

Annual Report 2019

(and looking back on 2014 - 2018)



BUILD UP A

2019 marked a turning point for Build Up: over this past year, we made a final transition from a boutique, experimental consultancy to a thriving, innovative non-profit. In 2019, our organizational structure changed, our team grew, and our reach increased. Most importantly, our programs and ethos now fully embody our collective vision for the future of peacebuilding.

Build Up transforms conflict in the digital age. We do this by combining peacebuilding best practices, participatory methodologies and digital technologies to identify and address emergent challenges to peace. This is our first annual report. It starts with the story of how we got here - the experimental years of 2014 to 2018 - and then talks in greater detail about our work in 2019, and our vision for 2020.

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Story: from 2014 to 2018

It all started with Build Peace 2014. In 2014, Rodrigo Davies and Helena Puig Larrauri came up with an idea to run a half-day workshop on peace and technology at Massachusetts Institute of Technology (MIT)'s [Center for Civic Media](#), which they were both associated with as researchers. As the idea developed, they invited Michaela Ledesma and Jen Welch to co-organize the workshop with them. 250 people registered, so MIT offered 2 days and a larger space; it became the first [Build Peace conference](#). We realised then that there was a need for dedicated research, practice and reflection on the intersection of tech, peace and inclusion. We had puzzled over this nexus in conversation with local peacebuilders for years - the conference provided a catalyst to turn ideas into action.

Since 2014, Build Up has gone from a small consultancy with 3 staff responding to client needs to a thriving non-profit with 16 staff, its own vision and mission, 3 structured and tested program areas, and a growing research portfolio. In 2019, our turnover was \$614,000, with funding coming from the British Council, the Omidyar Network, the PeaceNexus Foundation, the United Nations Development Program (UNDP) and more. We project our turnover in 2020 will be approximately \$1,000,000. Most of this growth happened in 2019, when we transitioned from a private company registered in Spain to a non-profit registered in the United States, and devised a comprehensive strategy to develop our own programming, building on what we had learned over the previous 4 years in consulting and research engagements.



Six key approaches to our work

So what did we learn from 2014 to 2018? We originally founded Build Up to address a core challenge that emerged at the first Build Peace conference: “how can civic activists and peacebuilders get smarter and stronger, to maintain pace with the increasing complexities of global interconnectivity, technological advancements, and ideological polarization?” Over the past four years, through work across multiple countries, we’ve confirmed that participatory approaches and digital tools can play an essential role in overcoming some of the particular challenges of our time, especially if driven by the values and principles of peacebuilding. Concretely, we experimented with **6 key approaches**:

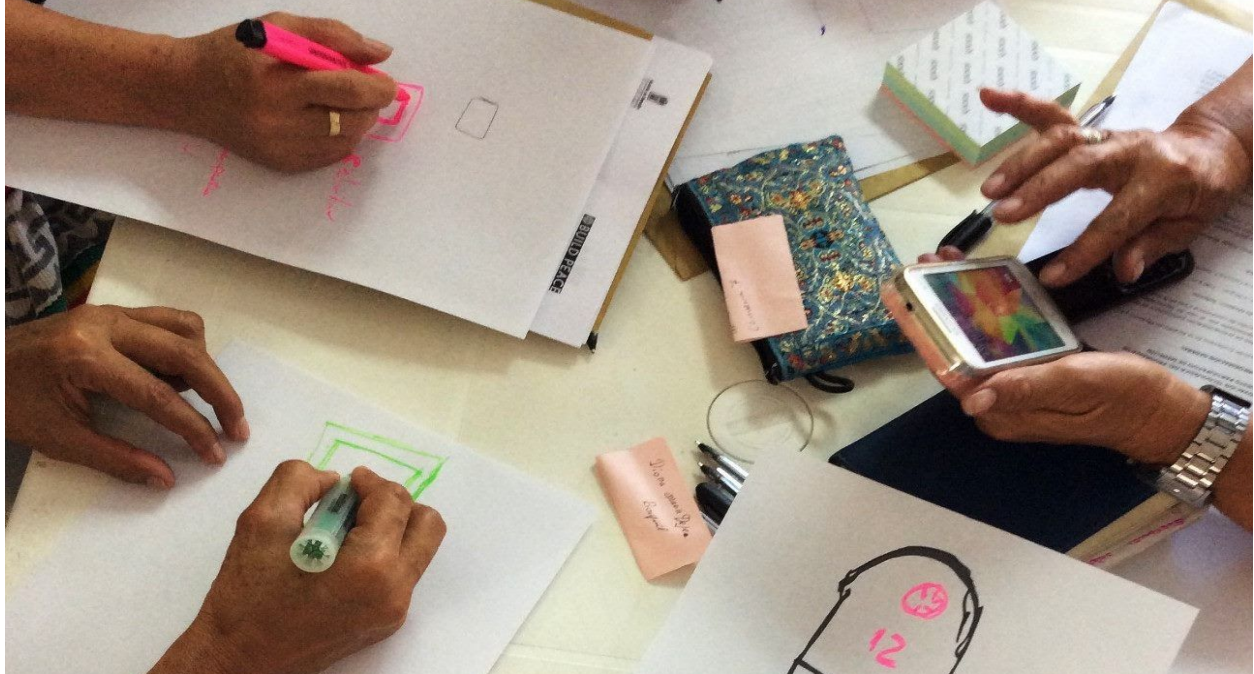
1. Quantitative data technologies: Much of our initial work supported local peacebuilding organizations to leverage digital technologies to better capture and analyze quantitative data. Too often, surveys used to quantify conflict drivers or perceptions of peace are designed and analyzed far away from the communities they seek to represent. With our partners, we worked towards real local ownership of conflict and peace data. With the support of [Interpeace](#), we worked with three local organizations in the Somali Region – the [Academy for Peace and Development](#), the [Heritage Institute for Policy Studies](#) and the [Puntland Development Research Center](#) – to design and implement participatory polling methodologies. In Sudan, we supported the design and maintenance of the [Sudanese Development Initiative](#) (SUDIA)’s Community Communications System, which combines SMS, online mapping and radio to disseminate information in remote communities at risk of conflict., as well as collaborated on training for civil society.

2. Creative consultations: Some of the processes in which we engaged required an innovation that would better capture and analyze qualitative data. In these projects, we approached digital technologies more as a hook to participation than as a tool to increase efficiency or reach. With our partners, we sought creative ways to give voice to people who have trouble engaging with focus group discussions or traditional dialogues. In the Central African Republic, the [United States Institute of Peace](#) (USIP) contracted us to design and facilitate a community-based consultation on security sector reform and the disarmament, demobilization, reintegration and repatriation process, which we conducted through a series of [open creative spaces](#) combined with participatory film-making. On the border between Sudan and South Sudan, supported by [AECOM](#), we worked with the Dinka-Misseriya Joint Border Peace Committee to run a [participatory video initiative](#) aimed at bringing the voices of young men and women into discussions about peace along the border.



*We have combined our approaches to quantitative data technologies and creative consultations into one program area - **participatory data** - through which we support peacebuilders to produce, analyze and share quantitative and qualitative data. We have adapted two methodologies – participatory video and participatory polling – to the specific needs of peacebuilders.*

3. Human-centered design for peacebuilders: Early on in our exploration of peacetechnology, we realised that we believed technology innovations for peace needed to be designed and implemented by peacebuilders. In other words, our approach has always been to empower and support peacebuilders to engage with technology and innovation design, rather than to teach technologists how to engage in peacebuilding. A key component of this approach has been the development of a core curriculum on human-centered design, tailored to the particularities of peacebuilding programs. This curriculum is a central piece of our innovation accompaniment model (see the next point), and we first developed it as part of [Mahallae](#) - a civic engagement program and digital platform for Cypriot civil society and innovators from the Euro-Mediterranean region, funded by UNDP.



4. Innovation accompaniment for peacebuilders: In 2016, we approached the [PeaceNexus Foundation](#) with an idea for a new process that would accompany local peacebuilders through ideation, piloting and roll out of an innovation to a peace process they were engaged in. PeaceNexus funded us to pilot this approach with two global fellowship programs in 2016 and 2017, which accompanied six peacebuilders from Burundi, Myanmar, Colombia, Bosnia and Herzegovina and Pakistan. Outcomes of these fellowships are detailed [here](#) and [here](#). We then ran [Digital Steps](#), a country-specific version of this program in Syria, in partnership with the [British Council](#). Outcomes of this program are detailed [here](#). Accompanying peace innovators has now become our largest area of work, and our 2019 programs (in Syria, Yemen and Myanmar) are detailed below.

*We have combined our approaches to human-centered design and innovation accompaniment into one program area - **peace innovators** - through which we support local organizations to design and implement technology interventions to peacebuilding processes.*

5. Big data and social media analysis for peacebuilders: We realised early on in conversation with peacebuilders that there is great interest in understanding the potential and shortcomings for using big data - and particularly big data coming from social media - to better understand a conflict context. We've worked with partners to analyze social media conversations in order to identify entry points for peacebuilding interventions and uncover topics / actors that were less evident in other context analysis. We conducted a pilot design for the [Cyprus Dialogue Forum](#) to investigate whether and how an analysis of conversations on Facebook and Twitter could inform dialogue discussions. We worked with [Stonewall](#) - the United Kingdom's leading lesbian, gay, bisexual and transgender (LGBT) rights organization - to analyze how conflict was showing up on

social media and introduce a number of innovative policies and tools (including non-violent communications and social media listening) to strategize about how to overcome challenges in new ways.



6. New forms of online dialogue: Building on our work on social media analysis, we began to experiment with ways to run online dialogues directly on social media platforms. The Commons is our tested and successful intervention to address polarization in social media in the USA, which we first piloted in 2017. More detail on this project, and this growing area of work, below.

*We have combined our approaches to social media analysis and online dialogue into one program area - **digital conflict** - through which we conduct research and interventions to address polarization on social and digital media in contexts across the globe. This is our newest area of work.*

Three key pillars to our thinking

As well as testing and honing these approaches, our first 4 years helped to **develop a framework to understand and approach digital technology and innovation as it relates to peacebuilding**. This framework has **three key pillars**:

1. Functions of technology: One of our founders began to develop a framework for the functions of technology for peace in 2013, with an initial paper published in the [Stability Journal](#). An iterated version of this framework was published as part of the [Geneva Platform for Peace's White Paper](#)

[Series](#). We continue to update this framework with our rolling review of how technology is used to build peace across the world; the latest iteration is detailed in the table below.

Data management	Gather new or different information and accelerate data collection
	Analyze data in new ways and accelerate data analysis
	Visualize data to make it accessible to more people
Strategic communications	Enable information sharing and debunk false information
	Enable voice , so more or different people can express opinions effectively and exert influence through political expression
	Create new narratives and debunk harmful narratives
Dialogue & mobilization	Facilitate representation in political processes
	Enhance connections to allow for better deliberation and more empathy between groups
	Mobilize people and resources that facilitate collaboration and collective action

2. Technology is not just a tool: We do not think that technology is inherently positive: it does not automatically lead to positive social change. In fact, we pay careful attention to the many negative, violent uses of technology. We often ask ourselves: Is digital technology creating the conditions for more polarization, discord and (eventually) violence? Or do digital technologies offer new and exciting ways to connect, find common ground and work towards positive social change? We know from experience that both are possible, but we do not think it is just a matter of how we choose to use technology. In other words, although it is useful to understand the functions that technology can play as a tool to build peace, we recognize that technology is not just a tool. We acknowledge that in some contexts the relationship between digital technology and social change is very problematic. Technology stops being just a neutral tool when it fundamentally alters the human experience, and some research is beginning to show that digital technologies are changing our incentives, affecting how we construct discourse, and altering how we build our identities. The jury is still out on the effect all this has on our ability to live peacefully together.



3. Digital technology and innovation as enablers of participation and inclusion: The reflection in the point above does not negate that digital technologies and innovation can be used as tools to build peace. Concretely, we have seen that digital technologies and innovation can increase participation and inclusion in peacebuilding processes. This is why we care about digital technologies and innovation: our core belief is that real peace is only possible when everyone can participate and all groups are included in the process of building peace.

Our work across our three program areas is informed by this framework, which we update regularly based on learnings gained from our research and policy work.

Mission: what we believe in 2019

We believe that **the polarization of societies and threats to social cohesion** are the two most pressing challenges to peace in our age. The **digitalisation of these issues** presents a further challenge, one that is fundamental to human dignity.

Traditional top-down peace processes have regularly failed to produce sustainable and lasting peace, often because insufficient attention is paid to the critical need for participation and inclusion of a broad cross-section of the population¹. There is a need to find new ways to increase participation and inclusion in peace processes, and an opportunity to harness the potential of technology to bring more and different voices into the conversation. At the same time, the growing penetration of digital technologies into everyday life has an important effect on how communities interact and conflicts play out. There is a need to better understand the particular nature of conflicts in digital spaces, and how they are affecting the fabric of our societies.



¹ See for example Lederach (1997), *Building Peace Sustainable Reconciliation in Divided Societies*, or Paffenholz (2006), *Civil Society Functions in Peacebuilding and Options for Coordination with Track 1 Conflict Management during Negotiations*.

Many organizations have identified the opportunities that digital technologies can offer to working on conflict. Yet there has been a pattern of external innovations being imposed on peacebuilding initiatives and contexts. Data-extractive conflict early warning systems have bypassed people on the ground that could make meaningful prevention efforts. Expensive communication apps have been developed only to be discarded in favor of existing social media preferences. Such innovations are solutions looking for a problem, rather than problems that are locally-defined, addressed by solutions that are locally-designed and -tested. There is an opportunity to build the capacity of local actors to understand what opportunities digital technologies offer to build peace and work directly to design context-appropriate tools and processes.

We're dedicated to learning, testing, and collaborating with thought leaders, policymakers, activists and peacebuilders at all levels to advance innovations in peacebuilding that can address emergent challenges to peace most effectively. We work to promote the ethical use of technology tools for peace, and to build a supportive, global community of peace innovators. Along with the wide range of partnerships we've formed and aspire to, we are unique in our focus on providing tools and methods that enable peacebuilders to shift the balance of power, through scaled engagement, in processes that build peace and social cohesion.

At Build Up, we meet the important and underserved need of translating the priorities of building peace into the digital age, recognizing both the ways technology has shaped conflict and the strategic ways that it can be used to support a peacebuilding objective. We believe that a nonnegotiable focus on participation and inclusion creates new narratives and shifts the balance of power towards citizens that can meet those challenges. Whether it is training minority Muslim youth in participatory video in the Philippines, mapping and analyzing narratives on social media in Lebanon, or supporting civil society organizations to build digital literacy in Myanmar, Build Up works to ensure that the strategic use of technology contributes to solving the unique challenges of today's most pressing conflicts.

Work: what we've been doing in 2019

Peace Innovators

Myanmar Build Peace Fellows

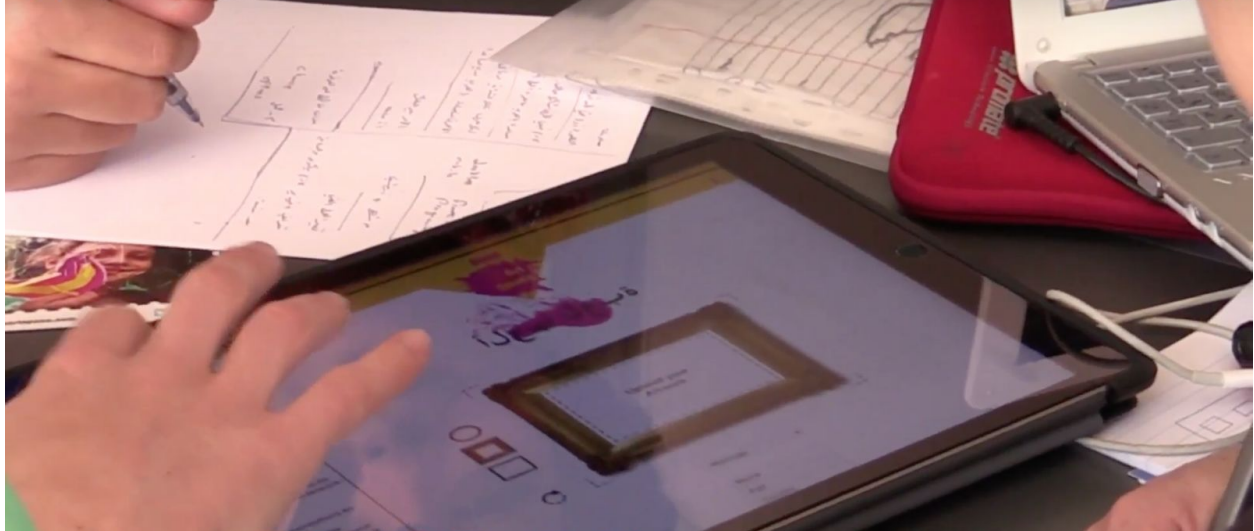
The Myanmar Build Peace Fellows program concluded in August 2019, and supported three Myanmar organizations to gain digital skills and pilot a peacetech intervention that helped increase their peacebuilding impact. The [Karen Peace Support Network](#) conducted a participatory video project on the Thai-Burma border to explore the ongoing challenge of displacement. The [Myanmar ICT for Development Organization \(MIDO\)](#) designed and launched a Facebook chatbot to promote media literacy in Myanmar. [SEED for Myanmar](#) launched a youth-led Facebook campaign called [Common Imagination](#), encouraging youth to positively imagine a peaceful and prosperous future for Mon State. Further details about these projects and an evaluation video are available [here](#).

Digital Steps Syria Fellows

In 2019, we received 156 applications to the Digital Steps Syria program. In June 2019, we brought together 10 shortlisted teams for a pre-selection workshop. Over 5 days, we introduced teams to examples of innovative initiatives from around the world, taking them through a rigorous human-centered design process to refine their original ideas. Based on the pre-selection workshop, we selected 7 outstanding local initiatives from across Syria. These 7 initiatives are now working on a diverse set of projects to build social cohesion inside Syria. Their projects range from a participatory video project to empower women to tell their own stories, to a game to encourage reflections on diversity, a Messenger chatbot that connects people with services, and a Facebook campaign to raise awareness around rumours. Teams are also working on a video campaign to encourage critical thinking among youth and children, and an e-learning platform to bring people together through art skills.

Digital Steps Yemeni Diaspora Fellows

In late 2019, we opened applications for an online training course on social change and technology aimed at members of the Yemeni diaspora based anywhere in the world. 80+ participants were accepted to the course, which will run in January 2020, offering an introduction to best practices in innovation and technology for social change, basic principles of human-centered design, and an ideation process to develop ideas about a technology for social change. Course participants will be invited to apply with their ideas to a full fellowship program that will run from February 2020 to January 2021.



Yemen Communities Stronger Together - Innovation Grants

Build Up is collaborating with [Global Communities](#) to pilot the innovative use of technology and creative approaches in peacebuilding projects across 5 Yemeni communities. This project was in its start-up phase in late 2019. In 2020, through a participatory conflict analysis and community participation process, we will select 2 priority initiatives per community (for a total of 10) that can best be addressed through innovative approaches. These 10 initiatives will receive a year of accompaniment and support from Build Up, following a similar model to our fellowship programs.

Participatory Data

Participatory Justice Barometer in Guinea Bissau

With the support of Interpeace, Build Up supported [Voz di Paz](#) to design and implement a participatory barometer, a process of action research in which the public is engaged from the conception of the questionnaire until the implementation of the survey and the data analysis. The barometer aims to capture citizen perceptions and experiences with formal and traditional justice, and to encourage discussions around the topics covered. The collected data can serve as an instrument to face the challenges related to the justice sector, improve governance and strengthen the capacities of citizens, authorities and civil society organizations operating nationwide. Results of the barometer can be seen [here](#).

Participatory Assessment of and Accountability for Public Action in Niger

In late 2019, Build Up began working with the [Prime Minister's Office in Niger](#) to design a participatory process to evaluate public action. Instead of primarily relying on macro-economic indicators, the Office wants to base its assessment on people's and Mayors' evaluation of the effectiveness of public interventions. This new system is also intended to create a pathway for citizens to hold public officials to account. This collaboration will continue in 2020.



Project Tripod in the Philippines

Throughout 2018 and 2019, Build Up worked with [International Alert Philippines](#)' youth network to train 2 cohorts of youth leaders in participatory video and strategic communications. The project accompanied the production of 7 short films that tackle urgent issues faced by the youth and their communities: migration (from Mindanao to urban areas such as Metro Manila), discrimination, flooding, disintegrating indigenous culture and traditions, clan feuding, and violent extremism. Since production, the films have been showcased to diverse audiences through community screenings in Quezon City in Metro Manila, Matanog and Parang in Maguindanao, Indanan in Sulu and internally displaced persons (IDP) camps in Marawi. These have also featured prominently in Alert's social media campaigns, raising awareness with more than 60,000 views and galvanizing action. As a result of this project, we produced an updated [guide on participatory video and strategic communications for peacebuilders](#), which has also been translated into Arabic for use in our Digital Steps programs.

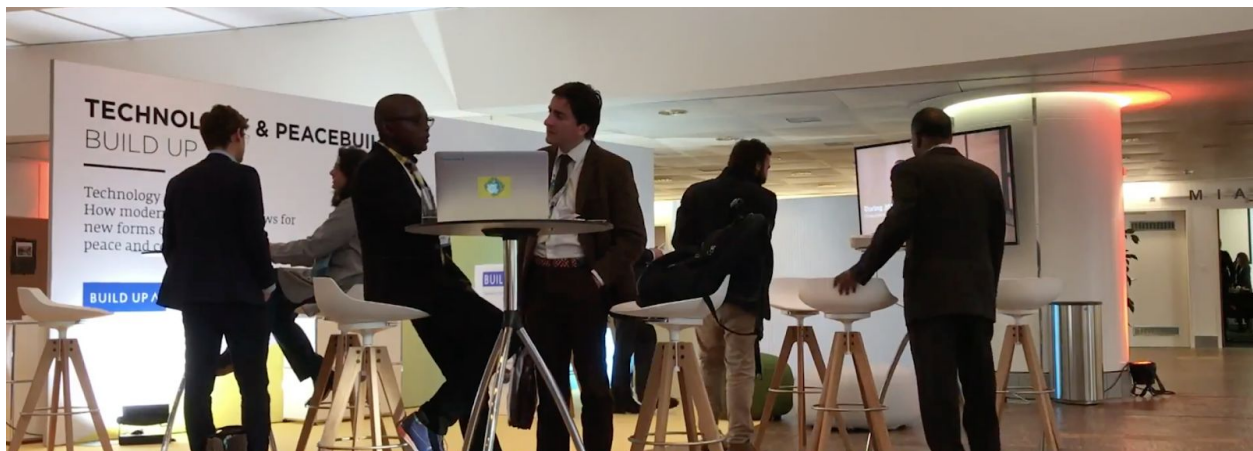
Digital Conflict

The Commons

The Commons is Build Up's tested and successful intervention to address polarization in social media in the USA. The Commons identifies people engaged in political discussions about the USA on Twitter and Facebook, analyzes the likelihood that they are polarized or polarizing based on their behavior, uses automation to engage with them, and organizes a network of trained conversation facilitators to follow-up on automated contact. Following our successful [pilot](#) intervention in 2017, we ran a scaled-up version of the project throughout 2019, supported by the [Omidyar Network](#). During this phase, we tested and evaluated a variety of strategies, concluding that our intervention model delivers scalable results and impact at a reasonable cost. Quantitative and qualitative findings demonstrate positive behavioral changes in people engaged on Twitter and Facebook. A summary of the evaluation report is available [here](#) (links to the full report).

Analyzing refugee-host community narratives on social media in Lebanon

In November 2018, UNDP commissioned Build Up to conduct a comprehensive mapping and analysis of Syrian refugee-host community relations in Lebanon (including narratives, sentiments and amount of traffic) on Facebook and Twitter. The [final report](#) covers findings from a desk review, qualitative interviews and analysis of over 2.6 million Tweets and 14,734 Facebook posts and comments. Building on this analysis, the report also serves to identify challenges and opportunities for UNDP to integrate social media monitoring into its programming.



Thought: what we've been thinking in 2019

Digital Inclusion for Mediators

In 2019, Build Up collaborated with the [Graduate Institute in Geneva](#) to explore the potential of digital technologies to influence mediation processes. Together we ran an online course and consultation for mediation and peacebuilding practitioners to explore how digital technologies can be used to help achieve the strategic purposes of peacemaking. The online course introduced participants to our framework for understanding digital inclusion, and took them through a participatory design process to develop concrete use cases for digital inclusion. The final results of the research, including concrete use cases that came out of the design process, will be published in the near future.

Artificial Intelligence (AI) for Peacebuilding

We've started to think about the role of artificial intelligence in peacebuilding. AI is becoming embedded in the tech industry, and like blockchain, it's grabbed our collective imagination. We need to understand how it can impact peace positively and negatively, and how to approach it critically and use it without falling into any of the traps imagined in science fiction or realized in today's actual implementations of AI. [This blogpost](#) outlines some initial thinking. We also ran a course for [ZIF Center for International Peace Operations](#) on this topic to help guide internal reflections on the use of AI for peace operations.

Human Security Business Partnership

Build Up is part of a Research Group for the [Human Security Business Partnership](#) of London School of Economics (LSE) IDEAS, participating in group discussions about how to conceptualize and operationalize a framework designed to encourage collaboration between the private sector, the public sector, and civil society to protect and empower individuals and communities in areas affected by conflict and crisis. In 2019, we wrote a [discussion paper](#) on the role of technology in shifting relationships between communities and companies in conflict-affected settings.

Opportunities for Innovation in Israel and the occupied Palestinian territories

In 2019, Build Up collaborated with [swisspeace](#) to explore innovation opportunities for the Swiss cooperation program in the occupied Palestinian territories and Israel. We conducted a document review and field research to identify innovative approaches within the Swiss Rule of Law and Conflict Prevention portfolio, as well as opportunities to scale up innovation across all 3 areas of technology for peacebuilding: data management; strategic communications and networking and dialogue.

Peace Engineering

Build Up recognizes and appreciates the emergence of peace engineering as an important new orientation towards engineering. While we do not believe it is a stand alone discipline, we do believe that the opportunity to bring the peacebuilding lens to engineering disciplines is essential given the important technical role that engineering can play in peacebuilding solutions. In other

words, we believe that while you cannot “engineer peace” you can engineer more peacefully, and in ways that compliment peacebuilding efforts. It is with this in mind that we have begun playing an active role in the development of the peace engineering concept, working with Drexel University, University of San Diego, Arizona State University, Juniata College and others to explore what peace engineering looks like in practice. In 2020, we hope to specifically implement peace engineering interventions.

Public Speaking

Build Up was represented in panels and discussions at RightsCon, the Basel Peace Forum, German Corporation for International Cooperation (GIZ) conference in Berlin, Geneva Peace Week, the Paris Peace Forum and Ashoka’s European Changemakers Summit. We also attended the 27th Pontignano Conference, the Stockholm Forum on Peace and Security, ZIF’s Technology and Peace Operations conference, Alliance for Peacebuilding’s PeaceCon, and the annual BSR conference.



Community: how we connected in 2019

Build Peace 2019: Borderlands

The 6th annual [Build Peace conference](#) in San Diego / Tijuana, co-organized with [Activate Labs](#) and hosted by the [Kroc Institute for Peace and Justice](#) focused on peace, conflict, and the resilience fostered along borders, examining how social innovation through technology, storytelling, and the arts can both create and bridge divides. During the conference, we explored: How can technological, storytelling and artistic innovation increase physical, social and digital divides? How can technological, storytelling and artistic innovation help bridge physical, social and digital borders? Around 200 people from 40 countries attended the conference. All plenary sessions were recorded and can be viewed [here](#). A report of the conference will be published on the conference website in the first quarter of 2020.



For the first time this year, we ran an online conference (free of charge) in parallel with the in-person conference, where participants could watch live streamed plenary sessions, participate in online workshops, and connect with other online and in-person participants. We also collaborated with the [Toda Peace Institute](#) to run a 1-day workshop right before the conference, focused on social media and conflict.

Peacetech 101

This summer, we again ran Peacetech 101, an online course that offers a practical introduction to innovation and technology for peacebuilders. The course covers innovation processes and technology tools that can be successfully used to build peace and prevent conflict, an emerging body of practice often referred to as 'peacetech'. With 4 weeks of engaging content, plus a final

week devoted to personal consultation with Build Up team members, participants emerge with a strong understanding of the essential principles of peacetech and a core toolkit to design programs that strategically introduce technology tools and innovation processes to their peacebuilding work. Our 2019 course had 10 paying participants and 5 participants on scholarship.

Funders = Partners

We are deeply invested in the broader missions of three of our funding partners - PeaceNexus Foundation, British Council and [Danmission](#) - and have interacted with them beyond the usual funder reporting mechanisms, contributing to shape their strategies for engaging with technology and innovation, train their staff, and exchange in reflections on best practices. The PeaceNexus Foundation, British Council and Danmission have also contributed staff time to support our accompaniment work, including sending staff to co-facilitate workshops with our teams, supporting us in evaluating applicants to our programs, providing direct mentorship to the peace initiatives we work with, and connecting us to their broader networks of experts.

Local Partnership Model

Since 2018, we have developed a strong partnership with International Alert Philippines. The partnership started with one of Build Up's Directors traveling to the Philippines and engaging in a series of conversations with Alert's Country Director on how to strategically engage with digital technologies that could both increase the impact of their youth peacebuilding work and help address the divisive online narratives that Alert believes are further fueling conflict in the Mindanao region. Our partnership led to Project Tripod, and we continue to collaborate on designing and fundraising for joint projects that will leverage our respective organizational strengths.



People: who we are in 2019

In 2019, Build Up had 8 core team members and 8 associates. Our core team was made up of 6 women (including our two Directors) and 2 men, nationals of Switzerland, Spain, the UK, and the USA, one person of color, and one person who identifies as LGBTQ. Our associates comprised 5 women and 3 men, nationals of Syria, Lebanon and the USA.

Growth of our programmatic portfolio and team have necessitated continued attention to and evolution of our organizational model anchored in our ethos and peacebuilding values. Our teaming structure is horizontal and collaborative, with all core staff actively shaping our program strategy and operations, defining and evolving their own roles, and invited into critical reflections and decisions on Build Up challenges, opportunities and development. In parallel, our financial and administrative systems are fully transparent and jointly owned with core staff, allowing us to collectively and proactively respond to and manage financial risks and determine the most efficient and effective ways to care for staff needs. We've experienced 2019 as a watershed year, in which the strength, capacities and flexibility of the team leveraged across all functions of the organization have had an exponential impact on our ability to carry out impactful work and create a healthy, thriving culture.

We are advised by an exceptional Board that provides institutional governance and expertise in the core areas of our work. The Board Chair is Diana Dajer, founder and director of [Policentrico](#) in Colombia, who herself was a member of Build Up's first fellowship cohort. Rodrigo Davies and Leah Jones are skilled technologists. Chip Hauss and Jerry McCann bring decades of experience in the peacebuilding field, and Sanjana Hattotuwa spans many of these areas of competencies along with adding human rights advocacy in his own and other conflict contexts. Our Board includes representation of various nationalities (Colombian, American, British and Sri Lankan), ethnicities and the LGBTQ+ community.

Money: how we were financed in 2019

Project	Budget	Donors
The Commons	\$100,000	Omidyar Network
Analysing Refugee-Host Community Narratives	\$20,377	UNDP Lebanon
Digital Steps Syria & Yemeni Diaspora *	\$207,634	British Council
Myanmar Build Peace Fellows *	\$77,111	PeaceNexus Foundation, Danmission
Yemen Communities Stronger Together *	\$11,706	Global Communities
Project Tripod *	\$17,690	International Alert Philippines
Participatory Justice Barometer *	\$24,734	Interpeace
Policy, research and trainings	\$52,791	International Alert, swisspeace, ZIF, Graduate Institute Geneva, training fees
Build Peace 2019	\$34,405	Creative Associates, Alliance for Peacebuilding, ticket sales
Unrestricted funding	\$67,554	Ashoka, reserve
Total	\$614,002	

* This is a multi-year project; table only shows budget in 2019.

Vision: where we think we'll be in 2020

Growing Programs

We expect all our program areas to continue and expand in 2020:

- **Peace Innovators:** We will conclude the Digital Steps Syria program, and continue the Digital Steps Yemeni Diaspora and Yemen Communities Stronger Together programs. We are also in conversation about adding peace innovator programs in the Sahel region and in Palestine.
- **Digital Conflict:** We are fundraising to continue The Commons in the USA, with a focus on the particular challenges and tensions of an election year. We are also in conversation about replicating an adapted version of this program in other countries. We have some ideas about continuing to research digital conflict, with a specific focus on the role of social media in online identity formation.
- **Participatory Data:** We expect to continue our support to the Prime Minister's Office in Niger. We are also expecting to launch participatory polling processes in Mali and in Burkina Faso, in partnership with Interpeace.

Investment in Community of Practice

In 2020, our vision is to strengthen the community of practice that we've been connecting with over the past five years through our fellowship programs, annual conference and training courses. We hope to develop more opportunities to stay connected, share resources and jointly reflect on and advance this field of practice.

Influencing Critical Conversations

We attended many public events in 2019, and found the interactions enriching and an important contribution to our thinking. In 2020, we will continue to attend events and aim to contribute and influence critical conversations and policies on peacebuilding, conflict and polarization in the digital era.

More Local Partnerships

Building on our experience in partnering with Alert Philippines, we are reaffirmed in our vision that our preferred project design and implementation modality is long-term, horizontal collaboration with partners that fosters mutual learning and practical engagement drawing on our respective strengths. We hope to establish more such local partnerships in 2020, including with organizations that have been through our peace innovator programs.

Team Capacity & Diversity

As Build Up grows, our team is also growing: we will add 2 core team members in 2020, and our network of associates is also likely to expand. We will also consider expanding our Board of Directors. The expansion of our core team, associates and Board will focus on inclusion, diversity and representation of the communities we serve around the world.