

# triggerise

## Annual Report

2022



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# Welcome to the Triggerise 2022 Annual Report

The year 2022 was a busy one of exploring innovative financing models, consolidating and deepening our existing operations, and extending our service provision to new markets.

We successfully implemented the world's first adolescent sexual and reproductive health (SRH) development impact bond in Kenya, achieving 148.1% of our targets on adolescent SRH visits, among other successes.

We are implementing a three-year SRH project in Ethiopia under an outcome-based financing model where payment is made only if 90% of targets are achieved. After a challenging start to the project, we are delighted to have exceeded several targets by over 100% by the end of 2022.

Tiko, our digital membership platform, continued to gain traction during 2022 not only as a conduit for SRH service provision, but for scale-up of HIV and mental health expansion, particularly in Mombasa, Kenya.

New operations in Burkina Faso took off, the strength of mobiliser networks being core to the success, and our Uganda programme expanded from a prototype to a robust health ecosystem.

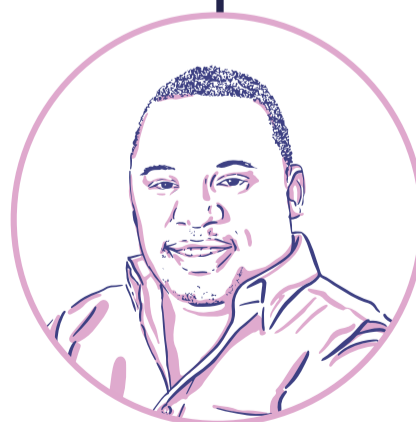
The software powering the Tiko platform has been under consistent redesign over the past two years in order to better serve our goal of becoming a leading tech nonprofit.

Dedicated teams are methodically establishing subdomains – separate units of software – each one linked to a specific output. Through new features like real-time alerts and voice biometrics, we are constantly iterating towards becoming more secure and effective.

We remain grateful to all our donors for their new and continued support, and for the ongoing enthusiasm for our work during 2022; together improving the health and wellbeing of young people in sub-Saharan Africa.



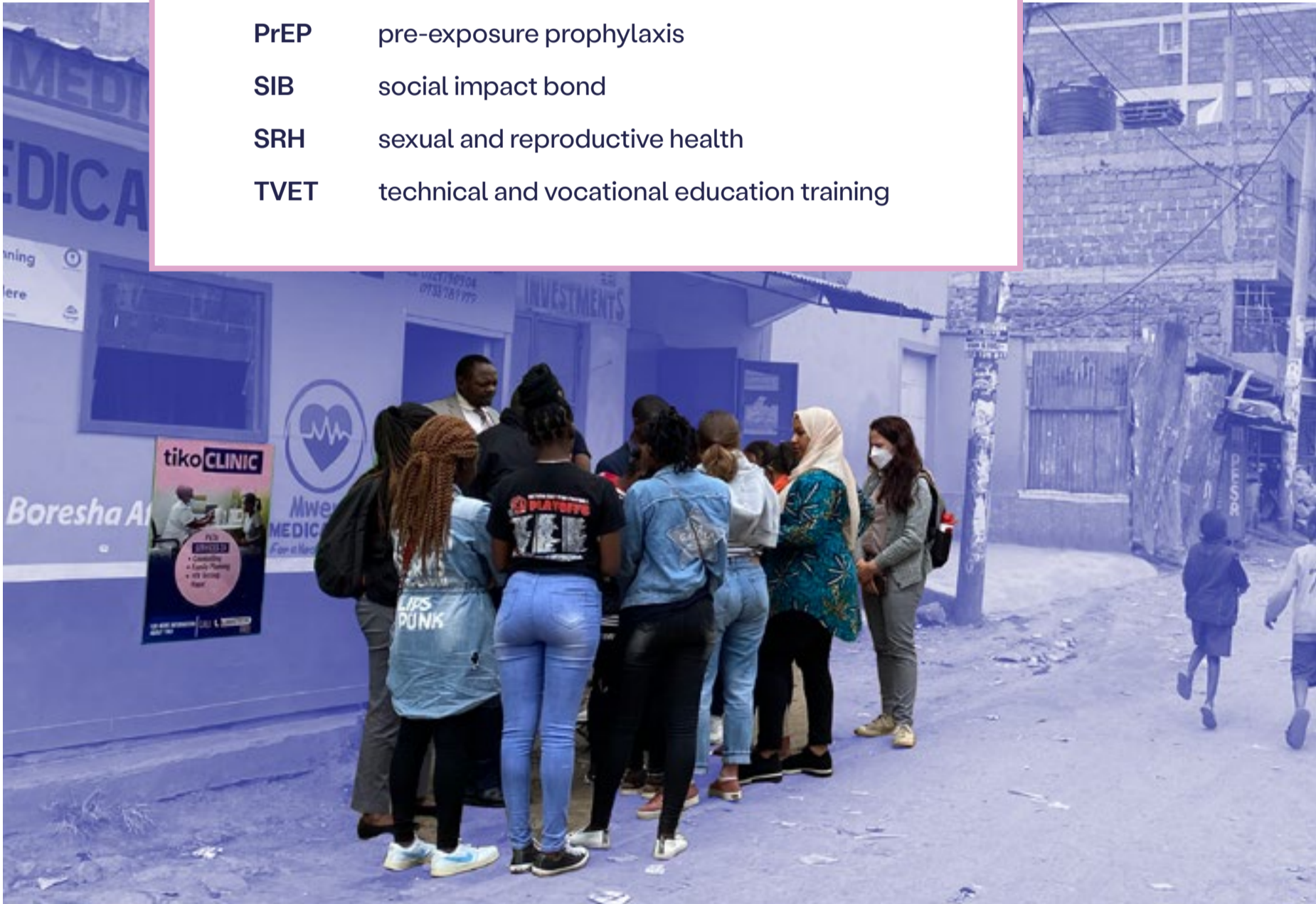
**Benoit Renard**  
CEO



**Richard Matikanya**  
MD

# Glossary of terms

<b>AGYW</b>	adolescent girls and young women
<b>ART</b>	antiretroviral therapy
<b>ASRH</b>	adolescent sexual and reproductive health
<b>CBO</b>	community-based organisation
<b>DEI</b>	diversity, equity and inclusion
<b>DIB</b>	development impact bond
<b>GBV</b>	gender-based violence
<b>JSE</b>	job skills and employment
<b>MH</b>	mental health
<b>ML</b>	machine learning
<b>OBF</b>	outcomes-based financing
<b>PrEP</b>	pre-exposure prophylaxis
<b>SIB</b>	social impact bond
<b>SRH</b>	sexual and reproductive health
<b>TVET</b>	technical and vocational education training

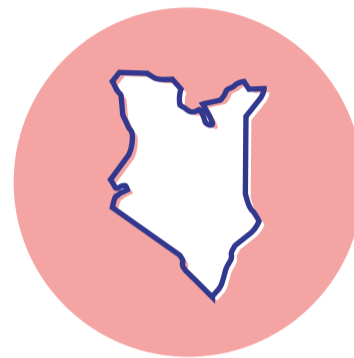


# Scalable model

Triggerise aims to scale in our five key markets of Kenya, Ethiopia, Burkina Faso, Uganda and South Africa, with a goal of becoming the go-to delivery model for SRH in sub-Saharan Africa.



**Ethiopia**



**Kenya**



**Burkina Faso**



**Uganda**



**South Africa**

# Kenya

Global country statistics  
(1 January 2022 - 31 December 2022)




**200,826**

Number of young people accessing services



**366,471**

Number of services accessed



**48**

Active community-based organisations



**173**

Average number of enrolments per mobiliser



**71**

Active pharmacies



**767**

Number of active mobilisers



**195**

Active clinics

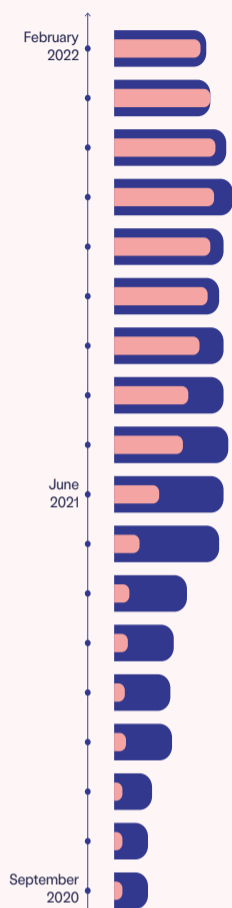
## World's first adolescent sexual and reproductive health development impact bond.

Triggerise implemented the first ever adolescent-focused sexual and reproductive health (SRH) development impact bond (DIB) from 1 September 2020 to 28 February 2022. The bond aimed to reduce unintended pregnancies among Kenyan adolescent girls aged 15-19 by increasing access to and uptake of SRH services and products.

The [Children's Investment Fund Foundation \(CIFF\)](#) acted as the investor and [UK Aid](#) as the outcome payer. The two parties agreed on payment metrics, with success being measured by total SRH visits and total repeat SRH visits. CIFF also earned a 2% internal rate of return, totaling \$128,000, as a pre-agreed modern contraceptive prevalence rate (mCPR) metric was met, as determined by a third-party monitor's survey.

# Our DIB targets, results, and highlights

**Total visits**  
**Total repeated visits**

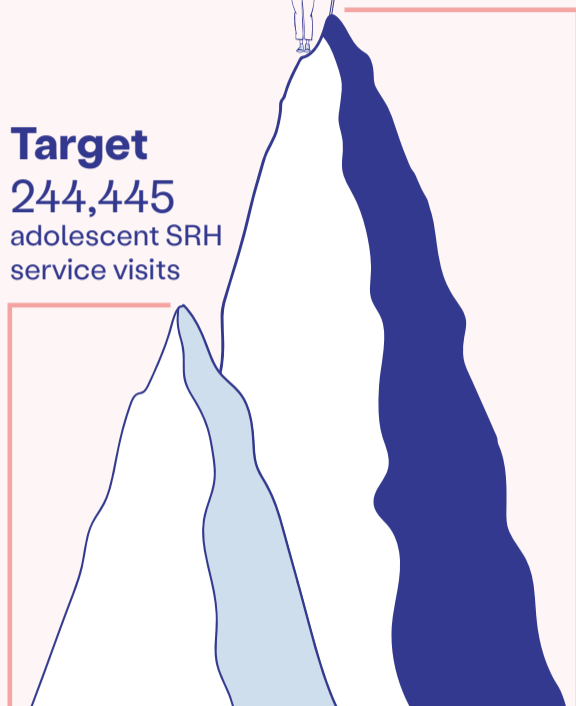


**We exceeded the adolescent SRH service visits target by**

**148.1%**

**Result**  
362,092 visits

**Target**  
244,445 adolescent SRH service visits

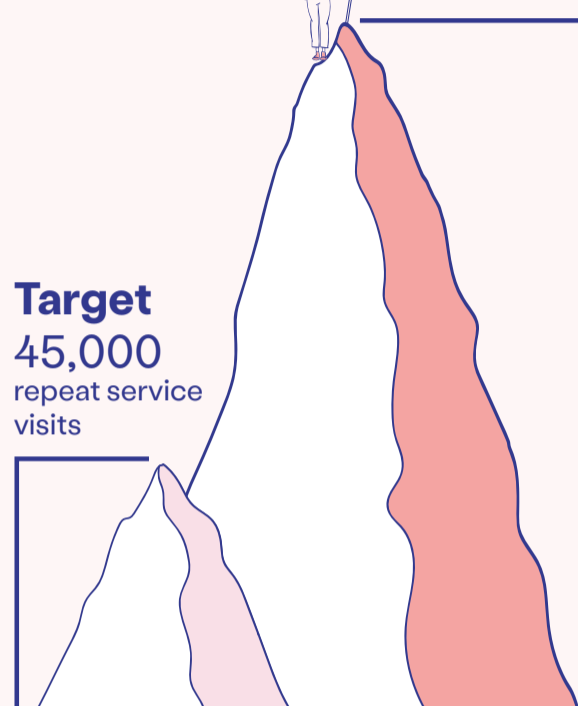


**We exceeded the repeat service visits target by**

**262.4%**

**Result**  
118,058 visits

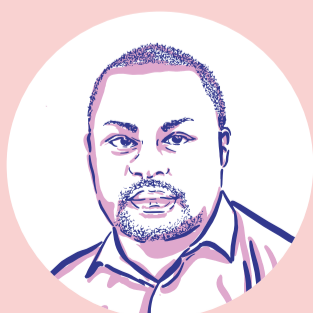
**Target**  
45,000 repeat service visits



**These targets were set with KOIS, an intermediary partner for all the organisations involved in the DIB. And, with a laser-focused approach, we were able to over-deliver on these targets.**

## Our people

After four years as Kenya's Country Lead, Jesse Njunguru transitioned from Triggerise into a new global role. Jesse played an instrumental part in growing our operations in Kenya, our largest market, and we are grateful for his impact.



**4.8 stars**



(338,194 girls rating)

**93.4% rated the services they accessed, with an average of 4.8 stars**



**2.3% increase in the modern contraceptive prevalence rate (mCPR)**

– as a result of our intervention this significant increase in contraceptive use of was achieved

Off the back of these rewarding results, we are eagerly looking forward to the expansion of this DIB into a new partnership with the Joint United Nations team in Kenya comprising the UN Resident Coordinator's Office, **SDG Partnership Platform**, **UNFPA**, **WHO**, the **Children's Investment Fund Foundation** and **UNAIDS**.

Together, we aim to transform adolescent health outcomes in Kenya by tackling the challenges of teen pregnancy and HIV infections among adolescent girls.

## Expanded platform, expanded impact

During the course of 2022, we broadened our offering in Kenya to include mental healthcare for the first time, launching in Mombasa county through a programme that also focuses on HIV-related treatment. In addition, we are also offering upskilling and training to Kenyan youth. This way, we are broadening the relevance of our work through the support of some new partners, notably the [KfW German Development Bank](#) (KfW) and the [Elton John AIDS Foundation](#) (EJAF).

Poor mental health outcomes impact adherence to antiretroviral therapy and pre-exposure prophylaxis, worsening quality of life for key populations and youth living with HIV. Through support from EJAF, we are meeting this twofold challenge with a project that addresses both areas, reaching key populations in Mombasa county.



### Over 958

people have accessed mental healthcare services through Tiko between May 2022, when the programme was launched, and December 2022.

During the same period,

### 1,207

screenings for depression and

### 1,524

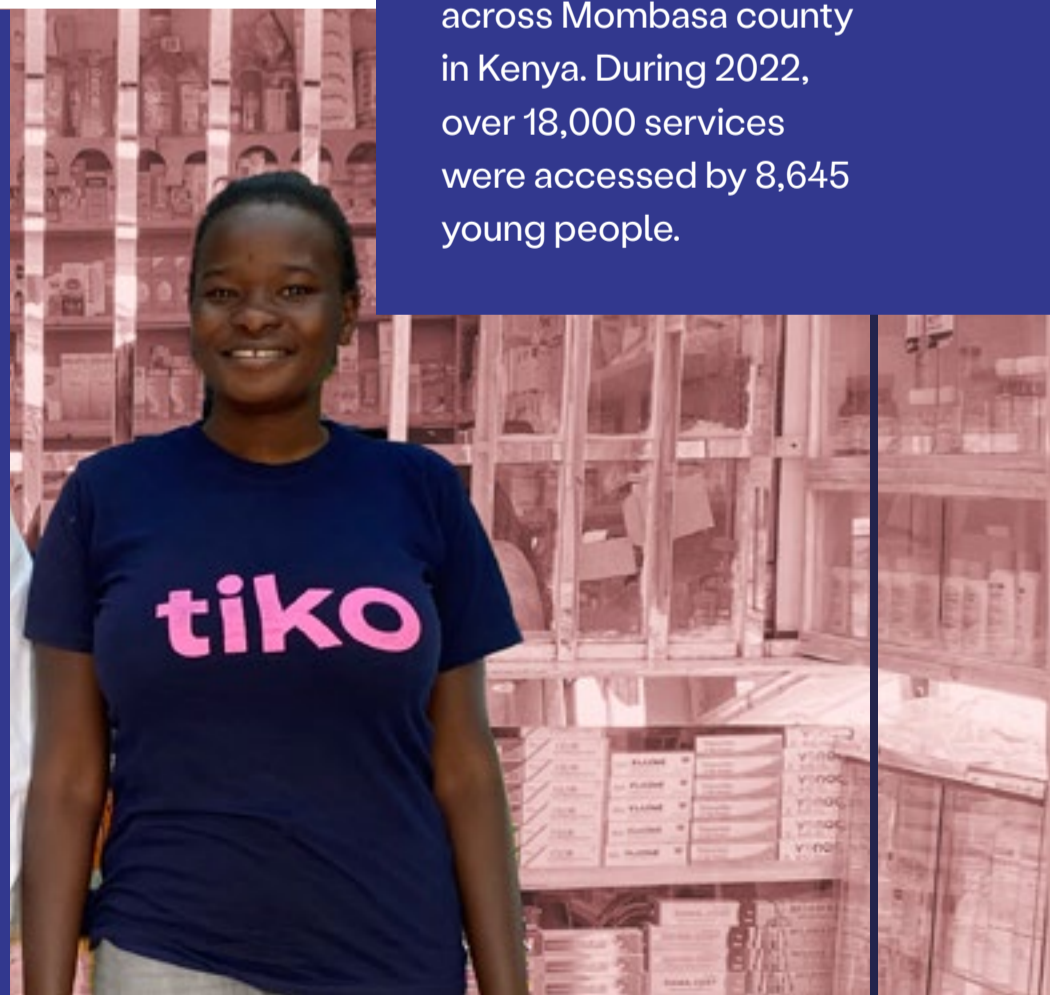
mental health services were accessed by youth.

### Elton John AIDS Foundation

The Elton John AIDS Foundation has enabled us to offer mental health counselling, pre-exposure prophylaxis, and antiretroviral therapy across Mombasa county in Kenya. During 2022, over 18,000 services were accessed by 8,645 young people.



In this project, community-led organisations run by volunteers work with government departments, connecting the public and private sectors. Read more about this partnership below in our community-based organisation (CBO) highlight.







## CBO highlight:

### Girls 4 Girls Africa Mental Health Foundation, Mombasa

CBOs are fundamental contributors to healthier and more whole societies. These grassroots organisations are founded and run by passionate people who are dedicated to sensitising, caring for, and transforming their communities – sometimes at the peril of their own safety in areas where marginalised communities live or work.

Through support from CBOs, we're able to reach young people from neighbourhoods that we would have difficulty connecting with otherwise.

Together, these organisations hold group, personal, and tele-counselling sessions (alongside other interventions), giving young women in Mombasa a space to process pain and trauma. Through close relationships with social workers, the G4G network is also able to provide support for survivors of GBV in court, advocating for their rights and justice. Alongside this support, G4G points adolescent girls and young women to clinics and pharmacies in the Tiko network where HIV testing and other SRH-related services are available.

One such CBO is [Girls 4 Girls Africa Mental Health Foundation \(G4G\)](#). Based in Mombasa and founded by Queentah Wambulwa in 2018, G4G addresses the mental health needs of survivors of gender-based violence (GBV). Since 2020, they have partnered with the Mombasa County GBV technical working group who also focus on mental healthcare as related to GBV.



# Upskilling Kenyan youth through training, education, and employment opportunities

With support from KfW, and a partnership with the **Ministry of Youth Affairs, Sports and the Arts**, we are broadening our offer in three major counties in Kenya: Mombasa, Kisumu and Nairobi. Under a project called Vijana Vuka Na Afya (VIVA), we are taking a new, enriched direction, where expansion of the Tiko platform is making membership even more relevant to users.

Comprehensive sexual education classes were offered by our partner, **Deutsche Stiftung Weltbevölkerung** (DSW), a youth-focused nonprofit in East Africa, during 2022. Nearly 3,000 sessions were attended by 790 young people.

## Further new offerings under VIVA include:



Extended target age to include 20- to 24-year-olds, and also boys



Skills training through Technical Vocational Education Training (TVET) and master craftsmen



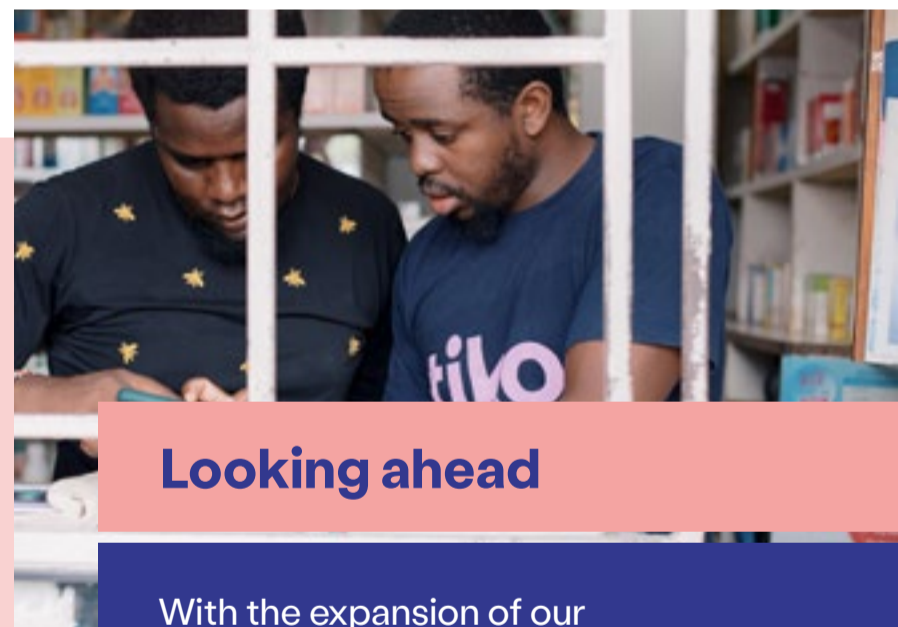
Sports as an avenue for entrepreneurship and life skill training



Expanded scope to include public sector facilities

## Our people

In May 2022, Leah Wanaswa took on the role of Kenya's Country Director after an internal promotion from Programme Director. Based in Nairobi, she is well positioned to lead the team who implement programmes across the country from Kisumu to Mombasa. Leah has two decades of community-based work to her name in the maternal healthcare and SRH space. We're excited to continue to work with her to expand our impact across Kenya.



## Looking ahead

With the expansion of our platform to include a wider range of SRH-related and wellbeing services, coupled with the deepening of our work in both the public and private sectors, we are encouraged about the future of mental health intervention in Mombasa and throughout Kenya.

# Innovation Sandbox

## Taking risks (with seatbelts on)

Nurturing innovation can drive impact in health and technology spaces and at Triggerise we embrace experimental approaches. This, however, does not come without risk. Through our Innovation Sandbox, we believe we can reduce risk and find key opportunities for ourselves and our collaborators through testing of new ideas in a real-world setting.

By consciously taking time to explore various facets of a problem before coming up with a solution, we can meaningfully connect theories and data insights to real life, thus identifying areas to place the big bets; the game changers.

The Innovation Sandbox was launched in Machakos, Kenya in September 2022. Our inclusive and safe culture within an established ecosystem setting provides a space to test solutions to development challenges in a real-world environment.

Learn more from our blog post [here](#) and brief launch video [here](#).



# Ethiopia

## Global country statistics

(1 January 2022 - 31 December 2022)



**48,491**

Number of young people accessing services



**110**

Average number of enrolments per mobiliser



**67,491**

Number of services accessed



**411**

Number of active mobilisers



**11** Active pharmacies



**10**

Active community-based organisations



**62**

Active clinics

## Towards outcome-based financing

The development sector's use of outcome-based financing (OBF) payment models (where a funder makes payments conditional on achievement of pre-agreed outcomes) utilises innovative financing models to improve social infrastructure for vulnerable populations. Once targets are established, project implementers are able to allocate resources in the most effective manner to meet them.

The focus of a three-year SRH project in Ethiopia is to enhance the uptake of services and products among adolescent girls and young women aged 15 to 29 in Addis Ababa and Bahir Dar. The payment metric is tied to the total number of SRH services provided, as well as other related targets. To receive payment, a minimum of 90% of these targets must be achieved.

During 2022, we strengthened existing ecosystems with partners who are engaged and motivated in promoting the Tiko platform in communities across Addis Ababa and Bahir Dar and are delighted to have over-achieved on several targets by the end of the year – specifically around unique users and services accessed – hitting over 100% on both.

The Jobs, Skills and Employment (JSE) project focused on building skills of young people to increase their employability through training, internships and entrepreneurship, including access to microfinancing. The project met challenges in alignment between the target audience (young people at the base of the economic pyramid) and the model of funding; i.e. the target audience were unable to pay for training or to raise the 20% down payment required to access microfinances. In addition, JSE is expensive to implement, due to the high costs of training, and the targets set for the project were high, with too diverse an offer.

## Our people

We are delighted to have welcomed Netsy Woldesemait to Triggerise in December 2022 as Country Director for Ethiopia. Netsy brings with her a wealth of experience in health supply chain management, global health security, human rights, and the rule of law. Through her dynamic leadership, we look forward to continuing on the trajectory of success that the team in Ethiopia has established.



## Key learnings

**There must be alignment between the target audience and the ways in which we reach them, including:**



Identifying robust partners in the proposal process to ensure there is funding for them to provide training



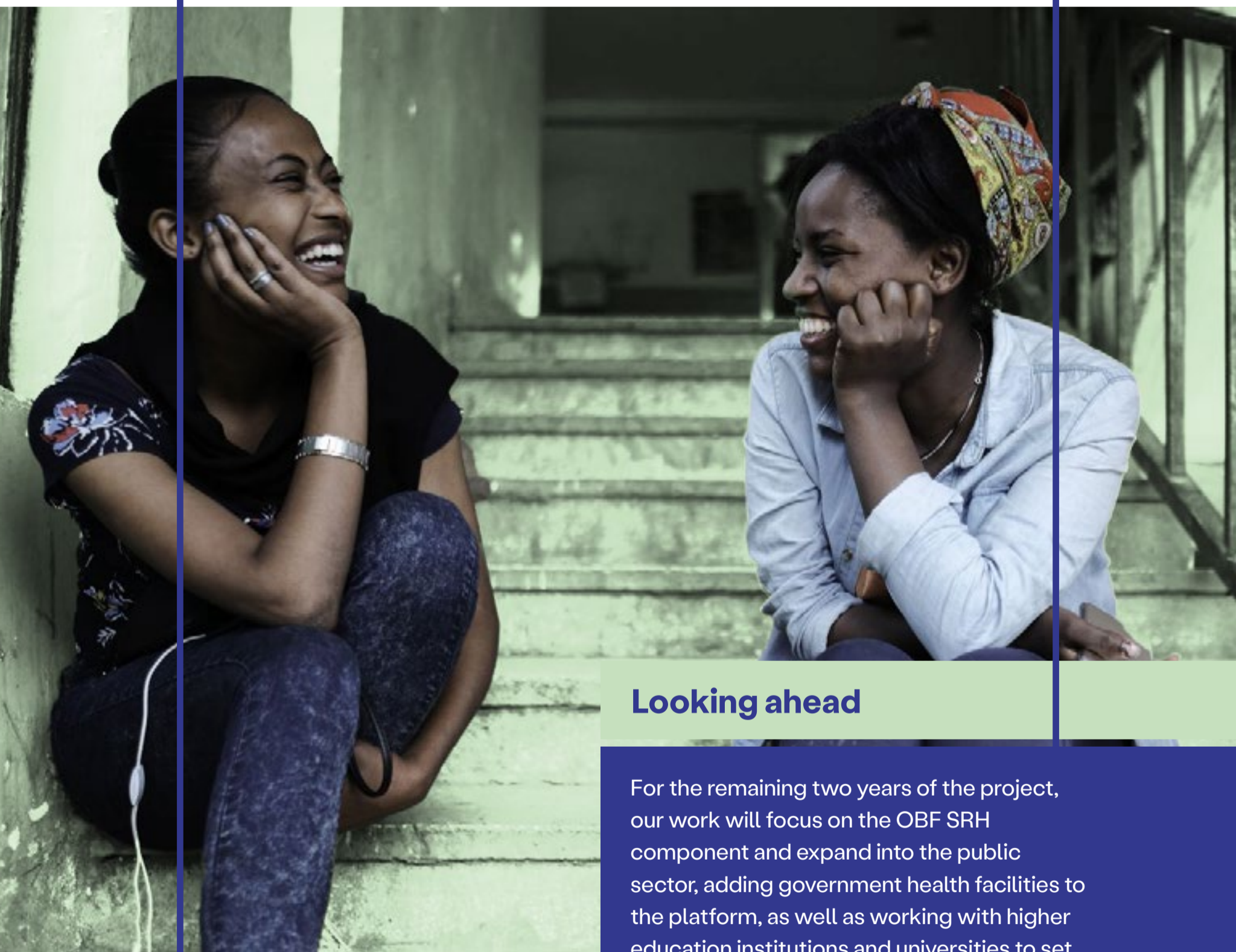
Building subsidies into the proposal in order to make the offering accessible to the target audience



Taking a more focused approach on which courses align with gaps in the labour market so graduates can access jobs



Ensure technical skills are embedded within the programme as opposed to focusing primarily on soft skills



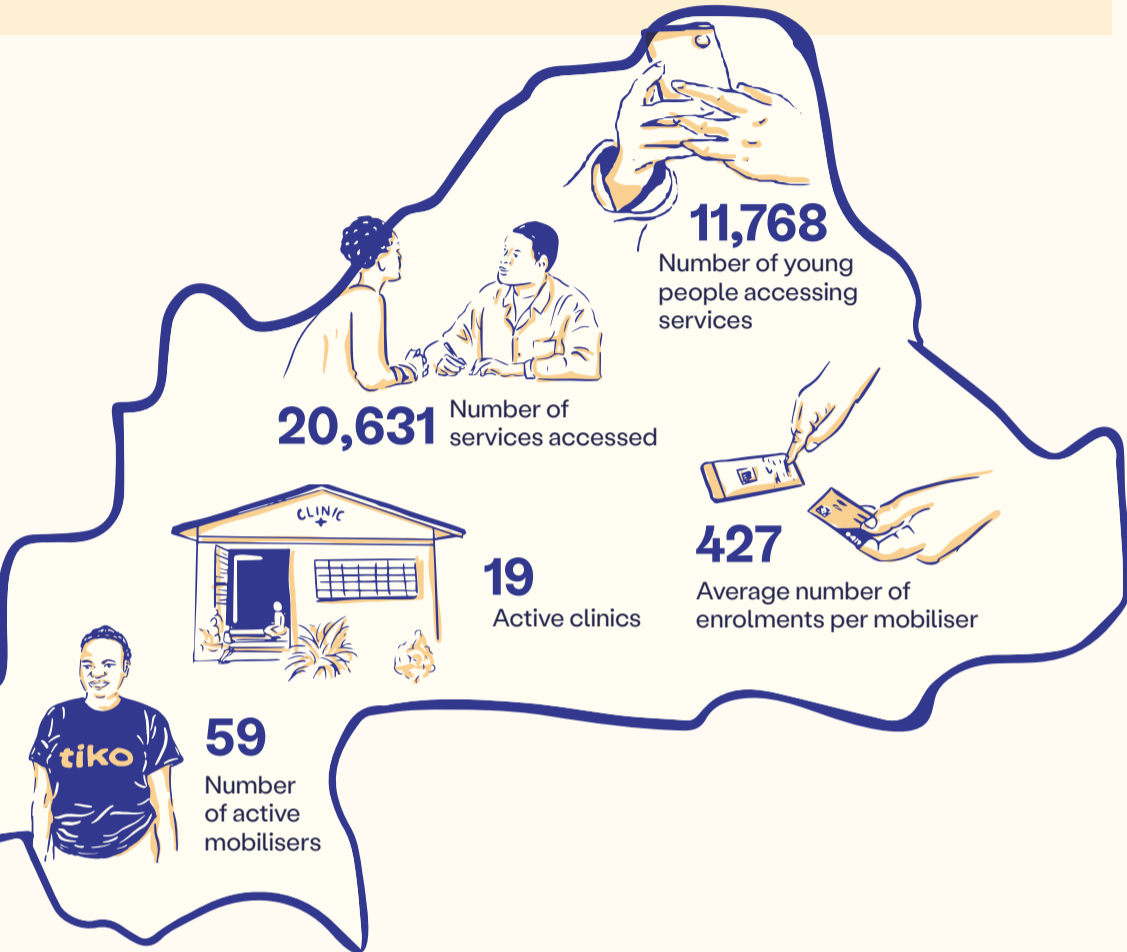
## Looking ahead

For the remaining two years of the project, our work will focus on the OBF SRH component and expand into the public sector, adding government health facilities to the platform, as well as working with higher education institutions and universities to set up strong ecosystems.

# Burkina Faso

## Global country statistics

(1 January 2022 - 31 December 2022)



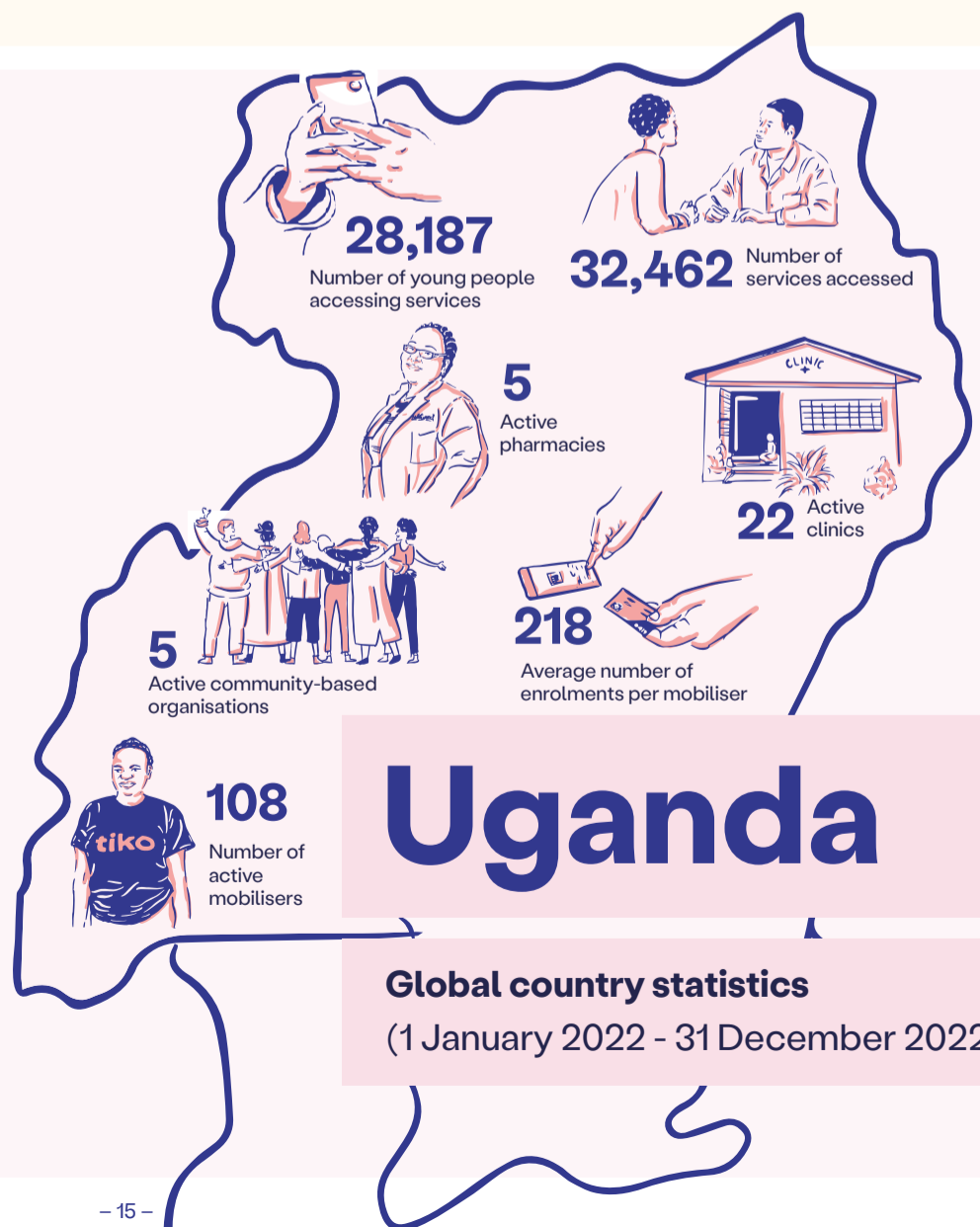
## Expanding into new markets

Two programmes were implemented in Burkina Faso in the year 2022, with our partners UNFPA, who implement the 'QG Jeune' programme in Manga, and **Planned Parenthood Global** who manage the 'Billi Now Now!' programme in the capital Ouagadougou and Bobo-Dioulasso. In total, over 10,000 youth accessed more than 20,000 services.

Mobilisers were core to this success with an average of 427 enrolments per mobiliser in Burkina Faso, compared to the global average of 232. Working with UNFPA, our mobiliser networks engaged out-of-school adolescents working in informal sectors. This led to better understanding of our user demographics, and improved our ability to offer youth access to our services.

In Uganda we expanded from a prototype of four clinics to building a robust health ecosystem consisting of over 25 clinics, five pharmacies, and five CBOs in both the urban and peri-urban areas of Kampala and Arua respectively. Nearly 30,000 youth accessed services.

Through the pilot programmes in both countries, we have learned the importance of implementing multiple demand generation strategies, working with grassroots community organisations, addressing contraceptive stigma through community structures and gatekeepers, and integrating services for young people.



# Uganda

## Global country statistics

(1 January 2022 - 31 December 2022)



## Service provider highlight:

### Reproductive Health Uganda, Bwaise, Kampala

‘Previously, girls used to escape from their parents when in need of family planning,’ nurse Rhoda Namukwana of Reproductive Health Uganda’s Bwaise clinic says. ‘Before the In Their Hands Tiko project, parents thought we were going to orient their children into risky behaviour,’ she continues.

Many service providers in Uganda are not actively adolescent friendly. ‘The clinic used to face challenges when serving young people,’ Namukwana says, ‘because they used older people to provide information.’

The clinic started involving Tiko mobilisers, and all of this changed. Due to good relationships with mobilisers, young people learned about family planning and prevention of early pregnancies in an informed, safe way. When parents realised the aim was to understand the health risks their children were being exposed to and how they can mitigate these risks, they became more receptive. They even started encouraging their adolescents to seek advice from Tiko mobilisers and clinic staff.



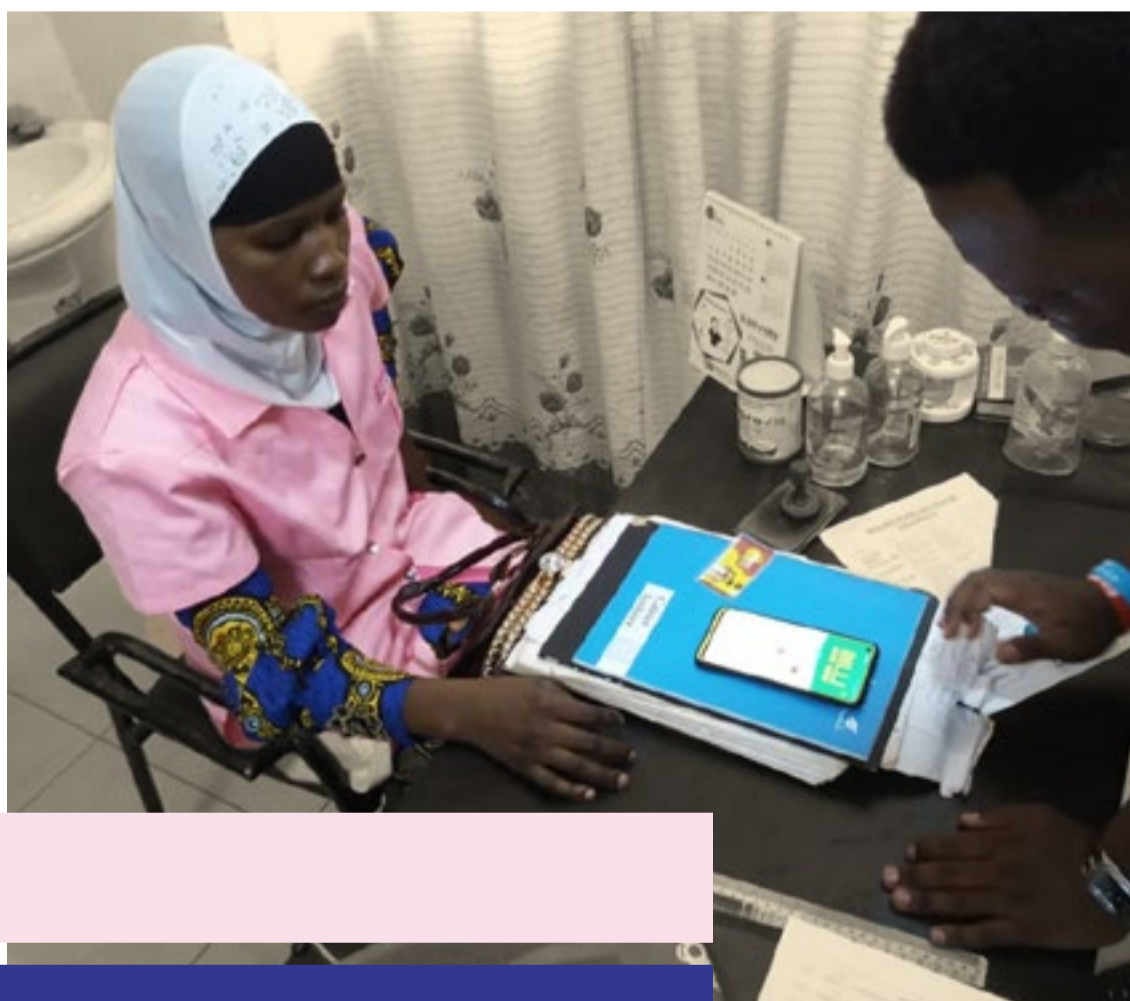
The relationship between Tiko and Reproductive Health Uganda (RHU) has greatly improved access to SRH services for young people, and the number of young people seeking family planning services has increased markedly.





## Key learnings

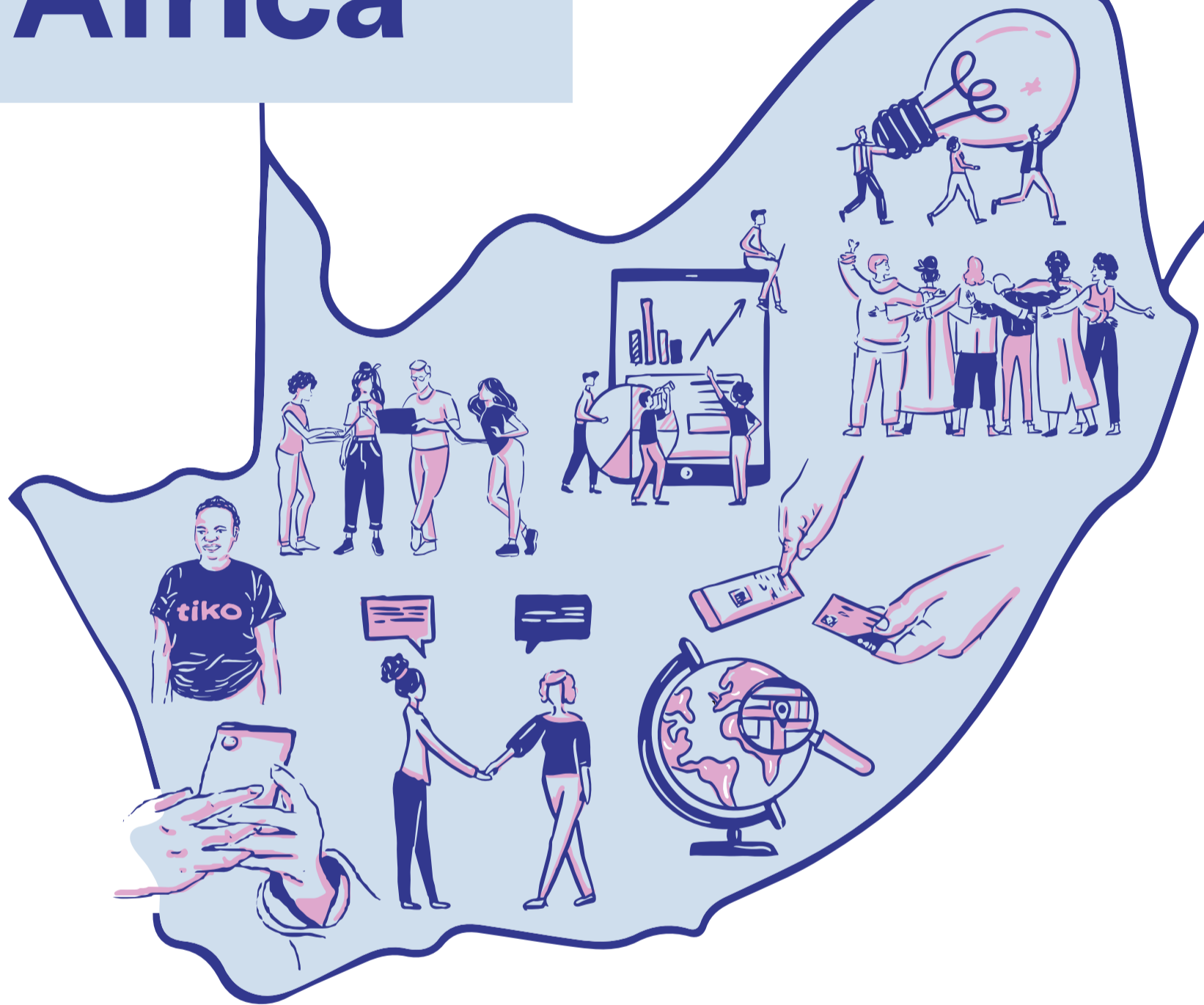
Our projects in Burkina Faso and Uganda both grew significantly in 2022. Our aim was to establish both of them through leveraging relationships with a local organisation in each country to implement and manage the programmes. It has become clear, however, that running a programme successfully requires more than just one organisation's participation, and that multiple partnerships are needed to establish a thriving ecosystem.



## Looking ahead

We plan to expand in order to cover the three largest Burkinabe cities of Ouagadougou, Bobo-Dioulasso, and Koudougou, and all six divisions of Uganda's capital Kampala. Our aim is to strengthen our ecosystems and expand support for adolescents by exploring public/private partnerships to extend our offerings to include HIV prevention, treatment, and mental health services.

# South Africa



## Research-informed practice

As 2022 drew to a close, so too did our first research project in South Africa. The work began in Mpumalanga with **Indlela**, a behavioural insights unit, and will become an operational research project in the future, focusing on delivering HIV-related interventions in collaboration with the public sector.

This pilot explored ways of encouraging young people to take up pre-exposure prophylaxis (PrEP), antiretroviral therapy (ART), and HIV testing through behavioural science principles. Using our digital platform, Tiko, nudges were delivered to the pilot participants in the form of regular reminders and engaging questions to foster treatment adherence.

# Nudges

**In this pilot, we made great gains in testing a new mechanism for our team who works on nudges, an element of behavioural science involving the influencing of one's behaviour towards a positive outcome.**

A key aspect of the programme involved increasing adherence to PrEP and ART, so we developed a series of nudges in the form of reminders, questions, and a lottery to facilitate that goal.

Mobile phone penetration among the target populations is higher in South Africa than most of the other countries we work in, so we were therefore able to test SMS reminders on a much larger scale than usual. The nudges in this programme gamified elements of HIV-related treatment, encouraging Tiko members to stick to their dosage schedules. By returning for a subsequent visit to a healthcare provider, for example, Tiko members became eligible to receive a substantial bonus of Tiko Miles.



## Key learnings

While being involved in research is greatly beneficial, our core focus as an implementing organisation is on service delivery. A challenge of the Indlela project was that we were applying research to an existing operation that was independent from us, and were therefore unable to activate various parts of our operating model efficiently. A key learning from this pilot is that we can enhance our practical expertise by collaborating with research specialists, allowing us to focus on delivering impactful results.

## Looking ahead

We are expanding our work in South Africa to a full programme that will combine SRH products and services, mental healthcare, and HIV-related treatment. We are looking forward to offering South African youth a path to healthier, happier lives, and to complement the teams that already live and work in the country. In 2023 we will use the nudge component of the project and apply it to Kenya to support an increase in continuation of oral contraceptives.

# Trusted results

Triggerise aims to be a leading player in the verification of outputs and outcomes by proving the robustness, reliability, and validity of our verification mechanisms.



## Safeguarding the Tiko platform

Through the Tiko platform, a range of different actors (adolescents, mobilisers, service providers, and retailers) engage with each other and Tiko software to complete service validations. The platform, due to its subsidised offerings, creates an opportunity for increased access and affordability for youth.

Our teams have developed policies and implemented controls on the platform to enhance our security. We introduced two features in 2022:



**Real-time alerts of suspicious transactions**

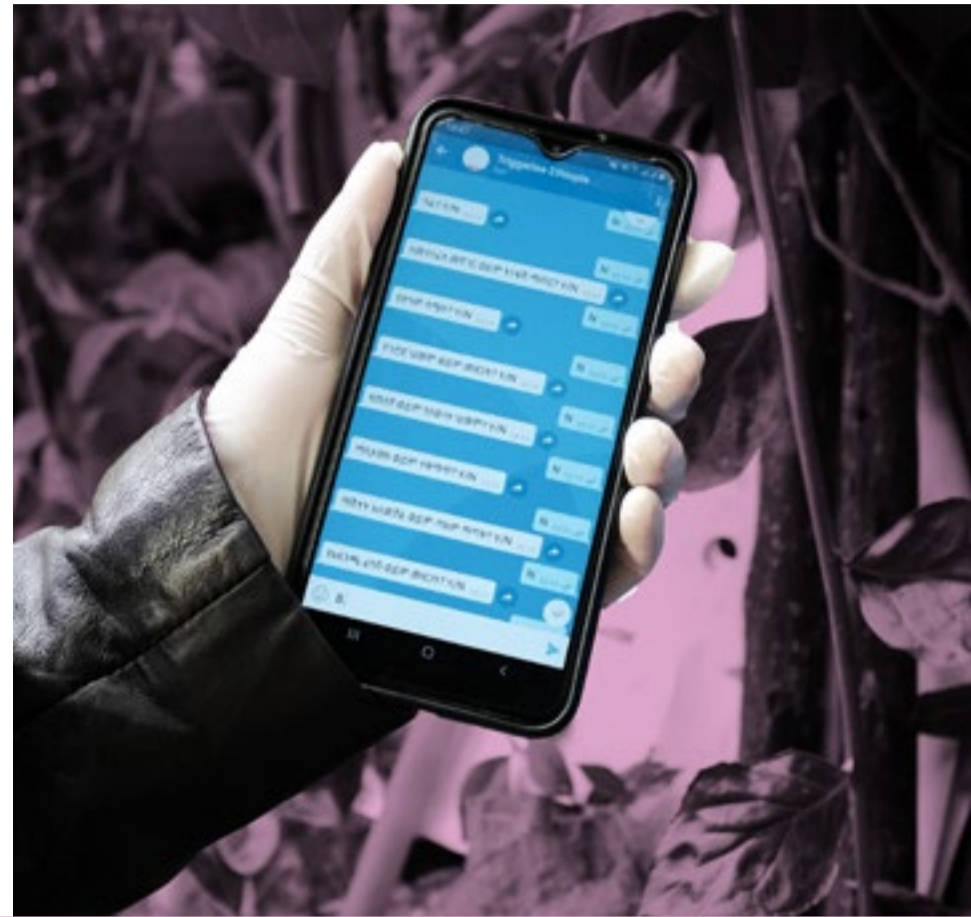


**Voice biometrics for service verification**



## Exploring a digital results verification solution for outcome-based financing

Throughout 2022, we worked with the Foreign, Commonwealth, & Development Office as they establish a social outcome-based contract in SRH for adolescent girls and young women in South Africa. With the Frontier Technologies programme and [Networking HIV & AIDS Community of Southern Africa](#), we explored how components of the Tiko platform could be integrated into a monitoring and evaluation system.



### The Dutch Postcode Lottery

The Dutch Postcode Lottery's flexibility of funding and trust in their partners has allowed us to channel renewed focus into our tech and communications functions, solidifying our Tiko platform and ensuring a wider audience is made aware of our work.

In sprints, we tested a hypothesis around the potential effectiveness of using a digital solution for verifying project outcomes. The possibility of adopting a tech-driven approach to verify outcomes would drastically reduce the current time and cost involved without compromising the accuracy and quality of the results. This would allow teams to allocate more resources where they are most needed: delivering impact.

This is the first time we have received funding to test an innovation on a non-Triggerise programme, and has allowed us to explore our contribution to digital verification of outcomes. To learn more, read our blog posts that were published over the course of the pilot:



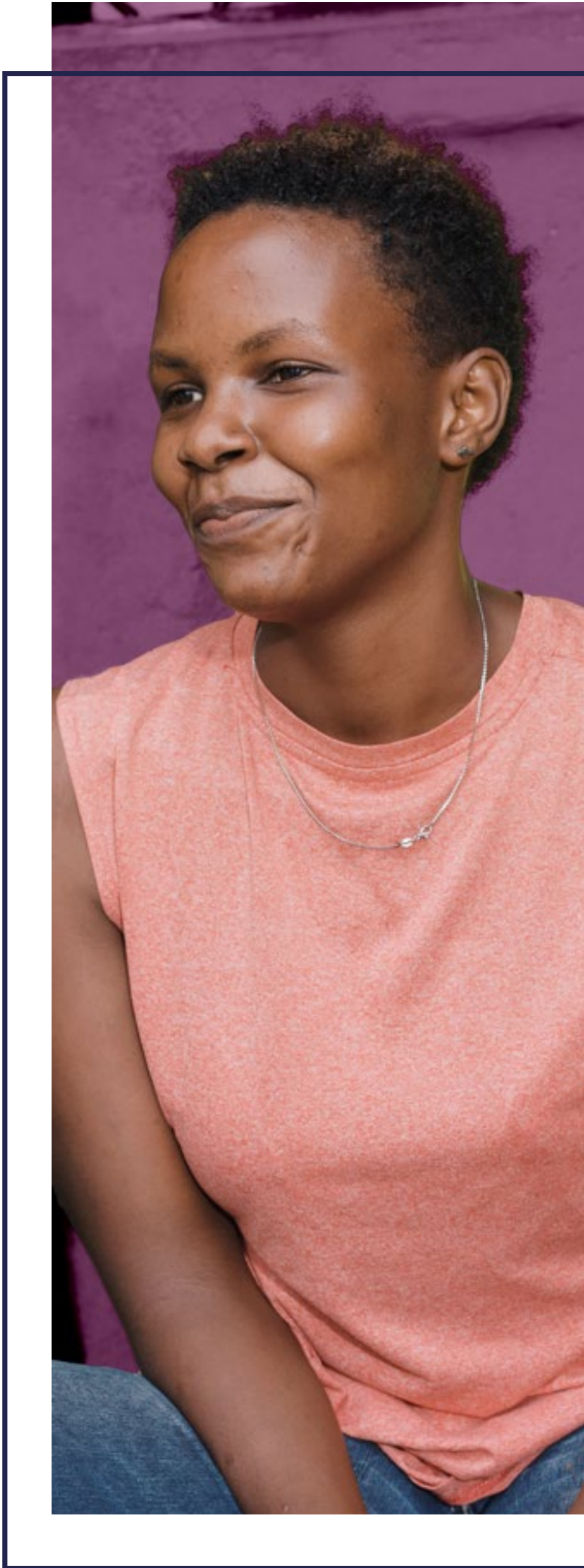
**Five things we've learned about collaboration in a pilot project for data verification**

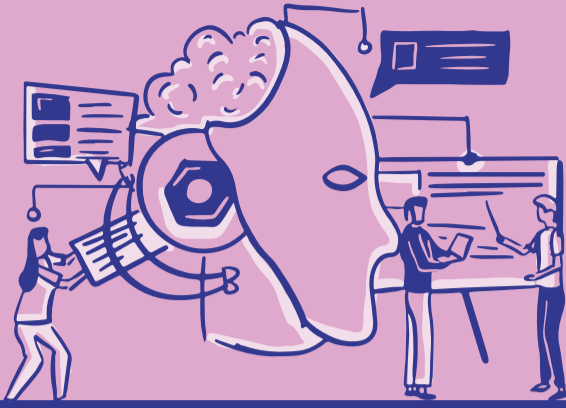


**Show me the money: six common pricing models for a tech solution**



**Sprinting to the finish line: what to do when hurdles appear**





## Exploring machine learning to efficiently safeguard our operations

We are working on developing a collaborative solution that uses machine learning to safeguard our operations on the Tiko platform. Our dedicated efforts in this area began in February 2022, focusing on building a robust machine learning architecture and developing models.

Based on the user interaction with our platform, we had over 100 million data points to explore and gain insights on. We came up with three categories that were prioritised for exploration:



Sentiment analysis using natural language processing



Client segregation (archetypes) with clustering analysis



Fraud detection and scoring with Neural Network supervised models

We started by exploring natural language processing and what this could offer in the analysis of surveys on the platform. The prototype was successful and is awaiting productionisation into the platform subdomains.

Clustering was explored to help understand our actors. We found cleansing, relevance and quality of data a challenge which impacted the grouping of actors called archetypes. We are still learning and exploring this category.

Learning from the financial industry with its fraud detection use cases, we decided to build our own fraud scoring model based on our users' unique interactions with our platform. We ran a pilot where we looked at each actor's data points and used them in a sequential model where it was compared to our full dataset. A model was then built to create a score index for each actor. We verified the scores with our current mitigation process and techniques we use and have had some satisfactory results. This will be tweaked, calibrated, and developed to be fully rolled out to our Trust subdomain.

Through these efforts, we aim to provide a rich and satisfying experience for everyone using Tiko. Our overarching objective is to embrace the potential of machine learning to safeguard our operations, elevating the value and reliability of the Tiko platform.

# Sustainable growth

Our aim is to sustainably increase revenue and focus on attracting large grants and core funding, positioning Triggerise for outcome-based funds.





# Partnering for impact

We are grateful to all the donors who contribute to our project successes across sub-Saharan Africa.



'The strategic partnership between CIFF and Triggerise continues to be strengthened by our deep philosophical alignment and sense of urgency about addressing the diverse needs of vulnerable adolescent girls, at scale and cost effectively.



**Twebese Mugisha,**  
Director,  
**Girl Capital Africa**

This is a journey that we have walked together for eight years, and one in which we have continuously pushed the boundaries of what the 'In Their Hands' programme delivers in value to African girls. With their ambitious appetite for impact, and the innovation and problem-solving that lie at the core of Triggerise's DNA, the vision to reach 1 million girls a year, with the services they need the most, will soon be realised.'



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

'After our first year of partnership, the Elton John AIDS Foundation is delighted with the work that is rolling out across Mombasa, Kenya, seeing over 10,000 young people accessing services. Through Triggerise's innovative and youth-centric approach to mental health and sexual health access, we are reaching young people – many of whom are marginalised and discriminated against – in our joint pursuit of eradicating AIDS and its surrounding stigma.'



**Suzanne van Herwaarden - van der Velden,**  
General Manager Philanthropy,  
**SAS-P**

'With Tiko, Triggerise offers an attractive tool for Ethiopian girls to access crucial health services and products.'



Kingdom of the Netherlands

“

**Frank van de Looij,**  
First Secretary Health,  
**EKN Ethiopia**

‘Ethiopia has a very young population and they are key for the country’s future development. This is why the Netherlands invests in their employability and in their sexual and reproductive health and rights (SRHR). Our support to Triggerise allows us to do both in one programme. The SRHR part demonstrated impressive results last year, with a tremendous growth of young people accessing the Tiko platform. Although the employability part of the programme met with challenges, Triggerise showed its agility and partnership mentality by working together on a transformation plan that will be implemented in 2023.’



“

**Benjamin Graedler,**  
Senior Project Manager,  
**KfW**

‘Our ongoing collaboration with the team at Triggerise has significantly enhanced the efficacy of the VIVA project in Kenya. Their strategic inputs have been instrumental in equipping youth with upskilling opportunities that position them advantageously within society.’

The outcomes achieved so far are encouraging, and I am grateful for their support as we continue working together. I would also like to acknowledge and thank our other partners in the VIVA programme; namely DSW and the Ministry of Youth Affairs, Sports, and the Arts, for their contributions. Through this joint effort, Kenyan youth are positively impacted, creating a transformative legacy in their communities.’



“

**Filip Anušić,**  
Account Manager Charities Department,  
**the Dutch Postcode Lottery**

‘We are proud and excited to support Triggerise in their work of connecting adolescents to sexual and reproductive healthcare. By investing in the technology, communications, and strategy of the organisation, we trust that Triggerise’s offering will become stronger and even more appealing to partners. We are grateful to the many Dutch people who contribute towards the lottery and enable meaningful work like this.’



## Touring ecosystems from desks around the world

Time, logistics, and expense are all challenges we face when bringing our partners to visit project sites to experience the work we do. To overcome this, we came up with an alternative to physical visits: **Twitch**.

By adapting this tool conventionally used for live streaming gaming, we use it to offer live tours of our ecosystems.



Theory instantly became a (virtual) reality. As a CIFF team member put it: 'We often get lost in our day-to-day work, it was great to see the impact firsthand.'

Read more [here](#).



Why not dive in and experience it yourself?

Tour our Bwaise ecosystem in Kampala, Uganda by clicking [here](#).

# The Triggerise Way

Our goal is to be a future-ready organisation that continues to be adaptive and fast-moving for sustained success.



# From rapid expansion to fostering talent and culture

The high quality services we provide to young people are underpinned by our continuous organisational development. After hiring so many people in 2021 (100 people over the course of the year), the focus of 2022 was to set them up for success.

Triggerise is a complex organisation by nature, with people coming together from different specialities and places, working to create impact. During 2022, we focused on onboarding new people, internal growth opportunities, facilitating new teams and cross-organisational work, and on deepening a strong management layer.



A global onboarding programme was rolled out to foster cohesion and better integration into the organisation of new hires from the time they join us and to promote a collective sense of belonging and purpose.

One participant commented:

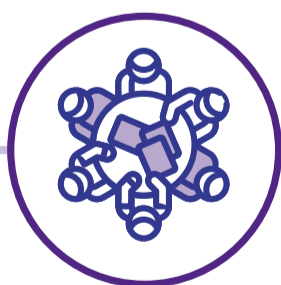
““

It felt like a homecoming party where everyone was so excited to see you and I enjoyed every bit of it.

**Triggerise had a total team of 164 across all our locations in 2022.**

The organisation’s scope for growth was demonstrated by 27 internal promotions/role changes (17.5% of employees promoted) during the year.

We facilitated new teams and cross-organisational work by focusing on creating:



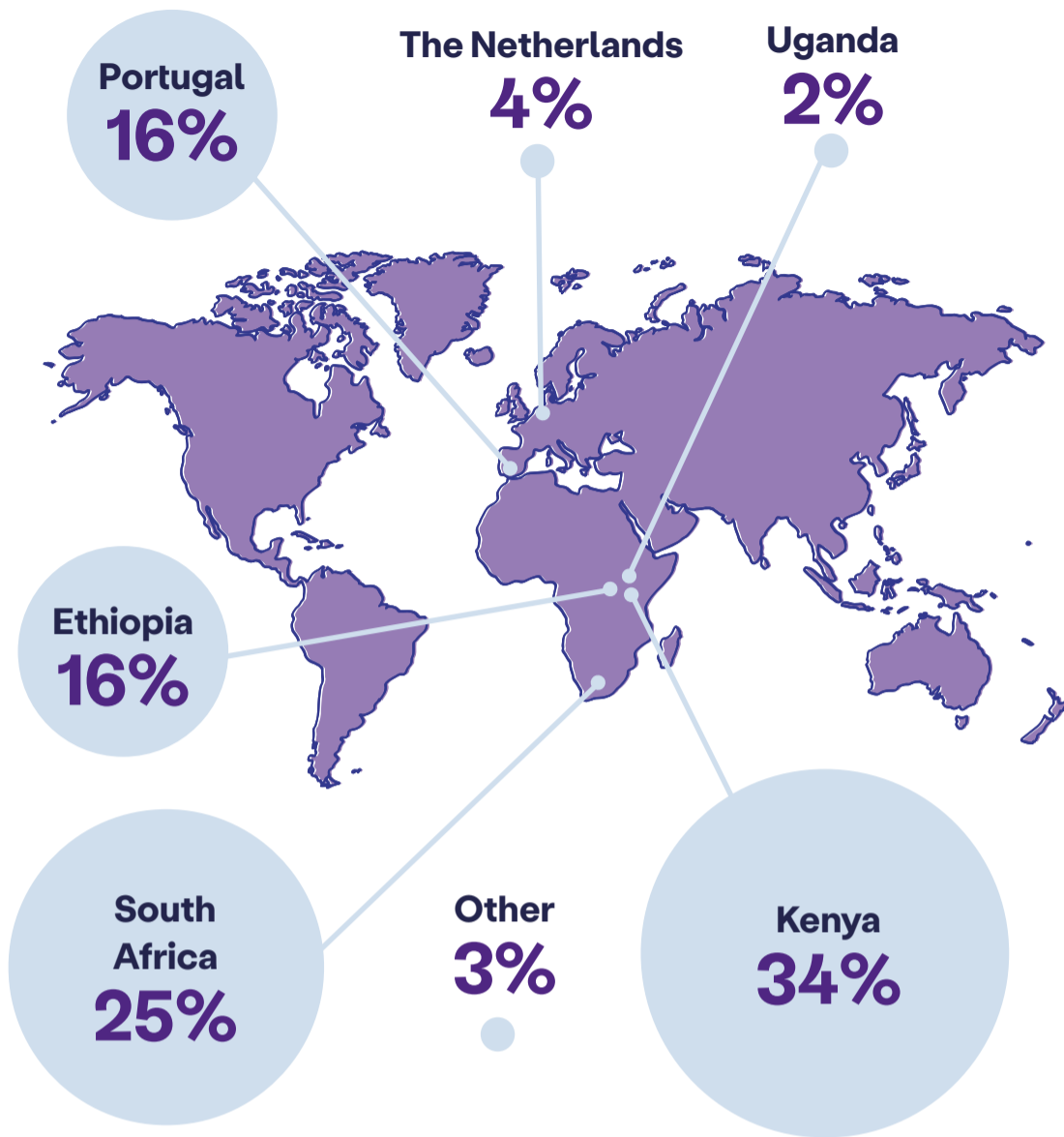
**high-functioning teams that flourish**



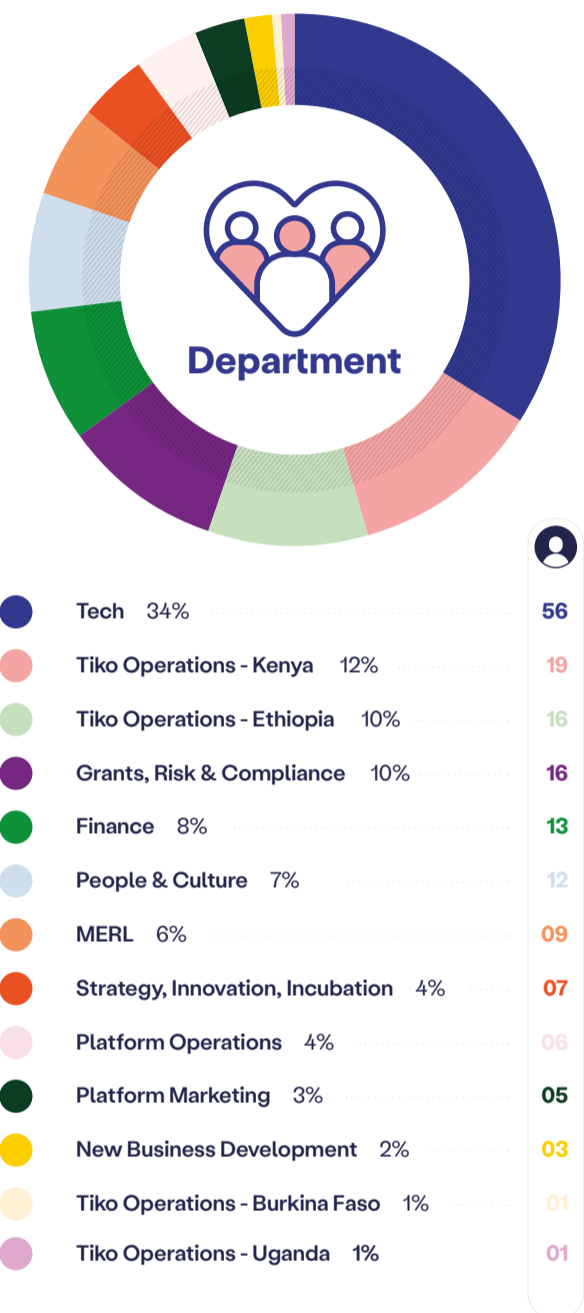
**a strategic learning organisation**



**a network organisation that thrives**

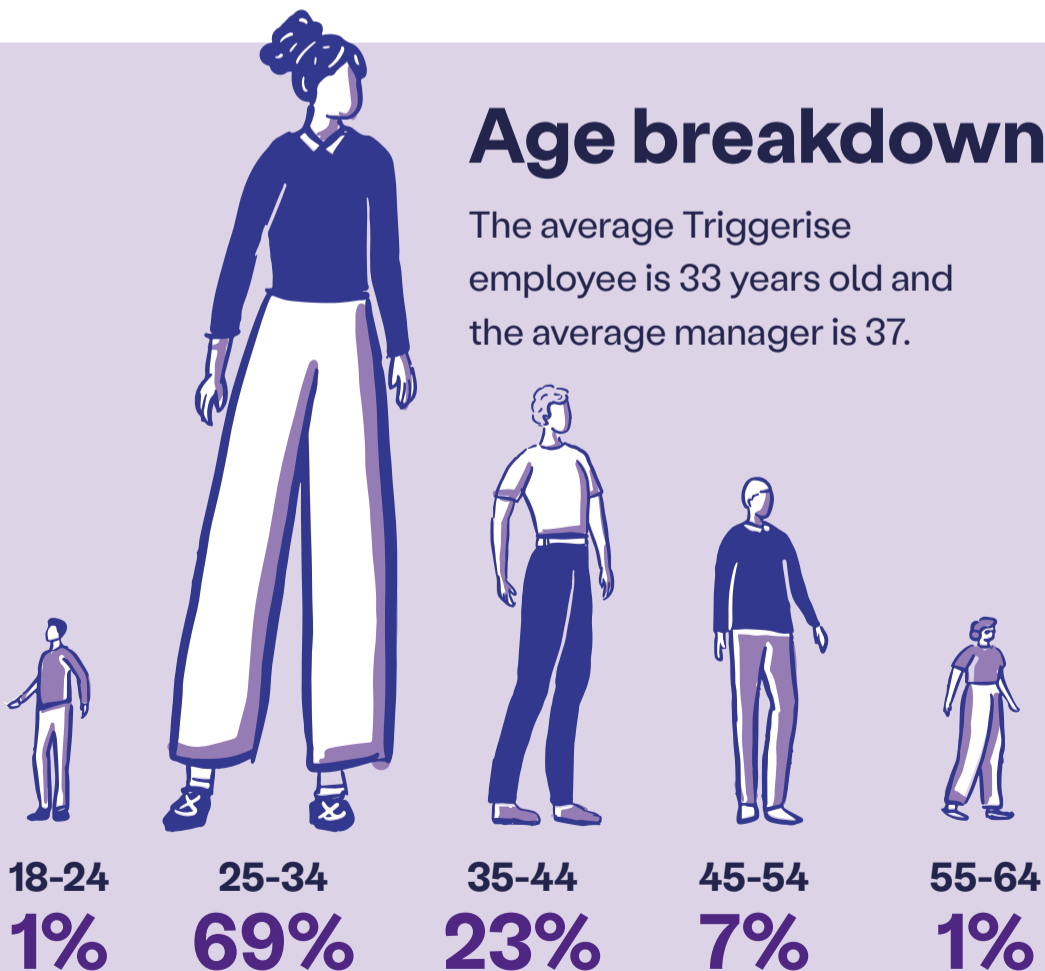


## Department



## Age breakdown

The average Triggerise employee is 33 years old and the average manager is 37.



Support mechanisms were introduced during the last year to guide our managers including, among other initiatives, development sessions, external management training, internal management masterclasses and specific skills training.



The expansion we underwent in 2021 had an inevitable influence on organisational culture. We paid specific attention and invested significantly in 2022 to ensure we remain diverse and inclusive. We actively promote gender equality at Triggerise. Notable in 2022 was that the number of women in leadership grew from 45% to 68%.

## Key learnings

The journey as an organisation in 2022 was not always straightforward. Some new departments did not take off as planned and re-thinking was required. This provided for cross-functional learning and evaluation in order to better streamline the initiatives that did work.

“

**Fortunately in Triggerise I never faced a lack of confidence or trust in my judgement or my opinions just because I am a woman.**

## Our people

### Woman leader in tech: **Joana Araújo**

Joana has been with Triggerise for two and half years. Originally hired as Quality Assurance Engineering Team Lead, she built a new team for the quality assurance department within tech. After some time, a vacancy came up in Product – where she had always wanted to work – applied, and was successful.

Joana manages a team of six Product Owners, each responsible for one line of our digital product. Joana ensures the relationship between Product and Operations is smooth, and that the product and engineering teams work well together – so considers herself a mediator. At the same time, her larger responsibility is to make sure that our product fits our users' needs.

Joana says she owes the respect she has for herself to all the strength her mother passed on to her through the years, and she tries to pass the same to her young daughter. 'It's amazing how you can change the world for all the other women that will come after you,' she says.

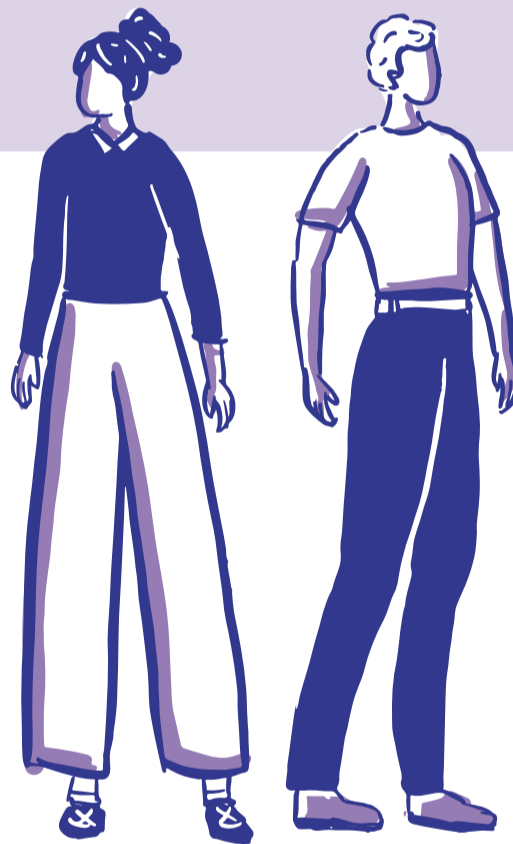
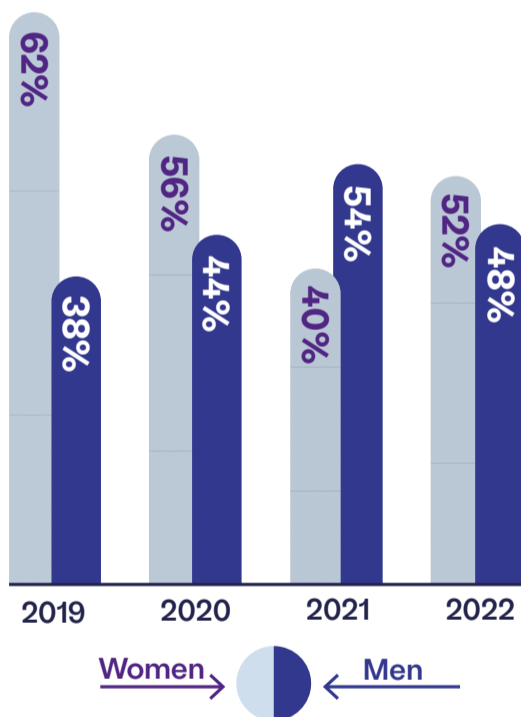


An organisation-wide Diversity, Equity and Inclusion (DEI) survey was conducted in mid-2022 with the aim of identifying strengths and areas of improvement related to DEI within Triggerise. Actions from the survey included opening the conversation and creating awareness about DEI across the organisation.

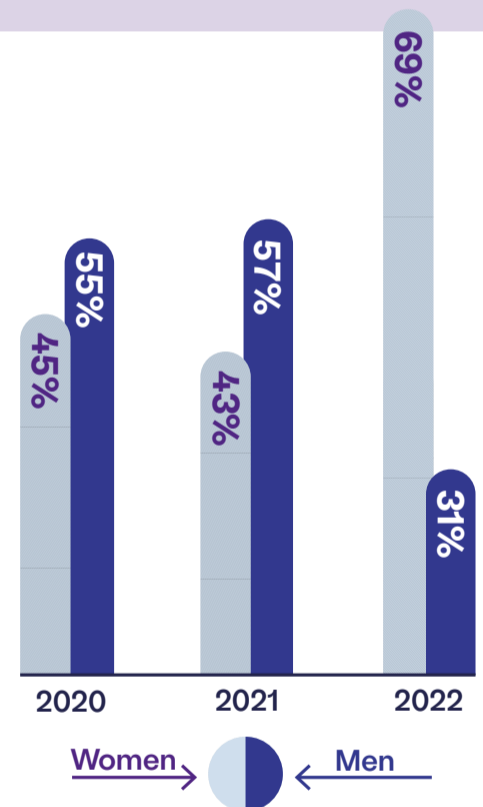


**We started working directly with LGBTQIA+ communities in 2022. Awareness training is now compulsory for all, and direct coaching mandatory for teams working first hand with these communities.**

### Gender division 2019-2022



### Division of leadership positions 2020 - 2022



## Looking ahead

We will continue to promote a growth environment for our people, nurturing and developing our talent. We support the organisation to make sure our people are capable and able to deliver impact by supporting process improvement, strong managers, and cross-organisational projects.



# Vision for 2023 and beyond

In an age of rapid technological development and the rise of artificial intelligence, we remain user-centric, pragmatic, and relevant.



Through our platform approach and established community networks, we continue to leverage our global expertise for targeted, localised impact.



## Triggerise will soon become Tiko:

one name, one trusted identity for organisation and platform. Tiko will continue to expand SRH, HIV and AIDS, and related service provision for adolescents and young people across sub-Saharan Africa, fostering a healthier, more robust future.

**Stay in touch with us**

[hello@triggerise.org](mailto:hello@triggerise.org)

