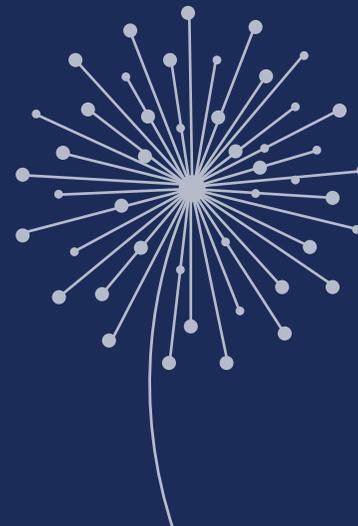




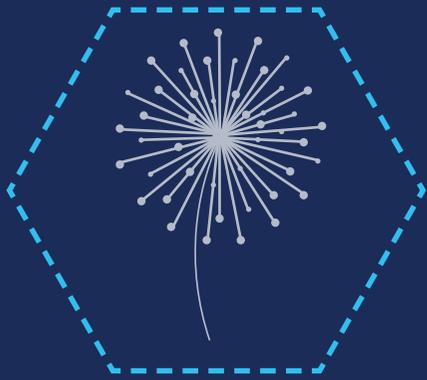
INCLUDOVATE
INNOVATE FOR INCLUSION



INCLUDOVATE IMPACT REPORT



2023



Contents

Forward from our CEO	3
Impact Report Purpose	5
Our Theory of Change	7
Pathway 1 - Incubating Talent and Sisterships	9
Reporting our Impact	10
Pathway 2 - Outreach and Advocacy	15
Includovate in the Media	18
Pathway 3 - Research and Consulting	23
Includovate Authors	38
SDGs	44
Lessons Learnt	45
Discussion	45
Conclusion	46
Priorities and Improvement Actions	47
Acknowledgements	48



Forward from our CEO

I'm delighted to present Includovate's first impact report reflecting our progress against our vision and mission since 2019. Includovate was established to address an identified gap in the market: namely, the need for effective participatory and innovative methodologies to understand the root causes of social exclusion and to develop change processes, to support organisations, sectors and communities to tackle these challenges, especially in a low-income country context.

In looking around at organisations that aligned with my vision for evidence-based inclusion, I realised that it did not exist (despite the Sustainable Development Goal focus to 'leave no one behind'). Moreover, many development and research organisations were actually perpetuating exclusion by not building the capacity of researchers in low-income countries. Instead, they would fly in researchers from high income countries (that often lacked cultural competencies and country context) and these researchers would take the data home and publish it in closed access journals that people from that country could not afford to read.

A core part of what we do here at Includovate is to 'incubate' researchers, providing support to women and disadvantaged groups in the Global South and 'building capacity by doing'. Using a collegiate approach, we pair experienced researchers with those who have less access to knowledge and learning, and build their skills through our mentorship and capacity-building programme. We aim to hire a broad cross-section of people because diversity is valuable for both people and businesses. We are most proud of our staff who are aspirational, data-driven, have a growth mindset, and are innovators who want to reduce inequality.

Includovate is a systems change project. Measuring Includovate's impact is, in one way, fairly simple: we can look at our growth in terms of income and the number of projects completed and the number of trained researchers. But other impacts are more intangible and harder to measure: such as the value added when an organisation or government works to create a more equal society based on our research results and recommendations. These impacts are also harder to claim

because of the nature of power, governance, and the ownership of intellectual property. But one thing we do know is that our research positively impacts lives when enacted by our clients.

Since 2019, Includovate has completed more than 70 small and large projects, their budgets ranging from \$US1,950 to \$650,000. Seven of these were global multi-country projects, while 47 were based in Africa, 15 in the Asia-Pacific region, two in South America, and two in the Middle East. We have produced a number of bespoke toolkits and products – one of which is our Theory of Change – and we have successfully partnered with 28 companies and non-government organisations, with 12 repeat clients.

The impacts of our mentoring approach on researchers are described in this report through personal stories; they show how such help has deepened and extended their professional experiences, allowing them to build a reputation, and access careers from which they may once have been excluded.

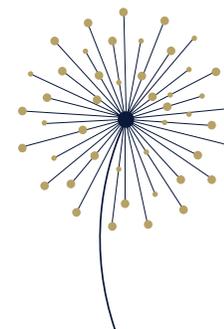
To date, our staff from the Global South have published 96 blogs, contributed to 27 knowledge products, three academic journal articles (with two others submitted) and fourteen book chapters - including an entire book *Centering Gender in the Era of Digital and Green Transition*. Their inputs are always acknowledged in our project work, publications, and other outputs, and these in turn become internal learning resources for our staff.

To ensure our work does no harm, we submit all our projects to an ethical review board for clearance, and we train all our researchers and enumerators in ethics and inclusion before they go into the field. To date, we have trained 214 researchers from the Global South in research, ethics, and social inclusion practices.

The COVID-19 pandemic forced us, like so many others, to be agile and adaptable, and I'm proud that we were able to do that and prove our resilience. As a start-up on a small budget, the fluctuating global economy threatened the viability of some of our projects, but we persevered.

Staffing changes associated with attrition and multi-country legal systems forced us to be even more deliberate about our culture and model. But ultimately we have made an impact on those we have researched, the organisations we have assisted, and ourselves.

We are now proud to offer you this impact report from the first female-owned, feminist research incubator: Includovate.



Dr. Kristie Druzca

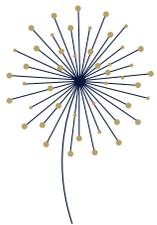
Impact Report Purpose

The **purpose of this Impact Report** is to evaluate our progress toward our company mission and vision.



OUR MISSION

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



OUR VISION

is for inclusive markets, businesses, states and institutions that provide all people with the power, aspiration and ability to innovate for their development and advancement.



The report provides an overview of our initiatives, strategies, and activities to date to promote sustainable development, social inclusion and gender equality. We also present our key findings and outcomes, as well as our challenges and lessons learned.

Includovate is a feminist, female-owned and people-centric company, with a focus on internal learning. The report covers our impact in three key pathways:



Incubating Talent and Sisterships



Outreach and Advocacy



Research and Consulting

We also share stories that give a more people-focused view of our organisational impact, and show how our projects map to the 17 Sustainable Development Goals or SDGs.

SUSTAINABLE DEVELOPMENT GOALS



This report provides an important tool for our organisation, allowing us to assess our progress, identify areas for improvement, and communicate our achievements to stakeholders. By sharing our successes and challenges, we hope to inspire others to join our efforts to create a more sustainable and equitable future, one that promotes the economic, social and environmental well-being of all.



“Includovate is doing a tremendous job working on impactful projects, especially in the Global South. The organisation sticks to its principles of feminism, diversity and inclusivity.”

Arushi Tangri, Former Associate Researcher, Includovate

Our Theory of Change



We are not a regular company, putting profits first, and nor are we a non-government organisation (NGO). We are a certified social enterprise, and that defines how we understand our impact. We earn money by providing research and consultancy services to organisations in the international development sector, and reinvest the bulk of our profits into furthering our mission.

As a feminist organisation, our focus is on changing the systems that create and perpetuate unequal opportunities. We believe that the research which informs international development should to be more equitable and inclusive of the people it intends to benefit. And we want a strong ecosystem of inclusive researchers and institutions available in low-income countries so that the world becomes more diverse and inclusive. That's why we incubate talented researchers in a wide array of countries, helping build their capacity for ethical, inclusive high-quality research that can contribute to our knowledge base and help reduce inequality.

In 2021, after a lengthy consultation process, we began to articulate our desired vision and impact, and detail the actions we would need to take to achieve them. The result is our Theory of Change (ToC), a living document, that is regularly updated as the world, and our organisation, changes. In it we detail our desired outcomes, change actors and funding modalities under our three key pathways, setting specific indicators for each outcome to measure and demonstrate our impact. The structure of this report follows the three pathways of the ToC.

THEORY OF CHANGE





Pathway 1 **Incubating Talent and Sisterships**

Building talent is critical for our growth and success. By investing in learning, career development opportunities and mentorship programmes, and by recognising / rewarding our employees, we are working to build the skilled and motivated workforce we need to achieve our organisational objectives.

Reporting our Impact



“Includovate’s contribution to decolonising research is immense. It gives those of us in the Global South a chance to voice our opinion and influence research done about our lives. Reflexivity and positionality are well acknowledged within Includovate.”

Ethiopia Yemiru, Former Research Analyst, Includovate

Our organisational model gives under-represented researchers from the Global South the chance to excel in their field. By incubating research talent, training marginalised researchers in ethics, diversity, equity and inclusion and exposing researchers to global projects and opportunities, we contribute to decolonising research for development.

Contractors



1,178



1,006

We draw from a database of 2,184 contractors (54% women) spread across 137 countries. Their work is critical to ensuring our projects are contextualised to local needs and expectations.

Researchers

43%

of the researchers we have ‘incubated’ have gone on to pursue research careers with institutions across the globe.

By investing in learning, career development opportunities and mentorship programmes, and by recognising/rewarding our researchers, we contribute to sustainable development. Building talent is critical for our growth and success. Moreover, it enables us to draw on a pool of researchers working across the world.



“I have had the privilege of working with various consulting and research firms in Ethiopia, but my experience with Includovate really helped propel my career forward. I was fortunate enough to work on – and eventually lead – international projects. After leaving Includovate, I secured a position with a salary that was more than double what I had previously earned. Includovate is truly dedicated to cultivating research capabilities.”

Dr. Befikadu Esayas, formerly Senior Ecosystem Researcher, Includovate

Incubation and Mentorship



Number of Researchers from the Global South Trained in Ethics

As a research incubator, mentorship is a core strategy of our enterprise. Here's why:



Knowledge Transfer:

Mentorship allows knowledge and skills to be transferred from experienced researchers to new and early-career researchers. This is particularly important in scientific fields, where there is a great deal of specialised knowledge that must be passed down from one generation of researchers to the next.



Professional Development:

Mentors can help researchers develop their careers by providing guidance and advice on goals, professional skills, and networking opportunities. They help researchers navigate the complexities of their field and make informed decisions about their career path.



Improved Research Quality:

By providing guidance and feedback, mentors can help improve the quality of research conducted by their mentees: identifying areas for improvement, suggesting new research approaches, and providing feedback on research proposals and manuscripts.



Increased Collaboration:

Mentoring relationships can facilitate collaboration between researchers within an organisation, leading to the sharing of ideas, resources, and expertise. This can foster a culture of innovation and lead to more impactful research.



"Includovate has an authentic and supportive learning culture. I always feel my co-workers want to see me do well, cheer me on me, and encourage me to reach new goals. There is room to grow – you are not expected to do everything perfectly first time – but you are expected to try your best."

Natalia Pastori Curbelo, Associate Researcher, Includovate

As a result of Includovate's training and mentorship, young researchers from the Global South have built capacity in the following key areas:

- ◆ Policy analysis
- ◆ Systematic literature reviews
- ◆ Methodological approaches (including outcome harvesting and feminist approaches)
- ◆ Survey training including through Sogolytics
- ◆ Collecting, analysing and managing data (including through Kobo toolbox)
- ◆ Stakeholder mapping
- ◆ Research software including Nvivo and SPSS Systematic citations and use of Zotero/Mendeley
- ◆ Gender, equality and social inclusion
- ◆ Diversity, equity and inclusion
- ◆ Accessibility and disability inclusion
- ◆ Writing for different audiences (including research/blogs)
- ◆ The 'Radical candour' approach
- ◆ Self-esteem and confidence

These skills have increased the personal and professional capacities of researchers, and thus enriched lives.



"We take the time to listen to the communities we work with, and understand their unique challenges and opportunities. Includovate's responsiveness to local needs has been key to our success."

Wanja Njiriri, Senior Research Associate, Includovate

Sister Firms



Includovate has created a unique social licence model, whereby our female-owned Australian firm supports the female-owned Ethiopian firm to grow and gain affirmation in the sector. Includovate plans to expand into other countries in the near future. Our sister firms are not created with the intention of sharing profits, but in order to advance our common goals of decolonising research and building an inclusive ‘research for development’ (R4D) industry. Through our social licence model, we leverage each other’s comparative advantage, assisting each to grow and achieve our mutual goals for inclusion in the sector.



“I always feel proud and happy working with ‘Includovaters’! They always say: ‘If you have any problem or challenge, feel free to contact us.’ From the very first day I joined Includovate, I have always felt this is the right place to grow, shine, and realise my life’s dream. From the CEO to the admin staff, all are real families who give support from the heart.”

Alemi Desta - Researcher

Sub Contractor Case Study

Gwaliwa is a dynamic young female leader, the founder of Employable Africa, a social enterprise that champions economic empowerment for all through inclusive employment. The company supports individuals with disabilities to search for jobs, lists positions for employers, and offers consulting services

and inclusion resources for other organisations. Gwaliwa joined Includovate as a research consultant, working on a Situation Analysis of People with Disabilities in Tanzania for UNICEF and helping develop a multi-donor funding proposal.

During her time with us, she also helped facilitate two UN workshops for people with disabilities, which allowed her to build a reputation as a go-to consultant for Tanzanian projects needing local contextualisation. Today, she works as a Knowledge Management expert for the UN in New York City. Gwaliwa is a phenomenal woman and an expert in her own right, and we were privileged to give her the exposure she needed to be recognised and employed by the United Nations.

“When you work at Includovate, you immediately see how your work benefits vulnerable communities in your country, and that’s really important to me. Includovate’s work is meaningful: they work hard to contextualise their solutions and directly impact beneficiaries.”

Gwaliwa Peter Mashaka, Former Disability and Gender Expert, Includovate



Researcher Case Study

Hanna Lemma joined Includovate as one of our first hires in Ethiopia. She started at the age of twenty-two, as a Development Economics graduate and keen feminist. In her two and a half years with Includovate she worked on many projects, including a national study on gender equality and women’s empowerment across Ethiopia. She also wrote blogs, conducted data collections, facilitated key informant interviews and focus group discussions, and learnt how to write reports for donors and clients. After a few years with us, she decided to start her own digital feminist knowledge production platform for young people in Ethiopia. She is currently running Addis Powerhouse, a lively platform for Ethiopian feminists and women’s rights activists fighting to rise above systems of oppression and co-author new

feminist realities. Includovate is currently partnering with Addis Powerhouse on a women’s economic empowerment project for IDRC. Includovate is proud to incubate young, passionate and ambitious women like Hanna, inspire them to start their own firms, and then continue to support their good work and local capacity building initiative.





Pathway 2

Outreach and Advocacy

At Includovate we are committed to creating positive change in our communities and beyond. We recognise the importance of outreach and engage in advocacy to promote our mission and goals, and drive systemic and inclusive transformation. We advocate for policies and practices that support the well-being of stakeholders and society as a whole. We raise awareness of our products, services and work through targeted marketing, advocacy and social media campaigns. These, together with our partnerships with local organisations, and our webinars to increase visibility, help connect us with target communities to create a more inclusive eco-system.

To date,  **INCLUDOVATE** has funded four advocacy campaigns



Thought Series

A series of seven webinars to engage researchers from low-income countries in debates about inclusion across different sectors.

[webinars](#)



Decolonise Research

Our campaign to help researchers in the Global South pursue their passion projects.

[concept note](#)



Raise the Bar

This campaign #IncludovateRaisesTheBar aims to support researchers to take their data to a wider audience.

[fundraising page](#)



#IAmin

Our campaign to raise funds to further diversity and inclusion.

[campaign content](#)



“My time at Includovate will forever remain the cornerstone of my research career and growth. I was introduced to research of the highest rigour, and meaningful work on high-level, impactful, development projects. I honed my qualitative research skills with NVivo, and even drafted a journal article. This culminated in me landing a dream research role in an international research consultancy within the space of a year!”

Conrad Buluma - Alumni, Includovate



Social Media Metrics

Includovate has an active presence across social media, and regularly hosts webinars and public sharing events.



Website



Facebook



Followers: 1k



LinkedIn



Followers: 3393

Engagement Rate:

740%
in the last 30 days
(Mar 20 -April 20, 2023)



Instagram



Followers: 186



Twitter



Followers: 303



Medium for Blogs



Followers: 81



96 Blogs
published to date



Includovate in the Media

- DevDispatch: [Dev Dispatch Top 5](#) of the Week - 2022
- Global Water Partnership: Our CEO's [interview](#) with GWP on gender equity and socially-inclusive recruitment - March 2021
- Leadership Space: [In conversation with Kristie Druzca](#), CEO, Includovate - March 2021
- Global Water Partnership: Cameroon and West Africa: presenting our [gender survey results](#), to help identify capacity gaps - October 2020
- Charles Telfair Centre: [Aggregate Economic Shocks and Expediting Gender Equality](#) - June 2021
- Idealist: A [feature](#) on Includovate in Idealist - 2020
- Rights CoLabs: A [feature](#) on Includovate from Rights CoLabs - 2022
- Cufa: [Collaborating with dynamic technical consultants](#) at the Cufa 'boot camp' - April 2022
- Oxford HR: [We Need to Decolonise Research](#) - April 2022
- Global Labor Organisation: [Kristie in conversation with GLO](#) - April 2021
- Global Labor Organisation: Our [partnership](#) with GLO - April 2021
- UNICEF: EAPRO 2021 REAP II [Evaluation](#) MIX YT sign language - 2021
- UNIDO: [How can more women power the transition to green industry?](#) - June 2021
- UNPRD: Partnership on the Rights of Persons with Disabilities, [Annual Narrative and Financial Report](#) - 2021
- CGIAR: CGIAR Research Program on Fish Agri-Food Systems - [Annual Report](#) - 2021
- ConnexUs: Kenya: Our discussion with Dr. Bikketi on [adapting to COVID-19](#) in Kenya - June 2021
- CGIAR (prepared by World Fish): 2019 FISH CRP [Annual Report](#) - 2019
- COVID COLLECTIVE: [The impact of Covid-19 on research methods and approaches](#) - Jan. 2021



CLIENTS

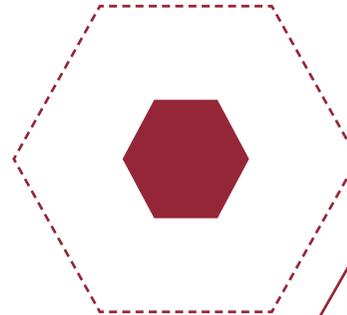


Client Feedback and NPS Scores



"I was very impressed with the quality of work that the Includovate team brought to this complex project, which involved technical capacity, qualitative gender research and capacity assessment. Includovate's emphasis on transformative approaches to enable gender equality, as well as their passion for gender rights and youth leadership, is evident in the way the team approached this project, and in the depth of consideration for young people in our programmes."

Meaghan Anderson, Gender Specialist and Safeguarding Focal Point, Digital Opportunity Trust, Canada

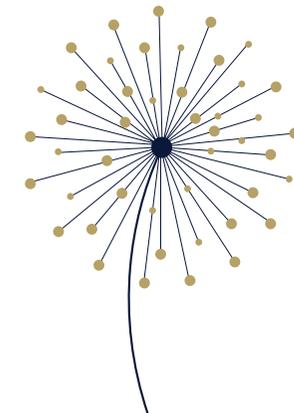


"Includovate's approach empowered and engaged stakeholders to be part of the analyses as well as the change process. They identified the framework and rationale for a set of robust interventions to be taken by relevant institutions and actors to enable gender-transformative adaptation. Based on this experience, we do not hesitate to recommend Includovate for similar gender transformative assignments that adopt an intersectional approach."

Peter Repinski, Global Water Partnership, Stockholm, Sweden

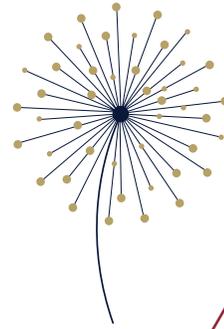
"Dr. Kristie helped reform the Ethiopian Institute of Agricultural Research (EIAR) to be a more gender-inclusive organisation, and we have now increased our women researchers from 9% to 20%. Dr. Kristie also helped us revise and develop gender and inclusion strategies and guidelines. What has been most impactful is that our reforms are noticed by others and EIAR is now seen as a role model organisation in Africa. I strongly recommend Kristie and Includovate to other organisations that need to become more inclusive."

Mandefro Nigussie, Director General, EIAR, Ethiopia



Africa Action / Deutschland e.V. contracted Includovate to complete a multi country feasibility study for an inclusive education program in Niger, Ethiopia and Burkina Faso. The study was conducted during the End of February – End of June 2020. In March 2020 most countries started a lockdown due to the Covid-19 pandemic. This made data collection very hard. We have been impressed with their high standard of work, their creativity of finding new solutions in difficult times, their timeliness and inclusive approach. The communication with Includovate was at all times highly commendable. The team members had excellent experience and expertise in the area of disability inclusion. Includovate is one of the few companies that employ people living with a disability. They have gone above our expectations in completing the assigned deliverables. We recommend the team at Includovate to other organisations needing analysis, research or evaluation work completed in the area of disability, gender and/or social inclusion.

Klaus Jahn, Chairman of the Board of Directors, Africa Action / Deutschland e.V.

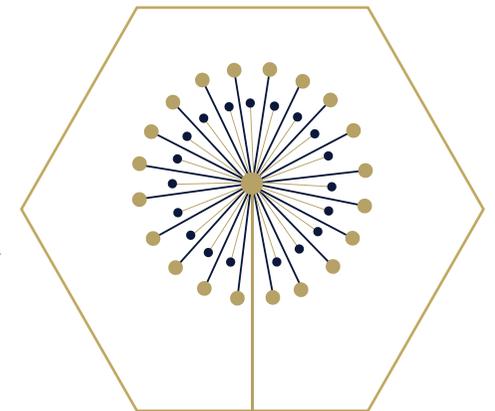


“The Includovate team delivered online tailored capacity-building workshops using simultaneous translations for our staff in Myanmar and Cambodia, and used Miro boards that were colourful and appealing. Despite the challenge of teaching about gender equality cross-culturally and remotely, Dr. Kristie skilfully facilitated reflection time and break-out rooms that provoked deep thinking and shifted some of the negative mental models and biases. Her inclusive methods considered the cultural differences of our staff and enabled everyone to reflect on the complexities of gender equality.”

Darian Clark, CEO, Cufa, Australia

“Light for the World recommends Includovate as an evaluation service provider, especially in the field of disability and gender inclusion and capacity development. They also proved to be very proficient users of the Outcome Harvesting and other participatory research and evaluation methodologies. We would like to highlight that Includovate’s interest in the evaluation process doesn’t stop at delivering a final report, but they are really keen to support sensemaking and uptake of the findings.”

Klaus Minihuber, Head of Effectiveness and Knowledge Management, Light for the World



Partnerships

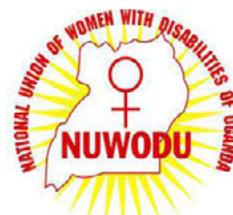


Our partnership strategy is a significant milestone in our journey and helps us forge symbiotic relationships with key stakeholders in the fields of international development, diversity and inclusion. Includovate actively partners with a range of organisations to share and create inclusive knowledge. As a feminist organisation, we like to partner – rather than compete – with like-minded organisations.

Technical Partners



Knowledge/Collaboration Partnerships





Pathway 3 Research and Consulting

As a socially responsible organisation, we recognise the importance of evidence-based decision-making and having expert guidance to achieve our objectives. We conduct rigorous research to understand the needs and priorities of the communities we work with, and we leverage our expertise to provide tailored guidance and support. We work closely with our clients and partners to co-create solutions that are effective, sustainable, and scalable.



Revenues
2019-2022



Active Projects:
US\$ 579,689.64



Closed Projects:
US\$ 277,0634.73



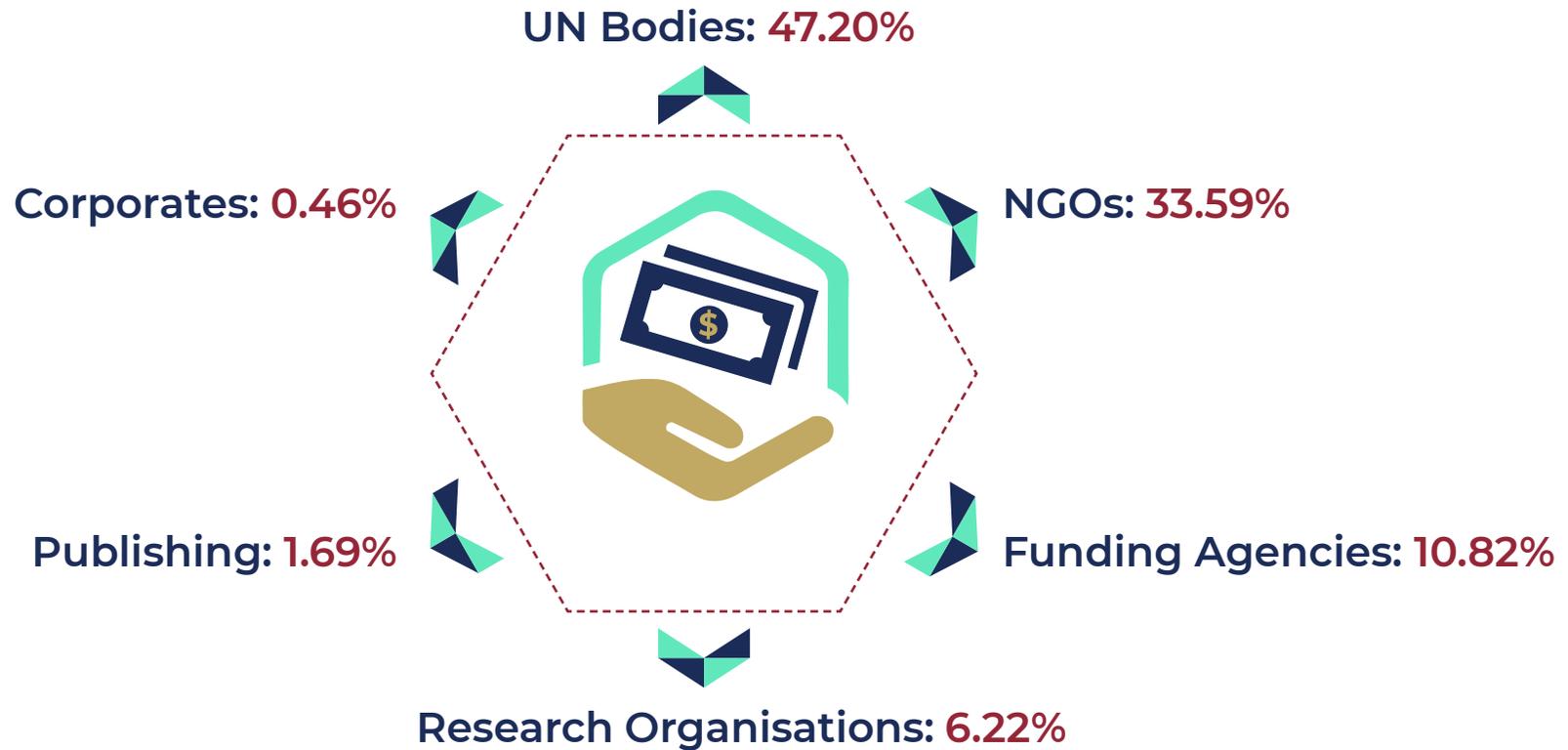
TOTAL
US\$ 3,350,324.37

Revenues (by focus areas)



- Evaluation: **31.33%**
- Gender Equality and Social Inclusion: **26.5%**
- Children with disabilities: **15.1%**
- Women Economic Empowerment: **9.05%**
- Disability Inclusion: **7.64%**
- Child Early and Forced Marriages and Unions: **3.17%**
- Child Labour: **2.83%**
- Knowledge Products: **2.13%**
- Refugees, Migration and Forced Displacement: **1.77%**
- Policy Analysis: **0.48%**

Revenues (by client type)



“Working for Includovate allows you to be self-directed and makes you motivated to get things done. Many organisations do not fully understand or even appreciate the potential of remote work in terms of stimulating autonomy and high productivity.”

Odime David Bwire, Senior Associate Researcher, Includovate



Out of 30 clients, 18 are first-time and 12 are recurring clients

R **F**
Recurring First Time

UNICEF: **R**

DW Akademie: **F**

Mercy Corps: **R**

World Fish: **R**

AJWS: **F**

IDRC: **R**

Horizont 3000: **F**

SVRI: **F**

Tanager: **F**

Plan International: **F**

ILO: **R**

Digital Opportunity Trust: **R**

Better Cotton Initiative: **R**

UNFPA: **F**

UNIDO: **F**

CARE: **F**

Sight Savers: **F**

ILRI: **F**

GOAL: **F**

World Vision: **R**

Save the Children: **R**

Women Gaining Ground: **F**

UNDP: **F**

BRAC International: **F**

BFA-BMGF: **F**

DRF/DRAF: **F**

ACDI VOCA: **F**

Light for the World: **R**

ASMAE: **F**

SOS CVI: **F**



Image by Freepik



IRB

Institutional Review Board

42 Number of IRB Clearances to date

Our Institutional Review Board reviews all research studies (our own and clients) to ensure the protection of all human subjects and compliance with legal and ethical standards. It also ensures we maintain the credibility and validity of research, and safeguard the reputation of researchers and institutions.

Our IRB clearance involves:



Protection of Human Subjects

The IRB ensures that research involving human subjects is conducted in an ethical and responsible manner and that research design and methods are safe and do not harm the participants physically or mentally.



Compliance with Legal and Ethical Standards

The IRB ensures that research studies comply with federal and institutional regulations, including the Common Rule, which outlines the ethical principles and guidelines for conducting research with human subjects.



Credibility and Validity of Research

IRB clearance is essential for maintaining the credibility and validity of research. It ensures that the research study is designed in a way that produces valid and reliable results and that the findings can be trusted by other researchers and stakeholders.



Reputation of Researchers and Institutions

The IRB safeguards the reputation of researchers and institutions. Researchers who conduct studies without IRB clearance risk damaging their and their institution's reputation, potentially leading to loss of funding, job termination, or legal action.



SAFEGUARDING at Includovate

Safeguarding is a core element of all our research processes. We have organisational policies to protect against exploitation and abuse and ensure the welfare, rights, and dignity of research participants, including children. All our enumerators and researchers receive safeguarding training before going into the field.

Our programme managers have developed a Safeguarding Plan for projects involving children, including mitigation and response steps. One key step is to assign a “safeguarding buddy,” who provides continuous contact with the project team, helps implement the Safeguarding Plan and is on hand whenever a safeguarding concern arises.

Our safeguarding process began in 2021, is continually adapted, and helps promote trust between researchers and participants (crucial for the success of any research project). **Six of our projects** to date have been assigned a safeguarding buddy.



“Being a Safeguarding Buddy at Includovate helped me better recognise the needs and well-being of children and other vulnerable groups, and gave me the skills needed to prevent and recognise abuse or neglect. The Safeguarding Committee supports data collectors in the field, ensuring ethical standards and safeguards are strictly followed and adhered to.”

**Andrea Mrazova,
Legal Researcher, Includovate**

Includovate provides equal employment opportunities for all, without discrimination, including to researchers from the Global South and persons with disabilities. We support LGBTIQ+ rights and encourage diversity in the workplace. We implement a living wage policy that ensures compensations are market-based and fairly reflect an employees' skills, education and experience. We also have policies to protect against sexual harassment and child abuse.



DIVERSITY

Equity and Inclusion
at Includovate



“For me, the most exciting part of working with Includovate is the opportunity to make a real impact and connect with people from diverse backgrounds all over the world. When it comes to navigating intercultural diversity, I found that empathy and active listening are effective ways to overcome differences. Includovate’s impact is all about driving social change that is inclusive, equitable, and sustainable. I believe that the key to achieving this is by empowering the right people to create positive change in their communities. Includovate’s power lies in its people!”

**Celia Loudia,
Junior Programme Manager, Includovate**

GENDER AND COUNTRY OF RESIDENCE OF STAFF MEMBERS

Currently, we have



staff members,



-  Uganda: 4
-  Indonesia: 1
-  India: 5
-  Ethiopia: 3
-  Kenya: 7
-  Nepal: 1
-  Slovakia: 1
-  Brazil: 2
-  USA: 2
-  South Africa: 2
-  Tunisia: 1



based in
11 countries
and
5 continents:



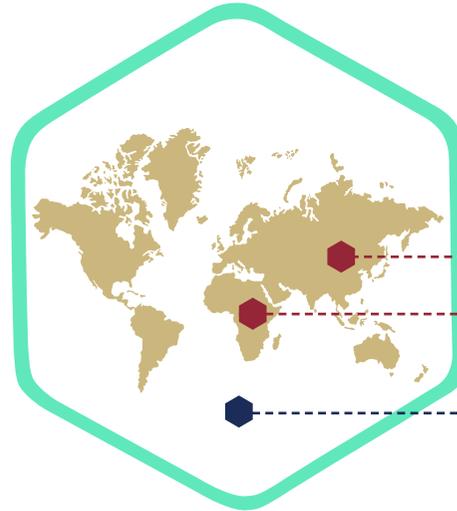
“Living and working in a multicultural diverse environment is a win-win strategy. Global challenges are all interconnected, therefore a diverse and multicultural team can bring tailored solutions, from the global to the local.”

Cesar Augusto Ortelan Perri, Graphic Designer, Includovate

We walk the talk - Innovating for Inclusion by being Inclusive!



OUR PEOPLE AND CULTURE



OUR PEOPLE AND CULTURE

ASIA: 21%

AFRICA: 59%

OTHERS: 20%



GENDER WISE



Female
80%



Male
20%



17% of our staff identify as persons with a disability

8.5% of our staff identify as LGBTQI+



"Includovate was the first firm I heard of that actively tried to hire researchers with disabilities. They went out of their way to find people with disabilities who wanted to have a research career and brought them in to build their capacity. Being a researcher is hard and stressful work – so you need support to make it."

Sisay Mamao, Includovate Alumnus and Board Member

Sustainability Efforts



Our new Environmental, Social, and Governance Policy can be found on our [website](#). This reaffirms our dedication to reducing – and minimising wherever possible – our environmental impacts and contributing to an ecologically safe and socially-just world. Includovate is committed to promoting sustainability and environmental awareness and considers the environmental impacts of products and services when making purchases. We pursue a virtual/remote business model and operate online where possible. That includes collecting research data virtually wherever we can to reduce our carbon footprint.

Environmental Project Case Studies

Restoring Ecological Vitality in Vulnerable Ecosystems

The Restoring Ecological Vitality in Vulnerable Ecosystems (REVIVE) project is committed to promoting Gender Equality and Social Inclusion (GESI), with a focus on empowering marginalised groups in Uganda such as women and refugees (50% women, 20% refugees) who are disadvantaged in terms of access to – and ownership of – economic resources.

Includovate completed a GESI analysis of the project activities and locations to better understand the gender and social inclusion dynamics among the project's target groups.

The study aimed to understand the impact of existing land management laws, policies, and norms; identify opportunities to empower women; and assess the access of marginalised



groups (including youth, women with disabilities and refugees) to landscape ecosystem services, climate-sensitive agriculture and land management practices. The study collected data through focus group discussions, key informant interviews, in-depth interviews, and mobility maps, in order to gain multiple perspectives on GESI dynamics. The recommendations from our study subsequently informed the design of the programme and theory of change.

Our work to support the REVIVE projects supports the following SDGs:



Policy Assessment for the Economic Empowerment of Women in Green Industries

The United Nations Industrial Development Organization (UNIDO) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) asked Includovate to conduct a policy assessment to enable the economic empowerment of women in green industries across four countries: Cambodia, Peru, Senegal and South Africa.

Includovate's work included assessing the opportunities, constraints and possible interventions to increase women leaders and entrepreneurs in the green industry; reviewing current green industry gender mainstreaming action plans, and making recommendations to redress gender imbalances in selected industrial sub-sectors where women have high impact.

The research included: desk/policy reviews; a feminist policy analysis; qualitative data collection through interviews and focus group discussions; quantitative data collection through an online survey of women entrepreneurs.

We produced four country reports as well as a synthesis report to provide policymakers and practitioners with an evidence-base to enable them to:

- ◆ *Better understand institutional, cultural and societal inequalities;*
- ◆ *Identify the needs and capacity of key stakeholders;*

- *Identify accountability, oversight and dissemination mechanisms for institutional gender mainstreaming initiatives;*
- *Establish and implement a policy framework to better integrate gender equality into green industry policies;*
- *Formulate/reformulate gender-responsive green industry policies;*
- *Prioritise areas for workplan development.*

This project contributed to



Image by PxHere

ENVIRONMENTALLY ADEPT:

We reduce our carbon footprint by capacitating in-country researchers to support our mission; our research projects never fly international staff to low-income countries.

[Climate Change Blog](#)





Inclusive Approaches to Research

Inclusive approaches to research involve actively seeking out and including individuals from diverse backgrounds and perspectives in the research process. This helps us at Includovate to ensure that research findings are more representative of the population being studied and that the research is relevant and useful to a wider range of people. All our projects take an inclusive approach in order to promote equity and social justice in research.

At  **INCLUDOVATE**

we walk the talk and support the adage “nothing about us without us”

 **Research nodes that promote inclusion at Includovate:** 



Inclusive Childhoods and Adolescence



Inclusive Abilities



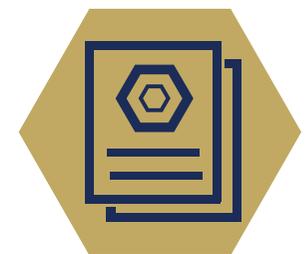
Inclusive Migration



Inclusive Agriculture and Ecosystems



Inclusive Justice



Inclusive Evaluation



Policy influence

A number of our projects have included a policy analysis.



GLOBAL WATER Programme

GWP case study

Global Water Programme (GWP)

Includovate helped GWP complete a five-country study for their WACDEP-G programme in Benin, Cameroon, Tunisia, Uganda and Zambia. The gender and policy analysis we provided helped bring gender transformative approaches to challenging environments, and develop strategies for prioritising gender in water, engineering, budgets, structures, strategies and staffing. Includovate helped the programme:

- Adopt a Gender Transformative Approach;
- Integrate gender equality and inclusion in all programmes;
- Provide gender equality baselines to inform policy and research;
- Helped other gender consultants on GWP programmes utilise a Feminist Policy Analysis framework (i.e. Eswatini);
- Created lasting relationships through its engagement and networking strategies that contributed to the success of the programme.

Includovate work that has influenced national policies:



- **CARE Ethiopia**

Review of Ethiopia's National Women Policy

Influenced the Ethiopian government

- **UNIDO**

Policy Assessment for Economic Empowerment of Women in Green Industries

Influenced governments in Cambodia, Peru, Senegal and South Africa



KPs

Knowledge Products

Our research ‘outputs’ are a critical component of our research process, and enable us to share our findings more widely and advance knowledge across various fields. Since inclusion is a critical part of our work, all our outputs are accessible to people with disabilities. The following section details our 28 published research outputs to date:

Includovate Authors

AUTHORS OF
KNOWLEDGE PRODUCTS:



22

Female



3

Male



9

With a disability



11 from the Global North
and 14 from the Global South

Our **key knowledge products** including **published reports, toolkits** and **analyses**:

1. Ganguly S., Drucza K., Esayas B., Bikketi E., Yossa R. and McDougall C. (2021). [Affordable Local Ingredients for Fish Feeds in Low-Income Contexts: A Social and Gender Risk And Opportunity Analysis](#). Penang, Malaysia: CGIAR Research Program on Fish Agri-Food Systems. Working Paper: FISH-2021-22.
2. Drucza, K. and Tran, A. [Evaluation of the Single Parent and Foster Care Social Protection Schemes in the Maldives](#). UNICEF.
3. Tavenner K., Cramer, L., Thornton P. and Huyer, S. (2020). [From Sub-IDs to Impact: A Guide to Developing Gender-Related Policy Indicators](#)

[in Climate Change, Agriculture and Food Security](#) (CAAFS). Wageningen, the Netherlands: CGIAR Research Program on CCAFS.

4. Close, S. and Zenebe, K. [Untapped Peacebuilders: Including Persons with Disabilities in Building Peace](#). Published by Saferworld, Conciliation Resources and International Alert.

5. A.A., Kinati, W., Lemma, M., Galiè, A., Ouma, E., Baltenweck, I., Kangogo, D., Barasa, V., Rischkowsky, B., Mora Benard, A.M., Godek, W., Tavenner, K., van Lidth de Jeude, M. and Rijke, E. (2021). [Gender Capacity Development Guidelines for Trainers](#). ILRI, Manual 43. Nairobi, Kenya.

6. [Regional Toolkit for Practitioners on Accelerating Efforts to Eliminate Child, Early and Forced Marriage in Asia-Pacific.](#)
7. NPRPD "[Situational Analysis of the Rights of Persons with Disabilities in the United Republic of Tanzania. UNCT Tanzania: Country Report.](#)" Includovate, 2021.
8. [Children and Young people with Disabilities, a Situation Analysis.](#) UNICEF
9. [Infographic, Children and Young people with Disabilities, Mainland](#) UNICEF
10. [Infographic, Children and Young people with Disabilities, Zanzibar](#) UNICEF
11. Consolidated Report - [Review of the National Policy on Ethiopian Women](#)
12. [Global Business Coalition for Education \(GBC-E\)](#)
13. [International Development Research centre \(IDRC\)](#)
14. [ILO Core Skills Reportw](#)
15. [SVRI Strategic Plan Mid-Term Evaluation.](#)
16. UNICEF - [Rights, Education, Accessibility and Protection \(REAP\) II Evaluation.](#)
17. [UNICEF Thailand's strategic positioning and partnerships evaluation.](#)
18. [Formative evaluation of the UNICEF Love and Care for Every Child project – Laos PDR](#)
19. Develop a standardised rapid assessment approach for learning and earning solutions. [Final Report](#)
20. [UNIDO Women's empowerment in green industries. Synthesis report](#)
21. [Cambodia report](#), Women's empowerment in green industries. UNIDO
22. [South Africa report](#), Women's empowerment in green industries. UNIDO
23. [Senegal report](#), Women's empowerment in green industries. UNIDO
24. [Peru report](#), Women's empowerment in green industries. UNIDO
25. [World Vision Gender Equality and Social Inclusion \(GESI\) review](#) for design, monitoring and evaluation toolkit and training manual.
26. [Exploring Women's Empowerment in Fisheries \(EWEF\) A Methods Pack for a Collaborative Study on Women's Empowerment in Small-scale Fisheries.](#)
27. [Taking Action to Address CEFMU](#) - Plan International
28. [Plan International Production of a regional toolkit](#) for practitioners on accelerating efforts to eliminate child, early and forced marriage in Asia-Pacific



Conferences attended by Includovators:

- ◆ Historical Climate Variation and Migration
- ◆ Gender Equality In Rural Africa: From Commitments to Outcomes. Regional Strategic Analysis and Knowledge Support System.
- ◆ Women in Global Development Leadership Forum, May 2022



PUBLICATIONS

Over the past few years, we have produced several publications that showcase our work, and highlight the impact we are having on stakeholders and societies. These contribute to broader conversations around issues relating to our mission and impact goals, and have also helped our researchers to make a name for themselves across the globe.

AUTHORS OF PUBLICATIONS:



37

Female



5

Male



3

With a disability



12 from the Global North
and 30 from the Global South

Our research outputs

Each of the publications seen below feature at least one Includovate-affiliated author. To date, 19 members of the team have contributed to the following 3 journal articles, and 14 book chapters.

Journal Articles

1. Druza, Kristie, Lemlem Aregu, and Mulugeta Tsegaye. "Agency, Gender and Development in Oromia, Ethiopia." *Cadernos de Estudos Africanos* 41 (2021): 15-35.

Summary: This paper argues that the postcolonial revolution in knowledge about gender and power relations has not touched the agricultural sector nor literature. Using the validation data from a medium-n qualitative data study in Amhara and Oromia, Ethiopia, the paper presents a case study on farm gate selling to show how a nuclear family model is shaped by power relations that are seeded in the colonial past and yet are reproduced in the present. Ethiopian men do not share resources equally with their wife/family. So, women need to 'help themselves' to the stored harvest to manage the household's needs. The paper shows how food security projects, and even those that aim to reduce post-harvest loss can be socially and economically disruptive.

2. Druza, Kristie, Maria del Carmen Rodriguez, and Betel Bekele Birhanu. "The Gendering of Ethiopia's Agricultural Policies: A Critical Feminist Analysis." *Women's Studies International Forum* 83 (November-December 2020): 102420.

Summary: This paper provides a critical feminist analysis of seven policies relating to gender equality in the agriculture sector of Ethiopia. A review of 22 major documents that outline legislation and policy frame the feminist analysis. Despite the strong commitment of the Government of Ethiopia (GoE) toward gender equality and gender mainstreaming, many of the policies analysed do not integrate gender equality as a priority for the growth and development of the country and do not adequately mainstream gender. At best, there is an emphasis on increasing women's participation and integration,

but few solid gender targets are set. Moreover, gender-specific policies have regressed since the 2006 National Action Plan on Gender Equality (NAP-GE) that proposed important gender-sensitive measures. This represents the paradox of gender relationships in Ethiopia, whereby the gains made are reverted as the government tried to hold onto power by suppressing human rights. Nevertheless, agriculture-related policies have significantly improved in gender-sensitivity over the same time, culminating with the approval of the Gender Equality Strategy for Ethiopia's Agricultural Sector (GESEA) in 2017. This paper explores some of the reasons why this change may have occurred and what can be learned from it.

3. Langworthy, Melissa, and Tonia Warnecke. "Top-Down Enterprise Development and COVID-19 Impacts on Gulf Women." *Journal of Economic Issues* 55, no. 2 (2021).

Summary: Over the past decade, Gulf Cooperation Council (GCC) states have broadened policy support structures for entrepreneurship. After reviewing the core rationale for Gulf state enterprise promotion, we detail regional challenges facing women's enterprise development, such as the regulatory environment and cultural norms relating to gender roles, then examine how these challenges have been exacerbated by the COVID-19 pandemic. Focusing on the gender responsiveness of state policy responses to the COVID-19 crisis, we analyse state actions around promotion of responsive business environments and consider how the policies enacted will impact female entrepreneurs in each country. Finally, we provide recommendations for strengthening the entrepreneurial ecosystem for GCC women.

Book Chapters

1. Hang'andu, Patrick, Emmanuel K. Mensah, Elena Nikolova, and Elizabeth Hayward. "Educating Children with Disabilities: Comparative Evidence From Ethiopia, Burkina Faso and Niger." In The Palgrave Handbook of Global Social Problems, edited by Francesco Chiodelli, Susana Oliveira, and Timo Schmidt, 1st ed., Palgrave Macmillan, 2022.

Summary: The insights from this multicountry analysis highlight the importance of locally informed and context-specific approaches but also point to broader lessons for the study and promotion of inclusive education in low-resource settings. These insights provide a starting point for further investigation of disability-inclusive education on the African continent and in the developing world.

2. Drucza, Kristie, Amira Kaddour, Sujata Ganguly, and Adel M Sarea, eds. Centering Gender in the Era of Digital and Green Transition: Intersectional Perspectives. Palgrave Macmillan, forthcoming Fall 2023.

Summary: This edited volume examines the importance of centering gender in research and policymaking focused on climate change, environmental sustainability, and digital technology. Chapters unpack how the transition to a green and digital future affects various fields and industry sectors including STEM, agriculture, and energy, as well as why gender-transformative approaches – particularly the production and analysis of gender-inclusive disaggregated data – should be included in those transitions. The editors and authors also look at the positive impact of these considerations on economic growth and poverty eradication. Finally, this book presents an ideal/utopian view of what a gender-equal and inclusive world that has transitioned to green industries and embraced digital technologies might look like.

Chapter 1. Gendered Challenges in the Digital and Green Transition: An Intersectional Exploration (Authors: Kristie Drucza and Amira Kaddour).

Chapter 2. Gender within the SDG Agenda: Importance and Intersectionality (Kanika Joshi, Emmanuel Kodwo Mensah and Mariette Correa).

Chapter 3. Gender Inequalities, Poverty, And Disparities: Impact And Links In The Era Of Digital Transformations And Green Transition (Amira Kaddour and Hela Ghbara).

Chapter 4. Considering Climate Change Mitigation And Adaptation Through A Gendered Lens (Amira Kaddour, Maissa Louhichi and Emna Fourati)

Chapter 5. Gendered Considerations In Relation To Climate Change And Agriculture: Reflections On Impact, Funding, And Mainstreaming (David Lefor and Sujata Ganguly)

Chapter 6. The Impact Of Gender-Responsive Energy Policies On Macroeconomic Outcomes (Natalia Pastori Curbelo and Kaleab Kebede Haile).

Chapter 7. Women In The Transport Sector: From Mobility To The Profession (Jasmina Bunevska Talevska, Amira Kaddour and Alina F. Burlacu).

Chapter 8. Women's Empowerment And Leadership: Barriers And Perspectives (Nadia Laabidi and Saida Gtifa).

Chapter 9. Considering Gender Lens In The STEM Field (Amira Kaddour, Imen Gmach and Sinda Elghoul).

Chapter 10. Gender-Based Violence: Basics And Evolution (Amira Maazouz and Amira Kaddour)

Chapter 11. The Benefits of Considering Gender in Economic Development (Sujata Ganguly and Elena Nikolova).

Chapter 12. Disaggregating Data by Sex and Gender to Enable Inclusive Digital and Green Transitions in Ethiopia, India and the USA (Kristie Drucza and Natalia Pastori Curbelo).

Chapter 13. Reimagining a Green and Digital World (Kristie Drucza and Amira Kaddour).



INCLUDOVATE Products and Services

We are constantly innovating and diversifying our offerings to better support our clients on their diversity, equity and inclusion journey. New products and services include:



INCLUDOVATE PRO

Includovate Pro is a unique subscription model that allows individuals and organisations to access a range of affordable and customisable DEI services. The model includes technical advice, training, strategy and planning review, as well as opportunities to learn and reflect with like-minded people who are passionate about DEI. Includovate Pro provides a range of options so that development and humanitarian organisations can choose those best suited to their needs.



INCLUDOVATE LEARNING **HEX**

Learning Hexagon (or 'Hex' for short) is a learning circle that is designed to sensitise, educate, and foster diversity, equity and inclusion (DEI) related values including racism and empowerment issues. By joining a learning hex of your topic of choice, you will deeply explore this sensitive topic. The Includovate Learning Hex provides a safe space for interested people to learn from each other and to share their experiences around pre-agreed topics. Each batch of six will have a series of activities such as but not limited to workshops, training, readings, peer-to-peer discussions etc.



Our commitment to sustainable development is evident in our efforts to address global challenges through innovative research, partnerships, and knowledge dissemination. In this impact report, we highlight our organisational contributions to the Sustainable Development Goals (SDGs).

We align our work with the SDGs, map all our projects to them, and have completed projects impacting all SDGs. Our organisational priorities correlate most closely to two goals, and our work to date has had the most impact on SDG 5 (gender equality) and 10 (reduced inequality). We have had less impact on SDG 6 (Clean Water and Sanitation), 7 (Affordable and Clean Energy), and 9 (Industry, Innovation and Infrastructure).

We will continue to leverage our research expertise, collaborations, and advocacy efforts to drive positive change and progress toward the SDGs. Together with our partners and stakeholders, we are determined to implement effective solutions, and progress toward a more sustainable and equitable future for all.



The findings of this report demonstrate the impact that Includovate has had on our stakeholders and society over the past few years as we work towards fulfilling our vision. We have also been able to make meaningful progress toward our mission.

Includovate values the crucial role research and evidence can play in addressing social, economic, and political power imbalances. Accordingly, we have made progress toward developing research methodologies and products that enable

Lessons Learnt

We began our journey to assess organisational impact by first developing a theory of change, and then identifying the requisite indicators to measure our select outcomes. In developing this report, we recognised that not all indicator data had been collected systematically and for repeated periods of time.

The following table details the indicators for which we were unable to present adequate data:



- # of requests for guidance and/or resources from partners to support their knowledge creation
- # of Includovators who have met their feminist value statements and DEI goals
- # of clients/webinar participants/Includovate researchers who report changed perception or new knowledge
- # Total amount of income generated and % reinvested to advance our work
- # of (and examples) of clients who are incorporating inclusive approaches in research or practice.
- # of contracts that request policy analysis
- # of researchers on panels /webinars/ interviewed by government
- # of researchers being mentored (by gender)
- # of researchers contributing to inclusive discussions at national/international level
- # of Includovators who meet their learning/growth goals
- # of opportunities given to researchers from the Global South (contracts, conferences attended etc.)



From our first impact report we have learnt that Includovate needs a good knowledge management system, with the cooperation of all our staff members so that data is constantly added without too many organisational costs.

To enhance data collection efforts and ensure comprehensive future reporting, we will:

- ◆ Revisit ToC indicators and their ease of collection;
- ◆ Meet with key departments to embed data capture strategies (especially for sex, age, and disability disaggregation);
- ◆ Monitor developments in data collection techniques, including through artificial intelligence, data platforms, and internal data-sharing initiatives;
- ◆ Improve knowledge management so data collection is easier, more routine and affordable.

Conclusion

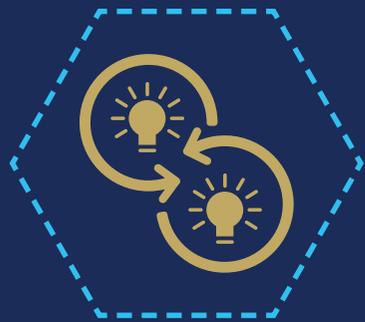


This report has analysed Includovate's impact to date, identifying our strengths and areas for improvement in each of our three key pathways. There were considerable differences in terms of the data available for each of the three pathways:

Incubations: This pathway had the least amount of data. As we model the social licence, and build capacity more systematically, we will collect more data.

Outreach and Advocacy: This pathway had a considerable amount of data available, and there is a good emphasis on outreach and advocacy work.

Research and Consulting: We had the most data for this pathway, perhaps because it generates the most income for our business.



Priorities and Improvement Actions

Based on the findings of this report, we recommend the following actions to maximise the positive impact of our organisation and minimise negative effects on our stakeholders:

Scale up our social licence model: Secure funding via a scaling grant to expand our sisterships and social licence model. We want more Includovate offices in the Global South, so we can further expand our impact.

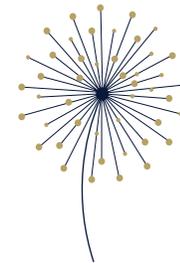
Raise more funds for our research: Includovate can further advance its mission of building inclusive research for the development industry and creating opportunities for marginalised researchers in low-income countries by fundraising for researchers to publish. Our campaign to 'Raise the Bar' secured US\$5,000 in donations, but since we didn't meet our target (US\$10,000) the money was returned. Consequently, we have not published as many journal articles as we would have liked. Different fundraising strategies are needed.

Improve our intellectual property (IP) rights: One of the additional challenges limiting our publications is our current lack of intellectual property (IP) rights. Since most of our data comes from client projects, we need to secure IP rights in order to publish. Going forward, we will make a concerted effort to secure these by linking our Communications Department with our clients (until now, programme managers or the legal department have handled IP queries).

Improve internal data collection: As detailed in our lessons learnt section, we are determined to better capture data for indicators in our next report. This will lead to more comprehensive reporting, a better understanding of the organisation's impact, and informed decision-making to drive progress towards the SDGs.

We are committed to implementing these recommendations and continuously improving our impact.

We recognise that achieving our goals will require ongoing efforts, collaboration, and accountability, and we are committed to working with both our internal and external stakeholders to achieve these goals. Includovate has a lovely team of passionate and dedicated staff, and we are grateful for their commitment to building sustainable, inclusive, and equitable markets, businesses, states, institutions, and organisations that provide all people with the power and aspiration to innovate for their development and advancement. Includovate would not exist without our team!



Acknowledgements

As Includovate we would like to thank all our stakeholders – including staff members, clients, partners, consultants, subcontractors and community members – for their inputs into the development of this report. We look forward to continuing our work together to create a more inclusive future for all.



If you wish to contribute to Includovate's impact please make a [donation here](#)





INCLUDOVATE
INNOVATE FOR INCLUSION

