



New Normal Standard Operating Procedures For Businesses: MINING & CONSTRUCTION

04 September 2020

BCCET • Prospero

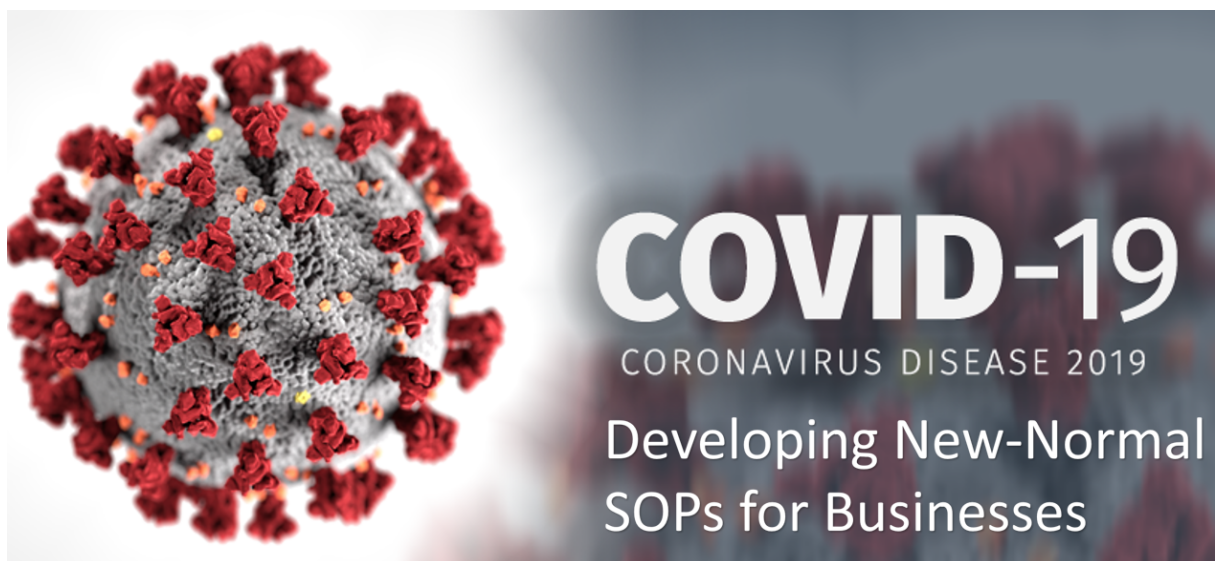


Ownership

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

Acknowledgements

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



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Message from the Business Coalition Council Emergency Taskforce (BCCET)

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


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

Professor Oliver Saasa
Chairman

Ashu Sagar
Vice Chairman Economics

Sam Abrahams
Vice Chairman Medical

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

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

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

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

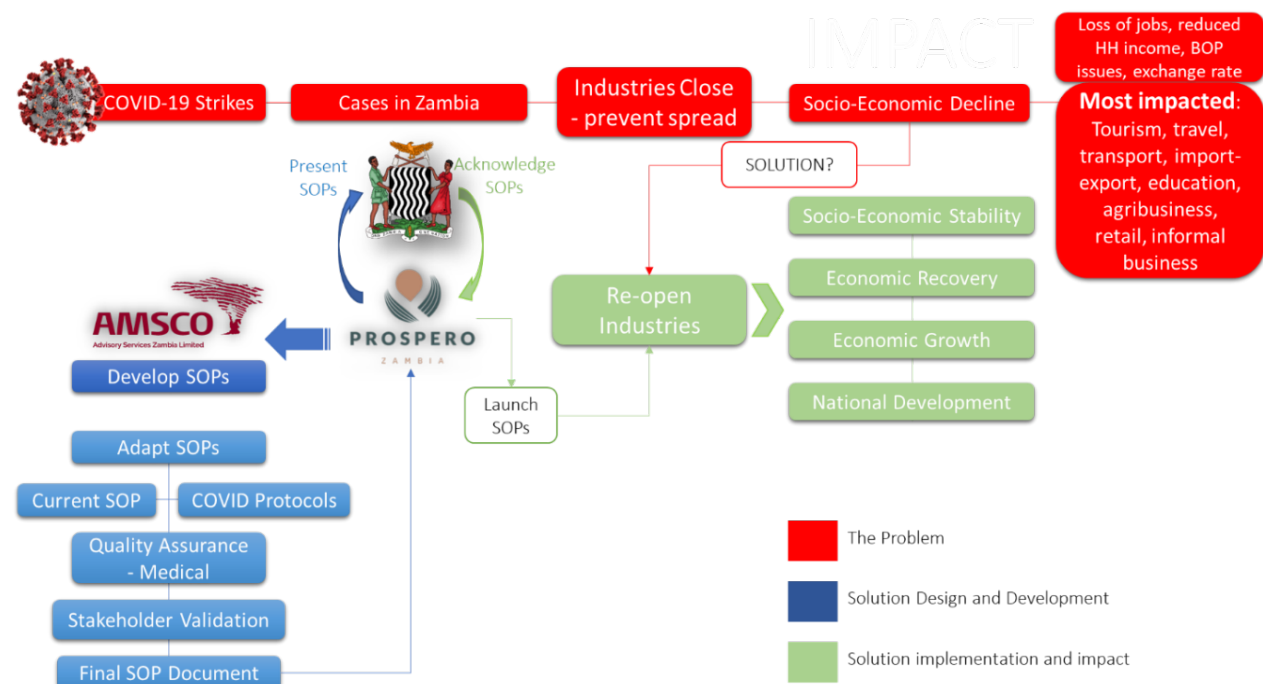
This SOP compendium primarily focuses on overall sector and sub-sector considerations and does not seek to provide specific guidance on occupational health and safety (OHS) measures on a site-specific basis.

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

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

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

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

Scope of these SOPs

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

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

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

Structure of the SOPs

What is a Standard Operating Procedure?

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

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

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Why have Standard Operating Procedures?

The advantages of SOPs are that they:

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

About these SOPs

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

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

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

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

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

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The SOPs will include the following key sections:

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

Approach

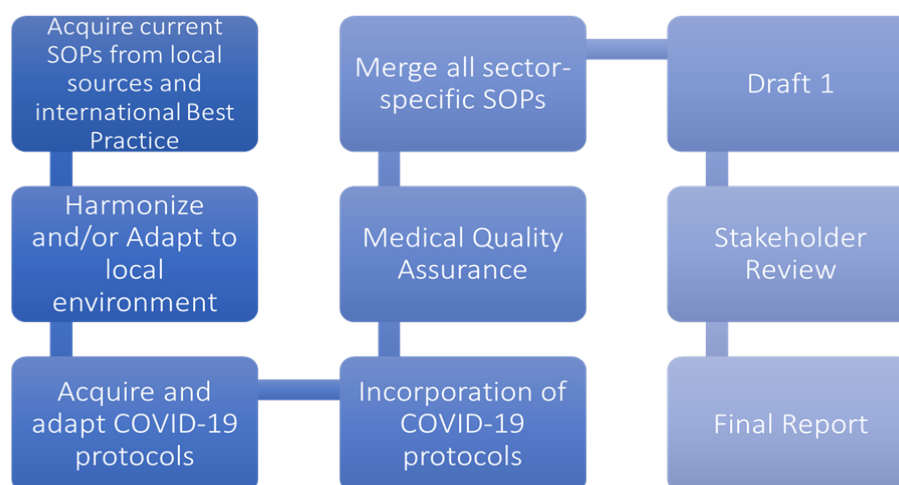


Figure 1: The Approach Layout

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

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

About COVID-19

What is COVID-19?

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

What are the symptoms of COVID-19?

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

How does COVID-19 spread?

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

Who is most at risk?

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

What is the treatment for COVID-19?

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

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

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

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

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

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General Guidance for Employers and Businesses

Getting your workplace ready for COVID-19¹

How COVID-19 spreads

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

Advice on the following can be found in Appendix 3:

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

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

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I. Mining and Construction

A. SOP for COVID-19 mitigation measures for Construction and Mining

Department: _____

SOP No: _____

SOP Title: _____

SOP Number: _____

SOP Title: _____

	NAME	TITLE	SIGNATURE	DATE
Author				
Reviewer				
Authoriser				

READ BY			
NAME	TITLE	SIGNATURE	DATE

PURPOSE

This guidance is intended to introduce consistent measures on construction and mining sites of all types and sizes in line with the Ministry of Health guidelines on social distancing and ensure employers and individuals make every effort to comply.

INTRODUCTION

The mining and construction procedures here in identify the activities required in order to operate at optimum capacity under the new normal and identify interfaces among work activities, visitors and contractors to ensure the logical flow of information, materials, equipment and construction/mining activities within the organisations while keeping COVID19 at bay. They facilitate a detailed schedule of guidelines which conform with the standard COVID-19 mitigation protocols being used globally.

Thinking About Risk

Inevitably, personnel in the mining and construction industry should adopt four steps to COVID-19 safety rules as follows:

1. **ME:** What work am I going to do today? Am I COVID-19 free? Do I have any of the symptoms of COVID-19?
2. **TOOLS:** What tools and equipment am I going to use? Are they COVID-19 safe?
How can I prevent contracting or spreading of COVID-19 if I use these tools/equipment?
3. **REFLECT:** What can go wrong in doing the work? Have I contracted or spread COVID-19? What do I do if I have contracted or spread COVID-19?
4. **PREVENT:** What am I going to do to prevent it from going wrong? How can I be COVID-19 safe? What do I do to prevent myself from contracting or spreading COVID-19?

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Identification of Prone Areas

Identification of areas that are prone to the pandemic needs to be prioritised so that preventive measures can be put in place proactively: these could be, bus pick-up points, elevators, wash rooms, rest rooms, community halls etc.

SCOPE

Construction and mining sites operating during the COVID-19 pandemic need to ensure they are protecting their workforce and minimising the risk of spread of infection. This includes considering how personnel travel to and from site. The health and safety requirements of any construction or mining activity must not be compromised at this time. If an activity cannot be undertaken safely, it should not take place.

Organisations must have in place effective arrangements for monitoring and reviewing their compliance with MoH and industry guidance. Sites should also remind the workforce at every opportunity about the standard operating procedures (SOPs) which are aimed at protecting them, their colleagues, families and the general public.

DEFINITIONS

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

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RESPONSIBILITIES

Mine Manager/Shift Boss, Underground operations	<p>In accordance with the provisions of the mining regulations for operations underground, the shift boss needs to ensure the following in compliance with the new normal COVID-19 protocols:</p> <ul style="list-style-type: none"> • That there is compliance to social distancing strategies when accessing lifts, vehicles and other forms of transportation underground. • That there are sufficient supplies of PPE underground. • That there are accessible COVID-19 mitigating strategies underground as much as on the surface. • That the number of miners deployed underground will not compromise social distancing strategies should there be small confined spaces. • First aid requirements underground for mines employing more than fifty persons should factor COVID-19 mitigating norms. • Sanitary conveniences underground should simulate and be disinfected as on the surface.
Managing Director	<ul style="list-style-type: none"> • Set-up and co-ordinate a crisis management team with the following critical skills: crisis/emergency management, medical services, communications, human resources, safety. • In the case of a suspected incident, inform the Head Office Crisis Management Team for support. • Ensure as far as practicable, all communications are only distributed from the Managing Director's desk. • Facilitate multi-sector scenario planning and simulations for the deployment of stringent measures to interrupt transmission chains as needed. • Ensure that risk assessments, controls and mitigation plans are in place for high-risk areas such as meeting rooms, medical facilities, company supported schools, guest houses, packaging warehouses etc.
Health Services Manager and SHERQ	<ul style="list-style-type: none"> • Set-up protocols for employee and visitor health screening at entry points to the premises and/or workplaces. • Assemble a team of volunteer peer educators to assist in health education and awareness. • Identify high-risk areas for possible contamination and transmission. • Actively monitor the development of the virus outbreak and work with management to develop messages for employees with clear instructions when measures need to be activated. • Educate employees with the latest available information on the virus. Brief them on the need for infection control measures and the preventive procedures that have been set in place. • Ensure all employees have the National Coronavirus Emergency Helpline contact numbers to use if they have suspected infection and for contact tracing purposes. • Act as a designated Point of Contact responsible for liaising with local MoH officials during activation of contact tracing processes at the workplace. • Check the World Health Organization website (https://www.who.int/emergencies/diseases/novel-coronavirus-2019) daily for updated advisories and update employees accordingly. • Ensure that employees who have travelled to affected areas are quarantined for a sufficient number of days, as advised by Medical Services, Group SHERQ and local MoH. Check on these employees' health by phone or email during their absence from work.

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	<ul style="list-style-type: none"> • Encourage Line Managers to keep quarantined employees informed of events at work. • Ensure that the workplace understands the importance of having adequate stations for handwashing or disinfectants. • Brief employees on personal hygiene measures. • Ensure notices are put up in washrooms depicting proper handwashing techniques etc. • Ensure there is plan to ensure that common areas e.g. canteens, bathrooms, meeting rooms are disinfected daily. • Designate a room/area at the hospital or main clinic with nearby toilet facilities as the isolation room/area for employee(s) with fever to use. • Familiarise oneself with local MoH protocols on handling suspected COVID-19 cases and where possible visit the designated COVID-19 treating hospital. • Where advised by Medical Services, SHERQ or local MoH, carry out symptom or temperature monitoring of employees or visitors.
Human Resources Department	<ul style="list-style-type: none"> • Define and action company requirements for travel and self-quarantine. • Develop protocols for temporary workers and casual workers who by nature of the employment arrangement will be reluctant to self-quarantine. • Encourage all staff members to avoid any travel to high risk countries. • Where staff members have returned from a country subject to self-quarantine guidance, try to agree with the individual, if any work can be performed remotely from home. • If it is not possible for the individual to perform any duties whilst absent from the workplace, decide on an approach for the organisation in relation to pay and sick leave entitlement, with the aim of applying it consistently within the operation and country jurisdiction as a minimum (subject to local law entitlements and laws).
Employees	<ul style="list-style-type: none"> • Recognise that COVID-19 is a new and rapidly evolving disease and understand that outbreaks can be managed with the right response and that the vast majority of infected people will recover. • Begin to adopt and rigorously practice the most important preventive measures for COVID-19 namely good personal hygiene. • Continually update yourself on COVID-19 and its signs and symptoms (i.e. fever and dry cough), because the strategies and response activities will constantly improve as new information on this disease is accumulating every day. • Be prepared to actively support a response to COVID-19 that can require changing personal habits and routines in a variety of ways, including the adoption of more stringent handwashing and social distancing practices.
Client	<p>Contractors work for clients under a construction contract. In most instances, compliance with these SOPs involves changes to the schedule or delivery programme for construction projects. Therefore, the implementation of these SOP's must have the support of the client and be implemented in accordance with the necessary contractual instructions from clients. A contractor cannot operate unilaterally, and each site and project is unique in terms of its design and the tasks associated with its construction. Clients must therefore accept that adapting and complying with the good practice illustrated in this SOP has productivity and cost implications.</p>

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SPECIFIC PROCEDURE

Isolation: Do not go to work if you are exhibiting COVID-19 symptoms. Self or mandatory Isolation and quarantine for suspected cases and migrant workers from high risk areas.

MANDATORY PRE-REQUISITE AND PREVENTIVE MEASURES

1. Treat every person as potentially COVID-19 positive until all the measures below have been taken
2. Only pre-authorised essential worker employees, contractors, delivery drivers and visitors should be allowed on site
3. No non-essential visitors without pre-authorization to come to the site should be allowed onsite
4. COVID-19 Visitor Checklists to be pre-filled prior to breathalysing an authorised essential visitor and delivery driver. Any person who has answered yes to any of the questions must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical
5. Temperature checks must be conducted prior to breathalyser being conducted
6. Any Suspect returning a reading of temperature above 37°C must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical
7. Mandatory PPE for security officers conducting the test and face masks must be worn by all persons at all times
8. Mandatory face masks for all suspected carriers. Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity
9. Equipment to be disinfected before and after each and every use with the following non-alcohol based disinfectants available at stores i.e. JIK, Sidex or Pino
10. Handwashing with soap and water must be done prior to breathalysing by both security officers and persons being breathalysed
11. Social distancing at least 1 m/ arm's length minimum (no less) must be maintained at all times between both security officers, persons being breathalysed and other bystanders
12. There should be no large gatherings allowed for bystanders or other employees waiting to be breathalysed
13. No shaking hands, hugging, kissing or horseplay
14. Cover the mouth and nose with flexed elbow or tissue when coughing and sneezing
15. No sharing of equipment and tools including Lion Alcometer mouthpieces/swabs, PPE, water, feeding bowls, drinking bottles/water container
16. No touching of your face with unwashed hands
17. Keep surrounding area where breathalysing is taking place clean
18. People Vehicle Separations and Traffic Management Barricades must be set up where temperature checks and breathalysing is taking place
19. Non-essential activities, services or processes must not take place at the same time as the breathalysing taking place

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While at work

Workers are urged to abide by the following guidelines while at work:

Social Distancing

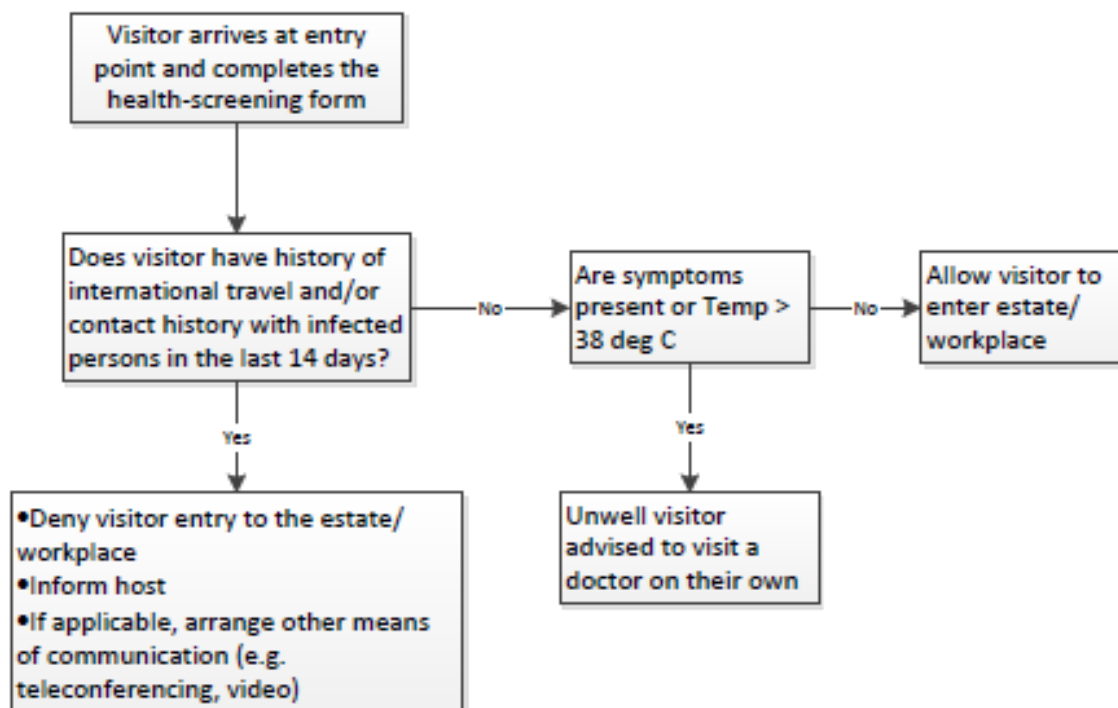
1. Maintain or practice at least 1 m/ arm's length social distancing all times when gathering, feeding, queuing and being transported
2. No shaking hands, hugging, kissing or horseplay
3. Limit face-to-face contact with people showing symptoms of the disease
4. Restrict or cancel mass gatherings (parties, events)
5. During transportation ensure a distance of 1 m between employees.

Hygiene

1. Cover the mouth and nose with flexed elbow or tissue when coughing and sneezing
2. No sharing of household items including PPE, food, feeding bowls, water containers
3. No touching of the face with unwashed hands
4. Wash hands frequently with soap
5. Self-shielding by wearing masks for highly exposed employees
6. Keep surroundings clean

Workflow for visitor screening at the workplace

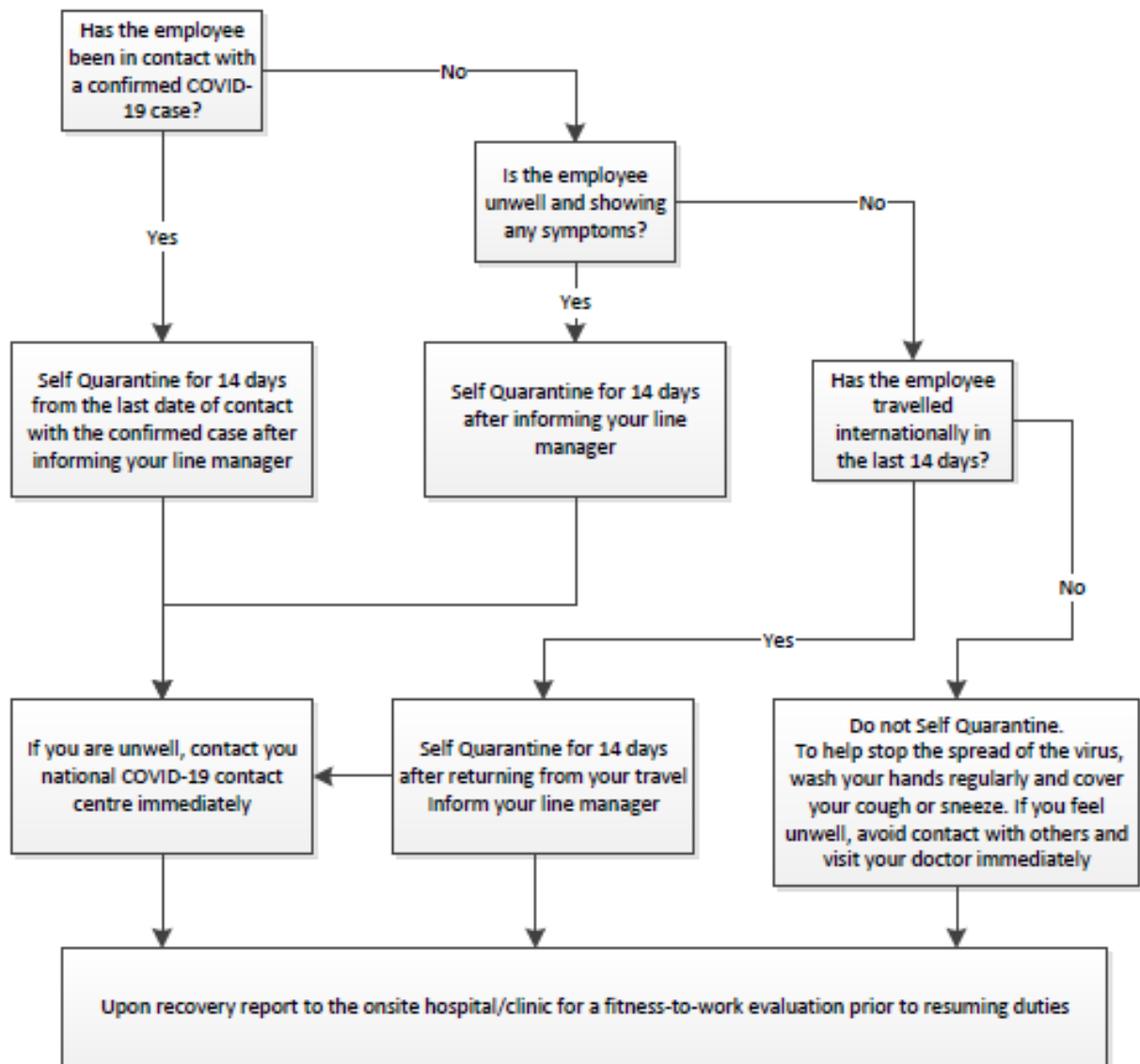
To minimise the spread of COVID-19 and reduce the potential risk of exposure to employees, visitors must undergo mandatory health education on the transmission, symptoms, prevention and treatment of COVID-19, and complete a visitor health screening questionnaire and temperature check prior to completing the visitor's register at entry gates, work stations and/or guest houses. Below is a process flow for visitor health screening.



(GLD Group Standard Guidelines 2020)

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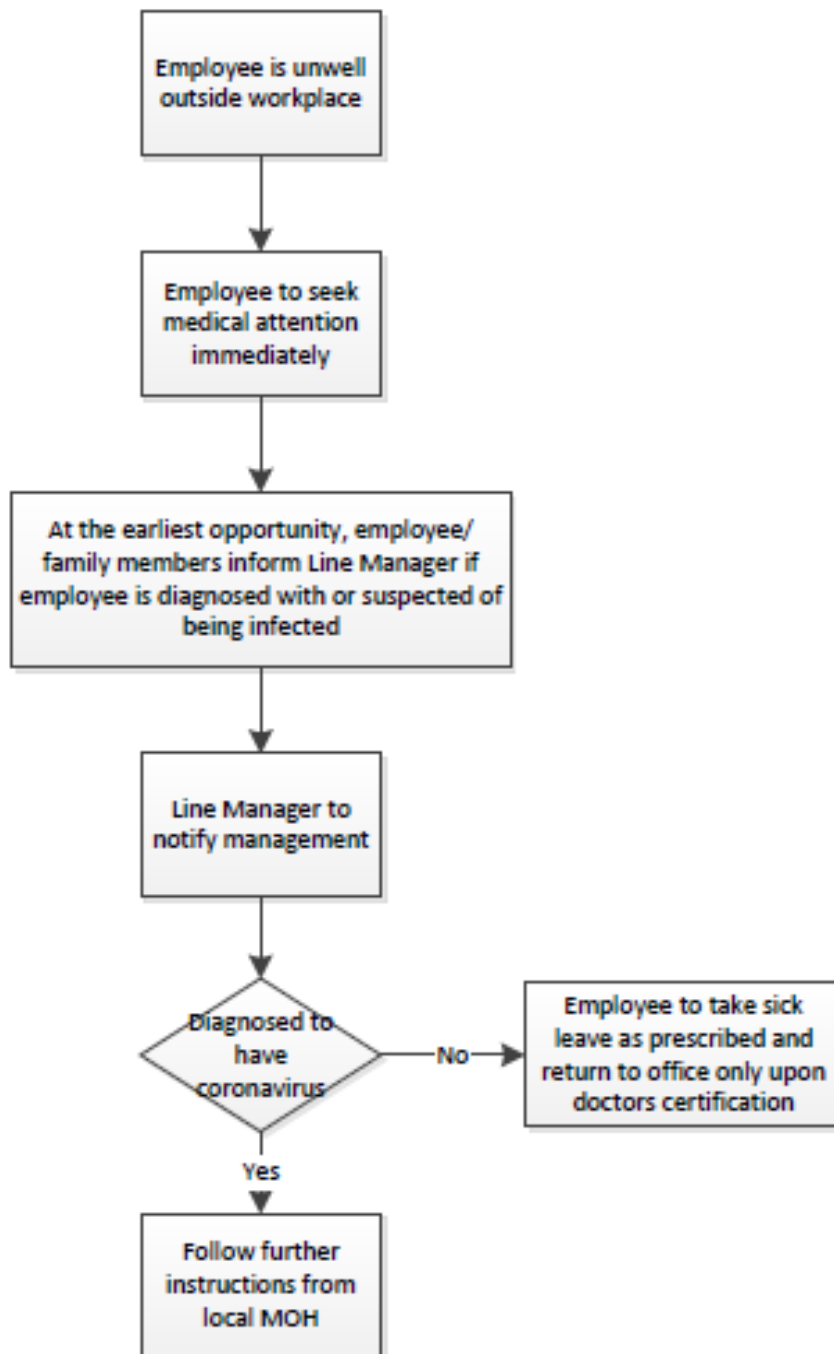
Workflow for managing an employee at the workplace who may have been exposed to COVID-19



(GLD Group Standard Guidelines 2020)

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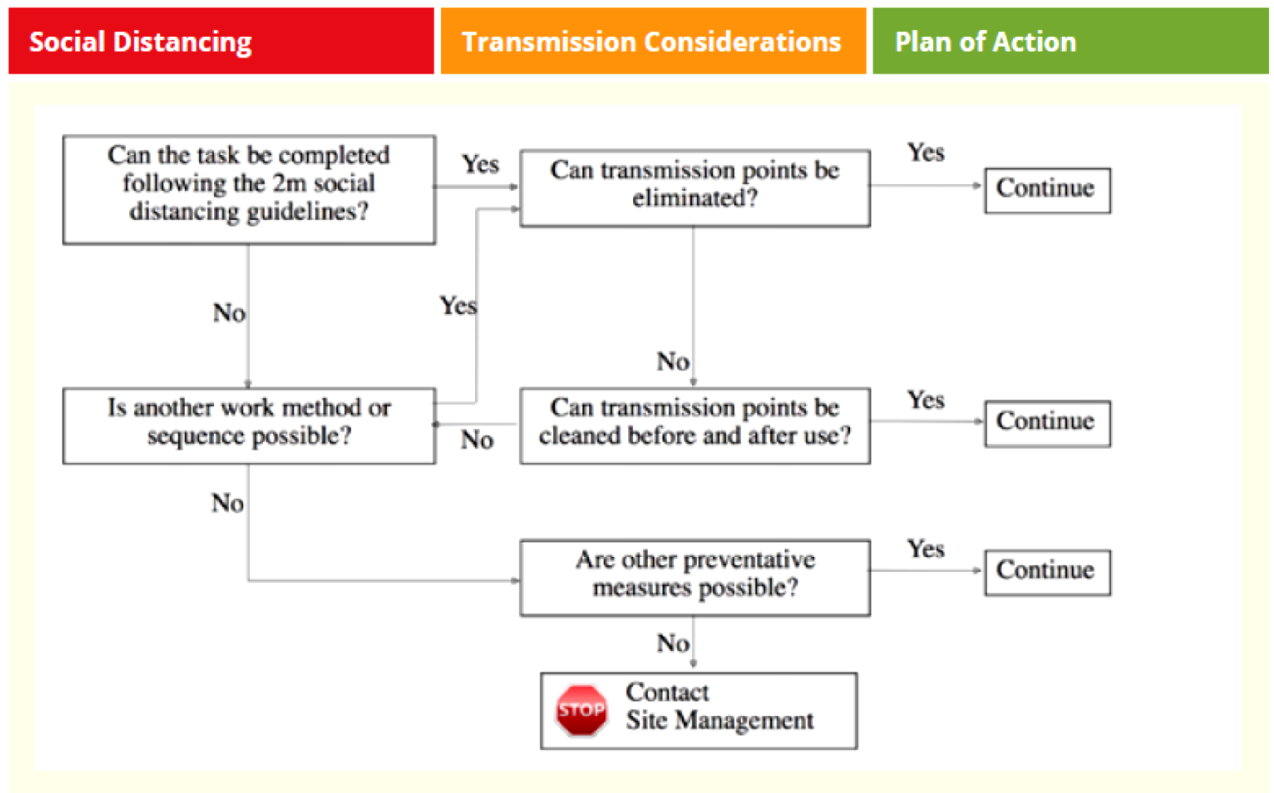
Workflow for managing an employee unwell outside the workplace



(GLD Group Standard Guidelines 2020)

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Workflow with Social Distancing in mind



Use of vehicles, Tools, Equipment and Plant

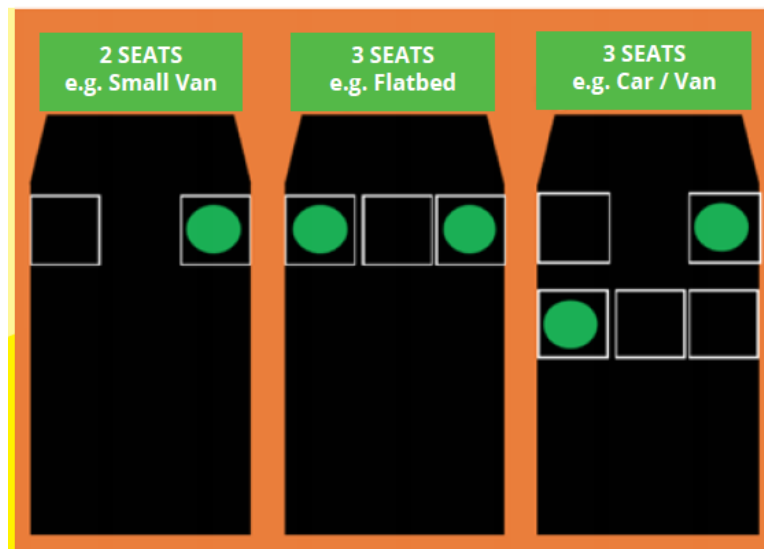
Social distancing is advised when travelling in vehicles to/from work and when in site vehicles and operating mobile plant.

Suggested arrangements are as follows:

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

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RECOMMENDED MAXIMUM ROAD VEHICLE OCCUPANCY



- All tools and equipment should be properly sanitised to prevent cross-contamination.
- Arrangements for one individual to use the same tool, equipment and plant as much as possible. Make available cleaning material for all tools to be wiped down with disinfectant between each user. Organise work practices to eliminate or reduce transmission points and coach site personnel on the same.
- Cabs and touch points of site vehicles and plant (MEWPS, excavators, cranes, etc.) to be thoroughly cleaned and a cleaning regime by plant operatives should be maintained daily thereafter.
- Consider provision of stickers for tools, equipment and mobile plant to encourage disinfection.

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



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CONTACT POINTS WITHIN A MINI DIGGER



Recommended Maximum Road Vehicle Seating Arrangements

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

CONTACT POINTS WITHIN A VEHICLE

These include:

- Steering wheel
- Gearstick
- Handbrake
- Door handles
- Radio and infotainment controls
- Steering column (*indicators, windscreen wipers, cruise control*)
- Elbow rests
- Seat position controls
- Door frame

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Cleaning the Workplace

Enhanced cleaning procedures should be in place across all sites to prevent cross-contamination, particularly in communal areas and at touch points including:

- Taps and washing facilities
 - Toilet flush and seats
 - Door handles and push plates
 - Handrails on staircases and corridors
 - Lift and hoist controls
 - Machinery and equipment controls
 - Food preparation and eating surfaces
 - Communications equipment
 - Keyboards, photocopiers and other office equipment
 - Rubbish collection and storage points should be increased and emptied regularly throughout and at the end of each day
 - Regular cleaning of site welfare facilities, handrails and touch points should be undertaken.
- a. **Cleaning agents and disinfectants**
1. As the virus can survive on surfaces of different materials for some time, surfaces potentially contaminated with COVID-19 should be sanitised.
 2. An appropriate disinfectant with indication of effectiveness against coronaviruses can be used. Disinfectants should be prepared and applied in accordance with the manufacturer's recommendation. Ensure that appropriate contact time is given before removing any

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- disinfected materials. Please refer to the "Interim List of Household Products and Active Ingredients for Disinfection of COVID-19 Virus" for a list of disinfectants that can be used.
3. Bleach can be used as a disinfectant for cleaning and disinfection (dilute 1-part bleach in 49 parts water, 1000 ppm or according to manufacturer's instructions). Bleach solutions should be prepared fresh. Leaving the bleach solution for a contact time of at least 10 minutes is recommended.
 4. Alcohol can be used to wipe down surfaces where the use of bleach is not suitable, e.g. metal
- b. PPE to be used whilst carrying out cleaning and disinfecting process**
1. Wear disposable gloves*, disposable long-sleeved gowns, eye goggles or a face shield, and an N95 mask.
 2. Avoid touching the nose and mouth (goggles may help as they will prevent hands from touching eyes).
 3. Gloves should be removed and discarded if they become soiled or damaged, and a new pair worn.
 4. All other disposable PPE should be removed and discarded after cleaning activities are completed. Eye goggles, if used, should be disinfected after each use, according to the manufacturer's instructions.
 5. When in doubt, refer to guidance documents for the proper donning and doffing of PPE.
 6. Hands should be washed with soap and water immediately after each piece of PPE is removed, following the completion of cleaning.
- c. Cleaning guidelines for areas exposed to confirmed cases of COVID-19 (non-healthcare premises)**
1. Where possible, seal off areas where the confirmed case has visited, before carrying out cleaning and disinfection of the contaminated environmental surfaces. This is to prevent unsuspecting persons from being exposed to those surfaces.
 2. When cleaning areas where a confirmed case has been, cleaning crews should be attired in suitable PPE (see point b) above). Gloves should be removed and discarded if they become soiled or damaged, and a new pair worn. All other disposable PPE should be removed and discarded, after cleaning activities are completed. Goggles, if used, should be disinfected after each use, according to manufacturer's instructions. Hands should be washed with soap and water immediately after the PPE is removed.
 3. Keep cleaning equipment to a minimum.
 4. Keep windows open for ventilation, where workers are using disinfectants.
 5. Mop floor with disinfectant or the prepared bleach solution.
 6. Wipe all frequently touched areas (e.g. lift buttons, hand rails, doorknobs, arm rests, seat backs, tables, air/light controls, keyboards, switches, etc.) and toilet surfaces with chemical disinfectants (use according to manufacturer's instructions) and allow to air-dry. Bleach solution (dilute 1-part bleach in 49 parts water, 1000 ppm or according to manufacturer's instructions) can be used. Alcohol (e.g. isopropyl 70% or ethyl alcohol 70%) can be used for surfaces, where the use of bleach is not suitable.
 7. Clean toilets, including the toilet bowl and accessible surfaces in the toilet, with disinfectant or bleach solution.
 8. Wipe down all accessible surfaces of walls as well as blinds with disinfectant or bleach solution.
 9. Remove curtains/ fabrics/quilts for washing, preferably using the hot water cycle. For hot-water laundry cycles, wash with detergent or disinfectant in water at 70°C for at least 25 minutes. If low-temperature (i.e. less than 70°C) laundry cycles are used, choose a chemical that is suitable for low-temperature washing when used at the proper concentration.

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10. Arrange for a cleaning contractor to properly disinfect the mattresses, pillows, cushions or carpets that have been used by the person who has been confirmed to have the COVID-19.
 11. Repeat mopping the floor with the prepared disinfectant or bleach solution.
 12. Discard cleaning equipment made of cloths and absorbent materials, e.g. mop head and wiping cloths, into biohazard bags after cleaning and disinfecting each area. Wear a new pair of gloves and fasten the double-bagged biohazard bag with a cable tie.
 13. Disinfect non-porous cleaning equipment used in one room, before using for other rooms. If possible, keep the disinfecting equipment separated from other routine equipment.
 14. Disinfect buckets by soaking in disinfectant or bleach solution, or rinse in hot water before filling.
 15. Discard equipment made of cloths/ absorbent materials (e.g. mop head and wiping cloths) after cleaning each area, to prevent cross-contamination.
 16. Disinfectant or bleach solution should be applied to surfaces using a damp cloth. They should not be applied to surfaces using a spray pack, as coverage is uncertain and spraying may promote the production of aerosols. The creation of aerosols caused by splashing liquid during cleaning should be avoided. A steady sweeping motion should be used when cleaning either floors or horizontal surfaces, to prevent the creation of aerosols or splashing. Cleaning methods that might aerosolise infectious material, such as the use of compressed air, must not be used.
 17. Leave the disinfected area, and avoid using the area the next day.
 18. Biohazard bags should be properly disposed of, upon completion of the disinfection work.
- d. Precautions to take after completing cleaning and disinfection of affected area.**
1. Cleaning crews should wash their hands with soap and water immediately after removing the PPE, and when cleaning and disinfection work is completed.
 2. Discard all used PPE in a double-bagged biohazard bag, which should then be securely sealed and labelled.
 3. The crew should be aware of the symptoms, and should report to their occupational health service if they develop symptoms.

INBOUND AND OUTBOUND GOODS

To maintain social distancing and avoid surface transmission when goods enter and leave the site especially in high volume situations, for example, builders' yards or dispatch areas, use these steps:

1. Revising pick-up and drop-off collection points, procedures, signage and markings.
2. Minimising unnecessary contact at gatehouse security, yard and warehouse, for example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.
3. Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.
4. Where possible and safe, having single workers load or unload vehicles.
5. Where possible, using the same pairs of people for loads where more than one is needed.
6. Enabling drivers to access welfare facilities when required, consistent with other guidance.
7. Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.

Detailed SOPs for warehousing are provided and can be adapted to suit specific situations.

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FORMS/TEMPLATES TO BE USED

A job hazard analysis framework is given in Appendix R1.

INTERNAL AND EXTERNAL REFERENCES

1. <https://tradingeconomics.com/zambia/gdp-from-construction> /23.07.2020, 13:40 hours
2. <https://www.zamstats.gov.zm/index.php/publications/category/39-2020/> 23.07.2020,14:00 hours
3. <https://miningforzambia.com/a-concentrated-mining-sector/> 2019.07.2020,14:00
4. <http://www.zambaiinvest.com/construction> 19.07.2020, 15:25hours
5. World Health Organisation <https://www.who.int/> (accessed 10 July 2020)
6. Centre for disease control, <https://www.cdc.gov/coronavirus/2019-ncov/travelers/index.html>, (accessed 10 July 2020)
7. International SOS, <https://pandemic.internationalosos.com/2019-ncov> (accessed 10 July 2020)
8. Standard Operating Procedures for preparedness, detection and response to a coronavirus (2019-NCOV) outbreak in South Africa; National Department of Health Directorate: Communicable Diseases, 30 Jan 2020
9. <https://www.finance-ni.gov.uk/articles/faqs-essential-workers>,25.07.2020,18:00hours
10. Group Standard Guidelines for Preparedness and Response to Coronavirus (Covid-19) Outbreak, Illovo 2020.
11. Guide to Mining Regulations
12. Jassat and Kola 2020, A Guide to Managing Covid19 at Home,
13. <https://www.cdc.gov/coronavirus/2019-ncov/community/miners.html>
14. <https://www.lexology.com/library/detail.aspx?g=f77ba2e6-9c37-426b-84af-9ac605f0da8f>
15. <https://zm.usembassy.gov/covid-19-information/>
16. <https://www.astm.org/COVID-19/>
17. https://www.who.int/medical_devices/priority/COVID_19_PPE/en/
18. <https://www.iso.org/covid19>

CHANGE HISTORY

Where the SOP is the initial version:

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

Where replacing a previous SOP:

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

SOP No.	Effective Date	Significant Changes	Previous SOP No.

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APPENDICES

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

This document has been adapted from lessons learned from the Equality and Human Rights Commission² of the UK.

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

1. Do not make decisions based on protected characteristics

Protected characteristics are:

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

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

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

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

Discrimination arising from a disability

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

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

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

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

2. Take into account the needs of individual employees

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

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

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

3) Communicate with employees

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

Examples of effective communication include:

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

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

4. Record your decisions and track their impact

Useful question to ask include:

- Who has been placed on furlough?
- Who has been made redundant?
- Who has been asked to return to the workplace?
- Who has gone on unpaid leave?
- How many reasonable adjustment requests have been approved?
- Who has been offered flexible working patterns?

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

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

Why this is important

There are lots of reasons why following inclusive practices makes good business sense, including:

- Three quarters of employers told us it attracts highly-skilled talent and increases staff commitment and retention
- It builds organisational resilience and reputation as the future of work looks likely to change
- It removes barriers to employment often faced by those with protected characteristics and reduces absence and related costs
- Employers with existing equality action plans have been able to respond quickly and positively to new challenges

If you make decisions that discriminate against an employee, you may be at risk of:

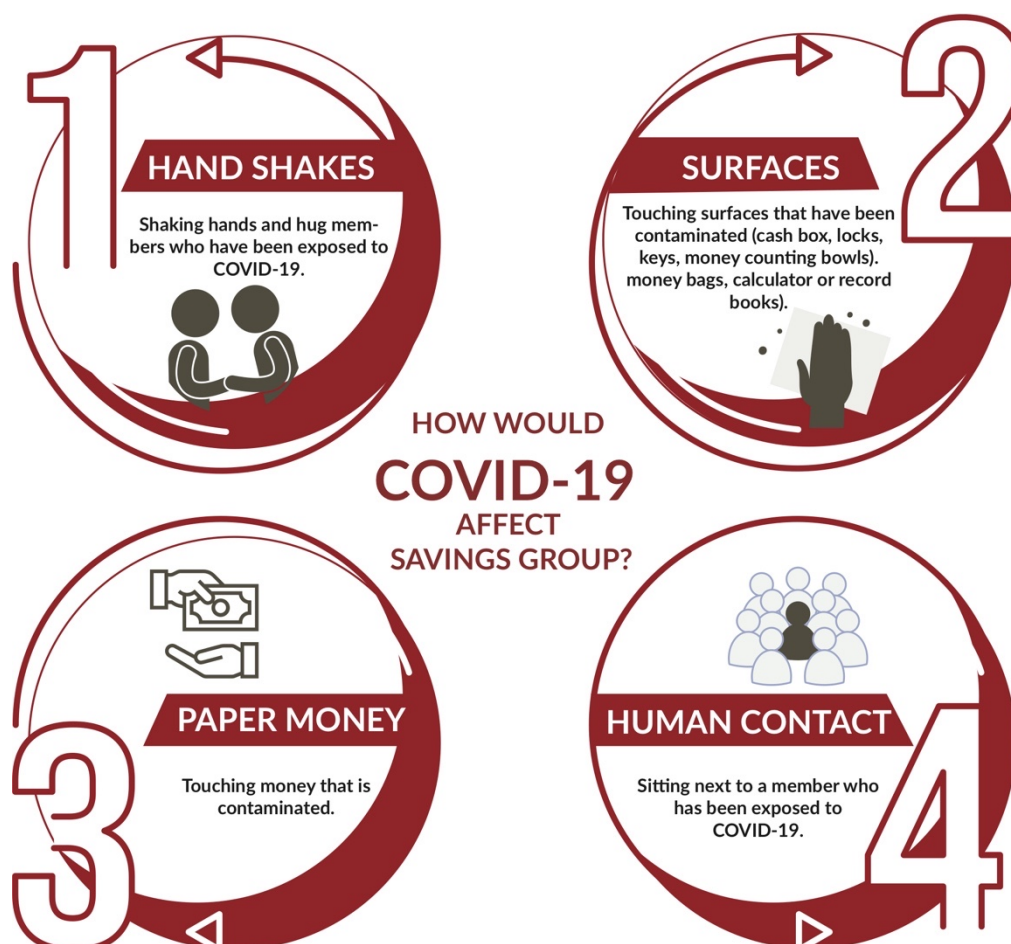
- Having a claim brought against you at an employment tribunal
- Costly compensation fees
- Reputational damage

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APPENDIX 2: COVID-19 GUIDELINES FOR SAVINGS GROUPS³

How would COVID-19 affect your savings group?

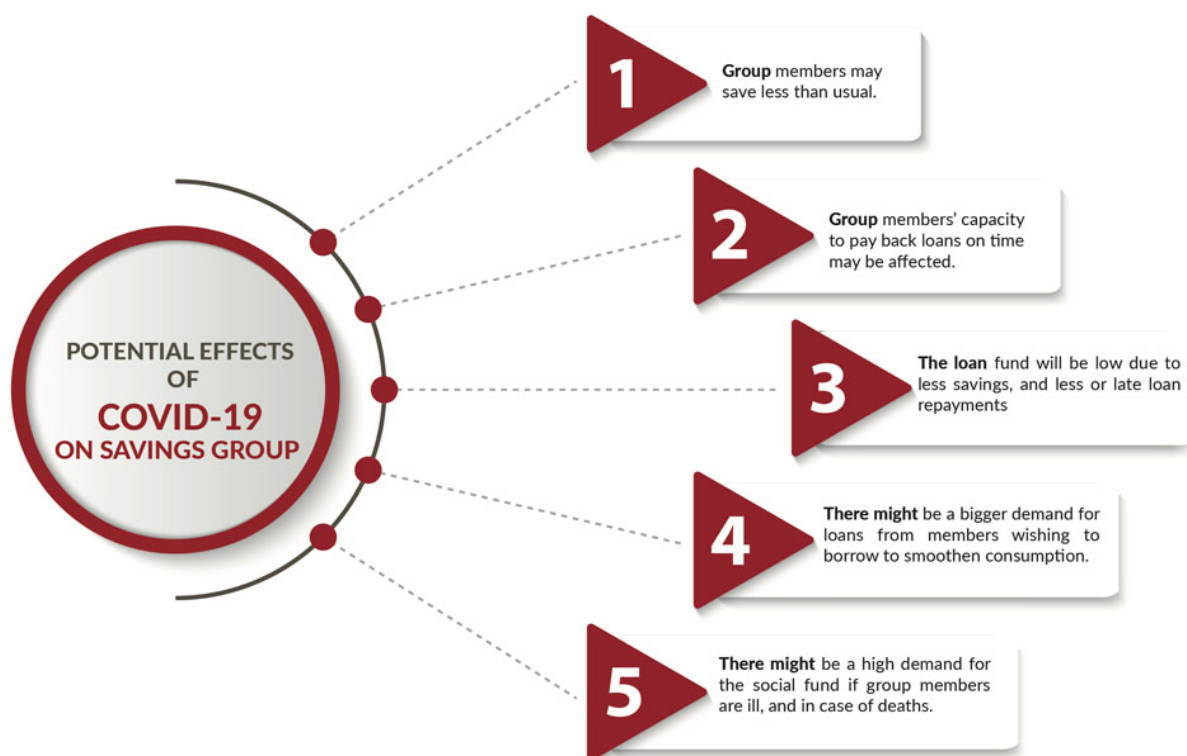
When you meet as a group, you come from different homes and some members may have been exposed to COVID-19. You are at risk of infection during the meeting if for example, you engage in:



Some of your group members may experience financial difficulties during this period due to loss of income. Restrictions on movements during this period might mean that some group members will not freely go the market to trade, (similarly, buyers will stay at home and not buy goods and services), companies may close and lay off workers and some members may stay at home sick or will be nursing sick family members. This may affect your savings group in the following ways:

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

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

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

WHAT CAN SAVINGS GROUPS DO DURING THIS PERIOD?

Meetings

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

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

Social Fund

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

Savings and Loans

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

WHO CAN SAVINGS GROUPS TURN TO FOR FURTHER SUPPORT?

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

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

1. Simple ways to prevent the spread of COVID-19 in your workplace

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

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

- Make sure your workplaces are clean and hygienic
 - Surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards) need to be wiped with disinfectant regularly
Why? Because contamination on surfaces touched by employees and customers is one of the main ways that COVID-19 spreads
- Promote regular and thorough handwashing by employees, contractors and customers
 - Put sanitizing hand rub dispensers in prominent places around the workplace. Make sure these dispensers are regularly refilled
 - Display posters promoting handwashing – ask your local public health authority for these or look on www.WHO.int.
 - Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefings at meetings and information on the intranet to promote handwashing
 - Make sure that staff, contractors and customers have access to places where they can wash their hands with soap and water
Why? Because washing kills the virus on your hands and prevents the spread of COVID19
- Promote good respiratory hygiene in the workplace
 - Display posters promoting respiratory hygiene. Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefing at meetings and information on the intranet etc.
 - Ensure that face masks⁴ and/or paper tissues are available at your workplaces, for those who develop a runny nose or cough at work, along with closed bins for hygienically disposing of them
Why? Because good respiratory hygiene prevents the spread of COVID-19
- Advise employees and contractors to consult national travel advice before going on business trips.
- Brief your employees, contractors and customers that if COVID-19 starts spreading in your community anyone with even a mild cough or low-grade fever (above 37°C) needs to stay at home. They should also stay home (or work from home) if they have had to take simple medications, such as paracetamol/acetaminophen, ibuprofen or aspirin, which may mask symptoms of infection
 - Keep communicating and promoting the message that people need to stay at home even if they have just mild symptoms of COVID-19.
 - Display posters with this message in your workplaces. Combine this with other communication channels commonly used in your organization or business.
 - Your occupational health services, local public health authority or other partners may have developed campaign materials to promote this message

⁴ Ordinary surgical face masks rather than N95 face masks

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

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

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

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

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

Key considerations to prevent or reduce COVID-19 risks

BEFORE the meeting or event

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

DURING the meeting or event

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

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

AFTER the meeting

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

3. Things to consider when you and your employees travel

- **Before traveling**
 - Make sure your organization and its employees have the latest information on areas where COVID-19 is spreading. You can find this at <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/>
 - Based on the latest information, your organization should assess the benefits and risks related to upcoming travel plans.
 - Avoid sending employees who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) to areas where COVID-19 is spreading.
 - Make sure all persons travelling to locations reporting COVID-19 are briefed by a qualified professional (e.g. staff health services, health care provider or local public health partner)
 - Consider issuing employees who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub. This can facilitate regular handwashing.
- **While traveling:**
 - Encourage employees to wash their hands regularly and stay at least 1 m away from people who are coughing or sneezing
 - Ensure employees know what to do and who to contact if they feel ill while traveling.
 - Ensure that your employees comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere they should comply with this. Your employees should comply with any local restrictions on travel, movement or large gatherings.

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

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

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

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Remember:

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

How to stay informed:

Find the latest information from WHO on where COVID-19 is spreading:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports/> Advice and guidance from WHO on COVID-19 <https://www.who.int/emergencies/diseases/novel-coronavirus-2019> <https://www.epi-win.com/>

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APPENDIX 4: SUMMARY OF SECTOR SUPPLY CHAINS

Sector	Sub-Sector	Supply Chain Node
Manufacturing	Consumables	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	Textile	Cloth Manufacturer → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → Home-based/Market MANUFACTURER → Package → Transporter → Buyer
	Paper and Printing	Raw Material → Transporter (Loading, In-Transit, Off-loading) → Warehouse/Storage → Retailer/Wholesaler → MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
Retail	Supermarket	MANUFACTURER → Package → Transporter → Wholesaler → Retailer → Buyer
	INFORMAL	
	Clothes	
	Stationery	
Air travel	Airport	Passenger: Home (packing) → Bus/taxi → Check-in → Lounge/Duty Free shopping → Boarding → On-Board → Disembarkation → Immigration → Baggage Claim → Bus/Taxi
	Carrier	Cargo: Owner (packing) → Transport → Inspection → Customs → Loading → Stowing → unloading → inspection → customs → delivery/transport
Banking/Financial	Micro-Finance	N/A
	Mobile Money	Deposit: Client → Teller → Next Client or Bank or Immediate Use Withdrawal: Previous client/Bank/Home Safe → Client → transaction
	Commercial Bank	Inside Bank: Deposits/BOZ Acquisitions → Vault → Teller → Client → Transaction Auxiliary Bank: Deposits/BOZ Acquisitions → Vault → ATM → Client → Transaction
Property Management	Residential	<ul style="list-style-type: none"> Commercial – Staff: Home → Bus/Taxi/own vehicle → Short Walk → Office → Desk/Station Commercial – Client: Home → Bus/Taxi/own vehicle → Short Walk → Office → Waiting room → Meeting room Commercial – Changing tenants (1): Old tenant → Movers/Transport → New Location → Unload → Unpack → Set-up/Decor Commercial – Changing tenants (2): New tenant → signs lease → Movers/Transport → New Location → Unload → Unpack → Set-up/Décor Buyer/Seller → Sellers Vehicle → Viewing property →
	Commercial	
	Land	
Tourism	Hotels and Lodges	From Air Travel: Arrival → baggage → Check-in → Room → Amenities → Check-out → taxi/bus
	National Parks	Home/Hotel/Lodge → Tour Guide/Hired/Own Vehicle → Park gate → picnic/camp site → Exit
	Restaurants	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table → Amenities → Exit
	Bars	Home/Hotel/Lodge/Office → Bus/Taxi/own vehicle → table/bar → Amenities → Exit

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

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

Company name:

Assessment carried out by:

Date of next review:

Date assessment was carried out:

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

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APPENDIX R1: JOB HAZARD ANALYSIS TO BE CONDUCTED

#	Task Steps	Potential Hazards (Safety, Health Environmental, Quality, Food safety)	Category	Controls/ Applicable Legislation/ Codes of Practice and References	Resp. Person
1.0	Setting up of People Vehicle Separation Safe Zones	<ul style="list-style-type: none"> Injury resulting from being hit by a vehicle 	Health and Safety	<ul style="list-style-type: none"> High reflective PPE must be worn when setting up the People Vehicle Separations and Traffic Management Safe Zones and Barricades Vehicle entry points must be closed off or barricaded using red tape prior to entering the line of fire 	<ul style="list-style-type: none"> Supervisor Security Officer
2.0	Administering COVID-19 Visitor Checklists	<ul style="list-style-type: none"> Get infected or infect others from COVID-19 and/ or other infectious diseases Injury resulting from People Vehicle Incidents 	Health and Safety	<ul style="list-style-type: none"> SOs MUST wear all the mandatory/compulsory PPE i.e. face mask, face shield and clean gloves Ensure suspect is wearing a face mask Maintain social distancing Wash hands before and after administering the questionnaire Observe personal hygiene Ensure ventilation is adequate SOs MUST not give the questionnaire or pen to the suspect, complete it yourself 	<ul style="list-style-type: none"> Line Manager Supervisors SOs Suspects MD
3.0	Conducting infrared temperature checks must be conducted prior to breathalyser being conducted	<ul style="list-style-type: none"> Get infected or infect others from COVID-19 and/ or other infectious diseases Injury resulting from People Vehicle Incidents 	Health and Safety	<ul style="list-style-type: none"> People Vehicle Separations and Traffic Management Safe Zones and Barricades must be set up where temperature checks are taking place Supervisor to ensure that only trained and competent SO should conduct the temperature checks SOs MUST wear all the mandatory/compulsory PPE i.e. face mask, face shield and clean gloves Ensure suspect is wearing a face mask Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity 	<ul style="list-style-type: none"> Line Manager Supervisors SOs Suspects MD

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New Normal SOPs: MINING & CONSTRUCTION

				<ul style="list-style-type: none"> • Wash hands before and after handling the equipment • Maintain social distancing • Observe personal hygiene • SOs MUST not give the infrared temperature gun to the suspect • Any suspect returning a reading of temperature above 37°C must not be breathalysed but must be isolated and referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical 	
4.0	Conducting alcohol breath tests using Lion AlcoBlow Rapid Test Breathalyser and Alcometer SD-400 and Medical: LY168 Infrared Thermometer	<ul style="list-style-type: none"> • Get infected or infect others from COVID-19 and/ or other infectious diseases • Injury resulting from People Vehicle Incidents • Infected equipment resulting in COVID-19 and/ or other Infectious diseases infection 	Health and Safety	<ul style="list-style-type: none"> • People Vehicle Separations and Traffic Management Safe Zones and Barricades must be set up where breathalysing is taking place • Supervisor to ensure that only trained and competent SO should conduct the alcohol test • Wash hands before and after handling the breathalyser equipment • Equipment to be disinfected before and after each and every use the following non-alcohol based disinfectants available at stores i.e. JIK, Sidex or Pino • When using Lion Alcometer, a new/ fresh seal mouthpiece/swab must be used for each suspect and should be handed over to the suspect to handle i.e. break the plastic seal • Gloves must be worn at all times especially when handling alcometer mouthpiece/swabs • SOs MUST wear all the mandatory/compulsory PPP i.e. face mask, face shield and clean gloves • Ensure suspect is wearing a face mask • Suspects without face masks must not be allowed to come in contact of not less than 1 m with SOs or other persons in the vicinity 	<ul style="list-style-type: none"> • Line Manager, • Supervisor • Medical • Human Resources • Suspects

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				<ul style="list-style-type: none"> • No sharing of breathalyser equipment between SOs or Suspects • No Sharing of PPE between SOs or suspects • SOs MUST not give the breathalyser equipment to the suspect • There should be social distance of an arm's length and not anything less than 1 m between the suspect and the SO when conducting the breathalyser test • There should be no one within 1 m around the suspect i.e. 360° • An actual exclusion area must be set up and drawn on the ground and red and white barricade tape must be set up where the breathalysing is to take place • Any suspect returning a non-negative alcohol test result must isolated, supervisor and line manager called and must be referred to medical personnel as per guidelines prescribed in the COVID-19 Flow Chart – Medical • Processes to follow a non-negative reading will be as per the adopted standards in the Occupational Health and Safety guidelines • Equipment to be disinfected after each and every use the following non-alcohol-based disinfectants available at stores i.e. JIK, Sidex or Pino • Alcometer mouthpiece/swabs must be disposed of in the biohazard bins and must be incinerated straight after the breathalyser exercise is completed • All other cleaning materials e.g. tissues, non-alcohol-based swabs etc. must be must be disposed of in the biohazard bins and must be incinerated straight after the breathalyser exercise is completed 	
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New Normal SOPs: MINING & CONSTRUCTION

5.0	Cleaning up after the exercise is completed	<ul style="list-style-type: none">• Get infected or infect others from COVID-19 and/ or other Infectious diseases from waste materials left behind• Environmental waste pollution	Health and Safety Environment	All other cleaning materials e.g. tissues, none-alcohol based swabs etc. must be must be disposed of in the Biohazard bins and must be incinerated straight after the breathalyser exercise is completed	<ul style="list-style-type: none">• Security Officers• Cleaners
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APPENDIX R2: PPE AND FACE COVERINGS GUIDE

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

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

More information on useful PPE is listed below:

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

** 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.*

