



**INCLUDOVATE**  
INNOVATE FOR INCLUSION



# **ANNUAL REPORT 2020–2021**



# Message from the CEO and Founder

Dear everyone,

I cannot start this Annual Report for 2021 off without a big thank you to all those who have supported the work of Includovate and who believe in our mission. As CEO of Includovate, I commend everyone on their positivity and their resilience over the past year, especially given the difficulties that COVID-19 has thrown in our path. We have pulled through this challenging year together.

It is extremely inspiring and motivating to see the hard work and passion that Includovate employees have towards our vision for inclusive markets, businesses, states and institutions that provide all people with the power, aspiration and ability to innovate for their development and advancement. Our growing list of publications with well-known clients such as the International Development Research Centre (IDRC) and United Nations Children's Emergency Fund (UNICEF) marks the progress we have made towards being internationally recognised for the rigorous work we do. With every project and client we work with, we move forwards to a better world and society through inclusive research.

As a female-owned and operated feminist social enterprise that is only two years old, and mainly based in the Global South, we have struggled throughout pandemic-induced lockdowns and a global downturn. We have made some tough decisions and sacrifices in order to survive. It is tough periods like this where our resilience as a team and a company are able to shine through. I know that many of you share and trust in our mission and our vision and this matters greatly to the communities and people we serve.

As we continue through our journey as a growing company, I am reminded of Maya Angelou's poem, *Still I Rise* "Leaving behind nights of terror and fear / I rise / Into a daybreak that's wondrously clear / I rise." Spirit and resilience are key to our journey towards achieving equality. I trust and know that Includovate's trajectory will continue upwards as we continue to build more meaningful relationships with excluded communities and create more inclusive collaborations.

Sincerely,

Kristie Druzca  
*CEO and Founder of Includovate*



# Message from Managing Director Tafach Tadele Acting Managing Director for Includovate Ethiopia

First of all, thank you to the Includovate family for being there through the ups and downs.

This year has not been easy on any of us. The reality of the pandemic is that many have lost their lives and our lifestyles have been disrupted like never before. Despite all the challenges, Includovate is moving forward with a strong sense of optimism and finding strategic ways to combat and overcome big challenges.



Since the start of 2020, we have been able to double our workforce. We have also built a rapport with our clients and widened our partner ecosystem all within a short period of time. This is a testimony to the strength of our vision and our ability to recognise and adapt to new challenges.

As we celebrate Includovate's second year, we are reminded of what we have overcome and where we continue to excel. My thanks to all members of the firm, with your undeniable expertise, work ethic, and dedication to and passion for research. Glasses up for many more impactful years to come.

# Message from Managing Director Heather Wrathall Managing Director for the Australian Office

The years 2020 and 2021 will certainly go down in history. The global pandemic continues to evolve, public health systems are being overwhelmed, schools have shut down and livelihoods have been lost, with many low-income countries lacking the medical infrastructure and economic resources to respond effectively. Progress towards sustainable development is being threatened and long standing inequalities are being exacerbated. Now is the time for bold global action, renewed community engagement and increased focus on ensuring equality for all.



For us as a firm, the year has been full of ups and downs. We have adapted our data collection methods to respond to limitations imposed by COVID-19. Through increased engagement with local communities and researchers we have been able to expand into new countries despite travel restrictions. Despite the challenges we have faced, we have grown as an organisation, almost doubling the number of researchers we engage. As Includovators, we learn from our mistakes, get up, and keep "walking the talk". We are resilient and we stay strong.

In the new financial year, Includovate will continue to scale up and build on its past successes. In order to reach our full potential, we have to be strategic and innovative. We will persist in working towards the decolonisation of research, making sure that the impact of our work reflects our values. We will continue to innovate for inclusion, delivering robust research and building capacity for gender equality and social inclusion.

I am excited to see what we can achieve!



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# Acknowledgements

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Samson Sileshi and Ted Girma (p. 5, 7, 8, 15, 19, 20, 24, 29, 30)  
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# Abbreviations

ADA	Austrian Development Agency
B4R	Business for Results
BCI	Better Cotton Initiative
CBBP	community-based breeding programmes
CRBP	Children's Rights and Business Principles
D2S	Daring to Shift
DFID	Department for International Development
DOT	Digital Opportunity Trust
EUTF	European Union Emergency Trust Fund
FGD	focus group discussion
GBC-Education	Global Business Coalition for Education
GBV	gender-based violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP	Global Water Partnership
ICARDA	International Center for Agricultural Research in the Dry Areas
ICIPE	International Centre of Insect Physiology and Ecology
ICT	information and communications technology
IDRC	International Development Research Centre
ILO	International Labour Organization
ILRI	International Livestock Institute
KAP	knowledge, attitudes and practices
KII	key informant interview
MEL	monitoring, evaluation and learning
MFI	microfinance institution
MoWCY	Ministry of Women, Children and Youth Affairs
NGO	non-governmental organisation
NPEW	National Policy on Ethiopian Women
OPD	organisations of persons with disabilities
PES	public employment services
SINCE	Stemming Irregular Migration in Northern & Central Ethiopia
STARS	Strengthening African Rural Smallholders
TVET	technical and vocational education and training





## “ *Includovate’s Mission* ”

Includovate’s mission is to incubate transformative and inclusive solutions for measuring, studying and changing discriminatory norms that lead to poverty, inequality and injustice. Following the meaning behind our name, a portmanteau of *include* and *innovate*, Includovate aims to develop research methodologies that enable the co-creation of knowledge.

Includovate plans to “walk the talk” in terms of decolonising research by improving the Global South research environment through inclusion and empowerment and tackling important questions such: who owns the research and how can we ensure that the work is inclusive from day one? Includovate aims to design solutions for gender equality and social inclusion by incorporating the United Nations Sustainable Development Goals.

Includovate has two registered offices, one in Australia and one in Ethiopia. Our database of more than 700 experts and consultants, and more than 55 researchers and support staff based all over the world, means we can deliver locally led research projects.

”



# About Includovate

Poverty reduction efforts continue to exclude the most marginalised. Includovate started in early 2019 in response to the poor quality of data available on gender norms, and the dearth of successful gender-equal agricultural projects. Includovate exists to support those working to deliver systemic changes for the poor and 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, 73% are women and 61% are based in sub-Saharan Africa.

Includovate's global approach is 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 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 and adopt an action-oriented approach to change mindsets and structural conditions that keep unequal systems in place.

We need diversity to ensure our solutions suit the maximum number of people. Includovate creates locally designed solutions of an international calibre, employing a "360-degree approach" that ensures the research is made inclusively by combining both local and international talent and produces an inclusive outcome. We include persons with disabilities in our business as researchers, staff, managers and advocates – 7% 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 programme leader of ILRI's animal science for sustainable productivity program. From 2006 to 2014, she was ILRI's regional representative in southern Africa. Siboniso has 25 years' experience conducting livestock research and development in Zimbabwe and southern Africa. She specialises in the fields of 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, and management and business expert, and stand-up comedian committed to positive social impact around the world 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' experience in international development and foreign affairs. Courtney has led organizational 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 US\$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/MA in Public Policy from The University of Chicago.



**Sisay Mammo** is a passionate disability rights advocate. As a person who is 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. Previous roles include Includovate's Disability Portfolio lead and Disability Inclusion Advisor for the Ethiopian Centre of Disability and Development. Sisay enjoys adopting intersectional analyses 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 flows, 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 budgets, and developing security strategies. He has previously worked as Manager of Technical Delivery for the Wursta Corporation where his reputation for using best practices and analytical skills to provide a balance between security and functionality earned him the 2021 Wursta Professional Services Person of the year.



**Rozita Singh** is a sustainable development practitioner with experience of working in the science policy interface on various topics, including climate change adaptation, urban resilience, waste management and circular economies. She has designed and executed large-scale research programmes for global multilateral organisations and published journal articles in peer-reviewed publications. Her goal is to develop innovative sustainability solutions through establishing multistakeholder partnership models. Rozita is currently the Head of Solutions Mapping for the United Nations Development Programme (UNDP) Accelerator Lab in India.



**Genevieve Lobo** has extensive experience in strategy and partnership development for social enterprises in Australia. She has intimate knowledge of the social enterprise and philanthropic landscape in Australia and a vast network of connections in this area. Genevieve was Social Traders' Principal on Growth Services, Strategy and Partnerships, where she provided advice to social enterprises (both start-ups and established businesses) on their growth strategy, entering new markets, developing value propositions and their operating models. Genevieve also led Social Traders' partnerships strategy. Genevieve has previously worked as Strategy Manager for Lion and as a Manager (Managing Consulting) for PwC where she was responsible for growth strategy at corporate and business unit level, programme management, operating model reviews, performance improvement, strategic options analysis and commercial due diligence.

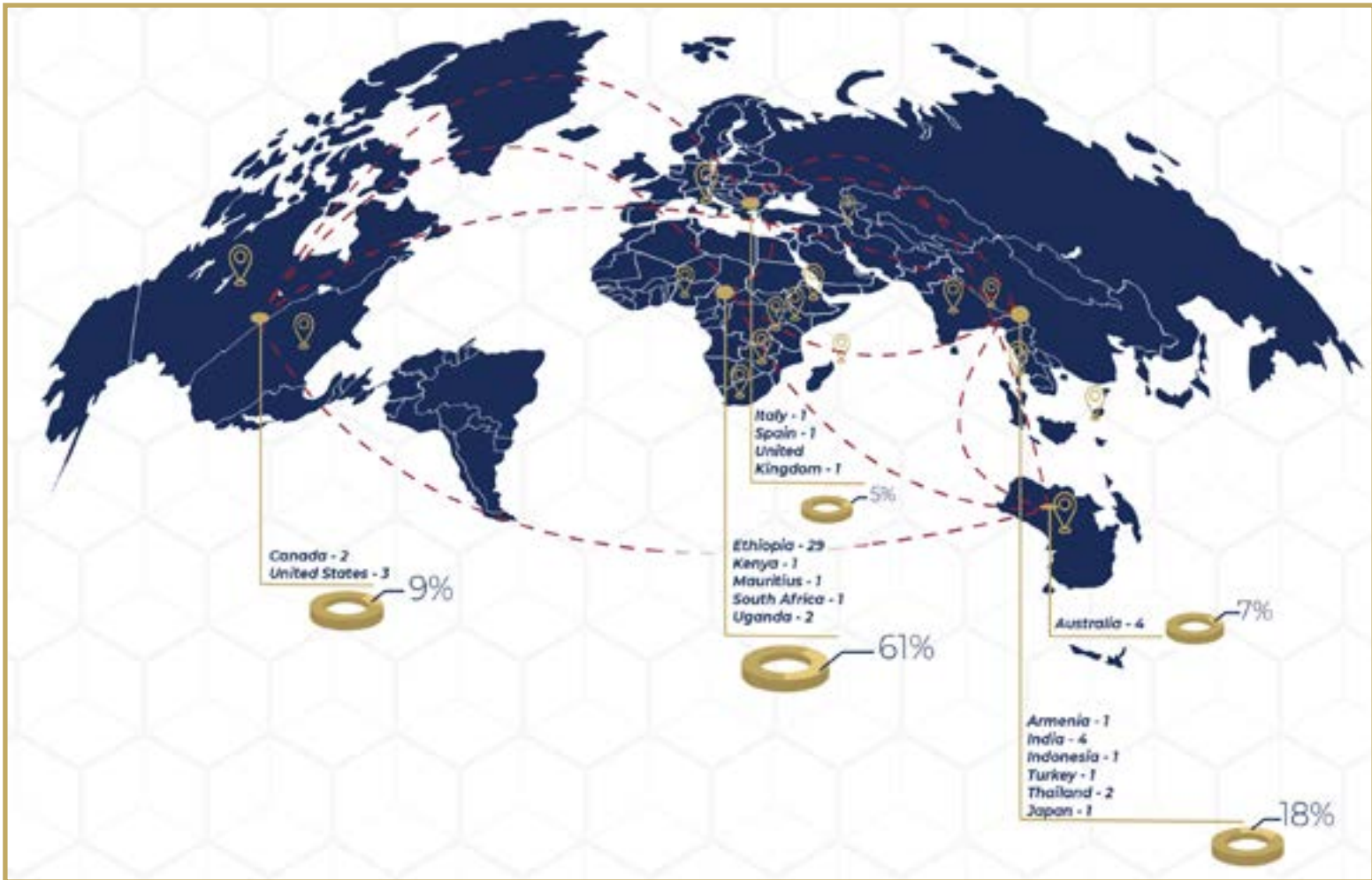


**Kevin Roberts** is an experienced finance leader with a strong background in business partnerships, technical accounting, and finance systems. He has a depth of experience in leading through significant system and transformational change, driving strategy, system simplification and improvement, while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





# Where We Are



# Highlights of 2020/21

## We Have Doubled in Number

Between the start of 2020 and the start of 2021, Includovate has officially doubled in number. We currently have 55+ researchers and support staff members located in 17 countries.

## We Have Managed 20 Projects

Projects managed by Includovate in 2020/21 have included evaluations, data collections, assessments, analyses, reviews and more, with a global geographic scope. This report details these projects on pages 14–32.

## We Have Impacted Countless Communities

Directly reached 5000+ participants in 23+ countries via our research, evaluation and capacity building work!

## We Held Our First Webinar Series

We successfully held a series of 6 webinars, collectively titled [Includovate Thought Series](#), to build a community of practice around topics like inclusive governance, social inclusion, youth inclusion, gender equality and behaviour change.

## We Reviewed the National Policy on Ethiopian Women

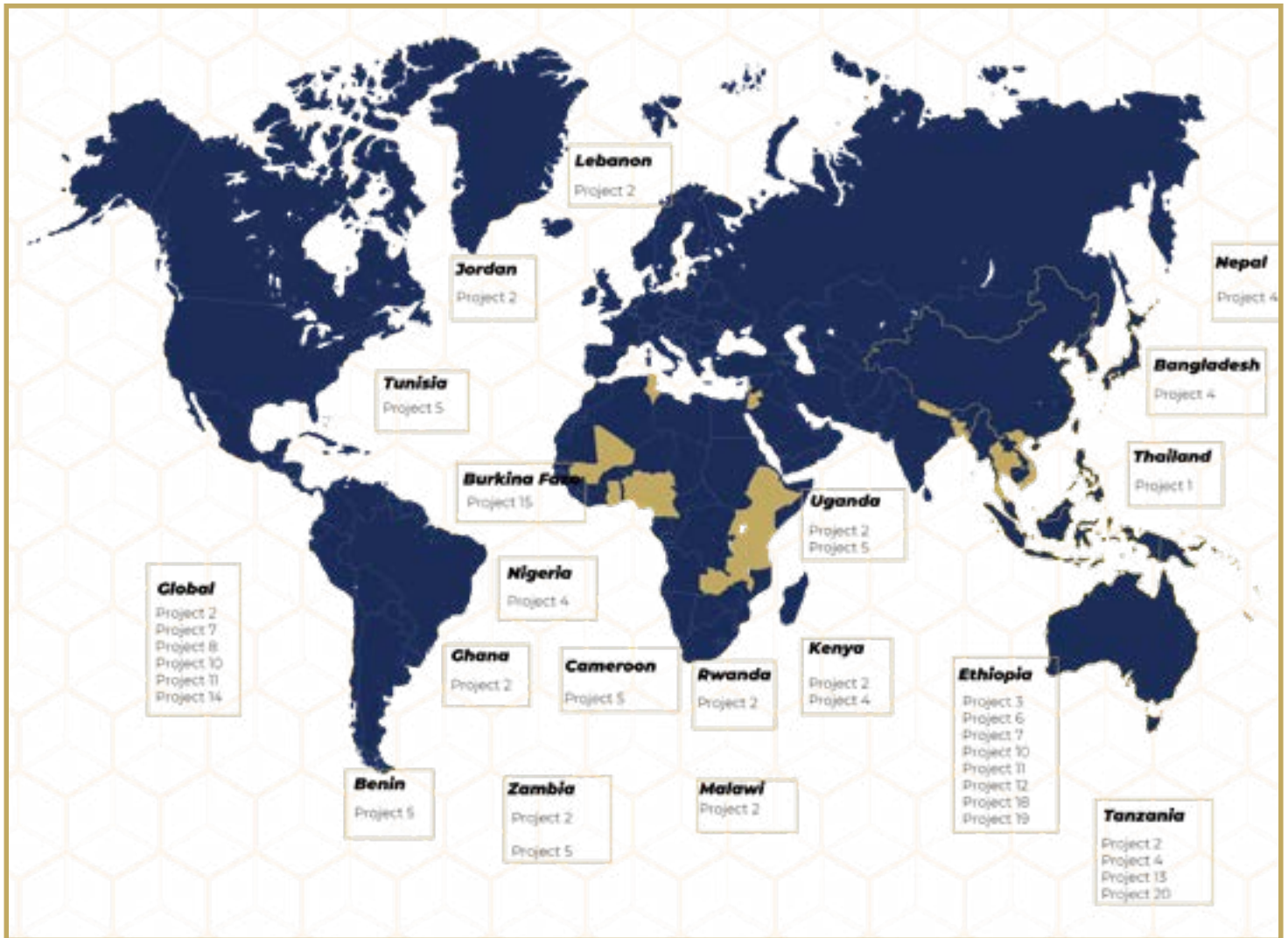
Includovate was commissioned to undertake a comprehensive review lasting over a year of the government's National Policy on Ethiopian Women. Her Excellency Muna Ahmed pointed out that the ministry is planning to put Includovate's research findings into action immediately!

## We Conducted Our First Campaign to Decolonise Research

We partnered with Start Some Good and launched our very first campaign – [#IncludovateRaisesTheBar](#) – to support 4 Ethiopian researchers in publishing their work on gender, early marriage, COVID-19, and research methods. The campaign received more than 47,000 impressions from people in 21 countries in just 42 days.



# Where We Work



*Note: The project numbers mentioned above correspond to the detailed project descriptions on pages 14–32*

# Our Projects

## 1

### National Evaluation

### UNICEF Thailand



December 2020–  
July 2021



Thailand



Includovate completed the Strategic Positioning and Partnerships Strategy Evaluation of the UNICEF Thailand Country Programme 2017–2021. The assessment includes the evolution from traditional fundraising partnerships to include the Children’s Rights and Business Principles (CRBP), integrated partnerships, and the Business for Results (B4R) strategy. In doing so, key informant interviews (KIIs), focus group discussions (FGD) and a perception survey were conducted with stakeholders from the public and private sectors, along with UNICEF staff members. In addition, comprehensive stakeholder mapping was completed using interactive mapping software, and an animated video and infographic were developed that will allow UNICEF to disseminate the research findings within their wide network of partners and the public.

The evaluation will be used to inform the 2022–2026 UNICEF Country Programme. The aim will be to understand how UNICEF is strategically positioned

to meet its Country Programme goals and how to be an effective partner in helping address issues prioritised by the Royal Thai Government and wider society. This evaluation was the first of its kind – the results and recommendations will help UNICEF to steer its global partnerships strategies, particularly in countries with transitioning economies.



Above: screenshots of the animated videos in Thai and English, created for UNICEF Thailand as part of the project



# 2

## Multi-Country Project Conceptualisation

### Digital Opportunity Trust (DOT) – D2S



April 2021–  
June 2021



Rwanda, Kenya,  
Tanzania, Jordan,  
Lebanon, Uganda,  
Malawi, Zambia, Ghana



Digital Opportunity Trust (DOT) is an international organisation headquartered in Ottawa, Canada, and funded by the World Bank and the Government of Canada. Includovate worked on their Daring to Shift (D2S) Conceptual Planning for Needs Assessment, Baseline Study, and Gender Analysis. DOT's programmes aim to equip young people and women, particularly through the use of information communications technology (ICT), to create educational, economic and entrepreneurial opportunities for themselves. The D2S programme will run through 2021 and 2024, and will focus on supporting young women to thrive and surmount the barriers they face in taking advantage of economic opportunities. The main programming will be in Rwanda, Kenya, Tanzania, Jordan and Lebanon, while also deepening and extending programming in Uganda, Malawi, Zambia and Ghana.

Building on Includovate's extensive research, a gender framework was formulated within which all data collection tools were aligned across multi-country operations. Includovate used this framework to develop robust quantitative and qualitative data collection tools that will help DOT to answer critical questions about the needs of their programme

respondents, produce an analysis of the gender context within implementation countries, and pull together baseline values that identify where the programme goals are. The data collection tools will help the D2S team to help the project to align it's multicountry measurement strategy across countries to ensure complimentary data collection efforts with the aim of daring to shift.



# 3

## Data Collection on Disability Inclusion

### Austrian Development Agency



November 2020–  
January 2021



Austria, Ethiopia



The Austrian Development Agency (ADA) is a Federal Ministry for European and International Affairs funded institution that is combating poverty, ensuring peace and preserving the environment in developing countries. Includovate was contracted to develop an Ethiopian case study on the disability inclusiveness of the local response to COVID-19. Data collection was completed by a team of four researchers and took place in the Addis Ababa city administrative area and the Amhara and Somali regions. The study explored various dimensions of disability inclusion in Ethiopia’s social protection systems. The study found that there were 15 governmental and non-governmental organisations that were engaged in providing community based rehabilitation support for persons with disabilities in Ethiopia. Our researchers were able to identify some remedial solutions to ensure disability inclusion in the country’s social protection system. A total of 62 relevant documents were identified and coded as a part of the study. 24 KIIs were conducted with different government agency stakeholders at federal, regional and woreda level, as well as with

NGOs and organisations of persons with disabilities (OPDs). The data collection is intended to supplement the Development Pathways project that aims to develop a case study on the effectiveness and inclusiveness of Ethiopia’s social protection systems response to COVID-19. The study explored various dimensions of disability inclusion in Ethiopia’s social protection systems, including: the provision of disability support services in urban and rural contexts; pre- and post-COVID-19 budget allocations for disability inclusive social protection; and the challenges encountered, remedial solutions taken, and gaps observed in relation to providing disability inclusive social protection and disability inclusive COVID-19 responses. Despite existing efforts, the country’s overall scheme of social protection is not yet fully inclusive of persons with disability. Includovate’s researchers were able to identify some remedial solutions to ensure the country’s social protection system moves towards becoming fully disability inclusive.





# 4

## Public Health Analysis

### SightSavers



December 2020–  
May 2021



Kenya, Nigeria,  
Nepal, Bangladesh,  
Tanzania



SightSavers is an international charity working globally, focusing on Africa and Asia. The organisation works with partners and governments to distribute treatments to prevent disease, carry out eye operations, advocate for disability rights and improve health services to create sustainable development projects. SightSavers commissioned Includovate to carry out a programmatic assessment of the Disability Inclusion Development programme implemented in five countries: Kenya, Nigeria, Nepal, Bangladesh and Tanzania from December 2020 to May 2021.

The study was primarily based on document analysis derived from project data and documentation. The study also highlighted key lessons learned that members of the consortium could leverage to improve disability inclusive development. The study was a success and provided actionable recommendations for the adjustment of the evidence portfolio and future opportunities for research and partnership with SightSavers.





# 5

## Gender Transformative Analysis

### Global Water Partnership



August 2020–  
November 2020



Tunisia, Zambia, Uganda,  
Cameroon, Benin



an online capacity assessment survey with experts, partners and key stakeholders to assess their attitudes and perceptions towards integrating gender into water, climate and development programmes. Attitude and practice indicators were included within the capacity assessment survey, which were used as findings for the baseline reports.

Global Water Partnership (GWP) commissioned an assessment to inform a gender-transformative approach for strengthening water security and climate resilience in 5 target countries. Includovate was contracted in August 2020 for a period of three months to conduct a policy analysis in Benin, Cameroon, Tunisia, Uganda and Zambia for GWP's Gender Equality in Water Security and Climate Resilient Development Programme (WACDEP-G). Includovate employed 6 sub-contractors in the project, including a team leader, to implement the study in each country.

The purpose of the study was to provide a situational analysis of the operating environment (partners, capacity, policies, root causes and barriers) of the Water Climate and Development Programme–Gender (WACDEP-G). The research team conducted





# 6

## National Policy Review and Consultation

### CARE Ethiopia



May 2020–  
April 2021



Ethiopia



In 2019, Ethiopia’s Ministry of Women, Children and Youth Affairs (MoWCY), in partnership with the United Kingdom Department for International Development (DFID) and CARE Ethiopia (CARE), launched the “Seizing the Moment” project to build the MoWCY’s institutional capacity to support and hold accountable other ministries in delivering gender-transformative outcomes. The project aimed to inform and reflect upon progress made by the National Policy on Ethiopian Women (NPEW) since its introduction in 1993, as well as to define the strategic direction and intentions for gender-transformative change within the context of other priorities of the Government of Ethiopia. CARE Ethiopia contracted Includovate to conduct a multipart review of the NPEW’s effectiveness; this entailed analyses of the policy, an assessment of how gender responsive budgeting is being used to support the implementation, conduct extensive national stakeholder analysis, and literature review. With the help of more than 200 researchers, more than 3,000 interviews from a total of 68 woredas across 10 regional states were conducted during the study.

Key findings demonstrated an improved awareness of women’s rights and increased women’s agency since the NPEW’s introduction. It was also seen through rigorous evidence that women play an important role in productive activities inside and outside the home and have improved access to services, particularly sexual and reproductive health services, and education. However, certain challenges like women’s low participation and representation in local political decision-making and leadership (as reported by 65% of women and 58% of men) and women’s disproportionately heavy workload (as reported by 62% of women and 65% of men) remain. It was seen that gender-based violence (GBV) awareness was different among males and females, reported by 60% of women and 51% of men.



# 7

## Data Collection, Analysis and Evaluation

### International Livestock Research Institute (ILRI) CBBP Qualitative Gender Study



April 2021–  
November 2021



Ethiopia



Since 2007, the International Livestock Institute (ILRI) and what was then the Consultative Group for International Agricultural Research (now known as CGIAR) have become involved both in the implementation and the evaluation of the effectiveness of community-based breeding programmes (CBBPs).

CBBPs emerged as a viable option to enhance sheep productivity and ultimately improve smallholders' livelihoods. The community-based breeding programme uses a bottom-up strategy, locally adapted frameworks, and locally adopted animal breeds. Moreover, the current assessment CBBP collects data only at household level and does not give details on how a CBBP affects the individual, and hence, does not have a strong gender focus.

The main research questions which the research will answer fall into two sections:

- Questions related to the constraints women face with regard to participation in and benefits from CBBPs. The central question being, “Which gender norms in the community affect women’s participation in and benefits from CBBP?”
- Questions related to impacts of participation in the CBBPs, and how these differ between men and women. The central question being, “Has the CBBP intervention led to any changes in female’s and male’s roles and workloads in small ruminant enterprises?”

For the CBBP qualitative gender study, Includovate’s research assignment is to:

- develop tools for FGDs and KIIs, as well as participant consent forms;
- develop an experimental design in terms of selection criteria for participants;
- facilitate the KIIs and FGDs at each of the field-research sites;
- analyse, synthesise, and report on the data, with the final deliverable being a journal paper.

This project is being conducted from April 2021 to November 2021. The final journal paper will then be written and submitted to international journal publishers, in partnership with ILRI’s local and international experts.





# 8

## Gender Capacity Development

### International Livestock Research Institute (ILRI)



August 2020–  
October 2020



Global with a focus on  
Kenya and Costa Rica



ILRI focuses on enhancing the role that livestock plays in food security and poverty alleviation in Africa and Asia. Includovate revised ILRI's existing gender training modules based on feedback from the field. ILRI, the International Center for Agricultural Research in the Dry Areas (ICARDA) and Transition International (TI) carried out a gender capacity development needs assessment involving six research and development partners of the CGIAR Livestock and Fish research programme in Ethiopia. The assessment found that the core gender capacities in these partners were very low. Accordingly, Includovate supported gender capacity development interventions by designing tailor-made training materials and facilitation of gender capacity development training workshops to address these gaps. There were gender toolkit revisions done as well to provide ILRI with a robust framework for internal gender capacity development.



# 9

## Disability Inclusion Taskforce Report

### Global Business Coalition for Education (GBC-Education)



October 2020–  
January 2021



Global



Disability inclusion is a smart investment strategy to harness people’s potential. Business is uniquely positioned to play an important role in fostering disability inclusion and promoting the rights, abilities and contributions of persons with disability for the benefit of individuals, businesses and society.

The 2011 World Report on Disability found that globally there are over 100 million children living with a disability, 80% of whom are from developing countries. Within these countries, about 40% of primary and 55% of secondary-school aged children with disabilities are left out of school. In the past decade, there has been a push for inclusive education to allow children of different abilities to study together without segregation. In 2012, Theirworld established the Global Business Coalition for Education as a business-led movement committed to ending the global education crisis and unleashing the potential of the

next generation. Its mission is to harness the assets of the business community to deliver on the GBC-Education’s mission to ensure that every child has the best start in life, a safe place to learn and skills for the future. GBC-Education set up a Disability and Education Task Force charged with identifying policy and programmatic actions the business community can take to support education, partnerships, assistive technology and placements.

Includovate was hired to write a report of recommendations for the task force and champion the dissemination of a policy brief to encourage the business community to take action. Includovate conducted 12 task force interviews, undertook literature reviews and consolidated the final report. The literature reviews were used to build the recommendations, highlight case studies, and show where businesses are failing to engage persons with disability. The main result was that Includovate encouraged businesses to think of disability inclusion as a continuum where the gap between education and employment is covered by training. It did not end there, as its end goal is to create inclusive and enabling systems where firms see a business case in disability inclusion as can be seen below.





# 10

## Behaviour Change Methodology Development

### Better Cotton Initiative (BCI)



November 2020–  
January 2021



Ethiopia



The Better Cotton Initiative (BCI) is a global not-for-profit organisation and the largest cotton sustainability programme in the world. The organisation's mission is to make global cotton production better for the people who produce it, better for the environment, and better for the sector's future. With its strategy for 2021–2030, the BCI aims to demonstrate and deliver lasting economic, environmental and social benefits at the farm level. The strategy further tasks BCI to ensure programmes are gender aware, with attention paid to changing systematic inequalities that impact farmers and communities. Includovate was hired to inform the BCI Monitoring, Evaluation and Learning (MEL) team of monitoring methods that can promote BCI's goals, especially through the design and delivery of adaptations to BCI's capacity-building programme.

To inform the 2021–2030 strategy period and promote impact measurements, Includovate set two objectives:

- provide an overview of measurement processes in similar organisations, particularly for initiatives targeting behaviour change;
- provide insights on methods to balance accelerating impact with cost-effectiveness and scale.

Includovate provided a literature review, conducted KIIs, drafted a methodology and consolidated the final report to present results to the BCI. The project involved reviewing several evaluative models and highlighting those models (e.g., Knowledge, Attitudes, and Practice i.e, KAP) with the potential to help BCI achieve its goals. Through literature review discovery and KIIs data, Includovate highlighted several key lessons for measuring behaviour change:

- Timing matters in multiple ways – evaluation methods should reflect the non-linear causes and effects that bring about behaviour change.
- Individual motivations are complex - so there is a need to understand the intersectionality from different stakeholders.
- Farmers are embedded within wider social and economic systems.
- Programming that deals with dynamic systems needs to be adaptable.
- Where possible, build and strengthen partnerships.
- The KAP approach below is well-suited to BCI's MEL objectives. The KAP approach considers how individual actors progress through the hierarchy of knowledge; attitudes, preferences and intention; to practicing promoted behaviours.



# 11

## Data Collection on Child Migration

### Ravenstone and Save the children



October 2020–  
November 2020



Ethiopia



Save the Children works to ensure children have access to healthcare, food and shelter, learning, and child protective services when children need it most. Includovate was commissioned to create a study on the migratory trends and the motivations of and risks to unaccompanied children from Ethiopia migrating through the Eastern Route. The study outlined the trends and risks associated with unaccompanied child migration along the route between East Africa and the Middle East, and gave information on returnees who came from Yemen, Saudi Arabia and UAE. Moreover, the study analysed factors behind unaccompanied child migration (i.e., social protection, economic inclusion, and political support), critically evaluated existing responses and gaps, and gave practical recommendations for research, policy and programming to ensure durable solutions for child migrants.

Includovate used a mixed-method approach by conducting quantitative surveys, and qualitative KIIs and FGDs as tools to engage migrants and returnee children at transit centres and children on the move in Dire Dawa city and beyond.





# 12

## Evaluation on Migration

### International Labour Organization (ILO)



November 2020–  
December 2020



Ethiopia



- Enhanced smooth school to work transition for University and TVET women and men graduates.

This project “Addressing the root cause of Migration in Ethiopia” was part of the Stemming Irregular Migration in Northern and Central Ethiopia (SINCE) programme, which was funded by the European Union Emergency Trust Fund (EUTF) for Africa. Includovate was contracted by the ILO to evaluate the problems driving the high rate of youth unemployment for graduates of universities and technical and vocational education and training (TVET) institutions, and the high rate of irregular migration out of Ethiopia. The SINCE project demonstrated a pilot project for an integrated Public Employment Services (PES) Centre. These centres will contribute to the reduction of irregular migration by creating decent livelihood and employment opportunities for youths.

Includovate evaluated two major outcomes from the project as seen below:

- Increased evidence on migration, employment, and decent livelihood opportunities in selected woredas that will inform SINCE project design, implementation, monitoring, and evaluation;

In all, Includovate interviewed more than 20 partners. The surveyed evaluation partners were ILO stakeholders at both the national and regional level, including Ministries and Bureaus responsible for employment in Ethiopia, representatives of employers and workers unions, educational institutions, the Italian Embassy, and the EUTF.



# 13

## Situation Analysis, Data Collection and Evaluation

### UNICEF Tanzania



March 2020–  
June 2020



Tanzania



There are an estimated 600,000 to 1 million children and young people with disabilities living in Mainland Tanzania and Zanzibar. Despite advancements in legislation and policies, children and young people with disabilities in Tanzania continue to face barriers. Includovate worked with UNICEF Tanzania to conduct a situation analysis on children and young people with disabilities in Mainland Tanzania and Zanzibar.

This study provided context-specific evidence and updated data to inform the development and implementation of programmatic and policy interventions to advance inclusive development for children and young people with disabilities in Tanzania. The Situation Analysis was grounded in a human-rights based approach, with attention to intersectionality and gender equality throughout. Includovate engaged directly with children and young people with disabilities and their families through creative, participatory focus groups. Includovate’s researchers also interviewed diverse stakeholders including organisations of persons with disabilities (OPDs), government officials, NGOs, academic experts and teachers. Includovate gathered their first-hand

insights into the programmes, services, barriers and challenges that support and hinder the realisation of rights for children with disabilities.

The Situation Analysis culminated in an online validation workshop with diverse stakeholders across the project’s region. The Situation Analysis and its recommendations will inform UNICEF Tanzania’s next five-year Country Programme Document, as well as upcoming joint United Nations efforts on disability-inclusive development.

Quotes from participants:

*“My parents didn’t want to send me to school because they didn’t have money, but my sister used her money to take me to this school. So this was the source of feeling happy.”*

~ Child with a disability during a FGD

*“All of us are susceptible to being disabled at any point in our lives. So, we need to love each other whether we have a disability or not. This is what I tell my child to raise her spirits because sometimes she feels a little bit down.”*

~ Parent of a child with a disability during a FGD





# 14

## Gender-Responsive Analysis and Evaluation

### UNIDO – Policy Assessment regarding Economic Empowerment of Women in Green Industry



November 2019–  
January 2021



Cambodia, Peru, Senegal,  
South Africa



“Green industry” refers to economies striving for a more sustainable pathway of growth, by undertaking public investments and policy initiatives that encourage environmentally responsible private investments. There has been increasing focus on the prioritisation of green industries and climate-sensitive economic growth and development, but little research has been done to understand the interplay between gender dynamics and green industry policies. Includovate’s study contributes to addressing this gap.

Over the course of 2020, Includovate assessed the policy context for economic empowerment of women in green industries. The study was part of a larger global joint programme between United Nations Industrial Development Organization (UNIDO) and UN Women on gender-responsive green industrial policy actions.

While it was initiated in 2019, Includovate’s study continued throughout the COVID-19 crisis of 2020. The policy assessment identified unique opportunities for enabling women’s empowerment and creating transformative change to address the longstanding social and

environmental issues and inequalities that have contributed to the devastating effects of the pandemic. Women have long been seen as critical agents of post-crisis recovery, and investing in gender equality has the potential to stimulate economies and reverse losses to global wealth. Because the green industry is new, innovative, and part of a growing market pushed by a more conscious consumer, it offers many opportunities for women.





# 15

## Gender Evaluation

### ICCO Cooperation Ethiopia



November 2020–  
May 2021



Ethiopia



ICCO's (Cordaid as of 1 January 2021) Strengthening African Rural Smallholders (STARS) programme strives to improve value chains and give smallholders better access to financial instruments in Senegal, Burkina Faso, Rwanda and Ethiopia. The STARS programme is supported by the MasterCard Foundation. Includovate was delegated with the task of assessing access to services by women and young smallholder farmers from ICCO's partners, microfinance institutions (MFIs) and producer organisations.

Includovate evaluated the STARS programme from the perspective of women and youth, and assessed how gender and age variations affected access and utilisation of the STARS programme. The evaluation and assessment was conducted through a mixed-method approach, interviews and FGDs. The conclusion was that the STARS programme needed to be more inclusive in terms of incorporating youth and youth participation, and must take steps that ensure women feel empowered to make choices and decisions for themselves.

Includovate made the following recommendations to increase the programme's reach, and better benefit and empower youth and women:

- Implement monitoring, evaluating and learning protocols for MFIs to allow them to iteratively improve services for all clients, especially women.
- Increase transparency throughout the MFI loan process so that clients feel informed and respected.
- Tackle gender social norms through gender transformative approaches, such as the transformative household methodology, to increase female participation and empowerment.
- Expand value chains in female-dominated sub sectors such as poultry farming without giving up on women participating in male-dominated value chains such as potato and malt barley.
- Design programmes explicitly for youth that include accessible loan packages and specific roles within agricultural value chains.
- Employ more female programme facilitators, as female clients are more comfortable talking to female MFI representatives.





# 16

## Gender Analysis

### Tanager



March 2021 –  
August 2021



Burkina Faso



Tanager is an international nonprofit that brings people together to co-create economic and social opportunities that change lives. The Tanager project seeks to reinforce women's economic empowerment through increasing their entrepreneurial capacity. Tanager facilitates women's inclusion in the poultry market, a situation that will ensure an increase in women's income and allow them the capacity to control and make decisions about these incomes; moreover, the nutritional status for women and households is also improved. Previous analyses have shown that poultry farming is one of the most valuable investment sectors for the rural economy in Burkina Faso, however, it has traditionally been a male-dominated activity in the majority of Burkinabe communities. This situation is true for all regions of the country, even if the project intervention has shown greater inclusion of women in poultry farming somehow changed women's roles and the profits they can derive from it—the interventions that Tanager was pursuing have not been effective.

Two approaches were chosen by Tanager as a result of previous studies. The first approach combines economic strengthening, women's empowerment and nutritional behaviour change in poultry producing households. The second approach promotes individual and social behaviour change based on the market system through communication, advocacy, access to finance and capacity building for stakeholders.

Includovate is implementing a joint study on Gender Analysis and on the Analysis of Women's Food Environment that will identify upstream gender-based barriers and gaps in the poultry market system, in the entrepreneurial ecosystem and in the social, political and economic environment of women in their households and communities. This joint study will enable the Tanager project to determine how to improve women's econ

Quote from participant:

*"Women face more difficulties in their business. They must be escorted back if they do not get off early. The woman, once she is married, has to take care of the family, so she lacks time compared to the man."*



# 17

## Data Collection, Gender Gap Assessment

### International Centre of Insect Physiology and Ecology (ICIPE)



January 2021–  
April 2021



Ethiopia



The International Centre of Insect Physiology and Ecology (ICIPE) is an international scientific research institute headquartered in Nairobi, Kenya that works towards improving the lives and livelihoods of people in Africa. ICIPE and the Biovision Foundation initiated a pilot project on Beekeeping business with a goal to enhance youth livelihood and rehabilitate the natural environment. One of the challenges during the pilot project period was the high drop out rate of young women. Includovate was contracted to do a gender gap assessment.

The general objective of this assessment is to identify the factors and/or constraints that contributed to the higher dropout rate of women in beekeeping enterprises and develop mechanisms to address these constraints in the second phase of the project. The data are collected using qualitative methods which include document review, FGDs, and KIIIs. Furthermore, this assessment was made through in-depth analyses using thematic topics such as gender division of labour, gender

differences in roles, access to, control over, and decision-making power over resources and services that are considered as underlying causes that disadvantage women from engaging beekeeping enterprises.

Includovate developed a training manual and made a recommendations plan that aims to develop a gender sensitive, integrative, and responsive action plan through brainstorming the idea for gender inclusive beekeeping interventions.





# 18

## Gender Evaluation

### Euromonitor International



September 2020–  
July 2021



Ethiopia



The Women's Economic Empowerment in Sub-Saharan Africa study aims to identify economic opportunities for women in sub-Saharan Africa and steps to be taken to capitalise on these opportunities. Includovate was commissioned to carry out gender evaluation on each job sector available in Sub-Saharan Africa. There were three key research objectives: identify top priority sectors with the potential to contribute to and benefit from increased women's participation; identify the status of women within priority sectors and prospects for improved opportunities; and define the actionable steps to unlocking women's potential in each sector and the stakeholders needed to accomplish them. The study used economic modelling and trade interviews to estimate and forecast the potential for each economic sector and for women within each sector.

During the study, priority sectors were identified, ranked and validated, and key stakeholders in the sectors mapped out. The study focused on the three sectors of agriculture, construction and manufacturing. During the course of the study, joint meetings were held between the research team and the client. These sessions were productive, with useful comments, suggestions and constructive feedback obtained that could be used to refine the final deliverable. Moreover, there was an opportunity to discuss, analyse and use in line with Includovate's local context the lessons from other study groups who were co-implementing this study in sub-Saharan countries.



# 19

## Gender Study Analysis management4health



September 2020–  
March 2021



Ethiopia



- how to adapt programme activities to improve gender equality in each country package;
- Provide recommendations on global level to the Food and Nutrition Service (FNS) programmes.

The gender equality assessment was designed as a country-level survey that adopted a holistic descriptive-analytical approach to collecting and analysing data and information. The study used a mixed-methods approach, combining quantitative with qualitative data collection.

management4health was founded as a partnership of health sector professionals with a mission to improve access to quality health services not only in developing countries but also in emerging economies and transition countries. The Special Initiative One World — No Hunger of the German Federal Ministry for Economic Cooperation and Development, which aims to eradicate hunger and malnutrition, has commissioned the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to implement the Global Programme Food and Nutrition Security and Enhanced Resilience in 12 countries, in which Ethiopia was part of it. Includovate was contracted by GIZ to do a gender equality analysis in Ethiopia.

Includovate worked on the study with the following objectives:

- Analyse specific gender aspects as listed in the key questions;
- Provide operational recommendations on





# 20

## Situation Analysis, Workshop, and Proposal Development

### UNFPA Tanzania



June 2021–  
November 2021



Tanzania



The United Nations Population Fund (UNFPA), on behalf of the United Nations Country Team, contracted Includovate to support the Inception Phase of the Joint Programme to Advance the Rights of Persons with Disability in the United Republic of Tanzania. The programme aims to turn preconditions for disability inclusion into concrete policies, programmes, and services to advance the implementation of the Convention on the Rights of Persons with Disabilities (CRPD) and disability-inclusive Sustainable Development Goals (SDGs).

The Inception Phase consisted of three key components: Induction Workshop, A Situational Analysis on Persons with Disabilities, and Full Proposal development, and this will last until 15 September 2021. The study aims to provide a gender and age-sensitive contextual analysis of the CRPD and disability-inclusive SDGs in Tanzania while utilising outcomes from the Induction Workshop, feedback from KIIs, FGDs, as well as literature review.

Our study assessed the extent of implemen-

tation of the CRPD and SDGs both in Mainland Tanzania and in Zanzibar by focusing on the essential preconditions for disability inclusion across sectors, including:

- equality and non-discrimination;
- accessibility and affordability of support services;
- inclusive service delivery in mainstream services such as education, health, social services, livelihood, and employment;
- participation of persons with disabilities;
- CRPD-compliant budgeting and financial management; and
- accountability and governance.

The study emphasised on cross-cutting issues and challenges that hinder the implementation of the CRPD and disability-inclusive SDGs in Tanzania and provides recommendations to ensure that proposed policy and programming components of the Full Proposal for the Joint Programme are based on national needs and respond to national challenges, particularly for women, men, girls and boys with disabilities who are most likely to be left behind, while translating these recommendations into concrete, gender- and age-sensitive policies and interventions.



# Projects Published



[Policy Assessment for the Economic Empowerment of Women in Green Industry: Synthesis Report of the Country Assessments in Cambodia, Peru, Senegal and South Africa](#)  
Co-author: UNIDO



[Policy Mapping: Women's Economic Empowerment in Ethiopia](#)  
Co-author: IDRC



[A Toolkit for Integrating Gender Equality and Social Inclusion in Design Monitoring and Evaluation](#)  
Co-author: World Vision



[REPORT: Formative and Summative Evaluation of UNICEF's Rights, Education and Protection \(REAP\) II](#)  
Co-author: UNICEF East Asia & Pacific

## Additional Publications as Contributors



[Bridging the Gap: Emerging Private Sector Response and Recovery Measures for Gender Equality Amid COVID-19](#)  
Author: UN Women, International Financial Corporation, Women's Empowerment Principles



[REPORT: Untapped Peacebuilders: Including Persons with Disabilities in Building Peace](#)  
Author: Conciliation Resources



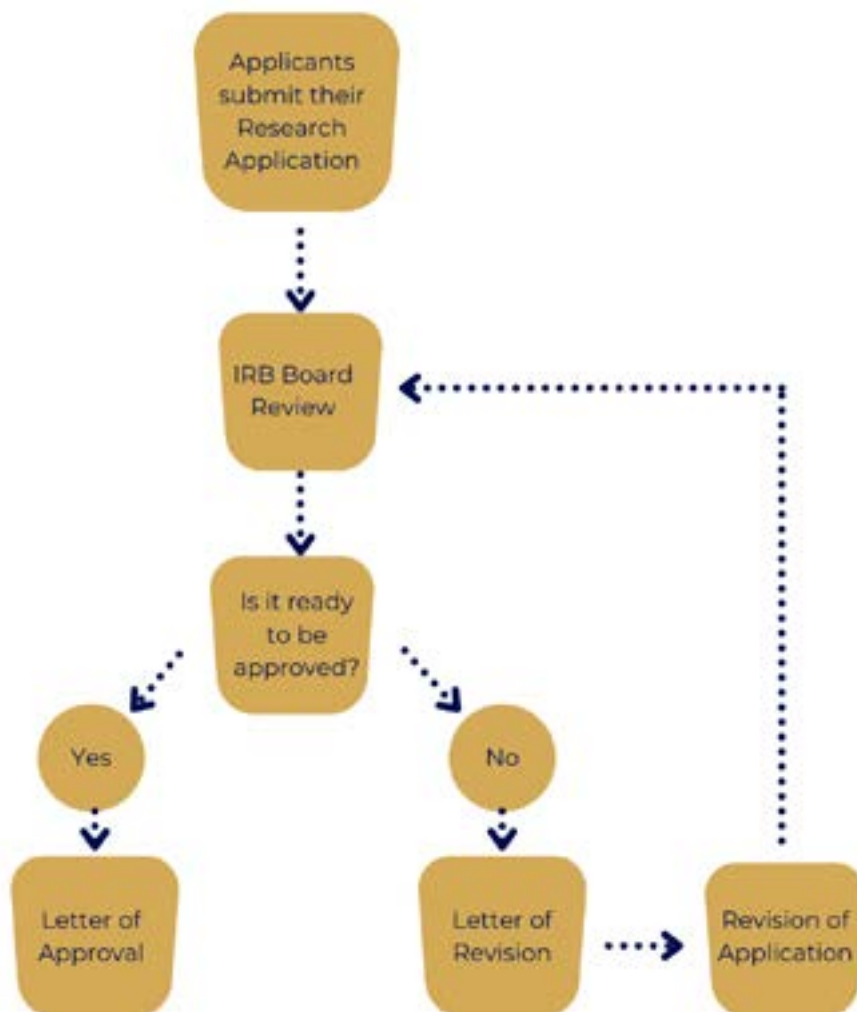
# Institutional Review Board

From the desk of former IRB chair Sujata Ganguly, we saw a [blog](#) on the IRB process at Includovate.

## From the IRB Chair, Girma Hundessa Edosa

All of Includovate's research projects are cleared by the IRB to ensure ethical standards are upheld. The IRB is composed of external and internal independent committee members, including the IRB chair who holds a PhD. The term of service for all internal members is one year. External members are recruited from across the globe as volunteers. The members are found by advertising on Includovate's social media pages and a screening of their applications and CVs.

I was nominated by Includovate's Chief Executive Officer, Dr. Kristie Druzca, to serve as the IRB chair, replacing the former IRB chair, Dr. Sujata Ganguly, in May 2021. In addition to my academic-based experiences, I completed a CITI IRB ethics course and was well briefed and supported by the former IRB chairperson. Dr Sujata explained some of the common mistakes made during submissions, such as exceeding the word limit of each section in the guidelines and the challenges of organising an international board to meet in a timely manner across timezones. We have added a new section to the IRB guidelines, a research matrix, to help the IRB ensure research questions are answered satisfactorily. Since I took up the role of IRB chair, the IRB has reviewed and approved a research project in Tanzania in June 2021 and is looking forward to reviewing many more incoming projects.



Above: Visualisation of the IRB review process

# Statement of profit or loss and other comprehensive income

**For the year ended 30th of June, 2021**

	Note	2021	2020
Revenue	4	1,585,945	576,205
Finance Income	5	260	757
<b>Total Income</b>		<b>1,585,945</b>	<b>576,205</b>
Depreciation and Amortisation		(48,612)	(55,902)
Employee benefit expenses		(1,337,827)	(513,979)
Finance expenses	5	(33,211)	371
Other expenses		(205,477)	(142,672)
<b>Total expenses</b>		<b>1,625,127</b>	<b>712,182</b>
<b>Profit (loss) before income taxes</b>		<b>(38,922)</b>	<b>(135,220)</b>
<b>Income tax</b>			
<b>Profit (loss) from continuing operations</b>		<b>(38,922)</b>	<b>(135,220)</b>
<b>Profit (loss) from the year</b>		<b>(38,922)</b>	<b>(135,220)</b>
<b>Total comprehensive income for the year</b>		<b>(38,922)</b>	<b>(135,220)</b>



# Statement of financial position

For the year ended 30th of June, 2021

	Note	2021	2020
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6	46.051	1.480
Trade and other receivables	7	71.594	101.846
<b>Total current assets</b>		<b>117.645</b>	<b>103.326</b>
<b>Total assets</b>		<b>117.645</b>	<b>103.326</b>

<b>Liabilities</b>			
Current liabilities			
Trade and other payables	8	91.282	64.703
Borrowings	9	11.994	-
<b>Total current liabilities</b>		<b>103.276</b>	<b>64.703</b>
<b>Non-current liabilities</b>		<b>1.625.127</b>	<b>712.182</b>
Borrowings	<b>9</b>	<b>203.411</b>	<b>188.743</b>
<b>Total liabilities</b>		<b>306.687</b>	<b>253.446</b>
<b>Net assets</b>		<b>(189.042)</b>	<b>(150.120)</b>

<b>Equity</b>			
Share capital	10	12	12
Retained earnings		(189.054)	(150.153)
<b>Total Equity</b>		<b>(189.042)</b>	<b>(150.141)</b>

# Statement of changes in equity

For the year ended 30th of June, 2021

<b>2020</b>	<b>Ordinary shares \$</b>	<b>Retained earnings \$</b>	<b>Total \$</b>	<b>Total Equity \$</b>
Opening balance	12	(14.912)	(14.900)	(14.900)
Profit for the year		(135.220)	(135.220)	(135.220)
<b>Closing balance</b>	12	(15.132)	(15.120)	(15.120)

<b>2021</b>	<b>Ordinary shares \$</b>	<b>Retained earnings \$</b>	<b>Total \$</b>	<b>Total Equity \$</b>
Opening balance	12	(15.132)	(15.120)	(15.120)
Profit for the year		(38.922)	(38.922)	(38.922)
Closing balance	12	(189.054)	(189.042)	(189.042)



# Statement of cash flows

For the year ended 30th of June, 2021

	2021 \$	2020 \$
<b>Cash flows from operating activities</b>		
Receipts from customers	1.614.833	452.860
Payments to suppliers and customers	(1.552.034)	(595.342)
Grants received	37.000	22.000
Interest received	260	1128
<b>Net cash flows from/(used in) cash flows</b>	100.059	(119.354)
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(48.612)	(55.902)
Loans to related parties - payments made	(33.538)	-
<b>Net cash provided by/(used in) investing activities</b>	(82.150)	(55.902)
<b>Cash flows from financing activities</b>		
Proceeds from director´s loan accounts	-	17.802
Proceeds from borrowings	26.662	-
<b>Net cash provided by/(used in) financing activities</b>	26.662	17.802
<b>Net increase/(decrease) in cash and cash equivalents</b>	44.571	546
Cash and cash equivalents at beginning of year	1.480	934
Cash and cash equivalents at end of financial year	46.051	1.480