



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

04 September 2020

BCCET • Prospero

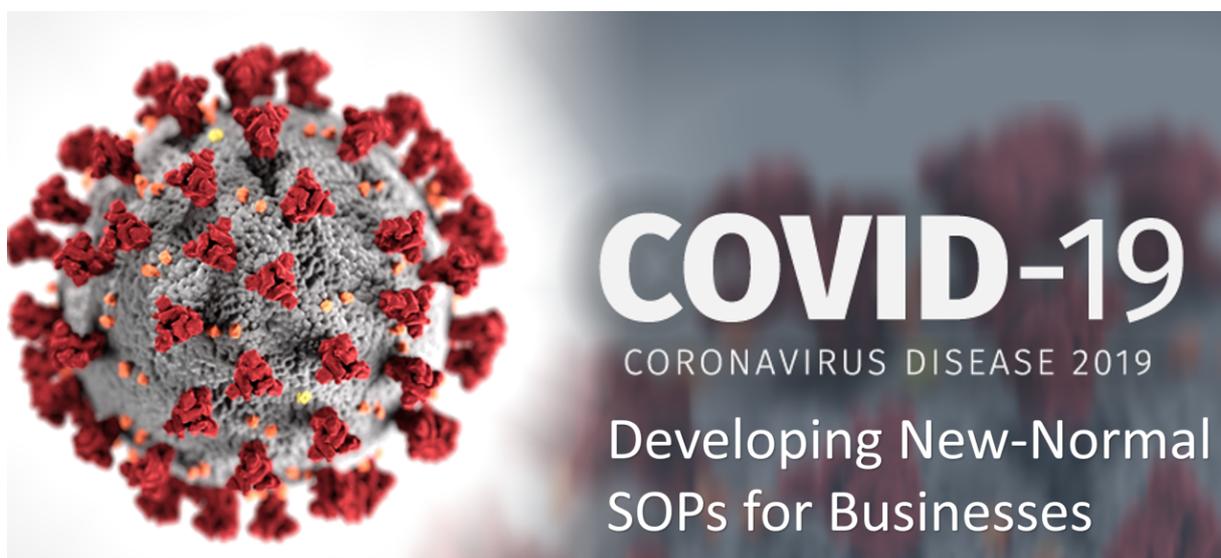


Ownership

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.

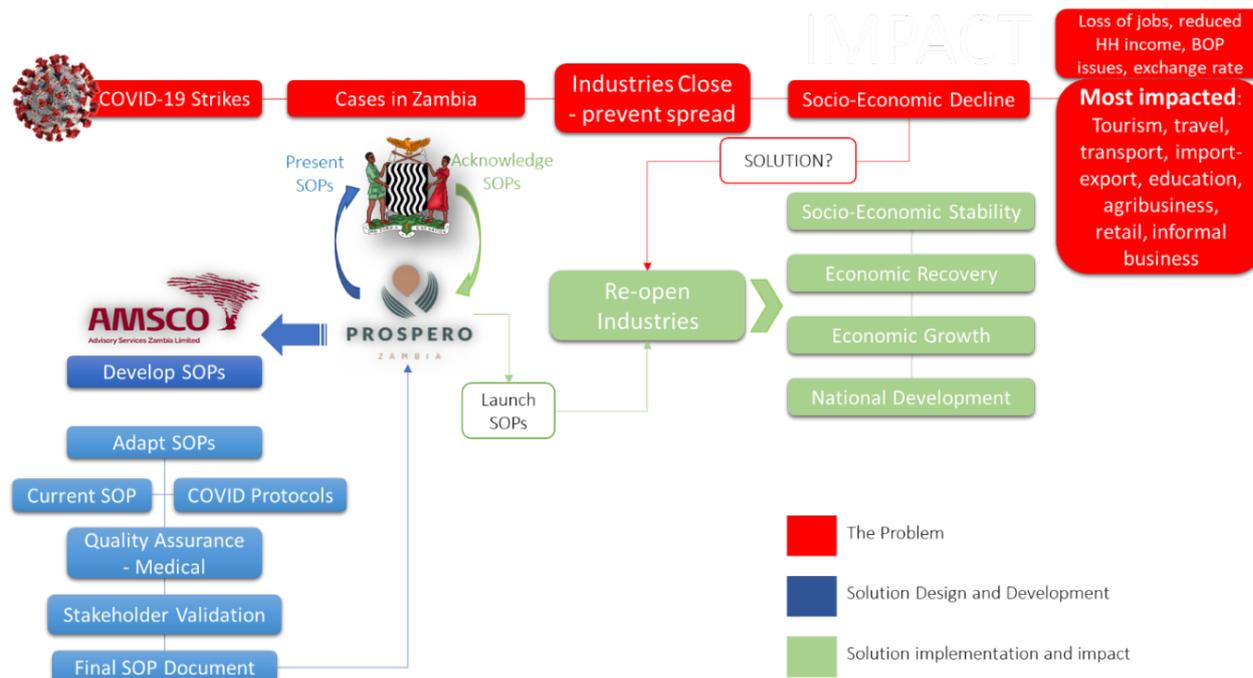
Situational Analysis – How the COVID-19 Pandemic is Affecting Business and Economic Development

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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New Normal SOP: TOURISM



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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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

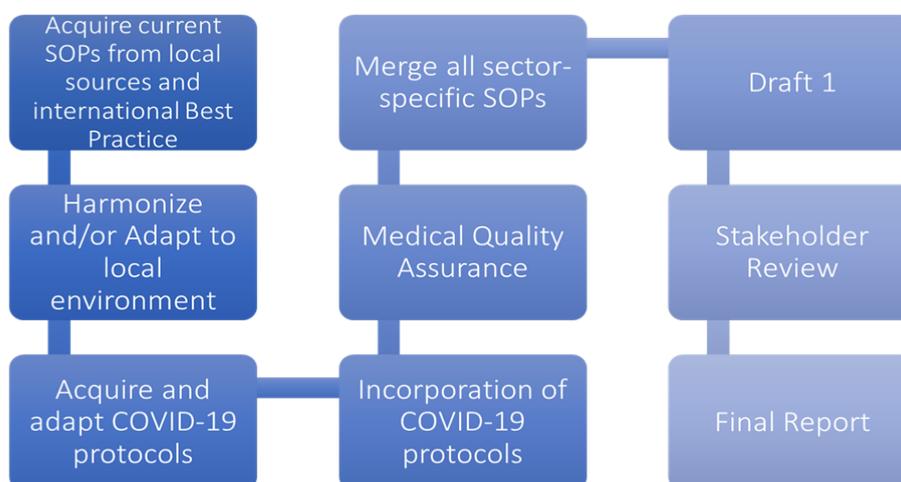


Figure 1: The Approach Layout

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. Tourism

A. SOP for COVID-19 mitigation measures for Hotels and Lodges

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 hotels, lodges and other accommodation businesses, such as Airbnb, on how to prevent the spread of COVID-19.

INTRODUCTION

Given the current COVID-19 outbreak, it is important that all hotels, restaurants and other hospitality units take suitable measures to restrict any further transmission of the virus while providing accommodation and other tourist services post-lockdown. The guidelines aim to minimise all possible physical contacts between the staff and the guests and maintain social distancing and other preventive and safety measures against COVID-19. It also endeavours to make the traceability of the guests easier, in case a situation in future warrants it.

SCOPE

These SOPs are applicable to hotels and lodges, and are subject to provisions of any law, rules or any other directions issued by the regulatory authorities. The SOPs cover all the main aspects of a hotel/lodge business: premises, staff, kitchen, guests and all amenities.

RESPONSIBILITIES

These are all outlined in the specific procedures below.

SPECIFIC PROCEDURE

For Hotel Premises

1. Ensure availability of hygiene and sanitation equipment with pro-active replenishment:
 - a. Thermal gun thermometer for temperature checking of staff and guests.
 - b. Hand sanitisers, gloves and masks to be available in the reception area.
 - c. Garbage bags (separate bio-hazard bags for used masks and other PPEs as per CPCB's guidelines).
 - d. Sufficient disinfectants like sodium hypochlorite (1%).

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2. It is recommended to have gowns/aprons and PPE available at all times.
3. All touch points in public areas, like door handles, elevator buttons, counter tops, table tops, railings, etc. are cleaned continuously using a sanitiser/disinfectant. It is advised to use sodium hypochlorite 1% solution, containing at least 70% alcohol, to clean these frequently touched points.
4. Posters/standees should be displayed at various locations for information and awareness:
 - a. Emergency helpline numbers – at the Reception.
 - b. Social distancing (1-2 m) – Reception and other strategic places.
 - c. General Information – Reception.
 - d. Handwashing – Reception and inside the room.
 - e. Respiratory hygiene – Reception and inside the room.
 - f. Dos and Don'ts – At all appropriate places.
5. Adequate isolation facilities should be kept ready and made available in case of a suspected COVID-19 positive guest or staff.
6. For air-conditioning/ventilation, the guidelines of CPWD shall be followed which inter alia emphasises that the temperature setting of all air conditioning devices should be in the range of 24-30 °C. Relative humidity should be in the range of 40-70%.
7. Ensure the premises have fully functional CCTV cameras to ease tracking and tracing of infected personnel movement.

For Staff

1. Ensure all staff wear masks, while gloves should be changed/ disinfected after handling each customer to avoid cross-contamination.
2. Ensure daily temperature checks via a thermal gun thermometer.
3. Ensure all staff maintain respiratory etiquette i.e. covering mouth and nose with bent elbow or tissue when coughing or sneezing. The used tissue should be disposed of immediately in a bin with a lid.
4. Ensure social distancing is maintained among staff and guests and staff should refrain from hugging and shaking hands with guests as well as among themselves.
5. Ensure that all staff wear shoes while operating at the property and shoes should not be undone or removed while cleaning the property. It is advisable to wear disposable shoe covers while cleaning.
6. Ensure that staff follow restricted movement (only in cases of work) around rooms.
7. Establish a Rapid Response Team.
 - a. The team should be responsible for preventing incidents, effectively managing cases and mitigating impact among guests, staff and other involved parties.
8. The Rapid Response Team should circulate relevant communications to guests and staff and all the other stakeholders to make sure the consistency of the alignment.
9. The Rapid Response Team should ensure training of employees in hygiene and sanitation practices and troubleshooting risks (log of the training/video record of session to be kept).

All employees who are at a higher risk i.e. older employees, pregnant employees and employees who have underlying medical conditions, are to take extra precautions. They should preferably not be exposed to any front-line work requiring direct contact with the public. Hotel management to facilitate working from home wherever feasible.

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For Guests

The following DOs and DON'Ts should be followed by guests:

1. Do not step out of the room unnecessarily.
2. Do wear a mask whenever outside the room.
3. Do keep the doors closed and avoid any unnecessary contact with the doorknobs.
4. Do keep a safe distance as per social distancing norms.
5. Do wash your hands frequently with the soaps/sanitiser provided.
6. Do put all disposable plates /cups/ bottles after use in the garbage bag.
7. Do not visit the containment zone.

Specific guidelines per area of operation

1. Reception
 - a. Ensure check-in formalities are completed in a contactless manner (QR code/online forms) to reduce contact and time spent at the front desk.
 - b. Guests must be requested to maintain a queue with 1-2 m distance between them. Standing space signs to be placed on the floor to maintain social distancing.
 - c. Guest details to be sent in advance for guest registration along with a government approved identity card, and any other information required by the hotel, via email or WhatsApp.
 - d. Rooms should be kept ready for use to avoid any crowds at the reception.
 - e. Details of the guest (travel history, medical condition etc.) along with an ID and self-declaration form must be provided by the guest at the reception (for now).
 - f. Information on their travel histories and medical conditions should ideally be captured for all guests.
 - g. Self-reporting forms must be filled in for international guests and an arrival and departure register must be thoroughly maintained.
 - h. A travel itinerary may be sought from the guests to ensure traceability.
 - i. Guests should be briefed about the Dos and Don'ts while at the hotel.
 - j. Luggage should be disinfected before being sent to the room.
2. Check-out
 - a. Guests should inform the reception using an intercom or personal mobile an hour before check-out.
 - b. Payments should be made online or via an online platform with cashless transactions only.
3. Dining/Room Service
 - a. Gloves should be worn when handling used dishes and utensils.
 - b. Communication between guests and in-house staff should be strictly through intercom or mobile phone.
 - c. Any items required such as water bottles/toiletries/medicine/linen should be given to the guests while maintaining 1 m distance and trays must be used to avoid hand contact.
 - d. Physical distancing of a minimum of 1 m should be maintained in the dining area/restaurants as well.
 - e. It is advisable to use disposable cutlery for all purposes which must be disposed of inside a garbage bag.

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- f. In case of non-disposable cutlery, the guests should be advised to keep the used cutlery outside their room.
 - g. SOPs regarding the operation of restaurants and food services are provided separately and must be followed.
4. Room Cleaning and Housekeeping
- a. In case of any repair or maintenance required, staff should communicate with the guest via a video call to better understand the issue or assist the guest.
 - b. In case it is not possible to resolve the issue via a call, maintenance personnel should wear gloves and masks while providing the services inside the room. Guests are advised to stay outside the room.
 - c. Cleaning of common areas and other areas.
 - d. Disinfection of common areas like corridors, elevators, stairs etc. must be done regularly. The requirements for cleaning various areas/items have been provided in the following table:

Area/Item	Item/ Equipment	Frequency	Method/pProcedure
General Cleaning	R2/ Detergent and warm water, disinfectant	Twice a day	<ul style="list-style-type: none"> • Scrub floors with hot water and detergent using minimal water • Clean with plain water • Allow to dry and mop with disinfectant
Lockers, Tables, Cupboard, Wardrobes	Damp duster with disinfectant	Daily	Damp dusting with regular disinfectants.
Railings	Detergent/ sanitiser, hot water, disinfectant	Twice a day	Damp dust with warm water and detergent, followed by disinfection.
Mirrors and Glass	Warm water/ detergent water/ cleaning solution damp cloth wiper	Daily	Using warm water and a small quantity of detergent and using a damp cloth, wipe over the mirror, then using a dry cloth, buff the mirror and glass to a clean dry finish .
Furniture and Fittings	Disinfectant, duster	Daily	Using disinfectant, damp dust furniture and fittings, including chairs, stools, beds, tables etc.
Light Switches /Over-bed Lights	Disinfectant, duster	Daily	<ul style="list-style-type: none"> • Light switches to be cleaned of dust, spots and finger marks with a damp cloth. • Over-bed lighting to be damp dusted, with a damp cloth.
Toilet Pot/ Commode	R1/ soap powder, long handle angular brush	Whenever required	<ul style="list-style-type: none"> • Inside of toilet pot/ commode • Scrub with the R1/ soap powder and angular brush • Clean with R1/ soap powder and scrubber
Toilet Floor /Sink	R1/ soap powder, scrubbing brush	Whenever required	<ul style="list-style-type: none"> • Scrub with soap powder and the scrubbing brush

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			<ul style="list-style-type: none"> • Wash with water
Taps and Fittings/ Shower area	Warm water, detergent powder, nylon scrubber	Whenever required	<ul style="list-style-type: none"> • Wipe over taps and fittings with a damp cloth and detergent • Care should be taken to clean the underside of taps and fittings

5. Cleaning of rooms:
 - a. The guest will have the option to opt out from daily cleaning.
 - b. Linen should be changed as requested by the guest.
 - c. Housekeeping staff must wear masks or PPE (wherever applicable) while cleaning/ deep cleaning. Staff must sanitise their hands or wash their hands with soap before and after the cleaning process.
 - d. During the cleaning process, guests should stay in the lobby near the room without touching anything.
 - e. In case of room cleaning after checkout, clean linen and towels to be provided.
 - f. Linen cleaning.
 - g. Housekeeping staff should use masks and gloves while handling used linen and the same should be kept in a separate place.
 - h. Linen must be changed after every checkout and for longer stays as requested by the guest.
 - i. The garbage needs to be disposed as – dry, wet, glass, biodegradable.

INTERNAL AND EXTERNAL REFERENCES

1. <https://www.ncr.com/blogs/banking/some-best-practices-for-handling-cash-during-a-pandemic>
2. <http://tourism.gov.in/sites/default/files/guideline/SOP%20Hotels.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

SOP No.	Effective Date	Significant Changes	Previous SOP No.

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

B. SOP for COVID-19 mitigation measures for Safari Lodges and Camping Sites

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Author				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The SOPs outlined here will serve as a general practice aimed at ensuring the development and implementation of new occupational health and safety practices to ensure the protection of not only lodge workers but also the general public and in particular all visitors to all hospitality establishments.

INTRODUCTION

A general introduction, with a statement of rationale.

The outbreak of the COVID-19 crisis has put the tourism and travel industry and its associated supply chain into a state of decline due to restricted travel and in some cases the cancellation of travel completely, resulting in the sectors facing an ever-growing number of challenges in terms of business operations. Government and private sector operators in the National Parks, such as safari lodges and camping sites, have made several proposals to the government to assist in finding stimulus measures that would help these operators to recover from the adverse impact of COVID-19 on tourism and travel. Collaborations on COVID-19 measures led the private sector, through BCCET, to develop written Standard Operating Procedures for the New Normal to address the challenges brought about by COVID-19 in the tourism sector at various levels. The overall objective of these specific SOPs was to provide guidelines for secure and sustainable business operations to enable the recovery of the sector in a safer and healthier manner.

SCOPE

This document highlights the various safety and preventive measures to be followed and adopted in addition to specific in-house and general guidelines on preventing the spread of COVID-19. The information is subject to constant review by stakeholders and health officials based on the changing government requirements, specifications and regulations as the COVID-19 crisis evolves. Other applicable laws governing the sector can be applied based on what works best and given appropriate professional advice. The SOP does not in any way replace existing regulatory and legislative frameworks for the tourism sector.

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

DEFINITIONS

Contacts	Persons who have been exposed to a confirmed case anytime between 2 days prior to the onset of symptoms (in the positive and date of isolation) or a maximum of 14 days after the symptom onset.
High risk contacts	<ol style="list-style-type: none"> 1. Touched fluids of the patient (respiratory tract secretions, blood, vomit, saliva, urine, faecal matter, being coughed on, touching used paper tissues with a bare hand 2. Had direct physical contact with the body of patient including physical examination without PPE 3. Touched or cleaned the linens, clothes, or dishes of the patient 4. Lives in the same household as the patient 5. Anyone in close proximity (within 1 m) in a conveyance with a symptomatic person who later tested positive for COVID-19 for more than 6 hours
Low Risk contacts	<ol style="list-style-type: none"> 1. Shared the same space (worked in the same room/similar) but having a high risk exposure to confirmed COVID-19 2. Travelled in the same environment (bus, flight, any mode of transport) but not having a high-risk exposure

RESPONSIBILITIES

The key responsibilities will fall on the safari lodge owners, managers, housekeeping managers, front office supervisors, tour guides, drivers, food and beverage managers and kitchen staff to establish management teams based on individual roles. Different departments or areas within the hotels will require different types of planning and preparations. Other employees will also provide guidance on the form of teams to be established. In summary, the key areas for specific roles will include:

1. Establishing the roles of hotel owners' and managers' liability in preventing the spread of COVID-19;
2. Planning effectively with all owners, residents and service providers (suppliers of services and goods) in the supply chain;
3. Coordinating with staff and service providers on operations;
4. Setting up a cleaning, sanitisation and disinfecting team;
5. Supplying and stocking of cleaning and sanitisation materials and equipment;
6. Setting up signage, floor markings, barriers and social distancing;
7. Setting up maintenance and preventive teams;
8. Setting up procurement and inventory management plan on required equipment for COVID-19 prevention;
9. Ensuring the buildings conform to COVID-19 indoor air quality regulations;
10. Setting up new waste and sanitary waste management practices.

SPECIFIC PROCEDURE

SAFARI LODGE OR CAMPING COMPANY

Occupational Health and Safety Practices

Safety of staff at any safari lodge or camp site shall be a priority area for the health personnel/team or manager within the lodge or camping site, in accordance with the government and WHO health guidelines on COVID-19. Infection prevention in general is informed by the initial demands of the

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pandemic, to which a general COVID-19 guidelines approach be applied as a mandatory requirement on:

1. Safety of workers through implementation of the following:

- a) Thermal screening for all employees at entrance to the lodge or the site premises;
- b) Physical or social distancing at least 1-2 m;
- c) Avoiding face-to-face interactions among/between workers;
- d) Mandatory wearing of PPE includes face masks, gloves;
- e) A combination of both (a) and (b) in the absence of a single measure which can achieve high level of risk mitigation;
- f) Handwashing with soap and sanitising of hands and surfaces frequently;
- g) Self-monitoring among lodge staff for any respiratory symptoms on a daily basis shall be ensured;
- h) A well-managed register of staff attending to guests shall be maintained;
- i) Management and health teams shall avoid cross-shifts of staff within the lodge to prevent contacts and mingled interactions of roles.

2. Case management for COVID-19

The management of COVID-19 cases among workers should include:

- a) Identification of resource personnel who will contact and interview the affected employee and co-workers;
- b) Accurate recording of information while observing employees' rights to privacy, including the following:
 - Name of employee
 - Identification number
 - Job title
 - Workplace location (station) or department
 - Work schedule or cycle and list of co-workers
 - Date and time of symptoms
 - List of co-workers with whom the employee was in close contact
 - Workplace departments, areas and rooms visited by the employee during the contagious period as per WHO definition

For workers who test positive and who contracted COVID-19 outside the workplace, the following procedure should be followed:

- Identify the workers with whom the affected employee was in contact;
- Contact and request the affected workers to self-isolate and self-monitor for **14 days** subject to guidance by MoH experts;
- Implement cleaning, sterilisation or disinfecting as required by the MoH.

For employees who likely contracted COVID-19 in the workplace, mandatory regulatory requirements should apply:

- Contact local MoH COVID-19 officials to carry out a workplace investigation;
- Identify workers who could have been in contact with the infected employee;
- Contact those workers and inform them to self-isolate and self-monitor for 14 days;
- Implement workplace cleaning, disinfecting and sterilisation;
- Develop and implement corrective actions as a regulatory requirement by MoH.

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Entry screening will be conducted at all points of entry. All travellers entering Zambia will be subjected to temperature and symptom screening as per NOTE No. 1415 2020 Revised COVID-19 Screening Procedures: Ministry of Health – Zambia National Public Institute.

3. Guest Arrival at the Lodges/Lodge Arrivals

- a) Only 1 vehicle should be allowed to park in the portico to drop off guests and only 1 guest wearing appropriate PPE at a time should be allowed from the vehicle to proceed for screening and then to the lobby for guest registration formalities;
- b) Upon arrival, the guest should undergo thermal screening ;
- c) The guest shall unload his/her luggage by himself/herself. Guests have to manage the hand luggage if any by him/herself;
- d) Luggage is to be sanitised immediately after unloading and shifted to the lobby by lodge staff;
- e) The guest shall then undergo hand sanitization before entering the lobby and proceed to the reception for registration and health documentation;
- f) All guests entering lodges from outside the country should show the SARS COV-2 PCR test certification or document;
- g) Ideally, all international tourists should have shown the SARS COV-2 PCR at the airport or port of entry/border: See NOTE No. 1415 2020 Revised COVID-19 Screening Procedures;
- h) Guests showing temperatures above 37°C should be referred to health authorities to undergo SARS COV-2 PCR testing.

4. Lodge/Lodge Entrance

- a) Preferably separate points for entry and exit or wide automated doors or entrance;
- b) All visitors to wear PPEs such as masks before entry;
- c) Preferably automated hand sanitisers and hand towel dispensers etc. or lodge staff with hand-held sanitisers to spray visitors'/arriving guests' hands;
- d) Appropriate signage and information for visitors;
- e) Flow markings to guide visitors on physical distancing.

5. Reception Front Office Desk

- a) Physical distancing between guests and front office personnel (at least 1 m apart);
- b) Regular sanitising of benches, seats, tables and desks at front office;
- c) Disposal bins for disposal of masks and other PPEs;
- d) Reducing overcrowding in the front office area or the reception area;
- e) Floor markings to direct guests and staff to observe physical and social distancing.

6. Guest Registration

- a) Guests or visitors should present their SARS COV-2 PCR test certificates;
- b) The guest shall sign the registration card and forward a scanned copy of their passport/ availed ID proof to the lodge email/ WhatsApp;
- c) Payments should preferably be made directly to the lodge by credit card/debit card or online transfer;
- d) The reception staff should take precaution to sanitise cards;
- e) Upon allotting a room/tent to the guest, the guest shall proceed and identify his luggage for tagging and the respective luggage will be transferred to his room/or camping tent by lodge staff.

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7. Vehicles for Game Viewing

- a) Restrict number of people using the vehicle during any given game drive to maintain social distancing;
- b) Everyone on a game viewing vehicle should be wearing appropriate PPEs and face masks;
- c) All tour guides on game drives or walking safaris should wear masks appropriate for wildlife viewing in terms of colour, preferably green or khaki (safari colours).

8. Food Handlers-Food and Beverage

The common understanding implied by WHO is that food workers include food handlers, i.e. people who directly touch food as part of their daily work or occupation. This also includes staff who touch food contact surfaces or other surfaces in an environment or room where open food is handled or prepared. This understanding and terminology applies to lodge managers, cleaners, maintenance contactors, delivery workers and food inspectors. The cardinal recommendation by WHO on food safety is that *“People who are feeling unwell should stay at home”*.

Those working in the food sector are expected to be able to know and recognise the symptoms of COVID-19: *“Food business operators need to produce written guidance for staff on reporting such symptoms and on exclusion from work policies”*. Critical to this issue is for the staff or employees to recognise symptoms early so as to seek appropriate medical care and testing, to minimise risk of infecting fellow workers and the consuming public. The following are the recommended protocols for food workers:

- a) Staggered work stations on either side of the food processing lines so that food workers don't face one another;
- b) Provision of PPEs in the form of face masks, hair nets, disposable gloves, clean overalls and slip reduction work shoes for staff;
- c) Wearing of PPE can facilitate reduction in distancing at work;
- d) Space out work stations;
- e) Limit the number of staff in food preparation area such as kitchens, restaurants;
- f) Organise staff into working teams to reduce interaction and contacts between groups.

9. Restaurants

- a) Proper crowd management in the lodge restaurant – regulating the number of people in the restaurant at any given time;
- b) Avoid queuing based on markings of specified distancing;
- c) Distancing of dining tables and seats – distance of 1 m between seats or occupants;
- d) Discourage buffet meals to minimise contamination between patrons. The buffet may be served if managed by the restaurant or kitchen staff delivered to patrons at tables;
- e) Preferably à la carte menu to be served;
- f) Table cloths should be avoided to facilitate ease of cleaning of tables and lessen contacts between patrons and the cloth;
- g) Use disposal napkins and avoid reusable towels;
- h) Use contactless wash-taps or improvised foot operated or automated taps for handwashing;
- i) Implement thorough disinfecting, cleaning and thermal sanitation of cutlery;
- j) Physical distancing through disaggregated groups during meals;
- k) Use of gloves and washing of hands thoroughly on changing gloves;
- l) Common display of menus on strategic points as opposed to using table menu booklets to avoid contacts among patrons;
- m) Keep food appropriately hot before it is served to patrons.

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10. Rooms/Tents

- a) Before arrival, the room needs to be checked thoroughly for all repairs and maintenance;
- b) Staff should wear PPE to visit the room for maintenance or to deliver room service;
- c) Identify any problems by phone before proceeding to the room for maintenance;
- d) Rooms shall have sufficient bedsheets/pillows covers – 2 sets per person;
- e) Rooms shall have sufficient mineral water;
- f) Rooms shall have sufficient numbers of towels, soap, washing soaps, and waste bins;
- g) Avoid centralised air conditioning;
- h) Separate air conditioning should be used;
- i) In the absence of separate air conditioning, open ventilation and fans may be used.

11. Housekeeping, Cleaning and Disinfecting

- a) Ensure regular cleaning and disinfecting of lodge premises at reasonable intervals and when a need arises;
- b) Use of alcohol-based sanitisers for surfaces with high levels of contact with the public and lodge personnel, i.e. benches, tables, seats, desks, common entrances, door handles, rails etc.

12. Tours Guiding

- a) All tour guides and drivers shall on a regular basis undergo SARS COV-2 PCR testing;
- b) Screening of tour guides and drivers before a tour;
- c) Cleaning and disinfecting of vehicles, boats, or canoes or rafts before and after each tour;
- d) Mandatory masking of all participants including tour guides;
- e) Provision of sanitisers at the indemnity signing stage;
- f) Restricted numbers of groups per tour;
- g) Staggered tours and game viewing management system of groups per tour;
- h) Social and physical distancing among participants (social distancing of 1 m apart) on the vehicle, on a boat or on a walking safari;
- i) Respiratory etiquette by covering the mouth when sneezing;
- j) Binoculars to be disinfected;
- k) All vehicles used for tours should have waste disposal bins;
- l) All used PPEs, containers for food or used sanitisers should be disposed of in the bins and are NEVER to be thrown out into the park;
- m) All tours should have a backup vehicle for incidence management.

13. Washrooms/toilets

- a) Toilets should be equipped with alcohol-based disinfectants and soap;
- b) Sanitisation and handwashing;
- c) Ensure availability of hand dryers;
- d) Sanitisation or disinfecting of surfaces in toilets to include taps, sinks; doors etc.;
- e) Use of disposable paper towels;
- f) Automated paper towel dispensers are preferable.

INTERNAL AND EXTERNAL REFERENCES

Internal References

- a) Zambia Tourism Agency Guidelines for Tourism Business amid COVID-19, July 2020 Draft: Stakeholders Consultative Draft Guidelines
- b) Ministry of Health, 2020; Zambia National Public Health Institute 2020: Revised COVID-19 Screening Procedures

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- c) Ministry of Foreign Affairs Zambia: NOTE No. 1415/2020: Revised COVID-19 Screening Procedures, 27th July 2020

External References

- a) World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
b) FAO and WHO interim Guidance April 2020
c) SOP for Lodges Providing Paid Quarantine to NKs Kerala India
d) <https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?ua=1>
e) <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

SOP No.	Effective Date	Significant Changes	Previous SOP No.

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

C. SOP for COVID-19 mitigation measures for Casinos and Gaming

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Author				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The SOPs outlined here will serve as a general practice aimed at ensuring the development and implementation of new occupational health and safety practices to ensure the protection of not only casino workers but also the patrons and the general public at large.

INTRODUCTION

The outbreak of the COVID-19 crisis has put the casino and gaming industry and its associated patrons into state of decline due to restricted activities and in some cases cancelation of sporting and gambling completely, resulting in the sectors facing a decline in activity levels. Government and private sector operators have come up with COVID-19 mitigating measures to prevent the spread of the virus in casino and other gaming premises. These SOPs for the New Normal seek to address preventive measures necessary to prevent COVID-19 in casinos and gaming activities. The overall objective of these specific SOPs is to provide guidelines for safe, secure and sustainable business operations to enable the recovery of the sector in a safer and healthier manner.

SCOPE

This document highlights the various safety and preventive measures to be followed and adopted in addition to specific in-house and general guidelines on preventing the spread of COVID-19. The information is subject to constant review by stakeholders and health officials based on the changing government requirements, specifications, and regulations as the COVID-19 crisis evolves. Other applicable laws governing the sector can be applied based on what works best and given appropriate professional advice. The SOP does not in any way replace existing regulatory and legislative frameworks for casinos and gaming.

The subsectors involved in the hospitality sector include all casinos, sports betting, gaming and table gambling occurring indoors.

DEFINITIONS

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

Contacts	Persons who have been exposed to a confirmed case anytime between 2 days prior to onset of symptoms (in the positive and date of isolation) or a maximum 14 days after the symptom onset.
High Risk contact	<ol style="list-style-type: none"> 1. Touched fluids of the patient (respiratory tract secretions, blood, vomit, saliva, urine, faecal matter, being coughed on, touching used paper tissues with a bare hand; 2. Had direct physical contact with body of patient including physical examination without PPE; 3. Touched or cleaned the linens, clothes, or dishes of the patient; 4. Lives in the same household as the patient; 5. Anyone in close proximity (within 1 m) in a conveyance with a symptomatic person who later tested positive for COVID-19 for more than 6 hours.
Low Risk Contact	<ol style="list-style-type: none"> 1. Shared the same space (e.g. worked in the same room) but not having a high risk exposure to confirmed COVID-19; 2. Travelled in the same environment (bus, flight, any mode of transport) but not having high-risk exposure.

RESPONSIBILITIES

The key responsibilities will fall on casino owners, gaming and sports betting company owners, casino managers, cleaning staff, security staff, patrons, barmen and kitchen staff etc.

Managers of casinos and gaming companies will provide guidance on the formation of teams to be established. In summary, the key areas for specific roles will include:

A. CASINO OR GAMING COMPANY MANAGER/SPORTS BETTING MANAGER

The managers of casinos, including gaming company manager/sports betting managers, shall perform the following:

1. Establishing the roles of general staffs', owners' and other managers' liability in preventing the spread of COVID-19;
2. Effectively planning with all owners of casinos, gaming and sports betting companies to ensure uniformity in the implementation of guidelines;
3. Establishing a relationship with service providers (suppliers of services and goods) in the supply chain for cleaning, collections, supply of stationery, documents, services etc.;
4. Coordinating with staff and service providers on operations e.g. on the maximum number of patrons allowed in the premises at given time;
5. Setting up a cleaning, sanitisation and disinfecting team to revise roles for the interim e.g. sanitisation of clients at the entrance;
6. Supplying and stocking of cleaning and sanitisation materials and equipment;
7. Setting up signage, floor markings, barriers and social distancing;
8. Setting up maintenance and COVID-19 preventive teams;
9. Establishing a procurement and inventory management plan on required equipment for COVID-19 prevention;
10. Ensuring the buildings conform to COVID-19 indoor air quality and capacity for social and physical distancing;
11. Establishing new waste and sanitary waste management practices within the premises;
12. Displaying information for public awareness about the new regulations and guidelines.

SPECIFIC PROCEDURE

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

A. Casino, Gambling, Gaming and Sports Betting: Occupational Health and Safety Practices

Safety of staff at any and all gambling and betting premises shall be a priority area of safety for the health team or manager within the gambling premises in accordance with government and WHO Health Guidelines on COVID-19. Infection prevention in general is dictated by demands of the pandemic. A general COVID-19 guidelines approach is to be applied as a mandatory requirement.

B. Casino or Gaming Company Manager/Sports Betting Manager shall ensure:

Safety of workers through implementation of the following:

1. Temperature screening for all employees at entrances to the premises;
2. Preferably 2 separate points for entrance and exit to gambling premises;
3. Physical or social distancing at least 1-2 m;
4. Avoid face-to-face interactions among/between workers or patrons;
5. Mandatory wearing of PPE includes face masks, gloves;
6. A combination of both (a) and (b) in the absence of a single measure which can achieve high levels of risk mitigation;
7. Handwashing with soap and sanitising of hands and surfaces frequently;
8. Self-monitoring among casino and gaming staff for any respiratory symptoms on a daily basis shall be ensured;
9. A well-managed register of staff attending to patrons shall be maintained;
10. Management and health team shall avoid cross-shifts of staff within the premises to prevent contacts and mingled interactions of roles e.g. the sanitising staff should never be operating from the counter;
11. Designate specific staff, preferably the security staff, to sanitise all patrons at the entrance.

C. Case management for COVID-19 in gambling premises

The management of a COVID-19 case among workers should include:

1. Identification of resource personnel who will contact and interview the affected employee and co-workers;
2. Taking an accurate record of information when carrying out the interview while observing employees' rights to privacy.

The following should therefore be recorded accurately:

- a) Name and employee identification number and job title
- b) Workplace location (station) or department
- c) Work schedule or cycle and list of co-workers
- d) Date and time of symptoms
- e) List of co-workers with whom the employee was in close contact
- f) Workplace departments, areas and rooms visited by the employee during the contagious period as per WHO definition.

1. **Case management for** workers who test positive and contracted the COVID-19 outside the workplace the following should be followed:
 - a) Identify the workers with whom the affected employee was in contact;
 - b) Contact and inform the affected workers to self-isolate and self-monitor for **14 days** subject to guidance by MoH experts;
 - c) Implement cleaning, sterilisation or disinfecting as required by the MoH.
2. **Case management for** employees who could likely have contracted the COVID-19 in the workplace – mandatory regulatory requirements should apply:

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- a) Contact MoH COVID-19 officials to carry out a workplace investigation;
- b) Identify workers who could have been in contact with the infected employee;
- c) Contact those workers and inform them to self-isolate and self-monitor for 14 days;
- d) Implement workplace cleaning, disinfecting and sterilisation;
- e) Develop and implement corrective actions as regulatory requirement by MoH;
 - i. Entry screening will be conducted at all points of the entry. All travellers entering Zambia will be subjected to temperature and symptom screening as per NOTE No. 1415 2020 Revised COVID-19 Screening Procedures: Ministry of Health – Zambia National Public Institute.
 - ii. Foreigners entering any gambling premises should show a SARS COV2 PCR Test certificate to the casino security at the entrance and the manager to be allowed entry into the premises.

D. Security at the Entrance – Sanitiser Staff

The security personnel should ensure:

1. All patrons shall wear PPEs such as masks or any face covering, before entry to the premises;
2. Signage to warn the patrons of COVID-19 and that face masks are mandatory for all;
3. Controlled entry to the premises and sanitizing all patrons' hands;
4. Setting of all gaming and gambling tables and machines achieves social distancing between patrons (at least 1 m between each person);
5. Queuing for tickets and booklets should be at least 1 m apart. In the case of sports betting, queuing should be done outside to avoid overcrowding inside;
6. Guiding patrons to adhere to floor markings for physical distancing;
7. Breathing and talking etiquette of covering the mouth when sneezing, coughing, yawning, belching, talking etc.;
8. Patrons avoid eating in all sports betting premises;
9. Compliance on wearing PPEs face masks, gloves and using hand sanitiser by all staff and visitors;
10. Screening of all staff before they enter the workplace;
11. All staff wash their hands as they report;
12. Sanitization of all gambling machines, tables, benches, all high contact surfaces thoroughly and frequently;
13. Sanitization of counters and machines.

E. Occupancy Limit

1. Casino and gaming managers with the aid of Government health authorities should certify casinos based on individual holding capacity in line with MoH COVID-19 guidelines to ensure physical distancing;
2. Preferably, the holding capacity of casino premises should be no more than 50% of the maximum capacity;
3. Ensure headcounts by security personnel and utilise surveillance systems to monitor the number of people on the casino floor.

F. Gambling Machines – Casinos (Tables Games and Card Games)

1. Patrons shall be at least 1 betting position apart;
2. Managers or casino supervisors shall ensure patrons do not assemble in groups;
3. Ensure dealers have hand sanitisers available for use and to offer patrons at all times;
4. Ensure regular cleaning and disinfection of tables, rails, table games, card shoes, shufflers roulette wheels, Pai Gow tiles, pit podiums, blackjack cardholders, and token boxes;
5. Managers should also address how to disinfect cards and chips.

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G. Race and Sportsbook, Keno Lounges and Bingo Halls

1. Managers should address plans to ensure responsible gaming;
2. Plans should address how race and sportsbook, keno lounge bingo hall, and any other gaming areas will be cleaned and disinfected on a regular basis;
3. Ensure availability of sanitisers.

H. Reception Front Office Desk

1. Physical distancing between guests and front office personnel (1 m apart);
2. Regular sanitising of benches, seats, tables and desks at front office;
3. Waste bins for the disposal of masks and other PPEs;
4. Reducing overcrowding in the front office area or the reception area;
5. Floor markings to direct guests and staff to observe physical and social distancing.

I. Restaurants and Bars

1. Food Handlers – Food and Beverage

The common understanding implied by WHO is that food workers include food handlers, i.e. people who directly touch food as part of their daily work or occupation. This also includes staff who touch food contact surfaces or other surfaces in an environment or room where open food is handled or prepared. This understanding and terminology applies to casino managers, cleaners, maintenance contactors, delivery workers and food inspectors. The cardinal recommendation by WHO on food safety is that *“People who are feeling unwell should stay at home”*.

Those working in the food sector are expected to be able to know and recognise the symptoms of COVID-19: *“Food business operators need to produce written guidance for staff on reporting such symptoms and on exclusion from work policies”*. Critical to this issue is for the staff or employees to recognise symptoms early so as to seek appropriate medical care and testing, to minimise risk of infecting fellow workers and the consuming public. The following are the recommended protocols food workers:

a. Kitchen

- i. Staggered work stations on either side of the food processing lines so that food workers don't face one another;
- ii. Provision of PPEs in the form of face masks, hair nets, disposable gloves, clean overalls and slip reduction work shoes for staff;
- iii. Wearing of PPE can facilitate a reduction in distancing at work;
- iv. Space out work stations;
- v. Limit the number of staff in food preparation areas such as kitchens and restaurants;
- vi. Organise staff into working teams to reduce interaction and contacts between groups.

b. Restaurants

- i. Proper crowd management in the casino premises restaurant – regulating the number of people in the restaurant at any given time;
- ii. Avoid queuing based on markings for specified distancing;
- iii. Distancing of dining tables and seats – distance of 1 m between seats or occupants.
- iv. Discourage buffet meals to minimise contamination between patrons. The buffet may be served if managed by the restaurant or kitchen staff and delivered to patrons at tables;

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- v. Preferably *à la carte* menus should be served;
- vi. Table cloths should be avoided to facilitate easy cleaning of tables and lessen contact between the patrons and the cloth;
- vii. Use of disposal napkins and avoid reusable towels;
- viii. Use contactless wash-taps or improvised foot operated or automated taps for handwashing;
- ix. Implement thorough disinfecting, cleaning and thermal sanitization of cutlery;
- x. Physical distancing through disaggregated groups during meals;
- xi. Use of gloves and washing of hands thoroughly on changing gloves;
- xii. Common display of menus at strategic points as opposed to using table menu booklets to avoid contacts among patrons;
- xiii. Keep food appropriately hot before it is served to patrons.

2. Bars

All bars in the casino premises should:

- a) Reduce the seating capacity to ensure social distancing:
 - i. Between tables, and
 - ii. Between patrons;
- b) Ensure food workers guidelines are adhered to as outlined above;
- c) Ensure reduced handling of both cash and drinks for patrons;
- d) Encourage cashless transactions for beverages;
- e) Sanitise counters and tables and seats;
- f) Avoid the formation of groups drinking in the bar area.

J. Housekeeping, Cleaning and Disinfecting

1. Ensure regular cleaning and disinfecting of premises at reasonable intervals and when the need arises;
2. Use of alcohol-based sanitisers for surfaces in high contact with the public and casino personnel i.e. benches, tables, seats, desks, common entrances, door handles, rails etc.

K. Washrooms/toilets in casino premises

1. Toilets should be equipped with alcohol-based disinfectants and soap;
2. Sanitisation and handwashing;
3. Ensure availability of hand dryers;
4. Sanitisation or disinfecting of surfaces in toilets to include taps, sinks doors;
5. Use of disposable paper towels;
6. Automated paper towel dispensers are preferable.

Internal References

1. Zambia Tourism Agency Guidelines for Tourism Business amid COVID-19, July 2020 Draft: Stakeholders Consultative Draft Guidelines
2. Ministry of Health, 2020; Zambia National Public Health Institute 2020: Revised COVID-19 Screening Procedures
3. Ministry of Foreign Affairs Zambia: NOTE No. 1415/2020: Revised COVID-19 Screening Procedures, 27th July 2020

External References

1. World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
2. FAO and WHO interim Guidance April 2020

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New Normal SOP: TOURISM

3. Health and Safety Policies for Resumption of Gaming Operations None Restricted Licensees 25th June 2020
4. <https://gaming.nv.gov/modules/showdocument.aspx?documentid=16731>
5. <https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?ua=1>
6. <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>
7. https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fprepare%2Fdisinfecting-building-facility.html

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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D. SOP for COVID-19 mitigation measures for MICE

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
NAME	TITLE	SIGNATURE	DATE	

PURPOSE

This SOP describes the suggested process to prevent the spread of COVID-19 pandemic in Meetings, Incentives, Conferences and Exhibitions/Events (MICE) subsectors. The SOPs are intended to comply with FAO, WHO food safety, CDC guidelines and MoH COVID-19 protocols for the MICE subsectors of the tourism and travel sector.

SCOPE

These SOPs apply to the operators operating and managing the MICE subsector, specifically those in conferences, events, and meetings to stop the spread of COVID-19 using the WHO, CDC and MoH guidelines for the prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via body fluids, coughing, sneezing, saliva, or mucus droplets. Many other viruses in the coronavirus family find their origin in animals. The COVID-19 virus (also called SARS-CoV-2) is a new virus in humans. The possible animal source of COVID-19 has not yet been confirmed but research is ongoing and therefore the pandemic could be evolving, necessitating the need for prevention and adherence to updated ways the virus is changing.

In the MICE subsector, the nature of business involved gatherings of groups either for business meetings, social conferencing, or an event involving people interacting and deliberating on issues around a common topic. Under normal circumstances, the sector would operate with sector-specific SOPs focusing on its core business – hospitality and hosting of meetings and events. These New Normal SOPs have been formulated from the Occupational Safety Health Association, CDC, WHO and COVID-19 prevention measures, which have been embedded into these SOPs to prevent the spread of COVID-19, so as to provide a safer and healthier environment for operations of the MICE subsector.

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DEFINITIONS

MICE	Meetings, Incentives, Conferences and Events. It refers to the subsector of the travel and tourism sector mainly concerned with hosting local and international meetings and conferences.
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RESPONSIBILITIES

Responsibilities for operators in MICE can be assigned based on the components of the MICE business structure. Conferences and convention centres are entities with diversified human resource establishments at corporate levels and therefore have managerial portfolios: General Manager, Human Resource Manager, Accounts and Finance Managers, Food and Beverage Manager, chefs, housekeeping, bars and restaurants, maintenance and works, and external service providers. These personnel bear great responsibility at various levels of their operations to mitigate the spread of COVID-19 through adjustments to their operations and planning of daily activities.

Other operators manage events independently either as a company or individual in the form of an event organiser, mainly focusing on small-scale events such as weddings, family parties, and international meetings as professional conference organisers.

Conference halls or convention centres may have exhibitions halls, main conference halls, mini conference halls and meetings rooms, restaurants, bars, and offices for staff and other departments for operations. Bigger convention centres are even able to host delegates in their accommodation facilities.

SPECIFIC PROCEDURE

Guidelines for Visitors/Delegates COVID-19

All conference centres should ensure the following:

A. Conference Managers: Prior to the Event

General guidelines: The general guidelines for the MICE subsectors apply to all principals, organisers, accommodation suppliers and visitors to an event, meeting or conference. These include:

1. Maintaining social distancing of at least 1 m apart;
2. Washing of hands regularly with soap or sanitizing with alcohol-based sanitiser;
3. Coughing and sneezing into an elbow or covering the mouth and nose when coughing and sneezing;
4. Using tissues and discarding them in waste bins immediately after use;
5. No shaking of hands with other delegates or exhibitors;
6. Visitors should always register in advance – participation is not possible without registration;
7. Isolating their travel to conference centres as opposed to mass transport (public commuting);
8. Using private transport to minimise contacts with other delegates;
9. Staying at home if you have mild symptoms of cold or flu;
10. Stay at home if someone you live with has a fever, or flu symptoms;
11. Taking notice of guidelines at the time of registration;
12. Complying with the hygiene measures put in place by conference organisers;
13. Wearing PPEs such as masks, or face covers (a requirement for all conference participants);
14. Complying with the guidelines communicated at the venue.

B. Human Resource Manager or Occupational Safety Event Managers and Supervisors

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Safety of staff at any hospitality establishment shall be a priority area of safety for the health team within the premises and in accordance with the MoH guidelines. Infection prevention in general is dictated by guidelines on managing the COVID-19 pandemic:

1. HR Manger shall ensure staff are trained on pandemic guidelines;
2. Ensue a COVID-19 heath team is established at the workplace;
3. Temperature screening for all employees at the entrance to the premises/,conference or venue for an event;
4. Physical or social distancing of at least 1 m;
5. Avoid face-to-face interactions among/between host staff;
6. Mandatory wearing of PPE including face masks and gloves;
7. Handwashing with soap and sanitising hands and surfaces frequently;
8. Ensure self-monitoring among conference centre/event or exhibition staff for any respiratory symptoms on a daily basis;
9. Maintain a well-managed register of staff attending to delegates or meeting participants;
10. Avoid cross-shifts of staff from Management and health teams to prevent contacts through mingled interactions of roles.

C. Case management for COVID-19

The management of a COVID-19 case among workers should include:

1. Identification of resource personnel who will contact and interview the affected employee and co-workers;
2. Accurate recording of information gained from interviews while observing employees' right to privacy:

The following should therefore be recorded accurately:

- a. Name of employee, identification number, job title;
- b. Workplace location (station) or department;
- c. Work schedule or cycle/shift;
- d. Daily list of co-workers;
- e. Date and time of symptoms;
- f. List of co-workers with whom the employee was in close contact;
- g. Workplace, departments, areas and rooms visited by the employee during the contagious period as per the WHO definition.

All MICE establishments should maintain a guest/visitor register in accordance with the Tourism and Hospitality Act No. 13 of 2015.

1. **Case management** for workers who test positive and contracted COVID-19 outside the workplace – the following should be followed:
 - a. Identify the workers with whom the affected employee was in contact;
 - b. Contact and inform the affected workers to self-isolate and self-monitor for 14 days subject to guidance by MoH experts;
 - c. Implement cleaning, sterilisation or disinfecting as required by MoH.
2. **Case management** for employees who contract COVID-19 in the workplace – mandatory regulatory requirements should apply:
 - a. The health team to contact the MoH COVID-19 officials to carry out a workplace investigation;

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- b. Identify workers who could have been in contact with the infected employee;
- c. Contact those workers and inform them to self-isolate and self-monitor for 14 days;
- d. Implement workplace cleaning, disinfecting and sterilisation;
- e. Develop and implement corrective actions as a regulatory requirement by MoH;
- f. Entrance screening will be conducted at all points of entry to any area within the premises;
- g. All travellers entering Zambia for any meeting, incentive-based tour, conference or event or exhibition will be subjected to temperature and symptom screening as per NOTE No. 1415 2020 Revised COVID-19 Screening Procedures: Ministry of Health – Zambia National Public Institute;
- h. A mandatory SARS COV 2 test requirement and certificate should be shown to event organisers on registration;
- i. Ensure workers' health and safety during the COVID-19 pandemic;
- j. Ensure awareness of COVID-19 by all host staff and its impact on their health and on that of their families;
- k. Ensure testing for COVID-19 becomes more readily available to all the workers especially essential workers to rapidly identify and prevent the disease;
- l. To ensure all workers' and visitors' details are kept at the construction site or event venue for contact tracing;
- m. Keep workers informed of all new guidelines on the pandemic and how to avoid contracting the virus;
- n. Teach staff on the need for infection control measures and the preventive procedures that have been set in place.

D. Suppliers – Construction of Booths for Exhibitions

Event managers and service suppliers should ensure the following guidelines to construct and deconstruct booths or exhibition squares are observed:

1. Prior to the exhibition or event, the organiser will share a script with all engaged suppliers to include:
 - a. Time schedule for construction and deconstruction
 - b. Order of arrival for the arrival and departure of suppliers based on a time schedule
2. A limited number of expertises can construct and deconstruct simultaneously to reduce crowding.

In case of the need for various disciplines or expertise at the same time:

1. The key expert should provide layout plans of construction and deconstruction;
2. Open entrances and exits for loading and unloading of materials to be designated to guarantee compliance with guidelines for logistics;
3. Number of staff engaged in construction and deconstruction submitted by the supplier prior to the event;
4. Drawings with layout plans of the event venue provided as part of the calligraphy or script;
5. Flyer and banners displayed with guidelines and number to call for information and questions;
6. Flyers and banners with information on hygiene measures;
7. Flyers available with information for catering team staff.

During the construction and deconstruction:

1. Use private transport to the event venue not public transport;
2. When you travel with more than 2 persons, keep a social distance of at least 1 m;
3. Keep company van clean and sanitised;
4. Adhere to the instructions and guidelines provided by the venue and organiser in advance;

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5. Keep social distancing guidelines;
6. Wear face masks and gloves depending on the nature of your job;
7. Comply with hygiene measures;
8. Stay at home if you have symptoms;
9. Stay at home if someone you live with has a fever;
10. Work alone as much as possible with personal tool boxes to prevent contact with other staff;
11. Tool boxes and materials to be wheeled as much as possible and touched by as few people as possible;
12. Staff rooms for the team should be spaced across the venue with the 1 m distancing rule:
 - a. Staff catering: members of staff bring their own food or packed food bags should be available on site;
 - b. Organiser supervisors should be clearly recognizable by means of eye-catching colours of clothes/vests;
 - c. All workers and supervisors should be aware of the MoH Emergency Helpline: **COVID-19 HOTLINE Toll Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726**

E. Reception Area of the conference Centre – HR and Front Office Manager

1. Ensure display of guidelines and awareness-raising information on visible points for delegates and staff to be aware of the need to adhere to guidelines;
2. Ensure availability of PPEs at the registration point;
3. Waste bins for the disposal of masks and other PPEs;
4. Ensure wearing of masks and other PPEs are explained on display banners or digital screens;
5. Designate security personnel to sanitise delegates;
6. Ensure availability of hand sanitisers, preferably automated dispensers for delegates;
7. Physical distancing between delegates and front office personnel to be 1 m apart;
8. Regular sanitising of benches, seats, tables and desks at front office;
9. Reduce overcrowding in the front office area or the registration/reception area;
10. Floor markings to direct guests and staff to observe physical and social distancing.

F. Registration of Delegates

1. Guests shall sign the registration card and forward a scanned copy of the passport/ availed ID proof to the host and event organisers' email preferably before arrival;
2. Preferably all payments should be made directly to the organiser by credit card/debit card or online transfer;
3. The reception staff should take precautions to sanitise cards.

G. Conference or Exhibition Rooms

1. Before the arrival of guests, the conference room needs to be checked thoroughly for all repairs and maintenance;
2. Staff should visit exhibition or conference rooms for maintenance service with PPEs;
3. Identify problems with the room via phone before proceeding to the room for maintenance;
4. Restricted numbers of participants per meeting;
5. Staggered conference management system of groups per meeting if possible;
6. Social and physical distancing among participants with seat markings;
7. Avoid horizontal air flow in conference rooms to prevent infection through air/wind flow;
8. Respiratory etiquette of covering the mouth when sneezing;

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9. Conference and meeting rooms shall have sufficient supplies for delegates/exhibitors, such as mineral water, PA systems, stationery, pens and other conference requirements prior to arrival of delegates to minimise contacts with staff during the event;
10. Sufficient number of towels, washing soaps, waste bins, contactless handwashing points;
11. Avoid centralised air conditioning. If possible, use open or natural ventilation;
12. In the absence of separate air conditioning for meeting rooms, open ventilation and fan may be used.

H. Housekeeping Manager – Cleaning and Disinfecting

1. Ensure regular cleaning and disinfecting of conference premises at reasonable intervals and when the need arises after meeting hours until the last day of the event;
2. Use of alcohol-based sanitisers for surfaces with high contact with the public and host personnel, i.e. benches, tables, seats, desks, common entrances, door handles, rails, elevator buttons and staircases;
3. Stock disposable paper towels based on length of stay of delegates to avoid repetitive visits between storeroom and the guest rooms by staff;
4. Clean, disinfect and sanitise on check-out at the end of the conference or exhibition;
5. Allow for a few days before you designate the conference room to the next event;
6. All beddings and materials in the room to be cleaned, sanitised and inspected by authorities if need be;
7. Allocate meeting rooms that have stayed unoccupied to the next delegates.

I. Food Workers – Food and Beverage/Kitchen/Food and Beverage Suppliers

The common understanding implied by WHO is that food workers include food handlers; people who directly touch food as part of their daily work or occupation. This also includes staff who touch food contact surfaces or other surfaces in an environment or room where open food is handled or prepared. This understanding and terminology applies to managers, cleaners, maintenance contactors, delivery workers and food inspectors. The cardinal recommendation by WHO on food safety is that *“People who are feeling unwell should stay at home”*.

Workers in the food sector are expected to be aware of the symptoms of COVID-19 *“Food business operators need to produce written guidance for staff on reporting such symptoms and on exclusion from work policies”*. Critical to this issue is for the staff or employees to recognise symptoms early so as to seek appropriate medical care and testing, to minimise risk of infecting fellow workers and the consuming public.

The following are the recommended protocols for food workers:

1. Staggered work stations on either side of the food processing lines so that food workers don't face one another;
2. Provision of PPEs in the form of face masks, hair nets, disposable gloves, clean overalls and slip reduction work shoes for staff;
3. Wearing of PPE can facilitate reduction in distancing at work;
4. Space out work stations;
5. Limit the number of staff in food preparation area such as kitchens, restaurants;
6. Organise staff into working teams to reduce interaction and contacts between groups.

** These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at the time of writing and will be continually updated to incorporate new learnings as they surface.*

J. Food and Beverage Managers Conference/ Exhibition Centre Restaurants

The F&B Manager should collaborate with other managers on the following:

1. Proper crowd management in the restaurant – regulating the number of delegates in the restaurant at any given time;
2. Avoiding queuing based on markings of specified distancing;
3. Distancing of dining tables and seats – distance of 1 m between seats or occupants;
4. Discouraging buffet meals to minimise contamination between patrons. The buffet may be served if managed by the restaurant or kitchen staff and delivered to patrons at tables;
5. Preferably an *à la carte* menu should be served;
6. Avoided use of table cloths to facilitate easy cleaning of tables and lessen contacts between the patrons and the cloth;
7. Use of disposal napkins and avoiding reusable towels;
8. Use of contactless wash-taps or improvised foot operated or automated taps for washing;
9. Implementing thorough disinfecting, cleaning and thermal sanitisation of cutlery and dishes ;
10. Physical distancing through staggered groups during meals. Using several rooms for serving meals to achieve physical distancing;
11. Use of gloves and washing of hands thoroughly on changing gloves;
12. Common displays of menus at strategic points as opposed to using table menu booklets to avoid contacts among patrons;
13. Keeping food appropriately hot before it served to patrons.

K. Conference Washrooms/Toilets

1. Toilets should be equipped with alcohol-based disinfectants and soap;
2. Sanitisation and handwashing;
3. Ensure availability of hand dryers;
4. Sanitisation or disinfecting of surfaces in toilets to include taps, sinks doors;
5. Use of disposable paper towels;
6. Automated paper towel dispensers are preferable.

FORMS/TEMPLATES TO BE USED

1. NOTE No. 1415 2020 Revised COVID-19 Screening Procedures.
2. SARS COV-2 PCR test certificate required by Zambian authorities at points of entry
3. Port of Entry Immigration arrival form

INTERNAL AND EXTERNAL REFERENCES

Internal References

1. Ministry of Health, 2020; Zambia National Public Health Institute 2020: Revised COVID-19 Screening Procedures
2. Ministry of Foreign Affairs Zambia: NOTE No. 1415/2020: Revised COVID-19 Screening Procedures, 27th July 2020
3. Zambia Tourism Agency Guidelines for Tourism Business amid COVID-19, July 2020 Draft: Stakeholders Consultative Draft Guidelines

External References

1. World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
2. FAO and WHO interim Guidance April 2020
3. Protocol for Business Events Version June 15, 2020
<https://www.eventplatform.nl/corona/toolbox>

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E. SOP for COVID-19 mitigation measures for Restaurants

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

These SOPs provide guidance for restaurants. These should be read together with food retail SOPs.

INTRODUCTION

The current COVID-19 pandemic is unlike anything the restaurant industry has ever had to face in our time. It poses a huge threat to livelihoods, well-being and the future of the sector. This document is a guide on how to navigate the situation, what processes to put in place to comply with health and safety guidance, and more importantly how to come out of this at the other end with opportunities still available.

The priority of the industry should be to create a safe and hospitable environment for teams and customers, so that the world can return to a place of normality.

SCOPE

These SOPs cover all major aspects of the restaurant business.

RESPONSIBILITIES

These are detailed in the sections under Specific Procedures.

SPECIFIC PROCEDURE

New mandatory hygiene practices must be implemented and monitored across the business: Monitoring responsibility – General Managers. Who does it apply to – All team members

CLEANING and HYGIENE

PERSONAL HYGIENE

1. Handwashing must take place properly and regularly. Team members must wash their hands for a minimum of 20 seconds with soap and water. Please follow the handwashing guide posters;
2. Team members must wash their hands for a minimum of 20 seconds with soap and water immediately after coughing or sneezing;
3. Sanitiser stations should be located at all entrances, exits and restroom entries;

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4. Key touch points such as waiter stations and reception areas should also contain sanitiser stations;
5. In this climate, all hair must be tied up and staff must change into work clothes in allocated locations at work where possible;
6. Gloves should be provided and mandatory whilst receiving deliveries and handling products, this will include kitchen teams and runners.

SITE HYGIENE

1. All surfaces in the restaurant and kitchen areas must be regimentally cleaned regularly;
2. Surfaces must be cleaned with disposable products where possible including blue roll. Follow manufacturer's instructions for dilution, application and contact times for all detergents and disinfectants;
3. Full site cleaning programmes will be implemented on all key contact points and high traffic areas before opening to the public;
4. Handwashing must be implemented in accordance with handwashing guidance after cleaning surfaces. Paper towels should be added to washrooms to avoid use of hand dryers where commercially viable. Bins should be provided for these;
5. All bins must be emptied using PPE including the provided disposable gloves;
6. Recyclable, environmentally conscious single-use menus will be in use for the time being;
7. Tables should be deep cleaned after each sitting with turnaround times extended by 15 minutes across all bookings to allow for a more thorough breakdown and disinfecting process.

PPE

Every individual should:

1. Wash hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it;
2. Wear a face covering and avoid touching the face or face covering; this could contaminate them with germs from the hands. Change the face covering if it becomes damp or if it has been touched;
3. Continue to wash hands regularly;
4. Change and wash the face covering daily;
5. If the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in the usual waste bin;
6. Gloves and face coverings should be provided for all staff members involved in the handling and production of food.

TEAM WELL-BEING

1. All team members should be required to complete refresher training and additional training on COVID-19 controls;
2. If it is possible to avoid public transport alternative methods should be taken;
3. Any team members who demonstrate symptoms of COVID-19 should be instructed to return home and self-isolate for 14 days in accordance with the current guidelines;
4. Any team members who share a home with someone who has symptoms of COVID-19 must notify their managers and they will be asked to self-isolate for 14 days in line with MoH guidelines.

SOCIAL DISTANCING AT WORK

1. Start and finish times should be staggered where possible in 10 minute blocks to avoid of congestion;

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2. Team members must strive to achieve social distancing measures of 1-2 m when arriving to and leaving from work;
3. Team members should be encouraged to arrive through a dedicated entrance and leave through a separate exit to avoid cross-overs between shifts;
4. Key areas of congregation including break areas, staff rooms and locker rooms should be clearly signed with hygiene procedures and carefully maintained;
5. Social distancing measures should be followed where possible.

KITCHENS

1. Kitchen sections should be clearly marked by an X on the floor to assist with social distancing;
2. Each section should be operated by 1 member of staff only where possible. In situations where more than 1 staff member is required, 'rota-partnering' will be in place to ensure the same people work together;
3. Back-to-back and side-to-side working should be implemented in kitchens to prevent direct face-to-face operations;
4. Walk-in fridges and dry stores should be limited to one-person access at a time with clear signage to indicate this policy.

SERVICE

1. Restaurants should have a host who will welcome and inform the guests of house rules;
2. Front of house staff on pass should not stand opposite the chef, instead they must maintain a 2 m diagonal distance apart throughout service;
3. Till points should be allocated to a maximum of 2 team members to prevent crowding of waiter stations. Tablets should be used where possible. Automatic sanitiser stations should be located in close proximity to the tills. Use of waiter stations must comply with social distancing measures where possible;
4. Sites should consider operating a cashless policy, where possible, to avoid unnecessary contact.

DELIVERIES

1. There should be 1 person per site dedicated to receiving deliveries;
2. Suppliers should be asked to leave deliveries in the same location for each site with delivery times spaced out appropriately.

SOCIAL DISTANCING

1. Sites are advised to offer table service only and not buffets;
2. At least 1 m distancing between tables;
3. Table turnaround times should be increased by 15 minutes for every party size to ensure guests are able to be seated on arrival with no holding areas in use;
4. Social distancing notices should be allocated in key areas such as washrooms to ensure guests observe safe measures where possible (Note – this poses an operational issue in smaller venues with no space to hold queues.);
5. Bar service should remain closed.

TAKEAWAY

1. Each site should have dedicated areas for collection close to the entrance and away from other diners;
2. Guests should have the option to call when outside for kerbside delivery;
3. Allocated collection times should be provided to the customer to avoid multiple collections at once, this should be clearly marked on the till ticket that is processed for the kitchen.

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4. Guests should be asked to wait outside while observing 2 m social distancing. In instances where this can be managed by a member of the team, this should be implemented depending on the requirements.

FORMS/TEMPLATES TO BE USED

1. NOTE No. 1415 2020 Revised COVID-19 Screening Procedures.
2. SARS COV-2 PCR test certificate Required By Zambian authorities at points of entry.

INTERNAL AND EXTERNAL REFERENCES

1. <https://sevenrestaurant.co.uk/wp-content/uploads/COVID-19-SOP.pdf>
2. Zambia Tourism Agency Guidelines for Tourism Business amid COVID-19, July 2020 Draft: Stakeholders Consultative Draft Guidelines
3. Ministry of Health, 2020; Zambia National Public Health Institute 2020: Revised COVID-19 Screening Procedures
4. Ministry of Foreign Affairs Zambia: NOTE No. 1415/2020: Revised COVID-19 Screening Procedures, 27th July 2020

CHANGE HISTORY

1. 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”
2. 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

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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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?

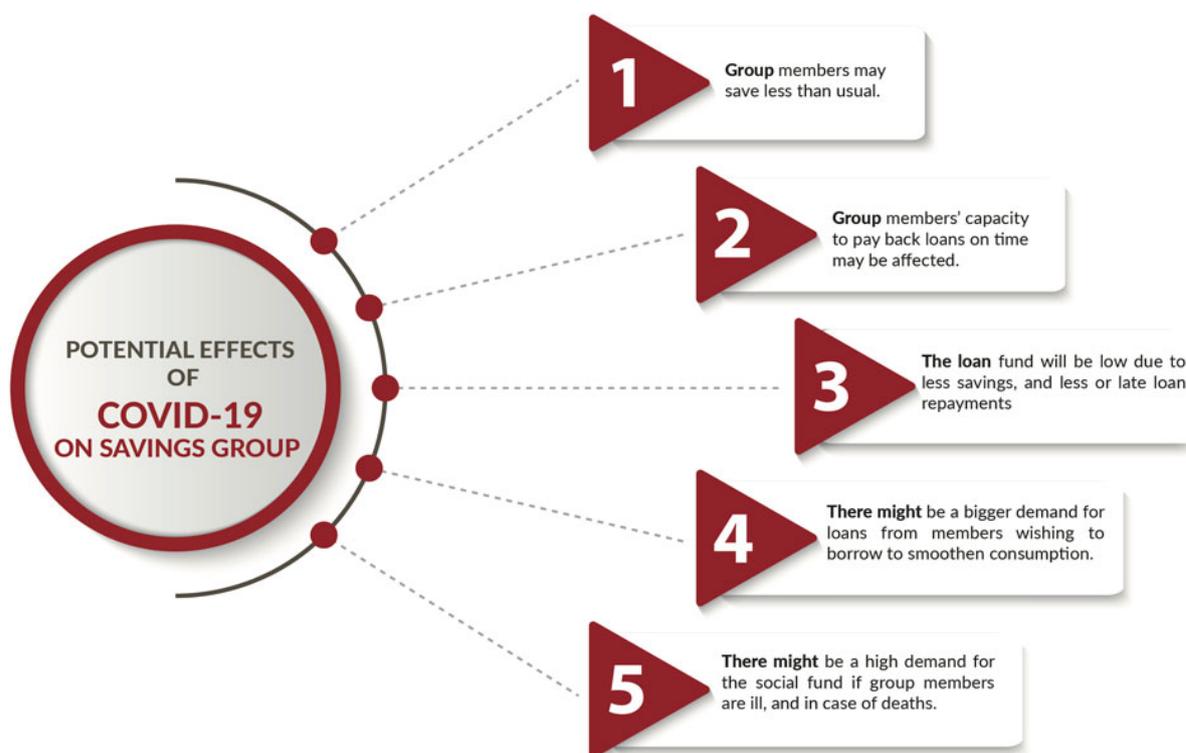
When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:



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

⁴ Ordinary surgical face masks rather than N95 face masks

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- 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.
 - Provide contact details or a health hotline number that participants can call for advice or to give information.

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- 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
	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit

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Sector	Sub-Sector	Supply Chain Node
	MICE	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → registration → meeting room → amenities → exit
Trucking and Clearing	Collection and Packaging	Hired Truck: Owner of truck → transporter → Client Location → Pack → Load → in-transit → off-load Owned Truck: Client Location → Pack → Load → in-transit → off-load
	In Transit	
	Port of entry/exit	Packing → Loading → Transport → [Airport: off-load from transport →] Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Agriculture	Crops	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Milk	Milking at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Fish	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Chicken	Dressing → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Meat	Farm → Transporter (Loading, In-Transit, Off-loading) → Abattoir → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
Private Medical Care	Clinics and Hospitals	<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 5: RISK ASSESSMENT TOOL – THINKING ABOUT RISKS ASSOCIATED WITH COVID-19

Company name:

Assessment carried out by:

Date of next review:

Date assessment was carried out:

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

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APPENDIX B1: CHECKLIST FOR HOTELS AND LODGES

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 the general public while the provisions of Zambian regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff d) Maintain and manage guest/client register records e) Maintain employee shift register		✓			Hotel or Lodge Manager, Barman/Safety Managers/Supervisors collect data on employee illness, tracing activity and report to HR. HR Supervisor to follow up with affected employees and families.	Hotel or Lodge Manager, Barman/Safety Managers/Supervisors Owner/Manager/Barman Manager, Operations, HR Supervisor to use internal communication hourly, daily, weekly to ensure employee details are aggregated by HR Supervisor and ensure internal communication done to provide updates to all staff on COVID-19
2. Hotels, Lodges: • Restaurant and Bar in Hotel or Lodges Premises • Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedures in hotels/lodges c) Stagger the shifts to avoid crossing contamination among staff d) Communicate to the public through media about the cases of COVID-19				✓	Hotel or Lodge Manager, Barman/Safety Managers/Supervisors	Hotel or Lodge Manager /Safety Managers/Operations/Supervisors and Internal Communication to ensure daily updates as need arises

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3. Staff and Client Personal Hygiene a) Regular Handwashing b) Hand sanitisation: How, when and where c) Hand sanitiser at high contact areas/stations/seats/waiting rooms/lobby/receptions areas/elevators/rails d) Reporting, entering premises, during and on leaving work premises	✓				HR Supervisor and Safety Managers, Supervisors	All employees All clients, visitors, patrons
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Hotel or Lodge Supervisor Purchasing and Safety Managers, Operations	Internal communication Hotel Manager/Owners
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		HR Supervisor and Restaurants Safety Managers Operations Managers	All employees
6. Enforcing Social and physical Distancing Measures a) Entrances and Exits b) Workplaces c) During meals d) Registration and reception areas e) Waiting rooms/lobby/conference /meeting rooms f) Seats and marked sitting arrangements 1 m apart <ul style="list-style-type: none"> • At dining tables • Bar counters • Counters and tills • Queuing 	✓	✓			Supervisors and HR Managers, Operations	CEO/Staff Supervisor or assigned Manager/clients/patrons
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes: sanitise and disinfect work stations	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Cleaning staff, clients, patrons

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<ul style="list-style-type: none"> d) Door handles and knobs, rails and elevators/stair cases/rails e) Desk work areas. Computer keyboards/digital buttons and switches f) Paperwork handling, copiers faxes, (office machines) g) Common use telephones h) Delivery points, storerooms i) Kitchens//water cans/cases/containers j) Cutlery, utensils k) Delivered equipment/machinery form repairs l) After maintenance works 						
<p>8. Handling Deliveries/Supplies</p> <ul style="list-style-type: none"> a) Food services, F&B Suppliers b) Any courier or suppliers to the Hotel or Lodge of stationery, materials, food, water, vegetables, meat products and fruits 		✓			F&B Managers for restaurant and bar, Purchasing Managers	Restaurant or Bar Owner and assigned Supervisor
<p>9 Signage and Markings</p> <ul style="list-style-type: none"> a) Apply to visitors/patrons and delivery staff b) For staff: spacing floor marks c) Digital/printed information on COVID-19 awareness strategically displayed d) Contactless strategic information posters/digital displays for the public 		✓			Hotel or Lodge Manager or Barman Supervisors	Internal communication staff Manager
<p>10. Emergency Phone Number</p> <ul style="list-style-type: none"> a) Family members of staff b) First response (next of kin) c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines 		✓			Designated Safety Supervisor and HR	Top Managers/Hotel Owners All employees
<p>11. Management Team Communication with:</p> <ul style="list-style-type: none"> a) Staff b) Suppliers c) Distributors d) Customers/Clients/Visitors/patrons 			✓		Supervisor, Owner with HR and Communication	Owner Manager/Hotel Lodge Managers

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e) Community representatives/public Health Team on COVID-19 from MoH						
12. Remote Work Staff Policies or Staff Working from Home		✓			Hotel or Lodge Owner/HR Manager, Managers	Managers/Supervisors
Premises Reaction Health team phones						
COVID-19 MoH Hotlines	All workers and supervisors should be aware of the COVID-19 Emergency help: COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726					

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business Return to work Checklist Template
<https://www.ehstoday.com/covid19/article/21130123/return-to-work-a-template-for-safety-practices-and-protocols>

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APPENDIX B2: DAILY COVID-19 WORKER WELLNESS CHECK

Name and Department/Site:

Instructions:

1. Ask the worker daily if they are experiencing any of these symptoms: fever, cough, shortness of breath, muscle aches, fatigue, headache, sore throat, runny nose, sneezing, nasal congestion, hoarse voice, difficulty swallowing.
2. If NO, place a ✓ check in the box.
3. If YES, isolate the worker and contact the health unit COVID-19 hotline. Let them know you are calling regarding a worker with symptoms. Please provide your name and phone number, the employer’s name and the worker’s name. If it is a life-threatening emergency while at work, follow company emergency guidelines while observing COVID-19 health guidelines. Place an X in the box and record any symptoms in the notes section.
4. Note: Workers who stay on the site are expected to be isolated for at least 14 days from the day they arrive.
5. Once a worker has completed their 14 days of isolation, please submit the completed charts to HR.

Name of Worker	Isolation address	Arrival date (day 0)	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Notes (for symptoms)
John Phiri	Plot 123, Matero East	11/08/2020	✓	✓	✓	✓	X										Fever, cough

External References

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

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APPENDIX C1: CHECKLIST FOR SAFARI LODGES AND CAMPSITES

The COVID-19 threat has imposed a new way of carrying out business (New Normal). This may be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors or lodge managers 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 the general public, while the provisions of Tourism and Hospitality and regulatory laws in Game Management Areas (GMAs) and National Parks will still apply. The checklist below could be used by other sectors in a customised way to suit their industry.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
2. Attendance Guidelines a) Temperature checks b) Checks on COVID-19 test certificates for international tourists c) Self-check procedures d) Oversight and management of symptoms among staff e) Maintain and manage guest/visitor register records f) Maintain employee shift register		✓			Campsite or Lodge Manager, Barman /Safety/Supervisors	Manager, Barman/Safety Managers/Supervisors Owner/Manager/Barman, Manager, Lodge Manager, HR Supervisor to use internal communication hourly, daily, weekly to ensure employee details is aggregated by HR Supervisor and ensure internal communication done to provide updates to all staff on COVID-19.
3. Lodge or Campsite: <ul style="list-style-type: none"> • Site or Lodge Premises • Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedures in safari lodges c) Stagger the shifts to avoid crossing-contamination among staff d) Communicate to the public through media about the cases of COVID-19				✓	Lodge Manager, Campsite owner Barman/Safety Managers/Supervisors	Manager/Safety Managers/Supervisors and internal Communication to ensure daily updates as need arises
3. Staff and Client Personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where	✓				Supervisor and Safety Managers	All employees All clients, visitors, patrons

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c) Hand sanitiser at high contact areas/stations/seats/waiting rooms/receptions areas d) Reporting, entering premises, during and on leaving work premises						
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Lodge Supervisor, Purchasing and Safety Managers, Campsite Manager	Internal communication Lodge Manager/Owners
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Supervisor and Restaurants Safety Managers	Lodge Manage/Camp Site Managers All employees
6. Enforcing Social and physical Distancing Measures a) Entrances and exits b) Workplaces c) During meals d) Registration and reception areas e) Waiting rooms /meeting rooms f) Seats and marked sitting arrangements 1 m apart <ul style="list-style-type: none"> • At dining tables • Bar counters • Counters and 	✓	✓			Supervisors and Managers, Lodge Manager	Staff Supervisor or assigned Manager/staff/clients/patrons
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes sanitise and disinfect work stations d) Door handles, tents e) Desk work areas. Computer keyboards/digital buttons and switches f) Paper work handling, copiers, faxes, (office machines)	✓	✓			Safety Managers and HR, Housekeeping, Lodge Manager Management	Internal communication Cleaning staff, clients, patrons

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g) Common use telephones h) delivery points, storerooms i) Kitchens//water cans/cases/containers j) Cutlery, utensils k) Delivered equipment/machinery form repairs l) After maintenance works						
8. Handling Deliveries/Supplies a) Food services F&B Suppliers b) Any courier or suppliers to the lodge or camp of stationery, materials, food, water, vegetables, meat products and fruits		✓			F&B managers for restaurant and Bar Purchasing Managers	Managers Restaurant F&B Manager or assigned Supervisor
9 Signage and Markings a) Apply to visitors/and delivery staff b) For staff on spacing floor marks c) Digital/printed information on COVID-19 awareness strategically displayed d) Contactless strategic information posters/digital displays for public e)		✓			Lodge/Site Manager	Manager, staff, Internal communication
10. Emergency Phone Number a) Family members of staff b) First response (next of kin) c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Designated Safety Supervisor and HR	Top managers/Lodge Owners All employees
11. Management Team Communication with a) Staff b) Suppliers c) Distributors d) Customers/clients/visitors/patrons e) Community representatives/public health team on COVID-19 from MoH			✓		Supervisor, Owner with HR and Communication	Owner Manager/Lodge Managers
12. Remote Work Staff Policies or Staff Working from Home		✓			Lodge or Camp Owner/Manager, Managers	Managers/Supervisors

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Premises Reaction Health team phones	
COVID-19 MoH Hotlines	ALL WORKERS AND SUPERVISORS SHOULD BE AWARE OF THE COVID-19 EMERGENCY HELP; COVID-19 HOTLINE TOLL FREE: 909, MOBILE +260 97 4493553 or MOBILE +260 96 4638726

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business

Return to work Checklist Template

<https://www.ehstoday.com/covid19/article/21130123/return-to-work-a-template-for-safety-practices-and-protocols>

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APPENDIX C2: DAILY COVID-19 WORKER WELLNESS CHECK

Name and Department/Site:

Instructions:

1. Ask the worker daily if they are experiencing any of these symptoms: fever, cough, shortness of breath, muscle aches, fatigue, headache, sore throat, runny nose, sneezing, nasal congestion, hoarse voice, difficulty swallowing.
2. If NO, place a ✓ check in the box.
3. If YES, isolate the worker and contact the health unit COVID-19 hotline. Let them know you are calling regarding a worker with symptoms. Please provide your name and phone number, the employer’s name and the worker’s name. If it is a life-threatening emergency while at work, follow company emergency guidelines while observing COVID-19 health guidelines. Place an X in the box and record any symptoms in the notes section.
4. Note: Workers who stay on site are expected to be isolated for at least 14 days from the day they arrive.
5. Once a worker has completed their 14 days of isolation, please submit the completed charts to HR.

Name of worker	Isolation address	Arrival date (Day 0)	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Notes (for symptoms)
John Phiri	Plot 123, Matero East	11/08/2020	✓	✓	✓	✓	X										Fever, cough

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business

<https://hnhu.org/wp-content/uploads/Guidance-Documents/COVID-19-Seasonal-Worker-Wellness-Check-2020-04-14.pdf>

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APPENDIX D1: CHECKLIST FOR CASINOS AND GAMING

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 the general public while the provisions of casinos and gaming regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff d) Maintain and manage guest/client register records e) Maintain employee shift register		✓			Casino Manager, Barman/Safety Managers/ Supervisors collect data on employee illness, tracing activity and report to HR, HR Supervisor to follow up with affected employees and families	Casino Manager, Barman/Safety Managers/Supervisors Owner/Manager/Barman. Manager, Operations, HR Supervisor to use internal communication hourly, daily, weekly to ensure employee details aggregated by HR Supervisor and ensure internal communication done to provide updates to all staff on COVID-19
2. Betting Arena, Restaurant and Bar in casinos: Owner/Casino Manager/Barman Premises Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedures in place c) Stagger the shifts to avoid d) Communicate to the public through media about the cases				✓	Casino Manager, Bar Man/Safety Managers/ Supervisors	Casino Manager /Safety Managers/Supervisors and Internal Communication to ensure daily updates as need arises
3. Staff and Client Personal Hygiene a) Regular Handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations	✓				HR Supervisor and Safety Managers, Supervisors	All employees All client, Visitors, Patrons

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d) Reporting, entering premises, during and on leaving work premises						
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Casino Supervisor Purchasing and Safety Managers, operations	Internal communication
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		HR Supervisor and Restaurants Safety Managers Operations Managers	All employees
6. Enforcing Social and Physical Distancing Measures a) Entrances and exits b) Workplaces c) During meals d) Registration and reception areas e) Waiting rooms f) Seats and marked sitting arrangements 1 m apart • At dining tables • Play tables • Counters and tills • Queuing	✓	✓			Supervisors and HR Managers, Operations	CEO /Staff Supervisor or assigned Manager/clients/Patrons
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, tickets, copiers, faxes, (office machines) g) Common use telephone h) Counters, elevators, rails i) Kitchens	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Cleaning staff, clients, patrons

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j) Cutlery, utensils k) Equipment						
8. Handling Deliveries/Supplies a) Food services F&B Suppliers b) Courier supplies to the casino of stationery, materials		✓			F&B managers for restaurant and Bar Purchasing Managers	Restaurant or Bar Owner and assigned Supervisor
9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters/digital displays for public		✓			Casino Manager or Barman Supervisors	Internal communication staff Manager,
10. Emergency Phone Number a) Family members of Staff b) First response (next of kin) c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Designated Safety Supervisor and HR	All employees
11. Management Team Communication with a) Staff b) Suppliers c) Distributors d) Customer/Clients/Visitors e) Community representatives/public health team on COVID-19 from MoH			✓		Supervisor, Owner with HR and Communication	Owner Manager
12. Remote Work Staff Policies or Staff Working from Home		✓			Casino Owner/HR Manager, Managers	Managers/Supervisors
Premises Reaction Health team phones						
COVID-19 MoH Hotlines	All workers and supervisors should be aware of the COVID-19 Emergency help; COVID-19 HOTLINE Toll Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726					

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business Return to work Checklist template
<https://www.ehstoday.com/covid19/article/21130123/return-to-work-a-template-for-safety-practices-and-protocols>

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APPENDIX D2: DAILY COVID-19 WORKER WELLNESS CHECK

Name and Department/Site:

Instructions:

1. Ask the worker daily if they are experiencing any of these symptoms: fever, cough, shortness of breath, muscle aches, fatigue, headache, sore throat, runny nose, sneezing, nasal congestion, hoarse voice, difficulty swallowing.
2. If NO, place a ✓check in the box.
3. If YES, isolate the worker and contact the health unit COVID-19 hotline. Let them know you are calling regarding a worker with symptoms. Please provide your name and phone number, the employer’s name and the worker’s name. If it is a life-threatening emergency while at work, follow company emergency guideline while observing COVID-19 health guidelines. Place an X in the box and record any symptoms in the notes section.
4. Note: Workers who stay on the site are expected to be isolated for at least 14 days from the day they arrive.
5. Once a worker has completed their 14 days of isolation, please submit the completed charts to HR.

Name of worker	Isolation address	Arrival date (Day 0)	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Notes (for symptoms)
John Phiri	Plot 123, Matero East	11/08/2020	✓	✓	✓	✓	✗										Fever, cough

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business

<https://hnhu.org/wp-content/uploads/Guidance-Documents/COVID-19-Seasonal-Worker-Wellness-Check-2020-04-14.pdf>

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APPENDIX E1: CHECKLIST FOR MEETINGS, INCENTIVES, CONFERENCES AND EXHIBITIONS/EVENTS (MICE)

The COVID-19 threat has imposed a new way of carrying out business for MICE tourism. The MICE tourism subsector is one of the most impacted by the global spread of the COVID-19 pandemic. Forecasts from GlobaData show that MICE could be one of the subsectors that may take longer to return to recovery fully. International MICE business is predicted to fall by above 35% in 2020. MICE businesses are now taking place online without the need for businesses operating in the hospitality tourism sector participating in revenue sharing, thereby impacting on the tourism/hospitality subsector such as hotel accommodation and related services. This is likely to be a sustained ‘New Normal’. It could be a permanent normal for a long time to come. In figuring out supply chain solutions, responsible supervisors or HR Managers will have to expand upon existing safety protocols and change their Occupational Safety by deploying plans to protect staff, visitors, travellers, clients, and indeed the general public against the spread of COVID-19. The checklist below could be used by other sectors in a customised way to suit their workplaces.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a) Temperature checks b) Checks on COVID-19 test certificates for international tourists c) Self-check procedures d) Oversight and management of symptoms among staff e) Maintain and manage clients, customers, general public in their premises f) Maintain employee shift register		✓			Conference Centre Manager, Event organisers, facilities/Managers	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality Facilities
2. Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedures from Conference Centre, accommodation facilities etc. c) Stagger the shifts to avoid cross-contamination among staff d) Communicate to the public through media about the cases of COVID-19				✓	Conference Centre Manager, Event organisers, facilities/Managers/HR Managers	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality Facilities, Internal communications Managers/HR Managers
3. Staff and Client Personal Hygiene a) Regular Handwashing b) Hand sanitisation: how, when, and where	✓				Conference/Convention Centres Manager, Event organisers, facilities/Managers	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality facilities

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c) Hand sanitiser at high contact areas/stations/seats/waiting rooms/receptions areas d) Reporting, entering premises, during and on leaving work premises					Staff, visitors, delegates	Staff, visitors, delegates
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Conference Centre Manager, Event organisers, facilities/Managers/HR Managers	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality Facilities, Internal communications
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Conference Centre Manager, Event organisers, facilities/Managers/HR Managers	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality Facilities, Internal communications
6. Enforcing Social and physical Distancing Measures a) Entrances and exits b) Workplaces c) During meals d) Registration and reception areas e) Waiting rooms /meeting rooms f) Seats and marked sitting arrangements 1 m apart <ul style="list-style-type: none"> • At waiting places • Branch/ booths exhibition stands • Common-use counters within premises • Queuing for services 	✓	✓			Conference Centre Manager, Event organisers, facilities/Managers/HR Managers Staff,delegates and staff assigned for the task	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality Facilities, Internal communications Staff, delegates and staff assigned for the task
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes sanitise and disinfect work stations d) Door handles, tents	✓	✓			Conference Centre Manager, Event organisers, facilities/Managers/HR Managers	MICE Stakeholders Staff, delegates and staff assigned for the task Internal communication

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<ul style="list-style-type: none"> e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paperwork handling, copiers faxes, (office machines) g) Common use telephones, phone handsets h) delivery points, storerooms i) Kitchens//water cans/cases/containers j) Water dispensers k) Delivered equipment/machinery form repairs l) After maintenance works 					<p>Staff, delegates and staff assigned for the task.</p> <p>Housekeeping Supervisors</p> <p>Service suppliers</p>	
<p>8. Handling Deliveries/Service Supplier/Bulk cash in transit</p> <ul style="list-style-type: none"> a) Any courier or suppliers to the conference centres, convention centres, event companies of stationery, materials, food and water b) Security company 		✓			<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>	<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>
<p>9 Signage and Markings</p> <ul style="list-style-type: none"> a) Apply to customers/clients/ staff b) For staff on spacing floor marks c) Digital/printed information on COVID-19 awareness strategically displayed d) Contactless strategic information posters/digital displays on COVID-19 for public 		✓			<p>Managers/HR Managers</p>	<p>Managers/HR Managers</p>
<p>10. Emergency Phone Number</p> <ul style="list-style-type: none"> a) Family members of Staff b) First response (next of kin) c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines 		✓			<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>	<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>
<p>11. Management Team Communication with</p> <ul style="list-style-type: none"> a) Staff b) Suppliers c) Distributors d) Customers/clients/visitors e) Community representatives/public health team on COVID-19 from MoH 			✓		<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>	<p>Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers</p>

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12. Remote Work Staff Policies or Staff Working from Home		✓			Conference Centre Manager, Event organisers, facilities/Managers/HR Managers	Conference Centre Manager, Event organisers, facilities/Managers/HR Managers Internal communication
Premises Reaction Health team phones	ALL WORKERS AND SUPERVISORS SHOULD BE AWARE OF THE COVID-19 EMERGENCY HELP: COVID-19 HOTLINE TOLL FREE: 909, MOBILE +260 97 4493553 or MOBILE +260 96 4638726					
COVID-19 MoH Hotlines						

External References

World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business Return to work Checklist template
<https://www.ehstoday.com/covid19/article/21130123/return-to-work-a-template-for-safety-practices-and-protocols>

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APPENDIX E2: DAILY COVID-19 WORKER WELLNESS CHECK

Name and Department/Site:

Instructions:

1. Ask the worker daily if they are experiencing any of these symptoms: fever, cough, shortness of breath, muscle aches, fatigue, headache, sore throat, runny nose, sneezing, nasal congestion, hoarse voice, difficulty swallowing.
2. If NO, place a ✓check in the box.
3. If YES, isolate the worker and contact the health unit COVID-19 hotline. Let them know you are calling regarding a worker with symptoms. Please provide your name and phone number, the employer’s name and the worker’s name. If it is a life-threatening emergency while at work, follow company emergency guideline while observing COVID-19 health guidelines. Place an X in the box and record any symptoms in the notes section.
4. Note: Workers who stay on site are expected to be isolated for at least 14 days from the day they arrive.
5. Once a worker has completed their 14 days of isolation, please submit the completed charts to HR.

Name of Worker	Isolation address	Arrival date (Day 0)	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Notes (for symptoms)
John Phiri	Plot 123, Matero East	11/08/2020	✓	✓	✓	✓	X										Fever, cough

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APPENDIX F1: CHECKLIST FOR RESTAURANTS

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 and activities to protect the customers, clients, patrons, employees and indeed all supply chain players and the general public while the provisions of Zambian regulatory laws will still apply. The checklist below could be used by other sectors in a customised way to suit their operations.

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff d) Maintain and manage guest register records e) Maintain employee shift register		✓			Restaurant Manager, Bar Man/Safety Managers collect data on employee illness, tracing activity and report to HR, HR Staff follow up with affected employees and families	Restaurant or Bar Owner/Manager/Barman Manager, Operations, HR use internal communication hourly ,daily, weekly and when necessary. Ensure employee details is aggregated by HR and internal communication done to provide updates to all staff
2. Restaurant or Bar Owner/Manager/Barman Premises Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and ensure contact tracing procedure c) Stagger the shifts to avoid cross-contamination d) Communicate to the public through media about the cases in your premises				✓	Manager/ Bar or Restaurant Owner	HR, Operations and Internal Communication
3. Staff and Patron Personal Hygiene a) Regular Handwashing b) Hand sanitisation. c) How, when to, and where to sanitise clearly accessible and marked d) Hand sanitiser at designated areas/stations/tables e) Sanitise on reporting, entering premises, during and on leaving premises	✓	✓			Human Resource and Safety Managers, Supervisors	All employees All Guests, Visitors, Patrons

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4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing and Safety Managers, operations	Internal communication
5. PPEs supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Owners of Bars and Restaurants Safety Managers Operations Managers	All employees
6. Enforcing Social and Physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements marked for distancing g) At dining tables h) Counters and tills i) Queuing	✓	✓			Supervisors and HR Managers, Operations	HR Manger or assigned employees
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paperwork handling, copiers, faxes, (office machines) g) Common use telephones h) Counters, elevators, rails i) Kitchens j) Cutlery, utensils k) Equipment	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Housekeeping Supervisors
8. Handling Deliveries/Supplies a) Trucks		✓			Purchasing Managers	Restaurant or Bar Owner and assigned Supervisor/suppliers

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b) Small packages/parcels (Courier Services) mails, food services c) F&B Suppliers						
9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital/print information charts or displays at strategic points on COVID-19 awareness d) Strategic information posters/digital displays for public		✓			Restaurant manager or Barman managers/supervisors	Internal communication
10. Emergency Phone Numbers a) Family members b) Internal First Response Team c) Premises Reaction Health Team phones d) COVID-19 MoH Hotlines		✓			Designated Safety Supervisor and HR	Supervisors/Managers/HR Manager All employees and Patrons
11. Management Team Communication with a) Staff b) Suppliers c) Distributors d) Customer/clients/visitors e) Community representatives/public health team on COVID-19 from MoH			✓		Supervisor, Owners with HR and Communication	Owner Manager/Bar manager/Bar man /Restaurant Manager/supervisor
12. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, General Managers
Premises Reaction Health Team phones	All workers and supervisors should be aware of the COVID-19 Emergency helpline: COVID-19 HOTLINE Toll Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726					
COVID-19 MoH Hotlines						

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APPENDIX F2: DAILY COVID-19 WORKER WELLNESS CHECK

Name and Department/Site:

Instructions:

1. Ask the worker daily if they are experiencing any of these symptoms: fever, cough, shortness of breath, muscle aches, fatigue, headache, sore throat, runny nose, sneezing, nasal congestion, hoarse voice, difficulty swallowing.
2. If NO, place a ✓check in the box.
3. If YES, isolate the worker and contact the health unit COVID-19 hotline. Let them know you are calling regarding a worker with symptoms. Please provide your name and phone number, the employer’s name and the worker’s name. If it is a life-threatening emergency while at work, follow company emergency guideline while observing COVID-19 health guidelines. Place an X in the box and record any symptoms in the notes section.
4. Note: Workers who stay on the site are expected to be isolated for at least 14 days from the day they arrive.
5. Once a worker has completed their 14 days of isolation, please submit the completed charts to HR.

Name of worker	Isolation address	Arrival date (Day 0)	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Notes (for symptoms)
John Phiri	Plot 123, Matero East	11/08/2020	✓	✓	✓	✓	X										Fever, cough

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