



CommCare for Campaign Payments

A Success Story



BACKGROUND

In August 2020, global stakeholders came together to celebrate a monumental achievement - the near-eradication of wild poliovirus. After decades of hard work, immunization campaigns had brought the world to the brink of victory against this devastating disease. But as the world was poised to declare victory, the onset of the COVID-19 pandemic hit, shifting priorities and resources away from routine immunization campaigns.

Funds that had traditionally supported public health campaigns including polio vaccination were redirected towards COVID-19 service delivery. Community Health Workers who had once focused on immunizations found themselves on the frontlines of the pandemic.

As the world struggled to contain the pandemic, years of progress in routine immunization were upended. The hallmark of success - the interruption of wild poliovirus transmission - was under threat as polio cases began to rise once again. The progress of almost three decades slipped through the fingers of humanity in a matter of months.

As Funders, Governments and Ministries of Health rallied to re-ignite public health campaigns, simultaneously, they sought a solution to one of the most critical issues in campaign service delivery - how to compensate the health workers in a more efficient and timely manner.

SUMMARY



LOCATION

Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Congo, DRC, Gambia, Guinea, Liberia, Nigeria, Sierra Leone, Madagascar, Mali, Mozambique, South Sudan and Togo



PARTNERS

WHO, The Gates Foundation



NUMBER OF USERS

20,000 monthly active users



SECTOR

Public Health Campaigns



FEATURES

Over **2 million health workers** have been enrolled with linked mobile money wallets, enabling more than **2 million paydays** and reducing payment timelines from months to days

PROBLEM

Mobilizing health workers to deliver public health interventions like vaccines at the last mile is pivotal to the success of any mass campaign, and was a required next step in the process to fight back against the spread of wild poliovirus. Traditionally, health workers were paid in cash - a method fraught with complications:

- **Access and Security:** Many health workers, particularly in remote areas, did not have bank accounts. This meant that paying them on the spot involved carrying around large sums of cash, posing a big security risk.
- **Delays in Payment:** Health workers frequently had to travel for hours to collect their payments, causing not only frustration but also significant delays in receiving compensation for their work. In some cases, payments took a month or more to reach the health workers.
- **Lack of Transparency:** Cash payments lacked transparency. Workers didn't necessarily know how much they would be paid. It was difficult to track both the amount that workers were entitled to and the amount which they received for their work.

The inefficiencies and challenges associated with cash payments had a cascading effect. Delayed and incomplete payments demotivated health workers, making it harder to recruit them for subsequent campaigns. The consequences were far-reaching, impacting not only the livelihoods of health workers but also the quality and timeliness of essential public health services.



SOLUTION

Developing a Public Health Solution with Payments Support

Mobile money was identified as a potential solution to payment challenges, but stakeholders knew that in order to effectively deploy it, a digital solution would be required to assist with the management of payments. Recognizing the urgency to address this, Dimagi worked in collaboration with the Bill & Melinda Gates Foundation and the World Health Organization (WHO) to develop a tool to streamline the tracking and management of last mile payments to campaign workers.

Dimagi's versatile and customizable platform, CommCare, was used to design a digital solution that could leverage the ubiquity of mobile phones to empower health workers and campaign administrators to effectively deliver vaccinations at the last mile and be compensated for it. It was part of the answer to the pressing question of how to efficiently pay health workers, ensure the timeliness of payments, and bring transparency to the process.

Introducing the Pilot Study

Before scaling the polio campaign solution, a pilot study was conducted to test the adoption of mobile money among health workers and the importance of timely payments. Across 44,815 polio campaign workers who participated in the study, they received payment within eleven days or less, and in some cases the very next day after the campaign had ended.

The participants truly appreciated being paid via mobile money. Of 182 health workers surveyed, 96% said that they wanted to receive payments for future campaign work via mobile money, as the timeliness was critically important to them.



IMPLEMENTATION

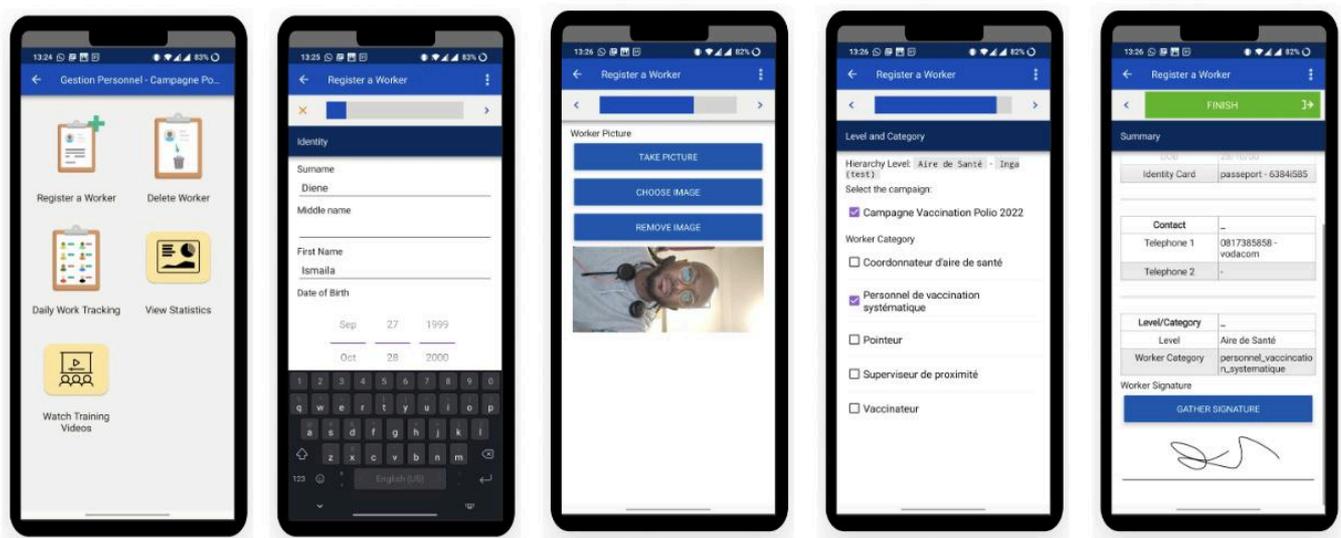
A mobile app was built on CommCare and designed for the field campaign managers and administrators on the ground. The app enabled them to set up vaccination campaigns, enroll health workers, verify their information, and track their attendance for the duration of the campaign.

The workflow was built in the following way:

Step 1 : Health Worker Enrollment and Verification

Health workers are enrolled by field campaign managers or administrators via the CommCare app. During this enrollment process, crucial demographic information is collected, including mobile phone numbers and mobile money information necessary for facilitating payments.

The data is securely stored in the CommCare cloud, ready for validation by MNOs (Mobile Network Operators) through the KYC (Know Your Customer) process. Health workers consent to participating in the mobile money program and to be enrolled in the CommCare application is collected in the app at the point of enrollment. This consent is documented with their electronic signature, and securely stored in the CommCare cloud. By facilitating the development of a health worker mobile database, programs have an easy to reference, verified source of payment details. This means that as soon as a public health campaign concludes they can trigger payment directly to health workers who participated.

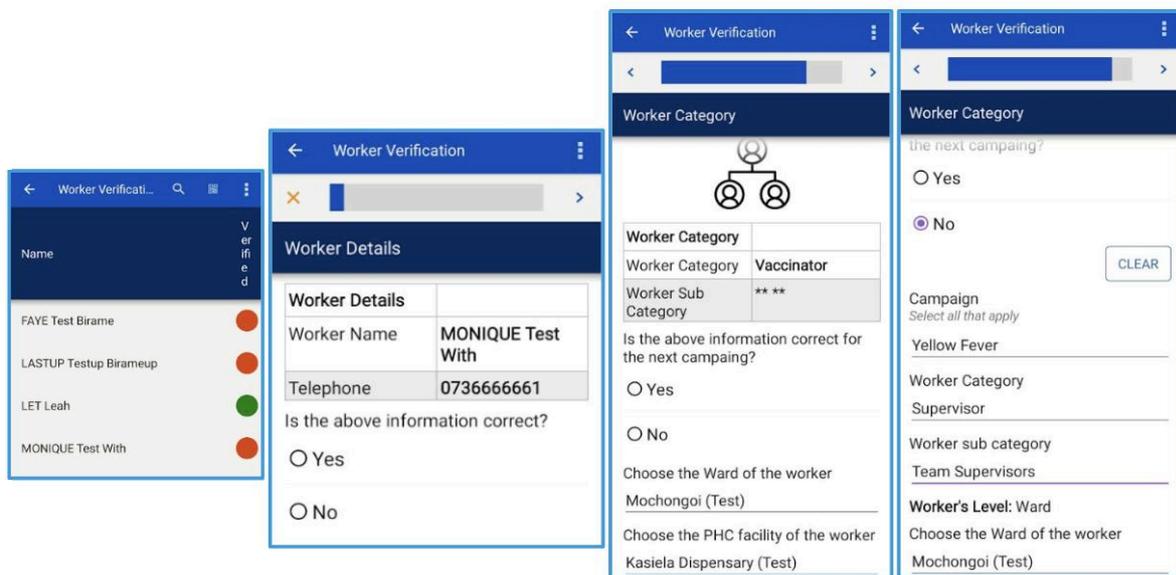


Health Worker Enrollment and Verification

Step 2 : Campaign Assignment

With health workers enrolled and their details verified, leading up to a vaccination event, field campaign managers or administrators can create a new campaign using the app. Campaigns are defined by their scope, objectives, and duration. During this stage, health workers are assigned specific roles within the campaign, with each role dictating the compensation that each health worker is entitled to.

For example, a health worker might be assigned the role of a vaccinator for a polio campaign that runs from January 1st to 15th. This role not only defines their responsibilities but also determines their compensation rate.

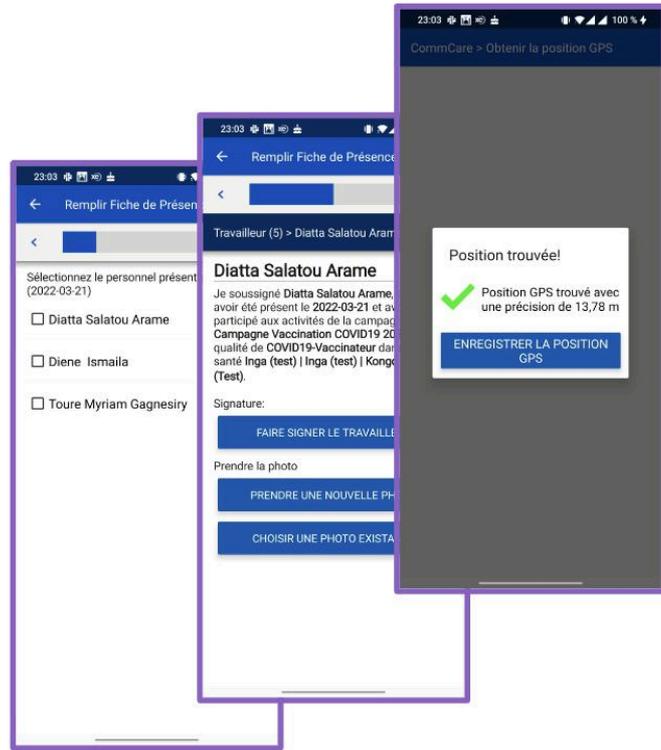


Campaign Assignment

Step 3 : Attendance Tracking

Once the campaign is underway, health workers use the solution's attendance module to record their attendance as they perform their campaign tasks. This data is crucial for accurate payment calculations and is instantly synchronized with the CommCare cloud.

The attendance data is subject to review, primarily by campaign administrators, to ensure accuracy and adherence to campaign guidelines. However, CommCare's design allows for a seamless transition of validated attendance data to mobile money administrators, who can then promptly validate the health worker against the mobile money account information. The result: swift and secure payment for the health worker's dedicated service.



Assignment Tracking



The Transformative Power of Mobile Money

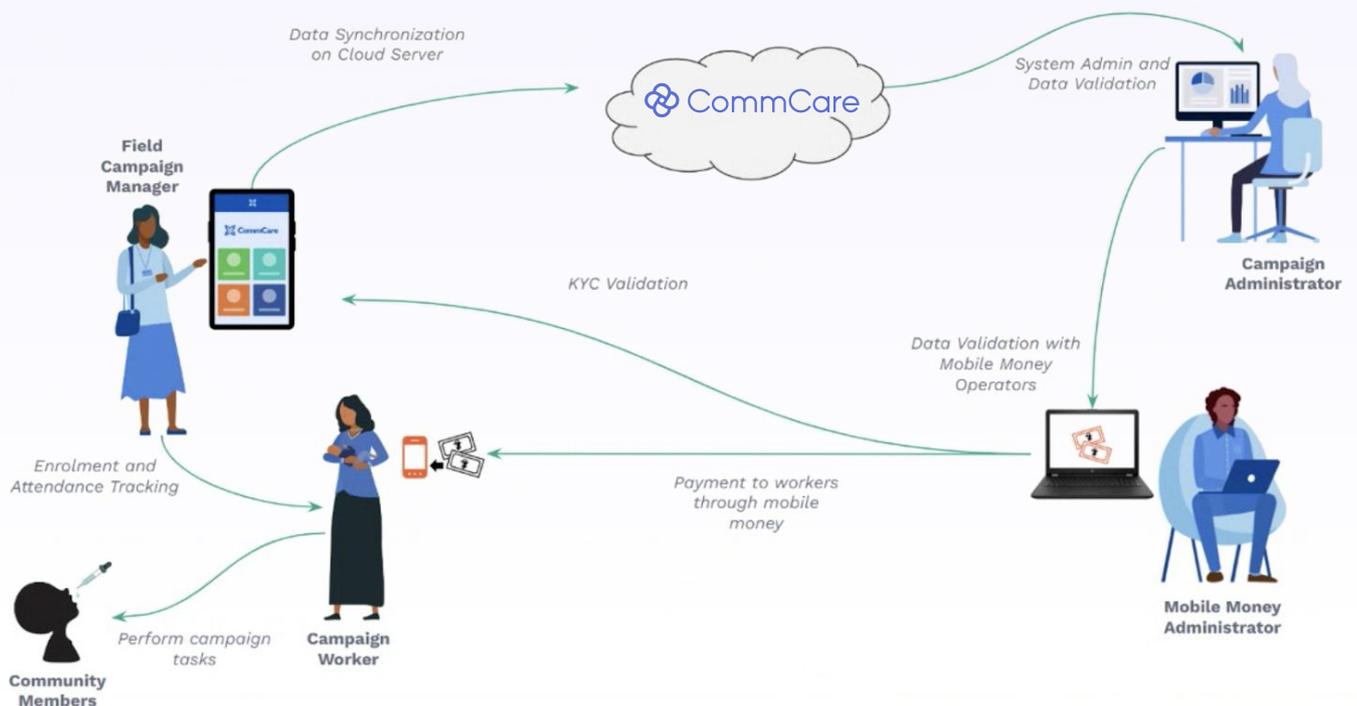
A key aspect of CommCare's public health solution is the way in which the tool complements the use of mobile money and facilitates payments to health workers. Mobile Money is a payments solution that has gained widespread adoption in many parts of the world, especially in regions where access to traditional banking services are limited.

Health workers, even those without traditional bank accounts, can receive their compensation directly into their mobile money wallets. This eliminates the need for them to travel long distances or wait for extended periods to access their earnings.

The use of mobile money also adds an extra layer of transparency to the payment process. Mobile Network Operators validate the mobile money information, ensuring that payments reach the intended recipients. The electronic nature of mobile money transactions creates a clear and traceable payment trail, reducing the potential for financial mismanagement. This validation process ensures the accuracy and legitimacy of the mobile money information, providing an added layer of security and trust.

Mobile money has proven to be a game-changer for health workers. It not only simplifies the payment process but also encourages the adoption of mobile money, which potentially opens doors to greater financial inclusion among underserved populations.

Workflow Overview



IMPACT

Payment Timeliness

Prior to the introduction of mobile money and the adoption of this digital solution, health workers often endured delays in receiving their compensation. Payments could take weeks, or months, to reach them.

Through this solution, health workers no longer face the financial strain caused by delayed remuneration. And health workers who are paid promptly, are more likely to participate enthusiastically in future campaigns, and more likely to develop a stronger commitment to their critical role in public health.

Improved Efficiency

Beyond the personal impact on health workers, the solution has brought remarkable improvements to the efficiency of public health campaigns. Consider the logistics of a polio immunization campaign: thousands of health workers are deployed across vast regions, often in remote locations and challenging terrain. Coordinating their activities, ensuring their attendance, and accurately calculating their compensation is a herculean task.

CommCare has streamlined many of the operations. The enrollment module provides real-time insight into the number of potential workers available in given regions at a given time which ensures program administrators can conduct targeted recruitment efforts if need be. With all campaign data centralized in the CommCare platform, campaign administrators have access to comprehensive and up-to-date information. This data-driven approach enables better decision-making, more accurate budgeting, and improved resource allocation.



RESULTS

The program is still active, and the latest numbers as at February 2025 are:

- Digital solution deployed in 16 countries: Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Congo, DRC, Gambia, Ghana, Liberia, Nigeria, Sierra Leone, Madagascar, Mozambique, South Sudan, Tanzania and Togo
- 20,000 monthly active users on the CommCare app
- 2 million health workers enrolled with linked mobile money wallets
- Over 2 million pay days facilitated
- Payment timelines reduced from several months down to 2 weeks, and in some cases, 1 day

YOUR PARTNER FOR RAPID CAMPAIGN DEPLOYMENTS

A Proven Turnkey Solution

Dimagi has templated their digital solution to support various campaigns beyond polio. These templates serve as starting points, offering pre-configured features and workflows that align with the specific requirements of different campaigns. Dimagi works with partners to customize and adapt the template to their unique workflows, and has incorporated proven approaches and workflows into their deployment methodology.

Teams can swiftly define project scopes, create customized applications, deploy them effectively, and train health workers, all within remarkably short timeframes, sometimes as little as two weeks.

The mobile application is currently being used to support COVID-19 and Yellow Fever campaigns in the DRC, COVID-19 campaigns in Cameroon and South Sudan, and more recently, Measles campaigns in Nigeria.

Training Expertise

Deploying a digital solution for public health campaigns goes beyond the technology itself. Health workers and campaign administrators need to be proficient in using the tool effectively. Dimagi offers comprehensive training and support, ensuring that health workers and administrators are equipped with the knowledge and skills required to maximize the benefits of CommCare.

Dimagi's training expertise extends to capacity building. Partners are not just trained to use CommCare for a single campaign; they are empowered with the knowledge to adapt and expand the platform's use for future initiatives.

MORE TO LOOK FORWARD TO

Micro-Planning Functionality

The Dimagi team is actively working on the development of micro-planning functionality within the platform. This will enable campaign administrators to use the platform to create detailed budgets, and resource allocation plans. This module will be directly linked with that for enrollment and attendance tracking so administrators can ensure they have immediate insight into how their implementations are stacking up against their initial budget estimates. By integrating micro-planning into CommCare, Dimagi aims to provide campaign administrators with a comprehensive tool for end-to-end campaign management.

More Sophisticated Analytics

Program administrators need to easily view and manipulate programmatic data, and so we have developed new functionality within CommCare which embeds **Superset**, Apache's open source reporting platform, directly in a team's CommCare project space. Partners can build custom dashboards to provide insight into the number of workers enrolled, the % of those workers who have had their KYC validated, all which can be broken down by geography and role to help facilitate recruitment. Dashboards also produce easy to reference attendance sheets which can be shared with supervisors for signoff and with MNOs to facilitate payments.



KEY TAKEAWAYS FOR PLANNING YOUR NEXT CAMPAIGN

1. Out-collaborate and align with other organizations

More partners may be harder to manage in the short term, but in the long term a campaign with buy-in across multiple organizations will likely have more momentum and success.

2. Create a shared vision and mission

Take the time up front to get crystal clear on the goals of the campaign and ensure that all partners and stakeholders are aligned.

3. Determine the workforce needed to deliver the campaign

Who will be most trusted and access to the communities you are looking to serve with the campaign? How will you recruit a workforce to deliver this campaign?

4. Set your workforce up for success

Survey the needs of the workforce to ensure they are able to deliver on the campaign. Are you positioned to train your workforce on what they need to deliver the intervention? Can they successfully deliver the services? Are you able to verify service delivery? And most importantly, can you pay them for their services?

If the answer is no to any of these questions, then investigate digital tools to support you and your campaign workers.

5. Consider how you can deliver additional services

Now that you have the infrastructure set up to deliver on one campaign, consider how you might solve additional problems. This campaign initially targeted polio vaccines, but given the robust set up and scale, they were able to layer in additional vaccinations.

6. Track your impact and communicate progress

Ensure you are able to collect data on services delivered through your campaign and collect it in a centralized repository or dashboard. Create a clear cadence of communication of results to key stakeholders. Ensure you have the ability to learn from the data and let it inform any changes in your approach.

Interested in learning more about Dimagi's campaign solution?

Reach out to our partnerships team at: [**campaigns@dimagi.com**](mailto:campaigns@dimagi.com)

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