



# New Normal Standard Operating Procedures For Businesses: TRUCKING & CLEARING

04 September 2020

BCCET • Prospero

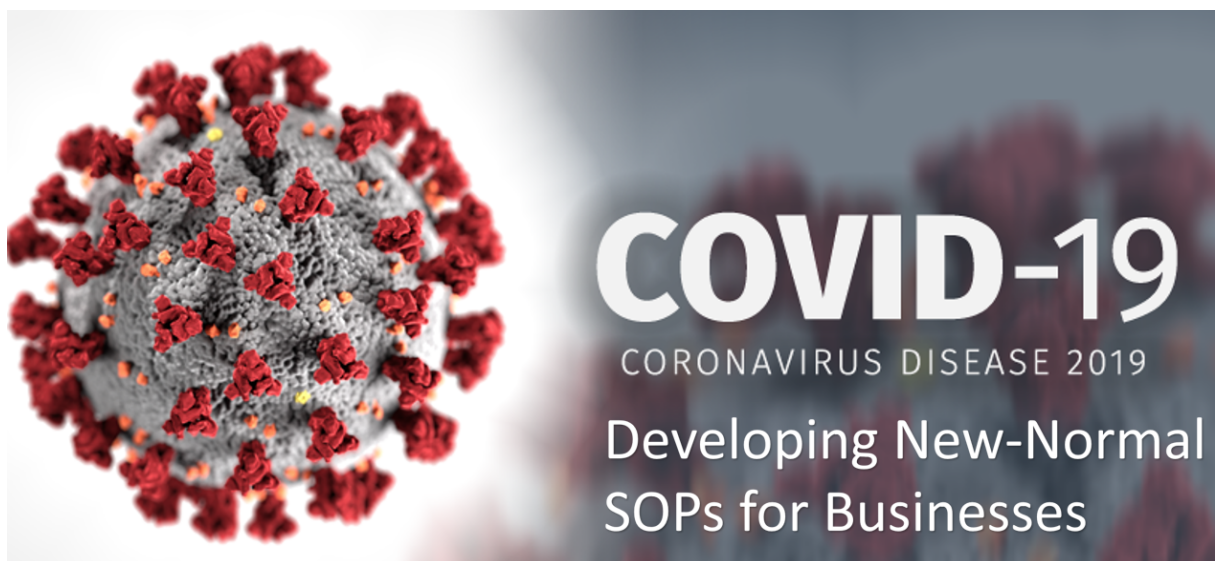


## Ownership

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!



*\* 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.*



## Message from the Business Coalition Council Emergency Taskforce (BCCET)

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


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

**Professor Oliver Saasa**  
Chairman

**Ashu Sagar**  
Vice Chairman Economics

**Sam Abrahams**  
Vice Chairman Medical

*\* 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.*



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

*\* 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.*

## Table of Contents

Ownership .....	1
Acknowledgements .....	1
Message from the Business Coalition Council Emergency Taskforce (BCCET) .....	2
Table of Contents .....	4
INTRODUCTION .....	5
Situational Analysis – How the COVID-19 Pandemic is Affecting Business and Economic Development .....	5
Scope of these SOPs .....	6
Structure of the SOPs .....	7
Approach .....	9
About COVID-19 .....	10
General Guidance for Employers and Businesses .....	11
I.    Trucking and Clearing .....	13
A.    SOP for COVID-19 mitigation measures in Warehousing: Loading and Unloading, and Storage.....	13
B.    SOP for COVID-19 mitigation measures in Cross Border and Domestic Trucking.....	20
APPENDICES.....	28

*\* 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.*

### 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.

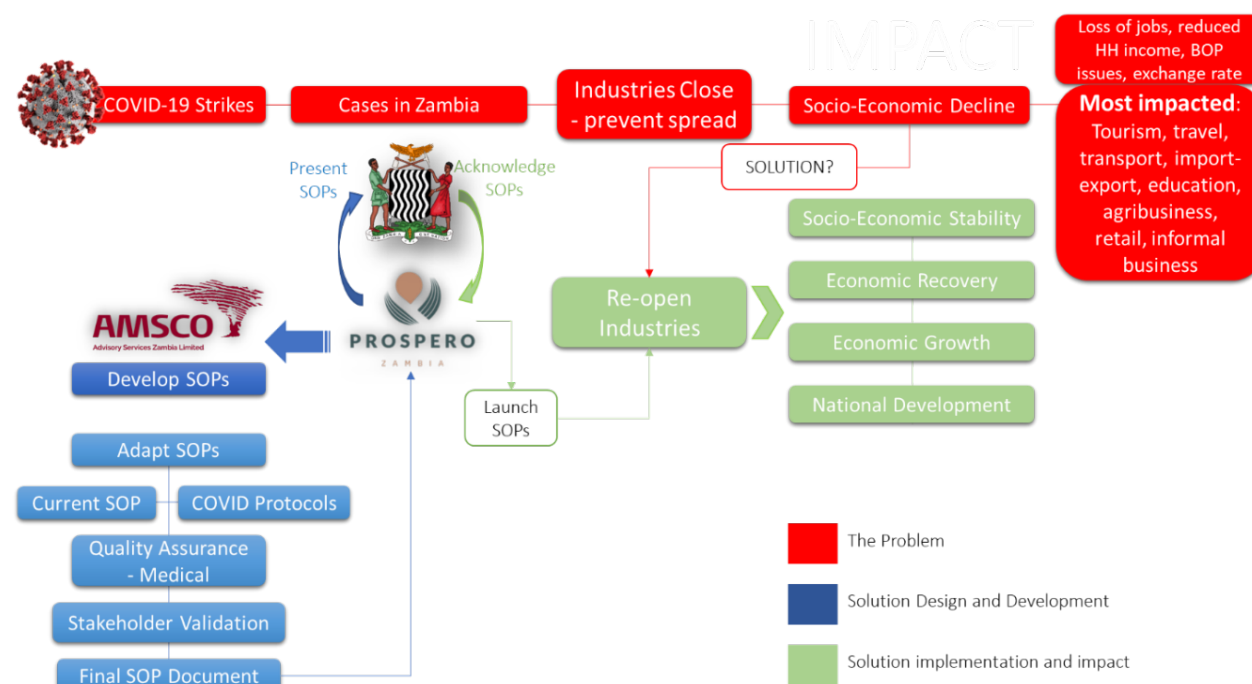
### Situational Analysis – How the COVID-19 Pandemic is Affecting Business and Economic Development

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:

<b>Accommodation and food (tourism)</b>	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)
<b>Agriculture</b>	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)
<b>Construction</b>	CUTS (2020)	Major projects such as road construction may decline as public funds are diverted towards health and social cash transfer programmes
<b>Manufacturing</b>	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
<b>Mining</b>	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)
<b>Retail</b>	CUTS (2020)	Import reductions due to COVID-19 restrictions in origin countries Anticipated job losses (if cases continue to rise) = 14,634 Anticipated job losses (as a result of full lockdown) = 29,267

*\* 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.*





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

## Scope of these SOPs

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

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

\* 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.

	<p>their supply chain. The following retail constituents will be considered in the development of guidelines for the sector:</p> <ul style="list-style-type: none"> <li>• Goods: supermarkets, stores, markets (with clear distinction between consumables, equipment and clothing)</li> <li>• Services: automotive, beauty, ICT</li> </ul>
Mining	Both small-scale and large-scale extraction is considered. The process from prospecting to production will be included.
Private Medical Care	This sector includes private practice only. For purposes of comparison, public medical SOPs may be reviewed.
Trucking	In the traditional supply chain, trucking facilitates the distribution channel. In these SOPs, trucking will include any vehicle which transports goods between the source of raw materials and the user of the end product.
Clearing	This implies the importation or exportation of goods through a port of entry. Procedures at airports, inland ports and border points will be developed.
Banking and Financial Services	This includes banks and banking halls, ATMs and mobile banks for commercial banking. For mobile money operators, SOPs for kiosks will be the main focus. As microfinance institutions (MFIs) and village banking are more at community level, promoting their services at household level and door-to-door, specific SOPs will be developed.
Education	The sector has very high human-to-human contact of people of varying ages. The SOPs for the education sector therefore cover all stages from reception to tertiary levels, and make reference to staff and students alike.
Agriculture	<p>The main agro sub-sectors will be considered:</p> <ul style="list-style-type: none"> <li>• Crops: cereals, vegetables and fruits</li> <li>• Livestock: poultry, beef, dairy, pork, and fish</li> </ul>
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.

*\* 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.*



### Why have Standard Operating Procedures?

The advantages of SOPs are that they:

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

### About these SOPs

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

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

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

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

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

*\* 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.*

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

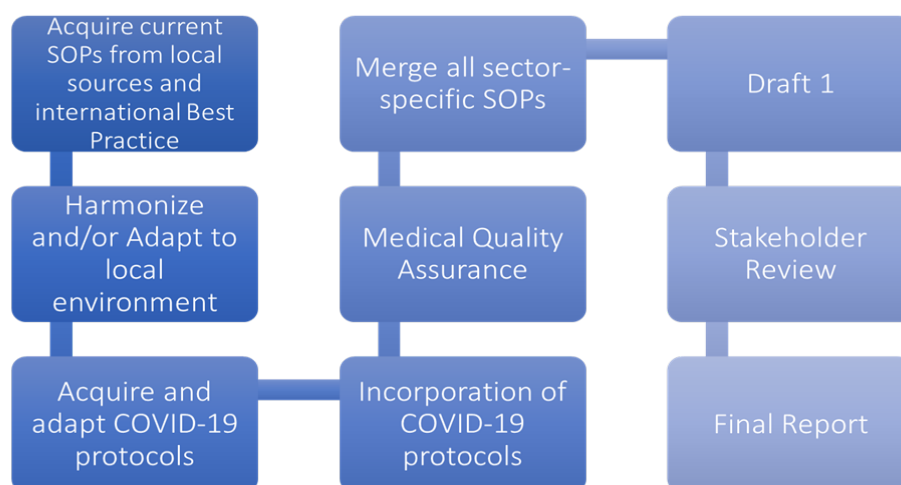


Figure 1: The Approach Layout

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

*\* 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.*

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.

*\* 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.*

# General Guidance for Employers and Businesses

## Getting your workplace ready for COVID-19<sup>1</sup>

### 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

---

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



*\* 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.*

### 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

<b>COVID-19</b>	A new coronavirus that causes respiratory infection.
<b>Self-Quarantine</b>	Staying in your room, your apartment, your house or provided accommodation and not leaving for the period of time you are required to quarantine.
<b>Close Contact</b>	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.).
<b>MoH</b>	Ministry of Health

*\* 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>Transmissibility</b>	The chances of the disease being passed on from one person to another.
<b>Novel</b>	New and not resembling something formerly known.
<b>SHERQ</b>	Safety Health Environment Risk and Quality
<b>PPE</b>	Personal Protective Equipment
<b>GLD</b>	Group Level Guidelines
<b>N95 mask</b>	A particulate-filtering face piece respirator that meets U.S. National Institute for Occupational Safety and Health standards.
<b>SOs</b>	Security Officers
<b>MD</b>	Managing Director
<b>ISO</b>	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"> <li>Co-ordinate and communicate laid out safety protocols.</li> <li>In the case of a suspected incident, inform the Head Office Crisis Management Team for support.</li> <li>Ensure that all communications are only channelled through or from HQ.</li> <li>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.).</li> <li>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.</li> </ul>
Human Resources Manager	<ul style="list-style-type: none"> <li>Define and action company requirements for travel and self-quarantine.</li> <li>Develop protocols for temporary workers and casual workers who by nature of the employment arrangement will be reluctant to self-quarantine.</li> <li>Encourage all staff members to avoid any travel to high-risk countries.</li> <li>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.</li> <li>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).</li> </ul>
Communications Department	<ul style="list-style-type: none"> <li>Identify a communications coordinator who will disseminate communication plans in line with business needs and business continuity plans (Appendix A2).</li> <li>Ensure that employees have a clear understanding of their roles and responsibilities.</li> <li>Consider setting up a communication channel for employees to report their status and to make enquiries.</li> <li>Identify the relevant stakeholders such as suppliers, service providers and customers. Prepare key messages for each stakeholder group and begin a</li> </ul>

*\* 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.*

	dialogue with them on potential contingency measures during a virus outbreak.
All employees on the site	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Begin to adopt and rigorously practice the most important preventive measures for COVID-19, namely good personal hygiene (Appendix A1 – Personal hygiene awareness)</li> <li>• 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.</li> <li>• 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.</li> </ul>

### 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

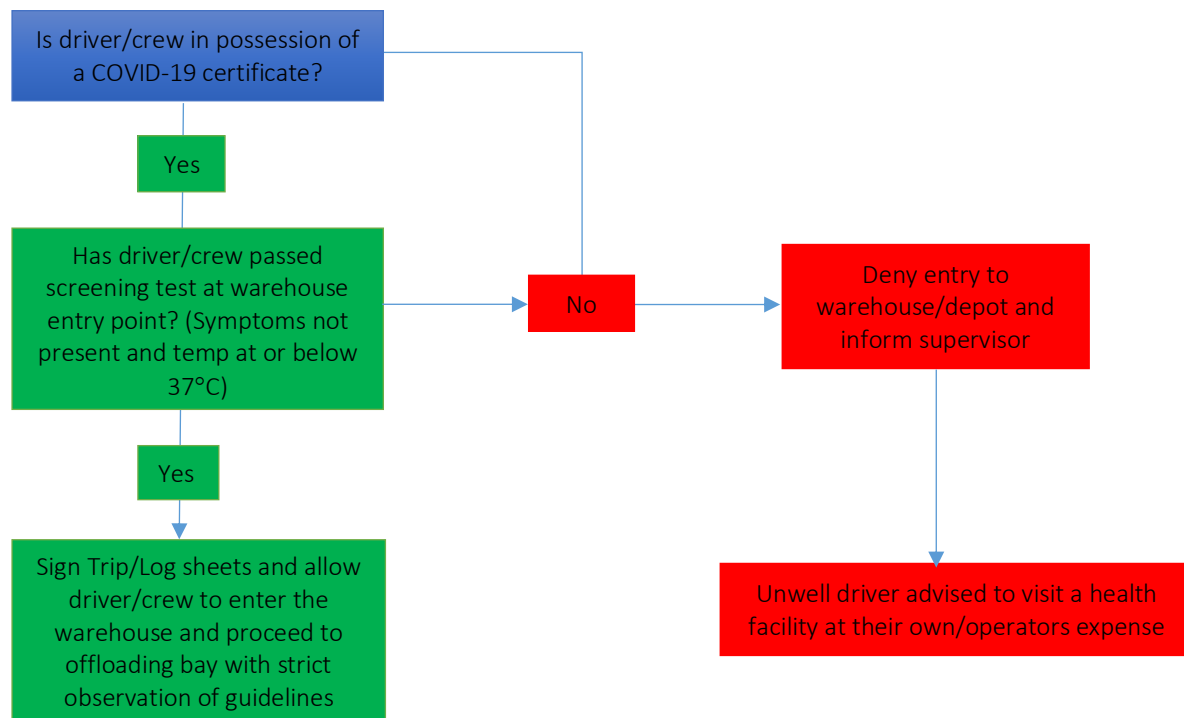
The procedure for minimising risk at the main gates is as follows:

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

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

- a 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

*\* 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.*

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).

*\* 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.*

### 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)
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](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)
8. <https://zm.usembassy.gov/covid-19-information/> (accessed 26 July 2020)
9. [https://www.who.int/medical\\_devices/priority/COVID\\_19\\_PPE/en/](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)

### 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”

*\* 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.*

## New Normal SOPs: TRUCKING & CLEARING

Where replacing a previous SOP:

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

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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



### B. SOP for COVID-19 mitigation measures 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;

*\* 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.*

- (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

<b>COVID-19</b>	A new coronavirus that causes respiratory infection.
<b>Self-Quarantine</b>	Staying in your room, your apartment, your house or provided accommodation and not leaving for the period of time you are required to quarantine.
<b>Close Contact</b>	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.).
<b>MoH</b>	Ministry of Health
<b>Transmissibility</b>	The chances of the disease being passed on from one person to another.
<b>Novel</b>	New and not resembling something formerly known.
<b>SHERQ</b>	Safety Health Environment Risk and Quality
<b>PPE</b>	Personal Protective Equipment
<b>GLD</b>	Group Level Guidelines
<b>N95 mask</b>	A a particulate-filtering face piece respirator that meets U.S. National Institute for Occupational Safety and Health standards.
<b>SOs</b>	Security Officers
<b>MD</b>	Managing Director
<b>ISO</b>	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.

*\* 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.*

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

### 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:

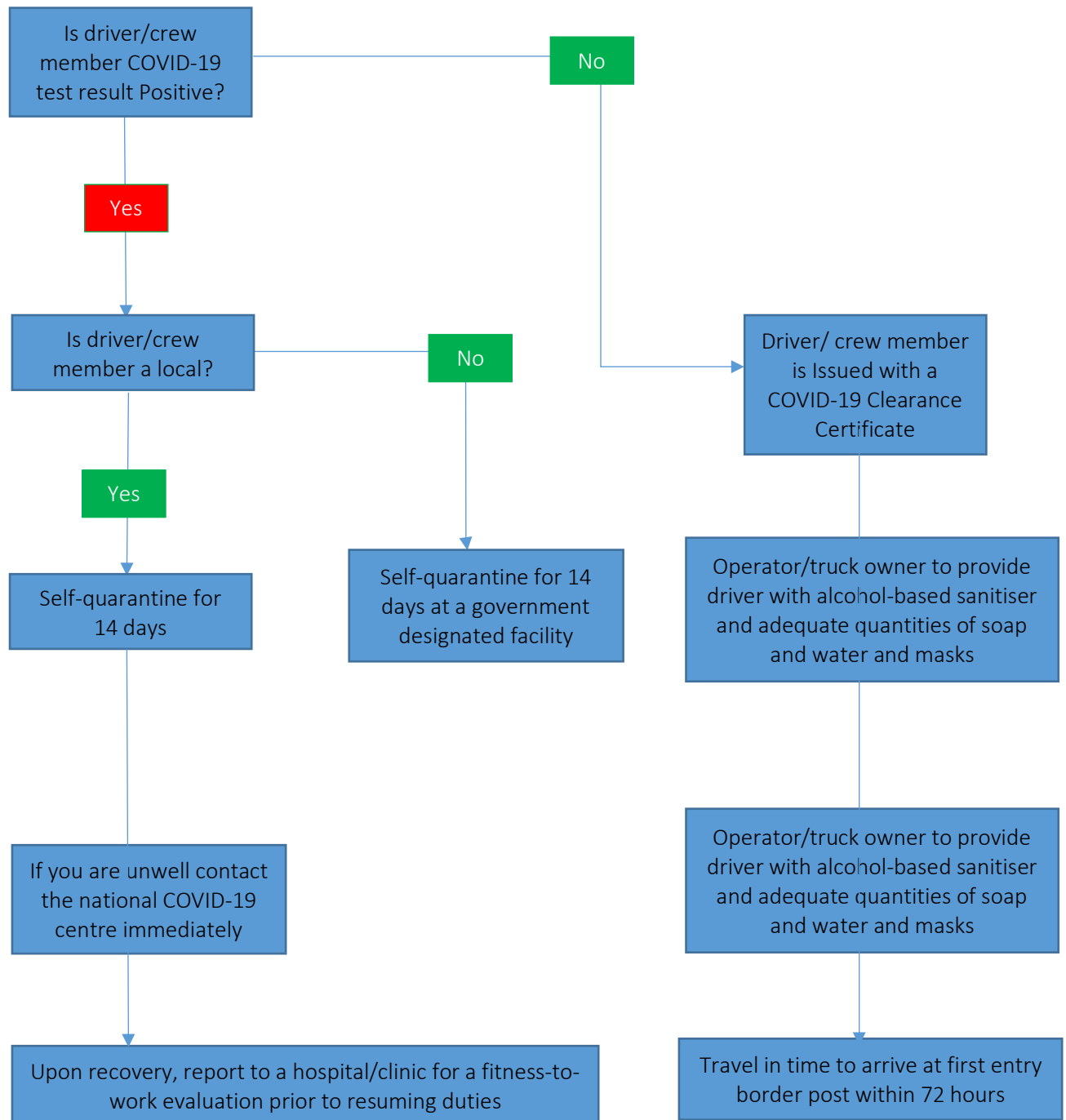
1. Operators shall develop specific protocols for offloading trucks to ensure infection prevention and control measures are adhered to. Recommended SOPs for this are given under SOPs for Loading and Offloading;
2. Crew members must wear a new set of gloves and masks during offloading of cargo;
3. Ground 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.

*\* 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.*

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



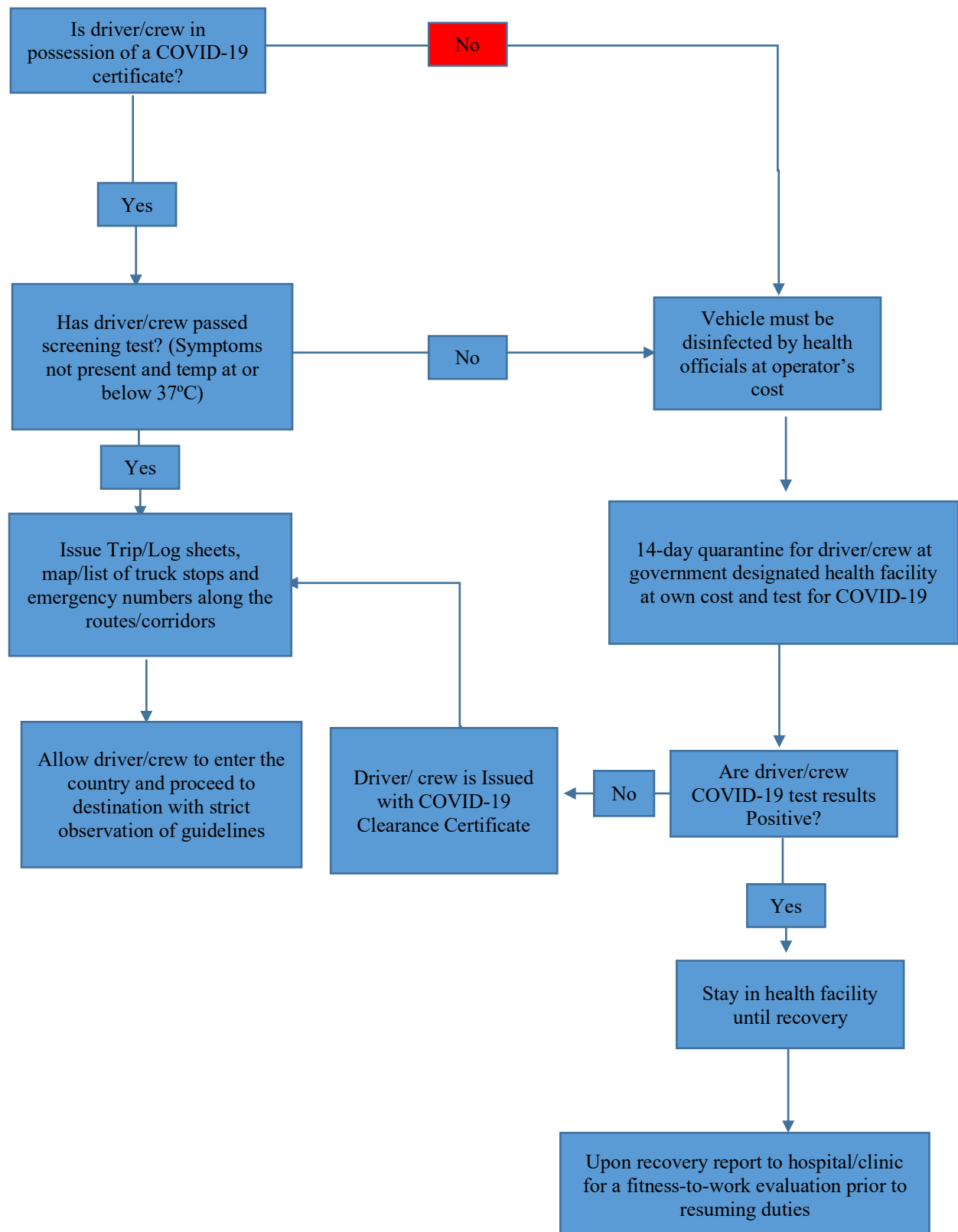
\* These SOPs were developed in the midst of a fast-changing environment of the COVID-19 pandemic. These SOPs should, therefore, be used as a resource that can be improved, expanded, tailored or otherwise amended to suit specific business needs. The SOPs in this document reflect our best knowledge at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

### 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.

*\* 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.*

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



*\* 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.*



**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.

*\* 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. 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)
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](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)
8. <https://zm.usembassy.gov/covid-19-information/> (accessed 26 July 2020)
9. [https://www.who.int/medical\\_devices/priority/COVID\\_19\\_PPE/en/](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.spreadsheets123.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](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)

### CHANGE HISTORY

Where the SOP is the initial version:

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

Where replacing a previous SOP:

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

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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

# APPENDICES

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

*This document has been adapted from lessons learned from the Equality and Human Rights Commission<sup>2</sup> of the UK.*

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

### 1. Do not make decisions based on protected characteristics

Protected characteristics are:

1. Age
2. Disability
3. Gender Reassignment
4. Marriage and Civil Partnership
5. Pregnancy and Maternity
6. Race
7. Religion or Belief
8. Sex
9. Sexual Orientation

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

This would be **direct discrimination**. Examples include:

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

### Discrimination arising from a disability

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

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

---

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

*\* 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.*

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

### 2. Take into account the needs of individual employees

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

If you equally apply a policy or practice to everyone, you may place someone with a particular characteristic at a disadvantage. This would be **indirect discrimination**, unless it is objectively justified or you have a real need to apply the policy and do so in a way that is necessary and appropriate. Examples include:

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

### 3) Communicate with employees

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

Examples of effective communication include:

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

\* 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.

- 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:

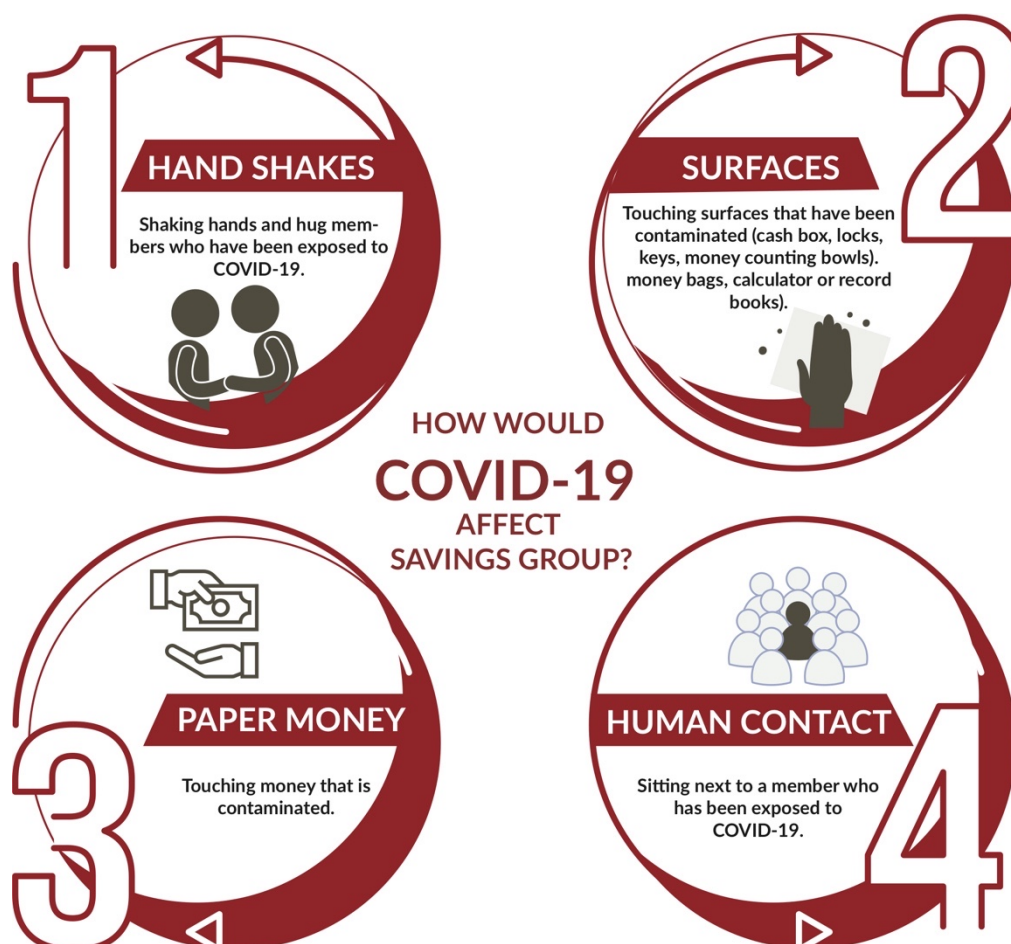
- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

*\* 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.*

### APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS<sup>3</sup>

#### 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:

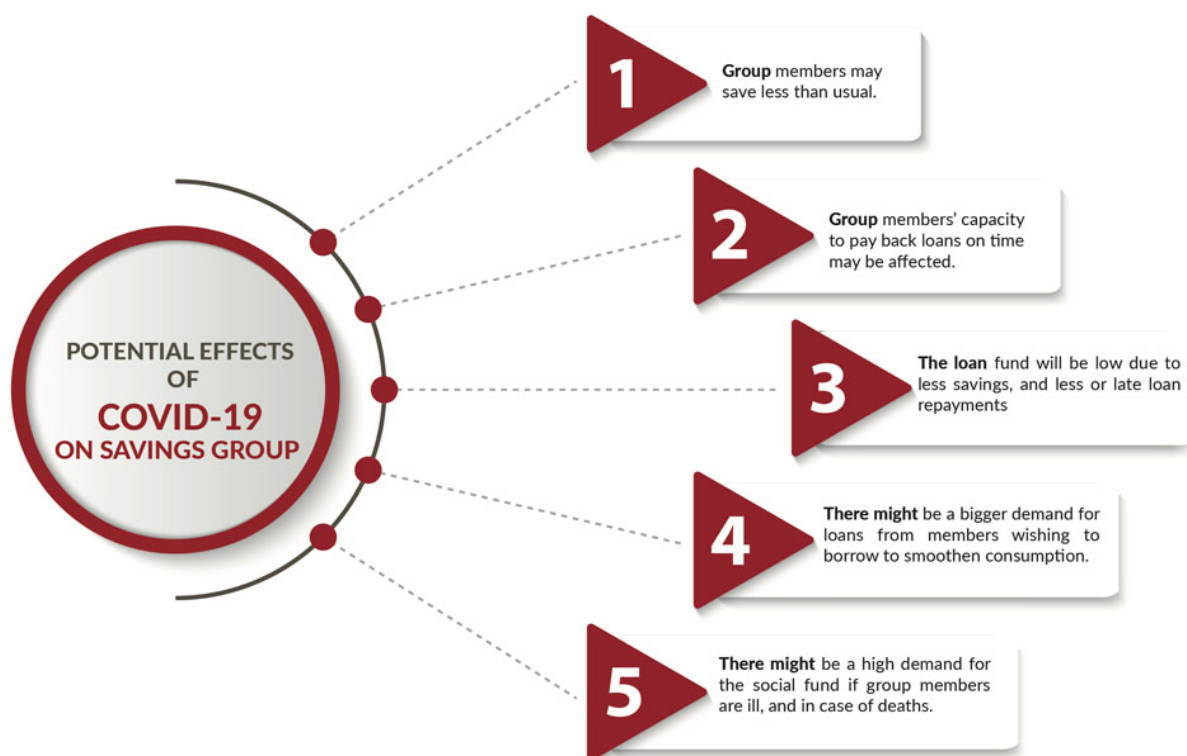


Some of your group members may experience financial difficulties during this period due to loss of income. Restrictions on movements during this period might mean that some group members will not freely go the market to trade, (similarly, buyers will stay at home and not buy goods and services), companies 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:

<sup>3</sup> <https://www.fsdzambia.org/covid-19-guidelines-for-savings-groups/>

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





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

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

### WHAT CAN SAVINGS GROUPS DO DURING THIS PERIOD?

#### Meetings

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

*\* 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. 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.

*\* 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.*

### 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](http://www.WHO.int).
  - Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefings at meetings and information on the intranet to promote handwashing
  - Make sure that staff, contractors and customers have access to places where they can wash their hands with soap and water  
Why? Because washing kills the virus on your hands and prevents the spread of COVID19
- Promote good respiratory hygiene in the workplace
  - Display posters promoting respiratory hygiene. Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefing at meetings and information on the intranet etc.
  - Ensure that face masks<sup>4</sup> 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.

---

<sup>4</sup> Ordinary surgical face masks rather than N95 face masks

*\* 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.*

- Your occupational health services, local public health authority or other partners may have developed campaign materials to promote this message
- Make clear to employees that they will be able to count this time off as sick leave.

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

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

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

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

#### Key considerations to prevent or reduce COVID-19 risks

##### BEFORE the meeting or event

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

##### DURING the meeting or event

- Provide information or a briefing, preferably both orally and in writing, on COVID-19 and the measures that organisers are taking to make this event safe for participants.
  - Build trust. For example, as an icebreaker, practice ways to say hello without touching.
  - Encourage regular handwashing or use of an alcohol rub by all participants at the meeting or event.

*\* 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.*

- 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/>
  - Based on the latest information, your organization should assess the benefits and risks related to upcoming travel plans.
  - Avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) to areas where COVID-19 is spreading.
  - Make sure all persons travelling to locations reporting COVID-19 are briefed by a qualified professional (e.g. staff health services, health care provider or local public health partner)
  - Consider issuing employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub. This can facilitate regular handwashing.
- **While traveling:**
  - Encourage employees to wash their hands regularly and stay at least 1 m away from people who are coughing or sneezing
  - Ensure employees know what to do and who to contact if they feel ill while traveling.
  - Ensure that your employees comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere

*\* 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.*

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.
  - 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.

*\* 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.*

**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/>

*\* 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.*



#### 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"> <li>Commercial – Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station</li> <li>Commercial – Client: Home → Bus/Taxi/own vehicle → Short Walk → Office → Waiting room → Meeting room</li> <li>Commercial – Changing tenants (1): Old tenant → Movers/Transport → New Location → Unload → Unpack → Set-up/Decor</li> <li>Commercial – Changing tenants (2): New tenant → signs lease → Movers/Transport → New Location → Unload → Unpack → Set-up/Décor</li> <li>Buyer/Seller → Sellers Vehicle → Viewing property →</li> </ul>
	Commercial	
	Land	
Tourism	Hotels and Lodges	From Air Travel: Arrival → baggage → Check-in → Room → Amenities → Check-out → taxi/bus
	National Parks	Home/Hotel/Lodge → Tour Guide/Hired/Own Vehicle → Park gate → picnic/camp site → Exit
	Restaurants	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table → Amenities → Exit

\* 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.

## New Normal SOPs: TRUCKING & CLEARING

Sector	Sub-Sector	Supply Chain Node
	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit
	MICE	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → registration → meeting room → amenities → exit
Trucking and Clearing	Collection and Packaging	Hired Truck: Owner of truck → transporter → Client Location → Pack → Load → in-transit → off-load
	In Transit	Owned Truck: Client Location → Pack → Load → in-transit → off-load
	Port of entry/exit	Packing → Loading → Transport → [Airport: off-load from transport →] Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Agriculture	Crops	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Milk	Milking at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Fish	Harvest at Farm → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Chicken	Dressing → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
	Meat	Farm → Transporter (Loading, In-Transit, Off-loading) → Abattoir → Warehouse/Storage → Retailer/Wholesaler → Processor → Package → Transporter → Wholesaler → Retailer → Buyer
Private Medical Care	Clinics and Hospitals	<ul style="list-style-type: none"> <li>Out-patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Exit</li> <li>In-Patient: Home/Referral → Ambulance/public/private transport → waiting room → exam room → Admitted → Amenities/services → discharged → Ambulance/public/private transport → Home</li> </ul>
Mining	Above Ground	<ul style="list-style-type: none"> <li>Mining Staff: Home → Transport → Changing Room → on-site vehicle → work station → equipment → Loading → Processing → Transporter → Port</li> </ul>
	Under Ground	<ul style="list-style-type: none"> <li>Admin Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station</li> </ul>
	Gold, Coal, Copper	<ul style="list-style-type: none"> <li>Service providers: Home → Bus/Taxi/own vehicle → Short Walk → Duty Station</li> </ul>
Construction	Road, Building	Home → Transport → Changing Room → on-site vehicle → work station → equipment
Education	All levels	Home/Office → Bus/Taxi/own vehicle → registration → class room → amenities → exit
Informal Sector	Markets	Home → Public transport → orders on-site (usually from wholesalers) → transport → market → display → on-site packaging → buyer
	Bus stations, Buses and Taxis	Passenger/Driver/Conductor → Bus → numerous unpredictable bus stops → walk → destination (via other stops)
	Home Based Businesses	Raw Materials → Processing/production → Packaging → Delivery to client/Client collection → Buyer

\* 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.

### 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

*\* 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.*

### 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

*\* 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.*

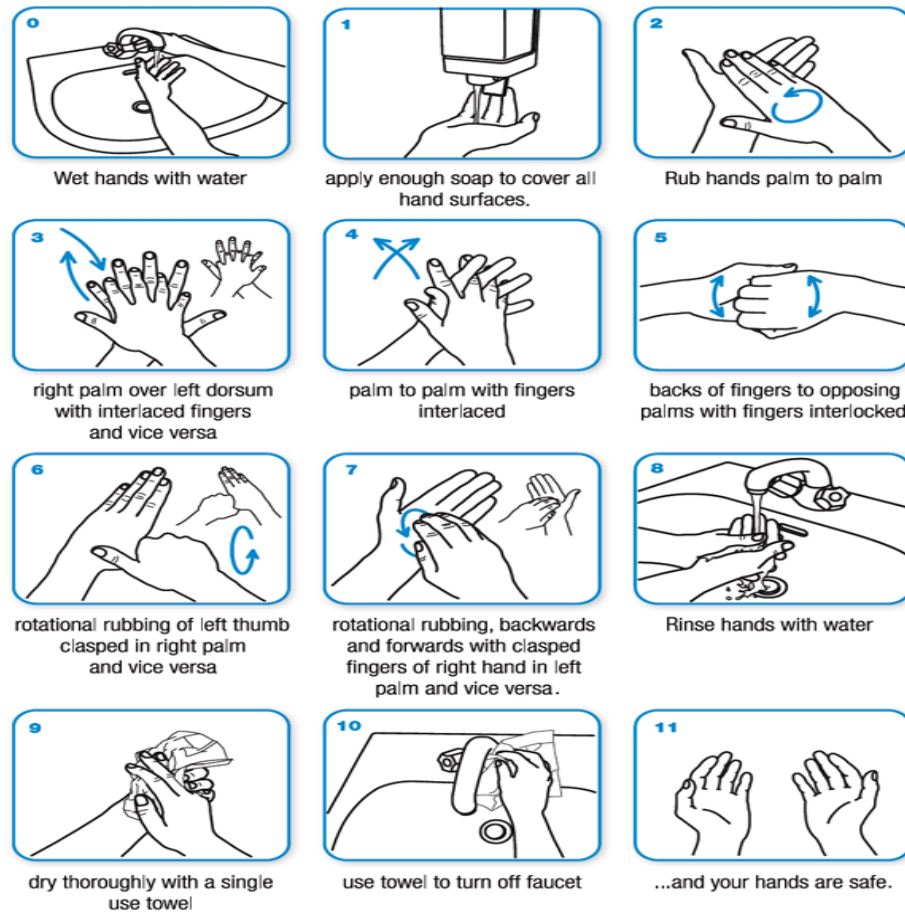


Figure 2: Recommended handwashing for technique

\* 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.

### 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
<b>1. Before Departure Guidelines</b> a) Covid-19 medical test b) Cleared by health officials and issued valid certificate c) Hand sanitiser, 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
<b>2. In Transit Guidelines</b> 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
<b>3. Premises/Business/Company Response in an event of confirmed case of COVID-19</b> 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

*\* 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.*

## New Normal SOPs: TRUCKING & CLEARING

<b>4. Staff and Client Personal Hygiene</b> 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
<b>5. Sourcing, Distribution, receiving materials for use as Personal Protective Equipment (PPEs) guidelines</b>		✓			Purchasing and Safety Managers	Internal communication
<b>6. PPE supply: Face Masks, Gloves, Shields,</b> a) Check condition and fit for use of PPEs b) Care and cleaning			✓		Safety managers HR Manager Operations Managers	All employees
<b>7. Enforcing Social and physical Distancing Measures</b> 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
<b>8. Cleaning and Disinfecting</b> 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)		✓			Safety Managers and HR, House keeping	Internal communication

\* 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.



## New Normal SOPs: TRUCKING & CLEARING

g) Workshop tools h) Trolleys and shopping baskets i) Common use telephone j) Tills, elevators, rails k) Kitchens						
9. <b>Handling Deliveries/Supplies</b> a) Trucks b) Small packages/parcels (courier services) mail, food services, shop floor fulfilment merchants		✓			Purchasing Managers	HR and assigned employee
10. <b>Signage and Markings</b> 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. <b>Emergency Phone Number</b> a) Family members b) First response c) Premises Reaction Health team phones d) COVID-19 MoH Hotlines		✓			Safety Managers and HR	All employees
12. <b>Management Team Communication with</b> 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. <b>Remote Work Staff Policies or Staff Working from Home</b>		✓			HR Managers	CEOs, General Managers

\* 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.

### 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

*\* 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.*

## 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

*\* 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.*

## 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"> <li>Cough, sore throat, shortness of breath or fever [above 37°C (measured) or history of fever (subjective)] irrespective of admission status</li> </ul> <p>AND</p> <ul style="list-style-type: none"> <li>In the 14 days prior to onset of symptoms, met at least one of the following epidemiological criteria: <ul style="list-style-type: none"> <li>Were in close contact with a confirmed or probable case of COVID-19 infection;</li> <li>OR</li> <li>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;</li> <li>OR</li> <li>Worked in, or attended a healthcare facility where patients with COVID-19 infections were being treated;</li> <li>OR</li> <li>Was admitted with severe pneumonia or an unknown illness.</li> </ul> </li> </ul>	<p>Quarantine in designated health facility.</p>
<p><b>Close contact:</b> 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>	<p>Quarantine in designated health facility.</p>
<p><b>Confirmed case:</b> A person with laboratory confirmation of COVID-19 infection, irrespective of clinical signs and symptoms.</p>	<p>Quarantine in designated health facility.</p>
<p><b>Probable case:</b> A person for whom testing for COVID-19 is inconclusive (the result of the test reported by the laboratory).</p>	<p>Quarantine in designated health facility.</p>

\* 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.

### 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.

*\* 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.*

### 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.

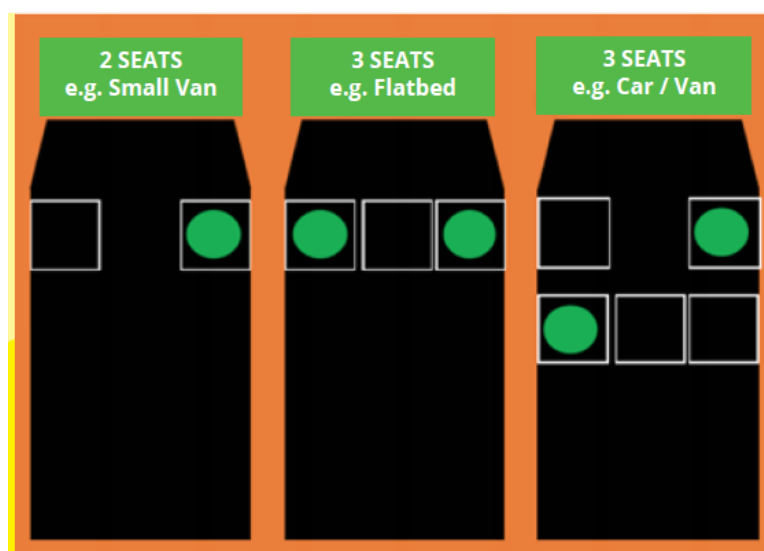
### APPENDIX A7: USE OF VEHICLES, TOOLS, EQUIPMENT AND PLANT

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



*\* 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.*

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 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

*\* 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 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.*

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

[Name]  
[Company Name]  
[Street Address]  
[City, ST ZIP Code]  
[Phone]

Invoice Address

[Name]  
[Company Name]  
[Street Address]  
[City, ST ZIP Code]  
[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.

\* 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.

