



2021

# triggerise

retrospective  
change, growth, & learning







a word  
of  
welcome **tixco**



# To all those who play a part in making Triggerise what it is:

## Welcome to our 2021 Retrospective

This has been a **year unlike any other for us**: in 2021 alone, we welcomed **100 new colleagues**. In some ways, that has created a new organisation, a **new Triggerise**. Our **tech teams** in particular have **expanded** to support the development of an **advanced version** of our **core software**, with teams built in Portugal, South Africa, Kenya, India and Eastern Europe.

We'd like to take this moment to **publicly and warmly welcome** every new member of the Triggerise team. **Each of you** has been **handpicked** to contribute your **considerable skills** to our shared work, and we **invite you** to think about what your **unique impact** will be here. While we've enjoyed our Google Meets and Zooms, we look forward to **meeting all of you** in person as we travel to new and existing offices and operations across the globe.

It is a **great privilege** to lead a team that's so **dedicated** to our **united vision** of improving the **quality of life** for young people. It is also a

privilege to be **trusted** to carry out that vision by our donors. In particular, we would like to **express our gratitude** to the **Embassy of the Netherlands** in Ethiopia and the **Children's Investment Fund Foundation** (CIFF), two historical donors who have **renewed** and **expanded** their investment in the **impact we generate**. We **celebrate** our **shared goals** of promoting **decentralised decision making**; developing **nimble** organisations; **integrating** programmes and services; **bolstering** local **economies**, not undermining them; and integrating **public and private sector** for the benefit of **universal health coverage**.

We are also **delighted** to be working with **new donors and partners** who came on board with us in 2021, including the Elton John AIDS Foundation, German Development Bank, European Commission, UNFPA, Planned Parenthood Global, and St Antonius. It's our confident hope **and expectation** that our partnerships will **bear much fruit** in the years ahead.

**“It is a great privilege to lead a team that's so dedicated to our united vision of improving the quality of life for young people.”**

**100** new team members in 2021

a word of welcome

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A **major highlight** of 2021 is the **success** of our adolescent sexual and reproductive health (ASRH) **development impact bond pilot** – the **first of its kind**. Implemented in Kenya, we **partnered** with **CIFF** as the investor and the **Foreign, Commonwealth, & Development Office** as the outcome payer for this programme, with the purpose of increasing access to SRH services. We reached our targets **five months ahead of schedule**.

These positive results were delivered despite major challenges brought on by Covid-19 with lockdowns restricting the movement of our partner CBOs, mobilisers, staff, and users alike. For this, we would like to **note the resilience** of our team, users, and financial partners who **did not baulk** in the face of a global pandemic and its risk to the pilot. We believe that our success here is **proof** of the **solidity** of our implementation model, and a **demonstration** of our **agility** in employing **real-time data** to increase the **efficiency** and **efficacy** of our model. For us, this is a **key element** of the **future of Triggerise** and how we'll fundraise.

To all our readers, **thank you** for taking this time to **reflect on 2021** with us – scroll on to read more about what this year held for Triggerise.

## A word from the Chair of our Supervisory Board, Lisa Simutami:



“It is an **exciting time** to be part of Triggerise – from a **solid foundation** of hard work, agility, and boldness, a **new layer** of the organisation is being built. The Supervisory Board has appreciated the **transparency, commitment, and rigour** displayed during the year. I echo Benoit and Richard’s **words of welcome** to the team members who joined the organisation in 2021, as well as **all of our donors and partners** whose contributions and continued investment have helped Triggerise make **greater impact**.”



Here's to another year of **connecting for change**.  
Richard Matikanya & Benoit Renard

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# global impact



# 2021 global impact stats

+147 193

New users enrolled worldwide in 2021: **361 543** (compared to 214 350 in 2020, an increase of **147 193**)

**Rajasthan & Uttar Pradesh\*\***  
users enrolled: **55 085**  
services delivered: **53 610**

**Cameroon**  
users enrolled: **3 412**  
services delivered: **3 348**

**Burkina Faso**  
users enrolled: **13 705**  
services delivered: **14 107**

**Ethiopia**  
users enrolled: **61 903**  
services and health products delivered: **119 057**

**Kenya**  
users enrolled: **219 536**  
services delivered: **294 734**

**Uganda**  
users enrolled: **6 590**  
services delivered: **4 242**

**South Africa\***  
Implementation of research project in HIV treatment and support

+179 233

Total services delivered in 2021: **490 583** (compared to 311 350 in 2020, an increase of **179 233**)

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\* Operations began in December 2021  
\*\* Operations began on 1 April 2021; these stats recorded from April - December 2021



# Couple-Years of Protection rate

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## What is the Couple-Years of Protection rate (CYPR)?

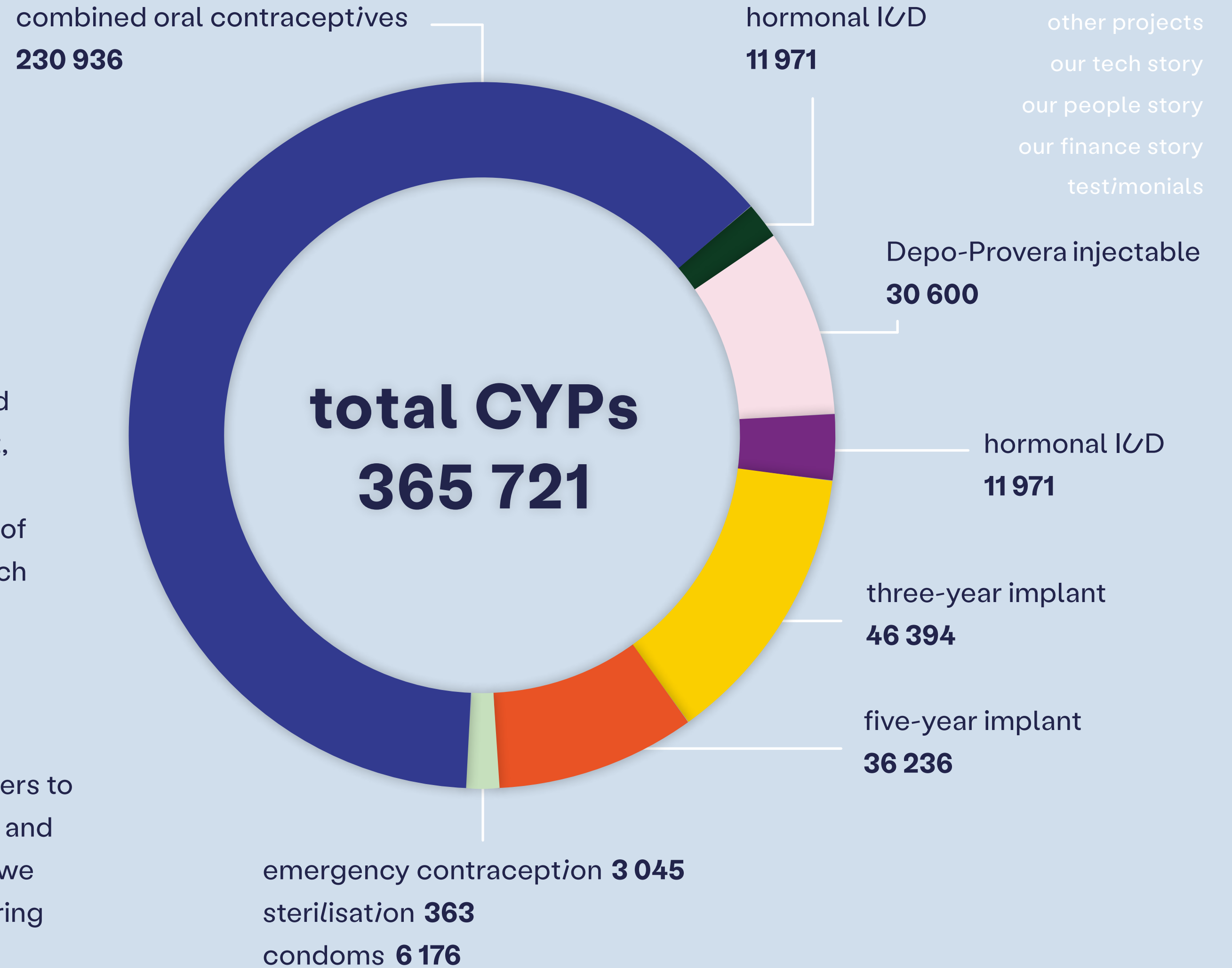
Couple years of protection (CYPs) is a measure that approximates the effectiveness of a given contraceptive method during a one-year period.

## How is the rate calculated?

Different contraceptive types have different CYP values. These values depend on how long the method can be used for (a condom versus a five-year implant, for example), the likelihood of waste (like misplacing a blister pack of oral contraceptives), and how effectively a given method prevents pregnancy. All of these factors are taken into account when calculating the CYPR, assigning each method a certain number of “units” of CYP.

## Why do we use the CYPR?

This rate is a standard metric that SRH programmes across the world use to measure service delivery of family planning methods. It allows project managers to monitor the reach of services and to compare them across different countries and programmes. We use CYPs alongside other measures to make sure that what we offer meets the needs of the communities we serve, and that we are empowering choice for the youth in our programmes.







# our country stories



# Kenya

## Country update



I am excited by the opportunity to expand the depth of the offers in Kenya, integrating services like HIV treatment, PrEP, counselling, and more.

- **Jesse Njunguru, Country Lead**

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**843** counselling

**31 889** HIV-related treatment

- clinical HIV testing
- HIV self-testing kits

**206 548** contraceptives

- oral contraceptives
- implant contraceptives
- IUD contraceptives
- IUD follow-up and removals
- injectable contraceptives
- emergency contraceptives



**219 536** users enrolled  
(181 324 in 2020, an increase of **21%**)

**239 280** services delivered  
(187 673 in 2020, an increase of **27%**)

### 3 things you should know about our work in Kenya

1. This is our biggest market, with SRH, mental health, life skills, and HIV-related services offered
2. Made up of over 50 people, Triggerise's largest team is also in Kenya
3. 2021 was the first year we integrated mental health treatment into Triggerise's offering. It was introduced in partnership with the Elton John AIDS Foundation in Mombasa County



# Kenya



## Reflections

Our story in Kenya grows from strength to strength. In 2021, an overwhelming victory for us was the success of the development impact bond (DIB) with ClIFF as investor and FCDO as outcome payer. Despite the real hardships of Covid-19, we reached all targets five months ahead of schedule. This is the world's first adolescent SRH DIB, and we are proud to have contributed to its success. Through it, we impacted over a quarter of a million girls' lives. I'd like to share a weighty "thank you" to the teams at ClIFF, FCDO, and Triggerise who made this possible.

My team is dependable. I have confidence in each individual and appreciate the excellent collaboration, team spirit, and commitment to excellence we all enjoy. Our team grew by 32 people in Kenya, and I warmly welcome all the new players to the team!

I am excited by the opportunity to expand the depth of our offers in Kenya, integrating services like HIV treatment, PrEP, counselling, and more. I'd like to thank the teams at ClIFF, the European Commission (EC), and the Elton John AIDS Foundation (EJAF) for continuing and

establishing partnerships with us. Because of EJAF, we are able to offer mental health services for the first time as we bolster support for key populations in Mombasa County. Our response to Covid-19 was strengthened by support from the EC – thank you for enabling us to take care of our staff and communities in a troubling time. Through ClIFF, the majority of our funding is secured. They support us not only through partnerships, but invest in us as an organisation too.

A collaborative attitude and passion will ensure sustained excellence at Triggerise, and I am grateful that we possess both of these attributes in abundance.

– **Jesse Njunguru: Country Lead, Kenya**

**“I am excited by the opportunity to expand the depth of our offers in Kenya, integrating services like HIV treatment, PrEP, counselling, and more.”**

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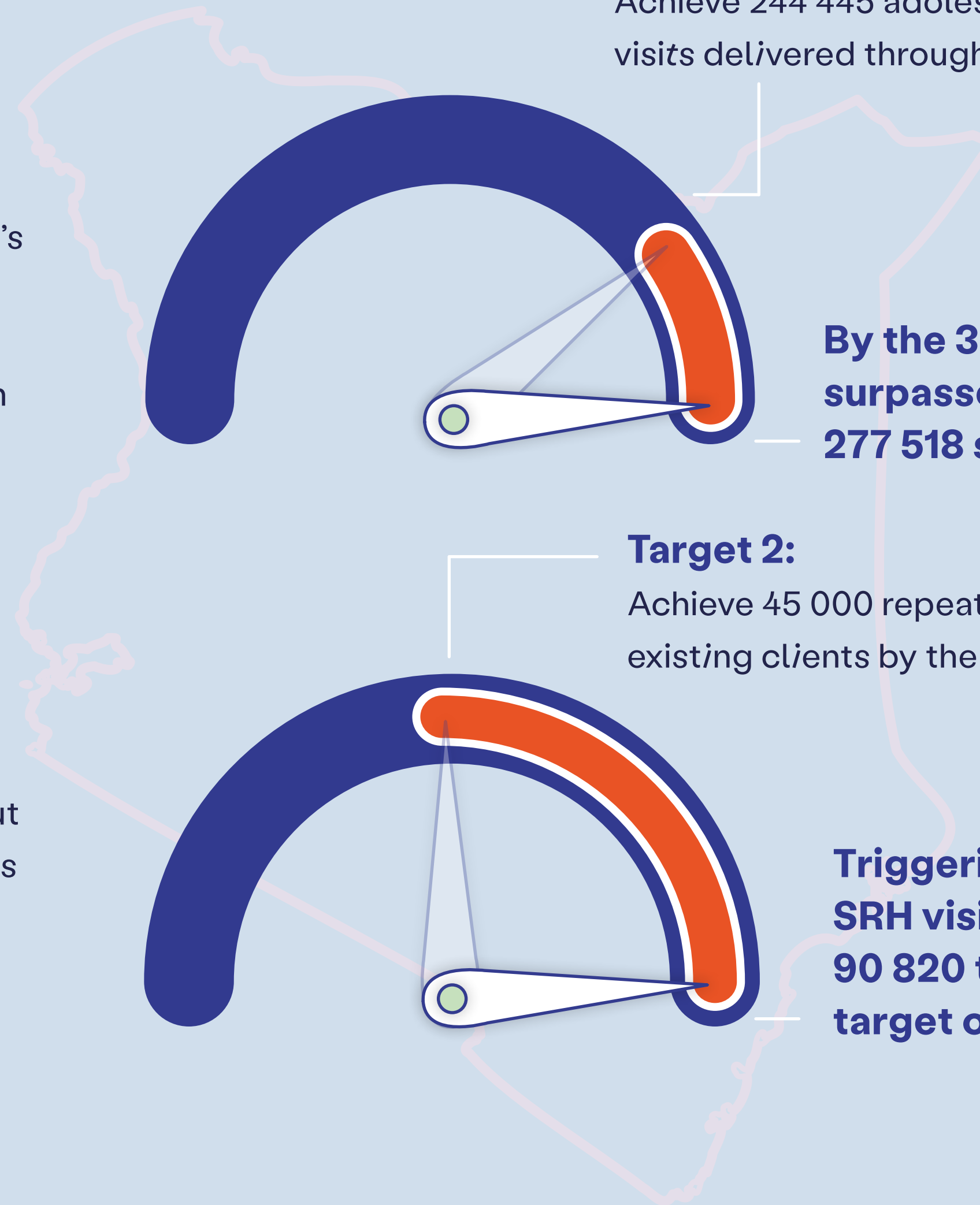
# Kenya

## DIB update

Currently, we are engaged in implementing the world's first adolescent sexual and reproductive health (ASHR) development impact bond (DIB). We are grateful to the Children's Investment Fund Foundation (CIFF) for acting as investor; and to the Foreign, Commonwealth, & Development Office (FCDO) for their role as outcome payer.

As of the 31st of December, we have already surpassed the two key metrics for the DIB. The implementation period ends on the 28th of February 2022, so reach out for our reports on this to read about our final results. In the meantime, see some key results on the right.

\*final results pending an audit from independent evaluator



### Target 1:

Achieve 244 445 adolescent SRH service visits delivered through the Tiko platform

**By the 31st of December 2021, Triggerise surpassed this target by 33 073, with 277 518 service visits**

### Target 2:

Achieve 45 000 repeat service visits delivered to existing clients by the 31st of December 2021

**Triggerise surpassed our total repeat SRH visit target by 45 820, achieving 90 820 total repeat visits against a target of 45 000**

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# Ethiopia

## Country update



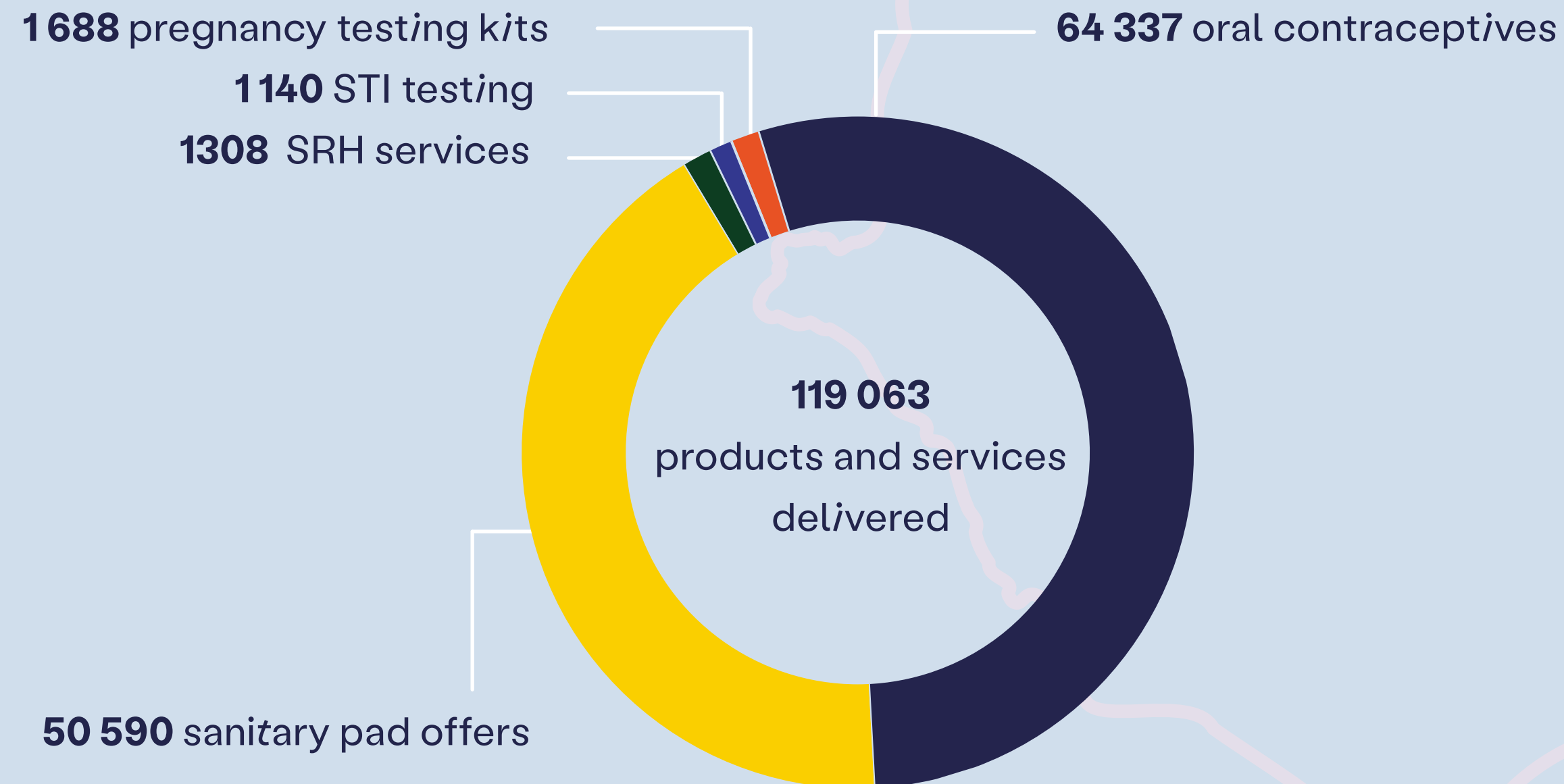
I'm excited about scaling up, including new offers on the platform, and growing our team in Ethiopia and beyond.

- Lidya Mulat, Country Lead

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● 119 057 services delivered\*

● 61 903 users enrolled\*\*



### 3 things you should know about our work in Ethiopia

1. Our Job, Skills, & Employment (JSE) project here is the first of its kind for Triggerise
2. We offer both SRH and JSE services in Ethiopia
3. The integration of SRH and JSE is, we believe, a crucial step in holistically improving the quality of life for young Ethiopians

\* (compared to 28 900 in 2020, an increase of **312%**)

\*\* (compared to 25 398 in 2020, an increase of **144%**)



# Ethiopia



## Reflections

2021 saw the team in Ethiopia piloting a Job, Skills, & Employment (JSE) programme, an exciting first for us as we explore more ways to impact the health and wellbeing of young people. Sexual and reproductive wellbeing is directly tied to one's ability to find and retain work. When youth flourish in both of these areas, real positive and lasting transformation can take place. We are well positioned to scale up and increase impact in both Addis Ababa and Bahir Dar in the years ahead.

The JSE programme offerings are designed to address the high level of youth unemployment in Ethiopia. They provide job skill training, as well as opportunities for youth to connect with apprenticeship, recruitment, and employment opportunities. Continuing this work will complement our core SRH programming as it provides an additional pathway for youth to enhance both their health and wellbeing via the Tiko platform. New grants that the Triggerise team secured in 2021 will enable us to support the scale up of our SRH and JSE programmes in Addis Ababa and Bahir Dar, cover implementation in Ethiopia for the SRH programme, and co-fund SRH implementation in two sub-cities (Addis Ketema and Lideta) in Addis Ababa.

We also highlight our ongoing partner engagement: we continue to engage with a number of valued partners across our ecosystems in Addis Ababa and Bahir Dar to ensure the quality and sustainability of what we do. These partners include Cordaid as our implementation

**“When youth flourish in both of these areas, real positive and lasting transformation can take place.”**

partner in Bahir Dar, DKT, Marie Stopes International Ethiopia, the Family Guidance Association of Ethiopia as our health franchise partners in Addis Ababa and Bahir Dar, and the Federal Ministry of Health, as well as local government bodies as our overall partners and supporters in Ethiopia.

We are thankful to our donors in Ethiopia for their continued partnership: the Dutch Embassy of Ethiopia, Sint Antonius Stichting Projecten, Rutgers, and the Children's Investment Fund Foundation. With their continued and growing support, we are working to scale up our impact in Ethiopia in both SRH and JSE. There is a great deal of work to do in Ethiopia as we scale, and by continuing to focus on supporting one another, enhanced engagement with actors and partners, and data-driven decision making, we will be able to succeed as we look to rebuild and scale the Ethiopia ecosystem.

- **Lidya Mulat: Country Lead, Ethiopia**

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# Uganda

## Country update



We are just getting started in Uganda and the Triggerise future is bright. I look forward to continuing to deepen our relationship with our partners, both existing and prospective, in Uganda.

- **Nicholas Niwagaba, Account Manager**

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● 4 242 services delivered

● 6 590 users enrolled

1 169 SRH services



3 073 contraceptives

- oral contraceptives
- implant contraceptives
- IUD contraceptives
- IUD follow-up and removals
- injectable contraceptives
- emergency contraceptives

3

### things you should know about our work in Uganda

1. Triggerise launched work in Uganda in March 2021
2. We deliver a range of SRH services here through the Aga Khan Foundation
3. Our work in Uganda was severely impacted by Covid-19 lockdowns



# Uganda

## Reflections



Triggerise grew at a rapid pace in 2021, with several operations team members coming on board. Together, we barrelled up our steep learning curve of establishing relationships with partners and scaling the work that we were all doing together. Now, the team has solidified and we're forging ahead.

In Uganda, the ClIFF-funded In Their Hands (ITH) SRH programme has been significantly affected by the global and domestic response to Covid-19. National lockdowns and curfews in the country that lasted for most of 2021 delayed the initiation and subsequent uptake of our service. Despite that, we endeavoured to connect people with the care they urgently require, and I commend the team for their ingenuity and perseverance over this time. We work closely with the Aga Khan Foundation (AKF), and I extend my gratitude to them as our feet on the ground in Uganda.

2021 has been a year of upskilling, problem solving, and experimentation. As we enhance our demand generating activities in Uganda's ecosystems and continue to deepen our relationships with each other and our partners, I am greatly encouraged about 2022 and what's to come.

– **Nicholas Niwagaba: Account Manager, Uganda**

**“...we barrelled up our steep learning curve of establishing relationships with partners and scaling the work that we were all doing together. Now, the team has solidified and we're forging ahead.”**

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# Burkina Faso

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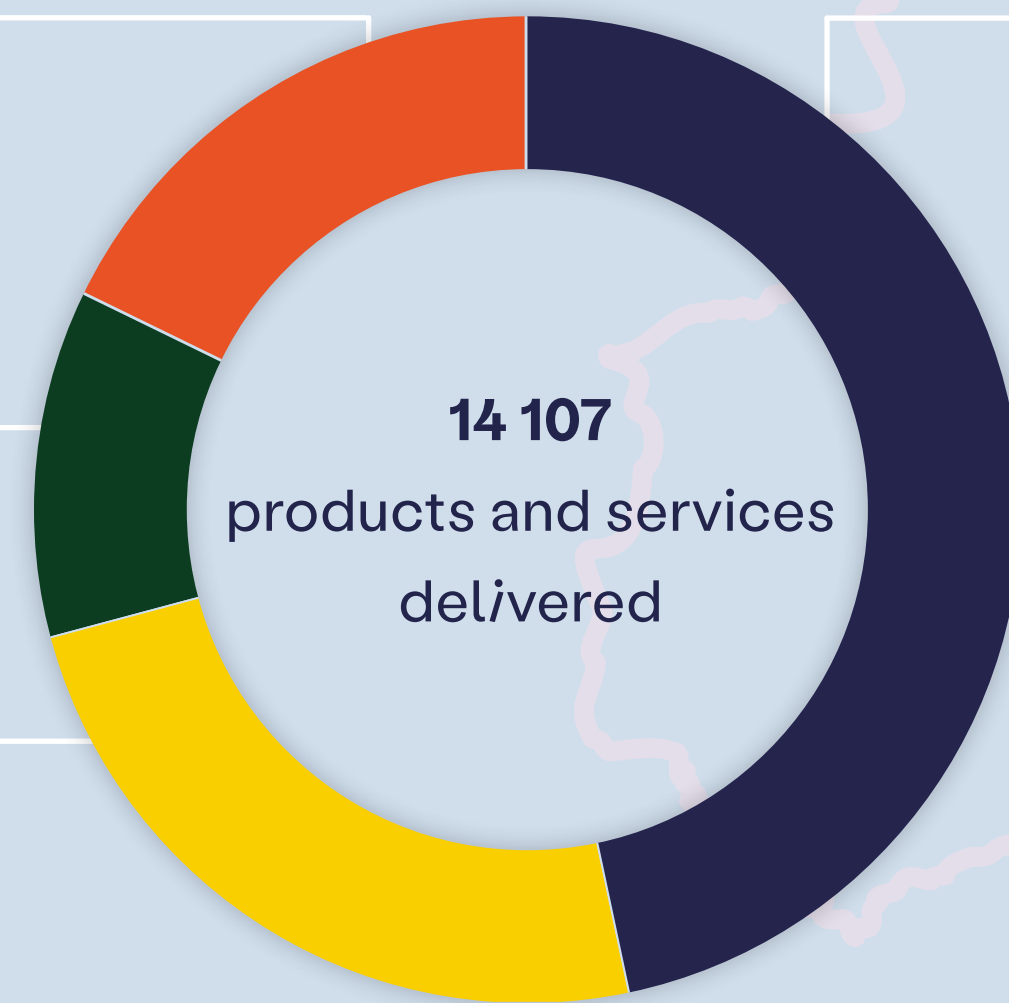
● 14 107 services delivered

● 13 705 users enrolled

3 401 clinical HIV testing

1 600 counselling

2 486 SRH services



6 620 contraceptives

- oral contraceptives
- implant contraceptives
- IUD contraceptives
- IUD follow-up and removals
- injectable contraceptives
- emergency contraceptives
- condoms

3

### things you should know about our work in Burkina Faso

1. We deliver a range of SRH services here, including contraceptives, safe abortions, and HIV-related care
2. Community mobilisers are known as *Billis* in Burkina Faso
3. 2021 is our second year in the country



# Burkina Faso

## Reflections

In Burkina Faso, we're funded by Planned Parenthood Global (PPG) and the UN Population Fund (UNFPA) and implement SRH programmes through both partnerships in Ouagadougou, Bobo-Dioulasso, and Manga. Thanks to these funders, we set foundations in 2021 that have provided a solid base from which to build.

We've hired several team members to support the work in Burkina Faso who bring energy, enthusiasm, and a wealth of experience and expertise to Triggerise. All of their resourcefulness was needed in 2021; through a year of political instability in the country, programmes were delayed and prevented. However, we pulled together and continued to work and support our partners in a way that was safe and effective.

I encourage all the team members we have on the ground supporting our work in Burkina Faso. Continue doing what you're doing: learning, testing ideas out, and focusing on empowering the youth we serve.

– **Ghislain Kiema, Burkina Faso**



I'm excited about continuing to experiment and enhance our demand generation activities in Burkina Faso to reach more young women in our ecosystems.  
- **Ghislain Kiema, Account Manager**

**“Continue doing what you're doing:  
learning, testing ideas out, and focusing on  
empowering the youth we serve.”**

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# India



I think the India team did a phenomenal job. We exceeded the targets for both projects and risk was kept at minimum.

- Ekant Sharma, Country Lead

## Rajasthan and Uttar Pradesh update

Operations began on 1 April 2021; these stats recorded from April - December 2021

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● 53 610 services delivered\*

● 55 085 users enrolled\*\*

\*53 610 (compared to 60 680 in 2020, a decrease of 12%)

\*\*55 085 (compared to 35 150 in 2020, an increase of **57%**)

### 6 437 maternal care

- antenatal
- postnatal

### 8 672 counselling

- in-person
- telephonic



### 960 other health and wellness services

- STI testing
- delivery service
- informed choice sessions
- menstrual hygiene sessions

### 37 449 contraceptives

- oral contraceptives
- IUD contraceptives
- IUD follow-ups and removals
- emergency contraceptives
- sterilisations
- condoms



# India



## Rajasthan and Uttar Pradesh reflections

I'd like to begin by saying a huge thank you to Minbuza and Grand Challenges Canada (GCC) for funding our work in India. The Tiko project has transformed so many lives. When a woman in a household is impacted, a world of good is done for the entire family. As she is the glue who holds the house together, her wellbeing is of utmost priority and her empowerment is the empowerment of the entire household and, in turn, of the society she lives in.

On a tougher note, the second wave of Covid-19 hit India pretty hard. There was a lot of loss, both personal and financial. However, the Tiko Pro network and the team responded brilliantly. The membership numbers skyrocketed and the gap between service uptake and awareness was bridged by all team members.

Through it all, I think our team in India did a phenomenal job. We exceeded the targets for both projects and the risk was kept at minimum. On top of that, our transition to a partnership model was great. It was really smooth and was well received by the beneficiaries and partners on ground.

– Ekant Sharma: Country Lead, India

**“The membership numbers skyrocketed and the gap between service uptake and awareness was bridged by all team members.”**



## things you should know about our work in Rajasthan and Uttar Pradesh

1. India was one of the first countries we worked in when Triggerise started
2. Aside from the USA, India is the only other country outside of Africa that we work in
3. India is the first country where we offered maternal care

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# other projects



# Other Projects

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## Reflections on our involvement in Cameroon and South Africa:

In **Cameroon**, we're deeply grateful for the support of Rutgers: enabling us to carry on our operations in the country, expanding to Yaounde where there is high need, and contributing to reducing unwanted pregnancies amongst adolescents in the capital. The support of Rutgers has led to us securing funding from Grand Challenges Canada (GCC), focusing on access to safe abortion, even after the Rutgers project closed. It has been a wonderful partnership and one we hope to see again in the future.

To the teams on the ground: keep going! The important work we do in Cameroon, despite the challenging environment, is tangibly impacting the lives of young girls. We should never lose sight of that.

Our work in **South Africa** only began in November of 2021, and we are glad to finally have a stake in the ground where so many members of the Triggerise team live and work. Thanks to the commitment and support of Indlela (a unit of behavioural economic research and application), we will be able to conduct a study here to ascertain the effectiveness of behavioural economics to increase the uptake of PrEP.

This is a unique research study in the HIV programmatic area that could open the door for us with NACOSA and other South African organisations. The HIV epidemic in South Africa requires continual and holistic attention, and we're undertaking this project to

provide medical access to adolescent girls and young women in a comfortable and non-judgemental way.

We have implemented various ways to encourage usage from the actors on the ground and are increasing our engagement with the implementing partner, the Institute of Health Programs and Systems (IHPS). Through that, we hope to foster more inclusion and agency in the project.

**“The important work we do in Cameroon, despite the challenging environment, is tangibly impacting the lives of young girls. We should never lose sight of that.”**



# our tech story





# Reflections from Nelson Nogueira

## Our Chief Technical Officer



In order to grow and scale our model, we need financial power behind us. 2021 brought exciting funding opportunities to the table, and with the establishment of a New Business Development team, an impactful future is in our hands.

### People need connection too

For me, 2021 was a year of **cultivating connection**. And I don't mean making sure that all the cables were plugged in, but that **all people** (newcomers and those who've been around the block a few times) in our Tech teams were **connected** and **communicating** well. In a short space of time **our department doubled**, so there's been a lot for us to learn about examining, establishing, and maintaining effective systems of **working together**.

In the midst of that, we **introduced Java** in addition to **Scala** and faced the ongoing challenge of **moving away** from our **existing** software (**Movercado**) and towards our **new** platform (**Tiko**).

### Decomposing Movercado to make way for subdomains

Triggerise **tech and operations** teams are **working together** to build **independent hubs** called **subdomains**. Separating information into subdomains with **dedicated teams** to serve them makes their **development** and related **problem solving** much **easier to handle**. This project is **well underway**, and we are making **good progress** in **decomposing Movercado** as we **develop the 11 subdomains** we

need. Right at the top of the priority list is the **Nudges** subdomain, which went **live** at the **end of 2021**.

**Cohesion** with the **Insights team** has been **imperative** in this process, as they and the stakeholders are closer to the ground and fed us consistently with **guidance** on what our **users** respond to in the Nudges arena. Work on the **Fraud** and **Onboarding subdomains** has begun and they are **next on the horizon** to take into production.

We're excited to **continue rolling out** the rest of the planned subdomains to the growing platform in 2022.

### Supporting a growing organisation

As mentioned earlier in the Retrospective, a **Triggerise project** began in **South Africa** for the first time. This was also the first time that our **new Nudge subdomain** was to be used in **production** and running in **conjunction** with the existing **Movercado** system. Picture it like this: a **Boeing 747** and **fighter jet** flying side by side, **both trying to refuel**

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**“Separating information into subdomains with dedicated teams to serve them makes their development and related problem solving much easier to handle.”**



in mid-air. There is a **substantial** amount of **learning** which we will **apply to future subdomains** as they go live. Nudges like daily **reminders, questions**, appointment **notifications**, and **incentives** were all released as part of this version to help **foster repeat behaviour** for this particular project.

Another **major highlight** across **our team** and **organisation** was the successful **development impact**

**bond** (DIB) in Kenya.

The **creation** and **iteration** of the **DIB**

**Daily Reporting**

**dashboard** allowed us to use **real-time**

data **insights** to **increase efficiency** and home in on areas for improvement. Through **automating** a significant part of our **data mappings** that previously relied on manual processes, we were able to **seamlessly keep tabs** on this crucial project **every day**.

## Access & compliance

In order for Triggerise to be **GDPR compliant**, we had to **enable** the **acceptance** and reacceptance of **web cookies** when a user **returned** to the website. We **enabled consent** capturing from **app** users for the use of their **personal information** and also **enabled the acceptance** of the **Code of Conduct** before they could continue using the *mobile* app.

## What's next?

Our ranks have swelled and the effect of these new **cross-functional teams** of **product owners** and **engineers** is obvious; we're working hard and are **galvanised** by the **exciting task** of writing a **new** and **improved** future for **Triggerise's tech**. Now that the gang's all here, so to speak, we're going to wait before we grow again. We're looking forward to **stabilising** this **new team** and putting these **fresh structures** into practice.

So, clearly, this has been a year of **critical importance** to the Tech team. There's **much in flux** and **much to look forward to**. I'd like to **thank** my team for their **dedication, ingenuity**, and **openness** in coming alongside me as we **dream** and **build software** that befits Triggerise's **future** and the futures of all the **young people** we impact with our work.

– Nelson Nogueira

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# our people story



# Interview with Thera Engels

## Our Chief People Officer



Hiring 100 people in a year is just the beginning of the story; it's what happens afterwards that really builds a team. We caught up with Thera to hear her take on a tumultuous but exciting year.

### What led to the decision to grow the Triggerise team so rapidly?

Triggerise's **strategy** has always been about **scale**, because scaling allows us to **deliver impact** much more effectively. In order to take things to the **next level**, we needed to **invest** in certain **key parts** of the organisation: Tech, M&E, Marketing, Operations, and NBD. Basically, we needed the **capacity to build** on our product (Tiko), insights (M&E) on how we **create the best impact**, tools to **reinforce said impact** (Marketing) and **work** with our **new implementation partners** effectively (Platform Ops and Ops Academy), and money to **keep growing** (NBD). **People create impact**, so we had to **grow our team to achieve that ambition**. Two major new sources of funding in 2021 (from Cliff and EKN) allowed us to **grow our team to match our ambitions**.

### Hiring 100 people is no small thing. How did you and the recruiting team stay sane during this time?

You're assuming we stayed sane! I am **really proud** of the recruitment team. At the start of 2021 we only had one recruiter, at the end we had a well-oiled recruiting machine. We took everything in **bite-sized**

**pieces**, setting ourselves **stretch targets** whilst smoothing out the process. We **celebrated** when we **hit our targets**, because it's very easy to forget to look at what you achieved if you're only busy looking ahead. And, when needed, the rest of the People team helped out as ad hoc extra recruiters. **One hundred** was a **magic number** we really wanted to hit.

### Several new departments were created at Triggerise in 2021. How were the decisions made about what those departments would be?

It's not really one decision, more of a **continuous learning**. We looked at what we needed to achieve, not just in 2021, but what the organisation needed to be able to do to **scale** and be **ready for the future**. There were **obvious gaps** there that we tried to address, as explored in my response to Question One. We tried to **create a structure** that would logically address those gaps, as well as address some things we believe are **essential** for **Triggerise's culture**, such as being a **global networking organisation**. And then we **built as we grew**. Some things worked really well, others didn't, and some turned out differently than we expected, but were **still** good. We are **still** iterating – that's a process that will go on for a while longer. And that's fine, because it means we will **remain agile** and able to **adapt when needed**.

**“People create impact, so we had to grow our team to achieve that ambition.”**

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## What were some of the main challenges you faced in 2021? How did you address them?

From a People and culture point of view, it was the **sheer number of new people** coming into an organisation that is changing. We struggled sometimes to give everyone the **clarity** on what we expected from them and the **necessary tools** and **information** to perform well, simply because so much was **changing** and **up in the air** at the same time. We got better at that towards the end of 2021, but unfortunately we couldn't give everyone a soft landing. One of the things we started doing was being **much more deliberate** about the first week of **onboarding**, just to make sure that everyone got the same basics and information. I think in the end it's **not just about the new people adapting** to Triggerise, but also about **Triggerise adapting to all the new talent and skill** we brought in.

## Globally, attention is being given to gender in the workplace both in terms of pay gaps and hiring choices. Can you speak to this from Triggerise's point of view?

We've tried to get much more intentional about that, although we didn't always have the luxury to wait for a certain kind of candidate with the recruitment targets we had, especially in Tech. But in general **our pay gap is decreasing** a lot; on average we're **down to 7% in 2021 from 34% in 2019**. A lot of this has to do with **changes to the structure** of the organisation. In 2019, we did most of our own operations and that comes with a lot of lower-level field roles that tend to be done by women, given our target group. With the shift to

the partner-operated implementation model, those roles have largely shifted to our partners. **Triggerise roles** have become more of a mix of **tech and operational** roles. You can also see it in the gender division, for the first time in our history, we now employ more men than women. Where we can, we **balance** this, but we struggle to find **women in tech** in the same way all other organisations do. That's where we'll have to focus going forward though.

## Now that the dust has settled, what are the next steps for the Triggerise team from your perspective?

We got all this **amazing talent** in, now we have to make sure it comes out. So basically, we need to **enable our people** to do their **best job**. The dust is *still settling*, that will take a while, but our **focus** in 2022 will be quite heavy on enabling and **developing** the people we now have, rather than finding more.

**“It's not just about new people adapting to Triggerise, but also about Triggerise adapting to all the new talent and skill we brought in.”**

## In a complex world (Covid, news overload, working with people across time zones and cultures, etc.), What role does the People team play in keeping people connected and optimistic?

Having an almost fully **remote company** means you have to **invest in your community** of people in a different way than you would when you are all in the same office. You have to consciously put more effort in to **keep the human contact**, because it's easier to miss. So we try to be an extra

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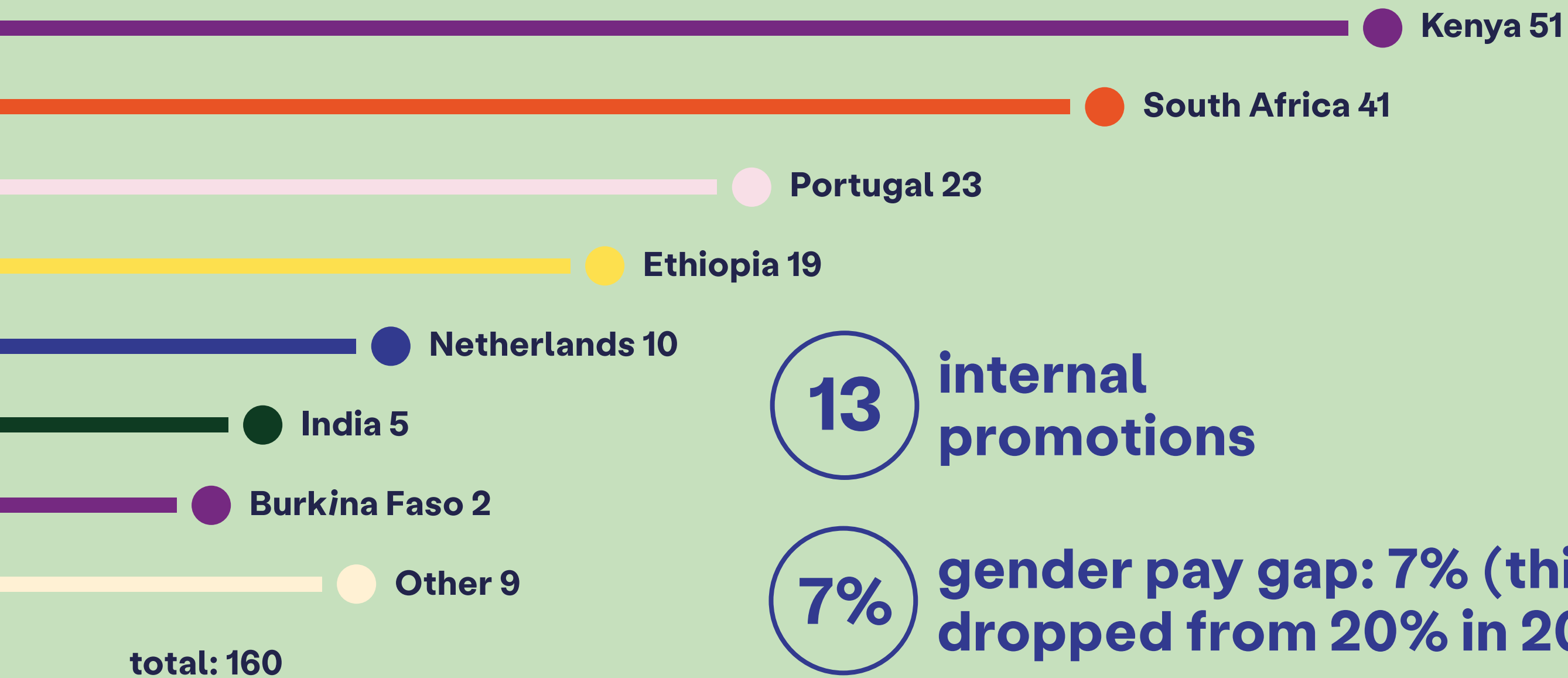
catalyst for that. We are also noticing people missed the human contact during Covid, so we will invest in that as well this year. And despite everything that is happening in the world, we are **delivering real impact** with Triggerise and all our people are contributing to that, so it also helps to point that out to people.

### And, finally, what are you excited about in the future of Triggerise?

I am very **curious** to see where we can take this, because we have the **foundations** of an **amazing company** that can do great things. I **believe** in our **people** and **culture** philosophy and in the product we have and I am **looking forward** to us **creating impact** in more places.

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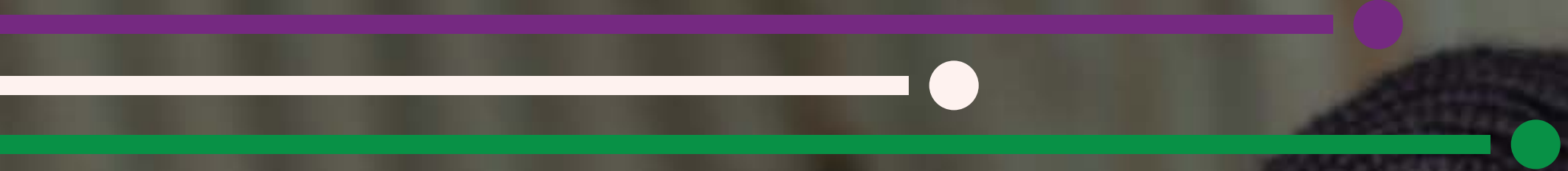
## Making Impact From All Over the World



**13** internal promotions

**7%** gender pay gap: 7% (this dropped from 20% in 2020)





# our finance story





# Our Finance Story

In order to grow and scale our model, we need financial power behind us. 2021 brought exciting funding opportunities to the table, and with the establishment of a New Business Development team, an impactful future is in our hands.



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## Reflections from Hameline Chimuka, our Chief Financial Officer

As you have no doubt gathered from my colleagues, 2021 was a **big year** for Triggerise. From my perspective, the funding we received from the **Children's Investment Fund Foundation** (CIFF), called **Bridge to Scale**, is the **highlight**. Through this **five-year grant**, we are able to demonstrate and **add real value** and change in three countries: **Kenya, Ethiopia, and Uganda**.

The year held some **internal structural** and **procedural advances too**. We introduced our **Annual Operating Budget**, and **automated all the donor reporting** within that system too. The **Ignite** programme, funded by **Minbuza** (the Netherlands' Ministry of Foreign Affairs), came to an end. This was a **major project** for us, and we are **grateful** to all the **team members** who dedicated their time to it.

In 2021, the **audit and risk committee** was established. This is a **sub-committee of the Board**, and is responsible for all the **financial and operational risks** we take. Along with the **financial responsibility** in the **Board**, these members will also **approve audit reports**. Our **2021 audit** was **successfully completed** on time – I **extend my gratitude** to all those who made it happen.

### Income and expenses for 2021

To get a sense of the financials, I've included a **brief analysis** of Triggerise's **income and expenses** for the year. We **closed 2021** with a total income of **€9.7m, a 47% growth** compared to 2020 (€6.6m). The **total funds raised of €9.3m** consisted of **governmental subsidies** of € 7.1 million and income from other non-profit organisations of €2.2m. This is a **55% growth** compared to 2020 (€6m). This growth was largely thanks to CIFF, the British government, and the Embassy of the Kingdom of the Netherlands in Ethiopia.

**“In 2021, the audit and risk committee was established. This is a sub-committee of the Board, and is responsible for all the financial and operational risks we take.”**

**Total expenditures** incurred amounted to **€9m (2020: €6.2m)**. Expenditures incurred on Triggerise **programmes** amounted to **€7.9m (2020: €5.4m)**, as expected. **Costs of new business development** amounted to **€100 000 (2019: €100 000)**, and **management and administration** costs amounted to **€800 000 (2019: €700 000)**.



The **cash balance** as per the end of December 2021 amounted to **€5.9m**. For **2022**, **funding** has been **secured** for existing operations thanks to **contracted donor income** of approximately **€12.3m**.

## New Business Development team

To meet our **long-term fixed expenses** and to **accomplish long-term expansion** and **growth**, we intend to **raise €33m** between 2020 and 2023. To **accomplish this goal** as mentioned earlier, we have **established** a fully-fledged **New Business**

**Development** (NBD) unit consisting of a **senior director** (Fiona de Korte), two **business development leads**, a **grant writer**, and a **storyteller**. The team has developed a **detailed resource mobilisation plan** that they are currently executing. We are **delighted** to welcome **Fiona and her**

**team** to Triggerise, and are **confident** that we will see much **growth** and **solidify new partnerships** through their **tactical** and **innovative fundraising**.

## Looking to the future

We are **looking forward to 2022** as the **last phase** of our **three-year strategic plan**, with a focus on **standardisation** and **core investment** into our platform.

While **Covid-19** will **impact** the **prioritisation** of **key tactics** within our

priorities, we believe that this plan is well suited to **strengthen** our **value proposition** and **ensure** our **relevance and impact** in the long run. We will continue to substantially **invest** into the **platform re-architecting** to **future-proof it**, **increase its capacity** to **integrate** with **third-party solutions**, and be ready to **further** the **partner-implementation model**.

**“The cash balance as per the end of December 2021 amounted to €5.9m. For 2022, funding has been secured for existing operations thanks to contracted donor income of approximately €12.3m.”**

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# testimonials from our donors & partners

triggerise



# A selection of testimonials from our donors & partners



“I am particularly delighted in our partnership with Triggerise, who generate measurable impact through the delivery of sexual and reproductive health (SRH) services for adolescents and young people in Burkina Faso via the QG JEUNE digital platform. Through this innovative pilot project in Manga that will last for eight months (November 2021 to June 2022), we are connecting hundreds of young people to a network of SRH care providers. I look forward to our continued partnership in positively impacting the youth of Burkina Faso.”

**Auguste Jean Marie Kpognon, Country Representative Burkina Faso, UN Population Fund**

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“I love problem solving with Triggerise. Every challenge we encounter in our programmes

becomes an opportunity for improvement and thoughtful reflection – I always find the Triggerise team ready to dive more deeply into data and think creatively on how to improve outcomes for users.”

**Julia Greenland, Director SRHR: Girl Capital, Africa  
Children's Investment Fund Foundation**



“Blending tech, SRH, and life skills is a powerful combination. It improves the livelihoods of young people and ensures that no one is

left behind. Working with the dedicated Triggerise team was very fruitful in finetuning our programme and we look forward to more encouraging results in the future.”

**Benjamin Graedler, Senior Portfolio Manager  
KfW German Financial Cooperation**



“Triggerise is an innovative entity in addressing critical gaps in achieving universal access to sexual and reproductive health and rights (SRHR) among adolescents in our setting. Triggerise has shown great commitment and overall teamwork in response to COVID-19 through SRH programmes and developing life

skills among young people.”

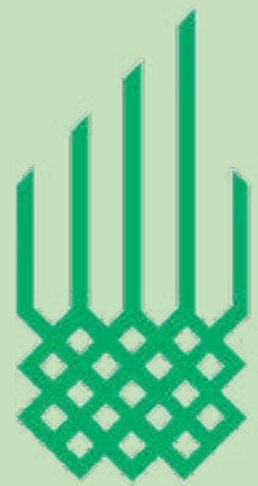
**Jacintah Mwachiro, Regional Manager, Aga Khan Development Network**



“Triggerise creates an important impact in society. In India, for example, women gain financial freedom through earning opportunities on top of having choice in accessing healthcare services that meet their needs.”

**Belle de Jonge, Policy Officer, Ministry of Foreign Affairs of the Netherlands**





“Over the last two years Uganda has seen an exponential rise in the number of teenage pregnancies. For some unfortunate teenagers, they have been pregnant twice during both lockdowns, the first in March 2020 that lasted five months, and the second in June 2021 that lasted three. It was clear that adolescent girls had suddenly become doubly vulnerable during this period, and that any intervention would need

to address the issue fast and effectively. The AKF and Triggerise/In Their Hands partnership leveraging the Triggerise-powered Tiko platform has compounded the community efforts and has seen over 13 000 teenage girls gain agency over their sexual and reproductive health and subsequently, their lives.”

**Rowena Kamasai, Programme Manager, In Their Hands  
Aga Khan Foundation Uganda**



“Triggerise offers a creative and effective solution for a pressing issue for teenagers and adolescents, especially in low income

communities.”

**Wieke Meilink, Portfolio Affairs Associate, St Antonius Foundation Projects (SAS-P)**



“The Foundation is very excited about the opportunity to partner with the innovative team at Triggerise to expand its existing offering to include mental health services for young people.

We know that mental health and physical health are syndemic and as such it is critical that we address these issues simultaneously. Triggerise’s easy-to-use youth-centric platform has the potential to reach many underserved,

and often discriminated against, young people (including LGBTQIA+) and empower them with information, support and services they need to live holistically healthy lives.”

**Lindsay Hayden, Head of Young People Portfolio  
Elton John AIDS Foundation**



“Working with Triggerise has enabled our partners in Burkina Faso through our Billi Now Now! programme to leverage their TIKO platform technology infrastructure to provide over 18 000 sexual reproductive services in one year. The engagement with the Triggerise team has given us substantial clarity and direction, both internally and externally in how to use technology for better SRH outcomes for young people.

The Triggerise team are not only rigorous and robust in their processes, but have also helped upskill our partners’ technology skills. I have no hesitation in recommending them to other partners in development and related fields.”

**Achieng Akumu, Interim Regional Director Africa  
Planned Parenthood Global**



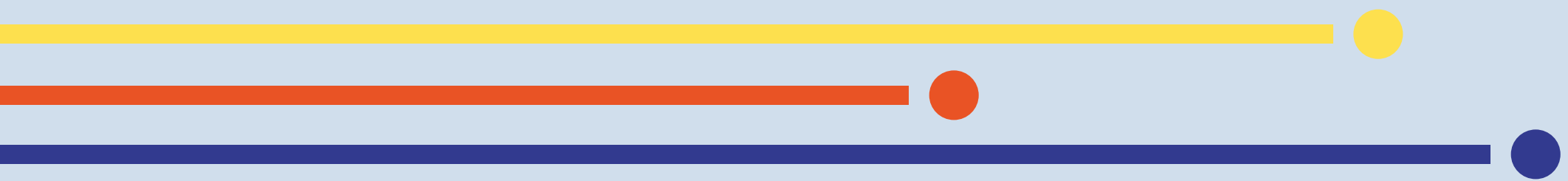
“It is a pleasure to work with Triggerise. The team is friendly, meets deadlines, writes good and informative reports, reflects on challenges, and proposes new innovative solutions. I really appreciate their open and proactive communication style and love their data-driven thinking!”

**Aida Bilajbegovic, Senior Programme Officer, Rutgers**

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thank you  
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