



INCLUDOVATE
INNOVATE FOR INCLUSION

ANNUAL REPORT **2022**

Message from Founder & CEO



Dear Includovators,

Thank you for remaining passionate and strong as we strive to impact our world in a positive way. Faced with constant, unprecedented changes globally, we are not alone in this battle. These moments of upheaval demand an agile and multi-skilled approach by all. We are confronted by new ideas and barriers—which require a fresh approach, a sense of informed experimentation, and persistence. I am enormously proud of the team at Includovate. Each of you contributes valuable skills in the fight to eliminate poverty, inequality, and suffering.

The concept of empowerment is frequently used in today's world. It is at the core of our business. There are many benefits—and not just for individuals. There is a very strong correlation between a team's emphasis on development and their empowerment. Self-esteem and self-confidence are key feelings held by those who feel empowered in their work and life. How can we empower each other? Researchers suggest learning what your employer expects of you. Choose a mentor. Ask for consistent feedback. Communicate with your supervisor. Invest in your learning. They also suggest that managers build trust, implement feedback, help to educate, demonstrate appreciation, and recognise limitations. Empowerment requires extra effort and energy from all, but is very beneficial.

Another core value is learning, and self-reflection can help to develop this. We all need to flex our growth mindset. This year I have focused on understanding how other people may experience an interaction with me. As a leader, you have power, and that brings privilege. It takes continuous effort to create a safe environment in which people can speak and honestly tell you their opinion, especially when it is critical. It takes even more work to listen to that opinion fairly, and to then incorporate those valuable ideas to improve your own practice and workplace. I value your feedback.

As I survey the projects we completed in 2022, I see that our key values are applied every step of the way. We have tackled our jobs with integrity and transparency by accepting our own personal responsibility to produce quality work. Most of our projects are centred in the Global South and cover a range of topics like health, gender issues, education, and people with disabilities.

Each of you has contributed to empowering others, and I thank you for your support and contribution. I have personally gained important skills from your work and thoughts. We are a great team, together striving to be even better.

Dr. Kristie Druza

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Acknowledgements

The Includovate Annual Report 2021-2022 was prepared by Includovate’s communications department, programme managers, and researchers, under the supervision of Kristie Druzca, CEO and Founder of Includovate. We would like to thank Elisabeth Belay, Managing Director of Includovate Research Centre in Ethiopia, for her and her team’s constant support and encouragement throughout the year, especially during the Annual Report drafting. The entire team that made this report possible is listed below..

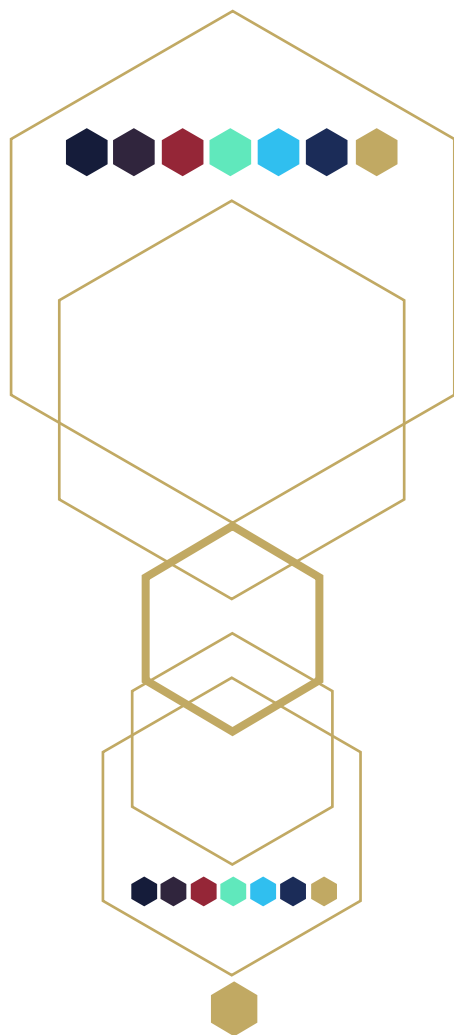
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WE AT INCLUDOVATE WOULD LIKE TO EXPRESS OUR HEARTFELT THANKS TO THE FOLLOWING:

Suzanne Bourke and **Daniel Ostrowski** for ongoing pro-bono editing support. Our committed **volunteers**, without whom we could not do what we do.



Abbreviations



ACCEL
AGS
CEFM
CEFMU
CRPD
CwD
DRAF
DRF
EAPR
ECD
EIE
IGAD
ILO
ILRI
KfW
LMICs
OPD
PEA
PwD
RAA
REC
SDGs
SitAn
SVRI
TaRL
TVET
UPGI
WGG

Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa
Annual Grantee Survey
Child Early and Forced Marriage
Child, Early and Forced Marriage and Union
Committee on the Rights of Persons with Disabilities
Children with Disabilities
Annual Grantee Survey
Disability Rights Fund
East Asia and the Pacific region
Early Childhood Development
Education in Emergency
Intergovernmental Authority on Development
International Labour Organization
International Livestock Research Institute
The German Development Bank
Low and Low Middle Income Countries
Organisations of Persons with Disabilities
Political Economy Analysis
Person with Disabilities
Rapid Assessment Approach
Regional Economic Communities
Sustainable Development Goals
Situation Analysis
Sexual Violence Research Initiative
Teaching at the Right Level
Technical and Vocational Education and Training
Ultra Poor Graduation Initiative
Women Gaining Ground

Our Vision & Mission



Mission:

Incubate transformative and inclusive solutions for measuring, studying, and changing discriminatory norms that lead to poverty, inequality, and injustice.



INCLUDOVATE
INNOVATE FOR INCLUSION

Vision:

Inclusive markets, businesses, states, and institutions that provide everyone with the power, aspiration and ability to innovate for their development and advancement.

Our Values:



Learning

We stay curious, build capacity, and consider failure as a learning opportunity



Integrity

We strive for excellence and take responsibility for ourselves and care for others



Transparency

We are authentic and use a radical candour approach



Equality

Poverty, exclusion, and discrimination can be overcome when we empower others and collaborate

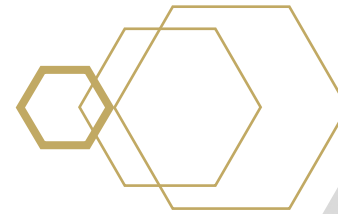


About Includovate

Poverty reduction efforts continue to exclude the most marginalised. Includovate started its journey in early 2019 in response to the poor quality of data available on gender norms and the dearth of successful gender-equal agriculture projects. Includovate exists to support those working towards delivering systemic changes for the poor and the excluded. The company is headquartered in Ethiopia and Australia; both offices work globally, with a regional focus on the Global South. Of Includovate's staff, 76% are women, 47% are based in sub-Saharan Africa, and 17% are in Asia-Pacific.

Includovate's global approach is a departure from the systems that perpetuate inequality and discrimination. We believe that interventions can be designed and research can be used to reshape the social, political, economic, and environmental systems that perpetuate injustice. Via this process of systems change, Includovate focuses on complex issues that affect the poor and excluded, and adopts an action-oriented approach to change the mindsets and structural conditions that keep unequal systems in place.

The world needs diversity to ensure solutions suit the maximum number of people. Includovate creates locally designed solutions of an international calibre, employing a 360-degree approach. We ensure research is done inclusively by combining both local and international talent and producing an inclusive outcome. We include persons with disabilities in our business as researchers, staff, managers and advocates—5% of our staff identify themselves as persons with disabilities.



Advisory Board Members



Siboniso Moyo is the International Livestock Research Institute (ILRI) Director General's representative in Ethiopia. Between 2015 and 2016, she was the program leader of ILRI's animal science for sustainable productivity program. From 2006–2014, she was ILRI's regional representative in Southern Africa. She has 25 years of experience conducting livestock research and development in Zimbabwe and Southern Africa. Her fields of specialisation include breed performance evaluation, livestock production systems, livestock research and management, and partnership development. She has an MSc in animal husbandry from the Patrice Lumumba University in Moscow and a PhD in animal science from the University of Pretoria. Before joining ILRI, she was National Director for Livestock Production and Development in Zimbabwe (2002–2005).



Courtney Bickert is a global citizen, entrepreneur, leader, management and business expert, and a stand-up comedian committed to positive social impact worldwide through innovation, partnerships, endless curiosity, and humour. Devoted to finding leading-edge solutions to the world's challenges, Courtney has proven organisational leadership with over 25 years of experience in international development and foreign affairs. Courtney has led organisational transformations and the development of new revenue models for large and small international organisations and start-ups. As a skilled fundraiser, she has raised over 50 million dollars for international non-profits. She most recently served as the executive director of the Empowering a Billion Women Foundation and its initiative, COVIDxNOW. Courtney has an MBA and Master's in Public Policy from the University of Chicago.



Sisay Mammo is a passionate disability rights advocate. As vision impaired, he knows first-hand the experiences of living with a disability and has dedicated his career to helping others with a disability see their potential through teaching, policy advocacy, and collaboration. His previous roles include Includovate's Disability Portfolio lead and Disability Inclusion Advisor for the Ethiopian Centre of Disability and Development. Sisay enjoys adopting an intersectional analysis to study policy and practice, and teaching others how to become more inclusive of all beings. He thrives on innovative assignments and has a knack for identifying and solving problems.



Joe Wilson is an ambitious problem solver with the ability to evaluate, define, analyse, and document IT system problems and collaborate across departments to formulate and implement appropriate solutions. He excels in working closely with IT partners, vendors, and stakeholders to maximise data flow, system controls, and operational procedures. Joe currently works as Chief Technology Officer for Boston Partners, where he is responsible for developing IT policies and procedures, managing the budget, and developing security strategies. He previously worked as Manager of Technical Delivery for the Wursta Corporation, where his reputation for using best practices and analytical skills to balance security and functionality earned him the 2021 Wursta Professional Services Person of the year.



Kevin Roberts is an experienced finance leader with a strong background in business partnerships, technical accounting, and finance systems. He has a depth of experience in leading through significant system and transformational change—driving strategy, simplification, and improvement while retaining governance and control. Kevin has end-to-end experience in M&A, from due diligence to integration of finance systems. He is recognised and trusted for sound commercial advice and excellence in a business partnership, and is consistently recognised as a leader of high-performing teams.



Selma Kadić-Maglajić is Associate Professor of Marketing at Copenhagen Business School. She holds a PhD in Marketing from the University of Ljubljana and has experience in the automotive, entertainment, and media industries. Selma specialises in helping organisations optimise their sales and marketing strategies using analytics and has published research in international journals. She is a European Marketing Academy and American Marketing Association member, and actively shares her insights on marketing and sales with media in the Balkans region.



Nitesh Pandey has more than 15 years of experience cutting across the Power Sector Quality and Lean Sourcing, Materials and Planning, and ERP Solutions. He is nimble, futuristic, and possesses a can-do attitude. He has an MBA in Operations and Supply Chain from the Indian School of Business and a Bachelor of Technology in Mechanical Engineering.

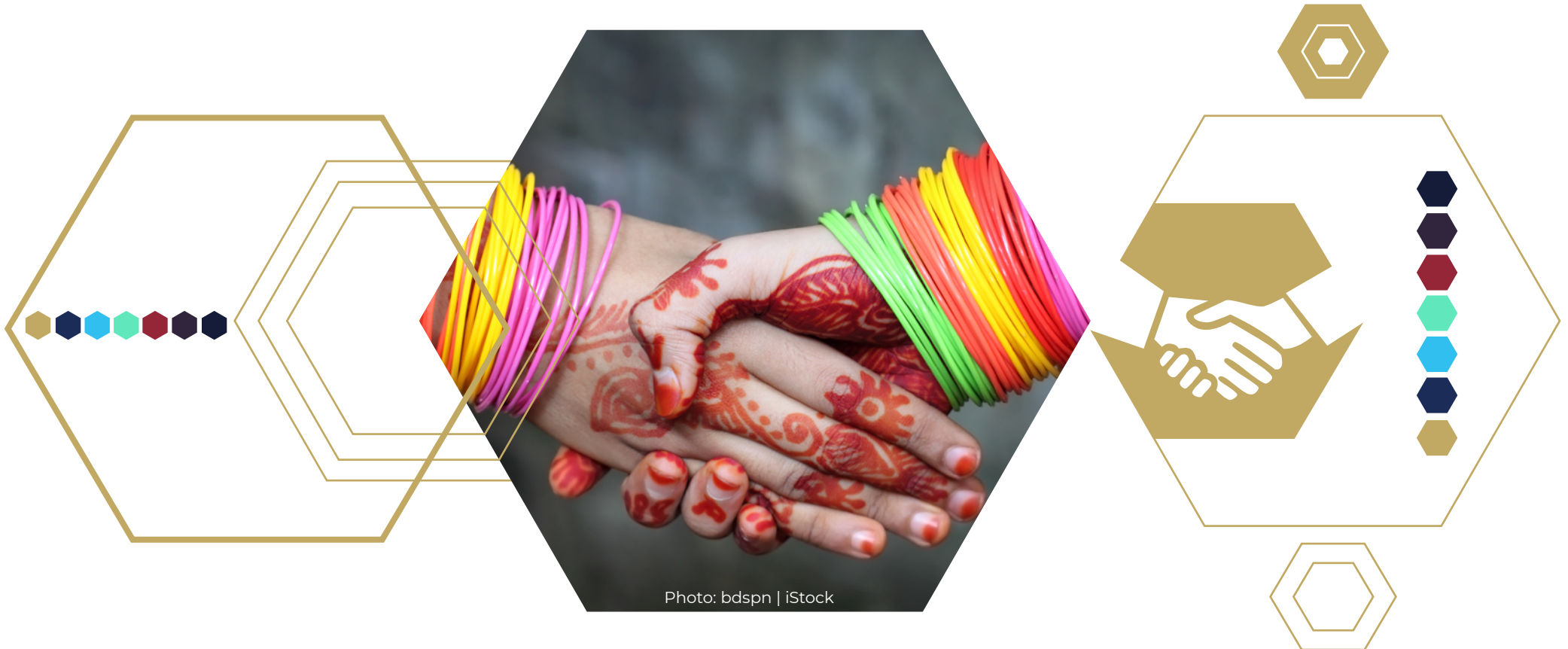
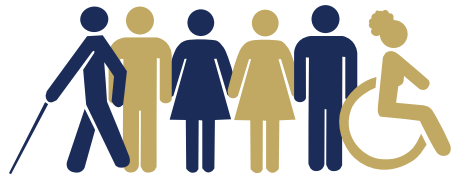


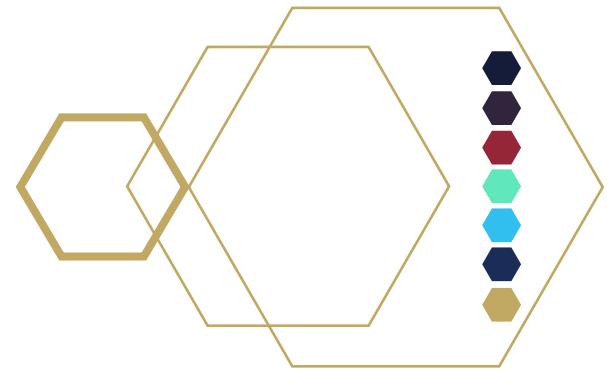
Photo: bdsnp | iStock

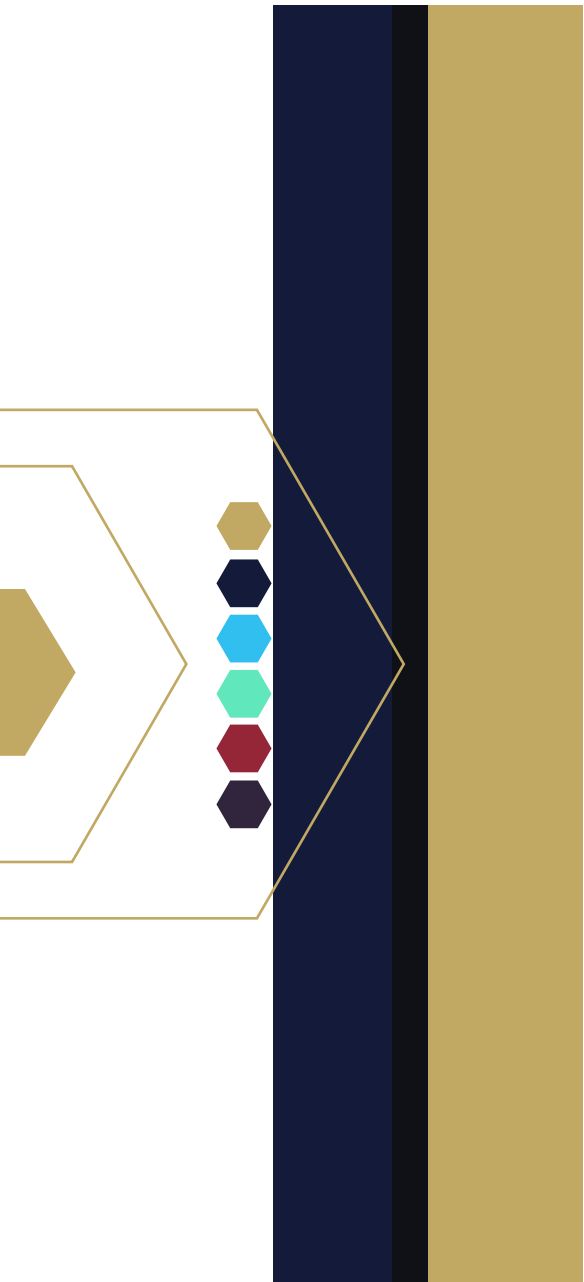
Where We Are

-  Uganda
-  Italy
-  Indonesia
-  India
-  Ethiopia
-  Kenya
-  Nepal
-  Brazil
-  Slovakia
-  Vietnam
-  Australia
-  Ghana
-  Uruguay



■ 24% ● Male Staff
■ 76% ● Female Staff
■ 6% ● Staff with Disability





We Turned Three This Year!

In 2022, we celebrated our third year as a social enterprise and research incubator. Over the past three years, we have significantly progressed in designing and implementing evidence-based solutions to address inequality and exclusion. As we look back on our journey and achievements, we feel proud of our impact, and we are grateful for the support of our partners, stakeholders, and community. Moving forward, we remain committed to finding innovative ways to drive positive change and promote justice and inclusion worldwide.

We Have Managed to Wrap Up More Than 26 Projects

During 2021/22, we managed to wrap up three Inclusive Disability projects, four Inclusive Evaluation projects, nine Inclusive Childhoods and Adolescence, Justice, Gender-Based Violence, and Child Protection projects, two Inclusive Governance and Social Policy projects, one Inclusive Ecosystem, Agriculture, and Markets project, three Inclusive Gender projects, and one Inclusive Migration project. A detailed overview of the projects has been covered in this report!

Includovate PRO Is Soft-Launched!

We have launched our Diversity, Equity, and Inclusion (DEI) related consultation subscription model. We provide an affordable diversity and inclusion consultation to like-minded individuals who want to go above and beyond unconscious gender bias training.

Includovators Have Written 20 Blogs

In the past year; Includovators have made a significant contribution to the conversation around inclusive development by publishing 20 blog posts. Our team is passionate about sharing their insights and experiences with the wider community, and we are proud to have a platform where they can share their ideas and perspectives. These blog posts represent a key part of our commitment to disseminating knowledge and promoting a greater understanding of the challenges and opportunities of inclusive development. We look forward to continuing to share the voices of our team and the work that we do.

Where We Work



2
Global projects

19
Countries

Our Projects

Inclusive Disability

Disability Rights Fund (DRF): Annual Grantee Survey (DRAF)



Timeline: 2022-01-28 to 2022-05-06



Geographic Scope: Global



Photo: Includovate

The Disability Rights Fund (DRF) is a grant-making collaborative between donors and the global disability rights community that provides financial and technical resources. Its resources are accessible to organisations advocating for persons with disabilities and their equal rights and full participation in society.

The main objective of the DRF/DRAF Annual Grantee Survey (AGS) is to understand and assess the benefit and value of DRAF/DRF's funding support to grantees' knowledge and skills relative to realising the rights of persons with disabilities. The AGS is a human rights-based assessment tool that focuses on grantees' own perception of change within their organisations in four priority areas. An online survey questionnaire was administered to the DRF/DRAF grantees (selected by DRF/DRAF). The responses were then analysed and included in the Annual Grantee Survey Report.

UNICEF East Asia and Pacific Regional Office: Empowering Children with Disabilities and their Legal Representatives for Effectively Claiming their Rights



Timeline: 2022-01-03 to 2022-11-30



Geographic Scope: Asia-Pacific



Photo: Raab| UNICEF EAPRO

The “Empowering Children with Disabilities and their Legal Representatives for Effectively Claiming their Rights” project is part of a broader plan to improve the mechanisms supporting the implementation of the rights of children with disabilities in East Asia and the Pacific region (EAPR). The project aims to strengthen the capacity of Organisations of Persons with Disabilities (OPDs) and legal aid providers to provide legal information, assistance, and representation for children with disabilities and their parents/guardians.

The intended result is that children with disabilities will be better able to claim their rights and entitlements. To achieve this, UNICEF EAPRO proposed establishing an OPD-centred mechanism (or mechanisms) that promotes the empowerment of children with disabilities throughout justice systems.

This study strengthened the capacity of OPDs and legal aid providers to give legal information, assistance, and representation for children with disabilities and their parents/guardians. As a result, children with disabilities could better claim their rights and entitlements.



United Nations Population Fund: Inception Phase - Rights of Persons with Disabilities in Tanzania



Timeline: 2021-06-04 to 2021-10-15



Geographic Scope: Tanzania



Photo: Albert Gonzalez Farran | Flickr

The main purpose of this Situation Analysis (SitAn) on Persons with Disabilities is to explore the contextual factors affecting the implementation of the Committee on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs) in the United Republic of Tanzania. The study addresses six main preconditions: stakeholder and coordination, equality and non-discrimination, accessibility, inclusive service delivery, CRPD-compliant programming and budgeting, as well as accountability and governance. The situation analysis uses the Human Rights-Based Approach as its primary conceptual framework, incorporating intersectionalities and the Social Model of Disability as guiding principles. By passing progressive legislation and policies, the Tanzanian government has acted to advance the rights of persons with disabilities, including by increasing their representation in various government ministries. However, there are still implementation and policy-related challenges.

Publication:

- [Annual Narrative and Financial Report 2021](#)
- [UNPRD Library](#)
- [Tanzania SitAn Report](#)



Inclusive Evaluation

Light for the World: Outcome Evaluation



Timeline: 2021-12-01 to 2023-01-31



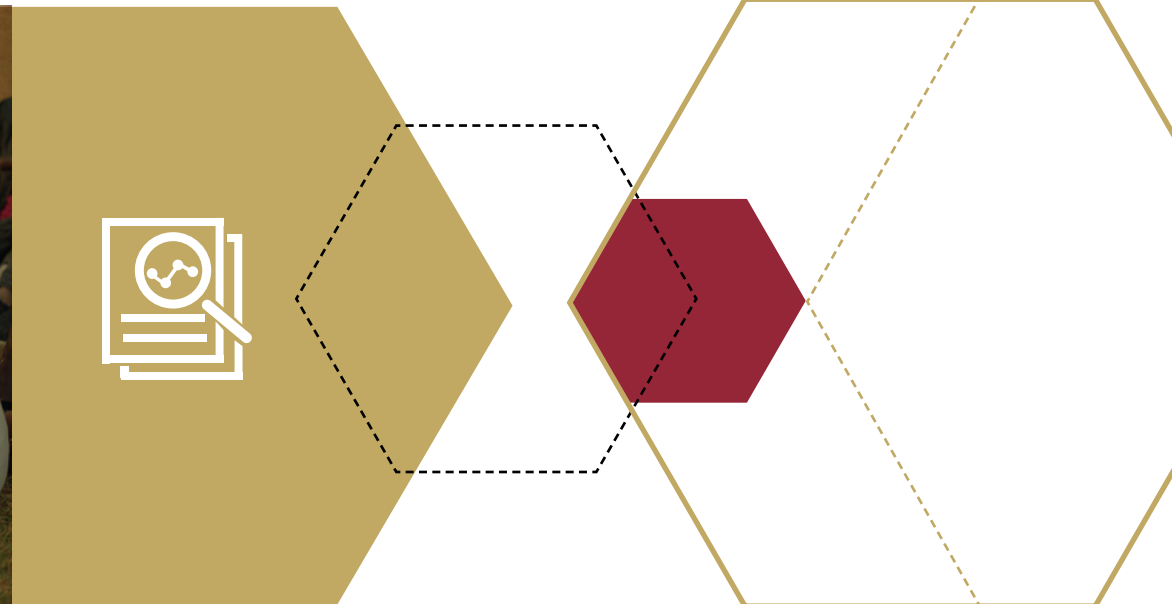
Geographic Scope: India, Bolivia



This project employs an outcome harvesting approach to capture intended and unintended outcomes of Light for the World's programmes in North East India and Bolivia. As the funding for these programmes has ended, it is important to gather "gold nuggets" of information that can be transferred to the organisation's other projects. Light for the World's programmes have focused on eye health, strengthening outpatient departments, community-based rehabilitation, inclusive education, economic empowerment for people with disabilities, advocacy, and disability mainstreaming. The team is collecting outcomes from partners, beneficiaries, Light for the World programme coordinators, and others.



Photo: Includovate



UNICEF Kenya: Learning Agenda



Timeline: 2022-02-28 to 2022-07-21



Geographic Scope: Kenya

3 GOOD HEALTH AND WELL-BEING



This assignment was undertaken collaboratively with UNICEF Kenya, UNICEF regional offices, the Kenya Ministry of Health, and respective selected implementation countries. Together, they worked to define a learning agenda for the health systems interventions supported under the JIM grant investment in three counties across Kenya (Garissa - Garissa township sub-county, Kisumu - Nyando sub-county, and Samburu - Samburu East sub-counties).

The learning agenda shed insight on key programmatic and policy questions of interest in line with three areas: early childhood development, adolescent well-being, and primary health care. It defined the investigation, and developed both the communication process and the products needed to ensure that findings were adapted.

Specifically, the learning agenda:



Established a theory of change for key integrated approaches supported by the grant, and highlighted the contributions of JIM grant resources which facilitated cross-sectoral programming



Collaboratively established priority programmatic and policy questions of interest for implementation research with government and counties (that can be supported within the available budget)

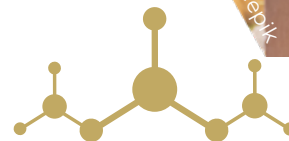


Designed data collection and analytical strategies to answer key questions (including timelines and indicative budget elements)

Includovate developed learning, communication, and reflection processes (throughout the period of JIM) to ensure learning was communicated and programmatic approaches were adapted based on learning over the course of implementation. This included the specification of timelines for communication and reflection, including proposed strategies/processes of reflection such as draft concept notes, facilitator notes, and agendas for meetings/workshops.



Photo: wirestock / Freepik



Sexual Violence Research Initiative (SVRI): Strategic Plan Evaluation

 **Timeline: 2021-11-11 to 2022-03-31**

 **Geographic Scope: Global**



The SVRI is the world's largest network of research on sexual violence against women and violence against children, providing a space where global players in the field can connect with one another, share and promote their research, work to influence policies, and improve the lives of those who have experienced gender-based violence. Includovate evaluated SVRI's strategic plan, and proposed recommendations for strengthening the work of the organisation moving forward by developing a communications package for the dissemination of findings to different audiences.

This evaluation assessed the SVRI's midterm performance against the overall programme outcomes as described in the strategic plan. The evaluation identified challenges, opportunities, and lessons learned; it also made recommendations for the SVRI to use to improve and strengthen their work.

-  Evaluated the implementation of programme activities against the Strategic Plan
-  Assessed how the activities and project outputs are viewed and used by SVRI partners, including researchers, practitioners, and funders, particularly in lower middle-income countries
-  Assessed the extent to which the programme contributed to achieving its strategic outcomes
-  Made recommendations for strengthening the SVRI's work moving forward
-  Developed a communications package for the dissemination of findings to different audiences



Photo: Includovate





GOAL: Evaluation of GOAL's COVID-19 Response



Timeline: 2021-09-13 to 2021-11-04



Geographic Scope: Syria, Honduras, Zimbabwe



Includovate created a report that presented the main findings and recommendations based on an evaluation of GOAL's COVID-19 response, the largest emergency programme in GOAL's history.

The evaluation covered GOAL's country programmes across 14 countries. A more in-depth analysis was conducted using primary qualitative data from three country responses to assess GOAL's headquarter (HQ) support to the country teams, including the four work streams around which the Taskforce was structured: health and safety, business office and programme continuity, global programmes, and communications with key internal and external stakeholders. **The primary qualitative data collection countries were Honduras in Central America, Syria in the Middle East, and Zimbabwe in sub-Saharan Africa (SSA).** A perception survey was also conducted to assess the views and beliefs of the sample respondents from GOAL staff (n = 31 at the HQ and n = 104 at country offices) and external stakeholders (n = 5). The survey assessed the response's relevance, coherence, effectiveness, efficiency, sustainability, equitability, and learning.



Le Groupe-conseil Baastel: Development of UNICEF Laos' Communications Products



Timeline: 2021-11-01 to 2022-02-04



Geographic Scope: Laos, Uganda, Kenya



Includovate produced animated videos and infographics for the UNICEF Lao PDR project, meant for final evaluation of the EU-UNICEF "Partnership for Improved Nutrition in Lao PDR".

Inclusive Childhoods and Adolescence, Justice, GBV, and Child Protection

UNICEF Ghana: Situation Analysis of Children, Adolescents and Women in Ghana



Timeline: 2021-11-10 to 2022-02-18



Geographic Scope: Ghana



The main purpose of this Situation Analysis was to undertake rights-based and focused analysis of the situation of children, adolescents and women in Ghana, with the aim of providing new, robust, and updated evidence. This was done through an assessment and analysis of deprivations involving the most vulnerable, as well as the associated causes of such deprivations. It is anticipated that this document will inform the new UNICEF Country Programme decisions, guide the agency's policy advocacy and partnership efforts, and be used to track progress around the realisation of the rights of children, adolescents and women in Ghana.

Save the Children South Sudan: TeamUp: Ready? Go! Project Evaluation



Timeline: 2022-04-07 to 2022-07-21



Geographic Scope: South Sudan



Following the end of the implementation period (implemented 1 April 2021-31 March 2022) of the Dutch Relief Alliance (DRA) Innovation Fund (DIF)-funded innovation project (scaling up TeamUP), and in line with Save the Children's policies on evaluation, a final evaluation of the TeamUp project was needed. Includovate conducted a project evaluation focused on three key objectives:

- *Providing learning on the process of innovation, including the partnerships and the approach the project has taken in its innovation journey. The evaluation needs to reflect on the learning questions, and assumptions either developed at the beginning of the project and/or during implementation*

- *Demonstrating appropriate, robust and credible evidence that the innovation works better than any alternatives. This requires the evaluation to demonstrate used methods and approaches that are clear and replicable and demonstrate efforts to minimise bias*
- *Addressing the project's scaling journey/plans and provide recommendations if relevant*

Plan International: Production of a Regional Toolkit to Eliminate Child, Early, and Forced Marriage (CEFM)



Timeline: 2021-09-10 to 2021-12-17



Geographic Scope: Asia-Pacific

Includovate developed a practitioners' toolkit on a child, early, and forced marriage and unions (CEFMU) to serve as a resource for Plan International staff and partners working to design and implement gender-transformative project interventions at the local, subnational, national, and regional levels and in the Asia-Pacific region. The toolkit aims to provide practical guidance for those developing these interventions, as well as to prevent, reduce and ultimately, eliminate CEFMU by 2030.

Published work: [*Time to Act! – Toolkit for Practitioners Plan CEFM Toolkit*](#)





Timeline: 2021-08-31 to 2021-12-21



Geographic Scope: Nigeria



This evaluation gathered information on lessons learnt to inform future decision-making around the scale-up of Teaching at the Right Level (TaRL) across Nigeria. Includovate's evaluation generated findings on the extent to which the programme:

The evaluation identified improvements and made practical recommendations to guide further decisions about cost reduction, sustainability, and scaling of the TaRL approach in Nigeria, particularly in conflict-affected areas





-  Achieved its objective of improving literacy and numeracy skills for students in the Education in Emergency (EiE) context
-  Identified the factors that enabled or blocked success
-  Examined the processes used and their effectiveness
-  Identified the cost breakdown of the implementation and its (non)critical elements



Photo: Includovate





International Labour Office: ACCEL Africa Evaluation



Timeline: 2021-08-31 to 2021-11-20



Geographic Scope: Uganda, Côte d'Ivoire, Egypt, Mali, Nigeria



The overall objective of the Accelerating Action for the Elimination of Child Labour in Supply Chains in Africa (ACCEL Africa) project was to accelerate the elimination of child labour through targeted actions in selected supply chains in Côte d'Ivoire, Egypt, Malawi, Mali, Nigeria, and Uganda.

Specifically, this evaluation:

- Determined the relevance, coherence, strategic fit, validity of design, project effectiveness, efficiency of resource use, impact orientation and sustainability of ACCEL Africa through a documentation review and a series of KIIs and group interviews
- Provided a set of conclusions and recommendations to the International Labour Organization to support the second half of their project implementation



UNICEF Laos: Mid-Term Review of the Love and Care for Every Child Project



Timeline: 2021-09-20 to 2022-02-25



Geographic Scope: Laos



The main goal of UNICEF Laos' "Love and Care for Every Child" project was to achieve accelerated and sustained improvement in key early childhood indicators. Includovate's evaluation informed the next phase of the programme to strengthen future care and parenting initiatives. The key recommendations revolved around seven clusters: programme design and management, training and capacity building, monitoring and reporting systems, gender and inclusion, sustainability, addressing capacity needs of implementing project partners, and monitoring and strengthening the capacity of trainers.



UNICEF Ethiopia: Consultancy Service to Develop a Standardised Rapid Assessment Approach (RAA) for Learning to Earning Solutions



Timeline: 2021-11-01 to 2022-03-21



Geographic Scope: Ethiopia

Includovate developed a standardised Rapid Assessment Approach (RAA) that helped guide measurement of UNICEF Ethiopia’s past and current projects, programmes, and initiatives. The RAA then focused solutions for the agency’s Learning to Earning programme including youth education, skill development, entrepreneurship, school to work transitions, and employment/job creation of young persons aged 10 to 24 years. The RAA had global and regional merit and application.

Published work: [RAISE Rapid Assessment Toolkit for “Learning to Earning” Youth Programming](#)



UNICEF Malawi: Situation Analysis of Children’s and Adolescents’ Rights and Well-being in Malawi



Timeline: 2021-10-08 to 2022-04-08



Geographic Scope: Malawi

Includovate worked with UNICEF Malawi to develop a flagship Situation Analysis of Children and Adolescents. The project analysed context-specific evidence and existing laws and policies with the aim of informing the agency’s new country programme cycle priorities, guiding its policy advocacy and partnership efforts, and facilitating tracking of progress on child rights implementation in Malawi. Such implementation must include marginalised groups such as children: with disabilities, in refugee camps, out of school, from poor households, and in both rural and in peri-urban areas. This study aims to provide a foundation for developing relevant and impactful interventions through its robust assessment of local context, needs, and capacity.

Inclusive Governance and Social Policy

BRAC International: Country Landscape Analysis for Scaling Extreme Poverty Programs and Policies: Ethiopia



Timeline: 2021-11-16 to 2022-01-17



Geographic Scope: Ethiopia



Includovate conducted a thorough landscaping analysis of BRAC International's Ultra Poor Graduation Initiative (UPGI) in Ethiopia. The analysis identified gaps, and clearly identified processes for obtaining additional information and conducting further team research. The project also mapped key actors (including bilateral and multilateral governments, as well as civil societies) with whom BRAC UPGI can potentially partner to carry out the scaling of the Graduation Approach. Furthermore, the project identified global and regional priorities and commitments of the Government of Ethiopia to understand Ethiopia's regional and global engagements. The Includovate team employed a country-level Political Economy Analysis (PEA) framework to structure the study, analyse data, and identify both challenges and opportunities for scaling BRAC's Graduation Approach in the Ethiopian context.

UNDP South Africa: Economic Vulnerability of Persons with Disabilities Reduced Through Disability-Responsive Budgeting (Cost of Disability Research Study, Part 2)



Timeline: 2021-06-09 to 2022-03-31



Geographic Scope: South Africa



This UNDP research study was the final piece for the South African government to assess the current situation for persons and children living with disabilities. The findings were analysed to assess the economic burdens faced by Children with Disabilities (CwD) and Persons with Disabilities (PwD). The study also provided a cost analysis, as well as recommendations to the government on how they could better support CwD and PwD financially.

Inclusive Ecosystem, Agriculture, and Markets

International Livestock Research Institute (ILRI): Community-Based Breeding Programmes (CBBP) Evaluation



Timeline: 2021-03-01 to 2022-01-07



Geographic Scope: Ethiopia

This was the first time a gendered assessment of the International Livestock Research Institute's (ILRI) Community-Based Breeding Programme (CBBP) was undertaken to ensure gender considerations are taken into account in the next program design/phase of ILRI. The study's objective was to perform a gendered impact assessment of the CBBPs, by looking at the constraints/barriers to participation in, and benefits from, CBBPs. The study also analysed the impacts of participation in the CBBPs overall.



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Inclusive Gender

Women Gaining Ground: Baseline Assessment



Timeline: 2020-07-29 to 2021-12-24



Geographic Scope: India, Kenya, Bangladesh, Rwanda, Uganda



Includovate designed a baseline study at the start of Women Gaining Ground (WGG)'s five-year work plan, including verification of the indicators the organisation developed. It also incorporated a wide range of voices which guided WGG's strategies going forward across Kenya, Uganda, Bangladesh, Rwanda, and India. This baseline study was designed to serve as the first step for the longitudinal evaluation of the WGG programme. It collected evidence and provided analysis of the context of WGG work, conducted a formative assessment of the programmatic choices made during the programmatic preparation stage, and ensured the theory of change (ToC) was upheld and programmatic choices were still valid.

UNICEF: Gender Training for the UNICEF Ethiopia Office



Timeline: 2021-08-09 to 2022-03-31



Geographic Scope: Ethiopia



Includovate prepared and conducted gender trainings for the UNICEF Ethiopia Country Office. Separate trainings were designed for the leadership team, operations staff, and programme staff. The trainings were mostly delivered online using Zoom. Prior to the trainings, Includovate conducted a KAP survey to assess the current knowledge, attitudes and perceptions of staff, so the materials would be suited to the staff. After the training was conducted, Includovate wrote a report outlining the content and findings from the surveys in each module and overall changes in the KAP results.



Bill & Melinda Gates Foundation: Assessment of Women's Financial Inclusion in Ethiopia (in Partnership with BFA Global)



Timeline: 2021-10-11 to 2022-03-20



Geographic Scope: Ethiopia

Includovate partnered with BFA Global to support the Gates Foundation in conducting an assessment of the underlying causes of the low rates of financial inclusion among women in Ethiopia. The Gates Foundation sought support on behalf of the Financial Inclusion Secretariat of the National Bank of Ethiopia to conduct this assessment.

The objectives of this scope of work were to:



Deeply assess the underlying causes of low financial inclusion among women from various backgrounds



Develop a list of practical initiatives, with a detailed implementation plan, to address supply-side, demand-side, legal/regulatory and financial/technical infrastructure barriers to women's financial inclusion

Includovate had a key role in delivering quantitative secondary data analysis for Ethiopia and comparative countries, informing and reviewing the project's initiatives, developing an implementation plan through research design and implementation, and interviewing grassroots stakeholders.



Save the Children: East Africa Migration Policy Mapping



Timeline: 2021-12-13 to 2022-02-28



Geographic Scope: Egypt, Sudan, Ethiopia



Includovate and Save the Children undertook a benchmarking assessment to build a stronger understanding of the main policy gaps, both in formulation or implementation, that prevent the governments of Ethiopia, Sudan and Egypt from effectively meeting the objectives of key international and regional policy frameworks around the protection of migrant children, including in case management processes.

Three key levels of assessment were covered:



Current policies that either support or directly govern cross-border coordination on migrant child protection, from regional policy frameworks of the Regional Economic Communities (RECs), such as the Intergovernmental Authority on Development (IGAD), Educate A Child, and their national implementation, to bilateral policy initiatives between governments outside of RECs



Status and level of institutional frameworks/instruments supporting the implementation of policies, such as Standard Operating Procedures, protocols, practitioners' and officials' capacities, etc, which places greater emphasis on how policies at a regional level are implemented on the ground, by national governments, in their respective contexts



Challenges and barriers in implementation across the above two levels (policy and practice), specifically based on possible gaps that are mapped and identified

Publications



UNICEF Ethiopia	RAISE Rapid Assessment Toolkit for "Learning to Earning" Youth Programming	link	
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Plan International	Time to Act! – Toolkit for Practitioners	link	The Includovate team has been duly acknowledged at the beginning of the Toolkit.
		link	The Time to Act! The toolkit, developed by the Plan International Asia-Pacific Regional Hub with the involvement of Plan International Country Offices in the region, contributes to accelerating efforts to end child, early, and forced marriage and union (CEFMU) by 2030 in line with the Sustainable Development Goals commitments. It is intended to serve as a practical resource for Plan International staff and partners designing and implementing interventions to prevent, reduce and eliminate CEFMU in the Asia-Pacific region and beyond. It is also useful for other civil society actors to inform and enrich their respective CEFMU programming.

GBC Education	Investing in Inclusion	link	Includovate and The Global Business Coalition for Education have created a report on disability inclusion in the workplace. The report provides guidance and highlights specific practices to help businesses effectively include and engage people with disabilities. This includes establishing disability-inclusive hiring practices, promoting disability-inclusive education and training, and creating assistive technologies. The benefits of disability inclusion for businesses include an expanded consumer base, improved employee retention and corporate culture, increased brand value and consumer loyalty, and higher productivity.
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UNICEF Tanzania		link	This report, created by Includovate, provides updated information on the current situation of children and young people with disabilities in the United Republic of Tanzania. It identifies critical issues and barriers faced by this population and provides recommendations to UNICEF. The report includes recommendations for priority advocacy issues, strategic programming opportunities, and key partnerships.
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Global Business Coalition	Investing in Inclusion	link	A new handbook published by the Global Business Coalition for Education, prepared in collaboration with Includovate, provides guidance to business leaders on how to effectively include and engage persons with disabilities as students, employees, consumers, and partners – and thus improve their businesses' bottom lines
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Financial Statement

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Includovate Pty Ltd
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2022

	Note	2022 \$	2021 \$
Revenue	4	1,528,089	1,585,945
Finance income	5	2,611	260
Other income	4	34,609	-
Total income		1,565,309	1,586,205
Depreciation and amortisation		(4,316)	(48,612)
Employee benefit expenses		(1,655,791)	(1,337,827)
Finance expenses	5	(5,165)	(33,211)
Other expenses		(115,151)	(205,477)
Total expenses		(1,780,423)	(1,625,127)
Profit (loss) before income taxes		(215,114)	(38,922)
Income tax		-	-
Profit (loss) from continuing operations		(215,114)	(38,922)
Profit (loss) for the year		(215,114)	(38,922)
Total comprehensive income for the year		(215,114)	(38,922)

The accompanying notes form part of these financial statements.

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Last update: 09 Feb 2023, by Kristie Druzca

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Includovate Pty Ltd
Statement of financial position
As at 30 June 2022

	Note	2022 \$	2021 \$
Assets			
Current assets			
Cash and cash equivalents	7	473	46,048
Trade and other receivables		66,281	71,597
Total current assets		66,754	117,645
Non-current assets			
Trade and other receivables		71,010	-
Total assets		137,764	117,645
Liabilities			
Current liabilities			
Trade and other payables	8	321,774	91,282
Borrowings	9	36,519	11,994
Employee benefits	10	5,514	-
Total current liabilities		363,807	103,276
Non-current liabilities			
Borrowings	9	178,116	203,411
Total liabilities		541,923	306,687
Net assets		(404,159)	(189,042)
Equity			
Share capital	13	12	12
Retained earnings		(404,171)	(189,054)
Total equity		(404,159)	(189,042)

The accompanying notes form part of these financial statements.

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Includovate Pty Ltd

Statement of changes in equity

For the year ended 30 June 2022

2021	Ordinary shares \$	Retained earnings \$	Total \$	Total equity \$
Opening balance	12	(150,132)	(150,120)	(150,120)
Profit for the year	-	(38,922)	(38,922)	(38,922)
Closing balance	12	(189,054)	(189,042)	(189,042)

2022	Ordinary shares \$	Retained earnings \$	Total \$	Total equity \$
Opening balance	12	(189,057)	(189,045)	(189,045)
Profit for the year	-	(215,114)	(215,114)	(215,114)
Closing balance	12	(404,171)	(404,159)	(404,159)

The accompanying notes form part of these financial statements.

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Last update: 09 Feb 2023, by Kristie Druca

Includovate Pty Ltd

Statement of cash flows

For the year ended 30 June 2022

	2022 \$	2021 \$
Cash flows from operating activities:		
Receipts from customers	1,536,000	1,614,833
Payments to suppliers and employees	(1,537,011)	(1,552,034)
Grants received	-	37,000
Interest received	2,611	260
Finance costs	(5,165)	-
Net cash flows from/(used in) operating activities	(3,565)	100,059
Cash flows from investing activities:		
Purchase of property, plant and equipment	(4,316)	(48,612)
Loans to related parties - payments made	(49,606)	(33,538)
Net cash provided by/(used in) investing activities	(53,922)	(82,150)
Cash flows from financing activities:		
Proceeds from borrowings	(12,035)	26,659
Net increase/(decrease) in cash and cash equivalents	(69,522)	44,568
Cash and cash equivalents at beginning of year	46,051	1,480
Cash and cash equivalents at end of financial year	(23,471)	46,048

The accompanying notes form part of these financial statements.

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INCLUDOVATE
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ANNUAL REPORT **2022**

