



# Toolkit for Supporting Faith and Community Groups to Produce Cloth Face Masks Amid COVID-19: Resources & Learning from CRS Uganda

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Since 1943, Catholic Relief Services (CRS) has held the privilege of serving the poor and disadvantaged overseas. Without regard to race, creed or nationality, CRS provides emergency relief in the wake of natural and man-made disasters. Through development projects in fields such as education, peace and justice, agriculture, microfinance, health and HIV & AIDS, CRS works to uphold human dignity and promote better standards of living. CRS also works throughout the United States to expand the knowledge and action of Catholics and others interested in issues of international peace and justice. Our programs and resources respond to the U.S. Bishops' call to live in solidarity-as one human family-across borders, over oceans, and through differences in language, culture and economic condition.

**Developed in 2020 by:**



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# INTRODUCTION

This toolkit is designed for **community-based organizations (CBOs) and faith-based organizations (FBOs), interested in producing cloth masks for non-medical use amidst the COVID-19 outbreak**. It can also assist international organizations that provide technical assistance to CBOs and FBOs to support them through the planning, execution, and marketing process. The experience and sample tools shared in this document were developed under a rapid initiative supported by Catholic Relief Services (CRS) in Uganda, together with the Young Franciscan Association of Uganda (YOUFRA).

With a case study of one group in Uganda, a brief overview of the process from start-up to end sales, key lessons from implementation, and sample tools to adapt, groups can adapt and learn from the experience in Uganda. Through use of this guide, it is our hope that organizations **will be empowered with information to embark on similar projects** in support of vulnerable communities.

## Toolkit Contents:

Case Study

Overview of the Process

Important Consideration

Sample Tools

## Rationale

Recognizing the global shortage of personal protective equipment (PPE), and the Government of Uganda's directive that all citizens should wear cloth masks when they leave their homes, CRS and some of its local implementing partners have expressed interest in producing cloth face masks – **a unique income-generating activity that has critical health and safety components – both for the makers and for the customers who will eventually purchase and use these masks.**

This type of enterprise offers the potential of a dignified income to those who need it most while also helping to protect fellow citizens from the spread of COVID-19. Toolkit readers will be able to rapidly **learn from the CRS experience in Uganda and adapt the ideas and recommendations to their context**. This toolkit is not designed to provide in-depth guidance on enterprise selection and management, but will highlight unique and important considerations for existing small business groups to expand, or diversify their operations with the goal of responding to a community need, and sustaining or even growing group revenue during the pandemic.

## IMPORTANT

Amid the global shortage of medical grade face masks, the Centers for Disease Control and Prevention (CDC) and the Government of Uganda are actively promoting the use of cloth masks by the general public, together with other preventive measures, including social distancing and frequent handwashing. However, it is important to note that cloth masks do not offer 100% protection from the COVID-19 virus. When producing, marketing, and selling cloth masks, please be mindful of these limitations.

# Case Study from Uganda: Youth Group Transitions to Cloth Mask Production and Reaps Big Rewards amid COVID-19

Prior to the COVID-19 outbreak in Uganda, Catholic Relief Services (CRS) was partnering with the Young Franciscans of Uganda (YOUFRA) to provide vocational training, expand savings groups and develop business skills among youth with disabilities. The group established a social enterprise to enable youth in five districts to increase economic independence through various sewing projects. However, YOUFRA faced a major challenge when the pandemic hit Uganda and they were forced to close their operations. Lockdown measures to contain the virus, which began in March 2020, required all schools to close, imposed strict curfews, banned public and private forms of transportation, and ordered all non-essential businesses to cease their operations. As per the government mandated lockdown, YOUFRA halted the production of school uniforms which was providing members with reliable and consistent income.

## Shifting technical assistance and provision of seed funding to adapt amid COVID-19

In response to the global shortage of personal protective equipment (PPE), learning from other countries that had adopted cloth masks for community-based prevention, and recognizing the economic hardships due to loss of income, YOUFRA sought to shift manufacturing from school uniforms to cloth face masks. Working in partnership with CRS, YOUFRA developed a budget to kickstart production and CRS provided the initial seed funding of \$500 USD. The partners relied entirely on virtual communications throughout the implementation of this small project including the design and production of the face masks, re-organizing the production process to respect social distancing, and identifying new markets. Through this collaboration, YOUFRA was able to identify new supply chains to enable this shift in production, streamline its work, produce new marketing materials, and most importantly secure new customers.



## Capacity increases, profit rises & families sustained

Since making this shift in production, YOUFRA now produces 400-500 masks/day with tailors earning three times the national daily average, between \$10-13 USD. Sales have grown exponentially, with profits already up 350% when compared to 2019 – growth achieved in just two months since embarking on this new project. One youth member explains, “Now we have regular jobs flowing in the door and get paid on a weekly basis”. In addition, YOUFRA has been able to offer additional employment opportunities to others in the community, hiring an additional 28 youth staff. With current production levels increasing and more orders on the rise, YOUFRA hopes to continue growing with the aim of offering jobs to at least 100 youth, empowering them with vocational skills, financial literacy, and a stable and supportive work environment for them to build their lives, confidence, and futures.

### QUICK FACTS

- PROJECT TYPE:  
**Social enterprise (sewing)**
- PROJECT LOCATION:  
**Eastern Uganda**
- BUSINESS GROWTH  
**350% profit increase**
- DAILY INCOME (AVG)  
**\$10-13 USD/day**
- NEW EMPLOYMENT  
**28 (255% staff growth)**

## SUMMARY APPROACH AND KEY LEARNING

Reflecting on the experience in Uganda, here highlight from six key steps:

**1 CONFIRM GROUP READINESS AND CAPACITY**

**2 IDENTIFY AND IMPLEMENT KEY SAFETY MEASURES**

**3 IDENTIFY POTENTIAL MARKET AND ESTABLISH PROTOTYPE**

**4 PRODUCE MASKS AND PACKAGING THAT MEET THE AGREED SPECIFICATIONS**

**5 PRINT EDUCATIONAL MATERIALS FOR DISTRIBUTION WITH MASKS**

**6 MARKET MATERIALS**

Details from each step are provided on pages 7 -12. Additional tools with guidance for implementing each step are provided on pages 14-20.

## Confirm group readiness and capacity

### 1

#### What is important to know in the context of COVID-19?

While this could be a viable income-generating activity for virtually any groups, there are important hygiene and safety measures that are unique amid the COVID-19 pandemic. Select groups that demonstrate they have the skills, leadership, and prudence to take on this type of project. In addition, consider the unique challenges that may affect potential sales.

Failure to do so, could result in your group contributing to the spread of COVID-19 through unsafe production and sales.

Consider the following:

- **SKILLS:** Does the group have the capacity to produce cloth masks that would be desirable in the market?
- **PRUDENCE:** What precautions do we need to take to keep members and customers safe?
- **LEADERSHIP:** Will the group identify and implement the safety measures needed to minimize the risk of anyone getting sick during the production, marketing and sale of the masks?
- **POTENTIAL SALES:** What options are available for marketing and sales due to challenges related to social distancing or lockdowns? Are these options enough to make this income-generating activity viable?
- **REGULATIONS:** How will the group secure authorization to produce masks? Are we able to produce masks that meet national standards?



See: Safety measures during planning, production & sales

#### What we learned?

- *Work with groups that already have sewing/tailoring experience, they will be most likely to produce a quality product that is safe and reliable.*
- *Where regulations have not yet been established, a letter from a District Health Official can help build trust/confidence in your initiative.*
- *Identify additional skilled labor within the community as demand grows; many talented individuals may be looking for supplemental income and could support the project.*

## Identify and implement key safety measures

### 2

#### What is important to know in the context of COVID-19?

There are unique risks to consider before starting this type of income generating activity. Careful consideration and planning in response to these risks will help you to achieve your ultimate goal – improving the safety, well-being and health of communities amid the COVID-19 pandemic.

Consider the following at key stage

##### BEFORE START-UP:

- Confirm the **amount of capital** to invest to minimize losses.
- Assess **capacity** to produce with quality.
- Awareness of **virus mitigation regulations**.

##### DURING PRODUCTION:

- Set-up a **safe work environment** to prevent the spread of the virus among workers.
- Establish **hygiene practices** to avoid contamination of materials.
- **Test prototype(s)** early.
- **Consider a variety of packaging options to prevent contamination, reduce climate impact and reduce costs.**

##### PREPARING FOR SALES:

- Consider **social distancing and other virus mitigation measures** established by authorities when determining how to reach different markets.
- Provide **additional hygiene materials** for individuals handling cash and those with close proximity to customers.

##### PROMOTING SAFE USE/DISPOSAL:

- Provide **educational materials** so customers understand (1) the level of protection from cloth masks, (2) how to wear to protect themselves, (3) proper cleaning and storage; (4) how to dispose of masks they no longer wish to use



See: Mask Design & Instructions

#### What we learned?

- *There may be some confusion about cloth masks and medical masks. Orient the group so that all members can provide accurate information.*
- *Confident leaders within the group are vital to adhering to the critical safety and quality control measures.*



See: Important Information



## Identifying potential markets & test design(s)

3

### What is important to know in the context of COVID-19?

Unlike normal market conditions, where small businesses have free access to new markets, can interact closely and freely with customers, the social distancing requirements and lockdown measures pose new challenges. The following questions can help the group to brainstorm market options:

#### POTENTIAL CUSTOMERS

- Who is most in-need of cloth masks?
- Where groups/organizations need large quantities?
- Do the members have pre-existing relationships or contacts with any of these groups/organizations? Who will contact them?

#### CUSTOMER INTERESTS/NEEDS

- What would motivate any of these groups to buy from us?
- What kind of mask would they want? (Color? Design? Elastic or Tie?)



See:  
Marketing &  
Outreach Plan

### What we learned?

- *Sales to individuals and neighbors are certainly possible, however these are time consuming and may not be reliable due to job loss/reduced income due to the pandemic.*
- *Groups should seek to produce for markets that can purchase items in bulk – for example: large non-governmental organizations, large retailers, staff working in supermarkets and take-away restaurants, and transportation providers. Bulk sales are also ideal for minimizing public contacts during the pandemic.*
- *Providing photos of the production – demonstrating good hygiene and volume of production can motivate buyers. Better yet, having samples packaged in sealed packages can also inspire sales.*

## Producing the masks

### 4

#### What is important to know in the context of COVID-19?

Due to the number of countries affected by COVID-19, there is so much new knowledge being generated each day. It is important that groups refer to the latest information and guidance when producing their masks. CRS and YOUFRA, in this case, followed CDC and the Ugandan Ministry of Health guidance. The group also used the following questions to guide their decision-making process:

#### QUALITY ASSURANCE

- Does the group fully understand the minimum requirements from the Ministry of Health?
- Does the production process help the group to fully meet, or even surpass, those standards?
- How will the group ensure that every mask is safe and reliable?

#### MATERIALS:

- What materials are needed to produce the cloth masks?
- Are the materials available and in-stock locally?
- How many design/size/color options will the group produce?
- What type of packaging options are preferred and available?
- Are there any restrictions that will affect your ability to purchase, transport, and safely store materials for production? How can you address these challenges?
- What quantities are needed?
- From where will the group source materials? (cloth, elastics, packaging, printing,

#### CAPACITY:

- How many masks can the group with quality and by when?
- How will roles be assigned, i.e. sewing, marketing, packaging etc?
- What will the group do for quality-assurance throughout the process?



See: Quality Assurance

#### What we learned?

- *COVID-19 prevention needs strong and consistent leadership to model positive behaviors and to remind members of key practices to prevent the spread.*
- *Most groups will have limited space available and will need creative solutions to ensure that production can occur safely and efficiently amid social distancing requirements.*

## Producing educational materials for safe use

### 5

#### What is important to know in the context of COVID-19?

By providing basic information with each mask sold, groups can help people to use them correctly and maximize the protective qualities. These printed materials will increase the overall cost of production, but they will also help to build consumer trust and will help your products to stand out among others.

As you make educational materials, consider the following:

- Learn from the instructions provided by other reputable organizations, including the local Ministry of Health or Centers for Disease Control and Prevention (CDC).

Include information on:

- How to wash and iron (disinfection procedures)
  - How to dispose safely when the mask is no longer needed
  - What to avoid, i.e. bleach or other harsh chemicals that can cause the material to break down over time
  - Who should not use the mask, i.e. children below age 2, people with respiratory infections etc.
- Decide whether to produce the materials in multiple languages, full-color or black and white, and whether to seal them inside the package of each mask.
  - Make sure that the information is accurate, clear and easy to understand. If you use drawings or images, make sure that they relate to the community/country where they are sold.



See:  
Educational  
Materials.

#### What we learned?

- *Many cloth masks are sold without instructions, leading to improper use.*
- *Informative materials can help your product stand out against other options.*
- *Use government-approved messages/guidelines – this is a helpful way to demonstrate your commitment to safety and alignment with national standards.*
- *Consider offering additional information about signs/symptoms of the Corona Virus, and how to prevent the spread to virus.*

# 6

### What is important to know in the context of COVID-19?

While the same basic marketing principles apply, groups will face new challenges due to social distancing measures, or lockdowns and must be ready to adapt. In addition, those targeting larger businesses or non-governmental organizations for bulk sales should consider:

- **Branding:** Branding will increase visibility. It signals a higher quality product and has the potential to boost sales. Whatever brand you choose, be consistent on all materials (mask, instructions, packaging), and on all platforms: WhatsApp, posters, Facebook etc.
- **Co-branding:** If the group is being supported by a large well-known organization, like CRS, consider co-branding to help signal the trustworthiness of the product/information.
- **Display Tax Identification Numbers and, Business Registration Numbers on all Marketing Materials:** This will also help potential customers understand that the masks are made by a recognized business group.
- **Seek recommendations:** Happy customers can help to increase sales in many ways, including:
  - Provide testimonials that you can include on marketing materials.
  - Inform their networks about your masks; when CRS is funding the initiative, the agency could serve as the primary market to help the group get started.
- **Product photos:** Take clear pictures in good lighting to be able to showcase your product on social media channels. Take the product photos outside to achieve better lighting if necessary.



See: YOUFRA  
Marketing  
Materials

#### What we learned:

- *Ensure staff are following appropriate hygiene and safety protocols in any photos that you take to promote your product (i.e. masks over nose).*
- *Brand your products to increase visibility, signal quality, and support your marketing efforts. For YOUFRA, the hospitals/medical clinics required a branded product, whereas other organizations did not.*
- *Understand client priorities, fast delivery, individual packaging etc.*



## Safety Measures During Planning, Production, Marketing, and Sales

### Simple ways to prevent the spread of COVID-19 during planning & manufacturing:

- **Make sure your workplaces are clean and hygienic** – Surfaces (e.g. desks and tables) and objects (e.g. sewing machines and scissors) need to be wiped with disinfectant regularly ***Because contamination on surfaces touched by employees and customers is one of the main ways that COVID-19 spreads.***
- **Promote regular and thorough hand-washing by group members and customers** – Make sure that members and customers have access to places where they can wash their hands with soap and water. ***Because washing kills the virus on your hands and prevents the spread of COVID19.***
- **Re-organize the work area (as needed) to ensure sufficient space (at least 2m) between workstations, and establish rules that all members will follow** – Simple practices like wash hands with soap on arrival, wear cloth masks at all times, and stay at home in case of any mild cough or low-grade fever. Also, keep windows and doors open whenever possible, and consider changing the work schedule to maintain appropriate social distancing. ***Because people can have the virus without showing any symptoms and can infect others.***
- **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
  - Have a plan for how they can be safely transferred from there to a health facility.
  - Know what to do if a member, or customer tests positive for COVID-19 during or just after contact with others in the group.
  - Agree on the plan in advance with your partner health care provider or health department.

### Important measures during sales and marketing:

- Agree upon and practice ways to say hello without touching.
- Model good hygiene and safety practices at all times, including proper wearing of the face mask.
- Encourage regular handwashing or use of an alcohol rub.
- Provide information on the measures the group is taking to keep members and customers safe.
- Keep a record of all names and contact details, and dates of contact. This will help health authorities trace people who may have been exposed to COVID-19 if a member or customer become ill.

*This guidance is adapted from the World Health Organization: Getting your workplace ready for COVID-19: <https://www.who.int/docs/default-source/coronaviruse/advice-for-workplace-clean-19-03-2020.pdf>*

## Mask Design and Instructions

### Design Preferences

There are many options for producing cloth masks, [consult local authorities before finalizing your design to ensure that the masks produced by your group comply with the minimum standards, i.e. community, health facility use etc.](#) For instance, YOUFRA learned that health facilities needed cloth masks and selected a design to meet the needs of this group:

#### DESIGN PREFERENCES FOR HEALTH FACILITIES

- Blue cotton fabric, similar to those used for medical uniforms
- Simple pleated design with 2-ply material
- Cotton strings to be fastened at the top of the head and behind the neck
- Hygienically sealed masks, one/bag

As YOUFRA began to sell their products, non-governmental organizations, and other faith-based partners were among their biggest clients. These groups expressed different preferences from the needs of the health facilities. They wanted:

#### DESIGN PREFERENCES FOR NGOS

- Different colored cotton fabric in fun patterns
- Simple pleated design with 2-ply material
- Elastic ear loops for ease of use
- Hygienically sealed masks, one/bag

### Instructions

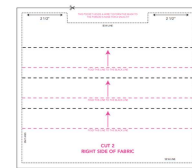
Here is the [link to a website that includes basic instructions, a list of materials, and a video tutorial](https://www.goodhousekeeping.com/health/a31902442/how-to-make-medical-face-masks/): <https://www.goodhousekeeping.com/health/a31902442/how-to-make-medical-face-masks/>

#### How to Make Face Masks for Yourself and Hospitals During the Coronavirus Shortage

Everything you need to know before sewing and donating, including a fabric pattern you can follow at home



BY LEXIE SACHS, GOOD HOUSEKEEPING INSTITUTE Apr 13, 2020



Here is a link to the [pleated pattern that YOUFRA used in Uganda](#) - miniature image pictured above:

<https://hmg-prod.s3.amazonaws.com/files/amanda-perna-face-mask-pattern-1585259501.pdf>







## Important Information

It is vital that all members of the group understand the strengths and limitations of cloth masks. **Cloth masks are not for non-medical use, and they do not offer full protection from the Corona virus. Additional safety measures are needed, together with cloth masks to minimize risks.** The poster below from the Centers for Disease Control and Prevention (CDC) may help the group members to understand the product, its limitations, and the additional measures that they can promote through the initiative to keep their families and communities as safe as possible. It is available for download from: <https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-coverings-information.pdf>

**Important Information About Your Cloth Face Coverings**


As COVID-19 continues to spread within the United States, CDC has recommended additional measures to prevent the spread of SARS-CoV-2, the virus that causes COVID-19. In the context of community transmission, CDC recommends that you:

-  **Stay at home as much as possible**
-  **6 ft** Practice social distancing (remaining at least 6 feet away from others)
-  **Clean your hands often**

 In addition, CDC also recommends that everyone wear cloth face coverings when leaving their homes, regardless of whether they have fever or symptoms of COVID-19. This is because of evidence that people with COVID-19 can spread the disease, even when they don't have any symptoms. Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated, or otherwise unable to remove the mask without assistance.



### How cloth face coverings work

Cloth face coverings prevent the person wearing the mask from spreading respiratory droplets when talking, sneezing, or coughing. If everyone wears a cloth face covering when out in public, such as going to the grocery store, the risk of exposure to SARS-CoV-2 can be reduced for the community. Since people can spread the virus before symptoms start, or even if people never have symptoms, wearing a cloth face covering can protect others around you. Face coverings worn by others protect you from getting the virus from people carrying the virus.



### How cloth face coverings are different from other types of masks

Cloth face coverings are NOT the same as the medical facemasks, surgical masks, or respirators (such as N95 respirators) worn by healthcare personnel, first responders, and workers in other industries. These masks and respirators are personal protective equipment (PPE). Medical PPE should be used by healthcare personnel and first responders for their protection. Healthcare personnel and first responders should not wear cloth face coverings instead of PPE when respirators or facemasks are indicated.




N95 respirator      Cloth covering

### General considerations for the use of cloth face coverings


When using a cloth face covering, make sure:

- The mouth and nose are fully covered
- The covering fits snugly against the sides of the face so there are no gaps
- You do not have any difficulty breathing while wearing the cloth face covering
- The cloth face covering can be tied or otherwise secured to prevent slipping



Avoid touching your face as much as possible. Keep the covering clean. Clean hands with soap and water or alcohol-based hand sanitizer immediately, before putting on, after touching or adjusting, and after removing the cloth face covering. Don't share it with anyone else unless it's washed and dried first. You should be the only person handling your covering. Laundry instructions will depend on the cloth used to make the face covering. In general, cloth face coverings should be washed regularly (e.g., daily and whenever soiled) using water and a mild detergent, dried completely in a hot dryer, and stored in a clean container or bag.

For more information, go to: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/cloth-face-cover-faq.html>



cdc.gov/coronavirus

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## Marketing & Outreach Plan

Like any income-generating activity, prior to starting a new initiative, the group will need to **understand the potential size of the market they could serve, and the unique interests/requirements for reaching these groups**. This will include key actions during pre-production, launch and post-launch.

<b>PRE- PRODUCTION OUTREACH</b>	<ul style="list-style-type: none"><li>• <b>Identify possible clients and brainstorm key needs related to masks</b></li><li>• <b>Agree on which members will do outreach, and role play (if needed)</b></li><li>• <b>Produce samples to understand needs during outreach</b></li><li>• <b>Conduct outreach (modeling appropriate safety and hygiene measures)</b></li><li>• <b>Discuss feedback as a group to determine:</b><ul style="list-style-type: none"><li>○ <b>Product:</b> Can we produce the type of product that our market wants? On time? Deliver to them safely?</li><li>○ <b>Place:</b> Where is the highest need for masks? Who has the ability to purchase?</li><li>○ <b>Price:</b> What is our market prepared to pay for the masks? Should we offer bulk/wholesale discounts?</li><li>○ <b>Promotion:</b> What channels will you use to promote? What are the most effective ways to reach your target audience?</li></ul></li><li>• <b>Agree on design, set production target, and develop budget</b></li></ul> <p><i>List of possible customers (drawing from existing networks): Health clinics, NGOs (national and international), and CBOs.</i></p>
<b>LAUNCH</b>	<ul style="list-style-type: none"><li>• <b>Personalize your outreach to the clients/markets that you identified</b></li><li>• <b>Consider early-bird sales to help with ‘word of mouth’</b></li><li>• <b>Seek feedback from customers (satisfaction/faults/areas for improvement)</b></li></ul>
<b>POST-LAUNCH</b>	<ul style="list-style-type: none"><li>• <b>Follow-up with customers to identify additional needs</b></li><li>• <b>Continue to seek new market opportunities</b></li><li>• <b>Continue to test new designs/offers and test with existing customers</b></li></ul>

## Quality Assurance

**To produce safe, trusted and reliable products, the group should establish a clear Quality Assurance Plan, and choose 1 or 2 people to play this role.** They may need initial guidance, including quality control through the process, as well as quality assurance to check the final product. These measures are particularly important as a cloth mask with poorly attached strings or elastics can more easily break and put the wearers at increased risk of acquiring the virus.

### QUALITY ASSURANCE DURING THE PRODUCTION PROCESS

- **Confirm that the members have the minimal skills needed to perform the tasks they have been assigned.**
- **Organize hands-on learning for members who need additional support.**
- **Support the members to keep equipment in good working order, i.e. scissors, sewing machines, measuring tapes, irons etc.**
- **Agree on the safety and hygiene requirements for all members and encourage every to follow these norms.**
- **Identify the set-up at each production stage, and orient members on an efficient, hygienic and safe set-up: cutting, sewing, packaging etc.**

### QUALITY ASSURANCE OF THE FINAL PRODUCT

- **Identify key stages during the production process to check the product for quality:**
  - **Fabric Measurements – the fabric has been cut to the right size.**
  - **Pleats are evenly spaced – the fabric has been carefully ironed.**
  - **Strong fitting – the elastics or strings are attached firmly**
  - **Printed materials – clear and clean pages and folded nicely.**
  - **Packages – mask and print materials are positioned nicely inside the bag and sealed properly.**

## Educational Materials

To determine what information to include with your cloth masks, Consider the people/organization that will purchase and use them. Also, consider what types of images/photos may be needed to explain the safe use of the masks.



The Africa Center for Disease Control and Prevention (Africa CDC) has prepared **simple educational material to explain how to wear a mask, and practices to avoid** – see images above, available for download from: <https://africacdc.org/download/simple-instructions-on-how-to-use-a-face-mask/> and <https://africacdc.org/download/simple-instructions-on-how-not-to-use-a-face-mask/>

Based on lessons from Uganda, customers could may need reminders to:

- Ensure the mask is covering the nose at all times.
- Tie the mask behind the head or use ear loops and make sure it is tight to the face.
- Not touch the front of the mask while wearing it.
- Remove the mask by untying it or lifting off the ear loops without touching the front of the mask or the face.
- Not use masks on people with breathing difficulty.
- Not use masks on children under two years of age.
- Use face masks with other social distancing measures and regular hand-washing with soap or use of hand sanitizers.

*YOUFRA designed their own educational materials to include with each mask – see image pictured left. This enabled the group to provide images that were appropriate to the Ugandan context and brand the materials with their logo - something that may help with future sales as customers can easily find the contact details for the organization.*



## SUMMARY OF KEY LESSONS FROM IMPLEMENTATION

1. Work with groups that have **experience in sewing/tailoring**.
2. Help the members to **understand the unique safety and hygiene requirements** involved with the manufacture of cloth masks which are different from other types of sewing and tailoring products.
3. Seek **prior approval from a local health authority** prior to beginning production to ensure compliance with health standards.
4. Identify potential markets and **provide sample masks early in the process** to seek input and understand customer preferences.
5. Define clear **roles of quality assurance, production, and marketing** and establish positive methods for encouraging excellence. Consider ways to engage other professionals who may be seeking additional income due to job/income loss due to COVID-19.

*We would like to hear from you...*

- *Do you have additional experience and knowledge to help small groups producing face masks during COVID-19?*

