = 14,297 Anticipated job losses (as a result of full lockdown) = 19,063
	ICA (2020)	At least 700 jobs lost between February and May 2020 (from a sample of 416 companies)
Agriculture	CUTS (2020)	Reduction in labour supply, productivity and exports Anticipated job losses (if cases continue to rise) = 4,683
	ICA (2020)	At least 600 jobs lost between February and May 2020 (from a sample of 416 companies)
Construction	CUTS (2020)	Major projects such as road construction may decline as public funds are diverted towards health and social cash transfer programmes
Manufacturing	CUTS (2020)	Reductions in input imports as well as reduced demand due to reduced domestic and export demand Anticipated job losses (if cases continue to rise) = 3,964
Mining	CUTS (2020)	Zambia's copper exports are likely to reduce further than the 11% decline registered in February 2020 as the impacts of COVID-19 have since intensified Anticipated job losses (if cases continue to rise) = 7,467
	ICA (2020)	At least 200 jobs lost between February and May 2020 (from a sample of 416 companies)
Retail	CUTS (2020)	Import reductions due to COVID-19 restrictions in origin countries Anticipated job losses (if cases continue to rise) = 14,634 Anticipated job losses (as a result of full lockdown) = 29,267

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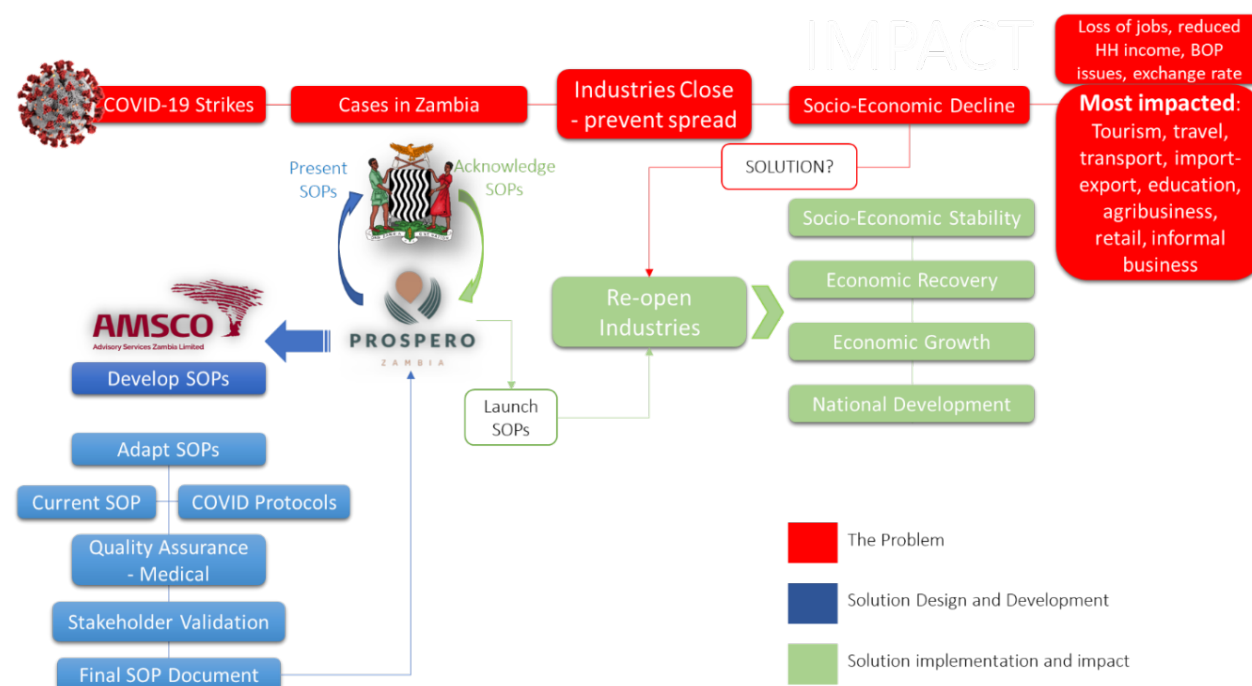
As key partners in growing an inclusive Zambian economy, Prospero and BCCET recognise the need to ensure that the negative economic impact of COVID-19 is minimised as much as possible. Thus, Prospero engaged the services of AMSCO Zambia to develop helpful industry-level guidelines for business entities to adopt and use as a way to responsibly keep the private sector as productive as possible while reducing the spread of the virus. These guidelines are in the form of SOPs, and have been developed in consultation with key stakeholders in the 13 identified sectors.

Scope of these SOPs

This document contains COVID-19 SOPs for 13 industry sectors listed in Table 1.

Table 1: Important Definitions	
Tourism – Hotels	An establishment providing accommodation, meals, and other services for travellers and tourists. Lodges and Airbnb™ establishments will be grouped under hotels. Meetings, Incentives tours, Conferences and Exhibitions/Events (MICE) services will also be considered here.
Tourism – National Parks	Areas of countryside, or occasionally fresh water, protected by the State for the enjoyment of the general public or the preservation of wildlife. All aspects from entry, accommodation, picnicking, hunting, fishing, camping, hiking, and others, will be considered.
Air Travel	Travel by air aspects will include: At the departure airport (arrival, waiting, processing documents, restaurants, conveniences, baggage checking, exit); on the plane (baggage, conveniences, eating and drinking); and at the arrival airport (arrival, waiting, processing documents, restaurants, conveniences, baggage claim, exit).
Informal Sector	Every sector has an informal sector. For every SOP developed, the informal sector side of it will have its guidelines embedded. It should be noted that this sector is generally unregulated.
Retail	The retail side of business is directly linked to most of the other sectors as part of

	their supply chain. The following retail constituents will be considered in the development of guidelines for the sector: • Goods: supermarkets, stores, markets (with clear distinction between consumables, equipment and clothing) • Services: automotive, beauty, ICT
Mining	Both small-scale and large-scale extraction is considered. The process from prospecting to production will be included.
Private Medical Care	This sector includes private practice only. For purposes of comparison, public medical SOPs may be reviewed.
Trucking	In the traditional supply chain, trucking facilitates the distribution channel. In these SOPs, trucking will include any vehicle which transports goods between the source of raw materials and the user of the end product.
Clearing	This implies the importation or exportation of goods through a port of entry. Procedures at airports, inland ports and border points will be developed.
Banking and Financial Services	This includes banks and banking halls, ATMs and mobile banks for commercial banking. For mobile money operators, SOPs for kiosks will be the main focus. As microfinance institutions (MFIs) and village banking are more at community level, promoting their services at household level and door-to-door, specific SOPs will be developed.
Education	The sector has very high human-to-human contact of people of varying ages. The SOPs for the education sector therefore cover all stages from reception to tertiary levels, and make reference to staff and students alike.
Agriculture	The main agro sub-sectors will be considered: • Crops: cereals, vegetables and fruits • Livestock: poultry, beef, dairy, pork, and fish
Manufacturing	The major forms of manufacturing apply: consumables (food and beverage), and clothes. Note: The informal sector for manufacturing is vast.
Property Management	This covers residential, commercial and land.
Informal Sector	Each sector has been deemed to have an informal aspect which will be addressed on a sector by sector basis. However, SOPs for markets, bus stations and home-based businesses will be developed.
Construction	The SOPs will focus on building and road construction.

Structure of the SOPs

What is a Standard Operating Procedure?

Standard Operating Procedures are step-by-step instructions for carrying out specific activities within an organization, an industry or a sector. For example, SOPs may describe how food is prepared, packaged and sold, or how products are stocked and restocked.

SOPs are valuable tools that are used to ensure that activities are undertaken consistently and to a high standard. They are used in business to stipulate how the activities will be undertaken. They provide quality assurance that the actions and products will be consistent and therefore comparable and safe.

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Why have Standard Operating Procedures?

The advantages of SOPs are that they:

1. Provide personnel with numbered step-by-step instructions on a specific procedure (or procedure used to carry out a method) with minimum variability;
2. Ensure that the procedures are performed consistently and in compliance with government regulations;
3. Protect the health and safety of personnel by enabling jobs to be carried out in the safest possible way, and ensure that all of the safety, health, environmental and operational information is available to perform specific procedures with minimal impact;
4. Facilitate training in procedures, for both new personnel and for those that need re-training (e.g. after extended absence from a position);
5. Serve as a historical record for use when modifications are made to that procedure and when the SOP is revised;
6. Promote quality through consistent collection of data, even if there are changes in the people undertaking the survey or monitoring; and
7. Encourage improvements and work evaluation by ensuring that the procedures are completed, and can be used in incident investigations to improve operations and safety practices.

About these SOPs

The SOPs are industry and sector specific and take into account local nuances and differences between provinces and districts. All aspects of the supply chain are considered, including customer management, supply management and premises management. The SOPs also provide COVID-19 incident and case management procedures that outline care and risk mitigation, should someone at work be identified as having contracted COVID-19, or is at risk due to being in contact with individual(s) outside of the workplace who have contracted COVID-19.

The industry SOP documents set out guidance on how to work safely and offer practical considerations of how this guidance can be applied in the workplace. Each industry SOP document outlines both Mandatory SOPs and Advisory SOPs.

Each includes (but is not limited to) the following components:

a) Industry level introduction;
b) Overview on how to use the SOP guidance;
c) Overview on the definition of what is meant by components of each industry;
d) How each industry should think about and assess risk;
e) Who should go to work;
f) Social distancing at work;
g) Managing customers, visitors and contractors;
h) Cleaning the workplace;
i) Personal Protective Equipment (PPE) and face coverings;
j) Workforce management;
k) Inbound and outbound goods;
l) Where to obtain further assistance;
m) Appendices: Forms, tools, checklists.

The **SOP guidance document per industry** articulates those that are mandatory according to the government, and some industry standards, and those that are advisory SOPs.

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The SOPs will include the following key sections:

a) Background to the development of New-Normal SOPs;
b) List of sectors, sub-sectors and supply chains;
c) Generic full supply chain SOPs for COVID-19;
d) Specific SOPs (by industry/sector) with embedded COVID-19 protocols;
e) Purpose of the NAMED INDUSTRY SOPs;
f) Introduction;
g) Overview on how to use the SOP guidance;
h) Definitions;
i) Risk assessment and documentation;
j) Work schedules and responsibilities;
k) Specific procedures:
   i. Social distancing at work;
   ii. Managing customers, visitors and contractors;
   iii. Cleaning the workplace;
   iv. Personal Protective Equipment (PPE) and face coverings;
   v. Workforce management;
   vi. Inbound and outbound goods
l) Forms and templates to be used;
m) Where to obtain further assistance;
n) Appendices: tools, forms, checklist.
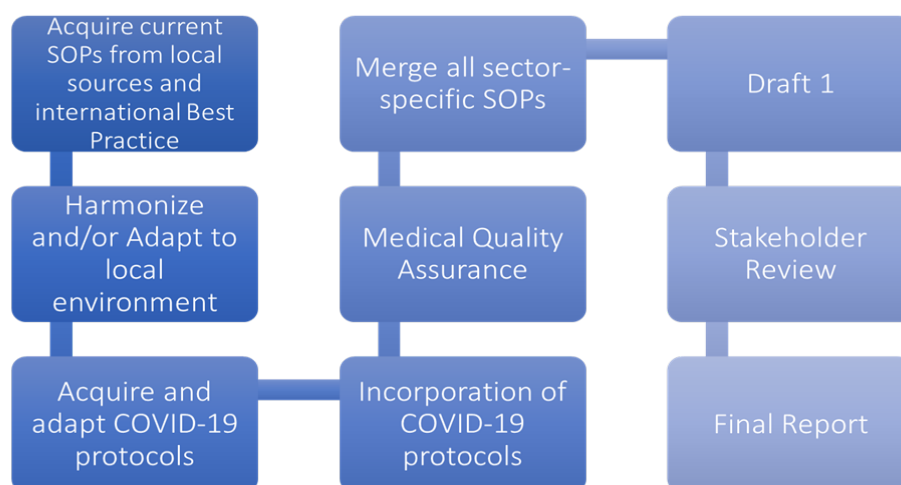
Approach

Figure 1: The Approach Layout

The first stage included the review of SOPs currently in use in Zambia and around the globe. Each sector had at least three case SOPs for use in developing a harmonised SOP for their sectors and supply chains. Sector experts in the selected sectors were engaged to utilise their knowledge, experience and networks to access these harmonised best practices. Each industry expert proceeded to embed COVID-19 protocols in the SOP for their sectors and supply chains. Embedded SOPs were then reviewed by a qualified public health practitioner for COVID-19 norms and practices. This was followed by merging all

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the sector-specific SOP documents into one, which was sent to stakeholders for review and validation before finalization.

About COVID-19

What is COVID-19?

COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.' The COVID-19 virus is a new virus linked to the same family of viruses as Severe Acute Respiratory Syndrome (SARS) and some types of the common cold.

What are the symptoms of COVID-19?

Symptoms can include a fever, coughing and shortness of breath. In more severe cases, infection can cause pneumonia or breathing difficulties. More rarely, the disease can be fatal. These symptoms are similar to those of the flu (influenza) or the common cold, which are a lot more common than COVID-19. This is why testing is required to confirm if someone has COVID-19.

How does COVID-19 spread?

The virus is transmitted through direct contact with respiratory droplets of an infected person (generated through coughing and sneezing). Individuals can also be infected by touching surfaces contaminated with the virus and touching their face (e.g., eyes, nose, mouth). The COVID-19 virus may survive on surfaces for several hours, but simple disinfectants can kill it.

Who is most at risk?

We are learning more about how COVID-19 affects people every day. Older people, and people with chronic medical conditions, such as diabetes and heart disease, appear to be more at risk of developing severe symptoms. As this is a new virus, we are still learning about how it affects children. We know it is possible for people of any age to be infected with the virus, but so far there are relatively few cases of COVID-19 reported among children. This is a new virus and we need to learn more about how it affects children. The virus can be fatal in rare cases; so far mainly among older people with pre-existing medical conditions.

What is the treatment for COVID-19?

There is no currently available vaccine for COVID-19. However, many of the symptoms can be treated and getting early care from a healthcare provider can make the disease less dangerous. There are several clinical trials that are being conducted to evaluate potential therapeutics for COVID-19.

How can the spread of COVID-19 be slowed down or prevented?

As with other respiratory infections like the flu or the common cold, public health measures are critical to slowing the spread of illnesses. Public health measures are everyday preventive actions that include:

- Staying home when sick;
- Covering the mouth and nose with flexed elbow or tissue when coughing or sneezing. Dispose of used tissue immediately;
- Washing hands often with soap and water; and
- Cleaning frequently touched surfaces and objects.

As more is learnt about the new COVID-19, public health officials may recommend additional actions. It is important for businesses and households to stay informed about changes in the characteristics of COVID-19 in order to understand the public health directives and, also, in order to adapt quickly.

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General Guidance for Employers and Businesses

Getting your workplace ready for COVID-19[1]

How COVID-19 spreads

When someone who has COVID-19 coughs or exhales, they release droplets of infected fluids. Most of these droplets fall on nearby surfaces and objects – such as desks, tables or telephones. People could catch COVID-19 by touching contaminated surfaces or objects – and then touching their eyes, nose or mouth. If they are standing within 1 m of a person with COVID-19, they can catch it by breathing in droplets coughed out or exhaled by them. In other words, COVID-19 spreads in a similar way to the flu. Most persons infected with COVID-19 experience mild symptoms and recover. However, some go on to experience more serious illness and may require hospital care. The risk of serious illness rises with age: people over 40 seem to be more vulnerable than those under 40. People with weakened immune systems and people with conditions such as diabetes, heart and lung disease are also more vulnerable to serious illness.

Advice on the following can be found in Appendix 3:

1. Simple ways to prevent the spread of COVID-19 in your workplace
2. How to manage COVID-19 risks when organizing meetings and events
3. Things to consider when you and your employees travel
4. Getting your workplace ready in case COVID-19 arrives in your community

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[1] https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf

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INFORMAL SETOR

I. Informal Sector

The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The concept originally applied to self-employment in small unregistered enterprises. It has been expanded to include wage employment in unprotected jobs[2].

The informal economy tends to be stigmatised as "illegal", "underground", "black market" or "grey market". It is often called the "shadow economy" and characterised as illegal or unethical activity.

The generalization is unfair. The vast majority of informal workers are trying to earn an honest living against great odds. Rather than working in the shadows, a great many work in public spaces and make huge contributions to communities and economies.

A. SOP for COVID-19 mitigation measures in Open Air Markets

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE

The purpose of this SOP is to highlight measures to undertake in markets in Zambia to minimise the spread of COVID-19.

SCOPE

This SOP was developed for markets as defined in the Markets and Bus Stations Act. It also targets street hawkers, street kiosk owners, and any other business operation that happens in the open air. It was developed through consultations with marketeers in Lusaka, from Soweto, Kalingalinga, Chilenge and Chipata compounds. Residents in surrounding areas were also consulted.

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[2] https://www.wiego.org/informal-economy

New Normal SOP: INFORMAL SECTOR

DEFINITIONS
Acronyms

SOP	Standard Operating Procedure
MoH	Ministry of Health
CDC	Centre for Disease Control
GRZ	Government of the Republic of Zambia

Definitions

Hawker	A seller without a stall
Marketeer/Vendor	A seller at a market
Open-Air Market	A public marketplace where food and merchandise are sold
Street	A place, along a street, where food and merchandise are sold
Customer	A visitor to the market, stall or a person that transacts with a hawker
Stall	A space allocated to a marketeer at an open market
Clean	The removal of germs, dirt, and impurities from surfaces. It does not kill germs, but by removing them, it lowers their numbers and the risk of spreading infection.
Disinfect	Use of chemicals, e.g., bleach, to kill germs on surfaces. This process does not necessarily clean dirty surfaces or remove germs, but by killing germs on a surface after cleaning, it can further lower the risk of spreading infection.

RESPONSIBLE PARTIES

Hawker	- Hawkers and stall owners must minimise the risk of exposure to COVID-19 for themselves and their customers by taking reasonable and practical measures to mitigate risk. - Owners of stalls in open markets are expected to take care both of their health, safety and welfare and also that of any other workers and all clients visiting their stalls. - Protection of both stall owners and customers from the risk of exposure to COVID-19 may include, for example:
Marketeer/Stall Owner	- Requiring everyone to practice physical distancing - Requiring all involved to practice good hygiene for example by the use of hand sanitisers - Reminding stall owners or visitors to the open market to stay home when sick - Cleaning the stalls regularly and thoroughly - Limiting the number of people in front of stalls at any given time - Promoting the wearing of masks or visors - Adapting stalls in order to mitigate the risk of exposure to COVID-19 such as for example through the use of acrylic partitions such as Perspex. Enforcing existent conditions regarding the provision of bins by the hawkers - The proper disposal of any used face masks. - Stall owners have the duty to consult with relevant stakeholders such as their Regulators, the Health Authorities, local councils and the general public and clients on matters related to COVID-19.

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Market Administrators	The market administration should establish designated areas for pick-ups and deliveries, limiting contact to the extent possible.
	1. Parking for vendors: The market administration should draw distinct spaces, at least 2 m apart, for vendor parking
	2. Parking for deliveries: The market administration should draw distinct spaces, at least 3 m apart, for vendor parking
	3. Parking for customers: The market administration should draw distinct spaces, at least 2 m apart, for vendor parking
Customer	Practicing good hand and respiratory hygiene, and following all the market guidelines

INTRODUCTION

As the COVID-19 crisis continues to unfold across the world, informal workers such as marketeers remain exceptionally vulnerable to the economic and labour market shocks of the pandemic. Many of these workers are likely to lose their jobs and face extreme poverty and food insecurity as the disease intensifies across large informal economies, such as those in Africa. Markets are a critical place of commerce for the informal sector and a source of many essential goods, but they can pose potential risks for COVID-19 transmission.

Recognizing that the COVID-19 pandemic is a public health emergency and that business continuity in respect of COVID-19 should be founded on expert public health advice and dialogue, the following principles shall apply:

1. All workers and/or owners of stalls in open markets, have the right to a healthy and safe working environment.
2. The COVID-19 pandemic requires a focused approach to work health and safety as it applies to non-essential retail shops.
3. To keep open markets healthy and safe, stall owners, in consultation with their customers and the Public Health Authorities need to assess the way they work to identify, understand and quantify risks and implement and review control measures that address those risks.
4. Physical distancing and exemplary hygiene measures are critical to the success of the transition.
5. Place appropriate signage about physical distancing and good hygiene practices both outside and around the stall. Stall owners may consult the MoH website (www.moh.gov.zm) for links to a range of posters and resources to help people be aware of the risks of COVID-19 and the measures that are necessary to stop its spread.

This SOP details the following mitigation principles that should be implemented to minimise the risk of COVID-19 spread in markets in Zambia: Physical distancing, hand hygiene, respiratory hygiene and cleaning and disinfection.

SPECIFIC PROCEDURE
Physical Distancing

1. Physical distancing refers to the requirement that people distance themselves from others. Public Health Authorities have determined that everyone must keep at least 1 m from others.
2. Hawkers are also obliged to ensure that there are no more than 6 persons including the hawkers themselves in front of their stall. Notwithstanding this, where spaces are restricted especially in the case of stalls on opposite side of the road, the 1 m rule of physical distancing shall be observed.

3. Modify the market layout to prevent visitors from gathering in groups. Space stalls 1 or more meters apart and consider extensions to the market area when possible so that customers and vendors stay as far apart from each other as possible.

4. Consider limiting to one vendor per stall.

5. Food vendors make items take-away only (not for eating on-site).

6. Define and limit entrances and exits by posting signs at entrance. Make aisles and entrances/exits go in one direction only. Arrange flow of customers to eliminate bottlenecks and reduce crowding.

7. Extend operating times to help space out crowding.

Hand Hygiene

1. In markets, customers and vendors should clean hands upon entry and exit, before and after each transaction, and after blowing their nose, sneezing, or coughing, in addition to other times.

2. In most cases forms of contactless payments are not available in stalls; stall owners shall ask for the exact payment when possible. Vendors are to clean their hands every time they handle cash. Hawkers can opt to use disposable gloves when they collect money from customers. In such situations, one pair of gloves per customer is to be used and used gloves are to be thrown away safely after use (See Figure 2 on how to remove and dispose of gloves). When possible, allow mobile, point of sale, or other cash-free payment options

3. Ensure all market staff and visitors have the means to clean their hands:

   a) Install temporary, portable handwashing stations or alcohol-based hand antiseptic dispensers for market staff, volunteers, and visitors.

   b) Handwashing stations must have soap; running, potable warm water; and single-use towels (Figure 1 on steps to clean your hands).

10 STEPS TO CLEAN YOUR HANDS

| Wet hands with water | Use soap | Palm to palm | Fingers interlaced | Back of hands |
| Base of thumb | Fingernails | Rotationally rub wrists | Rinse hands with water | Dry hands with paper towel |

Figure. 1: 10 steps to wash your hands properly

   c) If hands are not visibly dirty, hand sanitiser with at least 60% alcohol content can be used against COVID-19 as an alternative to washing hands with soap and water. To use, rub hands together until they feel dry.

d) If soap and water or alcohol-based hand rub are unavailable or unfeasible, handwashing with 0.05% chlorine solution can be considered as a temporary option. The solution should be refreshed daily and made using the below instructions. Users should exercise caution to avoid getting the solution in their eyes or mouth. *[% chlorine in liquid bleach / % chlorine desired] – 1 = Total parts of water for each part bleach].*

e) Example of making 0.05% solution with 5% liquid bleach: [5% chlorine in liquid bleach/0.05% chlorine desired] – 1 = [5/0.05] – 1 = 99 parts of water for each part liquid bleach. If you are using a 20 L container to mix, you need 200 mL of bleach and should fill the rest of the container with water. 20 L/100 parts = 0.2 L, or 200 mL (See Appendix P1).

4. Recommendations
   a) Designate staff to check and replenish hygiene supplies.
   b) Use posters, flags, and announcements to ensure market vendors and visitors are aware of handwashing stations.
   c) Require vendors to provide their own individual handwashing stations or antiseptic hand rubs for their individual use.

5. Do I need to use gloves?
   a) Gloves will not normally be necessary in many stalls.
   b) A risk assessment must be conducted to help inform whether putting on gloves is necessary for the business undertaken by the stall. When using gloves, stall owners must be trained in how to put on, use, remove and dispose of gloves (Figure. 2). Even if gloves are worn, stall owners should ensure that good hygiene practices including washing or sanitizing hands frequently are maintained.

1 Pinch one glove at the wrist and peel it away from your hand.

2 Turn the glove inside out and hold it in the hand that is still gloved.

3 Hook 2nd and 3rd fingers of your bare hand inside the other glove. Be Careful! Do not touch the outside of the glove.

4 Pull off the glove, turning it inside out with the first glove inside.

5 Throw the gloves into the bin.

6 Wash your hands thoroughly with soap and water or alcohol hand rub.

Figure.2Pproper removal of gloves

For more information on the proper use of gloves, visit
https://www.cdc.gov/coronavirus/2019-ncov/hcp/using-ppe.html.

Respiratory Hygiene

Good respiratory hygiene requires everyone at any stall to, at all times:

1. Cover their coughs and sneezes with their elbow or a clean tissue (and no spitting).
2. Avoid touching their face, eyes, nose and mouth.
3. Dispose of used tissues and cigarette butts hygienically in bins.
4. Wash or sanitise their hands before and after smoking a cigarette, and
5. Have no intentional physical contact, such as, shaking hands and patting backs.
6. Wear a cloth face covering when in public settings where other physical distancing measures are difficult to maintain, particularly in contexts where there is high community transmission.
7. In closed markets, open doors and windows as much as possible to increase air flow. If available, fans can help increase air flow.

Cleaning and Disinfection

1. Clean and disinfect frequently touched surfaces at least once a day. Examples of frequently touched surfaces are railings, door handles, shopping carts, and sanitation (restroom/toilet/latrine) surfaces.

2. In market settings, use a 0.1% solution made from bleach, calcium hypochlorite (HTH), or bleaching powder for disinfection. Instructions for using HTH powder or bleaching powder are described in Appendix P2.

3. Market administrators should designate set 'cleaners' (chosen vendors, cleaners, or other staff) to carry out cleaning and disinfection of high-touch surfaces once a day, or more frequently if possible.

4. Market administrators and designated cleaners should walk through the market together and decide which surfaces are touched frequently by customers and vendors and therefore should be the target of cleaning and disinfection efforts.

5. Provide the market's designated cleaners with cleaning supplies (soap/detergent, bleach, buckets) and personal protective equipment (PPE) to wear when mixing, cleaning, and disinfecting (rubber gloves, thick aprons, and closed shoes). PPE should be used for COVID-related disinfection only (cleaners should not bring home PPE – it should be stored at the market in a secure, designated area).

6. Cleaning and disinfection procedures:

   a) Put on personal protective equipment (rubber gloves, thick aprons, and closed shoes).

   b) Mix 0.1% bleach solution using the procedures described above in a well-ventilated area.

   c) Clean with detergent or soap and water to remove organic matter.

   d) Apply the 0.1% solution to the surface and allow for a contact time (the amount of time that the disinfectant should remain wet and undisturbed on the surface) of 1 minute. Additional disinfectant may need to be applied to ensure it remains wet for 1 minute. If any residue remains after 1 minute, rinse with clean water.

   e) Cleaning should start with the dirtiest surface first, progressively moving towards the cleanest surface. When surfaces are cleaned, they should be left as dry as possible to reduce the risk of the spreading of viruses and bacteria through droplets.

   f) Once surface is cleaned, disinfect with solutions containing ≥ 70% alcohol, ammonium compounds, chlorine bleach or oxygen bleach that are suitable for use on hard surfaces (surfaces where liquids pool, and do not soak in). The packaging or manufacturer's instructions will outline the correct way to use the disinfectant. Disinfectants require time to be effective at killing viruses. If no time is specified, the disinfectant should be left for ten minutes before removing. Refer to Appendix P2 for instructions on how to make disinfectant solution.

   g) After cleaning and disinfection, remove personal protective equipment and wash hands immediately.

INTERNAL AND EXTERNAL REFERENCES
Internal References
Internal references are the informal sector players: in Lusaka, from Soweto, Kalingalinga, Chilenge and Chipata compounds. Residents in surrounding areas were also consulted. Observation was also used.

External References
1. COVID-19 Transitioning – Obligatory Conditions and Guidelines for Open Air Markets developed by the Government of Malta
2. Markets: Operational Considerations for COVID-19 Mitigation Measures in Low Resource Settings. https://www.cdc.gov/coronavirus/2019-ncov/global-covid-19/markets.html
3. Washington State – Department of Health: COVID-19 Guidelines for Farmers Markets
4. The Centre for Disease Control: https://www.cdc.gov/coronavirus/2019-ncov/
5. The World Health Organization: https://www.who.int/emergencies/diseases/novel-coronavirus-2019
6. The Ministry of Health of Zambia[3]: https://www.moh.gov.zm/
7. https://www.wiego.org/sites/default/files/resources/file/WIEGO_COVID19_Health_Guidelines_SVs_April2020.pdf

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[3] https://drive.google.com/drive/folders/1GCVqYYlpXILg3OHDap3Yus-4gtNeo3AL

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B. SOP for COVID-19 mitigation measures for Home-Based Businesses and Workers

Department: _____
SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE

These SOPs are for the informal economy sub-sector of home-based workers and businesses. The intention is for these businesses and workers to fight COVID-19 in order for them to continue generating income.

INTRODUCTION

Home-based work is a global phenomenon found in countries both rich and poor. Home-based workers are those who produce goods or services in or near their homes for local, domestic or global markets. They work across many industries in the new economy (assembling micro-electronics) or the old (sewing garments and weaving carpets).

Home-based workers who produce goods and services for local markets or for national and international buyers have always been isolated and invisible. But the COVID-19 crisis has created new challenges that have left thousands in desperate circumstances.

In many countries in Africa, home-based workers belong to self-help groups or cooperatives that rely on steady orders from brands and social enterprises. Now, cooperatives in Africa report that work orders have stopped. In some countries, home-based workers say orders declined steadily from the beginning of 2020, especially for export markets. In order for Zambian informal workers to be prepared for the worst, they must adapt and, for survivals sake, become compliant with COVID-19 guidelines.

Historically, home-based work involved labour-intensive activities in textiles, garments, and footwear manufacturing industries, as well as skilled artisan production. Today, home-based work is also found in high-end modern industries, including assembly work in electronics. In developed and some emerging economies, especially, clerical work and higher-skilled work in information technology, telecommunication, telemarketing and technical consulting may be home-based.

SCOPE

There are 2 main categories to consider:
a) Home-based workers who are self-employed
b) Home-based workers who work for self-employed home-based businesses

Both are considered under these SOPs.

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DEFINITIONS

Home-based workers	People that work for home-based business owners.
Home-based business	These are informal business ventures that assume all the risks of being independent operators. They buy their own raw materials, supplies and equipment, and pay utility and transport costs. They sell their finished goods mainly to local customers but sometimes to international markets. Most do not hire others but may have unpaid family members working with them.
Informal Economy	The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The concept originally applied to self-employment in small unregistered enterprises. It has been expanded to include wage employment in unprotected jobs.
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, so it's important that you also practice respiratory etiquette (e.g., by coughing into a flexed elbow).
Lockdown	A requirement for people to stay where they are, usually due to specific risks to themselves or to others if they can move freely. The term "stay-at-home" or "shelter-in-place" is often used for lockdowns that affect an area, rather than specific locations.
Social distancing	A term applied to certain actions that are taken to slow down the spread of a highly contagious disease, including limiting large groups of people coming together.

ACRONYMS

MSME	Micro, Small and Medium Enterprise
WHO	World Health Organization
MoH	Ministry of Health
COVID	'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.' The COVID-19 virus is a new virus linked to the same family of viruses as Severe Acute Respiratory Syndrome (SARS) and some types of common cold.
CDC	Centre for Disease Control

RESPONSIBILITIES

Home-Based Business Owner	Keep employees and home occupants informed about COVID-19 Captain the COVID-19 fight within the house
Home-Based Business Worker	Adhere to Workplace SOPs and other relevant SOPs
Home owner	Adhere to Relevant SOPs
Neighbourhood Watch group	• Establish a task force to raise awareness and educate neighbourhood about prevention. • Augmenting government distribution of basic food and sanitation products to the most vulnerable households in the community.
Local Authorities	Raise awareness and educate neighbourhood about prevention
Domestic Worker	Adhere to SOPs for domestic workers
Clients	Adhere to COVID-19 guidelines for customers

SPECIFIC PROCEDURE

BASIC PRINCIPLES

Following basic principles can help keep home inhabitants, home-based workers, and clients/customers safe and help stop the spread of this disease. Recommendations for healthy home based workplaces are:

1. Sick inhabitants, home-based workers should be isolated.
2. Home-workplaces should enforce regular handwashing with safe water and soap, alcohol rub/hand sanitiser or chlorine solution and, at a minimum, daily disinfection and cleaning of all surfaces.
3. Home-workplaces should provide water, sanitation and waste management facilities and follow environmental cleaning and decontamination procedures.
4. Home-workplaces should promote social distancing (a term applied to certain actions that are taken to slow down the spread of a highly contagious disease, including limiting large groups of people coming together).

Hand Hygiene

1. Everyone should clean hands upon entry and exit, before and after each transaction, and after blowing their nose, sneezing, or coughing, in addition to other times.
2. All are to clean their hands every time they handle cash.
3. Ensure all staff and visitors have the means to clean their hands:
   a) Install temporary, portable handwashing stations or alcohol-based hand antiseptic dispensers for market staff, volunteers, and visitors.
   b) Handwashing stations must have soap; running, potable warm water; and single-use towels (Figure 1 on steps to clean your hands).

4. Recommendations
   a) Designate staff to check and replenish hygiene supplies.
   b) Use posters, flags, and announcements to ensure market vendors and visitors are aware of handwashing stations.

Respiratory Hygiene

Good respiratory hygiene requires everyone in the house to, at all times:
1. Cover their coughs and sneezes with their elbow or a clean tissue (and no spitting).
2. Avoid touching their face, eyes, nose and mouth.
3. Dispose of used tissues hygienically in bins.
4. Wash or sanitise their hands before and after using common areas.
5. Have no intentional physical contact, such as, shaking hands and patting backs.
6. Compulsory wearing of a cloth face covering when in public settings where other physical distancing measures are difficult to maintain, particularly in contexts where there is high community transmission.

Cleaning and Disinfection

1. Clean and disinfect frequently touched surfaces at least once a day. Examples of frequently touched surfaces are railings, door handles, shopping carts, and sanitation (restroom/toilet/latrine) surfaces.
2. Cleaning and disinfection procedures:
   a) Put on PPE (rubber gloves, thick aprons, and closed shoes).
   b) Clean with detergent or soap and water to remove organic matter.

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c) Cleaning should start with the dirtiest surface first, progressively moving towards the cleanest surface. When surfaces are cleaned, they should be left as dry as possible to reduce the risk of the spreading of viruses and bacteria through droplets.

d) After cleaning and disinfection, remove PPE and wash hands immediately.

Use of Shared Equipment and Tools

General
Always follow the handwashing and respiratory hygiene protocols before using any equipment.

In cases were a worker shows symptoms or tests positive for with COVID-19
When a worker has been discovered to have symptoms of COVID-19, the tools and equipment that the worker recently used should be isolated from further use, cleaned, and disinfected.

Isolate tools and equipment
1. Identify tools and equipment that the worker was recently using.
2. Isolate these tools and equipment for cleansing and disinfecting.
3. Use PPE such as gloves and coveralls to move the tools and equipment, and wash or dispose of the PPE after use.

Cleansing and disinfecting
1. The owner of the business should identify who will clean and disinfect tools and equipment.
2. As more is learned about the COVID-19 virus, new disinfection guidelines may become available that can specify how long the virus can live on surfaces, and if it is appropriate to set equipment aside for a period as a disinfectant procedure.

How to clean and disinfect tools and equipment
1. Minimise the possible transfer of germs to workers or operators of the equipment and tools by wearing PPE. Workers or operators of the equipment and tools should wear PPE such as waterproof gloves for hands and face shield and mask to protect eyes, face, and mouth. Workers or operators of the equipment and tools wear coveralls to protect their clothing.
2. Make sure all power is off and disconnected on power tools and equipment. Read the manufacturer's directions for cleaning to avoid possible damage from liquids and chemicals.
3. Clean surface with soap and water to remove all visible debris and stains, and some of the germs.
4. Follow labelled instructions and safety data sheets on all containers of cleansing products.
5. Many disinfecting products are available for purchase; however, they may be difficult to obtain under extreme demand. Workers or operators of the equipment and tools can make disinfectants by mixing a water and bleach solution. Check the bleach manufacturer's recommendation for mixing ratios. To disinfect, typical recommendation is to allow surface to remain wet for 5-10 minutes. Rinse thoroughly, and air dry.
6. Remove disposable PPE and discard. Remove coveralls and place in a bag for washing in a bleach wash as per the bleach manufacturer's guidance.
7. Wash hands after removing all PPE.

In addition to isolating and cleansing tools and equipment, inform new users of equipment and new workers of the protocols, and which tools and equipment are in isolation. Store enough cleaning and disinfesting solutions on site to deal with expected demand. Also, identify a number of workers that are competent to perform disinfecting protocols. If a worker unexpectedly does not show up for work,

contact the worker to learn if they are self-isolating, and if so, enact the control measures to isolate and cleanse areas that may be affected.

INTERNAL AND EXTERNAL REFERENCES
1. https://www.ihsa.ca/pdfs/alerts/COVID19/guidance-on-tool-sharing-constructor-employer-procedure-during-covid-19.pdf
2. https://www.wiego.org/informal-economy/occupational-groups/home-based-workers

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APPENDICES

APPENDIX 1: CORONAVIRUS (COVID-19) GUIDANCE FOR EMPLOYERS

This document has been adapted from lessons learned from the Equality and Human Rights Commission[4] of the UK.

As an employer, you are under legal obligations to ensure the decisions you make in response to coronavirus (COVID-19) do not directly or indirectly discriminate against employees with protected characteristics.

1. Do not make decisions based on protected characteristics
Protected characteristics are:
1. Age
2. Disability
3. Gender Reassignment
4. Marriage and Civil Partnership
5. Pregnancy and Maternity
6. Race
7. Religion or Belief
8. Sex
9. Sexual Orientation

This includes decisions about returning to work, for example who to bring back to the physical workplace, who gets extra hours or who is made redundant.

This would be **direct discrimination**. Examples include:
- A manager asking a female employee working from home to check in with him more than a male employee, because of an assumption that the woman is more likely to be distracted by her children.
- An employer deciding it will no longer recruit candidates from any ethnic minority to front-line roles after finding out some ethnic minorities are disproportionately impacted by coronavirus (COVID-19).
  Employees over 60 not being informed that the physical workplace is reopening, as you do not want them to return because of the potential risk – the employer should consider less discriminatory ways of protecting older employees.

Discrimination arising from a disability
Disabled employees must not be treated unfavourably because of something connected to their disability, where you cannot show that it is objectively justified. This applies if you know or could reasonably have been expected to know that the person is a disabled person. Examples include:

- An employer rejecting a late appeal against redundancy because an employee's learning disability meant they needed extra help – the employee has been treated unfavourably because of something arising from their disability (rather than because of the disability itself).

- An employer dismissing an employee who has been off work for a long period of time due to long-term ill health and is now shielding – the employer must be able to objectively justify any dismissal, including why reasonable adjustments could not be made.
- An employer making redundancies is influenced by discriminatory assumptions about a disabled employee's performance, such as them taking more absence leave than non-disabled employees in the future – the employer should instead use objective selection criteria and ask at least 2 managers to independently score each employee to avoid discriminatory bias.

2. Take into account the needs of individual employees
- Set up work stations, shifts and working from home according to their needs.
- Update risk assessments to consider the disproportionate impact of coronavirus (COVID-19) on specific groups, such as ethnic minorities, pregnant and older workers, and how to mitigate these risks.
- Implement or expand flexible working options to meet the needs of employees. This could include those with parenting or caring responsibilities who may have lost their childcare arrangements. It could also include disabled people and those with long-term illnesses, including mental health conditions – do not make assumptions that remote working automatically benefits everyone.

If you equally apply a policy or practice to everyone, you may place someone with a particular characteristic at a disadvantage. This would be **indirect discrimination,** unless it is objectively justified or you have a real need to apply the policy and do so in a way that is necessary and appropriate. Examples include:
- Requiring all employees to continue to work in front-line, key worker roles – this would have a greater impact on those who need to self-isolate or follow the social distancing guidance more strictly, such as disabled, older or pregnant employees or ethnic minority staff due to the disproportionate impact of coronavirus (COVID-19).
- An employer thinking a fair approach to redundancies would be to review employees' sales figures from the past 2 years, using the lowest as criteria for redundancy – they realise after consulting staff this will disadvantage women who have been on maternity leave, which would be indirect sex discrimination.
- An employer taking over communal staff facilities to create extra work space for social distancing, disadvantaging employees with religious beliefs who lose prayer spaces – this can only be justified if use of these rooms is the only way the employer can ensure employee safety.

3) Communicate with employees
- Involve them in decision-making processes.
- Pay attention to specific communication needs, such as those on maternity leave, disabled employees or ethnic minority staff who may want to raise concerns about the disproportionate impact of coronavirus (COVID-19).
- Have conversations about updated risk assessments, current caring responsibilities and arrangements, wellbeing, mental health and employees' ability to carry out their job.

Examples of effective communication include:
- An employer considering how to provide safety information to all staff, using posters and ensuring they are read to staff with visual impairments – if they had not, they would have been vulnerable to a claim of indirect discrimination.

- An employer carrying out a risk assessment for employees returning to the physical workplace talks to different employee groups and trade union reps to hear different concerns and mitigate any negative impacts.

4. Record your decisions and track their impact
Useful question to ask include:
- Who has been placed on furlough?
- Who has been made redundant?
- Who has been asked to return to the workplace?
- Who has gone on unpaid leave?
- How many reasonable adjustment requests have been approved?
- Who has been offered flexible working patterns?

This will help ensure you're not discriminating against any specific group and may help prove that your decisions are objectively justified.

If you're a public sector employer, you also have requirements under the public sector equality duty to consider the need to avoid discrimination, advance equality of opportunity and foster good relations. Conducting an equality impact assessment should help you to meet these obligations.

Why this is important
There are lots of reasons why following inclusive practices makes good business sense, including:
- Three quarters of employers told us it attracts highly-skilled talent and increases staff commitment and retention
- It builds organisational resilience and reputation as the future of work looks likely to change
- It removes barriers to employment often faced by those with protected characteristics and reduces absence and related costs
- Employers with existing equality action plans have been able to respond quickly and positively to new challenges

If you make decisions that discriminate against an employee, you may be at risk of:
- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS5

How would COVID-19 affect your savings group?

When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:
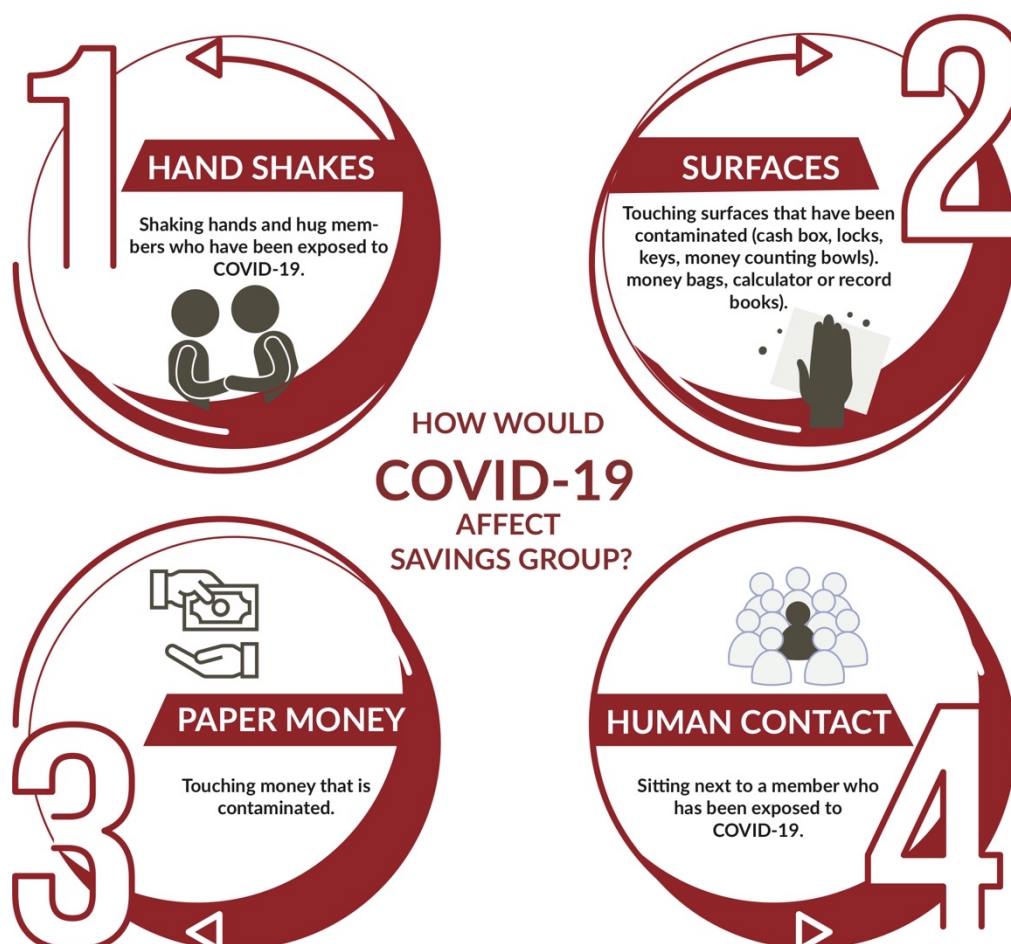
Some of your group members may experience financial difficulties during this period due to loss of income. Restrictions on movements during this period might mean that some group members will not freely go the market to trade, (similarly, buyers will stay at home and not buy goods and services), companies may close and lay off workers and some members may stay at home sick or will be nursing sick family members. This may affect your savings group in the following ways:

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[5] https://www.fsdzambia.org/covid-19-guidelines-for-savings-groups/

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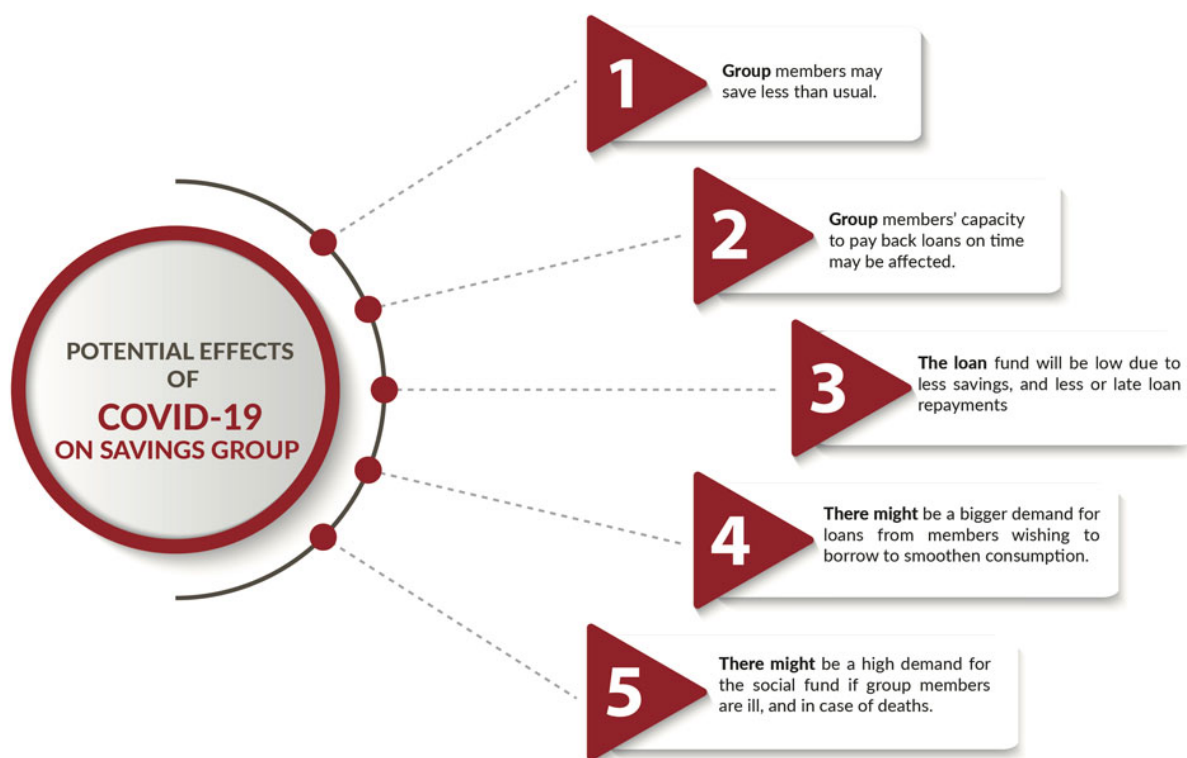
The World Health Organisation and Ministry of Health have put in place measures to ensure you, your family and fellow group members are safe and healthy. There are also rules and measures to regulate meetings which everyone must adhere to.

In addition, it is recommended that savings groups also follow the guidelines below.

WHAT CAN SAVINGS GROUPS DO DURING THIS PERIOD?
Meetings
1. Reduce meeting times (e.g., instead of weekly, meet once a month) and encourage only a few members to attend meetings to avoid overcrowding especially if meetings are held in a small room.
2. Practice social distancing – sit at least 1 m from each other. Remember not to shake hands or hug.
3. Members in high risk categories like the elderly, pregnant, sick or having pre-existing health conditions such as diabetes, asthma, bronchitis, cancer and HIV, should appoint a relative or friend they trust to participate on their behalf. Members should also avoid coming to the meeting with children.
4. Please enforce handwashing; provide a handwashing bucket or container with soap/sanitisers for members coming to the meeting. Ensure gloves are available for money counters and persons holding keys to the cashbox. If gloves are not available, use hand sanitisers before and after the meeting.
5. Members, especially money counters should not touch their faces when counting money.
6. If all members have cell phones, consider having a digitised meeting where members send savings, loans and social funds through mobile money or other virtual means. This could be safe but requires that all members learn how to do this properly.
7. Please ensure that your group funds and cash box are always secured.

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8. Your group could also consider safer places to keep the group fund such as in a mobile money account, or microfinance institution or bank.

Social Fund

- Decide on how you will handle social funds to assist members in emergency cases.
- Consider having a special COVID-19 fund.

Savings and Loans

- Continue saving even as little as the minimum share amounts as these will be helpful during the post-pandemic recovery process.
- Where possible, avoid in-person meetings and consider transacting using digital means or mobile money. This could include having a few people collect the funds, record member contributions, and consolidate them. The management committee can then disburse loans and pay out social funds on request.
- In the worst case:
  - Consider revising or rescheduling savings and repayments which could include shorter lending cycles; revised loan terms; lower loan values or stop lending altogether.
  - Where there is an immediate need to access savings or there is a risk of keeping funds in the near term, consider accelerating the share-out. Share-outs should only take place once outstanding loans are repaid.

WHO CAN SAVINGS GROUPS TURN TO FOR FURTHER SUPPORT?

- Follow official Ministry of Health updates to ensure that you comply with all safety measures.
- Contact your savings group trainer if you need any clarifications on the guidelines.

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APPENDIX 3: WHO GUIDELINES FOR GETTING YOUR WORKPLACE READY FOR COVID-19

1. Simple ways to prevent the spread of COVID-19 in your workplace
The low-cost measures below will help prevent the spread of infections in your workplace, such as colds, flu and stomach bugs, and protect your customers, contractors and employees.

Employers should start doing these things now, even if COVID-19 has not arrived in the communities where they operate. They can already reduce working days lost due to illness and stop or slow the spread of COVID-19 if it arrives at one of your workplaces.

- Make sure your workplaces are clean and hygienic
  - Surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) need to be wiped with disinfectant regularly
    Why? Because contamination on surfaces touched by employees and customers is one of the main ways that COVID-19 spreads
- Promote regular and thorough handwashing by employees, contractors and customers
  - Put sanitizing hand rub dispensers in prominent places around the workplace. Make sure these dispensers are regularly refilled
  - Display posters promoting handwashing – ask your local public health authority for these or look on www.WHO.int.
  - Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefings at meetings and information on the intranet to promote handwashing
  - Make sure that staff, contractors and customers have access to places where they can wash their hands with soap and water
    Why? Because washing kills the virus on your hands and prevents the spread of COVID19
- Promote good respiratory hygiene in the workplace
  - Display posters promoting respiratory hygiene. Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefing at meetings and information on the intranet etc.
  - Ensure that face masks[6] and/or paper tissues are available at your workplaces, for those who develop a runny nose or cough at work, along with closed bins for hygienically disposing of them
    Why? Because good respiratory hygiene prevents the spread of COVID-19
- Advise employees and contractors to consult national travel advice before going on business trips.
- Brief your employees, contractors and customers that if COVID-19 starts spreading in your community anyone with even a mild cough or low-grade fever (above 37°C) needs to stay at home. They should also stay home (or work from home) if they have had to take simple medications, such as paracetamol/acetaminophen, ibuprofen or aspirin, which may mask symptoms of infection
  - Keep communicating and promoting the message that people need to stay at home even if they have just mild symptoms of COVID-19.
  - Display posters with this message in your workplaces. Combine this with other communication channels commonly used in your organization or business.

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[6] Ordinary surgical face masks rather than N95 face masks

o Your occupational health services, local public health authority or other partners may have developed campaign materials to promote this message

o Make clear to employees that they will be able to count this time off as sick leave.

2. How to manage COVID-19 risk when organizing meetings and events

Why do employers and organisers need to think about COVID-19?

Organisers of meetings and events need to think about the potential risk from COVID-19 because:

- There is a risk that people attending your meeting or event might be unwittingly bringing the COVID-19 virus to the meeting. Others might be unknowingly exposed to COVID-19.
- While COVID-19 is a mild disease for most people, it can make some very ill. Around 1 in every 5 people who catch COVID-19 needs hospital treatment.

Key considerations to prevent or reduce COVID-19 risks

BEFORE the meeting or event

- Check the advice from the authorities in the community where you plan to hold the meeting or event. Follow their advice.
- Develop and agree a preparedness plan to prevent infection at your meeting or event.
  - Consider whether a face-to-face meeting or event is needed. Could it be replaced by a teleconference or online event?
  - Could the meeting or event be scaled down so that fewer people attend?
  - Ensure and verify information and communication channels in advance with key partners such as public health and health care authorities.
- Pre-order sufficient supplies and materials, including tissues and hand sanitiser for all participants. Have surgical masks available to offer anyone who develops respiratory symptoms.
  - Actively monitor where COVID-19 is circulating. Advise participants in advance that if they have any symptoms or feel unwell, they should not attend.
  - Make sure all organisers, participants, caterers and visitors at the event provide contact details: mobile telephone number, email and address where they are staying. State clearly that their details will be shared with local public health authorities if any participant becomes ill with a suspected infectious disease. If they will not agree to this, they cannot attend the event or meeting.
- Develop and agree a response plan in case someone at the meeting becomes ill with symptoms of COVID-19 (dry cough, fever, malaise). This plan should include at least:
  - Identify a room or area where someone who is feeling unwell or has symptoms can be safely isolated or have a plan for how they can be safely transferred from there to a health facility.
  - Know what to do if a meeting participant, staff member or service provider tests positive for COVID-19 during or just after the meeting
  - Agree the plan in advance with your partner healthcare provider or health department.

DURING the meeting or event

- Provide information or a briefing, preferably both orally and in writing, on COVID-19 and the measures that organisers are taking to make this event safe for participants.
  - Build trust. For example, as an icebreaker, practice ways to say hello without touching.
  - Encourage regular handwashing or use of an alcohol rub by all participants at the meeting or event.
  - Encourage participants to cover their face with the bend of their elbow or a tissue if they cough or sneeze. Supply tissues and closed bins to dispose of them in.

- o Provide contact details or a health hotline number that participants can call for advice or to give information.
- Display dispensers of alcohol-based hand rub prominently around the venue.
- If there is space, arrange seats so that participants are at least 1 m apart.
- Open windows and doors whenever possible to make sure the venue is well ventilated.
- If anyone starts to feel unwell, follow your preparedness plan or call your hotline.
    - o Depending on the situation in your area, or recent travel of the participant, place the person in the isolation room. Offer the person a mask so they can get home safely, if appropriate, or to a designated assessment facility.
- Thank all participants for their cooperation with the provisions in place.

AFTER the meeting

1. Retain the names and contact details of all participants for at least 1 month. This will help public health authorities trace people who may have been exposed to COVID-19 if one or more participants become ill shortly after the event.
2. If someone at the meeting or event was isolated as a suspected COVID-19 case, the organiser should let all participants know this. They should be advised to monitor themselves for symptoms for 14 days and take their temperature twice a day.
3. If they develop even a mild cough or low-grade fever (i.e. a temperature above 37°C) they should stay at home and self-isolate. This means avoiding close contact (1 m or nearer) with other people, including family members. They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.
4. Thank all the participants for their cooperation with the provisions in place.

3. Things to consider when you and your employees travel

- **Before traveling**
    - o Make sure your organization and its employees have the latest information on areas where COVID-19 is spreading. You can find this at https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/ o Based on the latest information, your organization should assess the benefits and risks related to upcoming travel plans.
    - o Avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) to areas where COVID-19 is spreading.
    - o Make sure all persons travelling to locations reporting COVID-19 are briefed by a qualified professional (e.g. staff health services, health care provider or local public health partner)
    - o Consider issuing employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub. This can facilitate regular handwashing.

- **While traveling:**
    - o Encourage employees to wash their hands regularly and stay at least 1 m away from people who are coughing or sneezing
    - o Ensure employees know what to do and who to contact if they feel ill while traveling.
    - o Ensure that your employees comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere they should comply with this. Your employees should comply with any local restrictions on travel, movement or large gatherings.

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When you or your employees return from traveling:

- o Employees who have returned from an area where COVID-19 is spreading should monitor themselves for symptoms for 14 days and take their temperature twice a day.
- o If they develop even a mild cough or low grade fever (i.e. a temperature above 37°C) they should stay at home and self-isolate. This means avoiding close contact (1 m or nearer) with other people, including family members. They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.

4. Getting your workplace ready in case COVID-19 arrives in your community

- • Develop a plan of what to do if someone becomes ill with suspected COVID-19 at one of your workplaces
  - o The plan should cover putting the ill person in a room or area where they are isolated from others in the workplace, limiting the number of people who have contact with the sick person and contacting the local health authorities.
  - o Consider how to identify persons who may be at risk, and support them, without inviting stigma and discrimination into your workplace. This could include persons who have recently travelled to an area reporting cases, or other personnel who have conditions that put them at higher risk of serious illness (e.g. diabetes, heart and lung disease, older age).
  - o Tell your local public health authority you are developing the plan and seek their input.
- • SPromote regular teleworking across your organization. If there is an outbreak of COVID-19 in your community, the health authorities may advise people to avoid public transport and crowded places. Teleworking will help your business keep operating while your employees stay safe.
- • Develop a contingency and business continuity plan for an outbreak in the communities where your business operates
  - o The plan will help prepare your organization for the possibility of an outbreak of COVID-19 in its workplaces or community. It may also be valid for other health emergencies.
  - o The plan should address how to keep your business running even if a significant number of employees, contractors and suppliers cannot come to your place of business–either due to local restrictions on travel or because they are ill.
  - o Communicate to your employees and contractors about the plan and make sure they are aware of what they need to do – or not do – under the plan. Emphasise key points such as the importance of staying away from work even if they have only mild symptoms or have had to take simple medications (e.g. paracetamol, ibuprofen) which may mask the symptoms.
  - o Be sure your plan addresses the mental health and social consequences of a case of COVID-19 in the workplace or in the community and offer information and support.
  - o For small and medium-sized businesses without in-house staff health and welfare support, develop partnerships and plans with your local health and social service providers in advance of any emergency.
  - o Your local or national public health authority may be able to offer support and guidance in developing your plan.

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Page **34** of **52**

Remember:

Now is the time to prepare for COVID-19. Simple precautions and planning can make a big difference. Action now will help protect your employees and your business.

How to stay informed:

Find the latest information from WHO on where COVID-19 is spreading: https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/ Advice and guidance from WHO on COVID-19 https://www.who.int/emergencies/diseases/novel-coronavirus-2019 https://www.epi-win.com/

APPENDIX 4: SUMMARY OF SECTOR SUPPLY CHAINS

Sector	Sub-Sector	Supply Chain Node
Manufacturing	Consumables	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Textile	Cloth Manufacturer → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Home-based/Market MANUFACTURER → Package → Transporter → Buyer
	Paper and Printing	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
Retail	Supermarket	MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	
	Clothes	
	Stationery	
Air travel	Airport	Passenger: Home (packing) → Bus/taxi → Check-in → Lounge/Duty Free shopping → Boarding → On-Board → Disembarkation → Immigration → Baggage Claim → Bus/Taxi
	Carrier	Cargo: Owner (packing) → Transport → Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Banking/Financial	Micro-Finance	N/A
	Mobile Money	Deposit: Client → Teller → Next Client or Bank or Immediate Use Withdrawal: Previous client/Bank/Home Safe → Client → transaction
	Commercial Bank	Inside Bank: Deposits/BOZ Acquisitions → Vault → Teller → Client → Transaction Auxiliary Bank: Deposits/BOZ Acquisitions → Vault → ATM → Client → Transaction
Property Management	Residential	• Commercial – Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station
	Commercial	
	Land	• Commercial – Client: Home → Bus/Taxi/own vehicle → Short Walk → Office → Waiting room → Meeting room • Commercial – Changing tenants (1): Old tenant → Movers/Transport → New Location → Unload → Unpack → Set-up/Decor • Commercial – Changing tenants (2): New tenant → signs lease → Movers/Transport → New Location → Unload → Unpack → Set-up/Décor • Buyer/Seller → Sellers Vehicle → Viewing property →
Tourism	Hotels and Lodges	From Air Travel: Arrival → baggage → Check-in → Room → Amenities → Check-out → taxi/bus
	National Parks	Home/Hotel/Lodge → Tour Guide/Hired/Own Vehicle → Park gate → picnic/camp site → Exit
	Restaurants	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table → Amenities → Exit

	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit
	MICE	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → registration → meeting room → amenities → exit
Trucking and Clearing	Collection and Packaging	Hired Truck: Owner of truck → transporter → Client Location → Pack → Load → in-transit → off-load Owned Truck: Client Location → Pack → Load → in-transit → off-load
	In Transit	
	Port of entry/exit	Packing → Loading → Transport → [Airport: off-load from transport →] Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Agriculture	Crops	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Milk	Milking at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Fish	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Chicken	Dressing → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Meat	Farm → Transporter (Loading, In-Transit, Off-loading) → Abattoir → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
Private Medical Care	Clinics and Hospitals	• Out-patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Exit • In-Patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Admitted → Amenities/services → discharged → Ambulance/public/private transport → Home
Mining	Above Ground	• Mining Staff: Home → Transport → Changing Room → on-site vehicle → work station → equipment → Loading → Processing → Transporter → Port
	Under Ground	• Admin Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station
	Gold, Coal, Copper	• Service providers: Home → Bus/Taxi/own vehicle → Short Walk → Duty Station
Construction	Road, Building	Home → Transport → Changing Room → on-site vehicle → work station → equipment
Education	All levels	Home/Office → Bus/Taxi/own vehicle → registration → class room → amenities → exit
Informal Sector	Markets	Home → Public transport → orders on-site (usually from wholesalers) → transport → market → display → on-site packaging → buyer
	Bus stations, Buses and Taxis	Passenger/Driver/Conductor → Bus → numerous unpredictable bus stops → walk → destination (via other stops)
	Home Based Businesses	Raw Materials → Processing/production → Packaging → Delivery to client/Client collection → Buyer

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APPENDIX 5: RISK ASSESSMENT TOOL – THINKING ABOUT RISKS ASSOCIATED WITH COVID-19

Company name: Assessment carried out by:

Date of next review: Date assessment was carried out:

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action needed by?	Done

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APPENDIX P1: HOW TO MAKE MILD (0.05%) CHLORINE SOLUTION FOR HANDWASHING

Use mild (0.05%) chlorine solution to wash ungloved hands.
Make new mild (0.05%) chlorine solution every day. Throw away any leftover solution from the day before.

From Strong (0.5%) Solution

water

0.5%

strong solution

From HTH (70%)

1 tablespoon of HTH

20 liters of water

10 sec

1 Make sure you are wearing **extended PPE**.

2a Pour 9 parts water and 1 part strong (0.5%) solution into a bucket. Repeat until full.

2b Add one tablespoon of HTH (70%) to 20 Liters of water in a bucket.

3 Stir well for 10 seconds, or until the HTH has dissolved

30 minutes

Mild (0.05%) Chlorine Solution - Hand Washing

Mild (0.05%) Chlorine Solution - Hand Washing

Mild (0.05%) Chlorine Solution - Hand Washing

4 Wait 30 minutes before use.

5 Label bucket "Mild (0.05%) Chlorine Solution – Hand Washing."

6 Cover bucket with lid.

7 Place at hand washing stations.

Tablespoon | Measuring cup or liter bottle | Bucket with lid and spigot | Water | 70% HTH | Stick for stirring | Label

Supplies Needed

WARNING
Do NOT drink chlorine water.
Do NOT put chlorine water in mouth or eyes.

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APPENDIX P2: HOW TO MAKE 0.1% (1,000PM) CHLORINE SOLUTION TO USE FOR DISINFECTION

Use 0.1% (1,000ppm) chlorine solution to disinfect frequently touched surfaces and items.
Make new 0.1% chlorine solution every day. Throw away any leftover solution from the day before.
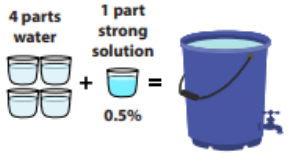
Proceed with **only one** of the following: **2a** or **2b** or **2c**

From Strong (0.5%) Solution **OR** **From HTH (70%)** **OR** **From Chlorine Powder (35%)**

4 parts water

1 part strong solution

0.5%

2 tablespoons of HTH

20 liters of water

4 tablespoons of chlorine powder

20 liters of water

1 Make sure to wear **required PPE**.

2a Pour 4 parts water and 1 part strong (0.5%) solution into a bucket.

2b Add TWO tablespoons (30g) of high-test hypochlorite (HTH) (70%) to 20 liters of water in a bucket.
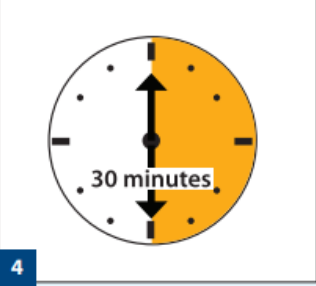
2c Add FOUR tablespoons (60g) of chlorine powder (35%) to 20 liters of water in a bucket.

10 sec

30 minutes

0.1% Chlorine Solution – Disinfecting

0.1% Chlorine Solution – Disinfecting

3 Stir well for 10 seconds, or until chlorine powder/granules have dissolved.

4 Wait 30 minutes before use.

5 Label bucket "0.1% Chlorine Solution – Disinfecting."

6 Cover bucket with lid. Do not store in direct sunlight.

Tablespoon

Measuring cup or liter bottle

Bucket with lid and spigot

Water

Strong (0.5%) chlorine solution **OR** 70% HTH **OR** 35% chlorine powder

Stick for stirring

Label

Supplies Needed

CS-316419-B

WARNING

Do NOT mix chlorine solution with other cleaning products.

Do NOT put chlorine solution in mouth or eye

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APPENDIX P3: CHECKLIST FOR OPEN-AIR MARKETS

Safety Practices and Protocols Hourly, Daily and Weekly – Open Air Markets

The COVID-19 threat has imposed a new way of carrying out business operations (New Normal). This may be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors of operations will have to expand upon existing safety protocols and change their Occupational Safety by deploying plans to protect the customers, clients, patrons, employees and indeed all supply chain players and the general public while the provisions of Zambian regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/ PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			N/A	N/A
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	The Market administrator	Communication with local authorities
3.Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Market administrator and vendors/stall owners	All vendors, stall owners, hawkers and customers
4. Sourcing, distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			The Market administrator in collaboration with a committee on public health and sanitization	Internal communication

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5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		The Market administrator in collaboration with a committee on public health and sanitization	All marketeers
6. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and Tills i) Queuing		✓			Market administrator and vendors	All Marketeers
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens		✓			The Market administrator in collaboration with a committee on public health and sanitization	Internal communication using posters, pamphlets and megaphones
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants		✓			N/A	N/A

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9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters for public		✓			The market administrator	Internal communication
10. Emergency Phone Number a) Family members b) First response c) Premises Reaction Health team phones d) COVID-MoH Hotlines		✓			The Market administrator assisted by committee on public health and sanitization	All marketeers
11. Management Team Communication with a) Staff b) Suppliers c) Distributors d) Customer/Clients/Visitors e) Community representatives/public Health Team on COVID-19 from MoH			✓		The Market administrator in collaboration with a committee on public health and sanitization	All marketeers
12. Stay home policy if unwell		✓			The market administrator	Committee on public health and sanitization

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
https://hnhu.org/wp-content/uploads/Guidance-Document-COVID-19-Seasonal-Worker-Wellness-Check-2020-04-14.pdf

APPENDIX Q1: CHECKLIST FOR HOME-BASED BUSINESSES

Safety Practices and Protocols Hourly, Daily and Weekly – Home-Based Businesses

The COVID-19 threat has imposed a new way of carrying out business operations (New Normal). This may be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors of operations will have to expand upon existing safety protocols and change their Occupational Safety by deploying plans to protect the customers, clients, patrons, employees and indeed all supply chain players and the general public while the provisions of Zambian regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/ PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			Home-based business owner collect data on employee illness, tracing activity and report to HR, HR Staff follow up with affected employees and families	Business manager use internal communication daily, weekly and hourly employee data is aggregated and internal communication done to provide updates to all staff
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	Home-based business owner	Home-based business workers
3.Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Business manager	All employees All patrons, customers

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4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Home-based business owner and manager	Internal communication
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Home-based business owner and manager	All employees
6. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing		✓			Home-based business owner and manager	assigned employees
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens		✓			Home-based business manager, Cleaner(s) or Domestic worker(s)	Internal communication
8. Handling Deliveries/Supplies a) Trucks		✓			Home-based business owner and manager	assigned employee

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b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants						
9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COViD-19 awareness d) Strategic information posters for public		✓			Home-based business owner	Internal communication
10. Emergency Phone Number a) Family members b) First response c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Home-based business owner and manager	All employees
11. Management Team Communication with a) Staff b) Suppliers c) Distributors d) Customer/clients/visitors e) Community representatives/public Health Team on COVID-19 from MoH			✓		Home-based business owner and manager	All employees
12. Remote Work Staff Policies or Staff Working from Home		✓			Home-based business owner and manager	All employees

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
Return to work Checklist template

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APPENDIX Q2: INFOGRAPHICS FOR DOMESTIC WORKERS

General safety measures

General household cleaning

Domestic Workers & Employers: Fighting COVID-19 Together

Negotiate with your employer on what's fair. You should continue to be paid if you are sick or not allowed to work. If you are working, determine with your employer which non-priority tasks can wait so you can focus on increased disinfecting and care responsibilities associated with COVID-19 prevention.

General household cleaning

When cleaning bodily secretions (e.g. vomit, excrement, saliva) use 2% bleach solution.

On a regular basis (at least weekly) use a 1% bleach solution (1 part bleach to 99 parts cold or cool water) to clean surfaces. After 15-30 minutes rinse with water. On metals use a 70% alcohol solution.

Wear gloves to protect yourself. Always wash your hands before and after using gloves. Disposable gloves should be safely disposed of after use and reusable gloves should be cleaned and disinfected after each use.

In bathrooms, close the toilet lid before flushing and turn on the exhaust fan and close the door when leaving.

Ensure good ventilation while you clean by keeping windows and doors open.

For further information about COVID-19, visit idwfed.org

Always wash your hands

When someone in the household is in quarantine or sick