

Activity cycle memorandum (Activity Appraisal Document (BEMO))
(for ODA activities)

1.1 General information

Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.

Important: for all activities of EUR 125.000 a fully filled BEMO template is required. For activities less than EUR 125.000 fill in the questions which are in accordance the kind of activity and financial size. For questions which are n.a. this should be noted.

Red --> Parts which should not be published in the open data.

[Click here for more information.](#)

Application number (required by FSO to register the activity and to make folders in Sophia for archiving as quickly as possible)	4000004998
Date of receipt of application (final document)	18 June 2021
Short name of application (clear, meaningful short name in English or French; must not contain budget holder code or abbreviations, max. 60 characters, this will be published in open data)	Ecosystem for SRHR
Full name of application (maximum 150 characters, this will be published in open data)	Ecosystem for SRHR at scale, including health research and health system strengthening, engaging with the market at the Base of the Pyramid.
Description of application (5 sentences max. on the key components of the activity; this information will be entered into SAP)	Mobile platform to reach and influence many youth and adolescents to advocate, promote and enable improved use of reproductive health services, do health research and strengthen health systems, whilst involving the mostly informal market as it functions at the Base of the Pyramid.
Budget holder (the department or mission financing the activity)	ADD
Business partner (known as 'business partner' in SAP; ask your Control Unit what information you need to provide to FSO and how you should provide it)	Triggerise Stichting
Business partner's number (issued by FSO after form has been submitted)	30057350
Commitment in foreign currency (if applicable, give the currency for the contract; this can for example be USD, GBP or the currency of the country where the activity will be carried out)	N.A

Corporate rate (exchange rate used when entering commitment amount in SAP; normally fixed once a year - ask your Control Unit for advice)	N.A
Commitment in EUR (if the contract is in EUR, enter the amount here – if the contract is in another currency, convert the commitment to EUR using the corporate rate above)	€ 3.320.000,-
Funds centre (budgetplaats, ask your Control Unit for this) Make sure that the funds centre corresponds with the financial instrument.	1703U01040002 - ADD ET SRGR decentral
Activity start date (date given in the contract as start date for implementing the activity)	1 August 2021
Activity end date (normally one year after the contract end date to allow for the completion of administrative procedures, evaluation and external audit)	31 December 2025
Contract start date (this is almost always the same date as the activity start date)	1 August 2021
Contract end date (actual end date of the activity agreed with implementing organisation; after this, the implementing organisation can no longer enter into payment obligations but can finalise and pay outstanding commitments - agree with the implementing organisation when the last payments are scheduled in the contract)	31 December 2024
Is this a follow-up to a previous activity? (If so, provide the number of the previous activity)	4000001803 - SRHR ecosystem and CSW
Confidentiality activity (open data)	2. Activity is not confidential. Public bemo and all other activity related will be published unmodified.
Specific undertakings (State here if the activity to be financed is the result of an undertaking by a minister, an amendment by the House of Representatives or another reason. You should also state here if the activity is a fully confidential activity and should therefore be excluded from open data).	N.A
In case of PPB and EUR 25.000 or more, name program fund (PPB) and start at 2.2. the appraisal and use the policy instructions in het HBBZ: Policy instructions.	Choose an item.

1.2 Information for OESO-DAC

(Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.)

<u>Aid modality</u>	Other programme aid	
Donor role	Lead or active donor	
Technical assistance	TA<10 Less than 10% of the activity budget	
<u>Beneficiary's country/region</u> The beneficiary country is the (OECD/DAC) country where the target group lives and/or comes from. It is the country that ultimately benefits from the activity. This is not necessarily the country where the activity is implemented. When the activity takes place in more than one country, state the region concerned when all countries are taking place in one region according to the region classification in annex 2 of the ODA Policy Data Guide . If not (multiple countries in multiple regions), select worldwide .	Country (state the country concerned below) Ethiopia	
<u>Specified countries</u> + division of budget over those countries (in so far as this is known). Only fill this item when a region or worldwide has been selected in the item above. Please state here the relevant beneficiary countries. Give an estimation of the part (in %) of the total budget during the full duration of the activity that can be attributed to each country. When this is (partially) unknown, you can register (part of) your activity as unspecified. This can be adjusted during the monitoring phase of the activity.	Country X	..%
	Country Y	..%
	Country Z	..%
	Unspecified	..%
	Etc. (add more rows if necessary)	..%
	Total	100%
	N.a.	
Location within the country/ countries (be as specific as possible) When the activity targets (a) specific location(s), please state the location(s) here (mostly relevant for decentral activities).	Town Addis Ababa and Bahir Dar	
<u>CRS sector code (1 CRS sector code per activity)</u>	13020 Reproductive health care	

<u>Policy markers weighted 'principal'</u> (principal = the activity will not take place if the activity does not score on this marker)	Gender (GlkhMv)	Not applicable
	Climate adaptation	Not applicable
	Climate mitigation	Not applicable
	Biodiversity	Not applicable
	Desertification	Choose an item.
	Etc. (add more policy markers if applicable)	Explain your choices in section 2.1.
	<ul style="list-style-type: none"> RepGez (Reproductieve gezondheid) WrkJng (Werkgelegenheid voor jongeren) 	
<u>Policy markers weighted 'significant'</u> (significant = the activity takes place anyhow, even if the activity does not score on this marker)	Gender (GlkhMv)	Significant
	Climate adaptation	Not applicable
	Climate mitigation	Not applicable
	Biodiversity	Not applicable
	Desertification	Not applicable
	Etc. (add more policy marker if applicable)	Explain your choices in section 2.1.
	None extra.	

1.2 Information for OESO-DAC

(Please refer to the [ODA Policy Data Guide](#) to help you provide the following information.)

<u>Aid modality</u>	Other programme aid	
Donor role	Lead or active donor	
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<u>Specified countries</u> + division of budget over those countries (in so far as this is known). Only fill this item when a region or worldwide has been selected in the item above. Please state here the relevant beneficiary countries. Give an estimation of the part (in %) of the total budget during the full duration of the activity that can be attributed to each country. When this is (partially) unknown, you can register (part of) your activity as unspecified. This can be adjusted during the monitoring phase of the activity.	Country X	..%
	Country Y	..%
	Country Z	..%
	Unspecified	..%
	Etc. (add more rows if necessary)	..%
	Total	100%
	N.a.	
Location within the country/ countries (be as specific as possible) When the activity targets (a) specific location(s), please state the location(s) here (mostly relevant for decentral activities).	Town Addis Ababa and Bahir Dar	
<u>CRS sector code (1 CRS sector code per activity)</u>	16020 (Employment Creation)	

<u>Policy markers weighted 'principal'</u> (principal = the activity will not take place if the activity does not score on this marker)	Gender (GlkhMv)	Not applicable
	Climate adaptation	Not applicable
	Climate mitigation	Not applicable
	Biodiversity	Not applicable
	Desertification	Choose an item.
	CRS code of the activity is employment creation and the activity is implemented in urban economic setting.	Explain your choices in section 2.1.
	Etc. (add more policy markers if applicable)	
<u>Policy markers weighted 'significant'</u> (significant = the activity takes place anyhow, even if the activity does not score on this marker)	Gender (GlkhMv)	Significant
	Climate adaptation	Not applicable
	Climate mitigation	Not applicable
	Biodiversity	Not applicable
	Desertification	Not applicable
	CRS code of the activity is employment creation and the activity is implemented in urban economic setting.	Explain your choices in section 2.1.
	Etc. (add more policy marker if applicable)	

2. APPRAISAL OF THE ACTIVITY

(For terms and concepts referred to in sections 2, 3, 4 and 5, see the [list of widely used terms](#))

2.1 Policy relevance (including digitalisation) and monitoring, evaluation and learning (MEL)

Here, provide a snapshot of the PDF file from the results application, even if the proposed intervention does NOT contribute to the thematic results frameworks, and assess the activity's policy relevance. This will help make the activity appraisal document (BEMO) a standalone, cohesive document in its own right. This is important not only for internal processes but also for the open data published with the public BEMO. This applies to ODA activities of EUR 250.000 and more.

From SRHR thematic framework

To protect, promote and fulfil universal access to sexual and reproductive health and rights (SRHR), including HIV/AIDS
1. Better information and greater freedom of choice for young people about their sexuality
of youth using SRH services
B. Promote good quality, gender transformative, comprehensive sexuality education that encourages healthy sexual behavior, reaches all youth (in and out of school)
B. # of young people reached with comprehensive, correct information on sexuality, HIV/AIDS, STIs, pregnancy and contraception
2. Improved access to SRH and HIV/AIDS medicines and commodities
E. Promote access to and correct usage of safe, effective, quality and affordable medicines and commodities for: 1. Safe pregnancy and delivery, modern family planning, post-abortion care and safe abortion 2. Prevention and treatment of HIV/AIDS
E.1.1. # of women and girls using modern contraceptives
E.1.2. Couple-years protection (CYP)
E.1.4. # of service delivery points with continuous availability of commodities related to safe abortion in the reporting period
3. Better public and private health care for family planning, pregnancies and childbirth, including safe abortions
3.2. # unintended pregnancies averted
G. Increase private sector commitment in embedding SRH and HIV/AIDS services within health systems
G. # of initiatives to promote private sector involvement in SRH and HIV/AIDS services

From Education thematic framework

▼ Outcome	C. Improved marketable and 21st century skills, knowledge and competences of youth, leading to more youth participation and decent jobs	● +	☑
▼ Indicators(2)			
	ST % of young women and men that found a job after the training (Nexus and GenU)	✎ ✕	
	ST % of young women and men that started an enterprise after the training (Nexus and GenU)	✎ ✕	
▼ Output	C.1. Formal and informal learning that builds skills young people need for productive lives through work	● +	☑
▼ Indicators(2)			
	ST # of students completed the new modules in the (public) institutions (NEXUS, GenU)	✎ ✕	
	ST % of these young people expressing increased wellbeing and optimism over time (disaggregated by young men, women, refugees, IDPs, disabilities) (NEXUS, GenU)	✎ ✕	
▼ Output	C.2. Young people are empowered and equipped as problem-solvers to be engaged members of society, helping to create a better world through skills building	● +	☑
▼ Indicators(3)			
	ST # of out of school young people reached with skills building programs (disaggregated by young men, women, refugees, IDPs, disabilities) (GenU, Nexus)	✎ ✕	
	ST # of youth with information and communications (ICT) skills (disaggregated by young men, women, refugees, IDPs, disabilities) (NEXUS, GenU)	✎ ✕	
	ST % of these young people expressing increased wellbeing and satisfaction over time (GenU, Nexus)	✎ ✕	
► Output	C.3. Improved connections between young people and quality work opportunities through job centers and other services	● +	☑
▼ Indicators(2)			
	ST # of job connection agencies supported (NEXUS, GenU)	✎ ✕	
	ST # of young people connected to employers (disaggregated by young men, women, refugees, IDPs, disabilities) (NEXUS, GenU)	✎ ✕	

Task

In addition, assess the extent to which this intervention is relevant to policy.

State how this intervention scores on the cross-cutting themes of gender, climate adaptation and climate mitigation. Ensure that this is in accordance with the policy markers selected in section 1.2.

Assessment

Ethiopia is the second most populous country in Africa and has a very young population. Unemployment rates in Ethiopia are highest for the age group 20-24 years old (25% in 2018) and highest for urban young women (31% in 2018). Furthermore the gap between skills possessed by young people and demanded by employers aggravates youth unemployment. This projects contributes to five of the sustainable development goals:

- SDG1 No poverty
- SDG3 Good Health & Well being
- SDG4 Quality Education
- SDG5 Gender Equality
- SDG8 Decent Work

The project is in line with Youth at Heart strategy as it states that the Netherlands aims to work on improving prospects for young people through a distinctive approach that bridges the gap between the skills young people learn and what the labour market demands.

This intervention is also relevant to National plan of the Ethiopian government that aims to foster the business environment and conditions necessary to create 14 million jobs by 2025, to absorb the currently unemployed, and to ensure that jobs are waiting for new entrants to the labor force.

This policy directions is further emboldened by the MACS Ethiopia 2019-22 and EKN annual plan 2021. The MACS Ethiopia states that EKN supports women and youth economic empowerment by building skills, like financial literacy and entrepreneurship skills, providing vocational education, and improving access to finance for SMEs. According to the annual plan 2021 a pilot program is being executed to better link job-seekers to job-opportunities and to improve the work-skills of job-seekers based on the experiences in SRHR on creating platforms to reach young people through informal and more formal networks. This intervention is a scale up of this pilot based on the lessons learnt from the pilot period.

2.2 Problem analysis and lessons learned

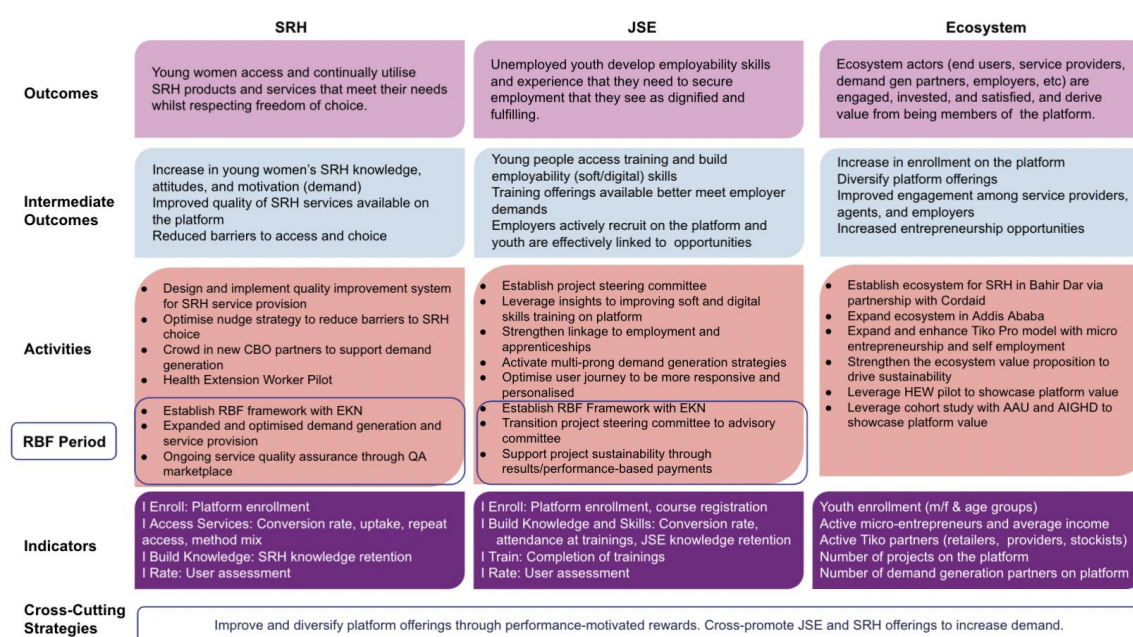
2.2.1 Description

Briefly describe the following points and give reasons why they apply (insofar as relevant):

- the problem the proposed activity addresses;
- the extent to which unequal gender relations and climate change are part of the problem;
- the extent to which the activity helps to solve the problem.

ToC

This project aims to enable young people to access and continually utilize SRH products and services of their choice, develop employability skills as well as build sustainable ecosystem that enables wellbeing, skill development and economic participation of young people through self/employment. The project's theory of change is indicated in the diagram below.



SRHR and Ecosystem

High rates of unmet need for Family Planning do persist. By its nature this is a problem that first and foremost affects girls and young women. See also Gender Monitor: [Record Number: MINBUZA-2021.627715 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Gender.](#)

A range barriers limit access to and use of Sexual and Reproductive Services: physical distance, cost, social stigma, unfriendliness health staff, unavailability, lack of knowledge etc..

The Triggerise platform generates in-depth insights and interventions to lower these barriers at scale. Previous experience with the platform internationally, but also in Ethiopia has demonstrated that the platform does increase demand and informs improved supply successfully at scale.

Theory of Change	BeMo
Conditions precedent Necessary conditions	Functioning mobile network (3G, SMS, Voice)
	Relatively secure environment, that allows for face-to-face encounters.
	All legal and regulatory requirements are satisfactorily met and don't provide obstacles for the platform.
	The platform offers a range applications (HEW & Study Cohort) that will further diversify the use of the platform.
	The platform generates reliable real time digitally available data.
Assumptions	Service delivery partners have an incentive (insights gained) and are willing to join the platform (supply side).
	Wholesalers are willing to accept purchases by Tiko-Pro's with Tiko's.
	Adolescents and young people have an SRH need that is met by the platform (demand side).
	Improved access and utilization of SRH services will contribute to reduced unwanted pregnancies and less induced (possibly unsafe) abortions.
	Reducing above mentioned barriers (i.e. stigma, distance, un-friendly staff, cost) will specifically increase the use of long-acting family planning methods.
	High initial uptake of contraceptives, sustained use has been limited with repeat rates of less than 30%. Improved insights will increase continued use.
	Insufficiencies in the quality of contraceptive counselling as well as contraceptive services provided in the private sector, can be addressed by improved insights and training.
	Results Based Financing (RBF) will enable Triggerise to obtain additional co-financing for excess performance, over and above the pre-agreed level with EKN.
Environmental factors	
Enabling	Significant interest in scalable solutions that reach target groups directly.
	The programme is designed to address evidence based existing needs.
Obstructing	Knowledge, social, physical and financial barriers to access to Family Planning can be reduced.
	NGO's may not be primarily inclined to work in a collaborative manner, involving new technologies.
	The current socio- and political environment poses possible security and connectivity risks.

JSE

Unemployment is a predominant problem in urban areas. According to the Nexus Skills and Jobs assessment commissioned by the embassy, the highest level of unemployment is seen among young people aged 13-18. JCC reported that in 2013 over 11 million people were economically inactive, and 46% (~5,2 million) Ethiopians were identified as Not in Employment, Education, or Training (NEET). Youth NEET rate is higher in cities and towns constitute about 30% of the population. Addis Ababa and Bahir Dar are typical examples of this reality. According to the World Bank, total youth NEET rate was registered at 10.5%, and young women constitute the majority of this category (15.1% for women vs. 5.7% for men). If left unchecked, youth unemployment can have serious social and economic repercussions.

In the coming three and half years the specific JSE component of the project aims to reduce youth unemployment and improve economic prospects of 50,500 young (wo)men both in Addis Ababa and Bahir Dar by focusing on and facilitating linkages in:

- Industries and employment opportunities where there is job growth and unmet demand;
- Creating new connections between JSE graduates and employers and addressing unmet demand with more relevant skills;
- Enabling new job creation by supporting self-employment and micro-entrepreneurship as an additional pathway.

The project focuses on increasing youth employability and linkages to employment in order to effectively address youth unemployment in Addis Ababa and Bahir Dar. Various courses and training such as soft, digital, various vocational and practical/on-job trainings are designed/included to enhance employability skills of young people. Based on experiences and lessons learnt during JSE pilot, the project aims improve employability skills of 50,500 young people. Specific skill development targets in soft, digital, TVET, Apprenticeship and Entrepreneurship are set in the proposal.

As indicated above, the project also aims to enhance youth linkages to (self)employment. However, level of employment linkage in this case, is dependent on key activities of the grant financing period such as: strength of Triggerise platform value proposition to critical ecosystem actors, level of collaboration between project steering committee (platform governance group), agreements reached between Triggerise and various employers, level of (self)employment opportunity offered by the local economy. The project will set a realistic targets to measure linkages to employment, once partnerships and collaboration between Triggerise, platform governance group and critical ecosystem actors are consolidated during the grant financing period.

Theory of Change	BeMo
Conditions precedent Necessary conditions	Functioning mobile network (3G, SMS, Voice)
	Relatively secure environment, that allows for face-to-face encounters.
	All legal and regulatory requirements are satisfactorily met and don't provide obstacles for the platform.
	The platform offers a range applications (SRH as well as Jobs and Skill development) that will further diversify the use of the platform.
	The platform generates reliable real time digitally available data.
Assumptions	The platform enables service providers to reach target groups/clients who are interested in skill development and employment opportunities as a result service providers are willing to join the platform.
	Wholesalers are willing to accept purchases by Tiko-Pro's with Tiko's.
	young people have economic empowerment (skill development and linkages to (self)employment) need that is met by the platform.
	Improved access of employable skills and connection of key labour market actors in high potential sectors will lead to increased (self)employment young people. The term employable in this case is defined as likelihood of being employed compared to peers.

	Reducing barriers (i.e. access to information, lack of employable skills, distance, high cost of acquiring employable skills) will contribute increase economic participation ((Self)employment) of young people.
	Insufficiencies in the quality of training services provided in the private sector, can be addressed by improved insights, rating and quality control measures.
	Results Based Financing (RBF) will enable Triggerise to obtain additional co-financing for excess performance, over and above the pre-agreed level with EKN.
Environmental factors	
Enabling	Significant interest in scalable solutions that reach target groups directly.
	The programme is designed to address evidence based existing needs.
Obstructing	Knowledge, physical and financial barriers to access to skill development and linkages to (self)employment can be reduced.
	NGO's may not be primarily inclined to work in a collaborative manner, involving new technologies.
	The current socio- and political environment poses possible security and connectivity risks.

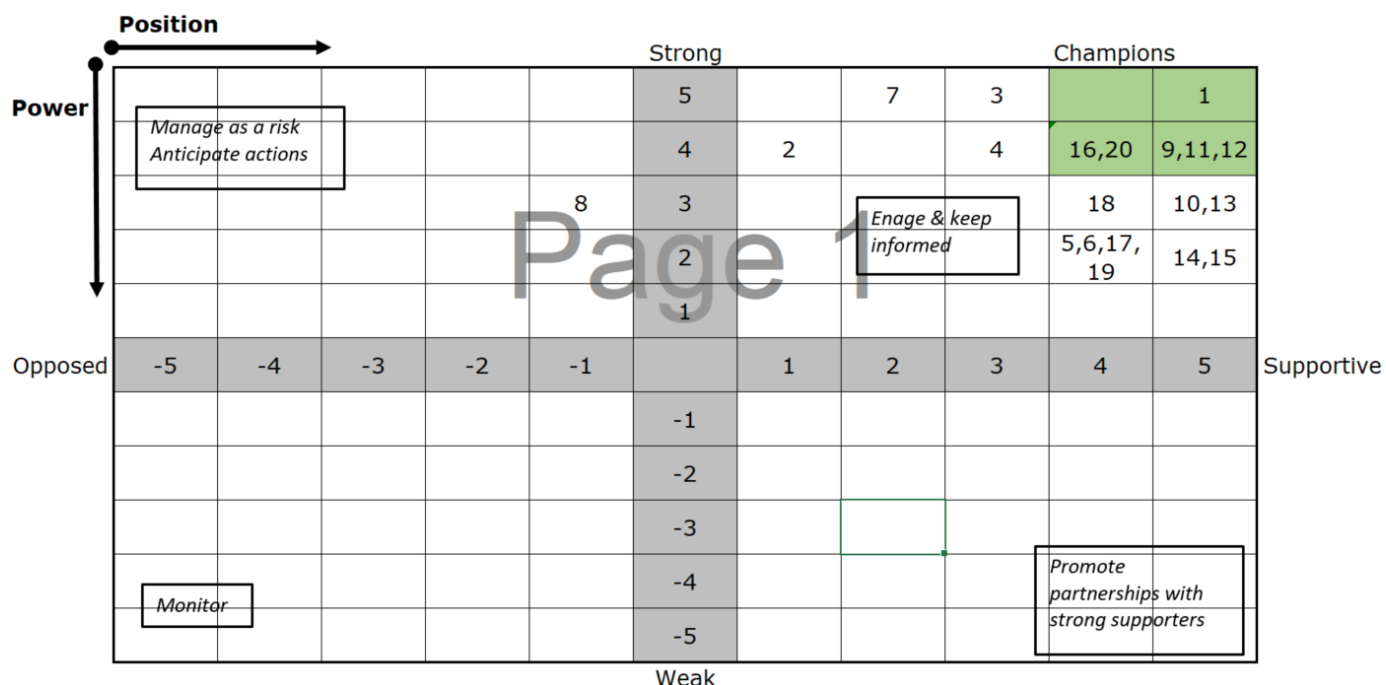
2.2.2 Appraisal

Assess the project's contextual analysis in the table below. If certain criteria do not apply, explain why. [Process in this paragraph and when applicable in other paragraphs the conclusions and recommendations from de Q@E.](#)

Task	Appraisal (Yes/No, plus reasons):
Assess the quality of the contextual analysis.	
The proposal and the contextual risks (see section 4) have been agreed with the mission(s) concerned.	Yes, see risk analysis/monitor. Yes, It is agreed with the mission that a platform approach with the right governance structure in place, allows to maximize economic empowerment choices provided for the target group.
The proposal is based on a careful and thorough contextual analysis (including a gender analysis) that results in a logical problem definition and objective.	Yes, a gender analysis was concluded in 2019, during the previous (SRHR) phase. See also adapted gender monitor: Record Number: MINBUZA-2021.627715 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Gender The contextual analysis gives sufficient insight about the significance of JSE pilot expansion. The contextual analysis included a thorough analysis problem related with gender. However, one of the deliverables of the pilot phase is gender analysis and Triggerise is expected to deliver it by the end of the pilot phase. JSE gender monitor will be completed and filled once gender analysis is submitted. The current contextual insight also needs to be enriched through collaborating with local government and other organization with deeper experience in area of youth employment both in Addis Ababa and Bahir Dar.
Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	Yes, the proposal gives logical explanation of the specified geographic location.
The proposal justifies the choice of target group and the target group's gender-specific interests and needs.	Yes, the target group choice is well justified. However, specific interventions and choices are expected to be developed based on recommendation of the gender analysis. Triggerise is not expected to exclusively reach the target group, all people affected by the problem can be included in the programme.
The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on its content.	Yes for SRHR Triggerise has established collaboration with relevant NGO's (FGAE, DKT & Cordaid) and service outlets. No, The proposal does not sufficiently set out relevant actors who were involved in formulating the proposal and their contribution on the content. Nevertheless, the lessons learnt from the JSE pilot, studies conducted by actors in area of youth employment have been incorporated in the proposal
A stakeholder analysis (incl. women and young people) has been carried out and the results incorporated into the proposal.	<ul style="list-style-type: none"> Yes, The stakeholder analysis (see also for SRHR) Record Number: MINBUZA-2021.627680 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor ToC) and JSE) has been carried out and the results are well incorporated for both SRHR and JSE. However, influence of stakeholders (who will be involved as the advisory/platform governance structure suggested by the embassy) is not sufficiently reflected in the stakeholder analysis and monitor.

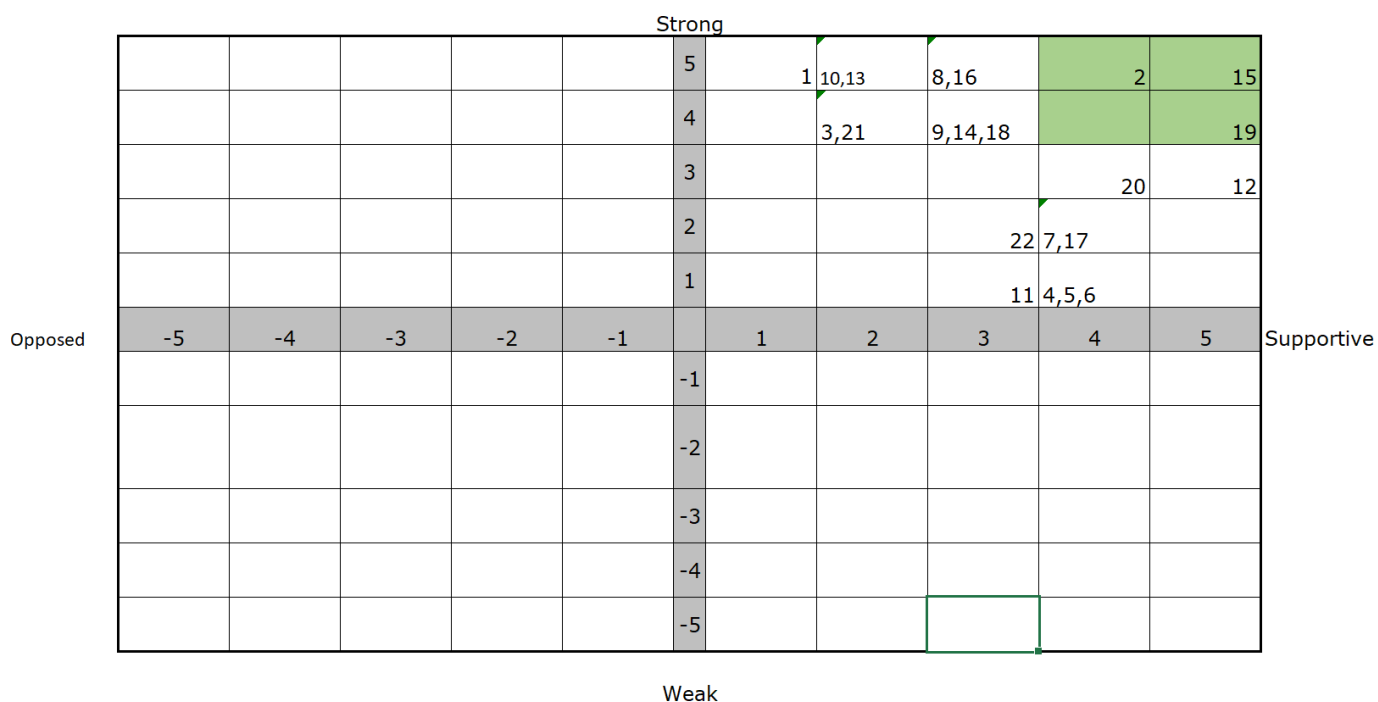
Stakeholder analysis SRHR

			Initial Partner		Initial BeMo	
			Scores		Scores	
No.	Name	Type	Support	Power	Support	Power
1	EKN	Organisation	5	5		
2	CSO	Organisation	3	5	1	4
3	BOFED	Organisation	3	5		
4	FMoH	Organisation	3	4		
5	FGAE	Organisation	4	2		
6	DKT	Organisation	4	2		
7	Ethiotelecom	Organisation	2	5		
8	Religious leaders	Group	-1	3		
9	Jobs Creation Commission	Organisation	5	2		4
10	Beneficiaries	Individual	5	5		3
11	Tiko Traders	Individual	5	4		
12	Federal Health Bureau	Organisation	5	4		
13	Health extension workers	Group	5	3		
14	Private health centers	Organisation	5	2		
15	Youth centers	Organisation	5	2		
16	Ministry of Women's, Children & Youth Affair	Organisation	4	4		
17	Wholesalers	Individual	4	-2		2
18	Community based organizations	Organisation	4	3		
19	Private sector	Organisation	4	2		
20	CORDAID	Organisation	4	4		



Stakeholder analysis JSE

			Initial Partner		Initial BeMo	
			Scores		Scores	
No.	Name	Type	Support	Power	Support	Power
1	BOFED	Organization	2	5		
2	JCC	Organization	4	5		
3	BOWCY	Organization	2	4	3	
4	Youth Centers	Organization	4	1		2
5	TVETS Colleges	Organization	4	1		
6	Media	Organization	4	1		3
7	Jobs recruitment agencies	Organization	4	2	3	
8	CSOs	Organization	3	5		
9	MoWYC	Organization	3	4	4	3
10	Ethiotelecom	Organization	2	5		3
11	Brokers	Individual	3	1		
12	Skill development centers	Organization	5	3		
13	Sub-city and woreda admiration office	Organization	2	5		
14	MoLSA	Organization	3	4	4	
15	EKN	Organization	5	5		
16	Addis Ababa City Administration	Organization	3	5	4	
17	Health Facilities	Organization	4	2		
18	Banks and MFIs	Organisation	3	4	4	
19	CORDAID	Organisation	5	4		
20	Kebele Administrations	Organisation	4	3		
21	Private sectors that offer apprenticeships on the platform	Organization	4	2		3
22	INGOs and Private sectors working in creating jobs for the youth(like SNV)	Organization	3	2	4	4



<p>Insights and lessons learned from the following sources have been used in formulating the proposal:</p> <ul style="list-style-type: none"> • previous or comparable activities • published evaluations • relevant publications (academic, online, etc.). 	<p>Yes the current SRHR proposal builds on lessons learned from the previous activity.</p> <p>Yes, insights formulated from the previous JSE pilot, relevant publications such as: (NEXUS Skills and Jobs Assessment commissioned by the embassy; the WB reports) have been used in formulating the proposal.</p>
<p>In the case of technological solutions:</p> <ul style="list-style-type: none"> • the added value and risks associated with the solution(s) have been considered carefully • the most efficient technology has been chosen • the technology has been developed with the users to reach a diverse user group • an analysis of the local digital ecosystem (strengthening existing system, no duplication and not standalone). 	<p>Yes, The added value of Triggerise platform enables to reach many youth and choices for the users. It also allows the implementing partner to easily monitor the activity learn from insight generated during implementation and adjust. The technology is adopted to accommodate applications other than SRH, JSE and it applicable in the existing Ethiopian digital ecosystem.</p>

2.3 Cooperation, harmonisation and added value

<u>Task</u>	<u>Description</u>
<p>Briefly describe:</p> <ul style="list-style-type: none"> • whether the proposed activity involves cooperation with, for example, Dutch organisations, EU (EU institutions and member states), other donors, local organisations or other parties; • how this cooperation contributes to harmonisation, complementarity, joint financing, strengthened EU-cooperation, delegated cooperation and/or multidonor financing • the added value of the activity in relation to other activities by donors, EU, NGOs and local authorities. 	<p>The project implementation requires cooperation between various organizations. For instance, implementation of this project is implemented by Cordaid. Triggerise is also cooperates with JCC, SNV and other Youth led CBOs through the platform governance/advisory structure in order to ensure sustainability, devise the right approach, address the right target group and achieve intended results.</p> <p>In addition to facilitating self-employment opportunities for the youth, by stimulating connection between actors in the labour market, this activity is expected to enhance job creation efforts of private sector actors and other NGOs.</p>

2.4 Channel and aid modality (including alignment)

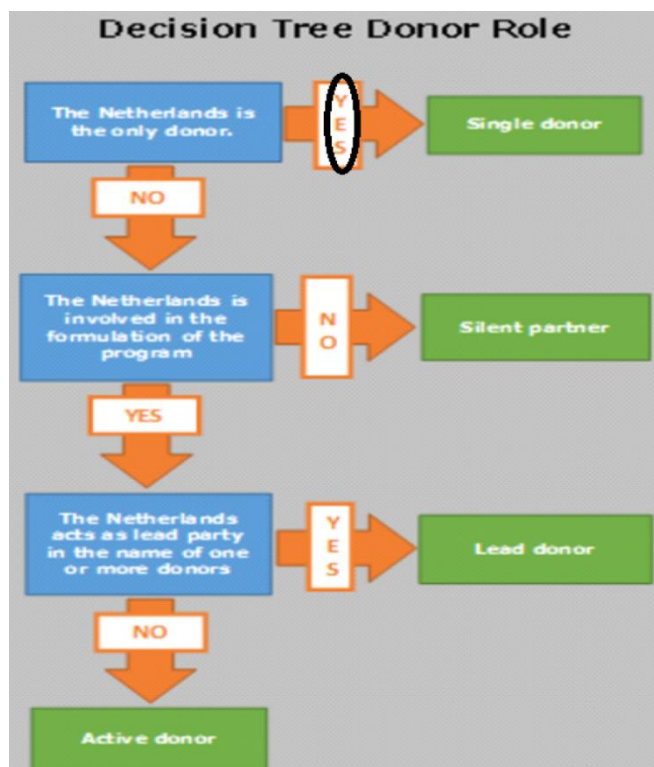
Task

Briefly describe:

- whether the aid modality selected is appropriate and why;
- whether the degree of (financial and policy) alignment is substantiated; see the MACS risk analysis;
- whether the aid modality/channel has been chosen on the basis of a consideration of the available options;
- whether there is any contribution or co-participation from the recipients, and explain the level of co-participation.

Description

This is a single donor aid modality. Policy and financial alignment is well substantiated. Aid modality has been chosen on the basis of a consideration of available options.



3. RISKS AND MITIGATING MEASURES

Activity size:	1. EUR 125.000 and more. Option A (full assessment), integrity assessment, risk analysis state aid
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From: [Record Number: MINBUZA-2021.627828 Title: Risk analysis 2021 ADD](#)

1.1. Political and economic outlook

Political instability will remain high in 2021, given the ongoing civil **conflict in Tigray** region and the organization of much delayed legislative elections. Increased security concerns will limit foreign investment and constrain growth in the short term. Real GDP will recover in 2021, when the economy is expected to grow by 2.5%. High levels of foreign investment and the government's reform agenda will stimulate economic growth throughout 2022-25 (Economist Intelligence Unit, 2020). After delays caused by the coronavirus (Covid-19) outbreak, the parliamentary election will take place in June. The Economist Intelligence Unit expects the ruling Prosperity Party (PP) to win the election in the absence of a formidable opposition. Political instability will persist during the 2021-25 forecast period, as the political landscape will be fragmented and incidents of ethnic violence will continue, given historical animosity among certain ethnic groups. The PP's (Prosperity Party) electoral victory will ensure policy continuity as the government persists with liberalization.

Africa's fastest-growing economy is expected to face a **significant slowdown** and a drop in its already modest fiscal revenue. Inflation will then trend down throughout the forecast period to 12.5% in 2025, supported by tight monetary policy. The National Bank of Ethiopia will continue to manage the ETB throughout the forecast period. Consequently, the currency will depreciate steadily, reflecting wide current account and fiscal deficits. The current account deficit/GDP ratio will narrow during the forecast period, from an estimated 6.8% in 2020 to 5.4% in 2025, supported by exports of manufactured goods and gas. Demand for raw materials and commodities has already slowed and is being negatively affected by transportation shutdowns. All borders have been closed since March 23, and Ethiopian Airlines has suspended flights to 30 countries hardest hit by the coronavirus. Ethiopian Airlines Group has announced that it has lost over US\$550m because of the pandemic. The already constrained supply chains in the country are starting to feel the pressure. Ethiopian consumers are already under pressure because of rising inflation, and a growing shortage of commodities is to be expected if the situation were to deteriorate quickly. Ethiopia also stands to lose much economically as a result its strong ties with China (where growth is expected to slow to 1% in 2020, down from a forecast of 5.9% before the coronavirus outbreak started). Access to industrial components and manufactured goods imports from China has been significantly hampered. The policy space for intervention, should the outbreak get out of hand, is constrained by Ethiopia's large fiscal deficit, trade deficit and low levels of foreign-exchange reserves. The situation is made even more difficult by the unsustainably high public debt stock (which is over 60% of GDP), as inflows from China are subdued. A widespread outbreak of the virus in Ethiopia would leave the economy even more vulnerable to a recession.

In the event of a healthcare crisis, the reform agenda would need to be re-prioritized and support from a range of international donors would be required, an effort that will be hampered by the current political crisis. The expectation is that the current account deficit will widen, owing to a significant drop in light manufactured goods exports and agricultural exports. As a result, inflation surges given disruptions to supply chains and Ethiopia's heavy dependence on imports of manufactured goods. As the government steps up social spending and as revenue from tourism and state-owned enterprises such as Ethiopian Airlines declines sharply, fiscal strains will increase.

1.2. Corona pandemic

The World Health Organization identified Ethiopia as one of the priority countries to combat outbreak on the continent. However, the repercussions of the crisis on the regional economic giant and second-most populous African country are also a cause of significant concern in the near and medium term as the economy is on the brink of collapse. The Ethiopian economy overstretched by the ongoing desert locust infestation and crop loss,

simmering ethnic tension and debt distress, is not immune to the worsening global environment and will suffer from several challenges triggered by a global economic slowdown. A worsening of the **healthcare crisis** is to be expected in Ethiopia. The scale of it, whether it is limited to the capital city or spreads into rural areas, will determine if Ethiopia is able to contain the upcoming political and economic crisis.

The Ethiopian government reacted swiftly by establishing a task force dedicated to crisis management, allocated US\$150m for prevention efforts, formed designated isolation centers at three hospitals and set up an alert management system to prevent the spread of the coronavirus. The administration has also shut all land borders and deployed the army along the border to halt the movement of people, only allowing incoming essential commodities. The healthcare situation in Ethiopia remains extremely critical, as the country has limited beds with respiratory assistance (all in the capital city) in the event of a full-blown outbreak. Prevention will also be limited across the country where only four out of ten people have access to clean water.

Furthermore, **water and electricity supply outages** still occur on a regular basis and as a result, in the event of the coronavirus pandemic spreading to rural Ethiopia, the healthcare system will fail, as it will be unable to cope with the rapid increase in cases. Support is expected from major donors (COVAX). The strain on the healthcare and sanitary situation in Ethiopia comes after an episode of locust infestation in a country that is still largely dependent on its agriculture sector, thus fueling concerns over an upcoming food shortage.

1.3. Sector performance

Consumption remains constrained in 2021, reflecting high inflation and subdued domestic economic activity, as a result of increased internal displacement, owing to ethnic conflicts. Securing private investment in crucial sectors, including finance, telecommunications and mining, will be a priority. The agriculture sector will support an economic recovery in 2021, as it continues to battle a **regional locust infestation**. Inflation will average 17.3% in 2021 as food prices moderate, down from an estimated 20.1% in 2020. On the sectoral front, agriculture is expected to pick up strongly in 2021 as the impact of the locust infestation fades. Assuming favorable weather conditions, the sector is expected to grow throughout the forecast period. Agriculture and agro-industry will also benefit from rising global food prices in 2021-22.

Tourism is expected to take a massive hit; the World Travel & Tourism Council estimates that the sector contributed about 8.5% to the regional economy in 2018, providing over 24m jobs (about 7% of total employment) and generating US\$60bn in international travel and tourism receipts (almost 10% of total export earnings). This will gravely affect businesses involved in this sector, as Ethiopia is a major travel hub for the continent. The aviation sector is expected to grow only in the latter half of the forecast period once the coronavirus is firmly contained and tourism picks up. Overall, we expect real GDP growth to quicken from 3% in 2021 to 7% in 2025, averaging 5.8% over the 2022-25 period.

Industry will benefit from Ethiopia's low labor costs, and the country's industrial parks will support light manufacturing (mainly textiles, garments, and leather goods). Increasing commodity prices (especially for metals like tantalum) will support mining sector growth. However, artisanal producers mine 60%-80% of minerals. For construction minerals like basalt, pumice and limestone, artisanal mining amounts to 80%-95% (Canadian International Resources and Governance Institute 2020). Gold mining sees record growth despite Covid-19 with the arrival of mining companies Altus Strategies (Great Britain), ASCOM (Egypt) and Newmont (USA), all focused on gold. Those figures are likely to change, especially since Tigray is the largest producer of gold, with Ethiopia's gold exports representing US\$145m in the 2019-2020 budget year. Tigray's mineral resources have attracted foreign investment to explore for gold, base metals, industrial minerals, coal, gemstones, and other ores and minerals. As a direct consequence of the Tigray conflict, Ethiopia is losing US\$20m a month in exports, according to the trade and industry ministry. Oil and mining sector development and reforms will support economic growth over the medium term. Capital projects such as electricity grid, railway and road construction are expected to gain impetus again from 2022.

Banking will expand, when foreign firms are being granted **financial services licenses**, and faster lending growth will contribute to increased business investment.

1.4. Tigray conflict

Regular **power and telecommunication cuts** have affected essential economic activities. Services in Tigray have however partially resumed in cities according to EthioTelecom. The intense fighting from 4-28 November 2020

affected all four airports in Tigray: Axum, Humera, Mekelle and Shire. Air travel has already been hurt by the Covid-19 pandemic. Ethiopian Airlines declared a loss of US\$550m related to Covid-19 disruptions. This adds to the partial slowdown of other commercial infrastructure and routes.

Mekelle dry port is one of eight in the country that have a total capacity of hosting 24,000 containers. While the current state of the dry port has yet to be clarified, Addis Ababa University wrote that management difficulties could have the impact of **increasing cost on goods** because of delays in services. In turn, this cost has implications on prices of imported goods. Highway 2, connecting Addis Ababa to Mekelle, is the main artery from Tigray to the center. Though damages have slowed down aid, the Ethiopian government hopes economic activity will resume. The road from Addis Ababa to the Eritrean port of Assab is being rehabilitated as a transport artery for international trade (The Africa Report 2021). The Addis Ababa-Djibouti railway is operational but does not go to Djibouti at the moment, according to anonymous sources in the transport sector. Furthermore, two northward extensions (Awash-Weldiya and Woldia-Mekelle) remain under construction. Issues unrelated to the conflict (including profitability, debt and infrastructure) are at risk of adding more constraints. The national impact of the regional conflict is being felt, illustrated by the IMF's latest regional outlook, which predicted a 0% GDP growth rate for Ethiopia in 2021. The conflict in Tigray, along with the overall consequences of Covid-19, means the country will have more catching up to do to regain a double-digit growth rate. Business cannot really develop until conflict stops, but once started, productive employment can have a self-reinforcing effect, argues the Institute for Economics and Peace.

Key indicators

	2020 ^a	2021 ^b	2022 ^b	2023 ^b	2024 ^b	2025 ^b
Real GDP growth (%) ^c	2.3	2.5	4.2	5.8	6.3	7.0
Consumer price inflation (av; %)	20.1	17.3	16.0	14.7	13.1	12.5
Government balance (% of GDP) ^c	-5.9	-6.3	-5.8	-5.3	-4.7	-4.3
Current-account balance (% of GDP)	-6.8	-6.5	-6.4	-6.4	-6.0	-5.4
Money market rate (av; %)	1.4	1.1	1.1	1.3	1.5	1.5
Exchange rate ETB- USD (av)	34.95	40.20	46.77	53.14	58.61	64.00

^a Economist Intelligence Unit estimates. ^b Economist Intelligence Unit forecasts. ^c Fiscal years ending July 7th.

1.5. Political and economic risks

Upcoming parliamentary elections will stoke instability and incidents of **politically charged violence** in the near term, with the downside risk of domestic unrest. Deep-rooted ethnic animosity will stoke incidents of violence and protests intermittently. Ethiopia relies on commodity exports for a sizeable amount of its **foreign-exchange** earnings and fiscal revenue, exposing the economy to both external headwinds and weather-related shocks. Financing needs remain large, underpinned by current account and fiscal deficits. Political instability and an increased risk of external conflict weigh high. External debt servicing constitutes a substantial burden, reflecting commercial debt taken on in recent years. Real-currency **overvaluation** and a wide current-account deficit continue to exert pressure. The central bank will continue to manage the ETB in the near term to prevent already-high inflation from spiraling. There will be an increase in net foreign assets of commercial banks. However, low-income levels, as well as state intervention and poor asset quality, continue to limit banking sector growth.

2.1. Corruption

According to the U4 anti-corruption resource center, corruption exists in various forms, including but not limited to clientelism, kleptocracy, rent seeking and state capture. While anti-corruption laws remain strong in principle, they are not implemented adequately. The executive maintains control over the judiciary and legislature. Ethiopia remains a **closed political space**, with the ruling coalition retaining an absolute majority in federal and regional parliamentary seats, and silencing opposing voices. Corruption remains a pervasive issue, and the federal government has pledged to make addressing it a priority. Widespread human rights violations and ensuing impunity of the abusers seems to be the norm. The government of Ethiopia's commitment to anti-corruption needs to be backed up by investing in building the capacity of institutions with anti-corruption mandates (U4 anti-corruption resource center 2021).

The authoritarian one-party system in Ethiopia largely excludes the public from any genuine and autonomous political participation (Freedom House 2018). As part of the ongoing transition, Ethiopia has commenced comprehensive Law and Justice Sector reform. The priority areas for this initiative include civil society and media laws. The work of civil society organizations, including those working on anti-corruption advocacy, was severely curtailed by restrictions on receiving foreign funding. The on-going reforms create a more conducive environment for civil society advocacy through the removal of these restrictions. The lack of legislation in the area of access to information has made the work of investigative journalists working to expose corruption all but impossible.

Despite the positive developments, a major downside to the recent changes in the country relates to the release of political prisoners. Because the government is widely perceived to have used anti-corruption law for **politically motivated prosecutions**, corruption charges against high profile government officials and business people alleged to have been involved in grand corruption schemes have been discontinued and those convicted have been pardoned. Many believe that most of the cases were not without merit. There is a fear that these actions will reinforce a culture of impunity. The government stated that Ethiopia is facing an existential threat from the proliferation of corrupt activities, adding that the lack of proactive media role in uncovering corrupt practices and ineffectiveness of government institutions to root out corrupt practices is endangering the country's political structure.

Corruption in the country ranges from petty to grand, and acts as an impediment to its development and further exacerbating poverty. Lack of accountability and transparency, low levels of democratic culture and tradition, lack of citizen participation, lack of clear regulations and authorization, low level of institutional control, absence of punishment, and centralization of authority and resources are some of the factors that contribute to corruption thriving in the country (Ayferam, Bayeh and Muchie 2015; Teshome 2016). Corruption, smuggling, tax fraud, and trafficking in narcotics, persons, arms and animal products are the key proceeds-generating crimes (US Department of State 2017).

2.2. Ranking Ethiopia

Ethiopia ranks 94 out of 180 countries in Transparency International's 2020 Corruption Perceptions Index (CPI), with a score of 38/100. (Transparency International 2020). The World Bank provide Worldwide Governance Indicators (WGI) on political stability and absence of violence/terrorism, regulatory quality, rule of law, and voice and accountability. The 2020 TRACE Bribery Risk Matrix places Ethiopia in the high-risk category, ranking it 163 out of 194 surveyed countries. Similarly, Ethiopia's Doing Business rank for 2020 is 159/190 with a score of 48 (The World Bank 2020).



Source: World Bank Group, Economy Profile, Doing Business 2020

Ethiopia's economic freedom score is 53.6, ranking its economy the 146th in the 2020 Index of Economic Freedom by the Heritage Foundation (30th in the region). Ethiopia is ranked 30th of 47 countries in the sub-Saharan Africa region, and its overall score is below the regional and world averages (Heritage Foundation 2020).

Bertelsmann Stiftung's Transformation Index (BTI) 2020 ranks the country 113 out of 137 countries. The report states that Ethiopia made visible progress in continuity with the ambitious aims of the previous government to make Ethiopia a middle-income country by 2025, according to World Bank terminology. The government focused on investments in infrastructure (railways, roads, and energy generation by dams) and accelerated the establishment of industries in the fields of agriculture (flowers, coffee, fruits) and textiles.

According to the USA-based Center for Global Development, the annual salary of an Ethiopian industry worker averages out at USD 900, compared to USD 1,776 in Tanzania and to USD 2,118 in Kenya. Thus, several textile companies have transferred some of their production sites from low-cost Asian countries to Ethiopia. Endemic corruption in government companies has reduced the rate of industrial production. In November 2018, the government arrested senior officials from the intelligence services and the Metals and Engineering Corporation (METEC), a wayward military enterprise. Its former Director-General, Major General Kinfe Dagneu, was accused of a host of failures, mismanagement, and crimes, including making **irregular procurements** over six years, worth US\$1.3bn, without competitive tenders.

One third of the population is still destitute, and around five million people living in arid and semi-arid areas depend on foreign food aid. Land-grabbing activities, encouraged and promoted by the government, has caused the displacement of scores of peasants and nomads. Corruption poses a serious and multifaceted problem to the overall wellbeing of the population and its economy. (Bertelsmann Stiftung 2020).

According to the 2020 Ibrahim Index of African Governance (IIAG), African governance performance is on the decline for the first time since 2010. Ethiopia ranks 31 out of 54 with a score of 46.6 out of 100 in overall governance.

2.3. Forms of corruption

The executive uses various ways of controlling or coercing parliamentarians and the judiciary to ensure the harmonization of judicial and legislative decisions with the government's anti-democratic and repressive policies. In 2017, as part of an anti-graft drive (partly as a response to unrest in 2015 and 2016), dozens of government officials, including the state minister for finance, were arrested on suspicion of corruption. Officials from the Ministry of Finance and Economic Cooperation, the capital's housing development agency, the state-run Ethiopian Sugar Corporation and the Ethiopian Roads Authority were also arrested, on charges including embezzlement and the siphoning off of billions of ETB (Maasho 2017). Ethiopia's bureaucracy is also considered to be complex, creating opportunities for officials and staff to attempt to circumvent rules, and therefore be more open to **giving and receiving bribes to secure contracts** (Wheatland 2015).

The **power, tax, investment and transport sectors** have been identified as having the highest level of corruption, according to a study of the Federal Ethics & Anti-Corruption Commission (FEACC). Petty corruption seems to exist in almost every office. Officials from the traffic police, court, customs and trade licences office, land acquisition department, licensing, and tax collection, as well as government procurement, have faced allegations of bribery (Mulatu 2014).

Ethiopia enjoys a vast amount of renewable and non-renewable energy resources, ranging from hydro- and solar-power to biomass and natural gas. It is estimated that between 2005 and 2015, US\$3.4bn was required for Ethiopia to meet its electricity development capacity. Such high levels of investment in this sector create a number of opportunities for bribery and corruption, as the huge investment sums can allow officials to skim money from budgets by **overcharging** for goods and services. It has been suggested that the Ethiopian government has intentionally violated procurement and investment guidelines to maintain investment in its energy sector. For example, the government directly awarded construction contracts to the Italian company Salini without competitive bidding procedures (Wheatland 2015).

Human rights Abuse of Ethiopian citizens' human rights and impunity of abusers continues to be a stark reality in the country (Human Rights Watch 2018; Freedom House 2018).

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2.6. Health and Education

The 2012 World Bank report on corruption in the health sector found that the sector does not suffer from pervasive corruption compared to other sectors or countries. However, the existence of corruption in the health sector cannot be denied. Corruption and fraud in the health care delivery is one of the barriers to implementing policies of health care financing (Ethiopian Public Health Institute, 2014).

An area in the health sector where risks were identified was in the **referral of patients from public to private health facilities**. Referral of patients from public to private health institutions is open to abuse as medical practitioners referring patients to private clinics and hospitals with which they are associated either to generate more business for those facilities or to augment their own remuneration when they provide private treatment to those referred patients.

Health and education programs often include large **high value procurement** components, for example pharmaceutical supplies. Several quantitative and qualitative studies highlight the fact that the burden of corruption in the health sector affects the poor most heavily, given their limited access to resources. Poor women, for example, may not get critical health care services simply because they are unable to pay informal fees. Evidence from the International Monetary Fund (IMF) shows that corruption has a significant, negative effect on health indicators such as infant and child mortality, even after adjusting for income, female education, health spending, and level of urbanization. Corruption lowers the immunization rate of children and discourages the use of public health clinics (UNDP 2011).

Corruption in the education sector includes fraud in **examinations, falsification of qualification**, teacher absenteeism, and favoritism towards members of the ruling party both in teacher recruitment and in student selection and assessment. In the past years, there have been huge investments in the education sector increasing corruption risks in procurement, management and delivery of stock (building equipment, and so on). Nonetheless, education establishments in Ethiopia are perceived as relatively honest institutions (FEACC, 2012).

2.7. Private sector development

Tax rules in Ethiopia are very complex and often contradictory, making it difficult for citizens and companies to understand their obligations and allowing officials to apply the rules unequally. Moreover, there is also the perception that tax and custom rules in Ethiopia are not always applied equally, with well-connected businesses and individuals benefiting from tax breaks or other incentives (Martini 2015).

Although Ethiopia's anti-money laundering (AML) legal framework has improved in recent years, being largely in accordance with international good practice and standards, it is on the Financial Action Task Force (FATF) list of countries that have been identified as having strategic AML deficiencies (ESAAMLG 2015; Martini 2015). Recent studies show that Ethiopia is among the top 10 African countries by cumulative **illicit financial flows** (IFFs) related to trade mispricing. This amount may be much higher if funds from corruption and other criminal activities are considered (Martini 2015). According to the Report of the High Level Panel on Illicit Financial Flows from Africa, Ethiopia, features in the top 10 African countries by cumulative illicit financial flows from 1970 to 2008 (AUC/ECA n.d.). The main sources of illicit proceeds-generating activity in Ethiopia are corruption (specifically involving administration of land, procurement, tax, telecommunications and pharmaceuticals), tax fraud/evasion, human trafficking and migrant smuggling, arms trafficking and smuggling of contraband (coffee, khat and livestock outbound; foreign exchange; textiles, electronics and pharmaceuticals inbound) and the profit made from providing illicit financial services. It is not entirely clear how these proceeds are laundered (ESAAMLG 2015).

According to Global Financial Integrity's estimates, between 2005 and 2014, an average of US\$ 1.2bn to US\$ 3.1bn left Ethiopia as IFFs every year (GFI, 2014). From 1970 to 2012, the total capital flight from the country is estimated at US\$31bn. The average growth lost because of the capital flight is found to be about 2.2 percentage points per year, between 2001-2013. Additionally, had it not been for capital flight, poverty would have been reduced by about 2.5 percentage points in the last decade (Geda and Yimer, 2016). This makes the country among 10 African countries most affected by IFF. According to Yimer, (2017), the main sources of IFF in Ethiopia are trade mis-invoicing, informal remittance systems and illicit transfers by embassies and diplomatic officials. Ethiopia is also one of the countries that have a huge unaccounted-for flow of precious stones. For instance, most of the world's tantalum comes from Brazil and Australia, but some also comes from Ethiopia. A recently released

map of IFFs also shows that the trans-Saharan drugs flow flows through Addis Ababa and that cocaine also arrives via Addis Ababa, Ethiopia (Interpol & Global Initiative against Illicit Flows, 2018).

The government introduced a new and more liberal investment code that started the privatization process for the telecommunications monopoly, and eliminated numerous burdensome regulations. Low-cost labor is a driving force attracting foreign investment. The acute foreign exchange shortage and the **absence of capital markets** are choking private sector growth. Companies often face **long lead-times** importing goods and dispatching exports due to logistical bottlenecks, high land-transportation costs, and bureaucratic delays.

Ethiopia is not a signatory of major intellectual property rights treaties. A foreign investor intending to buy an existing private enterprise or shares in an existing enterprise needs to obtain prior approval from the EIC. While foreign investors have complained about **inconsistent interpretation of the regulations** governing investment registration (particularly relating to accounting for in-kind investments), they generally do not face undue screening of FDI, unfavorable tax treatment, denial of licenses, discriminatory import or export policies, or inequitable tariff and non-tariff barriers. Ethiopia's regulatory system is generally considered fair, though there are instances in which burdensome regulatory or licensing requirements have prevented the local sale of foreign exports, particularly health-related products. Investment decisions can involve multiple government ministries, lengthening the registration and investment process. The Ethiopian Intellectual Property Office (EIPO) oversees intellectual property rights (IPR) issues. EIPO is primarily tasked with protecting Ethiopian patents and copyrights and fighting software piracy. Historically, however, the EIPO has struggled with a **lack of qualified staff** and small budgets; further, the institution does not have law enforcement authority. Abuse of trademarks is rampant, particularly in the hospitality and retail sectors. The government does not publicly track counterfeit goods seizures, and no estimates are available (US Department of State 2021).

Ethiopia has a limited and undeveloped financial sector, and investment is largely closed off to foreign firms. Liquidity at many banks is limited, and commercial banks often require 100% collateral, making **access to credit** one of the greatest hindrances to growth in the country. All foreign currency transactions must be approved by the NBE. Ethiopia's national currency (the Ethiopian birr) is not freely convertible. The government removed in September 2018 the limit on holding foreign currency accounts faced by non-resident Ethiopians and non-resident foreign nationals of Ethiopian origin. Foreign exchange reserves started to become depleted in 2012 and have remained at critically low levels since then. At present, gross reserves stand at about US\$4bn, covering approximately 2 months of imports. According to the IMF, heavy government infrastructure investment, along with debt servicing and a large trade imbalance, have all fueled the intense demand for foreign exchange. In addition, the decrease in foreign exchange reserves has been exacerbated by weaker-than-expected earnings from coffee exports and low international commodity prices for other important exports such as oil seeds. Businesses encounter **delays of six months to two years in obtaining foreign exchange**, and they must deposit the full equivalent in ETB in their accounts to begin the process to obtain foreign exchange. Slowdowns in manufacturing due to foreign exchange shortages are common, and high-profile local businesses have closed their doors altogether due to the inability to import required goods in a timely fashion. Due to the foreign exchange shortage, companies have experienced delays of up to two years in the repatriation of larger volumes of profits (US Department of State 2021).

Local sourcing of inputs and partnering with export-oriented partners are strategies employed by the private sector to address the foreign exchange shortage, but access to foreign exchange remains a problem that limits growth, interferes with maintenance and spare parts replacement, and inhibits imports of adequate raw materials. The foreign exchange shortage distorts the economy in a number of other ways: it fuels the **contraband trade** through Somaliland because the ETB is an unofficial currency there and can be used for the purchase of products from around the world. Exporters, who have priority access to foreign exchange, sell their allocations to importers at inflated rates, creating a **black-market for dollars** that is roughly 30% to 40% over the official rate. Other exporters use their foreign exchange earnings to import consumer goods with high margins, rather than re-investing profits in their core businesses. Meanwhile, the lack of access to foreign exchange impacts the ability of foreign citizens living in Ethiopia to pay their taxes, or for students to pay school fees abroad.

The ETB has depreciated significantly against the US\$ over the past ten years, primarily through a series of controlled steps, including a 20% devaluation in September 2010 and a 15% devaluation in October 2017. The NBE increased the **devaluation rate** of the ETB starting in November of 2019, and it has continued to be devalued at a more rapid rate since that time, as per the terms of the IMF program. Following the 15% devaluation, the NBE increased the minimum saving interest rate from 4% to 7%, and limited the outstanding loan growth rate in commercial banks to 16.5%, which limits their loan provision for businesses other than those in the export and manufacturing sectors. Moreover, banks were instructed to transfer 30% of their foreign exchange earnings to the

account of NBE so the regulator can use the foreign exchange to meet the strategic needs of the country, including payments to procure petroleum, wheat, and sugar, as well as to cover transportation costs of imported items.

Ethiopia's Financial Intelligence Unit monitors suspicious currency transfers, including large transactions exceeding ETB 200,000. Ethiopian citizens are not allowed to hold or open an account in foreign exchange. Foreign investors may remit proceeds from the sale or liquidation of assets, from the transfer of shares or of partial ownership of an enterprise, and funds required for debt servicing or other international payments. The right of expatriate employees to remit their salaries is granted by NBE foreign exchange regulations. In practice, however, foreign companies and individuals have experienced difficulties obtaining foreign currency to remit dividends, profits, or salaries.

Some larger international companies in Ethiopia have introduced **corporate social responsibility** programs. Most Ethiopian companies, however, do not officially practice CSR. The government encourages CSR programs for both local and foreign direct investors but does not maintain specific guidelines for these programs, which are inconsistently applied and not controlled or monitored. In early 2015, the Ethiopian Chamber of Commerce & Sectorial Associations published a model code of ethics for Ethiopian businesses that was endorsed as a model for the business community.

2.8. Jobs and skills

The youth unemployment rate in urban settings is over 25% and 70m Ethiopians are under the age of 30 (CSA, 2018). Although labor remains readily available and inexpensive in Ethiopia, skilled manpower is scarce. Approximately 50% of Ethiopians over the age of 15 are illiterate, according to UNESCO's definition. The primary school enrollment rate (age 7 to 14), on the other hand, has now reached 94%. To increase the skilled labor force, the government has undertaken a rapid expansion of the university system in the last 20 years, increasing the number of higher public education institutions from 3 to 49. The government has adopted an education policy that requires 70% of public university students to study science, engineering, or technology subjects, but many students are not well prepared by secondary school to study in those fields. There is no national minimum wage, and public sector employees (the largest group of wage earners) earned a monthly minimum wage of ETB 420.

3.6. Institutional anti-corruption framework

Ethiopia signed the United Nation Convention against Corruption in 2003 and ratified it in 2007 (UNODC 2018). The country signed the African Union Convention on Preventing and Combating Corruption in 2004 and ratified it in 2007 by the (African Union 2018). The legislative framework to prevent and sanction corruption in Ethiopia is strong on paper; however, the government does not implement these laws effectively, and the judiciary is known to be politically influenced (Business Anti-Corruption Portal 2017).

Since May 2016, important powers of the anti-corruption commission have been granted to the **Federal Attorney General**. Under the new law, all the rights and duties given to the **Federal Ethics and Anti-Corruption Commission** related to investigation and prosecution are transferred to the Federal Attorney General as per article 22 (2) of the proclamation. Therefore, the current legal regime of anti-corruption includes, Proclamations, No. 433/2005, 434/2005, the amendments to these proclamations No. 883/2015, 884/2015 and the Federal Attorney General Establishment Proclamation No. 943/2016. The fact that the Attorney General has taken over the investigation and prosecution powers of the FEACC makes a big portion of the existing anti-corruption laws inapplicable. These recent changes therefore necessitate the revision of the commission's powers and obligations. The commission is accountable to the Parliament.

The 2005-revised proclamation also establishes **Ethical Liaison Units** at all levels of Public Offices and Public Enterprises. Their duty is to coordinate ethical issues and advise the heads of the concerned bodies. The Liaison's task is to ensure that employment, promotion, and transfer are corruption free and transparent, and to tackle one of the most dominant forms of corruption: **embezzlement in public institutions**. A study of Ethics Liaison Units (ELUs) in countering corruption found that taking disciplinary measures and criminal sanctions on corrupt entities was beyond their capacity. **Lack of sufficient resources**, both human and material, absence of practical political leaders' commitment, and a lack of trust and confidence in people were seen as major challenges, which hinder the realization of ELUs (Alam and Onsamu 2017). The integrity of FEACC as an institution of truth seeking and justice has been seriously compromised by the perception that high-ranking officials prosecuted were victims of a political witch-hunt. (Bertelsmann Stiftung 2018).

The Revised Federal Ethics and Anti-corruption Commission Establishment Proclamation of 2015 and the Revised Anti-Corruption Law of 2015 criminalize attempted corruption and extortion, while the Criminal Code of 2004 criminalizes active and passive bribery, money laundering and bribing a foreign official. Private sector corruption, including bribery and embezzlement, is criminalized, although there are no known cases of prosecution in the private sector. Facilitation payments are also illegal (Business Anti-Corruption Portal 2017).

Asset disclosure is another anti-corruption measure adopted by the government. The Disclosure and Registration of Assets Proclamation of 2010 requires that all appointees, elected persons and public servants of the Federal Government and the Addis Ababa and Dire Dawa city administrations must declare and register assets owned by them and their family members. The Federal Ethics and Anti-Corruption Commission (FEACC) is responsible for registering the declaration as well as for verifying whether the content is accurate. Implementation of the law is assessed as relatively slow, and only a small percentage of officials had their assets registered according to the timeline prescribed by the law. Moreover, the extent to which the FEACC has the necessary capacity and resources to effectively verify the content of the registered declarations remains unclear (Martini 2015).

Despite some legislative efforts (Article 444 of the Criminal Code, and the Proclamation on the Protection of Witnesses and Whistleblowers of Criminal Offences) to protect employees and citizens who report crime and corruption. The commission accepts such reports and information from the public, but **it lacks a formal role in protecting whistleblowers**, and its role in investigating disclosures and retaliation complaints is unclear. That is why only a few whistleblower cases have been reported publicly in recent years (PPLAAF 2018).

The **Federal Auditor General** was established under Article 101 of the constitution. The Auditor General shall audit and inspect the accounts of ministries and other agencies of the Federal Government to ensure that expenditures are properly made for activities carried out during the fiscal year and in accordance with the approved allocations, and submit his reports thereon to the House of Peoples' Representatives. The Federal Auditor General makes two types of audits. The first one is a general one, which is done in a regular basis. The other happens when there is suspected mischief based on information from whistle blowers or informants. General audits rely on random sampling whereas special audits are more thorough and involve a full audit. Audits focus on government ministries and agencies that are closely related with the Growth and Transformation Plan.

Financial Intelligence Centre (FIC) was established in 2009 and tasked with the prevention and enforcement of anti-money laundering rules, FIC is regarded as an independent body but is under the responsibility of the Office of the Prime Minister. However, the body misses key essentials, such as policy, planning and research functions, education, risk management and compliance roles, as well as capacities in money laundering and terrorist financing prevention (Martini 2015).

The **Ethiopian Human Rights Commission** (EHRC) works to ensure that constitutional human rights and fundamental freedoms are well protected through human rights advocacy; counselling; monitoring; conducting research into the country's human rights situations; investigating and addressing human rights violations; as well as paying particular attention to vulnerable groups (Human Rights Connected 2017).

3.7. Access to information

Ethiopia asserts a constitutional guarantee of the right to information (RTI) in the public interest in Article 29 of the constitution and a Freedom of the Mass Media and Access to Information Proclamation 2012. The reality of RTI, however, is different. Ministerial guidelines to actualize the access to information law are yet to be published, and the enforcement of national laws, such as the Mass Media and Freedom of Information Proclamation adopted in 2008, undermine RTI guarantees. The mass media law allows for the prosecution of any member of the media for defamation against the state, also the government criminalizes dissent using broad definitions for terrorist acts, ambiguous offences such as moral support and encouraging of terrorist acts (Jalipa 2014; Martini 2015).

- **Option A See also Risk Monitor:** [Record Number: MINBUZA-2021.627684 Title: 4000001803-6003214-Triggerise-Ecosystem and CSW Addis-Monitor Risk SRHR JSE-210726](#)

3.1. Contextual risks (see table below)

Task

Describe the contextual risks in consultation with the relevant missions(s) wherever possible ([click here for the quick reference guide](#)).

Provide a short, concise introductory text for the risk analysis and elaborate this further in the table below. Give your own appreciation in the risk assessment.

3.2 Programme risks (see table below) ([click here for the quick reference guide](#))

Task

Provide a short, concise introductory text for the risk analysis and elaborate this further in the table below. Give your own appreciation in the risk assessment.

Describe the points to consider in relation to the programme risks mentioned in the table below, and indicate how these may affect the outputs to be achieved through the activity and the funds required.

You have now set out the most of the risks of the activity. You have identified the context risks, country, setting or several settings in different countries and the programme risks, all of which should provide a logical basis for your choice of organisation to implement the activity. There are also risks linked to the organisation: are they well represented in the country of implementation, do they have sufficient capacity, do they have a good track record, and are they well known? All questions we will look at below.

3.3. Risks relating to the implementing organisation ([click here for the quick reference guide](#))

Provide a short, concise introductory text for the risk analysis and elaborate this further in the table below. Give your own appreciation in the risk assessment.

Description Risks:	(Low-Medium-High)		Mitigation strategies to prevent the risk from	Management strategies once the risks have
Influence on results	Probability	Impact	becoming a reality	become a reality
Contextual risks (Description of corruption risk is mandatory)				
1. C1-Political instability.	High Significant political instability, widespread insecurity, civil war in Tigray.	High Access to cellular communications, internet access, and in-person meetings and movement, may be restricted.	<ul style="list-style-type: none">Remain alert and monitor pro-actively.Update Security Manual regularly.Avoid becoming drawn into the conflict, remain politically neutral.Prepare for alternative communication modes (i.e. 2 way radio's).	<ul style="list-style-type: none">Follow Security Manual protocol.Prioritise staff protection.Internet shutdown: more reliance on SMS and phone call-based technology.Movement restrictions: prioritize delivery and direct-to-consumer channels
2. C2-Digital connectivity (see also more specific programmatic risks)	Low More providers will be active in this market	Low Access is expected to improve, both as in coverage and quality	<ul style="list-style-type: none">More competitive market	<ul style="list-style-type: none">Engage with more providers.
3. C3 Change of local administration representatives	High Following the recent election there is high likelihood of local government change in Bahir Dar and modest probability on Addis Ababa	Medium Implementation of the project activities in the two cities may be delayed until the project gets the required buy-in from the newly elected city administration	<ul style="list-style-type: none">Identify representatives of newly elected administration and start communication and collaboration with representatives of the city administration as soon as possible.	<ul style="list-style-type: none">Organize a session in order to introduce objectives of the project to representatives of local government and get their buy-in.
4. Culture/ cultural perception of gender roles	Medium risk: In Ethiopia there are number of cultural perceptions related with gender roles which might affect willingness of target group to participate in certain skill development or employment opportunities.	High impact: This may limit results of the project in culturally gender sensitive skill development or economic activities and opportunities	<ul style="list-style-type: none">Tiggerise commissioned gender analysis in order to get good understanding of the cultural perception related with gender and certain economic activities and develop strategy that addresses such perception and stereotypes	<ul style="list-style-type: none">Implement gender strategy, monitor results, learn and adjust/adopt strategy/activities

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
<i>Corruption – (Cor) (abuse of office outside your organisation that your programme and organisation may be confronted with)</i> Describe your perception, how it affects your organisation: likelihood/impact/mitigation/management. If possible provide examples and how these have informed your policy. See also: Risk analysis ADD 2021				
5. Cor-Corruption	Low Corruption within social sectors is considered relatively low	High Pervasive corruption would seriously jeopardize the efficiency of this programme.	<ul style="list-style-type: none">Standards and protocols are in place and actively implemented (see COCA and Code of Conduct submitted as part of Triggerise's current partnership with EKN)	<ul style="list-style-type: none">Triggerise policy is to take a zero tolerance approach to dealing with corruption - whether within the Tiko platform or in the broader social/political environment.
Program risks (note: Address conflict sensitivity!)				
6. P1-Ecosystem: Privacy or Confidentiality Breach	Low The technology is to be GDPR verified	High Any such breach could undermine the trust in the ecosystem	<ul style="list-style-type: none">Promote (or mandate) the use of avatars to ensure anonymity when engaging with other users.Promote (or mandate) the use of animated photos, which we could embed directly into the app, allowing users to create or choose their own animation. (Real photos could be optional and only included in a premium version of the app.)Develop backend data confidentiality. While this is new to Triggerise, we could develop a way to scramble any unique identifier - even on our backend - so that neither Triggerise nor a partner nor other third-party will be able to identify a user.Develop disappearing text, photos, and videos, allowing users to easily remove compromising content.Integrate with encrypted messaging apps, some of which are already popular in Ethiopia. Telegram, one of Ethiopia's most	<ul style="list-style-type: none">In the event of a privacy or confidentiality breach, Triggerise will - depending on the level of seriousness - shut down individual accounts, hide sensitive information, communicate the breach to affected account holders, and potentially shut down the complete system.Donors and Supervisory Board to be informed about possible security breaches and measures taken.Triggerise has a Cyber Insurance Policy. (See attached)Triggerise will need to submit before the end of 2021 an independent external expert assessment of General Data Protection Regulation (EU GDPR) and similarly Ethiopia compliance.

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
			popular messaging apps, offers relatively secure messages and client to client encryption for “secret chats.”	
7. Target group not being motivate to participate in the program	Medium risk: Target group may not be able to easily understand how journey of Tiko-Pros works and its benefits	High impact: This affects the result of the project in-terms of self-employment (Tiko-Pro/micro-entrepreneurship pathway)	<ul style="list-style-type: none"> Triggerise will put diverse demand generation strategy in place so they are able to inspire and reach the target groups both in Addis Ababa Bahir Dar. 	<ul style="list-style-type: none"> Implement various strategies to generate demand, reach target groups Closely collaborate with various actors who are closely working with the target groups
8. P2-SMS Connectivity prevents users from engaging with Tiko platform	Low This could happen, but would be temporary	Medium Alternatives will be deployed	<ul style="list-style-type: none"> Ethiotelecom is upgrading its platform, and we expect that SMS connectivity will be fully functional and optimised by Q4 2021. Triggerise has developed and deployed alternative transports in Ethiopia including Telegram and WhatsApp. 	<ul style="list-style-type: none"> Triggerise will contract a backup aggregator to provide failsafe connectivity. Triggerise will implement integrated voice response solutions that help users, in particular those with limited literacy and low digital skill, to enrol, access information, request validation codes, and rate services.
9. P3-Covid-19 worsens, reducing users’ ability to take up ecosystem services	Medium This ability can be affected, but this can be addressed and there have been minimal levels of performance disruption since March 2020.	Medium It may take a (limited) time to adapt the ecosystem, but measures can be introduced	<ul style="list-style-type: none"> All Triggerise staff and contractors (including Tiko Pros) have received training on how to maximize safety during the pandemic including through the use of personal protective equipment (PPE), spacing, and improved ventilation and have received relevant PPE (masks, hand sanitizers, etc). Provider incentives are structured to reward quality of service and adolescent friendliness. The longitudinal cohort study (within SRHR) on the epidemiological and socio-economic 	<ul style="list-style-type: none"> Triggerise will regularly assess provider quality through ratings, call centre interviews, mystery client interviews, and exit surveys - as well as through the ongoing provision of services (visible in real time on Tiko dashboards). These learnings will translate into ecosystem adaptations to address barriers. Should the COVID-19 risk become more severe, we will rely on the management strategies we deployed during mid-2020 and have since improved. These include

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
			consequences of the pandemic in Addis Ababa will also provide additional learnings how to mitigate.	conducting almost all in-person activities outside, physically distanced, and masked; using Tiko Pros to deliver products and services (Tiko Pros are considered "essential"); and using a callcentre to provide SRH and JSE information virtually.
10. P4-Legal compliance of Tiko-Pro's in Ethiopia recognizing these as employees instead of rewarded "volunteers"	Low No such issues have been raised by Government Officials since 2018	High Non-compliance would seriously affect to operations of the ecosystem.	<ul style="list-style-type: none"> Ensure independent external review and verification of Triggerise operations compliance with Ethiopian rules and regulations 	<ul style="list-style-type: none"> Such independent external expert review and verification will be required before the end of 2021. During JSE pilot period Triggerise has signed MoU with Job Creation Commission. The MoU clearly states that Jobs Creation Commission will support Triggerise in addressing any administrative and related issues that may arise during implementation this project. In such occasions, EKN encourages Triggerise to invoke this MoU EKN also uses regular meeting/higher and other strategic meetings/interactions with JCC to address such issues
11. P5-Legal and regulatory compliance within Ethiopia for virtual token "Tiko"	Low No such issues have been raised by Government Officials since 2018	High Non-compliance would seriously affect to operations of the ecosystem.	<ul style="list-style-type: none"> Ensure independent external review and verification of Triggerise operations compliance with Ethiopian rules and regulations 	<ul style="list-style-type: none"> Such independent external expert review and verification will be required before the end of 2021. During JSE pilot period Triggerise has signed MoU with Job Creation Commission. The MoU clearly states that Jobs Creation Commission will support Triggerise in addressing any administrative and related issues that may

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
				<p>arise during implementation this project. In such occasions, EKN encourages Triggerise to invoke this MoU</p> <ul style="list-style-type: none"> EKN also uses regular meeting/higher and other strategic meeting/interactions with JCC to address such issues
12. P6-Coercion or prejudice by providers to limit freedom of choice for Family Planning (FP) methods (SRHR)	<p>Medium</p> <p>Availability of affordable options may be limited. Provider fees may be selective and/or prohibitive</p>	<p>Medium</p> <p>Freedom of choice is very important and need to be safeguarded.</p>	<ul style="list-style-type: none"> Provider incentives are structured to reward quality of service, adolescent friendliness, and newer method uptake. Price can be a barrier to access. Triggerise will research to what extent targeted subsidies can safeguard freedom of choice. 	<ul style="list-style-type: none"> Triggerise will regularly assess provider quality through ratings, call centre interviews, mystery client interviews, and exit surveys - as well as through the ongoing provision of services (visible in real time on Tiko dashboards). If a provider is suspected of coercing a method choice, Triggerise will investigate further. If the investigation confirms that the coercion happened, Triggerise will remove the provider from our platform and replace them with a provider who is better counselled on respecting informed and voluntary choice.
13. P7-Stigmatisation for addressing needs of sexual minorities and Commercial Sex Workers (CSW) (SRHR)	<p>Medium</p> <p>Sensitive issue in Ethiopia</p>	<p>Medium</p> <p>May restrict operations of the programme</p>	<ul style="list-style-type: none"> Build on support from Ministry of Health and Family Guidance Association of Ethiopia. 	<ul style="list-style-type: none"> Avoid "publicity".
14. P8-Limited experience in the field of JSE.	<p>Low</p> <p>Triggerise will improve their organizational capacity by hiring additional and experienced staff during expansion of the JSE pilot</p>	<p>High</p> <p>Triggerise staff have limited experience in jobs & skills and spreading to thin across other projects, leads to haphazard</p>	<ul style="list-style-type: none"> The need for improving organizational capacity of Triggerise has been established during implementation JSE pilot. Triggerise will hire senior experts in the positions of: Program manager, Communication manager, MEL manager, and a regional level higher education and employability 	<ul style="list-style-type: none"> Triggerise therefore hires experts in the positions of: Program manager, Communication manager, MEL manager, and a regional level higher education and employability technical lead to ensure systematic and smooth implementation of the project.

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
		implementation, limits effectiveness of the project	technical lead to ensure systematic and smooth implementation of the project.	<ul style="list-style-type: none"> EKN will organize a bi-annual networking/learning/linking event in order to facilitate experience sharing and learning between actors in the field of youth employment. Triggerise sets-up platform governance structure as soon as possible, share/discuss and validate job creation strategies together with the panel of this advisory structure
15. P9-Although well placed for partnerships with other implementing partners, limited evidence of successful collaboration, especially in the field of JSE.	Medium Recent engagement of Triggerise in the field of JSE and its relatively new approach, limits information and in turn motivation of other implementing partners to collaborate with Triggerise in the field of JSE	High This limits the capacity of Triggerise to devise right approach and make choices that helps to achieve satisfactory results, successfully target the most eligible beneficiaries	<ul style="list-style-type: none"> Set up governance/advisory structure composed of key actors in the field of JSE 	<ul style="list-style-type: none"> Regularly discuss, validate important progress of the project with the governance/advisory structure composed of key actors in the field of JSE
16. Youth graduating from the program are unable to find employment	Medium risk: the level of possible employment creation is dependent on the performance of the entire economy. The current economic performance decline in Ethiopia is expected to limit job creation effort	High impact: If youth graduating from the program are not able to find employment, the main objective of the project fails. It is however not realistic to expect all participants of project to find	<ul style="list-style-type: none"> In order to ensure secure employment path for young people, Triggerise focuses on working with industries where there is job growth and unmet demand; stimulate connection between employers and JSE graduates with skills demanded in the labor market; supporting self-employment as an additional pathway 	<ul style="list-style-type: none"> Triggerise focuses on working with industries where there is job growth and unmet demand; stimulate connection between employers and JSE graduates with skills demanded in the labor market; supporting self-employment as an additional pathway. EKN stresses importance of Triggerise collaborating with partners who are active in area of youth employment/job creation follow

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
		employment. Improving the value proposition of the platform for actors such as employers, training service providers, job seekers would improve overall employability of the youth.		this up through monthly regular meetings, platform advisory meeting, and project visits
17. Key stakeholders such as regional government have already indicated their serious concerns and reservation that added value of the interventions may be limited unless it is trainings and skill development packages are accompanied by linkages to (self)employment opportunities	Medium risk: experiences of many youth economic empowerment programs shows that these project mostly focus on providing trainings only	High impact: this would mean that the project has no contribution in addressing unemployment, the main objective of the project fails and target groups will once again end up on unemployed list of Kebele administration	<ul style="list-style-type: none"> EKN shared its vision of platform governance structure/advisory committee with Triggerise in order to enable them maximize (self)employment opportunities for the target group in high employment potential sectors 	<ul style="list-style-type: none"> Triggerise sets-up platform governance structure as soon as possible, share/discuss and validate job creation strategies together with the panel of this advisory structure EKN continues stressing importance collaboration with key actors in the field of skill development and employment. These topics will also be captured in the monthly regular update meetings/discussion and project visits EKN will organize a bi-annual networking/learning/linking event in order to facilitate experience sharing and learning between actors in the field of youth employment.
18. CS-Insecurity due to violence and public demonstration. Including the extent to which the programme itself may contribute to insecurity.	Medium The current environment is volatile and to a certain extent unpredictable. Social media, digital services could be interpreted	High Such labelling could politicise membership of the platform and impede its non-political stance.	<ul style="list-style-type: none"> Do no harm,: maintain neutrality and impartiality, particularly in communication strategy; Ensure that good contacts with local- and international security information providers are maintained; 	<ul style="list-style-type: none"> Triggerise Ethiopia's Security Management Plan is adhered to, including the sharing of information amongst any local implementing partners;

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
	(rightly or wrongly) to support one or the other side of the conflict.		<ul style="list-style-type: none"> Ensure that good contact with target groups are maintained as well as with ecosystem stakeholders in order to maintain trust and allowing for adjustment of- and/or quick re-establishment of project interventions; Ensure that messaging/communication is adapted to political/ethnic prejudices. 	
<i>Fraud (theft, deceit, etc. for personal benefit, by all means such as internet etc., enabled/invited in/by your programme)</i> Describe your perception, how your programme might provide opportunity for fraud: likelihood/impact/mitigation/mgt. If possible provide examples and how these have informed your policy. Include program and organisational factors.				
19. FP-Fraud Programme, Voucher fraud on platform by service providers.	Medium Possible but sufficient safeguards	Low Recognised and addressed	<ul style="list-style-type: none"> Two-party verification to inhibit the most prevalent types of fraud. This prevents self-reporting by requiring both parties to a transaction or interaction to verify it (using either a phone or membership card). Verification data allows us to restrict most fraud. For example: <ul style="list-style-type: none"> Restrict mobilisers from referring the same client more than once; Prevent clients from seeing providers multiple times per day; Prevent providers from seeing 30 clients in the same hour, etc. Other safeguards: <ul style="list-style-type: none"> Analysts who mine data for suspicious activity; Call centre interviews that ensure interactions are legitimate. Triggerise can instantly block users once suspicious activity has been identified. 	<ul style="list-style-type: none"> Triggerise has developed and is implementing a sophisticated fraud risk management system in Kenya that has proven effective in preventing voucher fraud. This will be adopted in Ethiopia. Triggerise will introduce a voice biometric solution that will be part of the risk management plan to increase platform security without creating additional friction for users.

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
Risks relating to the implementing organisation (Description of fraud risk is mandatory)				
20. O1-structure	Low Poor oversight Supervisory Board has been addressed.	Medium Risk would be addressed swiftly	<ul style="list-style-type: none"> Quarterly well prepared and documented Supervisory Board Meetings. 	<ul style="list-style-type: none"> Triggerise to share Supervisory Board approved meeting minutes and background documentation; Marco Gerritsen (ADD Thematic Expert SRHR) has resigned as a advisor to the Supervisory Board and Executive Team.
21. O2-culture	Low Strong HR evidence based management, with a keen eye for diversity/gender	Medium Strong, well motivated and dedicated staff is an asset and easy to acquire and retain, especially within ICT.	<ul style="list-style-type: none"> Strong HR management, with good insights and multi-annual experience within Triggerise. Dedicated Supervisory Board attention. 	<ul style="list-style-type: none"> Constant review and analysis of recruitment and attrition. Comparison with peer organisations.
22. O3-Integrity: Abusive Behaviour/Sexual Misconduct	Low Well recognized and addressed	Medium No evidence of any such cases being reported yet.	<ul style="list-style-type: none"> Zero tolerance policy with regard to abuse, whether it be fraud or sexual misconduct. Introduction trajectory to understand and acquire the knowledge of culture and rules, protocols and regulations. Prevention of and dealing with sexual harassment is part of (mandatory) safety and security training of staff. Annual gender audits to detect if working culture is not according to standards. Continuous efforts to evaluate the efficiency of standing procedures and protocols, also in the light of recent incidents. For more details, please see Code of Conduct. 	<ul style="list-style-type: none"> Appointed Confidential Councillors, to whom staff can report and share information about abusive behavior. Zero tolerance: investigation – conclusion - appropriate measures, including end of employment contract.

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
23. O4-M&E	Low This is one of the strong aspects of Triggerise	Low Strong monitoring and alertness on possible voucher fraud should be maintained.	<ul style="list-style-type: none"> The platform provides credible and strong real time digital data also for the donor; Triggerise is expected to be IATI compliant. 	<ul style="list-style-type: none"> M&E could include more organizational data: <ul style="list-style-type: none"> Attrition (forced/voluntary) Integrity cases. Triggerise will be requested to update annually the Monitor Integrity.
24. O5-Mgt. quality	Low Thus far the Triggerise central and country staff has proven to be strong, although recent proposal preparations have been below expectations.	Medium It is paramount that ADD has full confidence in the professional capacity of central and national Triggerise staff.	<ul style="list-style-type: none"> Triggerise has been encouraged to invest in the mgt. quality and specialised expertise at the Ethiopia country office, as this has proven to be a weak point in preparation of this proposal. 	<ul style="list-style-type: none"> Close and critical monitoring by ADD, but also dedicated commitment by Triggerise executive.
25. O6-Fin. & admin. mgt.	Low Previous (2016-2018) vulnerability has reduced significantly	Medium Triggerise is agile, resourceful and responsive.	<ul style="list-style-type: none"> Strong oversight by the Supervisory Board and professional Chief Financial Officer (current vacancy since 01/07/2021 expected to be filled soon) 	<ul style="list-style-type: none"> Overhead costs have been reduced from 15% to 13%. Requested info on: <ul style="list-style-type: none"> short-term liquidity 2020: <ul style="list-style-type: none"> cash ratio = 1.04 (cash 4,539,067 / current liabilities 4,384,324) current ratio = 1.14 = current assets 5,012,825 / current liabilities 4,384,324 short term debt/liability = 4,384,324 longer term solvency - no long term debts Established reserves - € 689,774 See also: <ul style="list-style-type: none"> Record Number: MINBUZA-2021.627722 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Consolidated fin statem 2020

Description Risks: Influence on results	(Low-Medium-High)		Mitigation strategies to prevent the risk from becoming a reality	Management strategies once the risks have become a reality
	Probability	Impact		
				<ul style="list-style-type: none"> Record Number: MINBUZA-2021.627720 Title: Additional financial information requested
26. O7-Dependence on donor funding	High Triggerise is currently fully donor funded	Medium Triggerise has a solid donor base and opportunities for greater self-reliance exist	<ul style="list-style-type: none"> Triggerise and ADD have agreed to transform the current upfront funding into Outcome Based Funding (OBF): <ul style="list-style-type: none"> SRHR: per 01/01/2022; JSE: per 01/01/2023 	<ul style="list-style-type: none"> As the platform increases in size it will become of interest to the private for profit clients. OBF is expected to diversify and increase the scope for income.
27. O8-Imbalance between large projects (SRHR & JSE) and diversification within the platform (Health Extension Worker (HEW) Performance Based Financing (PBF) pilot and Cohort Study	Medium More evidence will be required that the Country Team actively seeks such diversification	Low Large projects are prioritized, smaller ones may not be exploited fully.	<ul style="list-style-type: none"> Close monitoring and support by ADD and central Triggerise. 	<ul style="list-style-type: none"> Dedicated staff to the smaller projects. Pro-actively seek new innovative applications. Engage with interested parties: donors, researchers and private for profit.
<i>Fraud (theft, deceit, etc. for personal benefit, by all means such as internet etc., within your organisation)</i> Describe your perception, how it affects your organisation: likelihood/impact/mitigation/management. If possible provide examples and how these have informed your policy. Include program and organisational factors.				
28. FO – Fraud Organisation	Low Strong internal controls	Low Early detection and management	<ul style="list-style-type: none"> Strong internal controls: <ul style="list-style-type: none"> Protocols, policies and standards are in place and actively implemented; Induction trajectory for each staff member to understand and acquire knowledge of rules, protocols and regulations; Regular evaluation of standing protocols; internal audits 	<ul style="list-style-type: none"> Good oversight, combined with zero-tolerance.

Risk heat map:

Probability	3 +++ High		C3,O7	C1
	2 ++ med	FP,O8	P4,P7,P8	C4,P2,P10,P11,P12,CS
	1 + low	C2,O4,FO	P3, O1,O2,O3,O5,O6	Cor,C5,P1,P5,P6,P9
		1 + low	2 ++ med	3 +++ high
Impact				

Option B (not selected)

Please describe which risk(s) at which area are identified and which measures are foreseen.

Identified risk	Impact on project	Level + explanation (high/moderate/low)	Mitigating measures
Political/ conflict			
Legislation/ culture			
Fraud and corruption risks			

Explanation:

A risk concerns the likelihood that a project will fail to meet its objectives. Risks can appear in the area of context/ finance/ health/ HR/ climate/ nature/ environment/ external organizations etc. Management of the risks aims to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project.

Please: 1) identify the threats, 2) assess the vulnerability of critical assets to specific threats, 3) determine the risk (i.e. the expected likelihood and consequences of specific types of attacks on specific assets), 4) identify ways to reduce those risks.

Four types of risk mitigation: a risk can be 1) accepted (no reduction of any effects to an identified risk), 2) avoided (no exposure to an identified risk), 3) limited (some action taken to limit exposure to an identified risk) and 4) transferred to a third party.

A risk can be leveled as 1) high, 2) moderate or 3) low.

3.4 Integrity assessment, including procedures on inappropriate behaviour

Task	Description
<p>Establish whether an up-to-date capacity assessment (ORIA, PARTOS ISO-9001 certification, Scorecard) has been carried out with respect to the implementing organisation. If so, establish whether the organisation's integrity policy and associated procedures and accountability regarding inappropriate behaviour have been assessed and meet the requirements set.</p> <p>If not, carry out the assessment yourself using the source documentation and record the outcome of the assessment in the capacity assessment. In so doing, establish whether:</p> <ul style="list-style-type: none">• the organisation has policy in the form, for example, of a code of conduct whereby staff can be held to account regarding certain behaviours• the organisation has a channel for reporting incidents, such as an integrity adviser• the organisation has whistleblower regulations in place• the organisation reports on incidents in its social annual report, for example. <p>If an organisation has not embedded the aforementioned safeguards into its working practices, discuss these issues with the organisation. In this risk analysis, set out the outcomes of the discussion, along with key points that should be included in the contractual agreements. Finally, draw a conclusion as to why funding the activity, with the above safeguards in place, is justified in policy-related and political terms.</p>	<p>ORIA has been carried out at the end of 2018 and was updated in 2020. Triggerise's integrity policy, associated procedures and accountability regarding inappropriate behaviour have been assessed and meet the requirements set. Record Number: MINBUZA-2018.1297718 Title: ADD - 4000001803 - Triggerise - Ecosystem and CSW Addis - Updated ORIA signed - 181204</p>

3.5 State aid and risks

Task

Below, set out what applies to the financial contribution in question ([click here for the quick reference guide](#)). See also: [Record Number: MINBUZA-2018.1194406 Title: 4000001803 / 6003214 / Triggerise / Amendment to the BEMO - staatssteuntoets sept 2018](#)

See also DJZ/ER Siemen van Ditmarsch. (email: [Record Number: MINBUZA-2021.627688 Title: RE: Statesupport paragraph BeMo Triggerise-eml DJZ](#))

Risk analysis state aid	
For the risk assessment of the different financing methods, see: Guidance risk assessment funding modalities	
Part I	
1. Is there an intention to give aid ¹ to a profit-oriented entity? Yes, please contact the DJZ European Law Department (DJZ / ER). If not, proceed to Part II.	No, proceed to question 2.
Motivate your choice in question 1.	Triggerise stitching is non-profit Foundation
Part II	
2. Is the intended aid more than EUR 200,000 or the equivalent in foreign currency? If yes, go to part III.	Yes, proceed to question 4.
3. If the intended aid is less than EUR 200,000. Will the intended aid be used to provide services (e.g. giving or organizing workshops or consultancy assignments) on a market, or for the offering of goods on a market? If yes, go to Part III. If not, it can be concluded that the state aid risk is low and the risk analysis has been completed.	Choose an item.
Part III See detailed explanation of State aid for questions 4 to 7.	
4. Does the intended aid go to an entity engaged in economic activities? That is, does the entity offer goods or services on a market?	Yes
<u>If an entity engages in economic activities it can be considered to be an undertaking. An undertaking can also be a non-profit organization.</u> Motivate your choice in question 4. Include a brief description of the activities in the explanation.	The entity facilitate/stimulate connection between labor market demand and supply in Addis Ababa and Bahir Dar in order to address imperfections in the labor market (free of charge). The organization does (free of charge) provide feed-back on perceived quality of service by clients to service providers. It also enables Tiko-pro's to work as micro-entrepreneurs. DJZ/ER:

¹ Aid can take different forms e.g. subsidies, grants, (preferential) loans etc.

	<p>Ja/Nee. Om na te kunnen gaan of de begunstigde van de subsidie een 'onderneming' in de zin van de staatssteunregels is, is de uitleg van dit begrip van belang:</p> <p>Een onderneming is een entiteit die – ongeacht haar rechtsvorm of wijze waarop zij wordt gefinancierd- economische activiteiten verricht. Economische activiteiten bestaan uit 'het aanbieden van goederen of diensten op een markt'.</p> <p>De activiteiten van Triggerise bestaan onder andere uit het bieden van diensten om de werkgelegenheidskansen te verbeteren en betreffen mi economische activiteiten. Uit de bijgeleverde informatie blijkt dat de stichting geen winstoogmerk heeft, maar uit de Mededeling van de CIE (onder meer punt 9) volgt dat ook entiteiten zonder winstoogmerk diensten op een markt kunnen aanbieden. Ook kan een entiteit zowel economische, als niet-economische activiteiten verrichten (punt 10). De diensten van het platform zijn blijkens de summier beschrijving (onder meer sociale) diensten op het gebied van gezondheid, werkgelegenheid, opleiding, arbeidsmarkt etc. De Mededeling (punten 7 -16) geeft aan dat niet in alle gevallen eenduidig is vast te stellen of het gaat om economische of niet economische activiteiten. Ook bevat de mededeling nadere toelichting op activiteiten op het gebied van bijvoorbeeld sociale zekerheid (punt 19-22), gezondheidszorg (punt 23 -27) of in onderwijs (punt 28 -32) en in hoeverre dergelijke activiteiten onder voorwaarden als niet economische activiteit kunnen worden aangemerkt. Op basis van de summier informatie over de door de Triggerise Stichting te leveren diensten kan er vooralsnog niet worden geconcludeerd dat het zou gaan om niet-economische activiteiten. Daarmee zou het antwoord op vraag 1 luiden dat begunstigde – in ieder geval voor een groot deel van haar activiteiten- een onderneming is in de zin van de staatssteunregels.</p>
5. Does the intended aid give the undertaking an advantage which it would not have obtained under normal market conditions ? (If the contract is awarded through competitive, transparent, non-discriminatory and unconditional tenders, this question can be answered with no). A grant or contribution by definition confers an economic advantage which is not in line with normal market conditions.	Yes
Motivate your choice in question 5.	<p>Triggerise activities are mainly geared to ongoing development of the mobile platform, in which services can be offered that generate income for as well the foundation as the micro-entrepreneurs. (see also MINBUZA-2018.1194406)</p> <p>DJZ/ER:</p> <p>Ja, de middelen zijn afkomstig van BZ, en daarmee (toerekenbare) staatsmiddelen.</p> <p>Ja, het gaat hierbij om ieder economisch voordeel dat de betrokken onderneming zonder de subsidie en onder normale marktvoorwaarden niet had gekregen.</p>

6. Is the advantage selective?	Yes
Selective means that a small group of organizations / undertakings or a single organization or undertaking enjoys an advantage. Motivate your choice in question 6.	<p>The platform, run from open-source technology, and therefore publically available for others to use. accessible for all parties. The platform is accessible for interested parties.</p> <p>DJZ/ER:</p> <p>Ja, de subsidie komt alleen toe aan de stichting en is daarmee selectief.</p>
7. Does the advantage (potentially) distort ² competition on the (EU) internal market and may it affect trade between EU Member States on the internal market?	No
<p>Aid measures to entities that are not established in the EU internal market and which only carry out activities at the local level are not considered to distort competition in the internal market or affect trade between Member States of the European Union.</p> <p>Motivate your choice in question 7.</p>	<p>The mobile platform focuses on addressing imperfections at the base of pyramid outside Europe.</p> <p>DJZ/ER:</p> <p>Uit de mededeling van de CIE (193 e.v.) volgt dat wanneer activiteiten volledig of grotendeels buiten de EU-interne markt plaatsvinden, de beïnvloeding van het handelsverkeer hoogstens indirect zal zijn en niet zonder meer kan worden aangenomen.. Uit de bijgevoegde informatie maak ik op dat de subsidie activiteiten betreft met een zuiver lokaal karakter, omdat daarmee vraag en aanbod op de Ethiopische arbeidsmarkt bijeen wordt gebracht ten behoeve van werkgelegenheidskansen van Ethiopische jongeren. De activiteiten vinden derhalve plaats buiten de Europese interne markt. De subsidie zal om die reden het EU-interne handelsverkeer niet beïnvloeden of verstoren. Uit de beschikbaar gestelde achtergrondinformatie blijkt verder niet dat er entiteiten uit andere EU-lidstaten zijn die deze diensten zullen/willen aanbieden. Indien dergelijke partijen ook niet aanwezig blijken te zijn op de EU-interne markt, is het risico dat zich partijen zullen kunnen/willen melden om (ook) in aanmerking te komen voor de subsidie en zich evt. te beroepen op versturende/ongunstige beïnvloeding van de EU-interne markt klein te achten.</p>
<p>If "Yes" is answered to questions 1 or, 4 to 7 (cumulative), go to DJZ -ER for advice.</p> <p>Advice DJZ/ER Siemen van Ditmarsch.</p> <p>Conclusie: op grond van de beschikbare informatie (die summier is) acht ik het staatssteunrisico klein.</p> <p>(translated: Conclusion: based on the information available (which is brief), I consider the state aid risk to be small.)</p>	

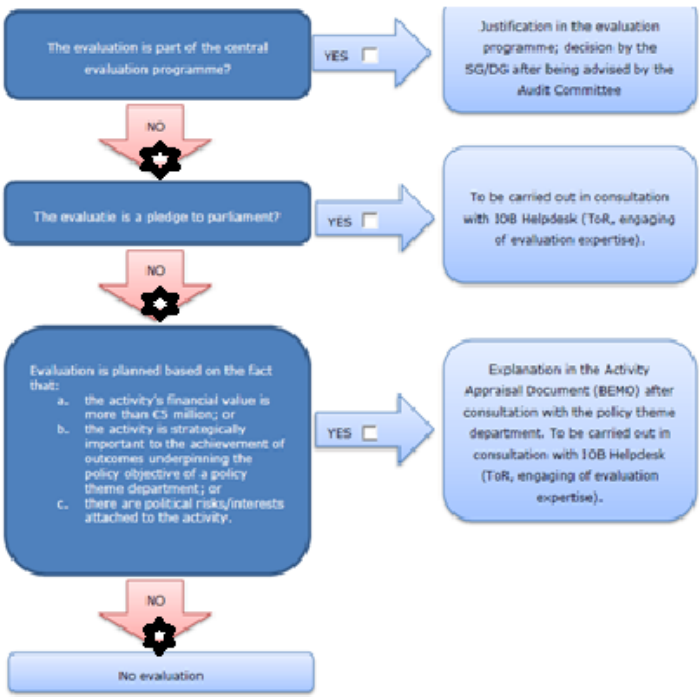
² Public support to undertakings only constitutes State aid under Article 107(1) of the Treaty if it 'distorts or threatens to distort competition by favoring certain undertakings or the production of certain goods' and only insofar as it 'affects trade between Member States'.

4. MONITORING AND EVALUATION

4.1 Monitoring (for details, [see the MEL guidelines](#))

<u>Task</u>	<u>Description</u>
<p>Briefly describe:</p> <ul style="list-style-type: none">• whether there is sufficient time and capacity available for monitoring and learning;• whether the relevant BZ Theories of Change and results frameworks and results frameworks have been communicated to the implementing organisation and whether these align with BZ standard indicators;• whether the Theory of Change/intervention logic/log frame for the activity has been set out in sufficient detail in terms of inputs, outputs, outcomes, assumptions and context variables;• how the implementing organisation will organise the monitoring and whether the implementing organisation will deliver a separate MEL plan.	<p>Triggerise uses a platform generates real-time data to monitor user journey, acquire insight on behaviors of users through various mechanisms such as: call centers and rapid evaluations. This approach enables Triggerise to easily and quickly monitor and learn from insights generated in the process.</p> <p>Relevant BZ results frameworks have been communicated to the implementing organization and indicators selected by the implementing partner generally align with the BZ standard indicators. Theory of change for the activity has been set out in sufficient detail in terms of inputs, intimate outcomes and outcome.</p> <p>Triggerise delivered separate MEL plan which will be updated and submitted together with access to dashboard monitoring performance of the platform and the annual plan. The dashboard provides view on number of youth who registered on the platform, attending various training, self-reported employment.</p> <p>In addition to activities of the project around improving employability skills, it would be important to devise monitoring mechanism (other than self-reported employment) that captures activities of the project aimed at enhancing linkages of the youth to (self)employment during the grant financing period.</p>

4.2 Evaluation ([click here for the quick reference guide](#)) (for details, [see the MEL guidelines](#))

Task	Description
<p>Describe briefly:</p> <ul style="list-style-type: none"> For activities: <ul style="list-style-type: none"> - worth EUR 5 million or more; or - of strategic importance; or - involving political risks/interests; or - for which evaluation has been agreed with parliament whether the implementing organisation has been informed about the MANDATORY FINAL EVALUATION and the procedure BZ follows in this regard; whether it has been agreed to include specific questions in the final evaluation. State the questions here. For all other activities, briefly describe: <ul style="list-style-type: none"> whether an evaluation or mid-term review will take place and, if so, when. whether sufficient budget has been set aside and whether there is a timetable to ensure the evaluation procedure starts on time; who is going to organise the evaluation - this can be BZ or the implementing organisation that hires an evaluator; whether it has been agreed to include specific evaluation questions in the final evaluation. 	<p>In case of this project, conducting mid-term review would be useful in order to obtain clear understanding on:</p> <ul style="list-style-type: none"> - effectiveness of using platform approach in enhancing youth skill development and employment in Ethiopia - Success/challenges and lessons that can be drawn from the project - Establish acceptable result benchmark for result based financing specific to JSE component (to measure improvement in youth employability and linkages to employment) <p>It is important if the mid-term review (MTR) takes place at the end of grant financing period (July-Sept. 2021). This way the mid-term review provides sufficient insight on efficiency and effectiveness of the project and acceptable result benchmark to guide the result based financing.</p> <p>To optimise the learnings from the RBF an evaluation will be done (although not required) in the last year (July – Sept.). Both MTR and evaluation will be done by an external expert budgeted within the programme by the organisation. Both the Term of Reference and selection of the external expert will require a statement of no-objection by our Embassy.</p>  <pre> graph TD Q1[The evaluation is part of the central evaluation programme?] -- YES --> A1[Justification in the evaluation programme; decision by the SG/DG after being advised by the Audit Committee] Q1 -- NO --> Q2[The evaluation is a pledge to parliament?] Q2 -- YES --> A2[To be carried out in consultation with IOB Helpdesk (ToR, engaging of evaluation expertise).] Q2 -- NO --> Q3[Evaluation is planned based on the fact that: a. the activity's financial value is more than €5 million; or b. the activity is strategically important to the achievement of outcomes underpinning the policy objective of a policy theme department; or c. there are political risks/interests attached to the activity.] Q3 -- YES --> A3[Explanation in the Activity Appraisal Document (BEMO) after consultation with the policy theme department. To be carried out in consultation with IOB Helpdesk (ToR, engaging of evaluation expertise).] Q3 -- NO --> End[No evaluation] </pre>

5 CONTRACT PARTY /IMPLEMENTING ORGANISATION

Usually there is one legal agreement with the implementing organization. The implementing organization, in SAP terms the 'Business partner', is in that case the only contracting party. It occasionally happens that there are several legal agreements with different contracting parties. The implementing organization manages the program funds and then engages the other contracting parties for (part of) the implementation. These other contract parties are liable for the implementation of the part of the activity for which they are responsible, in accordance with the agreed contract obligations.

Task

- Give a brief justification for the choice of implementing organisation(s).
- Briefly and concisely describe why the implementing organisation(s) has been chosen and specify if a partnership has been established or if the organisation will act as an intermediary (i.e. channel the funds to other parties) and how supervision has been arranged.
- In the case of a partnership or if the organisation acts as an intermediary (i.e. channels the funds to other parties), specify the individual roles of the parties concerned. Stay alert to the 'accountability gap'.
- State how the managing organisation/contract party supervises the implementing organisation. Also describe how the managing organisation/contract party selects the implementing organisation(s), and why that contract party/implementing organisation was chosen.
- Give a short and clear description of the implementing organisation(s). Pay attention to the experience the implementing organisation(s) has/have in integrating gender into programmes and projects.

Justify/Describe/State

Triggerise Stitching is a Dutch non-profit founded in 2014 implementing health and wellbeing programs in seven countries in sub-saharan Africa and India reaching over 500,000 adolescent girls and young women globally. Triggerise has been operational in Ethiopia since 2016 and legally registered as Triggerise Ethiopia in 2018 – and to the date they have connected over 70,000 adolescent girls and young women to contraceptives and other health services. They have achieved this impact in partnership with the embassy as well as the Dutch PostcodeLoterij (via funding from Rugters as part of the She Makes Her Safe Choices Project).

Triggerise's Ethiopia program is powered by a digital motivation platform, which uses technology (mobile phones, websites, apps, SMS and membership cards) to connect girls and women to 40 health service providers, 1300 community mobilizers, and 82 local shops. They use real-time data that users generate when they engage with the platform get introduces to behavioral nudges such as reward points and reminder messages and follow up calls to encourage user engagement. Users also provide a rating and feedback data which will be used to improve user experience.

Because of suitability and potential of the platform to provide employability skills for the youth and facilitate exchange and connection between young jobseekers and employers, Triggerise was selected to implement the JSE pilot in Bahir Dar and Addis Ababa. During the pilot period Triggerise have enrolled around 800 young people in Addis Ababa and Bahir Dar. Half of this group has acquired soft skills while more than 25% have completed digital skills trainings. In order to ensure smooth transition of trainee to sustainable employment, Triggerise has partnered with various partners such as private sectors with capacity of employing large number of young jobseekers in different sectors, organization who are working with youth economic empowerment and Ethiopia Jobs commission.

Based on the lessons learnt the past eight months Triggerise will implement expansion of JSE pilot both in Bahir Dar and Addis Ababa

6. IMPLEMENTATION AND AGREEMENTS

6.1 Budget

Involve your colleagues from the Control Unit or FSO in drawing up this section.

SRH Budget Summary	Personnel	Travel	Programmatic & Marketing Costs	Other Direct Costs	HEW Pilot	Cohort Study of COVID	SubTotal	Overhead (13%)	Total
Aug -Dec' 2021	€ 71,875	€ 3,467	€ 223,763	€ 24,516	€ 50,242	€ 107,903	€ 481,766	€ 62,630	€ 544,395
Jan' - Dec' 2022	€ 210,690	€ 7,216	€ 351,146	€ 40,404	€ 49,420	€ 194,225	€ 853,100	€ 110,903	€ 964,003
Jan' - Dec' 2023	€ 232,084	€ 7,216	€ 337,535	€ 45,377	€ 0	€ 172,644	€ 794,856	€ 103,331	€ 898,187
Jan' - Dec' 2024	€ 250,581	€ 7,216	€ 349,207	€ 50,263	€ 0	€ 151,064	€ 808,331	€ 105,083	€ 913,414
Total	€ 765,229	€ 25,116	€ 1,261,650	€ 160,560	€ 99,662	€ 625,836	€ 2,938,053	€ 381,947	€ 3,320,000
JSE Budget Summary	Personnel	Travel	Programmatic & Marketing Costs	Other Direct Costs			SubTotal	Overhead (13%)	Total
Aug -Dec' 2021	€ 83,624	€ 3,465	€ 305,351	€ 25,046			€ 417,487	€ 54,273	€ 471,760
Jan' - Dec' 2022	€ 244,443	€ 7,216	€ 479,383	€ 37,246			€ 768,288	€ 99,877	€ 868,166
Jan' - Dec' 2023	€ 267,963	€ 7,216	€ 617,093	€ 41,372			€ 933,644	€ 121,374	€ 1,055,018
Jan' - Dec' 2024	€ 294,376	€ 7,216	€ 630,553	€ 45,781			€ 977,926	€ 127,130	€ 1,105,056
Total	€ 890,406	€ 25,114	€ 2,032,380	€ 149,445			€ 3,097,345	€ 402,655	€ 3,500,000
SRH & JSE Budget Summary	Personnel	Travel	Programmatic & Marketing Costs	Other Direct Costs	HEWs Pilot	Cohort Study of COVID	SubTotal	Overhead (13%)	Total
Total Budget	€ 1,655,635	€ 50,229	€ 3,294,031	€ 310,005	€ 99,662	€ 625,836	€ 6,035,398	€ 784,602	€ 6,820,000

6.1.1 Breakdown of costs

This is a difficult section for some people. Be sure to involve your Control Unit, work together and look at the submitted budget carefully. State what the total costs are of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. staff, equipment, etc.) in the columns. If this information has been provided in enough detail as part of the project proposal, this section does not need to be completed. [Click here for the quick reference guide.](#)

See also detailed budget:

- [Record Number: MINBUZA-2021.627706 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail-xls](#)
- [Record Number: MINBUZA-2021.627713 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail summary-pdf](#)
- [Record Number: MINBUZA-2021.627701 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail SRHR-pdf](#)
- [Record Number: MINBUZA-2021.627696 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail JSE-pdf](#)

6.1.2 Financing

The aim of this section is to provide better insight into the activity's financing. Indicate the total costs and envisaged inputs of the activity. Use the overview below. If there are multiple donors, state each donor's contribution.

SRHR

Total budget		3.320 000,-
Implementing organisation's and partners' own contribution	0,-	
Firm commitments by other donors (itemise by donor)	N.A.	
Dutch contribution	3.320.000,-	
Still to be financed		0,-
Soft commitments by other donors	0,-	
Uncovered balance		0,-
Evaluation costs If you are planning to carry out an evaluation on the activity, provide an estimate for these costs.	Incorporated within the budget	

JSE

Total budget		3.500.000,-
Implementing organisation's and partners' own contribution	0,-	
Firm commitments by other donors (itemise by donor)	N.A.	
Dutch contribution	3.500.000	
Still to be financed		0,-
Soft commitments by other donors	0,-	
Uncovered balance		0,-
Evaluation costs If you are planning to carry out an evaluation on the activity, provide an estimate for these costs.	Incorporated within the budget	

6.1.3 Other contributions

<u>Task</u>	Description
State what other – non-financial – contributions are relevant to implementation of the activity, such as deployment of volunteers, availability of buildings, materials, etc.	N.A.

6.1.4 Budgetary risks

<u>Task</u>	Description
If there is an uncovered balance, state how this will affect implementation of the activity (e.g. proportional reduction in outputs or omission of regions) and how this will affect the decision whether to fund this activity.	N.A.

6.1.5 Statement on the budget presented

The budget presented does/does not satisfy the following requirements:

Budget is arithmetically correct	YES
Overheads are proportional to the outputs to be delivered. Please note: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the administrative cost allowance)?	YES
Are the other amounts/rates in the budget acceptable in relation to the activity?	YES
Is the budget suitable as a management tool (linking of outputs – budget)	NO
Implementation is conditional on budget being amended *	NO

*** Specify the requirements that the budget must satisfy and the date by which the budget must be amended.**

<u>Task</u>	Description
Briefly describe any anomalies that were identified when assessing the budget and any changes made to the budget as a result.	N.A.

6.2 Prepayments

6.2.1 Earmarking multi-donor activities

<u>Task</u>	Description
Is the Dutch contribution to the programme earmarked (i.e. reserved for a specific purpose)? If so, specify the reasons why. Are other donors' contributions earmarked? If so, explain how this will affect reporting.	No. Cost of the mid-term review and end line evaluation is included in the budget.

6.2.2 Prepayment/no prepayment

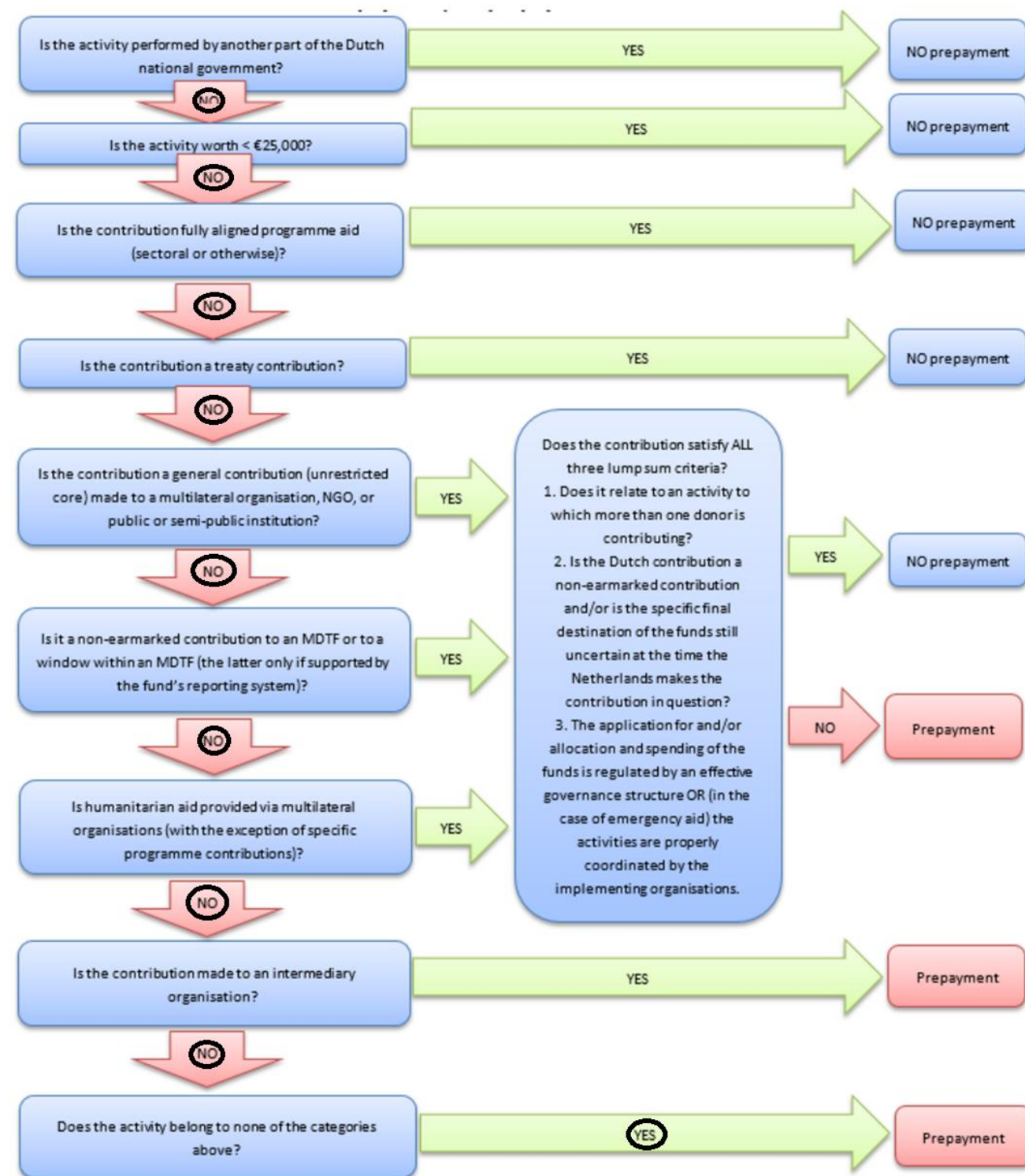
Task

Using the [prepayment decision tree](#), assess whether the payments need to be entered as prepayments and give reasons for this. Give the outcome of this assessment along with a brief explanation in this section.

In the case of lump sum funding, assess this against the applicable criteria and give the reasons for your choice.

Prepayment

Description



6.2.3 Grant with a repayment obligation, loans, equity investment or guarantee

Task	Description
Does the Dutch contribution take the form of a grant with a repayment obligation, a loan, an equity investment or a guarantee (either in whole or in part)?	N.A.
Are there revolving funds? What will happen to any residual funds?	No.
If so, briefly set out the consequences for accounting and how correct processing in the financial records will be ensured.	

6.2.4 Accounting for prepayments

Task	Description
Set out the reporting obligations on the basis of which the prepayment can be closed, such as an audit report (if applicable) or a financial statement issued by the organisation itself.	Annual Accounts Yearly audit opinion on the annual accounts / activity identifiable.

6.2.5 Payment schedule

Use the [payment schedule decision tree \(click here for the quick reference guide\)](#) to determine the required payment frequency for this activity. Give the outcome of this assessment along with a brief explanation in this section.

SRHR

Milestone payment date	Milestone payment currency and amount
Size of first payment	€ 600.000,-
Date of next payment: Q1 2022	€ 1.000.000,-
Date of next payment: Q1 2023	€ 900.000,-
Date of next payment: Q1 2024	€ 654.000,-
Date of next payment: Q2 2025	€ 166.000,- (5%)
TOTAL	€ 3.320.000,-

JSE

Milestone payment date	Milestone payment currency and amount
Size of first payment	€ 500.000,-
Date of next payment: Q1 2022	€ 1.000.000,-
Date of next payment: Q1 2023	€ 1.000.000
Date of next payment: Q1 2024	€ 825.000,-
Date of final payment: Q2 2025	€ 175.000,- (5%)
TOTAL	€ 3.500.000,-

6.3 Monitoring

For activities that fall under a framework agreement (UN, IFI) or when a multi-donor arrangement is in place, the activity analysis decision tree and the decision tree for determining the type of audit opinion can be skipped.

6.3.1 Narrative and financial reports

Task

Use the [activity analysis decision tree](#) (click here for the quick reference guide) to determine the required reporting information for this activity. Give the outcome and a brief explanation in this section.

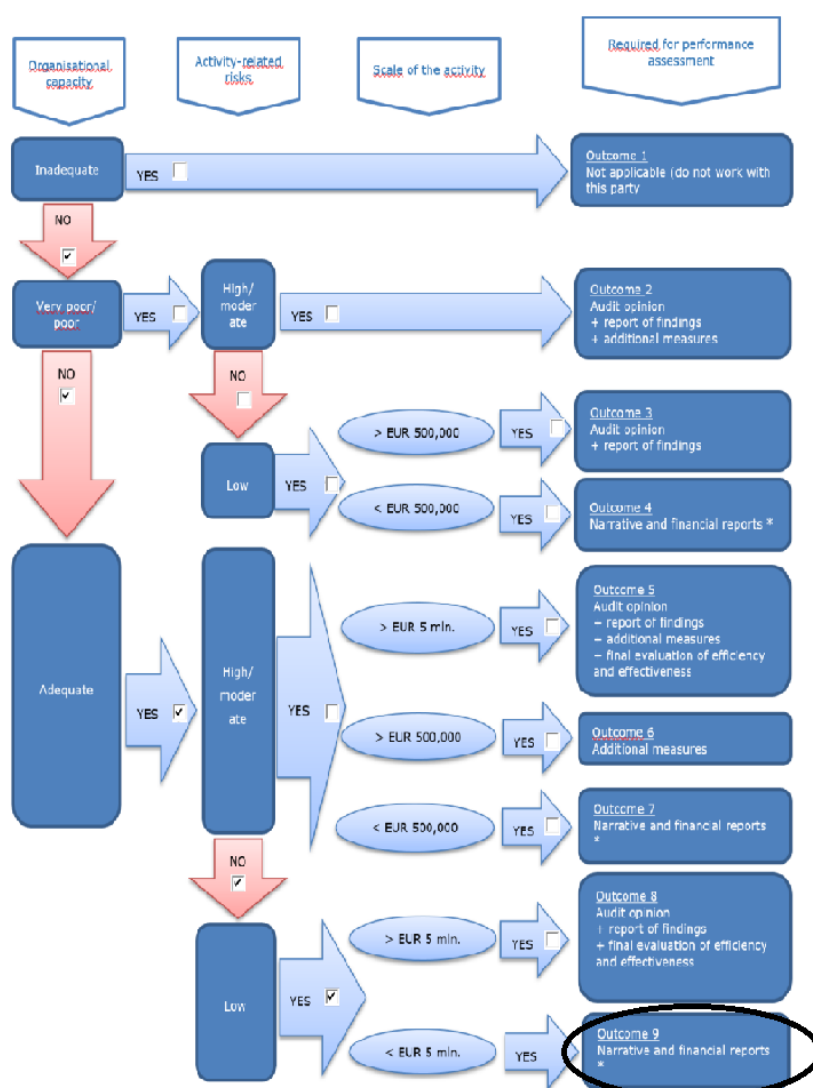
Task

Set out any issues requiring special attention in terms of monitoring.

Description

According to the performance decision tree and considering the budget allocated for the project, Narrative & Financial report is required.

Performance assessment decision tree



Recipients of grants up to EUR 125,000 that fall under the Uniform Grant Framework (USK) must submit activity completion statements (P statements) rather than narrative reports.

In the event of additional criteria: specify what conditions must be set (e.g. greater payment frequency, substantive criteria, etc.). Indicate whether there is another way of gaining insight into the activity's implementation (e.g. participating in the board or the donor committee).

6.3.2 Audit opinions

Task

Use the [type of audit opinion decision tree \(click here for the quick reference guide\)](#) to determine whether an audit opinion is required for the activity. Briefly give the reasons in this section, along with the outcome of the decision tree. Will the auditor provide additional reports?

Check the risks you set out in the risk section above. It may be desirable to have the audit opinion accompanied by an additional auditor's report on the risks set out above. You should ask your Control Unit for advice.

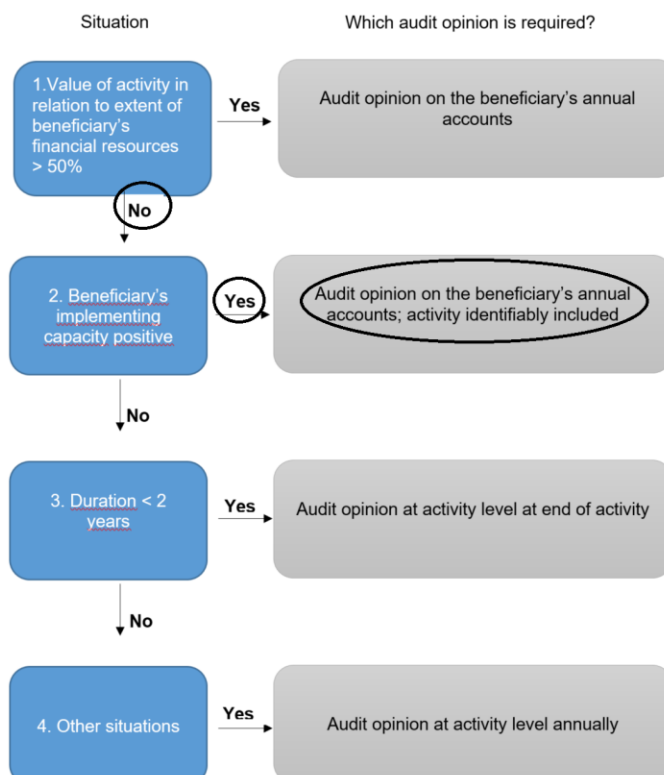
If the organisation itself also makes prepayments you should ask the organisation's auditor to report on effective monitoring that the organisation carries out on prepayments.

Description

The audit certificate required in this case will be audit opinion on beneficiaries annual accounts: activity identifiably included.

Type of audit opinion decision tree (HBBZ)

Determining the type of audit opinion
(See point d of the notes)



6.3.3 Annual plans and other reports

Task

State whether any other reports (annual plans, management assertions) are required in addition to the above narrative and financial reports.

Description

Other than narrative and financial reports, annual JsE scale up plan and midterm review are required.

6.3.4 Reporting obligations

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement. Use the [activity analysis decision tree \(click here for the quick reference guide\)](#) to determine the required reporting information for this activity

Type	Any specific requirements*	Period	Submission
Annual plan		January–December 2022 January–December 2023 January–December 2024	31-10-21 31-10-22 31-10-23
IATI publication*		August 2021–December 2022 January–December 2023 January–December 2024	31-03-23 31-03-24 31-03-25
Narrative report**	Add: January–December 2023 31-03-24	August 2021–December 2021 January–December 2022	31-03-22 31-03-23
Financial report	Add: January–December 2023 31-03-24	August 2021–December 2021 January–December 2022	31-03-22 31-03-23
Final narrative report***		August 2021–December 2024	30-04-25
Final financial report***		August 2021–December 2024	30-04-25
Audit		August 2021–December 2021 January–December 2022 January–December 2023	31-05-22 31-05-23 31-05-24
Midterm review ****		August 2021–30 June 2022	30-09-22
End-line evaluation		August 2021–30 June 2024	30-09-24

Add: Audit January - December 2023, submission 31-05-25

* An IATI publication in accordance with the IATI standard, as set out in the BZ publication guidelines.³ The IATI Standard recommends data to be updated at least once a quarter. The ministry appreciates it if IATI data are regularly kept up to date. Legally, partners are required to update their IATI publication at least once a year, in order to allow for the annual assessment of the progress of the activities.

If applicable: describe any specific requirements or documents that should be added to the IATI publication (e.g. short narrative reports, Theory of Change, program documents, evaluation report, ...), certain results or standard indicators.

** Narrative report: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If the partner provides a full IATI publication on the activity, the narrative report can be limited to those elements that cannot be availed in public, or cannot be expressed in the IATI standard. Please indicate whether the narrative report is submitted as a document in IATI or by email.

*** See also the results given in section 6.3.1; if any additional criteria are desirable, insert them here. Please indicate whether the final narrative report is submitted as a document in IATI or by email. The final narrative and financial reports replaces the requirement for the last year narrative and financial reports.

**** Only include evaluation report as a reporting obligation if responsibility for carrying out the evaluation falls to the business partner. In that case, BZ must approve the ToR in advance. Evaluations costs should be part of the activity budget. Please indicate whether the evaluation report is submitted as a document in IATI or by email.

³ <https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>

<u>Task</u>	Description
In case a waiver is given for an IATI narrative report for activities worth EUR 250,000 or more (click here for the quick reference guide), explain why. Also describe what has been agreed with the organisation in terms of implementation and what needs to be included in the contribution agreement or grant decision in this regard.	N.A

6.4 Contractual matters

Financial instrument (open data, mark confidential contracts and grants)	Grant
Name of the business partner is confidential for the opendata on www.rijksfinancien.nl	No
If a grant is being issued, why is this?	Grants are awarded in accordance with the General Administrative Law Act (AWB) and the Ministry's grant regulations: the Ministry of Foreign Affairs (Grants) Framework Act, the Ministry of Foreign Affairs Grants Decree, the Ministry of Foreign Affairs Grant Regulations and administrative rules. Grant regulations article 5.1.
Name of grant programme/policy framework	Ministry of Foreign Affairs Grant Regulations 2006 Please note: if another framework is used, please provide a link to the policy framework in the Government Gazette. This may be the case for calls for grant proposals or grants administered implementing organisations such as RVO, Nuffic, etc.
Waiver contract	Date of approval of waiver request (if applicable) N.A.
Type of contract	Decision
Approved Proposal of [date] + other relevant documents	<u>Proposal+ & request letter</u> <ul style="list-style-type: none"> • <u>Record Number: MINBUZA-2021.627721 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Full Proposal Round-210701-pdf</u> • <u>Record Number: MINBUZA-2021.627734 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Full Proposal Round-210701-word</u> • <u>Record Number: MINBUZA-2021.627742 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-ME fw-210629</u> • <u>Record Number: MINBUZA-2021.627730 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Ecosystem-Request ltr</u> • <u>Record Number: MINBUZA-2021.627728 Title: Re: Triggerise SRH and JSE Proposal Submission-eml</u>

	<p><u>Monitors</u></p> <ul style="list-style-type: none"> • Record Number: MINBUZA-2021.627684 Title: 4000001803-6003214-Triggerise-Ecosystem and CSW Addis-Monitor Risk SRHR JSE-210726 • Record Number: MINBUZA-2021.627680 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor ToC • Record Number: MINBUZA-2021.627715 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Gender <p><u>Background docs</u></p> <ul style="list-style-type: none"> • Record Number: MINBUZA-2021.627727 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Cyber Insurance Certificate 2021 • Record Number: MINBUZA-2021.627726 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Security Protocol Ethio-Jan 2021 • Record Number: MINBUZA-2021.627724 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Security Protocol Ethio-Jan 2021 • Record Number: MINBUZA-2021.627722 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Consolidated fin statem 2020 • Record Number: MINBUZA-2021.627720 Title: Additional financial information requested • Record Number: MINBUZA-2021.627719 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Stakeholder Bemo • Record Number: MINBUZA-2021.627718 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Gender Analysis final-April 2019 • Record Number: MINBUZA-2021.627706 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail-xls • Record Number: MINBUZA-2021.627713 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail summary-pdf • Record Number: MINBUZA-2021.627701 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail SRHR-pdf • Record Number: MINBUZA-2021.627696 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Bgt detail JSE-pdf
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	<ul style="list-style-type: none"> • Record Number: MINBUZA-2021.627688 Title: RE: Statesupport paragraph BeMo Triggerise-eml DJZ • Record Number: MINBUZA-2021.627678 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR- Employee Handbook incl HR Diversity GDPR • Record Number: MINBUZA-2021.627676 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Gender JSE-210618 IP • Record Number: MINBUZA-2021.627670 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Stakeholder JSE-210618 IP • Record Number: MINBUZA-2021.627669 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Gender SRHR-210618 IP • Record Number: MINBUZA-2021.627668 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Procurement Policy • Record Number: MINBUZA-2021.627667 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Stakeholder SRHR-210618 IP • Record Number: MINBUZA-2021.627663 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Stakeholder JSE Spheres of Influence-210618 IP • Record Number: MINBUZA-2021.627659 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Security Protocol Ethio-Jan 2021-Proposal bgt-210623 • Record Number: MINBUZA-2021.627654 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Security Protocol Ethio-Jan 2021-Proposal bgt-210623 • Record Number: MINBUZA-2021.627649 Title: FW: Status change ticket 1104861 : Bemo's NAF Addis Abeba 3.320.000 Euro • Record Number: MINBUZA-2021.627646 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Monitor Risk-210623 IP • Record Number: MINBUZA-2021.627828 Title: Risk analysis 2021 ADD
Ref. code (UN project)	N.A
Total contract amount	€ 3.320.000,-
Overhead/indirect costs	Maximum 13%
Size of first payment	€ 600.000,-
Maximum prepayment	95% of the total amount
Payment conditions	Timely submission and approval of reports.

Additional contractual requirements	<ul style="list-style-type: none"> • Triggerise will need to submit before the end of 2021 an independent external expert assessment of General Data Protection Regulation (EU GDPR) and similarly Ethiopia compliance. • Triggerise will need to submit independent external expert review and verification of the legal status of Tiko-Pro's and Virtual Tiko coin before the end of 2021. • Triggerise will need to confirm the appointment of Confidential Councillors, to whom staff can report and share information about abusive behaviour. • The current upfront grant funding will be transformed into Outcome Based Funding (OBF) for: <ul style="list-style-type: none"> ○ SRHR: per 01/01/2022; ○ JSE: per 01/01/2023.
Business partner's bank details	Bank: ABN AMRO Account number: NL94ABNA0527521728 BIC: ABNANL2A
Annexes to contract/decision	<ul style="list-style-type: none"> • Record Number: MINBUZA-2021.627721 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Full Proposal Round-210701-pdf • Record Number: MINBUZA-2021.627730 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Ecosystem-Request ltr
Routing of contract	Direct to implementing organisation
Policy officer responsible	Marco Gerritsen <Marco.Gerritsen@MinBuZa.nl>
Language of correspondence	English
Business partner contact & email	Lidya Mulat <lidya@triggerise.org>

6.5 Role of mission/role of the ministry in The Hague

<u>Task</u>	<u>Description</u>
<p>Centrally funded, country-specific projects must always be agreed in consultation with the mission or missions concerned and agreements must be made with them about their involvement in implementation. The budget holder is responsible for implementation and monitoring. Missions may accept a monitoring role if they have capacity to do so.</p> <p>State which other budget holders are involved in implementation/monitoring of progress of the activity. Specify their tasks.</p>	<p>ADD is budget holder of this activity. In this case the embassy will be in the driver's seat to monitor implementation of the project.</p>

7. Approval ([click here quick reference guide](#))

The activity appraised above fulfils the relevant criteria with regard to regularity, efficiency and effectiveness. By placing their initials the officials in question also declare that, at a minimum, they have carried out the work specified or take responsibility for such work performed by others on their behalf:

<u>Role</u>	<u>Name</u>	<u>Initials</u>	<u>Date</u>
<u>Policy officer</u>	<u>Marco Gerritsen</u>	Approved Gerritsen.Marco 29/07/2021	
<u>Financial officer</u>	<u>Doortje Schipper</u>	Approved schipper.dlw 29/07/2021	
<u>CTR</u>	<u>Peter Richtering</u>	Approved richtering.peter 30/07/2021	
<u>Division/section head/HOS</u>	<u>Thijs Woudstra</u>	Approved bakker.henkjan 30/07/2021	
<u>Budget holder</u>	<u>Henk Jan Bakker</u>	Approved bakker.henkjan 30/07/2021	

CC

- COM, regional department, DMM in the case of multilateral institutions
- Embassy and/or permanent representation
- Archive the digital version of the approved BEMO in HP-RM

SOURCE DOCUMENTS

A list of the main documents from which information in the BEMO was drawn, e.g. evaluations, studies, MJSPs and country analyses (e.g. by Transparency International or Global Integrity).

ANNEXES TO BEMO

Enter only the record number of each of the annexes in HP-RM, so that documents can be easily retrieved in 247Foxy.

No.	Description	HP-RM record number
	<i>Mandatory</i>	
a.	Original letter applying for the contribution	Record Number: MINBUZA-2021.627730 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Ecosystem-Request ltr
b.	Latest version of the proposal	Record Number: MINBUZA-2021.627721 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Full Proposal Round-210701-pdf
	<i>If applicable</i>	
c.	Organisational Risk and Integrity Assessment (ORIA) (if mandatory and re-approved in response to the activity appraisal)	Record Number: MINBUZA-2018.1297718 Title: ADD - 4000001803 - Triggerise - Ecosystem and CSW Addis - Updated ORIA signed - 181204
d.	Abridged questionnaire (document amending existing ORIAs)	
e.	MACS risk analysis	Record Number: MINBUZA-2021.627828 Title: Risk analysis 2021 ADD
f.	Letter containing bank details of the implementing organisation (original letterhead), unless included in the project proposal and appendices	Record Number: MINBUZA-2021.627730 Title: 4000004998-xxxxxx-Triggerise-Ecosystem for SRHR-Ecosystem-Request ltr
h.	Standard MoU or LoA (if applicable)	N.A.