

INCLUDE

KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES

What's working for Inclusion in the apiculture Sector?

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This two-pager is a part of an INCLUDE case study with [TUNADO](#), [Woord en Daad](#), and [TRIAS](#) in the apiculture sector in Uganda in November-December 2022. The apiculture value chain in Uganda can directly and indirectly offer decent work for people in rural and peri-urban and urban areas as beekeepers, processors, retailers, equipment-makers, and traders. The sector is facing systemic changes that will further promote decent living opportunities for youth and women. Read our blog and policy brief for more background [information on the apiculture sector in Uganda](#) and its [opportunities for inclusion and decent work](#). Promoting inclusive development and an inclusive value chain sounds fantastic, but how can an organisation in the (rural) development sector work for inclusion in a concrete way? This two-pager shows some of the aspects that are important for organisations working for inclusion, based on lessons from [TUNADO's organisational focus on inclusion](#).

Inclusion and exclusion analysis

A thorough analysis of factors that influence inclusion and exclusion is an important basis for inclusion in practice. This means analysing inclusion and exclusion in a broader sense than only one characteristic, such as gender, or poverty; various aspects and features of a person's life can combine to pose barriers or create opportunities for personal growth. This is captured in the concept of intersectionality¹. Personal or contextual characteristics that influence access, communication, meaningful participation, or pose barriers otherwise are identified and analysed. Common challenges to beekeeping, such as access to land, equipment, finance, linkages to markets and training, support and knowledge are influenced and deepened by these intersecting factors.

The second step is to adapt to challenges and specific needs of different groups and pay attention to these intersecting characteristics of individuals or groups. Persons with disabilities face a range of barriers to economically viable livelihoods, from communication, to attitudes, barriers in the environment and accessibility. It was found that persons with physical disability and beekeepers in general face similar constraints to beekeeping, e.g., hive colonisation, access to equipment, assets, and land. TUNADO found that deaf persons faced extra challenges in access to information while persons with vision impairment require specific structural design features for their apiaries. The additional challenges persons with disabilities face means points to intersections of among others poverty, gender, and disability, and we must look at them in combination.

Inclusion policy and implementation

On its own, the above analysis is not enough to promote inclusion – a follow-up is necessary with commitment to concrete steps. Policy and strategies are needed to bridge the inclusion analyses with concrete steps in policy implementation by government and TUNADO. This can be reflected in budget allocations to cater for specific needs of marginalised categories, as well as in organisational/governmental structure and staff composition. For example, there can be a specific attention for gender or disability inclusion in a budget, by setting a minimum proportion for gender / disability groups in project budgets and overall programme.

The function of inclusion officer in an organisation or government is one of the concrete ways to promote taking steps for inclusion, and to ensure the implementation of the policy frameworks and strategies are followed and the organisation's inclusion objectives are ultimately reached. This requires seniority in the organisation with a mandate to step in and ensure that ongoing projects adapt to the needs of the participants, as well as the internal human resources policies being upheld. In addition, a relevant personal and professional background helps to improve inclusion analyses that underpin the policies, as well as understanding the steps needed to implement the adaptations. The inclusion officer ensures that other staff, board and membership are made aware of and trained in aspects of inclusion.

Challenges and opportunities

Working with inclusion as core value of an organisation sounds impressive, and in practice it can provoke some challenges, but it also gives room for opportunities of inclusive development:

Challenges:

- Preaching to the converts: how can an organisation that does not already have a focus on inclusion effectively put an inclusion officer in place?
- Dependence on external funding means that in case there is no particular attention to inclusion from the funders' perspective, it becomes hard to budget in.
- Some processes and projects cannot bear extra pressure on budgets – existing project budgets are tight and cannot carry the institutional and programmatic adaptations needed for inclusiveness.
- There is a persistent perception of inclusion as taking up a lot of resources. While inclusion does not necessarily require extensive extra efforts, it may take extra time to learn how to include subgroups. This requires a positive outlook and flexibility in programme design and implementation and may lead to changes in programme approach.
- The concept of inclusive development has so far been vaguely handled by government and disguised as affirmative action which is captured more on paper and less in action.

Opportunities:

- Learning about specific needs associated with vulnerable groups' access to beekeeping means to be able to allow more beekeepers to flourish. This is also true for other sectors.
- Extra attention to inclusion helps understanding intersections of vulnerability, such as disabilities on top of poverty and gender dynamics.
- An inclusion officer can keep a finger on the pulse in the implementation processes of inclusion policy – ensuring that concrete steps are made.

Recommendations:

- Inclusion is not a generic activity; it depends on the objectives of an organisation and contextual factors. This means that decentralised focus on inclusion is important – an inclusion officer is one example of a decentralised approach that can be included in longer-term cooperative project budgets.
- Inclusion is about access, meaningful participation, safety, and opportunities. However, it needs concrete budgetary and organisational tools to operationalise it. E.g., quota to include specific groups that are marginalised, concrete budget for gender inclusion, or other specific attentions.
- The analyses that underpin inclusion must focus on multiple dimensions and identify specific challenges for intersecting characteristics. E.g., recognising the specific barriers to participation of young women with visual impairment in rural locations towards beekeeping – these women need extra support with land access, household negotiations, apiary set up, translation of training materials into audio formats and access to communication and training. With these extra attentions, young women with visual impairment can meaningfully participate in the apiculture value chain.
- An inclusion officer with relevant background, organisational embeddedness and seniority can pay extra attention to the context-specificity of inclusion in the process of development.
- Inclusion as a core value in an organisation translates into diversity in leadership boards, management positions, model workers to inspire other stakeholders, as well as receptive leadership that can make tough decisions in favour of inclusion practices.
- Besides the inclusion officer, all staff are trained to take inclusion issues into account in their work, e.g., to adjust training packages to ensure they fit into the lives of persons with disability, youth and women and enhance their participation as well as providing reasonable accommodations to ensure marginalised groups benefit on an equal basis with others.

- The Government of Uganda has what is called “affirmative action” for the marginalized groups including women, PWDs, youth, etc. This calls for deliberate efforts by government to include such initiatives (inclusion sensitive programming) in their budgets. Organisations can take up inclusive development as an advocacy agenda with the Ministry of Agriculture, Animal Industry and Fisheries

ⁱ Crenshaw, K. 1991. Mapping the Margins: Intersectionality, Identity Politics, and Violence against Women of Color. *Stanford Law Review* 43 (6). pp. 1241-1299. <https://www.jstor.org/stable/1229039>