



New Normal Standard Operating Procedures For Businesses: **MANUFACTURING**

04 September 2020

BCCET • Prospero

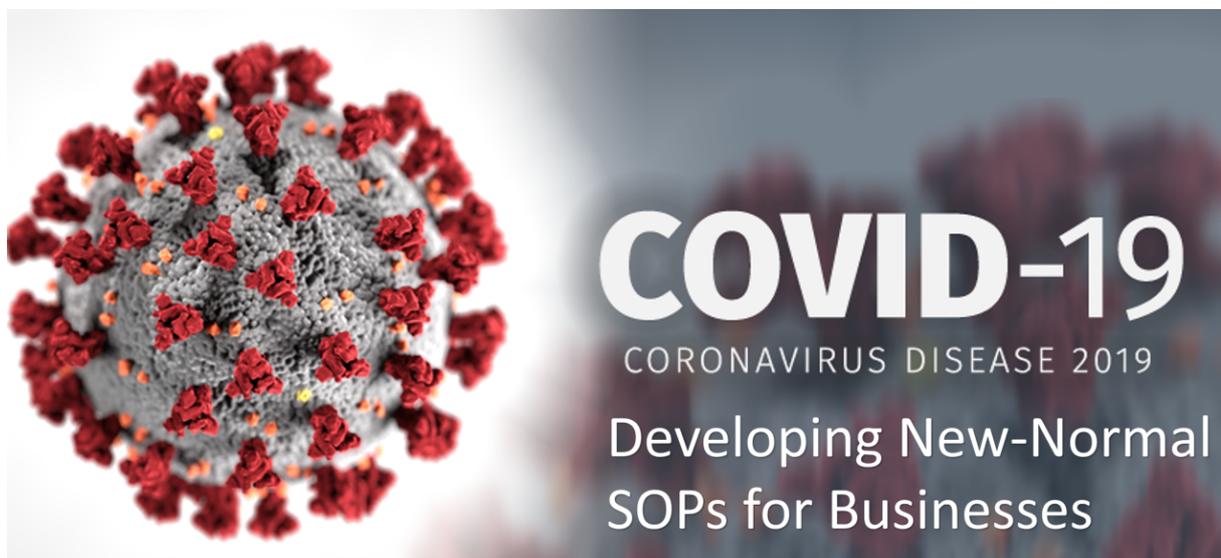


Ownership

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.

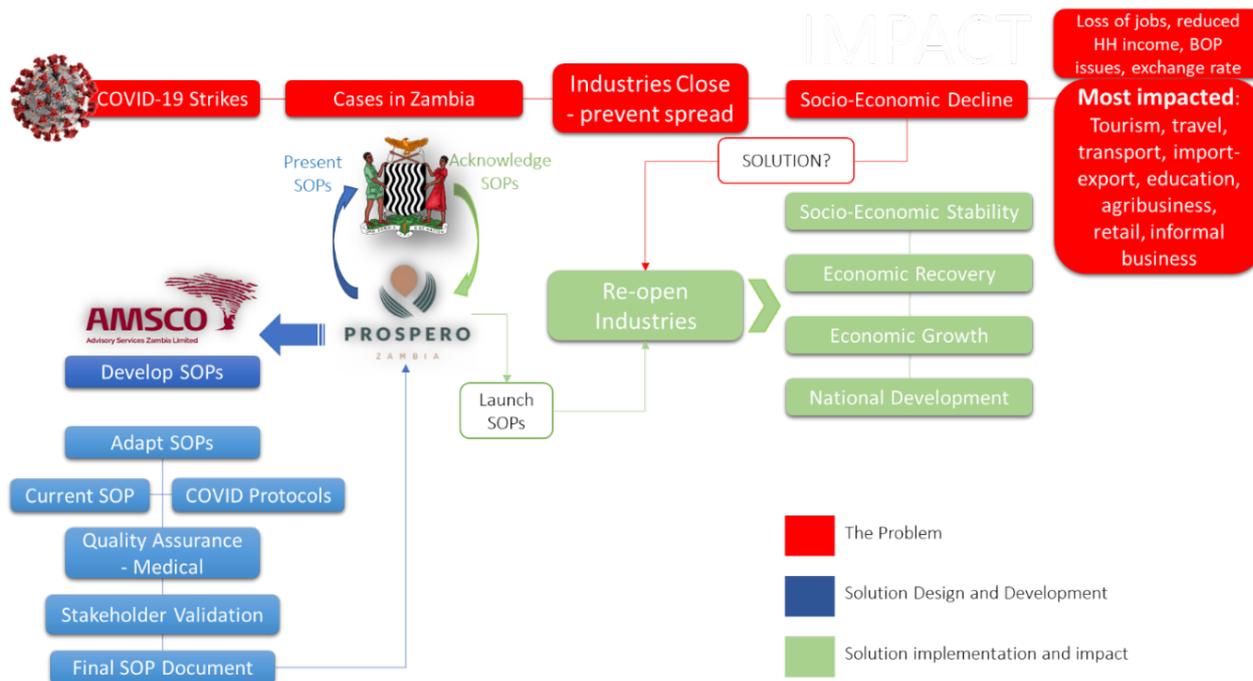
This SOP compendium primarily focuses on overall sector and sub-sector considerations and does not seek to provide specific guidance on occupational health and safety (OHS) measures on a site-specific basis.

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

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	<p>their supply chain. The following retail constituents will be considered in the development of guidelines for the sector:</p> <ul style="list-style-type: none"> • 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	<p>The main agro sub-sectors will be considered:</p> <ul style="list-style-type: none"> • 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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New Normal SOP: MANUFACTURING

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

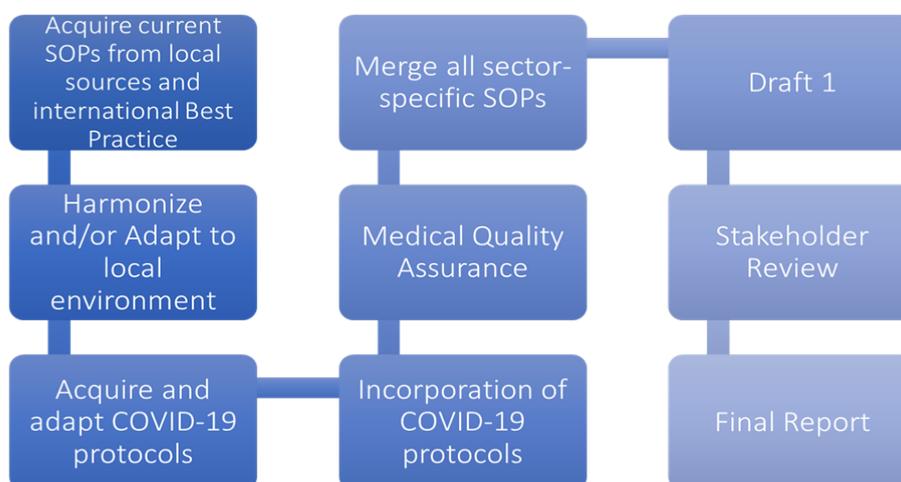


Figure 1: The Approach Layout

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-19¹

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

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

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I. Manufacturing

A. SOP for COVID-19 mitigation measures in Food Retail and Food Manufacture

Department: _____
 SOP No: _____
 SOP Title: _____

SOP Number: _____
 SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

These SOPs provide guidance for food facility operators, owners, and other individuals to incorporate these COVID-19 protocols into their procedures in addition to regular operational protocols.

INTRODUCTION

Good retail and manufacturing practices should be emphasised for all retail food facilities and food establishments including handwashing procedures, cleaning and sanitizing using appropriate chemicals, and personal hygiene to prevent the spread of COVID-19. This document serves as guidance to food facility operators, owners, and other individuals to incorporate into their procedures in addition to regular operational protocols. All life sustaining businesses must review and comply with the order.

While current knowledge in recent scientific literature suggests that foodborne exposure to this virus is not known to be a route of transmission, COVID-19 is spread by human-to-human contact and therefore personal hygiene is critical to limiting the spread of this virus.

SCOPE

Although this document is targeted for retail and manufacturing facilities, the information below is applicable to all food preparation and distribution entities. All life sustaining businesses producing, processing, packaging, or distributing food (restaurants, grocery stores, take-aways, and others) should utilise the best practices explained below.

RESPONSIBILITIES

A. Operations Manager

1. Ensure clean environment
2. Ensure number of visitors is controlled and social distancing is observed
3. Ensure ample parking
4. Ensure hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) are available and accessible
5. Ensure screening of visitors and staff for COVID-19 symptoms

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6. Ensure protocols are followed by all and communicated to all
7. Ensure high-touch surfaces like operating machines are cleaned appropriately
8. Ensure proper waste management

B. Occupational Safety and Health Manager

1. Ensure awareness of COVID-19 by all employees
2. Ensure testing becomes more readily available to all the workers
3. Educate all workers on how to prevent COVID-19 infections and spread of the disease
4. Ensure all workers and visitors' details are kept at the plant for contact tracing
5. Keep employees informed of all new developments on the disease
6. Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726
7. Be the contact and liaison person for all Ministry of health-related updates and escalations
8. Be Alert and able to execute emergency procedures for any worker who becomes symptomatic of COVID-19 while at work

C. Human Resource Manger

1. Ensure that only essential workers report for work
2. Facilitate proper and timely communication on COVID-19 updates to all employees
3. Keep employees apprised of their rights and the tools provided to support them
4. Review policies in light of the COVID-19 pandemic

The details of the responsibilities will be a brief list of the key tasks performed. This section will not be a complete summary of the SOP.

SPECIFIC PROCEDURE

SOCIAL DISTANCING

1. Limit visitors except for required essential services.
2. Maintain at least a 1 m distance whenever possible.
3. Ensure strategies are in place for social distancing during breaks.
4. Stagger break times to avoid large groups of employees at once.
5. Designate additional rooms for break areas or pitch tents outside.
6. Reset break and meeting room seating to promote physical distancing.
7. Ensure cleaning of tables between use.
8. Wherever possible, implement cohorting of work teams. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease the number of potential exposures for each person and to simplify identifying possible exposures if a case presents.
9. Limit crossover in entrances, corridors, and common spaces by adjusting personnel workflow.
10. Limit the number of persons in a corridor or entryway at one time.
11. If possible, limit contact with high-touch surfaces, e.g. keep doors open to allow movement.
12. Ensure employees enter the uniform area with clean hands.
13. Ensure touching non-selected uniform clothing and hangars is kept to a minimum.
14. Ensure staff positions are individual zones while working if possible. The zones should not overlap, and employees should not enter each other's zones.
15. Ensure there is 1 person per shift on any device, which is sanitised before and after the shift. Every surface should be sanitised multiple times daily. If a staff member touches their hair or face, they must wash their hands.

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HANDWASHING

1. Employers must provide employees access to regular handwashing with soap, hand sanitiser, and disinfectant wipes.
2. Employers must provide employees handwashing breaks every hour.
3. To appropriately hand-wash: Use warm water, apply soap and lather for at least 20 seconds, and rinse. Use single-use paper towels to dry and use paper towel to turn off faucet.
4. Wash hands frequently including:
 - a) After using the restroom
 - b) Before and after eating
 - c) Before handling food
 - d) After removing gloves and before re-applying
 - e) After touching shared equipment, touching face, cell phone, or personal items
 - f) After sneezing, coughing, or blowing nose

PERSONAL HYGIENE

1. Employers must implement measures to facilitate social distancing of 1 m or more among employees and between employees and customers.
2. Employers must provide masks for employees to wear during their time at the business, and make it a mandatory requirement to wear masks while on the work site, except to the extent an employee is using breaktime to eat or drink, in accordance with the guidance from the Ministry of Health. Employers may approve masks obtained or made by employees in accordance with Department of Health guidance.
3. Employers must require all customers to wear masks while on their premises, and deny entry to individuals not wearing masks, unless the business is providing medication, medical supplies, or food, in which case the business must provide alternative methods of pick-up or delivery of such goods. (However, individuals who cannot wear a mask due to a medical condition (including children under the age of 2 years per MoH guidance) may enter the premises and are not required to provide documentation of such medical condition).
4. Employees should be instructed to cover coughs and sneezes with elbows and dispose of soiled products (such as tissue) immediately after use.
5. Management, staff, drivers, security personnel and visitors should not share personal items like writing pens, and food and utensils. Where pens are used for signing and documenting, they should be wiped with hand sanitisers.

CLEANING AND SANITIZING

1. Maintain pre-existing cleaning and sanitizing protocols established by the business for all areas of the building. Food manufacturers are required to follow Good Manufacturing Practices (GMPs). GMPs require food safety plans to include requirements for maintaining clean and sanitised facilities and food contact surfaces.
2. In addition to maintaining pre-existing cleaning protocols established in the business, clean and disinfect high-touch areas routinely in accordance with guidelines issued by the Ministry of Health, in spaces that are accessible to employees, customers or other individuals.
3. Ensure high contact surfaces and priority locations are being cleaned and sanitised on a routine basis. Time needs to be allocated for all cleaning, with greater and more frequent emphasis on commonly touched surfaces.
4. Cleaning removes dirt and soiled residue while sanitizing kills germs remaining on surfaces. Both are required to effectively disinfect surfaces.
5. Employees cleaning should be trained on how to properly clean and sanitise the type of surface

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they are working on. Ministry of Health advisers are available to provide such training.

6. Employers must ensure that the facility has a sufficient number of employees to perform all measures listed effectively and in a manner that ensures the safety of the public and employees:
7. Examples of high priority surfaces:
 - a) Restroom/locker room areas
 - b) Floors and walls
 - c) Registers/keypads/remotes
 - d) Light switches
 - e) Computer/telephones
 - f) Tables and chairs
 - g) Any shared electronic device
 - h) Shared food equipment
 - i) Door handles
 - j) Handrails
8. Where carts and handbaskets are available for customers' use, employers must assign an employee to wipe down carts and handbaskets before they become available to each customer entering the premises.

Cleaning and sanitizing of high contact areas are a priority NOW, to prevent the spread of COVID-19 if an area should become affected by an individual with the virus. According to MoH, with the detection of the coronavirus in asymptomatic people and studies showing the survival of COVID-19 on surfaces for short periods of time, as an extra precaution, food facilities must implement a more frequent cleaning and sanitation schedule for high human contact surfaces. Facilities must ensure that common areas (including but not limited to break rooms, locker rooms, dining facilities, rest rooms, conference or training rooms) are cleaned on a regular basis, including between any shifts:

1. **Restrooms:** All surfaces including toilet seats and handles, door knobs, faucets, paper towels dispensers, floors, mirrors, soap dispenser.
2. **Food equipment:** Common shared equipment includes scoops, deli slicers, can openers, keypads, thermometers, tables, floors, refrigeration handles, pot and pan handles.
3. **Customer and employee common areas:** Tables, chairs, shopping carts/baskets, counters, breakrooms
4. **First aid/health and utility areas:** First aid kits, laundry equipment, linens
5. **Locker rooms:** Disinfect at least daily-lockers, tables, chairs, surfaces
6. **Other frequently touched surfaces:** Clean and disinfect frequently

Chemicals

1. All sanitisers must be MoH approved.
2. All chemicals being used on food contact surfaces must be approved for food equipment on the label and utilised at the proper concentration per the label instructions.
3. Make sure all chemicals containers and spray bottles are labelled.

Managing and Screening of Staff, Visitors and Suppliers

1. All visitors, suppliers and contractors must first be screened for COVID-19 and only those without symptoms must be allowed entry to the company premises and not to the processing plant area
2. Designate a single point of entry for all plant processing staff and visitors
3. The person screening should be trained to administer the temperature checks

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4. The screener should equally have adequate PPE and, as applicable, maintain social distancing as testing is performed
5. Workers should not be encouraged to spend a lot of time in the cold room as anyone with invisible COVID-19 symptoms might exacerbate his/her condition
6. All delivery truck/vehicles delivering raw materials must be disinfected or made to drive through footbaths containing recommended disinfectants
7. If using an infrared temperature tool, ensure proper validation prior to use

What to do if an employee is a probable or diagnosed case of COVID-19

COVID-19 is known to spread via respiratory droplets among close contacts, generally within 1-2 m. Although there is currently no evidence that the disease is spread by food, and no *documented* evidence that the virus is transmitted to persons from contaminated surfaces, evidence does suggest that the virus may live on surfaces for several hours to days depending upon the environment. MoH continues to update their guidance and recommendations as more is learned about COVID-19 during this dynamic and changing situation. Once an employee is diagnosed with COVID-19, the priority is to prevent further spread to other individuals through person-to-person contact or through contaminated surfaces.

1. If you have not already done so, send the employee home.
2. Contact your local health department and follow protocols discussed.
3. Implement established cleaning and disinfection protocols upon discovery that person(s) suspected/confirmed to have COVID-19 have been in the facility.
4. Close off areas visited by the ill persons. Open outside doors and windows and use ventilating fans to increase air circulation in the area. Wait 24 hours, or as long as practical, before beginning cleaning and disinfection.
5. Cleaning staff should clean and disinfect all areas such as offices, bathrooms, common areas, shared electronic equipment like tablets, touch screens, keyboards, remote controls, and ATM machines used by the ill persons, focusing especially on frequently touched surfaces.
6. Identify employees that were in close contact with the person with a probable or confirmed case of COVID-19 during the 48-hour period before symptom onset to the time at which the patient isolated; workers who have had an exposure but remain asymptomatic should adhere to the following practices prior to and during their work shift:
 - i. **Pre-Screen:** Employers should measure the employee's temperature and assess symptoms prior to them starting work. Ideally, temperature checks should happen before the individual enters the facility. Send employees home if they have an elevated temperature. Ensure employees practice social distancing while waiting to have temperatures screened.
 - ii. **Regular Monitoring:** As long as the employee doesn't have a temperature or symptoms, they should self-monitor.
 - iii. **Wear a Mask:** The employee must wear a face mask at all times while in the workplace. Employers shall provide face masks or can approve employees' supplied cloth face coverings in the event of shortages.
 - iv. **Social Distance:** The employee should maintain a distance of at least 1 m and practice social distancing as work duties permit in the workplace.
 - v. **Disinfect and Clean Work Spaces:** Clean and disinfect all areas such as offices, bathrooms, common areas, shared electronic equipment routinely.
7. If the employee becomes sick during the workday, the person should be sent home immediately:
 - a) The employee's workspace surfaces should be cleaned and disinfected.
 - b) Determine who had contact with the ill employee during the time the employee had

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- symptoms and during the 48 hours prior to symptoms— employees at the workplace with close contact of the employee during this time would be considered exposed
- c) Notify employees who were in close contact with a suspected or confirmed infected person while maintaining the confidentiality of the ill employee
8. Ensure that the facility has enough employees to perform the above protocols effectively and in a timely manner.

What to do if there is a bodily fluid event

1. Ensure the employee who is cleaning up the area with vomit/fluid is using PPE
2. Segregate the area that has been contaminated
3. Dispose of any products that have been exposed
4. Ensure any utensils that might have been exposed are cleaned and sanitised
5. Frequently clean and sanitise the area to include the floor, walls and any other objects contaminated by the incident
6. Properly dispose of any of the equipment that was used to clean up the area. If a customer or employee vomits or has diarrhoea it is recommended (AT THIS TIME) that the operations follow protocols that are in place.

INTERNAL AND EXTERNAL REFERENCES

1. Pennsylvania Food and Drug Authority
2. FDA: [Food Safety and COVID-19](#)
3. [Centers for Disease Control and Prevention Interim Guidance for Business and Employers](#)
4. [Pennsylvania Department of Health COVID-19 Information for Businesses](#)
5. Occupational Safety Health Association www.osha.gov/coronavirus
6. <https://www.osha.gov/Publications/OSHA4002.pdf>
7. Breweries Association of America <https://www.brewersassociation.org/brewing-industry-updates/sanitiser-recommendations-during-covid-19-virus-concerns/>
8. BrewersAssociation.org https://www.cdc.gov/coronavirus/2019-ncov/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2Findex.html
9. <https://www.unmc.edu/healthsecurity/education/programs/docs/Checklist.pdf>
10. Allagash Brewing Company <https://s3-us-west-2.amazonaws.com/brewersassoc/wp-content/uploads/2020/04/To-Go-Practices-at-the-Brewery.pdf>

CHANGE HISTORY

Where the SOP is the initial version:

- SOP No: Record the SOP and version number
- Effective Date: Record effective date of the SOP or “see page 1”
- Significant Changes: State, “Initial version” or “New SOP”
- Previous SOP No.: State “NA”

Where replacing a previous SOP:

- SOP No: Record the SOP and new version number
- Effective Date: Record effective date of the SOP or “see page 1”
- Significant Changes: Record the main changes from previous SOP
- Previous SOP No.: Record SOP and previous version number

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New Normal SOP: MANUFACTURING

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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B. SOP for COVID-19 mitigation measures in Paper and Printing

Department: _____
 SOP No: _____
 SOP Title: _____

SOP Number: _____
 SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of the coronavirus or COVID-19 in the paper and print media sector by being in compliance with FAO, WHO, and CDC guidelines and Ministry of Health COVID-19 protocols for the paper and print media sector industry.

SCOPE

These SOPs apply to the manufacturing sector specifically the paper and printing sector to stop the spread of COVID-19 using the WHO, CDC and MoH guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 has changed everything. Journalists at hotspots do their jobs wearing masks and gloves, editors have to work isolated from each other. Editorial departments have to compile the content in virtual news rooms from home. Newspaper printers have to work with reduced staff to have a backup team in place at all times. The distribution of printed newspapers has to be done by delivery staff exposed to the risk of being infected on their way to the households.

The consequences are diverse. Newspaper publishers still earn the biggest part of their money by selling printed newspapers with printed advertisements. They fight for long-term faithful subscribers, who guarantee a recurring turnover every day. At the moment, advertisement activities have come down to a minimum, because there is no need to advertise for a shop that is closed, or a holiday destination that cannot be reached. And the most coveted products like toilet paper or disinfection bottles need no promotion. Therefore, inserts and special interest editions are on hold for the time being.

These SOPs have been adapted from Occupational Safety Health Association, CDC, and the World Health Organisation and COVID-19 prevention measures have been embedded in these SOPs to prevent the spread of the COVID-19 pandemic in the paper and print industry.

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DEFINITIONS

Media	Shall include but not be limited to newspapers, televisions stations, radio stations, photographers, magazines and other published periodicals.
Print Media	The oldest media forms are newspapers, magazines, journals, newsletters, and other printed material.

RESPONSIBILITIES

Operations Manager

- i. Ensure ample supply of paper for printing so as to avoid frequenting the purchase and supply department. This is aimed at limiting exposure to suppliers in a bid to reduce the risk of contracting the virus.
- ii. Ensure that only a limited controlled number of suppliers of raw materials should be allowed to deliver at a given time and designated place to maintain social distance. Only 2 people in a car.
- iii. Ensure pre- and post-cleaning of all utensils used in the printing plant.
- iv. Ensure enough stock of PPE: face masks gloves, safety boots, hand sanitisers and soap.
- v. Ensure spacious parking lots are created separately for vehicles carrying newspapers and for customers while separate entry and exit points for one-way controlled movement to be created under the SOPs.
- vi. Ensure that the delivery area has hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) at entry point and multiple other places within the printing premises.
- vii. Ensure that all workers/staff are advised not to share face masks or face covering with anyone and must avoid touching the insides of a mask/face covering but use new face masks immediately if the mask is stained or becomes wet.
- viii. Ensure that printing premises should have functional toilets and handwashing facility with essentially required supplies including soap, tissues and paper towels.
- ix. Ensure hand sanitiser use has been highly recommended after exchange of delivery notes, receipts, invoices, currency bills and touching shared surfaces within printing premises.
- x. Ensure high-touch surfaces like operating machines are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
- xi. Ensure proper waste collection.

Security Manager

- i. The security personnel should ensure controlled entry to the printing room and the parking area will be marked as such to ensure that vehicles are parked at a safe distance from each other while no vehicle will be allowed to enter unless the space is available.
- ii. Ensure compliance with wearing face masks and using hand sanitiser by all staff and visitors.
- iii. Ensure security personnel are:
 1. Wearing masks,
 2. Observing social distancing
 3. Screened before they screen other members of staff
 4. Washing hands as they report
- iv. Every person entering a reception or plant area should be screened and have their temperature checked and if above 37°C should not be allowed entry.

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Occupational Safety and Health Manager

- i. Ensure workers' health and safety during the COVID-19 pandemic.
- ii. Oversee workers' compensation during COVID-19.
- iii. Ensure awareness of COVID-19 by all employees and its impact on their health and on the publishing and printing of materials.
- iv. Ensure testing for COVID-19 becomes more readily available to all the workers especially essential workers (those working in the printing department) to rapidly identify and prevent the disease at the media house.
- v. Ensure all workers and visitors' details are kept at the plant for contact tracing.
- vi. Keep employees informed of all new developments on the disease and how to avoid getting infected. Brief them on the need for infection control measures and the preventive procedures that have been set in place.
- vii. Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726.
- viii. Be the contact and liaison person for all Ministry of Health-related updates and escalations.
- ix. Be alert and able to execute emergency procedures for any worker who becomes symptomatic of COVID-19 while at work.

Human Resource Manager/Training

- i. Ensure only essential workers report for work i.e. production, transport, security personnel among others.
- ii. Reduce the workforce by rotation i.e. work with half number of staff to keep social distance and avoid crowding of employees.
- iii. Ensure proper and timely communication on COVID-19 updates to all employees.
- iv. Keep employees apprised of their rights and the tools that are provided to support them.
- v. Educate all workers on how to prevent COVID-19 infections and spread of the disease.
- vi. Review the sickness policy: be sure it is up to date and give all employees the most recent version.
- vii. Recommend implementing measures that reduce risk of workplace transmission. These risk reduction steps should include:
 - a) Regularly sanitise all tools and surfaces.
 - b) Increase access to hand sanitiser and handwashing stations.
 - c) Create workstations that are at least 1 m apart.
 - d) Rotate shifts to decrease the number of employees in proximity of each other.

SPECIFIC PROCEDURE

Security Manager/Staff

1. Security Managers should be the first to report so that they enforce compliance.
2. Security personnel feeling ill should not be allowed to work during COVID-19.
3. As they report, first they should be wearing masks then:
 - a) Wash their hands before touching anything like pens, documentation books
 - b) Sanitise their phones with an alcohol-based sanitiser
 - c) Have their temperatures recorded and screen each other for COVID-19
 - d) Man all entries: Main entrance to the company premises, entry to the building and to various departments
4. Ensure all staff are wearing masks as they report for work. "No mask no entry" to printing premises.
5. Ensure social distance is being observed on queues and hands are washed by all employees as

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they enter the printing premises.

6. Ensure spacious parking of vehicles driving into the premises.

Operations /Production Manger

1. Inspect all handwashing stations and ensure there is enough water.
2. Check all stock including PPEs, hand sanitisers and soaps and ensure they are replenished.
3. Liaise with department heads and advise on regular cleaning of all areas and surfaces to avoid the spread of COVID-19.
4. Ensure all employees accessing the other plant processing office for packaging materials sanitise their hands before touching door handles or office equipment.
5. Biosecurity measures must be implemented. All delivery truck/vehicles delivering raw materials must be disinfected or made to drive through footbaths containing recommended disinfectants.
6. Provide a mechanism for all surfaces to be disinfected before a new person arrives to take over the operation.

These should include:

- a) All door handles and switches;
- b) All printing machines buttons, switches;
- c) Forklift steering wheels, controls, levers,
- d) All tool handles and implements;

Occupational Safety and Health Manager

1. Work with security team to ensure all workers are wearing masks, practicing physical distancing
2. Ensure no symptomatic worker remains on the premises but is sent home on leave
3. Visit every department and ensure all workers are safe and not working in plants exposing them to COVID-19

Human Resource Manager/Training

1. Encourage workers to stay home if they are sick.
2. Establish flexible work hours, e.g. staggered shifts, if feasible.
3. Arrange continual training in line with COVID-19 by the Human Resource or Training Managers.
4. Establish weekly medical camps or clinics, with adequate staffing of trained personnel from government clinics, equipment and PPE at the printing plant or by the relevant Health Authority. Any person detected with a high temperature will be referred to medical camps for further assessment. Staff and visitors suffering from a cough should be immediately separated and referred for further assessment.

Managing Visitors

1. All visitors should be wearing masks to gain access/entry to the printing factory.
2. All visitors to get screened for COVID-19; body temperature, flu-like symptoms, coughing.
3. All visitors to cough with a flexed elbow and sneeze in a paper towel or handkerchief.
4. All visitors to desist from hugging and handshaking printing staff at the printing company.

Keeping Employees Safe: What to do if an employee shows flu-like symptoms

1. It is highly recommended that any employee showing flu-like symptoms should be excluded from the operation until they are symptom free.
2. Request contact tracing for employees with flu-like symptoms.

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Daily Best Practices for staff:

1. Take your temperature prior to leaving home. If you have a fever, stay home.
2. Shower before coming to work and wear a fresh change of clothes.
3. Upon entering the building, visit the restroom/washroom and thoroughly wash your hands with soap and water for 20 seconds.
4. Continue to wear your personal cloth mask while on-site and social distance yourself from others.
5. Do not touch your face or mask. If you do, wash your hands immediately.
6. Sneeze or cough into your elbow or tissue; immediately place tissue in the trash. Maintain this habit even when masked.
7. Before you leave the building, wash your hands with soap and water one last time for 20 seconds. After you leave the building, use hand sanitiser before touching car keys or car door handle.
8. It is suggested that you immediately remove shoes when returning home and spray them with disinfectant. Any clothes worn outside the home should be immediately washed.

COVID-19 Guidance for the Paper and Print Industry Workforce

In the paper manufacturing and print industry, the following tips can help reduce the risk of exposure to the coronavirus:

1. Encourage workers to stay home if they are sick.
2. Establish flexible work hours, e.g. staggered shifts, if feasible.
3. Practice sensible social distancing and maintain at least 1 m between co-workers, where possible.
4. Disposable gloves should be worn when packing and loading of paper onto printers and replacing tonners in printers.
5. For work activities where social distancing is a challenge, consider limiting the duration of these activities and/or implementing innovative approaches, such as temporarily moving or repositioning workstations to create more distance or installing barriers, e.g. boards, glass, cloths, shields) between workstations.
6. Monitor public health communications about COVID-19 recommendations for the workplace and ensure that workers have access to and understand that information.
7. Workers should be trained on how to properly put on, use/wear, take-off, and maintain protective clothing and equipment.
8. Allow workers to wear masks over their nose and mouth to prevent the spread of the virus.
9. Encourage respiratory etiquette, including covering coughs and sneezes.
10. Discourage workers from using other workers' tools and equipment.
11. Use environmentally-approved cleaning chemicals or that have label claims against the coronavirus.
12. Promote personal hygiene. If workers do not have access to soap and water for handwashing, provide alcohol-based hand rubs containing at least 60-70% alcohol.
13. Provide disinfectants and disposable towels workers can use to clean work surfaces.
14. Encourage workers to report any safety and health concerns especially relating to COVID-19.
15. Going forward through the COVID-19 crisis, the WHO recommends frequent spraying and cleaning with expendable paper towels. Disposable gloves should be used where possible.
16. Within the paper and print sector, existing SOPs should be followed, and traditional cleaning/sanitizing cycles should be used.
17. Workers should wear rubber or other non-porous boots, gloves, and eye protection as they work in the paper processing plant.

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18. All staff should be screened before gaining entry to the factory. The screen should include a hand-held thermal scanner or thermometer.
19. All visitors, suppliers and contractors must first be screened for COVID-19 and only those without symptoms must be allowed entry to the company premises and not to the printing room.
20. While being screened for COVID-19 symptoms, all staff must observe social distancing of 1.5m as they queue up.
21. All workers handling packaging boxes and bulk paper must first wash their hands before wearing gloves, then wear disposable gloves afterwards.
22. All used gloves and other disposable items must be placed in a bag that can be tied airtight before disposing of them with other waste. Wash hands with soap and water for at least 20 seconds immediately after removing gloves or use an alcohol-based hand sanitiser containing at least 60% alcohol if soap and water are not available. Soap and water should be used if hands are visibly soiled. Management, staff, drivers, security personnel and visitors should not share personal items like writing pens, and food and utensils. Where pens are used for signing and documenting, they should be wiped with hand sanitisers.
23. Workers should not be allowed to shake hands with or hug anyone while gatherings of more than 5 workers at one place within the factory should not be allowed.
24. Ensure employees enter the uniform area with clean hands.
25. Touching non-selected uniform clothing and hangars should be kept to a minimum.

Printing Facility COVID-19 Checklist

Administrative Controls

Administrative control measures available for COVID-19 include policies, procedures, training, and workplace practices. Ineffective policies or practices or inconsistent compliance may heighten exposure risks.

- a) Universal Mask Policy – This Policy should be put in place for all employees and essential visitors to wear face masks at all times while in the printing facility
- b) Provide employees with information on proper PPE use such as face masks

Communication/Education

- A. Encourage and document staff training in proper handwashing/sanitizing processes in compliance with the Ministry of Health, CDC or WHO
- B. Provide easy to understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout the facility directing risk-minimizing behaviour for employees such as:
 1. Handwashing procedures
 2. COVID-19 symptoms and how to stop the spread
 3. Screening process/requirements
 4. Resources on social distancing outside of workplace (e.g., in homes and while car sharing cars)
 5. Proper hand hygiene and glove practices and refraining from touching their face
 6. Information on self-monitoring of COVID-19 symptoms
 7. Information to on safe social distancing practices
 8. Information on basic protective measures against COVID-19 such as:
 - a) Handwashing procedures
 - b) Staying home when sick
 - c) Avoiding contact with people who are sick

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- d) Following guidance of public health officials on staying home and avoiding unnecessary trips outside of the home
- e) Engaging local community leaders (e.g. church leaders, chiefs) to help educate and relay COVID-19 message to community members
- f) Encouraging workers to wear cloth masks when using public transport to work (if car sharing) and to protect others when waiting to be screened prior to them receiving a new mask for their shift
- g) Encouraging workers to minimise car sharing as they drive to work, when possible
- h) Limiting the number of people per vehicle and space out when using company vehicles

Cleaning and disinfection of common contact areas

1. Clean all Point of Sales (POS) machines used for paying for newspaper sales and adverts.
2. Bathrooms and toilets will need to be thoroughly cleaned more than once a day. Provide wipes for workers to sanitise door handles and sinks/faucets after each use. Ensure proper cleaning between each use and install additional touch-free soap and paper towel dispensers where possible.
3. Include ALL necessary details, specific/approved cleaning materials, timing, etc.
4. Identify common high-touch surfaces (e.g., tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day.
5. Hand sanitiser dispensers should be available throughout the facility, particularly at entrance, exits, and transition areas.
6. Assess supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use.
7. Sanitizing wipes and soap readily available in lunch and breakrooms.
8. Identify common shared tools and develop procedures to sanitise between users.
9. Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly.
10. Identification of surfaces to be disinfected, frequency of disinfection, and appropriate products listed below:

Equipment/Items	Product to be used	Frequency of disinfection
Doorknobs/handles, sinks, faucet handles, light switches, etc.	70% ethanol	Start of the day and End of the day
Cell phone and/or key card	70% ethanol or Lysol wipes found in building	Upon entry and exit of building
Computers and laptops	70% ethanol	Before using it
Fork lifters steering wheels and buttons	70% ethanol	Before using it
Counter Tops	Hand sanitiser	Before using it
Point of Sale machine	Hand sanitiser	Before using it

Active Screening of staff, visitors and suppliers

1. Daily employee health screenings will be required by the public health department. COVID-19 screenings could include temperature checks and asking employees to take their temperature before coming to work.
2. All newspaper vendors collecting newspapers should be screened.

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3. All newspaper vendors cashing for newspaper sales must be screened before entry to the cashier's office.
4. Develop and implement screening questions conducted daily for all individuals entering printing premises such as:
 - Have you developed any of the following symptoms?*
 - i. Shortness of breath or trouble breathing*
 - ii. Cough*
 - iii. Fever or feel feverish*
 - iv. Generally feeling ill*
5. Designate a single point of entry for all plant processing staff and visitors for easy screening.
6. The person screening should be trained to administer the temperature checks.
7. The screener should equally have adequate PPE and, as applicable, maintains social distancing as testing is performed.
8. Secondary screening, if offered, should be conducted by staff with medical training.
9. If using an infrared temperature tool, ensure proper validation prior to use.

Social Distancing

1. Social distancing should be observed by vendors as they collect newspapers
2. Vendors to practice social distancing as they line up to bring cash of newspapers sales to the cashier's office
3. Social distance when customers/visitors are paying for placement of adverts
4. Social distancing should be observed when being screened, sanitizing and washing hands
5. Social distancing should be adhered to by workers at the cafeterias during lunch and also at tables that have built-in seating
6. Limit visitors except for required essential services
7. Maintain at least a 1 m distance whenever possible
8. Put strategies in place to ensure social distancing during breaks
9. Stagger breaktimes to avoid large groups of employees at once
10. Designate additional rooms for break areas or pitch tents outside whenever possible
11. Reset break and meeting/boardroom seating to promote physical distancing
12. Limit chairs per table
13. Wherever possible, implement cohorting of work teams. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease number of potential exposures for each person and to simplify identifying possible exposures if a case presents
14. Limit the number of persons in a corridor or entryway at one time
15. If possible, limit contact with high-touch surfaces, e.g. keep doors open to allow movement
16. Ensure staff is positioned at individual zones while working if possible. The zones should not overlap, and employees should not enter each other's zones. There is only 1 person per shift on any device, which is sanitised before and after the shift. Every surface is sanitised multiple times daily. If a staff member touches their hair or face, they must wash their hands.

Personal Protective Equipment (PPE)

Train all workers on proper use of PPE. Individuals working in the printing room must wear PPE, potentially more than typically included in their standard operating schedule.

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Masks (Required)

1. Workers should wear protective masks (disposable or multi-use appropriately cleaned and sanitised between uses) provided by the department, or a personal cloth mask.
2. The use of one mask per worker per day is recommended. If masks must be re-used due to shortages, wash them in a detergent paste or liquid.

Gloves (Required)

1. Plastic gloves (or other type of disposable glove provided by your department) should be worn.
2. Avoid touching your face (or mask) with your gloved hands.
3. Wash and dry hands before putting fresh gloves on.
4. Workers using hazardous materials, tonner ink, chemicals and biological agents must continue to follow their specific glove use practices.
5. For printing workers wearing disposable gloves because of the current public health crisis, the following advice applies:
 - a. Due to shortages of disposable protective gloves, you can continue to wear the same pair of gloves per shift by disinfecting them often (while wearing them) using an alcohol-based hand sanitiser that contains 60-95% alcohol, or by wiping them off with a bleach-containing disinfectant wipe.
 - b. Replace torn gloves with a new pair.
 - c. After removing gloves, wash and dry hands thoroughly. If you are not near handwashing facilities, disinfect your hands with hand sanitiser, then wash hands with soap and water as soon as you can.
6. Provide necessary PPE, such as nitrile gloves for working and disposable hearing protection, and prepare a bootwashing station so workers can clean their boots when coming and going. Clean and disinfect handwashing stations and make sure soap dispensers are full.
7. Introduce measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers
8. Provide adequate PPE to all production workers.
9. Ensure PPE is worn correctly by all employees.
10. Emphasise proper hand hygiene after gloves or facial coverings are removed.
11. Post checklist/instructions for donning/doffing PPE in multiple languages.
12. Implement biosecurity measures.

Workforce Policies

1. Introduce online payment methods such as VISA/Debit Cards.
2. Implement a worker rotation program me.
3. Institute flexible workplace and sick leave policies and communicate these policies to all workers.
4. Institute a no-penalty approach for those taking sick leave especially if showing symptoms of COVID-19.
5. Ensure supervisors understand that they are not to penalise workers for using these benefits.
6. Recognise certain policies may incentivise employees to come to work sick (e.g., extra food at end of shift, bonus pay).
7. Implement guidelines for staff safety, distancing, and PPE usage.
8. Consider how to reduce the potentiality of widespread transmission among your staff. Do you always schedule the same people to work together to reduce staff interaction?

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9. Stagger shift start and stop times.
10. Reduce the number of staff working at one time or in a specific area.
11. Review high-traffic/shared areas. These areas should be managed, cleaned regularly, and limited in use. Consider staff locker or break areas, kitchens, storage areas, or printing rooms.

Managing a COVID-19 positive case

1. In line with the Ministry of Health Public Health guidelines, the plant and offices should be thoroughly cleaned and disinfected and shall only be re-opened for business once declared safe for members of staff and the general public.
2. Develop SOPs that detail actions to be taken if an employee or visitor is tested for COVID-19 and/or tests positive for COVID-19 or is exposed to an individual positive for COVID-19.

This should include:

- a) Initiate the process to contact relevant third parties who may have been exposed
 - b) Clean and disinfect surfaces to limit employee exposure
 - c) Work with local authorities to take appropriate steps
 - d) Develop a return to work policy in coordination with local public health to department
 - e) Identify workplace coordinators for COVID-19 issues and their workplace impact
 - f) Coordinators should be known and accessible to all
 - g) Coordinators should serve as the main source of information and primary person(s) to answer questions related to COVID-19 (e.g., Occupational Health, Plant Safety Manager)
 - h) Engage plant safety/ergonomics teams and supervisors in strategy development and implementation
 - i) Provide frontline supervisors additional training on COVID-19 and PPE so they can provide effective and reliable communications to workers and monitor for protective measures and PPE compliance
 - j) Develop plans to operate with a reduced workforce
3. Cross-train workers to perform essential functions to maintain operations

What to do if there is a bodily fluid event

1. Ensure the employee who is cleaning up the area with vomit/fluid is using PPE
2. Segregate the area that has been contaminated
3. Dispose of any food that has been exposed
4. Ensure any utensils that might have been exposed are cleaned and sanitised
5. Frequently clean and sanitise the area to include the floor, walls and any other objects contaminated by the incident
6. Properly dispose of the equipment that was used to clean up the area. If a customer or employee vomits or has diarrhoea it is recommended (AT THIS TIME) that the operations follow protocols that are in place.

INTERNAL AND EXTERNAL REFERENCES

Times of Zambia, Digi Print, Zambia Daily Mail and the following web based resources:

<https://www.research.vt.edu/covid-19-updates-impacts/downloads.html>

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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 Commission² 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).

² <https://www.equalityhumanrights.com/en/advice-and-guidance/coronavirus-covid-19-guidance-employers>

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- 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.

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- 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:

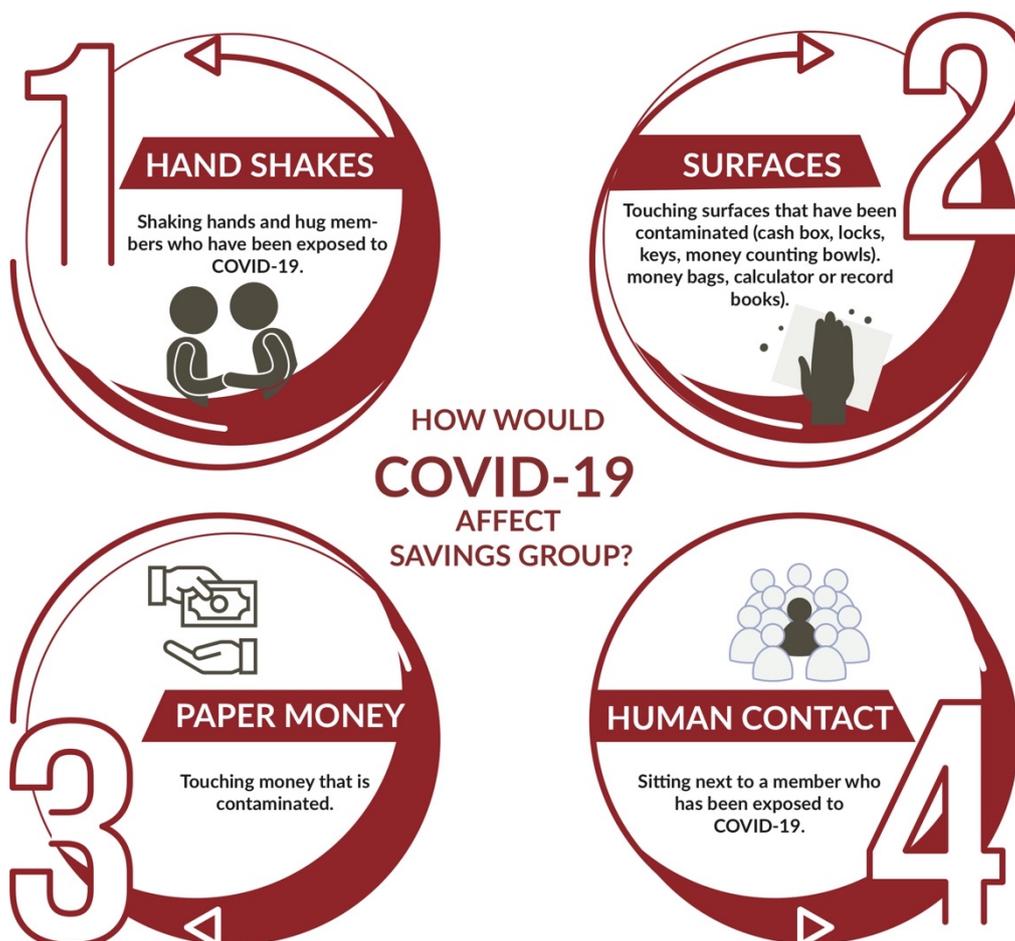
- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

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APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS³

How would COVID-19 affect your savings group?

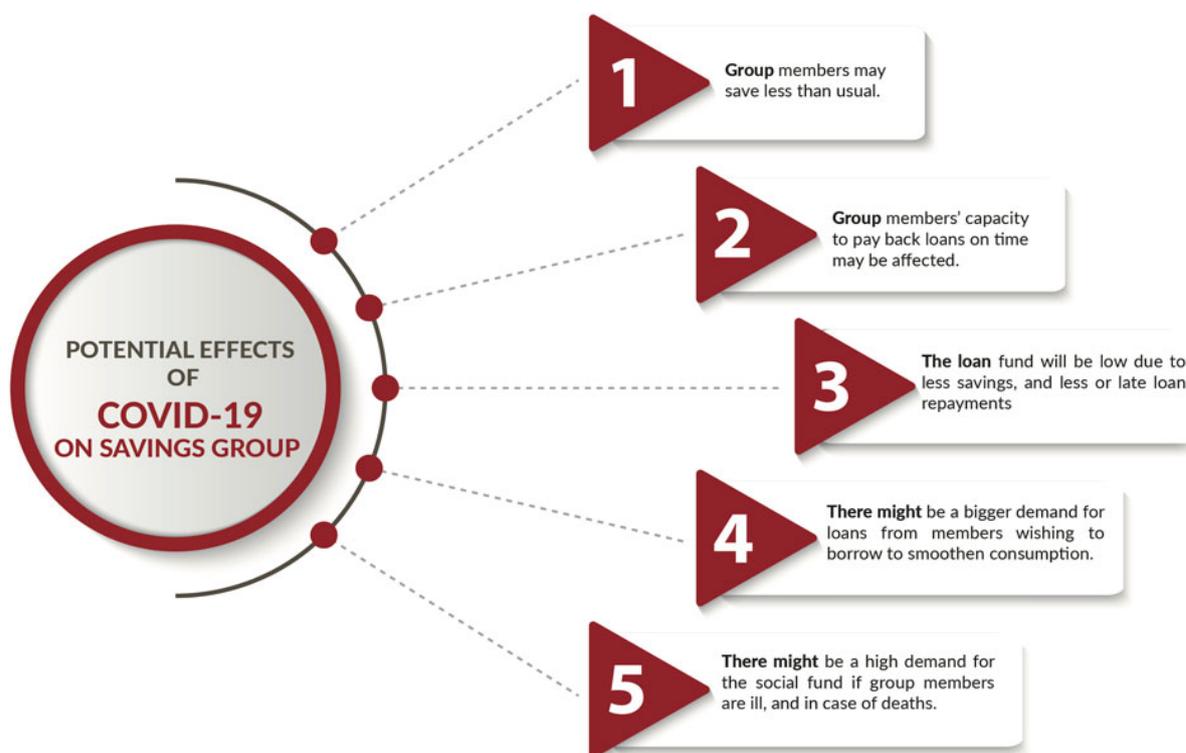
When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:



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:

³ <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/sanitiser 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 sanitiser 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 masks⁴ 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.

⁴ Ordinary surgical face masks rather than N95 face masks

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

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- 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.
 - 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**
 - 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/>
 - Based on the latest information, your organization should assess the benefits and risks related to upcoming travel plans.
 - 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.
 - 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)
 - 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:**
 - Encourage employees to wash their hands regularly and stay at least 1 m away from people who are coughing or sneezing
 - Ensure employees know what to do and who to contact if they feel ill while traveling.
 - 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:

- 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.
- 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
 - 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.
 - 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).
 - 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
 - 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.
 - 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.
 - 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.
 - 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.
 - 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.
 - Your local or national public health authority may be able to offer support and guidance in developing your plan.

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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/>

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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	<ul style="list-style-type: none"> Commercial – Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station 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 →
	Commercial	
	Land	
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

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Sector	Sub-Sector	Supply Chain Node
	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
	In Transit	Owned Truck: Client Location → Pack → Load → in-transit → off-load
	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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Mining Staff: Home → Transport → Changing Room → on-site vehicle → work station → equipment → Loading → Processing → Transporter → Port
	Under Ground	<ul style="list-style-type: none"> • Admin Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station
	Gold, Coal, Copper	<ul style="list-style-type: none"> • 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 N1: CHECKLIST FOR MANUFACTURING SECTOR

Manufacturing industries and industrial facilities should use the guidance issued by CDC for Manufacturing Facilities to operate while preventing the spread of COVID-19. 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. Plant Attendance Guidelines a) Temperature checks/questionnaires upon entry b) Self-check procedures c) Oversight and management of symptoms among staff		✓			Supervisors/Safety Managers collect data on employee illness, tracing activity and report to HR, HR Staff follow up with affected employees and families	Company Manger, HR use internal communication daily, weekly and weekly employee data is aggregated by HR and internal communication done to provide updates to all staff
2. Site Access and egress a) Is there a system in place for stopping all non-essential visitors? b) Have start and finish times been staggered in order to reduce congestion at access and egress points? c) Are there an adequate number of site access and egress points in order to reduce congestion and promote social distancing measures with risk mitigation (such as screens)? d) Have you introduced a one-way system at access and egress points? e) Have you briefed workers on the importance of social distancing when entering and leaving the site? f) Are there facilities in place for workers to wash their hands when entering and leaving the site?	✓					

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<p>g) Is there a system in place for enhanced cleaning procedures at touch points (such as entry systems, scanners, turnstiles and screens) in access and egress areas?</p> <p>h) Is there a system in place to ensure that site deliveries are being managed properly?</p>						
<p>2. Factory Response plan in an event of confirmed case of COVID-19</p> <p>a) Report to public health team/authorities</p> <p>b) Quarantining and contact tracing procedure</p> <p>c) Stagger the shifts</p> <p>d) Communicate to the public through media about the cases</p>				✓	General Manger/CEO, Top Management Team	HR and Internal Communication
<p>3. Personal Hygiene</p> <p>a) Handwashing</p> <p>b) Hand sanitisation: How, when, and where</p> <p>c) Hand sanitiser areas/stations</p> <p>d) Clothing, entering, during and on leaving work premises</p>	✓				Human Resource and Safety Managers, Supervisors	All employees All patrons, customers
<p>4. Handwashing</p> <p>a) After using the restroom</p> <p>b) Before and after eating, and taking breaks</p> <p>c) After blowing their nose, coughing, or sneezing or touching their faces</p> <p>d) After touching an animal, animal feed, or animal waste</p> <p>e) After contacting high-touch surfaces or shared equipment</p> <p>f) Before putting on gloves</p>	✓				Human Resource and Safety Managers, Supervisors	All employees All patrons, customers

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5. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing and Safety Managers	Internal communication
6. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning	✓	✓			Safety managers HR Manager Operations Mangers	All employees
7. Social Distancing a) Limit visitors except for required essential services b) Maintain at least 1.5 m distance whenever possible c) Strategies in place to ensure social distancing during breaks <ul style="list-style-type: none"> ▪ Stagger breaktimes to avoid large groups of employees ▪ Additional rooms designated for break areas or tents outside ▪ Break and meeting room seating are reset to promote physical distancing by limiting chairs per table, d) Create walk-up windows for employees needing assistance from HR e) Place drop-boxes or drop-off locations near the road so vehicles do not need to enter the factories unnecessarily	✓				Supervisors and HR Managers	HR Manger or assigned employees
8. 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		✓			Safety Managers and HR, House keeping	Internal communication

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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						
9. Handling Deliveries/Supplies		✓			Purchasing Managers	HR and assigned employee
a) Trucks						
b) Small packages/parcels (courier services) mails, food services						
10. Signage and Markings		✓			General managers/supervisors	Internal communication
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						
11. Emergency Phone Number		✓			Safety Managers and HR	All employees
a) Family members						
b) First response						
c) Premises Reaction Health team phones						
d) COVID-19 MoH Hotlines						
12. Management Team Communication with			✓		General managers, CEOs with HR and Communication Dept. or Public Relations	General Manager
a) Staff						
b) Suppliers						
c) Distributors						
d) Customer/clients/visitors						
e) Community representatives/public Health Team on COVID-19 from MoH						
13. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, General Managers

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APPENDIX N2: EMPLOYEE COVID-19 SAFETY CHECKLIST

Name: _____ Job Title: _____

This checklist is to help you remember to follow safe practices during this crisis. Please keep it at your work station or desk and fill it out daily.

		Initial	
		Yes	No
1	Before coming to work today, am I experiencing flu-like symptoms (e.g. fever, headache, body aches, cough, difficulty breathing)?		
	If Yes, do not come to work. Let us know you are not feeling well. Contact your health care provider immediately.		
	If Yes and you did come to work or if you feel ill during the day, contact your health care provider immediately and notify HR or your supervisor.		
2	Am I washing my hands frequently enough (before and after breaks, lunch, meetings, or using the bathroom)?		
	Wash for at least 20 seconds each time in accordance with CDC guidelines.		
3	Are hand sanitiser and/or sanitizing wipes available in my work area? Am I using them when entering and when leaving my work area?		
	If sanitiser or wipes are out, notify your supervisor or HR immediately.		
4	Do I have the proper protective equipment, PPE (mask, gloves, safety glasses or safety shield)? Is my equipment clean?		
5	Did I get a new mask and new gloves at the beginning of my shift, after breaks, and after lunch?		
6	Am I disposing of my used masks and gloves in designated waste bins?		
7	Am I practicing 1 m distancing in my work area, during lunch and breaks, and when I enter and leave the workplace?		
8	Have I wiped down company phones and my cell phone before and after use?		
9	Is there anyone in the building I am not sure should be here?		
	If Yes, immediately notify your supervisor.		
10	Did I put my work coat in the laundry bin at the end of the work day?		

Signature: _____ Date: _____

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>

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