



**INCLUDOVATE**  
INNOVATE FOR INCLUSION

**INCLUDOVATE'S**  
**ANNUAL REPORT 2020**  
**INNOVATE FOR INCLUSION**

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includovate Pty Ltd

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# Message from the CEO & Founder



**Dr. Kristie Druzca**

**Includovate started in 2019 as a social enterprise to create a more inclusive and equitable world.** 2020 has been an uncertain year—as the global COVID-19 pandemic unfolded, we quickly had to learn how to turn all challenges into opportunities by adapting and furthering our mission to incubate inclusive solutions for measuring, studying, and changing discriminatory norms that lead to poverty, inequality, and injustice. We redesigned several methodologies to successfully enable remote, ethically sound data collection so the poorest and most excluded could still be consulted

During 2019/20, Includovate has grown dramatically to meet the needs of our clients. We have expanded our capacity to ensure meaningful and insightful research results are published. I am incredibly proud and supportive of our researchers and support team around the world, who have been able to deliver on projects in over 22 countries despite the challenges. An inclusive research incubator is needed in a world with increasing inequality and injustice. We stand united and focused on the goal of building capabilities between researchers from the Global South and Global North.

Although we strive to ensure fiscal responsibility, we measure our success based on the social benefit we create. The management team and I are committed to promoting sustainable growth

**“We are more prepared than ever to take on the needs of a post-COVID world by measuring, studying, and changing discriminatory norms.”**



**20**

inclusive research projects



**\$1.2 Million**

in revenue since 2019



**Countless**

communities impacted around the world

# About Us

Includovate is a research incubator that designs solutions for inequality and exclusion, among other areas. Includovate was established in 2019 to address an identified gap in the market: namely, the need to develop participatory and innovative methodologies to understand the root causes of social exclusion, and to develop change processes to support organisations, sectors, and communities in tackling these challenges.



## Our Vision

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

## Our Mission

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

## VALUES



### Equality

Poverty, Exclusion and Discrimination can be overcome.



### Empathy

With understanding and compassion we build trust



### Learning

When we reflect and learn together, we grow together



### Integrity

By investing some of our profits in independent research we advance the understanding of gender and inequality



### Transparency

Our work is a public good



### Collaboration

Working together and co-creating solutions is powerful

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

As a social enterprise, Includovate builds local researchers' capacity to lead, publish, and improve the quality of research in low-income countries. In the context of cross-cultural



development, change processes should involve all relevant stakeholders and be locally led. Yet, international poverty reduction efforts and academia still operate as post-colonial structures where not enough emphasis is given to local realities and needs, nor agency given to those affected by them. Includovate supports local researchers to lead the design of solutions in collaboration with international experts who bring methodological excellence and theoretical knowledge to the solution. By helping more researchers of the Global South get published, Includovate shifts the power balance of knowledge creation further towards those with less power by prioritizing lived experiences and cultural competencies.

We understand that change must start with us. Therefore, Includovate's expertise firmly centers on participatory processes and action-led research—where the researcher and the participant learn together. As Lilla Watson, an Australian Aboriginal rights activist, explains:

*“If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together.”*

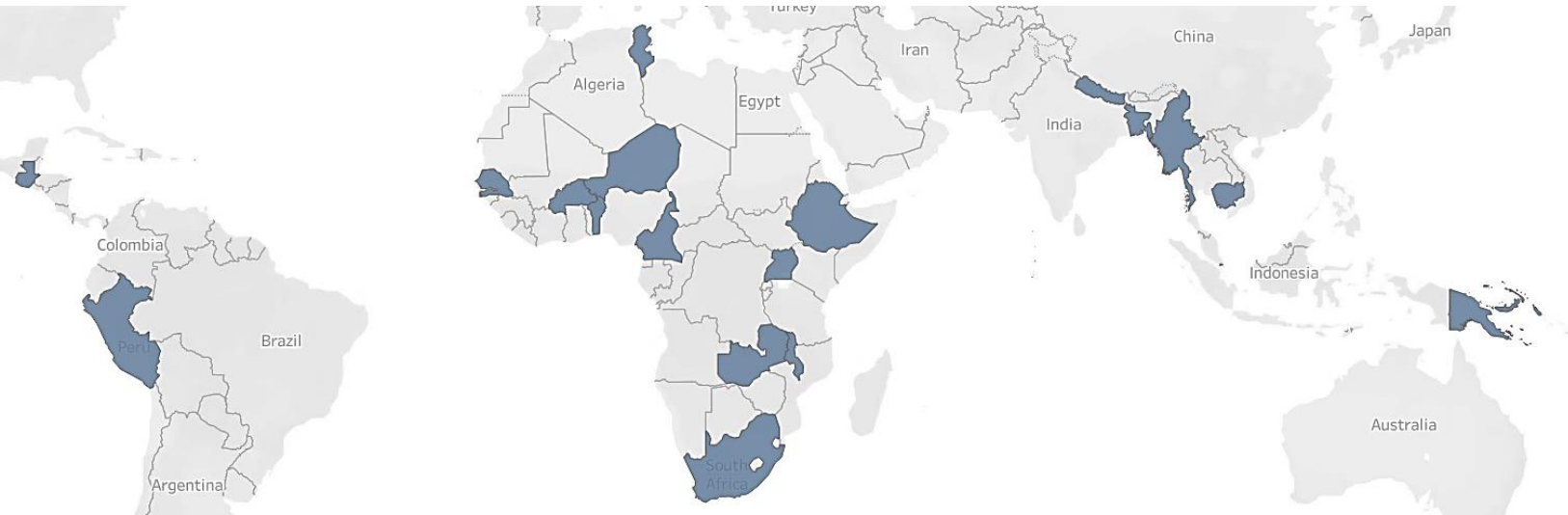
Includovate works in collaboration with a variety of different local and international partners because we believe we cannot change inequality alone.



# 2019/20 Impact

## Our Global Reach

Within one year, Includovate has conducted research in over 22 countries and is continuing to grow. Our research impact can be seen in Guatemala, Peru, Benin, Burkina Faso, Cameroon, Ethiopia, Malawi, Niger, Senegal, South Africa, Tunisia, Uganda, Zambia, Bangladesh, Cambodia, Maldives, Fiji, Myanmar, Nepal, Papua New Guinea, Singapore, and Vanuatu.



### WE MODEL OUR BELIEFS

- ⬢ 62% of our staffers are women
- ⬢ 2% of our staffers identify as a person with a disability
- ⬢ 71% of our staffers are from Sub-Saharan Africa



In Ethiopia we are 100% Ethiopian female owned

In Australia we are 100% Australian Female owned

*“Connecting and empowering people to overcome the norms that lead to poverty, inequality, and injustice.”*



# Highlights: 2019/20 Project



## June 2020

### **Africa action Deutschland – Feasibility Study**

One of the central thrusts at Includovate has been to incorporate and understand the interaction between individual conditions and socioenvironmental barriers that prevent persons with disabilities from full social and economic participation. We worked with Africa action Deutschland and Light for the World to conduct a feasibility study for a multicounty project on inclusive, equitable, and quality education in Burkina Faso, Ethiopia, and Niger. Aimed at assessing the local contexts, needs, and capacities of existing stakeholders, we investigated the supply and demand-side barriers faced by young people and children with and without disabilities in these countries. Factors such as community participation, making schools safe for all, and building teachers and other education stakeholders’ capacities were studied in-depth. Including detailed analyses of gender, marginalization, power dynamics, agency, and social accountability, the research addressed the intersectional nature of exclusion faced by young people with disabilities and formed the basis of decision-making around upcoming projects for Light for the World.

### **WorldFish – Gender and Social Risk Analysis**

Includovate explored gender and social risks associated with extension services by studying fish feed innovations for WorldFish, an organization working to improve fisheries and aquaculture to reduce poverty. The report, titled “Affordable, local ingredients for fish feeds in low-income contexts: a social and gender risk and opportunity analysis,” revealed that fish feed is a fundamental resource for aquaculture, representing 40%–70% of total production costs for small-scale aqua culturists. Men’s needs and preferences predominate in the small-scale aquaculture landscape, resulting in women facing a lack of access to knowledge, information, and markets. Fish feed is expensive for developing countries, and there is a push for locally produced, affordable feed, which women are already using. Recognizing that women and men



have different roles in aquaculture production systems, the review of the existing literature identified innovative methodologies that can be used to study and build a market for local ingredients for fish feed.

### **UNICEF – Disability Inclusion Evaluation Study**

Includovate is committed to putting disability inclusion at the heart of its work. UNICEF East Asia and the Pacific Regional Office and the Australian Department of Foreign Affairs and Trade partnered to implement a Rights, Education and Protection (REAP) II programme. Includovate evaluated the REAP II programme. The evaluation was summative by assessing the achievements of outcomes that reflect progress at regional and country level; and formative by drawing on learning from the assessment to inform future investment in UNICEF's work with children with disabilities. With this evaluation, our team was able to identify how effectively disability inclusion was implemented and sustained in the region under the previous and current UNICEF Strategic Plans, and to measure the effectiveness of technical support on disability provided to staff and consultants working on disability-inclusive development. The evaluation provided recommendations to UNICEF on advancing the realisation of the rights of children with disabilities in the East Asia and Pacific Region.

## **April 2020**

### **International Development Research Centre (IDRC) – Policy Mapping**

For the International Development Research Centre's GrOW 2 programme, we undertook a policy mapping project to form a baseline for monitoring growth and economic opportunities for women in Ethiopia. The baseline mapping project assists and builds on GrOW's work to support policies and interventions related to women's economic empowerment and the Sustainable Development Goal 5 of promoting gender equality. The recommendations include enhancing gender equality through the economic empowerment of marginalized women using novel in-country knowledge, innovations, and solutions; and through partnerships with in-country practitioners, government offices, and researchers on policies and programmes that address unpaid care, sex segregation, and women's employment in eastern Africa. The review informed a call for multidisciplinary research proposals on women's economic empowerment that explore unpaid care work, skills development, property and asset ownership, social protection, collective action, access to markets, affirmative action, and decent work. This work deepened GrOW's body of evidence in gender policy mapping.

## **March 2020**

### **World Vision – Gender Equality and Social Inclusion Toolkit Development**

Many organizations working in the development and humanitarian sectors have fragmented knowledge, experiences, and practices in dealing with gender inequalities and social exclusion. World Vision and Includovate worked together to create a [Gender and Social Inclusion \(GESI\) toolkit](#), which provided a rubric to ensure World Vision's projects incorporate gender-transformative approaches in their design, monitoring, and evaluation activities. A





diverse team created the toolkit to ensure lived experiences and cultural competencies were incorporated and used at different stages of the project cycle.

## January 2020

### **United Nations Industrial Development Organization (UNIDO) – Policy Assessment**

Beginning in December 2019, Includovate engaged extensively with the United Nations Industrial Development Organization in partnership with UN Women to contribute to the Economic Empowerment of Women in Green Industry Project. The project examined opportunities and constraints for women, and possible measures to increase women's leadership in green industry and entrepreneurship across Peru, Senegal, South Africa, and Cambodia. Includovate researchers worked closely with National Coordinators and Focal Points in each country identify and interview policy makers, practitioners, business associations, NGOs, and women entrepreneurs to dive deep into the current gender and green policy landscape and the constraints faced by women entrepreneurs.



## December 2019

Includovate's Ethiopia office was set up in December 2019, which was a key milestone reinforcing our commitment to the context and place of study. The office also provides a safe space for Includovate employees and partners to work and collaborate.

### **International Labour Organisation (ILO) – Skills Assessment**

The textile and garment industry creates significant employment opportunities in Ethiopia, particularly for young women with few educational qualifications. To develop skills like teamwork, communication, and problem-solving in young women in the textile sector, we investigated core skill requirements in Ethiopia's textile and garment sector for the International Labour Organisation. We worked with manufacturers and technical vocational education and training institutions to define and identify the core skills required in the industry. Includovate's work supported ILO's efforts to bring stakeholders together through research to improve skills development, increase productivity, and encouraged decent work with employment growth.



## **Development Pathways – Evaluation**

Includovate partnered with Development Pathways to evaluate two Maldivian cash transfer programmes, the Single Parent Allowance, and the Foster Care Scheme, for UNICEF Maldives and the National Social Protection Agency. The evaluation employs a human rights-based approach and uses qualitative methods (key informant interviews, semistructured interviews, and in-depth interviews) to make the schemes more inclusive and accessible for vulnerable people. The recommendations were incorporated into a redesign of the programmes.

## **October 2019**

### **Social Traders – Social Enterprise Certification**

Includovate was certified by Social Traders as a social enterprise. This recognition acknowledges our commitment to social values before profit. Includovate commits to reinvesting at least 55% of our annual profits towards achieving our social purpose. By studying inclusion and embedding inclusion in Includovate's culture, mission and vision, we contribute to creating a more just world.

### **Collaborative Institutional Training Initiative (CITI Program) – IRB Set Up**

Much of Includovate's research includes human participants. To support this, we established our Internal Ethical Review Board (IRB), whose primary purpose is to improve the quality of the research carried out by Includovate and protect the rights and welfare of research participants by applying ethical standards to all research.

The IRB was established as an independent committee within the company, and comprises a chairperson, vice chairperson, secretary, and other board members. Participation is voluntary, and board members consist of external consultants and internal Includovate staff members and includes people with a range of different cultural backgrounds based around the globe. All IRB members are required to complete Collaborative Institutional Training Initiative (CITI Program) coursework, with a separate coursework for the IRB chair.

The ethical clearance process requires reading the documentation submitted by the applicants (the IRB application form with all supporting documents, such as survey tools and consent forms), discussing the proposed approach and any potential ethical considerations with the other IRB members, and responding with comments in a timely manner.



## September 2019

### International Rice Research Institute (IRRI) – Youth Strategy Development

As part of a collaboration with the International Rice Research Institute (IRRI), Includovate contributed to strategic thinking around the youth strategy for supporting young people in rice agricultural systems. Includovate hosted a stakeholder meeting to solicit feedback on the IRRI's youth and rice research for development strategy. An essential insight into the strategy was that numbers usually define youth (e.g., age range), which varies by country. In practice, youth is the period of life starting after childhood and it ends according to different social and cultural norms that define maturity. A literature review was completed and fed into the larger youth strategy shared for east Africa, and south-east Asia—the predominant rice agricultural systems.



### CARE and Department for International Development (DFID) – Gender-Transformative Policy Review

In 1993, Ethiopia developed its National Policy for Ethiopian Women (NPEW). Although innovative at the time, today the policy requires a revamp. An assessment of the NPEW in terms of what has worked well, how the policy has been operationalised, remaining gaps, funding flows, and institutional functioning was compiled by Includovate as part of the Seizing the Moment project, a CARE/DFID-funded project. The project aims to strengthen the Ethiopian Ministry of Women, Children and Youth as an institution to better support and hold other line ministries to account for delivering on gender-transformative outcomes. The recommendations from this review led to a nationwide study on the situation of women in Ethiopia.

## August 2019

### International Water Management Institute (IWMI) – Authored Book Chapter

Feminist values are what guide Includovate's work. The Water, Land, Ecosystems (WLE) programmes is one of the latest CGIAR Research Programs (CRPs) and is housed in the International Water Management Institution (IWMI). Includovate coauthored a book chapter on feminist political ecology with IWMI. The chapter examined how agriculture-environment interventions within CGIAR domains and programmes impacted the work; compared and contrasted these with research for development interventions outside of the CGIAR; and interpreted and addressed inequalities by gender in different sociopolitical and ecological contexts.



## Wrap up

The situation in 2020 has been challenging. A global pandemic showed us that there needs to be a concerted effort to eliminate poverty and inequality now more than ever before. As a young startup, we are committed to playing our part in tackling this by bringing to bear key research insights and knowledge bases for the development sector. Despite the conditions imposed by the COVID-19 pandemic, Includovate completed twenty projects and opened a office in Ethiopia. From a group of committed feminist researchers into an organization with over 40+ staff located globally, Includovate now has a network of over 700 researchers around the world. In 2021, as we emerge from an uncertain year into a more promising decade, Includovate is committed to delivering robust research, conducting evaluations, and building capacity for gender equality and social inclusion research and practice.





# Financial Statement

This includes balance sheets, cash flow statement and income statement



# Trading Statement

Includovate Pty Ltd

For the year ended 30 June 2020

	2020	2019
<b>Trading Income</b>		
Sales	554,205	-
<b>Cost of Sales</b>		
Subcontractors	448,470	5,220
<b>Total Cost of Sales</b>	<b>448,470</b>	<b>5,220</b>
Gross Profit	105,735	(5,220)
Gross Profit (%)	19	-

# Balance Sheet

## Includovate Pty Ltd

### For the year ended 30 June 2020

	2020	2019
<b>Income</b>		
Trading profit	105,735	(5,220)
<b>Total income</b>	<b>105,735</b>	<b>(5,220)</b>
<b>Other Income</b>		
Other income	22,000	-
Foreign currency gains	1,106	-
<b>Total Other Income</b>	<b>23,106</b>	<b>-</b>
<b>Total Income</b>	<b>128,841</b>	<b>(5,220)</b>
<b>Expenses</b>		
Accounting and bookkeeping fees	7,253	-
Advertising and marketing	8,757	1,308
Bank fees	4,205	170
Business development expenses	16,712	-
Depreciation	55,902	-
Foreign currency losses	-	43
General expenses	1,580	271
Insurance	1,853	-
Legal fees	13,741	4,798
Office expenses	6,644	1,524
Professional services	9,907	-
Rent	29,508	-
Staff training	13,476	-
Subscriptions and licence	10,542	33
Superannuation	3,062	-
Telephone and internet	5,981	-
Travel expenses	26,318	1,545
Wages and salaries	48,621	-
<b>Total Expenses</b>	<b>264,062</b>	<b>9,692</b>
<b>Profit/(Loss) before Taxation</b>	<b>(135,221)</b>	<b>(14,912)</b>

	30 JUN 2020	30 JUN 2019
Share capital	12	12
Retained earnings	(150,132)	(14,912)
<b>Total Equity</b>	<b>(150,120)</b>	<b>(14,900)</b>



# Notes to the Financial Statements

## Includovate Pty Ltd

### For the year ended 30 June 2020

#### 1. Statement of Significant Accounting Policies

The Director(s) have determined that the company is not a reporting entity and accordingly, this financial report is a special purpose report prepared for the sole purpose of distributing a financial report to members and must not be used for any other purpose. The Directors have determined that the accounting policies adopted are appropriate to meet the needs of the members.

The financial report has been prepared on an accrual basis and under the historical cost convention, except for certain assets, which, as noted, have been written down to fair value as a result of impairment. Unless otherwise stated, the accounting policies adopted are consistent with those of the prior year.

The accounting policies that have been adopted in the preparation of the statements are as follows:

#### Property, Plant and Equipment

Property, plant and equipment is initially recorded at the cost of acquisition or fair value less, if applicable, any accumulated depreciation and impairment losses. Plant and equipment that has been contributed at no cost, or for nominal cost, is valued and recognised at the fair value of the asset at the date it is acquired. The plant and equipment is reviewed annually by Director(s) to ensure that the carrying amount is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the utilisation of the assets and the subsequent disposal. The expected net cash flows have been discounted to their present values in estimating recoverable amounts.

Freehold land and buildings are measured at their fair value, based on periodic, but at least triennial, valuations by independent external valuers, less subsequent depreciation for buildings.

Increases in the carrying amount of land and buildings arising on revaluation are credited in equity to a revaluation surplus. Decreases against previous increases of the same asset are charged against fair value reserves in equity. All other decreases are charged to profit or loss.

Any accumulated depreciation at the date of revaluation is offset against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

#### Trade and Other Receivables

Trade receivables and other receivables, including distributions receivable, are recognised at the nominal transaction value without taking into account the time value of money. If required a provision for doubtful debt has been created.

#### Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the company that remain unpaid at 30 June 2020. Trade payables are recognised at their transaction price. They are subject to normal credit terms and do not bear interest.

#### Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

## **Revenue Recognition**

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Revenue from the rendering of services is recognised upon the delivery of the services to customers.

Revenue from commissions is recognised upon delivery of services to customers.

Revenue from interest is recognised using the effective interest rate method.

Revenue from dividends is recognised when the entity has a right to receive the dividend.

All revenue is stated net of the amount of goods and services tax (GST).

## **Goods and Services Tax**

Transactions are recognised net of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the balance sheet.

# Appropriation Statement

Includovate Pty Ltd

For the year ended 30 June 2020

	2020	2019
<b>Retained Earnings after Appropriation</b>		
Retained earnings at start of year	(14,912)	-
Profit/(Loss) before taxation	(135,221)	(14,912)
Retained Earnings After Appropriation	(150,132)	(14,912)

# Directors Declaration

## Includovate Pty Ltd

### For the year ended 30 June 2020

The Director(s) have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The Director(s) of the company declare that:

1. The financial statements and notes, present fairly the company's financial position as at 30 June 2020 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements; and
2. In the Directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

DocuSigned by:



**Director:** Kristie Louise Druzca

Sign Date: 11-10-2020

DocuSigned by:



**Director:** Heather Briony Wrathall

Sign Date: 11-10-2020

# Compilation Report

## Includovate Pty Ltd

### For the year ended 30 June 2020

We have compiled the accompanying special purpose financial statements of Includovate Pty Ltd, which comprise the balance sheet as at 30 June 2020, the income statement, the statement of cash flows, a summary of significant accounting policies and other explanatory notes. The specific purpose for which the special purpose financial statements have been prepared is set out in Note 1.

#### The Responsibility of the Directors

The Director(s) of Includovate Pty Ltd are solely responsible for the information contained in the special purpose financial statements, the reliability, accuracy and completeness of the information and for the determination that the basis of accounting used is appropriate to meet their needs and for the purpose that financial statements were prepared.

#### Our Responsibility

On the basis of information provided by the Director(s) we have compiled the accompanying special purpose financial statements in accordance with the basis of accounting as described in Note 1 to the financial statements and APES 315 *Compilation of Financial Information*.

We have applied our expertise in accounting and financial reporting to compile these financial statements in accordance with the basis of accounting described in Note 1 to the financial statements. We have complied with the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants*.

#### Assurance Disclaimer

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The special purpose financial statements were compiled exclusively for the benefit of the Director(s) who are responsible for the reliability, accuracy and completeness of the information used to compile them. We do not accept responsibility for the contents of the special purpose financial statements.

#### Aspire Partners

Level 1, Suite 2,  
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Kew, VIC 3101

Praba  
Ganeshan 

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Certified Practising Accountant