



Zambian Mothers' Shelters

Standard Operating Procedures

Reference for the ZaMs Catetaker

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This document is intended as reference for the ZaMs Coordinator. The document was originally produced by Merck Fellows 2015: Marinella Govoni and Maureen Hughes, in collaboration with Africare and the University of Michigan.

Introduction

Pregnancy and child birth continue to carry a high risk in Zambia and represent a leading cause of death and disability for women of childbearing age. This high maternal and neonatal mortality results largely from complications arising during the critical period of labor, delivery, and the immediate 24 hours postpartum, which would be preventable with appropriate and timely care. Pregnancy continues to result in death in several areas of the country as a result of three primary reasons:

1. Delays in decision to seek care (rationale may include cultural beliefs and myths, gender roles in the decision making and lack of awareness/low literacy rates)
2. Delays in reaching the health facility in time (distance, bad roads, lack of transport)
3. Delays in receiving adequate care once at the health facility (lack of skilled care, equipment, supplies).

Due to the first two delays, home births remain common in Zambia. According to the Zambia Demographic and Health Survey 2013/14, only 64% of births were delivered by a skilled health provider, a proportion which drops dramatically in rural areas.

Mothers' Shelters (also known as Maternity Homes or Maternity Waiting Homes in other settings) are residential dwellings located near health facilities where women in the late stages of pregnancy can stay to await delivery and receive postpartum services. This is a promising advance in maternal health that will allow women who face long distances as a key barrier the possibility to access skilled birth attendance. Using findings and contributions during Phase I research from MSD for Mothers, the Ministry of Health (MoH), and the University of Michigan (UM), Africare has initiated a model of community driven, self-sustaining, high quality Mothers' Shelters (Zambian Mothers' Shelters, ZaMs). This new ZaMs model differentiates itself from existing Mother's Shelters or Maternity Homes by incorporating the following characteristics:

- ✓ Linked to health facility providing BEmONC or CEmONC
- ✓ Within 2 hours transfer time to a CEmONC facility
- ✓ Minimum standard of quality structures and services
- ✓ Long-term financial self-sustainability, through link to income generating activities covering recurring maintenance costs
- ✓ Governed by a locally elected ZaMs committee, overseeing a ZaMs Caretaker and a Site Coordinator, respectively ensuring daily ZaMs operations and (ZaMs-related) IGA activities are executed.

PURPOSE: this document identifies and outlines the procedures to be followed for the management of ZaMs, under the supervision and coordination of the ZaMs Caretaker.

SCOPE: ZaMs are residential dwellings located near health facilities where women in the late stages of pregnancy can stay to await delivery and receive postpartum services. Their purpose is to overcome distance and transportation barriers that can prevent women from receiving obstetric care in a timely manner. The ZaMs will allow pregnant women to access accommodation in advance of delivery and provide an opportunity to sensitize them on the minimum package of educational services for pregnancy and postpartum care.

The daily operations and activities of the ZaMs are managed by a Caretaker. This individual, employed by the ZaMs and accountable to the ZaMs Committee, oversees routine activities such as registration, orientation, orderliness, and linkage of services to the health facility. The Caretaker also coordinates the lineup of educational and training activities, and manages day-to-day tasks.

The training and educational sessions in the ZaMs are mainly provided by SMAG members, who are qualified to teach and counsel on the topics. Medical personnel of the health facility contribute to the educational activities too. Africare's District Coordinators are to ensure availability of resources such as materials and teaching aids in coordination with the MoH and the Ministry of Community Development (MCD).

Table of Contents

Glossary	4
Governance	5
ZaMs Committee Membership.....	5
Accountability.....	5
Flowchart: Arrival of Pregnant Woman and Caregiver at ZaMs.....	6
Procedures.....	7
Routine Tasks & Operations	7
Ongoing Maintenance	8
Collaboration with ZaMs Stakeholders / Linkages	10
Training and education.....	11
Maternal and newborn health practices.....	11
Skills, IGA training and entertainment activities	11
Code of Conduct.....	12
Roles and responsibilities of ZaMs staff and volunteers.....	12
Roles and responsibilities of ZaMs users.....	13
Prohibited behaviors for ZaMs staff staff, volunteers and users	13
Appendices	14
Appendix 1: ZaMs Committee Bylaws.....	14
Appendix 2: ZaMs Caretaker Job Description.....	14
Appendix 3: ZaMs Registration Logbook Template.....	14
Appendix 4: ZaMs Caretaker Checklist Template.....	14
Appendix 5: ZaMs User Satisfaction Survey Template.....	14
Appendix 6: ZaMs Supply Request Form Template?.....	14
Appendix 7: ZaMs Inventory Checklist Template	14
Appendix 8: ZaMs’s Monthly User Contribution Reconciliation Form Template.....	14
Appendix 9: Consent form (translations available).....	14
Appendix 10: Form B ZaMs Admission /Discharge Form	14
Appendix 11: Caretaker Data Collection Guide?	14
Appendix 12: Form G: Others Register Template.....	14
Appendix 13: ZaMs Activities Log Template.....	14
Appendix 14: ZaMs Caretaker reporting template.....	14
Appendix 15: Activities Menu and Activity Schedule Template.....	14

Glossary

Term	Definition
ANC	Antenatal Care
BEmONC	Basic Emergency Obstetric and Newborn Care
CEmONC	Comprehensive Emergency Obstetrics And Newborn Care
Caretaker	Individual responsible for daily operations, maintenance and management of the ZaMs
IGA	Income Generating Activity – business supporting operation and financial sustainability of the ZaMs
MCD	Ministry of Community Development
M&E	Monitoring & Evaluation
MoH	Ministry of Health
PNC	Postnatal Care
Registration Logbook	Place to document pregnant woman’s arrival at ZaMs including name, address, bed and locker information
SBA	Skilled Birth Attendant
SMAG	Safe Motherhood Action Group
SMGL	Saving Mothers Giving Life Project
Safe Motherhood Registry	Logbook that documents all births at a specific Health Center
Site Coordinator	Individual who oversees the day to day activity of each ZaMs’ IGA and reports to the respective ZaMs Committee
ZaMs	Zambian Mothers’ Shelter(s)
ZaMs Committee	Elected board that will oversee the overall functioning of the ZaMs. The Caretaker and Site Coordinator are accountable to and report their activities to the Committee

Governance

The ZaMs shall have an active governing body, the ZaMs Committee, which is responsible for overseeing the staff, operations and finances of the ZaMs and the associated IGAs.

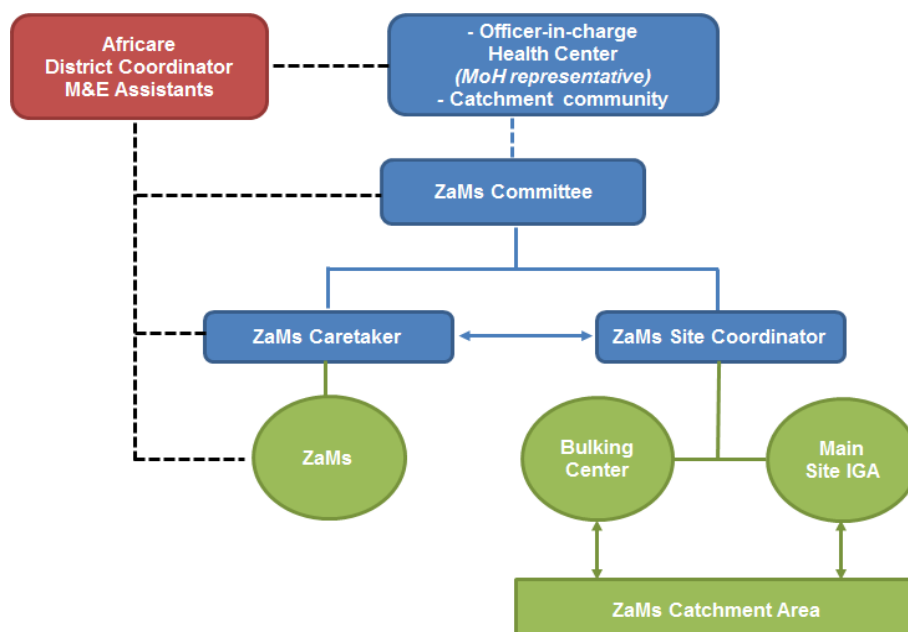
The Committee operates under the [Bylaws](#) included in Appendix 2 and is ultimately accountable to the community within the ZaMs catchment area and to the government through the MoH.

Africare, through its District Coordinator, isto facilitate and support the formation of the Committee. Africare District Coordinator and M&E Assistants will also be involved in creating processes around accountability of the Committee to the MoH.

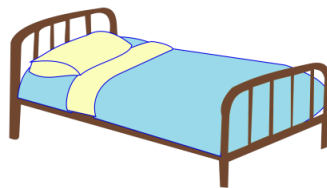
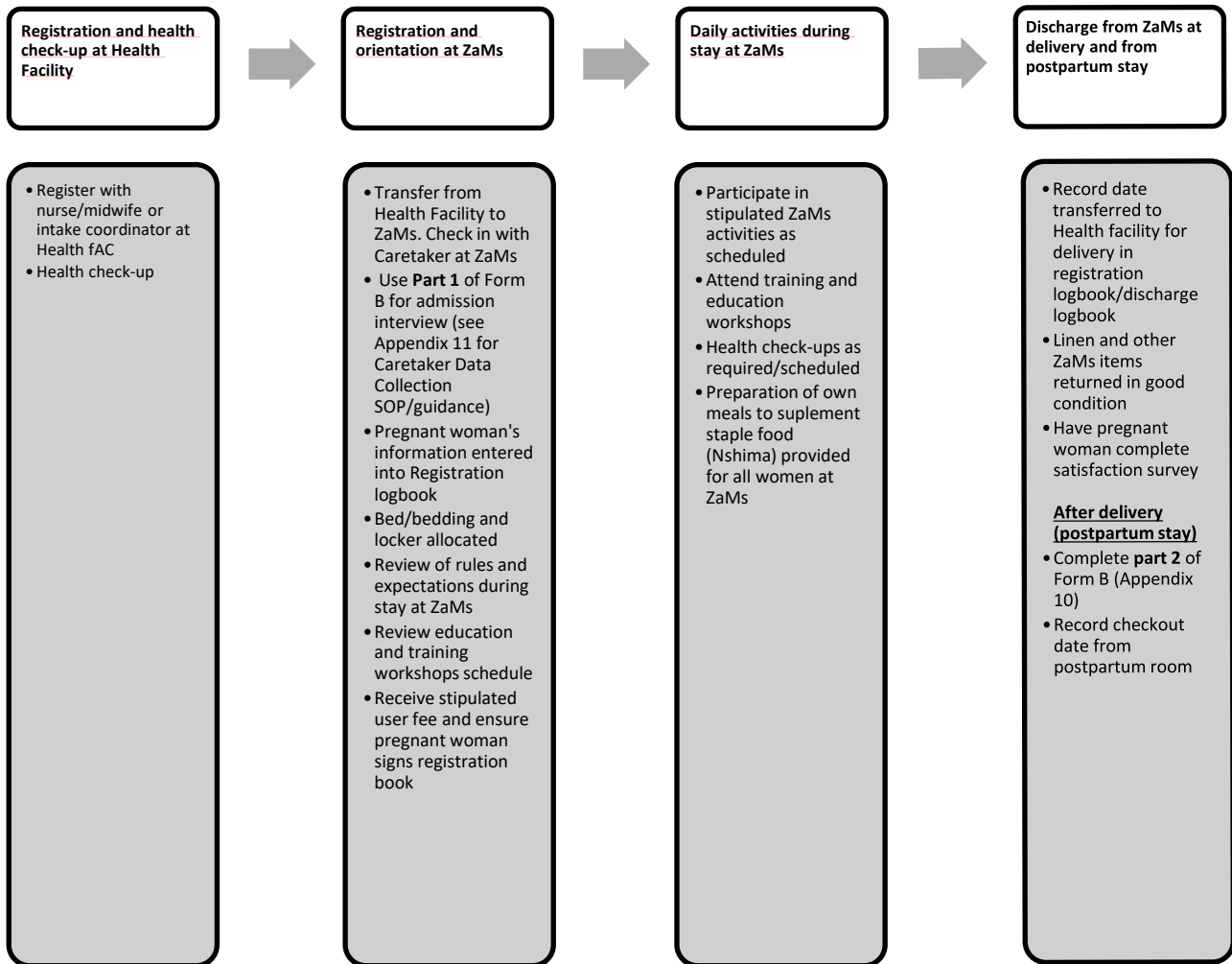
ZaMs Committee Membership

- The Committee shall consist of seven, nine or eleven Members
- To strengthen the linkage and ensure close connectivity between the ZaMs and the associated health facility one Member of the Committee shall be appointed by and come from the [insert name of rural/zonal health facility or health post]
- All Members, except for the Member appointed by the [insert name of rural/zonal health facility or health post], shall be elected at an Annual Meeting of the community. At the 2015 Annual Meeting, the Members shall be divided into two classes, in equal numbers. The first class of Members shall serve until the 2016 Annual Meeting. The second class of Members shall serve until the 2017 Annual Meeting. Beginning at the 2016 Annual Meeting, elected Members shall serve for a term of two years
- It is recommended to include Members from each of the following groups:
 - Neighborhood Health Committees
 - Health facility staff
 - SMAG members
 - Traditional community leaders
- Every effort should be made to have women represent at least 50% of Committee Members to ensure women-focused decisions and governance
- Committee membership is voluntary but Members will receive a nominal stipend for each meeting attended, as reimbursement for travel expenses incurred to attend the meeting

Accountability



Flowchart: Arrival of Pregnant Woman and Caregiver at ZaMs



Procedures

Routine Tasks & Operations

Responsibility	Routine tasks during pregnant women's stay
Caretaker	<p>Registration:</p> <ul style="list-style-type: none"> • Give pregnant woman a copy of the Evaluation Informed Consent (see Appendix for ZaMs Caretaker Data Collection SOP and Informed Consent) <ul style="list-style-type: none"> ▪ Place signed consent in a folder and secure in locked file cabinet • Use Form B (part 1) to complete admission interview <ul style="list-style-type: none"> ▪ Complete form B only if the woman has signed the Informed Consent ▪ Place form B in folder with the Informed Consent and secure in locked cabinet • Record arrival of pregnant woman in ZaMs registration logbook <ul style="list-style-type: none"> ○ (see Appendix for ZaMs Registration Logbook Template Information required: <ul style="list-style-type: none"> ▪ Register Number ▪ Safe Motherhood Number ▪ Full name ▪ Village ▪ Expected due date ▪ Check in date ▪ SMAG name ▪ Reason for stay ○ Allocate pregnant woman: <ul style="list-style-type: none"> ▪ Bed ▪ Locker ▪ 1 sets of linen (2 sheets total), 1 pillowcases and 1 pillow ▪ 1 blanket and 1 bed cover ▪ Schedule of training and education workshops <p>(See Appendix for ZaMs Caretaker Checklist Template)</p> <ul style="list-style-type: none"> • Record arrival of non-pregnant ZaMs users (accompanying family in Others Registration book (see Appendix for Others Logbook Template)
Caretaker	<p>Orientation:</p> <ul style="list-style-type: none"> • Familiarize pregnant woman and caregiver with ZaMs: <ul style="list-style-type: none"> ○ Sleeping room ○ Nurse/midwife assessment room ○ Postnatal sleeping room ○ Kitchen/cooking area ○ Common lounge room ○ Ablution area ○ Vegetable garden ○ Relatives shelter • Review with pregnant women and caregiver the expectations and procedures they must follow while staying at the ZaMs <p>(See Code of Conduct for details and Appendix for ZaMs Caretaker Checklist Template)</p>
Caretaker	<p>Postnatal:</p> <ul style="list-style-type: none"> • Assign bed in postnatal sleeping room if required <p>(See Appendix for ZaMs Caretaker Checklist Template)</p>
Caretaker	<p>Education and Training:</p> <ul style="list-style-type: none"> • Coordinate with SMAG, Health Center Staff and others as required to create a list of topics to be covered in workshops • Coordinate with SMAG, Health Center Staff and others as required to create a schedule when workshops will occur and who the instructor will be

	<ul style="list-style-type: none"> • Ensure workshops are conducted as scheduled
Caretaker	<p>Discharge:</p> <ul style="list-style-type: none"> • Complete Part 2 of Form B • Record check-out date in registration logbook • Confirm return of all linens and ZaMs property in good condition • Have pregnant woman complete ZaMs satisfaction survey (see Appendix for ZaMs User Satisfaction Survey Template) • Provide completed ZaMs satisfaction surveys to Africare District Coordinator on a regular basis <p>Payment for stay:</p> <ul style="list-style-type: none"> • Collect payment from pregnant woman/caregiver for stay at ZaMs (ZaMs’s user contribution) at discharge and record amount in registration logbook <ul style="list-style-type: none"> ○ The amount per stay shall be determined by the ZaMs Committee and shall range between ZMW 2 and ZMW 10, based upon the local area’s financial ability to pay ○ In the case that a pregnant woman is unable to pay the entire contribution, enter actual amount paid in logbook • Ensure user signs in registration logbook for contribution • At the end of each day, record daily total in user contribution reconciliation Form <p>(See Appendix for ZaMs Caretaker Checklist Template)</p>

Ongoing Maintenance

Responsibility	Daily Operations and Routine Activities
Caretaker	<p>Maintenance of the ZaMs:</p> <ul style="list-style-type: none"> • Ensure home is clean and fully functional including all furnishings and property within the ZaMs <ul style="list-style-type: none"> ○ Regular inventory of ZaMs property (see Appendix for ZaMs Inventory Checklist Template) • Laundry of ZaMs linen: <ul style="list-style-type: none"> ○ Laundry of personal items and of all provided ZaMs linen is the responsibility of each pregnant woman and/or her caregiver ○ When a pregnant woman checks into the ZaMs she will be provided with 1 full set of sheets (2 bed sheets and 1 pillow cases) and will be required to ensure they are washed on a regular basis ○ The Caretaker will establish one set day per week when all linens are to be laundered – regardless of the date of check in, all laundering of linen is to take place on that day. ○ On this day, women will receive cleans sets to remake their beds, and the washed, dried and folded linens/pillow cases will be returned to Caretaker who places them in the store room until the next laundry day. ○ The Caretaker will evaluate when laundering of other bedding items (blanket, bedcover, pillow) will be necessary and instruct pregnant women accordingly ○ At discharge, all sheets and bedding are to be returned to the Caretaker clean and in good repair • Assign amount of maize meal portion to be cooked for the number of women staying at ZaMs per meal: <ul style="list-style-type: none"> ○ Cooking task can be assigned to a pregnant woman or caregiver

Caretaker	<p>Maintain inventory of ZaMs properties:</p> <ul style="list-style-type: none"> An inventory of all ZaMs properties should be conducted regularly, and at least on a quarterly basis (see Appendix for ZaMs Inventory Checklist Template)
Caretaker	<p>Manage, order and purchase of all supplies required for daily operations of the ZaMs:</p> <ul style="list-style-type: none"> An inventory, order and purchase of supplies should be conducted regularly, at minimum on a quarterly basis (see Appendix for ZaMs Inventory Checklist Template & ZaMs Supply Request Form Template) All supplies should be ordered as much as possible from a single, local wholesaler Order must be placed with wholesaler in advance to confirm the total cost of the order If transportation is required to pick up order at wholesaler, confirm the cost of transportation in advance Funds must be requested from the Site Coordinator who will provide cash to pay the wholesaler invoice
Caretaker	<p>Record keeping:</p> <ul style="list-style-type: none"> Remit and reconcile funds from ZaMs’s user contribution: <ul style="list-style-type: none"> Lockable cashbox to be available at each ZaMs, to be used to collect ZaMs’s user contribution Keep cashbox locked at all times and stored in a secure place in the Caretaker’s office Reconcile and remit all funds and budget items to the Site Coordinator on a monthly basis (see Appendix for ZaMs’s User Contribution Reconciliation Form Template & ZaMs Supply Request Form Template) <p>Reporting:</p> <ul style="list-style-type: none"> At the end of each month, complete ZaMs monthly report and submit to ZaMs Committee chairperson (See Appendix for ZaMs Report Template for Caretaker)
Caretaker	<p>Familiarize with and be prepared for emergency procedures:</p> <ul style="list-style-type: none"> If a pregnant woman arrives during the night: the current chairperson (informally chosen by the pregnant women among themselves) should assign a place to stay temporarily and registration will be completed by the caretaker the next day. If there are more pregnant women staying at the ZaMs than beds: ensure availability of extra mattresses or reed mats Encourage women at orientation and during stay to be open about any signs of discomfort and tell caretaker, caregiver, head mother, and health facility staff. Pregnant mothers assign a chairwoman amongst the pregnant users. Onset of labor during the night: instruct caregiver during orientation session to promptly contact and seek the help of the health center personnel <p>Note: reed mats will be available at the time the ZaMs opens in the situation that additional sleeping space is required. Moving forward, used mattresses, bed linens and other bedding items that are replaced over time will be stored in the Caretaker’s office to be used for emergencies</p>
Caretaker	<p>Security:</p> <ul style="list-style-type: none"> Ensure Caretaker’s office, and storage room is locked at night Ensure all doors are securely locked at night

	<ul style="list-style-type: none"> Report all security offences to the Health Center and the ZaMs Committee <p>Note: the Health Center will provide security for the overall premises, including the ZaMs</p>
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Collaboration with ZaMs Stakeholders / Linkages

Responsibility	Stakeholder Relationship
Caretaker	<p>Health Center (nurse/midwife):</p> <ul style="list-style-type: none"> Keep an ongoing record of the approximate number of births expected each month. This number is to be collected using the information documented on 'Booking Day' at the Health Center <ul style="list-style-type: none"> Document only the number of births expected and not the names of the pregnant women Coordinate with the Health Center to complete this task on a weekly or monthly schedule Coordinate training and educational workshops to be conducted by health center personnel - content and instructors Coordinate schedule of regular antenatal and postnatal assessments of pregnant women during their stay at the ZaMs Ensure smooth transition of pregnant women between registration at the Health Center and registration at the ZaMs <ul style="list-style-type: none"> After registration and health check-up at Health Center, personnel from Health Center accompany pregnant woman to ZaMs Contact health center at onset of labor and coordinate with nurse/midwife to transfer pregnant woman to Health Center for delivery
Caretaker	<p>Site Coordinator:</p> <ul style="list-style-type: none"> Coordinate a schedule for pregnant women and/or caregivers to participate in the maintenance of the vegetable garden Coordinate training workshops to be conducted by external advisors and other individuals as required (e.g. IGAs and SILCs) - content and instructors <ul style="list-style-type: none"> Seek Africare's District Coordinators' assistance to ensure availability of resources such as materials and teaching aids in coordination with the MCD Reconcile and remit all funds and budget items related to the ZaMs daily operations on a monthly basis (see Appendix for ZaMs's User Contribution Reconciliation Form Template & ZaMs Supply Request Form Template)
Caretaker	<p>SMAG Members:</p> <ul style="list-style-type: none"> Coordinate training and educational workshops to be conducted by SMAG members - content and instructors <ul style="list-style-type: none"> Seek Africare's District Coordinators' assistance to ensure availability of resources such as materials and teaching aids in coordination with the MoH Provide Activity logbook to SMAG or other educator to record the activity and number of participants. (see Appendix for Activities Logbook & Activities Guiding Schedule) Ensure smooth transition of pregnant women between registration at the Health Center and registration at the ZaMs <ul style="list-style-type: none"> SMAG passes off responsibility for pregnant women at registration

	<p>at the Health Center. After registration, personnel from Health Center accompany pregnant woman to ZaMs</p> <ul style="list-style-type: none"> • SMAG will communicate the ZaMs Code of Conduct throughout pregnancy to ensure that pregnant women are fully aware of all expectations in advance. This will be reconfirmed by the Caretaker with pregnant woman/caregiver on arrival (See Code of Conduct for details)
Caretaker	<p>ZaMs Committee:</p> <ul style="list-style-type: none"> • Accountability to the Committee • Provide regular updates regarding the ZaMs management and operations to the Committee - schedule to be determined and agreed upon by both parties, at a minimum on a quarterly basis

Training and education

Maternal and newborn health practices

1. Danger signs for mother, labor, recognition and early signs and postpartum care
2. Malaria in pregnancy
3. Danger signs for neonatal and well-baby care
4. Nutrition and exercise during pregnancy
5. Early initiation and exclusive breastfeeding
6. Infant and young child feeding practices
7. Good sanitation and hygiene to prevent diarrheal diseases
8. Immunizations
9. Post-partum family planning
10. STDs, HIV and AIDS
11. Gender Based Violence

Skills, IGA training and entertainment activities

1. Introduction to IGAs (especially promotion of moringa)
2. Benefits of savings and lending practices (SILCs)
3. Vocational training, such as sewing of baby clothes and other various crafts
4. Care and maintenance of a vegetable gardenEnvironmental protection
5. Ball games

Code of Conduct

The ZaMs is a community-based service dedicated to providing women in the late stages of pregnancy a place to stay to await delivery and receive postpartum services.

Accommodation at the ZaMs is subject to the observance of the ZaMs's rules and procedures.

The ZaMs Caretaker is responsible for communicating this Code of Conduct to all ZaMs staff and volunteers, ZaMs users and for ensuring its adherence at all times.

Roles and responsibilities of ZaMs staff and volunteers

ZaMs Staff and volunteers should:

- Treat everyone at ZaMs and Health Facility with respect and care
- Perform their duties conscientiously, honestly, with integrity and in accordance with the best interests of the ZaMs
- Ensure that pregnant women have access to the healthcare services of the Health Center
- Be a strong advocate for the ZaMs through community awareness activities and positive public relations. Make every effort to achieve complete, accurate, and timely communications in all matters relevant to ZaMs users, suppliers, government authorities and the community. Respond promptly and courteously to all proper requests for information and to all complaints
- Avoid acquiring any business interest or participating in any other activity outside the ZaMs that would, or would appear to:
 - Require too much time and attention, thus not leaving enough for the job at the ZaMs
 - Create a conflict of interest that may interfere with the independent exercise of judgment in the ZaMs's best interest
- Ensure protection and privacy of the ZaMs users personal information by observing the following principles:
 - Collect, use, and retain only the personal information necessary for the ZaMs's business. Whenever possible, obtain any relevant information directly from the person concerned. Protect the physical security of this information
 - Limit internal access to personal information to those with a legitimate business reason for seeking that information. Use only personal information for the purposes for which it was originally obtained
- Avoid personal financial interest in any business organization that has a contractual relationship with the ZaMs and/or that provides goods or services to the ZaMs, if such interest could influence decisions in the performance of ZaMs-related duties
- Not accept entertainment, gifts, or personal favors that could, in any way, influence, or appear to influence, business decisions in favor of any person or organization with whom or with which the ZaMs has, or is likely to have, business dealings
- Not accept any preferential treatment due to their positions with the ZaMs that might place them under obligation to return the preferential treatment
- Not receive payment or compensation outside of what authorized in the ZaMs's budget under the ZaMs committee's bylaws. Acceptance of bribery from suppliers or others is prohibited. Any breach of this rule will result in immediate termination and prosecution in accordance with the law
- Follow appropriate procedures for recording, handling, and protecting money as agreed within the ZaMs committee under the bylaws
- Prevent fraud and dishonesty and immediately report any evidence of this to the ZaMs committee

Roles and responsibilities of ZaMs users

Pregnant women and their accompanying families (ZaMs users) should:

- Bring personal toiletries and food other than maize meal and supplemental vegetables per day that will be provided by the ZaMs
- Attend training and education activities as stipulated, including ANC & PNC visits as scheduled
- Assist in ZaMs housekeeping as stipulated, including but not limited to:
 - Cleaning activities and laundry
 - Vegetable garden management
 - Other activities as stipulated
- Maintain good personal hygiene
- Pay user's contribution for their stay at the ZaMs as stipulated by ZaMs Committee
- Return all ZaMs materials at time of discharge to the Caretaker

Prohibited behaviors for ZaMs staff staff, volunteers and users

The following behaviors are prohibited:

- Abusive language, discourtesy or rudeness towards a staff member, volunteer or ZaMs user
- Failure to follow any ZaMs rule or procedure
- Taking any ZaMs items home

Appendices

Appendix 1: ZaMs Committee Bylaws

Appendix 2: ZaMs Caretaker Job Description

Appendix 3: ZaMs Registration Logbook Template

Appendix 4: ZaMs Caretaker Checklist Template

Appendix 5: ZaMs User Satisfaction Survey Template

Appendix 6: ZaMs Supply Request Form Template?

Appendix 7: ZaMs Inventory Checklist Template

Appendix 8: ZaMs's Monthly User Contribution Reconciliation Form Template

Appendix 9: Consent form (translations available)

Appendix 10: Form B - ZaMs Admission /Discharge Form

Appendix 11: Caretaker Data Collection Guide?

Appendix 12: Form G: Others Register Template

Appendix 13: ZaMs Activities Log Template

Appendix 14: ZaMs Caretaker reporting template

Appendix 15: ZaMs Activities Guiding Schedule (Health, IGA and other classes)