

INCLUDE

KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES

INCLUDE Working Conference on Building Policy-Knowledge Communities for Inclusive Development in Africa

11-12 May 2015



Introduction

To build policy-knowledge communities in Africa, the Knowledge Platform on Inclusive Development Policies ([INCLUDE](#)) organised a two-day working conference in Nairobi, Kenya. The conference, held on 11-12 May 2015, brought together about 70 policy stakeholders, including Platform members, researchers, policymakers, and practitioners from international development organisations and NGOs from Africa and beyond. Two policy-knowledge communities on '*productive employment in horticultural value chains*' and '*female entrepreneurship*' were established. The conference was co-hosted by the Africa Economic Research Consortium ([AERC](#)) in Kenya.

An executive summary and a full report on the working conference are available.

Highlights

INCLUDE seeks to continue to promote evidence based inclusive development policies through the establishment of two **policy-knowledge communities** focusing on *productive employment in horticultural value chains* and on *female entrepreneurship*. The policy-knowledge communities will leverage on existing networks and collaborations to support policy relevant research, package it appropriately and get it to the policy makers.

The **African Development Bank** believes that high value agricultural value chains in Africa offer opportunities for women to participate in horticulture value chains. The Bank plays a brokerage role in knowledge management and may form partnerships with individual researchers or think tanks with the knowledge and advice to strengthen the Bank's policy dialogue and to ensure that the knowledge generated is disseminated widely. INCLUDE therefore is a natural partner.

Major **policy questions** on productive employment in horticultural value chains are **how best to organise smallholder farmers integration into value chains?** What modalities are most suitable for this? What are the best practices? INCLUDE may provide answers through **useful knowledge products** such as working practices, models or case studies; market assessments such as market survey, value chain analysis and studies; and farming practices such as good agricultural practices and smart agriculture. Responding to the knowledge needs, INCLUDE studies are investigating **new contracting models** that smallholder farmers can use to access markets; setting up **service centres** to enhance farmers' access to services in rural areas; and how **policies** influence development in horticulture among other focus areas. **Research findings** should be available to the public and easy accessible.

There are various **policy questions** on female entrepreneurship that seek an answer on how to **improve the status and productivity of women businesses**, such as the effectiveness of investment regulations reform; women's capacity needs; education and performance in the informal sector; the use of technology and improving access to information; the role of women groups; bridging rural-urban divide; and the use of media for positive reporting.

INCLUDE may provide **useful answers** through policy analysis and providing data data/information on women enterprise development and community involvement. Research from African government agencies is often scattered and needs to be packaged as usable data for policy formulation. This can be done through easy understandable policy briefs, newsletters, documentaries, and publications on lessons learnt and good practices. Responding to the need of knowledge, on-going INCLUDE studies are investigating the conditions under which small rural and female entrepreneurs grow and **resource centres to inform policy** have been set up; and how **gender norms** impact on practices and what constraints women experience.

There is appropriate knowledge, but research is incomplete without **linking with policymakers**. Working together with the private sector, the not-for-profit sector and other stakeholders through a policy-knowledge community is therefore promising.

Involving policy stakeholders at all stages of research especially from the start is preferable because the policy stakeholders become part of the research and are more likely to use evidence generated to inform policy. Researchers can also work with **policy champions** or those who work with policy makers on a day-to-day basis to help them lobby for utilisation of research evidence.

Executive summary

Day 1: Monday 11 May 2015

Opening

Lemma Senbet (Executive Director of AERC and INCLUDE Platform member) and Rob Bijl (chair of INCLUDE Steering Group) welcomed delegates and presented opening remarks. The objective of the INCLUDE Working Conference were to further explore how the Platform can cooperate with African organisations and think tanks in knowledge sharing and knowledge uptake around the country-specific research projects supported by the Platform. The intention is to take the first steps towards a policy-knowledge community on *'employment in horticulture value chains'* and *'female entrepreneurs'*. Subsequently, Marleen Dekker (Coordinator INCLUDE Secretariat) presented a number of knowledge products developed by the Secretariat for policymakers. These products are available through the INCLUDE website.

Key note address, response and discussion

Basil Jones (Assistant to Chief Economist and Vice President of the African Development Bank) gave a keynote address, entitled 'Women in horticulture value chains, social protection and knowledge management – Perspective from the African Development Bank'. He argued that High Value Agricultural Value Chains (HVAVCs) are growing in importance in Africa and offer opportunities for women to participate in horticultural value chains. Several research areas in Horticulture Value Chains and the Bank's strategy 2013-2022 link-up well with INCLUDE's work. The Bank plays a brokerage role in knowledge management and by lending money to countries based on informed choices. The Bank may form partnerships with individual researchers or thinks tanks with the knowledge and advice to strengthen the Bank's policy dialogue and to ensure that the knowledge generated is disseminated widely. The Bank promotes inclusive development by financing various investments in different countries to support the agricultural value chains, increase food security and to build coherent, inclusive and sustainable social protection systems.



Njuguna Ndung'u, former governor of the Central Bank of Kenya, responded to the keynote address. Useful policy action points to focus on are women in agriculture (i.e. women

entrepreneurs in agribusiness), high value chains system and social protection, all of which are important for social wealth creation and inclusive growth. There is a need to emphasise on women because they are efficient producers and resource users and borrowers, despite not always being in control of income streams.

The discussion underlined that the composition of research teams is important for having impact on policy. Working with senior policymakers in government, such as principal secretaries, is crucial, because they are qualified and represent the government. Further, they provide a research team with an entry strategy at the senior management or middle management level. It is also important to identify policy champions within government involved in research so that policymakers become part of the team.

Policy-knowledge community: Productive employment in horticultural value chains

The session on productive employment in horticultural value chains, moderated by Lemma Senbet, connected articulated questions (demand for knowledge) with (potential) sources of answers.

Policy stakeholders in the panel were: Anthony Mutiso (FPEAK, Kenya); Andrew Odete (HIVOS, Kenya); Melle Leenstra, (Netherlands Embassy in Kenya); and Alphonse Muriu (SNV, Kenya).

INCLUDE researchers and resource persons were: Mulubrhan Amare and Edna Johnny (PEP, Kenya); Eric Agyare (Solidaridad, Ghana); Judith Oduol (ICRAF, Kenya); Bethuel Kinuthia (University of Nairobi, Kenya); Karin Boomsma (SIB Knowledge Centre, Kenya); and Vanessa Nigten (Food & Business Knowledge Platform, Netherlands).



Articulation of questions by policy stakeholders

What are the burning questions in the identified policy field?

It is important to understand how to enhance productivity, enhance transparency along the value chains, build capacity on agribusiness and standards, provide affordable credit, and enhance logistical as well as institutional infrastructure and reduce value chain actors.

Major questions are how best to organise smallholder farmers integration into value chains? What modalities are most suitable for this? What are the best practices?

Related questions are: How to nurture social capital: trust in markets? What are the implications of working through lead firms? How farmers be supported to use the strengths of producing for export to producing for local markets?

Can INCLUDE research (and other research) provide an answer?

To have impact, it is important to get involved in programmes, for example from the Embassy or SNV. Policy actors at the Embassy mainly obtain knowledge through interaction with experts, commissioned research and whatever catches their eye. For some questions, a very practical working model is most suitable: appropriate technology that can be used in areas such as packaging or storage, demonstration of technologies and translation of research results for practical application, i.e. action research that is context specific.

Useful knowledge products include: working practices, models or case studies; market assessments such as market survey, value chain analysis and studies; and farming practices such as good agricultural practices and smart agriculture.

How can the existing and new knowledge base be usefully packaged?

Research findings should be available to the public (via Google) and easily accessible ('click through'; Powerpoints with hyperlinks), while at the same time platforms for sharing knowledge among all policy stakeholders are important.

INCLUDE researchers and resource persons: Responding to the need for knowledge

Relevant studies and approaches to better understand how to promote the integration of smallholder farmers in value chains:

- Partnership for Economic Policy Network (**PEP**) is a consortium partner in the INCLUDE research on productive employment in the segmented markets of fresh produce (avocado sector). To understand how best to organise smallholder farmers' integration into value chains, they are investigating new **contracting models** that smallholder farmers can use to access markets. They want to see how these will affect smallholder welfare and determine which ones are beneficial to both farmers and exporters.
- **Solidaridad** is a consortium partner in the INCLUDE research on Partnership Arrangements as Strategic Action for Inclusive Development: Practice and Outcome in Ghana. The research is working on service models that can be used to enhance farmers' access to services in rural areas by setting up **service centres**.
- **ICRAF** (Kenya) participated in a research project on smallholder integration into value chains in Kenya and Uganda. One particular project on contract farming in the avocado sector aimed to shed light on how female smallholder farmers could benefit from **access to markets**: the

experience of women were diverse, contract farming was beneficial and institutional design is key.

- The **University of Nairobi** (Kenya) is a consortium partner in the INCLUDE research on Dutch Multinational Businesses, Dutch Government and the Promotion of Productive Employment in Sub-Saharan Africa. This research group is conducting a study on how policies have influenced development in Kenya and Nigeria, in particular on the micro/firm level. One focus area is horticulture.
- **SIB Knowledge Centre** (Kenya) talks to the SME sector to create a mind-set and awareness for change. They are working with Strathmore University to create a gateway to make existing relevant and contextual knowledge on CSR more accessible, also on/for the horticultural sector in Kenya.
- The **Food & Business Knowledge Platform** (F&BKP) has developed several products to provide research knowledge to policymakers and other stakeholders, for example a review study on fruit and vegetable production.

Policy-Knowledge Community: Female Entrepreneurship

Similar to the format of the previous session, in the session on female entrepreneurship articulated questions were connected to potential sources of answers. Policymakers in the panel were Ida Kigonya (Principal Women Development Officer, Uganda Ministry of Gender, Labour and Social Development), Charles Omusona (Uganda Investment Authority), Dorothy Kanduhukye (UWEAL, Uganda). And a written statement came from Maggie Kigozi, (Uganda Investment Authority, entrepreneur, INCLUDE Platform member). A reaction came from INCLUDE researchers and resource persons Sarah Kyejjusa (MUBS, Uganda), Paul Okwi (IDRC, Kenya), Saskia Vossenbergh (ISS/EUR, Netherlands) and Naomi van Stapele (VU University Amsterdam, Netherlands). The panel was moderated by Marina Diboma.



Articulation of questions by policy stakeholders

What are the main burning questions in the identified policy field?

- To what extent will reforming investment regulations and domestic/local revenue generation system enable women entrepreneurs to improve the status of their businesses?

- What are the capacity needs (knowledge, financial literacy, and other skills) of women entrepreneurs that will enable them to transition their productive activities from small scale to commercial business enterprises?
- How viable and functional are women groups in promoting enterprises development?
- What is the performance of women entrepreneurs at different levels of education in the informal sector?
- How to bridge the rural-urban divide in terms of entrepreneurial capacity of women (self-esteem, dreaming big, mentoring spirit and drive, family businesses)?
- How can technology be used to improve access to information for women entrepreneurs (research, market access, networking opportunities, training needs, associations, government support)?
- How can men be involved as partners (reducing violence; supporting their spouses in business; in building capacity where necessary or working alongside their spouses).
- How to achieve 50% female leadership in both government and private sector?
- How can one influence the media to motivate women and young girls to take on entrepreneurship through positive reporting?

Can INCLUDE research and other research provide an answer?

- Collaboration with researchers is necessary to address challenges that women-owned SMEs face. In collaboration with researchers and other partners in the INCLUDE research project on female entrepreneurship in Uganda, UIA is developing modalities or mechanisms through which resource centres (with networking, office space, business services, training, etc.) can be tools to empower women entrepreneurs.
- Research can provide an answer through: Policy analysis-performance & implementation, information sharing and for advocacy and lobbying.
- Academia-private sector partnerships like the INCLUDE Knowledge Platform are very limited. Research must provide the knowledge and data required to drive (women) economic development and community involvement.
- In Uganda, policy formulation is highly consultative and evidence-based. However, there is inadequate data/information on women enterprise development. Government ministries, departments and agencies have done some research but it remains scattered and not packaged as usable data for policy formulation.

How can the existing and new knowledge base be usefully packaged?

- Policy briefs that summarize the gaps/issues and present recommendations for policy actions by policymakers and practitioners.
- Newsletters/bulletins that are published regularly.
- Documentaries on successful interventions.
- Publications on lessons learnt and best/good practices.
- Compendium on existing successful women enterprises.
- It is important that these outputs are easy to understand.



INCLUDE researchers and resource persons: Responding to the need for knowledge

- **MUBS** is a consortium member in the INCLUDE research on female entrepreneurship in Uganda that is investigating the conditions under which rural and female entrepreneurs become more dynamic so that small businesses grow. In collaboration with the resource centres developed by UIA and UWEAL, the research will lead to knowledge to inform policies on how to achieve gender equality/parity in all leadership positions and address challenges that women face, including time constraints.
- **IDRC** argued that policy on women entrepreneurship is not addressing the right issues. Most policymakers are men who realise that women play a key role, yet women are relegated when policies are made. IDRC therefore seeks policy champions for advocacy and tries to take them on board from inception as this makes it easier to convince them. IDRC would like to see INCLUDE researchers talk to the policymakers at various levels including national planning authorities, and work on convincing parliamentarians and the media to change the mind-set about the role of women.
- In this regard, **Saskia Vossenber**g argues that understanding women's entrepreneurship requires a focus not only on the individual barriers experienced by women but also on how systems of inequality determine the context in which women make decisions and undertake their business activities. Little is known about how to overcome gender inequalities embedded in normative systems which shape entrepreneurship especially at the household levels. This can be done through research on contextualised enabling environments of rules and regulations, eco-systems, and norms and values.
- **Naomi van Stapele** agrees that contextualising of research is needed. VU University Amsterdam is involved in an INCLUDE study on economic empowerment, political positioning and participation of sex workers in Kenya and Ethiopia. One of the gaps between policy and practice is a lack of knowledge on how gender norms impact on practices and the varied use of income earned from sex work. Knowledge needs to be developed on constraints that sex workers experience such as informalities, corruption and trust. Other issues are criminalisation of sex work under the penal code, proliferation of NGOs concerned with sex workers from a health perspective and mental health among sex workers. Action research (or participatory research) is needed for growing public support.

Closing forum

During the closing forum, panellists responded to the question *how do you deliver the right knowledge to the desk of the right stakeholder?* It was concluded that there is appropriate

knowledge, but research is incomplete without linking with policymakers. Working together with the private sector, the not-for-profit sector and other stakeholders through a policy-knowledge community is therefore considered a good idea.

To organise this, the Platform could look at other inclusive development meetings being organised in the continent and participate in such meetings. Further, lobbying can be done through different embassies and by ensuring that there is buy-in from key stakeholders. Research should be as practical as possible so that it is content-oriented. It is also important to understand how the policymaking process works in order to enter it at the appropriate time.

Day 2: Tuesday 12 May

Session for research groups: Pitching policymakers for impact

Policy-knowledge communities can only be beneficial if research and policy stakeholders are willing to exchange. In the morning, the INCLUDE Secretariat and NWO/WOTRO jointly organised a skills workshop for the research groups on pitching policymakers, aimed at enhancing effective communication between researchers and policymakers. The workshop was attended by 31 representatives from all 17 research groups.

Three views on researcher-policy maker interaction

The workshop was preceded by three different perspectives on the researcher-policy maker interaction. First, Han van Dijk (NWO/WOTRO) presented on the four elements of research uptake: stakeholder engagement, communication, capacity development, and monitoring and evaluation. Next, Karin Nijenhuis described what INCLUDE can do for support research groups in their communication with policymakers. To finish, Robert Jan Scheer from the Netherlands Ministry of Foreign Affairs explained how a policymaker thinks and talks. Given the chaotic political context, messages to policymakers should be timely, simple, targeted and practical. He also advised connecting with policymakers from the outset, including via social media.

Pitching training for policy impact

A training ‘Pitching for Policy Impact’ was provided by Daisy Ouya and Abby Waldorf (CGIAR), focusing on how to tailor a message for a policymaker. A pitch requires that you put yourself in your audience’s shoes and ask the question: why should they care? Furthermore, principles of pitching include: knowing your audience; avoiding jargon; being succinct; presenting a solution as doable; and building confidence. Soft skills are also crucial in pitching. The group did two exercises in sub-groups. The first was to map the policy process in the country of research (‘who advises who?’) in four sub-groups by country (Kenya, Uganda, Ethiopia and Ghana). For policy impact, it is essential to target specific policy stakeholders and engage with them from the beginning of the research project. The

second exercise was to develop a pitch of a maximum of two minutes. Key elements of pitching are: 1) identify your main stakeholder; 2) determine your main 'ask'; and 3) provide context and evidence for your pitch. A pitch is well-structured and has an opening, middle and a close.

In the afternoon, the social protection research leaders presented their projects to the INCLUDE platform by publicly pitching in two minutes to a panel of three policy makers/influencers ('Dragon's Den'). The panel was Jane Namuddu (Uganda Ministry of Gender, Labour and Social Development), Robert Jan Scheer (Netherlands Ministry of Foreign Affairs) and Désiré Assogbavi (Oxfam representative at the African Union). A few learning points were: use very clear language when explaining your research project; emphasise the inclusion of important stakeholders in the research group (not only academics); explain the mutual interest: tell the policymaker why s/he is important for the research project and what value the research can add to his/her project/policy; be polite and dress properly.



Roundtables on cross-linkages

In two parallel roundtable sessions, research teams and platform members then discussed possible cross-linkages between the social protection research projects and also ways to promote policy engagement and research uptake:

- For research uptake and policy engagement the identification of key policy actors is essential; they should be included from inception, can provide access to technical support and deal with political sensitivities.
- The knowledge/policy dialogue is part of the political debate; it is therefore important to know how research projects relate to the political context (at various levels) and follow political developments.
- Analytical cross-linkages mentioned were social protection in relation to trauma support, support to entrepreneurship and productive employment. There are also links regarding impact; that is, risk and vulnerability, women's empowerment, and income and assets.
- INCLUDE platform is considered an important intermediary for policy dialogue as well as facilitating cross-cutting discussions on scientific elements of research; to share experiences with stakeholders (e.g. through the website) and provide assistance in accessing international organisations.

Full Report

INCLUDE Working Conference on Building Policy-Knowledge Communities for Inclusive Development in Africa, Nairobi, 11-12 May 2015

Day 1: Monday 11 May 2015

1. Welcome and opening remarks

Remarks by Lemma Senbet, Executive Director of AERC and INCLUDE Platform member

In his opening remarks, Lemma Senbet welcomed the delegates and signalled that the INCLUDE Working Conference is about policy-knowledge community building. AERC has experience and networks in policy processes in Africa. Its work focuses on several interrelated elements, such as building the capacity of policy researchers. This has resulted in many alumni all over Africa. Other components are collaborative research and training to strengthen institutions and provide the best economic policy practices to Africa. AERC also convenes Senior Policy Seminars (SPS), which bring together senior policymakers and researchers in order to dialogue on available evidence the implications of alternative policy actions. As an example, the recent SPS in Maputo gathered governors of Central Banks from various African countries and researchers to discuss evidence-based support to smallholder farmers. INCLUDE's work is important because the remarkable economic growth recorded in Africa over the last few years did not occur by accident, but through the implementation of appropriate policies by governments or policymakers.



Remarks by Rob Bijl, Chair of INCLUDE Steering Group

In his remarks, Rob Bijl explained that the INCLUDE Platform, established in 2012, brings together researchers from African countries and the Netherlands who work with the private sector, NGOs and governments to achieve better research-policy linkages on economic transformation and inclusive development. INCLUDE has developed a focused knowledge agenda that seeks to contribute to inclusive development by focusing on promoting

productive employment, identifying and supporting strategic actors for inclusive development and social protection.

The objectives of the INCLUDE Working Conference are to:

- Further explore how the Platform can cooperate with African organisations and think tanks in knowledge sharing and knowledge uptake around the country-specific research projects supported by the Platform to start a policy-knowledge community.
- Present two policy-knowledge communities in the making: 1) horticulture value chains and 2) female entrepreneurs.
- Introduce the Social Protection Research Groups to INCLUDE and continued Community Formation INCLUDE and NWO/WOTRO consortia.

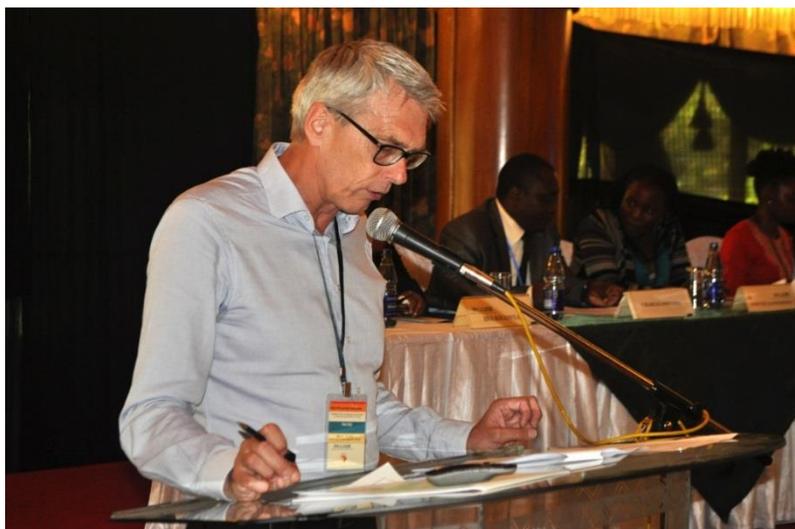
He added that coalitions are the avenue for championing the objectives of the Platform. This requires support for policy relevant research and packaging the evidence in such a way that it finds its way to policymakers. This is the reason that INCLUDE is starting policy-knowledge communities. Policy and research stakeholders can build a mutually beneficial community that:

- Provides policy stakeholders with an opportunity to articulate the burning issues/questions they are dealing with in their work practice and to explore whether INCLUDE research and existing knowledge can provide an answer to these questions, with a view to making informed decisions in policy formulation/implementation.
- Provides researchers with an opportunity to connect to policy stakeholders and present how their research and results are relevant for and can contribute to policy and practice for more inclusive development.
- Connects researchers to the frameworks and working fields of policymakers, and vice versa, enabling a research approach that is grounded in relevance for policy and practice.

INCLUDE proposes establishing two policy-knowledge communities that will create synergy in its activities and build on the strength of its members. The themes for the two proposed communities are '*productive employment in horticultural value chains*' and '*female entrepreneurship*'. There is proven interest from policymakers for these important inclusive development themes. The Policy-Knowledge Community stakeholders will discuss and respond to the following questions:

- What are the burning questions in the identified policy fields?
- Can INCLUDE research (and other research) provide an answer to these questions?
- What existing knowledge is useful?
- How can the existing and new knowledge base be usefully packaged for policymakers and practitioners?

Rob welcomed delegates to follow these discussions during the Conference and thanked AERC for its logistical efforts.



Marleen Dekker, Coordinator INCLUDE Secretariat

The INCLUDE Secretariat has developed a number of [knowledge products](#) that are available to policymakers:

- Factsheets with information on main questions and links to policy
- A ‘selected from the web’ section that links to important documents on the three themes
- An alert service on productive employment and social protection
- Maps of existing knowledge in countries covered by the research groups
- One-page summaries of ongoing studies funded by NWO/WOTRO
- Synthesis articles
- Book reviews
- Newsletter to share different activities, events calendar, stakeholder mapping and space for interaction on various topics

These products are available through the INCLUDE website, which provides an avenue to dialogue with different stakeholders.

2. Keynote address by Basil Jones, Assistant to Chief Economist and Vice President of the African Development Bank

In his [keynote presentation](#), entitled “Women in horticulture value chains, social protection and knowledge management – Perspective from the African Development Bank”, Basil Jones reiterated that women’s entrepreneurship is at a crossroads, not least because 2015 has been declared the Year of Women’s Economic Empowerment by the African Union. Moreover, 2015 is the 20th anniversary of the adoption of the Beijing Declaration and its Platform for Action in 1995, it is the 5th Anniversary of the African Women’s Decade (2010-2020), it is the 15th Anniversary of the UN Security Council Resolution 1325 and it is the year of transition from the Millennium Development Goals (MDGs) to Sustainable Development Goals (SDGs).

Global Value Chains (GVCs), including those involving women in the agricultural sector, offer an opportunity for Africa to become more included. Lack of access to land, capital, fertilizers, etc. is a critical issue for women in agriculture that research needs to address. African countries do not have an active role in the processing/value-adding phase of production. The situation is, however, changing and more African countries are employing new strategies to enable better access to value chains. For example, in [Côte d'Ivoire](#), there are [efforts](#) to expand local capacity to process cocoa into chocolate and in [Ethiopia](#), China [Huajian](#) has set up a [shoe factory](#) targeting exports.

High Value Agricultural Value Chains (HVAVCs) are growing in importance in Africa and this has implications for development in such areas as job creation, crop system diversification, and reduction of post-harvest losses. The demand for high value commodities and processed products is rising in Africa due to rapid population growth, urbanisation, rising income, and a growing number of women in wage employment. Similarly, foreign demand for commodities and high-value exports is projected to grow. These offer farmers opportunities to sell in various markets in the coming years.

HVAVCs offer opportunities for women to participate in horticultural value chains. Duke University has developed a [model](#) for sustainable small producer inclusion, which incorporates economic, social and environmental aspects of sustainability. The African Development Bank (AfDB) asked McKinsey to conduct a study on how women can position themselves better in the HVAVCs in selected African countries. The aim of the study is to develop specific interventions to help women move to high levels in the value chains. This is in recognition that women fizzle out at higher levels up the value chains. Women entrepreneurs are making a mark in countries such as Ethiopia where they have created [Enat Bank](#) with 10,000 shareholders. Further, a number of young women who view agriculture as a viable commercial activity have excelled in horticulture. To support women, the AfDB has created a department to deal with [women's entrepreneurship](#) and is working with [Tropical Agriculture](#) to enable youth venture into viable activities.



Several research areas in Horticulture Value Chains and the Bank's strategy 2013-2022 link up well with INCLUDE's work. The Bank's strategy has twin objectives to support transformation through inclusive growth (based on gender, age and geography) and gradual transition to green growth. Further, the strategy emphasises three areas: fragile states, agricultural sector and food

security and gender, which have implications on inclusive development. Overall, the Bank promotes inclusive development by financing various investments in different countries to

support the agricultural value chains, increase food security and to build coherent, inclusive and sustainable social protection systems.

The last part of the keynote address was on the Bank's [knowledge management strategy](#) 2015-2020. The strategy is anchored in [knowledge management](#) to enable the Bank to be at the centre of knowledge transformation. The Bank has a brokerage role due to its convening power, i.e. it lends to countries based on informed choices and different governments seek advice from the Bank. Jones called this a 'new lending culture'. Therefore, the Bank may require partnership with individual researchers or think tanks possessing the knowledge and advice to strengthen the Bank's policy dialogue and to ensure that the knowledge generated is disseminated widely. Although the challenge of how to measure the impact research or brokerage role remains, the Bank has developed a results measurement framework that focuses on outputs-outcomes-impact. Jones proposed that details of how the Bank can work with INCLUDE could be discussed and INCLUDE can visit the director of the Bank in Abidjan with a view to developing a working relationship.

Remarks by Njuguna Ndung'u, former governor of the Central Bank of Kenya

While making [remarks](#) on the keynote address, Njuguna Ndung'u (former governor of the Central Bank of Kenya) reiterated that Africa is rising and referred to three facts:

- Africa has recorded relatively high and sustained economic growth rates over the last one and half decades. This is partly due to institutional capacity building, which provided an environment for policy clarity, political accountability and establishment of long-term development strategies in many African countries.
- There is a large middle class in Africa, estimated to be 350 million people, which provides a huge market. It is a class of innovators, investors and policy drivers, who have an interest in driving peace in African economies (as they are the ones who have the most to lose from situations of violent conflict)
- Agriculture remains the backbone of many economies in Africa, even those awash with mineral resources. This implies a need to discuss the role of agribusiness and value chains in addition to political accountability.



Useful policy action points to focus on are women in agriculture (i.e. women entrepreneurs in agribusiness), high value chains system and social protection, all of which are important for social wealth creation and inclusive growth. There is need to emphasise on women because they are efficient producers and resource users and borrowers, despite not always being in a position to control income streams. It is also important to move into other value chain activities such as processing, storage and transport, because value chain attempts to increase income upstream and downstream.

Although smallholder producers in Africa are receptive to market and technological development, they experience numerous challenges, are risk averse and have not

succeeded in transforming smallholder production. This is partly due to policy failure and underinvestment, although the AfDB case studies offer hope and reveal that it can work. Therefore, although the post-2015 period offers hope and opportunities, much needs to be done to overcome institutional failure and many years of underinvestment. There is need for a strategy to create adequate demonstration effects that will enhance efficient downstream production and the stream of rewards. The AfDB strategy adds the benefits of food security, interventions are needed at various levels of the value chain and financial inclusion is a key poverty reduction strategy.

Discussion session

[Studies](#) have shown that although women are important producers, they may experience financial challenges. They need to organise their issues around resilience.

- It was asked what strategies or interventions the [AfDB](#) has put in place to address the challenges faced by women in fragile states, such as those affected by [Ebola](#) in Liberia. Jones said he agreed that women had been affected more. The Bank's envoy on gender had come up with many innovative approaches, such as the *Ebola Social Protection Fund* to help the women get back on their feet. This programme specifically targets women and will cushion them from the challenges they are facing. In Togo, there is a similar project, which is rebuilding a market that was destroyed by a fire, to ensure that women can continue to sell their products. Because these activities are not enough for inclusion, the AfDB has a financial inclusion microfinance intervention.
- In relation to the use of knowledge for country studies, a delegate wanted to know the extent to which evidence should be placed in the hands of the African government. The delegate also wondered whether policy notes are used more by donors than by governments. Ndung'u explained that AERC is one of the pioneer institutions in building the capacity of governments in Africa. The policy clarity that now prevails in many African governments is due to well-built capacity in government to synthesise all the information available. INCLUDE should therefore identify why evidence is not being utilised by governments and provide solutions.
- Jones (AfDB) explained that the country research should support policy. He illustrated this through his experience at the International Development Research Centre (IDRC), where he learnt that composition of research teams is important. While working on an IDRC project on social protection, they realised that working with senior policymakers in government, such as principal secretaries, is crucial because they are qualified and represent the government. Further, they provide a research team with an entry strategy at the senior management or middle management level. It is also important to identify policy champions within government involved in research so that policymakers become part of the team.
- Someone said that focus on inclusive growth is important, but getting to know whether economic growth is inclusive requires knowing the content of this growth. The value addition narrative is not new and it has been driven by focus on commodities. There is evidence that manufacturing is not contributing to poverty reduction but that agriculture does. In Africa, growth elasticity of poverty is 0.7 and is high in other regions. The path for development in Africa is not clear because most people live in rural areas and are subsistence farmers and it is not possible to move directly from subsistence agriculture to industrial agriculture without creating surplus in agriculture. In this regard, investing in rural roads is crucial, although this has not been adequately done in Africa.

3. Policy-Knowledge Community: Productive employment in horticultural value chains

The session on productive employment in horticultural value chains took the format of a marketplace and aimed to connect articulated questions (demand for knowledge) with (potential) sources of answers. Presenters (policy stakeholders) were asked to address the following questions:

- What are the burning questions in the identified policy field?
- Can INCLUDE research (and other research) provide an answer to these questions?
- What existing knowledge is useful?
- How can the existing and new knowledge base be usefully packaged for policymakers and practitioners?

INCLUDE researchers and other resource persons were asked to respond to the issues raised by the presenters. The panel was moderated by Lemma Senbet.



Articulation of questions by policy stakeholders

Anthony Mutiso, Fresh Produce Exporters Association of Kenya (FPEAK)

Anthony Mutiso explained in his [presentation](#) that the Fresh Produce Exporters Association of Kenya (FPEAK) was formed in 1975 to represent growers, exporters and service providers in the horticulture industry in Kenya. It provides timely market information, training and capacity building, pre-certification appraisals, and undertakes advocacy and lobbying. FPEAK is a consortium partner in the [INCLUDE research](#) on productive employment in the segmented markets of fresh produce (avocado sector).

The agriculture sector is important to the country's economy. About 1.5 million people are directly employed in horticultural activities and another 4.5 million people are directly or indirectly dependent on horticulture. National production trends for fresh produce have fluctuated over time.

In FPEAK's view, there are various challenges for the participation of smallholders in fresh produce value chains, such as market standards compliance. Horticulture sector standards in Kenya are dependent on EU directives, as the EU is a major market for horticulture. Standards are complex and knowledge-intensive and they often act as a non-tariff barrier to trade. They are also expensive to meet because they require a standards infrastructure. Other challenges relate to maximum residue levels, value-chain activities, access to credit and production levels. These challenges have affected inclusion of their members at various levels of the horticultural value chains.

Opportunities in horticulture value chains are at pre-production, propagation, production, marketing and postproduction levels. As a way forward, a value chain approach should be about marketing and not production, because money is made by selling not producing. It is important to understand how to enhance productivity, enhance transparency along the value chains, build capacity on agribusiness and standards, provide affordable credit, enhance logistic infrastructure and reduce value chain actors. FPEAK believes this can be attained by forming producer groups/cooperatives; the main question is what modalities are most suitable?

Andrew Odete, HIVOS Kenya

[HIVOS is concerned with sustainable development, Andrew Odete from HIVOS Kenya explained.](#)

One of the programmes they run is the [Women@Work campaign](#), established in 2012 and targeted at seven countries. The programme focuses on decent work and labour rights for women in formal and informal economies, particularly in global production chains such as coffee and flowers. One of the projects focuses on advancing women workers' rights in the horticulture sector.

Issues dealt with include low wages, gender-based discrimination and structural issues, such as weak regulation of labour rights, sustainability certification, poor workers consciousness of value chains, and external obligations. HIVOS sensitises Dutch consumers to influence policy changes downstream and upstream. Responsible consumerism is also promoted to ensure that consumers buy from producers who abide by social standards. Key question is how to improve labour practices. HIVOS works with other organisations and uses knowledge for advocacy, such as a study on the business case for a living wage covering economic and non-economic costs, and on sustainability certification, CSR, and accountability and redress.



Melle Leenstra, Netherlands Embassy in Kenya



In his [presentation](#), Melle Leenstra from the Netherlands Embassy in Kenya explained that the link between agriculture, food security, trade and development is based on the belief that if markets work, then all actors involved would benefit. The Embassy's agriculture and food security trade and development objectives aim to increase food production and better access to markets as well as establishing a better business climate for

agriculture and increased Dutch trade and investment.

Main questions are:

- How can farmers be supported to produce good quality produce in the quantities that the market needs?
- How to nurture social capital: trust in markets?
- What are the implications of working through lead firms?
- How can farmers be supported to use the strengths of producing for export to producing for local markets?

In terms of how existing knowledge is used in the formulation of projects and programmes, Leenstra has reservations – at best the consultants or partners that they hire have access to relevant research. Knowledge is rarely used due to gaps in timing and focus between researchers and policymakers; 'we don't know what we don't know'; and limited time to sift through relevant knowledge. The Embassy's focus is more on organisational and personal expertise: who can deliver the goods?

He obtains knowledge through interaction with experts, commissioned research and whatever catches his eye. Hence, he encouraged researchers to get involved in the Embassy's programmes.

Existing and new knowledge should be in the public domain (via Google), be easily accessible ('click through'; Powerpoints with hyperlinks) and address relevant issues on the ground instead of focusing on pre-formulated questions.

Alphonse Muriu, SNV Kenya

According to Alphonse Muriu (SNV Kenya), key policy questions in the avocado sector involve farmers' institutional framework, market orientation production, technology/ skills, the links between farmers and market actors and business modelling: what are modalities and best practices for small-holder integration in market production?



INCLUDE can undertake research on practical working models, appropriate technology that can be used in areas such as packaging or storage, demonstration of technologies and translation of research results for practical application, i.e. action research that is context specific.

Knowledge generated from research informs all the projects undertaken by SNV. Research is utilised at all levels, starting from the design and formulation of a project to implementation activities such as the mentoring and coaching of providers.

Useful knowledge products include working practices, models or case studies; market assessments such as market survey, value chain analysis and studies; and farming practices such as good agricultural practices and smart agriculture.

When packaging existing and new knowledge, practitioners need to share platforms, manuals or handbooks to facilitate transfer of knowledge with researchers and policymakers.

INCLUDE researchers and resource persons: responding to the need for knowledge

Mulubrhan Amare and Edna Johnny, PEP-NET Kenya

Partnership for Economic Policy network (PEP-NET) is a consortium partner in the [INCLUDE research](#) on productive employment in the segmented markets of fresh produce (avocado sector). To understand how best to organise smallholder farmers' integration into value chains (as articulated by the FPEAK, SNV and the Dutch Embassy) they are investigating new contracting models that smallholder farmers can use to access markets. They want to see how these will affect smallholder welfare and determine which ones are beneficial to both farmers and exporters. This is based on the view that opportunities in high value products like fresh produce could alleviate unemployment by contributing to productive employment. The research seeks to contribute to influencing policy relating to fresh produce generally and the avocado sub-sector more specifically. The questions that the study seeks to answer are:

- How is segmentation impacting ‘productive’ employment in Kenya, for example, in terms of decent income levels, income stability, gender and working conditions?
- Are working conditions in the modern sector better?
- What are the prospects for youth and women?



Eric Agyare, Solidaridad, Ghana

Eric Agyare works for Solidaridad, which is a consortium partner in the [INCLUDE research](#) on Partnership Arrangements as Strategic Action for Inclusive Development: Practice and Outcome in Ghana. The research involves other commodity partners and organisations in order to enhance sustainability of markets for products such as cocoa and oil palm. In recognition that farmers are experiencing challenges, the research is working on service models that can be used to enhance farmers’ access to services in rural areas by setting up service centres. This is an approach that is clearly relevant to better understanding how to promote the integration of smallholder farmers in value chains.

Judith Oduol, ICRAF, Kenya

Judith Oduol from ICRAF (Kenya) participated in a research project on smallholder integration into value chains in [Kenya and Uganda](#). One particular project on contract farming in the avocado sector aimed to shed light on how female smallholder farmers could benefit from access to markets. The [research](#) found that the experiences of women were diverse, contract farming was beneficial and that institutional design is key. They worked with SNV and engaged policymakers through multi-stakeholder processes and innovative models, which included feedback sessions from stakeholders.

Bethuel Kinuthia, University of Nairobi, Kenya

Bethuel Kinuthia is attached to the University of Nairobi, which is a consortium partner in the [INCLUDE research](#) on Dutch Multinational Businesses, Dutch Government and the Promotion of Productive Employment in Sub-Saharan Africa. This research group is conducting a study on how policies have influenced industrial development in Kenya and Nigeria. The study is based on the view that the impact of Foreign Direct Investments (FDIs) may not be very evident at a macro level but that a lot may be happening at the micro/firm

level. The study focuses on the horticulture and energy sectors and addresses local content in Multinational Businesses, touching on the decent work and inclusiveness agenda.



Karin Boomsma, SIB Knowledge Centre, Kenya

Karin Boomsma works for the [SIB Knowledge Centre](#) (Kenya). The centre operates on the principles that if you want to change something, talk to someone about it, and that it is possible to achieve quick wins through simple tools and changes. The Centre is therefore talking to the Small- and Medium-size Enterprise (SME) sector to create a mind-set and awareness for change. Believing that there is a lot of knowledge already available, they are working with Strathmore University to create a gateway to make existing knowledge on CSR more accessible. In doing so, they emphasise knowledge that is relevant and that addresses the needs of their context, including information on the horticultural sector in Kenya.

Vanessa Nigten, The Broker/Food & Business Knowledge Platform (F&BKP)

Vanessa Nigten works for the [Food & Business Knowledge Platform](#) (F&BKP) on behalf of The Broker. She explained that the F&BKP has developed several products to provide research knowledge to policymakers and other stakeholders, for example a review study on fruit and vegetable production, that will be published on their website shortly. In recognition that there are many opportunities in the horticultural sector, such as financial inclusion, and that there are many knowledge groups working on several issues, F&BKP plays a vital role in aligning the various players.

Questions and comments session

- A researcher argued, based on own research, that the theory of commodity value chains is not useful in understanding how women make decisions in households. For instance, women avoided making profits and using fertilisers for fear of losing their land to men.
- Alphonse Muriu, SNV, emphasised the importance of ‘people talking to people’ as a research method, including policymakers and practitioners. It is possible to go from research to practice. SNV, for example, involves practitioners who can utilise the research from the very beginning.

Researchers should dialogue with those who talk to policymakers on a day-to-day basis in order to influence policymakers indirectly. There is also a need to be aware of the cycles of organisations that work with policymakers on day-to-day basis.

- A delegate asked about the strategies FPEAK was putting in place to make farmers aware of standards, otherwise access to the export markets is constrained. In response, Antony Mutiso reported that standards have been in place for a long time, but that they appear new to smallholder farmers. There is a need to embrace the standards for accessing markets, because even local markets are demanding to know the quality of the products that they consume. FPEAK employs different channels to communicate to providers in the industry and they have connections with Global Gap.
- Another question was the extent to which researchers were feeding back the research to those who they are researching, such as women and farmers.

4. Policy-Knowledge Community: Female Entrepreneurship

Similar to the session on horticulture value chains, the key format of the session on female entrepreneurship was a marketplace aimed at connecting articulated questions (demand for knowledge) with (potential) sources of answers. Presenters (policy stakeholders) were asked to address the following questions:

- What are the burning questions in the identified policy field?
- Can INCLUDE research (and other research) provide an answer to these questions?
- What existing knowledge is useful?
- How can the existing and new knowledge base be usefully packaged for policymakers and practitioners?

The panel was moderated by Marina Diboma. Related to the topic of female entrepreneurship, the INCLUDE Secretariat has recently developed a [briefing note](#) that links gender equality, employment and development.



Articulation of questions by policy stakeholders

Ida Kigonya, Ministry of Gender, Labour and Social Development (MGLSD), Principal Women Development Officer, Uganda

Ida Kigonya gave a [presentation](#) on female entrepreneurship and development. The gender policy context of Uganda is embedded in [Uganda Vision 2040](#), the [National Development](#)

[Plans I](#) and [II](#), the Uganda [Gender Policy 2007](#) and the [National Employment Policy](#). Women are underrepresented in paid jobs and are more likely than men to have low-status, poorly paid jobs. Main questions for promoting women entrepreneurship and employment include:

- To what extent will reforming investment regulations and domestic/local revenue generation systems enable women entrepreneurs to improve the status of their businesses?
- What are the capacity needs (knowledge, financial literacy, and other skills) of women entrepreneurs that will enable them to transition their productive activities from small scale to commercial business enterprises?
- How viable and functional are women's groups in promoting enterprise development?
- There is need for a tracer study on affirmative action policy in education for girls/women and vis-à-vis trends in employment and wages.
- What is the performance of women entrepreneurs at different levels of education in the informal sector?
- What are the gender and livelihood options for women that not only improve their incomes but also their access to productive resources and ability to perform their reproductive tasks more efficiently?
- Assess employment generation in both formal and informal sectors with a focus on rural employment generation for women.

Uganda policy formulation is highly consultative and evidence-based. However, there is inadequate data/information on women's enterprise development. Government ministries, departments and agencies have done some research but it remains scattered and is not packaged as usable data for policy formulation. The following packaging of information would be useful:

- Policy briefs that summarize the gaps/issues and present recommendations for policy actions by policymakers and practitioners.
- Newsletters/bulletins that are published regularly.
- Documentaries on successful interventions.
- Publication on lessons learnt and best/good practices.
- Compendium on existing successful women's enterprises.

Charles Omusona, Uganda Investment Authority (UIA), Uganda

In his [presentation](#), Charles Omusona highlighted the vision, mission and functions of the Uganda Investment Authority (UIA) government service and discussed the challenges that women-owned SMEs face. UIA's mission is to promote, attract and retain value adding domestic and foreign direct investments through targeted marketing and aftercare services. One of its activities is to provide support to SMEs, which include the [Women Entrepreneurs Network](#) (UIA-WEN),



development of business partnerships/linkages, business information and advisory services, entrepreneurship training, and technical skills training. With all these initiatives in place, a key question is: what is the missing link for the growth of female owned businesses? Specific challenges for women entrepreneurs include: limited networking opportunities; limited access to role models; funding/financing challenges; scheduling and time management; lack of support from spouses; limited business management skills and exposure; and self-limiting thoughts and fears (esp. cultural facts). There is need to collaborate with researchers to address these challenges. UIA has established Resource Centres for networking, office space, business services, training, etc. In collaboration with researchers and other partners in the [INCLUDE research](#) project on female entrepreneurship in Uganda, UIA is developing modalities or mechanisms through which the resource centres can be tools to empower women entrepreneurs. This includes addressing the skills gaps that women entrepreneurs face and developing innovative tools and applications that enable women entrepreneurs to be competitive.

Dorothy Kanduhukye, Uganda Women Entrepreneurs Association Limited (UWEAL), Uganda

UWEAL was established in 1987 and is a consortium member of the [INCLUDE research](#) project on female entrepreneurship in Uganda. It aims to empower and create wealth for women entrepreneurs through capacity building, networking and advocacy. More than 1000 women, from various sectors and all over Uganda, form its membership. UWEAL is connected with many other East African women entrepreneurs' networks.



The [main questions](#) raised by Dorothy Kanduhukye to promote female entrepreneurship that are yet to be answered were, how to:

- Bridge the rural-urban divide in terms of women's entrepreneurial capacity (in terms of self esteem, dreaming big, mentoring spirit and drive, family businesses).
- Revive the inner drive among youth and rural entrepreneurs who have resorted to donations.
- How can technology be used to improve access to information for women entrepreneurs (research, market access, networking opportunities, training needs, associations, government support).
- Access to factors of production.
- Involve men as partners (reducing violence; supporting their spouses in business; in building capacity where necessary or working alongside their spouses rather than fight them; attitude change; cultural dimensions-bring both women and men on board).
- Ensure that (women) political leaders work with women's businesses to formulate affirmative policies and programs that work for women entrepreneurs (policies and regulations; gender sensitivity; financial programmes and how they affect women entrepreneurship).

- Influence the media to motivate women and young girls to take on entrepreneurship through positive reporting.

Research can provide an answer through:

- Access to funding-proposal writing.
- Policy analysis-performance & implementation.
- Information sharing.
- Inform new business models and strategies for development of women entrepreneurship.
- Advocacy and lobbying.

And useful packaging of information would be through:

- Documentaries.
- Policy briefs.
- Advocacy messages.
- Success stories.
- Reports.
- Ensuring it is easy to understand.

Maggie Kigozi, Uganda Investment Authority (UIA), entrepreneur, INCLUDE Platform member

In her [statement](#) on female entrepreneurship, Maggie Kigozi shares her experiences as a woman entrepreneur, farmer, investment promoter, facilitator and a feminist. She lists a number of broad advocacy issues for women-owned enterprises:

- Networking: as caregivers, women are time constrained and do not find time to network.
- Access to information: research findings never reach the women.
- Administrative barriers in government, trade, support institutions and banks. Corruption affects women more as they are perceived as soft targets by corrupt officials.
- Access to finance: women lack information and collateral.
- Access to land and property: patriarchal systems work against women.
- Achieving 50% female leadership in both government and private sector requires affirmative action through laws, regulation and policy. Research and data on the status must be carried out to inform the necessary changes.
- Academia-private sector partnerships like the INCLUDE Knowledge Platform are very limited. Academia must provide the knowledge and data required to drive economic development and community involvement and especially women's economic empowerment. Among other things, Maggie Kigozi advises the University Council of East Africa and a number of universities in Uganda.

She also shares a success story on the Uganda Investment Authority - Women Entrepreneurs Network (UIA-WEN) that provided:

- networking opportunities through meetings, international exposure and conferences;
- capacity building (audit, management, marketing; entrepreneurship skills training) that encourages women to join private sector associations and to access government programmes and institutions.

- Advocacy: data were collected and challenges for women entrepreneurs identified (GEM Gender Economic Monitoring study). These were advocated to relevant institutions like the government, the Uganda Revenue Authority, banks, the police, etc. Better customer care was advocated, e.g. a special women's desk in all institutions, engendered laws, no corruption, etc. Engendered data collection now continues under the World Bank Doing Business Report following the GEM.
- partnership with media to report and advocate on women issues. Women were featured and have become role models for other women. They are winning numerous local and international awards and have grown their enterprises. Julian Omalla, for example, is the 2014 Commonwealth Woman Entrepreneur. UIA-WEN started with her in 2000 running a small juice business. She now employs 600 people including seasonal workers and has diversified into poultry, milling, bakery, commercial tree farming and has invested in a bakery in South Sudan. UIA-WEN continues to evolve with new products such as the Brilliant Entrepreneurs, a Dutch partnership project.

INCLUDE research and resource persons: responding to the need for knowledge

Sarah Kyejjusa, Makerere University Business School (MUBS), Uganda

Makerere University Business School (MUBS) is an academic member of the consortium for the [INCLUDE research](#) on female entrepreneurship in Uganda. [Sarah Kyejjusa explained that women's entrepreneurship in Uganda is diverse](#), varying in size and education levels, and has increased; however, enterprises often do not grow larger than micro or small size. The research is investigating the conditions under which rural and female entrepreneurs become more dynamic so that small businesses grow. The research consortium will organise workshops and dissemination activities in rural areas and will link up with stakeholders, taking stock of what is already happening. In collaboration with UIA and UWEAL, resource centres for business information will be set up and training will be provided in local languages. The research should lead to knowledge to inform policies designed to achieve gender equality/parity in all leadership positions and address challenges that women face, including time constraints, as mentioned by Ida Kigonya. Evaluation of previous programmes is needed.

Paul Okwi, International Development Research Centre (IDRC), Kenya



Women's economic empowerment is one of the most important aspects of [IDRC's](#) work, Paul Okwi explained. Gender analysis is integrated in IDRC's research. With reference to the missing link question raised by Charles Omuona, Paul Okwi argued that policy on women's entrepreneurship is not addressing the right issues. Most policymakers are men who realise that women play a key role, yet women are relegated when policies are made. IDRC

therefore seeks policy champions for advocacy and tries to bring them on board from

inception as this makes it easier to convince them of the need for gender equality. Policymakers are in favour of entrepreneurship, so the issue should get more attention in education. However, introducing entrepreneurship in schools does not necessarily lead to entrepreneurs; teachers may also not be trained on entrepreneurship.

A challenge is for policymakers to make better use of existing knowledge and publications, hence strategies have to change. IDRC experience reveals that a one to one approach is essential for bringing about change. Moreover, gender analysis should be integrated in research projects (i.e. not counting the number of women, but analysing why so few women are involved in specific projects). IDRC would like to see INCLUDE researchers talk to policymakers at various levels, including national planning authorities, and work on convincing parliamentarians and the media to change the mind-set about the role of women, which implementers already appreciate.

Saskia Vossenbergh, Institute of Social Studies/Erasmus University Rotterdam (ISS/EUR), the Netherlands

Saskia Vossenbergh from the Institute of Social Studies/Erasmus University Rotterdam (ISS/EUR) in the Netherlands [argued](#) (via a Skype connection) that understanding women's entrepreneurship requires a focus not only on the individual barriers experienced by women, but also on how systems of inequality determine the context in which women make decisions and undertake their business activities. Little is known about how to overcome gender inequalities embedded in normative systems that shape entrepreneurship especially at the household levels. Women entrepreneurs are not an identifiable group who share the same issues. Identified constraints for women entrepreneurs often focus on access to market, information, credit, etc. and lack of capacities and skills; but, as rule systems reproduce and organise gender inequalities, a gender perspective should also focus on who has control (power) and what the contextual constraints of daily practice are. There is a need to understand interrelatedness, how to overcome contextual constraints such as stereotypes and how to fix the context within which women's businesses operate. This can be done through research on contextualised enabling environments of rules and regulations, eco-systems, and norms and values.

Naomi van Stapele, VU University Amsterdam

Naomi van Stapele (VU University Amsterdam, the Netherlands) agrees that contextualising of research is needed. She discussed the [INCLUDE study](#) on economic empowerment, political positioning and participation of sex workers in Kenya and Ethiopia. Key issues in the study are: Who are sex workers (mostly women)? How can their voices be included in policymaking? And how can interventions be based on existing knowledge to improve their social and political space? One of the gaps between policy and practice is a lack of knowledge on how gender norms impact on practices and the varied use of income earned from sex work. In addition, there is a question of how gender norms are performed, negotiated and how structural influences determine certain outcomes. Knowledge needs to be developed on constraints that sex workers experience such as informalities, corruption and trust. Other issues are: criminalisation of sex work under the penal code; proliferation

of NGOs concerned with sex workers from a health perspective; mental health among sex workers; how alternatives to gender norms are practised to challenge stereotypes that shape policymaking; public stigma especially among male sex workers and how this affects their work. Naomi van Stapele argues that action research (or participatory research) is needed for growing public support. She also stresses that it is important to engage wide networks in the project design from the outset.

Discussion session on women entrepreneurship

- Researchers should frame their studies in the wider policy context such as the [Uganda Vision 2040](#) and refer to available knowledge in those areas.
- The methodology of the studies should reflect the diversity of rural women who are not a homogenous group and geographical differences.
- It is suggested the Enterprise Uganda, Department of Gender at Makerere University and EPRC, as well as other relevant stakeholders should be invited to the policy-knowledge community inception meeting.
- Paul Okwi (IDRC Kenya) noted that if you do research aimed at policy influence, advocacy is key. He asked whether the research proposals awarded by NWO have or include policy advocacy. It is also important to avoid being too technical when dealing with policymakers.
- A civil servant from the Kenya Ministry of Health questioned the assumption that once you have translated the research into policy, it will be implemented. He underlined the need to go beyond policy formulation and look at implementation and evaluation of policies as a way of thinking through the whole spectrum of policy.
- Another question is whether the men who were trained in Uganda made a difference in entrepreneurial outcomes for women. In response, it was explained that when women were trained together with men on the identification of businesses, women tended to initially hold back but became more engaged following training that gave them the skills to express themselves. Women attended training sessions that men refused to participate in because the researchers did not offer them any money.
- A delegate asked about the interest of the UIA in one of the INCLUDE studies in Uganda and how the research is expected to change the UIA. In response, it was explained that the UIA is part of the research consortium and will benefit from one component of the research on setting up resource centres. The UIA recognises that women entrepreneurs are in need of sources of information. The UIA will help in the dissemination of the findings through mentors and business advisors in the resource centres.



5. Closing forum

This session was made up panellists who responded to the question ‘how do you deliver the right knowledge to the desk of the right stakeholder?’

- Basil Jones (AfDB) pointed out that there is appropriate knowledge and that research is incomplete without linking with policymakers. There have been previous attempts to establish research to policy linkages such as [Global Development Network](#) (GDN) and other links, such as research to people to policy and to practice.
- Alphonse Muriu (SNV Kenya) noted that a lot of knowledge and research is already available and reiterated an earlier comment that it is possible to move directly from research to action. This was illustrated by a case from the dairy sector in Kenya where the private sector took the lead in self-regulation and the government subsequently established regulations to engage the private sector. It is important for stakeholders to own research or actors to acknowledge ownership of research.
- Melle Leenstra (Netherlands Embassy in Kenya) emphasised the importance of working together with the private sector, the not-for-profit sector and other stakeholders. He noted that often the research component is lacking. Researchers should have an agenda to test and validate approaches and evidence-based recommendations and to upscale them. Therefore, creation of a policy-knowledge community is a wonderful agenda. There are challenges though. No single platform should be exclusive or have the monopoly over certain actors. This makes it imperative to work with others.
- A delegate asked whether INCLUDE would advocate for a community which includes dimensions that are more practical. In response, it was said that there are various relevant farmer value chains. Farmers’ realities are not limited to agriculture and some of the lessons in the avocado sector can be utilised in the mango sector. There is need to include various stakeholders and look at the issues very broadly such as the work of [AGRA](#), [IDH](#), [2Scale](#) and [IFC](#).

- Another delegate asked whether it is a good idea for the Platform to start a community on women entrepreneurship. The response was affirmative and all researchers should work towards addressing and meeting the broader vision 2040 for Uganda.

The other question that panellists responded to was who should INCLUDE link up with and how can this be organised?

- Basil Jones suggested that the Platform could look at other inclusive development meetings being organised in the continent and participate in such meetings. The United Nations Economic Commission for Africa ([UNECA](#)) also generates a lot of information on inclusive development. INCLUDE can try to access UNECA or regional meetings and have a session to explain their research. This may be preferable because of the presence of senior policymakers in such forums. It may also be useful to penetrate sector working committees and other national institutions of research and policymaking. Further, lobbying can be done through different embassies in order to work with existing groups in countries where research is being conducted.
- Alphonse Muriu (SNV Kenya) referred to how they influenced policy development in the [dairy sector in Kenya](#). They started research on quality-based milk pricing and they wanted to push it to the policy level. They involved key processing companies in the country, farmers groups and other stakeholders. Due to buy-ins from various stakeholders, it was easier for the [Kenya Dairy Board \(KDB\)](#) to adopt the recommendations. The other suggestion was that research should be kept as practical as possible so that is content-oriented rather than process-oriented.
- It was noted that the time when embassies had influence on government officials is over and working with specific institutions that have more legitimacy than embassies is crucial. It is also important to understand how the policymaking process works in order to enter it at the appropriate time.



Day 2: Tuesday, 12 May

Morning session for research groups: Pitching policymakers for impact

1. Introduction: Perspectives on research sharing and uptake

For feeding research findings into policy (and practice), effective communication between researchers and policymakers is required. For this purpose, the INCLUDE Secretariat and NWO/WOTRO jointly organised a skills workshop for the INCLUDE research groups, in particular the new groups on social protection, on pitching to policymakers. In the morning, researchers and their consortium partners were guided by two experienced trainers from CGIAR on how to prepare and present an ‘elevator pitch’ for policymakers. In total, 31 members from all 17 INCLUDE research groups participated in the training. In the afternoon, leaders of the social protection research groups presented their projects to the INCLUDE platform by pitching to a panel of policymakers (‘Dragon’s Den’).

The morning started with a welcome by Karin Nijenhuis (knowledge manager at the INCLUDE Secretariat), who explained the purpose and set up of the day. Before the pitching training got underway, the interaction between researchers and policymakers was highlighted from three different angles: NWO/WOTRO, INCLUDE knowledge platform, and the Ministry of Foreign Affairs.

A view from NWO/WOTRO

Han van Dijk (research uptake manager at NWO/WOTRO) kicked off by giving a [‘rapid introduction to research uptake’](#). NWO/WOTRO is involved in the research programmes of four (out of five) knowledge platforms for development cooperation of the Netherlands Ministry of Foreign Affairs. She explained how INCLUDE and NWO/WOTRO have different tasks and responsibilities regarding the research projects: INCLUDE sets the research agenda, brokers the demand and supply of knowledge, and makes knowledge available. NWO/WOTRO considers the relevance and quality of submitted research proposals, guarantees an independent selection of proposals, and is charged with (administrative and financial) project management, including monitoring and evaluation (M&E). Research uptake, however, is considered a joint effort since INCLUDE and NWO/WOTRO both want research findings to have an impact on inclusive development. But what is ‘research uptake’ (previously called ‘research dissemination’)? WOTRO makes use of a definition from DFID (DFID Research Uptake Guide 2013): “Research uptake includes all activities that facilitate and contribute to the use of research evidence by policymakers, practitioners and other development actors.” Although a simple blueprint for effective research uptake does not exist, DFID discerns four main strands. The first is *stakeholder engagement*. This requires knowing context; identifying relevant stakeholders; engaging and keeping engaged with them; and knowing where, with whom and what you can get leverage. *Communication*, the second strand, includes the creation and sharing of knowledge with stakeholders and the translation and packaging of results for specific audiences. A third strand is *capacity development*, which includes both capacity assessment of the research team and

stakeholders as well as capacity building of the team through training and support. The final strand is *monitoring and evaluation* of the use of research findings (impact) and a strategy to learn from research uptake activities. More information can be found at [ODI-RAPID](#), [DFID research uptake guidance](#), and Geoff Barnard's Top ten tips in research communication.

INCLUDE's view

In her [talk](#), Karin Nijenhuis (knowledge manager at the INCLUDE secretariat) first provided some background on the objectives, focus, organisation and activities of INCLUDE. She then focused on the research sharing and uptake activities envisaged by INCLUDE. This involves diverse communication to feed policy and practice, such as: briefing workshops; policy briefs; training & manuals; curriculum development (TVET or Master); seminars and conferences;



infosheets; expert meetings; peer reviewed articles; newspaper articles; social media; newsletters and blogs. She explained what INCLUDE can do to support research groups, for example by creating linkages to other research groups, programmes, networks and existing knowledge. Further, INCLUDE is currently initiating country level

activities in which knowledge/policy networks are established that may facilitate the dissemination and uptake of research. The secretariat has developed stakeholder mapping reports of six focus countries that may serve as a starting point. Third, INCLUDE helps to improve researcher groups' capacity to influence policy, e.g. by organising today's pitching training. Next, the [INCLUDE website](#) (www.includeplatform.net) provides ample information about the research projects to the outside world. Factsheets can be found on the website, as well as information on the progress of the studies - from the kick off workshop to results and impact. Also the Newsletter and Twitter highlight activities of the research groups. Fifth, the INCLUDE secretariat produces thematic policy notes and one-pagers on relevant topics, such as youth employment and the informal sector. And lastly, the INCLUDE secretariat has recently developed a free [alert service](#), jointly with the ASC Library, for new (and often freely accessible online) publications on productive employment and social protection.

The perspective of the Ministry of Foreign Affairs

The [presentation](#) of policymaker Robert-Jan Scheer, INCLUDE Steering group member and strategic policy advisor at the Africa Department of the Netherlands Ministry of Foreign Affairs, was entitled 'The simple mind of a policy maker'. He stressed that messages to

policymakers ('simple minds') should be short and clear since the political context is always fuzzy and chaotic. What matters is clarity and conviction. He signalled an evolution in sources used by (Western) policymakers: from evaluations and policy briefings in the past to increasing importance of personal contacts and social media nowadays. Four key characteristics of messages to policymakers are that they should be: timely, simple, targeted and practical. He also advised researchers to get involved, build trust and be connected with policymakers from the beginning, also via social media.

Questions and discussion

Two questions were addressed to Han van Dijk (WOTRO), the first one on the sources of WOTRO research funding. Han van Dijk explained that WOTRO channels funding from different sources, including the Netherlands Ministry of Education and partnerships with, for example, Hewlett Packard and DFID. Research funding for the Knowledge Platforms has been allocated by the Netherlands Ministry of Foreign Affairs. The *other* question was on funding possibilities for health research. Apart from funding through INCLUDE (social protection) and broad NWO subsidy programmes, health is also an issue for research funding related to the knowledge platform on sexual and reproductive health and rights, SRHR.

Questions addressed to Robert-Jan Scheer (Min. of FA): How can one ensure the use of appropriate vocabulary and language when talking to policymakers? How is it possible to engage with policymakers from the start? How can one get connected with the right policymaker? What is the best way to raise sensitive issues? How should one deal with the different time lines between research and policy, also in relation to shifting paradigms? And, what about the difficulties of linking up research to ongoing policy? Robert-Jan provided brief answers to a number of these questions; others were dealt with in the pitching training.

2. Training: Pitching for policy impact

The remaining part of the morning was devoted to the [pitching workshop](#) provided by Abby Waldorf and Daisy Ouaya (CGIAR). The central issue of the training was how to tailor a message for a policymaker. The training was divided into three parts:

1. Why pitching?
2. Mapping the policy processes
3. Development of pitches ('Dragon's Den model')

Why pitching?

The trainers first explained the relevance of pitching. A pitch is a short pre-prepared speech that informs, persuades and asks. Pitching aims to influence decision makers and policymakers by crafting and delivering messages and clear 'asks'. What does it do? It gets your foot in the door, is part of a long engagement process, and puts research in context. A pitch requires that you put yourself in your audience's shoes and ask the question: Why

should they care? This means you should consider election cycles, do-ability, talk policy and be aware of the type of policymaker you are talking to (e.g. is s/he a bureaucrat or a politician?).

Principles of pitching include:

- Know your audience
- Human angle – *why they should care*
- No jargon, simplify
- Present a solution as *doable*
- State the *action* (your ‘ask’)
- Numbers
- Build confidence
- Note: soft skills (non-verbal) count for 93% in pitching (physiology, voice tone), only 7% is verbal!

An example of a pitch, role-played by Abby and Daisy, showed the following dos and don’ts:

- Don’t start too personally (e.g. Do you have children? Do they have a bank account?, etc.)
- Start by complimenting the person’s work
- Be succinct and compress your message.
- Avoid too many percentages
- Say positive things about the effects of your work
- Pitching can be compared with the art of seduction!

Mapping the policy process

The first task for the research groups was to prepare a map of the policy process in the country of research (‘who advises who?’) showing four sub-groups by country: Kenya, Uganda, Ethiopia and Ghana.

Policy processes can be very long and made up of many stages, as the Uganda group illustrated by focusing on the Department for Social Protection of the Ministry for Gender, Labour and Social Development (MGLSD). It starts with the writing of a concept note that is sent first to the senior management committee of the department and then to the top management of the department (i.e. the Minister; note: there are six Ministers in the Ministry). Subsequently, consultations are held with local government, CSOs, private sector, local leaders and religious faith-based organisations as well as with the Ministries of health, education and Members of Parliament. Next, comments from senior management committee are collated and policy validation takes place. A second draft is then sent back to the senior management committee and the top management committee. After approval from the Ministry of Finance, an information letter from the Minister is sent to Parliament. After lobbying by the Minister, the policy is approved by Parliament. It was emphasised that identifying the appropriate policymakers in Uganda is complicated, in particular in relation to social protection.

Observations made in other groups included:

- It is important to know how to find and engage stakeholders and to engage with policymakers from the beginning.
- In Kenya, there is a lot of advocacy from NGOs and CSOs, so it is important for researchers to align with them.
- In Ghana there is no linear policy influencing process for social protection issues as it includes gender, health, etc. Many stakeholders have to be involved at various levels, including district level.

Develop pitches

After having mapped policy processes in the four countries, the workshop participants were asked to prepare a pitch of a maximum of two minutes. “If you want to get on a policy maker’s radar, you should be able to say what you have to say in two minutes.” (quote from Susan MacMillan, ILRI)

Instructions:

- Identify your main stakeholder (Who are you talking to exactly? Specify his/her position and preferably also name).
- Determine your main ‘ask’. (And be concrete: what is the purpose of your pitch?)
- Provide context and evidence for your pitch.
- Generate your pitch:
 - Clarify your ask;
 - Develop an opening, middle and closing.
- Select one volunteer to pitch to the ‘Dragons’.

Other advices were:

- Be appealing.
- Avoid jargon; keep it simple: tell a story that is easy to follow, understand and remember.
- Stay on message.
- Be confident.

The group was split into seven groups: each social protection group prepared a pitch and members of other research groups helped with the preparation. Subsequently, in preparation for the Dragon’s Den in the afternoon, the seven social protection group members pitched to seven members of the other research groups, who provided feedback.

To conclude, Daisy and Abby explained the format of the Dragons Den afternoon with policymakers. Everybody was thanked for attending and Daisy and Abby for their training!

3. ‘Dragon’s Den’

In the afternoon, research leaders of the newly-awarded research projects on social protection presented their projects to the INCLUDE platform. They publicly pitched their projects to a panel (‘Dragon’s Den’) of three ‘real’ policymakers/influencers, who took up the assigned role for each pitch (e.g. being the Head of Department of Social Welfare in

Ghana). A pitch lasted a maximum of two minutes and was followed by a brief reaction from each panel member.

The panel was composed as follows:

1. Ms. Jane Namuddu, Uganda Ministry of Gender, Labour and Social Development, and consortium member of the INCLUDE research group on building the economic case for social protection in Uganda.
2. Mr. Robert Jan Scheer, Netherlands Ministry of Foreign Affairs, and member of the INCLUDE steering group.
3. Mr. Désiré Assogbavi, Oxfam representative at the African Union, and member of the INCLUDE knowledge platform.

The panelists were instructed to consider the following elements in their reaction to the pitches:

- Would you let this person in the door for another conversation? Why or why not?
- Does it connect with your agenda?
- Would you consider their proposal?
- Is it clear what they are asking you to do?
- Give a one minute response with feedback to the pitcher.

The panel found that all pitches had good elements. A few learning points included:

- use very clear language in explaining your research project, and preferably also in papers that you send prior to the meeting; avoid terms like 'consortium'.
- make clear that your research group not only comprises academics but also includes important stakeholders.
- tell the policymaker why s/he is important for the research project and what value the research can add in e.g. the Ministry's project.
- make achievable recommendations to a policymaker.
- being well-dressed is important when addressing policymakers.
- be polite.
- make use of positive energy.

The panelists also shared an experience of giving a pitch or being pitched to. For example, you meet a Minister in the bathroom, meaning you have only 30 seconds to bring attention to, for example, your study. So be ready to say to a policymaker what you want to say anywhere and anytime!

Evaluation of the pitch training

Brief evaluation forms were distributed among the participants; 12 were filled in and returned (i.e. 39%). The training was generally regarded as very useful, in particular the practicing part (the policy mapping exercise and the pitching exercise). One researcher remarked: “I really had no idea how to do pitching so this is very useful because at one stage or the other I will use this technique to put my point to stakeholders.” And another recapped: “The training has assisted in developing skills in pitching and how to influence the process of translating research findings into policy and practice.” Some obvious things learned were to think clearly about the target audience (i.e. the policymaker) and also to understand how the recipient of the pitch thinks. Suggestions to improve the training included spending more time to the practical exercises and to make use of videos and clips. Although the public pitching (Dragon’s Den) was less appreciated by some, the feedback from policy stakeholders was considered very useful. The trainers did a good job in communicating the topic; they got an average of 8 on a scale of 1-10 (where 10 is the highest and 1 the lowest).

4. Roundtables



During two parallel roundtable sessions, research teams and platform members discussed the potential cross-linkages between the research projects on social protection and also ways to promote policy engagement and research uptake. The sessions also aimed to create a forum where research teams and platform members can get to know each other, build trust and establish collaborate ways of working.

The two sessions had a geographical focus. One roundtable session, facilitated by Ton Dietz (INCLUDE platform), regrouped research projects carried out in Kenya. The other was facilitated by Isa Baud (INCLUDE steering group) and dealt with research projects in Uganda and Ethiopia.

Main issues for discussion, explained by Nicholas Awortwi (INCLUDE steering group), included:

1. What steps/actions are proposed by the research groups to achieve research uptake and engage policymakers?
2. What are existing or upcoming initiatives and opportunities regarding the knowledge/policy dialogue? How is the research project linked to policy discussions at country level(s)?
3. What analytical cross-linkages can be developed between research groups, related to the main themes of the platform?
4. How can the platform support/facilitate/complement the knowledge activities initiated by the research groups?

Social protection in Kenya

Two INCLUDE social protection research groups working in Kenya were represented. One [research group](#), a consortium of the Swiss Tropical Institute in collaboration with Maseno University, Kenya Ministry of Health, and the University of Bern undertakes a study on maternal health programmes. The other [research group](#) focuses on breaking the vicious circle between poverty and ill health in Kenya and Ghana. This is a consortium of the University of Amsterdam, the European Association of Development Research and Training Institutes (EADI), Hochschule Bonn-Rhein-Sieg, University for Development Studies, University of Nairobi, and the University of Ghana.

Actions for research uptake and engagement of policy brought up were the identification of specific main and related partners at multiple levels, including donors (e.g. World Bank), partners on the local level and non-state actors at the county level. In one research group, the Kenyan Ministry of Health is part of the consortium and in another the private sector participates. Meetings will be organised with main and other partners to get them involved from the beginning. A first question will be on their needs for knowledge. All (local) stakeholders have been invited to the initial workshops.

For exploring initiatives for knowledge-policy dialogue opportunities, it is questioned how to relate the research project to the political context at various levels. It is therefore important to follow political developments (e.g. on the SDGs). Dialogue is part of political debate. In addressing the various Ministries related to the project one should be aware of possible tensions between them.



Parliamentarian committees can be best involved by personal contacts. Dialogue with faith-based organisations is also considered important as politics start within communities.

Cross-linkages that can be established between research groups include jointly addressing donors and the identification of overlap regarding stakeholders and potential joint activities. Best practices are useful to compare and learn from different regions, value chains, etc. It is also important to connect with and update the Netherlands Embassy on economic arrangements on social protection.

Support desired from the platform is to facilitate cross-cutting discussions on scientific elements of research (concepts, frameworks, literature, methods, results, etc.) and to share experiences with stakeholders (through a closed forum on the INCLUDE website or through the INCLUDE secretariat). Also the translation of research into local languages (e.g. Swahili) is mentioned and the updating of stakeholder mappings, also based on the experiences of the research groups with stakeholders.

Social protection in Uganda and Ethiopia

Two INCLUDE research projects on social protection take place in Uganda and two other in Ethiopia. In Uganda, a [study](#) on cash transfer programmes and post trauma services for economic empowerment of women is implemented by a consortium with Tilburg University, Isis-Women's International Cross Cultural Exchange (Isis-WICCE), Makerere University, and Mbarara University of Science and Technology. The other [research project](#) in Uganda is on investments in social protection, a collaboration between Maastricht University, Makerere University; the Ministry of Gender, Labour and Social Development, Uganda; and the University of Manchester.

In Ethiopia, both studies focus on the Productive Safety Nets Programme (PSNP). The Pastoral and Environmental Network in the Horn of Africa in collaboration with the University College London and Adigrat University are engaged in [research](#) on the evaluation of the PNSP on poverty, food security and livelihoods in the Afar region. Lingnan University in Hong Kong in collaboration with Columbia University, Mekelle University, Nyala Insurance Share Company, Relief Society of Tigray, and Wageningen University and Research Centre (WUR), [studies](#) on the integration of the Weather Index Agricultural Insurance into the PSNP.



Regarding actions and steps to achieve research uptake and engage policymakers, it was found that:

- key actors should be included from inception, who can provide access, technical support and deal with political sensitivities.
- processes: multi-level engagement with actors in the research project is needed to build trust and reduce political, social and cultural sensitivities.
- the state should be engaged at various levels of scale.

The platform is seen as an important intermediary organisation for policy dialogue. Opportunities are at multiple levels of scale:

- local level: radio, website, other media. Money and leverage is needed through local partners.
- regional level: conferences by regional institutes for dissemination.
- national level: parliamentary committees, sector working groups, presentation of the Human Development Report Uganda.
- international level: international organisations working on social protection.

Analytical cross-linkages that can be developed between the research groups are:

- bottom up: social protection in relation to trauma support; support to entrepreneurship; productive employment.
- links and intermediate impacts: risk and vulnerability; women's empowerment; income and assets.
- It is expressed that research team leaders have a responsibility to initiate wider linkages!

Desired support from the platform includes:

- capacity building.
- cross-research group workshops.
- assistance in accessing international organisations.
- website, Dgroups.

5. Closure

The day was closed by Rob Bijl, chairperson of the INCLUDE steering group.

List of participants

Name	Organisation
Abby Waldorf	CGIAR/WLE-IWMI
Alejandra Vargas Garcia	IDRC
Alphonse Muriu	SNV World
Anders Ostman	consultant
Andrew Odete	HIVOS
Anthony Mutiso	FPEAK
Basil Ajer	Uganda Investment Authority
Bethuel Kinuthia	University of Nairobi
Charles Omusana	Uganda Investment Authority
Chris Elbers	AIID/Vrije Universiteit Amsterdam
Daisy Ouya	CGIAR/ICRAF
Désiré Assogbavi	OXFAM
Djesika Amendah	APHRC
Dorothy Kanduhukye	UWEAL
Abel Nyakiongora	Ministry of Health Kenya
Clement Adamba	ISSER
Felix Ndahinda	University of Tilburg
Edna Johnny	UON
Emmanuel Obliteifio Akwetey	IDEG
Eric Amoaka Agyare	Solidaridad
Flaubert Mbiekop	IDRC
Franziska Gassmann	UNU/MERIT
Haftom Bayray Kahsay	Lingnan University
Han van Dijk	WOTRO
Ho Lun Wong	Lingnan University
Ida Kigonya	MGLSD
James Hathaway	Hoymas
Jane Namuddu	Expanding Social Protection Programme
Joshua Kimani	University of Nairobi
Joy Kiiru	University of Nairobi
Judith Oduol	ICRAF
Karin Booma	SIB Kenya
Kassim Assouma	Université d'Abomey-Calavi
Katja Bender	Hochschule Bonn-Rhein-Sieg
Kebede Manjur	Mekelle University
Kennedy Alatinga	UDS
Lameez Alexander	Rotterdam School of Management
Maria Verschoor	WOTRO
Marijn van der List	AIID
Michela Marcatelli	INCLUDE secretariat

Mirjam van Reisen	University of Tilburg
Basil Jones	African Development Bank
Dennis Arends	consultant
Erwin Bulte	Wageningen University
Lemma Senbet	AERC
Nicholas Awortwi	PASGR
Paschal Mihyo	consultant
Rob Bijl	SCP
Robert Jan Scheer	Ministry of Foreign Affairs
Rolph van der Hoeven	ISS
Ton Dietz	ASC
Witness Simbanegavi	AERC
Yaw Ansu	ACET
Adriano Nuvunga	Eduardo Mondlane University
Obadia Miroro	INCLUDE secretariat
Fatoumata Lamarana Diallo	CRES/
Isa Baud	University of Amsterdam
Karin Nijenhuis	INCLUDE secretariat
Margriet Kuster	Ministry of Foreign Affairs
Marina Diboma	NABC
Marleen Dekker	INCLUDE secretariat
Sara Ruto	Twaweza
Mulubrhan Amare	PEP
Naomi van Stapele	Vrije Universiteit
Nicky Pouw	University of Amsterdam
Paul Kamau	University of Nairobi
Erick Otieno Nyambedha	Maseno University
Sarah Kyejjusa	MUBS
Sarah Sserwanyana	EPRC
Sonja Merten	Swiss Tropical Health Insitute
Susanne von Itter	EADI
Uche Chibuike	ASC
Vanessa Nigten	Secretariat INCLUDE/FBKP
Zaid Negash Zewde	Adigrat University