



New Normal Standard Operating Procedures For Businesses

04 September 2020

BCCET • Prospero

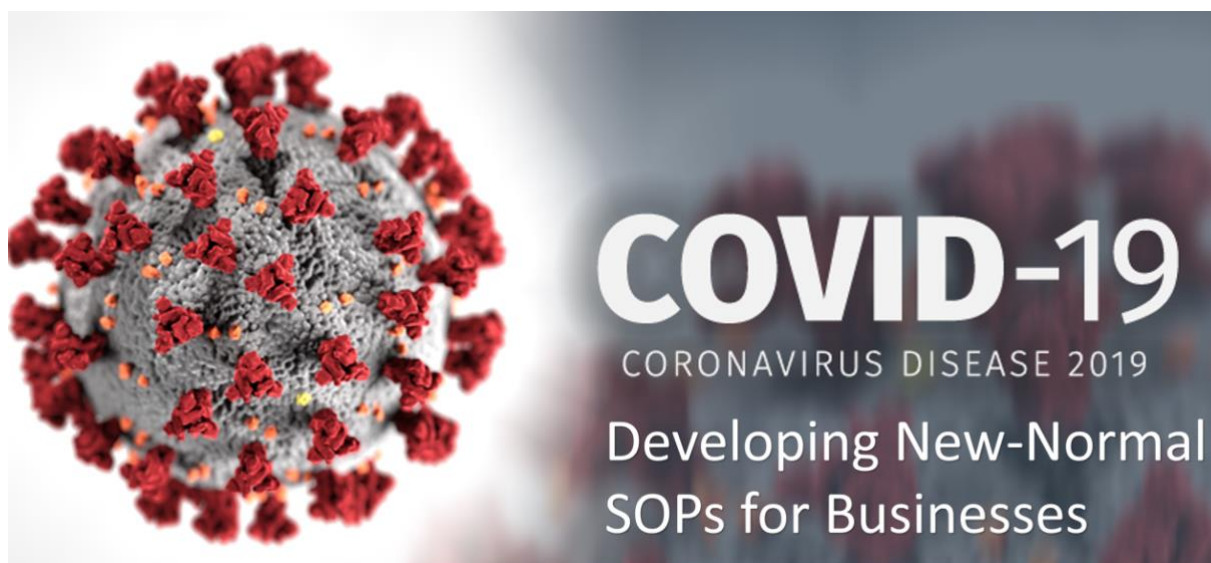


Ownership

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 any other stakeholders that would benefit from them.


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.

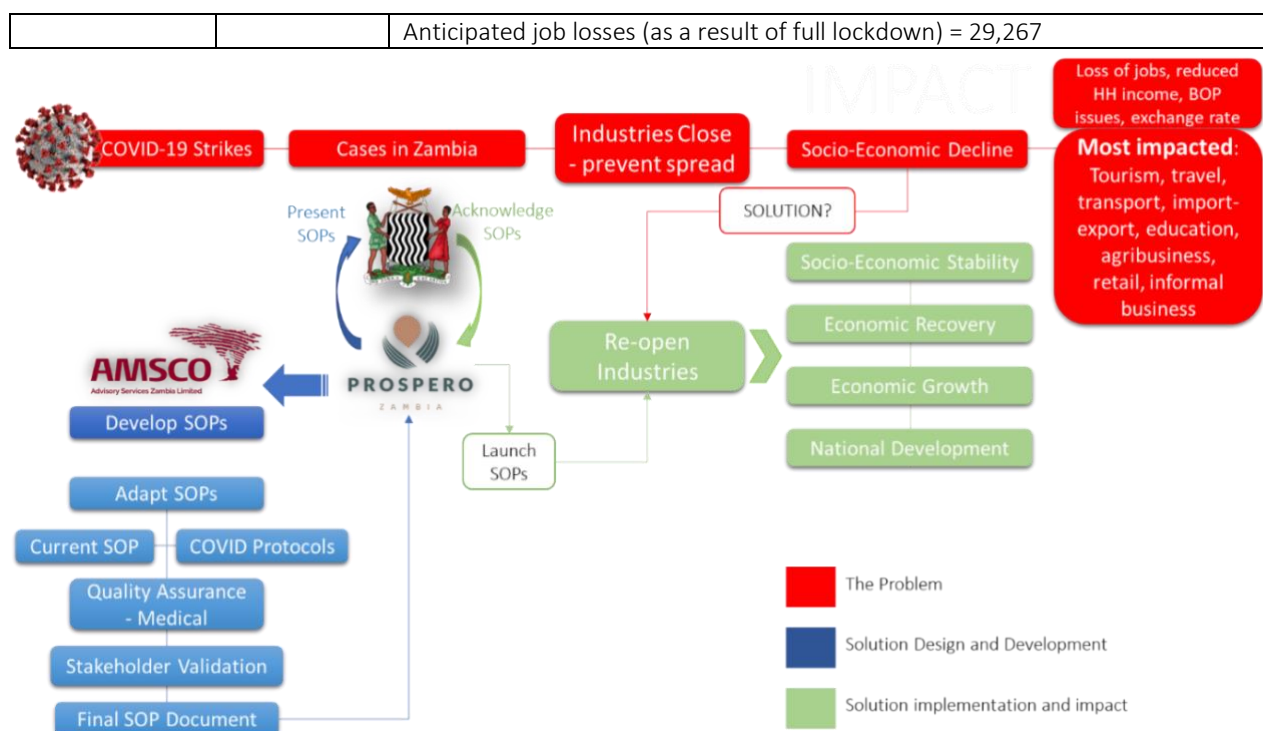
This SOP compendium primarily focuses on overall sector and sub-sector considerations and does not seek to provide specific guidance on occupational health and safety (OHS) measures on a site-specific basis.

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

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

Scope of these SOPs

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

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

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Retail	The retail side of business is directly linked to most of the other sectors as part of their supply chain. The following retail constituents will be considered in the development of guidelines for the sector: <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	The main agro sub-sectors will be considered: <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

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government, and some industry standards, and those that are advisory SOPs. 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

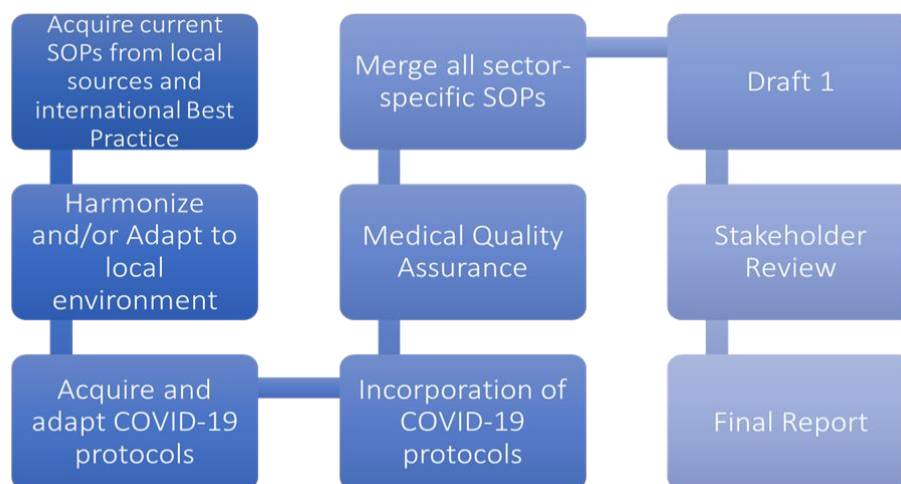


Figure 1: The Approach Layout

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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Sector Specific SOPs

The sector-specific SOPs are presented here, starting with Trucking and Clearing.



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I. Trucking and Clearing

A. SOP for COVID-19 mitigation measures in Warehousing: Loading and Unloading, and Storage

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 on the control measures to be put in place at areas/points in and around warehouses to limit exposure to COVID-19. **They are to be read together with the SOP on Cross-border Trucking.**

INTRODUCTION

The outbreak of COVID-19 worldwide requires some changes to warehouse operating procedures. It is paramount to provide guidance to personnel to reduce the risk of spreading the virus to protect the most vulnerable people of concern, while also maintaining efficient operations.

SCOPE

These SOPs detail protocols for deliveries, pick-ups and storage, and give examples of process maps for the document trails associated with these.

DEFINITIONS

COVID-19	A new coronavirus that causes respiratory infection.
Self-Quarantine	Staying in your room, your apartment, your house or provided accommodation and not leaving for the period of time you are required to quarantine.
Close Contact	1) Any person who had contact (within 1 m) with a confirmed case during their symptomatic period, including 4 days before symptom onset. 2) Any person who resided in the same household, workplace or other closed setting with the confirmed case. The contact does not have to be a direct contact. Typical examples would be sharing a vehicle, sitting in a meeting room, engaging in any form of direct physical contact (hugs etc.).
MoH	Ministry of Health

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Transmissibility	The chances of the disease being passed on from one person to another.
Novel	New and not resembling something formerly known.
SHERQ	Safety Health Environment Risk and Quality
PPE	Personal Protective Equipment
GLD	Group Level Guidelines
N95 mask	A particulate-filtering face piece respirator that meets U.S. National Institute for Occupational Safety and Health standards.
SOs	Security Officers
MD	Managing Director
ISO	International Organization for Standardization. ISO is a voluntary organization whose members are recognised authorities on standards on various global products.

RESPONSIBILITIES

Depot/ Warehouse MD	<ul style="list-style-type: none"> Co-ordinate and communicate laid out safety protocols. In the case of a suspected incident, inform the Head Office Crisis Management Team for support. Ensure that all communications are only channelled through or from HQ. Conduct multi-sector scenario planning and simulations for the deployment of stringent measures to interrupt transmission chains as needed (e.g. lockdown of the estate, closure of the workplace, deep cleaning the premises, self-quarantine contacts and the suspension of large-scale gatherings including the closure of company-supported schools etc.). Ensure that risk assessments, controls and mitigation plans are in place for high risk areas such as meeting rooms, medical facilities, company-supported schools, guest houses, packaging warehouses etc.
Human Resources Manager	<ul style="list-style-type: none"> Define and action company requirements for travel and self-quarantine. Develop protocols for temporary workers and casual workers who by nature of the employment arrangement will be reluctant to self-quarantine. Encourage all staff members to avoid any travel to high-risk countries. Where staff members have returned from a country subject to self-quarantine guidance, try to agree with the individual whether any work can be performed remotely from home. If it is not possible for the individual to perform any duties whilst absent from the workplace, decide on an approach for the business in relation to pay and sick leave entitlement, with the aim of applying it consistently within the operation and country jurisdiction as a minimum (subject to local law entitlements and laws).
Communications Department	<ul style="list-style-type: none"> Identify a communications coordinator who will disseminate communication plans in line with business needs and business continuity plans (Appendix A2). Ensure that employees have a clear understanding of their roles and responsibilities. Consider setting up a communication channel for employees to report their status and to make enquiries. Identify the relevant stakeholders such as suppliers, service providers and customers. Prepare key messages for each stakeholder group and begin a

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	dialogue with them on potential contingency measures during a virus outbreak.
All employees on the site	<ul style="list-style-type: none"> • Recognise that COVID-19 is a new and rapidly evolving disease and understand that outbreaks can be managed with the right response and that the vast majority of infected people will recover. • Begin to adopt and rigorously practice the most important preventive measures for COVID-19, namely good personal hygiene (Appendix A1 – Personal hygiene awareness) • Continually update yourself on COVID-19 and its signs and symptoms (i.e. fever and dry cough), because the strategies and response activities will constantly improve, as new information on this disease is accumulating every day. • Be prepared to actively support a response to COVID-19 that can require changing personal habits and routines in a variety of ways, including the adoption of more stringent handwashing and social distancing practices.

SPECIFIC PROCEDURE

The procedures cover three main points: **Point of collection** (warehouse), the **collector** (driver: pre-arrival at collection point, and departure from collection point), and the **receiver**.

Point of Collection – Warehouse

General Guidance

1. The number of personnel in the warehouse should be reduced to the minimum level possible.
2. Loader/porter groups to be reduced to a maximum of 15 persons per one group. This may slow down the work, but it serves to maintain social distancing during loading/offloading. Groups to be staggered in shifts and only those who are assigned to a shift will be allowed to access the warehouse.
3. The requirement for surge capacity labour is predictable and must be prepared for in advance.
4. Proper sensitisation and planning with all warehouse parties/stakeholders is essential to avoid misunderstanding of procedures. Use communication tools like posters/signs to clearly explain processes and responsibilities.

AT MAIN GATES TO THE WAREHOUSES

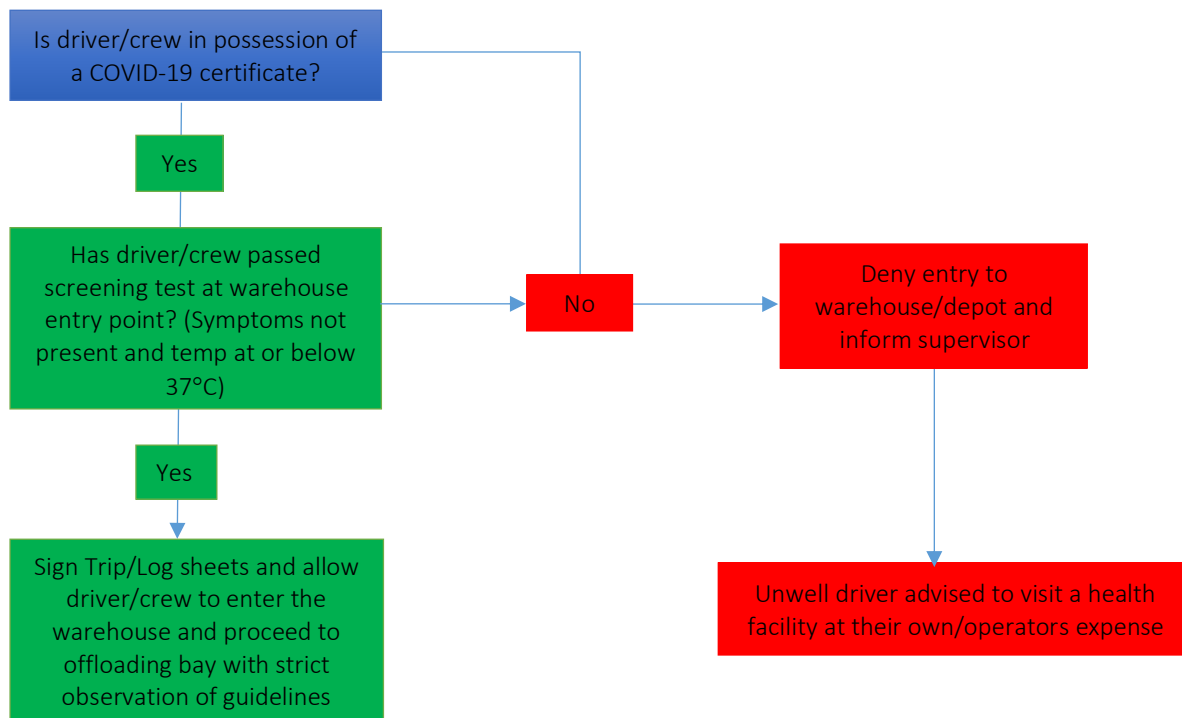
The procedure for minimising risk at the main gates is as follows:

1. The security guard, wearing a face mask, measures temperature using a non-contact infrared temperature device for all persons intending to access the warehouse.
 - a. Only those with temperatures below or equal to 37°C will be granted access to the warehouse.
 - b. Those with temperatures above 37°C will not be accepted to enter the warehouse and instead will be requested to self-isolate and asked to wear a mask. The guard informs the warehouse manager who informs the designated health personnel.
2. All main entrances to the warehouse are to have handwashing facilities with clean water, soap or disinfectant solution.
3. Handwashing and disinfection are mandatory for all personnel before entering the warehouse, including truck drivers and driver assistants.
4. Drivers, including truck drivers and passengers/assistants, shall disembark the vehicle, wash their hands, sanitise and have their temperatures taken by security guards.
5. Registration of loaders is always carried out by the loaders themselves at a designated place, at

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- a distance from the guardhouse, to avoid congestion at the gate and maintain social distancing.
6. Guards are to follow the proper procedures for wearing/removing face masks and gloves and taking temperatures (these are given in Appendix A2), and are to keep a social distance of at least 1 m while carrying out the screening process.

Workflow for managing a driver/crew at the entry point for a depot/warehouse



TRUCK ARRIVAL AND HANDLING (reduced paper handling)

The following steps and procedures are recommendations only. Site-specific SOPs should be developed in order to adapt current procedures to new procedures that aim to reduce the transmission of COVID-19.

1. In order to limit the physical touching of documents from external sources/service providers, the personnel handling the documents at all levels/points should maintain regular sanitisation of hands. Wearing gloves for office-related tasks should be discouraged because this tends to create a false sense of security, decreasing the regularity of sanitisation and increasing the likelihood of contamination.
2. Upon arrival of the truck, the driver registers with the security guard, with the entry recorded on a traffic sheet.
3. It is the responsibility of the security guard to scan and send the sheet to the warehouse manager/logistics assistant informing him/her of the arrival of the truck.
4. The warehouse manager/logistics assistant allocates the truck to the specific store where it should be offloaded.
5. The storekeeper uses the information on the traffic sheet to create the work order and prints 2 copies of it; one copy for the tally clerk and one to remain with the storekeeper for supervision of offloading.
6. Once the offloading is done, the storekeeper reconciles with the tally clerk and signs off the

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work order.

7. The tally clerk goes ahead to prepare the tally sheet and the storekeeper updates the stack card and uses this information to confirm the receipt waybill.

DOCUMENT FLOW

1. Waybills presented by the transporter to the warehouse staff should be placed in a separate isolated box.
2. System generated receipt waybill is printed and signed by the transporter/store keeper after sanitisation is carried out.
3. Transporter is given the receipt waybill copy, which should be scanned at time of invoicing. Any stamps or signatures on original transporter's documents can be done outside of the office with proper hand sanitisation after this.

DELIVERY OF LOCAL SUPPLIES

1. The supplier scans a delivery note and sends this to the warehouse manager or a designated email address.
2. The warehouse manager/logistics assistant prints the scanned copy of the delivery note and uses it to create a work order which is shared with the tally clerk and storekeeper to guide offloading.
3. Once the offloading is done, the storekeeper reconciles with the tally clerk and signs off on the work order.
4. The tally clerk goes ahead to prepare the tally sheet and the storekeeper updates the stack card and uses this information to acknowledge receipt by signing the delivery note printed from the email.
5. The driver/supplier representative is given one copy of the signed delivery note and one copy is filed by the storekeeper for future reference.

SIMULTANEOUS LOADING AND OFFLOADING

In cases where loading and offloading are to happen simultaneously, the warehouse personnel must ensure that each activity is undertaken at a different store to avoid interaction with too many persons. This should be communicated clearly to third parties and loaders/porters.

WASTE MANAGEMENT AND DISPOSAL

Where applicable, metallic drums/incinerators/buckets are placed in different corners of the warehouse compound to deposit all used COVID-19-related materials, such as face masks and hand gloves, which are burned daily to avoid reuse/littering in the compound.

SENSITISATION

1. Sensitisation/awareness of all warehouse personnel on COVID-19 and the proper use of COVID-19 protection materials should be done regularly.
2. Visibly display COVID-19-related materials, possibly in pictorial form and local languages, at different points within and outside the warehouse e.g. outside the gate, loading bay, waiting areas, storage facilities/MSUs, washrooms, offices, corridors etc. Ensure a wide reach of the audience, but avoid congestion.
3. Monitor personnel health conditions and advise them to seek medical treatment in case of signs and symptoms of COVID-19 (A list of COVID-19 symptoms is given in Appendix A4).

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OTHER CONTROL MEASURES

1. The entire office floor and other items such as office desks, laptops, desktops etc. should be cleaned thoroughly and disinfected regularly.
2. Handwashing points with water, soap, sanitisers or disinfectant solutions are to be placed at different points in the compound i.e. at the entrance of each warehouse/MSU and at places of convenience. Encourage warehouse personnel to wash their hands frequently.
3. One or more sanitisers are to be placed in each warehouse office depending on the size of the office.
4. Designated separate areas should be assigned for third party/service provider staff to avoid congestion of offices.
5. Encourage warehouse personnel to maintain a social distance of at least 1 m from each other and to maintain personal hygiene and avoid communal use of office items and utensils such as cups, pens, notebooks etc.
6. Loaders/porters, tally clerks and security guards are to be provided with disposable protective gear such as face masks and gloves and to be sensitised on their proper usage.
7. Discourage loaders from showering within the warehouse premises, or temporarily close the showers until the situation improves. Maintain maximum cleanliness of the washrooms.

FORMS/TEMPLATES TO BE USED

The forms in Appendix A2 apply.

INTERNAL AND EXTERNAL REFERENCES

1. World Health Organisation <https://www.who.int/> (accessed 26 July 2020)
2. Centre for Disease Control, <https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html>, (accessed 28 July 2020)
3. International SOS, <https://pandemic.internationalsos.com/2019-ncov> (accessed 26 July 2020)
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7. <https://www.finance-ni.gov.uk/> FAQs for Essential Workers (accessed 26 July 2020)
8. <https://zm.usembassy.gov/covid-19-information/> (accessed 26 July 2020)
9. https://www.who.int/medical_devices/priority/COVID_19_PPE/en/ (accessed 26 July 2020)
10. <https://www.iso.org/covid19>, (accessed 26 July 2020)
11. Ministry of Health (MoH) Covide-19 Guidelines
12. <https://logcluster.org/ops/eth20a>, (accessed 26 July 2020)

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B. SOP for COVID-19 mitigation measures in Cross Border and Domestic Trucking

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, read together with SOPs for Loading and Off-Loading, provide guidance for trucks transporting goods behind and across borders. They are adapted primarily from the Southern African Development Community (SADC) Regional Standard Operating Procedures for Management and Monitoring of Cross Border Road Transport at Designated Points of Entry. The contents of these SOPs have been agreed by the governments of the member states.

INTRODUCTION

As part of the efforts to manage the spread of COVID-19 on the continent, the African Union has called for unity and concerted efforts from governments and regional trade groupings. One such grouping is SADC. In order to prevent the transmission of COVID-19 in Africa, SADC developed SOPs for use by member states in managing the transporters of goods on regional roads and across borders of member states. The SOPs comprise protocols which all governments and their citizens should comply with. The systems and tools mentioned are available at border posts and online on the SADC website.

SCOPE

These SOPs provide guidance on specific measures which should be implemented to prevent the spread of COVID-19 in the transport sector for the following activities: Transit and Border Post Procedures. The SOPs will assist stakeholders to implement the COVID-19 prevention guidelines through the adoption of national and regional protocols (for SADC), and other systems as may be agreed by stakeholders; for the purpose of managing the registration of trucks and clearing agents, recording, monitoring and surveilling driver wellness including medical test results for COVID-19, tracking of vehicles, loads and drivers, contact tracing, queue management at ports, border posts and other facilities and statistical analysis and reporting. The model SOP addresses the requirement that drivers and crews must meet at each stage or phase of each activity, including during a cross-border trip:

- (i) Requirement before departure;
- (ii) Border points (transit or destination);
- (iii) On arrival at destination;

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- (iv) Management of crew members while in country of destination;
- (v) On departure; and
- (vi) Key considerations: testing frequency, quarantine site or truck stop point, catering and sanitation.

DEFINITIONS

COVID-19	A new coronavirus that causes respiratory infection.
Self-Quarantine	Staying in your room, your apartment, your house or provided accommodation and not leaving for the period of time you are required to quarantine.
Close Contact	1) Any person who had contact (within 1 m) with a confirmed case during their symptomatic period, including 4 days before symptom onset. 2) Any person who resided in the same household, workplace or other closed setting with the confirmed case. The contact does not have to be a direct contact. Typical examples would be sharing a vehicle, sitting in a meeting room, engaged in any form of direct physical contact (hugs etc.).
MoH	Ministry of Health
Transmissibility	The chances of the disease being passed on from one person to another.
Novel	New and not resembling something formerly known.
SHERQ	Safety Health Environment Risk and Quality
PPE	Personal Protective Equipment
GLD	Group Level Guidelines
N95 mask	A a particulate-filtering face piece respirator that meets U.S. National Institute for Occupational Safety and Health standards.
SOs	Security Officers
MD	Managing Director
ISO	International Organization for Standardization. ISO is a voluntary organization whose members are recognised authorities on standards on various global products.

RESPONSIBILITIES

Border Officials/Customs Official	Use of COVID-19 screening and prevention protocols, and enforcing COVID-19 mitigation measures.
Driver	Adherence to all laws and guidelines linked to goods-in-transit behind and across borders.
Crew	Adherence to all laws and guidelines linked to goods-in-transit behind and across borders.
SADC	Provision of guidelines and oversight.
Government of Zambia/Member State	Adaptation of regional COVID-19 protocols and communication to stakeholders. Ensure that locations for quarantine and isolation are available and communicated to operators. These locations should meet the minimum standard set by these SOPs. Issue certificate of COVID-19.
Health Officials	Screening, testing and communication.
Local Authorities	Assist health officials in screening and testing.
Transport Operator	Training, communicating, and providing sanitization tools to staff.

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Clearing and Forwarding Agent	Serve as liaison between authorities and transporters for COVID-19 guideline compliance.
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SPECIFIC PROCEDURE

REQUIREMENTS AND PROCEDURES

POINT OF COLLECTION: To be read together with the SOP on Loading and Offloading. Requirements for collection and packaging to ensure the safety of the public and crew members.

The transport operator should ensure the following on arrival at collection/offloading points:

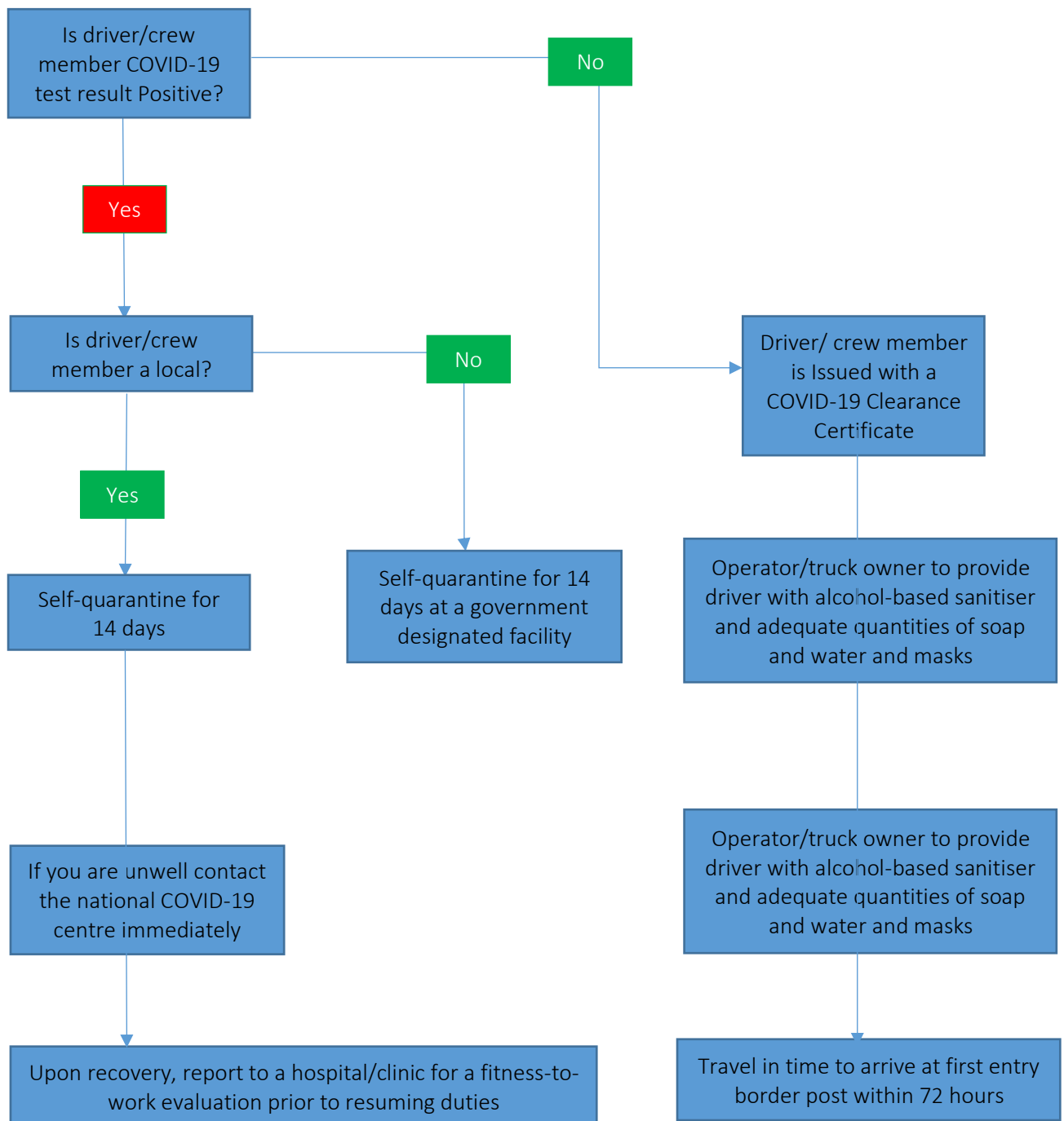
1. Operators shall develop specific protocols for offloading trucks to ensure infection prevention and control measures are adhered to. Recommended SOPs for this are given under SOPs for Loading and Offloading;
2. Crew members must wear a new set of gloves and masks during offloading of cargo;
3. Ground staff offloading cargo must wear gloves and masks;
4. When loading cargo onto trucks, drivers and ground staff must adhere to infection prevention measures, including wearing protective clothing (where available) and masks; and
5. In case protective clothes are not available, disinfection of ground staff loading or offloading trucks should be considered.

BEFORE DEPARTURE: In order to ensure the safety of the public and crew members, the transport operator should ensure the following:

1. All drivers and crew shall be tested for COVID-19 before the commencement of each cross-border trip;
2. Drivers shall go to designated or specific testing locations recommended by the government or approved by the MoH at their own cost;
3. Suitable health services, accommodation, cooked meals, sanitation and security (or quarantine facility) should be provided to accommodate drivers while in the country;
4. Only drivers and crew who test negative for COVID-19 will be allowed to undertake a cross-border trip;
5. The truck owner/transport operator shall ensure compliance with this requirement and allow only drivers with negative tests to engage in cross-border transportation;
6. Government shall facilitate the testing of drivers and crew members at designated testing points and expedite tests results to enable easier movement of goods;
7. All crew members should be in possession of a valid certificate of COVID-19 issued by the Ministry of Health of Zambia before starting their cross-border trip and leaving the country of departure;
8. The transport operator shall provide alcohol-based sanitisers and sufficient quantities of water, soap, and masks for drivers and crews to sanitise and protect themselves; and
9. At the border post, while exiting the country of departure, crew members should be cleared by a health official after COVID-19 symptoms screening and a temperature reading of below 37°C.

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Workflow for managing driver/crew before/on departure for a cross-border trip



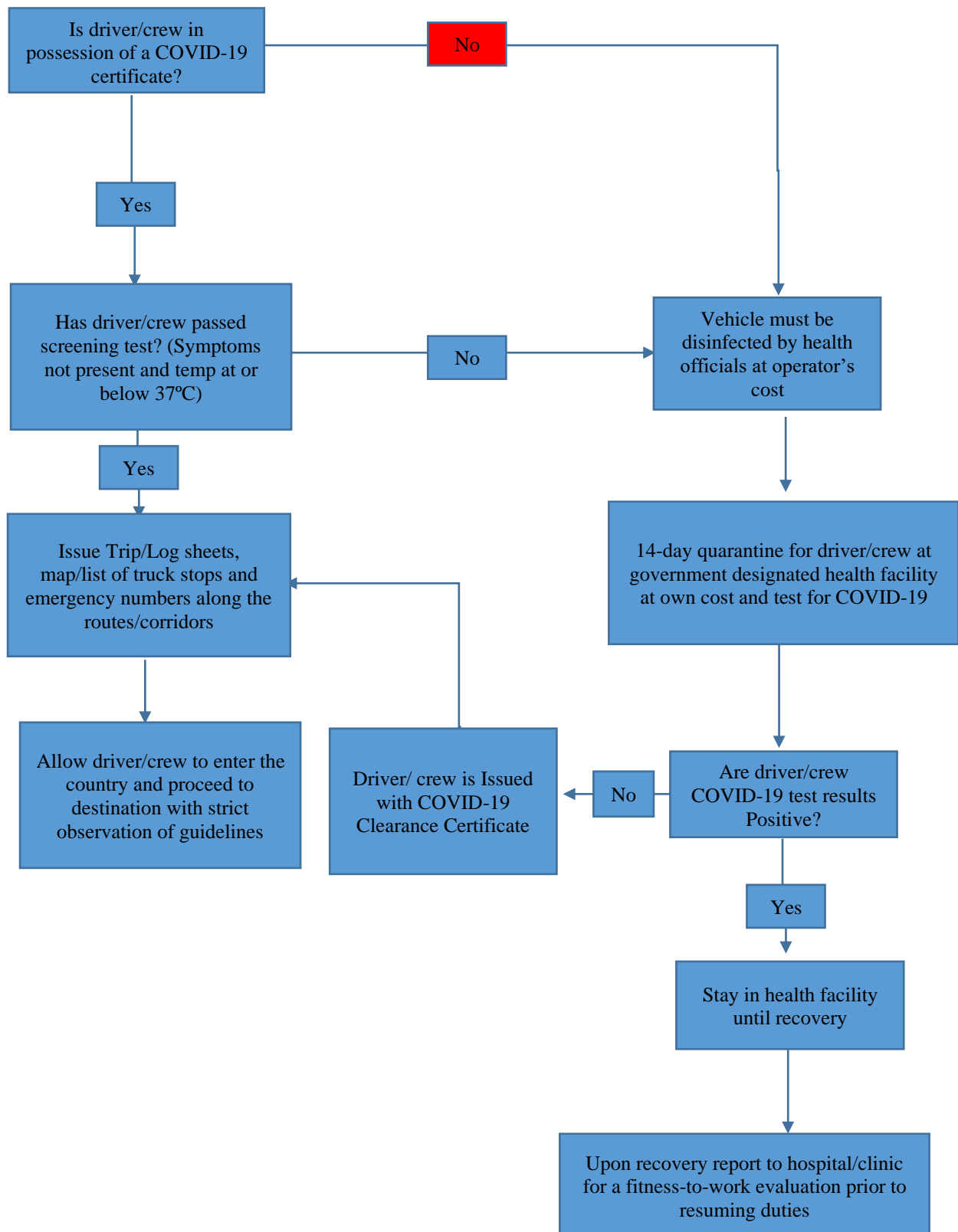
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GENERAL REQUIREMENTS AT THE BORDER POINTS (INCLUDING TRANSIT TO DESTINATION)

1. **Screening:** Health officials at the border will fill in the COVID-19 control forms (available at the border) and clear crew members after symptom and temperature screening using a thermal gun or thermal scanners on all persons aboard a vehicle;
2. **In case of a COVID-19 positive test:** All vehicles where a driver or crew member tests positive for COVID-19 or is assessed to have symptoms of COVID-19, must be disinfected by health officers at the cost of the operator;
3. **Vehicle:** All persons on board a vehicle should be cleared and given a duplicate certificate to carry with them until they complete the trip;
4. **Trip logs:** Health officials at the border will provide drivers with the Customs Officials Trip/Log Sheet (available at the border) with designated stop points/truck stops which drivers shall complete along the route and drop off at the point of exit or quarantine facility;
5. **Designated truck stops:** Customs officials shall provide the map/list of truck stops (available at the border) along corridors/routes including the GPS coordinates of the truck stops/roadside stations/designated stops;
6. **Communication:** Health officers at the border will provide drivers with information, education and communication materials on infection prevention and control of COVID-19, including the toll-free numbers for more information on COVID-19 and related support services.
The contact details for Zambia are: Coronavirus Emergency Help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726;
7. **In transit:**
 - a. All crew members shall observe infection prevention control measures and wear face masks while in transit;
 - b. Trucks must stop only at designated truck stops as stated on the list/map of truck stops provided by the authorities while entering the country;
 - c. In case of emergency or breakdown, the truck driver must find a safe spot away from the local community and inform the nearest police station or call the toll-free number where applicable; and
 - d. Truck drivers/co-drivers are prohibited from picking up hitch-hikers at any point on their journey.

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Workflow for managing a driver/crew at a border crossing point for a cross-border trip



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Management of crew members while at the destination (city/town): When the driver and crew arrive in the town or city (for offloading), they are to present themselves to health officials for COVID-19 protocol adherence checks. To this effect:

1. Government shall designate or provide a specific place with adequate and suitable health services, accommodation, cooked meals, sanitation and security for drivers and crew members while in the country, at the operators' cost;
2. Such areas or quarantine facilities must ensure that the drivers are safe and observe infection prevention and control measures;
3. During their stay in the destination country, crew members must comply with public health measures including hand sanitisers, frequent washing of hands, wearing of masks and minimal contact with the local community; and
4. Upon arrival at the destination, health workers must cross-check whether or not the driver complied with the trip itinerary prescribed at the point of entry to rule out any contacts with the local community as uploaded onto the electronic platform.

On departure from the destination (city/town)

1. Drivers with a documented negative result for COVID-19 dated 0 – 14 days old must be allowed to return to the country of origin without retesting, unless they display signs or symptoms of COVID-19;
2. A new trip log sheet must be delivered to the driver to ensure compliance while travelling; and
3. While exiting the country, officials shall verify the following: a valid negative result for COVID-19, and a dully completed log sheet.

At check point (return leg)

1. Crew members shall present the COVID-19 Control Protocol for Vehicle Drivers Form at all check points along the journey;
2. Drivers shall present their Trip Log Sheet at every check point along the journey; and
3. Crew members must comply with the rules and regulations as established by the authorities at every check point.

Cross-Cutting: The following points pertain to cross-cutting aspects, which are: Testing frequency, quarantine site or truck stops, catering and sanitation testing of crew members.

1. Member States shall use real-time Polymerase Chain Reaction (PCR) or any other molecular test and mutually recognise the test results;
2. Crew members shall test for COVID-19 at either the one-stop health post or any other designated testing facility in the country of departure;
3. Such test results shall be valid for 14 days;
4. In case crew members enter another Member State's territory after the period of validity, a re-test shall apply; and
5. Member States may opt to perform random testing of drivers and crew members providing a negative test for quality assurance.

FORMS/TEMPLATES TO BE USED

Forms and other tools such as maps are available at the border posts and ports of entry and on the SADC, Zambia Revenue Authority, Department of Immigration and Ministry of Health websites.

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4. Centre for disease control, <https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html>, (accessed 26 July 2020)
5. Southern African Development Community (SADC) https://www.sadc.int/files/4815/9142/3100/BULLETIN_6-SADC_Response_to_COVID19_ENGLISH.pdf (accessed 26 July 2020)
6. Standard Operating Procedures for Preparedness, Detection and Response to a Coronavirus (2019-NCOV) outbreak in South Africa; National Department of Health Directorate: Communicable Diseases, 30 Jan 2020
7. <https://www.finance-ni.gov.uk/> FAQs for Essential Workers (accessed 26 July 2020)
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9. https://www.who.int/medical_devices/priority/COVID_19_PPE/en/ (accessed 26 July 2020)
10. <https://www.iso.org/covid19>, (accessed 26 July 2020)
11. <https://www.spreadsheet123.com/download/excel-xls.php?fileid=delivery-note>, (accessed 26 July 2020)
12. Ministry of Health (MoH) Covide-19 Guidelines; https://cquin.icap.columbia.edu/wp-content/uploads/2020/04/Zambia_Interim-Clinical-Guidance-for-Management-of-Patients-with-Coronavirus-Disease-2019-COVID-19.pdf, (accessed 26 July 2020)

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APPENDIX A1: PERSONAL HYGIENE AWARENESS

1. Cover your mouth when coughing or sneezing. Sneezing and coughing should be done onto tissue paper which should be carefully disposed of.
2. Maintain good indoor ventilation.
3. Avoid sharing food, utensils and other personal hygiene items.
4. Avoid physical contact such as shaking hands, hugs and avoid touching your face or rubbing your eyes.
5. Maintain good personal hygiene, including handwashing with soap and water, or the use of alcohol-based hand rubs.
6. Do not spit on the floor.
7. Wash your hands:
 - a. Regularly and thoroughly with soap and water
 - b. Before and after preparing food
 - c. After going to the toilet
 - d. Before and after eating
 - e. After coughing and sneezing
 - f. After removing personal protective equipment like masks and disposable gloves
8. Proper handwashing requires soap and water. The constant rubbing action helps soap break down the dirt that carries most germs. Wash your hands for at least 20 seconds with soap (an easy way to time yourself is to sing the Happy Birthday song twice while washing your hands).
9. Follow these 8 simple steps to keep your hands clean:
 - a. Palm to palm
 - b. Between fingers
 - c. Back of hands
 - d. Base of thumbs
 - e. Back of fingers
 - f. Fingernails
 - g. Wrists
 - h. Rinse and wipe dry

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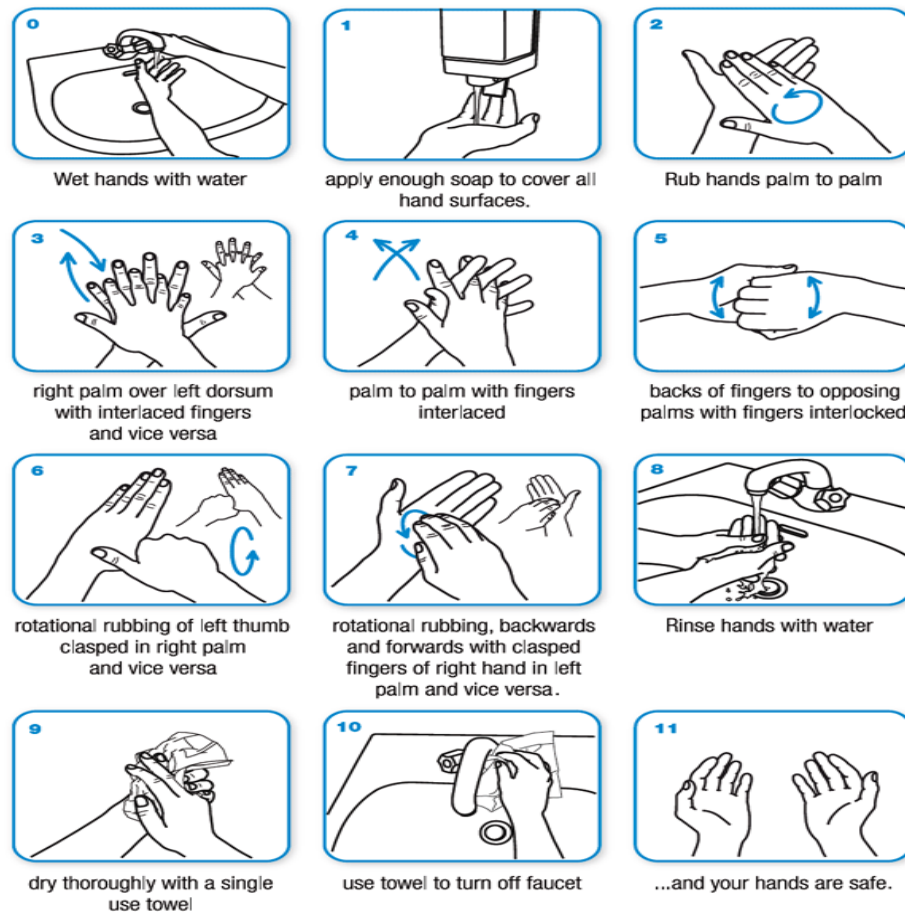


Figure 2: Recommended handwashing for technique

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APPENDIX A2: SAFETY PRACTICES AND PROTOCOLS HOURLY, DAILY AND WEEKLY FOR THE TRUCKING AND CLEARING SECTOR

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 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. Before Departure Guidelines a) Covid-19 medical test b) Cleared by health officials and issued valid certificate c) Hand sanitser, water, soap and masks				✓	Operator Supervisors/ Safety Managers	Transport Operator Manger, HR communicate as needed with Health Officials for testing of employees and issuance of certificate
2. In Transit Guidelines a) Temperature and symptom screening b) Cleared by health officials and issued valid certificate c) Issued Official Trip Log with GPS designated stops d) Issued with emergency toll-free number e) Prohibited from picking up hitch-hikers				✓	Health Officials/Customs Officials	Government/health officials shall communicate with operator on the required compliance protocols and sensitise drivers and crews on the guidelines in transit
3. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	General Manger/CEO, Top Management Team	HR and Internal Communication

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4. Staff and Client Personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Human Resource and Safety Managers, Supervisors	All employees All patrons, customers
5. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing and Safety Managers	Internal communication
6. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Safety managers HR Manager Operations Managers	All employees
7. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing		✓			Supervisors and HR Managers	HR Manager or assigned employees
8. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paperwork handling, copiers faxes, (office machines) g) Workshop tools		✓			Safety Managers and HR, House keeping	Internal communication

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h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens						
9. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mail, food services, shop floor fulfilment merchants		✓			Purchasing Managers	HR and assigned employee
10. Signage and Markings a) Apply to visitors and delivery staff b) For staff: spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters for public		✓			General Managers/Supervisors	Internal communication
11. Emergency Phone Number a) Family members b) First response c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Safety Managers and HR	All employees
12. 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			✓		General managers, CEOs with HR and Communication Dept. or Public Relations	General Manager
13. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, General Managers

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APPENDIX A3: 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 the 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)
Paul Tembo	Plot XYZ, Chilenje South	11/08/2020	✓	✓	✓	✓	×										Fever, cough

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Covid-19 Daily Health Checklist

COMPANY NAME HERE

Today's Date

08/20/2020



Name

First Name

Last Name

Do you have a fever or chills?

☐ Yes

☐ No

Do you have a cough?

☐ Yes

☐ No

Figure 3: Electronic Worker Wellness Check

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APPENDIX A4: CRITERIA FOR PERSON UNDER INVESTIGATION FOR COVID-19

Description	Action Plan
<p>Persons with an acute respiratory illness with sudden onset of at least one of the following:</p> <ul style="list-style-type: none"> Cough, sore throat, shortness of breath or fever [above 37°C (measured) or history of fever (subjective)] irrespective of admission status <p>AND</p> <ul style="list-style-type: none"> In the 14 days prior to onset of symptoms, met at least one of the following epidemiological criteria: <ul style="list-style-type: none"> Were in close contact with a confirmed or probable case of COVID-19 infection; OR <ul style="list-style-type: none"> Had a history of travel to areas with presumed ongoing community transmission of COVID-19; i.e., China, USA, Spain, United Kingdom and Italy (NB. affected countries will change over time). A history of travel to provinces or districts with high community transmissions should be considered as well; OR <ul style="list-style-type: none"> Worked in, or attended a healthcare facility where patients with COVID-19 infections were being treated; OR <ul style="list-style-type: none"> Was admitted with severe pneumonia or an unknown illness. 	Quarantine in designated health facility.
<p>Close contact: A person having had face-to-face contact or who was in a closed environment with a COVID-19 case; this includes, amongst others, all persons living in the same household as a COVID-19 case, and people working closely in the same environment as a case. A healthcare worker or other person providing direct care for a COVID-19 case, while not wearing recommended PPE (e.g., gowns, gloves, a certified disposable N95 respirator, eye protection). A contact in an aircraft sitting within 2 seats (in any direction) of the case, travel companions or persons providing care, and crew members serving in the section of the aircraft where the case was seated.</p>	Quarantine in designated health facility.
<p>Confirmed case: A person with laboratory confirmation of COVID-19 infection, irrespective of clinical signs and symptoms.</p>	Quarantine in designated health facility.
<p>Probable case: A person for whom testing for COVID-19 is inconclusive (the result of the test reported by the laboratory).</p>	Quarantine in designated health facility.

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APPENDIX A5: PPE and Face Coverings Guide

The below list has been compiled to support global efforts in dealing with the COVID-19 crisis. They are freely available in a read-only format at <https://www.iso.org/covid19>.

1. ISO 22609:2004, Clothing for protection against infectious agents — Medical face masks — Test method for resistance against penetration by synthetic blood (fixed volume, horizontally projected)
2. ISO 5356-1:2015, Anaesthetic and respiratory equipment — Conical connectors — Part 1: Cones and sockets
3. ISO 13688:2013, Protective clothing – General requirements
4. ISO/TS 16976-8:2013, Respiratory protective devices — Human factors — Part 8: Ergonomic factors
5. ISO 18082:2014, Anaesthetic and respiratory equipment — Dimensions of non-interchangeable screw-threaded (NIST) low-pressure connectors for medical gases [Including ISO 18082:2014/AMD 1:2017, AMENDMENT 1]
6. ISO 22609:2004, Clothing for protection against infectious agents — Medical face masks — Test method for resistance against penetration by synthetic blood (fixed volume, horizontally projected)

More information on useful PPE is listed below:

1. **N95 respirators:** Use of airborne infection isolation rooms (AIIRs) for aerosol-generating procedures performed on patients with confirmed or suspected COVID-19 patients.
2. **Eye Protection, Face Masks, Isolation Gowns, Gloves:** This set of measures, consisting of engineering, administrative, and PPE controls that should already be implemented in general infection prevention and control plans.
3. **Powered Air-Purifying Respirators (PAPRs):** Use of PAPRs to provide respiratory protection as a component of a formally developed and implemented written respiratory protection program. It addresses conventional, contingency, and crisis surge PAPR use and maintenance practices.
4. **Elastomeric Respirators:** Use of reusable elastomeric particulate respirators to provide respiratory protection against pathogens as a component of a formally developed and implemented written respiratory protection program.
5. **Ventilators:** During a large-scale public health emergency involving a respiratory disease like COVID-19, federal, state, or local stockpiled ventilators should be deployed in a way that optimises the effectiveness, efficiency, and equity of this scarce resource.

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APPENDIX A6: FOR INFORMATION PURPOSES

CONTROL MEASURES TO MANAGE THE RISK OF EXPOSURE DURING THE USE OF A BREATHALYSER

1. It is recommended that the procedure is performed outdoors. Where the procedure must be performed indoors, there has to be adequate ventilation and natural or artificial UV light to reduce the amount of viable organisms in the air.
2. The breathalyser must be held with an extended arm away from the operator. The person must blow into the blow point, directed past the operator. This is in cases where the operator is required to hold the device.
3. It is recommended for the operator to wear a mask, gloves and goggles. This is provided that they are fully trained and competent in the use of this PPE in infection control.
4. The operator will require training to put on and take off the mask without contaminating their faces and autoinoculation of their mucus membranes.
5. If possible, the people being tested can hold the device themselves – this would be preferable.
6. The mouth of the person being tested must be at a distance of 50 mm from the blow point.
7. Employees must be instructed not to place lips on the blow point.
8. The person must be instructed to blow steadily towards the blow point for 2 to 3 seconds.

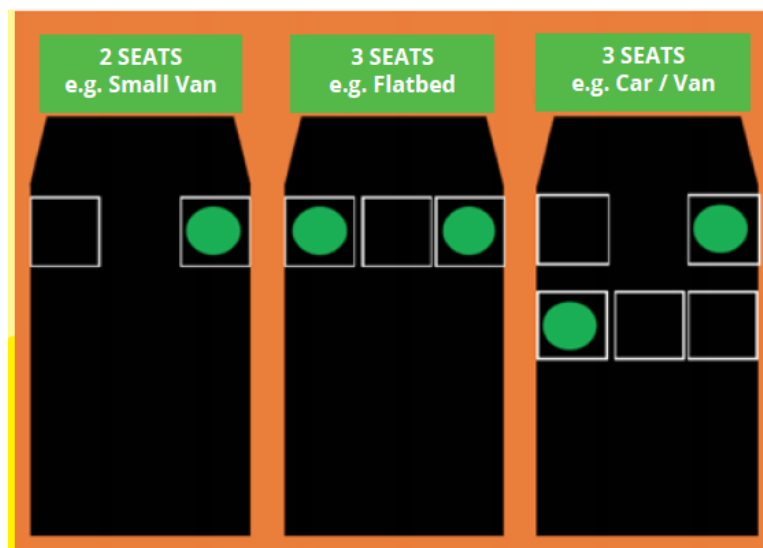
APPENDIX A7: USE OF VEHICLES, TOOLS, EQUIPMENT AND PLANT

Social distancing is advised when travelling in vehicles to and from work, and when in site vehicles and operating a mobile plant.

Suggested arrangements are as follows:

- a. Single occupancy of vehicles is preferable.
- b. Sit as far apart as the vehicle allows.

RECOMMENDED MAXIMUM ROAD VEHICLE OCCUPANCY



1. All tools and equipment should be properly sanitised to prevent cross-contamination.
2. Arrangements should be made for one individual to use the same tool, equipment and plant as much as possible. Make available cleaning materials for all tools to be wiped down with

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disinfectant between each user. Organise work practices to eliminate or reduce transmission points and coach site personnel on the same.

3. Cabs and touch points of site vehicles and plant (MEWPS, excavators, cranes, etc.) to be thoroughly cleaned and a cleaning regime by plant operatives should be maintained daily thereafter.
4. Consider the provision of stickers for tools, equipment and mobile plants to encourage disinfection.

EXAMPLES OF STICKERS TO PROMOTE CONTROLLED USE OF MOBILE PLANT/EQUIPMENT



Recommended Maximum Road Vehicle Seating Arrangements		
No. of seats	Max no. of occupants	Seating arrangement
2	1	1 driver
3	2	1 in the driving seat 1 in the far passenger seat
5	2	1 in the driving seat 1 in the far passenger seat

CONTACT POINTS WITHIN A VEHICLE

1. Steering wheel
2. Gearstick
3. Handbrake
4. Door handles
5. Radio and infotainment controls
6. Steering column (*indicators, windscreen wipers, cruise control*)
7. Elbow rests
8. Seat position controls
9. Door frame

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APPENDIX A8: FOR INFORMATION PURPOSES – TEMPLATE FOR DELIVERY NOTE

Delivery Note #	[100]
Customer ID	[ABC12345]
Despatch Date	September 6, 2013
Delivery Method	[UPS]

Shipping Address					Invoice Address				
[Name]					[Name]				
[Company Name]					[Company Name]				
[Street Address]					[Street Address]				
[City, ST ZIP Code]					[City, ST ZIP Code]				
[Phone]					[Phone]				
Item #	Description	Ordered	Delivered	Outstanding					
55145	Product 1	12	12	0					
55155	Product 2	5	5	0					
				0					
				0					
				0					
				0					
				0					
				0					
				0					
				0					

Notice must be given to us of any goods not received within 10 days taken from the date of despatch stated on invoice.
Any shortage or damage must be notified within 72 hours of receipt of goods.
Complaints can only be accepted if made in writing within 30 days of receipt of goods.
No goods may be returned without prior authorisation from the company.

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II. 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/sanitisers 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.

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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
14. 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	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Cleaning staff, clients, patrons

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c) During shifts changes: sanitise and disinfect work stations 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						
8. Handling Deliveries/Supplies 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
9 Signage and Markings 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
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/Hotel Owners All employees

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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/Hotel Lodge Managers
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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B. SOP for COVID-19 mitigation measures for Safari Lodges and Camping Sites

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

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 cancelation 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.

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 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.

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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
15. 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	✓	✓			Safety Managers and HR, Housekeeping, Lodge Manager Management	Internal communication Cleaning staff, clients, patrons

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f) Paper work 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						
8. Handling Deliveries/Supplies		✓			F&B managers for restaurant and Bar Purchasing Managers	Managers Restaurant F&B Manager or assigned Supervisor
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						
9 Signage and Markings		✓			Lodge/Site Manager	Manager, staff, Internal communication
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						
10. Emergency Phone Number		✓			Designated Safety Supervisor and HR	Top managers/Lodge Owners All employees
a) Family members of staff						
b) First response (next of kin)						
c) Premises Reaction Health team phones						
d) COVID-19 MoH Hotlines						
11. Management Team Communication with			✓		Supervisor, Owner with HR and Communication	Owner Manager/Lodge Managers
a) Staff						
b) Suppliers						
c) Distributors						
d) Customers/clients/visitors/patrons						
e) Community representatives/public health team on COVID-19 from MoH						

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12. Remote Work Staff Policies or Staff Working from Home		✓			Lodge or Camp Owner/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 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	✓	✓	✓	✓	✗										Fever, cough

External References

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

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

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

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

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.

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DEFINITIONS

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.

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SPECIFIC PROCEDURE

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.

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2. **Case management** for employees who could likely have contracted the COVID-19 in the workplace – mandatory regulatory requirements should apply:
 - 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;

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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.

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;

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- 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;
- 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

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External References

1. World Health Organisation, WHO COVID-19 and Food Safety: Guidance for Business
2. FAO and WHO interim Guidance April 2020
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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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 d) Reporting, entering premises, during and on leaving work premises	✓				HR Supervisor and Safety Managers, Supervisors	All employees All client, Visitors, Patrons

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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 <ul style="list-style-type: none"> 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 j) Cutlery, utensils	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Cleaning staff, clients, patrons

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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 Premises Reaction Health team phones		✓			Casino Owner/HR Manager, Managers	Managers/Supervisors
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	✓	✓	✓	✓	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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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 Manager shall ensure staff are trained on pandemic guidelines;
2. Ensure a COVID-19 health 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 contractors, 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.

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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

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

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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/receptions areas d) Reporting, entering premises, during and on leaving work premises	✓				Conference/Convention Centres Manager, Event organisers, facilities/ Managers Staff, visitors, delegates	Owners of Conference, Convention Centres, MICE players and Managers, Hospitality facilities 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	✓	✓			Conference Centre Manager, Event	MICE Stakeholders

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c) During shifts changes sanitise and disinfect work stations d) Door handles, tents 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					organisers, facilities/ Managers/HR Managers Staff, delegates and staff assigned for the task. Housekeeping Supervisors Service suppliers	Staff, delegates and staff assigned for the task Internal communication
8. Handling Deliveries/Service Supplier/Bulk cash in transit a) Any courier or suppliers to the conference centres, convention centres, event companies of stationery, materials, food and water b) Security company		✓			Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers	Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers
9 Signage and Markings 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		✓			Managers/HR Managers	Managers/HR Managers
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		✓			Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers	Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers
11. Management Team Communication with a) Staff b) Suppliers c) Distributors			✓		Conference Centre Manager, Event organisers, facilities/	Conference Centre Manager, Event organisers, facilities/ Managers/HR Managers

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d) Customers/clients/visitors e) Community representatives/public health team on COVID-19 from MoH					Managers/HR Managers	
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	✓	✓	✓	✓	✗										Fever, cough

External References

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

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

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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

- NOTE No. 1415 2020 Revised COVID-19 Screening Procedures.
- 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

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.

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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						

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 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	✓	✓	✓	✓	✗										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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III. Travel

A. SOP for COVID-19 mitigation measures for Air Travel

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
NAME		TITLE	SIGNATURE	DATE

PURPOSE

In order to restart the aviation sector and seek recovery measures, the international approach based on 10 principles was adopted as a working framework, mainly to address the following:

1. Protect the public through harmonised but flexible measures;
2. Work as one aviation team and show solidarity;
3. Ensure essential connectivity;
4. Actively manage safety-security-and health-related risks;
5. Make aviation public health measures work with aviation safety and security systems;
6. Distinguish restart from recovery of the aviation sector;
7. Support financial relief strategies to help the aviation industry;
8. Ensure sustainability;
9. Learn to improve resilience post-COVID-19; and
10. Strengthen public confidence.

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 workers but also the general public, travellers and transportation of goods (cargo).

INTRODUCTION

Since the outbreak of the COVID-19 crisis, the travel industry and its associated supply chain has faced an ever-growing number of challenges. The International Civil Aviation Organization (ICAO) through the Council for Aviation Recovery Taskforce (CART) made several resolutions to collaborate with member states, international and regional organisations and industry to address the challenges of the aviation sector at a global level. The overall objective of this intervention was to provide global guidelines for safe, secure and sustainable reopening and recovery of the aviation industry and all its supply chain.

SCOPE

This document highlights the various preventive measures to be followed and adopted in addition to specific in-house and general guidelines on the prevention of the spread of COVID-19 within the airport grounds, including aircraft cleaning and disinfection during and post-pandemic. The information is subject to constant review by stakeholders in the aviation industry in light of the changing government

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requirements, specifications and regulations. Other applicable laws governing the aviation sector can be applied based on what works best and given appropriate professional advice.

DEFINITIONS

Contact	Person who has 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 contact	<ul style="list-style-type: none"> a. Touched fluids of the patient (respiratory tract secretions, blood, vomit, saliva, urine, faecal matter), was coughed on, touched used paper tissues with a bare hand; b. Had direct physical contact with the body of patient including a physical examination without PPE; c. Touched or cleaned the linens, clothes, or dishes of the patient; d. Lives in the same household as the patient; e. 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	<ul style="list-style-type: none"> a. Shared the same space (e.g. worked in the same room) but not having as high risk exposure to confirmed COVID-19; b. Travelled in the same environment (bus, flight, any mode of transport) but not having a high-risk exposure.
Social distancing or physical distancing	Means keeping a safe space of at least 1 m between yourself and other people who are not from your household.
Handwashing	Basic hand hygiene involving washing of hands with soap. Hand hygiene is the act of <i>cleaning</i> one's hands <i>with</i> soap and water to remove viruses/ bacteria/germs/ micro-organisms, dirt, grease, or other harmful and unwanted substances stuck to the <i>hands</i> .

RESPONSIBILITIES

Communication among stakeholders in the airport community is critical to implementing the SOPs at various areas of the airport(s) grounds and with the suppliers. All airport communities are expected to effectively plan to communicate changes, provide updates, and assess and monitor improvement to avoid operational disruptions.

The key areas of responsibilities will fall on the Airport Manager, ground handlers, supervisors of airport departments, immigration departments, customs, front office desk officers, airline managers, crews of various airlines, and the health department of the airport. All authorities and airport community (airport and aviation authorities as stakeholders) have to ensure they establish COVID-19 management teams based on individual roles.

Different areas of the airport will require different types of planning and preparations. Travellers and other airport users will also provide guidance on the form of teams to be established.

In summary, the key areas for specific roles will include establishing the roles of airport owners' and all managers' liability in preventing the spread of COVID-19; as well as effective planning with all stakeholders, owners, airlines managers, aviation crew members, the aviation authority and service providers in the supply chain:

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- a. Coordinating with staff and service providers on changes to the operations;
- b. Setting up a cleaning, sanitization and disinfecting team;
- c. Communication.

Specific Roles

1. **Airport Managers, Airline Managers** – Ensure procurement of supply and stocking of cleaning and sanitisation materials and equipment.
2. **Staff and Service Providers** – Cleaning and disinfecting, signage, floor markings, barriers and social distancing.
3. **Maintenance Team Operations Managers** – Maintenance and preventive measures associated with regular maintenances activities to embrace COVID-19 guidelines:
 - a. Required equipment for COVID-19 prevention;
 - b. Ensuring the buildings conform to COVID-19 indoor air quality;
 - c. New waste and sanitary waste management practices.
4. **Airport Operator Company**
 - a. Ensure social distancing, floor markings, disinfection of all common areas, elevators, escalators, chairs in all seating areas, F&B and retail outlets;
 - b. Ensure availability of movable handwashing carts or alcohol-based sanitisers at strategic points in the terminal building;
 - c. Preferably automated sanitisers at boarding areas and immigration;
 - d. Disinfection of utility areas such as wash rooms and water fountains and all structures in the terminal building – counters, security screening points, touch screens, communication screens;
 - e. Ensure that staff crew and passengers use sanitised vehicles;
 - f. Ensure restricted number of seats for passengers for transportation within the airport;
 - g. Selected taxi services to be trained and accredited for plying to the airport;
 - h. Ensure all change management, evoking suspension of non-essential projects within the airport to avoid overcrowding;
 - i. Avoid overcrowding of staff at work stations;
 - j. Thermal scanners, sanitiser dispensers installed in strategic points for passengers and staff;
 - k. Train staff for specific tasks, and equipment.
5. **Airline Managers**
 - a. Devise questionnaires or forms to be completed by passengers about their recent health history pertaining to COVID-19;
 - b. Manage passenger boarding and disembarkation procedures;
 - c. Implement Airport Preparedness Guidelines for Outbreaks of Communicable Disease Issued by ACI and ICAO (Revised April 2009)
 - d. Advise passengers about new reporting time at the airport;
 - e. Ensure crew pairing – roster the same set of cabin and cockpit crew as long as possible to prevent cross-contamination;
 - f. Embarkation and disembarkation (entry and exit) procedures for both crew and passengers;
 - g. Define COVID-19 case management.

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6. Passengers

- a. Need to familiarise themselves about new procedures at the airport, the new norm of social distancing and minimum touching of baggage;
- b. Establish web check-in only, print boarding pass, check-in baggage ticket if required;
- c. Ensure passengers wear protective gear like masks, gloves, shoe covers, PPE etc. per the requirement;
- d. Wearing of PPE by passengers in all areas of the terminal;
- e. Passengers to report to the airport as per revised time.

SPECIFIC PROCEDURE

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 workers but also the general public and travellers, visitors, immigration officers and ground handlers and the transportation of goods (cargo). It serves as a guide for the airport community as whole and the general public utilising the airport facilities, equipment and the associated services. The SOPs therefore outline specific procedures and general practice for the different areas of the airport and departments.

This broadly includes:

- A. General Practice – Occupational Health and Safety Practices
- B. Case Management for COVID-19

Departments include the following:

1. Terminal Building
2. General Check-In Area
3. Security Screening Areas
4. Terminal Airside Area
5. Terminal Gate Equipment Area
6. Disembarking and Arrivals
7. Baggage Claim Area
8. Exit-the-Landside Area
9. Ground Handlers

A. GENERAL PRACTICE

1. Occupational Health and Safety Practices

Infection prevention in general is informed by the initial demands of the pandemic – that a general multi-layered approach or strategy be applied as a general rule on:

- a) Physical or social distancing at least 1-2 m;
- b) PPE includes face masks and gloves;
- c) A combination of both (a) and (b) in the absence of a single measure which can achieve a high level of risk mitigation;
- d) Handwashing with soap and sanitising of hands and surfaces frequently.

Strategies for the protection of personnel shall include but not be limited to the following:

2. Case Management for COVID-19

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

- a) Identification of resource personnel who will contact and interview the affected employee and co-workers;

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- b) Accurately record information while observing the employees' right to privacy:

The following should therefore be recorded accurately:

- Name and 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.
3. **Case management** for workers who test positive and contracted COVID-19 outside the workplace, the following should be followed:
- Identify the workers with whom the affected employee was in contact;
 - Contact and inform 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.
4. **Case management** 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 a workplace cleaning, disinfecting and sterilisation plan;
 - Develop and implement corrective actions as regulatory requirement by the MoH.

SPECIFIC PROCEDURES (BY DEPARTMENT)

1. TERMINAL BUILDING

- a. Guiding principles for operations in the terminal buildings shall consider all operational aspects. These include:
- Who has access to the building;
 - Housekeeping and cleanliness and disinfecting procedures in place;
 - Measures and provisions for medical aid and attention, and;
 - Protocols for passengers and airport personnel.
- b. Cleaning and disinfection shall be agreed upon among airport stakeholders according to the WHO Guide for Hygiene and Sanitation in the Aviation Sector.
- This procedure requires updating of cleaning and disinfection plans in terms of processes and procedures based on when new updates on information about COVID-19 becomes available;
 - Ensure availability of cleaning and disinfecting materials and products as approved by authorities;
 - Cleaning and disinfecting staff should be aware of cleaning and disinfecting plans or schedules;
 - Staff should be made aware of approved products to be used in the cleaning and sanitisation schedules;
 - Staff should be made aware of the areas that are frequently touched and likely to be contaminate. These include:

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- Passenger check at airport entry should be done away with;
- Escalators, handrails and lifts
- Washrooms and baby changing areas
- Luggage trolleys
- Luggage collection points
- Terminal passenger seats before security screening
- Parking shuttle buses and airside buses
- Ensure that disposal bins are available;
- Method, concentration and contact period of disinfections;
- Enhance use of air conditioning and effective filtration systems to clean the air;
- Reduce recirculation of air within the terminal building;
- Minimise horizontal airflow;
- Encourage physical and social distancing as an effective way to limit transmission of COVID-19.

Physical distancing in the terminal building should be consistent with the WHO prescription of at least 1 m apart. Physical distancing can be applied to the maximum extent possible.

c. Staff protection

Staff protection can be re-evaluated from time to time and on a case-by-case basis to include:

- Personal protective Equipment (PPE);
- Staff be equipped with PPE based on risk of exposure;
- Health screening programme;
- Scheduling groups of staff in safety teams and shifts;
- Easy access to alcohol-based sanitisers;
- Specific staff sanitization processes prior to and after completing shifts;
- Physical distancing plans for work stations;
- To minimise crowds and queues, airport terminal access to be restricted to workers, travellers and accompanying persons in situations with passengers with disabilities, reduced mobility or un-accompanied minors.

Forms/Templates to be used by cleaning crew: Airport COVID-19 Cleaning and Disinfection Control Sheet (PHC Form 3) or any specified form by MoH.

2. GENERAL – CHECK-IN AREA

The General Check-in Area of the airport is a high passenger traffic area. This should be managed in terms of limiting queues and crowding. Passengers should complete as many of the check-in procedures as possible before arriving at the airport.

Measures to be considered in this area for implementation:

- a) Reducing congestion through planning and monitoring of passenger flows;
- b) Providing signage, floor markings and interval public address announcements to remind and encourage physical distancing;
- c) Implementing communication of prevention messages from health authorities via audio messages and signs at key areas;

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- d) Installing self-service tools such as boarding pass and baggage tags to reduce physical contact and face-to-face interactions;
- e) Encouraging passengers to complete the check-in processes before arriving at the airport where possible;
- f) Using retractable stanchions and floor signage for queuing to ensure social distancing;
- g) Ensuring the use of transparent barriers between passengers and staff at counters;
- h) Installing self-sanitisation technology that minimises or eliminates/avoids contact at touch screens at self-check-in kiosks;
- i) Using contactless processes and technologies, e.g. digital identifications;
- j) Using biometrics identification such as facial or iris recognition to reduce contact with travel documents between staff and passengers.

Implementation of COVID-19 Protocols

The means for uniform implementation of COVID-19 protocols should focus on:

- a. Collaboration with all relevant stakeholders, airlines and ground-handlers to achieve cost-effective solutions that protect the public;
- b. Ensure simplified formalities through the use of contactless procedures;
- c. Greater use of standard digital identification systems.

3. Airport Module – Security Screening

SECURITY-SCREENING AREAS

The security screening in airports constitutes a critical part of physical contact between security personnel and passengers or indeed any member of the general public entering the premises. Consideration can be given to **exempt** security screening personnel from conducting health and safety related screening so that they focus on the security screening and related processes as follows:

- a) Provision of hand sanitisers and PPE;
- b) Disinfection products maintenance of physical distancing;
- c) Rearrange the layout at security checkpoints to ensure easy access;
- d) Floor markings to guide the queues and minimise overcrowding as much as possible;
- e) Masks can only be removed to identify pictures on government-issued IDs with the person wearing the mask at a reasonable physical distance;
- f) Directing of passengers to use automatic pass scanners at access points;
- g) Use of mobile pass scanner by security staff;
- h) Automated gates and mobile scanner reader's surfaces should be disinfected frequently;
- i) Deployment of passenger preparation officers to ensure passengers are well prepared and directed at security checkpoints;
- j) Routine cleaning and disinfecting;
- k) Appropriate signage and information to passengers regarding new health requirements;
- l) In times of high numbers of passengers, staff and crew screening should be processed in dedicated check points separate from passengers;
- m) Food and Beverage (F&B) retails shops to be operated with COVID-19 procedures;
- n) SOP should restrict overcrowding in F&B outlets;
- o) Lounge, prayer rooms, smoking rooms to be restricted;
- p) Removal of all hardcopy reading materials for the public in the airports;
- q) Promote digital payments, self-service ordering booths at F&B and retail outlets;
- r) Ensure presence of colourful (preferably yellow) disposal bins, bags for masks, gloves, biohazard materials at visible and strategic points. Bins to be frequently disinfected and removed for disposal from the terminal building;

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4. TERMINAL AIRSIDE AREA – Boarding Area

Considerations should be made to ensure the following:

- a) An orderly process to reduce physical contact;
- b) Use of automation scanning and biometrics;
- c) Carry-on baggage or hand luggage requiring the use of overhead bins should be limited or avoided;
- d) Self-boarding technologies should be used at gates;
- e) LCD displays for passenger instructions and device printing seat assignment;
- f) Use of self-scanning documents to minimise contact with airports staff;
- g) Sitting areas lounges and restaurants to exercise limited capacity and avoid overcrowding;
- h) Café seating, smoking areas, children play areas to be restricted in terms of capacity;
- i) Ensure multiple alcohol-based sanitisers at points around the airport;
- j) Installation of touch free equipment in toilets such as:
 - Automatic toilet flushing system
 - Taps and soaps/hand sanitiser dispensers
 - Automated hand towel dispensers

5. DISEMBARKING AND ARRIVALS

The disembarking and arrival area is subject to border control for the airport special border or point of entry. Here consideration should be made to ensure collaboration among the stakeholders namely, customs, immigration health authorities and airport staff. The COVID-19 prevention procedures should include the following:

- a) Government should require a self-declaration of health from arriving passengers before departure and on arrival;
- b) Automate the identity verification process by use of biometric technology;
- c) Use of contactless technology;
- d) Automated e-Gates should be encouraged to limit interaction with officers and staff;
- e) Smart thermal cameras can be installed to avoid face-to-face thermal checks;
- f) Thermal or temperature checks can be carried out before arriving at the customs hall;
- g) Staggered screening and document checking groups of 10 or less;
- h) Staggered boarding and screening checking pass with no contacts;
- i) Single door boarding to follow reverse zone i.e. starting from REAR of aircraft to the FRONT zone;
- j) Similar procedure to be followed with dual door boarding to minimise passenger contacts and crossing one another;
- k) Transfers would require one-stop health screening using a one-stop security check point arrangement;
- l) Passengers on transfer to follow sanitary requirements as in departure procedures.

6. BAGGAGE CLAIM AREA

Considerations for baggage Claim areas should include:

- a) Maximizing use of multiple carousels for baggage collections;
- b) Increase cleaning and disinfection of luggage carts, trolleys, rails, elevator buttons, escalators washrooms and other areas;
- c) Aligning the cleaning schedule based on flights schedules;
- d) Use of retractable stanchions, floor markings for physical distancing at baggage carousel;
- e) Lost luggage offices with protective transparent separators;
- f) Encouraging the use of baggage delivery services – where baggage can be delivered to the hotel or home after disinfecting.

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7. GROUND HANDLERS

Pandemic Cleaning and Disinfecting Programmes

During the pandemic, ground handling companies shall review and amend cleaning and disinfecting regulations. Airlines and cleaning companies will need to evaluate and assess the impact on operations for the following:

a) Pandemic management

- Flight schedule, aircraft type and size
- The risk levels of each route based on exposure to COVID-19
- Pandemic situation at destination from where passengers are connecting
- Readiness and availability of PPEs
- Required safety and health measures such as physical distancing

b) Personnel readiness

- Availability and allocation of cleaning personnel
- Existing competency, training needs and requirements
- Occupational safety regulatory compliance

c) Operational readiness

- Cleaning types
- Enhancement of standard cleaning and disinfection due to technical needs, events causing health risks
- Type and availability of cleaning and disinfecting products
- Update procedure for removal and safe disposal of any contaminated water, food, human or animal waste, waste water, and any other contaminated matter from the conveyance
- Regulatory and airport requirements

8. Ground Handling is guided by IATA ICA, WHO, CDC guidelines:

- a. Cleaning guidance
- b. Ground handling guidelines for COVID-19
- c. Ground handling return to service
- d. Guidance safe transportation

Further guidance on risk assessment and mitigation actions based on the risk level can be found in the CAAC Preventing Spread of Coronavirus Disease 2019 (COVID-19) Guideline for Airlines, Guidance for Ground Handling Return to Service and IATA Guidance for Cabin Operations During and Post Pandemic.

INTERNAL AND EXTERNAL REFERENCES

1. IATA, ICAO Airport Module
2. CAAC Preventing Spread of Coronavirus Disease 2019 (COVID-19) Guideline for Airlines, Guidance for Ground Handling Return to Service and IATA Guidance for Cabin Operations During and Post Pandemic
3. Edition 1 –19 June 2020
4. Ground Handlers Guidelines May2020: www.iata.org/ground-operations
5. Aircraft Cleaning and Disinfection During Post Pandemic Edition1-19 June 2020
6. <https://www.icao.int/Pages/default.aspx>

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<i>SOP No.</i>	<i>Effective Date</i>	<i>Significant Changes</i>	<i>Previous SOP No.</i>

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APPENDIX G1: CREW COVID-19 STATUS CARD

CREW COVID-19 STATUS CARD							
<p>Purpose of this card: Information to be recorded by crew prior to departure to confirm their COVID-19 health status and to facilitate processing by the State's public health authorities.</p> <p>Notwithstanding completion of this card, a crew member might still be subjected to additional screening by public health authorities as part of a multi-layer prevention approach e.g. when recorded temperature is 38°C or greater.</p>							
<p>1. During the past 14 days, have you had close contact (face-to-face contact within 1 m and for more than 15 minutes or direct physical contact) with someone who had symptoms suggestive of COVID-19?</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input type="checkbox"/></p>							
<p>2. Have you had any of the following symptoms during the past 14 days:</p> <table style="width: 100%;"> <tbody> <tr> <td style="width: 50%;">Fever</td> <td>Yes <input type="checkbox"/> No <input type="checkbox"/></td> </tr> <tr> <td>Coughing</td> <td>Yes <input type="checkbox"/> No <input type="checkbox"/></td> </tr> <tr> <td>Breathing difficulties</td> <td>Yes <input type="checkbox"/> No <input type="checkbox"/></td> </tr> </tbody> </table>		Fever	Yes <input type="checkbox"/> No <input type="checkbox"/>	Coughing	Yes <input type="checkbox"/> No <input type="checkbox"/>	Breathing difficulties	Yes <input type="checkbox"/> No <input type="checkbox"/>
Fever	Yes <input type="checkbox"/> No <input type="checkbox"/>						
Coughing	Yes <input type="checkbox"/> No <input type="checkbox"/>						
Breathing difficulties	Yes <input type="checkbox"/> No <input type="checkbox"/>						
<p>3. Temperature at duty start:</p> <p style="text-align: right;">Temperature not recorded due to individual not feeling/ appearing feverish <input type="checkbox"/></p> <p style="text-align: right;">Temperature in degrees C° <input type="checkbox"/> / F° <input type="checkbox"/> : _____</p> <p style="text-align: right;">Date: _____ Time: _____</p> <p style="text-align: right;">Recording method: Forehead <input type="checkbox"/> Ear <input type="checkbox"/> Other <input type="checkbox"/> _____</p>							
<p>4. Have you had a positive <u>PCR</u> COVID-19 test during the past 14 days?</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Attach report if available</p>							
<p>Crew member Identification:</p> <p>Name: _____</p> <p>Airline/aircraft operator: _____</p> <p>Nationality and Passport No: _____</p> <p>Signature: _____</p> <p>Date: _____</p>							

Public Health Corridor (PHC) Form 1

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APPENDIX G2: AIRCRAFT COVID-19 DISINFECTION CONTROL SHEET

Aircraft Registration: _____

Aircraft disinfection was made in accordance with the recommendation of the World Health Organization, at a frequency determined by the National Public Health Authority and in accordance with approved products and application instructions of the aircraft manufacturer.

Date (dd/mm/yy)	Time (24hr -UTC)	Airport (ICAO code)	Remarks	Disinfector name
Aircraft areas treated		Disinfectant material	Comments	Disinfector signature
Flight deck <input type="checkbox"/> Passenger cabin <input type="checkbox"/> Cargo compartment(s) <input type="checkbox"/> Other: _____ _____				

Date (dd/mm/yy)	Time (24hr -UTC)	Airport (ICAO code)	Remarks	Disinfector name
Aircraft areas treated		Disinfectant material	Comments	Disinfector signature
Flight deck <input type="checkbox"/> Passenger cabin <input type="checkbox"/> Cargo compartment(s) <input type="checkbox"/> Other: _____ _____				

Date (dd/mm/yy)	Time (24hr -UTC)	Airport (ICAO code)	Remarks	Disinfector name
Aircraft areas treated		Disinfectant material	Comments	Disinfector signature
Flight deck <input type="checkbox"/> Passenger cabin <input type="checkbox"/> Cargo compartment(s) <input type="checkbox"/> Other: _____ _____				

Public Health Corridor (PHC) Form 2

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APPENDIX G3: XYZ – AIRPORT COVID-19 CLEANING/DISINFECTION CONTROL SHEET

Airport Area: _____

This airport area disinfection was made in accordance with the recommendation of the World Health Organization, at a frequency determined by the National Public Health Authority and in accordance with approved products and application instructions.

Date (dd/mm/yy)	Time (24hr)	Areas	Cleaning/Disinfectant product	Disinfectant name and signature
		Floor <input type="checkbox"/> Seats <input type="checkbox"/> Counter <input type="checkbox"/> Screening equipment <input type="checkbox"/> Conveyor belts <input type="checkbox"/> Hand railings <input type="checkbox"/> Elevators <input type="checkbox"/> Baggage trolley <input type="checkbox"/> Washroom <input type="checkbox"/> Information desk <input type="checkbox"/> Boarding area <input type="checkbox"/> Stanchions/queues <input type="checkbox"/> Self-service kiosks <input type="checkbox"/> Sanitization stations <input type="checkbox"/> Other <input type="checkbox"/>		
			Remarks	

Date (dd/mm/yy)	Time (24hr)	Areas	Cleaning/Disinfectant product	Disinfectant name and signature
		Floor <input type="checkbox"/> Seats <input type="checkbox"/> Counter <input type="checkbox"/> Screening equipment <input type="checkbox"/> Conveyor belts <input type="checkbox"/> Hand railings <input type="checkbox"/> Elevators <input type="checkbox"/> Baggage Trolley <input type="checkbox"/> Washroom <input type="checkbox"/> Information Desk <input type="checkbox"/> Boarding Area <input type="checkbox"/> Stanchions/queues <input type="checkbox"/> Self-service kiosks <input type="checkbox"/> Sanitization stations <input type="checkbox"/> Other <input type="checkbox"/>		
			Remarks	

Public Health Corridor (PHC) Form 3

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APPENDIX G4: CHECKLIST FOR AIRPORTS AND AIRLINES

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 planned activities to protect the airport and airlines staff, crew, ground handlers, travellers and indeed all supply chain players and the general public while the provisions of Zambian airport and Airline 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 airport staff, airline crew, airlines register records e) Maintain employee shift register		✓			Airport Managers Airline Managers, Safety Managers collect data on employee illness, tracing activity and report to HR, Staff follow up with affected employees and families of staff/traveller	Airport Operations Managers Airline Managers, /Safety Managers Ground handlers Immigrations Customs
2. Airport restaurants, shops, banks sand bars, hotel 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				✓	Owner, Airport hotels Managers, airport Bar or Restaurant staff	HR and Airport Operations, Tenant Businesses and Internal Communication
3. Staff and traveller travel agents, meet and greet, taxi drivers, staff – 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	✓	✓			Airport Human Resource and Safety Managers, Supervisors	Airport Managers, Airline Managers, Supervisors, All employees All travellers, workers, suppliers

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4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Purchasing and Safety Managers, operations	Internal communication Airlines, Immigration, customs, All Suppliers, Ground Handlers Courier Service Supervisors
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 Airport Community Managers
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 from all businesses operating in the airports
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) 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/ 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-10 MoH Hotlines		✓			Designated Safety Supervisor and HR	Supervisors/Managers/HR Manager All employees, Patrons, visitors, travellers
11. Management Team Communication with a) Staff b) Tenant businesses c) Suppliers d) Distributors e) Customer/clients/visitors f) Community representatives/public health team on COVID-19 from MoH			✓		Supervisor, Owners with HR and Communication	Operations/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						

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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B. SOP for COVID-19 mitigation measures for Land Public Transport

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The purpose of these SOPs is to provide guidance for the public transport sub-sector in a bid to reduce the spread of COVID-19.

INTRODUCTION

Transportation systems help ensure that people can reach everyday destinations, such as jobs, schools, food outlets and healthcare facilities, safely and reliably. Public transportation services play an important role for people who are unable to drive, including those without access to personal vehicles, children, individuals with disabilities, and older adults. In the era of COVID-19, public transportation is one of the quickest ways of catching the virus. In developing countries like Zambia, this risk is higher due to congested vehicles, inability to afford sanitation items like soap and running water, and high cost of vehicles.

SCOPE

These SOPs are developed for the public transport system and include intra-town/city buses and taxis, and inter-town/city busses. All people involved are also covered.

RESPONSIBILITIES

The responsibilities are described under the specific procedures given below.

SPECIFIC PROCEDURE

A. Objectives of SOP

1. To ensure safety of on-board crew (driver and conductor);
2. Safety of support staff;
3. Maintain social distancing inside buses, and at bus stations, stops and terminals;
4. To establish the trust of the passengers.

B. Action Points at Garages .

The following activities shall be carried out at garages and transport yards:

1. Disinfection of all indoor areas of the premises;
2. Temperature screening of employees at entry;
3. Provide face masks to all employees on arrival and make it compulsory to wear it through the working hours;

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4. Provide sanitisers and handwashing points at convenient places at the workplace;
5. Daily disinfection of buses prior to departure and on arrival;
6. Provide crew with sanitiser bottles on duty in the buses.

C. Bus Drivers

Drivers shall ensure the following:

1. Wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before departing;
2. Have their temperature checked before taking up his/her duty on shift basis;
3. Compulsory to cover their mouth with a face mask/ face cover;
4. Stopping buses properly and for a sufficient time (dwell time at designated bus stop) to allow the boarding of passengers;
5. Minimizing physical contact between driver and passengers;
6. Allowing only 1 passenger in the front;
7. Covering coughs and sneezes with a tissue or the inside of the elbow. Throwing used tissues in the trash and washing hands immediately with soap and water for at least 20 seconds or using a hand sanitiser with at least 60% alcohol.

D. Bus Conductors

Conductors shall ensure the following:

1. Wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before departing;
2. Covering coughs and sneezes with a tissue or the inside of the elbow. Throwing used tissues in the trash and washing hands immediately with soap and water for at least 20 seconds or using a hand sanitiser with at least 60% alcohol;
3. Have temperature checked before taking up his/her duty on shift basis;
4. Compulsory to cover mouth with a mask/ face cover;
5. Ensure queuing follows social distancing and respiratory hygiene norms;
6. Control seating restrictions (1 passenger per seat in a zig-zag pattern is recommended to ensure social distancing);
7. At the most, only one half of the bus capacity should be allowed;
8. Control boarding restrictions in terms of the number of passengers at each bus stop;
9. Minimise physical contact between conductor and passengers;
10. Issue valid ticket to all passengers where applicable;
11. Ensure sanitization of bus on completion of trip by ground staff;
12. People who are sick or have recently had a close contact (closer than 1 m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care.

E. Ticket vending precautions by conductors

1. Where applicable, electronic ticketing machines should be sanitised prior to issue;
2. Digital payment using various mobile money systems to be encouraged.

F. Restrictions inside buses

1. At most, half the normal capacity in each bus should be allowed in such a way that social distancing is maintained;
2. Passengers should have enough space to enter and exit while maintaining a social distance;
3. Wearing of masks/face cover compulsory for all on-board passengers.

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G. Bus Passengers

1. Should wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol before leaving their current location,;
2. Cover coughs and sneezes with a tissue or use the inside of their elbow. Throw used tissues in the trash and wash hands immediately with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;
3. People who are sick or have recently had a close contact (closer than a m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care;
4. Pack sanitizing wipes and hand sanitiser with at least 60% alcohol before leaving the current location, (in case they are unable to wash their hands at their destination);
5. Compulsory for the boarding passengers to cover their mouth with a mask/face cover;
6. Follow conductors' on-boarding restrictions in terms of number of passengers at each bus stop;
7. Follow seating restrictions at 1 passenger per 2-seater;
8. Individuals who have an increased risk of severe illness from COVID-19 should limit their travel;
9. If special accommodations or assistance are necessary while traveling (e.g., help with a wheelchair lift or with carrying bags), a travel "buddy" to accompany the passenger (preferably from their household) is recommended;
10. Limit touching frequently touched surfaces such as kiosks, and digital interfaces such as touchscreens and fingerprint scanners, ticket machines, turnstiles, handrails, restroom surfaces, elevator buttons, and benches as much as possible;
11. If these surfaces must be touched, hands to be washed for 20 seconds with soap and water or disinfected with a sanitiser containing 60% alcohol as soon as possible afterwards;
12. After leaving the transit station or stop, hand sanitiser containing at least 60% alcohol to be used;
13. When arriving at the destination, hands to be washed with soap and water for at least 20 seconds.

H. Service Optimization and Operations

Bus drivers to stick to their routes without deviation:

I. Special Measures

1. Social distancing norms should be observed at bus queue shelters, at bus stations, stops and terminals;
2. Bus terminal staff should be deployed at major bus stops to maintain a social distance for different bus routes;
3. Passengers to be checked with a thermal body scanner before entry inside bus at identified bus stops;
4. Checking teams in uniform with face masks and gloves to be deployed at various convenient points to monitor adherence of directives as detailed above.

J. Increasing Public Awareness

1. Publicity through social media and newspapers by the respective associations;
2. Information displayed regarding the disinfection status and date of the buses;
3. Support from local authorities and the ministries responsible for transport and health to address passenger queries and feedback.

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K. SOP in case of more than half the capacity of the bus.

1. In case more than half the capacity of the bus is filled (forcibly/by any means), the driver should park the bus at the nearest appropriate place in a safe manner. The driver and conductor will request the extra passengers to disembark the bus. In case the extra passengers refuse to comply with the order, the driver and conductor will seek police assistance to take action against such passengers.
2. In case the driver of any bus is found carrying more passengers than possible for social distancing to be implemented at any time, strict disciplinary action will be taken against them and s/he will also be liable.

Section B: SOP for Taxis and Car Hire

A. Objectives of SOP

1. To ensure safety of drivers and passenger(s)
2. To ensure safety of other road users
3. Maintain social distancing inside the vehicle
4. To establish the trust of the passenger(s)

B. Drivers

Drivers shall ensure the following:

1. Compulsory to cover their mouth with a face mask/ face cover;
2. Stopping vehicles properly and for sufficient time to allow the boarding of passenger(s);
3. Daily disinfection of vehicles prior to the commencement of each trip. For this purpose, the driver shall carry a portable bottle containing disinfectant and suitable equipment for disinfecting the vehicle;
4. After the disembarkation of each passenger, the driver shall disinfect the passenger sitting area;
5. Minimizing physical contact between driver and passenger(s);
6. Ensure that the masks/face cover are worn by all passenger(s);
7. Make arrangements for the receipt of fare from passengers preferably through digital modes, to avoid cash transactions.

C. Restrictions inside Vehicles

1. The maximum number of on-board passengers in the taxi to be restricted in order to maximise social distancing. The following recommendations apply:

Mode of Transport	Maximum Passengers allowed
Taxi/Cabs (including Ulendo, car hire)	2
Small bus (e.g. Noah, Serena)	4

2. The seating of passengers shall be allowed on the window seats in a vehicle;
3. Wearing of masks/face covers compulsory for all on-board passenger(s).

D. Passenger(s)

1. Before leaving, wash hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;
2. Cover coughs and sneezes with a tissue or use the inside of the elbow. Throw used tissues in the trash and wash hands immediately with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol;

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3. People who are sick or have recently had a close contact (closer than 1 m for at least 15 minutes) to a person with COVID-19 should not use public transportation and should stay home except to seek medical care;
4. Before traveling, pack sanitizing wipes and hand sanitiser with at least 60% alcohol (in case of an inability to wash hands at the destination);
5. Before availing the services of taxis, passengers should themselves check their temperature;
6. Compulsory for all passenger(s) to cover their mouth with a mask/ face cover while boarding;
7. Follow the stipulated seating restrictions in the concerned vehicle;
8. Payment of fare preferably made through digital modes to avoid cash transactions;
9. Individuals who have an increased risk of severe illness from COVID-19 should limit their travel;
10. For special accommodations or assistance while traveling (e.g., help with a wheelchair lift or with carrying bags), if possible, a transportation “buddy” should accompany the passenger (preferably from their household) to help them during travel;
11. Limit touching frequently touched surfaces such as kiosks, digital interfaces such as touchscreens and fingerprint scanners, ticket machines, turnstiles, handrails, restroom surfaces, elevator buttons, and benches as much as possible;
12. If these surfaces must be touched, wash hands for 20 seconds with soap and water or use a sanitiser containing 60% alcohol as soon as possible;;
13. After leaving the transit station or stop, use hand sanitiser containing at least 60% alcohol;
14. When arriving at the destination, wash hands with soap and water for at least 20 seconds;
15. Ask the driver to improve the ventilation in the vehicle if possible — e.g., by opening the windows or setting the air ventilation/air conditioning on non-recirculation mode.

FORMS/TEMPLATES TO BE USED

Refer to Appendix H1 for an optional questionnaire for passenger self-assessment.

INTERNAL AND EXTERNAL REFERENCES

External References

1. <https://transport.delhi.gov.in/sites/default/files/All-PDF/Standard%20Operating%20Procedures%20%28SOPs%29%20for%20Public%20Transport%20in%20Delhi.PDF>
2. <https://www.myguidezambia.com/usefulinfo/public-transport#:~:text=Zambia%20has%20three%20main%20internal,not%20the%20most%20comfortable%20choice.>
3. www.who.int
4. <https://www.cdc.gov/policy/hst/hi5/publictransportation/index.html>
5. www.moh.gov.zm

CHANGE HISTORY

Where the SOP is the initial version:

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

Where replacing a previous SOP:

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

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SOP No.	Effective Date	Significant Changes	Previous SOP No.

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APPENDIX H1: COVID-19 SCREENING SURVEY











COVID-19

Please complete the following questions before beginning your work today.

Name: _____

Date: _____ **Time:** _____

Do you have any of the following:

Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Fever</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Cough</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Difficulty breathing</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Sore throat, trouble swallowing</p>
Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Runny nose</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Loss of taste or smell</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Not feeling well</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>  <p>Nausea, vomiting, diarrhea</p>

Yes ☐ **Have you been in close contact with someone who is sick or has confirmed COVID-19 in the past 14 days?**
 No ☐

Yes ☐ ☐ **Have you returned from travel outside Zambia in the past 14 days?**
 No ☐ ☐ **If you answered YES to any of these questions, go home and self-isolate right away. Call MoH to find out if you need a test.**

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APPENDIX H2: CHECKLIST FOR PUBLIC TRANSPORT

Safety Practices and Protocols Hourly, Daily and Weekly – Public Land Transport

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

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/ PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			N/A	N/A
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	Garage or bus station supervisor or Bus drivers Taxi Drivers	Conductors/passengers
3. Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How when, and where c) hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Garage or bus station supervisor or Bus drivers Taxi Drivers	Conductors and passengers
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers	Internal communication
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Garage or bus station supervisor or Bus drivers	Internal Communication

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					Taxi Drivers	
6. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers Conductors	Passengers
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers Conductors	Internal communication
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants		✓			N/A	N/A
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		✓			Garage or bus station supervisor	Internal communication

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d) Strategic information posters for public						
10. Emergency Phone Number a) First response b) Premises Reaction Health team phones c) COVID-19 MOH Hotlines		✓			Garage or bus station supervisor or Bus drivers Taxi Drivers	Passengers
11. Management Team Communication with a) Customer/clients/visitors b) Community representatives/public health team on COVID-19 from MoH			✓		Garage or bus station supervisor or Bus drivers Taxi Drivers	Passengers
12. Stay home policy if unwell		✓			Local authorities	Garage or bus station supervisor or Bus drivers Taxi Drivers

External References

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

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IV. Retail

A. SOP for COVID-19 mitigation measures for Shopping Malls

Department: _____

SOP No: _____

	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 in shopping malls in compliance with FAO, WHO, CDC guidelines and Ministry of Health COVID-19 protocols in the retail sector.

SCOPE These SOPs apply to the retail sector specifically shopping malls to stop the spread of COVID-19 using the WHO, CDC and ministry of Health guidelines on prevention of COVID-19

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

Shopping malls are important to the economy, greatly impacting employment, supply chain and consumption in Zambia. Consequently, shopping should be prioritised in the new-normal plan. It is vital for malls and retailers to follow MoH suggestions and regulations to ensure public health, but these suggestions will also have an effect on the contracts between malls and retailers. The public plays the most important role in compliance with the foregoing measures. Both shopping malls and retailers stated that these measures will only work if the public complies with them.

These SOPs are adapted from Putrajaya for all retailers that has been issued by the National Security Council (NSC) of Malaysia and the Retail Council of Canada.

SCOPE: These SOPs apply to all shopping malls/complexes, supermarkets and hypermarkets, departmental stores, clothing shops, convenience shops, mini marts as well as other retail businesses.

PURPOSE: These SOPs are to ensure social distancing at all times; a limit on the number of customers on a premises at any one time depending on the size of the retail area to deter overcrowding; that all staff members, suppliers and customers have their body temperatures checked before entering a premises; the provision of hand sanitisers at entry points; that staff members wear face masks; and that disinfection and cleaning of premises are conducted throughout operating hours.

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RESPONSIBILITIES

1. Shopping Mall/Supermarket Centre Management

- a) Place infographics of COVID-19 prevention, spreading, awareness, handwashing, social distance and wearing masks and sanitizing around the shopping mall;
- b) Place reminders on wearing face masks in the car parks so that shoppers and visitors to the mall wear masks as they come out of the cars. Security personnel managing car parks can also remind drivers to wear masks before leaving their cars/vehicles;
- c) Ensure cleaners remind shoppers to wear masks as they enter washrooms/toilets;
- d) Ensure adequate availability of hand sanitisers, wash stands, paper towels, anti-bacterial soaps around the mall especially at entrances.

2. Shopping Mall security

- a) Ensure compliance of wearing masks and washing hands;
- b) The security working with the state police should adopt the "advise and warn approach" for parents who defy instructions by bringing their children to shopping malls.

3. Visitors

All visitors, suppliers, truck drivers visiting the malls and supermarkets should be wearing masks from the moment they disembark from their vehicles/cars.

4. Retail shop owners

- a) Ensure that staff members are adhering to COVID-19 protocols; social distancing, handwashing, sanitizing and wearing masks;
- b) Disinfecting and cleaning of shops, boutiques, supermarkets;
- c) Ensure staff have appropriate PPE and adequate supply of alcohol-based hand sanitisers and hand-held thermal scanners/thermometers for screening.

SPECIFIC PROCEDURES

Outlined below are specific steps to take in implementing SOPs for shopping malls, grocery stores, supermarkets and hypermarkets:

1. Measures for Shopping Malls

(a) Measures related to entrances

- i. Placing informative signs in shopping malls about COVID-19, as well as video and audio announcements about the rules in place;
- ii. Placing hand sanitisers at entrances and common areas;
- iii. Turning off air curtains at entrances;
- iv. Organizing entrances and exits so that customers do not physically come into contact with one another;
- v. Placing one-way signs on the floors indicating the entrances and exits;
- vi. In areas where customers might have difficulty distancing, such as checkout lines, tape signs on the floor at least every 1 m to indicate how far customers should stand from one another;
- vii. Increasing the number of entrances;
- viii. Controlling entrances to shopping malls by allowing in only the same number of people exiting;
- ix. Taking temperatures at entrances and turning away customers with temperatures over 37°C, and directing these customers to health services;
- x. Making sure that guests enter the mall in order;
- xi. Issuing announcements or video broadcasts informing customers to not shop in groups or to stay in the malls for more than three hours.

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(b) Measures related to common spaces

- i. Prohibiting the use of the tables located in food courts;
- ii. Prohibiting collective activities and promotion; the use of rest areas, playgrounds, cinemas, car wash stations, and valet services; eating in common areas; the use of wheelchairs; the use of smoking areas; and the use of baby high chairs;
- iii. Reducing the elevator capacity by 1/3;
- iv. Limiting the number of people in the shopping malls to 1 person per 10 m².

(c) Hygiene Measures in Shopping Malls

- i. Disinfecting the stairs, common area door handles, handrails and elevator buttons at least 3 times a day;
- ii. Placing informative signs about washing hands and mask use in the restrooms;
- iii. Providing single use towels and liquid soap in the restrooms;
- iv. Providing restroom faucets and soap dispensers with sensors, if possible;
- v. Prohibiting opening and closing of doors manually;
- vi. Using 1/10 Sodium Hypochlorite Cas No. 7681-52-9 in the water used when cleaning and disinfecting the restrooms.

(d) Measures Related to Air Conditioning and Ventilation

- i. Providing effective ventilation (the suggestions do not provide a definition of "effective ventilation", but there may be an argument that this criterion is met if the following points are met):
 - A. Regular filtering and testing of the ventilation system;
 - B. Ensuring the personnel performing filter replacements use N95 or FFFP2 masks, gloves and face shield;
 - C. Disposing of removed filters in double bags one within the other;
 - D. Increasing the frequency of cleaning air handling units;
 - E. Prohibiting the use of air conditioning systems other than central ventilation;
 - F. Providing ventilation 24/7;
 - G. Preventing individuals from walking or passing in areas where dirty air is released;
 - H. Ensuring personnel disinfect themselves after cleaning frequently used areas with soap and water.

(e) Measures for Retailers

- i. Hanging posters related to COVID-19 measures in workplaces;
- ii. Providing hand disinfectant in the workplace, checkouts and exits;
- iii. Ensuring their staff utilise masks;
- iv. Installing preventative measures, such as red tape and plastic cones, in front of the store entrances to prevent crowds in the workplace;
- v. Ensure the presence of maximum 1 person per 8 m², including personnel (e.g. if there are 2 employees in a 32 m² store, only 2 customers can be inside the store at the same time);
- vi. Taking social distance measures inside and outside of the workplace (store entrance) and placing signs on the floors with at least a 1 m distance;
- vii. Ensuring the customers use the changing rooms as quickly as possible;
- viii. Guiding customers not to use changing rooms more than 10 minutes each and not to remove their masks in the changing rooms; and ensuring that changing rooms are ventilated after each customer;
- ix. Ventilating the changing rooms by leaving the doors open when not in use;

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- x. In stores with more than 2 changing rooms, ensuring that customers alternate the changing room use (having customers use changing rooms numbers 1,3,5, then the next round of customers use changing rooms numbers 2,4,6);
- xi. Refrain from applying ultraviolet rays that are harmful to human health to products;
- xii. Prohibiting the trial of cosmetic products and perfumes;
- xiii. Encouraging contactless payment methods and avoiding cash;
- xiv. Cleaning the workplace daily;
- xv. Disinfecting frequently used areas after cleaning them with soap and water; and
- xvi. Disinfecting cash registers and tables with disinfectants containing at least 70% alcohol.

(f). Measures for Shopping Malls and Retailer Employees

- i. Providing hand sanitiser in the incoming goods area;
- ii. Reducing the number of employees in the goods acceptance department;
- iii. Prohibiting the spraying of disinfectants;
- iv. Complying with the measures for barbershops, hairdressers and beauty salons;
- v. Refraining from employing personnel with COVID-19 symptoms, diagnosis or contact for at least 14 days after diagnosis;
- vi. Isolating infected staff and directing them to health services;
- vii. Minimizing the number of staff members working at the same time;
- viii. Providing personnel with masks and mask replacements when these become damp or dirty;
- ix. Disinfecting hands while wearing new masks;
- x. Mall management must provide meals to employees;
- xi. Prohibit eating in groups;
- xii. Establishing a glass wall for security personnel, and if this is not possible, ensure security personnel comply with social distance requirements;
- xiii. Ensuring security personnel use personal protective equipment if in close contact (such as conducting body searches);
- xiv. Not requiring employees use gloves if there is no possibility of contamination with body fluids;
- xv. Providing trainings on the use of personal protective equipment and ensuring the uninterrupted use of these equipment;
- xvi. Ensuring employees throw gloves and masks in double bags one within the other while disposing of them, and disinfect their face shields and goggles with at least 70% alcohol;
- xvii. Ensuring that the cleaning staff use medical masks and gloves.

INTERNAL AND EXTERNAL REFERENCES

Cosmopolitan Mall Makeni-Kafue Road Lusaka, and Manda Hill Shopping Centre-Great East Road Lusaka. The following online resources were used.

1. <https://www.nst.com.my/news/nation/2020/05/593904/covid-19-sop-issued-all-retailers-operating-during-hari-raya>
2. Covid-19 SOP issued to all retailers operating during Hari Raya, By Dawn Chan – May 19, 2020
3. DR MOY FOONG MING-Professor in Epidemiology, Department of Social and Preventive Medicine, Faculty of Medicine, University Malaya
<https://www.thestar.com.my/opinion/letters/2020/04/11/sops-for-our-supermarkets>
4. <https://www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevention-risks/how-put-remove-clean-non-medical-masks-face-coverings.html# How to put>
5. <https://www.retailcouncil.org/coronavirus-info-for-retailers/covid-19-health-and-safety-resources/>

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6. <https://www.agriculture.pa.gov/Documents/Food%20Production%20Procedures%20for%20Sanitization%20and%20Diagnosed%20Employees.pdf>
7. Pennsylvania Department of Agriculture
<https://www.agriculture.pa.gov/Documents/Food%20Production%20Procedures%20for%20Sanitization%20and%20Diagnosed%20Employees.pdf>

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APPENDIX I1: RETAIL SUBSECTORS

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 Property Management Companies and Retail Sectors staff and indeed all supply chain players and the general public from the COVID-19 pandemic. The checklist below could be used by other sectors in a customised way to suit their operations and enable businesses to operate and reopen fully.

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 staff register records e) Maintain employee shift register		✓			Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Various tenant businesses House/resident tenants	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives Internal communication Staff assigned to the task
2. 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				✓	Managers of Properties, Centre Managers Resident tenants, tenant businesses HR Staff/Managers	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives HR Managers
3. Resident families, Tenant Business staff, Property Staff Personal Hygiene a) Regular handwashing b) Hand sanitisation. c) How, when, and where to sanitise clearly accessible and marked	✓	✓			Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives

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d) Hand sanitiser at designated areas/stations/tables e) Sanitise on reporting, entering premises, during and on leaving premises					Managers of Shopping Malls, and Residence tenant representatives Staff	
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Purchasing and Safety Managers, operations	Internal communication Among Property and tenant Business Managers
5. PPEs supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Purchasing and Safety Managers, operations	Property/tenant business Managers
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 from all business tenants or residents Restaurants, Bars managers, within the Mall All tenant Businesses based on Internal communication
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) Common use telephones h) Counters, elevators, rails i) Kitchens j) Cutlery, utensils k) Equipment	✓	✓			Safety Managers and HR, Housekeeping, Operations Management	Internal communication Cleaning companies Supervisors

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8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services c) F&B suppliers, vegetables, fruits etc		✓			Purchasing/ Procurement Managers	Restaurant/ Bar Owners, and Staff assigned Supervisor/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, Shop Mangers Resident tenants Business tenant	Internal communication Property Managers Centre managers (Malls), Internal communication Staff assigned to the task
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, Patrons, visitors, travellers
11. Management Team Communication with a) Staff b) Tenant businesses c) Suppliers d) Distributors e) Customer/clients/visitors f) Community representatives/public health team on COVID-19 from MoH			✓		Supervisor, Owners with HR and Communication	Internal Communication
12. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, Centre Managers, HR Managers
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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V. Private Medical Care

A. SOP for COVID-19 mitigation measures for Private Medical Care

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The purpose of this SOP is to provide guidance on COVID-19 prevention in a Private Medical Care setting.

INTRODUCTION

COVID-19 is a respiratory illness caused by a new virus called SARS-CoV-2. The WHO International Health Regulations Emergency Committee declared the outbreak a public health emergency of international concern on 30 January, 2020. The first case in Zambia was detected on 16 March 2020 and on 24 March 2020, the President of the Republic of Zambia gave his first statement on the pandemic and announced measures to reduce the spread of COVID-19 in Zambian communities.

By the nature of its operations and services, a hospital is at a remarkable risk of the spread of COVID-19. Therefore, it is critically important for hospitals to implement procedures that minimise this risk. This SOP aims to provide considerations for private medical services to prevent the rapid spread of COVID-19 in in-patient and out-patient care settings.

SCOPE

This SOP focuses primarily on prevention measures to be taken in private medical care facilities to reduce the spread of COVID-19. The measures described in this SOP apply to all classes of health facilities as defined by the Health Professions Council of Zambia (HPCZ) unless otherwise specified.

DEFINITIONS

In-patient	A patient who lives in a hospital while under treatment
Out-patient:	A patient who attends a hospital for treatment without staying there overnight
Suspected case	a. A patient with an acute respiratory illness (fever and at least one sign/symptom of respiratory disease (e.g. cough, shortness of breath), AND a history of travel to or residence in a country/area or territory reporting local transmission of COVID-19 disease during the 14 days prior to symptom onset;

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	<p>OR</p> <p>b. A patient with any acute respiratory illness AND having been in contact with a confirmed or probable COVID-19 case in the last 14 days prior to onset of symptoms;</p> <p>OR</p> <p>c. A patient with a severe acute respiratory infection (fever and at least one sign/symptoms of respiratory disease (e.g. cough, shortness of breath) AND no other etiology that fully explains the clinical presentation.</p>
Probable Case	A suspected or probable case for whom testing for COVID-19 is inconclusive or is tested positive using a pan-coronavirus assay and without laboratory evidence of other respiratory pathogens.
Confirmed Case	A person with laboratory confirmation of COVID-19 infection, irrespective of clinical signs and symptoms.
Health Care Worker	All paid and unpaid persons serving in healthcare settings who have the potential for direct or indirect exposure to patients or their infectious secretions and materials (e.g., doctors, nurses, pharmacists, physiotherapists, laboratory workers, facility or maintenance workers, clinical trainees, volunteers etc.).
PPE	Personal Protective Equipment is specialised clothing or equipment worn by an employee for protection against infectious materials.
IPC	Infection prevention and control is a scientific approach and practical solution designed to prevent harm caused by infection to patients and health workers. It is grounded in infectious diseases, epidemiology, social science and health system strengthening. IPC occupies a unique position in the field of patient safety and quality universal health coverage since it is relevant to health workers and patients at every single health-care encounter.
Isolation	Separates sick people with a contagious disease from people who are not sick.
Quarantine	Separates and restricts the movement of people who were exposed to a contagious disease with the objective of monitoring symptoms and early detection of cases.
Clean	Cleaning refers to the removal of dirt and impurities, including germs, from surfaces. Cleaning alone does not kill germs. But by removing the germs, it decreases their number and therefore any risk of spreading infection. Cleaning is an essential first step in any disinfection process.
Disinfection	Disinfection works by using chemicals. This process does not necessarily clean dirty surfaces or remove germs. But by killing germs remaining on a surface after cleaning further reduces any risk of spreading infection.
Triage	Triage is a system of identifying high, medium, and low risk patients and prioritizing care based on this risk.
Classification of Health Facility	As per definition by the Health Professions Council of Zambia (A-E).

PROCEDURES

The management of patients during the COVID-19 pandemic requires that patients who are not infected with COVID-19 are protected from the disease. In this setting, it is critically important that

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patients suspected or probably infected with COVID-19 are identified promptly and measures taken to isolate such patients. It is also critically important that diagnosis of COVID-19 is confirmed promptly to allow for appropriate management and transfer to a COVID-19 treatment center.

Private health facilities need to follow guidance contained in the MoH guidelines on Active Screening of COVID-19 in Health facilities. In brief, the implementation strategy categories testing priority into 3 priorities i.e. Testing Priority 1: addresses COVID-19 testing for inpatient, testing priority 2: addresses COVID-19 testing for any fatality with a respiratory cause of death and testing priority 3: addresses a triage system to screen at the facilities entry point.

A. General Measures

1. Place posters with information on COVID-19 (including respiratory hygiene, hand sanitization, physical distancing etc.)
2. Place hand hygiene stations in several strategic areas in the facility to enable all to wash hands frequently. Use hands-free water and soap dispensers where possible.
3. Display the proper handwashing technique at the handwashing stations (see figure below)

Handwashing Technique



4. Place automated hand sanitiser in triage area, corridors, wards and isolation areas.
5. Place stickers/marks on the floor that indicate 1-2 m distancing and also place marks on benches in waiting areas to denote 1-2 m between individuals.
6. Designate a core team or teams who will specifically attended to COVID-19 cases.
 - a. A core team should include a member of the hospital management, the hospital infection control team, an infectious disease expert, and if applicable, experts representing the intensive care unit (ICU) and emergency room (ER).
 - b. Establish a backup for each of the roles.
 - c. Generate a list with the contact details of the core team and backups and ensure it is up to date and easily accessible.

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- d. Briefly and concisely document all roles and responsibilities of the core team and maintain centrally.
 - e. Core team members should be informed of, and trained in, their roles and responsibilities; maintain a contact list and documentation centrally for easy accessibility.
 - f. Designate a place where the core team can meet regularly (optional).
 - g. Provide adequate meeting facilities for the core team (e.g. meeting rooms, computers, projectors, boards, phones for teleconference, office supplies) – (optional).
 - h. Develop a procedure to keep track and control of documentation (e.g. procedures, meeting notes, training materials, etc. (optional).
 - i. Develop a mechanism to keep documentation updated and staff informed on where to find information.
7. Develop an inventory system to track usage and functionality of equipment and supplies used in the COVID-19 response at the facility:
 - a. Develop a procurement procedure which can be activated on short notice to acquire the necessary materials and supplies.
 - b. Identify alternative suppliers if main suppliers should run out of stock (especially for personal protective equipment (PPE)).
 - c. Maintain buffer stock of key supplies (e.g. for hand and respiratory hygiene, PPE, isolation, ICU supplies, mechanical respirators etc.)
 - d. Develop and/or implement a stock inventory procedure to monitor and regularly update the inventory.
 - e. Develop a plan to track and maintain custody of key supplies (e.g. PPE, ventilators, cleaning and disinfection material, alcohol solution, etc.) to avoid misuse, overuse or theft.
 8. Develop daily checklists to monitor infection prevention and control (IPC) in the health facility specifically in designated COVID-19 management areas i.e. triage area, isolation area, ICU, bathrooms, corridors etc.
 9. Reception of Patients and Visitors – IPC measures to be initiated upon arrival i.e. ensure they have a face mask, wash hands with soap or sanitise with 60% alcohol before entering the triage station.
 10. Triage station: The institution should set up a station where all patients are screened. Complete a screen questionnaire that enables categorization into non-COVID-19 patient, suspect case, probable case and confirmed case.
 11. Isolation area(s): Highly recommended that the institution designates and clearly labels an area or multiple areas within the facility that can be used to isolate cases as they are evaluated.
 12. Train the core team and other health care workers on COVID-19 prevention related procedures e.g. *Curriculum on COVID-19 Training for Health Workers: Preparedness and Response*(7)

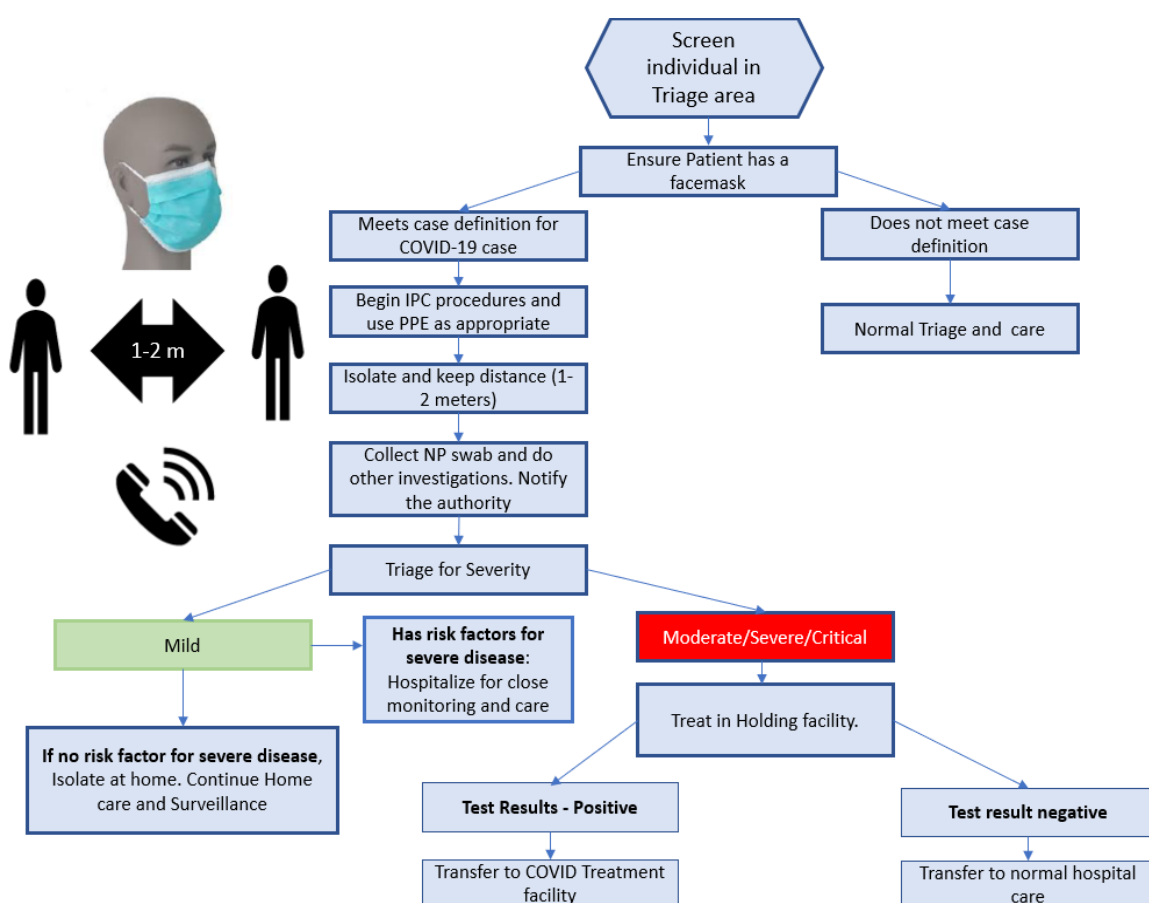
B. Screening and triage refers to the processes of identifying patients with suspected, probable or confirmed COVID-19 so they can be properly and immediately cared for. Screening and triage also limits the spread of disease.

1. If possible initiate screening before the patient arrives at your facility over the phone.

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2. All health care workers and first responders **MUST** be aware of the screening method and case definition. They should also know how to protect themselves from the virus.
 - a. If the patient is a suspected case or has respiratory symptoms, emergency medical personnel should call the hospital before the patient arrives at the facility.
3. Three steps in screening protocol:
 - a. **IDENTIFY** suspected cases by asking patients about their recent travel, contact with COVID-19 patients, and symptoms.
 - b. **ISOLATE** the patient who may be a suspected case from other patients.
 - c. **INFORM** the person in charge of facilitating correct precautions and testing within the facility i.e. the lead for the core team for COVID-19 management.

Figure: Triage – Patient flow Through Heath Facility



- **NP – Nasopharyngeal swab**
- **Authority – facility in charge, District Health Office (DHO) and Zambia National Public Health Institute (ZNPHI)**

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The procedures below detail steps to prevent COVID-19 spread in in-patient facilities i.e. class A facilities settings, and may be applicable in other facility settings. These guidelines have been adapted from CDC interim guidance on Infection Prevention and Control Recommendations for Healthcare Personnel During the Coronavirus Disease (6) and other sources.

C. Patient Placement

1. For patients with COVID-19 or other respiratory infections, evaluate the need for hospitalization. If hospitalization is not medically necessary (i.e. mild disease without risk factors for severe disease), home care is preferable if the individual's situation allows.
2. If admitted, place a patient with suspected, probable or confirmed COVID-19 infection in a single-person room with the door closed. The patient should have a dedicated bathroom. Personnel entering the room should use PPE as described in the section below.
3. If isolation in a single room is not possible, group patients suspected of the virus together, isolated from the rest of the population.
4. Prompt arrangements must be made to transfer confirmed COVID-19 patients who require admission to a COVID-19 treatment facility.
5. As a measure to limit health care worker exposure and conserve PPE, facilities should consider designating entire units within the facility to a core team to care for patients with suspected, probable or confirmed SARS-CoV-2 infection.
 - a. Facility management needs to determine how staffing needs will be met as the number of patients with suspected, probable or confirmed SARS-CoV-2 infection increases and if health care workers become ill and are excluded from work.
 - b. It might not be possible to distinguish patients who have COVID-19 from patients with other respiratory viruses. As such, patients with different respiratory pathogens might be admitted on the same unit. However, only patients with the same respiratory pathogen may be housed in the same room e.g. a patient with COVID-19 should ideally not be housed in the same room as a patient with an undiagnosed respiratory infection or a respiratory infection caused by a different pathogen.
6. To the extent possible, a patient with suspected, probable or confirmed COVID-19 infection should be housed in the same room for the duration of their stay in the facility (e.g., minimise room transfers).
7. Limit transport and movement of the patient outside of the room to medically essential purposes.
8. Whenever possible, perform procedures/tests in the patient's room.
9. Consider providing portable X-ray equipment in patient cohort areas to reduce the need for patient transport.
10. Communicate information about patients with suspected, probable or confirmed SARS-CoV-2 infection to appropriate personnel before transferring them to other departments in the facility (e.g., radiology) and to other healthcare facilities.

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11. Patients should wear a face mask or cloth face covering to contain secretions during transport.
12. Once the patient has been discharged or transferred, health care workers should refrain from entering the vacated room until sufficient time has elapsed for enough air changes to remove potentially infectious particles. After this time has elapsed, the room should undergo appropriate cleaning and surface disinfection before it is returned to routine use.

D. Manage Visitor Access and Movement Within the Facility

1. Limit visitors to the facility to only those essential for patient's physical or emotional well-being and care (e.g., care partner, parent).
2. Encourage use of alternative mechanisms for patient and visitor interactions such as video-call applications on cell phones or tablets.
3. If visitation of patients with COVID-19 infection occurs, visits should be scheduled and controlled to allow for the following:
 - a. Facilities should evaluate risk to the health of the visitor (e.g., visitor might have underlying illness putting them at higher risk for COVID-19) and ability to comply with precautions.
 - b. Facilities should provide instruction, before visitors enter patients' rooms, on hand hygiene, limiting surfaces touched, and use of PPE according to current facility policy while in the patient's room.
 - c. Visitors should not be present during an aerosol generating procedure or other procedures.
 - d. Visitors should be instructed to only visit their patient's room. They should not go to other locations in the facility.

E. Consider if elective procedures, surgeries, and non-urgent outpatient visits should be postponed in certain circumstances.

1. Facilities must balance the need to provide necessary services while minimizing risks to patients and health care workers.
2. Facilities should consider the potential for patient harm if care is deferred when making decisions about providing elective procedures, surgeries, and non-urgent out-patient visits.
3. Implement e-Health services (i.e. healthcare services provided electronically via the Internet) particularly for patients with chronic disease conditions and who are stable.
4. Implement drug delivery services (e.g. via courier services or facility arranged delivery mechanism) to enable patients to access their drugs without physically going to the health facility.

F. Optimise the Use of Engineering Controls and Indoor Air Quality

1. Optimise the use of engineering controls to reduce or eliminate exposures by shielding health care workers and other patients from infected individuals. Examples of engineering controls include:
 - a. Physical barriers and dedicated pathways to guide symptomatic patients through triage areas.
 - b. Remote triage facilities for patient intake areas.
 - c. If climate permits, outdoor assessment and triage stations for patients with respiratory symptoms.
 - d. Vacuum shrouds for surgical procedures likely to generate aerosols.

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- e. Reassess the use of open bay recovery areas.
- 2. Explore options to improve indoor air quality in all shared spaces.
 - a. Optimise air-handling systems (ensuring appropriate directionality, filtration, exchange rate, proper installation, and up to date maintenance).
 - b. Consider the addition of portable solutions (e.g., portable HEPA filtration units) to augment air quality in areas when permanent air-handling systems are not a feasible option.

G. Infection Prevention Control in In-patient Ward

1. Environmental infection control

- a. Dedicated medical equipment should be used when caring for patients with suspected, probable or confirmed SARS-CoV-2 infection.
- b. All non-dedicated, non-disposable medical equipment used for patient care should be cleaned and disinfected according to manufacturer's instructions and facility policies.
- c. Ensure that environmental cleaning and disinfection procedures are followed consistently and correctly.
- d. Routine cleaning and disinfection procedures are appropriate for SARS-CoV-2 in healthcare settings, including those patient-care areas in which aerosol generating procedures are performed. It is recommended to reference WHO guidance on "*Cleaning and disinfection of environmental surfaces in the context of COVID-19*"(8).
- e. Medical waste (trash) coming from wards treating suspected, probable or confirmed COVID-19 patients is no different than waste coming from wards without COVID-19 patients. The management of laundry, food service utensils, and medical waste should be performed in accordance with routine procedures.

2. Implement universal source control measures

- a. Patients and visitors should, ideally, wear their own cloth face covering (if tolerated) upon arrival to and throughout their stay in the facility. If they do not have a face covering, they should be offered a face mask or cloth face covering, as supplies allow.
 - iii. Patients may remove their cloth face covering when in their rooms but should put it back on when around others (e.g., when visitors enter their room) or leaving their room.
 - iv. Face masks and cloth face coverings should not be placed on young children under the age of 2, anyone who has trouble breathing, or anyone who is unconscious, incapacitated or otherwise unable to remove the mask without assistance.
- b. Health care workers should wear a face mask at all times while they are in the healthcare facility, **including in breakrooms or other spaces where they might encounter co-workers.**
- c. When available, face masks are preferred over cloth face coverings for health care workers as face masks offer both source control and protection for the wearer against exposure to splashes and sprays of infectious material from others.

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- i. Cloth face coverings should NOT be worn instead of a respirator or face mask if more than source control is needed.
- d. To reduce the number of times HCW must touch their face and potential risk for self-contamination, HCW should consider continuing to wear the same respirator or face mask throughout their entire work shift, instead of intermittently switching back to their cloth face covering.
 - i. Respirators with an exhalation valve are not recommended for source control, as they allow unfiltered exhaled breath to escape.
- e. Health care workers should remove their respirator or face mask, perform hand hygiene, and put on their cloth face covering when leaving the facility at the end of their shift.
- f. Educate patients, visitors, and HCW about the importance of performing hand hygiene immediately before and after any contact with their face mask or cloth face covering.

3. Hand hygiene

- a. Health care workers should perform hand hygiene before and after all patient contact, contact with potentially infectious material, and before putting on and after removing PPE, including gloves. Hand hygiene after removing PPE is particularly important to remove any pathogens that might have been transferred to bare hands during the removal process.
- b. Health care workers should perform hand hygiene by using alcohol-based hand sanitiser with at least 60-95% alcohol or washing hands with soap and water for at least 20 seconds.
- c. If hands are visibly soiled, use soap and water before returning to alcohol-based hand sanitiser.
- d. Private healthcare facilities should ensure that hand hygiene supplies are readily available to all personnel in every care location.

4. Encourage physical distancing

- a. When possible HCW should maintain physical distancing i.e. 1 – 2 m from other people or patients.
- b. Examples of how physical distancing can be implemented for patients include:
 - i. Limiting visitors to the facility to those essential for the patient's physical or emotional well-being and care (e.g., care partner, parent).
 - ii. Encourage use of alternative mechanisms for patient and visitor interactions such as video-call applications on cell phones or tablets.
 - iii. Scheduling appointments to limit the number of patients in waiting rooms.
 - iv. Arranging seating in waiting rooms so patients can sit at least 1 – 2 m apart.
- c. Examples of how physical distancing can be implemented for health care workers include:
 - i. Reminding health care workers that the potential for exposure to SARS-CoV-2 is not limited to direct patient care interactions.

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- ii. Emphasizing the importance of source control and physical distancing in non-patient care areas.
- iii. Providing family meeting areas where all individuals (e.g., visitors, health care workers) can remain at least 1-2 m apart from each other.
- iv. Designating areas for health care workers to take breaks, eat, and drink that allow them to remain at least 1-2 m apart from each other, especially when they must be unmasked.

5. Collection of diagnostic respiratory specimens

When collecting a diagnostic respiratory specimen (e.g., nasopharyngeal or nasal swab) from a patient with possible SARS-CoV-2 infection, the following should occur:

- a. Specimen collection should be performed in a normal examination room with the door closed.
- b. Health care workers in the room should wear PPE consisting of gloves, gown, a fit-tested particulate respirator (N95 respirator or equivalent or higher-level respirator (or face mask if a respirator is not available), and eye protection (goggles or face shield).
- c. If respirators are not readily available, they should be prioritised for other procedures at higher risk for producing infectious aerosols (e.g., intubation), instead of for collecting diagnostic respiratory specimens.
- d. The number of health care workers present during the procedure should be limited to only those essential for patient care and procedure support. Visitors should not be present for specimen collection.
- e. Clean and disinfect procedure room surfaces promptly once procedure is completed.

6. Process to respond to SARS-CoV-2 exposures among HCW and others

- a. Healthcare facilities should notify DHO and ZNPHI about suspected, probable or confirmed cases of SARS-CoV-2 infection.
- b. Precautionary measures described above should be taken to prevent potential exposure of SARS-CoV-2 to others in the facility.
- c. Develop a plan, in consultation with ZNPHI, for how exposures in a healthcare facility will be investigated and managed and how contact tracing will be performed. The plan should address the following:
 - i. Who is responsible for identifying contacts (e.g., Health care workers, patients, visitors) and notifying potentially exposed individuals?
 - ii. How will such notifications occur?
 - iii. What actions and follow-up are recommended for those who were exposed?
- d. Contact tracing should be carried out in a way that protects the confidentiality of affected individuals. Health care workers and patients who are currently admitted to the facility or were transferred to another healthcare facility should be prioritised for notification.
- e. Healthcare facilities must be prepared for potential staffing shortages and have plans and processes in place to mitigate these, including providing resources to assist health care workers with anxiety and stress.

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7. Overview of PPE and its use in the health facility

Personal protective equipment is designed to protect the wearer's skin, eyes, mucous membranes, airways and clothing from coming into contact with infectious agents. Mucous membranes and skin with compromised integrity are portals of entry that are highly susceptible to infectious agents such as COVID-19. It is important to note that the use of PPE is not a substitute for proper infection prevention and control practice. For example, the use of gloves is not a substitute for hand hygiene.

Health care workers who work with COVID-19 patients must be proficient in donning (putting on) and doffing (taking off) PPE and this requires specific training. PPE is recommended in the care and management of suspected, probable or confirmed cases of COVID-19.

8. Who should wear protective clothing?

Select which PPE items to wear based on this assessment:






- a. Patients with suspect or confirmed COVID-19 infection should wear a face mask when being evaluated medically.
- b. Healthcare workers: All doctors, nurses, and health workers who work in COVID-19 treatment centers must be proficient in donning and doffing PPE and this requires specific training.
- c. All support staff who clean the isolation room, handle contaminated supplies and equipment, launder re-usable supplies, and collect and dispose of infectious waste from COVID-19 patients should wear gowns, gloves, and face masks while working in the treatment center.
- d. All laboratory staff who handle patient specimens and body fluids from suspected; probable COVID-19 cases should have complete PPEs (gown, gloves, N95, and face shield) on while performing their official duties.
- e. Laboratory support staff who clean and disinfect laboratory equipment used to test COVID-19 specimens should have complete PPEs on gown, gloves, N95, and face shield) on while performing their official duties.
- f. Safe burial teams who remove bodies of deceased COVID-19 patients and prepare them for burial (gown, gloves, N95, and face shield).

Risk assessment is critical for all activities, i.e. assess each health care activity and determine the PPE that is needed for adequate protection.






The choice and combination of PPE ensemble to be worn in dealing with COVID-19 patients should be based on a careful risk assessment that considers risk of exposure and extent of contact anticipated with blood, body fluids, respiratory droplets, and/or open skin. The PPE is to be worn systematically.

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Personal Protective Equipment (PPE) and Use

PPE	Characteristics and how to use it
<p>Eye Protection (goggles or face shield)</p> 	<ul style="list-style-type: none"> Used to adequately protect the health care workers' conjunctival mucous membranes from splashes. Goggles should be preferably used for high-risk situations. Normal reading glasses are not acceptable as PPE for eye protection so a face shield with anti-fog should be worn over the glasses or goggles big enough to cover the glasses. Goggles must fit comfortably and securely; each person should have his/her own goggles/face shield with personal names on them. Condensation of the goggles can be a major problem: it impairs the user's vision and is dangerous but can be minimised by anti-fog spray.
<p>Mouth and Nose Protection (Surgical face mask)</p> 	<ul style="list-style-type: none"> Health care workers must cover the mouth and nose to avoid body fluid splashes and droplet spread. Medical-surgical mask should be fluid-resistant with structured design that does not collapse against the mouth.
<p>Respiratory Protection (N95)</p> 	<ul style="list-style-type: none"> The respirator protects from the inhalation of droplets and particles. Given that the fitting of different types of respirator will vary for each user, the respirator will require a fitting test in order to find the best match of PPE to user. A respirator should always be used when performing aerosol-generating procedures in a COVID-19 patient.
<p>Gloves</p> 	<ul style="list-style-type: none"> Correctly sized latex or nitrile examination gloves should be used to protect hands against both direct and indirect contact. A new pair of gloves should be used for each patient. Remember that for invasive procedures you need sterile gloves. DO NOT touch eyes, nose or mouth areas with gloved hands.
<p>Body Protection</p> 	<ul style="list-style-type: none"> Long-sleeved water-resistant gowns should be used. This PPE does not need to be sterile, unless used in a sterile environment (e.g. operating room). If water-resistant gowns are not available, single-use plastic aprons can be used on top of the non-water-resistant gowns to prevent body contamination.
<p>Apron</p>	<ul style="list-style-type: none"> When the risk of splashes from patient's vomiting, diarrhea or bleeding is high, aprons should be worn over the gown or coverall because fluid-proof aprons provide extra protection of the front part of the body and is easier to replace than a soiled gown or coverall. Disposable aprons should be used.

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<p>Protective Body Wear (Coverall and Bunny suits)</p> 	<ul style="list-style-type: none"> ▪ Disposable coverall or bunny suit made of fabric that is tested for resistance to penetration by blood or body fluids or blood borne pathogens should be worn over scrubs. ▪ This should only be used when there is a risk that the environment is highly contaminated and there will be very close contact with the patient.
<p>Foot Wear</p> 	<ul style="list-style-type: none"> ▪ Rubber or gum boots are preferred over closed shoes because they are fluid-proof, easier to clean and disinfect. ▪ They provide optimal protection from splashes/wetness and protect from sharp injuries. ▪ If not available, then wear closed shoes with disposable impermeable shoe covers. ▪ Boots should also be cleaned to remove gross contamination and then disinfected prior to re-use.
<p>Head Cover</p> 	<p>The purpose of head covers is to protect the skin and hair from virus contamination with subsequent unrecognised transmission to the mucosa of the eyes, nose or mouth.</p>
<p>Heavy Duty Rubber Gloves</p> 	<ul style="list-style-type: none"> ▪ Cleaners, laundry workers and healthcare workers when handling infectious waste (i.e. solid waste or any secretion or excretion of with visible blood) should wear heavy duty rubber gloves over nitrile gloves. ▪ Movement of human remains or performing environmental cleaning activities.
<ul style="list-style-type: none"> ▪ Before exiting the isolation area, carefully remove PPE and dispose in waste containers in a designated doffing area. ▪ Do not recycle any single-use PPE. ▪ Remove PPE under supervision of a trained buddy. ▪ Avoid any contact with soiled items and areas of the face or skin. ▪ Place reusable equipment in bin for decontamination. 	

9. Use PPE when caring for patients with confirmed or suspected/ probable COVID-19.

Before caring for patients with confirmed or suspected or probable COVID-19, healthcare personnel must:

- Receive comprehensive training on when and what PPE is necessary, how to don and doff PPE, limitations of PPE, and proper care, maintenance, and disposal of PPE.
- Demonstrate competency in performing appropriate infection control practices and procedures.

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10. Donning (putting on the gear):

More than one donning method may be acceptable. Training and practice using your healthcare facility's procedure is critical. Below is one example of donning.

- a. **Identify and gather the proper PPE to don.** Ensure choice of gown size is correct (based on training).
- b. **Perform hand hygiene using hand sanitiser.**
- c. **Put on isolation gown.** Tie all of the ties on the gown. Assistance may be needed by another health care workers .
- d. **Put on NIOSH-approved N95 filtering facepiece respirator or higher (use a face mask if a respirator is not available).** If the respirator has a nosepiece, it should be fitted to the nose with both hands, not bent or tented. Do not pinch the nosepiece with one hand. Respirator/face mask should be extended under chin. Both your mouth and nose should be protected. Do not wear respirator/face mask under your chin or store in scrubs pocket between patients.*
 - i. **Respirator:** Respirator straps should be placed on crown of head (top strap) and base of neck (bottom strap). Perform a user seal check each time you put on the respirator.
 - ii. **Face mask:** Mask ties should be secured on crown of head (top tie) and base of neck (bottom tie). If mask has loops, hook them appropriately around your ears.
- e. **Put on face shield or goggles.** When wearing an N95 respirator or half facepiece elastomeric respirator, select the proper eye protection to ensure that the respirator does not interfere with the correct positioning of the eye protection, and the eye protection does not affect the fit or seal of the respirator. Face shields provide full face coverage. Goggles also provide excellent protection for eyes, but fogging is common.
- f. **Put on gloves.** Gloves should cover the cuff (wrist) of the gown.
- g. **Health care workers may now enter patient room.**

11. Doffing (taking off the gear):

More than one doffing method may be acceptable. Training and practice using your healthcare facility's procedure is critical. Below is one example of doffing.

- a) **Remove gloves.** Ensure glove removal does not cause additional contamination of hands. Gloves can be removed using more than one technique (e.g., glove-in-glove or bird beak).
- b) **Remove gown.** Untie all ties (or unsnap all buttons). Some gown ties can be broken rather than untied. Do so in gentle manner, avoiding a forceful movement. Reach up to the shoulders and carefully pull gown down and away from the body. Rolling the gown down is an acceptable approach. Dispose in trash receptacle. *
- c) **Health care workers may now exit patient room.**
- d) **Perform hand hygiene.**
- e) **Remove face shield or goggles.** Carefully remove face shield or goggles by grabbing the strap and pulling upwards and away from head. Do not touch the front of face shield or goggles.
- f) **Remove and discard respirator (or face mask if used instead of respirator).*** Do not touch the front of the respirator or face mask.
 - a. **Respirator:** Remove the bottom strap by touching only the strap and bring it carefully over the head. Grasp the top strap and bring it carefully over the head,

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and then pull the respirator away from the face without touching the front of the respirator.

- b. Face mask: Carefully untie (or unhook from the ears) and pull away from face without touching the front.

Perform hand hygiene after removing the respirator/face mask and before putting it on again if your workplace is practicing reuse.

**Facilities implementing reuse or extended use of PPE will need to adjust their donning and doffing procedures to accommodate those practices.*

REFERENCES

1. MoH. Zambia_Interim Clinical Guidance for Management of Patients with Coronavirus Disease 2019 (COVID-19). April 2020.
2. CDC. Guidance for the Selection and Use of Personal Protective Equipment (PPE) in Healthcare Settings 2020 [Available from: <https://www.cdc.gov/hai/pdfs/ppe/ppeslides6-29-04.pdf>].
3. WHO. Infection Prevention and Control 2020 [Available from: <https://www.who.int/infection-prevention/about/ipc/en/>].
4. CDC. Quarantine and Isolation 2020 [Available from: <https://www.cdc.gov/quarantine/index.html>].
5. MoH. Zambia: Implementation Strategy – Active Screening for COVID-19 in Health Facilities.
6. ECDC. Checklist for hospitals preparing for the reception and care of coronavirus 2019 (COVID-19) patients [updated February 2020. Available from: <https://www.ecdc.europa.eu/sites/default/files/documents/covid-19-checklist-hospitals-preparing-reception-care-coronavirus-patients.pdf>].
7. COVID-19 Training for Health Workers: Preparedness and Response 2020 [Available from: <https://ready.csod.com/ui/lms-learning-details/app/curriculum/a27607b4-0265-492c-818b-c6d2c7c58d57>].
8. WHO. 15 May 2020 [Available from: <https://www.who.int/publications/i/item/cleaning-and-disinfection-of-environmental-surfaces-inthe-context-of-covid-19>].
9. CDC. Use Personal Protective Equipment (PPE) When Caring for Patients with Confirmed or Suspected COVID-19 2020 [updated 14 July 2020. Available from: https://www.cdc.gov/coronavirus/2019-ncov/downloads/A_FS_HCP_COVID19_PPE.pdf].

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APPENDIX J1: CHECKLIST FOR THE PRIVATE MEDICAL SECTOR

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

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a. Screening and Triage Protocol for patients b. Temperature checks (staff) c. Self-check procedures d. Oversight and management of symptoms among staff	✓	✓			-Dedicated Core team to manage COVID-19 -Health Care Workers - Collect data on employee illness, tracing activity and report to HR, HR Staff follow up with affected employees and families. - Collect data on inpatient and outpatient symptoms and tracing activities and when necessary, contacts	Hospital Management (CEO, HR management, matron or in-charge, departmental heads use internal communication Daily, weekly and hourly employee data is aggregated by HR and internal communication done to provide updates to all staff
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	Core Team Lead i.e. Hospital manager/CEO General Manager/CEO, Top Management Team	HR and Internal Communication

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3. Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Human Resource and Core team, Departmental heads	All employees All patrons, customers
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Purchasing and Safety Managers	Internal communication, Inventory database management and use of checklists to track PPE, IPC items and other consumables
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Core team, Safety managers HR Manager Operations Mangers	All employees
6. Enforcing Social and Physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing		✓			Department managers and HR Managers	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		✓			Safety Managers and HR, Housekeeping, General workers	Internal communication

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f) Paper work handling, copiers, faxes, (office machines)						
g) Workshop tools						
h) Trolleys and shopping baskets						
i) Common use telephone						
j) Tills, elevators, rails						
k) Kitchens						
8. Handling Deliveries/Supplies		✓			Purchasing Managers	HR and assigned employee
a) Trucks						
b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants						
9 Signage and Markings		✓			Hospital manager /Matron or hospital in charge, Departmental heads	Internal communication
a) Apply to visitors and delivery staff						
b) For staff on spacing floor marks						
c) Digital information on COVID-19 awareness						
d) Strategic information posters for public						
10. Emergency Phone Number		✓			Core Team, Safety Managers and HR	All employees
a) Family members						
b) First response						
c) Premises Reaction Health team phones						
d) COVID-19 MoH Hotlines						
11. Management Team Communication with			✓		Hospital managers, CEOs with HR and Communication Dept. or Public Relations	Department Manager
a) Staff						
b) Suppliers						
c) Distributors						
d) Customer/clients/visitors						
e) Community representatives/public health team on COVID-19 from MoH						
12. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	Hospital management, Department Managers

External References

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

Return to work Checklist template

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VI. Banking and Financial Services

A. SOP for COVID-19 mitigation measures for the banking sector

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The SOP for the prevention, containment and management of COVID-19 in the financial sector provides guidelines for all administrators on the approved steps that must be taken to prevent the spread of, and manage cases of COVID-19 within the financial services sector.

INTRODUCTION

The objectives of the SOP are to:

1. Help financial sector entities prevent the spread of COVID-19 among staff, customers, support staff and officials;
2. Provide considerations for the isolation of suspected cases of COVID-19;
3. Help financial sector entities to understand the protocol to be followed should a case of COVID-19 be suspected or identified.

SCOPE

This SOP applies to:

1. Commercial Banks: front and back office, and ATMs and other financial transaction equipment
2. Other financial institutions

DEFINITIONS

Acronyms

SOP	Standard Operating Procedure
MoH	Ministry of Health
CDC	Centre for Disease Control
GRZ	Government of the Republic of Zambia
ATM	Automated Teller Machine
POS	Point of Sale
APP	Application

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Definitions

ATM	An automated teller machine is an electronic banking outlet that allows customers to complete basic transactions without the aid of a branch representative or teller.
Bank Hall	The front-end of the bank, where customers and bank staff interface.
Back Office	The back-end of the bank, where bank staff carryout operations to facilitate service delivery to clients.
POS	A point-of-sale terminal is a hardware system for processing card payments at retail locations
Customer	A visitor to the market, stall or a person that transacts with a hawker.

RESPONSIBILITIES

The Employer

- Ensuring that the workplace is safe, that employees are informed and the clients are kept safe.

Staff/Employees

- Following the COVID-19 guidelines and ensuring that the same level of client care is maintained, while safeguarding the clients' lives.

Service Providers (such as security company, cleaning company)

- Ensuring that services are delivered in a timely manner, with adherence to the COVID-19 guidelines.

Bank of Zambia

- Encourage financial institutions to use systems that promote social distancing and minimise human-to-human contact.

Government – Ministry of Health

- Updating information on COVID-19.

SPECIFIC PROCEDURE

Activities that involve meeting customers

SOPs	Details
Operating hours	According to the operating hours of the relevant financial services provider .
Customer attendance hours	According to the operating hours of the relevant financial services provider .
Staff capacity	100%
Reduce number of visitors – Mandatory	a) Limit the number of customers allowed into the premises at any time . b) Prepare a queue area outside the premises if it is safe. If possible, use a digital queue system. c) Social distancing of 1 m must be observed by all customers at all times. d) Place sanitisers in places which can be easily accessed by users. e) Every staff attending to a customer must wear a face mask.
Reduce number of visitors – Optional	a) Encourage customers to make appointments before visiting the premises. b) Encourage customers to use the online system and self-service terminals to carry out their business. c) If possible, reduce the need for customers to touch equipment in the premises such as the screen for the digital queue system and stationery. d) Remove/keep materials which cannot be easily cleaned, such as newspapers, magazine, leaflets from waiting areas.
Control entrance and exit doors – Mandatory	a) Use automatic doors or assign a staff to open the door. b) Prepare sanitiser near the entrance and exit doors for use by customers.

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	c) Display notice prohibiting customers who are unwell or have been exposed to a COVID-19 patient.
Control entrance and exit doors – Optional	a) If possible, prepare separate entrance and exit doors and clearly marked them.
Maintain cleanliness and social distancing when dealing at the counter – Mandatory	a) Ensure a distance of at least 1 m between the cashier and the customer. b) Cashier must avoid touching the customer's hand/ thumb when obtaining the customer's fingerprint. c) Avoid sharing the cashier's pen with the customer. Encourage the customer to use his/her own pen or provide a free pen for use at the counter. d) Prepare hand sanitiser at the counter for use by the customer especially after each use of the biometric reader device. e) Disinfect the counter surface after every transaction. f) If handling cash, clean hands with sanitiser after every transaction. g) Every staff member attending to a customer must wear a face mask.
Maintain cleanliness and social distancing when dealing at the counter – Optional	a) Prepare a special counter for transactions involving cash.

Use of Self-Service Terminals

SOPs	Details
Operating hours	According to the operating hours of the relevant financial services provider.
Customer attendance hours	According to the operating hours of the relevant financial services provider.
Staff capacity	100%
Control entrance and exit doors – Mandatory	In the premises of a financial institution: a) It is suggested that automatic doors be used or a staff member be assigned to open the door. b) Prepare sanitiser near the entrance and exit doors for use by customers. c) Display notice prohibiting customers who are unwell or have been exposed to a COVID-19 patient. In other premises: a) Display notice near the self-service terminal on what must be done if the customer is unwell or has been exposed to a COVID-19 patient. b) Disinfect the door regularly and depending on traffic.
Control entrance and exit doors – Optional	a) If possible, prepare separate entrance and exit doors and clearly mark them. b) Disinfect the door regularly and depending on traffic.
Reduce the number of visitors	In the premises of a financial institution: a) Limit the number of customers allowed into the premises at any time. b) Prepare a queue area outside the premises if it is safe. If possible, use a digital queue system. c) Social distancing of 1 m must be observed by all customers at all times. d) Encourage customers to use the online system to carry out their business. e) If possible, reduce the need for customers to touch equipment in the premises such as the screen for the digital queue system and stationery. f) Place sanitisers in places which can be easily accessed by users. g) Remove/keep materials which cannot be easily cleaned, such as newspapers, magazine, leaflets from waiting areas. In other premises: a) Provide information about keeping a safe distance between customers while using the self-service terminal.

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	<ul style="list-style-type: none"> b) Remind customers of the need to comply with the social distancing rules in effect, including by the owner of the premises while using the self-service terminal, if any. c) Consider relocating the self-service terminal to an area which is less crowded or shutting down the self-service terminal which is located in a confined area where social distancing cannot be practiced. d) Display a notice around the self-service terminal reminding customers to practice social distancing of at least 1 m.
Control of cleanliness	<p>In the premises of a financial institution:</p> <ul style="list-style-type: none"> a) Prepare sanitiser in the area of the self-service terminal and request customers to clean their hands using the sanitiser at least after each use of the self-service terminal. <p>In other premises:</p> <ul style="list-style-type: none"> a) Prepare sanitiser which is affixed to the wall for customers to clean their hands after using the self-service terminal. b) The owner of the self-service terminal must refill the sanitiser periodically. c) Reminder notices in the premises of a financial institution and in other premises. d) Display a notice reminding customers to clean their hands using the sanitiser at least after each use of the self-service terminal.

Internal operations of a financial institution

SOPs	Details
Operating hours	According to the operating hours of the relevant financial services provider.
Customer attendance hours	According to the operating hours of the relevant financial services provider.
Staff capacity	100%
Meeting between staff	<ul style="list-style-type: none"> a) Limit the number of attendees and avoid large gatherings (e.g. staff meetings, town hall, annual dinner and social and religious gathering). b) Limit the number of staff in public areas (e.g. meeting rooms, cafeteria and pantry) at any one time depending on the size of the area. c) Maintain a distance of at least 1 m between one another. d) If possible, consider other alternatives such as using video or tele-conferencing. Postpone meetings which are not important which require physical attendance.
Seating arrangement (work stations)	<ul style="list-style-type: none"> a) Check office layout and ensure that there is social distancing of at least 1 m between staff. For example, this can be achieved by placing partitions between staff and encouraging staff to work from home. b) If social distancing cannot be carried out, ensure that any interaction is carried out expeditiously. For example, less than 15 minutes. c) Minimise the need for staff to be close to each other at the beginning and end of operating hours or during change of shift. d) Display notice reminding staff to practice social distancing. e) Prepare hand sanitisers at appropriate and easily accessible places. f) Put away all unnecessary paper documents and restrict the exchange of physical documents to reduce risk of infection.

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Working outside (E.g. site visit)	<p>Staff are required to comply with the following requirements:</p> <ul style="list-style-type: none"> a) Wear PPE including face mask and gloves (where appropriate). b) Observe personal hygiene including avoiding touching the face. Use sanitiser or soap to clean hands. c) Maintain social distancing of at least 1 m from other people. d) If possible, limit face-to-face interaction to less than 15 minutes. e) Refrain from carrying on work outside if feeling unwell and having symptoms of COVID-19. f) Maintain a record of meetings for the purpose of tracing. Information which is collected must at least include the name, telephone number, date, place and time of meeting.
	<ul style="list-style-type: none"> a) Use your own stationery (which is provided by your employer) for any businesses including filling out documents. b) Financial institutions must provide necessary COVID-19 personal protective equipment for staff including mask and sanitisers.

At the ATM

1. Each bank should display ATM-use guidelines.
2. A wash-station or hand sanitiser should be placed next to each ATM.
3. The ATM security officer should be designated to ensure that customers follow COVID-19 protocols.
4. The armoured guard service partner should impose strict guidelines when replenishing off-premise ATMs.

Tips for using ATMs safely during COVID-19



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Handling cash

1. Sanitise or wash your hands before and after handling cash.
2. While money is sensitive and keeping it clean or sanitised is a challenge, it is recommended to temporarily take any potentially contaminated notes out of circulation, e.g. by placing all newly accepted notes into plastic bags and holding them in a designated area of the branch.

INTERNAL AND EXTERNAL REFERENCES

1. Government of Malaysia through SKRINE (English translation)
<https://www.skrine.com/insights/alerts/may-2020/covid-19-government-issues-sops-for-financial-serv>
2. FSD Zambia, available online at: <https://www.fsdzambia.org/covid-19-guidelines-for-savings-groups/>

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.

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APPENDIX K1: BANKS, NON-BANK FINANCIAL INSTITUTIONS, MOBILE MONEY AND MIOBILE FINANCIAL SERVICES

The COVID-19 threat has imposed a new way of carrying out business for banks, non-bank financial institutions, and managers (New Normal). This may 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 the customers, clients, employees and indeed the general public while the provisions of regulatory laws in the financial sector will still apply. 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		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile financial services	Manager/Safety Managers/Supervisors Branch Manager/ Mobile Money Company Managers
2.0 Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedures from the banks c) Stagger the shifts to avoid crossing-contamination among staff d) Communicate to the public through media about the cases of COVID-19				✓	Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
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/receptions areas d) Reporting, entering premises, during and on leaving work premises	✓				Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors

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4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
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/ booth counters Common-use counters within premises Queuing for services 	✓	✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors All employees
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) 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	✓	✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors

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I) After maintenance works						
8. Handling Deliveries/service Supplier/Bulk cash in transit		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
a) Any courier or suppliers to the bank, service centre of stationery, materials, food and water						
b) Security company						
9 Signage and Markings		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
a) Apply to customers/and bank/mobile money 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						
10. Emergency Phone Number		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
a) Family members of staff						
b) First response (next of kin)						
c) Premises reaction health team phones						
d) COVID-19 MoH Hotlines						
11. Management Team Communication with			✓		Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
a) Staff						
b) Suppliers						
c) Distributors						
d) Customers/clients/visitors						
e) Community representatives/public health team on COVID-19 from MoH						
12. Remote Work Staff Policies or Staff Working from Home		✓			Bank, Branch Managers, Mobile Money Managers, Insurance vendors/Safety Supervisors of mobile	Internal Communication Branch Managers, Players in mobile Money and financial services including insurance vendors
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-MoH Hotlines						

External References

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

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VII. Education

A. SOP for COVID-19 mitigation measures for Schools and School Communities

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

The standard operating procedure for the mitigation of COVID-19 in schools and school communities provides guidelines to prevent the spread of, and manage cases of COVID-19 discovered at places of learning such as schools, colleges, universities and child care facilities.

INTRODUCTION

Today, children and young people are global citizens, powerful agents of change and the next generation of caregivers, scientists, and doctors. Any crisis presents the opportunity to help them learn, cultivate compassion and increase resilience while building a safer and more caring community. Having information and facts about COVID-19 will help diminish students' fears and anxieties around the disease and support their ability to cope with any secondary impacts in their lives. This guidance provides key messages and considerations for engaging school administrators, teachers and staff, parents, caregivers and community members, as well as children themselves in promoting safe and healthy schools.

Education can encourage students to become advocates for disease prevention and control at home, in school, and in their community by talking to others about how to prevent the spread of viruses. Maintaining safe school operations or reopening schools after a closure requires many considerations but, if done well, can promote public health.

SCOPE

The objectives of the SOP are to:

- Help administrators of education facilities (hereafter referred to as "schools") to prevent the spread of COVID-19 among learners, educators, support staff and officials.
- Provide considerations for the isolation of suspected cases of COVID-19.
- Help schools to understand the protocol to be followed should a case of COVID-19 be suspected or identified.
- Detail the procedures for the closure of schools due to COVID-19.

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DEFINITIONS

COVID-19	Coronavirus Disease 2019
CDC	Centre for Disease Control and Prevention
WHO	World Health Organization
MoH	Ministry of Health
ZNPHI	Zambia National Public Health Institute
PPE	Personal Protective Equipment i.e. face masks, gloves, goggles, face shield, gowns and bunny suits.
Disinfection	Disinfection works by using chemicals. This process does not necessarily clean dirty surfaces or remove germs, but killing germs remaining on a surface after cleaning further reduces any risk of spreading infection.
Clean	Cleaning refers to the removal of dirt and impurities, including germs, from surfaces. Cleaning alone does not kill germs, but by removing the germs, it decreases their number and therefore any risk of spreading infection.
School Administration	Refers to the group of individuals who are in charge of creating and enforcing rules and regulations, or those in leadership positions who complete important tasks at the school.
Staff	Refers to all of the employees at the school.
Pupil/Child/Learner	A person who attends school for the purposes of learning.

RESPONSIBILITIES

Schools administration	<ul style="list-style-type: none"> Includes the Principal and is responsible for planning and preparing to mitigate community transmission. Provide guidance to staff and pupils/learners as regards actions to take to reduce spread of COVID-19 and to consult with public health authority on steps to take when a suspected or confirmed case of COVID-19 is encountered.
Teachers	<ul style="list-style-type: none"> Promote behaviours to reduce spread of COVID-19 and report all suspected or confirmed cases to the school administration.
Students and Pupils	<ul style="list-style-type: none"> Follow all COVID-19 guidelines. Practice behaviours that reduce the spread of COVID-19 and report anyone who is sick.
Parents and Guardians	<ul style="list-style-type: none"> Follow all COVID-19 guidelines, and educate children on COVID-19. Support school efforts that ensure the school environment is safe for teachers and pupils. Parents should not send their children to school if they are unwell.
Local Authorities	<ul style="list-style-type: none"> Providing knowledge regarding prevention, treatment, care and support of those who are infected.
Government – Ministries of Education	<ul style="list-style-type: none"> Guidance on a) whether learners or educators should stay at home for a period of time; and b) whether learners in sections of a school or the entire school should be dismissed from attendance.

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SPECIFIC PROCEDURES and ROLES

A. Principals must take measures to:

1. Ensure that learners and employees are screened when the schools reopen using the MoH COVID-19 procedure and questionnaire. Learners and employees should report any of the following additional symptoms: body aches, loss of smell or loss of taste, nausea, vomiting, diarrhoea, fatigue, weakness or tiredness;
2. Ensure that learners and employees are informed, trained and instructed as to the correct use of cloth masks;
3. Ensure that a risk assessment is conducted to identify categories of employees requiring PPE. Those employees should be provided with the accredited PPE in accordance with MoH guidelines.

B. All learners, educators, support staff, officials, parents and communities should:

1. Heed the directives issued by the government and the guidance provided by the Ministry of Health;
2. Avoid gatherings as the disease is spread through direct contact with the respiratory droplets of an infected person, which are generated through coughing, sneezing or talking;
3. Maintain a social distance of at least 1-2 m with others, where possible. It is recommended that a phased approach to the arrival and departure of learners and employees should be followed to further limit social interaction. Staggering break times will prevent a concentration of learners in common areas;
4. Every learner, staff member and visitor must wear a cloth mask at all times;
5. Avoid direct contact with others e.g. shaking hands or hugging;
6. Frequently wash hands with water and soap. If water is not available, use a 60% alcohol-based hand sanitiser. Resources should be available to all learners and staff to practice uninterrupted hygiene;
7. Avoid touching the face (i.e. eyes, nose, mouth) with unwashed hands;
8. Consult a healthcare facility if there is a suspected COVID-19 infection;
9. Inform the education authorities **immediately** if a learner, educator, support staff or parent/caregiver has been in direct contact with an infected person, or if they are diagnosed with COVID-19; and
10. Eradicate all forms of stigma and discrimination as a result of COVID-19.

C. Roles and responsibilities of the Management Teams

School Management must:

1. Stay informed about COVID-19 through reputable sources and share this information with all stakeholders;
2. Establish a COVID-19 committee in the school;
3. Place signs or posters encouraging good hand and respiratory hygiene practices;
4. Prepare and maintain handwashing stations with soap and water within 5 m of toilets and bathrooms;
5. Place 60-70% alcohol-based hand sanitisers in each classroom, at entrances and exits, at the reception/front office and near lunchrooms;
6. Ensure that cleaning staff clean and disinfect school buildings thoroughly and regularly.

NOTE: Classrooms and especially water and sanitation facilities are to be cleaned at least once a day (preferably twice). Surfaces that are touched frequently by many people (railings, lunch

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tables, sports equipment, door and window handles, toys, teaching and learning aids, etc.) must be cleaned more frequently.

7. Ensure that trash is removed daily and disposed of safely;
8. Ensure that the school principal procures and has available sufficient quantities of hand sanitisers, soap and disposable drying material for all classrooms, toilets, offices and staffrooms.

D. Access control for parents and third parties

1. Entry by visitors, parents, and vendors is prohibited unless it is essential;
2. Strict access control measures are established and adhered to, including the signing of a register by all visitors;
3. All visitors must wear a face mask and sanitise their hands at the entry point;
4. All visitors must report to the reception area;
5. All visitors, except government officials, to make an appointment and state the nature of their visit ;
6. There is to be regular communication with parents via newsletters, telephone, bulk SMS messages, emails, etc. to minimise meetings/gatherings with parents;
7. There are to be very limited class-based parent's meetings.

NOTE: If it is necessary to meet parents, meetings must be limited to 1 parent per learner and maintain the social distance of at least 1 m respecting the social gathering restrictions.

E. Screening for COVID-19

Below is an example of a screening questionnaire, depicting the type of questions that may be asked:

Screening procedure		
Question	Yes	No
Do you have a high temperature?		
Do you have a cough?		
Do you have a sore throat?		
Do you have difficulty breathing (shortness of breath)?		
Do you feel weak and tired today?		
Can you taste food and drinks normally?		
Can you smell normally?		

If the answer to all the questions is "No", the session can end and the learner/employee permitted to enter the school for a temperature check.

NB. If the temperature taken is higher than 37°C or any one of the questions are answered "Yes", the learner/employee will become a "person under investigation" (PUI) and must be isolated and referred for testing.

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HIGH RISK	In the past 14 days have you:
	Travelled outside of Zambia to a country with lots of coronavirus, or worked somewhere where there are a lot of international travellers?
	Travelled within Zambia to an area with local transmissions?
	Had close contact with someone who is suspected to have COVID-19 or has been diagnosed positive with COVID-19?
	Attended/visited/worked at a healthcare facility that has treated patients with COVID-19?

If an employee, learner or visitor answers “Yes” to one or more of the questions in the above table over the past 14 days, they are at high risk of COVID-19 infection and the necessary precautions should be instituted immediately for screening.

F. Learner hygiene

Learners should be encouraged to:

1. Wash their hands frequently, always with soap and water for at least 20 seconds;
2. Keep their nails and teeth clean;
3. Refrain from touching their eyes, mouth and face;
4. Not share cups, eating utensils, food or drinks with others;
5. Sneeze or cough into a bent elbow or tissue, and to discard the tissue safely in a bin with a lid, then wash their hands immediately;
6. Refrain from teasing anyone about being sick;
7. Share what they learn about preventing disease with their family, friends, and siblings;
8. Tell their teacher or parents, if they feel sick, and to stay at home.

G. Food preparation and serving

Transmission of COVID-19 through food can occur if a person infected with the virus prepares or handles food with dirty hands and contaminates it. Cooking food thoroughly and observing good hygiene practices when handling and preparing food are effective at preventing contamination.

Food handlers must:

1. Wash their hands with soap and water before and after touching any food during preparation;
2. Wash their hands with soap and water before serving food to learners;
3. Clean and sanitise all work surfaces (i.e. tables, stoves and other resources) sinks and floors regularly;
4. Keep all appliances clean;
5. Wear clean kitchen attire at all times;
6. Wear head gear and masks to cover their mouths and noses;
7. Wear closed shoes to protect feet;
8. Ensure proper food storage practices;
9. Rinse all foodstuffs thoroughly before cooking; and also fruit before serving to learners;
10. Cook food thoroughly; and
11. Ensure that learners do not share utensils, food or drinks.

H. Social distancing

1. Schools should work on the practicality of implementing social distancing per class to apply at least a 1-2 m social distance norm, wherever practicable. Consequently, the number of learners per classroom must be reduced, where possible.

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2. Practising thorough hygiene, the continuous use of cloth masks, symptomatic screening and enforcing practical social distancing for all learners and teachers will be the most effective way of curbing transmission of COVID-19 at schools.
3. Schools or school halls should not be utilised for funerals or any other public gatherings to minimise contamination of school facilities and to observe the social gathering restrictions.
4. Schools must identify an isolation room for suspected cases and persons under investigation by the local health authorities.

I. Management of COVID-19 cases in a school

Extra precautions should be taken with learners and staff with pre-existing medical conditions, or staff over the age of 60 years with one or more chronic illnesses, as they are at higher risk for a serious COVID-19 illness. It is advisable that such learners and staff should be allowed to work from home, where possible.

J. Action to be taken when a child or learner appears ill or displays symptoms associated with COVID-19

When a child/learner appears to be sick or displays symptoms of COVID-19, such as dry cough, high fever, respiratory distress or shortness of breath, or report a sore throat, the procedure below must be followed:

1. **Isolate** the learner and keep them separate from other learners and staff until they can be assessed by a health professional.
2. Provide the learner with a **face mask** if they don't already have one on.
3. **The parents or guardians of the child/learner must be informed immediately.**
4. Call the school nurse or the facility manager of the nearest health facility, TOLL-FREE LINE: 909 or call center on 0974 493553 | 0953 898941 | 0964 638726 for guidance.
5. The school will be advised on any further actions to be taken.

K. Action to be taken when a case of COVID-19 is confirmed

1. The school will be contacted by the relevant public health officials to discuss the case, to identify people who have been in contact with the infected person and advise on any further actions or precautions that should be taken.
2. If a school has not been contacted regarding a possible case of COVID-19 in the school, the administrators should contact the TOLL-FREE LINE: 909 or call centre on 0974 493553 | 0953 898941 | 0964 638726 for guidance.
3. Public health officials, with the assistance of relevant staff, will conduct a risk-assessment and give recommendations on the management of children/learners and staff.
4. In most cases, closure of the school will not be necessary. The decision to close will be school and context-specific, and must follow the guidance of the MoH.

L. Action to be taken when a child/learner may have been exposed to a suspected/probable case of COVID-19, or a suspected case for whom testing for COVID-19 is inconclusive as reported by the laboratory

1. If a child/learner has been in contact with a **suspected** case of COVID-19 in a school, no restrictions or special control measures are required until the laboratory test results for COVID-19 have been received.
2. There is no need to close the institution or send other children/learners or staff home.

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M. Action to be taken when a child/learner may have been exposed to a confirmed case of COVID-19

1. All close contacts of a confirmed COVID-19 case are required to **quarantine in their homes for 14 days** while being monitored for symptoms. They may not attend school.
2. Learners who are not contacts of a confirmed case should attend school. Family and friends who have not had close contact with the confirmed case do not need to take any precautions or make any changes to their own activities such as reporting to school or work, unless they begin to develop symptoms.
3. Learners who have interacted with a healthy contact of a confirmed case, specifically, should not be excluded from school. A person who comes into contact with the healthy contact of a confirmed case, is unlikely to result in transmission.
4. All case contacts who become symptomatic will be immediately tested by health authorities for COVID-19 and if they test positive for COVID-19, active contact tracing and self-quarantine of all contacts will be implemented.

NB. *Keeping learners at home or closing schools is a serious decision which may restrict the learners' ability to acquire education, amongst other considerations. The decision to direct learners to stay at home, because of possible exposure to, or infection with COVID-19 should be justified by the available scientific evidence and must be directed by the accountable health authorities.*

N. Procedures for heads of department and supervisors on COVID-19 procedure regarding employees

Given its ability to spread rapidly, the management of confirmed and suspected COVID-19 cases is of paramount importance. In this regard, guidance is provided to school administration for the following scenarios. The following steps must be observed as the minimum in any case.

1. All cases of those exposed must be reported to ZNPHI

- i. If an employee presents with symptoms consistent with COVID-19 such as a fever, respiratory distress and a dry cough, they must be advised to contact the TOLL-FREE LINE: 909 or call center on 0974 493553 | 0953 898941 | 0964 638726 for guidance.
- ii. The employee should be temporarily isolated in the school sickbay or a room identified for temporary isolation, while arrangements are made for them to be transported to a medical facility. They should be provided a face mask to wear.
- iii. Any further action must be taken once there is a diagnosis confirmed by a medical professional.
- iv. All cases must be reported to ZNPHI
- v. Employees must be encouraged to seek medical attention if they display flu-like symptoms and to not report for duty.

2. An employee tested positive for COVID-19

- i. The relevant public health officials will discuss the case, identify people who have been in contact with the patient, and advise on any action or precautions that should be taken.
- ii. The Principal should formally grant approval for sick leave even if the employee has exhausted their normal sick leave and appropriate labor laws to be consulted thereafter.
- iii. An assessment will be undertaken by the public health officials and advice on the management of pupils or learners and staff will be based on this assessment.
- iv. A risk assessment will be undertaken by the educational establishment, advised by the public health officials.

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- v. The Principal should formally grant approval for all employees who worked closely with the infected employee to self-quarantine for a period of 14 days.
- vi. Reports of cases of COVID-19 and those who are in quarantine must be submitted to the District health office and ZNPHI.
- vii. Thorough cleaning and disinfection of the infected person's workspace must be conducted.
- viii. If an employee has been diagnosed with COVID-19 and isolated in accordance with MoH guidelines, an employer may only allow an employee to return to work on the condition that they have undergone a medical evaluation confirming that the employee has been tested negative for COVID-19 and discharged according to criteria by the MoH.

3. An employee exposed to a confirmed case of COVID-19

- i. In terms of the MoH guidelines, all employees who were in contact with the infected person are required to self-quarantine at home for a period of 14 days or for a duration as prescribed by the MoH while being monitored for symptoms.
- ii. The Principal should formally grant approval for all employees who worked closely with the infected employee to self-quarantine for a period of 14 days, or as prescribed by the MoH to ensure that the infection does not spread. This must be done in consultation with the ZNPHI. Such employees can be requested to work remotely.
- iii. The Principal must ensure that all the workspace(s) of those exposed are cleaned and disinfected thoroughly.
- iv. Contact must be maintained with employees in quarantine as a means of monitoring and support.
- v. All cases of those exposed must be reported to ZNPHI.

4. An employee exposed to an unconfirmed case of COVID-19

- i. If an employee has been in contact with a person who is a suspected case but has not yet received a positive result for the COVID-19 test, the Principal will decide whether restrictions or special control measures are necessary. The Principal's decision will be guided by MoH, Legal Services and Human Resources.
- ii. Once the results are known, MoH protocols must be implemented, if applicable.
- iii. All cases of those exposed must be reported to ZNPHI.

O. Learner transport

Loading capacity of learner transport

All commuter transport services including passenger bus services, taxi services, and private cars transporting learners to school must operate in ways to reduce the risk of COVID-19 spread. The following actions should be taken as regards transportation of learners:

- 1. Driver should ensure that all passengers and him/herself wear a face mask/face cover correctly.
- 2. Wash their hands with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol.
- 3. Daily disinfection of vehicles prior to shift and prior to commencement of each trip. For this purpose, the driver shall carry portable bottle containing disinfectant and suitable equipment for conducting the disinfection of the vehicle. After disembarkation of every passenger, the driver shall disinfect the passenger sitting area.
- 4. To check temperature of each passenger using an infrared thermo scanner before allowing them to board. Passengers who have temperatures > 37°C and/or are sick should not be

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allowed to board the bus. Such individuals should be isolated and arrangements made for them to seek medical attention.

5. To halt vehicles properly and for sufficient time to allow boarding of passengers.
6. To minimise close contact between driver and passenger(s) by maintaining a distance of 1-2 m if possible.
7. To allow only 1 passenger in front of a bus, mini bus or taxi.
8. Driver to instruct passengers to cover coughs and sneezes with a tissue or use the inside of their elbow, throw used tissues in the trash and wash their hands immediately with soap and water for at least 20 seconds or use hand sanitiser with at least 60% alcohol.

P. Management of school hostels

School hostels must apply all the rules and regulations concerning COVID-19 applicable to schools as stipulated under 5 above. Extra caution should be taken with regard to social distancing and hygiene practices in particular, as the hostel environment has a number of learners and employees living in an intimate setting.

The following applies to school boarding/ hostel facilities:

1. Schools must have infra-red thermometers for easy screening of all hostel learners and staff;
2. Hostel staff including house fathers and mothers must be trained on COVID-19;
3. Sanitisers or/and running water with soap must be available in all hostel entrances and exits, dining halls and study rooms for handwashing;
4. Learners and teachers must observe physical distancing of at least 1-2 m where possible, including between their beds;
5. Learners must bath daily with warm water and soap and wear shoes to bathrooms;
6. Cleaning staff must regularly disinfect and sanitise surfaces in all areas: hostel rooms, doors, walls, bathrooms, passages, dining halls, kitchens and study rooms;
7. Libraries can only be used under strict supervision, with wearing of masks and a limited number of persons, to allow the recommended physical distancing;
8. All visits to other boarders' rooms are prohibited;
9. No sharing of beds, utensils inclusive of plates, cups, squeeze bottles, etc. is allowed;
10. All support staff members must wear PPE when on duty;
11. Preparation of meals should be under strict adherence to health and hygiene rules;
12. Meat and eggs must be well cooked;
13. Dining should be conducted under supervision to ensure that the recommended physical distancing is observed;
14. A learner, teacher or hostel staff not feeling well should immediately be isolated and health services immediately informed; and
15. Everyone in the hostel must wear a mask.

Q. Closure of a school if an employee has tested positive for COVID-19

Preparing for the possible closure of a school should only be considered following recommendations from designated health officials. Temporarily closing a school is a possible strategy to prevent or slow the continued spread of COVID-19 in the school community. School administrators are not expected to make decisions about dismissals or closure of schools and must follow the departmental procedures in this regard. Schools must seek guidance from local health officials to determine if, when, and for how long to take these steps.

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R. Considerations for keeping a school open after dismissal of learners

During school dismissals, schools may stay open for staff members (unless they are ill) while learners stay home. Keeping facilities open will allow educators to develop and deliver lessons and have access to teaching resources and materials remotely, thus maintaining continuity of teaching and learning. Furthermore, it will allow other staff members to continue to provide services and help with additional response efforts.

If schools are dismissed, school administrators should discourage learners and staff from gathering or socialising anywhere e.g. meeting at a friend's house, a restaurant, or a local shopping mall. An important consideration is how to ensure the **continuity of education**. During school dismissal schools should:

1. Review continuity plans, including plans for the continuity of teaching and learning.
2. Implement e-learning plans, including digital and distance learning options, if feasible and appropriate.
3. Determine, in consultation with district officials, if necessary:
 - a) How to convert face-to-face lessons into online lessons and how to train educators to do so;
 - b) How to triage technical issues if faced with limited IT support and staff;
 - c) How to encourage appropriate adult supervision while learners are using distance learning approaches; and
 - d) How to deal with the potential lack of learners' access to computers and the Internet at home.
4. Consolidate a list of suitable resources available via radio, television and other media platforms where learners and parents can access education content to help facilitate remote learning.
5. Consider ways to distribute food to learners that benefit from the National School Nutrition.
6. Design strategies to avoid transmission in settings where people might gather in a group or crowd, if there is community spread of COVID-19, e.g. "grab-and-go" packed lunches or grocery pack distribution.

S. PROVIDING EMOTIONAL SUPPORT TO LEARNERS, TEACHERS AND NONTEACHING STAFF

The World Health Organisation indicates that a major pandemic entails a psychosocial disturbance that may exceed the affected population's capacity to manage. The COVID-19 pandemic is such a state. The most common reactions include anxiety, distress and depression. These reactions may result from a fear of contracting the illness, the ability to recover from the illness or even experiencing the death of family members, colleagues or classmates. Learners, educators and school management have a responsibility to care for themselves and each other. **NB: In cases of extreme distress or emergency, the regular procedures detailed in the SIAS Policy are by-passed and an appropriate emergency protocol is followed.**

1. What to do before schools reopen

Schools must identify organisations, stakeholders and partners in the community or district that can provide additional social, emotional and psychological support.

2. What to do when schools reopen

Brief educators on the psychosocial impact of COVID-19 on learners and adults. Provide information (as below) about how to identify when someone needs help. This process must be followed each time a new grade of learners returns to school.

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3. **How to identify when someone needs help** *One or more of the following signs may be present:*
 - a. Persistent fear, worry and anxiety;
 - b. Persistent sadness, hopelessness and other overwhelming emotions;
 - c. Withdrawal from others (this is not to be confused with the *social distancing* prescribed by the MoH);
 - d. Loss of interest in personal appearance and unusual lack of energy;
 - e. Expression of rage or anger;
 - f. Missing work or classes; and
 - g. Use of, or increased use of drugs or alcohol.
4. **What is the process to follow if a learner or staff member is identified with one or more of the above signs?**
 - i. **A learner is identified:** The class teacher can speak with the learner to determine whether they (the teacher) is able to provide emotional or other support. They may refer the learner to the counsellor for basic counselling or referral to specialised services.
 - ii. **An educator or non-teaching staff is identified:** The administration can determine what kind of support is required and either provide the support, or a referral to specialised services.
5. **What are the whole-school activities to use?**
 - i. Talk to each class about the emotional effects of COVID-19;
 - ii. Teach each class about identifying and interpreting emotions: how to handle or react to fear or anxiety; how to identify the signs of depression; and to inform a teacher when they identify a classmate or friend that is experiencing any of the above;
 - iii. Teach and encourage positive self-talk;
 - iv. Provide counselling for the school and at-risk groups;
 - v. Refer those that need specialised services.

COMMUNICATION WITH THE SCHOOL COMMUNITY

It is important that school communities are made aware of the basic health and safety precautions as mentioned throughout this SOP. The SOP must be implemented immediately within all Zambian schools and applies to all entities and individuals that may enter school premises.

Schools should devise strategies for sharing information with staff, learners, and their families in ways that are simple, easy-to-understand and age-appropriate. Appropriate signage and posters must be displayed throughout the school premises. The websites of the Zambia National Public Health Institute (<http://znphi.co.zm/>), CDC (www.cdc.gov/) and World Health Organization (WHO) (www.who.int/) all have useful information, fact sheets and posters for download in various languages.

INTERNAL AND EXTERNAL REFERENCES

1. Republic of South Africa: Standard Operating Procedure For The Prevention, Containment And Management Of Covid-19 In Schools And School Communities
2. UNICEF: Key Messages and Action for COVID-19 Prevention and Control in Schools

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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.

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APPENDIX L1: CHECKLIST FOR EDUCATION SECTOR

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

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/ PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			School management team collect data on employee or learner illness, tracing activity and report to School Administration, School administration follow up with affected employees, learner and families	Principal, School administration use internal communication Daily, weekly and weekly employee data is aggregated by HR and internal communication done to provide updates to all staff
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	School administration	School administration and Internal Communication
3. Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				The management teams	All teachers All pupils/learners
4. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing department of school	Internal communication

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					administration and Management teams	
5. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		The management teams School administration	All teachers
6. Enforcing Social and physical Distancing Measures a) Workplaces b) During meals c) Check-ins and check-outs d) Registration and reception areas e) Waiting rooms f) Seats and sitting arrangements g) At dining tables h) Counters and tills i) Queuing		✓			The Management Teams and Teachers	Teachers or assigned pupils (e.g. class monitors or prefects)
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens		✓			The Management Teams, Cleaners	Internal Communication
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services, shop floor fulfilment merchants		✓			Purchasing Managers in the School administration	School Administration and Assigned Employee

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9 Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters for public		✓			The Management Teams	Internal communication coordinated by the School Administration
10. Emergency Phone Number a) Family members b) First response c) Premises reaction health team phones d) COVID-19 MoH Hotlines		✓			School Administration	The management teams and 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			✓		Principal and the School Administration	Management Teams
12. Remote Work Staff Policies or Staff Working from Home		✓			School Administration	Principal, The Management Teams

External References

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

Return to work Checklist template

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VIII. Agriculture

A. SOP for COVID-19 Mitigation Measures in Cereals

Department: _____

SOP No: _____

SOP Title: _____

SOP Number _____

SOP Title _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure (SOP) describes the suggested process to prevent the spread of COVID-19 disease during the planting and harvesting of cereal crops and in compliance with FAO, WHO, CDC guidelines and Ministry of Health COVID-19 protocols in the agro processing sector industry.

SCOPE

These SOPs apply to the agriculture sector specifically in the growing, and harvesting of cereal crops to stop the spread of COVID-19 using the WHO, CDC and Ministry of Health guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

These SOPs have been adapted from www.financialexpress.com and the WHO and COVID-19 prevention measures have been embedded to these SOPs to prevent the spread of COVID-19 pandemic.

DEFINITIONS

Social distancing	Also called “physical distancing,” means keeping a safe space between yourself and other people who are not from your household.
Handwashing	Also known as <i>hand</i> hygiene, is the act of <i>cleaning</i> one's <i>hands</i> with <i>soap</i> (or equivalent materials) and water to remove viruses/ bacteria/germs/ microorganisms, dirt, grease, or other harmful and unwanted substances stuck to the <i>hands</i> .

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Personal Protective Equipment	Equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment (RPE).
--------------------------------------	--

RESPONSIBILITIES

A. Farm Manager

1. Ensure that no person is be allowed to enter the field farm without a face mask either for planting or harvesting maize crops or wheat.
2. Ensure that the field has hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) at each entry point and multiple other places within the farm or cultivation fields.
3. Ensure that at delivery, maize seed, fertilizers and other farming input only a maximum of 2 people per vehicle/car should be allowed and elderly people and children should not be allowed to enter the farm.
4. Ensure every person entering the farm area is screened and has their temperature checked and if above 37°C is not allowed entry.
5. Ensure that all farm workers are advised not to share face masks or face covering with anyone and must avoid touching the insides of a mask/face covering but use new face mask immediately if the mask is soiled or becomes wet.
6. Ensure that the farm or cultivation fields have functional toilets and handwashing facility with essentially required supplies including anti-bacteria soap, tissues and paper towels.
7. Hand sanitiser use should be strongly recommended after exchanging tools or touching shared surfaces within the farm.
8. Ensure high-touch surfaces like door handle storerooms or toolsheds, garden taps, table counter tops are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
9. Ensure thermal scanning of all staff and visitors by trained personnel at all entry points.

B. Farm Owners or Production Manager

1. Ensure awareness of COVID-19 by all employees and its impact on growing of maize/wheat.
2. Ensure arrangement of all protective gears to avoid the spread of COVID-19 virus (sanitiser, soap etc.) for the workers/hands. The workers while entering in the farm should follow the sanitary norms and may change the dress they have used while travelling and should use the disinfected cloths while working inside the farm.
3. Ensure testing becomes more readily available to all the workers to rapidly identify and address COVID-19 at the farm estate.
4. Educate all workers on how to prevent COVID-19 infections and spread of the disease.
5. Ensure that thermal scanners are available on the farm for body temperature screening.
6. Ensure that employees are informed of all new developments on the disease (COVID-19). Brief them on the need for infection control measures and the preventive procedures that have been set in place.
7. Ensure all employees are aware of the COVID-19 Emergency help; COVID-19 HOTLINE Toll Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726.
8. Ensure there is a contact and liaison person for all Ministry of Health-related updates.
9. Ensure that a record of all employees present at a given date and time are kept for contact tracing by supervisors and managers in various departments.

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10. Be alert and able to execute emergency procedures for any worker who becomes symptomatic of COVID-19 while at work.
11. Arrange adequate facilities for medical check-up or screening of farm workers and labourer's with the Health Department of each district. Medical Screening Team should also make aware the workers aware about the symptoms related to COVID-19 and preventions (social distancing etc.) along with procedure to be followed related to it.
12. Buy maize seed and other farm inputs from local suppliers if possible, and limit movement of workers within the farm areas only if possible, to avoid any possible spread of the virus.

SPECIFIC PROCEDURE

The SOPs of cereal growing may consist of 2 parts:

- A. **Cereal Planting** (maize, soya beans, wheat, rice, sorghum, millet)
- B. **Cereal Harvesting** (maize, soya beans, wheat, rice, sorghum, millet)

A). **CEREAL PLANTING** (maize, soya beans, wheat, rice, sorghum, millet)

1. These SOPs are to guide farmers on safety precautions that need to be strictly adhered to during planting and harvesting of crops amid the threat of COVID-19 pandemic.
2. If any farm worker develops symptoms like cough, headache, body ache, shortness of breath, nasal congestion, runny nose and sore throat etc., they should immediately communicate with the health and safety officer and eventually to the public health department.
3. It is recommended that farm workers should wash their hands, legs and face with soap when coming out of the field for lunch or break.
4. When preparing land for planting of cereal crops like maize or rice, farmers should minimise human labour and use tractor driven machineries. Farmers should use equipment like tractors, seed planters, fertilizer drills and reduce the number of workers in the field.
5. All farm equipment from hoes, seed drill, ploughs, to tractors should be sanitised before use. Those working in the farm field should wear face masks or cover their faces. If possible, each worker should have a separate utensil and clean its handles with soap after use.
6. Empty seed bags must be discarded and not given to farm workers for re-use. It is also recommended that after the day's work, farmers should bath and wash their clothes with soap and sundry.
7. Unnecessary visits on farms shall not be permitted inside the farm until the situation becomes normal.
8. Farm management shall declare and share the list of workers/personnel to the District Health Department for maintaining the details in the register.
9. All farm workers must provide contact details of their family members/relatives for contact tracing in case of a positive test case of COVID-19.
10. The farm workers should be advised that no physical contacts or exchanges of items should be made by them with workers of adjacent farms, if any.
11. Proper bio-security measures like footbath; tyre-wash/vehicle wash, hand and leg dip should be provided in order to avoid cross-contaminations.
12. The tractor drivers should enter their proper movement details in the farm movement book and details may also be shared on a daily basis with the production manager or supervisors.

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Social distancing

1. Social distancing and sanitization norms should be followed during field preparation, planting and fertilizer application. Farm workers/labourer's should maintain a social distance at least 1-2 m during farm operations. If possible, farm workers should be assigned separate duties with regard to farm activities in different places. For other operations like weeding and spraying of fertilizers/pesticides, farmers or workers must follow all protocols of social distancing and sanitise the equipment.
2. Before planting crops each farm worker should be screened and while in the field planting maintain a working physical distance 1-2 m. Workers can start planting in different parts of the field. For example, some can be planting facing the east-west direction while others facing the north-south direction.

B). CEREAL HARVESTING (maize, soya beans, wheat, rice, sorghum, millet)

1. For harvesting of maize crops, farmers should utilise mechanised harvesting and threshing, and maintain 1-2 m social distancing during harvesting, threshing, packaging, eating and resting.
2. After harvesting, farmers should be requested to keep farm produce in the open, preferably under the sun for 48 hours before storing.
3. Farm workers must wash their hands before picking up Personal Protective Equipment (PPE) and before handling crops.
4. Farm workers and fishermen should wear disposable gloves when handling or harvesting maize.
5. All farm workers must be educated on how to cough or sneeze in a bended elbow.
6. If any worker is reported sick and develops any symptoms like coughing, headache, fever, body ache, shortness of breath, nasal congestion, runny nose, and sore throat while harvesting, the harvesting activity should be abandoned and the district health department should be contacted immediately.
7. The maize silo or warehouses should be disinfected regularly with sodium hypochlorite solution.
8. People with a fever or respiratory symptoms are advised not to visit the maize storage area.
9. No handshake or hugging is allowed with anyone while gatherings of more than 5 persons at one place within the maize storing area should not be allowed.
10. Set up weekly medical camps or clinics, with adequate staffing of trained personnel, equipment and PPE can be established at the processing plant or farm by concerned District Health Authority. Any person detected with a high temperature will be referred to medical camps for further assessment. Staff and visitors suffering from a cough should be immediately separated and referred for further medical assessment.
11. Let all employees accessing the other plant processing office for packaging materials sanitise their hands before touching door handles or office equipment.
12. Where feasible place physical barrier between workers on the production line and identify opportunities to place physical barriers e.g., boards, cloth, material or plastic sheeting in hallways to guide employee traffic to/from production and limit crossover.

I) Social distancing

1. As farmers harvest small group gatherings when piling, the harvest must be discouraged.
2. When distributing empty grain bags to farm workers, farm supervisors should ensure farmers are lined up 1.5 m apart.
3. Plan and execute the crop harvest activities in such a manner so as to maintain proper

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monitoring and social distancing.

4. All the farm workers shall be subjected to thermal scanning at the entrance while observing social distancing.
5. Social distancing should be adhered to by workers at the canteens and on lunch tables for tables with built-in seating. Strategies be put in place to ensure social distancing during breaks such as limiting chairs per table.
6. Staggered breaktimes to avoid large groups of farm workers at once.
7. Additional rooms designated for break areas or pitch tents outside.
8. Ensure cleaning of tables between use by self-cleaning .

II) Administrative Controls

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

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

III) Communication/Education

1. Provide easy to understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout the facility directing risk-minimizing behaviour for employees such as:
 1. Handwashing procedures
 2. COVID-19 symptoms and how to stop the spread
 3. Screening process/requirements
 4. Resources on social distancing outside of workplace (e.g., in homes, car sharing or pooling)
 5. Proper hand hygiene and glove practices and refraining from touching their face
 6. General guidance for worker protection at home and in the community
 7. Information on self-monitoring of COVID-19 symptoms
 8. Information to n safe social distancing practices
2. Provide information to employees on basic protective measures against COVID-19 such as:
 1. Handwashing procedures
 2. Staying home when sick
 3. Avoiding contact with people who are sick
 4. Following guidance of local and state public health officials on staying home and avoiding unnecessary trips outside of the home
 5. Engaging local community leaders (e.g., church leaders, chiefs) to help educate and relay COVID-19 message to community members
 6. Encouraging workers to wear cloth masks when using public transport to work (if car sharing) and to protect others when waiting to be screened prior to them receiving a new mask for their shift
 7. Encouraging workers to minimise car sharing as they travel to work
 8. Limiting the number of people per vehicle and space out when using company vehicles

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IV) Enhanced cleaning and disinfection of common contact areas

1. Identify common high-touch surfaces (e.g., tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day
2. Hand sanitiser dispensers should be available throughout the facility, particularly at entrances, exits, and transition areas
3. Assess supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use
4. Sanitizing wipes and soap readily available in lunch and breakrooms
5. Identify common shared tools and develop procedures to sanitise between users
6. Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly
7. Use no-touch containers when possible

V) Active Screening

1. Designate a single point of entry for all farm workers and visitors
2. Develop and implement screening questions conducted daily for all individuals entering the farm
3. Employees are subject to daily temperature screening prior to entering the farm
4. Ensure screener is trained to administer the temperature checks
5. Ensure screener has adequate PPE and, as applicable, maintains social distancing as testing is performed
6. Secondary screening, if offered, should be conducted by staff with medical training
7. For contact with high-touch surfaces, keep doors open to allow movement

VI) Personal Protective Equipment (PPE)

Train all workers on proper use of Personal Protective Equipment:

1. Measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers
2. Ensure adequate PPE provided to all farm workers
3. PPE should be worn correctly by all workers
4. Emphasise proper hand hygiene after gloves or facial coverings are removed
5. Checklist/instructions posted for donning (putting on)/doffing (taking off) PPE in multiple languages

VII) Managing a COVID-19 positive case

1. Access to the farm to be blocked for all farm workers and staff. The area should be cordoned off and the place be disinfected with approved cleaning chemicals to avoid further spread of COVID-19;
2. Activate process to contact relevant third parties who may have been exposed;
3. Clean and disinfect surfaces to limit employee exposure;
4. Work with local authorities to take appropriate steps;
5. Develop a return to work policy in coordination with local public health department;
6. Identify workplace coordinators for COVID-19 issues and their workplace impact;
7. Coordinators should be known and accessible to all;
8. Coordinators to serve as the main source of information and primary person(s) to answer questions related to COVID-19 (e.g., Occupational Health, Plant Safety Manager);
9. Provide farm supervisors additional training on COVID-19 and PPE so they can provide effective and reliable communications to workers and monitor for protective measures and PPE compliance;

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10. Cross-train workers to perform essential functions to maintain operations;
11. Developed a testing strategy in coordination with local public health officials;
12. Work with local and state public health officials to conduct testing of priority cases.

INTERNAL AND EXTERNAL REFERENCES

1. Westerly Breeze farm
2. Mayo Agro Services
3. www.financialexpress.com
4. www.unmc.edu/healthsecurity/education/programs/docs/Checklist.pdf

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B. SOP for COVID-19 mitigation measures in Fruits and Vegetables

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

To prevent the spread of COVID-19 by farm workers in fruits and vegetable production and packaging on Zambian farms in compliance with WHO, CDC and Ministry of Health guidelines COVID-19 protocols.

SCOPE

This procedure applies to farm workers or employees who handle and package fresh vegetables/fruits to stop the spread of COVID-19 using the WHO, CDC and Ministry of Health guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease caused by the coronavirus and spreads through droplets via human-to-human contact. These SOPs have been adapted from the Hazard Analysis Critical Control Point System (HACCP) Standard Operating Procedures, and COVID-19 prevention measures have been embedded into these SOPs to prevent the spread of the COVID-19 pandemic.

DEFINITIONS

Social distancing	Also called “physical distancing,” means keeping a safe space between yourself and other people who are not from your household.
Handwashing	Also known as <i>hand</i> hygiene, is the act of <i>cleaning</i> one's <i>hands</i> with <i>soap</i> (or equivalent materials) and water to remove viruses/bacteria/germs/microorganisms, dirt, grease, or other harmful and unwanted substances stuck to the <i>hands</i> .
Personal Protective Equipment	Equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment (RPE).

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RESPONSIBILITIES

A. Production Manager or Supervisor

1. To educate the farm workers on the dangers of COVID-19 and its implication on fruit and vegetable production.
2. To train farm workers on using the procedures in this SOP.
3. Train all employees and visitors to wash their hands regularly with soap and make handwashing easy by putting a wash stand within reach of many.
4. Ensure handwashing stands are placed at key locations around the farm, such as in the field, near bathrooms/toilets and near packing facilities.
5. Train workers on how to wear masks properly, dispose off them, or clean re-usable masks.
6. Place hand sanitisers at every entrance and exit of the farm.
7. Ensure social distancing at the farm as farm workers work.
8. Ensure sick workers or visitors do not enter the farm or go near the vegetables.
9. Ensure the placing of signs on the farm. Communicate to farm workers and truck drivers using clear signage around the farm. The signs should show where the handwashing stations and where the bathroom/toilets are. Place signs to let people know your policies including where to stand, what boxes to touch or not to touch, handwashing and sanitizing points.
10. Truck drivers to be screened before entering a farm: their temperature checked, their hands washed or sanitised. If there is any exchange of delivery-notes and signing of any document's, pens should be sanitised by wiping them with an alcohol-based sanitiser alongside hands before touching books or papers.
11. Earlier communications should be sent to transport companies e.g. send emails, or call or email customers who might be picking up vegetables from the farm. The new policies should be communicated to the transport companies reminding them of the company policies.
12. Ensure adherence to biosecurity measures: delivery trucks/vans must drive through a footbath containing liquid disinfectants or its tyres sprayed with a disinfectant.
13. Workers must wear rubber gumboots, gloves, clean overalls and must sanitise their hands before picking or touching vegetables.
14. All farm workers must wear masks at all times and have their body temperatures checked as they report for work before entering the farm premises.
15. Movements for those living on the farm (farm quarters) must be minimised to reduce the exposure to COVID-19 and transmission.
16. Social distancing of 2 m be observed as farm workers carry out their duties and as they take lunch breaks. In greenhouses, a bucket of water containing a disinfectant or soap must be placed at the entrance and a footbath created.
17. All farm workers to wash their work clothes or overalls using a detergent washing soap before they close for the day.
18. Social distancing should be maintained as farm workers have their meals.
19. Farmers should cough with a flexed elbow when coughing or sneezing.
20. All vegetables must be washed with clean running water before they are packed into boxes or containers.
21. Surfaces such as counter tops or tables used to package vegetables must be cleaned regularly.
22. Door handles of store rooms and tool sheds must be thoroughly disinfected first thing in the morning and knocking-off time. All tool and equipment handles must be disinfected or sanitised before being used by farm workers.
23. Farm workers must be encouraged to thoroughly wash their hands with soap in intervals as they harvest, collect and package the vegetables.
24. Vegetables must be thoroughly washed and covered before leaving the farm.
25. Ensure drivers sanitise their hands before signing delivery notes and stock taking.

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26. Reduce cross-contamination at delivery points: use disinfectant wipes for things like pens and pencils, clipboards, surfaces where boxes are left, and door handles.
27. Ensure proper stacking of boxes or containers so that people won't have to touch multiple boxes in order to find theirs.
28. Document the precautions the farm is taking at farm or any delivery sites. These records are helpful to show the measures your farm is taking in keeping your customers safe.
29. All the workers collecting the vegetables must be wearing masks, gloves and receiving bays must be kept clean by disinfecting/sanitizing. Social distancing must be observed by those collecting vegetables
30. Before cash pay-outs are made for vegetables supplied, both the cashier the one receiving the money must keep a social distance, wear a mask, and sanitise before and after exchanging the money.
31. Isolate a suspected infected person and call the COVID-19 HOTLINE Toll Free: 909 Mobile or Toll-Free: 909 or Mobile +260 97 4493553 or Mobile +260 96 4638726.
32. All fruit and vegetable handlers that came in contact the an ill person must be tested for COVID-19 and contact tracing must be implemented.

B. Human Resource Manager

1. Ensure only essential workers report for work i.e. production, transport, security personnel among others.
2. Reduce the workforce by rotation i.e. work with half number of staff to keep social distance and avoid crowding of employees.
3. Ensure proper and timely communication on COVID-19 updates to all employees.
4. Keep employees apprised of their rights and the tools that you are providing to support them.
5. Educate all workers on how to prevent COVID-19 infections and spread of the disease.
6. Review your sickness policy, be sure it is up to date, and give all employees the most recent version.
7. Recommend implementing measures that reduce the risk of workplace transmission. These risk reduction steps should include:
 - a) Regularly sanitise all tools and surfaces.
 - b) Increase access to hand sanitiser and handwashing stations.
 - c) Create workstations that are at least 2 m apart.

C. Fruit and Vegetable Packer

1. Obtaining supplies of products and assembling bags, package folders and cartons.
2. Packing containers and bags with products, and counting, weighing and measuring amounts and adjusting quantities.
3. Wrapping protective material around products, sealing bags and containers, and attaching pre-printed labels.
4. Counting and placing bags and packages onto trays and racks, and into shipping cartons.
5. Recording information such as numbers, weight, times and dates.
6. Monitoring the filling of containers and adjusting machines to maintain volume and seal quality.
7. Monitoring the supply and quality of containers and contents of holding tanks.
8. Checking the cleanliness and operation of machines, equipment and containers.

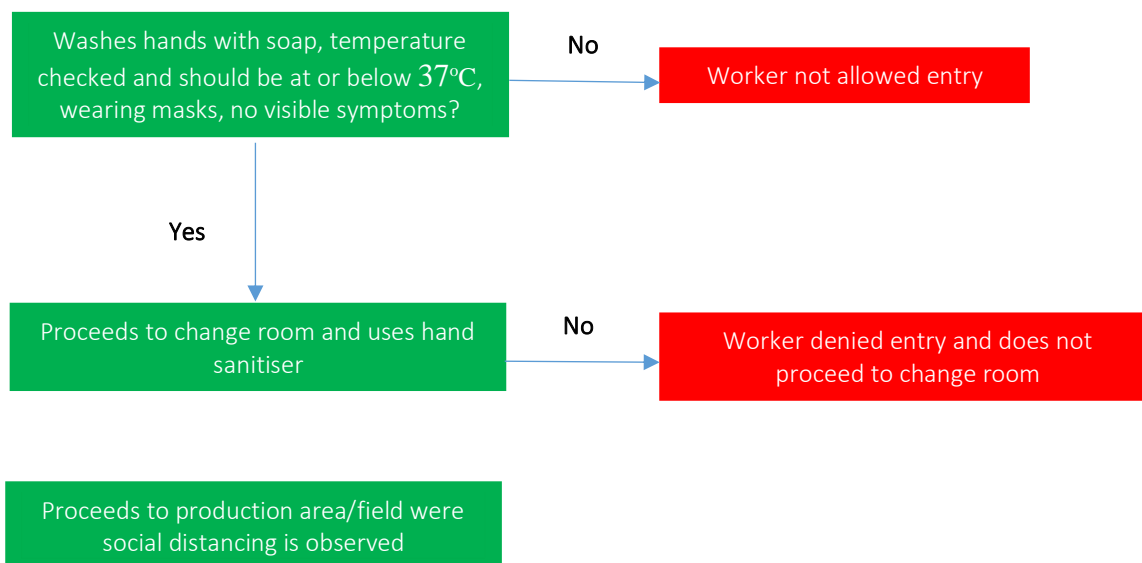
SPECIFIC PROCEDURE

- a) This section is the main text of the SOP. It will detail the procedure for the task to be performed within, between and adjacent to the various nodes in the supply chains.
- b) There will be sufficient detail, clearly expressed, to enable a trained person to perform the

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- procedure without supervision.
- c) There will also be sufficient detail to enable a trained person to use the document to train others to perform the task.
 - d) Flow diagrams will be used, especially in complex procedures.

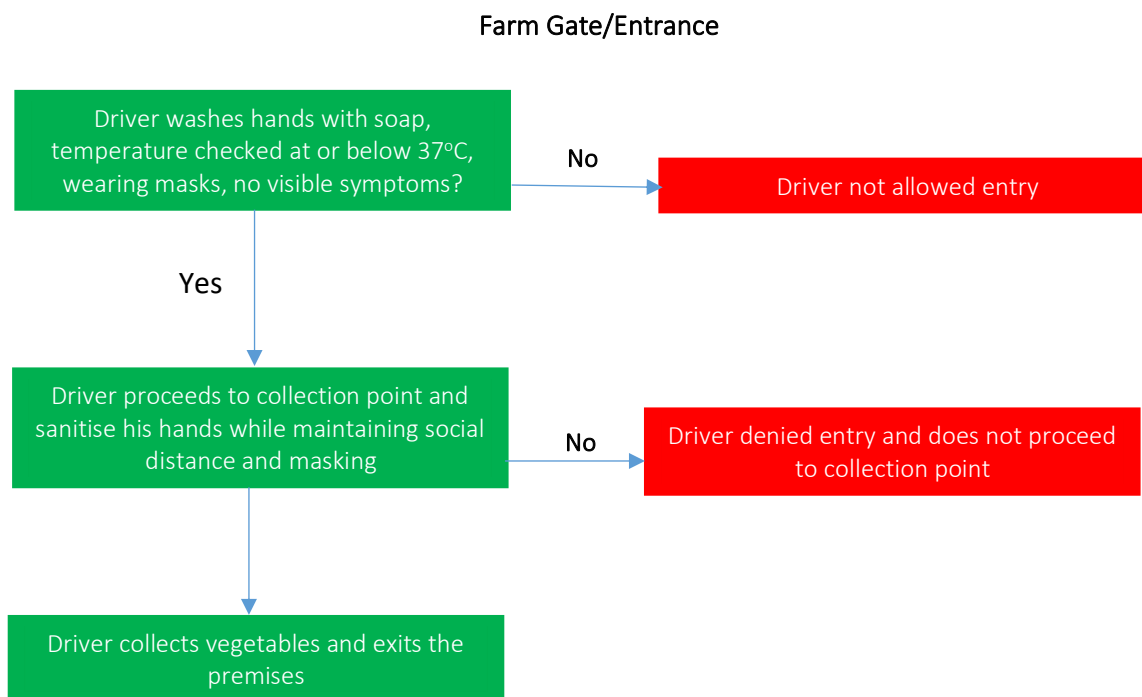
Work flow diagram daily report routine for farm workers Farm Gate/Entrance



A. Work flow diagram for vegetable collection or pick up

1. Before delivery trucks are allowed entry into a farm premises, biosecurity measures must be followed.
2. The vehicle tyres must be sprayed or drive through a footbath containing a disinfectant.
3. The driver must also be screened by having his/her temperature checked, wearing a mask, wash their hands or sanitise.
4. If there is any exchange of delivery-notes and signing of any documents, pens should be sanitised by wiping them with an alcohol-based sanitiser alongside hands before touching books or papers, or folders.

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B. Washing Fruits and Vegetables

1. Train foodservice employees on using the procedures in this SOP.
2. Wash hands using the proper procedure.
3. Wash, rinse, sanitise, and air-dry all food-contact surfaces, equipment, and utensils that will be in contact with produce, such as cutting boards, knives, and sinks.
4. Follow manufacturer's instructions for proper use of chemicals.
5. Wash all raw fruits and vegetables thoroughly before combining with other ingredients, including:
 - a) Unpeeled fresh fruit and vegetables that are served whole or cut into pieces.
 - b) Fruits and vegetables that are peeled and cut to use in cooking or served ready-to-eat.
6. Wash fresh produce vigorously under cold running water. Packaged fruits and vegetables labelled as being previously washed and ready-to-eat are not required to be washed.
7. Scrub the surface of firm fruits or vegetables such as apples or potatoes using a clean and sanitised brush designated for this purpose.
8. Remove any damaged or bruised areas.
9. Label, date, and refrigerate fresh-cut items.
10. Serve all cut produce within 7 days if held at 41⁰ F or below. Refer to the date marking ready-to-eat and the Potentially Hazardous Food SOP.

C. Washing Hands

To prevent food borne illness by contaminated hands.

1. Post handwashing signs or posters in a language understood by all foodservice staff near all handwashing sinks, in food preparation areas, and restrooms.
2. Use designated handwashing sinks for handwashing only. Do not use food preparation, utility, and dishwashing sinks for handwashing.
3. Provide warm running water, soap, and a means to dry hands. Provide a waste container at each handwashing sink or near the door in restrooms.

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4. Keep handwashing sinks accessible anytime employees are present.
5. Wash hands
 - a) Before starting work.
 - b) During food preparation.
 - c) When moving from one preparation area to another.
 - d) Before putting on or changing gloves.
 - e) After using the toilet.
 - f) After sneezing, coughing, or using a handkerchief or tissue.
 - g) After touching hair, face, or body.
 - h) After smoking, eating, drinking, or chewing gum or tobacco.
 - i) After any clean-up activity such as sweeping, mopping, or wiping counters.
 - j) After touching dirty dishes, equipment, or utensils.
 - k) After handling trash.
 - l) After handling money.
 - m) After any time, the hands may become contaminated.
6. Follow proper handwashing procedures as indicated below:
 - a) Wet hands and forearms with warm, running water at least 100°F and apply soap (about 1 tablespoon).
 - b) Scrub lathered hands and forearms, under fingernails, and between fingers for at least 10-15 seconds. Rinse thoroughly under warm running water for 5-10 seconds (minimum of 20 seconds for complete wash and rinse process).
 - c) Dry hands and forearms thoroughly with single-use paper towels.
 - d) Dry hands for at least 30 seconds if using a warm air hand dryer.
 - e) Turn off water using paper towels.
 - f) Use paper towel to open door when exiting the restroom.

D. Receiving Deliveries

To ensure that all fruits and vegetables are received fresh and safe when they enter the foodservice operation and to transfer to proper storage as quickly as possible.

1. If possible, schedule deliveries to arrive at designated times during operational hours.
2. Post the delivery schedule, including the names of vendors, days and times of deliveries, and drivers' names.
3. Organise freezer and refrigeration space, loading docks, and store rooms before deliveries.
4. Gather product specification lists and purchase orders, temperature logs, calibrated thermometers, pens, flashlights, and clean loading carts before deliveries.
5. Keep receiving area clean and well lighted.
6. Do not touch ready-to-eat fruits and vegetables with bare hands.
7. Compare delivery invoice against products ordered and products delivered.
8. Transfer fruits and vegetables to their appropriate locations as quickly as possible.

E. Preventing Cross-Contamination during Storage and Preparation

1. Wash hands properly.
2. Avoid touching ready-to-eat fruits and vegetables with bare hands.
3. Separate raw animal foods, such as eggs, fish, meat, and poultry, from ready-to-eat foods, such as lettuce, cut melons, and lunch meats during receiving, storage, and preparation.
4. Separate unwashed fruits and vegetables from washed fruits and vegetables and other ready-to-eat foods.
5. Use only dry, cleaned, and sanitised equipment and utensils.
6. Touch with bare hands only those surfaces of equipment and utensils that will not come in

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direct contact with fruits and vegetables.

7. Place fruits and vegetables in covered containers or packages, except during cooling, and store in the walk-in refrigerator or cooler.
8. Designate an upper shelf of a refrigerator or walk-in cooler as the “cooling” shelf. Uncover containers of fruits and vegetables during the initial quick cool-down phase to facilitate cooling, and then cover for storage.

F. Transporting Fruits and Vegetables to Remote Sites (Satellite Kitchens)

To prevent food borne illness by ensuring that food temperatures are maintained during transportation and contamination is prevented.

1. Keep perishable fruits and vegetables refrigerated during transportation.
2. Maintain the temperature of refrigerated, potentially hazardous foods at 41°F or below.
3. Use only food carriers for transporting fruits and vegetables approved by the health department.
4. Prepare the food carrier before use:
 - a) Ensure that all surfaces of the food carrier are clean
 - b) Wash, rinse, and sanitise the interior surfaces
 - c) Ensure that the food carrier is designed to maintain cold food temperatures at 41°F
 - d) Pre-chill the food carrier according to the manufacturer’s recommendations
5. Store food in containers suitable for transportation. Containers should be:
 - a) Rigid and sectioned so that foods do not mix
 - b) Nonporous to avoid leakage
 - c) Easy-to-clean or disposable
 - d) Approved to hold food
6. Place food containers in food carriers and transport the food in clean vehicles, if applicable, to remote sites as quickly as possible.
7. Follow Receiving Deliveries SOP when food arrives at remote site.

G. Personal Hygiene

This procedure applies to employees who handle fresh fruits, prepare fresh fruits for drying, or package dried/processed products. This is to prevent contamination of fruits by employees and the production manager or supervisor must ensure that the following procedures are followed:

1. Train production employees on using the procedures in this SOP.
2. Follow the Employee Health Policy.
3. Report to work in good health, clean, and dressed in clean attire.
4. Change apron when it becomes soiled.
5. Hands are washed before starting work in the morning, after lunch or after using the toilet
6. Hands are washed after clearing dirty areas.
7. Hands are washed properly, frequently, and at the appropriate times.
8. Hands are washed with soap before and after eating.
9. Fingernails are (short) trimmed, filed, and maintained so that the edges are cleanable and not rough.
10. Artificial fingernails and fingernail polish are avoided.
11. No jewellery worn on fingers (including wedding ring) or wristband.
12. No long or hanging earrings worn to work.
13. Cuts, wounds and sores are treated and bandaged immediately. When hands are bandaged, single-use disposable gloves must be worn.
14. Eating, drinking, or chewing gum only during break-time in designated areas where food or food contact surfaces may not become contaminated.

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15. No smoking anywhere on the premises.
16. Wearing of suitable and effective hair cover/net while in the production, drying and packaging areas.

H. Managing Visitors

1. All visitors should be wearing masks to gain access/entry to the vegetable garden and fruit farm.
2. All visitors to get screened for COVID-19 (body temperature, flue-like symptoms, coughing) before entry into the farm.
3. All visitors to cough with a flexed elbow and sneeze in a paper towel or handkerchief.
4. Visitors to desist from hugging and handshaking.

I. COVID-19 Guidance for the Fruits and Vegetable Sector Workforce

The following tips can help reduce the risk of exposure to COVID-19:

1. Encourage workers to stay home if they are sick.
2. Establish flexible work hours, e.g. staggered shifts, if feasible.
3. Practice sensible social distancing and maintain 2 m between co-workers, where possible.
4. For work activities where social distancing is a challenge, consider limiting the duration of these activities and/or implementing innovative approaches, such as temporarily moving or repositioning workstations to create more distance or installing barriers-e.g. boards, glass, cloths, shields) between workstations.
5. Monitor public health communications about COVID-19 recommendations for the workplace and ensure that workers have access to and understand that information.
6. Workers should be trained on how to properly put on, use/wear, take-off, and maintain protective clothing and equipment.
7. Allow workers to wear masks over their nose and mouth to prevent spread of the virus.
8. Encourage respiratory etiquette, including covering coughs and sneezes.
9. Discourage workers from using other workers' tools and equipment.
10. Promote personal hygiene. If workers do not have access to soap and water for handwashing, provide alcohol-based hand rubs containing at least 60-70% alcohol.
11. Provide disinfectants and disposable towels workers can use to clean work surfaces.
12. Encourage workers to report any safety and health concerns especially relating to COVID-19.
13. While being screened for COVID-19 symptoms, all staff must observe social distancing of 2 m as they queue up.
14. All workers handling packaging boxes for fruits and vegetables must first wash their hands before wearing gloves, then wear disposable gloves afterwards.
15. Ensure employees should enter the uniform area with clean hands.
16. Touching non-selected uniform clothing and hangars should be kept to a minimum.

J. Social Distancing

1. Social distance should be observed by all farm workers when working.
2. Social distance when customers/visitors are paying for fruits and vegetables.
3. Social distance should be observed when being screened, sanitizing and washing hands.
4. Social distancing should be adhered to by workers at the cafeterias during lunch and also at tables that have built-in seating.
5. Maintain at least a 2 m distance whenever possible.
6. Strategies in place to ensure social distancing during breaks.
7. Staggered break times to avoid large groups of employees at once.
8. Additional rooms designated for break areas or pitch tents outside whenever possible.
9. Break and meeting/boardroom seating are reset to promote physical distancing.

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10. Limit chairs per table.
11. If possible, limit contact with high-touch surfaces-e.g., keep doors open to allow movement.

K. Personal Protective Equipment (PPE)

Train all workers on proper use of PPE. Individuals working in park sheds must wear PPE, potentially more than they are typically included in their standard operating schedule.

1. Masks (Required)

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

2. Gloves (Required)

1. Plastic gloves (or other types of disposable glove provided by your department) should be worn.
2. Avoid touching the face (or mask) with gloved hands.
3. Wash and dry hands before putting fresh gloves on.
4. Provide necessary PPE such as nitrile gloves for working and milking, disposable hearing protection, and prepare a boot wash station so workers can clean their boots when coming and going. Clean and disinfect handwashing stations and make sure soap dispensers are full.
5. Measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers.
6. Provide adequate PPE to all employees.
7. PPE should be worn correctly by all employees.
8. Emphasise proper hand hygiene after gloves or facial coverings are removed.
9. Checklist/instructions posted for donning/doffing PPE in multiple languages.

L. Managing a COVID-19 positive case

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

This should include:

- a) Initiate process to contact relevant third parties who may have been exposed
- b) Clean and disinfect surfaces to limit employee exposure
- c) Work with local authorities to take appropriate steps
- d) Develop a return to work policy in coordination with local public health to department
- e) Identify workplace coordinators for COVID-19 issues and their workplace impact
- f) Coordinators should be known and accessible to all
- g) Coordinators should serve as the main source of information and primary person(s) to answer questions related to COVID-19 (e.g., Occupational Health, Plant Safety Manager)
- h) Engage plant safety/ergonomics teams and supervisors in strategy development and implementation

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- i) Provide frontline supervisors additional training on COVID-19 and PPE so they can provide effective and reliable communications to workers and monitor for protective measures and PPE compliance
- j) Develop plans to operate with a reduced workforce
- k) Cross-train workers to perform essential functions to maintain operations

INTERNAL AND EXTERNAL REFERENCES

Internal References

1. Westerly Breeze Farm-Apollo area Mungwi Road-Lusaka West
2. Mayo Agro services-Makeni-Konga area
3. Amiran Zambia

External References

1. <https://extension.umn.edu/news/covid19-produce-farm>
2. <https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/>

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C. SOP for COVID-19 mitigation measures in the Pork Industry

Department: _____

SOP No: _____

SOP Title: _____

SOP Number _____

SOP Title _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of COVID-19 in the production and processing of pig products in compliance with FAO, WHO, CDC guidelines and Ministry of Health COVID-19 protocols in the pig sector.

SCOPE

These SOPs apply to the pig sector specifically in the production and processing of pig products to stop the spread of COVID-19 using the WHO, CDC and ministry of Health guidelines for the prevention of COVID-19.

INTRODUCTION

COVID-19, caused by the virus SARS-CoV-2, is currently causing drastic consequences in Zambia and across the globe and is now classified as a pandemic. Pig producers, not surprisingly, have a number of concerns relating to the protection of health, animal welfare and implications of the current COVID-19 pandemic on the operation of their unit.

To protect oneself, such as when visiting live animal markets or production sites, one is advised to avoid direct contact with animals and surfaces in contact with animals. During pig production and processing, ensure good food safety practices at all times. The World Health Organisation advises handling raw meat, milk or animal organs with care to avoid contamination of uncooked foods and avoid consuming raw or undercooked animal products. These SOPs have been adapted from the WHO and COVID-19 prevention measures have been embedded into these SOPs to prevent the spread of the COVID-19 pandemic.

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DEFINITIONS

Social distancing	Also called “physical distancing,” means keeping a safe space between yourself and other people who are not from your household.
Handwashing	Also known as <i>hand</i> hygiene, is the act of <i>cleaning</i> one's <i>hands</i> with <i>soap</i> (or equivalent materials) and water to remove viruses/bacteria/germs/microorganisms, dirt, grease, or other harmful and unwanted substances stuck to the <i>hands</i> .
Personal Protective Equipment	Equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment (RPE).

RESPONSIBILITIES

A. Farm Manager-Pig Production

1. Ensure that only a limited controlled number of farm workers have access to the pig pens.
2. Ensure limited access to the piggery, and all farm workers are screened; temperature checked, COVID-19 symptoms checked before allowing entry to the piggery.
3. Ensure that PPE are available at the farm (face masks, disposable gloves, face shields, overalls, gum boots, apron etc.).
4. Ensure only essential farm workers are allowed to work in piggeries.
5. Ensure biosecurity measures are in place and are followed by all workers and visitors.
6. Create spacious parking lots, separately for vehicles delivering pig feed and for customers while separate entry and exit points for one-way controlled movement under the SOPs. The farm manager will ensure controlled entry to the pig farm and the parking area will be marked as such to ensure that vehicles are parked at a safe distance from each other while no vehicle will be allowed to enter unless the space is available.
7. Ensure that the delivery and pick up areas have hand-hygiene stands (handwashing with soap or alcohol-based hand sanitiser) at entry point and multiple other places within the farm.
8. Work with farm security to ensure that no person is allowed to enter the farm or piggery without a mask.
9. Ensure that the farm or piggery premises have functional toilets and a handwashing facility with essentially required supplies including soap, tissues and paper towels.
10. Ensure high-touch surfaces like piggery gates, store room door handles, bucket used for feeding pigs are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
11. Ensure proper waste collection and disposal of pig carcass arrangements are made.
12. Ensure routine testing becomes more readily available to all the workers to rapidly identify and address COVID-19 at the farm.
13. Ensure awareness of COVID-19 by all employees and its impact on pig production and processing.

B. Operations Manager-Pig Processing

1. Educate all workers on how to prevent COVID-19 infections and the spread of the disease.
2. Ensure availability of PPE for all workers.
3. Ensure availability of thermal scanning or thermometers are available at the plant for screening of all staff and visitors.

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4. Ensure only essential workers report for work.
5. Ensure all workers and visitors to the beef processing plant are screened at entry point(s).
6. Keep employees informed of all new developments on the disease. Brief them on the need for infection control measures and the preventive procedures that have been set in place.
7. Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726.
8. Ensure that a record of all employees present at a given date and time are kept for contact tracing by supervisors and managers in various departments.
9. Be alert and able to execute emergency procedures for any worker who becomes asymptomatic of COVID-19 while at work.

SPECIFIC PROCEDURE

1. Farm gates and piggery entry should have handwashing stands with soap and clean water.
2. Every person entering a piggery/farm or plant should be screened and have their temperature checked and if above 37°C should not be allowed entry. Thermal scanning of the all staff and visitors by trained personnel should be ensured at all entry points.
3. Staff/visitors with fever or respiratory symptoms should not be allowed entry to the farm or processing plant.
4. Social distance inside the farm/plant should be maintain so that close gatherings of farms/staff could be avoided during the feeding or inspection of animals.
5. All workers should wash their hands before wearing disposable gloves as they touch the pigs and meat.
6. Before documenting at the farm or plant, writing pens should be wiped with hand sanitisers.
7. No handshaking or hugging is allowed with anyone while gathering of more than 5 persons at one place within farm/plant should not be allowed.
8. Tools used to clean the pig pens such as hard brooms, shovels etc. should not be used interchangeably with between pig pens.
9. In plant processing set-ups, weekly medical camps or clinics, with adequate staffing of trained personnel, equipment and PPE can be established at the processing plant or farm by the relevant District Health Authority. Any person detected with a high temperature should be referred to medical personal for further assessment. Staff and visitors suffering from coughs should be immediately separated and referred for further assessment.
10. In a plant set up on production lines, if fans are used in the pig processing plant or butchery facility, ensure fans blow clean air toward workers' breathing zone.
11. Let all employees accessing the other plant processing office for packaging materials sanitise their hands before touching door handles or office equipment.
12. Ensure that at delivery of feed or chemicals used in meat processing companies, a maximum of 2 people per vehicle/car will be allowed and elderly people and children may not be allowed to enter the processing plant or farm.
13. All workers are advised not to share face masks or face covering with anyone and must avoid touching the insides of a mask/face covering but use new face mask immediately if the mask is stained or becomes wet.
14. Hand sanitiser use should be highly recommended after exchange of documents or cash.
15. Pre- and post-clean the slaughter area and dispose of all carcasses following recommended procedures. All utensils used must be cleaned and sundried if possible after use.

A. Transport of raw materials, feed and animals

1. The aim is for the transporter to create a tight confinement area to eliminate any contact with the factory, farm or slaughterhouse personnel.

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2. Establish specific truck entry and exit routes at the factory, farm and slaughterhouse (including washing and disinfection centers).
3. No contact of the transporter with other workers (factory, farmers, etc.).
4. Use telematic methods for instructions and orders.
5. Have receptacles or mailboxes in which to provide and collect documentation: delivery notes, guides.
6. Carriers: complete journey without stops, especially avoiding stops in at-risk areas.

B. Slaughterhouse

Although it is not a specific issue and it should be the slaughterhouse who establishes its protocols against COVID-19, from the farm's standpoint it is necessary:

1. To know the animal "retention" capacity, respecting animal welfare if the slaughterhouse of destination has to reduce slaughter and extend slaughter times.
2. Locate other options for where the animals can be moved.

C. Pig Processing Facility COVID-19 Checklist

This document outlines a draft checklist for COVID-19 risk mitigation strategies for pig processing plants. Recommended measures to be implemented are based on the hierarchy of controls, a hazard mitigation framework that outlines controls in decreasing order of effectiveness based on the Global Centre for Health Security.

1. Where feasible place a physical barrier between workers on the production line and identify opportunities to place physical barriers e.g., boards, cloth material or plastic sheeting in hallways to guide employee traffic to/from production and limit crossover.
2. Social distancing should be adhered to by workers at the cafeteria's lunch tables including for tables with built-in seating.

D. Administrative Controls

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

1. Universal Mask Policy – This Policy should be put in place for all employees and essential visitors to wear face masks at all times while in the beef processing facility.
2. Provide employees with information on proper PPE use such as face mask use.

E. Communication/Education

1. Provide easy to understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout the facility directing risk-minimizing behaviour for employees such as:
 - a) Handwashing procedures
 - b) Recognizing COVID-19 symptoms and how to stop the spread
 - c) Screening process/requirements
 - d) Resources on social distancing outside of the workplace (e.g., in homes, car sharing or pooling)
 - e) Proper hand hygiene and glove practices and refraining from touching their face
 - f) General guidance for worker protection at home and in the community
 - g) Information on self-monitoring of COVID-19 symptoms
 - h) Information on safe social distancing practices

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2. Provide information to employees on basic protective measures against COVID-19 such as:
 - a) Handwashing procedures
 - b) Staying home when sick
 - c) Avoiding contact with people who are sick
 - d) Following guidance of local and state public health officials on staying home and avoiding unnecessary trips outside of the home
 - e) Engaging local community leaders (e.g., church leaders, chiefs) to help educate and relay COVID-19 message to community members
 - f) Encouraging workers to wear cloth masks when using public transport to work (if car sharing) and to protect others when waiting to be screened prior to them receiving a new mask for their shift
 - g) Encouraging workers to minimise car sharing as they travel to work
 - h) Limit the number of people per vehicle and space out when using company vehicles

F. Enhanced cleaning and disinfection of common contact areas

1. Identify common high-touch surfaces (e.g. tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day.
2. Hand sanitiser dispensers should be available throughout the facility, particularly at entrance, exits, and transition areas.
3. Assess supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use.
4. Ensure sanitizing wipes and soap are readily available in lunch and break rooms.
5. Identify common shared tools and develop procedures to sanitise between users.
6. Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly.
7. Use no-touch containers when possible.

G. Active Screening

1. Designate a single point of entry for all plant processing staff and visitors.
2. Develop and implement screening questions conducted daily screening of all individuals entering the facility.
3. Ensure employees undergo daily temperature screening prior to entering the facility.
4. Ensure screener is trained to administer the temperature checks.
5. Ensure screener has adequate PPE and, as applicable, maintains social distancing as testing is performed.
6. Ensure secondary screening, if offered, is conducted by staff with medical training.
7. Ensure proper validation of infrared temperature tool prior to use.

H. Social Distancing

1. Limit visitors except for required essential services.
2. Maintain at least a 2 m distance whenever possible.
3. Put strategies in place to ensure social distancing during breaks.
4. Stagger breaktimes to avoid large groups of employees at once.
5. Designate additional rooms for break areas or pitch tents outside.
6. Reset break and meeting room seating to promote physical distancing.
7. Limit chairs per table.
8. Use tape on floors, if necessary, to designate spots at least 1 m apart.
9. Ensure cleaning of tables between use (by self-cleaning or e.g., Cargill example of laminated card flipped to red when employee finishes eating lunch to inform cleaning

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worker table is in need of cleaning; once cleaner cleans, flips to green side indicating table ready for use).

10. Maintain 1 m distancing practice if office staff required onsite.
11. Implement cohorting of work teams wherever possible. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease number of potential exposures for each person and to simplify identifying possible exposures if a case presents.
12. Limit crossover in entrances, corridors, and common spaces by adjusting personnel workflow.
13. Limit the number of persons in a corridor or entryway at one time.
14. Limit contact with high-touch surfaces if possible; e.g., keep doors open to allow movement of air.
15. Ensure employees enter the uniform area with clean hands.
16. Ensure touching non-selected uniform clothing and hangers is kept to a minimum.
17. Limit interactions with people outside of work.
18. Limit travel to essential locations (i.e. grocery store or pharmacy) if possible.
19. Restrict domestic or international travel during the height of the pandemic.

I. Visitors

1. Only essential visitors should be permitted on site (e.g. vets or essential maintenance personnel).
2. On arrival to the unit, all visitors should fill in a **visitor declaration form** to assess the risk, including if they are exhibiting any signs of the virus and details of recent travel. If they are deemed to be a high risk, they should not be permitted. If not high-risk they should be informed of COVID-19 control policies prior to entry.
3. It is essential that all visitors permitted to enter the premises remain at least 2 m away from all farm personnel at all times.
4. Visitors should follow the strict farm biosecurity procedures including the use of PPE (provided by the unit) prior to entry.
5. In relation to deliveries, farm personnel should not approach any of the drivers.
6. Delivery dockets should be left in an agreed location and not handed to staff.
7. Provision of hand sanitisers at the location where dockets are handled will provide added biosecurity.

J. Workforce Policies

1. Institute flexible workplace and sick leave policies and communicate these policies to all workers.
2. Institute a no-penalty approach for those taking sick leave especially if showing symptoms of COVID-19.
3. Ensure supervisors understand that they are not to penalise workers for using these benefits.
4. Recognise certain policies may incentivise employees to come to work sick (e.g., extra food at end of shift, bonus pay).

K. Managing a COVID-19 positive case on a pig farm or processing plant

1. Initiate process to contact relevant third parties who may have been exposed.
2. Clean and disinfect surfaces to limit employee exposure.
3. Work with local authorities to take appropriate steps.

** 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.*

4. Develop a return to work policy in coordination with the local public health department.
5. Identify workplace coordinators for COVID-19 issues and their workplace impact.
6. Coordinators should be known and accessible to all.
7. Coordinators should serve as the main source of information and primary person(s) to answer questions related to COVID-19 (e.g., Occupational Health, Plant Safety Manager).
8. Engage plant safety/ergonomics teams and supervisors in strategy development and implementation.
9. Provide frontline supervisors additional training on COVID-19 and PPE so they can provide effective and reliable communications to workers and monitor for protective measures and PPE compliance.
10. Develop plans to operate with a reduced workforce.
11. Cross-train workers to perform essential functions to maintain operations.
12. Develop a testing strategy in coordination with local public health officials.
13. Work with local and state public health officials to conduct testing of priority cases.

Personal Protective Equipment (PPE)

Train all workers on proper use of Personal Protective Equipment:

1. Implement measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers
2. Provide adequate PPE to all pig production employees
3. Ensure PPE is worn correctly by all employees
4. Emphasise proper hand hygiene after gloves or facial coverings are removed
5. Post checklist/instructions for donning/doffing PPE in multiple languages
6. Implement biosecurity measures

INTERNAL AND EXTERNAL REFERENCES

1. Westerly Breeze Farm-Apollo area Mungwi Road-Lusaka West
2. Zambeef
3. <https://www.iowapork.org/producer-resources/resources-and-information/covid-19/>
4. <https://www.unmc.edu/healthsecurity/education/programs/docs/Checklist.pdf>
5. https://www.pig333.com/articles/covid-19-and-pig-viruses-%E2%80%93-what-can-we-learn_15938/
6. <https://www.swineweb.com/how-is-covid-19-impacting-minnesotas-pork-industry/>

** 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.*

D. SOP for COVID-19 mitigation measures in Dairy

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

Read By				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of the coronavirus or COVID-19 disease in the production and processing of dairy products in compliance with FAO, WHO, and CDC guidelines and Ministry of Health COVID-19 protocols in the dairy sector industry.

SCOPE

These SOPs apply to the dairy sector specifically the production and processing of dairy products to stop the spread of COVID-19 using the WHO, CDC and MoH guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

To protect oneself, such as when visiting live animal markets or production sites, one is advised to avoid direct contact with animals and surfaces in contact with animals. During dairy production and processing ensure good food safety practices at all times. WHO advises handling raw meat, milk or animal organs with care to avoid contamination of uncooked foods and avoid consuming raw or undercooked animal products. These SOPs have been adapted from the WHO, University of Maine-Cooperative Extension Publication, CDC and COVID-19 prevention measures have been embedded into these SOPs to prevent the spread of the COVID-19 pandemic.

** 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.*

RESPONSIBILITIES

A. Operations Manager

1. Ensure pre- and post-cleaning of all utensils used in milk and dairy products productions and processing.
2. Ensure that only a limited controlled number of suppliers of milk to the milk processing company should be allowed to deliver milk at a given time and at a designated place to maintain social distancing.
3. Ensure that at delivery of milk to processing companies, a maximum of 2 people per vehicle/car will be allowed and elderly people and children are not allowed to enter the open market.
4. Spacious parking lots should be created separately for vehicles carrying milk and for customers, while separate entry and exit points are created for one-way controlled movement under the SOPs. The security personnel should ensure controlled entry to the milk plant and the parking area will be marked as such to ensure that vehicles are parked at a safe distance from each other while no vehicle will be allowed to enter unless the space is available.
5. Ensure that the delivery area has hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) at entry point and multiple other places within the farm or processing plant.
6. The operations manager ensures that no person should be allowed to enter the farm or processing plant without a face mask.
7. Every person entering a reception, or milk processing plant area should be screened and have their temperature checked and if above 37°C should not be allowed entry.
8. Ensure that all dairy workers/staff are advised not to share face masks or face coverings with anyone and must avoid touching the insides of a mask/face covering but use new face mask immediately if the mask is soiled or becomes wet.
9. Ensure that plant premises should have functional toilets and a handwashing facility with essentially required supplies including soap, tissues and paper towels.
10. Hand sanitiser use has been highly recommended after exchange of delivery notes, receipts, invoices, currency bills and touching shared surfaces within the market.
11. Ensure high-touch surfaces like operating milk machines are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
12. Ensure proper waste collection and disposal of bad dairy products.
13. Thermal scanning of the all staff and visitors by trained personnel should be ensured at all entry points.

B. Occupational Safety and Health Manager

1. Ensure awareness of COVID-19 by all employees and its impact on milk, cheese, and yoghurt production and processing.
2. Ensure testing becomes more readily available to all the workers especially essential workers to rapidly identify and address COVID-19 on a dairy farm or processing plant.
3. Educate all workers on how to prevent COVID-19 infections and spread of the disease.
4. Ensure all workers' and visitors' details are kept at the plant for contact tracing.
5. Ensure employees are informed of all new developments on the disease. Brief them on the need for infection control measures and the preventive procedures that have been set in place.
6. Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726.
7. Be the contact and liaison person for all Ministry of Health-related updates.

** 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.*

8. Be alert and able to execute emergency procedures for any worker who becomes asymptomatic of COVID-19 while at work.

C. Human Resource Manager

1. Ensure only essential workers report for work; production, transport, security personnel among others.
2. Ensure proper and timely communication on COVID-19 updates to all employees.
3. Ensure employees are apprised of their rights and the tools that are provided to support them.
4. Review the sick policy; be sure it is up-to-date, and give all employees the most recent version.
5. Implement measures that reduce the risk of workplace transmission. These risk reduction steps should include:
 - a) Regularly sanitise all tools and surfaces.
 - b) Increase access to hand sanitiser and handwashing stations.
 - c) Create workstations that are at least 1 m apart.
 - d) Rotate shifts to decrease the number of employees in proximity of each other.

SPECIFIC PROCEDURE

1. All dairy production staff should be screened before gaining entry to the milk processing plant. The screen should include a handheld thermal scanner or thermometer.
2. All visitors, suppliers and contractors must first be screened for COVID-19 and only those without symptoms must be allowed entry to the company premises and not the processing plant area.
3. While being screened for COVID-19 symptoms, all dairy workers must observe social distancing as they queue up.
4. All milk production workers milking cows manually must first wash their hands before wearing gloves, then wear disposable gloves.
5. Disposable gloves should be used while touching the dairy cows. All used gloves and other disposable items must be placed in a bag that can be tied airtight before disposing of them with other waste. Wash hands with soap and water for at least 20 seconds immediately after removing gloves or use an alcohol-based hand sanitiser containing at least 60% alcohol if soap and water are not available. Soap and water should be used if hands are visibly soiled. Management, staff, drivers, security personnel and visitors should not share personal items like writing pens, and food and utensils. Where pens are used for signing and documenting, they should be wiped with hand sanitisers.
6. Workers should not be allowed to shake hands or hug with anyone while gatherings of more than 5 workers at one place within a farm processing plant should not be allowed.
7. If possible, set up weekly medical camps or clinics, with adequate staffing of trained personnel from government clinics. Equipment and PPE can be established at the milk processing plant or farm by the concerned District Health Authority. Any person detected with a high temperature will be referred to medical camps for further assessment. Staff and visitors suffering from coughing should be immediately separated and referred for further assessment.
8. On production lines, if fans are used in the dairy processing plant, ensure fans blow clean air toward workers' breathing zone.
9. Let all employees accessing the other plant processing office for packaging materials sanitise their hands before touching door handles or office equipment.
10. Biosecurity measures must be implemented. All delivery truck/vehicles delivering feed for dairy must be disinfected or made to drive through footbaths containing recommended disinfectants.
11. Provide a mechanism for all surfaces to be disinfected before a new person arrives to take over the operation. These include:

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- a) All door handles and switches;
- b) All milking machines, tools, switches, and bulk tank controls;
- c) Tractor steering wheels, controls, levers;
- d) All tool handles and implements;
- e) Bucket handles, calf bottles, etc.; and
- f) Hoses and other necessary pieces of equipment.

Dairy Processing Facility COVID-19 Checklist

A. Administrative Controls

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

1. Universal Mask Policy – This Policy should be put in place for all employees and essential visitors to wear face masks at all times while in the milk processing facility.
2. Provide employees with information on proper PPE use such as face mask use.

B. Communication/Education

1. Provide easy to understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout facility directing risk-minimizing behaviour for employees such as:
 - a) Handwashing procedures
 - b) COVID-19 symptoms and how to stop the spread
 - c) Screening process/requirements
 - d) Provide resources to employees on social distancing outside of workplace (e.g., in homes and while car sharing cars)
 - e) Refresh staff on proper hand hygiene and glove practices and refraining from touching their face
 - f) General guidance for worker protection at home and in the community
 - g) Provide information to employees on self-monitoring of COVID-19 symptoms
 - h) Provide information to employees on safe social distancing practices
2. Provide information to employees on basic protective measures against COVID-19 such as:
 - a) Handwashing procedures
 - b) Staying home when sick
 - c) Avoiding contact with people who are sick
 - d) Following guidance of local and state public health officials on staying home and avoiding unnecessary trips outside of the home
 - e) Engage local community leaders (e.g., church leaders, chiefs) to help educate and relay COVID-19 message to community members
 - f) Encourage workers to wear cloth masks when using public transport to work (if car sharing) and to protect others when waiting to be screened prior to them receiving a new mask for their shift
 - g) Encourage workers to minimise car sharing as they drive to work, when possible
 - h) Limit the number of people per vehicle and space out when using company vehicles

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C. Enhanced cleaning and disinfection of common contact areas

1. Wash milking equipment after milking.
2. Ensure bulk tank cleaning after milk pick-up.
3. Identify common high-touch surfaces (e.g., tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day.
4. Hand sanitiser dispensers should be available throughout the facility, particularly at entrance, exits, and transition areas.
5. Assess supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use.
6. Sanitizing wipes and soap readily available in lunch and breakrooms.
7. Identify common shared tools and develop procedures to sanitise between users.
8. Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly.
9. Use no-touch containers when possible.

D. Active Screening

1. Designate a single point of entry for all plant processing staff and visitors.
2. Develop and implement screening questions conducted daily for all individuals entering the facility.
3. Ensure employees undergo daily temperature screening prior to entering the facility.
4. Ensure screener is trained to administer the temperature checks.
5. Ensure screener has adequate PPE and, as applicable, maintains social distancing as testing is performed.
6. Ensure secondary screening, if offered, is conducted by staff with medical training.
7. Ensure the infrared temperature tool is properly validated prior to use.

E. Social Distancing

1. Limit visitors except for required essential services.
2. Maintain at least a 2 m distance whenever possible.
3. Implement strategies to ensure social distancing during breaks.
4. Stagger break times to avoid large groups of employees at once.
5. Designate additional rooms for break areas or pitch tents outside.
6. Reset break and meeting room seating to promote physical distancing.
7. Limit chairs per table.
8. Use tape on floors, if necessary, to designate spots 2 m apart.
9. Ensure cleaning of tables between use.
10. Introduce a system such as card flipped to red when employee finishes eating lunch to inform cleaner that the table is in need of cleaning; once cleaner cleans, flips to green side indicating table ready for use).
11. Maintain a 2 m distancing practice for office staff required onsite.
12. Implement cohorting of work teams wherever possible. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease the number of potential exposures for each person and to simplify identifying possible exposures if a case presents.
13. Limit crossover in entrances, corridors, and common spaces by adjusting personnel workflow.

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14. Limit the number of persons in a corridor or entryway at any one time.
15. Limit contact with high-touch surfaces if possible;; e.g., keep doors open to allow movement.
16. Promote unidirectional flow through locker areas and when entering/exiting production floor.
17. Employees should enter the uniform area with clean hands.
18. Touching non-selected uniform clothing and hangars should be kept to a minimum.

F. Workforce Policies

1. Institute flexible workplace and sick leave policies and communicate these policies to all workers.
2. Institute a no-penalty approach for those taking sick leave especially if showing symptoms of COVID-19.
3. Ensure supervisors understand that they are not to penalise workers for using these benefits.
4. Recognise certain policies may incentivise employees to come to work sick (e.g., extra food at end of shift, bonus pay).

G. Managing a COVID-19 positive case

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

H. Personal Protective Equipment (PPE)

Train all workers on proper use of Personal Protective Equipment:

1. Provide necessary personal protective equipment (PPE), such as nitrile gloves for working and milking, disposable hearing protection, and prepare a bootwashing station so workers can clean their boots when coming and going. Clean and disinfect handwashing stations and make sure soap dispensers are full.
2. Introduce measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers.
3. Provide adequate PPE provided to all beef production workers employees.
4. Ensure PPE is worn correctly by all employees.
5. Emphasise proper hand hygiene after gloves or facial coverings are removed.
6. Post checklist/instructions donning/doffing PPE in multiple languages

** 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.*

7. Implement biosecurity measures.

INTERNAL AND EXTERNAL REFERENCES

1. Seven Rivers Farm-Off Lusaka Road-Livingstone
2. Westerly Breeze Farm-Apollo area Mungwi Road-Lusaka West
3. Zambeef
4. Dairy Association of Zambia-DAZ
5. <https://extension.umaine.edu/publications/1066e/>
6. <https://extension.umaine.edu/publications/1067e/>
7. <https://www.unmc.edu/healthsecurity/education/programs/docs/Checklist.pdf>
8. <https://www.legalfoodhub.org/wp-content/uploads/2020/04/COVID19-Maine-Farm-and-Food-Safety.pdf>

** 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.*

E. SOP for COVID-19 mitigation measures in the Fishing Industry

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

Read By				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of coronavirus or COVID-19 disease in the growing, producing and processing of fish and fish fingerlings in compliance with FAO, WHO, CDC guidelines and Ministry of Health COVID-19 protocols in the agro processing sector industry.

SCOPE

These SOPs apply to the aquaculture sector specifically in the farming, production and processing of fish and fingerlings to stop the spread of COVID-19 using the WHO, CDC and MoH guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

To protect oneself, such as when visiting fish farms, ponds, dams, rivers, lakes or production sites one is advised to avoid direct contact with fish and surfaces in contact with animals. During fish production and processing, ensure good food safety practices at all times. The World Health Organization advises handling raw fish, milk or animal organs with care to avoid contamination of uncooked foods and avoid consuming raw or undercooked animal products. These SOPs have been adapted from the WHO and COVID-19 prevention measures have been embedded to these SOPs to prevent the spread of COVID-19 pandemic.

** 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.*

These SOPs have been adapted from the Ministry of Health and Family Welfare, and Ministry of Home Affairs, Government of India (www.dof.gov.in).

DEFINITIONS

Fish fingerlings	Development stage of fish following the fry stage and continuing into the first three to four months of life.
Yearling	Development stage of fish following the fingerling stage and lasting until approximately one year of age
Aquaculture	also known as aquafarming, it is the controlled growth of aquatic species.
Fish farm	Locations used to grow populations of aquatic organisms, primarily fish.
Fish hatchery	One form of a fish farm, managed with the intent of resupplying native wild populations in natural environments.
Wild fishing harvest	The commercial and personal fishing consumption in a specific area and over a specific time frame.
Water quality	The characteristics of water, such as water temperature and contamination, which define its ability to sustain life and its purity from chemicals.
Contaminants	Both natural and artificial materials not typically found or found in unusually high concentrations which can be detrimental to the health of wild or farmed aquatic species.

RESPONSIBILITIES

A. Operations Manager

1. Ensure that at delivery of fish feed to fish producing companies, a maximum of 2 people per vehicle/car should be allowed and elderly people and children should not be allowed to enter the premises.
2. Ensure that the fish collection area has hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) at entry point and multiple other places within the market areas.
3. Ensures that no person should be allowed to enter fish processing area without a face mask either for sale/purchase of fish or staff involved in market management.
4. Ensure every person entering the fingerling production area is screened and has their temperature checked and if above 37°C is not allowed entry.
5. Ensure that all fish handlers are advised not to share face masks or face covering with anyone and must avoid touching the insides of a mask/face covering but use new face mask immediately if the mask is soiled or becomes wet.
6. Ensure that the plant processing premises have functional toilets and handwashing facility with essentially required supplies including anti-bacteria soap, tissues and paper towels.
7. Ensure hand sanitiser use is highly recommended after exchange of currency bills, documents, pens and touching shared surfaces within the plant or fish camp.
8. Ensure high-touch surfaces like cooler boxes, bars, table counter tops are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
9. Ensure thermal scanning of all staff and visitors by trained personnel at all entry points.

** 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. Occupational Safety and Health Manager

1. Ensure awareness of COVID-19 by all employees and its impact on fish production and processing.
2. Ensure testing becomes more readily available to all the workers to rapidly identify and address COVID-19 in this occupational setting.
3. Educate all workers on how to prevent COVID-19 infections and spread of the disease
4. Ensure all workers and visitors to the fish ponds, hatcheries, processing plant are screened at entry point(s).
5. Keep employees informed of all new developments on the disease (COVID-19). Brief them on the need for infection control measures and the preventive procedures that have been set in place.
6. Ensure all employees are aware of the COVID-19 Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726
7. Must be the contact and liaison person for all Ministry of Health-related updates
8. Ensure that a record of all employees present at a given date and time are kept for contact tracing by supervisors and managers in various departments.
9. Be alert and able to execute emergency procedures for any worker who becomes symptomatic of COVID-19 while at work.

SPECIFIC PROCEDURE

The SOPs of aquaculture/fisheries consist of 4 parts:

1. Fish production units or fish farms.
2. Fish seed production centre or hatcheries.
3. Fish production from natural water bodies such as, rivers, lakes, swamps reservoirs and wetlands.
4. Processing plants.

1. Fish Production Units or Fish Farms

- i. Only registered and licensed fish farms and hatcheries should be allowed to carry out preparatory and fish production activities like pond preparation, seed segregation, feeding, water management, pond management, sampling, and fish harvesting subject to compliance with the guidelines issued by the Ministry of Health and Zambia National Public Health Institute.
- ii. If any fish farmer/ worker/farm hands develop symptoms like cough, headache, body ache, shortness of breath, nasal congestion, runny nose and sore throat etc., he/she should immediately communicate with the Health and Safety Officer and eventually to the Public Health Department.
- iii. Management of the fish farms or ponds shall ensure arrangement of all protective gears to avoid spread of COVID-19 (sanitiser, soap etc.) for the workers/hands. The workers while entering the farm should follow the sanitary norms and should change the clothes they have used while travelling and use disinfected clothes while working inside the farm.
- iv. Social distancing and proper hygiene practices shall be maintained during the activities such as pond preparation, feeding, fish sampling, catching or harvesting. Disinfectant spraying and cleanliness will be carried out at the pond sites/farm and is to be continued as a regular practice until the situation becomes normal. Visitors shall not be permitted inside the farm until the situation becomes normal.

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- v. Adequate facilities for medical check-ups/screening of fish farmers/workers should be arranged by the local fishery offices in co-ordination with the Health Department of each district. The Medical Screening Team should also make the fish farmers and fishermen aware about the symptoms related to COVID-19 and the preventions (social distancing etc.) along with the procedures to be followed related to it.
- vi. Farm management shall declare and share the list of workers/personnel to the District Health Department for maintaining the details in the register. District Administration should also earmark designated vehicles (in consultation with fish farmer associations) exclusively for supply of farm inputs such as fingerlings, fish feed, diesel, ice etc. and collection and transportation of fish from the fish farms. Disinfection of farm and implements such as nets/equipment for each pond has to be carried out before they are put into use.
- vii. The farm owner should procure fingerlings and feed and other farm inputs from local suppliers if possible, and movement of workers should be preferably limited within the district only if possible, to avoid any possible spread of COVID-19 infection.
- viii. Fish farmers/farm workers must provide contact details of their family members/relatives and for contact tracing in case of a positive test case of COVID-19.
- ix. Fish farmers/workers shall be subjected to thermal scanning at the entrance of farm/monitoring booth and they shall be allowed to enter into the farm after the thermal scanning and disinfection of their hands.
- x. The farmers/workers should be advised that no physical contacts or exchanges of items should be made by them with workers of adjacent farms, if any.
- xi. Proper biosecurity measures like footbaths; tyre-wash/vehicle-wash, hand and leg dips should be provided in order to avoid cross-contaminations.
- xii. The fish transport vehicles should enter their proper movement details in the farm movement book and details may also be shared on a daily basis with the production manager or supervisors.
- xiii. After completion of the work all the farm implements like nets, check trays, feeding buckets, scoop cooler boxes nets, water sampling bottles should be disinfected properly and sundried.

2. Fish Seed/Fingerlings Production Units or Fish Hatchery

- i. Fish workers must wash their hands before handling fish or fish fingerlings and before picking up PPE.
- ii. Fish workers and fishermen should wear disposable gloves when handling or harvesting fish from ponds.
- iii. Physical distancing should be observed as fishermen cast their nets as they fish from rivers or constructed fish ponds.
- iv. The production department shall plan and execute the fingerlings production activities in such a manner, so as to maintain proper monitoring and social distancing.
- v. Management of the hatchery shall ensure arrangement of all protective gears to avoid spread of COVID-19 (sanitiser, soap etc.) for the workers/hands. The worker, while entering the farm, should ensure following necessary sanitary norms and should change the clothes they have used while travelling and use disinfected clothes while working inside the hatchery. If possible, every section worker should be kept in respective sections untill the situation of COVID19 improves.
- vi. Disinfectant spraying and cleanliness will be carried out at the hatchery before and after every cycle on a regular basis. Disinfection of hatchery and related implements such as buckets, bins, nets/equipment for each tank has to be carried out before they are put into use. No visitors shall be permitted inside the hatchery till the situation becomes normal.

** 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.*

- vii. All the operators/workers shall be subjected to thermal scanning at the entrance of the hatchery/monitoring booth and shall be allowed to enter into the hatchery after the scanning.
- 3. Natural Water Bodies such as Reservoirs, Wetlands, Rivers, and Dams**
- i. The fish harvesting from large water bodies like rivers, Lakes, dams, floodplains, and wetlands can be carried out by using smaller country crafts, coracles with minimum number of fishers and by using cast nets, gill nets, shoot nets or by hook and lines only.
 - ii. As far as possible, community fishing should be put on hold and only marginal fishermen should be allowed to fish from the larger water bodies until the situation returns to normal. They should not be allowed to land their fish at different landing centres of the lakes or rivers.
 - iii. The fishermen should be advised that no physical contacts or exchanges of items to be made between fishing crafts or coracles while fishing. The boat owners/fishermen should adhere to the guidelines issued by the Ministry of Health, to maintain a social distance and also to maintain an appropriate distance between the fishing crafts, coracles or logs.
 - iv. In case any fishermen are reported sick and develop symptoms like coughing, headache, fever, body ache, shortness of breath, nasal congestion, runny nose, and sore throat etc. while fishing in large water bodies, the fishing activity should be abandoned and the fishing crafts should return back to the designated landing site immediately. They should also not consume or touch their catch while returning from fishing. Such a catch must be disposed of as per the advice of the health department and it must not be transferred from one fishing craft to others.
 - v. The fishermen should maintain a social distance while on board, take all sanitary precautions and avoid contact with the fishers having symptoms. In no case should they come into contact with the symptomatic person.
 - vi. The smaller crafts, coracles or logs used for fishing in these water bodies along with the nets should be disinfected before every fishing activity to prevent the spread of COVID-19.
 - vii. The fishers should be screened at shore on a daily basis as far as possible as they are exposed to adverse environments. The fishers should be advised to minimise the handling of catch on-board as well as at the landing centre until the fishes are handed off to the aggregator or trader.
- 4. Processing Plants**
- i. Social distancing should be maintained in the processing plants while processing; cleaning, scaling and packaging the fish. The workers should also adhere to preventive guidelines and social distancing as prescribed by the Ministry of Health and WHO.
 - ii. All collection trays or vehicles are to be washed or sanitised on a daily basis as per the advice of the health authorities.
 - iii. The processing plants should also follow the prescribed standard guidelines on food safety.
 - iv. Suitable arrangements may be made by the district administration, in consultation with Fisheries Department, to facilitate exports of the processed fish.
 - v. As far as possible, the minimum handling of fish has to be observed and the persons engaged in catching, harvesting, and selling of fish should adhere to proper sanitation methods as prescribed from time to time by the food safety department.
 - vi. The processing activities have to be planned and executed in such a manner that if any worker develops symptoms like a cough, headache, body ache, shortness of breath, nasal congestion, runny nose and sore throat etc., they should strictly not be allowed to the plant.

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On a daily basis, the workers should be checked or screened thoroughly before they enter the plant.

- vii. The processing plant should be disinfected regularly with sodium hypochlorite solution.
- viii. People with fever or respiratory symptoms are advised not to visit the fish ponds.
- ix. Disposable gloves should be employed/used while touching the fish by staff, sellers, buyers and visitors should not share personal items like writing pens and food utensils.
- x. Wipe writing pens with hand sanitisers.
- xi. No handshaking or hugging is allowed with anyone while gatherings of more than 5 persons at one place within market premises would not be permitted.
- xii. Weekly medical camps or clinics, with adequate staffing of trained personnel, equipment and PPE can be established at the processing plant or farm by the relevant concerned District Health Authority. Any person detected with a high temperature will be referred to medical camps for further assessment. Staff and visitors suffering from a cough should be immediately separated and referred for further medical assessment.
- xiii. Employees accessing the other plant processing office for packaging materials must sanitise their hands before touching door handles or office equipment.
- xiv. Where feasible place physical barriers between workers on the production line and identify opportunities to place other physical barriers e.g., boards, cloth or plastic sheeting in hallways to guide employee traffic to/from production to limit crossover.
- xv. Social distancing should be adhered to by workers at the cafeteria's lunch tables including tables with built-in seating.

Administrative Controls

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

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

Communication/Education

- 1. Provide easy-to-understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout the facility directing risk-minimizing behaviour for employees such as:
 - a) Handwashing procedures
 - b) COVID-19 symptoms and how to stop the spread
 - c) Screening process/requirements
 - d) Resources on social distancing outside of workplace (e.g., in homes, car sharing or pooling)
 - e) Proper hand hygiene and glove practices and refraining from touching their face
 - f) General guidance for worker protection at home and in the community
 - g) Information on self-monitoring of COVID-19 symptoms
 - h) Information on safe social distancing practices
- 2. Provide information to employees on basic protective measures against COVID-19 such as:
 - a) Handwashing procedures
 - b) Staying home when sick
 - c) Avoiding contact with people who are sick
 - d) Following guidance of local and state public health officials on staying home and avoiding unnecessary trips outside of the home

** 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.*

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

Enhanced Cleaning and Disinfection of Common Contact Areas

- a) Identify common high-touch surfaces (e.g., tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day
- b) Hand sanitiser dispensers should be available throughout the facility, particularly at entrance, exits, and transition areas
- c) Assess supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use
- d) Ensure sanitizing wipes and soap are readily available in lunch and breakrooms
- e) Identify common shared tools and develop procedures to sanitise between users
- f) Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly
- g) Use no-touch containers when possible

Active Screening

- a) Designate a single point of entry for all plant processing staff and visitors
- b) Develop and implement screening questions conducted daily for all individuals entering facility
- c) Ensure employees undergo daily temperature screening prior to entering the facility
- d) Ensure screeners are trained to administer the temperature checks
- e) Ensure the screener has adequate PPE and, as applicable, maintains social distancing as testing is performed
- f) Ensure secondary screening, if offered, is conducted by staff with medical training
- g) Ensure the infrared temperature tool is properly validated prior to use

Social Distancing

- a) Limit visitors except for required essential services
- b) Maintain at least a 2 m distance whenever possible
- c) Ensure strategies are in place for social distancing during breaks
- d) Stagger breaktimes to avoid large groups of employees at once
- e) Designate additional rooms for break areas or pitch tents outside
- f) Reset break and meeting room seating to promote physical distancing
- g) Limit chairs per table
- h) Use tape on floors, if necessary, to designate spots 1 m apart
- i) Ensure cleaning of tables between use (by self-cleaning or e.g., Cargill example of laminated card flipped to red when employee finishes eating lunch to inform the cleaner the table is in need of cleaning; once the cleaner cleans, flips to green side indicating table ready for use)
- j) Maintain a 2 m distancing practice if office staff are required onsite
- k) Implement cohorting of work teams wherever possible. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease the number of potential exposures for each person and to simplify identifying possible exposures if a case presents

** 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.*

- l) Limit crossover in entrances, corridors, and common spaces by adjusting personnel workflow
- m) Limit the number of persons in a corridor or entryway at one time
- n) Limit contact with high-touch surfaces if possible, e.g. keep doors open to allow movement
- o) Promote unidirectional flow through locker areas and when entering/exiting production floor
- p) Ensure employees enter the uniform area with clean hands
- q) Ensure touching non-selected uniform clothing and hangars is kept to a minimum

Workforce Policies

- a) Institute flexible workplace and sick leave policies and communicate these policies to all workers
- b) Institute a no-penalty approach for those taking sick leave especially if showing symptoms of COVID-19
- c) Ensure supervisors understand that they are not to penalise workers for using these benefits
- d) Recognise certain policies may incentivise employees to come to work sick (e.g. extra food at end of shift, bonus pay)

Managing a COVID-19 positive case

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

Testing

- a) Develop a testing strategy in coordination with local public health officials
- b) Work with local and state public health officials to conduct testing of priority cases

Personal Protective Equipment (PPE)

Train all workers on proper use of Personal Protective Equipment:

- a) Introduce measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers
- b) Ensure adequate PPE is provided to all fish production workers employees
- c) Ensure PPE is worn correctly by all employees
- d) Emphasise proper hand hygiene after gloves or facial coverings are removed
- e) Post checklist/instructions donning/doffing PPE in multiple languages
- f) Implement biosecurity measures

** 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.*

INTERNAL AND EXTERNAL REFERENCES

1. Yalelo Fisheries
2. Aller Aquar
3. Fisheries Department – Ministry of Fisheries and Livestock -Zambia
4. Ministry of Health and Family Welfare, and Ministry of Home Affairs, Government of India, www.dof.gov.in
5. <https://www.unmc.edu/healthsecurity/education/programs/docs/Checklist.pdf>

** 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.*

F. SOP for COVID-19 mitigation measures in the Beef Industry

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

Read By				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of the coronavirus or COVID-19 disease in the trading, production and processing of beef products in compliance with FAO, WHO, CDC guidelines and Ministry of Health COVID-19 protocols in the agro processing sector industry.

SCOPE

These SOPs apply to the beef sector, specifically the production and processing of beef products to stop the spread of COVID-19 using the WHO, CDC and Ministry of Health guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

To protect oneself, such as when visiting live animal markets or production sites, one is advised to avoid direct contact with animals and surfaces in contact with animals. During beef production and processing, ensure good food safety practices at all times. The World Health Organization advises handling raw meat, milk or animal organs with care to avoid contamination of uncooked foods and avoid consuming raw or undercooked animal products. These SOPs have been adapted from the WHO and COVID-19 prevention measures have been embedded in these SOPs to prevent the spread of COVID-19 pandemic.

These SOPs are adapted from Pakistan's Islamabad Capital Territory under the District Health Office, Ministry of Health Services Regulation and Coordination and also the Global Centre for Health Security.

** 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.*

RESPONSIBILITIES

I. Operations Manager

- a) Ensure that only a limited, controlled number of cattle traders who sell and supply cattle to meat processing companies be allowed to sell cattle at a given time and designated place to maintain social distancing.
- b) Create spacious parking lots, with separate areas for vehicles carrying cattle and for customers, while separate entry and exit points for one-way controlled movement under the SOPs. The management will ensure controlled entry to the cattle market and the parking area will be marked as such to ensure that vehicles are parked at a safe distance from each other while no vehicle will be allowed to enter unless the space is available.
- c) Ensure that at delivery of cattle to meat processing companies, a maximum of 2 people per vehicle/car will be allowed and elderly people and children may not be allowed to enter the open market.
- d) Ensure that the delivery area has hand-hygiene facilities (handwashing with soap or alcohol-based hand sanitiser) at entry point and multiple other places within the market areas.
- e) The operations manager ensures that no person should be allowed to enter the cattle market without a face mask either for sale/purchase of animals or staff involved in market management.
- f) Ensure every person entering a cattle market area is screened and has their temperature checked and if above 37°C is not allowed entry.
- g) Ensure that all workers are advised not to share face masks or face covering with anyone and must avoid touching the insides of a mask/face covering but use new face mask immediately if the mask is soiled or becomes wet.
- h) Ensure that beef trading market premises should have functional toilets and handwashing facility with essentially required supplies including soap, tissues and paper towels.
- i) Ensure hand sanitiser is highly recommended after exchange of currency bills, handling of cattle ropes and touching shared surfaces within the market.
- j) Ensure high-touch surfaces like bars, table counter tops are cleaned with detergent and disinfected with 0.1% hypochlorite solution frequently.
- k) Ensure proper waste collection and disposal of beef carcass arrangements.
- l) Ensure thermal scanning of all staff and visitors is done by trained personnel at all entry points.

II. Occupational Safety and Health Manager

- a) Ensure awareness of COVID-19 by all employees and its impact on beef production and processing.
- b) Ensure testing becomes more readily available to all the workers to rapidly identify and address COVID-19 in this occupational setting.
- c) Educate all workers on how to prevent COVID-19 infections and the spread of the disease.
- d) Ensure all workers and visitors to the beef processing plant are screened at entry point(s).
- e) Keep employees informed of all new developments on the disease. Brief them on the need for infection control measures and the preventive procedures that have been set in place.
- f) Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726.
- g) Be the contact and liaison person for all Ministry of Health-related updates.
- h) Ensure that a record of all employees present at a given date and time are kept for contact tracing by supervisors and managers in various departments.

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- i) Be alert and able to execute emergency procedures for any worker who becomes asymptomatic of COVID-19 while at work.

SPECIFIC PROCEDURE

1. People with fever or respiratory symptoms are advised not to visit the cattle markets.
2. Cattle should be pegged at a distance inside the farms so that close gathering of customers are avoided during the inspection of animals.
3. Disposable gloves should be employed/used while touching the animals while cattle market management staff, sellers, buyers and visitors should not share personal items like writing pens and food utensils.
4. Wipe writing pens with hand sanitisers.
5. No handshaking or hugging is allowed with anyone while gathering of more than 5 persons at one place within market premises should not be allowed.
6. Weekly medical camps or clinics, with adequate staffing of trained personnel, equipment and PPE can be established at the processing plant or farm by concerned District Health Authority. Any person detected with a high temperature will be referred to medical camps for further assessment. Staff and visitors suffering from a cough should be immediately separated and referred for further medical assessment.
7. On production lines, if fans are used in the meat processing plant or butchery facility, ensure fans blow clean air toward workers' breathing zone.
8. Employees accessing the other plant processing office for packaging materials should sanitise their hands before touching door handles or office equipment.

Meat Processing Facility COVID-19 Checklist

This document outlines a draft checklist for COVID-19 risk mitigation strategies for beef processing plants. Recommended measures to be implemented are based on the hierarchy of controls, a hazard mitigation framework that outlines controls in decreasing order of effectiveness based on Global Centre for Health security.

1. Where feasible place physical barriers between workers on the production line and identify opportunities to place other physical barriers e.g., boards, cloth or plastic sheeting in hallways to guide employee traffic to/from production and limit crossover.
2. Social distancing should be adhered to by workers at the cafeteria's lunch tables including for tables with built-in seating.

Administrative Controls

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

1. Universal Mask Policy – This Policy should be put in place for all employees and essential visitors to wear face masks at all times while in the beef processing facility.
2. Provide employees with information on proper PPE use such as face mask use.

Communication/Education

Provide easy to understand information (e.g., posters, infographics) that can be translated into the multiple languages spoken by workers. Post multilingual signage throughout facility directing risk-minimizing behaviour for employees.

Examples should include:

- a) Handwashing procedures
- b) COVID-19 symptoms and how to stop the spread

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- c) Screening process/requirements
- d) Resources on social distancing outside of workplace (e.g., in homes, car sharing or pooling)
- e) Proper hand hygiene and glove practices and refraining from touching their face
- f) General guidance for worker protection at home and in the community
- g) Information on self-monitoring of COVID-19 symptoms
- h) Information on safe social distancing practices
- i) Information on basic protective measures against COVID-19 such as:
 - i. Handwashing procedures
 - ii. Staying home when sick
 - iii. Avoiding contact with people who are sick
 - iv. Following guidance of local and state public health officials on staying home and avoiding unnecessary trips outside of the home
 - v. Engaging local community leaders (e.g., church leaders, chiefs) to help educate and relay COVID-19 message to community members
 - vi. Encouraging workers to wear cloth masks when using public transport to work (if car sharing) and to protect others when waiting to be screened prior to them receiving a new mask for their shift
 - vii. Encouraging workers to minimise car sharing if they drive to work, when possible
 - viii. Limiting the number of people per vehicle and space them out when using company vehicles

Enhanced Cleaning and Disinfection of Common Contact Areas

- a) Identify common high-touch surfaces (e.g., tables, door handles) and develop a checklist to ensure frequent sanitization throughout the day
- b) Ensure hand sanitiser dispensers are available throughout the facility, particularly at entrances, exits, and transition areas
- c) Assess the supply of cleaning supplies, sanitisers, and disinfectants and encourage their practical use
- d) Ensure sanitizing wipes and soap are readily available in lunch and breakrooms
- e) Identify common shared tools and develop procedures to sanitise between users
- f) Implement a process for routine deep cleaning of common areas, either daily/nightly or, at minimum, weekly
- g) Use no-touch containers when possible

Active Screening

- a) Designate a single point of entry for all beef plant processing staff and visitors
- b) Develop and implement screening questions conducted daily for all individuals entering facility
- c) Ensure employees undergo daily temperature screening prior to entering the facility
- d) Ensure screener is trained to administer the temperature checks
- e) Ensure screener has adequate PPE and, as applicable, maintains social distancing as testing is performed
- f) Ensure secondary screening, if offered, is conducted by staff with medical training
- g) Ensure infrared temperature tool is properly validated prior to use

Social Distancing

- a) Limit visitors except for required essential services
- b) Maintain at least a 2 m distance whenever possible
- c) Ensure strategies are in place for social distancing during breaks

** 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.*

- d) Stagger breaktimes to avoid large groups of employees at once
- e) Designate additional rooms for break areas or pitch tents outside
- f) Reset break and meeting room seating to promote physical distancing
- g) Limit chairs per table
- h) Use tape on floors, if necessary, to designate spots 2 m apart
- i) Ensure cleaning of tables between use
- j) Introduce a system such as card flipped to red when employee finishes eating lunch to inform the cleaner that the table is in need of cleaning; once the cleaner cleans it, flips to green side indicating table ready for use)
- k) Maintain 2 m distancing practice if office staff are required onsite
- l) Implement cohorting of work teams wherever possible. Work teams should be small and consistent, so that staff in close proximity to each other always work together, with lockers, breaks, and meals taken together. This serves to both decrease the number of potential exposures for each person and to simplify identifying possible exposures if a case presents
- m) Limit crossover in entrances, corridors, and common spaces by adjusting personnel workflow
- n) Limit the number of persons in a corridor or entryway at any one time
- o) Limit contact with high-touch surfaces if possible, e.g. keep doors open to allow movement
- p) Promote unidirectional flow through locker areas and when entering/exiting production floor
- q) Ensure employees enter the uniform area with clean hands
- r) Ensure touching non-selected uniform clothing and hangars is kept to a minimum

Workforce Policies

- a) Institute flexible workplace and sick leave policies and communicate these policies to all workers
- b) Institute a no-penalty approach for those taking sick leave especially if showing symptoms of COVID-19
- c) Ensure supervisors understand that they are not to penalise workers for using these benefits
- d) Recognise certain policies may incentivise employees to come to work sick (e.g., extra food at end of shift, bonus pay)

Managing a COVID-19 positive case

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

** 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.*

Personal Protective Equipment (PPE)

Train all workers on proper use of PPE;

- a) Measures to distribute daily cycled PPE to avoid unnecessary touching by multiple workers
- b) Provide adequate PPE to all beef production workers employees
- c) Ensure PPE is worn correctly by all employees
- d) Emphasise proper hand hygiene after gloves or facial coverings are removed
- e) Post checklist/instructions for donning/doffing PPE in multiple languages
- f) Implement biosecurity measures

** 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.*

G. SOP for COVID-19 mitigation measures in the Poultry Industry

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

This standard operating procedure describes the suggested process to prevent the spread of coronavirus or COVID-19 disease in the production and processing of poultry products in compliance with FAO, WHO guidelines, and CDC COVID-19 protocols in the poultry industry.

SCOPE

This procedure applies to the poultry sector specifically in the production and processing of chickens to stop the spread of COVID-19 using the WHO, CDC and Ministry of Health guidelines on prevention of COVID-19.

INTRODUCTION

COVID-19 is a respiratory disease spread through human-to-human transmission via 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.

To protect oneself, such as when visiting live animal markets or production sites one is advised to avoid direct contact with animals and surfaces in contact with animals. During chicken production and processing, ensure good food safety practices at all times. The World Health Organization advises handling raw meat, milk or animal organs with care to avoid contamination of uncooked foods and avoid consuming raw or undercooked animal products. These SOPs have been adapted from the WHO and COVID-19 prevention measures have been embedded to these SOPs to prevent the spread of COVID-19 pandemic.

DEFINITIONS

Biosafety	The application of knowledge, techniques and equipment to prevent personal, laboratory and environmental exposure to potentially infectious agents or biohazards.
Personal protective equipment	Protective clothing, helmets, goggles, or other garments or equipment designed to protect the wearer's body from injury or infection.

** 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.*

RESPONSIBILITIES

Production Manager or Supervisors

- a) Educate the production workers on the dangers of COVID-19 and its implication on chicken processing and production.
- b) Train farm workers on using the procedures in this SOP.
- c) Incorporate sign languages in the communication policy regarding COVID-19.
- d) Train all employees and visitors to wash their hands regularly with soap and make handwashing easy by putting wash stands within reach of many.
- e) Train casual, illiterate workers on how to wear masks properly, dispose of them, re-use masks and clean by demonstration to ensure no language barriers.
- f) Place hand sanitisers at every entrance and exit of the chicken processing plant.
- g) Ensure social distancing as work is being implemented.
- h) Ensure sick workers or visitors do not enter the processing plant or go near the chicken meat.
- i) Ensure the placing of simple visible signs on the farm for all to see. Communicate to farm workers and truck drivers using clear signage around the farm. The signs should show where the handwashing stations are and where the bathroom and toilets are. Place signs to let people know the policies including where to stand, what container to touch, handwashing and sanitizing points.
- j) Ensure delivery truck drivers are screened before entering a farm, their temperature should be checked, their hands washed or sanitised.
- k) Ensure adherence to biosecurity measures.
- l) Ensure workers wear rubber gumboots, gloves, clean overalls and sanitise their hands before picking or touching vegetables.
- m) Ensure that all employees in the processing plant wear masks at all times and have their body temperatures checked as they report for work before entering the farm premises.
- n) Ensure that physical distancing of about 1.5-2 m be observed as farm workers carry out their duties and as they take lunch breaks. In poultry houses, a bucket of water containing a disinfectant or soap must be placed at the entrance and a footbath created.
- o) Ensure all farm workers wash their work clothes or overalls using a detergent washing soap before they close for the day.
- p) Ensure social distancing is maintained as farm workers have their meals.
- q) Ensure safe storage of all re-usable PPEs (Personal Protective Equipment). These should not leave the chicken processing plant to avoid exposure to COVID-19.
- r) Ensure surfaces such as counter tops or tables used to cut and debone chicken are cleaned regularly with clean water and anti-bacterial solution.
- s) Ensure wrapping machines, door handles, and tool shades are thoroughly disinfected first thing in the morning and at knocking-off time. All tools and equipment handles must be disinfected or sanitised before being used by the workers
- t) Ensure drivers sanitise their hands before signing delivery notes and stock taking.
- u) Ensure proper stacking of packaging materials so that workers won't have to touch multiple boxes in order to find theirs.
- v) Ensure documentation of the precautions the plant is taking at the farm or any delivery sites. These records are helpful to show the measures your farm is taking in keeping your customers safe.
- w) Ensure wrapping machines are cleaned with clean water or sanitised.
- x) Ensure all the workers involved in the processing of chickens wear masks, gloves and receiving bays are kept clean by disinfecting/sanitizing. Social distancing must be observed by those collecting the chicken.
- y) Ensure that any handler that came or comes in contact with an ill person is tested for COVID-19

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and contact tracing is implemented.

Occupational Safety and Health Manager

- a) Ensure awareness of COVID-19 by all employees and its impact on chicken production and processing.
- b) Ensure testing becomes more readily available to all the workers to rapidly identify and address COVID-19 in this occupational setting.
- c) Educate all workers on how to prevent COVID-19 infections and spread of the disease.
- d) Ensure all workers and visitors to the chicken processing plant are screened at entry point(s).
- e) Inform employees of all new developments on the disease. Brief them on the need for infection control measures and the preventive procedures that have been set in place.
- f) Ensure all employees are aware of the Coronavirus Emergency help; COVID-19 **HOTLINE Toll-Free: 909**, Mobile +260 97 4493553 or Mobile +260 96 4638726
- g) Be the contact and liaison person for all Ministry of health-related updates.
- h) Ensure that a record of all employees present at a given date and time are kept for contact tracing by supervisors and managers in various departments.
- i) Be alert and able to execute emergency procedures for any worker who becomes asymptomatic of COVID-19 while at work.

SPECIFIC PROCEDURE

1. Production workers working in chicken runs and chicken processing plants should know, understand and use COVID-19 SOPs for their day-to-day work.
2. Farm managers and anyone working on the farm must understand and use the good management practices that will protect staff, suppliers and customers from contracting COVID-19.
3. All those who work on the farm should be familiar with the HR and production manuals and understand the rules and regulations around workplace health and safety.
4. Farm and production sites staff and supplier/visitors must adhere to COVID-19 biosecurity protocols.
5. Workers must not be allowed to share re-usable face coverings or face masks among themselves or with family members.
6. A training record of the COVID-19 SOPs must be kept for each employee. This record can simply be a sign-off that they have read and understood the COVID-19 SOPs.
7. Staff must be observed for any sign or symptoms of COVID-19 regularly as they perform their duties and receive additional training, if necessary.
8. Approved cleaning and sanitizing chemicals used on food contact surfaces must be used according to the manufacturer's instructions.
9. When vaccinating chicks, all drivers of delivery vans must follow all the COVID-19 protocols; such as wearing gloves, washing hands, sanitizing hands and wiping pens with sanitiser.
10. Before collecting eggs, workers should use new disposable gloves, new face masks and discard them after a single use.
11. Spitting around the farm or production area must be discouraged.
12. Personnel health and hygiene – interview and visually check farm workers and processing personnel for health and personal hygiene considerations, before approving anyone for chicken or eggs handling. Send anyone found with flu symptoms on sick leave.
13. The slaughter area must be kept clean all the times throughout the daily operations.
14. As chicken farm workers report to work, they must be wearing masks, their body temperature must be checked then their details such as name, residential area, phone numbers must be recorded for contact tracing. Any worker seemingly asymptomatic must not be allowed entry into

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- the farm.
15. Chicken feathers and manure should be deposited into receptacles for inedible material.
 16. After cleaning/rinsing work areas, apply sanitiser to all contact surfaces and pick up any pieces of bones, fat, meat or other matter and deposit into container for inedible material.
 17. Chicken handlers must maintain social distance of at least 1.5 m while working, especially on production lines, and in nonproduction settings during breaks and while entering and exiting the farm.
 18. Structural and operational challenges such as workers only covering mouths frequently and not noses, production facilities should adjust the shifts. The start and stop times of shifts and breaks to increase physical distance between workers.
 19. Outdoor break resting areas should be added at some facilities to reduce contact between workers. Some facilities can install physical barriers between workers where possible.
 20. Translate COVID-19 literature into local languages for all workers to understand and so as to enhance adherence to the COVID-19 SOPs.
 21. Educate and train employees and supervisors on safety and health information; no worker working while experiencing symptoms of COVID-19 should be allowed to continue working on the plant premises.
 22. Where possible, to avoid exposure to COVID-19 by production workers through the use of company transport, the management should increase the number of vehicles and reduce the number of passengers per vehicle to help maintain physical distancing.
 23. Processing plants should avoid crowded conditions for workers in poultry processing facilities to prevent transmission. There must be intensified attention to worker safety.
 24. Whenever feasible, the workplace should be organised so that workers can be at least 1 m apart at the farm or on the production line.
 25. Options such as including stationing workers so that they are not facing each other and positioning fans or air conditioners so that they do not blow air from one worker directly onto another.
 26. Maintaining recommended hand hygiene requires access to handwashing stations, sufficient availability and the use of alcohol-based hand sanitiser in areas where handwashing buckets are not available.
 27. Poultry processing facilities should use extensive procedures for cleaning and sanitation as required by the Council Public Health Department for food safety. Surfaces should be thoroughly cleaned and then disinfected according to usual facility standard operating procedures. Frequently touched areas such as handles, buttons, and railings should be disinfected with products that are effective for use against COVID-19 and are approved under the facility's disinfection standard operating procedures.
 28. Administrative interventions can support the infection control plan; HR policies should be revised to encourage symptomatic workers to stay home. Personnel policies that allow the use of leave when ill without loss of pay can enable symptomatic workers to stay home. Also, HR should avoid encouraging any incentives that might encourage workers to come to work while symptomatic.
 29. Other paramount administrative controls to ponder are plans for isolation of workers who become ill while at work.
 30. When physical distancing is not feasible face masks become mandatory. It is recommended that face masks should also be worn in non-production areas such as entrances, exits, toilets, shared vehicles, and other areas in which maintenance of social distancing is challenging.
 31. There should not be complacency with use of PPE in the usual operation of meat and poultry processing facilities. In the course of using PPE, facilities should emphasise correct wearing and taking off of PPE to prevent contraction of the disease by the worker. PPE should be disposed

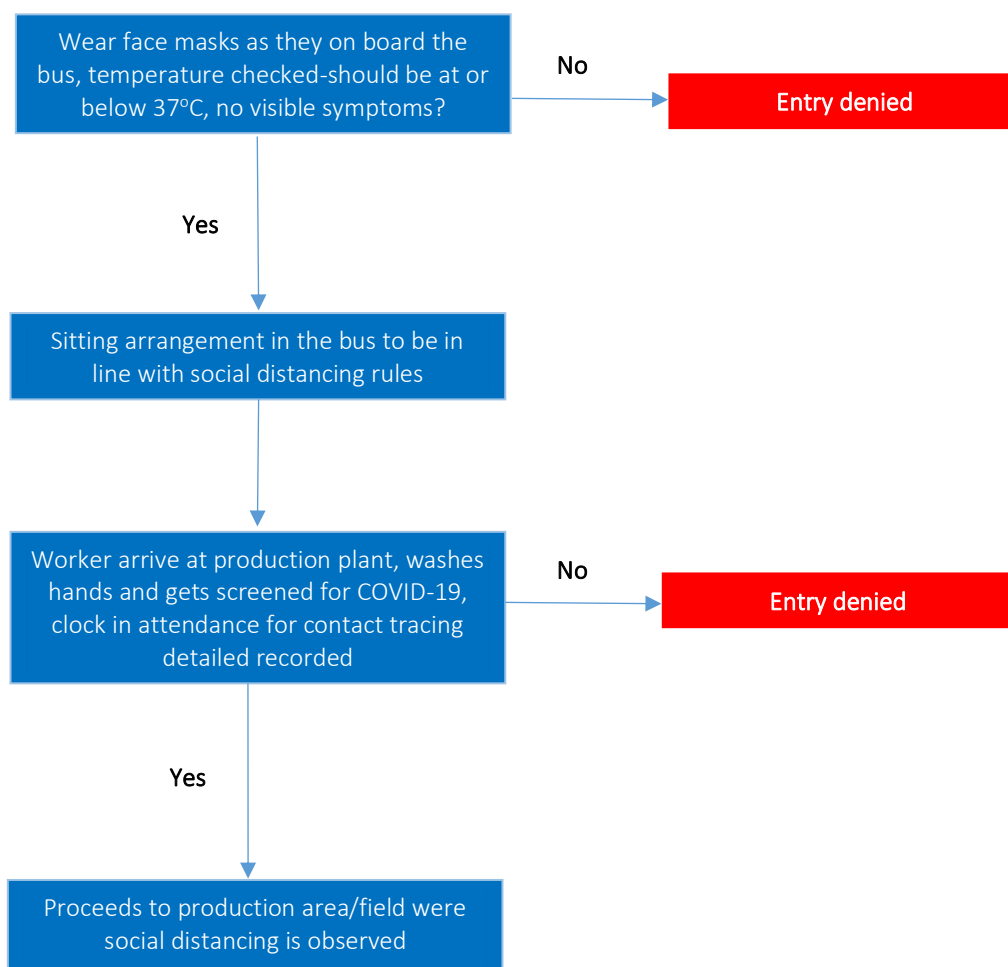
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of or properly disinfected and stored when not in use. Face shields are equipment that might serve as both PPE and source control in certain situations.

32. Regular infection control and occupational safety and health training should be provided for all workers and supervisors on the farm. These should be tailored to literacy levels and preferred languages. Specifics of training should include, but are not limited to, what workers should do when they feel ill before or at work, symptoms of COVID-19, medical leave policies, correct use of PPE and face coverings, and hand hygiene practices.

Procedure for the managing of visitors and employees as they report for work Workflow for employees and visitor screening at the workplace

Production workers and visitor screening



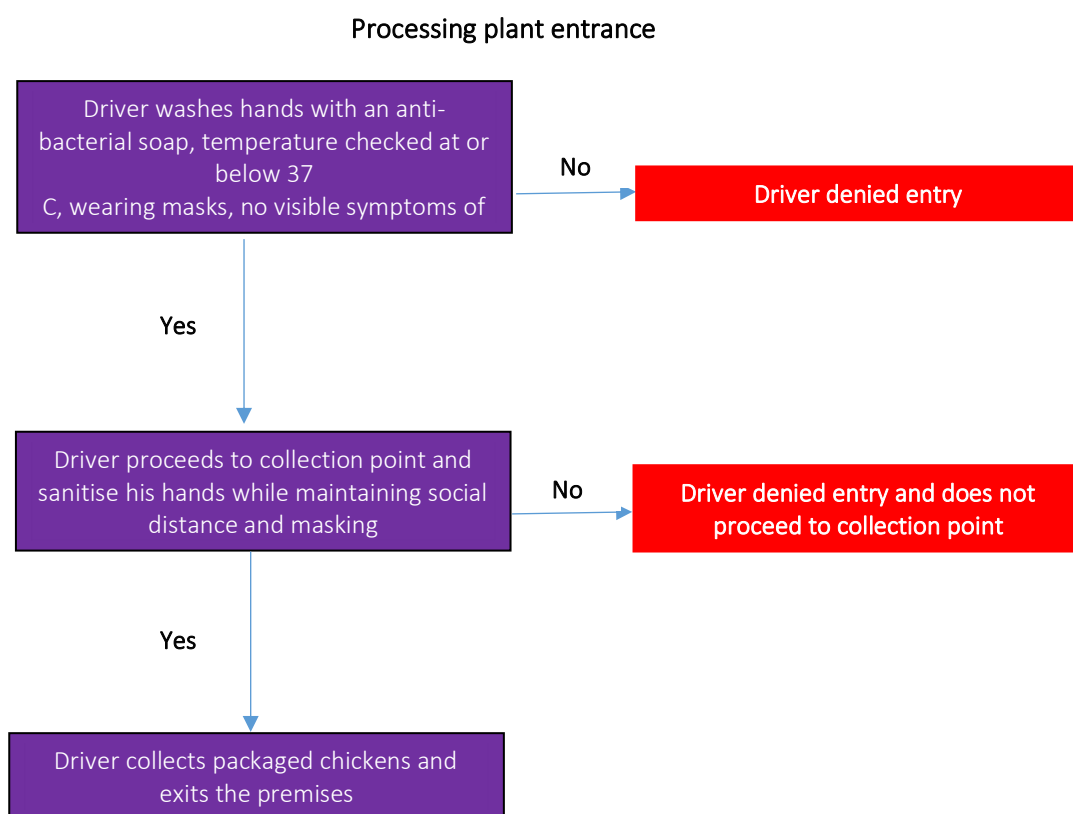
Before entering the chicken production plant, the workers must wash their hands before wearing gloves and headgear. A bucket of water and liquid anti-bacterial soap must be placed within reachable vicinity for the workers. As they work, social distancing of at least 1.5 m must be observed between and among workers. They must be taught to cough using a bended elbow.

- a) Movements for those living on the farm (farm quarters) must be minimised to reduce exposure to COVID-19 and transmission.
- b) Workers should be reminded to cough with a flexed elbow when coughing or sneezing.

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Work flow diagram for delivery truck driver

Before delivery trucks are allowed entry onto a farm's premises, biosecurity measures must be followed; the vehicle tires must be sprayed or driven through a footbath containing a disinfectant. The driver must also be screened by having his/her temperature checked, wearing a mask, wash their hands or sanitise. If there is any exchange of delivery notes and signing of any documents, pens should be sanitised by wiping them with an alcohol-based sanitiser alongside hands before touching books or papers, or folders. Any driver showing symptoms such as a high temperature, flu-like symptoms must not be allowed entry into the processing plant.



- i. Communicate in advance to transport and logistics department or to transport companies about the new SOPs protocols.
- ii. Delivery trucks/vans must drive through a footbath containing liquid disinfectants or tyres sprayed with a disinfectant.
- iii. If there is any exchange of delivery notes and signing of any documents, pens should be sanitised by wiping them with an alcohol-based sanitiser alongside hands before touching books or papers.
- iv. Reduce cross-contamination at collection or delivery points: use disinfectant wipes for things like pens and pencils, clipboards, surfaces where you're leaving boxes, and door handles.

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Social Distancing

- a) Social distancing is a strategy to reduce the spread of COVID-19 by limiting interactions with others. Workers that are able to telework should be encouraged to do so. For essential onsite workers, workers should maintain a distance of at least 2 m from others whenever possible. Physical barriers (e.g. plexiglass partitions) should be installed on the production line, where possible.
- b) Measures to promote social distancing in chicken processing facilities are noted below.
 1. Develop a policy to limit visitors except for required essential services
 2. Where able, keep drivers in their trucks and provide them with alternative washroom and hand hygiene stations outside of the facility
 3. Implement strategies for social distancing during breaks
 4. Stagger breaktimes to avoid large groups of employees
 5. Provide additional rooms for break areas or erect tents outside of the facility
 6. If workers want to eat in their personal vehicles, encourage hand hygiene and, if able, provide sanitizing wipes to workers for disinfection
 7. Reset break and meeting rooms to promote physical distancing
 8. Use visual markers (e.g., "X" taped on seat) to identify seats that are appropriately distanced
 9. Use tape on floors, wherever lines form, to designate spots 2 m apart (e.g., locker rooms, screening areas, human resources office, where PPE is distributed)
 10. If office staff are required onsite, maintain 2 m distancing practice in all work areas
 11. Conduct meetings from office using video or conference call technology as much as possible
 12. Create walk-up windows for employees needing assistance from HR or Health Services
 13. As able, assign individuals to monitor social distancing during breaks, lunch, and the screening process

Personal Protective Equipment (PPE)

PPE is considered the least effective method to protect workers due to its reliance on the user; if the user wears it improperly, or the PPE fails, the worker is exposed. However, PPE is still important.

1. Workers should be provided with appropriate PPE and trained on its correct use. Appropriate PPE should be provided to all employees. Per the Universal Mask policy recommendation, all employees and essential visitors/contractors should be provided a procedure mask, when available, upon entrance to the facility due to close contact with other employees. Cloth masks may not provide the needed protection for these workers but are an alternative if procedure masks are unavailable. Beard covers provide no protection and should not be used as an alternative for a face covering. Reusable PPE (e.g., face shields) should be properly disinfected after use and stored in a clean, dry location.
2. Employers should validate that all employees wear PPE properly and correctly.
3. The mask should cover both the mouth AND nose.
4. Avoid touching the front of the mask and do not allow the mask to hang around the neck.
5. If necessary, identify auditors/observers to help ensure compliance. Careful compliance to proper mask use is essential.
6. Emphasise proper hand hygiene after facial coverings are removed.
7. When taking off the mask during lunch to eat, remove by the ear loops and place on a paper towel with the exterior side of mask down.
 - a) do not touch the front of the mask, as the front is contaminated
 - b) The mask should not be pushed under the chin to rest on the neck
8. Post a checklist or instructions informing proper donning and doffing of PPE in the languages

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spoken by the workers and include visual images.

9. Doffing of PPE to reduce disease transmission is especially critical: checklists should ensure hands are clean/sanitised when taking off safety goggles, masks, or any other item that may cause a worker to touch their face.
10. Provide masks at the earliest possible point during the screening process.
11. Provide a hand sanitiser dispenser at the point of mask distribution so workers can mask up with clean hands.
12. Allow workers to select their own mask to avoid unnecessary touching by others.

Mandatory Procedures and Recommendations

1. All employees shall wear face masks at all times at the work place, and adequate stock of such face covers shall be made available.
2. Seating arrangements/worktables must be at least 1 m apart, maintaining physical distancing norms. Operator and material movement pathway to be demarcated on the floor.
3. Employees shall work from their seats and avoid going to other's seats as far as possible. Intercom facility/mobile phones shall be used.
4. All common areas, work tables, canteens, lifts, conference halls, visitor lounge/area, staircase and handrails must be disinfected with 1% sodium hypochlorite solution on a shift basis (minimum thrice daily).
5. Sufficient quantities of handwash/sanitisers shall be made available in the work places.
6. Pantry and washrooms must be hygienic and disinfected/sanitised every 2 hours with 1% sodium hypochlorite solution or commonly used detergents. Washrooms must contain hand-wash with functional dispenser mechanism.
7. Lifts and common areas should not be used more than 30% of designated capacity. Employees to be encouraged to use stairs.
8. Strict ban on use of chewing gum, tobacco (smoking, chewing) and spitting inside factory premises.
9. Lunch break and other breaks must be staggered to avoid crowding of employees in cafeteria/ canteen and other common area, physical distancing must be maintained in cafeteria/canteen and cafeteria/canteen workers must wear hand gloves, face mask, head cover always.
10. Employees to carry own water bottle and must maintain hygiene while refilling water bottles.
11. In-house and off-site meetings shall be avoided unless absolutely necessary. Virtual meetings are encouraged wherever possible. If in-person meeting is inevitable, then physical distancing must be ensured.
12. Doors shall be kept open or devised with alternate opening arrangement to minimise or avoid handling knobs.
13. One emergency vehicle must be made available for every shift.
14. Workspace must be well ventilated through natural source.
15. Avoid visitors and hardcopy/files/papers to the extent possible.
16. Persons above 65 years of age, employees with co-morbid conditions like hypertension, diabetes mellitus, cardiac conditions etc., pregnant, expecting mothers, persons with disability, mothers with crèche-going children, pre-existing illness, shall be asked to work from home.
17. Sick workers should stay home or go home if they develop symptoms during the work day.

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18. A response team and incident manager shall be appointed in the company to ensure quick action in case there is any suspected case or exposure.

Action to be taken on detection of suspected/confirmed COVID-19 Case in workplace

1. Staff need to be strictly aware that they should not report to work with symptoms of COVID-19.
2. If an employee/worker becomes unwell in the workplace with typical symptoms of COVID-19, he/she should be immediately moved to an area away from other workers. If possible, in a room or area where he/she could be isolated behind a closed door, such as a staff office. Open the window for ventilation wherever possible and switch off the AC.
3. The employee/worker who is unwell should be provided with a N-95 mask and he/she must wear it. While waiting for medical advice, he/she should avoid any contact with other employees, avoid touching people, surfaces, and objects and be advised to cover mouth and nose with a disposable tissue while coughing or sneezing and then dispose of the tissue in a closed bin. If tissues are not available, he/she should cough and sneeze by covering with his/her elbow and if needed to go to the bathroom, should use a separate bathroom, if available. In short, he/she shall follow cough etiquette, hand hygienic practices and physical distancing from other co-workers.
4. If an employee/worker reports of COVID-19 symptoms over the phone or is unwell in the workspace, then the patients or employer should contact Coronavirus Emergency help; COVID-19 HOTLINE Toll-Free: 909, Mobile +260 97 4493553 or Mobile +260 96 4638726 or directly visit the nearby fever clinic/hospital for medical consultation.
5. If an employee tests positive in the workplace, the event should be reported to the Ministry of Health using the hotline and toll-free numbers.
6. Once a confirmed case is detected in the workspace, the establishment should facilitate the MoH authorities in carrying out contact listing and tracking as per the guidelines of MoH.
7. Entire office should be sanitised including all surfaces, floors, lifts, railings, stairs desks, vehicles etc. using 1% sodium hypochlorite. The facility can be re-used from the next day.
8. If the establishment/ facility continues to report new COVID-19 cases in the following days, MoH shall further investigate and recommend further action on a case-to-case basis.
9. After the employee is free from symptoms and fully recovers, he/she shall report back to work following medical advice.
10. Irrespective of the COVID-19 status, all surfaces that the symptomatic employee has come into contact with must be cleaned with 1% sodium hypochlorite solution including all surfaces and objects visibly contaminated with body fluids/respiratory secretions, and all potentially contaminated high-contact areas such as telephones, computers, tables, door handles, toilets, etc.
11. All staff should wash their hands thoroughly for 20 seconds with soap and water or use alcohol-based hand sanitisers after any contact with someone who is unwell with symptoms consistent with COVID-19.

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INTERNAL AND EXTERNAL REFERENCES

Westerly Breeze Farm-Apollo area Mungwi Road-Lusaka West and the following website resources:

1. <http://www.fao.org/3/a-i2364e.pdf>
2. <https://www.cdc.gov/mmwr/volumes/69/wr/mm6918e3.htm>
3. <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/question-and-answers-hub/q-a-detail/q-a-coronaviruses>
4. <https://www.ontariochicken.ca/Orientation-Guide-for-Ontario-Chicken-Farmers/Emergency-Management/7-1-Disease-Suspected-or-Confirmed.aspx>
5. <https://ucanr.edu/sites/placernevadasmallfarms/files/186601.pdf>
6. https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/normativeinstrument/wcms_161135.pdf
7. <https://covid19.karnataka.gov.in/storage/pdf-files/SOP-Ind-est.pdf>

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APPENDIX M1: CHECKLIST FOR AGRICULTURE SECTOR

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

MANAGEMENT	HOURLY	DAILY	WEEKLY	AS NEEDED	PROCESS OWNERSHIP	COLLABORATIONS/PARTNERS
1. Attendance Guidelines a) Temperature checks b) Self-check procedures c) Oversight and management of symptoms among staff		✓			Supervisors/Safety Managers collect data on employee illness, tracing activity and report to HR, HR Staff follow up with affected employees and families	Company Manger, HR use internal communication Daily, weekly and weekly employee data is aggregated by HR and internal communication done to provide updates to all staff
2. Premises/Business/Company Response in an event of confirmed case of COVID-19 a) Report to public health team/authorities b) Quarantining and contact tracing procedure c) Stagger the shifts d) Communicate to the public through media about the cases				✓	General Manger/CEO, Top Management Team	HR and Internal Communication
3. Staff and Client personal Hygiene a) Regular handwashing b) Hand sanitisation: How, when, and where c) Hand sanitiser areas/stations d) Reporting, entering premises, during and on leaving work premises	✓				Human Resource and Safety Managers, Supervisors	All employees All patrons, customers
4. Handwashing a) After using the restroom b) Before and after eating, and taking breaks c) After blowing their nose, coughing, or sneezing or touching their faces	✓				Human Resource and Safety Managers, Supervisors	All employees All patrons, customers

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d) After touching an animal, animal feed, or animal waste						
e) After contacting high-touch surfaces or shared equipment						
f) Before putting on gloves						
5. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing and Safety Managers	Internal communication
6. PPE supply: Face Masks, Gloves, Shields,			✓		Safety managers HR Manager Operations Managers	All employees
a) Check condition and fit for use of PPEs						
b) Care and cleaning						
7. Enforcing Social and physical Distancing Measures		✓			Supervisors and HR Managers	HR Manager or assigned employees
a) Workplaces						
b) During meals						
c) Check-ins and check-outs						
d) Registration and reception areas						
e) Waiting rooms						
f) Seats and sitting arrangements						
g) At dining tables						
h) Counters and tills						
i) Queuing						
j) Place drop-boxes or drop-off locations near the road so vehicles do not need to enter the farm						
k) Hold meetings and trainings in small groups						
8. Cleaning and Disinfecting		✓			Safety Managers and HR, House keeping	Internal communication
a) Waste bins availability						
b) Waste handling and removal and disposal						
c) During shifts changes						
d) Door handles and knobs, rails and work stations						

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e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers faxes, (office machines) g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens						
9. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services		✓			Purchasing Managers	HR and assigned employee
10. Signage and Markings a) Apply to visitors and delivery staff b) For staff on spacing floor marks c) Digital information on COVID-19 awareness d) Strategic information posters for public		✓			General managers/supervisors	Internal communication
11. Emergency Phone Number a) Family members b) First response c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Safety Managers and HR	All employees
12. 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			✓		General managers, CEOs with HR and Communication Dept. or Public Relations	General Manager
13. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, General Managers

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Daily COVID-19 Seasonal Agricultural Worker Wellness Check

Farm Name and address:.....

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 at +260 97 4493553 and +260 96 4638726. Let them know you are calling regarding a seasonal agricultural worker with symptoms. Please provide your name and phone number, the employer/farm name and the worker's name. If it is a life-threatening emergency call 909. Place an X in the box and record any symptoms in the notes section.
4. Note: Day one of isolation starts the day after arrival.
5. Once a worker has completed their 14 days of isolation, please submit the completed chart to the Ministry of Health

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-Document-COVID-19-Seasonal-Worker-Wellness-Check-2020-04-14.pdf>

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IX. Manufacturing

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

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

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

INTRODUCTION

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

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

SCOPE

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

RESPONSIBILITIES

D. Operations Manager

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

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

E. Occupational Safety and Health Manager

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

F. Human Resource Manager

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

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

SPECIFIC PROCEDURE

SOCIAL DISTANCING

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

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HANDWASHING

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

PERSONAL HYGIENE

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

CLEANING AND SANITIZING

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

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

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

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

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

Chemicals

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

Managing and Screening of Staff, Visitors and Suppliers

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

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

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

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

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

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

What to do if there is a bodily fluid event

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

INTERNAL AND EXTERNAL REFERENCES

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

CHANGE HISTORY

Where the SOP is the initial version:

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

Where replacing a previous SOP:

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

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New Normal SOPs

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

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

SCOPE

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

INTRODUCTION

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

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

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

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DEFINITIONS

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

RESPONSIBILITIES

Operations Manager

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

Security Manager

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

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Occupational Safety and Health Manager

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

Human Resource Manager/Training

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

SPECIFIC PROCEDURE

Security Manager/Staff

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

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they enter the printing premises.

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

Operations /Production Manger

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

These should include:

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

Occupational Safety and Health Manager

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

Human Resource Manager/Training

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

Managing Visitors

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

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

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

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Daily Best Practices for staff:

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

COVID-19 Guidance for the Paper and Print Industry Workforce

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

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

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

Printing Facility COVID-19 Checklist

Administrative Controls

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

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

Communication/Education

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

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

Cleaning and disinfection of common contact areas

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

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

Active Screening of staff, visitors and suppliers

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

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

Social Distancing

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

Personal Protective Equipment (PPE)

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

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Masks (Required)

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

Gloves (Required)

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

Workforce Policies

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

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

Managing a COVID-19 positive case

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

This should include:

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

What to do if there is a bodily fluid event

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

INTERNAL AND EXTERNAL REFERENCES

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

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

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APPENDIX N1: CHECKLIST FOR MANUFACTURING SECTOR

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

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

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

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5. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines		✓			Purchasing and Safety Managers	Internal communication
6. PPE supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning	✓	✓			Safety managers HR Manager Operations Mangers	All employees
7. Social Distancing a) Limit visitors except for required essential services b) Maintain at least 1.5 m distance whenever possible c) Strategies in place to ensure social distancing during breaks ▪ Stagger breaktimes to avoid large groups of employees ▪ Additional rooms designated for break areas or tents outside ▪ Break and meeting room seating are reset to promote physical distancing by limiting chairs per table, d) Create walk-up windows for employees needing assistance from HR e) Place drop-boxes or drop-off locations near the road so vehicles do not need to enter the factories unnecessarily	✓				Supervisors and HR Managers	HR Manger or assigned employees
8. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal c) During shifts changes d) Door handles and knobs, rails and work stations e) Desk work areas. Computer keyboards/ digital buttons and switches f) Paper work handling, copiers, faxes, (office machines)		✓			Safety Managers and HR, House keeping	Internal communication

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g) Workshop tools						
h) Trolleys and shopping baskets						
i) Common use telephone						
j) Tills, elevators, rails						
k) Kitchens						
9. Handling Deliveries/Supplies		✓			Purchasing Managers	HR and assigned employee
a) Trucks						
b) Small packages/parcels (courier services) mails, food services						
10. Signage and Markings		✓			General managers/supervisors	Internal communication
a) Apply to visitors and delivery staff						
b) For staff on spacing floor marks						
c) Digital information on COVID-19 awareness						
d) Strategic information posters for public						
11. Emergency Phone Number		✓			Safety Managers and HR	All employees
a) Family members						
b) First response						
c) Premises Reaction Health team phones						
d) COVID-19 MoH Hotlines						
12. Management Team Communication with			✓		General managers, CEOs with HR and Communication Dept. or Public Relations	General Manager
a) Staff						
b) Suppliers						
c) Distributors						
d) Customer/clients/visitors						
e) Community representatives/public Health Team on COVID-19 from MoH						
13. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, General Managers

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Employee COVID-19 Safety Checklist

Name: _____ Job Title: _____

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

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

Signature: _____ Date: _____

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

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

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X. Property Management

A. SOP for COVID-19 mitigation measures in Property Management

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 Property Management with the aim of reducing the spread of COVID-19.

INTRODUCTION

Property management is the overseeing of residential, commercial and/or industrial real estate, including apartments, detached houses, condominium units, and shopping centres. It typically involves the managing of property that is owned by another party or entity. Owner-Managers are more common in low income countries and more popular for smaller properties. The property manager acts on behalf of the owner to preserve the value of the property while generating income.

Property Management entails the following:

1. Collect rent from tenants
2. Address maintenance requests and address the problem
3. Deal with defaulting tenants that are months behind in rent
4. Market a subject property to limit vacancies
5. Maintain detailed records of everything happening at the property

SCOPE

These SOPs will cover all the activities conducted by property managers (whether hired or not), and how these activities can best be done while considering COVID-19 protocols.

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SPECIFIC PROCEDURE

RENT COLLECTION

The following are given as recommended rent collection guidelines:

Mode of payment of rent		Risk level	Procedure
Cash or cheque	Delivered by tenant	Very High	1. Before departure: Follow Public Transport SOPs
	Collected by landlord	Very High	2. Traveling by public transport: Follow Public Transport SOPs 3. On arrival: Follow Cash-Handling procedures under SOPs for the Financial Sector
Electronic Money	Deposit at ATM	Medium	1. Before departure: Follow Public Transport SOPs
	Deposit through Mobile Money agent	High	2. Traveling by public transport: Follow Public Transport SOPs
	Deposited at bank	Medium to high	3. On arrival: Follow Cash-Handling procedures under SOPs for the Financial Sector
	Electronic Funds Transfer and other eTransfers	None	Tenants should consider using this method.

REGULAR PROPERTY MAINTENANCE

This entails the following tasks:

1. Lawn Care
2. Preventative Maintenance
3. Plumbing Issues
4. Fixing Appliances
5. Wall Patching
6. Anything else a Tenant Might Need

During the COVID-19 pandemic, regular property maintenance is a high-risk job. Not only are maintenance workers and landlords exposed, they also potentially expose their tenants to the virus. These guidelines will help both tenants, landlords, and maintenance workers address the risks.

Risk Management: The primary role of the landlord is to mitigate risks for both tenants and workers. This can be done by ensuring that knowledge and information on COVID-19 prevention are available. This includes social distancing, respiratory hygiene and self-assessment. Specific steps for managing risks are:

1. Ensuring both workers and visitors who feel unwell stay at home and do not enter the premises.
2. In every workplace, increasing the frequency of handwashing and surface cleaning.
3. Businesses and workplaces should make every reasonable effort to ensure their employees can work safely.
4. Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain at least a 1 m distance.
5. Further mitigating actions include:

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- a) Further increasing the frequency of handwashing and surface cleaning.
 - b) Keeping the activity time involved as short as possible.
 - c) Using screens or barriers to separate people from each other.
 - d) Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
 - e) Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).
6. Where the social distancing guidelines cannot be followed in full, even though redesigning a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between their staff.
 7. Finally, if people must work face-to-face for a sustained period with more than a small group of fixed partners, the person responsible will need to assess whether the activity can safely go ahead.

Before Working

There is need to maintain social distancing wherever possible while performing work at the premises. While conducting work, the workers and landlord should:

1. Discuss with tenants ahead of a visit to ask that social distancing guidelines are maintained between workers and tenants, if possible.
2. Ask that occupants leave all internal doors open to minimise contact with door handles.
3. Identify busy areas across the premises where people travel to, from or through, e.g., stairs and corridors, and minimising movement within these areas.
4. Bring own food and drink to households and have breaks outside where possible.
5. Limit the number of workers within a confined space to maintain social distancing.
6. Allocate the same workers to a premises where jobs are repetitive. Employers and landlords should introduce fixed pairing to have the same individuals allocated to a household where jobs are repetitive in nature.

While Working

1. Frequent cleaning of objects and surfaces that are touched regularly, using your usual cleaning products.
2. Arranging methods of safely disposing waste within the householder.
3. Removing all waste and belongings from the work area at the end of a shift and at the end of a job.
4. If you are cleaning after a known or suspected case of COVID-19, then you should refer to the specific guidance given in Appendix O1.
5. Maintaining good ventilation in the work environment, e.g. keeping windows or doors open.
6. Using non-recycling bins to dispose of single use face coverings and PPE. You should refer to guidance for information on how to dispose of personal or business waste, including face coverings and PPE.
7. Washing your hands more often than usual for 20 seconds using soap and water, particularly after coughing, sneezing and blowing your nose.
8. Reducing the spread of germs when you cough or sneeze by covering your mouth and nose with a tissue or your sleeve, not your hands. Throw the tissue in a bin immediately, then wash your hands.
9. Cleaning regularly touched objects and surfaces using your regular cleaning products to reduce

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the risk of passing the infection on to other people.

10. If handwashing facilities are not accessible, you should carry hand sanitiser.

11. Face Coverings

Employers should support their workers in using face coverings safely if they choose to wear one.

This means telling workers:

- a. Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and before and after removing it.
- b. When wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands.
- c. Change your face covering if it becomes damp or if you've touched it.
- d. Continue to wash your hands regularly.
- e. Change and wash your face covering daily.
- f. If the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in your usual waste.

Dealing with Defaulters

The following are given as recommended "Dealing with Defaulters" guidelines:

Mode of payment of rent		COVID-19 Risk level	Procedure
Call or email	By Landlord/Owner	None	Follow all contractual means of resolving the situation amicably. This may include: 1. Call to remind the tenant 2. Send email to remind the tenant 3. Use a courier to deliver reminders
Visit	By Landlord	Very High	1. Before visiting the defaulting tenant, ensure that all calling and emailing avenues have been tried and exhausted 2. Before departure: Follow Public Transport SOPs 3. Traveling by public transport: Follow Public Transport SOPs 4. On arrival: Follow Regular Property Maintenance Protocols and Home-based business protocols
Hire Debt Collector	By debt collector with or without Landlord	Very high	Debt collector to follow above steps

Sourcing Tenants

The three main aspects of this activity include: marketing for tenants, and showing houses, offices and land.

- A. **Marketing:** As COVID-19 continues to change the landscape of business, adaptation for the property management market is vital. Traditionally, property managers will work on site and in offices, waiting for walk-in clients, and conducting sales door to door. In the new normal, it is possible to innovate new means of marketing. These may include (according to ColliersCanada):
 - i. Create digital brochures designed for screens
 - ii. Get in front of clients through virtual meetings
 - iii. Create thoughtful content for your web listings

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- iv. Design a custom website for your property listing
- v. Get wider exposure with a thoughtful social media strategy
- vi. Generate more awareness with a digital ad campaign
- vii. Highlight your property with exterior photography and drone aerials
- viii. Communicate with clients through email campaigns

B. Showing Houses, Offices and Land – Before Conducting In-Person Showings

- i. Encourage buyers/viewers/renters to narrow their property search through photos, virtual tours, and leveraging other technology to reduce the number of in-person showings.
- ii. Consider adopting a policy of asking all buyers for a pre-qualification letter to limit in-person showings only to qualified and serious buyers.
- iii. Discuss with a seller the precautions that will be taken when showing their property, and adhere to any specific requirements requested by sellers showing the property.
- iv. Require property showings by appointment, in lieu of open houses, to reduce the number of persons in a property at any given time.
- v. Request both the seller and potential buyers to self-disclose whether they have COVID-19 or exhibit any symptoms. However, note that COVID-19 is also spread by individuals who are asymptomatic.
- vi. Be aware of any state or local restrictions on the number of people who may be present at the showing, and discourage non-essential parties from attending the showing.
- vii. Ask buyers to remain in their vehicle until you arrive at the property.
- viii. For owner or tenant-occupied properties, request that the seller or tenant open all cabinets, closets, window coverings, and to turn on lights before leaving the property.
- ix. For vacant properties, arrive early to open the front door, open all cabinets, closet, window coverings, and to turn on lights.

C. Showing Houses, Offices and Land – During In-Person Showings

- i. Adhere to social distancing recommendations, and maintain a minimum of 1 m of space between persons at all times.
- ii. Avoid shaking hands with clients.
- iii. Limit the number of persons who may attend a showing, such as only four people total.
- iv. Require all persons entering a property to immediately wash their hands or to use hand sanitiser, remove footwear or wear booties, and wear a face mask or covering, and gloves.
- v. Instruct buyers and others touring the home to avoid touching any surfaces in the home, such as light switches, cabinet and door handles.
- vi. Instruct buyers and guests not to use bathroom facilities at the property.
- vii. Do not share phones, pens, or tablets or other personal property during the showing.
- viii. Comply with any requirements of the seller during the showing.

D. Showing Houses, Offices and Land – After In-Person Showings

- i. Wipe down any surfaces touched during the showing with a sanitizing wipe or disinfecting cleaner, as requested by the seller, and suggest the seller also disinfect the property.
- ii. Wipe down the key and lockbox with a sanitizing wipe or disinfecting cleaner after use.
- iii. Speak with buyers outside of the property or in a ventilated area while maintaining a distance of at least 1 m, or arrange to speak by phone or email.

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- iv. Do not provide any paper documents, and instead follow up with any information electronically after you leave the property.
- v. Use hand sanitiser upon returning to your vehicle.
- vi. Maintain a detailed log of interactions to enable contact tracing, to include names, dates, and locations of interactions, as well as a party's contact information.

INTERNAL AND EXTERNAL REFERENCES

1. Property Maintenance: <https://assets.publishing.service.gov.uk/media/5eb967e286650c2791ec7100/working-safely-during-covid-19-other-peoples-homes-230720.pdf>
2. Property Maintenance: <https://www.doncaster.gov.uk/services/housing/advice-for-landlords-during-the-covid-19-coronavirus-pandemic>
3. Sourcing Tenants: <https://www.nar.realtor/coronavirus-a-guide-for-realtors>

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.

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APPENDIX O1: CLEANING GUIDELINES

Background

The risk of a COVID-19 infection depends on many factors, including:

- the type of surface contaminated
- the amount of virus shed from the individual
- the time the individual spent in the setting
- the time since the individual was last in the setting

Surfaces and belongings can be contaminated with COVID-19 when people who are infectious cough or sneeze or touch them. Transmission of COVID-19 can occur when someone else then touches the contaminated surface or item. The person may become infected if they touch their nose, eyes or mouth with a contaminated hand or object. Increased frequency of cleaning of general room surfaces reduces the presence of the virus and the risk of contact.

The infection risk from a COVID-19 contaminated environment decreases over time. It is not yet clear at what point there is no risk from the virus, however, studies suggest that, in non-healthcare settings, the risk of residual infectious virus is likely to be significantly reduced after 48 hours.

In situations where someone has symptoms of COVID-19, we continue to advise storing personal waste for 72 hours as an additional precaution.

General principles of cleaning during the COVID-19 pandemic

This section provides general cleaning advice for non-healthcare settings where no one has symptoms of, or confirmed COVID-19.

Cleaning and disinfection

Regular cleaning plays a vital role in limiting the transmission of COVID-19.

Reducing clutter and removing difficult to clean items can make cleaning easier. Increase the frequency of cleaning, using standard cleaning products such as detergents and bleach, paying attention to all surfaces but especially ones that are touched frequently, such as door handles, light switches, work surfaces, remote controls and electronic devices.

As a minimum, frequently touched surfaces should be wiped down twice a day, and one of these should be at the beginning or the end of the working day. Cleaning should be more frequent depending on the number of people using the space, whether they are entering and exiting the setting and access to handwashing and hand-sanitising facilities. Cleaning of frequently touched surfaces is particularly important in bathrooms and communal kitchens.

When cleaning surfaces, it is not necessary to wear personal protective equipment (PPE) or clothing over and above what would usually be used.

Laundry

Items should be washed in accordance with the manufacturer's instructions. There is no additional washing requirement above what would normally be carried out.

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Kitchens and communal canteens

It is very unlikely that COVID-19 is transmitted through food. However, as a matter of good hygiene practice, anyone handling food should wash their hands often with soap and water for at least 20 seconds before doing so. Crockery and eating utensils should not be shared. Clean frequently touched surfaces regularly.

Bathrooms

Clean frequently touched surfaces regularly. Ensure suitable handwashing facilities are available including running water, liquid soap and paper towels or hand driers. Where cloth towels are used, these should be for individual use and laundered in accordance with washing instructions.

Waste

Waste does not need to be segregated unless an individual in the setting shows symptoms of or tests positive for COVID-19.

Dispose of routine waste as normal, placing any used cloths or wipes in 'black bag' waste bins. You do not need to put them in an extra bag or store them for a time before throwing them away.

Principles of cleaning after an individual with symptoms of, or confirmed COVID-19, has left the setting or area

Personal protective equipment (PPE)

The minimum PPE to be worn for cleaning an area after a person with symptoms of, or confirmed COVID-19 has left the setting is disposable gloves and an apron. Wash hands with soap and water for 20 seconds after all PPE has been removed.

If a risk assessment of the setting indicates that a higher level of virus may be present (e.g., where someone unwell has spent the night such as in a hotel room or boarding school dormitory) then additional PPE to protect the cleaner's eyes, mouth and nose may be necessary.

Cleaning and disinfection

Public areas where a symptomatic person has passed through and spent minimal time but which are not visibly contaminated with body fluids, such as corridors, can be cleaned thoroughly as normal. All surfaces that the symptomatic person has come into contact with should be cleaned and disinfected, including all potentially contaminated and frequently touched areas such as bathrooms, door handles, telephones, grab rails in corridors and stairwells

Use disposable cloths or paper roll and disposable mop heads, to clean all hard surfaces, floors, chairs, door handles and sanitary fittings – think one site, one wipe, in one direction.

Use one of the options below:

- a combined detergent disinfectant solution at a dilution of 1,000 parts per million available chlorine (ppm av.cl.)
or
- a household detergent followed by disinfection (1000 ppm av.cl.). Follow manufacturer's instructions for dilution, application and contact times for all detergents and disinfectants
or
- if an alternative disinfectant is used within the organisation ensure that it is effective against enveloped viruses

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Avoid mixing cleaning products together as this can create toxic fumes. Avoid creating splashes and spray when cleaning.

Any cloths and mop heads used must be disposed of and should be put into waste bags as outlined below.

When items cannot be cleaned using detergents or laundered, e.g., upholstered furniture and mattresses, steam cleaning should be used.

Laundry

Wash items in accordance with the manufacturer's instructions. Use the warmest water setting and dry items completely. Dirty laundry that has been in contact with an unwell person can be washed with other people's items. To minimise the possibility of dispersing the virus through the air, do not shake dirty laundry prior to washing.

Clean and disinfect anything used for transporting laundry with your usual products, in line with the cleaning guidance above.

Waste

Personal waste from individuals with symptoms of COVID-19 and waste from cleaning of areas where they have been (including PPE, disposable cloths and used tissues):

1. Should be put in a plastic rubbish bag and tied when full
2. The plastic bag should then be placed in a second bin bag and tied
3. This should be put in a suitable and secure place and marked for storage until the individual's test results are known

This waste should be stored safely and kept away from children. It should not be placed in communal waste areas until negative test results are known, or the waste has been stored for at least 72 hours. If the individual tests negative, this can be put indisposed of immediately with the normal waste. If COVID-19 is confirmed this waste should be stored for at least 72 hours before disposal with normal waste.

If during an emergency you need to remove the waste before 72 hours, it must be treated as infectious waste. You must:

- Keep it separate from your other waste and arrange for collection by a specialist contractor as hazardous waste.

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APPENDIX 02: CHECKLIST FOR PROPERTY MANAGEMENT

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 activities to protect the Property Management Companies and Retail Sectors staff and indeed all supply chain players and the general public from the COVID-19 pandemic. The checklist below could be used by other sectors in a customised way to suit their operations and enable businesses to operate and reopen fully.

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 staff register records e) Maintain employee shift register		✓			Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Various tenant businesses House/resident tenants	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives Internal communication Staff assigned to the task
2. 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				✓	Managers of Properties, Centre Managers Resident tenants, tenant businesses HR Staff/Managers	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives HR Managers
3. Resident families, Tenant Business staff, Property Staff <u>Personal Hygiene</u> a) Regular handwashing	✓	✓			Managers of Shopping Malls, Owners of Property	Managers of Shopping Malls, Owners of Property management Companies, Operations Managers, HR Managers

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b) Hand sanitisation. c) How, when, 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					management Companies, Operations Managers, HR Managers Managers of Shopping Malls, and Residence tenant representatives Staff	Managers of Shopping Malls, and Residence tenant representatives
4. Sourcing, distribution, receiving materials for use as Personal Protective Equipment (PPEs)guidelines		✓			Purchasing and Safety Managers, operations	Internal communication Among Property and tenant Business Managers
5. PPEs supply: Face Masks, Gloves, Shields, a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Purchasing and Safety Managers, operations	Property/tenant business Managers
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 from all business tenants or residents Restaurants, Bars managers, within the Mall All tenant Businesses based on Internal communication
7. Cleaning and Disinfecting a) Waste bins availability b) Waste handling and removal and disposal	✓	✓			Safety Managers and HR, Housekeeping,	Internal communication Cleaning companies Supervisors

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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					Operations Management	
8. Handling Deliveries/Supplies a) Trucks b) Small packages/parcels (courier services) mails, food services c) F&B Suppliers, vegetables, fruits etc		✓			Purchasing/Procurement Managers	Restaurant/ Bar Owners, and Staff assigned Supervisor/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, Shop Mangers Resident tenants Business tenant	Internal communication Property Managers Centre managers (Malls), Internal communication Staff assigned to the task
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, Patrons, visitors, travellers
11. Management Team Communication with a) Staff b) Tenant businesses c) Suppliers d) Distributors e) Customer/clients/visitors			✓		Supervisor, Owners with HR and Communication	Internal Communication

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f) Community representatives/public health team on COVID-19 from MoH						
12. Remote Work Staff Policies or Staff Working from Home		✓			HR Managers	CEOs, Centre Managers, HR Managers
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 O3: 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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XI. Informal Sector

The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The concept originally applied to self-employment in small unregistered enterprises. It has been expanded to include wage employment in unprotected jobs².

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

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

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

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

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

SCOPE

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

² <https://www.wiego.org/informal-economy>

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DEFINITIONS

Acronyms

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

Definitions

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

RESPONSIBLE PARTIES

Hawker	<ul style="list-style-type: none"> Hawkers and stall owners must minimise the risk of exposure to COVID-19 for themselves and their customers by taking reasonable and practical measures to mitigate risk. Owners of stalls in open markets are expected to take care both of their health, safety and welfare and also that of any other workers and all clients visiting their stalls. Protection of both stall owners and customers from the risk of exposure to COVID-19 may include, for example: <ul style="list-style-type: none"> Requiring everyone to practice physical distancing Requiring all involved to practice good hygiene for example by the use of hand sanitisers
Marketeer/Stall Owner	<ul style="list-style-type: none"> Reminding stall owners or visitors to the open market to stay home when sick Cleaning the stalls regularly and thoroughly Limiting the number of people in front of stalls at any given time Promoting the wearing of masks or visors Adapting stalls in order to mitigate the risk of exposure to COVID-19 such as for example through the use of acrylic partitions such as Perspex. Enforcing existent conditions regarding the provision of bins by the hawkers The proper disposal of any used face masks. Stall owners have the duty to consult with relevant stakeholders such as their Regulators, the Health Authorities, local councils and the general public and clients on matters related to COVID-19.

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Market Administrators	<p>The market administration should establish designated areas for pick-ups and deliveries, limiting contact to the extent possible.</p> <ol style="list-style-type: none"> 1. Parking for vendors: The market administration should draw distinct spaces, at least 2 m apart, for vendor parking 2. Parking for deliveries: The market administration should draw distinct spaces, at least 3 m apart, for vendor parking 3. Parking for customers: The market administration should draw distinct spaces, at least 2 m apart, for vendor parking
Customer	Practicing good hand and respiratory hygiene, and following all the market guidelines

INTRODUCTION

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

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

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

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

SPECIFIC PROCEDURE

Physical Distancing

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

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3. Modify the market layout to prevent visitors from gathering in groups. Space stalls 1 or more meters apart and consider extensions to the market area when possible so that customers and vendors stay as far apart from each other as possible.
4. Consider limiting to one vendor per stall.
5. Food vendors make items take-away only (not for eating on-site).
6. Define and limit entrances and exits by posting signs at entrance. Make aisles and entrances/exits go in one direction only. Arrange flow of customers to eliminate bottlenecks and reduce crowding.
7. Extend operating times to help space out crowding.

Hand Hygiene

1. In markets, customers and vendors should clean hands upon entry and exit, before and after each transaction, and after blowing their nose, sneezing, or coughing, in addition to other times.
2. In most cases forms of contactless payments are not available in stalls; stall owners shall ask for the exact payment when possible. Vendors are to clean their hands every time they handle cash. Hawkers can opt to use disposable gloves when they collect money from customers. In such situations, one pair of gloves per customer is to be used and used gloves are to be thrown away safely after use (See Figure 2 on how to remove and dispose of gloves). When possible, allow mobile, point of sale, or other cash-free payment options
3. Ensure all market staff and visitors have the means to clean their hands:
 - a) Install temporary, portable handwashing stations or alcohol-based hand antiseptic dispensers for market staff, volunteers, and visitors.
 - b) Handwashing stations must have soap; running, potable warm water; and single-use towels (Figure 1 on steps to clean your hands).



Figure. 1: 10 steps to wash your hands properly

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

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- d) If soap and water or alcohol-based hand rub are unavailable or unfeasible, handwashing with 0.05% chlorine solution can be considered as a temporary option. The solution should be refreshed daily and made using the below instructions. Users should exercise caution to avoid getting the solution in their eyes or mouth. ***[% chlorine in liquid bleach / % chlorine desired] – 1 = Total parts of water for each part bleach***.
 - e) Example of making 0.05% solution with 5% liquid bleach: $[5\% \text{ chlorine in liquid bleach} / 0.05\% \text{ chlorine desired}] - 1 = [5 / 0.05] - 1 = 99$ parts of water for each part liquid bleach. If you are using a 20 L container to mix, you need 200 mL of bleach and should fill the rest of the container with water. 20 L/100 parts = 0.2 L, or 200 mL (See Appendix P1).
4. Recommendations
 - a) Designate staff to check and replenish hygiene supplies.
 - b) Use posters, flags, and announcements to ensure market vendors and visitors are aware of handwashing stations.
 - c) Require vendors to provide their own individual handwashing stations or antiseptic hand rubs for their individual use.
 5. Do I need to use gloves?
 - a) Gloves will not normally be necessary in many stalls.
 - b) A risk assessment must be conducted to help inform whether putting on gloves is necessary for the business undertaken by the stall. When using gloves, stall owners must be trained in how to put on, use, remove and dispose of gloves (Figure. 2). Even if gloves are worn, stall owners should ensure that good hygiene practices including washing or sanitizing hands frequently are maintained.



Figure.2 Proper removal of gloves

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

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Respiratory Hygiene

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

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

Cleaning and Disinfection

1. Clean and disinfect frequently touched surfaces at least once a day. Examples of frequently touched surfaces are railings, door handles, shopping carts, and sanitation (restroom/toilet/latrine) surfaces.
2. In market settings, use a 0.1% solution made from bleach, calcium hypochlorite (HTH), or bleaching powder for disinfection. Instructions for using HTH powder or bleaching powder are described in Appendix P2.
3. Market administrators should designate set 'cleaners' (chosen vendors, cleaners, or other staff) to carry out cleaning and disinfection of high-touch surfaces once a day, or more frequently if possible.
4. Market administrators and designated cleaners should walk through the market together and decide which surfaces are touched frequently by customers and vendors and therefore should be the target of cleaning and disinfection efforts.
5. Provide the market's designated cleaners with cleaning supplies (soap/detergent, bleach, buckets) and personal protective equipment (PPE) to wear when mixing, cleaning, and disinfecting (rubber gloves, thick aprons, and closed shoes). PPE should be used for COVID-related disinfection only (cleaners should not bring home PPE – it should be stored at the market in a secure, designated area).
6. Cleaning and disinfection procedures:
 - a) Put on personal protective equipment (rubber gloves, thick aprons, and closed shoes).
 - b) Mix 0.1% bleach solution using the procedures described above in a well-ventilated area.
 - c) Clean with detergent or soap and water to remove organic matter.
 - d) Apply the 0.1% solution to the surface and allow for a contact time (the amount of time that the disinfectant should remain wet and undisturbed on the surface) of 1 minute. Additional disinfectant may need to be applied to ensure it remains wet for 1 minute. If any residue remains after 1 minute, rinse with clean water.
 - e) Cleaning should start with the dirtiest surface first, progressively moving towards the cleanest surface. When surfaces are cleaned, they should be left as dry as possible to reduce the risk of the spreading of viruses and bacteria through droplets.
 - f) Once surface is cleaned, disinfect with solutions containing $\geq 70\%$ alcohol, ammonium compounds, chlorine bleach or oxygen bleach that are suitable for use on hard surfaces (surfaces where liquids pool, and do not soak in). The packaging or manufacturer's instructions will outline the correct way to use the disinfectant. Disinfectants require time to be effective at killing viruses. If no time is specified, the disinfectant should be left for ten minutes before removing. Refer to Appendix P2 for instructions on how to make disinfectant solution.
 - g) After cleaning and disinfection, remove personal protective equipment and wash hands immediately.

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INTERNAL AND EXTERNAL REFERENCES

Internal References

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

External References

1. COVID-19 Transitioning – Obligatory Conditions and Guidelines for Open Air Markets developed by the Government of Malta
2. Markets: Operational Considerations for COVID-19 Mitigation Measures in Low Resource Settings. <https://www.cdc.gov/coronavirus/2019-ncov/global-covid-19/markets.html>
3. Washington State – Department of Health: COVID-19 Guidelines for Farmers Markets
4. The Centre for Disease Control: <https://www.cdc.gov/coronavirus/2019-ncov/>
5. The World Health Organization: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
6. The Ministry of Health of Zambia³: <https://www.moh.gov.zm/>
7. https://www.wiego.org/sites/default/files/resources/file/WIEGO_COVID19_Health_Guidelines_SVs_April2020.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:

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- 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.

³ <https://drive.google.com/drive/folders/1GCVqYYlpXILg3OHDap3Yus-4gtNeo3AL>

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

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

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

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

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

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

4 Wait 30 minutes before use.

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

6 Cover bucket with lid.

7 Place at hand washing stations.

Supplies Needed

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


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

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

Use 0.1% (1,000ppm) chlorine solution to disinfect frequently touched surfaces and items.
Make new 0.1% chlorine solution every day. Throw away any leftover solution from the day before.

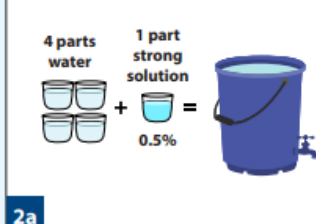
Proceed with **only one** of the following: **2a** or **2b** or **2c**



1


Make sure to wear **required PPE.**

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




2a

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




2b

Add **TWO** tablespoons (30g) of high-test hypochlorite (HTH) (70%) to 20 liters of water in a bucket.




2c

Add **FOUR** tablespoons (60g) of chlorine powder (35%) to 20 liters of water in a bucket.




3

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



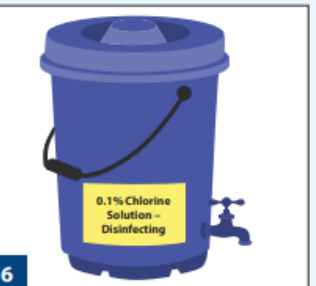
4

Wait 30 minutes before use.



5








Label bucket "**0.1% Chlorine Solution - Disinfecting.**"




6

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


Supplies Needed

 Tablespoon
  Measuring cup or liter bottle
  Bucket with lid and spigot
  Water
  Strong (0.5%) chlorine solution OR 70% HTH OR 35% chlorine powder
  Stick for stirring
  Label

WARNING



Do NOT mix chlorine solution with other cleaning products.



Do NOT put chlorine solution in mouth or eye

CS-316419-B

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APPENDIX P3: CHECKLIST FOR OPEN-AIR MARKETS

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

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

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

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

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

External References

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

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

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

Department: _____

SOP No: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY				
	NAME	TITLE	SIGNATURE	DATE

PURPOSE

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

INTRODUCTION

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

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

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

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

SCOPE

There are 2 main categories to consider:

- a) Home-based workers who are self-employed
- b) Home-based workers who work for self-employed home-based businesses

Both are considered under these SOPs.

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DEFINITIONS

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

ACRONYMS

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

RESPONSIBILITIES

Home-Based Business Owner	Keep employees and home occupants informed about COVID-19 Captain the COVID-19 fight within the house
Home-Based Business Worker	Adhere to Workplace SOPs and other relevant SOPs
Home owner	Adhere to Relevant SOPs
Neighbourhood Watch group	<ul style="list-style-type: none"> Establish a task force to raise awareness and educate neighbourhood about prevention. Augmenting government distribution of basic food and sanitation products to the most vulnerable households in the community.
Local Authorities	Raise awareness and educate neighbourhood about prevention
Domestic Worker	Adhere to SOPs for domestic workers
Clients	Adhere to COVID-19 guidelines for customers

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SPECIFIC PROCEDURE

BASIC PRINCIPLES

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

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

Hand Hygiene

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

Respiratory Hygiene

Good respiratory hygiene requires everyone in the house to, at all times:

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

Cleaning and Disinfection

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

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- c) Cleaning should start with the dirtiest surface first, progressively moving towards the cleanest surface. When surfaces are cleaned, they should be left as dry as possible to reduce the risk of the spreading of viruses and bacteria through droplets.
- d) After cleaning and disinfection, remove PPE and wash hands immediately.

Use of Shared Equipment and Tools

General

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

In cases where a worker shows symptoms or tests positive for with COVID-19

When a worker has been discovered to have symptoms of COVID-19, the tools and equipment that the worker recently used should be isolated from further use, cleaned, and disinfected.

Isolate tools and equipment

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

Cleansing and disinfecting

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

How to clean and disinfect tools and equipment

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

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

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

INTERNAL AND EXTERNAL REFERENCES

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

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SOP No.	Effective Date	Significant Changes	Previous SOP No.

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APPENDIX Q1: CHECKLIST FOR HOME-BASED BUSINESSES

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

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

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

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

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

External References

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

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APPENDIX Q2: INFOGRAPHICS FOR DOMESTIC WORKERS

General safety measures



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General household cleaning

Domestic Workers & Employers: Fighting COVID-19 Together

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

General household cleaning

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

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

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

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

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

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



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Always wash your hands




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When someone in the household is in quarantine or sick

Domestic Workers & Employers: Fighting COVID-19 Together

When someone in the household is in quarantine or sick
Stay calm and be smart. Keep aware of public health guidelines and share this advice with employers and other domestic workers to fight COVID-19 together. Do not panic - understand the risks and develop a safe and feasible plan with your employer.



Your employer should provide gloves, masks and other protective equipment you need to keep safe while you work.

Maintain personal hygiene, especially hand washing.

The person being quarantined should stay alone in a well-ventilated room.

Keep at least two metres distance where possible (e.g. when not providing direct care).

If caring for a patient (such as feeding or changing diapers) wear an apron, mask and eye protection.



Use 1% bleach solution to disinfect aprons and uniforms or clean them as usual in laundry. You can also use a disposable plastic apron.

Wear a mask during your cleaning and care work. Remember disposable masks are only for one-off use.

Household wastes should be tied up well and disposed in rubbish bins with lids. **Always wash your hands after disposal.**

When you are handling laundry, **wear gloves while handling dirty clothes.**

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



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XII. Mining and Construction

A. SOP for COVID-19 mitigation measures for Construction and Mining

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE

This guidance is intended to introduce consistent measures on construction and mining sites of all types and sizes in line with the Ministry of Health guidelines on social distancing and ensure employers and individuals make every effort to comply.

INTRODUCTION

The mining and construction procedures here in identify the activities required in order to operate at optimum capacity under the new normal and identify interfaces among work activities, visitors and contractors to ensure the logical flow of information, materials, equipment and construction/mining activities within the organisations while keeping COVID19 at bay. They facilitate a detailed schedule of guidelines which conform with the standard COVID-19 mitigation protocols being used globally.

Thinking About Risk

Inevitably, personnel in the mining and construction industry should adopt four steps to COVID-19 safety rules as follows:

- ME:** What work am I going to do today? Am I COVID-19 free? Do I have any of the symptoms of COVID-19?
- TOOLS:** What tools and equipment am I going to use? Are they COVID-19 safe?
How can I prevent contracting or spreading of COVID-19 if I use these tools/equipment?
- REFLECT:** What can go wrong in doing the work? Have I contracted or spread COVID-19? What do I do if I have contracted or spread COVID-19?
- PREVENT:** What am I going to do to prevent it from going wrong? How can I be COVID-19 safe? What do I do to prevent myself from contracting or spreading COVID-19?

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Identification of Prone Areas

Identification of areas that are prone to the pandemic needs to be prioritised so that preventive measures can be put in place proactively: these could be, bus pick-up points, elevators, wash rooms, rest rooms, community halls etc.

SCOPE

Construction and mining sites operating during the COVID-19 pandemic need to ensure they are protecting their workforce and minimising the risk of spread of infection. This includes considering how personnel travel to and from site. The health and safety requirements of any construction or mining activity must not be compromised at this time. If an activity cannot be undertaken safely, it should not take place.

Organisations must have in place effective arrangements for monitoring and reviewing their compliance with MoH and industry guidance. Sites should also remind the workforce at every opportunity about the standard operating procedures (SOPs) which are aimed at protecting them, their colleagues, families and the general public.

DEFINITIONS

Term	Definition
COVID-19	A new coronavirus that causes respiratory infection
Self-Quarantine	Staying in your room, your apartment, your house or provided accommodation and not leaving for the period of time you are required to quarantine
Close Contact	Any person who had contact (within 1 m) with a confirmed case during their symptomatic period, including 4 days before symptom onset. Any person who resided in the same household, workplace or other closed setting with the confirmed case. The contact does not have to be a direct contact. Typical examples would be sharing a vehicle, sitting in a meeting room, engaged in any form of direct physical contact (hugs etc.)
MoH	Ministry of Health
Transmissibility	The chances of the disease being passed on from one person to another
Novel	New and not resembling something formerly known
SHERQ	Safety Health Environment Risk and Quality
PPE	Personal Protective Equipment
GLD	Group Level Guidelines
N95 mask	A particulate-filtering face piece respirator that meets the U.S. National Institute for Occupational Safety and Health
SOs	Security Officers
MD	Managing Director
ISO	International Organization for Standardization. ISO is a voluntary organization whose members are recognised authorities on standards on various global products.
PAPRs	Powered Air-Purifying Respirators
AIIRs	Airborne infection isolation rooms
Lion Alcometer	The lion alcometer is a highly portable and quantitative breath alcohol analysis instrument, used extensively on mining and construction sites

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RESPONSIBILITIES

Mine Manager/Shift Boss, Underground operations	<p>In accordance with the provisions of the mining regulations for operations underground, the shift boss needs to ensure the following in compliance with the new normal COVID-19 protocols:</p> <ul style="list-style-type: none"> • That there is compliance to social distancing strategies when accessing lifts, vehicles and other forms of transportation underground. • That there are sufficient supplies of PPE underground. • That there are accessible COVID-19 mitigating strategies underground as much as on the surface. • That the number of miners deployed underground will not compromise social distancing strategies should there be small confined spaces. • First aid requirements underground for mines employing more than fifty persons should factor COVID-19 mitigating norms. • Sanitary conveniences underground should simulate and be disinfected as on the surface.
Managing Director	<ul style="list-style-type: none"> • Set-up and co-ordinate a crisis management team with the following critical skills: crisis/emergency management, medical services, communications, human resources, safety. • In the case of a suspected incident, inform the Head Office Crisis Management Team for support. • Ensure as far as practicable, all communications are only distributed from the Managing Director's desk. • Facilitate multi-sector scenario planning and simulations for the deployment of stringent measures to interrupt transmission chains as needed. • Ensure that risk assessments, controls and mitigation plans are in place for high-risk areas such as meeting rooms, medical facilities, company supported schools, guest houses, packaging warehouses etc.
Health Services Manager and SHERQ	<ul style="list-style-type: none"> • Set-up protocols for employee and visitor health screening at entry points to the premises and/or workplaces. • Assemble a team of volunteer peer educators to assist in health education and awareness. • Identify high-risk areas for possible contamination and transmission. • Actively monitor the development of the virus outbreak and work with management to develop messages for employees with clear instructions when measures need to be activated. • Educate employees with the latest available information on the virus. Brief them on the need for infection control measures and the preventive procedures that have been set in place. • Ensure all employees have the National Coronavirus Emergency Helpline contact numbers to use if they have suspected infection and for contact tracing purposes. • Act as a designated Point of Contact responsible for liaising with local MoH officials during activation of contact tracing processes at the workplace. • Check the World Health Organization website (https://www.who.int/emergencies/diseases/novel-coronavirus-2019) daily for updated advisories and update employees accordingly. • Ensure that employees who have travelled to affected areas are quarantined for a sufficient number of days, as advised by Medical Services, Group SHERQ and local MoH. Check on these employees' health by phone or email during their absence from work.

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	<ul style="list-style-type: none"> • Encourage Line Managers to keep quarantined employees informed of events at work. • Ensure that the workplace understands the importance of having adequate stations for handwashing or disinfectants. • Brief employees on personal hygiene measures. • Ensure notices are put up in washrooms depicting proper handwashing techniques etc. • Ensure there is plan to ensure that common areas e.g. canteens, bathrooms, meeting rooms are disinfected daily. • Designate a room/area at the hospital or main clinic with nearby toilet facilities as the isolation room/area for employee(s) with fever to use. • Familiarise oneself with local MoH protocols on handling suspected COVID-19 cases and where possible visit the designated COVID-19 treating hospital. • Where advised by Medical Services, SHERQ or local MoH, carry out symptom or temperature monitoring of employees or visitors.
Human Resources Department	<ul style="list-style-type: none"> • Define and action company requirements for travel and self-quarantine. • Develop protocols for temporary workers and casual workers who by nature of the employment arrangement will be reluctant to self-quarantine. • Encourage all staff members to avoid any travel to high risk countries. • Where staff members have returned from a country subject to self-quarantine guidance, try to agree with the individual, if any work can be performed remotely from home. • If it is not possible for the individual to perform any duties whilst absent from the workplace, decide on an approach for the organisation in relation to pay and sick leave entitlement, with the aim of applying it consistently within the operation and country jurisdiction as a minimum (subject to local law entitlements and laws).
Employees	<ul style="list-style-type: none"> • Recognise that COVID-19 is a new and rapidly evolving disease and understand that outbreaks can be managed with the right response and that the vast majority of infected people will recover. • Begin to adopt and rigorously practice the most important preventive measures for COVID-19 namely good personal hygiene. • Continually update yourself on COVID-19 and its signs and symptoms (i.e. fever and dry cough), because the strategies and response activities will constantly improve as new information on this disease is accumulating every day. • Be prepared to actively support a response to COVID-19 that can require changing personal habits and routines in a variety of ways, including the adoption of more stringent handwashing and social distancing practices.
Client	<p>Contractors work for clients under a construction contract. In most instances, compliance with these SOPs involves changes to the schedule or delivery programme for construction projects. Therefore, the implementation of these SOP's must have the support of the client and be implemented in accordance with the necessary contractual instructions from clients. A contractor cannot operate unilaterally, and each site and project is unique in terms of its design and the tasks associated with its construction. Clients must therefore accept that adapting and complying with the good practice illustrated in this SOP has productivity and cost implications.</p>

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SPECIFIC PROCEDURE

Isolation: Do not go to work if you are exhibiting COVID-19 symptoms. Self or mandatory Isolation and quarantine for suspected cases and migrant workers from high risk areas.

MANDATORY PRE-REQUISITE AND PREVENTIVE MEASURES

1. Treat every person as potentially COVID-19 positive until all the measures below have been taken
2. Only pre-authorised essential worker employees, contractors, delivery drivers and visitors should be allowed on site
3. No non-essential visitors without pre-authorization to come to the site should be allowed onsite
4. COVID-19 Visitor Checklists to be pre-filled prior to breathalysing an authorised essential visitor and delivery driver. Any person who has answered yes to any of the questions must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical
5. Temperature checks must be conducted prior to breathalyser being conducted
6. Any Suspect returning a reading of temperature above 37°C must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical
7. Mandatory PPE for security officers conducting the test and face masks must be worn by all persons at all times
8. Mandatory face masks for all suspected carriers. Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity
9. Equipment to be disinfected before and after each and every use with the following non-alcohol based disinfectants available at stores i.e. JIK, Sidex or Pino
10. Handwashing with soap and water must be done prior to breathalysing by both security officers and persons being breathalysed
11. Social distancing at least 1 m/ arm's length minimum (no less) must be maintained at all times between both security officers, persons being breathalysed and other bystanders
12. There should be no large gatherings allowed for bystanders or other employees waiting to be breathalysed
13. No shaking hands, hugging, kissing or horseplay
14. Cover the mouth and nose with flexed elbow or tissue when coughing and sneezing
15. No sharing of equipment and tools including Lion Alcometer mouthpieces/swabs, PPE, water, feeding bowls, drinking bottles/water container
16. No touching of your face with unwashed hands
17. Keep surrounding area where breathalysing is taking place clean
18. People Vehicle Separations and Traffic Management Barricades must be set up where temperature checks and breathalysing is taking place
19. Non-essential activities, services or processes must not take place at the same time as the breathalysing taking place

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While at work

Workers are urged to abide by the following guidelines while at work:

Social Distancing

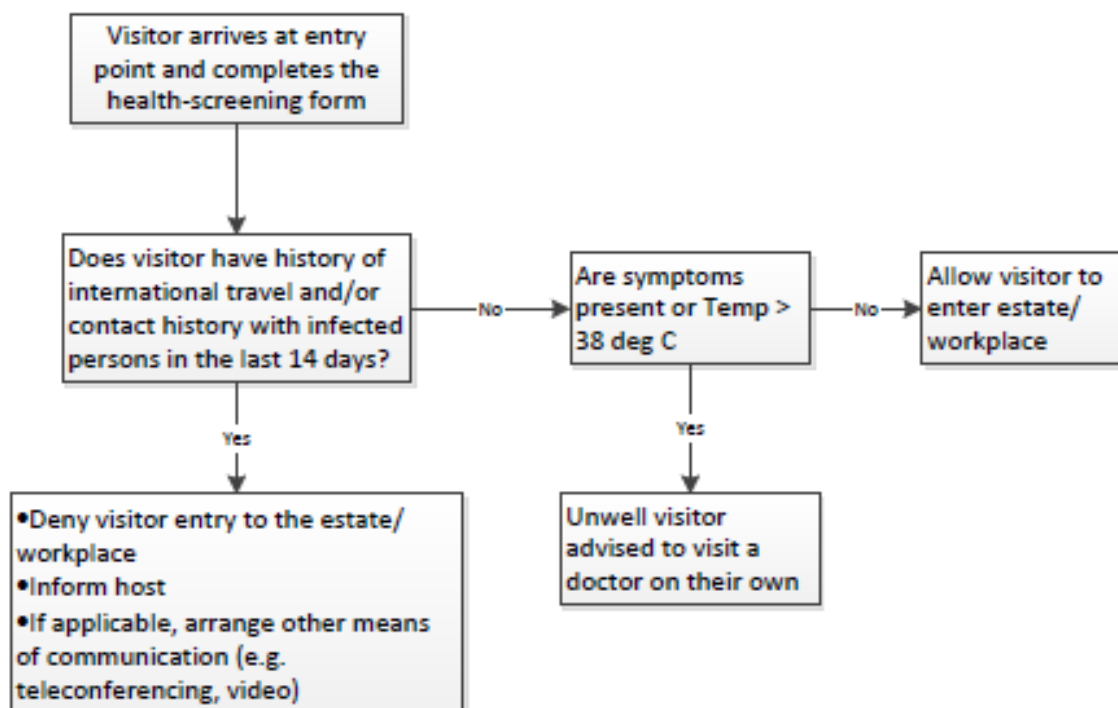
1. Maintain or practice at least 1 m/ arm's length social distancing all times when gathering, feeding, queuing and being transported
2. No shaking hands, hugging, kissing or horseplay
3. Limit face-to-face contact with people showing symptoms of the disease
4. Restrict or cancel mass gatherings (parties, events)
5. During transportation ensure a distance of 1 m between employees.

Hygiene

1. Cover the mouth and nose with flexed elbow or tissue when coughing and sneezing
2. No sharing of household items including PPE, food, feeding bowls, water containers
3. No touching of the face with unwashed hands
4. Wash hands frequently with soap
5. Self-shielding by wearing masks for highly exposed employees
6. Keep surroundings clean

Workflow for visitor screening at the workplace

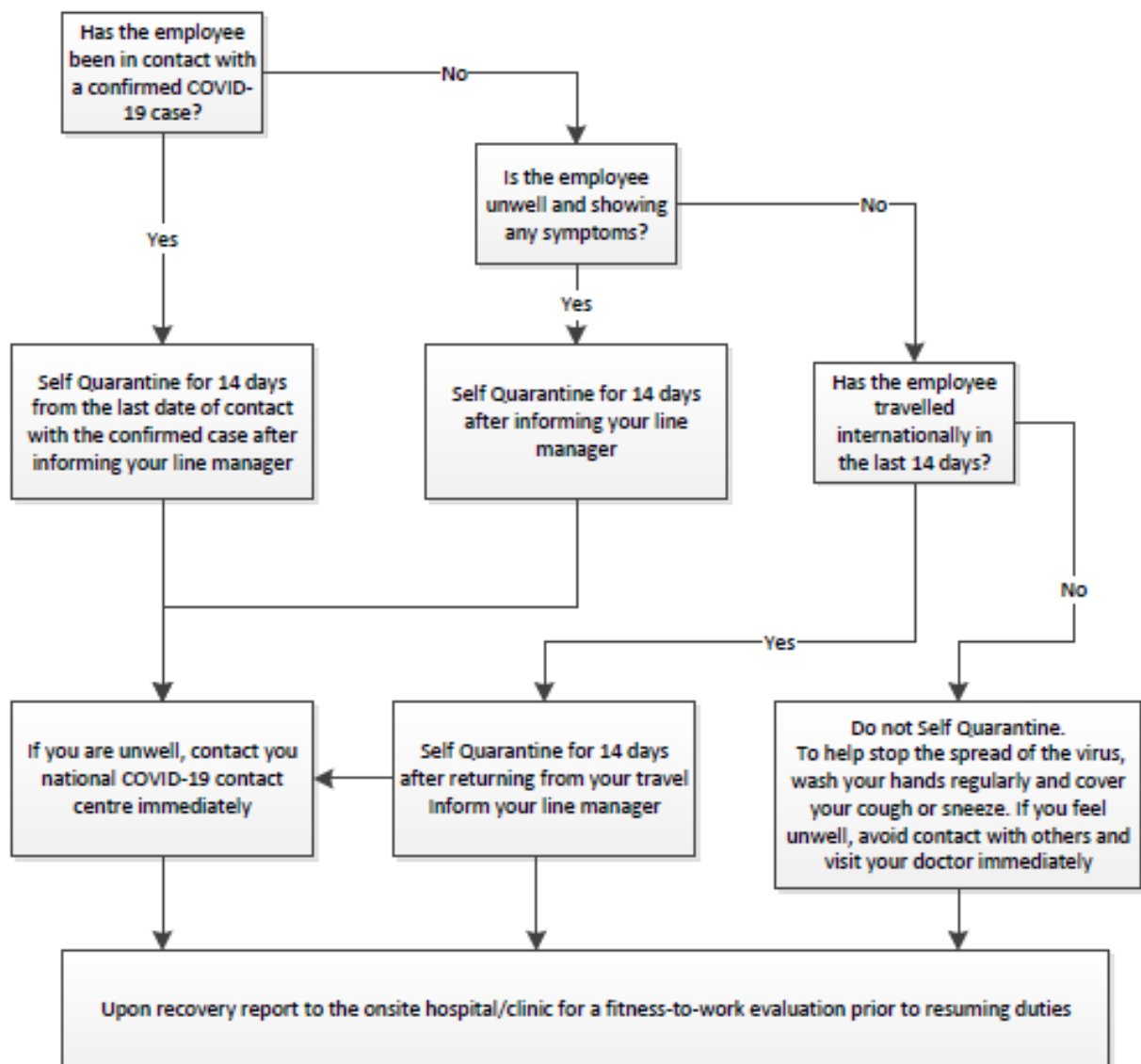
To minimise the spread of COVID-19 and reduce the potential risk of exposure to employees, visitors must undergo mandatory health education on the transmission, symptoms, prevention and treatment of COVID-19, and complete a visitor health screening questionnaire and temperature check prior to completing the visitor's register at entry gates, work stations and/or guest houses. Below is a process flow for visitor health screening.



(GLD Group Standard Guidelines 2020)

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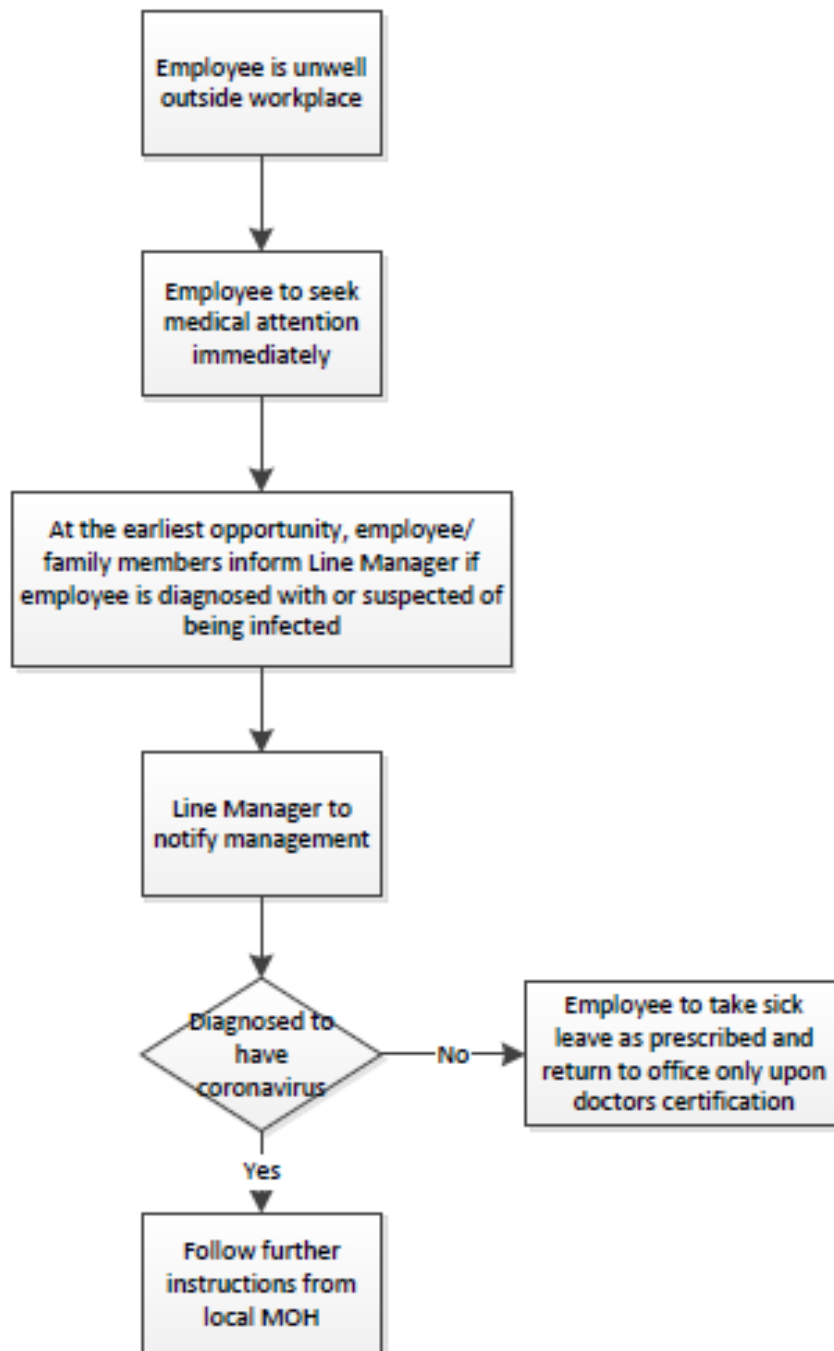
Workflow for managing an employee at the workplace who may have been exposed to COVID-19



(GLD Group Standard Guidelines 2020)

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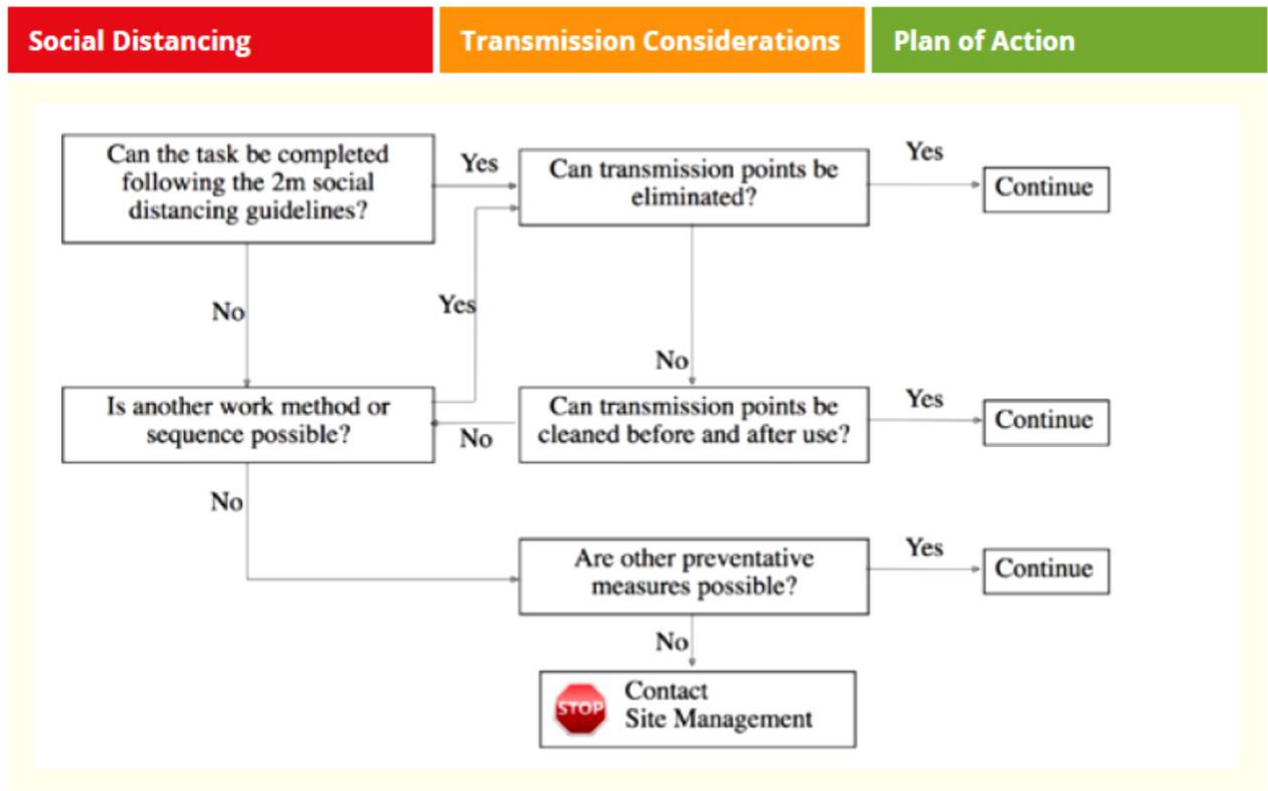
Workflow for managing an employee unwell outside the workplace



(
GLD Group Standard Guidelines 2020)

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Workflow with Social Distancing in mind



Use of vehicles, Tools, Equipment and Plant

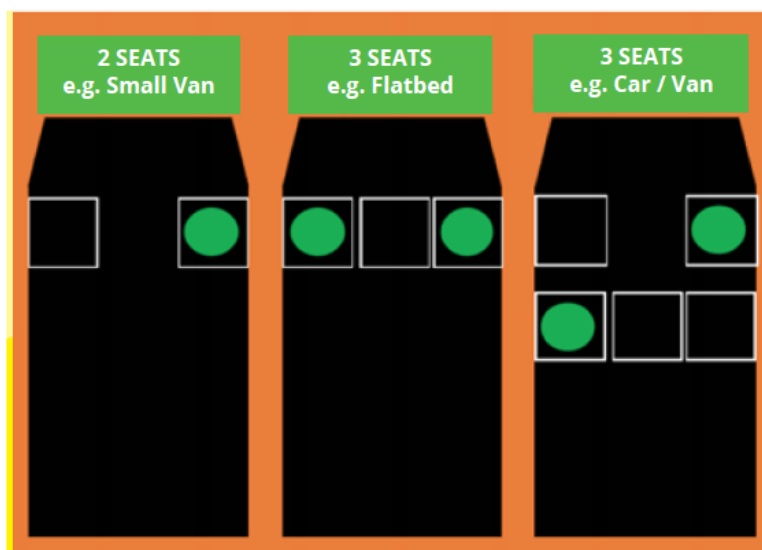
Social distancing is advised when travelling in vehicles to/from work and when in site vehicles and operating mobile plant.

Suggested arrangements are as follows:

- ☐ Single occupancy of vehicles is preferable.
- ☐ Sit as far apart as the vehicle allows.

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RECOMMENDED MAXIMUM ROAD VEHICLE OCCUPANCY



- All tools and equipment should be properly sanitised to prevent cross-contamination.
- Arrangements for one individual to use the same tool, equipment and plant as much as possible. Make available cleaning material for all tools to be wiped down with disinfectant between each user. Organise work practices to eliminate or reduce transmission points and coach site personnel on the same.
- Cabs and touch points of site vehicles and plant (MEWPS, excavators, cranes, etc.) to be thoroughly cleaned and a cleaning regime by plant operatives should be maintained daily thereafter.
- Consider provision of stickers for tools, equipment and mobile plant to encourage disinfection.

EXAMPLES OF STICKERS TO PROMOTE CONTROLLED USE OF MOBILE PLANT/EQUIPMENT



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CONTACT POINTS WITHIN A MINI DIGGER



Recommended Maximum Road Vehicle Seating Arrangements

No. of seats	Max no. of occupants	Seating arrangement
2	1	1 driver
3	2	1 in the driving seat 1 in the far passenger seat
5	2	1 in the driving seat 1 in the far passenger seat

CONTACT POINTS WITHIN A VEHICLE

These include:

- Steering wheel
- Gearstick
- Handbrake
- Door handles
- Radio and infotainment controls
- Steering column (*indicators, windscreen wipers, cruise control*)
- Elbow rests
- Seat position controls
- Door frame

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Cleaning the Workplace

Enhanced cleaning procedures should be in place across all sites to prevent cross-contamination, particularly in communal areas and at touch points including:

- Taps and washing facilities
 - Toilet flush and seats
 - Door handles and push plates
 - Handrails on staircases and corridors
 - Lift and hoist controls
 - Machinery and equipment controls
 - Food preparation and eating surfaces
 - Communications equipment
 - Keyboards, photocopiers and other office equipment
 - Rubbish collection and storage points should be increased and emptied regularly throughout and at the end of each day
 - Regular cleaning of site welfare facilities, handrails and touch points should be undertaken.
- a. **Cleaning agents and disinfectants**
1. As the virus can survive on surfaces of different materials for some time, surfaces potentially contaminated with COVID-19 should be sanitised.
 2. An appropriate disinfectant with indication of effectiveness against coronaviruses can be used. Disinfectants should be prepared and applied in accordance with the manufacturer's recommendation. Ensure that appropriate contact time is given before removing any

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- disinfected materials. Please refer to the "Interim List of Household Products and Active Ingredients for Disinfection of COVID-19 Virus" for a list of disinfectants that can be used.
3. Bleach can be used as a disinfectant for cleaning and disinfection (dilute 1-part bleach in 49 parts water, 1000 ppm or according to manufacturer's instructions). Bleach solutions should be prepared fresh. Leaving the bleach solution for a contact time of at least 10 minutes is recommended.
 4. Alcohol can be used to wipe down surfaces where the use of bleach is not suitable, e.g. metal
- b. PPE to be used whilst carrying out cleaning and disinfecting process**
1. Wear disposable gloves*, disposable long-sleeved gowns, eye goggles or a face shield, and an N95 mask.
 2. Avoid touching the nose and mouth (goggles may help as they will prevent hands from touching eyes).
 3. Gloves should be removed and discarded if they become soiled or damaged, and a new pair worn.
 4. All other disposable PPE should be removed and discarded after cleaning activities are completed. Eye goggles, if used, should be disinfected after each use, according to the manufacturer's instructions.
 5. When in doubt, refer to guidance documents for the proper donning and doffing of PPE.
 6. Hands should be washed with soap and water immediately after each piece of PPE is removed, following the completion of cleaning.
- c. Cleaning guidelines for areas exposed to confirmed cases of COVID-19 (non-healthcare premises)**
1. Where possible, seal off areas where the confirmed case has visited, before carrying out cleaning and disinfection of the contaminated environmental surfaces. This is to prevent unsuspecting persons from being exposed to those surfaces.
 2. When cleaning areas where a confirmed case has been, cleaning crews should be attired in suitable PPE (see point b) above). Gloves should be removed and discarded if they become soiled or damaged, and a new pair worn. All other disposable PPE should be removed and discarded, after cleaning activities are completed. Goggles, if used, should be disinfected after each use, according to manufacturer's instructions. Hands should be washed with soap and water immediately after the PPE is removed.
 3. Keep cleaning equipment to a minimum.
 4. Keep windows open for ventilation, where workers are using disinfectants.
 5. Mop floor with disinfectant or the prepared bleach solution.
 6. Wipe all frequently touched areas (e.g. lift buttons, hand rails, doorknobs, arm rests, seat backs, tables, air/light controls, keyboards, switches, etc.) and toilet surfaces with chemical disinfectants (use according to manufacturer's instructions) and allow to air dry. Bleach solution (dilute 1-part bleach in 49 parts water, 1000 ppm or according to manufacturer's instructions) can be used. Alcohol (e.g. isopropyl 70% or ethyl alcohol 70%) can be used for surfaces, where the use of bleach is not suitable.
 7. Clean toilets, including the toilet bowl and accessible surfaces in the toilet, with disinfectant or bleach solution.
 8. Wipe down all accessible surfaces of walls as well as blinds with disinfectant or bleach solution.
 9. Remove curtains/ fabrics/quilts for washing, preferably using the hot water cycle. For hot-water laundry cycles, wash with detergent or disinfectant in water at 70°C for at least 25 minutes. If low-temperature (i.e. less than 70°C) laundry cycles are used, choose a chemical that is suitable for low-temperature washing when used at the proper concentration.

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10. Arrange for a cleaning contractor to properly disinfect the mattresses, pillows, cushions or carpets that have been used by the person who has been confirmed to have the COVID-19.
 11. Repeat mopping the floor with the prepared disinfectant or bleach solution.
 12. Discard cleaning equipment made of cloths and absorbent materials, e.g. mop head and wiping cloths, into biohazard bags after cleaning and disinfecting each area. Wear a new pair of gloves and fasten the double-bagged biohazard bag with a cable tie.
 13. Disinfect non-porous cleaning equipment used in one room, before using for other rooms. If possible, keep the disinfecting equipment separated from other routine equipment.
 14. Disinfect buckets by soaking in disinfectant or bleach solution, or rinse in hot water before filling.
 15. Discard equipment made of cloths/ absorbent materials (e.g. mop head and wiping cloths) after cleaning each area, to prevent cross-contamination.
 16. Disinfectant or bleach solution should be applied to surfaces using a damp cloth. They should not be applied to surfaces using a spray pack, as coverage is uncertain and spraying may promote the production of aerosols. The creation of aerosols caused by splashing liquid during cleaning should be avoided. A steady sweeping motion should be used when cleaning either floors or horizontal surfaces, to prevent the creation of aerosols or splashing. Cleaning methods that might aerosolise infectious material, such as the use of compressed air, must not be used.
 17. Leave the disinfected area, and avoid using the area the next day.
 18. Biohazard bags should be properly disposed of, upon completion of the disinfection work.
- d. Precautions to take after completing cleaning and disinfection of affected area.**
1. Cleaning crews should wash their hands with soap and water immediately after removing the PPE, and when cleaning and disinfection work is completed.
 2. Discard all used PPE in a double-bagged biohazard bag, which should then be securely sealed and labelled.
 3. The crew should be aware of the symptoms, and should report to their occupational health service if they develop symptoms.

INBOUND AND OUTBOUND GOODS

To maintain social distancing and avoid surface transmission when goods enter and leave the site especially in high volume situations, for example, builders' yards or dispatch areas, use these steps:

1. Revising pick-up and drop-off collection points, procedures, signage and markings.
2. Minimising unnecessary contact at gatehouse security, yard and warehouse, for example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.
3. Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.
4. Where possible and safe, having single workers load or unload vehicles.
5. Where possible, using the same pairs of people for loads where more than one is needed.
6. Enabling drivers to access welfare facilities when required, consistent with other guidance.
7. Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.

Detailed SOPs for warehousing are provided and can be adapted to suit specific situations.

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FORMS/TEMPLATES TO BE USED

A job hazard analysis framework is given in Appendix R1.

INTERNAL AND EXTERNAL REFERENCES

1. <https://tradingeconomics.com/zambia/gdp-from-construction> /23.07.2020, 13:40 hours
2. <https://www.zamstats.gov.zm/index.php/publications/category/39-2020/> 23.07.2020,14:00 hours
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5. World Health Organisation <https://www.who.int/> (accessed 10 July 2020)
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7. International SOS, <https://pandemic.internationalosos.com/2019-ncov> (accessed 10 July 2020)
8. Standard Operating Procedures for preparedness, detection and response to a coronavirus (2019-NCOV) outbreak in South Africa; National Department of Health Directorate: Communicable Diseases, 30 Jan 2020
9. <https://www.finance-ni.gov.uk/articles/faqs-essential-workers>,25.07.2020,18:00hours
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11. Guide to Mining Regulations
12. Jassat and Kola 2020, A Guide to Managing Covid19 at Home,
13. <https://www.cdc.gov/coronavirus/2019-ncov/community/miners.html>
14. <https://www.lexology.com/library/detail.aspx?g=f77ba2e6-9c37-426b-84af-9ac605f0da8f>
15. <https://zm.usembassy.gov/covid-19-information/>
16. <https://www.astm.org/COVID-19/>
17. https://www.who.int/medical_devices/priority/COVID_19_PPE/en/
18. <https://www.iso.org/covid19>

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.

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APPENDIX R1: JOB HAZARD ANALYSIS TO BE CONDUCTED

#	Task Steps	Potential Hazards (Safety, Health Environmental, Quality, Food safety)	Category	Controls/ Applicable Legislation/ Codes of Practice and References	Resp. Person
1.0	Setting up of People Vehicle Separation Safe Zones	<ul style="list-style-type: none"> Injury resulting from being hit by a vehicle 	Health and Safety	<ul style="list-style-type: none"> High reflective PPE must be worn when setting up the People Vehicle Separations and Traffic Management Safe Zones and Barricades Vehicle entry points must be closed off or barricaded using red tape prior to entering the line of fire 	<ul style="list-style-type: none"> Supervisor Security Officer
2.0	Administering COVID-19 Visitor Checklists	<ul style="list-style-type: none"> Get infected or infect others from COVID-19 and/ or other infectious diseases Injury resulting from People Vehicle Incidents 	Health and Safety	<ul style="list-style-type: none"> SOs MUST wear all the mandatory/compulsory PPE i.e. face mask, face shield and clean gloves Ensure suspect is wearing a face mask Maintain social distancing Wash hands before and after administering the questionnaire Observe personal hygiene Ensure ventilation is adequate SOs MUST not give the questionnaire or pen to the suspect, complete it yourself 	<ul style="list-style-type: none"> Line Manager Supervisors SOs Suspects MD
3.0	Conducting infrared temperature checks must be conducted prior to breathalyser being conducted	<ul style="list-style-type: none"> Get infected or infect others from COVID-19 and/ or other infectious diseases Injury resulting from People Vehicle Incidents 	Health and Safety	<ul style="list-style-type: none"> People Vehicle Separations and Traffic Management Safe Zones and Barricades must be set up where temperature checks are taking place Supervisor to ensure that only trained and competent SO should conduct the temperature checks SOs MUST wear all the mandatory/compulsory PPE i.e. face mask, face shield and clean gloves Ensure suspect is wearing a face mask Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity Wash hands before and after handling the equipment 	<ul style="list-style-type: none"> Line Manager Supervisors SOs Suspects MD

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				<ul style="list-style-type: none"> • Maintain social distancing • Observe personal hygiene • SOs MUST not give the infrared temperature gun to the suspect • Any suspect returning a reading of temperature above 37°C must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical 	
4.0	Conducting alcohol breath tests using Lion AlcoBlow Rapid Test Breathalyser and Alcometer SD-400 and Medical: LY168 Infrared Thermometer	<ul style="list-style-type: none"> • Get infected or infect others from COVID-19 and/ or other infectious diseases • Injury resulting from People Vehicle Incidents • Infected equipment resulting in COVID-19 and/ or other Infectious diseases infection 	Health and Safety	<ul style="list-style-type: none"> • People Vehicle Separations and Traffic Management Safe Zones and Barricades must be set up where breathalysing is taking place • Supervisor to ensure that only trained and competent SO should conduct the alcohol test • Wash hands before and after handling the breathalyser equipment • Equipment to be disinfected before and after each and every use the following non-alcohol based disinfectants available at stores i.e. JIK, Sidex or Pino • When using Lion Alcometer, a new/ fresh seal mouthpiece/swab must be used for each suspect and should be handed over to the suspect to handle i.e. break the plastic seal • Gloves must be worn at all times especially when handling alcometer mouthpiece/swabs • SOs MUST wear all the mandatory/compulsory PPP i.e. face mask, face shield and clean gloves • Ensure suspect is wearing a face mask • Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity 	<ul style="list-style-type: none"> • Line Manager, • Supervisor • Medical • Human Resources • Suspects

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				<ul style="list-style-type: none"> • No sharing of breathalyser equipment between SOs or Suspects • No Sharing of PPE between SOs or suspects • SOs MUST not give the breathalyser equipment to the suspect • There should be social distance of an arm's length and not anything less than 1 m between the suspect and the SO when conducting the breathalyser test • There should be no one within 1 m around the suspect i.e. 360° • An actual exclusion area must be set up and drawn on the ground and red and white barricade tape must be set up where the breathalysing is to take place • Any suspect returning a non-negative alcohol test result must isolated, supervisor and line manager called and must be referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical • Processes to follow a non-negative reading will be as per the adopted standards in the Occupational Health and Safety guidelines • Equipment to be disinfected after each and every use the following non-alcohol-based disinfectants available at stores i.e. JIK, Sidex or Pino • Alcometer mouthpiece/swabs must be disposed of in the biohazard bins and must be incinerated straight after the breathalyser exercise is completed • All other cleaning materials e.g. tissues, non-alcohol-based swabs etc. must be must be disposed of in the biohazard bins and must be incinerated straight after the breathalyser exercise is completed 	
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5.0	Cleaning up after the exercise is completed	<ul style="list-style-type: none"> • Get infected or infect others from COVID-19 and/ or other Infectious diseases from waste materials left behind • Environmental waste pollution 	Health and Safety Environment	All other cleaning materials e.g. tissues, none-alcohol based swabs etc. must be must be disposed of in the Biohazard bins and must be incinerated straight after the breathalyser exercise is completed	<ul style="list-style-type: none"> • Security Officers • Cleaners
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APPENDIX R2: PPE AND FACE COVERINGS GUIDE

The below list has been compiled to support global efforts in dealing with the COVID-19 crisis. They are freely available in read-only format at; <https://www.iso.org/covid19>

- ISO 22609:2004, Clothing for protection against infectious agents — Medical face masks — Test method for resistance against penetration by synthetic blood (fixed volume, horizontally projected)
- ISO 5356-1:2015, Anaesthetic and respiratory equipment — Conical connectors — Part 1: Cones and sockets
- ISO 13688:2013, Protective clothing – General requirements
- ISO/TS 16976-8:2013, Respiratory protective devices — Human factors — Part 8: Ergonomic factors
- ISO 18082:2014, Anaesthetic and respiratory equipment — Dimensions of non-interchangeable screw-threaded (NIST) low-pressure connectors for medical gases [Including ISO 18082:2014/AMD 1:2017, AMENDMENT 1]
- ISO 22609:2004, Clothing for protection against infectious agents — Medical face masks — Test method for resistance against penetration by synthetic blood (fixed volume, horizontally projected)

More information on useful PPE is listed below:

- **N95 respirators:** Use of airborne infection isolation rooms (AIIRs) for aerosol-generating procedures performed on patients with confirmed or suspected COVID-19 patients.
- **Eye Protection, Face Masks, Isolation Gowns, Gloves:** This set of measures, consisting of engineering, administrative, and personal protective equipment (PPE) controls that should already be implemented in general infection prevention and control plans.
- **Powered Air-Purifying Respirators (PAPRs):** Use of powered air-purifying respirators (PAPRs) to provide respiratory protection as a component of a formally developed and implemented written respiratory protection program. It addresses conventional, contingency, and crisis surge PAPR use and maintenance practices.
- **Elastomeric Respirators:** Use of reusable elastomeric particulate respirators to provide respiratory protection against pathogens as a component of a formally developed and implemented written respiratory protection program.
- **Ventilators:** During a large-scale public health emergency involving a respiratory disease like COVID-19, federal, state, or local stockpiled ventilators should be deployed in a way that optimises the effectiveness, efficiency, and equity of this scarce resource.

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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 Commission⁴ 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:

⁴ <https://www.equalityhumanrights.com/en/advice-and-guidance/coronavirus-covid-19-guidance-employers>

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- An employer rejecting a late appeal against redundancy because an employee's learning disability meant they needed extra help – the employee has been treated unfavourably because of something arising from their disability (rather than because of the disability itself).
- An employer dismissing an employee who has been off work for a long period of time due to long-term ill health and is now shielding – the employer must be able to objectively justify any dismissal, including why reasonable adjustments could not be made.
- An employer making redundancies is influenced by discriminatory assumptions about a disabled employee's performance, such as them taking more absence leave than non-disabled employees in the future – the employer should instead use objective selection criteria and ask at least 2 managers to independently score each employee to avoid discriminatory bias.

2. Take into account the needs of individual employees

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

If you equally apply a policy or practice to everyone, you may place someone with a particular characteristic at a disadvantage. This would be **indirect discrimination**, unless it is objectively justified or you have a real need to apply the policy and do so in a way that is necessary and appropriate. Examples include:

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

3) Communicate with employees

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

Examples of effective communication include:

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- An employer considering how to provide safety information to all staff, using posters and ensuring they are read to staff with visual impairments – if they had not, they would have been vulnerable to a claim of indirect discrimination.
- An employer carrying out a risk assessment for employees returning to the physical workplace talks to different employee groups and trade union reps to hear different concerns and mitigate any negative impacts.

4. Record your decisions and track their impact

Useful question to ask include:

- Who has been placed on furlough?
- Who has been made redundant?
- Who has been asked to return to the workplace?
- Who has gone on unpaid leave?
- How many reasonable adjustment requests have been approved?
- Who has been offered flexible working patterns?

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

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

Why this is important

There are lots of reasons why following inclusive practices makes good business sense, including:

- Three quarters of employers told us it attracts highly-skilled talent and increases staff commitment and retention
- It builds organisational resilience and reputation as the future of work looks likely to change
- It removes barriers to employment often faced by those with protected characteristics and reduces absence and related costs
- Employers with existing equality action plans have been able to respond quickly and positively to new challenges

If you make decisions that discriminate against an employee, you may be at risk of:

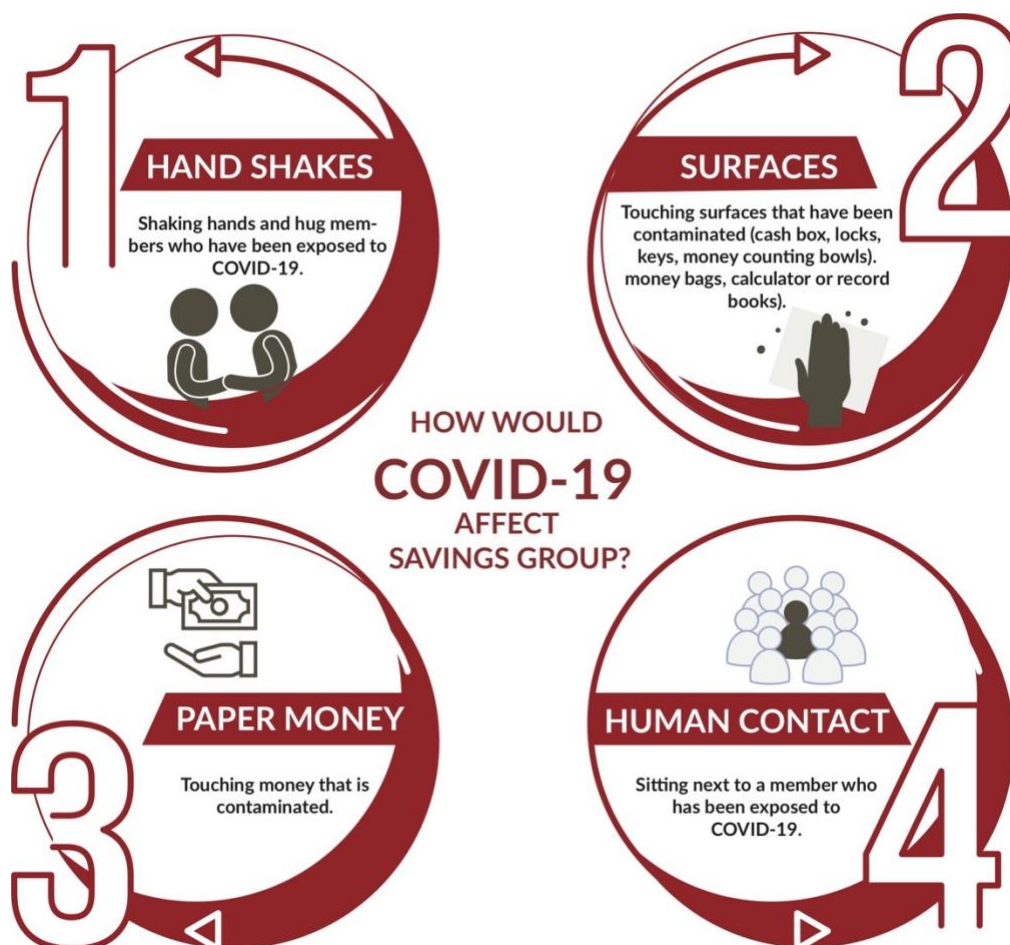
- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

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APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS⁵

How would COVID-19 affect your savings group?

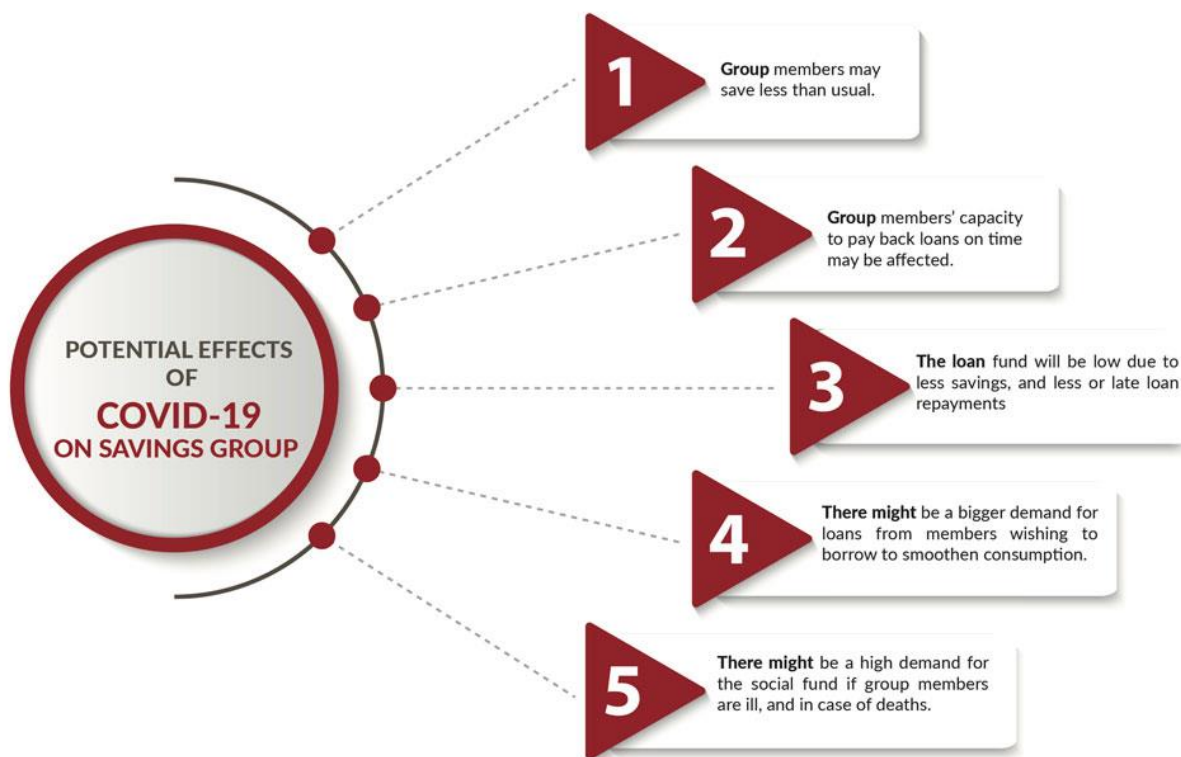
When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:



Some of your group members may experience financial difficulties during this period due to loss of income. Restrictions on movements during this period might mean that some group members will not freely go the market to trade, (similarly, buyers will stay at home and not buy goods and services), companies may close and lay off workers and some members may stay at home sick or will be nursing sick family members. This may affect your savings group in the following ways:

⁵ <https://www.fsdzambia.org/covid-19-guidelines-for-savings-groups/>

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

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

WHAT CAN SAVINGS GROUPS DO DURING THIS PERIOD?

Meetings

1. Reduce meeting times (e.g., instead of weekly, meet once a month) and encourage only a few members to attend meetings to avoid overcrowding especially if meetings are held in a small room.
2. Practice social distancing – sit at least 1 m from each other. Remember not to shake hands or hug.
3. Members in high risk categories like the elderly, pregnant, sick or having pre-existing health conditions such as diabetes, asthma, bronchitis, cancer and HIV, should appoint a relative or friend they trust to participate on their behalf. Members should also avoid coming to the meeting with children.
4. Please enforce handwashing; provide a handwashing bucket or container with soap/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.

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7. Please ensure that your group funds and cash box are always secured.
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 masks⁶ 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.

⁶ Ordinary surgical face masks rather than N95 face masks

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- Your occupational health services, local public health authority or other partners may have developed campaign materials to promote this message
- Make clear to employees that they will be able to count this time off as sick leave.

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

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

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

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

Key considerations to prevent or reduce COVID-19 risks

BEFORE the meeting or event

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

DURING the meeting or event

- Provide information or a briefing, preferably both orally and in writing, on COVID-19 and the measures that organisers are taking to make this event safe for participants.
 - Build trust. For example, as an icebreaker, practice ways to say hello without touching.

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- 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.
- 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/> o
 - 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:**

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- 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.
- **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.

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- 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.

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

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Sector	Sub-Sector	Supply Chain Node
	Restaurants	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table → Amenities → Exit
	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit
	MICE	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → registration → meeting room → amenities → exit
Trucking and Clearing	Collection and Packaging	Hired Truck: Owner of truck → transporter → Client Location → Pack → Load → in-transit → off-load
	In Transit	Owned Truck: Client Location → Pack → Load → in-transit → off-load
	Port of entry/exit	Packing → Loading → Transport → [Airport: off-load from transport →] Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Agriculture	Crops	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Milk	Milking at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Fish	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Chicken	Dressing → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Meat	Farm → Transporter (Loading, In-Transit, Off-loading) → Abattoir → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
Private Medical Care	Clinics and Hospitals	<ul style="list-style-type: none"> Out-patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Exit In-Patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Admitted → Amenities/services → discharged → Ambulance/public/private transport → Home
Mining	Above Ground	<ul style="list-style-type: none"> Mining Staff: Home → Transport → Changing Room → on-site vehicle → work station → equipment → Loading → Processing → Transporter → Port
	Under Ground	<ul style="list-style-type: none"> Admin Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station
	Gold, Coal, Copper	<ul style="list-style-type: none"> Service providers: Home → Bus/Taxi/own vehicle → Short Walk → Duty Station
Construction	Road, Building	Home → Transport → Changing Room → on-site vehicle → work station → equipment
Education	All levels	Home/Office → Bus/Taxi/own vehicle → registration → class room → amenities → exit
Informal Sector	Markets	Home → Public transport → orders on-site (usually from wholesalers) → transport → market → display → on-site packaging → buyer

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New Normal SOPs

Sector	Sub-Sector	Supply Chain Node
	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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